

Public Policy Analysis
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Education
Research Institutes
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Environment and Animals
Professional Societies/Associations
Health
Nonmonetary Support N.E.C.
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Religion Related

Indiana Nonprofits: Programs and Services – Practices and Challenges

KIRSTEN A. GRØNBJERG AND BRITTANY KURT

January 2021

INDIANA NONPROFIT SURVEY: ROUND III

ACTIVITIES Series #2
Report 3

INDIANA NONPROFITS PROJECT:
SCOPE & COMMUNITY DIMENSIONS

A JOINT PRODUCT OF
The Lilly Family School of Philanthropy
AND
The O'Neill School of Public and Environmental Affairs
Indiana University Bloomington



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Indiana Nonprofits: Programs and Services

KIRSTEN A. GRØNBJERG
AND BRITTANY K. KURT

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INTRODUCTION

Indiana nonprofits deliver a wide range of programs and services to their communities. These services provide social and financial support to individuals and other nonprofits organizations.

In this report we look at the types of programs and services Indiana nonprofits provide with particular attention to social and community services broadly defined, including how many hours paid staff spend on these programs and services. We consider how demand or need for services have changed over the past three years, and whether the organization provides financial support to other nonprofits. We examine how much of a challenge it is for Indiana nonprofits to develop and deliver high quality programs and services and we review a range of marketing challenges.

This report on *Indiana Nonprofits: Programs and Services* is based on a major survey of Indiana nonprofits conducted by the Indiana Nonprofits Project in 2017-18. Two previous rounds of surveys were conducted in 2002 (Round I), and 2007 and 2010 (Round II). The current report is the third in a series of reports on nonprofit activities (Series 2) and is designed to answer important questions regarding the programs and services offered by Indiana nonprofits.

In addition to analyses specific to this report, we summarize key findings from a previous report in this series, *Indiana Nonprofits: Program Evaluation – Practices and Challenges*. Program evaluation is a set of tools by which nonprofits can determine whether their programs are effective, meet the needs of those they serve, and support their mission. For more information on this and other Indiana Nonprofits Projects reports, visit <https://nonprofit.indiana.edu>.

Indiana Nonprofits Project

The ***Indiana Nonprofits Project: Scope and Community Dimensions*** began in June 2000 and has produced a substantial body of research since then. The project is designed to provide information about the nonprofit sector in Indiana: its composition and structure, its contributions to Indiana, the challenges it faces, and how these features vary across Indiana communities. The goal of this collaborative research effort is to help community leaders develop effective and collaborative solutions to community needs and to inform public policy decisions.

The project is directed by [Kirsten Grønbjerg](#), Distinguished Professor at the O'Neill [School of Public and Environmental Affairs](#) Indiana University Bloomington and Efroymsen Chair in Philanthropy (2001-2020) at the [Lilly Family School of Philanthropy](#) (LFSOP - IUPUI). Under the guidance of the Project's distinguished [Advisory Board](#),¹ the Project has produced a variety of materials to inform policymakers, nonprofit administrators and boards, and Indiana residents, including:

- [Surveyed](#) Indiana nonprofits to learn how they operate, how they contribute to the state's economy and its quality of life, and how they face and overcome challenges.
- [Examined](#) trends in paid nonprofit employment in Indiana including the size, composition and distribution of employees, documenting the economic impact of the Indiana nonprofits.
- [Analyzed](#) how local government officials view important nonprofit-related policy issues, including whether local leaders trust nonprofits to operate effectively, and their views on whether charities should compensate, at least in part, for their property tax exemption.

¹ See <https://nonprofit.indiana.edu/AboutTAB/index.html>

- [Described](#) the impact, scope, and composition of nonprofits on specific Indiana communities and regions across the state.

For a full description of the Project and access to all Project reports, please visit <https://nonprofit.indiana.edu>. Also see summary of project components in Appendix H.

Indiana Nonprofits Survey – Round III

The Indiana Nonprofits Project surveyed 1,036 nonprofits in Indiana from April 2017 to February 2018, reflecting an overall response rate of approximately 24 percent. Of these, 397 nonprofits were part of a “panel” of nonprofits that responded to our 2002 Round I survey and 639 came from a new randomly selected “primary” sample developed specifically for this survey (see Appendix F for a description of the sampling strategies).

For the “primary” sample, respondents were randomly selected from three major nonprofit listings: nonprofits (1) registered with the IRS as tax exempt entities with Indiana reporting addresses, (2) incorporated with the Indiana Secretary of State as non-for-profit corporations, or (3) or listed in the yellow pages as churches, temples, synagogues, mosques or similar religious entities. The original “panel” sample was created under a similar, but more extensive protocol.

Respondents to the 2017 survey represent almost the full scope of Indiana nonprofits: traditional public charities, such as homeless shelters, museums, or cancer groups, as well as private foundations. They include also other types of tax-exempt entities registered under section 501(c) of the IRS tax code, such as fraternal organizations, social clubs, business groups, and advocacy organizations. In addition, they include organizations not registered at all with the IRS, whether because they are churches, exempt from registration, or for other reasons are not found on the IRS listing. However, we excluded colleges, hospitals, bank-managed trusts, and public school building corporations because the survey instrument was not well-suited to these types of entities and they had also had very low response rates to the 2002 survey.

Our survey asked about a variety of topics: programs and services, organizational structure and program evaluation, human resources, marketing and technology, financial information, advocacy and policy activities, and relationships with other organizations. There were also questions specific to membership associations and faith-based organizations.

Because of the richness of the survey data, we are producing two series of reports: Series 1 provides an overview of the Indiana nonprofit sector and particular types of nonprofits, such as arts and culture nonprofits, faith-based organizations, and membership associations. Series 2, including this report, examines the management practices of the full scope of Indiana nonprofits on such topics as information technology (#1), program evaluation (#2), advocacy and political activities, human resource management, and a range of other topics.

Readers are invited to explore the survey data in more detail, using our interactive survey data tool available here: <http://go.iu.edu/2bfj>.

EXECUTIVE SUMMARY

This report on *Indiana Nonprofits: Program and Services* is designed to answer several key questions about the types of programs and services Indiana nonprofits provide, including community and social services broadly defined and the amount of time dedicated to these services. We also look at whether Indiana nonprofits provide financial support for other nonprofits, whether they have seen an increase in demand for services, and whether they find marketing their programs and services to be challenging. We also consider which organizational characteristics appear to be associated with these features. To do so, we rely on a comprehensive survey of 1,036 nonprofits that responded to our 2017 survey.

What Kinds of Services and Programs Do Nonprofits Provide?

Indiana nonprofits deliver a wide range of programs and services. Overall, more than half (62 percent) of Indiana nonprofits reported they provide some type of social and community services, broadly defined.

To determine which factors are associated with providing social and community services, we consider possible explanatory factors. We look at organizational capacity (age, size, formalization), other capacity (board vacancies), specialization (field of activity), and external forces (funding profile, location, and whether a recognized charity). We found the following factors to be significant ($p < .05$) in our multivariate analyses where we allow all factors to operate at once.

Organizational Capacity: Formalization. To capture the level of formalization of Indiana nonprofits, we added up the number of organizational components they have in place.

- Nonprofits with more organizational components in place – more formalized organizations – are more likely to provide social and community services than those with fewer organizational components in place.

External Forces: Funding Profile. To determine funding profile, we grouped organizations by whether they receive half or more of their total revenues from donations, government, fees and sales, special events, or a mix of these sources.

- Nonprofits that rely on fees and sales for the majority of their funding are more likely to provide social and community services, compared to those that rely on a mix of funding sources.

Specialization: Primary Field of Activity (NTEE Code). Our research team classified Indiana nonprofits by their primary purpose as defined under the National Taxonomy of Exempt Entities (NTEE), using respondents' identification of three major program areas and our own online research.

- Nonprofits whose primary purpose is arts culture, and humanities, education, health and mutual benefit are more likely to provide social and community services, compared to human service nonprofits.

How Much Staff Time Do Nonprofits Dedicate to Social and Community Services?

Overall, more than half (77 percent) of Indiana nonprofits reported that they dedicate staff time to social and community services. The responses ranged from no hours (23 percent), less than 10 hours per week (25 percent), 10 to 39 hours per week (25 percent), to more than 40 hours per week (26 percent).

To determine which factors are associated with dedicating staff time to social and community services, we again consider the same possible explanatory factors, e.g., organizational capacities, expertise, external forces, and other characteristics. In our multivariate analysis, we found only one factor to be significant ($p < .05$), when we allow all factors to operate at once.

External Forces: Funding Profile.

- Nonprofits that rely on donations for the majority of their funding are less likely to dedicate staff time to social and community services, compared to those that rely on a mix of funding sources.

Do Nonprofits Provide Financial Support to Other Nonprofits?

Overall, slightly more than a third (37 percent) of Indiana nonprofits reported that they provide financial support such as grants or financial contributions to other nonprofits. Grant making was reported as the primary activity for only two percent of respondents, while five percent reported grant making as one, but not their only activity.

We again consider the possible explanatory factors, e.g., organizational and other capacities, expertise and external forces to see which types of nonprofits are more likely to provide financial support. We found the following factors to be significant ($p < .05$) in our multivariate analysis where we allow all factors to operate at once.

Organizational Capacity: Age. We use the decade in which the organization was founded as a measure of age.

- Older nonprofits are more likely to provide financial support to other nonprofits.

External Forces: Funding Profile.

- Nonprofits that receive the majority of their funding from fees and sales are more likely to provide financial support to other nonprofits, compared to those that rely on a mix of funding sources.

Specialization: Primary Field of Activity.

- Compared to human service nonprofits, those whose primary purpose is public benefit are less likely to provide financial support to other nonprofits, as are environment and religion nonprofits.

Demand for Services

Overall, almost half (43 percent) of Indiana nonprofits reported an increase in demand for services over the last 36 months.

We again consider the possible explanatory factors, e.g., organizational and other capacities,

expertise and external forces to see which types of nonprofits are more likely to have experienced an increase in demand for services. We found the following factors to be significant ($p < .05$) in our multivariate analysis, where all factors operate at once.

Organizational Capacity: Formalization.

- Nonprofits with more organizational components in place – more formalized organizations – are more likely to have seen increased demand in services than those with fewer organizational components in place.

External Forces: Funding Profile.

- Nonprofits that rely on donations for the majority of their funding are less likely to report an increased demand in services, compared to those that rely on a mix of funding sources.

Marketing Challenges

Many Indiana nonprofit experience significant challenges in marketing their programs and services, such as (1) identifying the best tools/mediums for reaching various constituency groups, (2) creating effective marketing materials, (3) attracting new members/clients, and (4) enhancing the visibility/reputation of their organization. Respondents rated challenges as: not a challenge, a minor challenge, somewhat of a challenge, a major challenge or “don’t do this activity.” We used factor and reliability analysis to confirm that the four marketing challenge items reflect one underlying variable. Only two explanatory factor is significant ($p < .05$) in our multivariate analysis, where all factors operate at once.

Organizational Capacity: Board Vacancies.

- Nonprofits with more board vacancies were more likely to report marketing challenges.

Specialization: Primary Field of Activity (NTEE Code).

- Nonprofits whose primary purpose is arts, culture and humanities and religion are more likely to report marketing challenges, compared to human service nonprofits.

KEY FINDINGS

- 1) Indiana nonprofits deliver a wide range of programs that provide needed services and improve the quality of life in local communities. Overall, almost two-thirds (62 percent) of Indiana nonprofits provide some type of social and community services, broadly defined.
- 2) About three-quarters (77 percent) of those providing social and community services dedicate at least some staff time to these services.
- 3) Overall, more than a third (37 percent) of Indiana nonprofits reported that they provide financial support such as grants or financial contributions to other nonprofits.
- 4) Almost half (43 percent) of Indiana nonprofits reported an increase in demand for services over the last 36 months. As expected, nonprofits with more organizational components in place – more formalized organizations – are more likely to have an increased demand in services than those that are less formalized.
- 5) When asked about marketing challenges, Indiana nonprofits reported the most challenges with attracting new members/clients, followed by enhancing the visibility/reputation of the organization. Difficulties with identifying the best tools/mediums for reaching various constituency groups and creating effective marketing materials ranked somewhat lower.
- 6) In addition to administering programs, nonprofits are increasingly expected to evaluate their programs. Doing so allows them to determine whether their programs are effective, meet the needs of those they serve, and support their mission. Such efforts also allow nonprofits – and their funders – to assess whether resources needed to support programs are invested appropriately and responsibly. The majority of Indiana nonprofits (62 percent) have evaluated their programs during the prior three years. Of these, more than a third (38 percent) said that their funder(s) required program evaluation.²
- 7) Among the three grouping of explanatory factors (organizational capacity, external forces, and nonprofit expertise), organizational capacity – formalization, age, and size – appear to be most consistently related to nonprofit programs and services. Controlling for all other factors, more formalized nonprofits are more likely to deliver social and community services and experience an increased demand for services.
- 8) Among the external factors considered, only funding profile appears important. Nonprofits that rely on donations for the majority of their funding are less likely than those which rely on a mix of funding to dedicate staff time to social and community services and report an increase in demand for services. Nonprofits that rely on fees and sales for the majority of their funding are more likely to provide social and community services and provide financial support to other nonprofits, compared to those that rely on a mix of funding sources.
- 9) Even with the best of efforts, it is unlikely that nonprofits can ever fully meet the needs of their communities. Communities and families change over time. New residents may need services, and as people’s circumstances change over time, so do the challenges they face. For local nonprofits, these developments will appear as demands for more services. Even as

² This paragraph is a summary of major findings in our full report on program evaluation, see [Indiana Nonprofits: Program Evaluation – Practices and Challenges](#).

nonprofits seeks to address the needs of their clients, they may not have the capacity or expertise to do so.

10) Importantly, these findings predate the COVID-19 pandemic, which has profoundly affected the delivery of programs and services by Indiana nonprofits. Our recent survey³ of 512 Indiana nonprofits, conducted in May 2020, found widespread impact on Indiana Nonprofits. At a time when Indiana residents were facing layoffs and rapidly growing needs for a wide range of services and support, 70 percent of Indiana nonprofits reported they had to limit or reduce program capacity as a result of the pandemic. Almost as many (69 percent) reported switching programming to phone or online platforms, and fully 60 percent said they had suspended or ended programs due to the pandemic. As a result, the need for services is undoubtedly much greater now because of the pandemic, while the pandemic has also reduced nonprofits revenues, and therefore their capacity to deliver services.

³ This paragraph is in reference to findings in our report [Indiana Nonprofits and COVID-19: Impact on Services, Finances, and Staffing](#).

PROGRAMS AND SERVICES

Indiana nonprofits deliver a wide range of programs that provide needed services and improve the quality of life in Hoosier communities. In this report, we provide a comprehensive assessment of the types of programs and services nonprofits deliver. We rely on several sets of questions from our survey to examine (1) the broad array of activities in which Indiana nonprofits are engaged, but also take a closer look (2) whether they provide social and community programs and services, broadly defined and (3) the extent to which they dedicate staff time to such programs and services. In addition, we look at whether Indiana nonprofits (4) experienced an increase in demand over the past three years, and (5) whether they provide financial support to other nonprofits. Finally, we look at (6) whether responding nonprofits experience challenges in marketing their programs and services. We also report key findings from our separate report on program evaluation.⁴

We examine whether responses to these questions are related to other characteristics of Indiana nonprofits. We consider the following explanatory factors grouped in three broad dimensions: organizational capacity (age, size, and formalization), expertise (field of activity), and external forces (funding profile, charitable status, and location).

Organizational Capacity

- **Formalization:** We expect more formalized nonprofits, those with more organizational components in place, to dedicate staff to service provision and to have experienced an increased demand in services. This variable was created by counting the number of organizational components and written policies in place.
- **Age:** We expect older nonprofits to be more likely to dedicate more paid staff time to service provision and to experience an increased demand in services. We measure age as the number of decades since the organization was established.
- **Size:** We expect that larger nonprofits (those with more paid staff) will dedicate more paid staff time to service provision than smaller ones and will experience an increased demand in services. We use responses to questions about whether the organization had any paid employees and if so, the number of paid full-time employees (defined as working 35-40 hours per week) and the number of part-time employees currently working for the organization (the latter were counted as ½ of a full-time employee). The FTE count is highly skewed – many nonprofits have no paid staff or very few but some have a very large number. We therefore take the natural log of the FTE in our multivariate analysis. We use staff size to capture the size of Indiana nonprofits, rather than revenues or expenses, because it appears to be a more robust measure.

External Forces

- **Funding Profile:**⁵ Some sources of funding, notable government grants and contracts usually support direct services, therefore we expect that nonprofits receiving a significant amount of

⁴ For more information on Indiana nonprofit program evaluation, refer to [Indiana Nonprofits: Program Evaluation – Practices and Challenges](#).

⁵ For each family of dummy variables, we must exclude one from the multivariate analysis in order to have a comparison for the remaining variables in that family. For dummy families with three or more categories, we exclude a variable that provides useful comparisons to the remaining dummy variables in that family. For funding profile, we exclude “all other combinations.”

funding from the government to dedicate more paid staff time to social and community services. We measure funding profile by converting self-reported responses to the percentage of funding that comes from each of four major sources. If a funding source is reported to amount to 50 percent or more of total revenues, the nonprofit is categorized as receiving the majority of its funding from the source.

- Location:⁶ We expect nonprofits located in metropolitan regions will have better access to resources and have a larger population to serve.
- Charitable Status: Charities that are registered with the IRS under section 501(c)(3) as a public charity are eligible to receive tax-deductible contributions, but must serve public and community interest. We expect such charities will be more likely to dedicate paid staff to social and community services and to experience an increased demand in services. We use whether the organization is actually registered as a charitable organization with the IRS to capture this indicator.

Nonprofit Expertise (NTEE)

- Nonprofit Field of Activity:⁷ We hypothesize that nonprofits operating in fields with a service-oriented focus such as human service, education, health and religion to be more likely to provide social and community programs and service. We also expect these organizations to devote more paid staff time to these services and experience an increase in demand.

Our approach is to examine whether and how these explanatory factors appear related to questions about programs and services. However, to streamline our analysis, we rely on multivariate analysis to identify those factors that jointly best predict the use, practices and challenges of programs and services for Indiana nonprofits, controlling for all other factors. We focus on these factors in the analyses that follow, but include detailed information in the appendices to this report on other factors that have significant relationships at the bivariate level where they are examined in isolation from other explanatory factors.

Types of Programs and Services

We begin by looking at the foundational question of what activities do Indiana nonprofits engage in. As we show below, Indiana nonprofits provide a wide variety of programs, services and activities, ranging from delivering education and engaging audiences with performing arts programs, to those providing counseling, running social clubs, and operating cemeteries. Our survey asked respondents to select up to three classifications from the National Taxonomy of Exempt Entities (NTEE) Codes that best describe their primary purpose or mission.

Our research team also coded each respondent into one primary NTEE code using the same classifications. Unlike the respondent's initial responses, these codes are mutually exclusive so that each organization has only one code, reflecting its primary purpose or activities⁸.

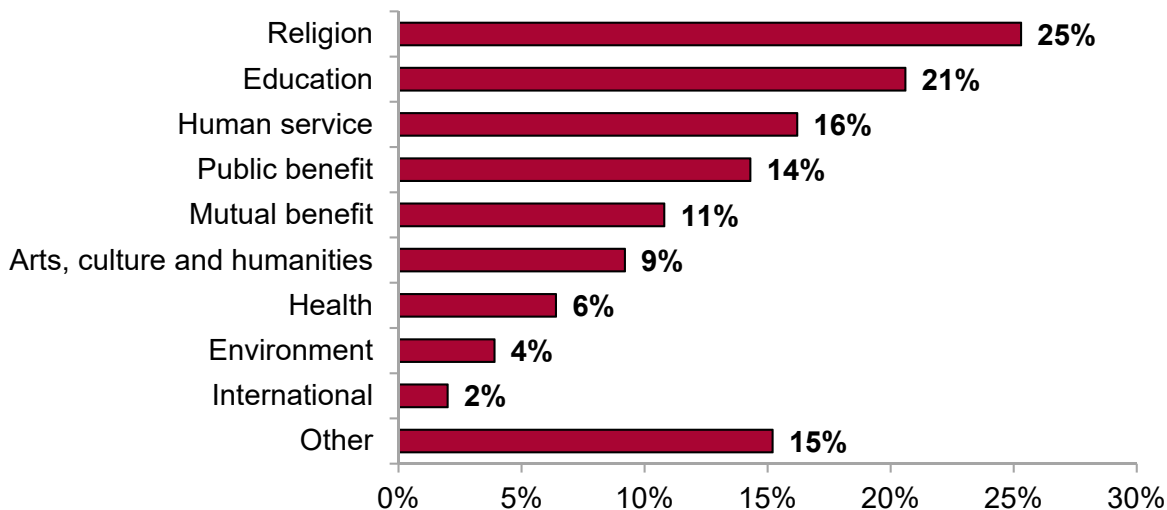
⁶ For location, we use "nonmetropolitan counties" as the comparison category and exclude it from the multivariate analysis.

⁷ For NTEE, we use human service and the very few international nonprofits as the comparison category and exclude it from the multivariate analysis. Human service nonprofits resemble the full sample on most dimensions.

⁸ We based these codes on coding instructions for the NTEE system along with a review of the organization's mission statement or description of purpose in the IRS-registration system, its articles of

Indiana nonprofits identified a wide variety of programs, services, and activities when given the option to indicate their three most important ones. Although this question allowed for multiple selections, the great majority (79 percent) only chose one of the available classifications. As Figure 1 shows, religion was the most commonly selected activity, followed by education; human service; public and societal benefit; mutual benefit; arts, culture, and humanities; health; environment and animals; and international. Over a tenth (15 percent) selected other, although most of the descriptions that they provided would fit into one or more of the other categories.

Figure 1: Percent of nonprofits by self-identified NTEE Code (n=1036)

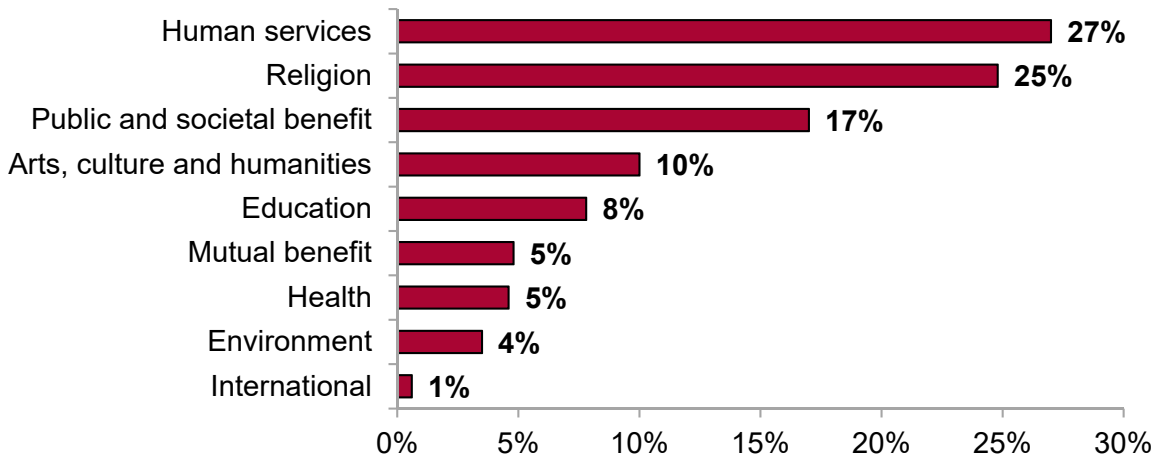


Our team reviewed these self-selections and also examined websites and other information about the responding nonprofits to identify a primary activity, using the same coding categories. As Figure 2 shows, about a quarter of the respondents have some type of human service as their primary type of activity, including youth development, recreation, employment, food and housing. Another quarter were religious organizations. Public and societal benefit groups (17 percent) includes advocacy, community improvement, economic development, foundations, United Way, etc. The remaining categories each accounted for no more than 10 percent of the total.

The different patterns shown in Figure 1 and Figure 2 reflects whether respondents selected more than one field of activity and differences between the self-coding by respondents and how we applied the codes to identify a primary activity. We use the team-selected NTEE codes in the remaining analysis because we think it is a more robust measure of primary focus. However, we ran all of the analysis with the self-selected NTEE codes as well. The two sets of results are generally consistent (details available upon request). Because so few Indiana nonprofits fit the health, environment and animals, and international codes, we combined them in the bivariate analysis that follows.

incorporation, or its website. We also consider its name (e.g., church, or “theatre”) and consulted NTEE codes assigned in the IRS registration system. In some cases, our classification is different from how respondents coded themselves.

Figure 2: Percent of nonprofits by team-selected NTEE code, (n=1036)

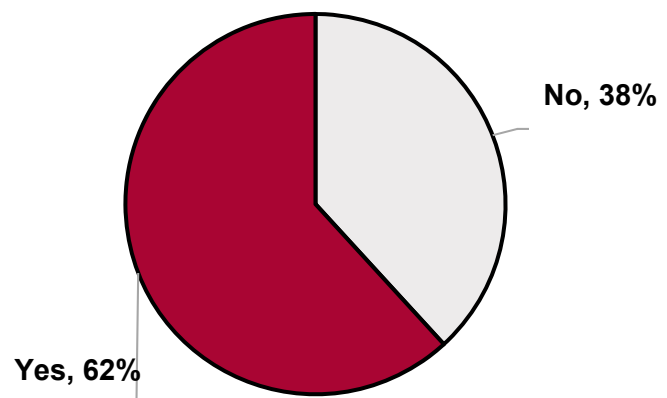


Social and Community Services, Broadly Defined

We turn next to a more detailed look at a subset of activities that are particularly important in addressing community needs. Our survey asked whether respondents participate in or support social service, community development, or neighborhood organizing projects. Almost two-thirds (62 percent) of survey respondents said they provide these types of community services, broadly defined (Figure 3).

These activities are likely to cut across the major fields described above. We know, for example, from research on American congregations that about 80 percent are involved in or support social or human services, community development or other projects to help people in need.⁹ Such programs also capture a more focused set of activities than any one field by itself. Thus, churches do many other things than these activities. Similarly, human service nonprofits provide a variety of social services, but also crime and legal services, public safety, and recreation. The same holds for public and societal support nonprofits, which include community and neighborhood development organizations and community coalitions, but also civil rights, philanthropy, research, and public and financial services.

Figure 3: Percent of nonprofits that provide social and community services, (n=963)



Other organizational features than field of activity may also help explain why some nonprofits

⁹ See Chaves, Mark, Joseph Roso, Anna Holleman, and Mary Hawkins. 2020. *National Congregations Study: Waves I-IV Summary Tables*, page 28. Duke University Department of Sociology, Durham, NC. Available at https://sites.duke.edu/ncsweb/files/2020/11/NCS-IV_Summary-Tables_For-Posting.pdf.

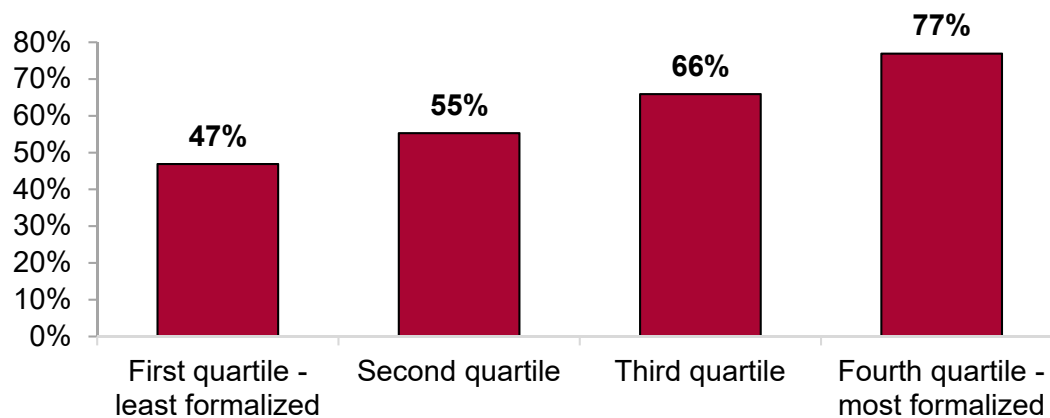
provide or support social and community services. As noted earlier, we consider a number of explanatory factors related to organizational capacity and external forces. Only three of these appear important in both the bivariate and multivariate analysis where all factors operate at once: one related to organizational capacity (formalization), one related to external forces (funding profile), and one related to organizational expertise (NTEE). Age appeared significant in the multivariate analysis, but not in the bivariate analysis. For other significant bivariate relationships (size, public charity status), see Appendix A.

Organizational Capacity: Formalization

Delivering social and community services requires some level of organizational capacity, which we assess by counting the number of organizational components in place¹⁰. The count ranges from a low of 0 to a high of 16 with both a mean and median of 6.7. For the analysis presented below, we divided the formalization scores into quartiles.

As formalization increases, so does the likelihood that nonprofits provide social and community services. As Figure 4 shows, less than half (47 percent) of nonprofits in the lowest quartile report providing programs and services. This increases to over three-fourths (77 percent) for the most formalized nonprofits.

Figure 4: Percent of nonprofits that provide social and community services

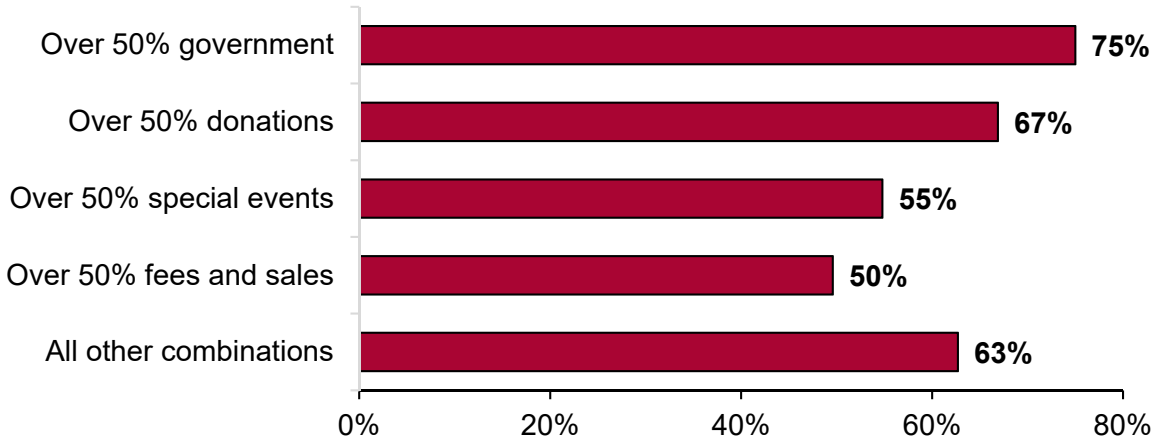


External Forces: Funding Profile

The likelihood that nonprofits provide social and community services differs by primary funding source. About two-thirds or more of nonprofits that receive half or more of their funding from donations, government, and all other combinations provide such services (Figure 5), compared to only half of those that receive the majority of their funding from fees and sales.

¹⁰ In order to create the formalization scale, we count the number of written policies (governance, conflict of interest, dissolution, document retention, whistleblower), organizational documents (written board minutes, annual report with financial information, audited financial statements, website), and components specifically for staff/board/volunteers (written personnel policies, orientation process, instruction manuals, training and development opportunities beyond orientation). See Gronbjerg, Kirsten and Goodman, Payton (2019). *Indiana Nonprofits: Information Technology and Resources*, pp. 24-26.

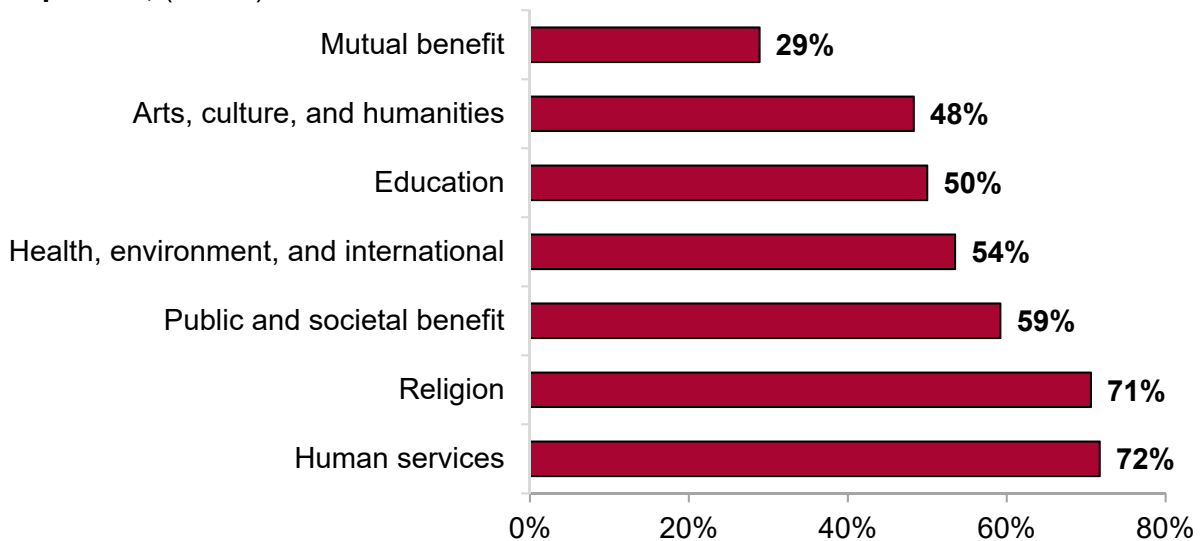
Figure 5: Percent of nonprofits that provide social and community services by funding profile (n=838)



Organizational Expertise: Primary Field (NTEE Code)

As expected, the great majority of team-selected human service (72 percent) and religious (71 percent) nonprofits provide these types of programs and services (Figure 6). Over half of all public and societal benefit (59 percent), half education (50 percent) nonprofits and nearly half (48 percent) of arts, culture, and humanities nonprofits also provide these types of community and social services. Mutual benefit nonprofits were least likely to provide these types of services (29 percent), and while this is what we would expect, there were so few (only 13) that this finding is not very robust. There were also so few health, environment and animal, and international nonprofits that we had to combine them – over half (54 percent) of this combined group provided these types of services.

Figure 6: Percent of nonprofits that provide social and community services by expertise, (n=963)



Summary: Social and Community Services, Broadly Defined

We use multivariate binary logistic regression to determine which of the explanatory factors best allow us to predict whether Indiana nonprofits provide social and community services, controlling for the rest. This analysis uses more complete information for our predictor variables where available. Thus, we use the number of decades since being established rather than just four age categories, the average formalization scores rather than four broad categories, the full count of FTEs rather than four size categories, and the count of board vacancies. We also adjust for the skewed distribution of size (many small nonprofits and a few very large ones) and of board vacancies by taking the natural log of respectively FTEs and board vacancies.

The multivariate analysis is highly significant (Table 1) and explains about 23 percent of the variance. Controlling for all other factors, more formalized nonprofits are significantly more likely to provide social and community services as are older nonprofits. Contrary to our expectations and the bi-variate patterns we described above, we find that nonprofits that receive over half of their funding from fees and sales appear to be more likely to be engaged in social and community services than the comparison profile (not less). Arts, culture, and humanities, education, health, and mutual benefit nonprofits appear to be more likely to provide social and community services than the comparison group (human service and international nonprofits). We note that these latter findings may be a function of other variables included in the multivariate analyses and of which categories we exclude the analysis for each family of dummy variables.¹¹

Table 1: Estimate for Logistic Regression of Whether Nonprofits Provide Programs and Services

<i>Variables Included in the Multivariate Equation</i>	<i>Positive (+) or Negative (-) Significant Coefficients</i>
Age (Decades since Founded)	+
Formalization	+
NTEE Code: Arts, Culture, and Humanities	+
NTEE Code: Education	+
NTEE Code: Health	+
NTEE Code: Mutual Benefit	+
Funding Mix: Over 50% Fees and Sales	+

Notes: Coefficients significant at the $p < .05$ level marked with +, Model Chi-square=.000, Nagelkerke R-squared=.232, 71.2% correct predictions, $n=475$. We use the natural log of the number of FTEs and of the number of board vacancies to account for the skew in the distribution of the original version of the variables.

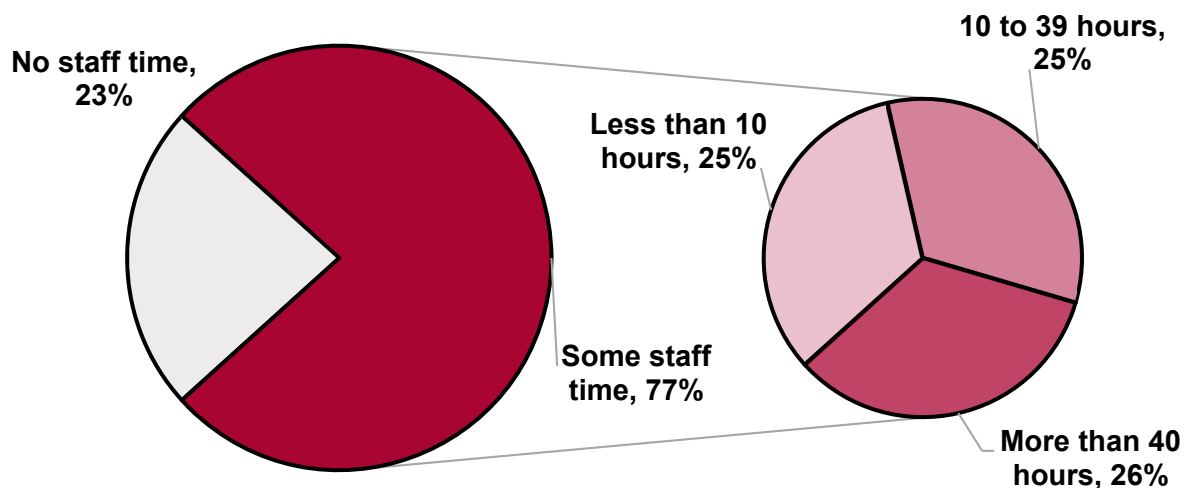
The following variables were not significant at the multivariate level and are not included in the table: LN Number of FTE Staff, LN Board Vacancy, NTEE Code: Arts, Culture, & Humanities, NTEE Code: Education, NTEE Code: Mutual Benefit, NTEE Code: Public & Societal Benefit, NTEE Code: Religion, Funding Mix: Over 50 percent Government, Funding Mix: Over 50 percent Donations, Funding Mix: Over 50 percent Special Events, Public Charity, Metropolitan Central County, and Metropolitan Ring County. Full details are available in Appendix F1.

¹¹ For each family of dummy variables, we must exclude one from the multivariate analysis in order to have a comparison for the remaining variables in that family. For dummy variables with three or more categories, we exclude a variable that provides useful comparisons to the remaining dummy variables in the family.

Staff Time Dedicated to Social and Community Services

For those that said they were engaged in the broadly defined social and community services discussed above, we asked how much time paid staff devoted to these activities. The majority of respondents reported dedicating some amount of paid staff time to social and community services (77 percent), with less than a quarter reporting no hours dedicated (23 percent) and that the work is done entirely by volunteers (Figure 7). When further reviewing the breakdown of staff time dedicated, there was a fairly even divide with around a quarter reporting less than 10 hours (25 percent), 10 to 39 hours (25 percent), and more than 40 hours (26 percent). Only one of our explanatory factors –funding profile – is significant at the multivariate level. For other significant bivariate relationships (size, formalization public charity status), see Appendix B.

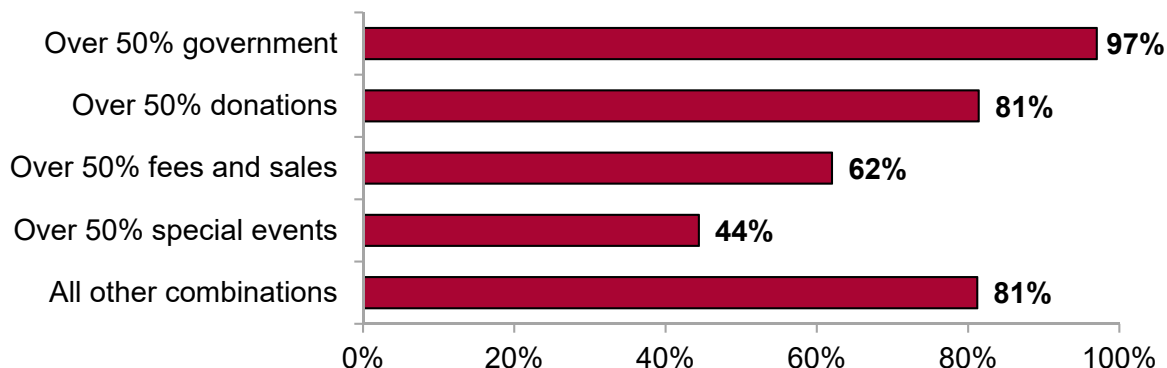
Figure 7: Percent of nonprofits that dedicate staff time to social and community services, (n=351)



External Forces: Funding Profile

As Figure 8 shows, of nonprofits that receive over 50 percent of their funding from the government, nearly all dedicate staff time to social and community services (97 percent), most likely because government funding tends to go to nonprofits with paid staff and focus on high-need services. Nonprofits that receive over half of their funding from donations and all other combinations also had a high proportion of respondents that dedicate staff time to social and community services (both reported at 81 percent). Nonprofits that rely mainly on donations were somewhat less likely (62 percent) to dedicate staff time to social and community services. Organizations that receive over half of their funding from special events were the least likely to dedicate staff time social and community services, but that was still nearly half of respondents (44 percent).

Figure 8: Percent of nonprofits that dedicate paid staff time to social and community services by funding profile, (n=306)



Summary: Staff Time Dedicated to Social and Community Services

We again use multivariate analysis to determine which combination of predictor variables provides the best indicator of how much staff time is dedicated to social and community services. As before we use more complete information for our predictor variables where available, e.g., number of decades since being established, average formalization score, natural log of board vacancies, and natural log of FTEs.

The model is highly significant (Table 2) and explains 40 percent of the variance. Only one factor is significant: those that receive over half of their funding from donations are less to dedicate paid staff time to social and community services than those relying on a mix of funding sources (the comparison group), controlling for all other factors.

Table 2: Estimates for Logistic Regression of How Much Staff Time Nonprofits Dedicate to Social and Community Services

<i>Variables Included in the Multivariate Equation</i>	<i>Positive (+) or Negative (-) Significant Coefficients</i>
Funding Mix: Over 50% Donations	-

Notes: Coefficients significant at the $p < .05$ level marked with +, Model Chi-square=55.946, Nagelkerke R-squared=.401, 85.9% correct predictions, n=199. We use the natural log of the number of FTEs and of the number of board vacancies to account for the skew in the distribution of the original version of the variables.

The following variables were not significant at the multivariate level and have been excluded from the table: Age (Decades since Founded), LN Number of FTE Staff, Formalization, LN Board Vacancy, NTEE Code: Arts, Culture, & Humanities, NTEE Code: Education, NTEE Code: Human Services, NTEE Code: Mutual Benefit, NTEE Code: Public & Societal Benefit, Funding Mix: Over 50% Government, Funding Mix: Over 50% Fees and Sales, Funding Mix: Over 50% Special Events, Public Charity, Metropolitan Central County, and Metropolitan Ring County. Full details are available in Appendix F2.

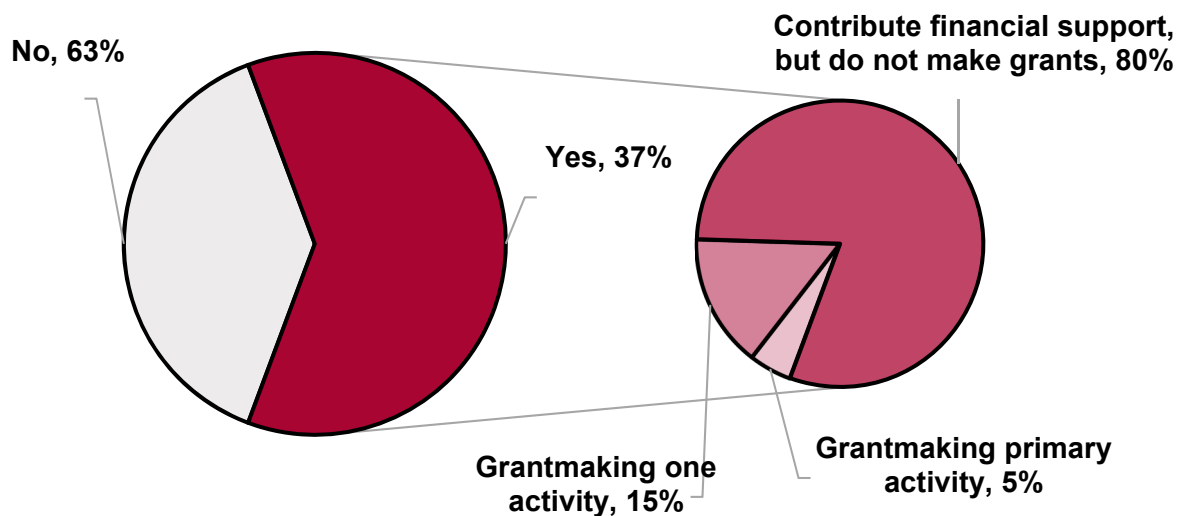
Financial Support to Other Nonprofits

Our survey asked whether respondents provide financial support to other nonprofits. More than

a third do (37 percent), but the form of support varies (Figure 9). Only two percent of respondents reported grant making as their primary activity. Slightly more respondents (6 percent) stated that they engage in grant making but that it is only one of their activities. The great majority of nonprofits that provide financial support (30 percent) do so in a form other than grants.

In the analysis that follows, we focus on whether respondents provide any financial support, regardless of form of support. The multivariate analysis suggests that age, funding profile, primary field of activity (NTEE), and location are significantly related to providing financial support to other nonprofits. However, location was not significant in the bivariate analysis and is thus excluded from our analysis below. For other significant bivariate relationships (size, board vacancies, public charity status), see Appendix C.

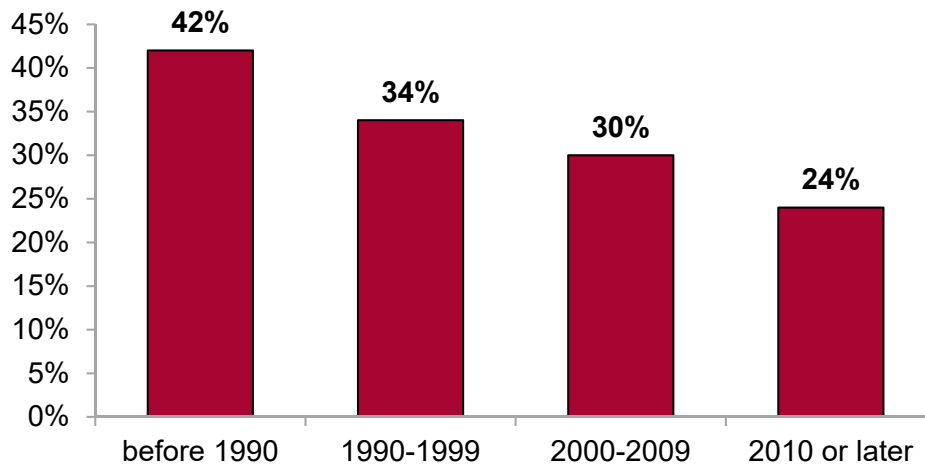
Figure 9: Percent of nonprofits that provide financial support to other nonprofits, (n=955)



Organizational Expertise: Year Founded

As seen in Figure 10, older nonprofits (those founded before 1990) are the most likely to provide some form of financial support to other nonprofits (42 percent). The percentage then drops for each group of successively younger organizations to 34 percent for organizations founded between 1990 to 1999, 30 percent for organizations founded between 2000 to 2009 and to only 24 percent for the youngest organizations, those founded in 2010 or later.

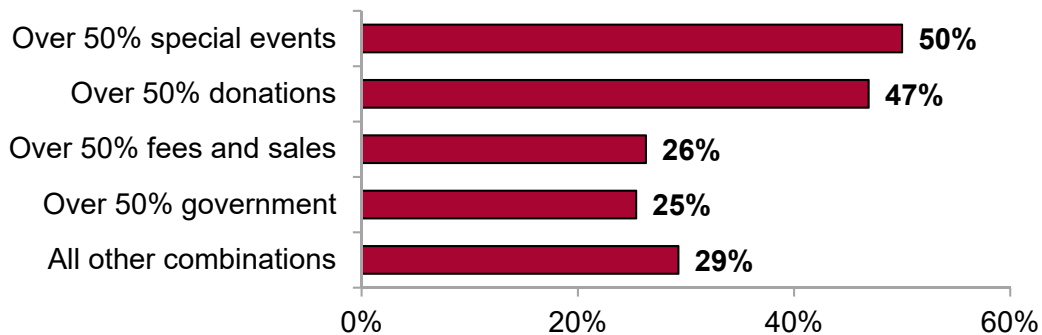
Figure 10: Percent of nonprofits that provide financial support by age, (n=882)



External Forces: Funding Profile

Organizations that receive over 50 percent of their funding from special events (50 percent) and donations (47 percent) are significantly more likely to provide financial support to other nonprofits than those that rely mainly on other types of funding. This is not surprising, since some nonprofit organizations organize special events (such as bingo games) for the purpose of supporting particular programs or organizations (as well as providing entertainment for participants). Organizations that receive over half of their funding from the government, fees and sales, and all other combinations are less likely to contribute financial support to other nonprofits (25 percent, 26 percent, and 29 percent, respectively).

Figure 11: Percent of nonprofits that provide financial support by funding profile (n=834)

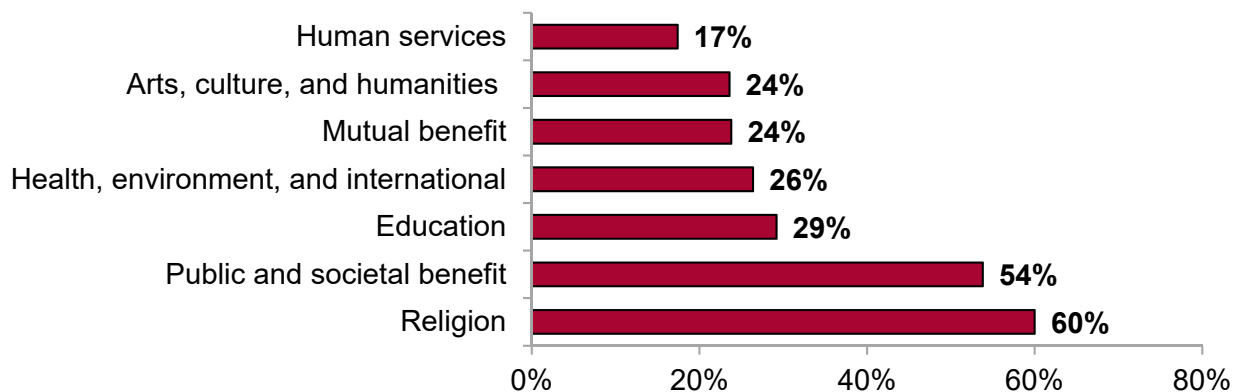


Organizational Expertise: Primary Field of Activity (NTEE)

Religious (60 percent) and public and societal benefit (54 percent) nonprofits reported the highest percentages for providing financial support. This also is not surprising. Many religious congregations raise money to support community activities, such as homeless shelters or soup kitchens. And the public and societal benefit category includes united way organizations and community service clubs such as the Kiwanis and Lions Clubs. Other fields of activity were

notably less likely to provide financial support for other nonprofits: education (29 percent), health, environment, and international (26 percent), mutual benefit (24 percent), arts, culture, and humanities (24 percent), and human service (17 percent).

Figure 12: Percent of nonprofits that provide financial support by expertise, (n=955)



Summary: Financial Support to Other Nonprofits

Our multivariate analysis uses more comprehensive scales of several variables examined above, age (number of decades since founded), the natural log of the FTE count and board vacancies, and formalization scales. The model was highly significantly ($p < .000$) and explains 23 percent of the variance. As Table 3 shows, four factors remain significant for predicting provisions of financial support, controlling all other factors.

Older nonprofits and those that receive over 50 percent of their funding from fees and services (compared to those that rely on a mix of funding sources) are significantly more likely to provide financial support to other organizations when compared to those that rely on a mix of funding sources. Environment, public and societal benefit, and religion nonprofits are significantly less likely to provide financial support to other nonprofits than the comparison group of human service and international nonprofits. Nonprofits located in metropolitan central counties are less likely to provide financial support than those in nonmetropolitan counties.

Table 3: Estimates for Logistic Regression of Whether Nonprofits Provide Financial Support

<i>Variables Included in the Multivariate Equation</i>	<i>Positive (+) or Negative (-) Significant Coefficients</i>
Age (Decades since Founded)	+
Funding Mix: Over 50% Fees and Sales	+
NTEE Code: Environment	-
NTEE Code: Public & Societal Benefit	-
NTEE Code: Religion	-
Metropolitan Central County	-

Notes: Coefficients significant at the $p < .05$ level marked with +, Model Chi-square=.87.236, Nagelkerke R-squared=.228, 71.3% correct predictions, $n=478$. We use the natural log of the number of FTEs and of the number of board vacancies to account for the skew in the distribution of the original version of the variables.

The following variables were not significant at the multivariate level and have been excluded from the table: LN Number of FTE Staff, Formalization, LN Board Vacancy, NTEE Code: Arts, Culture, & Humanities, NTEE Code: Education, NTEE Code: Human Services, NTEE Code: Mutual Benefit, NTEE Code: Religion, Funding Mix: Over 50% Government, Funding Mix: Over 50% Donations, Funding Mix: Over 50% Special Events, Public Charity, Metropolitan Central County, and Metropolitan Ring County. Full details are available in Appendix F3.

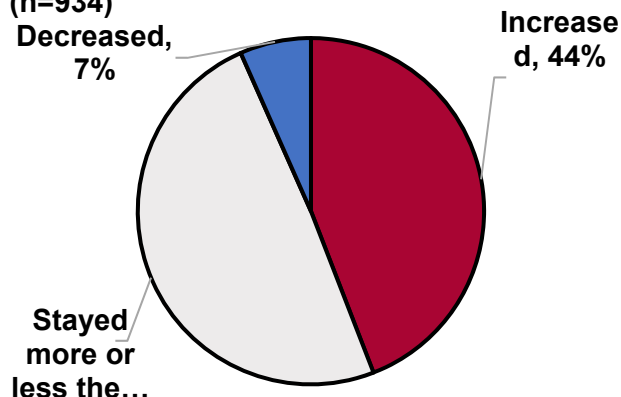
Demand for Services

We also looked at how demand for services has changed over the prior 36 months. Almost half (44 percent) of the respondents reported that demand had increased; slightly more (49 percent) reported that demand stayed more or less the same. Because very few (7 percent) said demand decreased, we combine the latter two categories (demand stayed more or less the same or decreased) in the analysis that follows.

Two of our independent variables – formalization and funding profile – are significant at the bivariate and multivariate level.

Location was significant at the multivariate level, but not at the bivariate and is therefore not included in our analysis below. For other significant bivariate relationships (size, expertise, public charity status), see Appendix D.

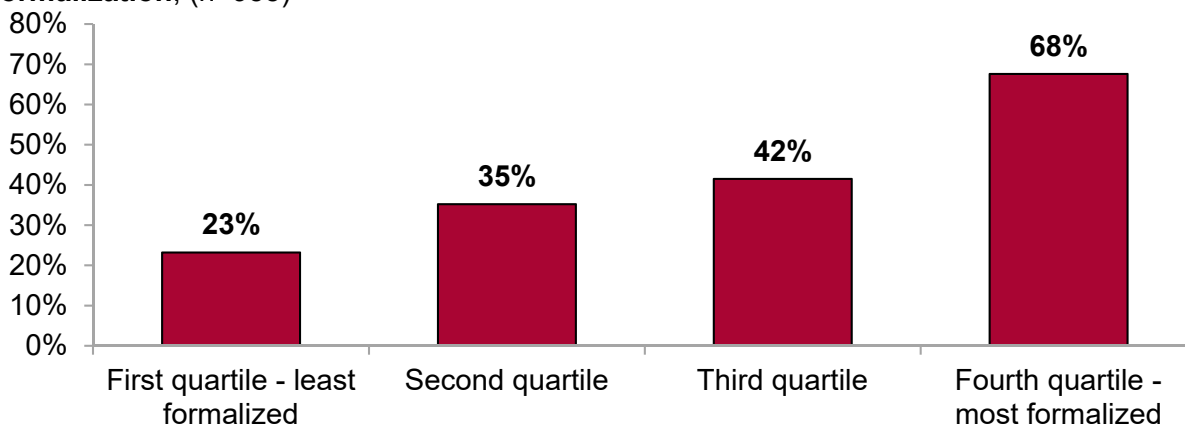
Figure 13: Percent of nonprofits that experienced an increase in demand (n=934)



Organizational Capacity: Formalization

Increase in demand for services has been greatest for the most formalized organizations (68 percent), with each lower quartile of formalized nonprofits successively less likely to have experienced an increase in demand for services in the past 36 months: 42 percent for the third quartile, 35 percent for the second quartile and only 23 percent of those in the first quartile (least formalized).

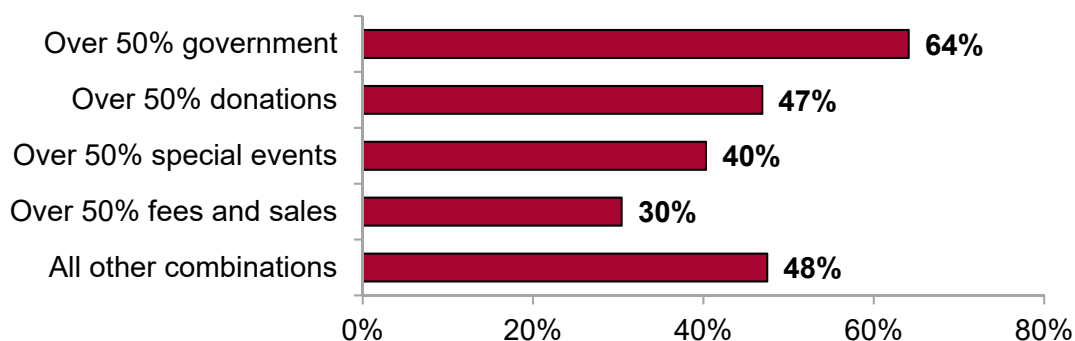
Figure 14: Percent of nonprofits that experienced an increase in demand by formalization, (n=955)



External Forces: Funding Profile

Organizations that receive over 50 percent of their funding from the government were the most likely to experience an increase in demand (64 percent). Nearly half of organizations that receive over half of their funding from donations, special events, and all other combinations reported experiencing an increase in demand (47 percent, 40 percent, and 48 percent, respectively). Less than a third of organizations that receive over half of their funding from fees and sales reported experiencing an increase in demand, the least of any funding profile.

Figure 15: Percent of nonprofits that experienced an increase in demand by funding profile, (n=836)



Summary: Demand for Services

We again use multivariate analysis to determine which predictor variables provide the best indicator of whether nonprofits have faced increased demand over the previous 36 months.

The model is highly significant ($p < .000$) and explains about 26 percent of the variance. More formalized nonprofits are significantly more likely to experience an increase in demand. That receive over 50 percent of their funding from donations were less likely to have an increase in demand compared to those with a mix of funding sources. Nonprofits located in metropolitan ring counties were more likely to report an increase in demand than those in nonmetropolitan counties.

Table 4: Estimates for Logistic Regression of Demand for Services

<i>Variables Included in the Multivariate Equation</i>	<i>Positive (+) or Negative (-) Significant Coefficients</i>
Formalization	+
Funding Mix: Over 50% Donations	-
Metropolitan Ring	+

Notes: Coefficients significant at the $p < .05$ level marked with +, Model Chi-square=.103.917, Nagelkerke R-squared=.262, 68.9% correct predictions, n=476. We use the natural log of the number of FTEs and of the number of board vacancies to account for the skew in the distribution of the original version of the variables.

The following variables were not significant at the multivariate level and have been excluded from the table: Age (Decades since Founded), LN Number of FTE Staff, LN Board Vacancy, NTEE Code: Human Services, NTEE Code: Public & Societal Benefit, Funding Mix: Over 50% Fees and Sales, Funding Mix:

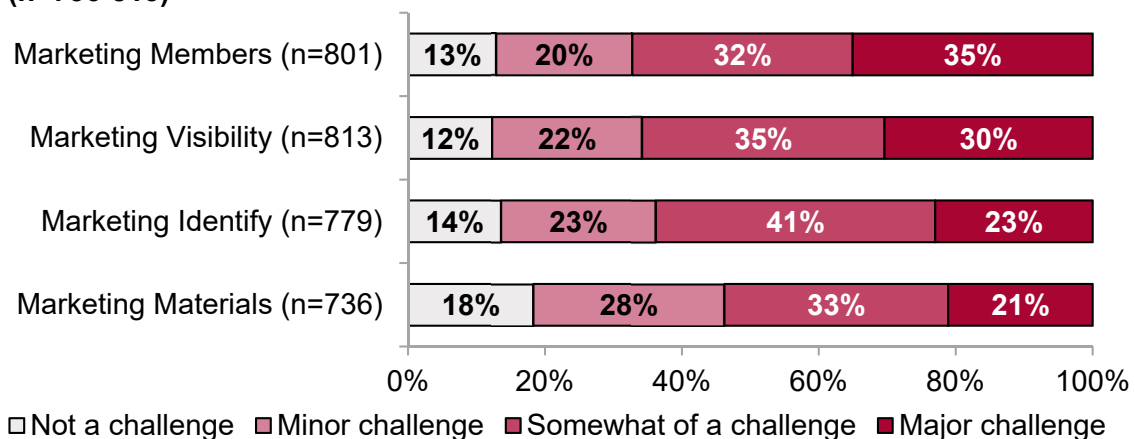
Over 50% Special Events, Public Charity, and Metropolitan Central County. Full details are available in Appendix F4.

Marketing Challenges

Lastly, we wanted to know what kinds of challenges nonprofits face relating to marketing their programs and services. Respondents were asked to indicate whether a particular activity was a major challenge (4), somewhat of a challenge (3), a minor challenge (2), or not a challenge (1). We focused on challenges relating to four marketing activities—attracting new members/clients, enhancing the visibility/reputation of the organization, identifying the best tools/mediums for reaching various constituency groups (e.g., mailings, press releases, social media, etc.), and creating effective marketing materials.

As figure 17 shows, among the four listed marketing activities, Indiana nonprofits reported the greatest challenges attracting new members/clients. This is followed by enhancing the visibility/reputation of the organization and identifying the best tools/mediums for reaching various constituency groups (e.g. mailings, press releases, social media, etc.). Creating effective marketing materials was rated a major challenge least often.

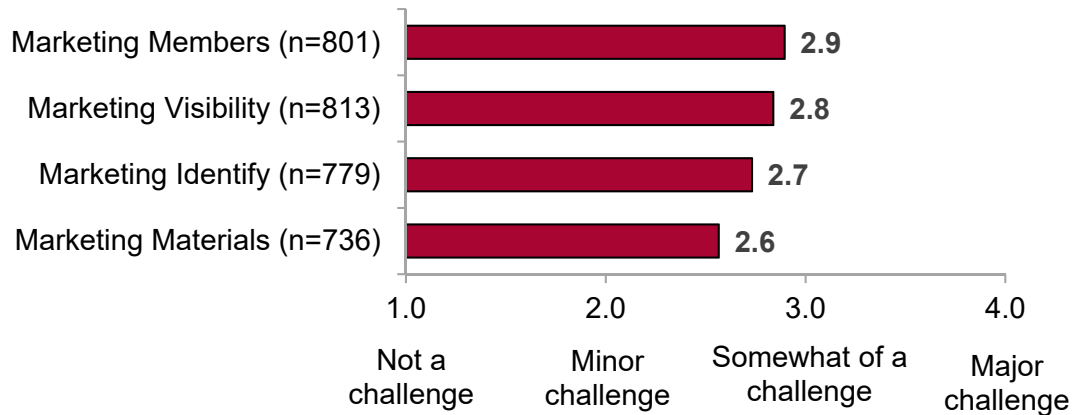
Figure 17: Percent of nonprofits that experienced challenges in marketing, (n=736-813)



We converted these responses into marketing challenge scores where 1 is not a challenge and 4 is a major challenge. As Figure 18 shows, the average scores for these challenges range from 2.6 to 2.9. These results suggest that on average Indiana nonprofits rate these activities as intermediary – between a minor and somewhat of a challenge. The relatively low scores suggest that Indiana nonprofits do not find these activities particularly challenging. Alternatively, low scores may reflect lack extensive marketing experiences by Indiana nonprofits.

We performed factor and reliability analyses to examine whether these four marketing challenges grouped together. These analyses showed that the four items appear to form a single marketing scale, so we computed the overall average of the four items. The scale ranges from a low of 1 to a high of 4 with a mean of 2.8.

Figure 18: Average scores on marketing challenges (n=736-813)

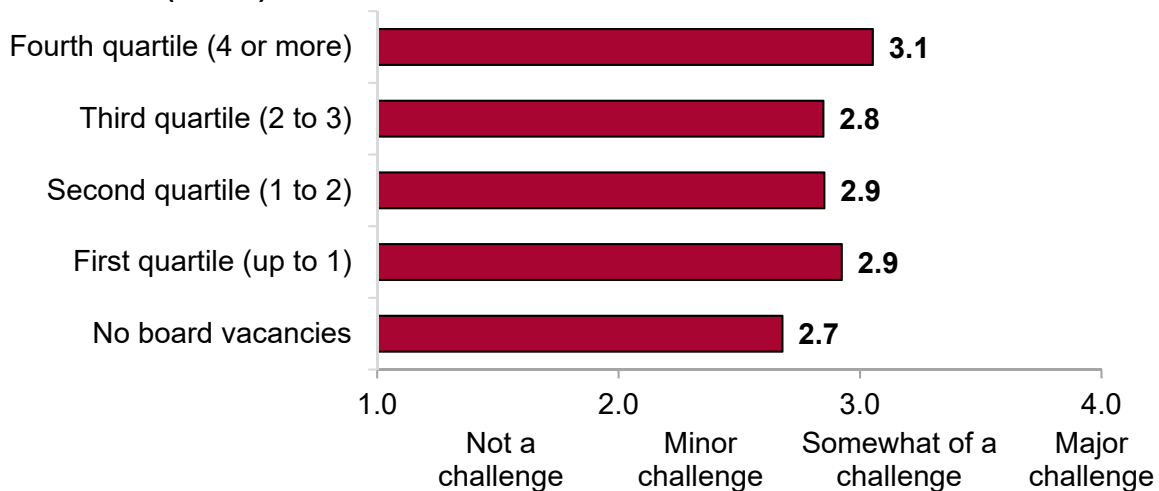


We use the overall marketing challenge scale in our multivariate analysis. We find that four of our independent variables are significant, when controlling for all other factors: board vacancy, field of expertise (NTEE) and age. However, age is not significant in the bivariate analysis and is therefore not shown below. For other significant bivariate relationships (formalization), see Appendix E.

Organizational Capacity: Board Vacancies

In prior surveys of Indiana nonprofits, we found that nonprofits with board vacancies were significantly more likely to report challenges across almost the full range of challenges examined. As Figure 19 shows, this pattern is still prevalent. Nonprofits without any board vacancies report the fewest challenges (average scores of 2.7 out of 4). As number of board vacancies increases to four or more, the average marketing challenge scores increase to 3.1 out of 4. We do not know whether nonprofits with board vacancies lack the capacity to undertake a variety of organizational tasks and therefore report these to be challenging, or whether nonprofits that face many challenges find it difficult to recruit and keep board members.

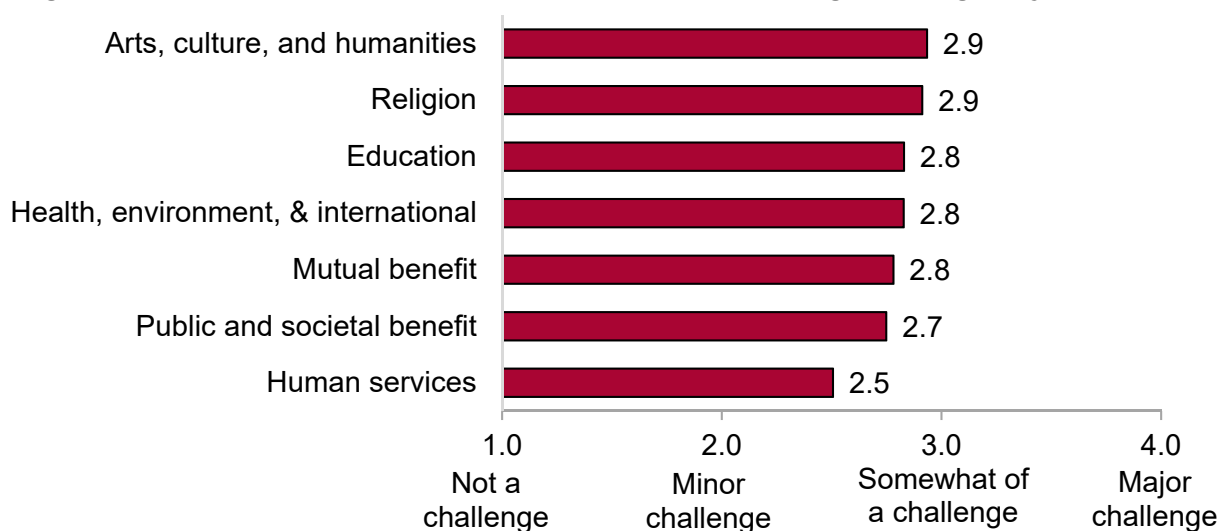
Figure 19: Extent to which nonprofits experience marketing challenges by board vacancies (n=673)



Organizational Expertise: Primary Field (NTEE Code)

There are differences across the various NTEE codes with regard to marketing challenges. Marketing challenges were highest for arts, culture, and humanities and religion organizations (2.9 out of 4, for both), both fields that depend on attracting participants who may have many alternative ways to spend their time. This was followed closely by education, health, environment, and international and mutual benefit organizations (2.8 out of 4, for each). Public and societal benefit organizations reported slightly less (2.7 out of 4). Human service organizations reported having marketing challenges the least (2.5 out of 4).

Figure 20: Extent to which nonprofits experience marketing challenges by NTEE



Summary: Marketing Challenges

We use multivariate analysis to determine which predictor variables provide the best indicator of whether organizations experience a major challenge attracting new members/clients. The model is highly significant, but explains only 6 percent of the variance. Three indicators are significant: controlling for all other factors, older organizations and those with more board vacancies are more likely to experience marketing challenges. Arts, culture, and humanities and religion nonprofits were also more likely to experience marketing challenges, compared to human service nonprofits (the excluded category).

Table 5: Estimates for Linear Regression of Whether Nonprofits Experience Marketing Challenges

<i>Variables Included in the Multivariate Equation</i>	<i>Positive (+) or Negative (-) Significant Coefficients</i>
<i>Age (Decades since Founded)</i>	+
<i>LN Board Vacancy</i>	+
<i>NTEE Code: Arts, Culture, and Humanities</i>	+
<i>NTEE Code: Religion</i>	+

Notes: Coefficients significant at the $p < .05$ level marked with +, $F = 2.526 < 0.01$, variance explained = 6%, Adjusted R-square = 0.055.

The following were not significant at the multivariate level and have been excluded from the table: LN Number of FTE Staff, Formalization, NTEE Code: Arts and Culture, NTEE Code: Education, NTEE Code: Human Services, NTEE Code: Mutual Benefit, NTEE Code: Public and Societal Benefit, NTEE Code: Religion, Funding Mix: Over 50% Government, Funding Mix: Over 50% Donations, Funding Mix: Over 50% Fees and Sales, Funding Mix: Over 50% Special Events, Public Charity, Metropolitan Central County, and Metropolitan Ring County. Full details are available in Appendix F5.

CONCLUSION

Nonprofits deliver a wide range of programs that provide needed services and improve the quality of life in local communities. Doing so allows them to meet the needs of those they serve in support of their mission. In the process, they also fill gaps by governmental entities in areas such as human services, education, and more.

Our analysis has examined the extent and nature of programs and services among Indiana nonprofits including whether they provide them, whether they have seen an increase in demand, whether they provide financial or social support to other nonprofits, the amount of staff time dedicated to services, and whether they find marketing them to be a challenge.

We find the delivery and support of social and community services broadly defined to be prevalent among Indiana nonprofits. Almost two-thirds (62 percent) participate in or support social service, community development, or neighborhood organizing projects and more than three-quarters of these report that they dedicate at least some paid staff time to these services

In addition, more than a third (37 percent) of Indiana nonprofits reported that they provide financial support such as grants or financial contributions to other nonprofits. Almost half (43 percent) of Indiana nonprofits reported an increase in demand for services over the last 36 months.

When asked about marketing challenges, Indiana nonprofits reported the most challenges with attracting new members/clients, followed by enhancing the visibility/reputation of the organization. Difficulties with identifying the best tools/mediums for reaching various constituency groups and creating effective marketing materials ranked somewhat lower.

In addition to administering programs, nonprofits are increasingly expected to evaluate their programs. Doing so allows them to determine whether their programs are effective, meet the needs of those they serve, and support their mission. Such efforts also allow nonprofits – and their funders – to assess whether resources needed to support programs are invested appropriately and responsibly. The majority of Indiana nonprofits (62 percent) have evaluated their programs during the prior three years. Of these, more than a third (38 percent) said that their funder(s) required program evaluation¹².

Among the three groupings of explanatory factors (organizational capacity, external forces, and nonprofit expertise), organizational capacity – formalization, age, and size – is most consistently related to nonprofit programs and services. More formalized nonprofits were more likely to deliver social and community services and experience an increased demand. In addition, more formalized nonprofits were also more likely to devote paid staff to delivering social and community services, but only at the bivariate level, not when controlling for all other factors.

Older nonprofits were more likely to provide financial support to other nonprofits and to consider marketing their programs and services to be a challenge. Size of nonprofits, as measured by number of FTE staff) was generally not important in the multivariate analyses, but in the bivariate analysis was positively associated with providing social and community services, devoting paid staff to these services, and reporting increases in service demand. Size was negatively related to marketing challenges.

¹² For more information on Indiana nonprofit program evaluation, refer to [Indiana Nonprofits: Program Evaluation – Practices and Challenges](#).

When examining external factors, only funding profile appeared significant in the multivariate analyses, Nonprofits that rely on donations for the majority of their funding are less likely than those which rely on a mix of funding to dedicate staff time to social and community service and report an increase in demand for services. In addition, nonprofits that rely on fees and sales for the majority of their funding are more likely to provide social and community services and provide financial support to other nonprofits. In the bivariate analysis, nonprofits that were registered as public charities were more likely to provide social and community services, devote paid staff to these efforts, and face increasing demand for their services. They were less likely to provide financial support to other nonprofits.

Nonprofit expertise was important for predicting whether the organization provide social and community services broadly defined, financial support for other nonprofits and challenges in marketing their programs and services.

When reviewing marketing challenges, Indiana nonprofits reported the most challenges with attracting new members/clients, but also reported other high marketing challenges (e.g., enhancing visibility/reputation of organization). Indiana nonprofits also experienced intermediary (between a minor and somewhat of a challenge) difficulties with identifying the best tools/ mediums for reaching various constituency groups and creating effective marketing materials.

These findings have important implications for researchers and practitioners. We show the complexity of nonprofit service systems and our findings point to factors that may limit, or alternatively enhance, program and service delivery. Our findings suggest that nonprofits capacity, resources and field of expertise are significant factors in implementing and delivering services.

However, even with the best of efforts, it is unlikely that nonprofits can ever fully meet the needs of their communities. Communities and families change over time. New residents may need services, and as people's circumstances change over time, so do the challenges they face. For example, a parent may find employment but need child care to take the job and not earn enough to pay for it. Or trauma, such as an adverse childhood experience, creates lifelong risks for behavioral, physical and mental health issues. For local nonprofits, these developments will appear as demands for more services. Even as nonprofits seeks to address the needs of their clients, they may not have the capacity or expertise to do so.

It is important to note that the findings highlighted in this report predate the COVID-19 pandemic, which has devastated Indiana communities (and others around the world). However, even before the Pandemic hit, more than a third (950,000 or 37 percent) of Indiana's 2,6 million households were poor or struggling to make ends in meet in 2018.¹³ These ALICE (Asset Limited, Income Constrained, Employed) families are mainly low-paid hourly workers without savings. They account for much of the increased need for services we document in this report.

The Pandemic has further aggravated the challenges these families face and the many more who have joined their ranks. In addition, our recent (May 2020) survey¹⁴ of 512 Indiana nonprofits found widespread impact of the Pandemic on nonprofits as well. At a time when Indiana residents were facing layoffs and rapidly growing needs for a wide range of services and support, 70 percent of Indiana nonprofits reported they had limited or reduced program capacity as a result of the pandemic. Almost as many (69 percent) reported switching programs

¹³ See <https://iuw.org/alice/>.

¹⁴ See <https://nonprofit.indiana.edu/doc/publications/covid-19-impact.pdf>

to phone or online platforms, and fully 60 percent said they had suspended or ended programs due to the pandemic. As a result, because of the pandemic, the need for services is undoubtedly much greater now, while nonprofit capacity to deliver services has declined, and is further endangered by losses of revenues directly tied to the impact of the pandemic.

Appendix A – Social and Community Services: Significant Bivariate Relationships

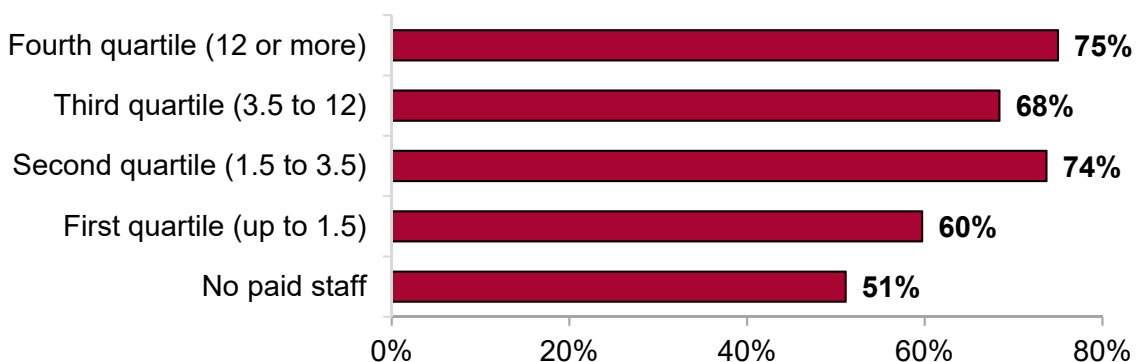
The body of our report highlights only those factors that, in combination, appear most important in explaining the particular dimensions of Indiana nonprofit programs and services. To identify these factors, we used multivariate analyses, logistic regression analysis or multiple regression analysis, depending on what we were examining. These are advanced statistical techniques that allow us to determine which specific predictor factors remain important, once we control for all other predictor factors. However, a number of other predictor factors were important at the bivariate level, where we look at each predictor variable individually to determine whether it is related to a particular dimension of programs and services.

Below we present a brief discussion of these other predictor factors. We focus first on whether Indiana nonprofits provide social and community services, broadly defined. The multivariate analysis indicated that age, formalization, expertise, and funding mix were significant. Two other factors: size and status as a public charity were important at the bivariate level, but not when we controlled for all other factors in the multivariate analysis.

Organizational Capacity: Size (Number of FTE Staff)

Organizations with no paid staff were the least likely to provide social and community services. However, still over half of these organizations reported providing these services (51 percent). Those in the smallest quartile (up to 1.5 FTE) also reported a lower percentage providing social and community services (60 percent) compared to larger nonprofits (two-thirds or more), ranging from 75 percent of the largest nonprofits (12 or more FTE) to 68 percent of those in the size category just below (3.5 to 12 FTE) and 74 percent for the next smaller size category (1.5 to 3.5 FTE).

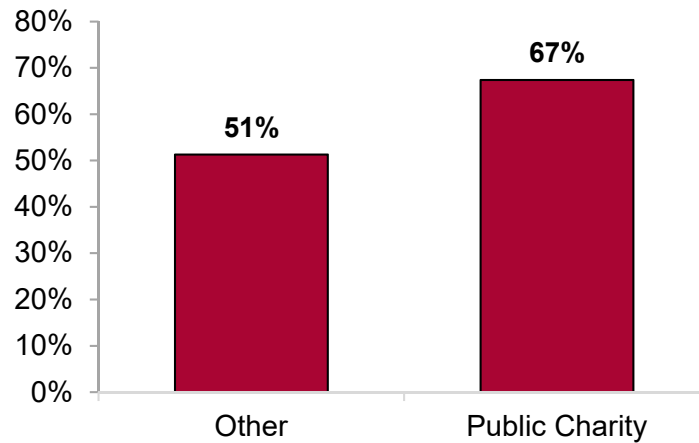
Figure A1: Percent of nonprofits that provide social and community services by number of full-time equivalent staff, (n=899)



External Forces: Public Charity

Although our survey asked respondents whether or not they are registered as a public charity, we relied on our own efforts to determine whether that was the case. Organizations that are registered as a public charity were more likely to provide social and community services (67 percent) than other nonprofits (51 percent).

Figure A2: Percent of nonprofits that provide social and community services by charity status, (n=629)



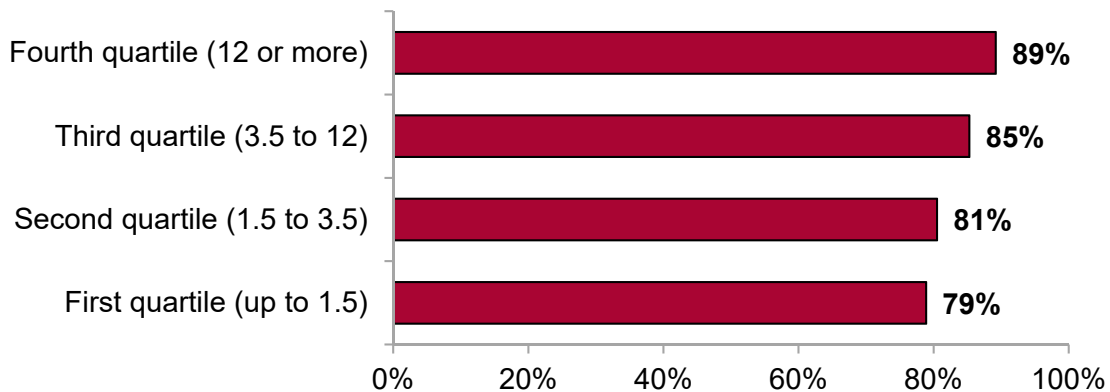
Appendix B – Staff Time Dedicated to Social and Community Services: Significant Bivariate Relationships

We turn now to a brief look at two predictor factors that were important at the bivariate level in explaining the amount of time nonprofit staff dedicate to social and community services, but not in our multivariate analysis (logistics regression analysis), once we control for all other predictor factors. The multivariate analysis indicated that funding mix was significant. Three other factors: size, formalization, and charity status were important at the bivariate level, but not when we controlled for all other factors in the multivariate analysis.

Organizational Capacity: Size (Number of FTE Staff)

The great majority (about 80 percent or more) of nonprofits with any paid staff dedicate at least some paid staff to social and community services. The percentage increases from 79 percent for those with the smallest staff size (up to 1.5 FTE) to 89 percent of those with 12 or more FTE.

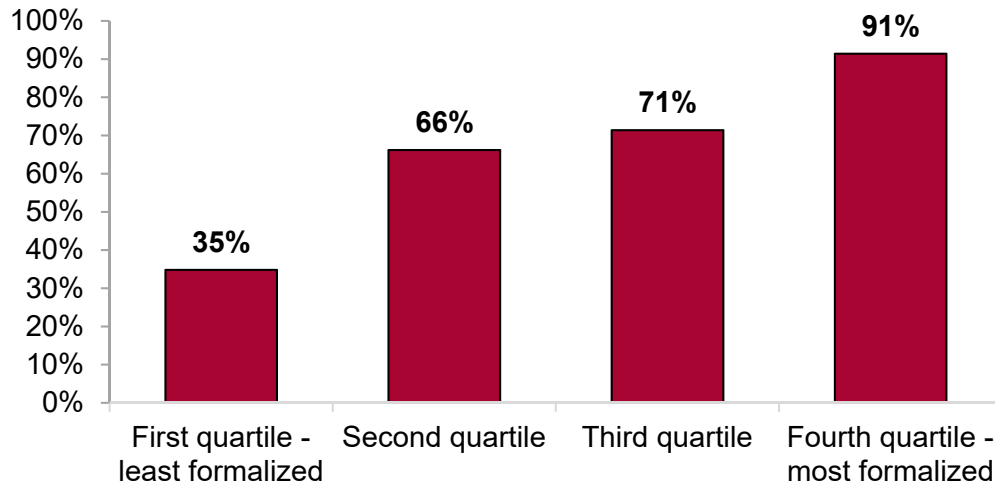
Figure B1: Percent of nonprofits that dedicate staff time to social and community services by number of full-time equivalent staff, (n=327)



Organizational Capacity: Formalization

Similarly, more formalized nonprofits were more likely to dedicate staff time to social and community services. Nearly all respondents (91 percent) in the top most formalized quartile dedicated at least some staff time to social and community services (91 percent), compared to only 35 percent of those in the least formalized quartile and two-thirds or more for the intermediary levels of formalization.

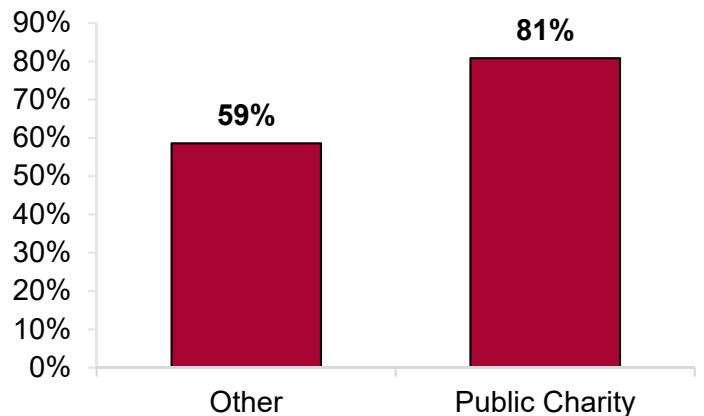
Figure B2: Percent of nonprofits that dedicate staff time to social and community services by formalization, (n=351)



External Forces: Public Charity

We determined whether respondents are registered as a public charity. Organizations that were registered as a public charity, were significantly more likely dedicate staff time to social and community services (81 percent) than other nonprofits (59 percent).

Figure B3: Percent of nonprofits that dedicate staff time to social and community services by charity status, (n=243)



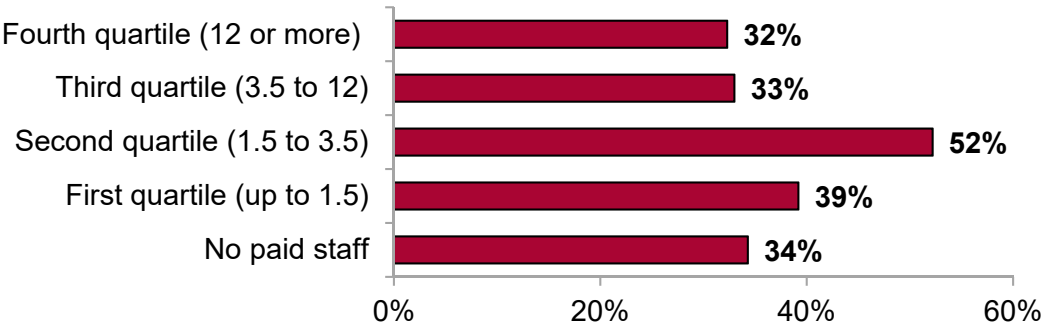
Appendix C – Financial Support to Other Nonprofits: Significant Bivariate Relationships

Below we discuss predictor factors that were important at the bivariate level, but not in the multivariate analysis, in explaining whether nonprofits provide financial support to other nonprofits. The multivariate analysis indicated that age, expertise, funding mix, and location were significant. Size, board vacancies, and status as a public charity were important at the bivariate level, but not when we controlled for all other factors in the multivariate analysis.

Organizational Capacity: Size (Number of FTE Staff)

Almost across the board, about a third of nonprofits provide financial support to other nonprofits regardless of size. The exception is those with 1.5 to 3.5 FTE, where more than half (52 percent) do so, perhaps reflecting that that organizations that provide financial support to other nonprofits tend to have relatively modest staff sizes.

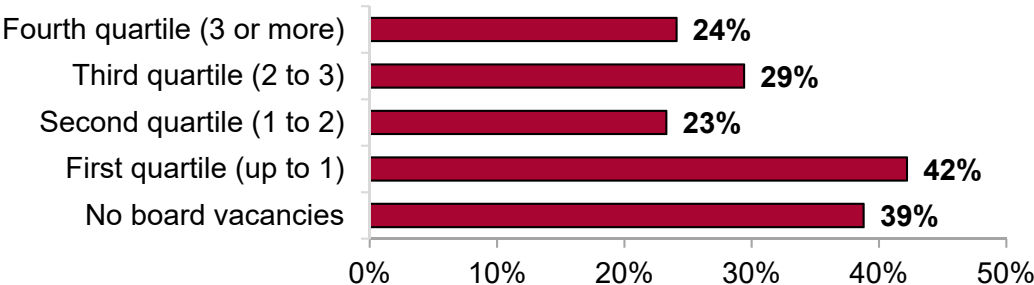
Figure C1: Percent of nonprofits that provide financial support by full-time equivalent staff (n=895)



Organizational Capacity: Number of Board Vacancies

Nonprofits with no board vacancies or only one vacancy (lowest quartile) were the most likely to provide financial support to other nonprofits (39 percent and 42 percent, respectively), compared to only about a quarter (ranging between 23 and 29 percent) of those with greater numbers of board vacancies. Perhaps organizations that provide financial support to other nonprofits find it easier to recruit and retain board members.

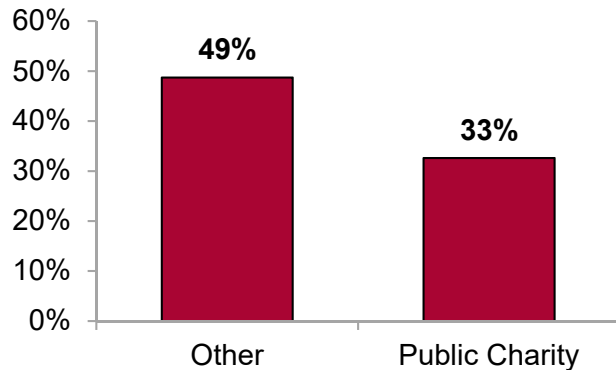
Figure C2: Percent of nonprofits that provide financial support by number of board vacancies, (n=730)



External Forces: Public Charity

About a third of nonprofits recognized as public charities by the IRS provide financial support to other nonprofits, compared to nearly half (49 percent) of all other nonprofits (either not registered with the IRS at all or registered as another type of exempt organization than 501(c)(3). Most public charities provide services and would likely be on the receiving end of financial support. Private foundations do provide such support and although they are considered charities, they are not public charities since they don't meet the "public support" test of receiving most of their funding from the general public. Similarly, other types of tax-exempt organizations, such as fraternal organizations, business groups, labor unions, or recreational groups, may provide some (modest) support other nonprofits.

Figure C3: Percent of nonprofits that provide financial support by charity status, (n=625)



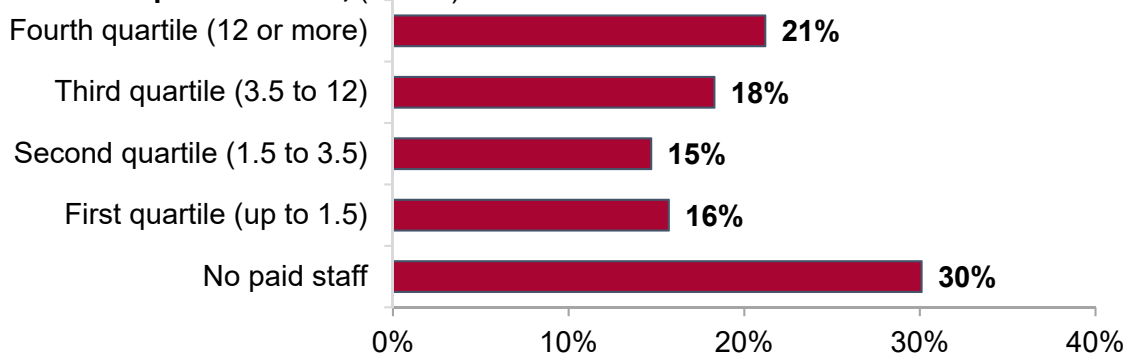
Appendix D – Demand for Services: Bivariate Significant Relationships

We look at predictor factors that were important at the bivariate level, but not in the multivariate analysis, in explaining whether nonprofits experienced an increase in demand for services. The multivariate analysis indicated that formalization, funding mix, and location were significant. Three other factors: size, status as a public charity, and expertise were important at the bivariate level, but not when we controlled for all other factors in the multivariate analysis.

Organizational Capacity: Size (Number of FTE)

Nonprofits with no paid staff were the most likely to report an increase in demand over the previous three years (30 percent), compared to 15-16 percent of the two smallest staff size quartiles, 18 percent of those with 3.5 to 12 FTE and 21 percent of those in the largest staff quartile (12 FTE or more).

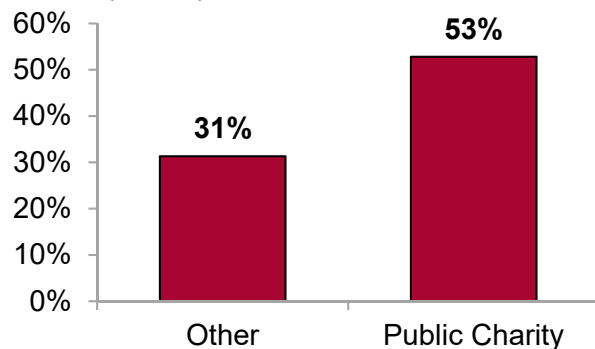
Figure D1: Percent of nonprofits that experienced an increase in demand by full-time equivalent staff, (n=899)



External Forces: Public Charity

Organizations designated as a public charity were more likely to experience an increase in demand (53 percent) compared to the rest (31 percent). This may be due to many public charities serving missions that impact individuals, communities, or other entities that require specific services. Many public charities aim to fill service gaps in their communities, which would result in their higher likelihood to experience an increase in demand.

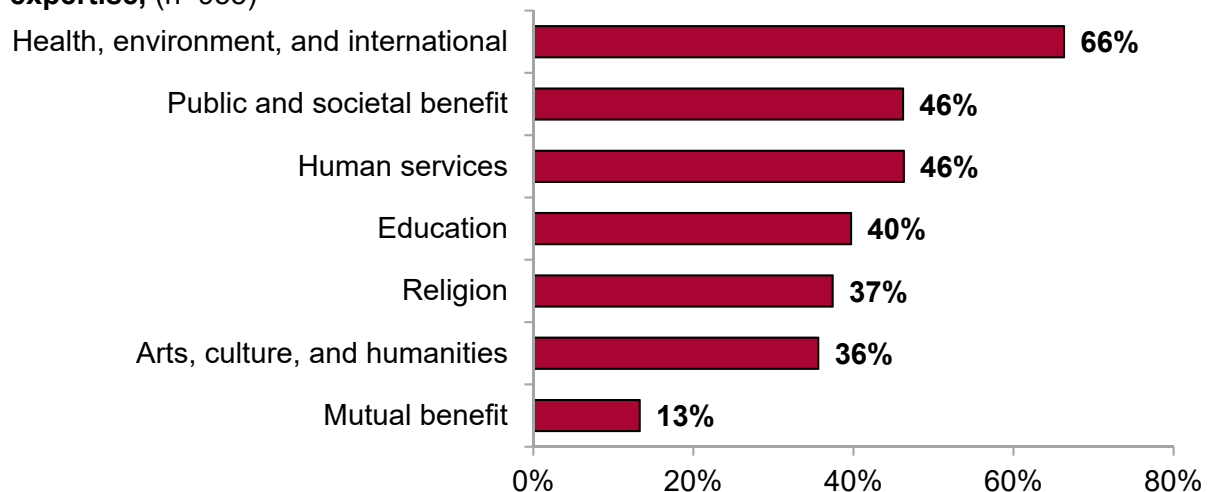
Figure D2: Percent of nonprofits that experienced an increase in demand by charity status, (n=629)



Organizational Expertise: Primary Field (NTEE Code)

The combined category of health, environment, and international nonprofits experienced the largest increase in demand (66 percent). However, there were only 29 organizations in this category, thus decreasing the robustness of this finding. Nearly half of public and societal benefit and human service nonprofits reported experiencing an increase in demand (46 percent for both), followed by education (40 percent), religion (37 percent), and arts, culture, and humanities (36 percent). Mutual benefit nonprofits were the least likely to experience an increase in demand (13 percent).

Figure D3: Percent of nonprofits that experienced an increase in demand by expertise, (n=955)



Appendix E – Marketing Challenges: Significant Bivariate Relationships

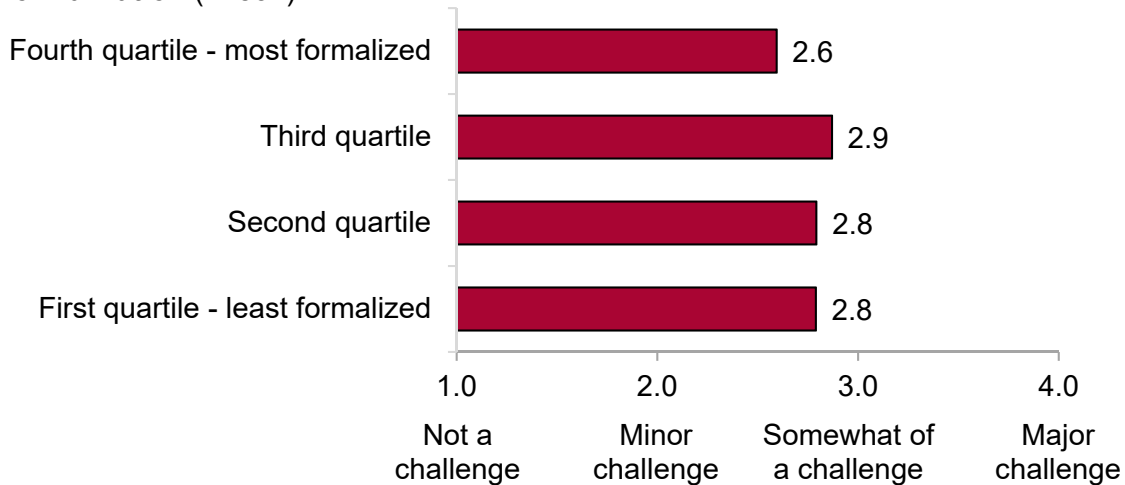
Below we review predictor factors that were important at the bivariate level, but not in the multivariate analysis, in reviewing marketing challenges. The multivariate analysis indicated age, expertise, and board vacancies were significant. However, age was not significant when reviewing bivariate relationships. Formalization was important at the bivariate level, but not

when we controlled for all other factors in the multivariate analysis.

Organizational Capacity: Formalization

The fourth quartile (most formalized) organizations reported less marketing challenges compared to those in the first, second, and third quartile.

Figure #: Extent to which nonprofits experience marketing challenges by formalization (n=832)



Appendix F – Multivariate Analyses

Below, we display in-depth regression tables, including coefficients, for further information.

Table F1. Estimate for Logistic Regression of Whether Nonprofits Provide Social and Community Services, Broadly Defined

Variable	B	S.E.	Sig.	Exp(B)
Decades since Founded	.082	.039	.037	1.085
LN Number of FTE	-.121	.110	.270	.886
Formalization	.142	.039	.000	1.153
LN Number of Board Vacancies	.248	.181	.169	1.282
NTEE Code (ref=Human Service & Internal)				
NTEE – Arts, Culture, and Humanities	1.863	.385	.000	6.443
NTEE – Education	1.840	.426	.000	6.296
NTEE – Environment	.969	.528	.066	2.635
NTEE – Health	1.428	.462	.002	4.172
NTEE – Public Service	.644	.364	.076	1.905
NTEE – Religion	.749	.389	.054	2.115
NTEE – Mutual Benefit	1.495	.686	.029	4.458
Funding Mix (ref=All Other Combinations)				
Funding Mix – Special Events	.420	.436	.335	1.521
Funding Mix – Fees & Sales	.633	.306	.039	1.884
Funding Mix – Government	-.174	.466	.708	.840
Funding Mix – Donations	.182	.305	.551	1.199
Public Charity	-.574	.360	.111	.563

Variable	B	S.E.	Sig.	Exp(B)
County Type (ref=Nonmetropolitan Counties)				
County Type – Central Metro	.417	.250	.095	1.518
County Type – Metro Ring	-.096	.433	.824	.908

Notes: Coefficients significant at the $p < 0.05$ level are **bold red**, Model Chi-Square=89.734, $p = .000$, Nagelkerke R-squared=.236, 70.9% correct predictions, $n = 475$.

Table F2. Estimate for Logistic Regression of Whether Nonprofits Dedicate Staff Time to Social and Community Services.

Variable	B	S.E.	Sig.	Exp(B)
Decades since Founded	-.080	.073	.279	.924
LN Number of FTE	.530	.277	.056	1.698
Formalization	.143	.088	.107	1.153
LN Number of Board Vacancies	.109	.404	.788	1.115
NTEE Code (ref=Human Service & International)				
NTEE – Arts, Culture, and Humanities	-1.850	1.222	.130	.157
NTEE – Education	-.175	1.005	.862	.839
NTEE – Environment	.009	1.753	.996	1.009
NTEE – Health	-2.059	1.780	.248	.128
NTEE – Public Service	-1.850	1.044	.076	.157
NTEE – Religion	1.593	.837	.057	4.917
NTEE – Mutual Benefit	-21.059	21782.144	.999	.000
Funding Mix (ref=All Other Combinations)
Funding Mix – Special Events	1.339	.971	.150	4.053
Funding Mix – Fees & Sales	.140	.760	.853	1.151
Funding Mix – Government	-.935	1.179	.428	.393
Funding Mix – Donations	-1.928	.801	.016	.145
Public Charity	-1.256	1.046	.230	.285
County Type (ref=Nonmetropolitan Counties)				
County Type – Central Metro	-.323	.501	.519	.724
County Type – Metro Ring	-.004	.833	.996	.996

Notes: Coefficients significant at the $p < 0.05$ level are **bold red**, Model Chi-Square=56.766, $p = .000$, Nagelkerke R-squared=.406, 84.9% correct predictions, $n = 199$.

Table F3. Estimate for Logistic Regression of Whether Nonprofits Provide Financial Support to Other Nonprofits.

Variable	B	S.E.	Sig.	Exp(B)
Decades since Founded	.078	.038	.039	1.081
LN Number of FTE	-.044	.111	.691	.957
Formalization	.033	.039	.401	1.033
LN Number of Board Vacancies	-.278	.179	.121	.757
NTEE Code (ref=Human Service & International)				
NTEE – Arts, Culture, and	-.147	.414	.722	.863

Variable	B	S.E.	Sig.	Exp(B)
Humanities				
NTEE – Education	-.208	.459	.649	.812
NTEE – Environment	-1.034	.500	.039	.355
NTEE – Health	.109	.518	.833	1.115
NTEE – Public Service	-1.864	.339	.000	.155
NTEE – Religion	-1.251	.362	.001	.286
NTEE – Mutual Benefit	-.498	.705	.480	.608
Funding Mix (ref=All Other Combinations)				
Funding Mix – Special Events	-.170	.451	.707	.844
Funding Mix – Fees & Sales	.645	.326	.047	1.907
Funding Mix – Government	.385	.450	.392	1.469
Funding Mix – Donations	-.200	.292	.495	.819
Public Charity	.339	.347	.328	1.404
County Type (ref=Nonmetropolitan Counties)				
County Type – Central Metro	-.537	.249	.031	.584
County Type – Metro Ring	-.156	.411	.704	.855

Notes: Coefficients significant at the p<0.05 level are **bold red**, Model Chi-Square=88.946, p=.000, Nagelkerke R-squared=.232, 70.7% correct predictions, n=478.

Table F4. Estimate for Logistic Regression of Whether Nonprofits Experienced an Increase in Demand for Services

Variable	B	S.E.	Sig.	Exp(B)
Decades since Founded	-.051	.037	.170	.950
LN Number of FTE	.050	.103	.626	1.052
Formalization	.169	.038	.000	1.184
LN Number of Board Vacancies	-.069	.171	.687	.933
NTEE Code (ref=Human Service & International)				
NTEE – Arts, Culture, and Humanities	.450	.360	.212	1.568
NTEE – Education	.468	.412	.257	1.596
NTEE – Environment	-.263	.523	.615	.769
NTEE – Health	-.658	.492	.181	.518
NTEE – Public Service	-.237	.340	.487	.789
NTEE – Religion	.597	.356	.093	1.817
NTEE – Mutual Benefit	1.970	1.116	.077	7.170
Funding Mix (ref=All Other Combinations)				
Funding Mix – Special Events	-.067	.429	.877	.936
Funding Mix – Fees & Sales	.381	.307	.215	1.464
Funding Mix – Government	-.476	.430	.269	.621
Funding Mix – Donations	-.602	.285	.035	.548
Public Charity	-.432	.352	.220	.650
County Type (ref=Nonmetropolitan Counties)				
County Type – Central Metro	.172	.237	.468	1.188

Variable	B	S.E.	Sig.	Exp(B)
County Type – Metro Ring	.835	.422	.048	2.304

Notes: Coefficients significant at the $p < 0.05$ level are **bold red**, Model Chi-Square=103.818, $p = .000$, Nagelkerke R-squared=.261, 69.1% correct predictions, $n = 476$.

Table F5. Estimate for Linear Regression of Whether Nonprofits Experience Marketing Challenges

Variable	B	S.E.	Sig.	Exp(B)
Decades since Founded	.029	.014	.043	
LN Number of FTE	-.058	.039	.144	
Formalization	-.021	.015	.152	
LN Number of Board Vacancies	.220	.065	.001	
NTEE Code (ref=Human Service & International)				
NTEE – Arts, Culture, and Humanities	.309	.140	.028	
NTEE – Education	.284	.164	.084	
NTEE – Environment	.280	.202	.166	
NTEE – Health	.195	.173	.261	
NTEE – Public Service	.208	.130	.110	
NTEE – Religion	.376	.141	.008	
NTEE – Mutual Benefit	.559	.285	.051	
Funding Mix (ref=All Other Combinations)				
Funding Mix – Special Events	.097	.169	.565	
Funding Mix – Fees & Sales	.131	.119	.272	
Funding Mix – Government	.233	.158	.142	
Funding Mix – Donations	.064	.112	.571	
Public Charity	.077	.138	.578	
County Type (ref=Nonmetropolitan Counties)				
County Type – Central Metro	.014	.092	.876	
County Type – Metro Ring	-.136	.157	.387	

Notes: Coefficients significant at the $p < 0.05$ level are **bold red**, $F = 2.406 < .001$, variance explained=6%, Adjusted R-square=0.053.

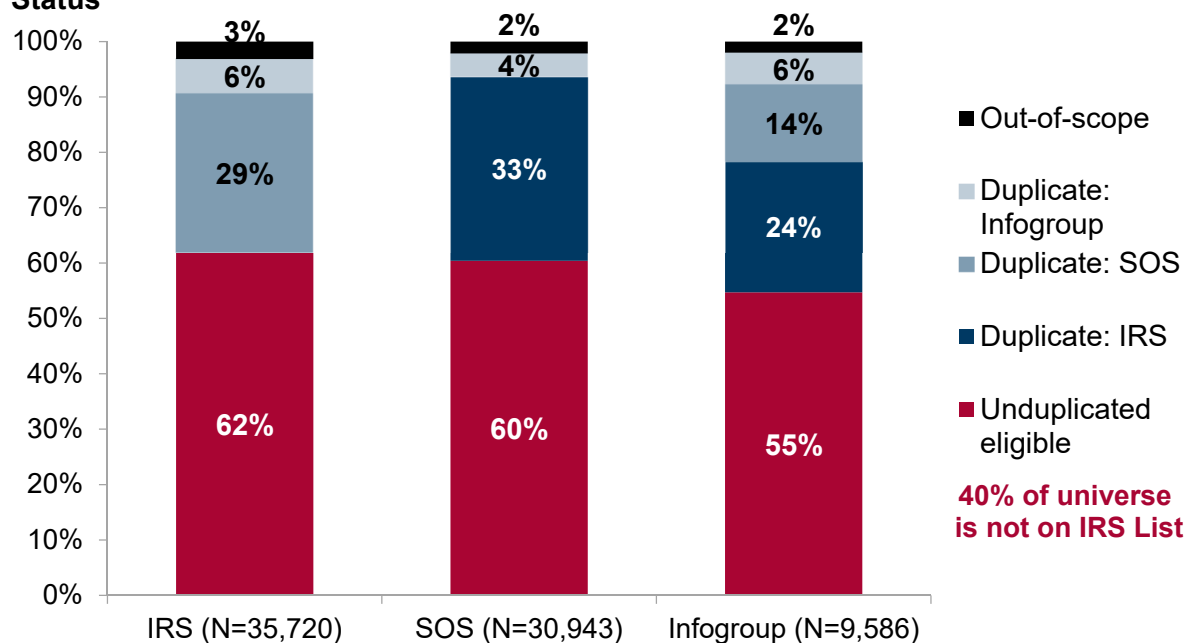
Appendix G – Data Collection

We summarize only the key steps in the survey process here. For full details on Survey Methodology see Appendix A in our report: “[The Indianapolis Nonprofit Sector: Overview & Challenges](#).” Our 2017 survey included a panel of nonprofits that responded to our 2002 survey and a new sample of nonprofits. For our 2002 survey (and thus our panel organizations), we merged three statewide nonprofit database listings – the IRS listing of exempt entities with Indiana reporting addresses, entities incorporated as not-for-profit entities with the Indiana Secretary of State (SOS), and Yellow Pages listings of congregations, churches, and similar religious organizations. We also added nonprofits appearing on local listings in selected communities across the state and those identified by Indiana residents as nonprofits for which they worked, volunteered, or attended meetings or events, including religious services. We then de-duplicated the merged listings and drew a stratified random sample in order to consider and adjust for differences in distributions by geographic location and source of listing.

New 2017 Comprehensive Listing of Indiana Nonprofits

For the 2017 survey of Indiana nonprofits, we relied exclusively on the same three statewide listings of Indiana nonprofits as in 2002, but used a simplified approach. We merged the three statewide listings: Internal Revenue Service (IRS) listing of registered tax-exempt organizations under section 501(c) with reporting addresses in Indiana (35,720 records), Indiana incorporated nonprofits (30,943 records), and the Infogroup listing of churches, congregations, temples, and mosques listed in the yellow pages of phone directories for the state (9,586 records).

Figure G1. IRS, SOS, and Infogroup listings of Indiana Nonprofits, by Duplication Status



We dropped “out-of-scope” entities that had very low response rates to our previous surveys as well as organizations for whom our survey instrument is not well suited (mainly hospitals, universities, and bank-managed trusts). We then undertook initial de-duplication of the three listings using computer search algorithms.

Figure G1 shows the duplication segments by original source listing. About three-fifths of the entries on the IRS and SOS listings (respectively 62 and 60 percent) were unique to that particular list, as were 55 percent of the Infogroup list of congregations. For the IRS listing, 29 percent were also listed on the SOS list, and 6 percent were included on the Infogroup list. For the SOS listing, one-third were also registered with the IRS and 4 percent were included on the Infogroup list of churches. Finally, for the Infogroup list, about one-quarter (24 percent) were registered with the IRS (and another 14 percent were on the SOS listing). For congregations, the IRS percentage is much smaller than the 68 percent of churches that the National Center for Charitable Statistics estimates are registered with the IRS¹⁵. Notably, only 60 percent of nonprofits on the combined listings were tax-exempt entities registered with the IRS.

¹⁵ See footnote 2, page 14 of Brice S. McKeever, *The Nonprofit Sector in Brief 2015*. Washington, D.C.: The Urban Institute, Center on Nonprofits and Philanthropy (2015), <https://www.urban.org/sites/default/files/publication/72536/2000497-The-Nonprofit-Sector-in-Brief-2015-Public-Charities-Giving-and-Volunteering.pdf>

Drawing the Sample

To improve the generalizability of our results, we drew a proportionately stratified sample from the combined list of 59,833 organizations from the IRS, SOS, and Infogroup listings, using an 8-category set of regions (all three listings), filing date (SOS only), and NTEE major code categories (IRS only). Prior to selecting within strata, we implicitly stratified by zip code (all three listings) to achieve greater geographic representativeness.

After the sampling was completed, we had an initial sample of 10,257 nonprofits: 5,904 from the IRS listing (58 percent of the sample), 3,436 from the SOS listing (33 percent), and 917 from the Infogroup listing (9 percent). From this initial sample, we selected a random subset of 4,103 nonprofits for analysis since our resources would not allow us to survey all: 2,336 from the IRS listing (57 percent of Phase I), 1,394 from the SOS listing (34 percent), and 373 from the Infogroup listing (9 percent).

Finding Contact Information

Next, we needed to find contact information for each organization in order to distribute our survey. All three listings provided us with postal mailing addresses, but we needed email addresses to allow respondents to complete the survey online. The Infogroup listing only provided us with 35 email addresses, which we needed to verify, and 373 phone numbers. We had to find email addresses for the rest. We found some on the organizations' websites, but we had to call to get most of them. When the organizations' websites did not provide phone numbers (or when these numbers were disconnected or the organizations did not have websites), we used WhitePages Premium to find phone numbers for the contact person listed in the IRS or SOS databases. We gave priority to finding email contact information for executive directors or board chairs, but in some cases could only capture other key contact persons, such as vice presidents, treasurers, or secretaries.

We had an 80 percent success rate in finding correct contact information, but spent an average of almost 13 minutes on each organization, and with 4,103 organizations to research. This effort took about 873 hours.

Survey Encouragement

In preparation for the survey, we sent notifications (emails, or postcards for those for whom we had no email addresses) about the survey to potential respondents. This served both to alert them to the forthcoming survey, with the hope of encouraging participation in the survey, and to identify problematic email (or postal) addresses. After the survey invitations were sent (via email or postal mail), we sent several reminders.

The survey was administered online to potential respondents with an email address (75 percent of the sample) and sent as a paper form by postal mail to those without an email address. The survey took on average 25-30 minutes for respondents to complete and gathered information about programs and services, organization membership, organization structure and program evaluation, human resources, marketing and technology, advocacy and policy activities, relationships with other organizations, and financial information.¹⁶

As a special incentive for the survey, respondents were offered access to customized reporting of the results, now available here: <http://go.iu.edu/2bfj>. We included a link to the study website,

¹⁶ The complete survey is available here: <https://nonprofit.indiana.edu/doc/SurveyInstrument.pdf>

so respondents could learn more about the project, as well as prominent references to and identification with Indiana University to emphasize the academic sponsorship, since that increases survey participation. Finally, we asked members of our Advisory Board for the Indiana Nonprofits Project to announce the survey to organizations on their distribution lists and encourage anyone receiving the invitation to complete the survey.

To increase expected low response rates, we made up to three nudge calls to encourage additional responses. While time-consuming, this process significantly increased our response rate. We tracked call statuses in a survey sample database to ensure a systematic process and for future reference.

Survey Response Rates

As noted earlier, about 24 percent of the sample responded to the survey. This includes those that provided full or partial responses as a percent of those in the sample that were not explicitly defined as “out of sample” (e.g., hospitals, universities, bank-managed trusts) and still appeared to be in existence, located in Indiana, and nonprofit (e.g., had not converted to for-profit status). Response rates were generally higher from those that were on both the IRS and SOS listings and lowest for those that were on the Infogroup listing.

Appendix H – Overview of the Indiana Nonprofits Project

Since 2000, the **Indiana Nonprofits Project: Scope and Community Dimensions** has produced a substantial body of research about the nonprofit sector in Indiana: its composition and structure, its contributions to Indiana, the challenges it faces, and how these features vary across Indiana communities. The goal of this collaborative research effort is to help community leaders develop effective and collaborative solutions to community needs and to inform public policy decisions.

The project is directed by [Kirsten Grønbjerg](#), Distinguished Professor, [O’Neill School of Public and Environmental Affairs](#) (SPEA), Indiana University Bloomington and Efroymsen Chair in Philanthropy (2001-2020) at the [Lilly Family School of Philanthropy](#) (LFSOP). It has benefitted greatly from the advice and support of the Project’s distinguished [Advisory Board](#),¹⁷ the contributions of 98 O’Neill research assistants – undergraduate, masters, and doctoral students – and financial support as described in the Acknowledgements on page 1. The project’s major components include:

[Surveys of Indiana nonprofits](#). This component includes five surveys of Indiana nonprofits:

- Round I: Comprehensive survey of Indiana nonprofits (2002) in collaboration with the IU *Center for Survey Research* (CSR); 7 statewide reports on special topics and 12 regional reports on the nonprofit sector in selected communities across the state.
- Round II: Two surveys on nonprofit capacity and management challenges, including a survey (2007) for the *Indiana Philanthropy Alliance* and the *Lumina Foundation for Education* (1 report) and a more extensive survey (2010) for the *Indiana Arts Commission* (2 reports).
- Round III: Comprehensive survey of Indiana nonprofits (2017) in collaboration with the CSR is currently being analyzed and is the basis for this report.
- Round IV: Survey in collaboration with Indiana United Ways (2020) on the impact of COVID-

¹⁷ See <https://nonprofit.indiana.edu/AboutTAB/advisory-board.html>

19 on Indiana nonprofits.

[Trends in paid nonprofit employment in Indiana](#). This component, undertaken in collaboration with the *Indiana Business Research Center* (IBRC), includes analyses of trends in paid nonprofit paid employment over time by industry and with comparisons to paid employment in the private and government sectors.

- Statewide trends in paid nonprofit employment by industry and sector (5 reports)
- Statewide trends in paid nonprofit employment for in selected industries (9 reports)

[Community reports](#). This component focuses on the scope and composition of the nonprofit sector in communities across the state:

- Featured community reports for 7 metropolitan regions and 5 non-metropolitan counties across the state, including size and composition of the nonprofit sector and profiles based on Round I survey of Indiana nonprofits (2002)
- Regional trends in paid nonprofit employment by industry with comparisons to private and government sector employment: Metropolitan Areas and Economic Growth Regions (2007), the Fort Wayne Metropolitan area (2015), in collaboration with *IBRC*, and Economic Growth Region 10 (2020).
- County reports on nonprofit paid employment 1995-2009 for Indiana counties with a population of 50,000 residents or more (30 reports), in collaboration with *IBRC*.

[Surveys of local government officials](#). This component is based on surveys of Indiana local government officials (LGOs) on topics of special interest to Indiana nonprofits in collaboration with the *Indiana Advisory Commission on Intergovernmental Relations* (IACIR).

- PILOT/SILOT policies: attitudes towards requiring charities to provide payments (or services) in lieu of real estate taxes (PILOTS/SILOTS), 4 reports.
- Trust in Nonprofits: 2 reports.
- Government-nonprofit relations: 4 reports.
- 2-1-1 information and referral services: 2 reports.

[Special topics](#). Several smaller projects have been completed in response to major national policy initiatives, as extensions of project components described above, or as special opportunities presented themselves.

- Overtime pay regulation: the likely impact on Indiana nonprofits by changes in the Fair Labor Standards Act (proposed 2016) on overtime pay for exempt employees,
- IRS Exempt Status Initiative: the impact of major changes in IRS reporting and compliance requirements mandated by the Pension Protection Act of 2006.
- Two surveys of Indiana residents conducted in collaboration with the *CSR*. This includes a 2001 survey on affiliation and involvement with Indiana nonprofits in preparation for Round I survey of Indiana nonprofits, and a 2008 survey on trust in nonprofits in collaboration with *CSR*.
- Comprehensive database of Indiana nonprofits, initially completed in preparation for Round I survey of Indiana nonprofits, now hosted by the *IBRC*.
- Indiana nonprofits and COVID-19's impact on serves, finance, and staffing.

For a full description of the project and access to all project reports, please visit <https://nonprofit.indiana.edu>