



Nonprofit Survey Series  
Community Report #3

# MUNCIE NONPROFITS: SCOPE AND DIMENSIONS

A JOINT PRODUCT OF

THE CENTER ON PHILANTHROPY  
AT INDIANA UNIVERSITY

AND

THE SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS  
AT INDIANA UNIVERSITY

JUNE 2006

KIRSTEN A. GRØNBJERG  
AND  
PATRICIA BORNTRAGER TENNEN

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

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# **MUNCIE NONPROFITS: SCOPE AND DIMENSIONS**

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### **NONPROFIT SURVEY SERIES COMMUNITY REPORT #3**

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**AND**

**THE JOHNS HOPKINS  
NONPROFIT EMPLOYMENT  
DATA PROJECT**

**KIRSTEN A. GRØNBJERG  
AND  
PATRICIA BORINTRAGER TENNEN**

**JUNE 2006**

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## INTRODUCTION:

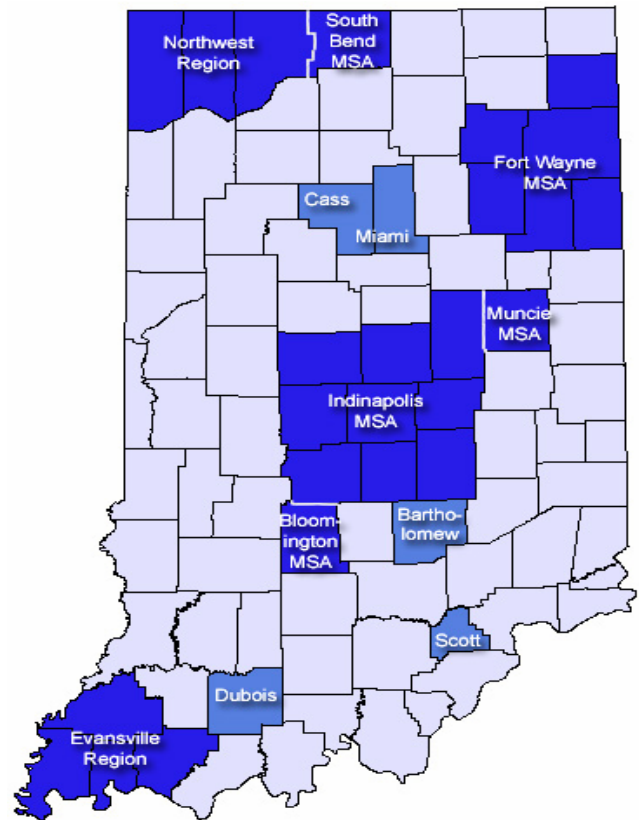
As part of the *Indiana Nonprofits: Scope and Community Dimensions* project, we and a team of colleagues have undertaken a comprehensive study of the nonprofit sector in Indiana. Through a series of reports, we have looked broadly at the distribution of different types of nonprofits across the state,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

In this report, we focus on a specific geographic region – the Muncie metropolitan region – to see how these nonprofits differ from or resemble others in the state. We are able to do so because the statewide survey of 2,206 Indiana nonprofits, on which the report is based, included an expanded sample of nonprofits in twelve communities across the state, (138 in Muncie), shown in Figure 1.

For purposes of this analysis, we define the Muncie region to include Delaware County.<sup>2</sup> We compare Muncie nonprofits to all other nonprofits in the state (labeled in the figures that follow as “Not Muncie”). We also compare Muncie nonprofits to nonprofits in six other Indiana metropolitan areas: Indianapolis, Fort Wayne, Northwest, South Bend, Evansville, and Bloomington (we refer to these as “Other Metro” nonprofits, shown in dark colors in Figure 1).<sup>3</sup> Thus for every figure presented here we conducted two analyses. One compares Muncie nonprofits to all other nonprofits in the state (i.e. Muncie vs. Not Muncie); the other compares Muncie nonprofits to other metro area nonprofits (i.e. Muncie vs. Other

Metro). To conserve space, we present these in the same figure.

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



For each analysis, we also conducted statistical tests to determine whether variations in responses to survey questions are sufficiently different that we can rule out random chance as the reason for any apparent differences. Muncie nonprofits exhibit many similar characteristics to other nonprofits throughout the state and in other metro areas for most of the questions we asked, varying only in a few cases. When there are statistically significant differences, we make this known by including a note at the bottom of the figure.

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

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

<sup>2</sup> In another series of reports on nonprofit employment we use economic regional definitions as originally developed by the Indiana Department of Commerce in order to present as much detail as possible.

<sup>3</sup> Please note that the “Not Muncie” and “Other Metro” categories are not mutually exclusive, in that all Other Metro nonprofits are included in the Not Muncie category.

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## KEY FINDINGS:

Our report shows that Muncie nonprofits resemble other nonprofits throughout the state of Indiana and in other metro areas in almost every dimension examined. They differ in only a few respects. Here we will summarize the ways that Muncie nonprofits deviate from those located elsewhere in the state (keeping in mind that overall, they are far more similar than dissimilar).

- **Fewer education nonprofits:** While only 9 percent of nonprofits statewide specialize in the field of education, Muncie nonprofits are even less likely to do so (4 percent).
- **Fewer paid employees:** The average nonprofit in Muncie has 6 employees compared to 21 employees for other nonprofits statewide and 18 employees in other metro areas.
- **Smaller revenues:** The average annual revenue of Muncie nonprofits is only \$504,500, compared to \$4.2 million for the rest of the state, and \$4.7 million in other metro regions.
- **Fewer increases in expenses:** Muncie nonprofits are significantly more likely than nonprofits in other metro areas to say that expenses in the prior three years stayed the same and less likely to say they increased.
- **More likely to have audits, less likely to have reserves:** Muncie nonprofits are more likely to have had a financial audit in the prior three years than nonprofits in the rest of the state. However, they are less likely to have reserves for maintenance or capital improvement.
- **More likely to use volunteers:** Some 84 percent of nonprofits in Muncie use volunteers compared to 73 percent of nonprofits in the rest of the state or other metro areas.
- **Fewer human resource management challenges:** Muncie nonprofits tend to report fewer challenges in recruiting and keeping board members or managing human resources than nonprofits in other metro areas.
- **Less likely to have a website:** Only 23 percent of Muncie nonprofits have an organizational website, compared to 43 percent of nonprofits in other metropolitan regions.
- **Less funding from secular federated funders:** Only 2 percent of Muncie nonprofits report that they receive funding from secular federated funders other than the United Way, compared to 6 percent of nonprofits in other metropolitan regions.
- **More likely to report decreases in employment and population:** Half of Muncie nonprofits report decreases in employment opportunities and 30 percent report decreases in population size—these rates are significantly greater than nonprofits in the rest of the state and in other metro areas.
- **Less racial diversity, crime and violence:** Nonprofits in Muncie are significantly less likely to report increases in racial diversity (11 percent) or crime and violence (7 percent) than other metro area nonprofits (34 percent and 22 percent respectively). They also report fewer impacts from racial diversity and crime and violence.
- **Fewer financial resources for advocacy:** While they are just as likely to participate in advocacy, only 46 percent of Muncie nonprofits who are engaged in advocacy devote any financial resources to it. This is significantly less than their counterparts across the state (69 percent) and in other metro areas (74 percent).

## I. PROFILE

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

- **Indiana Nonprofits:**

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

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

<http://www.indiana.edu/~nonprof/results/npsurvey/insprofile.html>

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

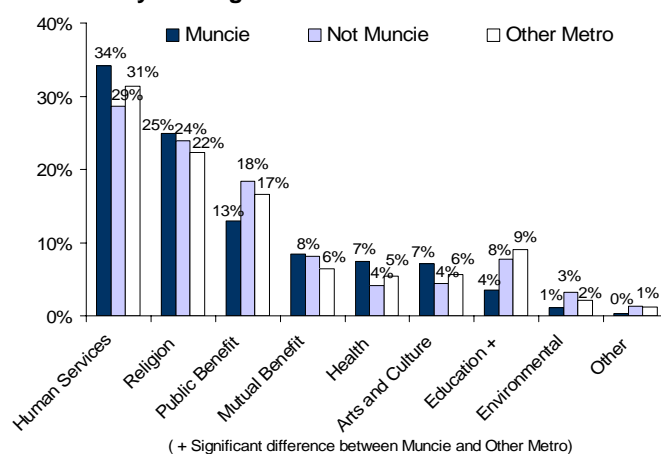
including one-fifth (21 percent) since 1990. However, one-quarter is very old and was established before 1930.

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

- **Muncie Nonprofits:**

- **Fields of Activity:** Similar to other nonprofits throughout the state and in other metro areas, Muncie nonprofits are most likely to specialize in human services (34 percent) or religion (25 percent). Muncie nonprofits are significantly less likely than nonprofits in other metro areas to focus on education (4 percent vs. 9 percent). See Figure 2.<sup>6</sup>

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



Note: Muncie n= 138; Not Muncie n=2,068; Other Metro n=1,211

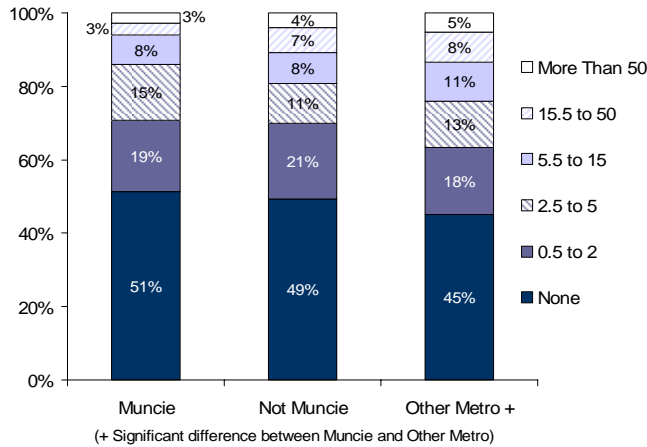
- **Employees:** Muncie nonprofits tend to have fewer employees than their counterparts across the state and in other metro areas. The average nonprofit in Muncie has 5.9 employees compared to 20.7 employees for other nonprofits statewide and 18.2 employees in other metro areas.

<sup>6</sup> Apparent differences in percentages of public benefit nonprofits suggested by Figure 2 are not statistically significant.



- As portrayed in Figure 3, Muncie nonprofits are significantly less likely than nonprofits in other metro areas to have large numbers of employees.

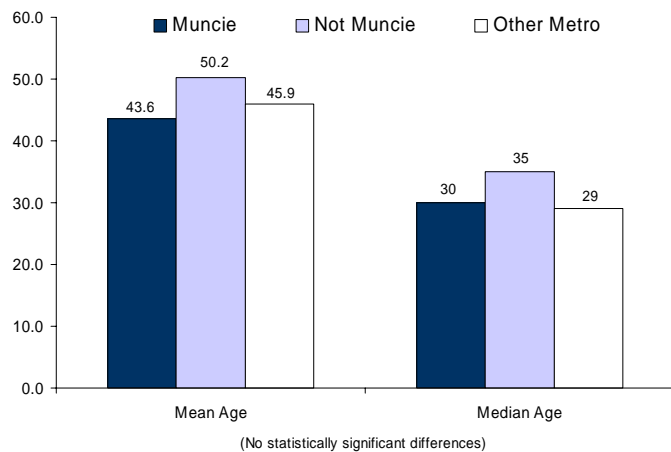
**Figure 3: Number of nonprofit FTE staff, by region**



Note: Muncie n= 122; Not Muncie n=1,117; Other Metro n=1,919

- Year of Establishment:** The average nonprofit in Muncie is 44 years old, while the median age is 30. This is roughly on par with nonprofits throughout the state and in other metro areas. See Figure 4.

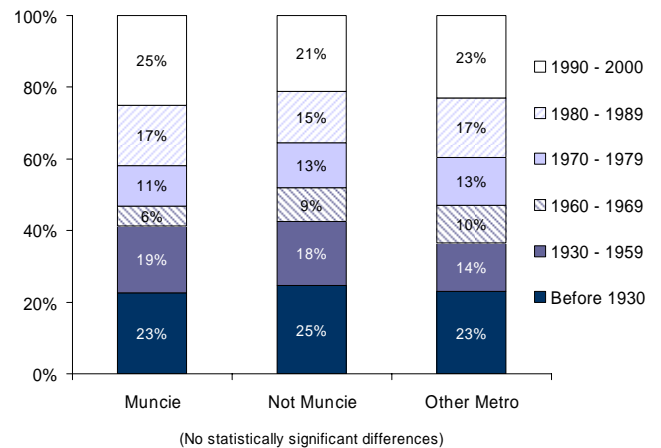
**Figure 4: Nonprofit age, by region**



Note: Muncie n= 128; Not Muncie n=1,907; Other Metro n=1,128

- Nearly one quarter (23 percent) of nonprofits in Muncie were founded before 1930, while another quarter were established more recently, between 1990 and 2000. This pattern of establishment is similar to their counterparts statewide and in other metro areas, as clearly shown in Figure 5.

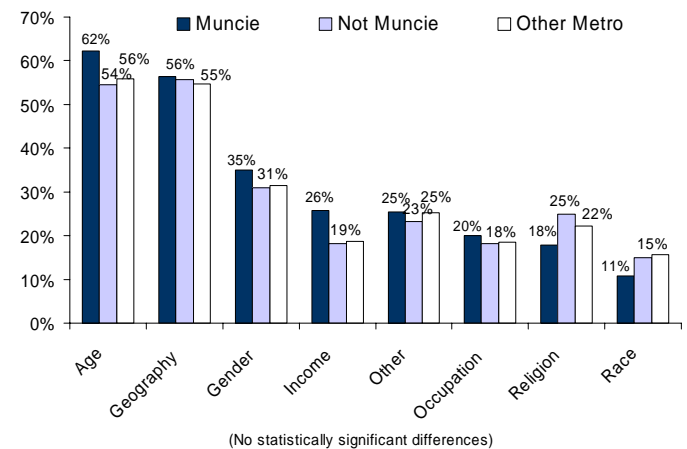
**Figure 5: Year of establishment, by region**



Note: Muncie n= 128; Not Muncie n=1,907; Other Metro n=1,128

- Targeting:** Like their counterparts throughout the state and in other metro areas, Muncie nonprofits are most likely to target programs by age (62 percent) or geographical location (56 percent). See Figure 6.

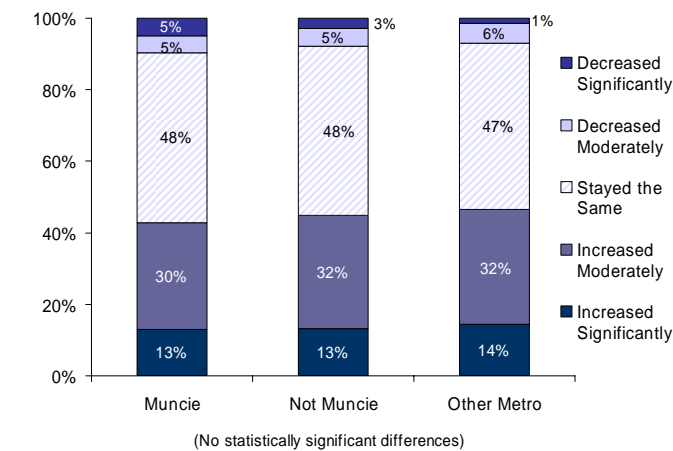
**Figure 6: Percent of nonprofits targeting some or all programs to specific groups, by region**



Note: Muncie n= 83-102; Not Muncie n=1,505-1,649; Other Metro n=872-965

- Change in Demand:** Over two-fifths (43 percent) of nonprofits in Muncie report an increase in demand for services while nearly half (48 percent) say that demand stayed the same. Only 10 percent say it decreased. This pattern is on par with nonprofits throughout the state and in other metro areas. See Figure 7.

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



Note: Muncie n= 131; Not Muncie n=1,957; Other Metro n=1,141

## II. MANAGING HUMAN AND FINANCIAL RESOURCES

**Financial Conditions:** We asked Indiana nonprofits to provide information about their revenues, expenses, assets and liabilities, as well as how these have changed over the past three years.<sup>7</sup> Overall, the financial condition of Muncie nonprofits appears to be somewhat worse off than nonprofits throughout the state and in other metro areas.

### • Indiana Nonprofits:

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

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

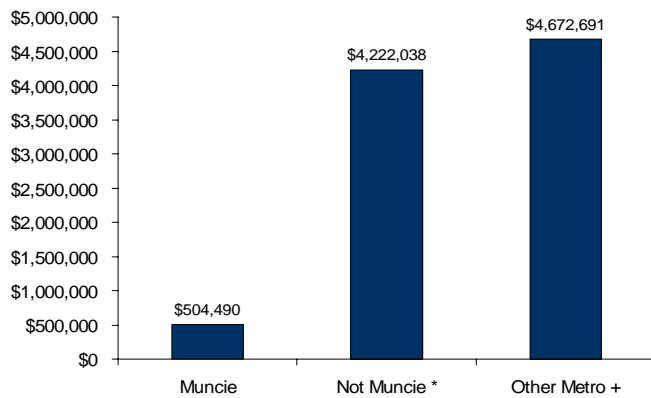


- **Change in Funding Sources:** Larger nonprofits are more likely than smaller ones to report changes in the level of revenues they receive from government sources. Smaller nonprofits are more likely than larger ones to report changes in the level of revenues they receive from donations, dues/fees/sales,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

#### • Muncie Nonprofits:

- **Amount of Revenues:** Muncie nonprofits are severely lacking in financial resources when compared to their counterparts throughout the state. Average annual revenues for Muncie nonprofits are only \$504,500, compared to average annual revenues of \$4.2 million for the rest of the state, and \$4.7 million in other metro regions.<sup>8</sup> See Figure 8.

**Figure 8: Mean annual revenues reported by nonprofits, by region**

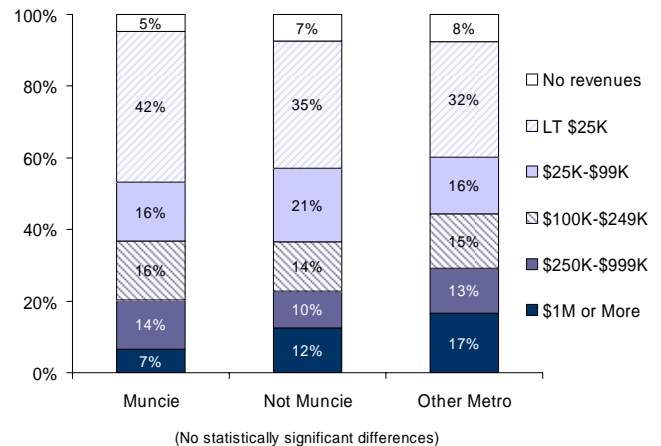


Note: Muncie n= 102; Not Muncie n=1,595; Other Metro n=924

<sup>8</sup> These differences may reflect the failure of larger nonprofits to respond to the survey or failure to include them in the sample (reverse sequence).

- However, examination of median revenues shows that most nonprofits in Indiana have revenues under \$1 million, regardless of whether they are located in Muncie or elsewhere. See Figure 9. As a result, while Muncie has somewhat fewer very large nonprofits, these differences are not significant.

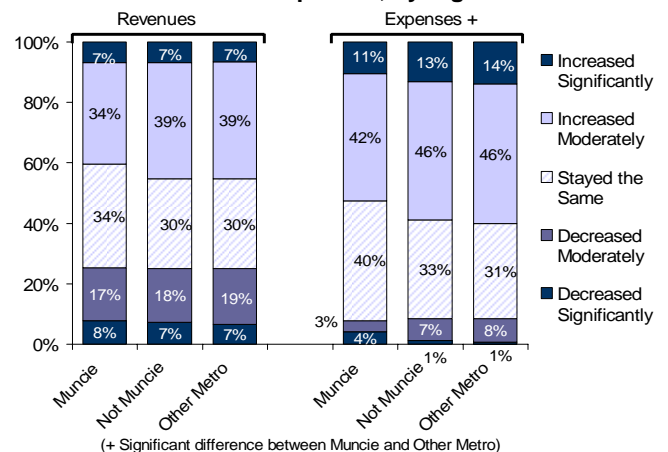
**Figure 9: Amount of revenues reported by nonprofits, by region**



Note: Muncie n= 105; Not Muncie n=1,619; Other Metro n=939

- **Change in Revenues and Expenses:** Some two-fifths (41 percent) of Muncie nonprofits report increases in revenues while one-third (34 percent) say they stayed the same, and one-quarter (25 percent) say they decreased. This is on par with other nonprofits throughout the state and in other metro areas. See Figure 10.

**Figure 10: Percent of nonprofits reporting changes in revenues and expenses, by region**

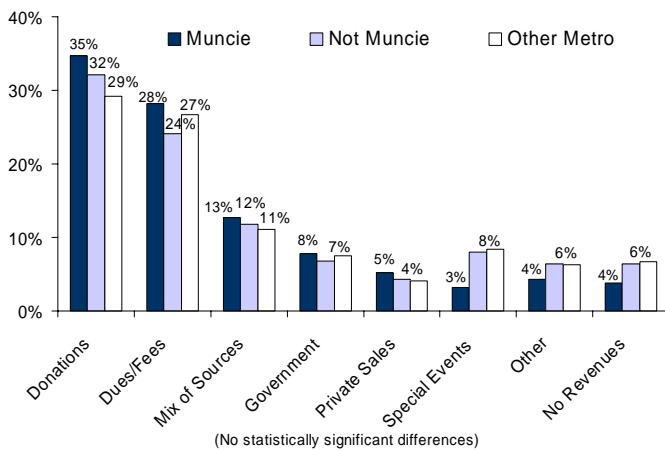


Note: Muncie n= 108; Not Muncie n=1,671-1,673; Other Metro n=967-968

- Muncie nonprofits are significantly more likely than nonprofits in other metro areas to say that expenses stayed the same and less likely to say they increased. However, they follow the overall statewide pattern of more pervasive increases in expenditures than in revenues.

- **Funding Sources:** Muncie nonprofits are most likely to rely on donations (35 percent) or dues/fees (28 percent) as their major source of funding. Some 13 percent have a mix of sources, while smaller percentages rely on government sources (8 percent), private sales (5 percent), or special events (3 percent). This is on par with nonprofits throughout the state and in other metro areas. See Figure 11.<sup>9</sup>

**Figure 11: Percent of nonprofits that receive more than one-half of their annual revenues from selected source, by region**

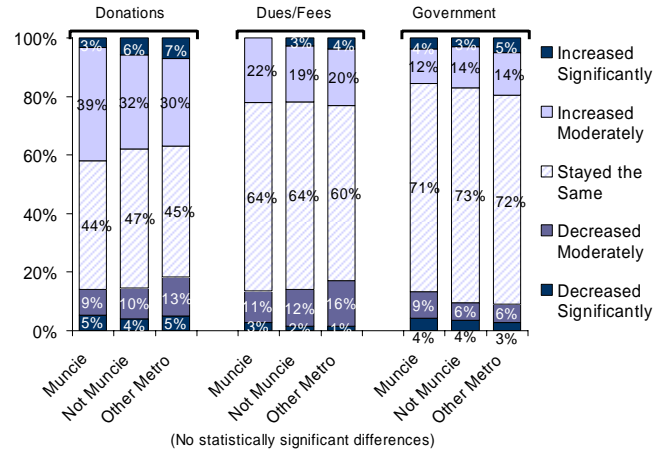


Note: Muncie n= 128; Not Muncie n=1,870; Other Metro n=1,081

- **Change in Funding Sources:** Muncie nonprofits were most likely to report increases in revenues generated through donations (42 percent) than through any other source. This pattern is the same for nonprofits throughout the state and in other metro areas. See Figures 12 and 13.
- Like nonprofits throughout the state and in other metro areas, the great majority of Muncie nonprofits said that the revenues generated through dues/fees (64 percent), government (71 percent), private sales (73 percent), special events (70 percent), and other sources (72 percent) stayed the same.

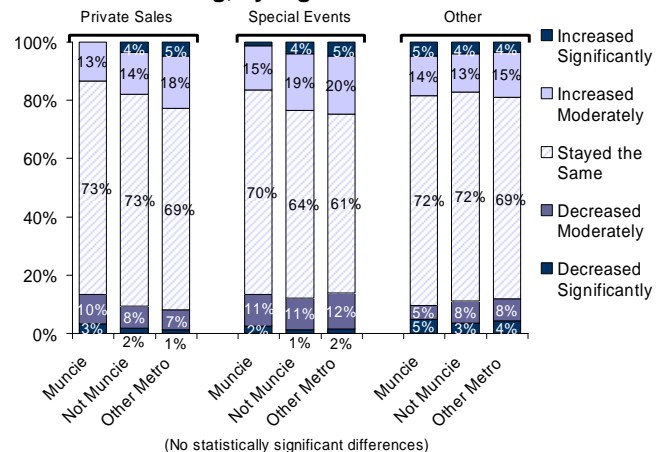
percent), and other sources (72 percent) stayed the same.

**Figure 12: Percent reporting changes in revenues from government funding, donations and dues or fees by region**



Note: Muncie n= 56-91; Not Muncie n=928-1,384; Other Metro n=502-767

**Figure 13: Percent reporting changes in revenues from special events, private sales, or other sources of funding, by region**



Note: Muncie n= 61-68; Not Muncie n=888-1,116; Other Metro n=471-616

**Financial Challenges and Tools:** We asked Indiana nonprofits to report on the level of challenges they face in managing finances and on the management tools they have to address these challenges. We find that, for the most part, Muncie nonprofits face very similar challenges to other Indiana nonprofits but possess a smaller range of tools.

<sup>9</sup> Apparent differences in reliance on special events suggested by Figure 11 are only marginally significant.

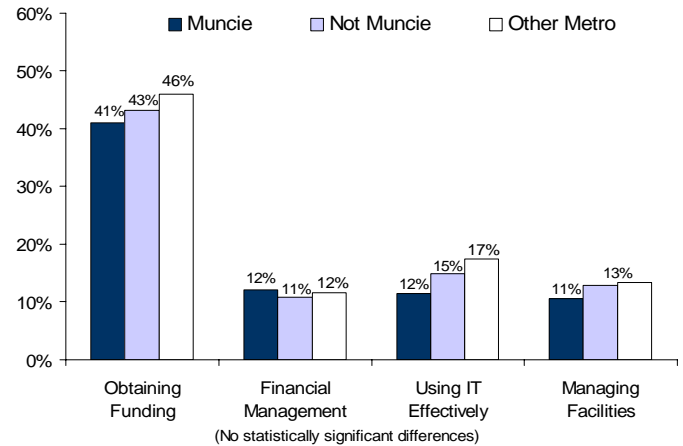
- **Indiana Nonprofits:**

- **Challenges in Financial Management:** Almost half of Indiana nonprofits (49 percent) face major challenges in obtaining funding. Those in the health (78 percent) and environment and animals (72 percent) fields are the most likely to say that obtaining funding is a major challenge.
- **Financial Management Tools:** Larger nonprofits are more likely than smaller ones to report facing financial management challenges. However, they are also more likely to have organizational tools to address these challenges.
- Nonprofits that rely on government sources for more than half of their revenues are more likely to report financial management challenges than nonprofits with other resource dependencies (83 percent say obtaining funding is a major challenge vs. 43 percent overall; 20 percent say managing finances is a major challenge vs. 10 percent overall). At the same time, those that rely on dues/fees/sales for more than half of their resources appear to face the lowest level of financial management challenges, but they are also the least likely to report having financial management tools.
- Older nonprofits are more likely to have reserves dedicated to maintenance or capital needs than younger ones.

- **Muncie Nonprofits:**

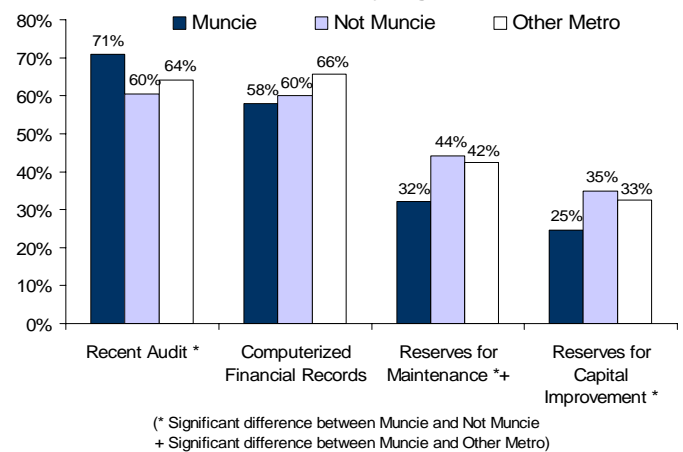
- **Challenges in Financial Management:** Like nonprofits throughout the state and in other metro areas, obtaining funding is most widely identified as a major challenge for Muncie nonprofits (41 percent). In comparison, relatively few nonprofits report that managing finances (12 percent), using information technology (IT) effectively (12 percent) or managing facilities (11 percent) are major challenges. See Figure 14.
- **Financial Management Tools:** Some 71 percent of Muncie nonprofits report that they had an audit in the past three years, a significantly higher percentage than for nonprofits in the rest of the state (60 percent). See Figure 15.

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



Note: Muncie n= 122-125; Not Muncie n=1,821-1,830; Other Metro n=1,061-1,069

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



Note: Muncie n= 128-130; Not Muncie n=1,869-1,895; Other Metro n=1,084-1,102

- On the other hand, only one-third (32 percent) of Muncie nonprofits have reserves for maintenance compared to 44 percent of nonprofits throughout the state and 42 percent in other metro areas—significantly lower percentages.
- Muncie nonprofits are also less likely than nonprofits throughout the state to have financial reserves for capital improvement (25 percent vs. 35 percent).

**Staff, Volunteer, and Board Resources, Challenges, and Tools:** We asked Indiana nonprofits how many volunteers and paid staff they have, as well as

about the challenges they face in managing them and the tools they have to address these challenges. We found that Muncie nonprofits tend to report fewer challenges than other Indiana nonprofits statewide and in other metropolitan areas; but, for the most part, they possess the same tools.

- **Indiana Nonprofits:**

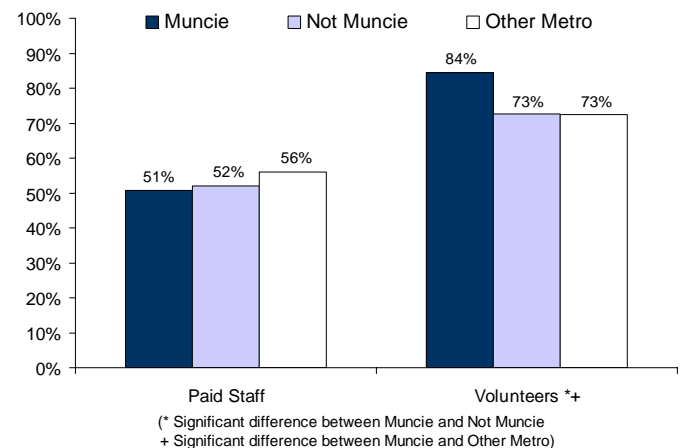
- **Paid and Volunteer Staff:** Just over half (52 percent) of Indiana nonprofits report that they have paid staff. Volunteers are vital to Indiana nonprofits. Almost three-fourths report using volunteers over the past year. Of these, 74 percent report that volunteers are essential or very important to their organization. Volunteers tend to be more important to older nonprofits than to younger ones.
- **Challenges:** We find no statistically significant difference by nonprofit field in the challenges related to managing human resources or recruiting/retaining qualified staff.
- **Tools:** Neither did we find statistically significant differences by nonprofit field in the challenges related to the tools associated with managing paid employees (written personnel policies or written job descriptions).
- Nonprofits that rely on government sources for more than half of their revenues have more employees (25 percent have over 50 FTEs), are more likely to have basic organizational structures in place to manage employees, and are also more likely to face challenges in managing employees than those with other funding profiles.
- Larger nonprofits, most likely because they tend to have more employees, are more likely than smaller ones to face challenges in managing employees, but also have the tools to manage their staff.
- Health nonprofits (70 percent vs. 30 percent on average) are more likely than any other group to report having a written conflict of interest policy, most likely reflecting special pressures associated with funding, accreditation, or professional licensing requirements.

- Few nonprofits have volunteer recruitment (18 percent) or volunteer training (21 percent) programs.

- **Muncie Nonprofits:**

- **Paid and Volunteer Staff:** About half (51 percent) of Muncie nonprofits have paid staff. Some 84 percent have volunteers, a figure significantly greater than nonprofits in the rest of the state or other metro areas (73 percent each). See Figure 16.

**Figure 16: Percent of nonprofits that use paid staff and/or volunteers, by region**

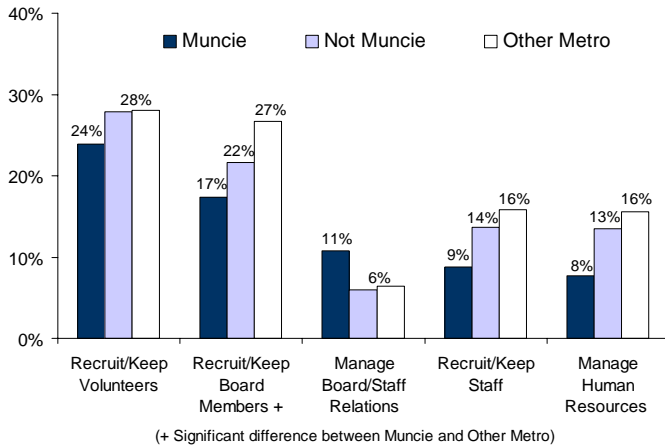


Note: Muncie n= 126-129; Not Muncie n=1,937-1,960; Other Metro n=1,134-1,144

- **Challenges:** One-fourth (24 percent) of Muncie nonprofits report recruiting and keeping volunteers to be a major challenge. Similar to the rest of the state and other metro areas, this is the most widely reported human resource challenge. See Figure 17.<sup>10</sup>
- Muncie nonprofits are significantly less likely to say that recruiting and keeping board members is a major challenge (17 percent) than nonprofits in other metro areas (27 percent).

<sup>10</sup> Apparent differences in managing human resources portrayed in Figure 17 are only marginally significant. Differences in board/staff relations and recruiting/keeping staff are not statistically significant.

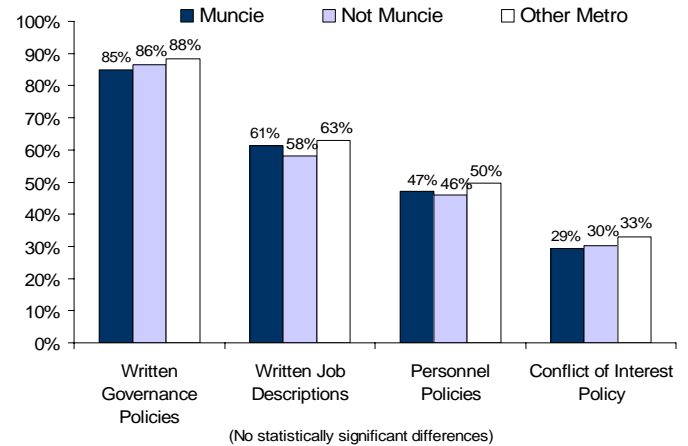
**Figure 17: Percent of nonprofits that indicate selected issues are a major challenge, by region**



Note: Muncie n= 122-138; Not Muncie n=1,807-2,068; Other Metro n=1,059-1,211

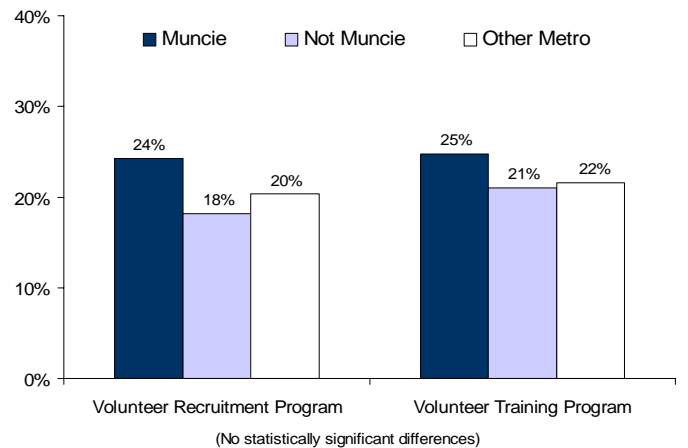
- Only minor percentages report major challenges in managing board/staff relations (11 percent) and recruiting and keeping qualified staff (9 percent), no different from nonprofits statewide and in other metro areas.
- Only 8 percent of Muncie nonprofits report that managing human resources in general is a major challenge, less than nonprofits statewide and in other metro areas (16 percent), but only marginally significant.
- Tools:** In a pattern similar to their counterparts throughout the state and in other metro areas, the majority of Muncie nonprofits have written governance policies (85 percent) and written job descriptions (61 percent). Just under half (47 percent) have written personnel policies and less than one-third (29 percent) have a written conflict of interest policy. See Figure 18.
- Although they are more likely to use volunteers, Muncie nonprofits are no more likely to have formal volunteer recruitment (24 percent) or training (25 percent) programs. See Figure 19.<sup>11</sup>

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



Note: Muncie n= 127-129; Not Muncie n=1,856-1,903; Other Metro n=1,086-1,105

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



Note: Muncie n= 126-130; Not Muncie n=1,873-1,881; Other Metro n=1,088-1,094

### Other Management Challenges and Capacities:

We asked Indiana nonprofits about other challenges they face and the IT tools they have to address various challenges. We find that Muncie nonprofits face similar challenges to nonprofits statewide and in other metro areas. They are also likely to have similar IT tools, with the exception of an organizational website.

#### • Indiana nonprofits:

- Program Challenges:** We asked Indiana nonprofits whether certain aspects of delivering and managing programs are a challenge. According to their responses, we find that attracting clients and members is perhaps most challenging. It is a

<sup>11</sup> Apparent differences in the establishment of volunteer recruitment and training programs portrayed in Figure 19 are not statistically significant.



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

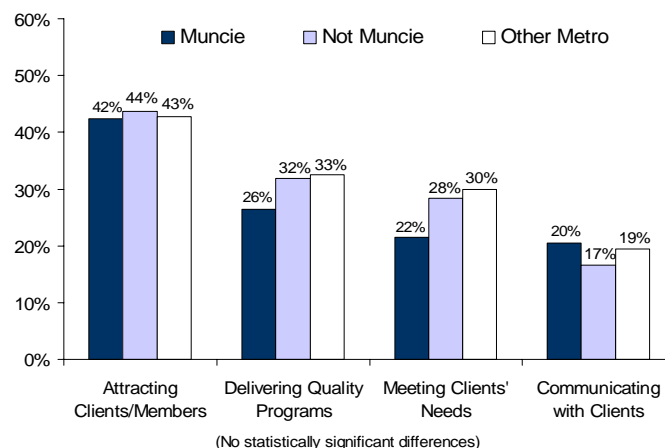
- Religion nonprofits are also disproportionately likely to say that meeting the needs of its members and clients is a major challenge. On average, one-third of Indiana nonprofits report similarly. The same is true for delivering high quality programs.
- Health nonprofits are particularly likely to face major challenges in enhancing the visibility or reputation of their organization. Over half (53 percent) report such challenges compared to 31 percent of Indiana nonprofits overall.
- Strategic planning is most widely reported as a major challenge by religion nonprofits.
- Arts, culture and humanities nonprofits (36 percent) are more likely than human services nonprofits (17 percent) to say they face a major challenge in evaluating their outcomes or impacts.
- Only 9 percent of Indiana nonprofits report major challenges in maintaining good relations with other entities.
- **IT Tools:** A majority of Indiana nonprofits have computers (65 percent) and internet access (54 percent) available for key staff and volunteers. Some 47 percent of organizations have their own e-mail address and 34 percent have their own website.

#### • **Muncie Nonprofits:**

- **Program Challenges:** Muncie nonprofits report the same types of client and member-related challenges as nonprofits throughout Indiana and in other metro areas. Attracting clients and members is by far the most widely reported program challenge (42 percent). About a quarter or less of Muncie nonprofits report major challenges in service delivery (26 percent), meeting

clients' needs (22 percent), or communicating with clients (20 percent). See Figure 20.<sup>12</sup>

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



Note: Muncie n=127-138; Not Muncie n=1,836-2,068; Other Metro n=1,075-1,211

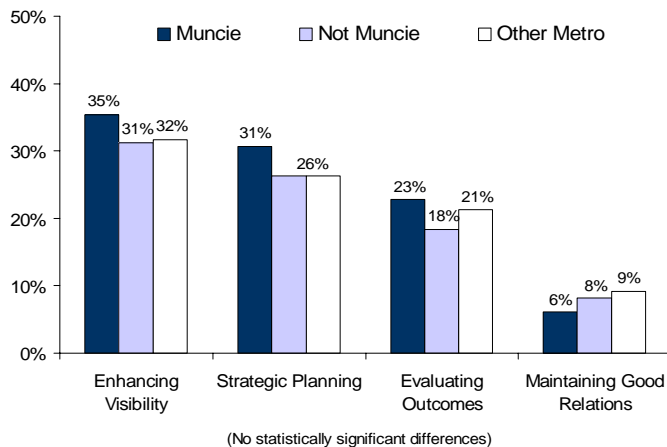
- Muncie nonprofits also face similar program-related challenges to their counterparts statewide and in other metro areas. Over one-third (35 percent) face major challenges in enhancing the visibility or reputation of their organization, while 31 percent have major difficulties with strategic planning. Some 23 percent report major challenges in evaluating program outcomes, while only 6 percent have major troubles in maintaining good relations with other entities. See Figure 21.
- **IT Tools:** Two-thirds (66 percent) of Muncie nonprofits have computers available for key staff and volunteers, and half (50 percent) are connected to the internet. Just under half (47 percent) have organizational e-mail addresses. This is on par with the rest of the state and other metropolitan regions. See Figure 22.<sup>13</sup>
- Only 29 percent of Muncie nonprofits have a website for their organization, a significantly lower percentage than other metro area nonprofits (43 percent).

<sup>12</sup> Apparent differences in delivering quality programs and meeting clients' needs portrayed in Figure 20 are not statistically significant.

<sup>13</sup> Apparent differences in internet access between Muncie and Other Metro nonprofits suggested by Figure 22 are only marginally significant.

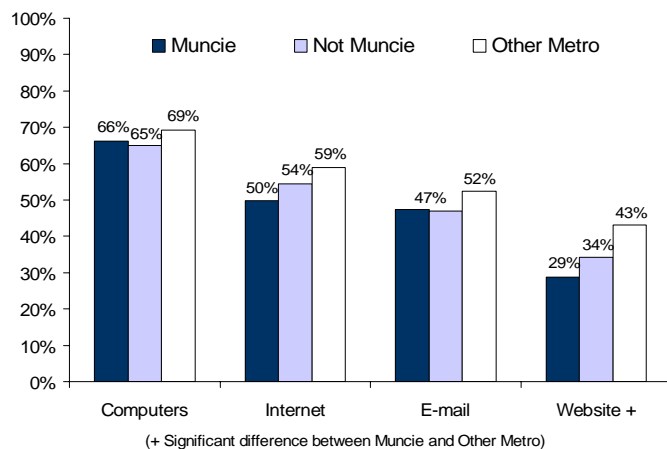


**Figure 21: Percent of nonprofits that indicate select issues are a major challenge, by region**



Note: Muncie n=138; Not Muncie n=2,068; Other Metro n=1,211

**Figure 22: Percent of nonprofits that have selected IT tools by region**



### III. AFFILIATIONS, COLLABORATIONS AND COMPETITION

**Formal Affiliations:** We asked Indiana nonprofits whether they are affiliated with another organization as a headquarter, local subsidiary, or in another way.<sup>14</sup> Muncie nonprofits are nearly identical to other nonprofits statewide and in metropolitan areas, however they are less likely to receive funding from secular federated funders aside from the United Way.

- **Indiana Nonprofits:**

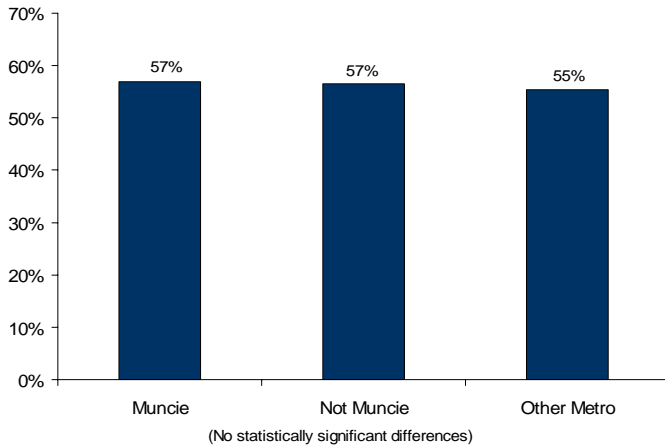
- **Affiliations:** More than half of Indiana nonprofits are affiliated in some way. This is especially the case for nonprofits in the public and societal benefit (e.g., advocacy, community development, philanthropy) and religion fields, older nonprofits, and medium-sized and large organizations. Besides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

- **Muncie Nonprofits:**

- **Affiliations:** As shown in Figure 23, Muncie nonprofits' pattern of formal affiliation is identical to that of nonprofits in the rest of the state and in other metro areas. Over half (57 percent) say they are formally affiliated with another entity.

<sup>14</sup> For more detailed analysis of all Indiana nonprofits see Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Affiliations, Collaborations, and Competition*. Report #5. November 2004. Online at: <http://www.indiana.edu/~nonprof/results/npsurvey/insaffil.html>

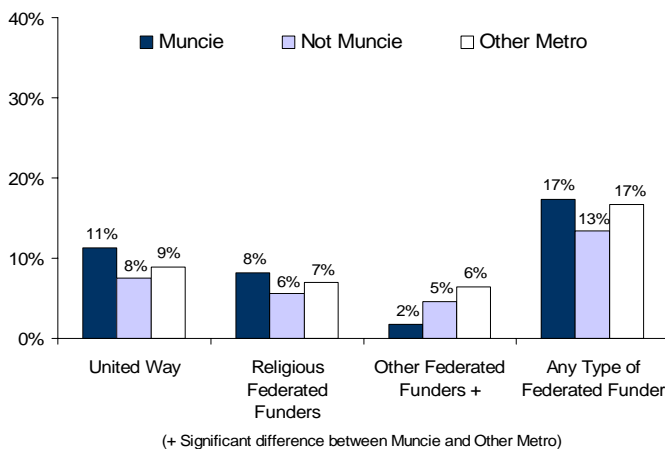
**Figure 23: Percent of nonprofits formally affiliated with another organization, by region**



Note: Muncie n=129; Not Muncie n=1,952; Other Metro n=1,150

- **Grants from Federated Funders:** About one-tenth of Muncie nonprofits receive support from the United Way (11 percent) or religious federated funders (8 percent). Only 2 percent get support from other types of federated funders, significantly less than nonprofits in other metro areas (6 percent). Overall, 17 percent of Muncie nonprofits receive grants or support from some type of federated funder. See Figure 24.

**Figure 24: Percent of nonprofits that receive grants or support from federated funders, by region**



Note: Muncie n=119; Not Muncie n=1,796-1,809; Other Metro n=1,027-1,037

**Networks and Collaborations:** We asked Indiana nonprofits whether they participate in formal collaborations or informal networks with other entities. Muncie nonprofits follow the same pattern of networks and col-

laboration as nonprofits in the rest of the state and in other metro areas.

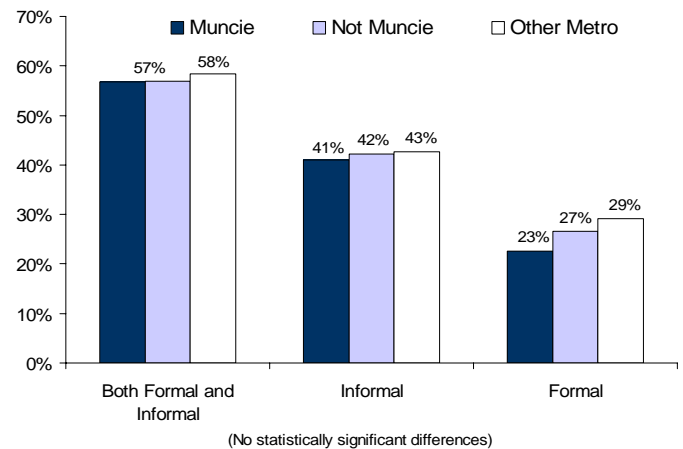
#### • **Indiana Nonprofits:**

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

#### • **Muncie Nonprofits:**

- Over half (57 percent) of Muncie nonprofits are involved in collaborations or networks with other entities. Two-fifths (41 percent) are involved in informal networks, while 23 percent are involved in formal collaborations. This is on par with nonprofits statewide and in other metro areas. See Figure 25.

**Figure 25: Percent of nonprofits involved in informal or formal relationships, by region**



Note: Muncie n=129-133; Not Muncie n=1,896-1,936; Other Metro n=1,114-1,135

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

of collaboration to other nonprofits statewide and in other metro areas.

- **Indiana Nonprofits:**

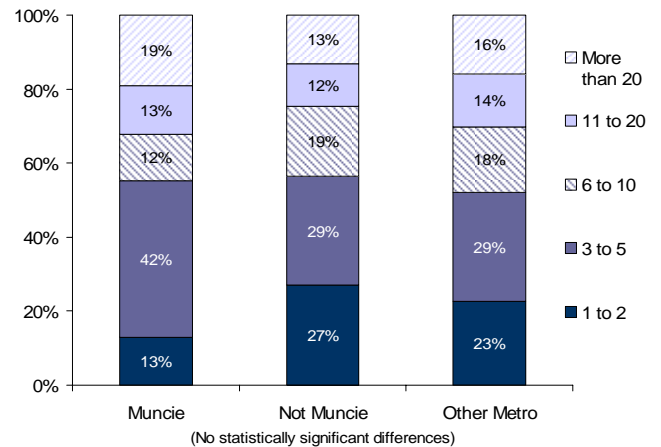
- **Size of Networks:** The median number of organizations in Indiana nonprofits' most important network or collaboration is five, although the number is disproportionately higher for health nonprofits and for religion nonprofits that provide human services.
- Nonprofits that are small in size and lack technology are disproportionately likely to participate in small networks and collaborations.
- **Types of Organizations in Networks:** About half of the relationships are homogeneous in scope, involving only one or two different types of organizations. The variety of organizations involved is positively related to how many organizations are involved in the relationship.
- Generally, Indiana nonprofits are most likely to say that secular service organizations (42 percent) and religious bodies (41 percent) are involved in these relationships, although this varies according to the field of service in which they are active. Many nonprofits are also involved with government agencies (33 percent) or for-profit organizations (23 percent).

- **Muncie Nonprofits:**

- **Size of Networks:** Similar to nonprofits statewide and in other metro areas, the median number of organizations in Muncie nonprofits' most important network or collaboration is five. Muncie nonprofits appear to have more organizations in their networks with 87 percent reporting 3 or more organizations, (including 19 percent with 20 or more). However, this difference is not statistically significant. See Figure 26.
- **Types of Organizations in Networks:** The median number of different types of organizations in Muncie nonprofits' most important relationship is also five. Over half (54 percent) of Muncie nonprofits that collaborate include secular nonprofits in their most important relationship.

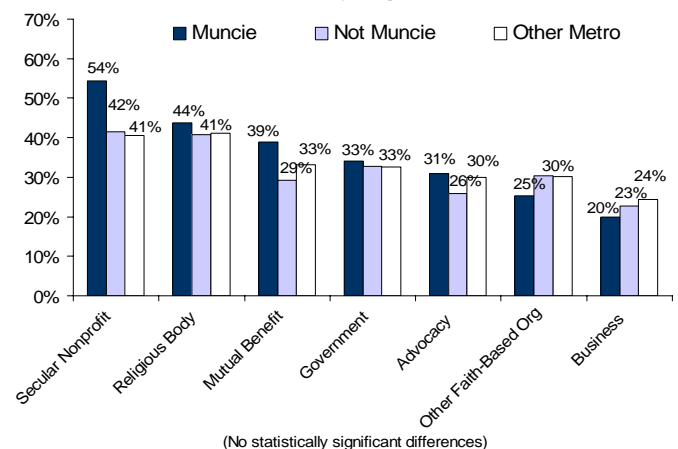
This appears to be a much higher rate than nonprofits in the rest of the state (42 percent) or in other metro areas (41 percent), but the difference is only marginally significant. See Figure 27.

**Figure 26: Number of organizations involved in most important relationship, by region**



Note: Muncie n=54; Not Muncie n=845; Other Metro n=526

**Figure 27: Types of organizations involved in most important relationship, by region**



Note: Muncie n=71-74; Not Muncie n=1,023-1,045; Other Metro n=632-643

**Effects of Networks and Collaborations:** We asked Indiana nonprofits to indicate whether their involvement in networks and collaborations makes it easier, harder, or has no impact on maintaining key organizational capacities. We found that Muncie nonprofits resemble nonprofits statewide and in other metro areas in their perceptions of the effects of collaboration.

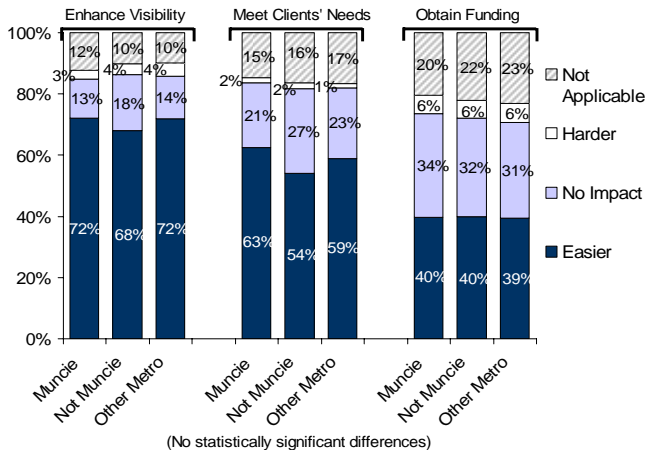
- **Indiana Nonprofits:**

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

#### • Muncie Nonprofits:

- Muncie nonprofits gain similar benefits from collaboration to other nonprofits throughout the state and in other metro areas. They report that networks are most beneficial for enhancing visibility (72 percent), meeting clients' needs (63 percent) and obtaining funding (40 percent). See Figure 28.

**Figure 28: Effects of collaboration or networks, by region**

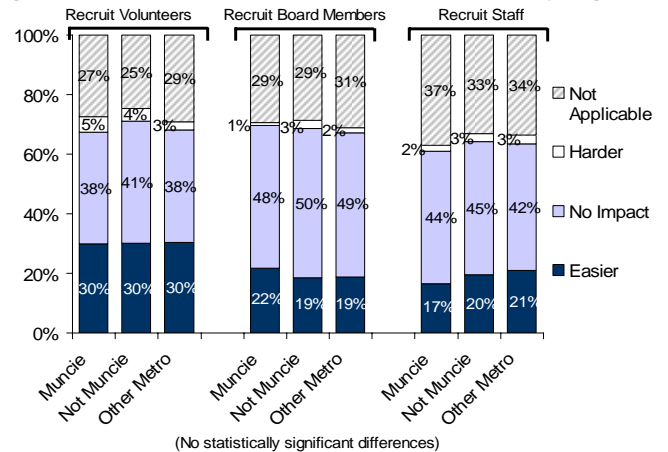


Note: Muncie n=65-66; Not Muncie n=968-974; Other Metro n=604-609

- Like their counterparts, Muncie nonprofits are relatively unlikely to report that networks make recruiting volunteers (30 percent), board members (22 percent) or staff (17 percent) any easier. See Figure 29.

**Competition:** We asked Indiana nonprofits to identify the arenas in which they compete with other organizations, as well as the different types of organizations with which they do so. Nonprofits in Muncie face the same competition as their counterparts in the rest of the state and other metro areas.

**Figure 29: Effects of collaboration or networks, by region**



Note: Muncie n=64-65; Not Muncie n=963-972; Other Metro n=600-607

#### • Indiana Nonprofits:

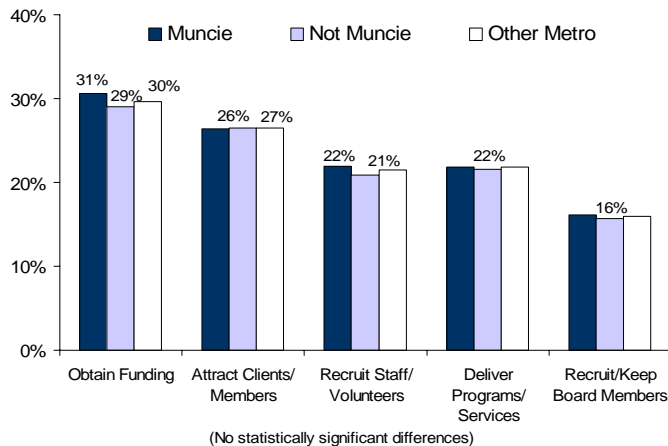
- **Extent of Competition:** Two-fifths of Indiana nonprofits compete with other organizations (both in and outside of the nonprofit sector) for a variety of resources.
- **Types of Competitors:** They compete most extensively with secular nonprofits (29 percent), followed by religious nonprofits (22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

#### • Muncie Nonprofits:

- **Extent of Competition:** Just over two-fifths (42 percent) of Muncie nonprofits report competition with other organizations, similar to nonprofits statewide and in other metro areas.
- Like their counterparts, Muncie nonprofits are most likely to report competition in obtaining funding (31 percent) or attracting clients and members (26 percent). Smaller percentages face competition in recruiting staff/volunteers (22 percent), delivering programs and services (22

percent) or recruiting/keeping board members (16 percent). See Figure 30.

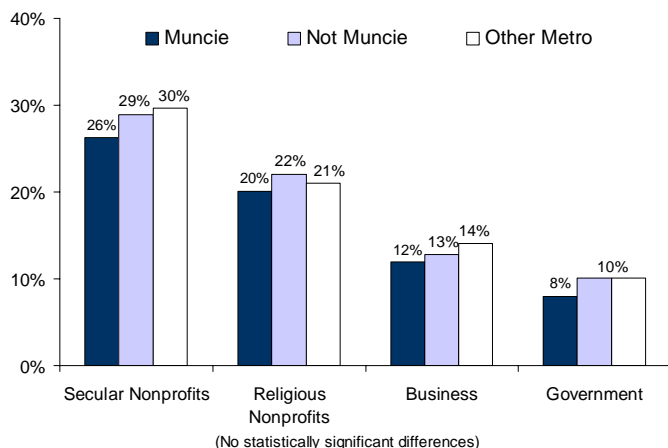
**Figure 30: Percent of nonprofits reporting competition in selected arenas, by region**



Note: Muncie n=138; Not Muncie n=2,068; Other Metro n=1,211

- **Types of Competitors:** Muncie nonprofits are most likely to name secular nonprofits as a competitor (26 percent) followed by religious nonprofits (20 percent), and for-profit organizations (12 percent). Only 8 percent report competition from government agencies. This is on par with their counterparts throughout the state and in other metro areas. See Figure 31.

**Figure 31: Percent of nonprofits reporting competition with selected entities, by region**



Note: Muncie n=138; Not Muncie n=2,068; Other Metro n=1,211

## IV. COMMUNITY AND POLICY CONDITIONS

**Community Conditions and Impacts:** We asked Indiana nonprofits for their perceptions of changes in seven community conditions and whether the changes have an impact on them.<sup>15</sup> Muncie nonprofits diverge most from their counterparts across the state and in other metro areas in their perceptions of changes in community conditions and subsequent impacts.

### • Indiana Nonprofits:

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

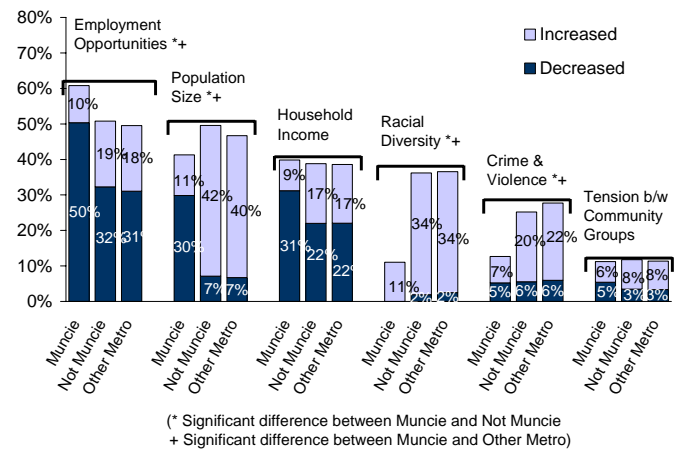
<sup>15</sup> For more detailed analysis on all Indiana nonprofits see Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Impact of Community and Policy Changes*. Report #3. July 2004. Available online: <http://www.indiana.edu/~nonprof/results/npsurvey/inscom.html>

- One in four say crime and violence changed, with most (19 percent overall) noting an increase.
- About one in ten (11 percent) noted a change in tension or conflict among community groups, with almost all (8 percent overall) saying it increased.
- For some conditions there are striking similarities between how nonprofits perceive community conditions and official indicators of the conditions, but in other cases there are notable differences between perceptions and the actual conditions.
- [Impacts from Community Conditions](#): One-half of Indiana nonprofits indicate that at least one of the conditions impacted their organization. Almost every condition tends to impact a higher percentage of mid-sized and large nonprofits than small ones, as well as those that target their programs to people of a particular income, gender, and/or race.
- For the most part, neither the age of an organization nor the field in which it operates helps explain why a given condition impacts nonprofits.

#### • **Muncie Nonprofits:**

- [Changes in Community Conditions](#): The majority (60 percent) of Muncie nonprofits report that employment opportunities changed in the three years prior to the survey. They are significantly more likely to say that opportunities decreased (50 percent) than nonprofits in the rest of the state (32 percent) or other metro areas (31 percent), and much less likely to say that they increased. See Figure 32.
- Two-fifths (41 percent) of Muncie nonprofits report changes in population size. Some 30 percent of Muncie nonprofits say that it decreased, in striking contrast to nonprofits in the rest of the state and other metro areas, two-fifths of whom report population increases.

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

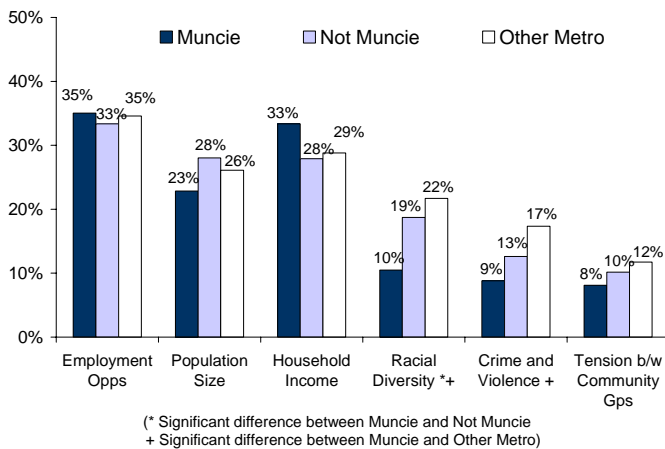


Note: Muncie n=100-108; Not Muncie n=1,565-1,698; Other Metro n=894-965

- Two-fifths (40 percent) of nonprofits in Muncie say that household income changed with the majority (31 percent) of those saying it decreased. This is similar to the rest of the state and other metro areas.
- Muncie nonprofits are significantly less likely to say that racial diversity increased (11 percent) than nonprofits in the rest of the state and other metro areas (34 percent each).
- Nonprofits in Muncie are also significantly less likely to say that incidences of crime and violence increased (7 percent) than nonprofits statewide (20 percent) or in other metro areas (22 percent).
- Only 11 percent of Muncie nonprofits report changes in tension between community groups, with 6 percent reporting increases and 5 percent decreases.
- [Impacts from Community Conditions](#): Even though Muncie nonprofits are more likely to report decreases in employment opportunities and household income, they are no more likely to report impacts from those community conditions. See Figure 33.



**Figure 33: Percent of nonprofits reporting impacts from selected community conditions, by region**



Note: Muncie n=100-110; Not Muncie n=1,571-1,707; Other Metro n=898-971

- As we would expect considering our above findings, Muncie nonprofits are significantly less likely to report impacts from racial diversity (10 percent) than nonprofits in the rest of the state (19 percent) or other metro areas (22 percent).
- They are also significantly less likely to see impacts from crime and violence (9 percent) than nonprofits in other metro areas (17 percent).

**Policy Conditions and Impacts:** We asked Indiana nonprofits about changes in five government policies and whether the changes affect their organizations. Muncie nonprofits have similar experiences with policy conditions and subsequent impacts to nonprofits in the rest of the state and other metro areas.

#### • Indiana Nonprofits:

- Changes in Policies:** More than one-third of Indiana nonprofits indicate that at least some public policies have changed during the last three years, although this varies considerably depending on the type, size, and funding structure of the nonprofit. For almost every policy, health and human services nonprofits, large organizations, and those that depend primarily on government funding are the most likely to say that multiple policies changed. In almost all cases, the policies became stricter.
- Changes in health and safety regulations were the most commonly reported (23 percent say that

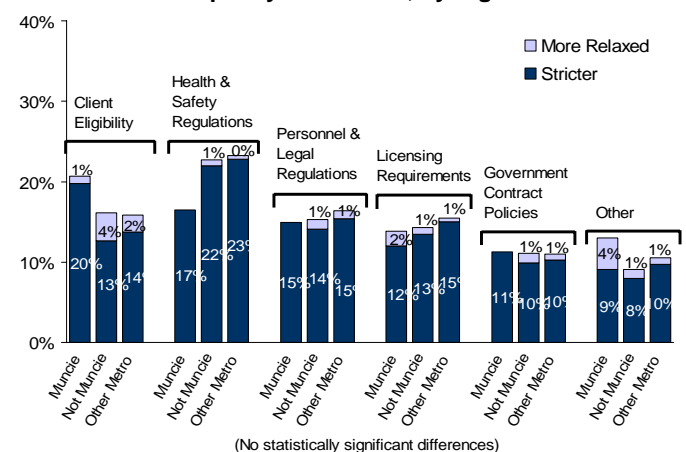
such policies changed). These were followed by client eligibility requirements for government programs (16 percent), personnel and legal regulations (15 percent), professional licensing requirements (14 percent), and government contract procurement policies (11 percent).

- Impacts from Policies:** One-quarter of all Indiana nonprofits says that at least one of these policies had an impact on their organization. As with perceptions of policy changes, significantly more of the health and human services nonprofits, large organizations, and those that rely primarily on the government for funding say that this is the case. Overall, the policies were at least four or five times as likely to impact the nonprofits when the policy became stricter as when they became more lenient.

#### • Muncie Nonprofits:

- Changes in Policies:** Like nonprofits in the rest of the state and other metro areas, Muncie nonprofits that report changes in policies are overwhelmingly more likely to say they got stricter rather than more relaxed. Of the possible policy changes, Muncie nonprofits are most likely to name stricter rules for client eligibility (20 percent). See Figure 34.<sup>16</sup>

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

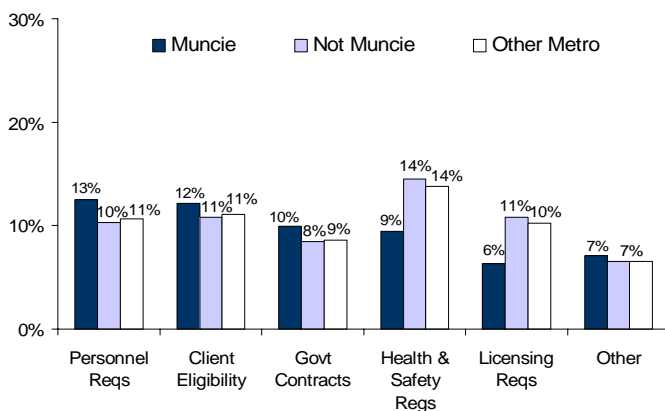


Note: Muncie n=66-96; Not Muncie n=948-1,412; Other Metro n=524-797

<sup>16</sup> Apparent differences in health and safety regulations portrayed in Figure 34 are only marginally significant.

- Only small minorities of Muncie nonprofits report that health and safety regulations (17 percent), personnel and legal regulations (15 percent), licensing requirements (12 percent) government contract policies (11 percent) or other policy conditions (9 percent) became stricter. This is similar to nonprofits in the rest of the state and in other metro areas.
- [Impacts from Policies](#): Few Muncie nonprofits (13 percent or less) report any impacts from changes in policy conditions. This is on par with nonprofits in the rest of the state and other metro areas. See Figure 35.<sup>17</sup>

**Figure 35: Percent of nonprofits reporting impacts from selected policy conditions, by region**



(No statistically significant differences)

Note: Muncie n=67-96; Not Muncie n=953-1,421; Other Metro n=528-802

**Nonprofit Advocacy:** We asked Indiana nonprofits whether they promote positions on certain policy issues or on issues related to the interests of certain groups. Muncie nonprofits participate in advocacy at the same rate as other Indiana nonprofits, metropolitan and statewide, however they tend to devote less financial resources towards it.

#### • **Indiana Nonprofits:**

- [Participation in Advocacy](#): More than one-quarter of Indiana nonprofits indicate that they participate in some form of advocacy (although only 3 percent say it is one of their three most

important programs or activities). Health nonprofits are the most likely to say that they engage in advocacy, followed by religious, public benefit, and human services nonprofits. Mid-sized and large organizations are also more likely to engage in advocacy than smaller ones.

- [Resources for Advocacy](#): Many nonprofits that engage in advocacy devote only limited resources to it. One in ten of the organizations that say they participate in advocacy do not commit any financial, staff, or volunteer resources to it.
- Many Indiana nonprofits that are involved in advocacy have insufficient technological tools for it. While three-quarters of them have computers available, only two-thirds have Internet access and/or e-mail, and less than half have a website.
- Health and education nonprofits that participate in advocacy tend to be better equipped with such tools, while human services, arts, and especially mutual benefit nonprofits involved in advocacy tend to lack these tools. Large nonprofits and those that receive the majority of their funding from the government are considerably more likely to have all four tools.

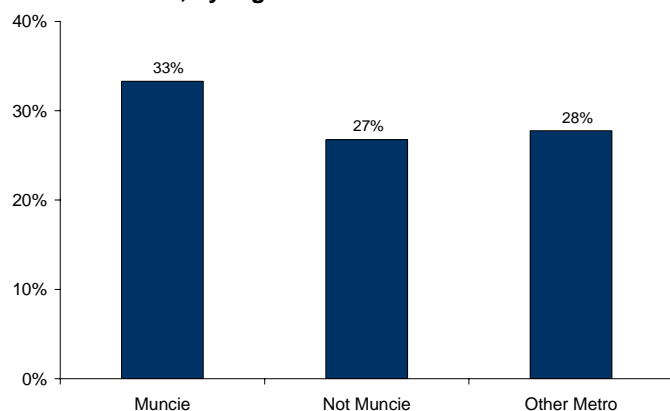
#### • **Muncie Nonprofits:**

- [Participation in Advocacy](#): One-third (33 percent) of Muncie nonprofits report that they participate in advocacy activities. This percentage is slightly higher than nonprofits throughout the state (27 percent) and in other metro areas (28 percent), but not significantly so. See Figure 36.
- [Resources for Advocacy](#): Of nonprofits in Muncie who are involved in advocacy, 70 percent devote volunteer time to these efforts, including 29 percent who devote most of their volunteer time. Some 60 percent of Muncie nonprofits devote staff time to advocacy, but only 14 percent devote most of their staff time to these efforts. This is on par with nonprofits statewide and in other metro areas. See Figure 37.<sup>18</sup>

<sup>17</sup> Apparent differences in regards to impacts from health and safety regulations or licensing requirements portrayed in Figure 35 are not statistically significant.

<sup>18</sup> Note that due to the small number of cases, results should be interpreted with caution.

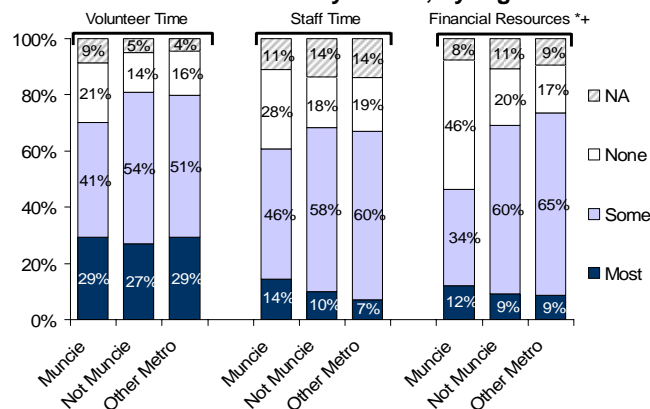
**Figure 36: Percent of nonprofits involved in advocacy efforts, by region**



(No statistically significant differences)

Note: Muncie n=121; Not Muncie n=1,841; Other Metro n=1,076

**Figure 37: Percent of nonprofits that devote selected resources to advocacy efforts, by region**



(\* Significant difference between Muncie and Not Muncie  
+ Significant difference between Muncie and Other Metro)

Note: Muncie n=31-37; Not Muncie n=458-501; Other Metro n=287-306

- Muncie nonprofits are significantly less likely than their counterparts across the state and in other metro areas to devote financial resources to advocacy. Only 46 percent devote any financial resources compared to 69 percent of nonprofits in the rest of the state and 74 percent in other metro areas.

## PROJECT PUBLICATIONS AND REPORTS

Over the last several years a number of reports and articles related to the Indiana Nonprofit Sector Project have been published, in addition to papers presented at various colloquiums and conferences. The following citations include project-related reports and papers as of May 2006. Online reports, as well as summaries of all other items are available on the project website: [www.indiana.edu/~nonprof](http://www.indiana.edu/~nonprof). To obtain a complete version of an unpublished paper please contact Kirsten Grønbjerg ([kgronbj@indiana.edu](mailto:kgronbj@indiana.edu), (812) 855-5971).

### Indiana Nonprofit Survey Analysis

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

#### Online Statewide Reports

- Indiana Nonprofits: A Portrait of Religious Nonprofits and Secular Charities, by Kirsten A. Grønbjerg, Patricia Borntrager Tennen, Curtis Child, and Richard Clerkin. Online report. Survey Report #6. June 2006 (<http://www.indiana.edu/~nonprof/results/npsurvey/insfaithbased.html>).
- Indiana Nonprofits: A Profile of Membership Organizations, by Kirsten A. Grønbjerg and Patricia Borntrager. Online report. Survey Report #6. September 2005 ([www.indiana.edu/~nonprof/results/npsurvey/insmember.html](http://www.indiana.edu/~nonprof/results/npsurvey/insmember.html)).
- Indiana Nonprofits: Affiliation, Collaboration, and Competition, by Kirsten A. Grønbjerg and Curtis Child. Online report. Survey Report #5. November 2004 ([www.indiana.edu/~nonprof/results/npsurvey/insaffil.html](http://www.indiana.edu/~nonprof/results/npsurvey/insaffil.html)).
- Indiana Nonprofits: Managing Financial and Human Resources, by Kirsten A. Grønbjerg and Richard M. Clerkin. Online report. Survey Report #4. August 2004 ([www.indiana.edu/~nonprof/results/npsurvey/insman.html](http://www.indiana.edu/~nonprof/results/npsurvey/insman.html)).
- Indiana Nonprofits: Impact of Community and Policy Changes, by Kirsten A. Grønbjerg and Curtis Child. Online report. Survey Report #3. June 2004 ([www.indiana.edu/~nonprof/results/npsurvey/inscom.html](http://www.indiana.edu/~nonprof/results/npsurvey/inscom.html)).
- The Indiana Nonprofit Sector: A Profile, by Kirsten A. Grønbjerg and Linda Allen. Online report. Survey Report #2. January 2004 ([www.indiana.edu/~nonprof/results/npsurvey/insprofile.html](http://www.indiana.edu/~nonprof/results/npsurvey/insprofile.html)).
- The Indianapolis Nonprofit Sector: Management Capacities and Challenges, by Kirsten A. Grønbjerg and Richard Clerkin. Online report. Preliminary Survey Report #1. February 2003 ([www.indiana.edu/~nonprof/results/npsurvey/indymanag.html](http://www.indiana.edu/~nonprof/results/npsurvey/indymanag.html)).

#### Online Regional Reports

- Muncie Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Borntrager Tennen. Online report. Community Report #3. June 2006 ([www.indiana.edu/~nonprof/results/npsurvey/inscommuncie.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscommuncie.pdf)).
- Northwest Region Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Borntrager Tennen. Online report. Community Report #2. February 2006 ([www.indiana.edu/~nonprof/results/npsurvey/inscomnorthwest.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscomnorthwest.pdf)).

- Bloomington Nonprofits: Scope and Dimensions, by Kirsten A. Grønberg and Patricia Borntrager Tennen. Online report. Community Report #1. September 2005 (revised, December 2005) ([www.indiana.edu/~nonprof/results/npsurvey/inscombloomington.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscombloomington.pdf)).

### *Journal Articles and Conference Presentations*

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

### **Indiana Nonprofit Employment Analysis**

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

### *Online Statewide Reports*

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

### *Online Regional Reports*

- Evansville Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2D by Kirsten Grønberg and Kerry Brock. May 2006 ([www.indiana.edu/~nonprof/results/inemploy/evansvilleempl05.pdf](http://www.indiana.edu/~nonprof/results/inemploy/evansvilleempl05.pdf)).
- Muncie Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2C by Kirsten Grønberg and Kerry Brock. May 2006 ([www.indiana.edu/~nonprof/results/inemploy/muncieempl05.pdf](http://www.indiana.edu/~nonprof/results/inemploy/muncieempl05.pdf)).
- Northwest Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2B by Kirsten Grønberg and Kerry Brock. February 2006 ([www.indiana.edu/~nonprof/results/inemploy/northwestempl05.pdf](http://www.indiana.edu/~nonprof/results/inemploy/northwestempl05.pdf)).

- Bloomington Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2A by Kirsten Grønberg and Erich T. Eschmann with Kerry Brock. January 2006 ([www.indiana.edu/~nonprof/results/inemploy/bloomingtonempl05.pdf](http://www.indiana.edu/~nonprof/results/inemploy/bloomingtonempl05.pdf)).
- Bloomington Nonprofit Employment, 2001. Nonprofit Employment Report No. 1, Supplement A, by Kirsten Grønberg and Sharon Kioko. August 2003 ([www.indiana.edu/~nonprof/results/inemploy/Bloomingtonempl03.pdf](http://www.indiana.edu/~nonprof/results/inemploy/Bloomingtonempl03.pdf)).

### **Personal Affiliation Survey Analysis**

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

### *Journal Articles and Conference Presentations*

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

### **Indiana Nonprofit Database Analysis**

We developed a comprehensive database of 59,400 Indiana nonprofits of all types in 2001 (congregations, other charities, advocacy nonprofits, and mutual benefit associations) using a unique methodology that combines a variety of data sources, most notably the IRS listing of tax-exempt entities, the Indiana Secretary of State's listing of incorporated nonprofits, and the yellow page listing of congregations. We supplemented these listings with a variety of local listings in eleven communities across the state and with nonprofits identified through a survey of Indiana residents about their personal affiliations with nonprofits. The database was most recently updated in 2004 and is available in a searchable format through a link at [www.indiana.edu/~nonprof](http://www.indiana.edu/~nonprof).

### *Journal Articles and Conference Presentations*

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





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