

A Portrait of Membership Associations: The Case of Indiana

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ABSTRACT

Membership organizations have long been recognized as mediating institutions that connect people to one another and to society. Past research has examined who are members of various types of organizations, but there is comparatively little information about the organizations themselves or how they compare to other types of nonprofit organizations. In this paper we draw on a survey of 2,206 Indiana nonprofits of all types to provide a portrait of the full range of membership organizations and how various types of membership organizations differ on key organizational dimensions. Two key findings stand out from our analysis: First, we found significant differences among six types of membership organizations on almost every dimension we considered. Second, these six types form two broad clusters with religious congregations, other member groups, and occupation/industry groups resembling one another on a number of key dimensions, but differing as a group from the second broad cluster composed of recreation groups, civic associations and mutual benefits associations.

INTRODUCTION

Membership organizations are integral to the social fabric of our society as mechanisms for people to pursue shared interests or address common concerns. Indeed, people active in associations are also more politically and socially engaged in general. However, declining memberships in locally based associations, such as labor unions, fraternal organizations, or parent-teacher associations, suggests to some observers that the nation's stock of social capital – the webs of interpersonal networks permeated by trust and agreed-upon norms – is declining; indeed, that our civic life is endangered (Putnam, 1995, 2000).

While Robert Putnam and many others (e.g., Verba, Schlozman, and Brady, 1995) have examined who participates in which types of associations in order to assess the state of the nation's social capital and civic life,¹ there is much less systematic information about these important organizations themselves, and in particular how they compare to other types of nonprofit organizations. Thus most nonprofit research has focused on public charities eligible to receive tax-deductible contributions, only some of which have members, as do churches, scouting organizations, museums, historical societies, or the YMCA. And while much valuable research has examined associations that serve primarily the interests of their own members, most of this work has focused on a particular type of association, such as labor unions (), homeowners associations (), fraternal societies (), or women's clubs (Clemens, xxxx).

¹ For a comprehensive review, see Tschirhart (forthcoming, 2006).

In this paper we draw on a survey of 2,206 Indiana nonprofits of all types to provide a portrait of the full range of membership organizations – whether charities, congregations, advocacy, or mutual benefit organizations, whether registered with the IRS or not, or whether formally incorporated or not. Our primary focus is on how various types of membership organizations differ on key dimensions. For reasons of space, we do not compare membership organizations to nonprofits without members; nor do we provide details on differences among subgroups (see description below) within the six types of membership organizations, although some of those differences are significant and have important implications for policy and management.

We first describe the survey on which the paper is based and how we categorized the full scope of membership organizations. We then briefly describe the basic profile of the six types we identify, including their service mission, membership base, financial profile, age, and human resources – staff, volunteers, and boards. We turn next to the more substantive focus of our analysis – the extent to which these organizations serve as mediating institutions for their members. To do so, we look at how attuned they are to community conditions and policy developments and whether they interact with other organizations. We follow this with a more detailed look at the challenges they face in maintaining a strong membership base, delivering programs, and securing the necessary human and financial resources. We conclude with a discussion of the implications of these findings for nonprofit researchers and association managers.

DATA AND METHODS

The results presented here are based on the 2002 Survey of Indiana Nonprofits, a cross-sectional survey which used as its sampling frame a comprehensive database of Indiana nonprofits of all types compiled from multiple source listings in order to overcome known weaknesses in the IRS listing (see Smith 1997; Grønbjerg and Paarlberg, 2002). The sources included three statewide institutional listings: (1) all IRS-registered tax-exempt entities with Indiana reporting addresses (about 32,600), (2) all nonprofit incorporations in the state (about 29,400), and (3) all congregations listed in the yellow-pages of phone directories with Indiana phone numbers (about 9,000). In addition, a variety of local listings of nonprofits in eleven communities across the state were reviewed and included if not already contained in the three institutional listings (in most cases adding about 25 percent).

Additional listings came from a hypernetwork survey of Indiana residents about their personal affiliations with Indiana nonprofits as employees, congregants, volunteers, or attendees at association meetings or events during the previous year. When combined and duplicates eliminated, these listings produced an inclusive statewide sampling frame of 59,412 nonprofit organizations, containing not only charities, but also churches, advocacy nonprofits, and all types of mutual benefit nonprofits, whether IRS-registered in Indiana, elsewhere, or not at all.

A stratified sample² of 9,205 nonprofits was drawn from the database (including all nonprofits

² The two strata dimensions included (1) the type of source listing (hypernetwork or personal engagement survey, IRS records, other official listings, or supplementary local listings) on which the organization's name was found, and (2) its location (to allow for expanded samples in 12 communities across the state).

identified from the hypernetwork survey) and 2,206 nonprofits responded to the mail survey, producing a response rate of just below 30 percent once known defunct or otherwise ineligible organizations are excluded from the original sample base.³ When weighted for strata differences in sampling rates, percentages of valid cases, and response rates, the survey data represent a statewide sample of Indiana nonprofits.⁴ We analyzed the data with STATA Special Edition (version 8.2) using the survey commands (SVY) to correct for design effects associated with using a stratified sample with highly unequal sampling proportions by strata (StataCorp, 2003).

The survey included questions on a broad array of issues and therefore allows for an unusually rich assessment of membership organizations. Thus all respondents were asked to answer questions related to general information (such as age and legal status), programs and services, finances, human resources, management challenges and capacities, impact of community and policy changes, and relationships with other organizations.

Other questions were limited to a subset of respondents. The group we focus on here – those that indicated they had members (other than board members) – were asked whether members pay dues, the type of dues structure employed, how many members they have, and how the number of members had changed. One special type of membership organization – congregations – was also asked about their affiliation with religious denomination. Finally, nonprofits involved in advocacy and political activities (which include several types of membership organizations) were asked about the extent to which they devote organizational resources to advocacy efforts. For a list of the specific questions, see Appendix A.

Definition and Classification of Membership Organizations

Our primary definition of membership organizations is based on whether nonprofits say they have members other than board members. The great majority (75 percent) of Indiana nonprofits has members according to this definition, but we also include a handful of organizations (27) that say they (1) serve primarily their own members or both their own members and the general public and (2) receive revenues from membership dues/fees.⁵

To distinguish among types of membership organizations, we examined their primary purpose and major activities, using the National Taxonomy of Exempt Entities Core Codes (NTEE-CC).⁶ We grouped these into six broad types: religious congregations, civic associations, mutual benefits, recreation groups, occupation/industry groups, and other member groups (all remaining organizations with members).

Religious Congregations

Congregations, including churches, mosques, temples, and all other types of religious congregations, make up 29 percent of all membership organizations – the single largest category

³ The response rate ranged between a high of 36 percent for the hypernetwork sample and a low of 27 percent for yellow-page listed congregations and 28 percent for IRS listed nonprofits.

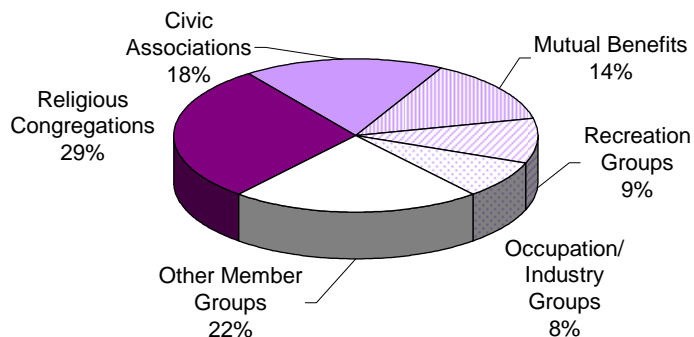
⁴ The sampling design is detailed more extensively by Gronbjerg and Clerkin (2005) and Gronbjerg (2002).

⁵ The survey did not include questions about the governance structure of membership organizations, e.g., whether members elect board members or have a voice in directing the organization.

⁶ We used self-reports of mission and major programs to code respondents by detailed NTEE-CC category.

of Indiana membership organizations (see Figure 1). Over half (51 percent) of these belong to the evangelical Protestant tradition,⁷ such as Pentecostals, Missionary Baptists, Apostolic Christians, Seventh Day Adventists, Nazarene and Amish. Those belonging to mainline Protestant congregations account for another third (31 percent) and include Lutherans, Episcopalians, Methodists, Presbyterians, etc. Another 7 percent of religious congregations are Roman Catholic, while all other religious traditions make up 11 percent.

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



Civic Associations

Almost one-fifth (18 percent) of all membership organizations are *civic associations*, the second largest category. These groups cover a wide range of activities from community service clubs and neighborhood block associations to parent/teacher associations, but all focus on efforts to improve local communities or involving residents in a variety of activities. Civic associations include three sub-categories: community service clubs⁸ (40 percent) such as chapters of Kiwanis International or the Rotary Club, homeowner and neighborhood associations (37 percent), and a variety of other civic associations⁹ and clubs (23 percent).

Mutual Benefit Associations

*Mutual benefits*¹⁰ account for 14 percent of membership organizations. These organizations tend to focus their services exclusively on their own members. We include all fraternal beneficiary societies, voluntary employee beneficiary organizations, and cemeteries classified as “Y” (mutual benefit organizations) under the NTEE system. We also included military and veterans’ groups and public utilities classified as “W” (other public and societal benefit organizations) under the NTEE system.

⁷ Categorization of evangelical and mainline Protestant denominations here is based on Steensland et. al “The Measure of American Religion: Improving the State of the Art,” *Social Forces*, September 2000, 79(1):291-318

⁸ We initially included chambers of commerce and similar organizations in this category, but found that these organizations as a group responded in ways that were more similar to industry and occupational associations.

⁹ See Appendix B for a detailed table of the sub-groups and NTEE classifications of each membership type.

¹⁰ Note that the NTEE-CC includes only insurance providers, pension and retirement funds, fraternal beneficiary societies, and cemeteries and burial services in the mutual-benefit category. We include other similar organizations, such as financial institutions, utilities, cooperatives, and veterans groups. Note also that under Indiana code all incorporated nonprofits that are neither congregations nor public benefit entities are legally defined as mutual benefit corporations. This latter definition is much broader than ours.

Mutual benefits consist of three sub-groups. About two-fifths (38 percent) are fraternal beneficiary societies such as the Moose, Elks or Masons; one-fifth (20 percent) are military and veterans' organizations; and the remaining two-fifths (42 percent) are financial organizations and related groups. The latter includes cemeteries, insurance providers and public utilities, credit unions and other financial organizations, pension and retirement funds, agricultural co-ops, and voluntary employee beneficiary associations.

Recreation Groups

Some 9 percent of all membership organizations are *recreation* groups. These are sports teams, hobby clubs, and all other organizations that have recreation or sports as a drawing factor. We divide this category into three sub-groups. About 41 percent are hobby clubs built around members with shared hobbies and interests ranging from woodcarving to stamp collecting or quilting. One-third (32 percent) are amateur sports teams formed around sports such as fishing and hunting, baseball, and winter sports. The remaining quarter (24 percent) are other types of clubs involved in recreation, such as include country club, camps, student fraternity and sorority groups, clubs formed around shared interests in arts and culture or music or dedicated to specific animals (kennel clubs).

Occupation/Industry Groups

Occupation/industry groups make up 8 percent of all membership organizations and include organizations formed around commerce or particular professions or industries, and include four sub-groups. Labor unions make up one-third (33 percent), another 29 percent are various types of professional associations (such as ARNOVA), almost one-quarter (23 percent) are chambers of commerce and business leagues,¹¹ and the remaining 16 percent are employment and related, spread among fields of activity but with a common emphasis on employment or commerce.

Other Member Groups

All remaining nonprofits that report having members but don't fall into the above listed categories are grouped in a catchall "*other member*" category. Groups in this category have some focus on serving the general public, rather primarily their own members, but are otherwise very diverse. The category accounts for one-fifth (22 percent) of all membership organizations.

Organizations specializing in human services make up 19 percent of other member organizations. This includes senior centers, developmentally disabled centers, and group homes, but also emergency assistance organizations, neighborhood centers, children and youth services, or other named groups, such as the YMCA, YWCA, American Red Cross, or Salvation Army.

Another fifth (19 percent) is made up of educational institutions and fundraising groups. This includes band boosters and other fundraising groups for educational institutions as well as educational institutions (preschools, schools, undergraduate colleges). Some 13 percent focuses

¹¹ We had originally grouped these organizations under civic associations, but found that they generally resembled occupation/industry groups more and therefore included them here.

on arts and culture, including historical societies, performing arts groups, and museums. Counseling and support groups for people suffering from diseases or mental health disorders make up 11 percent, advocacy groups concerned with the environment, animal and civil rights make up 9 percent, volunteer fire departments and related public safety organizations make up 8 percent, and community improvement and philanthropy groups contribute 7 percent. The rest (7 percent) focuses on youth development such as Boy Scouts of America or Boys' and Girls' Clubs.

PROFILE OF MEMBERSHIP ORGANIZATIONS

We briefly describe the basic profile of the six types of membership organizations, with primary attention to their service mission, membership base, size and other financial indicators, age, and human resources (staff, volunteers, and boards). These are important organizational features that have implications for how well equipped membership organizations are to serve as mediating institutions.¹²

Service Missions and Targeting

It is not surprising that most membership organizations serve their own members – after all, members presumably join the organizations to gain access to particular programs or services, but some serve also the general public. Some also target their services specifically at particular types of groups, while others do not. The six types of membership organizations vary significantly in their service missions and targeting and therefore in who has access to them.

Service Missions

The great majority (76 percent) of membership organizations serve both their own members and the general public, while one-fifth (19 percent) serve their own members only. Not surprisingly, this varies notably by type of membership organization, with *civic associations* (37 percent), *mutual benefits* (35 percent), *recreation groups* (32 percent), and *occupation/industry groups* (28 percent) most likely to say they serve only their own members (see Panel A in Table 1). At the same time, at least half of these groups report that they serve both their own members and the general public (51 to 71 percent). Very few *other member groups* (7 percent) or *religious congregations* (3 percent) say that they serve only their own members and the vast majority (82 and 97 percent respectively) report that they serve both own members and the general public.

Targeting

Most membership organizations target their services primarily by geographic location (48 percent) and age (47 percent), but also some by gender (29 percent) and religion (24 percent). They target less frequently by occupation (15 percent), race and ethnicity (12 percent) or income (12 percent). Membership organizations differ considerably in who they target on most of these

¹² As noted above, for reasons of space we do not provide details on differences among sub-groups within the six types of membership organization. There are, in fact, notable sub-group differences for several of the dimensions we examine here and we note some of these where most relevant. More complete analysis is available in our full report, Indiana Membership Organizations: A Profile (September, 2005) at www.indiana.edu/~nonprof.

Table 1: Service Mission and Targeting by Type of Membership Organization, 2002 (n=1,495-1,682)

Service Mission and Targeting	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic As-sociations	Recreation Groups	Mutual Benefits	Religious Congrega-tions	Occupation /Industry groups	Other Member Groups
A. Service Scope*							
Serves only own members	18.8	36.6	31.8	35.4	2.8	27.9	7.2
Serves both members & public	75.9	50.8	63.5	63.9	96.5	71.4	81.5
Service only general public	5.4	12.6	4.7	0.7	0.7	0.7	11.3
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,633	283	140	163	507	128	412
B. Targeting							
Geographic Location	48.0	61.1	42.1	40.2	48.6	49.2	44.2
Age*	47.3	26.0	53.3	29.9	70.5	25.8	48.5
Gender*	28.6	5.2	30.9	25.9	47.6	22.0	23.8
Religion*	24.1	5.8	9.7	15.1	56.3	4.4	13.2
Occupation*	15.2	6.7	7.4	14.8	8.8	67.4	11.4
Race/Ethnicity*	12.3	3.1	3.8	9.5	16.3	10.4	18.6
Income	11.8	9.0	3.7	9.2	11.3	13.0	18.0
n	1,495-1,497	252	123-124	141-144	475-477	119-120	382-384
C. Number of Service Targets*							
None	26.8	37.5	40.3	31.4	20.0	21.5	21.7
1	25.7	35.5	17.5	34.9	15.7	30.8	26.2
2	20.6	17.2	19.1	13.4	16.0	29.1	30.5
3	11.7	6.5	9.0	9.5	18.8	5.0	11.6
4 or More	15.3	3.3	14.1	10.9	29.6	13.6	10.1
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,682	295	140	170	525	129	423

Notes: *Chi-Square significant at p<.05. We use **bold red** to flag percent values that are **10 percentage points higher** than the corresponding percentages for all membership organizations and **bold blue italics** to flag values that are **10 percentage points lower**.

dimensions (but not geography).

Age. The great majority of *religious congregations* (71 percent), and half (53 percent) of *recreation groups*, target their services by age (see Panel B in Table 1). In the case of religious congregations, the high percentage most likely reflects such program activities as Sunday school or youth clubs. In contrast less than a third of *mutual benefits* (30 percent), *civic associations* (26 percent), and *occupation/industry groups* (26 percent) target by age.

Gender. Slightly more than a quarter (29 percent) of membership organizations target by gender, but *religious congregations* (48 percent) are notably more likely to do so (e.g., mothers clubs) than other types of membership organizations (see Panel B in Table 1). *Civic associations* (5 percent) are least likely to target by gender.

Religion. Although only a quarter (24 percent) of membership organizations target by religion, *religious congregations* are the most likely (56 percent) to say they target in this manner (see Panel B in Table 1). The only surprising element here is, perhaps, that not all of them target on this basis. *Mutual benefits* (15 percent), *other member groups* (13 percent), *recreation groups* (10 percent), *civic associations* (6 percent) and *occupation/industry groups* (4 percent) are much less likely to target by religion.

Occupation. While only 15 percent of membership organizations target by occupation, not surprisingly, as much as two-thirds (67 percent) of *occupation/industry groups* do so (see Panel B in Table 1).

Race or Ethnicity. Just over one-tenth (12 percent) of membership organizations target by race or ethnicity with *other member groups* (19 percent) and *religious congregations* (16 percent) most likely to do so. *Civic associations* (3 percent) and *recreation groups* (4 percent) are least likely to target by ethnicity or race (see Panel B in Table 1).

Number of Service Targets. Nearly three-fourths (73 percent) of membership organizations target at least one specific group (see Panel C in Table 1). *Religious congregations* stand out from other membership organizations as more likely to have multiple service targets, with nearly half (49 percent) targeting three or more different groups, compared to only 10 percent of civic associations and 27 percent of membership organizations overall.

These findings suggest that most membership organizations define themselves as serving broad segments of the population, or at least as not restricting membership to narrow demographic segments. That is not surprising, since certain types of restrictions may invoke images of racial and gender discrimination and because most membership organizations would say they seek members who share particular interests, experiences or concerns, regardless of demographic characteristic. However, work by McPherson and colleagues (citation) suggests that over time membership organizations may come to specialize in fairly narrow socio-demographic niches because members selectively recruit people who are similar to themselves and because those most dissimilar to other members more easily or quickly drop out. Unfortunately, the survey did not have space to include questions about the characteristics of members to determine whether these types of niche dynamics operate among Indiana membership associations.

Membership Base

The survey did, however, include questions about the number of members, both individuals and organizations. Although Indiana membership organizations vary widely in the number of members they have, most are quite small, suggesting that niche theory and personal networks are likely to be important drivers in recruiting and retaining members.

Individual Members

We find that the majority (85 percent) of Indiana membership organizations have only individual members. Of those with individual members, approximately two-thirds have fewer than 200 members. This includes 30 percent with fewer than 50 members and 32 percent with 50-199 members. The remaining 37 percent have more than 200 members, including one-fifth (20 percent) with more than 500 members. Not surprisingly, membership organizations vary a great deal in how many members they have (see Panel A in Table 2).

Recreation groups stand out as having fairly high percentages (30 percent) reporting 500 or more members, compared to 20 percent of membership organizations overall. *Religious congregations* tend to be mid-sized, with 37 percent reporting between 50 and 199 members and another quarter reporting 200-499 members. However, 20 percent have over 500 members while almost as many (18 percent) have fewer than 50 members. *Civic associations* clearly stand out as most likely to have relatively few members with almost half (49 percent) having fewer than 50 members and another two-fifths (38 percent) have between 50 and 199 members. Only 12 percent have 200 or more members compared to 37 percent of membership organizations overall.

Organizational Members

Some members of organizations may be other organizations – as is the case for chambers of commerce. Overall, 15 percent of Indiana membership organizations have at least some members that are organizations, but this differs among the major types of membership organizations. *Other member groups* and *occupation/industry groups* are by far the most likely to have members that are organizations rather than only individuals. Almost one-third (30 percent and 29 percent respectively) have organizational members, compared to 12 percent of civic associations, 11 percent of mutual benefits, 5 percent of recreation groups, and 4 percent of religious congregations (see Panel B of Table 2).

Financial Profile

The more members an organization has, the larger it is likely to be in terms of revenue, because even small dues or fees add up if there are many members. Larger organizations are more likely to have staff, as well as the ability to hire specialists. They may also have more flexibility to restructure activities and therefore be able to avail themselves of new opportunities or weather difficult periods.

Table 2: Membership Base, Financial Profile and Age 2002 (n=989-1,682)

Membership Base, Financial Profile and Age	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic Associations	Recreation Groups	Mutual Benefits	Religious Congregations	Occupation /Industry groups	Other Member Groups
A. Number of Members*							
None	1.5	0.5	0.1	4.8	0.0	6.3	0.7
Less than 50	29.8	49.2	32.7	25.1	17.7	24.2	30.2
50-199	31.7	38.4	17.6	29.4	36.7	31.0	27.7
200-499	17.0	7.1	19.8	19.9	25.3	12.5	15.6
500+	20.1	4.9	29.8	20.8	20.3	26.1	25.8
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,279	241	113	123	336	109	357
B. Organizational Members*							
No	85.4	88.4	94.8	88.7	96.0	70.9	70.0
Yes	14.6	11.6	5.2	11.3	4.0	29.1	30.0
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,682	295	140	170	525	129	423
C. Size of Revenues*							
No revenues	4.6	10.3	4.4	7.1	0.9	0.3	4.8
Less than \$25,000	40.2	70.1	60.2	52.5	8.6	38.8	41.0
\$25,000-\$99,000	21.1	13.9	17.4	16.4	33.4	22.7	15.8
\$100,000-\$249,000	13.1	0.8	2.0	3.2	29.0	19.3	11.1
\$250,000-\$999,000	11.0	2.5	0.8	5.5	20.3	17.1	10.7
\$1 Million or more	10.2	2.5	15.2	15.3	7.9	1.9	16.6
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,325	232	114	132	402	97	348

Membership Base, Financial Profile and Age	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic Associations	Recreation Groups	Mutual Benefits	Religious Congregations	Occupation /Industry groups	Other Member Groups
D. Major Funding Sources*							
Donations	32.1	9.1	0.9	5.4	86.1	5.7	19.3
Dues/Fees	30.6	50.9	58.1	35.0	5.9	65.7	20.7
Mix of Sources	26.0	26.7	34.4	40.3	6.8	27.0	37.3
No Revenue	3.8	9.0	3.7	5.9	0.7	0.2	4.2
Government Funding	3.8	2.0	0.0	0.1	0.2	1.0	13.9
Private Sales	3.7	2.3	2.9	13.4	0.3	0.3	4.6
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,551	269	133	154	478	117	400
E. Dues Structures**							
Flat dues*	63.7	77.9	68.0	83.9	11.0	44.9	58.1
Dues by capacity to pay*	9.0	3.8	6.1	3.5	43.0	4.4	13.8
Dues by level of services***	6.8	2.4	8.0	7.3	1.0	13.3	7.8
Other dues structure*	27.0	16.8	30.2	5.5	49.0	46.1	32.8
All	989	252	114	136	67	124	296
n							
F. Age of Organization*							
Before 1930	29.0	16.6	11.7	51.0	45.3	23.9	13.2
1930 - 1959	20.2	21.8	34.2	29.1	18.4	28.2	8.3
1960 - 1969	10.7	6.5	8.2	2.9	11.5	9.6	18.8
1970 - 1979	11.6	14.8	10.4	4.8	9.3	16.4	14.8
1980 - 1989	14.3	18.4	16.5	4.1	7.7	15.8	24.2
1990 - 2000	14.2	21.9	19.1	8.1	7.7	6.1	20.8
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,547	276	126	147	490	114	394

Notes: See Notes to Table 1. ** This question is only pertinent for organizations that require dues. The low number (67) of religious congregations that answered the question suggests that congregations do not usually refer to donations as dues. *** The Chi-square analysis is only marginally significant.

Size of Revenues

Most membership organizations are quite small – indeed, two-fifths have revenues of less than \$25,000 and only 10 percent have revenues over \$1 million. However, there are notable differences among types of membership organizations in size of revenues (see Panel C in Table 2).

Religious congregations tend to be mid-sized organizations. Only 1 percent report no revenues (compared to 5 percent of membership organizations overall), while 62 percent have revenues in the range of \$25,000 to \$249,000. Only 8 percent have revenues over \$1 million. *Occupation/-industry groups* are likely to be small to mid-sized organizations, with 62 percent having revenues under \$100,000, but only 2 percent report revenues over \$1 million.

Several other types of membership organizations show a more bi-modal distribution. This is the case with *other member groups*, nearly half (46 percent) of which report revenues under \$25,000 while 17 percent have revenues over \$1 million. Among *mutual benefits* more than half (60 percent) have revenues under \$25,000 (including 7 percent with no revenues), but 15 percent have revenues of over \$1 million. *Recreation groups* follow a similar pattern with 64 percent reporting less than \$25,000 in revenues (including 4 percent with no revenues); while 15 percent have revenues over \$1 million. By contrast, *civic associations* are almost uniformly very small, with 70 percent reporting revenues of less than \$25,000, 10 percent reporting no revenues at all, and only 6 percent reporting revenues over \$100,000.

Major Funding Sources

A nonprofit's dominant source of funding reveals how it positions itself and what it has to do in order to obtain financial resources to operate its programs. We asked Indiana nonprofits where their revenues come from: government or public agencies, donations and gifts from private sources, special events, dues/membership fees, private sale of goods and services, or other sources. We characterize nonprofits that get more than half from a given source as dependent on that source and those where no one source accounts for a majority of revenues as dependent on a mix of sources.

Not surprisingly, dues and fees are more important as a revenue source to nonprofits with members than to those without members. However, less than a third (31 percent) of membership organizations obtain at least half of their revenues from dues or fees, about as many (32 percent) as depend mainly on donations. Most of the rest (26 percent overall) depend on a mix of sources, and only 4 percent depend mainly on government funding. Membership organizations differ in the extent to which they rely mainly on dues/fees, government funds, or donations (see Panel D in Table 2).

Occupation/industry, recreation groups, and civic associations are most likely to follow the expected funding profile with more than half depending mainly on membership dues/fees (66 percent, 58 percent, and 51 percent respectively). In contrast, only 6 percent of *religious congregations* depend on dues or fees for half or more of their funding and instead rely mainly on donations/gifts (86 percent) for half or more of their total revenues. The latter most likely

reflects the fact that financial support from individuals to congregations meet technical definitions of charitable contributions, although some members or congregations may think of these as dues (albeit voluntary dues).

The two remaining types of membership associations (*mutual benefits* and *other member groups*) are less distinctive. The former is slightly more likely to use sales of goods or services as a major source of funding (13 percent) than all other membership organizations (4 percent). The latter is more likely to depend on government funding (14 percent vs. 4 percent overall) and on a mix of funding sources (37 percent vs. 26 percent of overall).

Dues Structures

Membership organizations may structure the dues or fees that members pay in a variety of ways, most likely reflecting a mix of organizational philosophy and assessment of what the market will bear. We explored three types of dues or fees structures: (1) all members pay the same flat amount (the “democratic” model), (2) dues or fees vary according to the level of services members receive (the “market” model), and (3) dues or fees vary by the capacity of members to pay (the “social equity” model). Membership organizations may use a mix these models as well.

Most (64 percent) membership organizations require members to pay the same flat dues or fees, 9 percent say they base dues on capacity to pay, and only 7 percent say they base dues on the level of services received. The rest (27 percent) say they have some other type of dues/fees structure. Not surprisingly, these practices vary among types of membership organizations (see Panel E of Table 2). Thus less than half of *occupation/industry groups* and *religious congregations* require members to pay the same flat dues or fees, while 84 percent of mutual benefits do.¹³ Over two-fifths (43 percent) of religious congregations that require dues base them on the capacity of members to pay (especially evangelic Protestant and Catholic congregations)

Age

An organization’s age is also important. As organizational ecologists remind us, the environment in which older nonprofits were founded is likely very different from the environment in which they find themselves today. Consequently, older organizations are likely to be less in sync with current community needs since core features, such as mission or core technology, are difficult to change once organizational routines are well established. At the same time, established routines and predictable relationships with other organizations help organizations survive so that young organizations encounter a “liability of newness” because they lack such features.

Membership organizations are generally older than nonprofits without members, but there are significant differences among types of membership organizations (see Panel F of Table 2).¹⁴ Almost half (49 percent) of membership organizations were founded before 1960, including

¹³ Among occupation/industry groups, two-thirds (66 percent) of labor unions require flat dues of members compared to only 15 percent of chambers of commerce.

¹⁴ Note: Our data only allows us to examine the age distribution of nonprofits that were active in 2002, when our survey was completed. We do not know how many of those established during some early period had ceased to operate by 2002. Categories with many young organizations may be those that have seen recent growth, but they also may be the types of organizations that have high mortality, so that the field has not grown overall.

more than a quarter that were formed before 1930, and only 14 percent were founded in the 1990s (compared to 41 percent of organizations without members).

The great majority (80 percent) of *mutual benefits* were founded before 1960, including 51 percent established before 1930 – suggesting that they either must have made substantial adaptations to survive in an environment that is now fundamentally different than when they were established or face a future of declining relevance. This challenge would appear to be particularly severe for fraternal beneficiary societies, of which the great majority (81 percent) was founded before 1930, and probably also for veterans groups, of which the majority (58 percent) were formed between 1930 and 1959.

The challenge of adaptation is also likely to be significant for *religious congregations*, since a majority of them were founded before 1960 (64 percent), including 45 percent before 1930. This is especially the case for mainline Protestant (76 percent founded before 1930) and Catholic congregations (80 percent formed before 1960).

Many *occupation/industry groups* are also fairly old, with 52 percent formed before 1960, although half of the chambers of commerce were established after 1980 (vs. 22 percent for all occupation/industry groups). *Civic associations* and *other member groups* are likely to be younger on average, with a majority of these groups founded since 1970.¹⁵

Human Resources

To carry out their missions, membership organizations need human resources – competent and dedicated staff and/or volunteers – to deliver programs to members, and an engaged and effective board of directors to carry out governance activities.

Paid Staff

As one might expect given the small size of revenues noted above, only half (52 percent) of membership organizations have paid staff. Not surprisingly, the presence of paid staff varies greatly among types of membership organizations from 87 percent of *religious congregations* to 34 percent of *recreation groups*, 28 percent of *mutual benefits*, and 18 percent of *civic associations* (see Panel A of Table 3). Staff size also varies significantly by type of membership organization. As Panel B of Table 3 shows, recreation groups, other member groups, and mutual benefits that have paid employees tend to have larger staff sizes than other membership organizations.

¹⁵ Among *civic associations*, community service clubs are the oldest (70 percent formed before 1960) as are educational institutions and fundraising groups among other member groups (30 percent founded before 1930). On the other hand, among *other member groups*, the majority of community improvement and philanthropy groups (61 percent) and counseling and support groups (58 percent) are very young and were founded since 1990.

Table 3: Human Resources (n=1,208-1,601)

Human Resources	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic As-sociations	Recreation Groups	Mutual Benefits	Religious Congrega-tions	Occupation /Industry groups	Other Member Groups
A. Paid Staff*							
No	48.0	81.9	65.8	72.2	12.9	43.8	49.0
Yes	52.0	18.1	34.2	27.8	87.1	56.2	51.0
All n	100.0 1,601	100.0 275	100.0 130	100.0 165	100.0 504	100.0 122	100.0 405
B. Size of Staff*							
0.5-2	44.9	55.3	38.9	46.2	43.3	56.4	41.4
2.5-5	21.5	20.6	0.4	16.8	27.6	18.8	14.4
5.5-15	16.2	17.6	20.3	5.6	18.1	22.5	11.1
15.5-50	12.5	5.4	30.1	29.1	10.2	0.5	16.6
Greater Than 50	4.9	1.1	10.3	2.4	0.8	1.8	16.5
All n	100.0 824	100.0 37	100.0 20	100.0 51	100.0 443	100.0 63	100.0 210
C. Use Volunteers*							
No	23.9	45.5	27.0	52.9	7.1	18.0	13.9
Yes	76.1	54.5	73.0	47.1	92.9	82.0	86.1
All n	100.0 1,590	100.0 271	100.0 130	100.0 160	100.0 506	100.0 122	100.0 401
D. Importance of Volunteers*							
Not very important	5.9	3.3	1.3	13.1	1.8	13.9	8.6
Somewhat important	16.3	24.1	24.9	12.7	9.2	17.4	21.0
Very important	38.9	12.9	35.1	35.1	54.2	50.2	26.4
Essential to mission	38.9	59.7	38.7	39.1	34.8	18.6	44.1
All n	100.0 1,208	100.0 163	100.0 90	100.0 82	100.0 450	100.0 86	100.0 337

Human Resources	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic Associations	Recreation Groups	Mutual Benefits	Religious Congregations	Occupation /Industry groups	Other Member Groups
E. Governance Structure*							
Board of directors	82.7	81.6	90.4	70.5	78.0	87.4	92.6
Governed by other org	5.6	5.9	4.6	14.6	4.7	6.3	1.1
Other governance structure	11.7	12.5	5.0	14.9	17.3	6.3	6.3
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,584	276	128	162	493	123	402
F. Size of Board*							
1 to 4 members	15.3	22.4	24.6	22.8	11.1	11.9	9.2
5 to 9 members	41.4	50.3	43.8	49.4	44.2	27.5	33.1
10 to 14 members	21.4	22.3	17.9	11.9	24.3	21.9	23.4
15 or more members	21.9	5.1	13.7	15.9	20.4	38.7	34.3
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,267	216	107	128	357	108	351
G. Use of Committees*							
For all or some work	58.5	51.4	32.2	48.9	68.2	77.4	58.4
For short-term tasks	17.5	20.3	28.7	8.1	16.1	13.5	19.4
Does not use committees	24.0	28.3	39.1	43.0	15.7	9.0	22.2
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,234	213	103	125	343	108	342

Note: See notes to Table 1.

Volunteers

More than three-fourths (76 percent) of membership organizations use volunteers (other than board members) to carry out activities for the organizations. As Panel C of Table 3 shows, *religious congregations* (93 percent), *other member groups* (86 percent), and *occupation/industry groups* (82 percent) are significantly more likely to use volunteers than other membership organizations, especially *civic associations* (55 percent) and *mutual benefits* (47 percent). Moreover, of the membership organizations that use volunteers, over three-fourths (78 percent, or 59 percent of all membership organizations) say volunteers are very important or essential. Volunteers appear to be particularly important for *civic associations* where 60 percent of those that use volunteers (other than board members) say they are essential to their mission, compared to only 19 percent of *occupation/industry groups* and 39 percent of membership organizations overall (see Panel D of Table 3).

Boards of Directors

While the vast majority (83 percent) of membership organizations have their own board of directors, this is somewhat less likely for *mutual benefits* (71 percent) and *religious congregations* (78 percent, see Panel E of Table 3). Most of the membership organizations with boards of directors have relatively small boards – more than half (57 percent) have less than nine board members. As Panel F of Table 3 shows, *other member* and *occupation/industry groups* with boards of directors tend to have larger numbers of board members, while *mutual benefits*, *recreation groups*, and *civic associations* with boards have relatively few board members.

Larger boards are more likely to use committee structures to carry out activities. As Panel G of Table 3 shows that the great majority of boards of directors for *occupation/industry groups* (91 percent) and *religious congregations* (84 percent) use some form of committee structure, while this is the case for only 57 percent of boards of directors of *mutual benefits* and 61 percent of *recreation groups*.

MEMBERSHIP ORGANIZATIONS AND THEIR ENVIRONMENTS

We turn next to the more substantive focus of our analysis, namely the extent to which membership organizations are able to serve as mediating institutions for their members by dealing with the impact of changing environments and strengthening civic engagement. We also examine how extensively they interact with other organizations, thereby linking their members to a variety of other institutions.

Awareness of Environmental Changes

If membership organizations are to serve as mediating institutions for their members, they must be attuned to their environment. We use awareness of changes in community conditions and public policies and their involvement in advocacy and political activities to determine how attuned they are.

Awareness of Community Changes

We asked respondents to indicate whether the following conditions had increased, decreased, or stayed the same over a three year period in order to ascertain their perceptions of important community conditions: employment opportunities, household income, population size, ethnic or racial diversity, crime and violence, and tension between community groups.

The majority (71 percent) of membership organizations report at least one change in community conditions, but there are notable differences in the extent to which membership organizations are attuned to community conditions (see Panel A of Table 4). Significant majorities (85 percent) of *occupation/industry* groups, *religious congregations* (79 percent) and *other member groups* (77 percent) report at least one change in community conditions, while only 54 percent of *mutual benefits* and 55 percent of *recreation* groups do.

We also asked whether or not these conditions had an impact on their organization, although we did not ask how. Almost half (49 percent) report some impacts from changes and there are notable variations among types of membership organizations (see Panel B in Table 4). Just as they are more likely to report at least one community change, *other member groups* (63 percent), *occupation/industry* groups (61 percent), and *religious congregations* (58 percent) are more likely to report impacts from at least one of those changes than membership organizations overall (49 percent).

Awareness of Policy Changes

Awareness of policy changes is arguably more important than community changes, if membership organizations are to serve as mediating institutions for their members. We asked Indiana nonprofits whether each of six specific policy changes had become stricter, more relaxed or did not change: government contract procurement policies, client eligibility for government programs, professional licensing requirements, health and safety regulations, personnel/legal regulations, and any other policy changes. We also asked whether the policy change impacted their particular organizations.

Two-thirds of membership organizations report no changes in policies and more than three-fourths (78 percent) reported that they were not impacted by changes in policies. As Panel C in Table 4 shows, *occupation/industry* groups (65 percent) and *other member* groups (75 percent) are more likely to perceive changes than other types of membership organizations. They are also more likely to say they are impacted by at least one policy change (44 percent and 37 percent respectively, compared to 22 percent overall, see Panel D in Table 4).

Involvement in Advocacy and Political Activity

Membership organizations also play important roles in promoting the interests of their members, thereby serving as mechanisms for civic engagement. To determine the extent to which membership organizations play this role we look at whether they are involved in efforts to promote positions on certain policy issues, group interests, or political groups.

Table 4: Awareness of Environmental Changes (n=1,261-1,504)

Awareness of Environmental Changes	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic As-sociations	Recreation Groups	Mutual Benefits	Religious Congrega-tions	Occupation /Industry Groups	Other Member Groups
A. Number of Changes in Community Conditions*							
None	29.4	42.6	45.2	46.1	21.2	14.7	22.8
1 condition	16.7	24.1	11.4	8.1	14.3	17.6	20.8
2 conditions	16.8	19.4	4.0	16.0	18.5	27.2	13.5
3 conditions	16.5	6.0	24.0	11.6	23.3	15.5	15.4
4 to 7 conditions	20.6	7.9	15.5	18.3	22.6	25.0	27.4
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,485	244	116	138	486	112	389
B. Number of Impacts from Changes in Community Conditions*							
None	51.3	77.7	74.2	62.9	41.7	38.6	37.4
1 impact	17.0	10.0	9.6	13.1	17.4	26.2	22.1
2 impacts	12.8	7.1	5.5	12.2	17.5	16.8	11.7
3 impacts	10.0	2.6	6.1	7.8	14.1	4.6	14.2
4 to 7 impacts	8.9	2.6	4.7	4.0	9.4	13.8	14.6
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,494	245	117	139	490	113	390
C. Number of Policy Changes*							
None	65.8	85.7	74.0	60.3	69.7	39.3	58.7
1 change	15.8	7.8	8.2	25.3	14.7	26.0	16.3
2 to 7 changes	18.3	6.5	17.7	14.4	15.6	34.8	25.0
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,261	197	97	115	402	104	346

Awareness of Environmental Changes	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic Associations	Recreation Groups	Mutual Benefits	Religious Congregations	Occupation /Industry Groups	Other Member Groups
D. Number of Impacts from Policy Changes*							
None	77.7	93.0	94.3	75.6	84.5	56.1	63.5
1 change	12.2	5.2	4.8	20.2	7.0	30.2	14.6
2 to 7 changes	10.1	1.8	0.9	4.3	8.4	13.7	22.0
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,264	197	97	115	403	104	348
E. Involvement in Advocacy*							
No advocacy	71.9	82.3	85.6	80.1	71.0	36.9	70.0
Some advocacy	28.1	17.7	14.4	19.9	29.0	63.2	30.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	1,504	249	124	157	474	114	386

Note: See Notes to Table 1

Relatively few do. Just over one-quarter (28 percent) of membership organizations are involved in such activity. Not surprisingly, given the different purposes of membership organizations, this varies a great deal among the six major types. We find again that *occupation/industry* groups are more attuned to policy issues with almost two-thirds (63 percent) saying they are involved in advocacy activities, compared to only 14 percent of *recreation* groups and about a fifth of *mutual benefits* (20 percent) and *civic associations* (18 percent, see Panel E in Table 4).

Involvement with Other Organizations

Membership organizations may also promote civic engagement and serve as mediating institutions in other ways by providing opportunities for their members to interact with other organizations. We look at the extent to which membership organizations have formal affiliations with other institutions and participate in inter-organizational collaborations or networks.

Formal Affiliations

The majority (62 percent) of membership organizations are formally affiliated with other organizations, including 36 percent that are local affiliates of national headquarter organizations. Not surprisingly, *religious congregations* (78 percent) are especially likely to be formally affiliated, but so are *occupation/industry* groups (72 percent), while less than half (45 percent) of *civic associations*¹⁶ are formally affiliated with other organizations (see Panel A in Table 5).

Because of space limitations we do not report in detail on the types of organizations that membership organizations are affiliated with, except to note that most of them are largely what we might expect. Thus *congregations* are almost universally (96 percent) affiliated with religious organizations and the majority of *occupation/industry* groups (76 percent), *recreation* groups (60 percent) and *mutual benefits* (58 percent) are formally affiliated with other membership organizations. However, half of *civic associations* report affiliation with secular service organizations and relatively few membership organizations of any type are formally affiliated with advocacy organizations, government, or for-profit organizations.

Participation in Collaborations or Networks

By participating in collaboration or networks with other organizations, membership organizations may also enhance networking opportunities for their members, thereby strengthening social capital. The majority of membership organizations (56 percent) appear to provide such opportunities in that they report being involved in such relationships. This is especially the case for *other member* groups (70 percent), *religious congregations* (66 percent), and *occupation/industry* groups (60 percent), while only 31 percent of *mutual benefits* (31 percent) are so involved (see Panel B of Table 5).

Participating in collaborations or networks may also serve more utilitarian functions for the organizations themselves. When asked whether participation in collaborations or networks make it easier, more difficult, or has no impact on their ability to secure each of six organizational

¹⁶ There are major differences among subgroups within this category: 77 percent of community service clubs are formally affiliated, while that is the case for only 4 percent of homeowners' and neighborhood associations.

Table 5: Involvement with Other Organizations (n=725-1,582)

Involvement with Other Organizations	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic Associations	Recreation Groups	Mutual Benefits	Religious Congregations	Occupation/Industry groups	Other Member Groups
A. Formal Affiliations*							
Local affiliate of larger org.	36.1	29.9	23.4	30.5	50.1	44.5	27.0
Other affiliation	18.8	13.0	19.4	21.7	22.0	16.6	18.2
Headquarter organization	6.6	2.4	2.6	11.3	6.1	11.3	7.3
No affiliation	38.5	54.8	54.6	36.5	21.8	27.6	47.6
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,582	270	134	151	498	124	405
B. Participation in Collaborations or Networks*							
Formal	13.2	10.3	14.1	7.6	11.0	18.9	18.8
Informal	30.6	20.7	29.7	15.0	40.8	32.8	33.2
Both formal & informal	12.5	11.4	2.8	8.4	14.6	8.1	17.7
None	43.8	57.6	53.4	69.1	33.7	40.2	30.3
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,557	261	132	159	483	119	403
C. Number of Benefits from Collaborations*							
None	23.2	29.4	14.5	29.4	34.5	7.8	13.1
1	14.8	30.5	2.4	16.0	15.8	0.9	14.6
2	21.4	6.6	20.6	27.5	16.3	23.0	30.4
3 or more	40.6	33.5	62.5	27.1	33.5	68.2	41.9
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	725	82	46	32	264	57	244
D. Types of Benefits from Collaborations							
Enhance visibility*	66.0	67.0	73.3	55.0	53.8	82.3	75.2
Meet member needs*	53.8	37.4	77.3	49.9	42.3	66.4	64.5
Obtain funding*	35.5	29.3	54.9	7.9	21.2	54.4	50.6
Recruit/retain volunteers*	28.6	26.8	58.6	17.0	20.7	47.9	29.5
Recruit/retain board members*	15.4	15.2	39.4	6.0	6.5	15.9	21.7
n	755-760	88-92	47-48	33-36	269-273	59-63	254-256

Note: See notes to Table 1.

capacities, overall 77 percent of membership organizations report at least one type of benefit from networks or collaborations, including two-fifths (41 percent) that report three or more types. As Panel C of Table 5 shows, *occupation/industry* groups and *recreation* groups report a broader scope of benefits from collaborations, with 68 percent and 63 percent respectively reporting three or more types of benefits. In comparison, only 27 percent of *mutual benefits* that participate in that networks or collaborations report that these benefit them in equally many ways.

Overall, membership organizations are most likely to report that these relationships are useful to them in enhancing their visibility or reputation (66 percent) – important if they are to recruit new members. This is especially the case for *occupation/industry* groups (82 percent), *other member* (75 percent) and *recreation* (73 percent) groups. Just over half of membership organizations say collaborations or networks help them meet member or client needs (54 percent), which is important if they are to retain members. This is especially the case for *recreation* groups (77 percent), *occupation/industry* (66 percent) and *other member* groups (64 percent).

Notably smaller percentages say that these relationships make it easier to obtain funding (36 percent) or recruit volunteers (29 percent). A majority of *recreation* (55 percent), *occupation/industry* (54 percent), and *other member* (51 percent) groups say that these relationships make it easier for them to obtain funding. A majority of *recreation* groups that collaborate (59 percent) also report that networks make recruitment of volunteers easier, as do nearly half (48 percent) of *occupation/industry* groups.

Less than one in five membership organizations that participate in collaborations or networks say that these relationships aid in recruiting staff (19 percent) or board members (15 percent). Once again, *recreation* groups stand out in the percent that value their collaborations, with two-fifths (39 percent) saying that networks or collaborations make recruiting/keeping board members easier, compared to only 7 percent of *religious congregations* and 6 percent of *mutual benefits*.

ORGANIZATIONAL CHALLENGES

Our analysis so far has revealed notable differences among membership organizations in organizational profile and how they relate to their broader environment. We turn now to a more in-depth look at their capacity to serve as mediating institutions: whether their membership base is strong and the extent to which they encounter challenges in managing relationships with members, delivering programs, or securing the necessary human and financial resources.

Vitality of Membership

Are membership organizations in decline as Putnam (2000) claims? We find that some membership organizations are indeed experiencing decline, but others are growing and experiencing increasing demands for their programs or services, suggesting that there are major differences in whether membership organizations are visible and attractive to current and potential members.

Size of Membership Base

Almost half (46 percent) of membership organizations say that the number of members had stayed more or less the same over the prior three years. The rest split almost evenly between those that reported increases (26 percent) and those that reported decreases (27 percent). However, as Panel A in Table 6 shows, there are notable differences among the various types of membership organizations in whether memberships have increased or decreased over the last three years. Thus membership organizations most likely to include public charities (“*other*” *member* groups) and to a lesser extent *religious congregations* are more likely to have seen increasing membership (40 percent and 32 percent respectively).

In contrast, the types of membership organizations of greatest concern to the followers of the “Bowling Alone” argument – *mutual benefits* and *civic associations* – are likely to have seen stagnating or declining membership. Indeed, *mutual benefits* saw the biggest decreases in membership of any type, with 47 percent reporting a decline (compared to 27 percent overall) and only 6 percent an increase in the number of members. Among mutual benefits, declines in membership were especially pervasive among fraternal beneficiary societies (73 percent). And while most veteran’s organizations (64 percent) reported a stable membership roll, only 1 percent reported an increase in membership, while 36 percent reported a decrease.

Similarly, over half (52 percent) of *civic associations* report that their membership rolls stayed the same and most of the rest (32 percent overall) say membership numbers decreased, while less than one-fifth (16 percent) report increases. Among civic associations, declines were especially prevalent among community service clubs (50 percent), while most homeowners’ and neighborhood associations (72 percent) and recreation groups (50 percent) report stable membership numbers.

Demand for Services or Programs

As we might expect, given these differences in membership growth or decline, there are also notable variations in whether membership organizations report changes in demand for services or programs over the last three years (see Panel B in Table 6). Overall, the majority (52 percent) says that demand for services or programs stayed the same and 39 percent say demand has grown.

Mutual benefits and *recreation* groups are most likely to see a decrease in demand for services or programs (respectively 16 and 20 percent), although in each case the majority say that demand had stayed the same (60 and 64 percent respectively). The majority (64 percent) of *civic associations* report that demand stayed the same. They are also less likely than the average membership organization to report an increase in demand (28 vs. 39 percent).

In contrast, more than four times as many *occupation/industry* groups report increases (43 percent) as decreases (10 percent). The margin is even greater for *religious congregations*, 46 percent of which say that demand for services or programs has increased and only 6 percent that it has decreased. Similarly, the majority of *other member* groups (56 percent) report an increase in demand for services or programs.

Table 6: Vitality of Membership (n=1,366-1,619)

Vitality of Membership	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic As-sociations	Recreation Groups	Mutual Benefits	Religious Congrega-tions	Occupation /Industry groups	Other Member Groups
A. Change in Membership Rolls*							
Decreased	27.4	32.0	32.1	46.5	25.2	26.3	15.4
Stayed the same	46.4	51.8	49.6	47.5	42.9	45.2	44.6
Increased	26.2	16.2	18.3	5.9	31.9	28.5	40.1
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,366	263	115	136	375	112	365
B. Change in Demand for Services*							
Decreased	8.8	8.0	20.3	16.1	5.8	10.3	3.9
Stayed the same	52.0	63.7	59.8	63.6	48.4	46.9	40.4
Increased	39.3	28.3	19.9	20.3	45.9	42.8	55.6
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,619	275	136	160	509	126	413

Note: See Notes to Table 1/

Member-Related Challenges

Obviously, to remain viable, membership organizations must first and foremost attract new members, meet their needs, and communicate effectively with them. The majority of membership organizations find each of these tasks to be at least a minor challenge. Surprisingly, the groups disproportionately likely to have seen stagnating or declining members and stagnating or declining demand for programs or services are generally less likely to report these activities to be challenging than the types of membership organizations that have seen growth in members and in demand for programs or services.

Attracting New Members

The great majority of membership organizations (81 percent) say it is at least a minor challenge to attract new members, including over half (54 percent) that say it is a major challenge. As Panel A in Table 7 shows, attracting new members and/or clients is at least a minor challenge for the majority of all types of membership organizations, but there are notable differences in which types find it to be a major challenge, ranging from a high of 63 percent for *religious congregations*¹⁷ to a low of 41 percent of *mutual benefit* groups. There are also notable and interesting differences among various subgroups.¹⁸

Meeting Needs of Members

In addition to attracting new members and/or clients, nonprofits must meet the needs or interests of current members and/or clients or risk losing them, which would create even more pressure to recruit new members. The majority (73 percent) of membership organizations finds it a challenge to meet the needs and interests of current members (or clients), including one-third (33 percent) that say it is a major challenge.

As Panel B in Table 7 shows, this is particularly a challenge for *occupation/industry* groups, with 84 percent saying it is at least a minor challenge, including 49 percent who say it is a major challenge, followed closely by *congregations* (respectively 82 percent and 42 percent). Much smaller percentages of *recreation* groups (23 percent), *mutual benefits* (21 percent) and *civic associations* (18 percent) find meeting the needs of current members to be a major challenge.

Communicating with Members

Membership organizations must also communicate effectively with their members if they are to keep them. This appears to pose less of a challenge than the two previously mentioned tasks;

¹⁷ Among religious congregations, Catholic congregations are less likely to say that attracting new members and/or clients is a challenge than are other religious affiliations, with 21 percent saying it is a major challenge, compared to 76 percent of mainline Protestant groups.

¹⁸ Among other member groups, over three-fourths of environment, animal and civil rights groups (77 percent) and educational institutions and fundraising groups (76 percent) say attracting new members and/or clients is a major challenge, compared to 54 percent of other member groups overall. Among civic associations, homeowners' and neighborhood associations face significantly fewer challenges, with only 38 percent reporting any challenges in attracting new members and/or clients (compared to 83 percent of community service clubs and 70 percent of civic associations overall).

Table 7: Member-Related Challenges (n=1,494-1,523)

Member-Related Challenges	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic Associations	Recreation Groups	Mutual Benefits	Religious Congregations	Occupation /Industry groups	Other Member Groups
A. Attracting New Members*							
Not a challenge	11.1	14.3	12.6	14.2	8.7	13.3	8.7
Minor challenge	27.0	20.8	32.3	30.4	24.0	25.0	32.4
Major challenge	54.3	48.6	51.2	40.9	63.0	57.7	54.4
Not applicable	7.6	16.3	4.0	14.5	4.4	4.0	4.5
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,523	252	125	146	484	120	396
B. Meeting Member Needs*							
Not a challenge	19.0	27.5	18.8	23.3	15.8	13.5	17.1
Minor challenge	39.2	40.5	46.2	34.9	39.3	35.5	39.4
Major challenge	33.3	17.7	23.3	20.5	42.3	48.5	36.9
Not applicable	8.6	14.4	11.7	21.4	2.6	2.6	6.7
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,505	253	127	140	477	119	389
C. Communicating with Members*							
Not a challenge	32.2	34.7	38.1	44.8	26.1	29.4	30.4
Minor challenge	40.5	39.7	42.9	26.4	45.7	35.7	43.4
Major challenge	20.1	13.3	9.9	12.6	25.0	34.6	20.3
Not applicable	7.2	12.2	9.1	16.3	3.2	0.3	5.9
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,494	249	127	137	473	120	388

Note: See Notes to Table 1.

however, it is at least a minor challenge for the majority of all Indiana nonprofits (61 percent), including one-fifth (20 percent) for whom it is a major challenge. There are notable differences among types of membership organizations (see Panel C in Table 7).

As in the case with other challenges, *occupation/industry* groups are more likely to face challenges in communicating with members, with 70 percent of these groups reporting some challenges, including 35 percent who say it is a major challenge. *Religious congregations* are next, while *mutual benefits, recreation* groups, and *civic associations* report the least challenges in communicating with members.

Program Related Challenges

To remain attractive to members, membership organizations must also address a number of key program-related challenges: They must enhance the visibility or reputation of the organization, deliver high quality programs and services, engage in strategic planning, and evaluate program outcomes. These four tasks are at least a minor challenge for the majority of membership organizations.

Enhancing Visibility of Organization

Enhancing the organization's visibility is the most challenging task for membership organizations, with more than three-fourths (78 percent) reporting it to be at least a minor challenge, including 38 percent that say it is a major challenge. Among *other member* groups, 50 percent consider it a major challenge, compared to only 20 percent of *mutual benefits* and 27 percent of *civic associations* (see Panel A in Table 8).

Service Delivery

Nearly three-fourths (72 percent) of membership organizations also report that service delivery is a challenge, including 34 percent that say it is a major challenge. As Panel B in Table 8 shows, *religious congregations* are most likely to find service delivery to be a challenge (87 percent), including 44 percent that find it a major challenge. In contrast, only one-fifth of both *mutual benefits* (20 percent) and *civic associations* (19 percent) say that service delivery is a major challenge.

Strategic Planning

Strategic planning involves efforts to articulate an organization's mission and plan its future accordingly in an evolving and uncertain future. The majority (69 percent) of membership organizations say it is a challenge, including 30 percent for whom it is a major challenge. As Panel C of Table 8 shows, strategic planning is a more pressing challenge for *religious congregations*, with the great majority (83 percent) reporting that it is at least a minor challenge (including 45 percent for whom it is a major challenge), while only 42 percent of *mutual benefits* that say it is at least a minor challenge. Indeed, less than one-fifth of *mutual benefits* and *civic associations* say it is a major challenge.

Table 8: Program-Related Challenges (n=1,486-1,511)

Program-Related Challenges	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic As-sociations	Recreation Groups	Mutual Benefits	Religious Congrega-tions	Occupation/ Industry groups	Other Mem-ber Groups
A. Enhance Visibility*							
Not a challenge	14.2	17.7	13.1	27.4	10.6	16.0	8.9
Minor challenge	40.1	36.3	47.8	41.8	41.3	39.2	37.9
Major challenge	38.3	26.7	32.4	19.6	44.0	41.2	50.1
Not applicable	7.4	19.3	6.8	11.2	4.2	3.7	3.1
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,511	254	127	140	480	118	392
B. Service Delivery*							
Not a challenge	16.6	22.6	20.1	26.3	7.8	19.6	16.2
Minor challenge	37.9	35.3	34.0	23.9	43.0	44.6	39.8
Major challenge	34.0	18.6	38.0	20.3	43.8	35.5	37.4
Not applicable	11.5	23.5	7.9	29.5	5.4	0.4	6.7
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,511	256	127	139	477	118	394
C. Strategic Planning*							
Not a challenge	19.0	27.3	17.7	31.7	11.9	10.1	19.4
Minor challenge	38.4	36.3	38.8	22.4	37.9	52.8	43.5
Major challenge	30.4	17.8	25.8	19.5	44.9	30.1	28.4
Not applicable	12.2	18.6	17.7	26.4	5.3	7.0	8.7
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,499	252	127	136	477	117	390
D. Evaluating Outcomes*							
Not a challenge	23.3	25.7	31.1	30.8	22.4	14.7	19.4
Minor challenge	42.4	42.9	38.5	20.0	42.5	49.7	52.4
Major challenge	19.7	8.9	9.1	11.1	28.5	24.7	22.1
Not applicable	14.7	22.5	21.3	38.2	6.6	10.9	6.1
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,486	248	126	135	472	117	388

Notes: see notes for Table 1.

Evaluating Program Outcomes

Finally, an important part of service delivery is evaluating whether or not programs reach their intended goals. The majority (62 percent) of membership organizations report that program evaluation is a challenge, including 20 percent for whom it is a major challenge. This activity is more likely to be at least a minor challenge to *other member* groups (75 percent) and *religious congregations* (71 percent) compared to only 31 percent of *mutual benefits* and 48 percent of *recreation* groups. See Panel D in Table 8.

Challenges in Managing Human and Financial Resources

To deliver programs, membership organizations must have access to the necessary human resources – staff, volunteers, and board members. They must also have financial resources.

Human Resource Challenges

We noted earlier that membership organizations tend to rely more heavily on volunteers; therefore, it is no surprise that they consider it one of the greater challenges they face in managing human resources with 67 percent saying it is at least a minor challenge, including one-third (34 percent) that find it a major challenge. Panel A in Table 9 shows that recruiting and/or retaining qualified and reliable volunteers is a challenge for the majority of membership organizations, except for *mutual benefits*, 39 percent of which say that the question does not apply to them. There are some notable sub-group differences as well.¹⁹

We also noted earlier that membership organizations tend to have smaller board sizes than their counterparts without members. Consequently, it is particularly important that they have a full complement of effective board members. Recruiting/keeping effective board members is a challenge for more than half (57 percent) of membership organizations, including 23 percent for whom it is a major challenge. These patterns also vary among types of membership organizations (see Panel B in Table 9). *Mutual benefits* again stand out from other membership organizations with only 40 percent saying that recruiting and/or retaining effective board members is at least a minor challenge, while a majority of all other types do. In contrast, one third of *occupation/industry* groups and *recreation* groups say that recruiting board members is a major challenge (34 and 32 percent respectively).

Recruiting and retaining qualified staff is not as much of a challenge for membership organizations as recruiting volunteers and board members. Under half (45 percent) say it is a challenge, and only 14 percent deem it a major challenge. As Panel C in Table 9 shows, *religious congregations* stand out as the only type of membership organization for whom a majority (58 percent) of respondents say that recruiting/keeping qualified staff is a challenge. This is also the type of membership organization most likely to employ paid staff. In contrast, the majority (58 percent) of *civic*

¹⁹ Among *occupation/industry* groups, chambers of commerce (65 percent) and professional associations (50 percent) are more likely to find this to be a major challenge than labor unions (13 percent) or occupation/industry groups overall (36 percent). Among *other member* groups, public safety organizations (62 percent), volunteer fire departments and related groups (59 percent), and counseling and support groups (54 percent) are more likely to report recruiting and retaining qualified volunteers to be a major challenge, compared to other member groups (34 percent) overall.

Table 9: Human Resources Challenges (n=1,490-1,503)

Human Resource Challenges	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic As-sociations	Recreation Groups	Mutual Benefits	Religious Congrega-tions	Occupation /Industry groups	Other Member Groups
A. Recruit/Retain Volunteers*							
Not a challenge	18.4	18.5	20.5	22.9	15.3	11.6	21.7
Minor challenge	32.6	28.4	19.5	17.3	40.2	35.4	37.1
Major challenge	34.1	30.6	39.8	20.5	39.3	36.0	34.3
Not applicable	15.0	22.5	20.3	39.3	5.3	16.9	6.9
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,503	250	125	137	481	119	391
B. Recruit/Retain Board Members*							
Not a challenge	29.4	25.7	25.0	29.7	29.4	35.2	31.1
Minor challenge	33.3	26.2	31.1	23.3	37.9	22.3	43.1
Major challenge	23.3	25.5	31.6	16.2	20.7	34.0	22.0
Not applicable	13.9	22.6	12.4	30.8	12.0	8.5	3.8
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,501	253	128	141	470	119	390
C. Recruit/Retain Staff*							
Not a challenge	27.5	21.7	19.4	21.0	32.6	36.2	27.5
Minor challenge	30.3	14.0	30.2	26.3	42.2	29.9	28.0
Major challenge	14.2	6.7	10.9	11.7	15.8	12.9	19.9
Not applicable	28.1	57.6	39.5	41.0	9.4	21.1	24.6
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,490	244	125	133	481	117	390

Notes: see Notes to Table 1.

associations and two-fifths of *mutual benefits* (41 percent) and *recreation* groups (39 percent) say the question does not apply to them. These three types are also much less likely to have paid staff.

Financial Management Challenges

We now turn to challenges of a financial nature and focus on four tasks that face membership organizations in managing their monetary resources and investments: obtaining funding, using information technology (IT) effectively, managing facilities, and managing finances. Obtaining funding is by far the biggest challenge, with 66 percent of membership organizations saying it is a challenge (including 37 percent that say it is a major challenge). A majority (56 percent) also say using IT is challenge, followed by managing finances (47 percent) and facilities (42 percent).

Almost two-thirds (66 percent) of membership organizations report that obtaining funding is at least a minor challenge, including 37 percent that say it is a major challenge. As Panel A of Table 10 shows, *other member* groups are significantly more likely to report challenges in obtaining funding than all other membership organizations, while *mutual benefits* are significantly less likely to do so. There are some notable differences among sub-groups as well.²⁰

Information technology is a major investment for many nonprofits and also poses challenges related to effective usage. Over half (55 percent) of membership organizations say that this is a challenge, although only 14 percent say it is a major challenge. As Panel B of Table 10 shows, *religious congregations* (75 percent), *occupation/industry* groups (67 percent), and *other member* groups (62 percent) are more likely to say that using IT effectively is at least a minor challenge, compared to only 27 percent of *mutual benefits* and 31 percent of *civic associations*.

In addition to securing adequate funding, membership organizations must also manage their finances efficiently – bad financial management wastes resources in the short run and discourages members, staff, and volunteers from making further investments in the organization. Overall, only 47 percent of membership organizations say that managing finances and accounting is at least a minor challenge. As Panel C of Table 10 shows, *religious congregations* are most likely to report challenges in financial management and accounting with a majority (58 percent) saying this is at least a minor challenge. In contrast, only 28 percent of *civic associations* and 35 percent of *mutual benefits* find financial management and accounting to be a challenge at all.

Facilities are another key investment for many nonprofits. Relatively few membership organizations consider it a challenge to manage, in part because 19 percent say this challenge does not apply to them, as would be the case for those that do not require access to facilities on an ongoing basis (e.g. self-help groups or hobby clubs that meet in each other's homes). Those that rent or borrow facilities also may not face this type of challenge, in contrast to those that own facilities or need specialized facilities in order to carry out their missions (e.g. churches, hospitals,

²⁰ Among *other member* groups, counseling and support groups stand out, with over three-fourths (76 percent) report that obtaining funding is a major challenge. Among *mutual benefits*, veteran's organizations face the greatest challenges, with over two-fifths (41 percent) saying that obtaining funding is a major challenge, compared to only one-fifth (20 percent) of fraternal beneficiaries societies. Financial organizations and related groups are significantly more likely (53 percent) to say that the question does not apply to them than veterans' organizations (8 percent). Among *civic associations*, nearly half (46 percent) of other civic associations (e.g. conservation clubs, farm bureaus and granges, homemakers' clubs, etc.) face major challenges in obtaining funding, compared to only 11 percent of community service clubs.

Table 10: Financial Management Challenges (n=1,496-1,503)

Financial Management Challenges	All Types of Membership Groups (percent)	Percent by Type of Membership Group					
		Civic As-sociations	Recreation Groups	Mutual Benefits	Religious Congrega-tions	Occupation/ Industry groups	Other Mem-ber Groups
A. Obtaining Funding*							
Not a challenge	15.5	15.0	20.6	23.2	16.6	15.8	8.6
Minor challenge	28.8	31.0	29.0	17.4	30.8	38.8	27.5
Major challenge	37.3	25.7	29.7	19.4	40.8	30.6	55.3
Not applicable	18.3	28.4	20.7	40.0	11.8	14.9	8.5
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,499	247	126	138	476	116	396
B. Using IT Effectively*							
Not a challenge	26.4	39.5	29.3	35.4	15.3	22.9	27.4
Minor challenge	41.0	21.8	42.5	15.9	53.1	46.1	49.4
Major challenge	14.5	8.9	4.1	10.5	21.8	20.8	12.2
Not applicable	18.1	29.9	24.1	38.3	9.8	10.1	11.0
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,497	248	125	137	475	117	395
C. Managing Finances*							
Not a challenge	40.0	47.6	37.6	36.4	36.0	50.3	38.7
Minor challenge	37.0	22.8	41.2	25.2	46.6	39.2	38.4
Major challenge	10.1	5.4	4.4	10.0	10.7	8.0	15.1
Not applicable	13.0	24.2	16.8	28.4	6.7	2.6	7.9
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,496	247	126	139	472	119	393
D. Managing Facilities*							
Not a challenge	38.7	39.0	34.0	40.9	27.3	68.3	41.5
Minor challenge	28.6	13.4	27.3	21.7	46.0	20.2	24.9
Major challenge	13.4	10.1	11.3	5.2	21.0	1.7	16.1
Not applicable	19.3	37.5	27.4	32.2	5.8	9.8	17.5
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0
n	1,503	251	128	137	476	118	393

Note: See notes to Table 1.

nursing homes, day care services, schools, museums). Overall, 42 percent of membership organizations say that managing facilities is a challenge, with 13 percent saying it is a major challenge.

As Panel D in Table 10 shows, *religious congregations* face much greater challenges in managing facilities than all other types of membership organizations, and especially *occupation/industry* groups, with over two-thirds (67 percent) of religious congregations saying that managing facilities is a challenge, including one-fifth (21 percent) that say it is a major challenge.

SUMMARY AND CONCLUSION

Three key findings stand out from our analysis: First, we found significant differences among the six types of membership organizations on almost every dimension we considered. Second, we found two overall clustering of responses, in that *religious congregations*, *other member* groups, and *occupation/industry* groups tend to have similar responses while *recreation groups*, *civic associations* and *mutual benefits* tend to answer in similar ways. Third, the first of these two broader groups appear to be more externally oriented but report more challenges than the second category.

Thus while the majority of membership organizations report changes in the number of members over a three-year period, *mutual benefit* groups, *civic associations*, and to a lesser extent *recreation* groups have seen declines in membership numbers and stagnation in demands for services. These groups are also less likely to be aware of changes in community conditions or government policies and to be involved in collaborations or networks. (They are also less likely to consider themselves in competition with other groups – a theme we have not highlighted here). They have smaller boards, fewer paid staff and rely less on volunteers. Despite this evidence of decline and isolation, they are less likely to report facing management challenges. At the same time, they are also less likely to have important management tools in place.

In contrast, groups that saw growth in members and in demand for services, (*other member* groups, *occupation/industry* groups and *religious congregations*), are more likely to be aware of changes in community conditions and more likely to say that they are impacted by the changes. They are also more likely to report that policies changed and that they were impacted by those changes. Finally, *occupation/industry* groups are much more likely to be involved in advocacy or political activities—not surprising considering that they report such high levels of sensitivity and vulnerability to policy changes. These are also the groups that report greater challenges for every type of program, member/client, and human resource challenge.

These findings clearly suggest that researchers need to pay careful attention to the types of membership groups involved when making broad generalizations about the decline of social capital or the erosion of civic engagement. Those trends appear to pertain only to some membership associations. Other types are growing, well connected to local communities, aware of policy changes and collaborating with other institutions. Perhaps because of their close linkages to their environment, they are more aware of the challenges they face. Indeed, it is tempting to conclude that those unaware of the challenges are simply not looking or willing to admit the difficulties they face.

We also believe that our findings have important implications for the leadership in these associations – benchmarks for them to review as they assess their own activities, and strategies that they may pursue to regain or strengthen their vitality.

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APPENDIX A
KEY MEMBERSHIP QUESTIONS FROM INDIANA NONPROFIT SURVEY

MEMBERSHIP AND MUTUAL-BENEFIT ACTIVITIES – to learn more about how nonprofits (including congregations) respond to the needs of their members.

Q20 Does your organization currently have any members (other than board members) that pay dues or fees? (Circle best response)

- 1 Yes, you have members and some pay dues or membership fees (Please answer Q20A)
- 2 Yes, you have members, but none pay dues or membership fees (Please skip to Q20B)
- 3 No, your only members are your board members (Please skip to Q21)

Q20A If your organization has members, what types of dues/fees does your organization require members to pay?

- Check all that apply*
- All members pay the same flat dues/fees
- Your dues/fees vary according to the level of services members receive
- Your dues/fees vary according to the capacity of members to pay
- You have some other type of dues/fee structure

Q20B If your organization has members, approximately how many members does your organization currently have of each of the following types? (Write – 0 – if none)

Total number of members who are individuals _____ # individuals
Total number of members who are organizations _____ # organizations

Q20C If your organization has individual members, approximately what percent of the individual members reported in Q20B live in Indiana? (Write – 0 – if none)

Percent of individual members that live in Indiana _____ % of individuals

- Please check here if your organization has no individual members
- Please check here if your organization has no members in Indiana
- Please check here, if you cannot estimate the percent that live in Indiana

Q20D If your organization has individual members, how has the number of members in your organization changed over the last three years? (Circle best response)

- 1 Decreased significantly (by more than 25 percent)
- 2 Decreased somewhat (by 10 – 25 percent)
- 3 Stayed more or less the same
- 4 Increased somewhat (by 10 – 25 percent)
- 5 Increased significantly (by more than 25 percent)

The full survey instrument is available at www.indiana.edu/~nonprof by following links to “Research Results,” then to “Indiana Nonprofit Survey,” “Survey Topics” and “Full Instrument” or go directly to <http://www.indiana.edu/~nonprof/results/npsurvey/ins.survey.pdf>.

APPENDIX B

NTEE BREAKDOWN OF TYPES OF MEMBERSHIP ORGANIZATIONS

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

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

Type of Membership Organization	Sub-Groups	NTEE	Percent of Type
Other Member Groups (continued)	Civil Rights (25.6%)	R20, R22, R23	2.2
	Environment Alliances & Advocacy (12.1%)	C01	1.0
	Zoos & Aquariums (10.8%)	D50	0.9
	Water, Wetlands Conservation & Mgmt (6.6%)	C32	0.6
	Wildlife Preservation & Protection (5.0%)	D30, D34	0.4
	Civil Rights, Social Action & Advocacy (3.9%)	R99	0.3
	Energy Conservation & Development (2.6%)	C35	0.2
	Civil Liberties (2.0%)	R62, R67	0.2
	All Others (1.6%)		0.1
	Volunteer Fire Departments & Related:		7.6
	Fire Prevention (89.4%)	M24	6.8
	Disaster Prep & Relief Services (5.3%)	M20	0.4
	Safety Education (3.7%)	M40	0.3
	Public Safety NEC (1.6%)	M99	0.1
	Community Improvement & Philanthropy:		7.0
	Private Grantmaking Foundations (27.3%)	T20	1.9
	Community Improvement (24.8%)	S02	1.7
	Employment Prep & Procurement (15.5%)	J20	1.1
	Nonprofit Management (13.7%)	S50	1.0
	Community Foundations (4.6%)	T31	0.3
	Small Business Development (4.5%)	S43	0.3
	Economic Development (2.2%)	S30	0.2
	Named Trusts & Foundations NEC (1.7%)	T90	0.1
	Philanthropy, Charity & Voluntarism (1.4%)	T50	0.1
	Federated Giving Programs (1.3%)	T70	0.1
	All Others (3.0%)		0.2
	Youth Development Organizations:		6.5
	Youth Centers & Clubs (31.7%)	O20, O21, O23	2.1
	Adult & Child Matching Programs (27.4%)	O30, O31	1.8
	Youth Development Programs (20.2%)	O50, O55, O51	1.3
	Boy Scouts of America (9.8%)	O41	0.6
	Fund Raising & Fund Distribution (6.1%)	O12	0.4
	Girl Scouts of America (4.1%)	O42	0.3
	All Others (0.8%)	O99	0.1
	All Remaining Other Member Groups		8.3
	Religion-Related NEC (57.4%)	X99	4.8
	Unknown (17.3%)	Z99	1.4
	Food Banks & Pantries (13.1%)	K31	1.1
	Fund Raising & Fund Distribution (3.3%)	X12	0.3
	Housing Rehabilitation (2.1%)	L25	0.2
Interfaith Coalitions (2.1%)	X90	0.2	
All Others (4.7%)		0.4	
			100.0

