

MAPPING THE NONPROFIT INFRASTRUCTURE: *A Comparison of Capacity Building and Related Resources in Texas and Beyond*

July 2011

BUSH SCHOOL OF GOVERNMENT AND PUBLIC SERVICE
TEXAS A & M UNIVERSITY

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Statement of Purpose

The Bush School of Government & Public Service at Texas A&M University requires all graduate students to partake in integrative, team-based studies known as Capstone Projects. The Capstone is a nine-month research project facilitated by a faculty member on behalf of a client agency in which a group of graduate students completes an intensive research project to prepare them in their professional roles to supervise, conduct and evaluate large-scale public policy and management research.

The “Mapping the Nonprofit Infrastructure: A Comparison of Capacity Building and Related Resources in Texas and Beyond” Capstone Project was conducted for OneStar Foundation: Texas Center for Social Impact in Austin, Texas, with support from the Meadows Foundation in Dallas, Texas. OneStar Foundation is a nonprofit corporation designated by Executive Order of the Governor of Texas as the State Service Commission for Texas and the Governor’s Office of Faith-Based and Community Initiatives. OneStar’s mission is to build better nonprofits for a better Texas. OneStar supports the nonprofit sector and its stakeholders by promoting, analyzing, strengthening, and encouraging service in the nonprofit sector, with the goal to achieve sustainable social impact in the nonprofit infrastructure. OneStar Foundation has requested this research on the Texas nonprofit infrastructure in order to better understand the needs of nonprofit organizations and the nonprofit sector in Texas and how to better serve those needs.

The following report is the culmination of the research performed by the 2010-2011 Capstone Team. This research is a follow-up study to a single study of Texas’ nonprofit infrastructure, carried out by a Bush School Capstone Team during 2009-2010, and available from OneStar Foundation. In the present study, reported on herein, a national comparison of the nonprofit infrastructures of all 50 states and a closer analysis of the nonprofit infrastructure of Texas and seven comparison states is performed. Recommendations are provided to improve the Texas nonprofit infrastructure. The researchers hope that this exploratory research will encourage further study and enhancement of the Texas nonprofit infrastructure.

Executive Summary

The purpose of this research is to gain a better understanding of how the Texas nonprofit infrastructure compares to the nonprofit infrastructures across the rest of the nation. The research presented uses the methodology created by David Renz to define the functions performed by nonprofit infrastructure organizations and provides a snapshot of the nonprofit infrastructure in the state of Texas. The present research builds on the 2009-2010 Capstone study, “Mapping’ Nonprofit Infrastructure Organizations in Texas,” by developing and deploying a precise data collection method and approach to content analysis and categorical coding that will be used for comparative analyses between Texas and seven other states (CA, FL, LA, MI, MN, NY, and OK). In addition, a qualitative analysis of the eight states creates a clearer picture of the condition of the nonprofit infrastructures and sectors in each state.

A quantitative analysis of the states’ nonprofit infrastructures revealed several points:

- The states categorized as having a strong nonprofit infrastructure also have a strong nonprofit sector; average and weak states follow the same pattern.
- The Northeast has the strongest nonprofit infrastructure, and the South has the weakest.
- Charitable contributions and per capita income are positively correlated with nonprofit infrastructure.
- Volunteerism rates are indirectly related to nonprofit infrastructure, as it is positively correlated with charitable contributions.

Of the eight states chosen for the multi-state analysis, Minnesota, Michigan, and New York had consistently strong rankings for their nonprofit infrastructures. Texas had a relatively weak ranking. Upon closer analysis of Texas and the seven comparison states, Texas was found to have a relatively weak nonprofit infrastructure.

Upon examining the extent to which the Renz functions are performed in the eight states, the following findings emerged through quantitative analyses and geographic information system (GIS) mapping of the density of Renz organizations:

- Infrastructure organizations performing the Renz functions are typically geographically concentrated in one or two large metropolitan areas in each state.
- Organizations performing the Renz functions make up 13 to 15% of the total number of nonprofit organizations in each state.
- Despite a comparatively large number of infrastructure organizations performing the Renz functions in Texas, the overall revenues and expenses of those organizations are average.

A comparative analysis of the states’ nonprofit infrastructures using qualitative research methods and a broader range of particularistic data revealed several points:

- States with strong nonprofit infrastructures also tend to be characterized by the existence of older and more well-established state associations as well as other capacity-building networks and resources.
 - For example, California’s CompassPoint Nonprofit Services was founded in 1975; The Council of Michigan Foundations was founded in 1972; the Minnesota

Council of Foundations was founded in 1969; and the New York Council of Nonprofits was founded in 1927.

- States with geographic dispersion of management support organizations and state nonprofit association offices tended to offer greater breadth and depth of service provision of all support services across the state. That is, where researchers observed wide regional distribution of MSOs and state associations, greater variety and coverage of content areas were provided—services tend to be more widely available and with a diverse range of offerings provided.
 - For example, when services are offered at a more local level, the offerings tend to be more specialized, offering internal topics such as market and fundraising as well as general topics like advocacy and networking. For example, in Minnesota, the state association has satellite offices in Duluth, Wilmar, and Mankato in addition to the central office; likewise, New York’s state association has four major regional offices in Buffalo, New York City, Oneonta, and Poughkeepsie. Additionally, the support organizations in Florida, while not connected by a network, are well-disbursed across the state; there are twelve major MSOs in Boynton Beach, Fort Lauderdale, Gainesville, Jacksonville, Miami, Sarasota, Tallahassee, Tampa Bay, West Palm Beach, and Winter Park. Range of services and content of educational offering tended to be broader in these examples.
- For states in which the Renz function of Financial Intermediaries was particularly strong, financial intermediaries such as community foundations not only held significant assets, they were also large in number and geographic distribution. In states found to have strong financial intermediaries, these organizations were numerous, had greater outreach, and had a high dollar amount of assets, particularly when controlling for population density.
 - For example, Michigan, an exemplary state, stood head and shoulders above the comparison states in both the dollar amount of assets held by community foundations and United Ways as well as the number of these financial intermediary organizations.

Chart 1 summarizes the rankings given to the eight states relative each section of the report:

Chart 1: Summary of Results by Analysis Method				
	Nonprofit Sector	Nonprofit Infrastructure	Renz Functions	Qualitative Comparison
California	Average	Average	Strong	Established
Florida	Weak	Weak	Weak	Emergent
Louisiana	Average	Weak	Weak	Nascent
Michigan	Strong	Strong	Weak	Exemplary
Minnesota	Strong	Strong	Strong	Exemplary
New York	Strong	Strong	Strong	Exemplary
Oklahoma	Average	Strong	Average	Emergent
Texas	Weak	Weak	Average	Emergent

Given the comparative national, multi-state, and qualitative analyses of the Texas nonprofit sector and infrastructure, recommendations fall into two main categories, each of which include multiple suggestions for practice:

- Increase coordination within the nonprofit sector.
 - Strategically focus resources and attention on specific areas of the nonprofit sector associated with strong sectors (e.g., charitable donations, volunteerism, etc.) to maximize spillover effects across aspects of the nonprofit sector. Priorities and strategies will naturally vary by state, given current conditions and contextual factors.
 - Strengthen state nonprofit associations across the nation.
 - Increase the coordination of management support organizations.
 - Foster the creation of a council of foundations in states in which they do not exist to coordinate foundation activities.
 - Increase the presence of nonprofit infrastructure organizations in underserved geographic areas.
 - Create a central, statewide database that houses contact, services, and financial information for individual nonprofit organizations (broadly conceived) and foundations.
- Advocate for investment in nonprofit infrastructure.
 - Advocate for investment in management support organizations and nonprofit intermediaries.
 - Diversify the inflows to and increase the fundraising capabilities of financial intermediaries.
 - Create and foster a culture of giving.
 - Create a nonprofit alliance of infrastructure organizations.

Introduction

Despite the call for improved nonprofit performance and simultaneous greater reliance on nonprofits, the mechanisms in place to support nonprofits are weak. Resources for nonprofit capacity building and related nonprofit infrastructure are not well researched and not well funded. OneStar Foundation fills this gap by providing research and funding in its mission to improve capacity building and strengthen nonprofit infrastructure in Texas.

OneStar Foundation plays a number of key roles in the Texas nonprofit sector. It acts as the Texas Commission on Volunteerism and Community Service as well as the Governor's Office of Faith-Based and Community Initiatives. OneStar Foundation also seeks to connect and strengthen the Texas nonprofit sector through the work of its divisions: *Service and Volunteerism*; *Nonprofit Organizational Excellence*; *Research, Evaluation and Learning*; and *Social Innovation and Entrepreneurship*. The Research, Evaluation and Learning Division of OneStar Foundation provides data and analysis to help nonprofits solve challenges and develop best practices. As part of this commitment, the division has initiated this comparative study of the Texas nonprofit infrastructure to determine solutions for informing policy and recommendations to improve the sector, as well as to address gaps in and challenges facing the state's nonprofit infrastructure.

OneStar requested the study due to concerns regarding nonprofits' capacity to serve the needs of Texas. This study's importance is heightened in consideration of the current economic recession and pending public funding cutbacks. Nonprofits are relied upon to provide critical services to the community during stable, healthy economic times and even more so when a crisis or financial hardship occurs. The nonprofit infrastructure helps to ensure that nonprofits are able to serve their constituencies by supporting and enhancing the governance, management, and provision of services of the organizations. Research shows, however, that while the nonprofit sector continues to grow in assets, scope, and clients served, attention to the nonprofit infrastructure has not expanded at a similar or adequate pace.

The stability of the nonprofit sector and its ability to meet its community's needs require a solid nonprofit infrastructure (Brown et al. 2008, p. 22). Graduate students from the Bush School of Government & Public Service at Texas A & M University and faculty adviser, Dr. Angela Bies, were contracted by OneStar Foundation to research the Texas nonprofit infrastructure. The purpose of the study is to evaluate the Texas nonprofit infrastructure and make recommendations for strengthening the sector. The report seeks to answer the following questions:

What is the relationship between the strength of the nonprofit sector and the nonprofit infrastructure?

How do the Texas nonprofit infrastructure and systems of support compare to other states, and how can the infrastructure and systems be improved?

In 2010, a previous Bush School capstone identified nonprofit organizations in Texas performing specific roles and functions that comprise the nonprofit infrastructure and created a dataset and maps that provided an illustration of the infrastructure of the sector from various vantage points

(Bush School, 2010). This project aims to build on their research. The capstone team, in consultation with OneStar research and evaluation staff, designed the study based on the definitions and concepts of the nonprofit infrastructure, largely drawn from the model of the “nonprofit infrastructure” developed by David Renz of the Midwest Center for Nonprofits, at the University of Missouri, Kansas City (2008). The Texas nonprofit infrastructure was considered through a comparative analysis of the nonprofit infrastructures of seven other U.S. states on the basis of the following OneStar selection criteria:

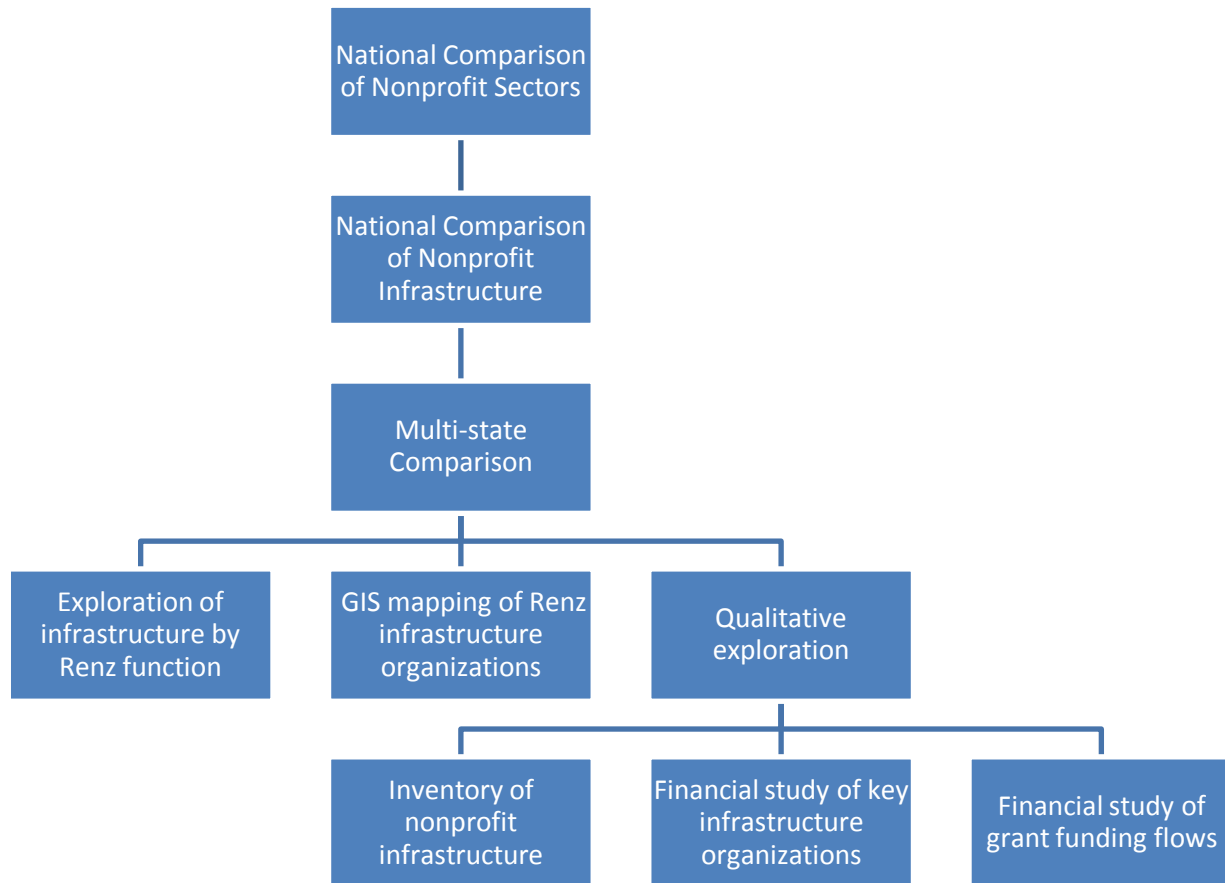
- Proximity to/bordering Texas (Louisiana, Oklahoma)
- Similar demographics to Texas (California)
- Perceived strong nonprofit infrastructure (Michigan, Minnesota, New York, Florida)

Using a mixed-method quantitative and qualitative research design and the Renz capacity building functions as a guide, the nonprofit infrastructures of the states were compared and contrasted to better understand the characteristics of strong and weak infrastructures. This report is organized into seven distinct sections:

1. A Literature Review
2. A National Comparison of Nonprofit Sectors
3. A National Comparison of Nonprofit Infrastructure
4. A Multi-state Comparison: Where does Texas Rank?
5. Nonprofit Infrastructure: An Examination of the Renz Functions by State
6. A Qualitative Comparison to Texas
7. Recommendations & Future Research

Logic Map 1 provides a visual depiction of the path that the researchers took in exploring the nonprofit sectors and infrastructures of Texas and the seven comparison states:

Logic Map 1: Model of Multi-Lens Approach to Studying Nonprofit Infrastructure of Texas and Seven Comparison States

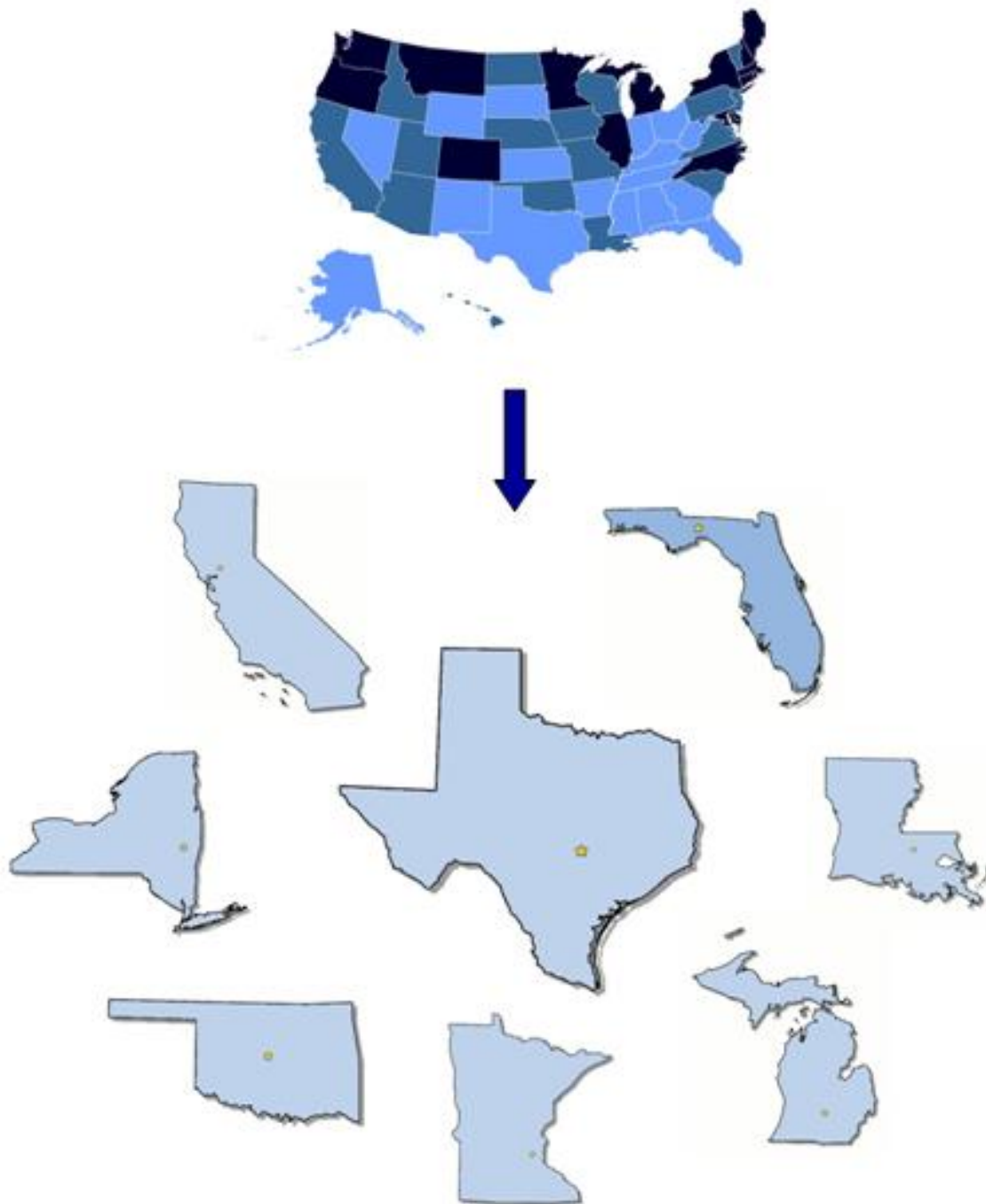


National Comparison of Nonprofit Sectors: In order to rank the 50 states based on nonprofit sector strength and to select the most helpful states by which to compare Texas, the researchers created a five-factor nonprofit sector score to get a sense of the nonprofit landscape in each state in the US. The score included the following variables: nonprofit organizations, foundations, nonprofit infrastructure organizations, state associations, and social capital.

National Comparison of Nonprofit Infrastructure: The creation of a nonprofit infrastructure score allowed for the ranking and comparison of the 50 states based on the strength of their nonprofit infrastructures.

Multi-state Comparison: California, Florida, Louisiana, Michigan, Minnesota, New York, and Oklahoma were selected for comparison to the nonprofit infrastructure of Texas based on their rankings in a national comparison of nonprofit sectors and infrastructure (refer to Logic Map 2 for a pictorial representation) as well as expert knowledge about the nonprofit industry. The eight states were assessed and compared based on the extent to which the Renz nonprofit infrastructure functions were performed and where those organizations were located. The eight states were also assessed qualitatively by way of an inventory of their nonprofit infrastructure and financial studies of the key infrastructure organizations and grant funding flows.

Logic Map 2: National Focus to Multi-State Comparison¹



¹Source for images of individual states: National Taxpayers Union. 2009. "In Your State." Retrieved from <http://www.ntu.org/in-your-state/>

The data collected from the national, multi-state, and qualitative comparisons were used to inform recommendations for enhancing the nonprofit infrastructure in Texas. The analysis suggests that the Texas nonprofit infrastructure is comparatively weak but has several promising attributes that could dramatically improve the Texas nonprofit landscape if correctly exploited. Following analyses of the data, recommendations to increase coordination within the nonprofit sector and advocate for investment in nonprofit infrastructure are put forth that the researchers hope will inform future decisions on strengthening nonprofit infrastructure in Texas and in the United States as a whole.

I. A LITERATURE REVIEW

Introduction

Although the call to improve nonprofits has been prominent in recent years, theoretical development and empirical study of nonprofit infrastructure organizations and capacity building is in a relatively nascent stage, with much of the existing literature focusing on capacity building (Backer, 2001; Bies & Millesen, 2005a; Bies & Millesen, 2006; Bies & Sinatra, 2006; Boris, 2001; Connolly & York, 2003; De Vita & Fleming, 2001; Light, 2004; Linnell, 2003; Millesen & Bies, 2004; Millesen, Carman & Bies, 2010; Sussman, 2003; Wing, 2004). In addition, much of the extant literature is normative in nature, with a simple logic of “capacity building should be done.” In addition, a great proportion of the extant literature focuses on “how to” strategies for capacity building. Renz’s 2008 research on the national network of nonprofit infrastructure organizations moves this literature forward in two primary ways: providing a systemic conception of and focus on nonprofit support infrastructure and extending the conception of nonprofit support infrastructure beyond a more narrow focus on capacity building. Renz incorporates capacity building as one of the eleven roles and functions that define infrastructure support. Although Renz is careful to make this distinction, the larger discussion of capacity building in the literature is not always consistent and clear. The net result is some confusion in the nonprofit practice and academic lexicons, with sometimes vague, imprecise, overlapping, or competing conceptions and terms relating to nonprofit infrastructure and capacity building.

In order to explore the topics of infrastructure support and capacity building, a brief literature review is provided, summarizing key studies on nonprofit capacity building and illustrating the importance of the more expansive conception of the nonprofit support infrastructure offered by Renz. In addition, this review analyzes state-level research related to nonprofit capacity building, examines studies on the challenges to nonprofit capacity building, and draws out and summarizes the recommendations from the extant literature for the improvement of capacity building. These recommendations in turn provide a strong rationale for the present study reported herein.

Definitions, Core Concepts, and Structures of Nonprofit Capacity Building

Despite a strong emphasis on capacity building in the current nonprofit research, multiple definitions of capacity building exist within the literature. Further complicating these multiple definitions is the need to distinguish between and define the concepts of capacity building and nonprofit infrastructure.

Defining Capacity Building

The National Council of Nonprofits (NCN) defines capacity building in general terms: “Simply put, nonprofit capacity building refers to activities that improve and enhance a nonprofit’s ability to achieve its mission and sustain itself over time” (NCN, 2011). In much of the literature on capacity building, conceptions and definitions are focused on the organizational level, either situating nonprofit organizations within the context of capacity-building resources or as an exchange between capacity-building providers and nonprofit organizations (Millesen & Bies,

2004). Connolly and York (2003) also conceptualize capacity building at the organizational level, but further refine it around four central types of capacity: adaptive, leadership, management, and technical. These capacities are defined in the following ways: adaptive capacity refers to the ability of a nonprofit to monitor and respond to external and internal challenges; leadership capacity refers to the board and the executive leadership and vision; technical capacity relates to the ability of an organization to conduct its operations and programs; and management capacity focuses on the use of organizational resources and personnel, volunteer and paid (Connolly and York, 2003). These definitions are fairly familiar to the nonprofit research field, and have additionally been utilized by One Star Foundation in its conception of capacity building.

Distinguishing Capacity Building from Nonprofit Infrastructure

Renz uses defines capacity-building organizations as those that, “build the capacity of individual nonprofit organizations through management assistance and support, organization development, and other consulting and support services” (2008, p. 13). By defining eleven roles and functions of nonprofit infrastructure and including capacity building as only one dimension of a larger system of nonprofit infrastructure, Renz expands the conceptual framework beyond the typical organizational focus to provide a system level framework. In his 2008 work, Renz focuses on the national system of nonprofit support infrastructure. To date, the 2010 Capstone Report prepared by the Bush School of Government and Public Service is the first study to replicate Renz’s national analysis at the state level (Bush School of Government and Public Service Capstone Seminar, 2010).

There is a rich and growing literature on most of the core functions that Renz defines as elements of a nonprofit infrastructure, such as self-regulation, advocacy, and funding; however, typically study of these elements are conceptualized singly, or rather, not in relation to the broad holistic model of nonprofit infrastructure created by Renz. For example, DeVita, Fleming and Twombly (2001) suggest that capacity building has a specific role within the framework of nonprofits, including the areas of mission and vision, leadership, resource development, outreach, and products and services. Young, Bania, and Bailey (1996) examine the self-regulation role of national or federated organizations vis-à-vis nonprofit capacity and improvement. While Renz’s definition of capacity building is similar to the aforementioned researchers, he expands the conceptualization to include the broader concept of nonprofit infrastructure. His contribution of an integrated, systemic nonprofit infrastructure provides a framework for researchers to move forward.

Nonprofit Capacity Building at the Metropolitan and State Level

While this study uses Renz’s definition of capacity building to study nonprofit infrastructure at the state level, previous research has also examined nonprofit capacity building through several different geographic lenses including states, metropolitan areas, and regions. State and metropolitan-level studies explore the factors that affect an organization’s ability to build

capacity and provide recommendations for the nonprofit sector and for future research. It is important to note that to date the only state-level study using the Renz model of nonprofit infrastructure occurred in Texas. The literature summary below, therefore, focuses almost exclusively on the more dominant and narrow frame of capacity building.

State Level Studies

Several studies focus on capacity building at the state level. In 2003, an Arizona initiative sought to determine the need for association, coordination, linkages, and new strategies and structures to accommodate the nonprofit community. The study conceptualizes capacity building to include “any activity that strengthens nonprofit performance and impact.” Specifically, this includes advocacy, management support and technical assistance, joint purchasing, networking, and information sharing (Arizona Nonprofit Capacity Building Initiative Executive Committee, 2003, p. 5). Related studies on capacity building have also been conducted in other states, including Pennsylvania (Bies & Millesen, 2004) and Minnesota (Bies, 2007). The goals of the research in the Pennsylvania and Minnesota studies were to assess the adequacy of capacity-building resources and to make recommendations for improving the nonprofit support system.

Statewide studies identify specific problems that are encountered in attempts to strengthen capacity building. In Arizona, researchers conducted a statewide survey of nonprofit organizations and formulated conclusions on the quality of capacity building. Researchers found (1) that nonprofits tend to be displeased with the offered capacity-building resources, (2) most nonprofits would be willing to participate in an association if it improved the availability and accessibility of resources, (3) brokers and nonprofits agreed that there is a need for a mechanism to connect nonprofits with resources, and (4) the size and location of organizations affects their awareness of available services and providers. The researchers posited the final challenge could be remedied by a centralized organization (Arizona Nonprofit Capacity Building Initiative Executive Committee, 2003, p. 9-10).

Metropolitan and Regional Level Studies

Studies conducted in other regions of the country provide additional insight into efforts to improve capacity building. In an examination for Forbes Funds, researchers formulated recommendations to aid Forbes Funds in furthering its mission to provide management support and capacity building for nonprofits in the Pittsburgh area. These recommendations include (1) continuing credible and collaborative Forbes leadership to facilitate relationships between nonprofits and foundations, (2) a centralized institutional headquarters and endowed administration like that of Forbes, (3) more committed philanthropic partners within the community, and (4) the use of diverse resources, such as academics and private consultants, to take on projects (Kearns, 2004).

Forbes Funds has funded additional studies in the Pittsburgh area. Key findings from these reports include the following: capacity building is influenced by nonprofit incentives, employment of strategies to align nonprofit incentives in favor of capacity building is needed, and hard economic conditions should encourage nonprofit organizations to combine resources,

especially for non-mission services and functions (Bies & Millesen, 2005b; Bies & Sinatra, 2006). Moreover, one Forbes study focused on directly comparing the nonprofit sector in the Pittsburgh area to that of Austin, Texas. Researchers concluded that there are several key differences in capacity building in the two areas. The authors put forth that differences could be the result of local resources, organizational age, or size and staffing (Bies & Millesen, 2005a; Bies & Sinatra, 2006).

Additionally, there have been a series of studies on the improvement of capacity building in metropolitan areas, including Denver, Colorado; Lake County, Indiana; Summit County, Ohio; Philadelphia, Pennsylvania; and Bibb County, Georgia (Urban Institute, 2010). Such studies reveal challenges to nonprofit capacity building, the most common observation being that the nonprofit sector struggles with the procurement of funding and resources. These studies have helped experts frame capacity issues in terms of the nonprofit role in building community capacity.

Lee Draper's (2005) work, "Funder's Little Shop of Horrors," also provides capacity-building insight from nonprofits around the country by presenting five different case studies. Draper concludes that sustainable nonprofit organizations are achievable through capacity-building support and that the quality, effectiveness, and availability of services are made possible by the funders that strive to reinforce nonprofits from the inside out. Draper also posits that successful capacity-building relationships between funders and nonprofit organizations necessitate sensitivity and cooperation with the nonprofits.

Extant Challenges to Nonprofit Capacity and Capacity Building

Although research and discourse on capacity building is growing, the above review of studies demonstrates that there are significant challenges associated with furthering nonprofit capacity building and infrastructure support. Summarized below are the challenges to capacity building that scholars, policymakers, and practitioners of the nonprofit sector have identified.

Connecting Research to the Community

Four particularly dominant challenges to capacity building in the nonprofit sector include the need to connect practical research with the community, increasing quality measurements and assessment, organizational ability to adapt to change, and time-frame management (Backer, 2001). Researchers and practitioners alike assert that research within the nonprofit sector must be practical and applicable (Boris, Erwin, Roeger, and Nikolova 2010). The concern for practical research was repeatedly cited in interviews of 25 nonprofit infrastructure leaders published in a special edition of the *The Nonprofit Quarterly* on nonprofit infrastructure (2008). One interviewee noted that research spans far beyond mere communication of findings, noting that "the connection between the academics, the researchers, and the practitioners has to start at the beginning: in the design of the research" (Brown, Clough, Cohen, Culver, Jennings, Kwon, McCambridge, Nemenoff, & Ren, 2008, p. 37).

Innovative steps such as the development of GuideStar and the National Center for Charitable Statistics have helped connect research to practice; however, there is still progress to be made. For example, while data are available through databases such as NCCS and GuideStar, use of such data sets is complicated by resource and data quality constraints. Information must be disseminated if it is to be applied by nonprofit infrastructure organizations. In addition to accessible and detailed research, the nonprofit sector also needs to develop thorough databases to contain the research and information of the nonprofit sector. The development of these robust databases must be supported by the federal government and cannot rely solely on funding from foundations (Brown et al., 2008, p. 90).

Providing further confirmation of this point, Boris (2001) addresses two specific audiences in capacity building: (1) researchers and (2) nonprofits and the community. Boris stresses that researchers have a responsibility to identify the body of literature on capacity building and connect the literature to theory. In addition, Boris also notes the challenge faced by researchers to disseminate their knowledge to practitioners, nonprofits, and the community. The challenges of capacity building faced by nonprofit practitioners are different than those of the researchers. Practitioners often focus on an organization's survival, rather than on developing the organization to meet the needs of the community. A focus on organizational survival is narrow, distracting from an organization's mission to serve the community. As a result, attempts to build capacity are often unsuccessful or unhelpful to the community in the long-run. Practitioners and nonprofits must learn to strengthen and meet the needs of the community through organizational development (Boris, 2001).

Determining the Adequacy of the Nonprofit Sector

Paarlberg and Varda (2009) examine the challenges to the nonprofit sector's ability to support the community. Essentially, Paarlberg and Varda propose that nonprofits within a community must interact with one another to deliver adequate resources to the community and address needs and gaps. The authors analyze the available resources of a nonprofit sector for a community (e.g. funding, services, in-kind goods, etc.) and whether these resources have an effect on the "carrying capacity" of a community. While the resources of the nonprofit sector are important to support the community, the authors propose that the relationships and exchanges among community organizations are more important for their ability to be effective than the available resources. Similar to the Renz view (2008), Paarlberg and Varda conceive of nonprofit support schemes as a collected system of resources, whereby the process in which nonprofit organizations exchange resources and information provides a snapshot of the organizations within the nonprofit infrastructure. When combined with research on how the infrastructure organizations function, the snapshot will illuminate the needs or gaps within the respective network, as well as the needs of the network that are relational in nature versus solely resource-based. However, Paarlberg and Varda suggest that needs and gaps cannot be addressed until nonprofits build relationships and exchange information (pg. 608-610).

Performance Measurement and Assessment

Wing (2004) postulates that the lack of performance measurement and accountability is also a major challenge to capacity building because it is difficult to concretely measure capacity-

building services on such an abstract level. The nonprofit sector must value and practice performance management by quantitatively and qualitatively measuring the impact of services. It is also important to measure the organization's behavioral change and internal learning. Finding appropriate benchmarks and best practices are essential for nonprofits to be able to gauge performance. As a solution, further collaboration among practitioners, nonprofits, and communities in conveying goals and needs is recommended.

External to the academic field, organizations and practitioners also identify performance management as a challenge to capacity building (Brown et al., 2008; Sussman, 2004). Organizations are increasingly encountering the need to measure performance as a way of demonstrating accountability to partners and stakeholders. While performance management is an established and common practice of the for-profit sector, it is a newer concept to nonprofits and made complicated by their somewhat ephemeral bottom-line. Organizations also encounter the problem of not being able to link performance management to organizational learning. Performance management should encourage double-loop learning, the process of solving challenges by re-orienting fundamental values and assumptions of concepts as well as strategy and actions (Buckmaster, 1999; Argyris and Schon, 1978). Performance management is a desired outcome of capacity building, but organizations admit that barriers to learning and their aversion to embrace performance demands stifle capacity-building efforts.

Organizational Adaptability to Change

The unwillingness of many organizations to embrace change is a significant obstacle confronting capacity building (Backer, 2001; Boris, 2001; Sussman, 2004). A nonprofit's ability to change is dependent, in part, on successful and effective capacity-building initiatives. Ability to change can be understood as adaptive capacity: "an organization's ability to challenge its own established ways of thinking and doing things and to successively craft and adopt more effective means [is] a distinct form of performance-enhancing organizational capacity" (Sussman, 2004, p. 3). Change, or adaptive capacity, is difficult for organizations because it is often unfamiliar and strenuous. However, change is fundamental to capacity building and a refusal to embrace change restricts efforts. The roles and environments of nonprofits are shifting, and in order to be effective, nonprofits must embrace change and undergo organizational development.

Timeframe Management

An additional challenge voiced by practitioners is time estimation for implementing capacity-building recommendations and improvements. Nonprofits admit to expecting fast turn-around for organizational improvement; however, developing an effective organization takes time and quality effort (Newman, 2001). Nonprofits further relate that expectations for quick change and implementation are a challenge because capacity building is viewed as a single event. Nonprofits often believe that they can adopt a single method or approach to capacity building and be done with the task. Practitioners and nonprofits express that the organization's environment is constantly changing, and thus, capacity building must be understood as a continuous process. Regarding capacity building as a continuous event allows organizations to grow and improve.

Despite the fact that capacity building is a growing area of investment in the nonprofit sector, it continues to face barriers to success. Improved collaboration between communities and researchers, performance accountability of nonprofits, a willingness to accept change, and improved timeframe management are essential for overcoming the obstacles to strengthening nonprofit infrastructure.

Antipathy to Investment in Capacity Building

A final challenge facing capacity building in the nonprofit sector is the aversion of some grant-making institutions to investing in capacity building. Capacity building can require major changes, and change can be risky. Further, capacity-building results may not be easily seen or measured in the short term. Funders must place a great deal of faith in capacity-building institutions or in nonprofits to successfully implement capacity-building initiatives. Due to the inherent risk involved in capacity-building efforts, some funders prefer to avoid such investment and focus on the more traditional program funding (Bies & Millesen, 2005b; Cohen, 2008a). For example, in an interview of 25 nonprofit infrastructure leaders conducted by *Nonprofit Quarterly*, interviewees consistently note that general operating grants from foundations have steadily decreased in recent years (Brown et al., 2008).

In order to study nonprofit infrastructure work, Cohen focused on community development corporations (CDCs), which generate housing and economic development strategies. Based on interviews with twenty-four leaders in the sector, he found that funders were unwilling to invest in CDCs with general support grants, which required the CDCs to decrease unsupported activities (Cohen, 2008b). Because general support funds can be used to improve nonprofit capacity, the aversion of funders to provide such funds is detrimental to capacity-building efforts.

Many researchers call for increased funding of capacity building and capacity-building evaluation (Bies & Millesen, 2005b; Bies & Sinatra, 2006; Brown et al., 2008; Wing, 2004). Not only are funds required to engage in capacity-building activities, but funds are needed to implement mechanisms for evaluating those activities as well. Investing in capacity building is of little use if measures are not in place to ensure that those efforts are yielding desirable results.

Although literature recognizes that funders have aversion to capacity-building investment, it still remains unclear how funders might interact with the more systemic system of nonprofit infrastructure by Renz. Lack of funders' interaction is a challenge because the Renz framework places funding as a central element of the infrastructure. Combined with the push for collaborative relationships by Paarlberg and Varda (2009), the suggestion emerges that funding and nonprofit relationships are central to successfully strengthening individual nonprofits and the nonprofit infrastructure more broadly.

Recommendations Emerging from the Literature

The authors of the research reviewed herein propose many ideas for advancing capacity building, ranging from injecting more financial resources into capacity initiatives to developing relationships among organizations. Recommendations center on the capacity of communities to support nonprofits, evaluation techniques and uses, incentives for capacity building, funder investment in capacity building, and board and staff development.

Increase Coordination for a Community of Nonprofits

Researchers point to the need for the nonprofit sector to coordinate in addressing the needs of a community as a whole (Bies & Millesen, 2004; Bies & Millesen, 2005a; De Vita et al., 2001). In their 2004 analysis of the capacity-building work in Pittsburgh, Bies and Millesen recommend better coordination and occasions for interactions between peers in the industry. Nonprofits need guidance on working more effectively with capacity builders and should also have a resource to help them understand their capacity-building requirements. Better access to value-added information on capacity building is recommended as well; for example, capacity builders could offer to evaluate the organization's behavioral change and internal learning, in addition to their support services. Lastly, they recommend a mindset of strategic philanthropic investments for capacity building and its relation to organizational deliverables (Bies & Millesen, 2004, p. 6).

De Vita, Fleming and Twombly (2001) put forth similar recommendations and provide a framework to focus efforts on evaluating the needs of a particular community in relation to nonprofit organizations. Healthy communities can be achieved when new organizations are established and allowed to grow. In addition, they posit that the performance of nonprofits should be broadly measured based on the value they bring to a community and that a better understanding of the ways in which nonprofits and for-profits can work together is needed.

Improve Evaluation, Performance Management, & Organizational Learning

Numerous researchers provide recommendations to increase evaluation and performance management within the nonprofit community. In a publication, Carman and Fredericks (2009) explored the evaluation capacity of nonprofits through a cluster analysis. They surveyed 340 organizations from three human service fields (social services, physical or developmental disabilities, and housing and community development) in Ohio and New York, of which evaluation is typically required by funders and regulators. They found three types of organizations: those struggling with evaluation efforts all-around, those satisfied with their approach but struggling with implementation, and those generally satisfied with evaluation practices but struggling with a lack of time to devote to them (p. 91-94). Carman and Fredericks posit that success in implementing evaluation may relate to an organization's developmental stages, and that organizations struggling with technical capacity also struggle with evaluation. They suggest the use of learning networks in evaluation as internal management tools and posit that training the organization's leadership and board members may help nonprofits implement evaluation techniques. Furthermore, it is important to keep in mind that the type of assistance nonprofits require varies across organizations according to their needs—ranging from developing computer infrastructure to technical assistance for evaluation system design (p. 99-101).

In his study, Wing (2004) outlines seven issues related to evaluating the effectiveness of capacity-building initiatives. One implication identified in his research is that capacity-building evaluation requires input from all of the major actors in the process (e.g., foundation and nonprofit executives in addition to evaluators and consultants). Sobeck and Agius (2007) support Wing's argument that input from stakeholders is a necessary requirement for effective capacity-building efforts. Wing (2004) also cautions sponsors and consumers against overestimating the effectiveness of the current evaluation mechanisms for capacity-building programs. He argues that stakeholder input and tempered expectations for current capacity-building evaluation methods will ensure that evaluation is used where it is most valid.

Sobeck and Agius (2007) argue that before a capacity-building measure takes place, the organization should be evaluated on whether or not it is ready for change. A notable recommendation by Kearns (2004) for capacity-building evaluation is that it should include changes at the individual level *and at the system level*. Related to their call for stakeholder involvement, Sobeck and Agius posit that a process of open communication and ongoing feedback techniques be adopted by nonprofits for capacity-building efforts. They recommend that when working with small organizations, capacity builders allow for additional time to get the organizations ready for evaluation. A final recommendation from Sobeck and Agius (2007) is that the role of qualitative inquiry and processes for evaluation not be taken lightly (p. 245).

Performance management is a necessary practice because it will allow the assistance offered by capacity-building service providers to be evaluated and improved. Performance measurement structures will promote capacity-building programs based on evaluation and grounded in theory (Backer, 2001). Performance management will also require the development of performance indicators. It is vital that practitioners, nonprofits, communities, and scholars engage in a collaborative process to establish benchmarks and best practices for capacity building. In sum, collaboration among key stakeholders to improve performance management should take place so that research in this area can move beyond single nonprofit organizational knowledge and so that nonprofit organizations can learn to improve.

Increase Incentives to Practicing and Investing in Capacity Building

In order to encourage capacity building and capacity-building evaluation, several scholars recommend increasing the provision of incentives. In their theory-driven research, Bies and Millesen (2005b) recommend promoting incentives that enhance mutual benefit, recognize managerial complexity, and endorse collaboration (p. 5). In addition, the literature continually calls for increased financial investment in both capacity building and capacity-building evaluation. Funding organizations can incentivize capacity building by making it a requirement to receive funding.

In their work on organizational culture, learning, and capacity building, Bies and Millesen (2005b) provide examples of soft incentives to capacity building. Their recommendations include the following: “empower employees at various levels in organizations; promote internal policies conducive of evidence-based practices; encourage knowledge acquisition and

dissemination; and reward discretionary management strategy that is responsive to external environments, performance improvement drivers, and internal dynamics” (p. 5).

Because capacity building can be a costly and risky venture, grantmakers may also require incentives to pledge funds for general operations or capacity building. Bies and Millesen (2005b) claim that it is wise to recognize that foundations have a tendency to provide only programmatic support. Because foundations often prefer to invest in programs, it follows that funders may need extra encouragement to invest in capacity-building efforts or nonprofits that specialize in capacity building. Among several recommendations for the Pittsburgh area after a comparison study of Central Texas and Pittsburgh, Bies and Sinatra (2006) advocate for investment in general operations and capacity building. Hubbard (2006) more specifically recommends that grantmakers provide nonprofits with funds to implement leadership development plans.

In the *Nonprofit Quarterly* issue featuring Renz’s study, Cohen (2008a) argues that infrastructure grants come from only a few foundations and are concentrated on only a handful of infrastructure organizations. He makes several recommendations for methods to increase infrastructure funding. First, he recommends that foundation CEOs be champions in promoting infrastructure funding. These champions should come from not only the traditional foundations, but those with a social-enterprise function, strong public sector involvement, and younger foundations. It is imperative, he notes, that the most influential foundations get on board with infrastructure funding so that they can encourage other foundations to rally around the cause. Cohen also calls for a campaign to encourage foundations to view infrastructure funding as an essential element of their grantmaking portfolios. Lastly, he posits that funding organizations may find the collection of infrastructure organizations too complex to effectively navigate, and he calls on leadership funders or databases for assistance (p. 35-36).

It has been established that capacity building without evaluation is not a useful practice (Backer, 2001; Carman & Fredericks, 2009; Kearns, 2004; Wing, 2004). As a result, Wing’s (2004) recommendation for foundations is that they take chances on new forms of evaluation in their funding considerations, so that new techniques in capacity-building evaluation can be tested. If capacity building and capacity-building evaluation are to be successful, grantmakers will have to recognize the validity of the practices and be willing to invest sufficient funds.

Expand Opportunities for Board and Staff Development

Capacity building is a large undertaking for a nonprofit, and as such, it requires strong leadership during and after implementation. In his book “Sustaining Nonprofit Performance,” Paul Light conducts a random telephone survey of 1,140 nonprofit employees. Three-fifths of respondents reported that the quality executive and mid-level leadership had stayed the same or declined within the past five years. A fourth of employees stated that their organization’s hiring process was confusing or disjointed. The survey highlights that nonprofit workers “were less likely than business employees to report that their organization provided enough information, technology equipment, employees, and training to do their job well” (Light, 2004b, p.17). These results continually highlight the need and potential to increase board and staff development.

The development of nonprofit board and staff members is a recurring theme in the recommendations for improving capacity-building efforts. Sobeck and Agius (2007) view board development as a crucial element of capacity building, particularly for smaller organizations. Bies and Millesen (2005a) also recommend promoting broad-based board and staff development and opportunities for participation. Leadership development should be regarded as a key element of capacity building according to Hubbard (2006). She recommends that grantmakers “Explore more sustainable forms of leadership development; seek to understand whether and how leadership development contributes to organizational performance; identify current leadership development practices within the nonprofit sector; and consider issues of recruitment and retention” (p. 6-7).

Bies and Sinatra (2006) make nine recommendations for the Pittsburgh area. Among these recommendations are the notions that leadership involvement is crucial to capacity-building engagement. In addition, Bies and Sinatra call for improved capacity in executive leadership transition planning. Not only is it important to train today’s nonprofit leaders to build capacity within their organizations, but to prepare the future leaders of the sector as well. Collaboration must be promoted among nonprofit leaders, capacity builders, and funders in order to improve capacity and the capacity-building industries (p. 35).

In sum, recurring themes in the recommendations for capacity building are (1) collaboration between nonprofits should be promoted, (2) the input of all key stakeholders (e.g. staff, board, funders, nonprofit executives, evaluators, and consultants) in the capacity-building process is required for effective performance measurement, (3) development of the board and staff are important elements, and (4) funders should support capacity-building evaluation mechanisms.

Conclusion

Research on the topic of nonprofit capacity building and infrastructure is a new field that is rapidly expanding. A byproduct of this accelerating growth is the absence of a uniform definition of capacity building. The research discussed in this literature review is intended to provide a background on nonprofit capacity building and assist in understanding the nonprofit infrastructure of Texas in comparison to the infrastructure of other states and geographic regions. Findings point to the need for capacity-building organizations to build a strong, successful, and sustainable nonprofit sector. The challenges facing the Texas nonprofit sector necessitate further research on the topic of capacity building at the state level.

Renz’s initial mapping of the U.S. nonprofit infrastructure was focused, “on producing information that will inform the next generation of development of the sector’s infrastructure” (2008, p. 18). Renz called for future research, suggesting that, “just as infrastructure is important at the national level, it is vital at local and state levels as well” (p. 18). He suggested that, “some states...have strong infrastructure organizations that extend their services to support local and grassroots nonprofits, others have less statewide infrastructure but strong local organizations that support the nonprofits of their individual communities, and still others have little infrastructure at all” (p. 18). More research is needed to understand the nonprofit infrastructure on a state level. This study is a direct answer to Renz’s call for increased research at the state level and will

augment the relatively small portion of state-level studies. It will also be the first study to use his infrastructure conception comparatively.

It is urgent for scholars to continue to further the discourse of nonprofit capacity building and infrastructure through theory (Boris, 2001). Scholars have a significant role in ensuring that capacity building remains a relevant and advanced research field, and scholars are needed to continue to disseminate knowledge of capacity building and the nonprofit infrastructure, particularly at the state level.

II. A NATIONAL COMPARISON OF NONPROFIT SECTORS

Introduction

In this section, a methodology for and results from a comparison of the size and scope of the nonprofit sectors in the 50 U.S. states is presented. The methodology is detailed below, and involves a comparison of state nonprofit sectors along five key dimensions: Nonprofit Organizations, Foundations, Nonprofit Infrastructure Organizations, State Associations and Social Capital. Based upon these five dimensions, the states are placed in a rank order representing the relative size and scope of the nonprofit sector, thereby facilitating a national comparison. Additional analysis focuses on understanding how the dimensions used by the researchers relate to each other. First, a correlation analysis provides information on how each of the five categories measuring nonprofit sector strength relate to each other. The second aspect of analysis focuses on exploring regional differences around the country.

This analysis supplements the literature by providing a comprehensive understanding of the relative size and scope of nonprofit sectors across the country. These results also serve as a foundation for further analysis of the nonprofit infrastructure presented in this report, including an analysis of all 50 states' nonprofit infrastructure and an in-depth analysis of eight key U.S. states' nonprofit infrastructures. As researchers and practitioners attempt to formulate strategies for improving the nonprofit infrastructure, identifying high performing states is an important first step. Below, the researchers report a systematic measurement and ranking of each state on the basis of size, scope, and performance, facilitating a national ranking and empirical identification of exemplar states.

Methodology

Nonprofit sector data were collected on all 50 states. Twenty-eight nonprofit sector variables were grouped into five categories: Nonprofit Organizations, Foundations, Nonprofit Infrastructure Organizations, State Associations, and Social Capital. The data chosen for the nonprofit sector analysis were collected from the National Center for Charitable Statistics (NCCS), the U.S. Census Bureau, GuideStar, the Corporation for National and Community Service, and other key government agencies. These data provide a snapshot of each state's nonprofit sector as a whole. For each nonprofit-related variable, a standard score (more commonly referred to as a z-score) was calculated using SPSS software. The conversion of variables to a standard score proved superior to raw numbers for two main reasons. First, comparison of variables was difficult because each variable uses a different scale. A standard normal distribution, where the mean is equal to zero and the standard deviation equals one, standardizes variables on different scales into one common scale. Standard scores allow for the addition of different variables so that a final score for the nonprofit sector can be determined. Second, some variables had outliers, creating a bias in the data and point calculation. Standardized scores negated the undesirable effects of outliers.

Chart 2: Variables Used to Calculate the Nonprofit Sector Score

Category	Variables Included	Source
Organizations	Nonprofits per square mile	NCCS and US Census Bureau
	Active filer nonprofits per 10,000 persons ²	NCCS
	Average revenue reported by active filers	NCCS
	Total NP sector revenue per capita reported per person	NCCS
	Total assets reported per person	NCCS
	Nonprofit share of the workforce	The Johns Hopkins Center for Civil Society Studies, 2004
Foundations	Foundations per 10,000 persons	NCCS and US Census Bureau
	Private foundations active filers per 10,000 persons	NCCS
	Private foundation's total revenue per person	NCCS
	Private foundation's total assets per person	NCCS
Nonprofit Infrastructure Organizations	T-category organizations per million persons	NCCS and US Census Bureau (July 2009)
	T-category assets per million persons	NCCS and US Census Bureau (July 2009)
	S50-category organizations per million persons	NCCS and US Census Bureau (July 2009)
	S50-category revenues per million persons	NCCS and US Census Bureau (July 2009)
	S50-category assets per million persons - Infrastructure score	NCCS and US Census Bureau (July 2009)
State Associations	Association revenue per filer	GuideStar
	Association assets per filer	GuideStar
	Association members per active filer	NCCS and Association Websites
	Association score	Subjective Survey of Association Websites
Social Capital	Volunteerism rates	Corporation for National & Community Service
	Average size of charitable contributions	NCCS
	Working with neighbors	Corporation for National Community Service
	Non-electoral participation in the political process	Corporation for National Community Service

² Active filers are registered nonprofit organizations who have filed the IRS Form 990 in the last three years (NCCS FAQ 2009).

To assure selection of appropriate variables measuring the nonprofit sectors, the researchers reviewed numerous reports from the Center on Nonprofits, the National Center for Charitable Statistics, and literature focusing on measures of the nonprofit sector. The variables chosen were consistent with the norms for measuring the size and scope of the sector, as presented in the Nonprofit Almanac.³

Chart 2 provides the categories and variables utilized to measure the Nonprofit Sector Score. Variables included in the Nonprofit Organizations category are intended to reflect the overall strength of each state's nonprofit sector. These measures focus on the number and size of nonprofits throughout each state; however, they do not capture the quality or types of services provided. Several measures use active filers as a unit of analysis; this refers to registered nonprofit organizations who have filed the IRS Form 990 in the last three years (NCCS, 2009c). Variables included in the Nonprofit Organizations score include the following: nonprofits per square mile, active filer nonprofits per 10,000 persons, average revenue reported by active filers, total revenue reported per person, total assets reported per person, and nonprofit share of the workforce.

The Foundations category was included because they represent a major category of infrastructure organizations within the Renz methodology. Variables used to measure the Foundations score include foundations per 10,000 persons, private foundations active filers per 10,000 persons, private foundation's total revenue per person, and private foundation's total assets per person. Similar to the measures used in the Nonprofit Organizations score, these variables reflect the size and number of foundations relative to a state's population. They do not demonstrate the types of organizations these foundations fund or the amount of funding these foundations provide.

One important component of determining the strength of a state's nonprofit sector is measuring the number and resources of infrastructure organizations that exist to build capacity. To measure the Nonprofit Infrastructure Organizations category, organizations were identified by their National Taxonomy of Exempt Entities (NTEE) code. The National Taxonomy of Exempt Entities Core Codes provides categories used to describe nonprofit service areas. The codes were developed by the National Center for Charitable Statistics in the mid 1980s to categorize nonprofit associations by self-reported primary mission areas (NCCS, 2009b). Refer to Appendix A for a full listing of NTEE codes.

Calculation of a state's Nonprofit Infrastructure Organization score measures the number and size of major T-category and S50 category organizations. The major T-category captures organizations focusing on nonprofit infrastructure and includes philanthropy, volunteerism, and grantmaking foundations. Organizations coded as S50 fall under the major S category titled Community Improvement and Capacity Building. More specifically, S50 organizations focus on nonprofit management and "technical assistance for nonprofit organizations who need management support in areas like board development; facility administration; fiscal

³ The nonprofit almanac examines trends of the nonprofit sector along four main dimensions, including: wage and employment trends, trends in private giving and volunteering, financial trends, and the size and scope of finances of public charities. Specific examples of variables used include nonprofit organization's share of GDP; nonprofit organization's share of the U.S. workforce; the number of nonprofit organizations; revenue, expenses, and assets of nonprofit organizations; and private contributions to nonprofit organizations (Wing, Pollack, & Blackwood, 2008).

administration; grant writing; personnel administration; program planning, development or evaluation; service delivery; volunteer utilization; or public relations” (NCCS, 2009b).

Specific variables utilized in the for the Nonprofit Infrastructure Organizations category include the following measures: T-category organizations per million persons, T-category assets per million persons, T-category revenue per million persons, S50-category organizations per million persons, S50-category revenues per million persons, and S50-category assets per million persons.

State associations are an integral part of this analysis because they typically serve or have the potential to serve as a capacity-building and coordinating entity for nonprofit organizations within their states. Many state associations offer free or low-cost services such as leadership training; managerial tools; software and other technology; in-person and online workshops on topics such as financial responsibility and managerial techniques; and access to group pricing on insurance and other benefits. Variables used for the strength of state associations are as follows: association revenue per filer, association asset per filer, association members per active filer, and association score.

Similar to the infrastructure score, the association score was qualitatively assigned. This was based upon several criteria, including amount and quality of resources available, number and participation level of members, policy education and advocacy, level on interaction with community through events, quality and frequency of training provided, and the range of benefits for members. Information was compiled by examining online resources, primarily the individual state association websites. Higher scores were given to associations that offered a variety of discounted and free resources to their members, had a range of upcoming training opportunities, were working to positively influence policy on behalf of their members, and overall appeared active in enhancing their state’s nonprofit sector. This could lead to imprecise results, as associations with active websites containing large amounts of information were more likely to receive a higher score. Based upon these findings, organizations were compared to each other and given a ranking of strong, average, or weak.

Social Capital measures were analyzed to examine links between social capital and the strength of the nonprofit sector. Putnam (1995) defines social capital as “features of social life—networks, norms, and trust—that enable participants to act together more effectively to pursue shared objectives” (p. 665). For the purposes of this study, volunteerism rates, average prevalence and size of charitable contributions, working with neighbors, and non-electoral participation in the political process were utilized to measure Social Capital. While the empirical evidence is mixed, a growing body of literature currently posits that social capital and civil society both lend themselves to a strong nonprofit sector: De Vita, Flemming, and Twombly (2001) point out that they encourage a sense of community and active citizenry involvement. Saxton and Benson’s (2005) findings demonstrate that political engagement has a “positive effect on the vibrancy of the nonprofit sector above and beyond the impact of the environmental and ecological⁴ variables normally studied in the organizational literature” (p. 32). Wollebaek and Selle (2002) further establish that multiple community involvements and even passive

⁴ Environmental and Ecological variables include measures such as preexisting organizational density, median-household income, unemployment, and levels of governmental spending

memberships in community organizations or associations have a positive influence on social capital.

To calculate the ranking for each of the five measurement categories, the standardized scores for each variable were summed to provide a composite score for each category. These five scores were then combined into one overall score representing the strength of each nonprofit sector. The states were then placed in rank order by their overall score, allowing comparison of the relative strength of each state's nonprofit sector.

Data Limitations

There are several limitations surrounding the data collected to measure both the Nonprofit Sector score (as calculated for this section of the paper) and the Nonprofit Infrastructure score (as used in the following section of the paper). Most importantly, the data reflects the relative size and scope of the sector, and does not demonstrate the type or quality of services provided. The largest data limitation surrounds this conceptualization of nonprofit sector “strength,” and it should be emphasized that strength reflects only the size and scope of the sector.

Several measures use active filers as a unit of analysis; this refers to registered nonprofit organizations who have filed the IRS Form 990 in the last three years (NCCS, 2009c). Thus, filer measurements carry an amount of error as they do not capture those nonprofits who fail to file. Examples of variables using the active filer distinction include several variables used to calculate the Nonprofit Organizations score. For example, active filer nonprofits per 10,000 persons and average revenue reported by active filers are both used within this measure.

The dataset also does not include religious organizations. Religious organizations have different filing requirements for taxes under IRS code. Thus, researchers were unable to obtain tax return information from these organizations. Religious organizations represent a major part of the nonprofit sector, and inclusion of these organizations will likely alter results. Furthermore, analysis focuses only on public organizations, and does not include entities such as for-profit firms who could have an impact on the sector. Thus, caution is advised when interpreting analysis and recognition that a various attributes of the sector are missing from the dataset.

Results and Analysis

Given the rank order of states' nonprofit sector score, the states were divided into three categories. Distribution was simplified, with the top third of states coded strong, the middle third coded average, and bottom third coded weak. Chart 3 provides results for the 50 states and the District of Colombia.

Chart 3: National Nonprofit Sector Rankings	
Ranking	States
Strong	District of Columbia, Delaware, Connecticut, New York, Minnesota, Massachusetts, Washington, Montana, Michigan, Maryland, Illinois, Rhode Island, New Hampshire, Oregon, Maine, North Carolina, Colorado
Average	Nebraska, Pennsylvania, Louisiana, North Dakota, Hawaii, New Jersey, Oklahoma, Utah, Wisconsin, California, Virginia, Idaho, Vermont, Arizona, Missouri, South Carolina, Iowa
Weak	Wyoming, Arkansas, Alabama, South Dakota, Alaska, Ohio, Texas , Indiana, Kansas, Nevada, Kentucky, Georgia, Florida, Tennessee, West Virginia, New Mexico
<i>Note:</i> States are listed in order of ranking within each category	

Correlations were run to further understand how each of the five categories used to measure the Nonprofit Sector are related to each other. Because the Nonprofit Organizations score used in this study is a broad measure for all nonprofit organizations, analysis focuses on how the Nonprofit Organizations score relates to the measures of Foundations, Nonprofit Infrastructure Organizations, State Associations, and Social Capital. Correlations will reveal two key findings. First, correlations will help discern if there is a relationship between the Nonprofit Organizations score and other measures. Second, this analysis will also reveal the direction of the relationship; for example, correlations will demonstrate if an increase in Nonprofit Organizations score is associated with an increase in the other measures of nonprofit strength. Conversely, correlation analysis could also show inverse relationships, meaning if Nonprofit Organizations score increases other measures of nonprofit strength could decrease.

These measures of nonprofit strength are rank order measures (i.e., from lowest ranking nonprofit sector to highest ranking sector). Thus, the correlation analysis known as Kendall's Tau-B was run because this test is specifically designed for variables that are in rank order. As in other correlation tests, results range from negative one to one. Positive scores indicate positive relationships, and negative scores demonstrate inverse relationships. A score of zero means there is no relationship, and as scores move away from zero, the relationship becomes stronger. In general, a score of +/-0.5 or higher suggests that a correlation exists.

Chart 4 provides results of the Kendall's Tau-B test. Foundations and Nonprofit Infrastructure scores are positively related to Nonprofit Organizations score, with correlation coefficients of 0.4253 and 0.489 respectively. Although small, these results are also statistically significant at the 0.00001 level. In other words, as Nonprofit Organizations score increases, so do the Foundations and Nonprofit Infrastructure Organizations scores. As described in the methods section above, these three measures are composite scores for several variables. The specific

variables focus on the number and size of organizations within each category (refer to Chart 2 for full list of variables).

Correlation analysis thus reveals that as the number and size of nonprofit organizations increases, so does the number and size of foundations and nonprofit infrastructure organizations. It is important to note that correlation does not indicate causation; in other words, one is unable to ascertain from this result if one variable has a direct influence on the other. For example, it is unknown if growth in foundations and nonprofits organizations influences nonprofit infrastructure or vice versa. This finding, however, reinforces the interrelatedness of foundations, nonprofit infrastructure organizations, and nonprofits, and may help in a) understanding variation across states, and b) possible courses of action, in consideration of the composition of exemplar nonprofit sectors versus weak nonprofit sectors. This finding also has the potential to be especially uplifting for both foundations and nonprofit infrastructure organizations, which often focus on elevating the nonprofit sector within their communities.

Chart 4: Correlations of Nonprofit Sector Strength					
	Nonprofit Organizations	Foundations	Nonprofit Infrastructure	Social Capital	State Associations
Nonprofit Organizations	1				
Foundations	0.4253* 0.0000	1			
Nonprofit Infrastructure	0.4890* 0.0000	0.6196* 0.0000	1		
Social Capital	0.1608 0.1011	0.1543 0.1158	0.1592 0.1046	1	
State Associations	.0354 0.7334	.0561 0.5857	.0664 0.5175	0.1130 0.2683	1
<i>Note:</i> The first value listed in each cell represents the correlation coefficient, the second value is the p-value <i>Note:</i> An * indicates a relationship that is statistically significant					

As both Foundations and Nonprofit Infrastructure scores are composite measures composed of several different variables, an in-depth analysis was also conducted to discern the effects of individual variables used to measure the Foundations Score and Nonprofit Infrastructure Score

on the Nonprofit Organizations score. Chart 5 provides a correlation analysis between Nonprofit Organizations score and the individual variables used to calculate Foundations score. Three of the five variables are positively correlated and statistically significant at the 0.01 level, including active filer foundations per 10,000 persons; total foundation revenue per person; and total foundation assets per person. The number of nonprofit filers per foundation and the number of foundations are not related to the Nonprofit Organizations score. This indicates that the number and size of foundations relative to the population has the largest effect on the number and size of nonprofit organizations (or the Nonprofit Organizations score). This result, combined with the previous results on inter-relatedness among nonprofit infrastructure, foundations, and nonprofit organizations, also might reinforce the idea of “nonprofit carrying capacity” introduced by Paarlberg and Varda (2009) and reviewed in this report’s literature section. The authors propose that relationships among nonprofits and other organizations, such as foundations, affect the capacity of a nonprofit community.

Chart 5: Correlation of Nonprofit Organizations Score with Individual Foundations Score Variables						
	Nonprofit Organizations Score	Number of Foundations	Nonprofit Filers per Foundation	Active Filer Foundations per 10,000 persons	Foundation Revenue per person	Foundation Assets per person
Nonprofit Organizations Score	1					
Number of Foundations	.0335 0.7379	1				
Nonprofit Filers per Foundation	.0612 0.5359	-0.8008* .0000	1			
Active Filer Foundations per 10,000 persons	0.4318* .0000	.0269 0.7889	0.1265 0.1977	1		
Foundation revenue per person	0.2833* .0038	-.0400 0.6880	.0661 0.5034	0.4955* .000	1	
Foundation assets per person	0.3714* .0001	-.0269 0.7889	.0629 0.5250	0.5804 .0000	0.6833* .0000	1
<p><i>Note:</i> The first value listed in each box represents the correlation coefficient; the second value is the p-value.</p> <p><i>Note:</i> An * indicates a relationship that is statistically significant.</p>						

Chart 6 demonstrates the correlation results between the Nonprofit Organizations score and the variables used to calculate Nonprofit Infrastructure score. All variables measuring Nonprofit Infrastructure Organizations score are positively correlated with the Nonprofit Organizations score. This indicates that increasing any aspect of the Nonprofit Infrastructure Organizations

score could have a positive impact on the number and size of nonprofit organizations. These results are especially intuitive, as nonprofit infrastructure organizations seek to support nonprofits within their community. However, one cannot confidently infer that increasing nonprofit infrastructure automatically increases the size and scope of the nonprofit sector from these results. Correlation only demonstrates that variables move together, and cannot discern which variable is influencing the other. Does a large nonprofit sector drive the development of a strong nonprofit infrastructure, or does the presence of a robust nonprofit infrastructure lead to increased size and scope of nonprofit organizations?

Chart 6: Correlations of Nonprofit Organizations Score with Individual Nonprofit Infrastructure Organizations Score Variables

	Nonprofit Organizations Score	T-category Organizations per million persons	T-category Revenue per million persons	T-category Assets per million persons	S50-category organizations per million persons	S50-category revenue per million persons	S50-category assets per million persons
Nonprofit Organizations Score	1						
T-category Organizations per million persons	0.4890* .0000	1					
T-category Revenue per million persons	0.3747* .0001	0.4318* .0000	1				
T-category Assets per million persons	0.4188* .0000	0.5216* .0000	0.7143* .0000	1			
S50-category organizations per million persons	0.3257* .0009	0.3829* .0001	0.2914* .0029	0.3584* .0002	1		
S50-category revenue per million persons	0.3812* .0001	0.3176* .0012	0.3273* .0008	0.3273* .0001	0.3927* .0001	1	
S50-category assets per million persons	0.3159* .0012	0.2359* .0160	0.3208* .0010	0.3192* .0011	0.3306* .0007	0.6539* .0000	1

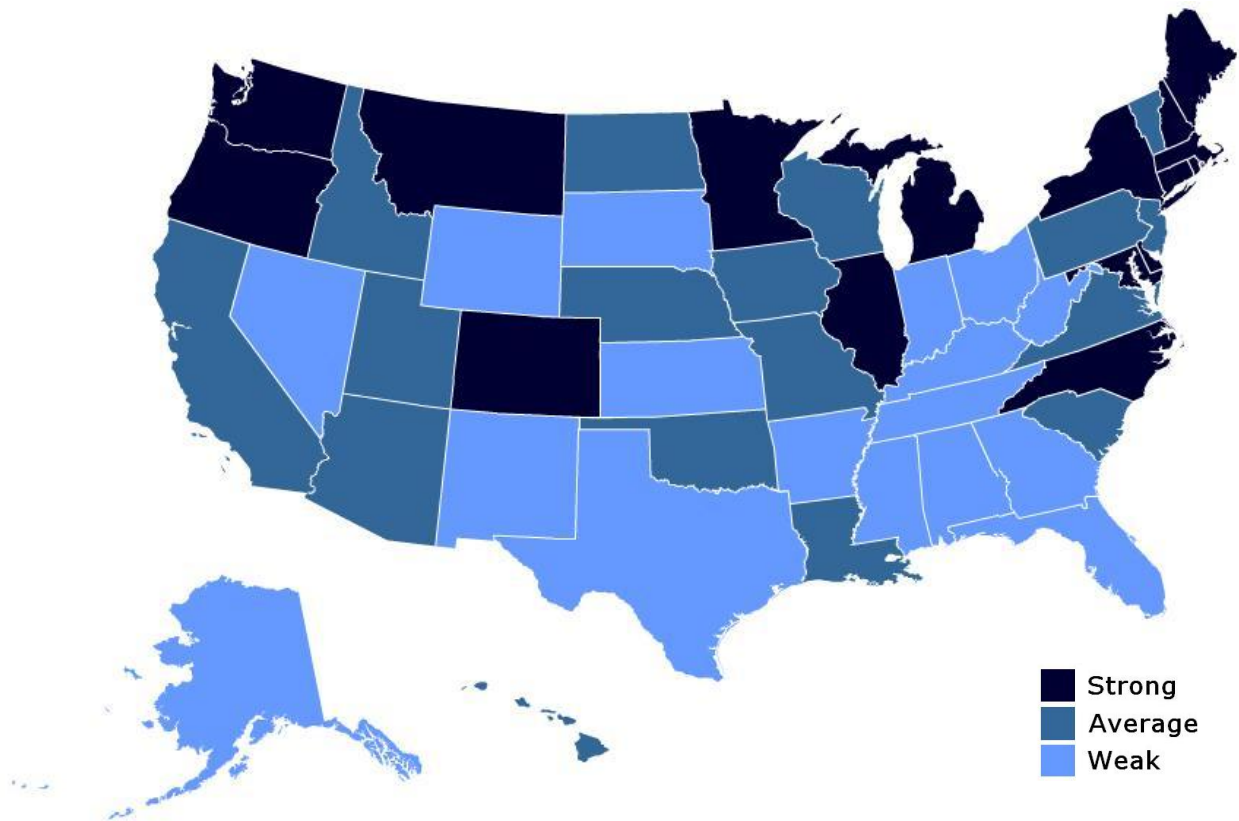
Note: The first value listed in each box represents the correlation coefficient, the second value is the p-value

Note: An * indicates a relationship that is statistically significant

Nonprofit Sector by Region

To provide a better picture of the nonprofit landscape, the states' Nonprofit Sector rankings were mapped. Figure 1 provides results, showing states categorized as strong, average, or weak. This map reveals clear regional patterns: most strong states are located in the northern half of the United States and weak states are predominantly in the South. In particular, the Southeast region comprises primarily weak states. Texas is surrounded by average to low ranking states, with few strong states in proximity. Given the regional differences, a more detailed regional analysis was conducted.

Figure 1: State Nonprofit Sector Strength Map



Regions and divisions as defined by the US Census Bureau were utilized. Please refer to Figure 2 below for a map of specific regions and divisions.

Figure 2: Regions and Divisions of the United States

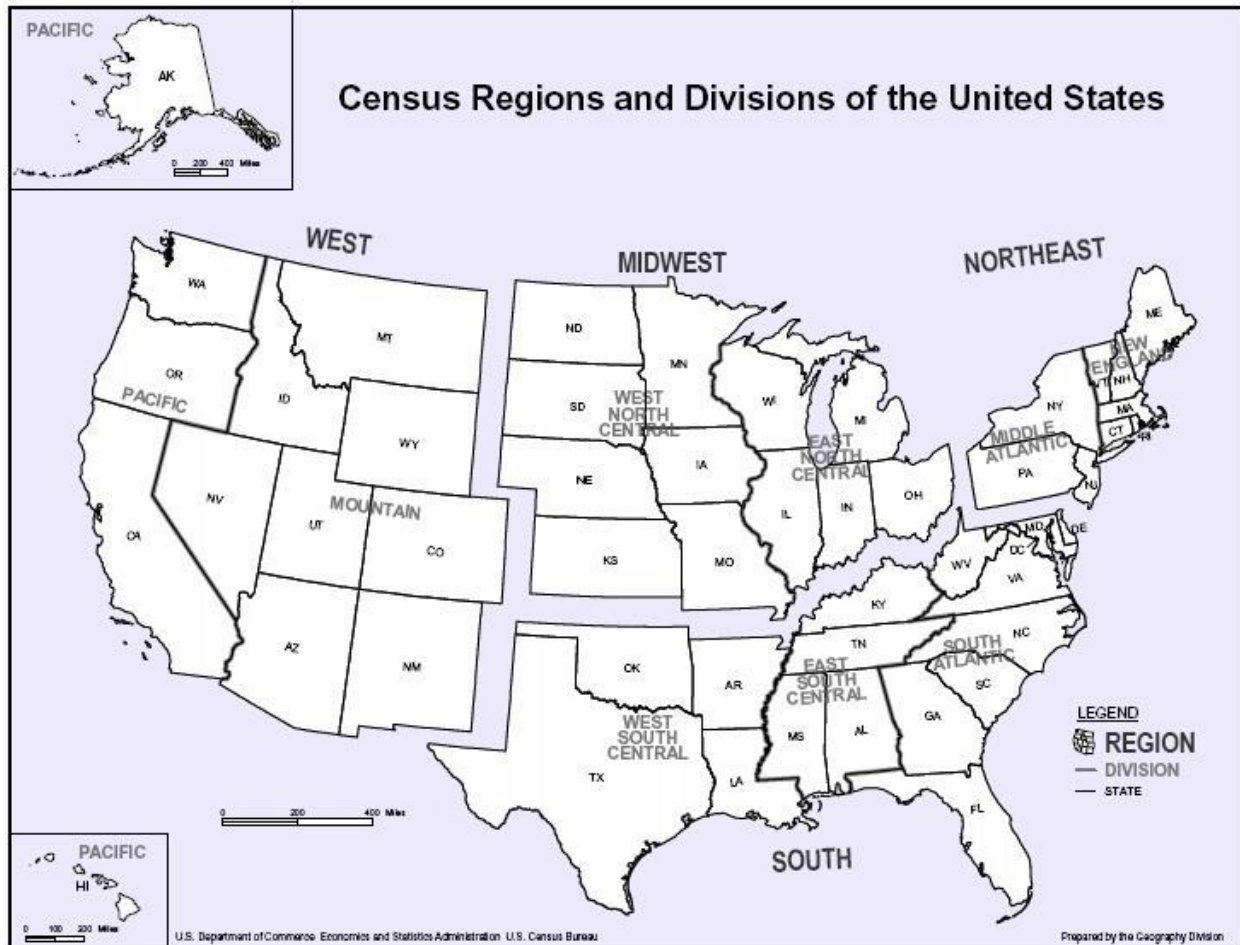


Figure 3 shows average results by region. The values assigned are the average z-score of each region, which represent the number of standard deviations each region's average score falls from the mean within a normal distribution. Standardizing scores is necessary for interpretation when original scales vary from one another and comparison is needed. Thus, regions with a negative score are below average, regions with a positive score are above average, and those with a score of zero have an average score. Results confirm observations from Figure 1; the Northeast exhibits the highest average while the South is the lowest.

Figure 3: Nonprofit Sector Strength Score by Region

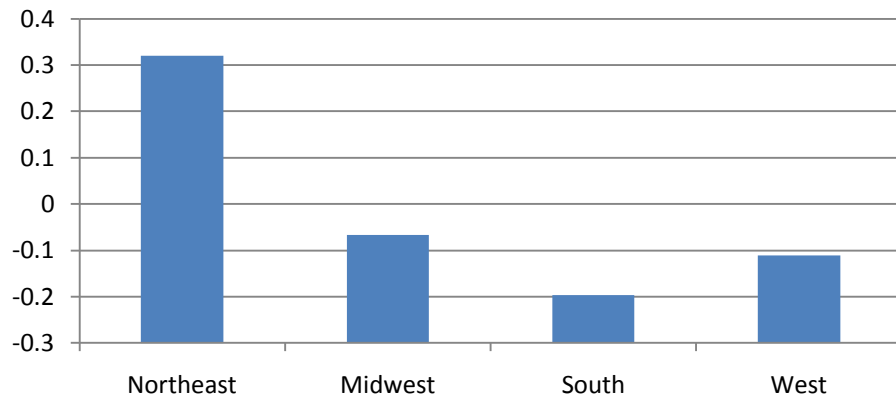
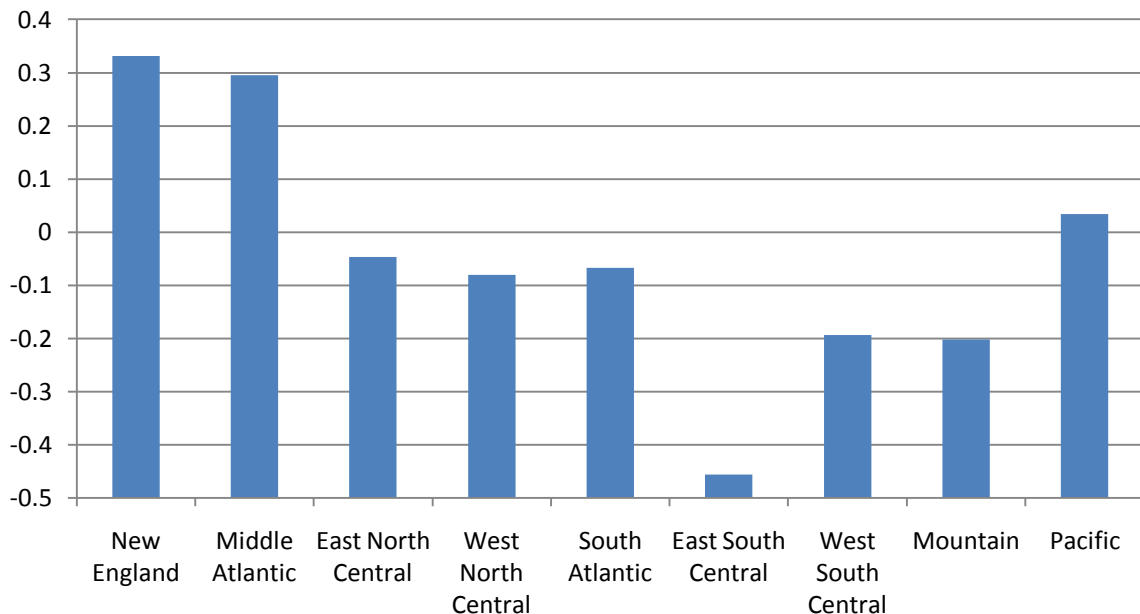


Figure 4 provides a more detailed analysis, with scores separated by division. Again, results represent each division's z-score. Both New England and the Middle Atlantic rank high, representing the only two divisions falling above average. The East South Central is the lowest ranking division. The division where Texas is located, West South Central, ranks relatively low.

Figure 4: Nonprofit Sector Strength Score by Division



This research demonstrates that there are significant differences between the nonprofit sectors when comparing regions: the southern region is subordinate to the northeastern and western regions when measuring characteristics of a developed nonprofit sector. However, two major data limitations can explain these differences. First, the dataset does not include religious organizations, which constitute a major portion of the nonprofit sector. The analysis

demonstrates that the South, an area commonly associated with a prevalence of religious organizations, is the weakest. It is possible this region looks to religious organizations for many common nonprofit services, helping to explain the apparent weakness of this region in the analysis. Research brings further insight to these assumptions. The General Social Survey has been conducted annually since 1972 across the United States by the National Opinion Research Center: the survey sheds light on Americans views of social issues. For the 2008 survey, respondents were asked how strong they consider their religious preferences. Results suggest that more individuals consider themselves highly religious in the south; 29.9% of individuals indicated strong religious beliefs in the Northeast while 41.8% answered strong for religious beliefs in the South (Association of Religious Data Archives, 2008). While this data does not provide the actual number of religious organizations within a region, it does provide a snapshot of the prevalence of individuals relying on religious organizations throughout regions of the United States. Second, the data does not take into account the age of the sector. Analysis during the qualitative portion of this paper suggests that states with older nonprofit sectors tend to be stronger. This could explain the strength of the Northeast region in the analysis.

As an additional explanation to these differences, previous research has credited regional differences of the nonprofit sector to the demand and need for nonprofit services; a community with a high need will have more nonprofits that advocate and address the specific needs. This argument, however, is discredited by studies indicating that there is only a small portion of nonprofits that advocate and address these specific community needs (Gronjberg, 1990).

More recent analyses of variation between nonprofit sectors in regions and communities suggest that the differences are in relation to community structures and availability of nonprofit resources (Gronjberg & Paarlberg, 2001). The availability of nonprofit resources applies to the nonprofit support infrastructure. Thus, regions and states with adequate organizations existing to support, improve, and provide resources to the nonprofit sector are likely to have a stronger sector (Renz, 2008). The correlation research undertaken in this study further emphasizes the Gronbjerg findings and the Renz propositions.

Additional research also attributes differences in nonprofit sectors to three factors: nonprofit need, capacity, and entrepreneurship. Nonprofit need “reflects local social, economic, cultural and welfare requirements resulting from place specific factors such as economic development, history, discrimination, lack of access to alternative services, and the aesthetic needs of the community” (Wilson, 1989, p. 11). While nuances affecting regional nonprofit needs are potentially infinite, some common variables measuring variation in need include unemployment rates, at-risk population, and legal regulations affecting nonprofit organizations (Wilson, 1989). Capacity can be conceptualized as the ability of a nonprofit community to respond to needs and is “determined by access to financial and volunteer resources” (Wilson, 1989, p. 14). Features influencing capacity include factors such as foundation giving, government support, and availability of capital. Lastly, high entrepreneurship describes a culture of proactive individuals within a community taking initiative to create and manage nonprofit organizations. Wilson (1989) points out that “locations where individuals recognize needs and seek resources for production will generate nonprofit production, but when needs and resources may be available without co-ordination there is unlikely to be a response” (p. 21). In sum, these three factors can be conceptualized as the pieces needed within a community for nonprofits to flourish, including

nonprofits' demand for services (need); the ability of nonprofits to form and function (capacity); and the individuals willing to manage nonprofit organizations (entrepreneurship).

Studies further assert that nonprofit need, capacity, and entrepreneurship can be affected by social, economic and political factors (Wilson, 1989). For example, studies have found that the southern region has the lowest rate of giving to charities, but the highest contribution rate to religious nonprofits. On the other hand, the northeast coast has the highest regional participation rate for giving, but the lowest rate for donations to religious affiliations (Giving USA, 2005). Social and political cultures are likely to affect this difference in giving. The strength of northeastern and western nonprofit sectors in the research could be explained by the regions having social, economic, and political factors that are associated with greater nonprofit need, strengthening the capacity of nonprofits, and encouraging education and innovation within the nonprofit sector. Although difficult to frame deterministically, regional differences in combination with correlation findings in this research further paint a picture in which the presence of institutional philanthropy (i.e., foundations) relates to nonprofit sector size and scope.

Key Findings

- Texas has a weak Nonprofit Sector score, ranking number 42 in the country.
- When ranking the states on the basis of five Nonprofit Sector categories, states tend to have similar rankings in all five categories.
 - For example, Texas ranks low for Nonprofit Organizations, Foundations, Nonprofit Infrastructure, and State Associations scores.
- Correlation analysis among five Nonprofit Sector categories reveals that Foundations and Nonprofit Infrastructure Organizations scores are positively correlated with the Nonprofit Organizations score.
- Mapping all 50 states on the basis of Nonprofit Sector rankings reveals several regional patterns across the country.
 - The Northeast has the strongest average Nonprofit Sector ranking.
 - The South has the weakest average Nonprofit Sector ranking.
 - The literature posits that these differences could be attributed to several regional characteristics, including demand for nonprofit services; community structure; nonprofit need; capacity; and entrepreneurship.

III. A NATIONAL COMPARISON OF NONPROFIT INFRASTRUCTURE

Introduction

To facilitate a greater understanding of the nation's nonprofit infrastructure utilizing the Renz framework (2008), the strength of the nonprofit infrastructures of all 50 states is assessed and compared. The previous section focuses on *the nonprofit sector* as a whole, of which nonprofit infrastructure is one aspect. The analysis hones in upon nonprofit infrastructure and allows for an in-depth analysis of solely the nonprofit infrastructure.

Previous research on nonprofit infrastructure lacks an empirical methodology to measure nonprofit infrastructure. The researchers thus present an original method for measuring nonprofit infrastructure. Results are then analyzed and reported on a national and regional basis. A correlation analysis is also presented, to further discern how nonprofit infrastructure is related to measures of social capital. An alpha reliability analysis is conducted on the de novo additive measure of nonprofit infrastructure developed in this study. Results of the reliability test demonstrate an acceptable level of reliability; this indicates that the underlying measures used to rank the Nonprofit Infrastructure are appropriate measures of the concept of nonprofit infrastructure. The development of this de novo Nonprofit Infrastructure scale is not only instrumental for the goals of this research, but represents a significant contribution to the literature on nonprofit infrastructure.⁵ The sum of these analyses provides further insight to variations in nonprofit infrastructures across the country, and will aid researchers and practitioners in understanding how nonprofit infrastructure can be improved.

Methodology

To measure the nonprofit infrastructure of each state, nonprofit infrastructure organizations were determined using NTEE T-category common codes and S50-category organizations. The T-category includes philanthropy, volunteerism, and grantmaking foundations focusing on nonprofit infrastructure. The S-category is titled "Community Improvement and Capacity Building," and refers to those organizations providing other nonprofit organizations with management and technical assistance in areas such as board development, facility administration, fiscal administration, personnel administration, grant writing, program planning, service delivery, and volunteer utilization (NCCS, 2009b). Refer to Appendix A for a complete list of NTEE common codes.

A nonprofit infrastructure score for each state was calculated using three sub-scores: Nonprofit Infrastructure Organizations, Nonprofit Infrastructure Revenue, and Nonprofit Infrastructure Assets. Chart 7 shows each of the sub-scores and variables used in calculation. Specifically, Nonprofit Infrastructure Organizations score measures the number of nonprofit infrastructure organizations per 10,000 residents. The Nonprofit Infrastructure Revenue score rates all states by the average nonprofit infrastructure organization revenue per 10,000 residents. The Nonprofit Infrastructure Assets score ranks states by the average nonprofit infrastructure organizations'

⁵ De novo indicates that the measure for nonprofit infrastructure as presented in this report was developed by the researchers and that measures of nonprofit infrastructure have not been previously utilized. In other words, this method represents the first attempt by any researcher to empirically measure the concept of nonprofit infrastructure.

assets per 10,000 residents. Values were calculated for each sub-score, ranging from one to five. Within each sub-score, a five was given to the top quintile; a four was given to the second quintile; a three was given to the third quintile; a two was given to the fourth quintile, and one was given to the bottom quintile. Thus, sub-scores indicate the following: 1 indicates very weak, 2 weak, 3 average, 4 strong, and 5 very strong.

The Nonprofit Infrastructure score is an additive score of the three sub-scores: Nonprofit Infrastructure Organizations, Nonprofit Infrastructure Revenue, and Nonprofit Infrastructure Assets. Given that each sub-score has a range of 1 to 5, the additive score for Nonprofit Infrastructure has a possible range of 3 to 15. That is, a state with a strong overall Nonprofit Infrastructure Score has a large number of nonprofit infrastructure organizations with a large amount of revenue and assets, relative to the population.

To ensure measurement reliability, Cronbach's alpha was calculated at 0.87. This test measures how the concepts tie together, indicating that the three sub-scores are internally consistent and represent a statistically reliable measurement of the concept of nonprofit infrastructure. In social science research an alpha value greater than 0.70 indicates an acceptable level of reliability.

Chart 7: Variables included in the Nonprofit Infrastructure Score		
Sub-Score	Measurement	Source
Nonprofit Infrastructure Organizations	The number of nonprofit infrastructure organizations per 10,000 residents	NCCS & US Bureau of the Census, in July 2009
Nonprofit Infrastructure Revenue	The average nonprofit infrastructure organization revenue per 10,000 residents	NCCS & US Bureau of the Census, in July 2009
Nonprofit Infrastructure Assets	The average nonprofit infrastructure organizations' assets per 10,000 residents	NCCS & US Bureau of the Census, in July 2009

Results and Analysis

Based on the Nonprofit Infrastructure score results, states were separated into categories of strong, average and weak according to their Nonprofit Infrastructure score. States with Nonprofit Infrastructure scores from 3 to 7 had at least two weak sub-categories and were thus coded as weak. States scoring 8 to 10 points were coded as average, because they had an array of weak, average, and strong sub-categories. Those scoring 11 and above were coded as strong as they had a least two strong sub-scores and one average. Chart 8 provides results for all 50 states, separated as either strong, average, or weak.

Chart 8: Nonprofit Infrastructure Score Results		
Ranking	Score	States
Strong	15	Connecticut, Delaware, Massachusetts, Nebraska, New York, Rhode Island
	14	New Jersey
	13	Minnesota, Oklahoma, Pennsylvania
	12	Hawaii, Illinois, Washington
	11	Colorado, Maryland, Michigan, Nevada, Wisconsin, Wyoming
Average	10	California, North Carolina, Ohio, Vermont
	9	Indiana, Iowa, Maine, Montana, Oregon
	8	Alaska, Kansas, Missouri, Utah, Virginia
Weak	7	Arkansas, Florida, Georgia, Texas
	6	Idaho, New Hampshire, South Dakota
	5	Tennessee
	4	Alabama, North Dakota
	3	Arizona, Kentucky, Louisiana, Mississippi, New Mexico, South Carolina, West Virginia
Note: States within each row are listed in alphabetical order		

The Nonprofit Infrastructure by Region

Figure 5 maps the states' Nonprofit Infrastructure scores. Similar to findings for the Nonprofit sector analysis, mapping states as strong, average, and weak reveals clear regional differences. Thus, Nonprofit Infrastructure score is further analyzed by region to identify any geographic patterns and variation. Regions were again determined using the current US Census Bureau classifications, which includes four regions and nine divisions. Refer to Appendix B for a detailed map of US Census regions and divisions.

Figure 5: Mapping the Nonprofit Infrastructure Score

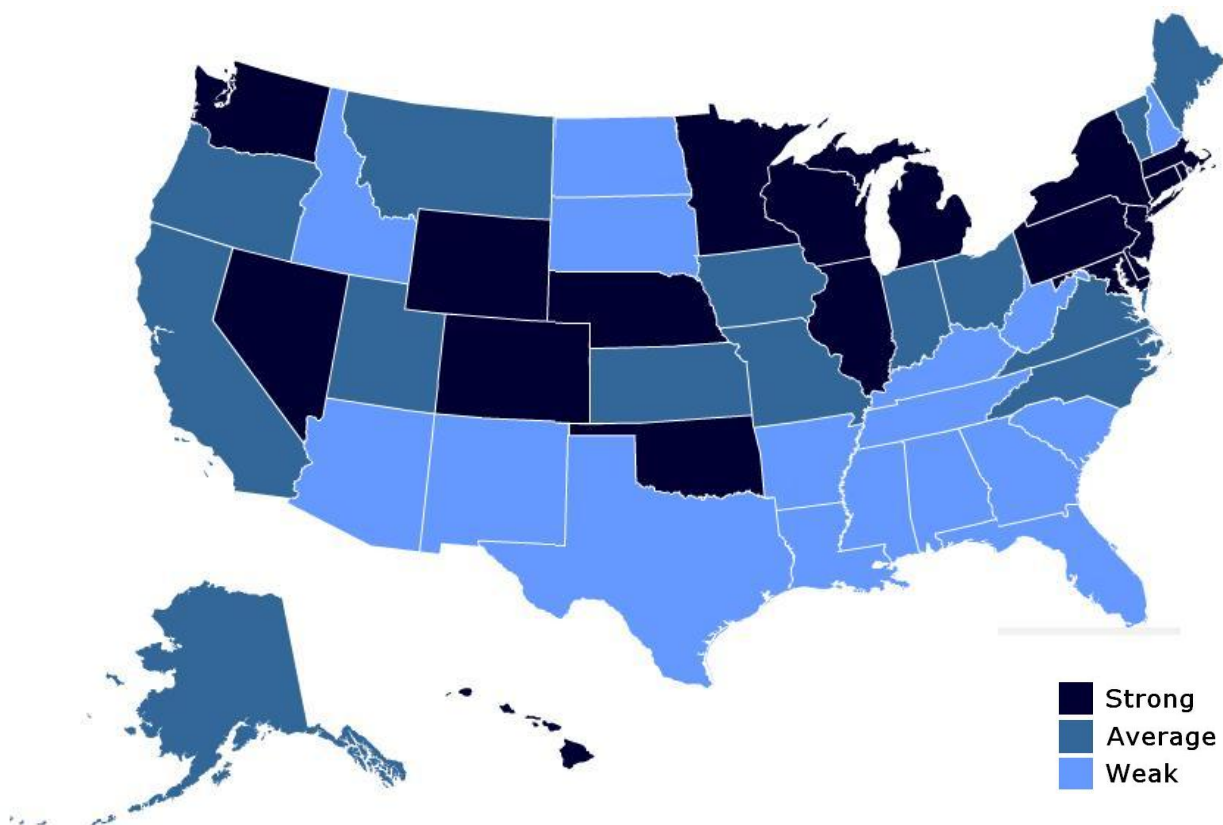
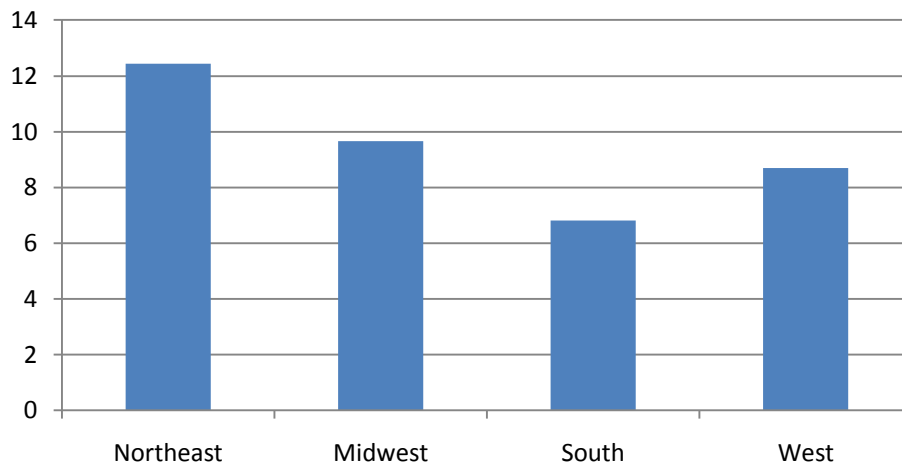


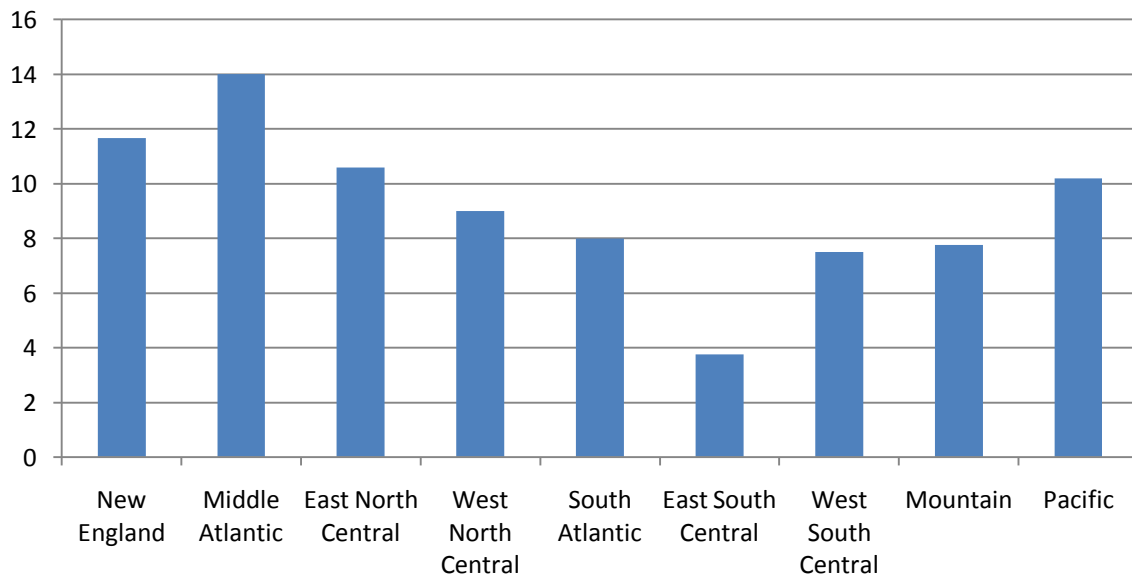
Figure 6 shows the average nonprofit infrastructure score by region. The Northeast has the highest average nonprofit infrastructure score with a value of 12.44. The South has the lowest average with just 6.81. Most southern states have low scores; Texas scores only 7. Analysis of variance (ANOVA) shows that the difference between the mean scores of the Northeast and the South is statistically significant at the 0.001 level. This indicates a regional imbalance, in particular, between the Northeast and the South regions.

Figure 6: Mean Infrastructure Score by Region



Nonprofit infrastructure scores are further analyzed by divisions. Figure 7 shows the divisional differences of nonprofit infrastructure strength. The most divergent results were between division in the southern and northeastern regions. In the South, the East South Central division has the lowest infrastructure score with an average of just 3.75. The South Atlantic and West South Central regions have average scores, with an 8 and 7.5 respectively. However, the individual nonprofit infrastructure scores of states within these two divisions are still weak or average. In the Northeast, nonprofit infrastructure is stronger than that of the South. Among the Northeast division, however, states in New England have the lowest infrastructure scores.

Figure 7: Nonprofit Infrastructure Strength Score by Division



Correlation Analysis

As demonstrated above, a scale measuring the relative strength or weakness of nonprofit infrastructure was defined. Alpha reliability analysis showed that the scale was reliable in measuring the general concept of nonprofit infrastructure. Because this research breaks new ground and develops new measurement techniques, it is also important to examine the linkages between larger measures of the nonprofit sector, such as social capital, with the nonprofit infrastructure score.

Many nonprofit sector and social capital attributes are hypothesized to affect the strength of nonprofit infrastructure. To reveal possible linkages, a correlation analysis was conducted between the infrastructure score and variables used to calculate the nonprofit sector analysis. Variables analyzed include volunteerism, charitable contributions, per capita income, and work with neighbors.⁶

Chart 9: Correlation Analysis for Nonprofit Infrastructure Score & Social Capital					
	Infrastructure Score	Volunteerism	Charitable Contributions	Per Capita Income	Work with neighbors
Infrastructure Score	1.0000				
Volunteerism	0.1347 (0.3509)	1.0000			
Charitable Contributions	0.3002* (0.0342)	0.8162** (0.0000)	1.0000		
Per Capita Income	0.6478** (0.0000)	0.0133 (0.9271)	0.2276 (0.1119)	1.0000	
Work with neighbors	0.0639 (0.6569)	0.7779** (0.0000)	0.6420** (0.0000)	0.0187 (0.8974)	1.0000
Significance levels in parentheses. *Significant at 5%; **significant at 1% (two-tailed test).					

Correlation results provided in Chart 9 show that the relationship between the infrastructure score and charitable contributions is statistically significant at the 0.05 level. Charitable contributions are associated with a strong nonprofit infrastructure. The general direction of the relationship is positive, meaning that as charitable contributions increase, so does the strength of the nonprofit infrastructure. On the surface, these results are intuitive, as large amounts of

⁶Refer to the methodology section of the National Comparison of Nonprofit Sectors for a thorough explanation of Social Capital's hypothesized relationship to the nonprofit sector and a rationale for variable selection.

financial giving are associated with financial resources, suggesting a strong nonprofit infrastructure. However, correlation analysis cannot fully support this inference, as many other factors could also influence both nonprofit infrastructure and charitable contributions. For example, this information does not prove that charitable contributions are directed towards nonprofit infrastructure; they could primarily be directed towards religious organizations, or some other measure not captured within this data set. Also, it does not indicate if strong nonprofit infrastructure encourages more charitable contributions, or vice versa. This information does, however, suggest that a relationship exists between the measures of nonprofit infrastructure and charitable contributions.

The infrastructure score is also positively related to income per person; the relationship is significant at the 0.01 level. Although correlation does not signify causation, it can be inferred that a state with a higher per capita income is more likely to have a strong nonprofit infrastructure. It should further be noted that there is no relationship between per capita income and charitable contributions. This indicates that although higher charitable contribution and per capita income is ideal, the positive effects of one can outweigh the negative effects of the other, and vice versa. For example, higher charitable contributions could help establish a strong nonprofit infrastructure even in a state with low per capita income. Similar to the relationship between nonprofit infrastructure and charitable contributions, these results must be tempered with the observation that correlations imply relationships and not causal mechanisms. Thus, while per capita income varies positively with nonprofit infrastructure, this analysis does not suggest that per capita income leads to or causes a stronger nonprofit infrastructure.

Although volunteerism is not directly related to infrastructure score, it is positively and closely related to charitable contributions; its correlation coefficient is greater than 0.8. This indicates that volunteerism is indirectly related to the infrastructure score. As the volunteerism rate increases, more charitable contributions are collected, and the financial standing of the nonprofit infrastructure can improve. These results are consistent with the literature, which suggests that poor volunteer involvement is often a characteristic of a weak nonprofit infrastructure. A research study on the nonprofit and voluntary labor force found that as funding to nonprofit agencies fell, volunteer involvement also decreased significantly (Community Development Halton, 2006). Furthermore, when nonprofit infrastructures are not properly funded, this results in reductions of volunteers and staff, who provide critical services to the nonprofit infrastructure.

Key Findings

- The first method to systematically measure nonprofit infrastructure was developed in this study. Alpha reliability test of this measure reveals it is internally consistent and an appropriate measure of the concept of nonprofit infrastructure.
- Division of states into strong, average, and weak nonprofit infrastructure categories reveals similar results to those found in the nonprofit sector analysis. For example, Texas has both a weak nonprofit sector score and a weak nonprofit infrastructure score.
- Regional analysis reveals similar geographic results for the Nonprofit Infrastructure score and the Nonprofit Sector score, suggesting a possible relationship between these two measures.
- When examining regions, the Northeast has the strongest nonprofit infrastructure and the South has the weakest. The difference between the average scores of these two regions is statistically significant.
- Charitable contributions and per capita income are positively correlated with nonprofit infrastructure. This suggests that increasing either of these variables (e.g., implementing strategies to increase charitable giving and to improve per capita income) might help strengthen the nonprofit infrastructure. Volunteerism rates are indirectly related to nonprofit infrastructure, as they are positively correlated with charitable contributions. Thus, investments in volunteerism also represent a possible strategy to improve nonprofit infrastructure.

IV. A MULTI-STATE COMPARISON: WHERE DOES TEXAS RANK?

Introduction

In this section, the researchers carry out a detailed comparative analysis of Texas with seven other U.S. states. Specifically, Minnesota, Michigan, California, Florida, New York, Oklahoma, and Louisiana were selected as comparison states. In the narrative that follows, the researchers describe the state selection criteria and method, based on analysis of the five categories used to measure the Nonprofit Sector, using the same categories used in the U.S. comparison of nonprofit sector. These categories include Nonprofit Organizations, Foundations, Nonprofit Infrastructure Organizations, States Associations, and Social Capital.

A spectrum from weak to average to strong rankings were established to facilitate comparison and state selection, and captured varied nonprofit sectors and nonprofit infrastructures throughout the U.S. Analysis across a wide spectrum of criteria also illuminates if individual categories are reflected in the overall nonprofit score. This comparative analysis of Texas and seven other state nonprofit sectors will provide the basis for making recommendations to improve the Texas nonprofit infrastructure.

Methodology

Three criteria were used in selection of comparison states: demographic characteristics similar to Texas, Nonprofit Sector scores, and Nonprofit Infrastructure scores. Special consideration was given to states that were demographically similar to Texas because recommendations may be more easily adopted in Texas if comparison states are demographically similar. Demographic variables include distribution of poverty level, population density, age distribution, race distribution, nonprofit service areas, per capita GDP, per capita personal income, unemployment rate, and persons below the poverty line. Data was collected from the United States Census Bureau, the United States Bureau of Economic Analysis, the United States Bureau of Labor Statistics, and The National Center for Charitable Statistics.

A diversity of states with a strong, average, and weak Nonprofit Sector and Nonprofit Infrastructure scores were selected for comparison purposes. An analysis of the characteristics of strong states will be used to make recommendations for improving the Texas nonprofit infrastructure. Minnesota, Michigan, and New York were identified as exemplar states, ranking high for both Nonprofit Sector and Nonprofit Infrastructure scores. California, Oklahoma and Louisiana are ranked as average states with varying rankings for Nonprofit Sector and Nonprofit Infrastructure score. Florida is a low ranking state, with weak scores for both Nonprofit Sector and Nonprofit Infrastructure scores. Louisiana and Oklahoma were also selected due to their demographic similarity and proximity to Texas. California was additionally selected due to similarities in land mass and population. Chart 10 provides a detailed rationale for selection of each of the seven chosen states.

Chart 10: State Selection Rationale			
State	Nonprofit Sector Score	Nonprofit Infrastructure Score	Additional Considerations
Minnesota	Strong	Strong	▪ Exemplar State
Michigan	Strong	Strong	▪ Exemplar State
New York	Strong	Strong	▪ Exemplar State
California	Average	Average	▪ Average State ▪ Land Mass Similar to Texas
Oklahoma	Average	Strong	▪ Average State ▪ Proximity to Texas ▪ Demographic Similarity to Texas
Louisiana	Average	Weak	▪ Average State ▪ Proximity to Texas ▪ Demographic Similarity
Florida	Weak	Weak	▪ Weak State ▪ Demographic Similarity

Results and Analysis

Demographic Comparison across the Eight States

In terms of demographic characteristics, the selected states vary in degrees of similarity or dissimilarity to Texas. As stated above, demographic characteristics examined include the following:

- Distribution of metropolitan areas (US Census Bureau, 2004)
- Population density (US Census Bureau, 2009)
- Age distribution (Urban Institute and Kaiser Commission on Medicaid and the Uninsured 2009, 2010)
- Race distribution (Urban Institute and Kaiser Commission on Medicaid and the Uninsured 2009, 2010)
- Nonprofit service areas (NCCS, 2009a)
- Per capita GDP (Bureau of Economic Analysis, 2009)
- Per capita personal income (Bureau of Economic Analysis, 2009)

- Unemployment rate (Bureau of Labor Statistics, 2009)
- Persons below the poverty line (US Census Bureau, 2008)

These variables were utilized because the amount of demand and community support for the nonprofit sector is directly related to these demographic variables. For example, Graddy and Wang (2009) found that communities with low poverty rates give more to nonprofits, as well as densely populated communities. Saxton and Benson (2005) agreed, saying “communities that have greater median household incomes and lower unemployment rates experienced the fastest rates of growth in their not-for-profit sectors” (p. 31). Within the nonprofit sector itself, Saxton and Benson found that a preexisting density of nonprofit organizations was associated with a greater increase in new nonprofits.

When assessing demographic measures for individual states, Minnesota has the lowest number of persons below the poverty level (9.6%), while all other states range from 13 to 17%. Texas falls in the middle at 15.8%. In terms of population density, Texas has 94.9 persons per square mile. Most states are similar to Texas; however, Florida and California top the charts at 345.8 and 237.3 persons per square mile, respectively. Each state except California is dissimilar to Texas in age distribution. California, Florida, and New York all have a similar race distribution to Texas. Michigan, Oklahoma and Minnesota have a much higher proportion of Caucasians, at 77%, 66.7%, and 86% respectively. Louisiana has a larger proportion of blacks (31.4%). Per capita real GDP is highest in New York at \$50,205 and lowest in Michigan at \$34,157. Texas lies in between at \$42,526. Lastly, the unemployment rates in Texas are relatively low at 7.6%, while Michigan has the highest unemployment rate at 13.6%.

Although most of the identified variables are self-evident, an explanation of the demography of nonprofit subfields is also needed. The nonprofit service area was calculated from the 24 nonprofit mission/subfield areas as defined by the NCCS “National Taxonomy of Exempt Entities.” Refer to Appendix A for the complete taxonomy. The distribution of nonprofit subfields within the nonprofit sectors of California, Florida, Louisiana, and Oklahoma are similar to that of Texas. These states, not unlike overall U.S. trends, have a large proportion of organizations categorized as Arts, Culture and Humanities (A) and Education (B)—proportions which are similar to Texas.

Population demographic considerations are also important to this comparative analysis; similarities to Texas will affect the transferability of recommendations and measures. To facilitate comparative analysis, each variable was coded as similar or dissimilar to Texas and a total composite similarity ranking for each state was calculated. Similarity scores on the demographics were achieved through an equal weight system. Specifically, states were given one point if they were similar, and no points if they were dissimilar; points were summed for a total demographic score. Similarity was calculated by a simple plus or minus percentage based on the variability of the data set. Depending on the variability, between five and 20 states were considered similar. For example, with highly variable data sets, as few as six states were coded as similar. Based upon this scoring system, states with more points were considered more similar to Texas, with overall composite scores of similarity ranging from zero to seven. Refer to Chart 11 for the selected states’ scores. The chart reveals that Louisiana and Oklahoma ranked most similar, supporting the selection of these two states for demographic compatibility with Texas.

Chart 11: Demographic Similarity to Texas	
State	Similarity Points
Louisiana	7
Oklahoma	6
Minnesota	4
California	3
Florida	3
New York	3
Michigan	1

Note: Scores range from 0 to 7, with higher scores indicating greater similarity to Texas

Comparison of the Eight States' Nonprofit Organizations Scores

Chart 12 lists the Nonprofit Organizations standardized score for each state as described in the National Nonprofit Sector Comparison section. This score demonstrates the relative size and strength of the state's nonprofit sector, and includes the following variables: nonprofits per square mile, active filer nonprofits per 10,000 persons, average revenue reported by active filers, total revenue reported per person, total assets reported per person, and the nonprofit share of workforce.

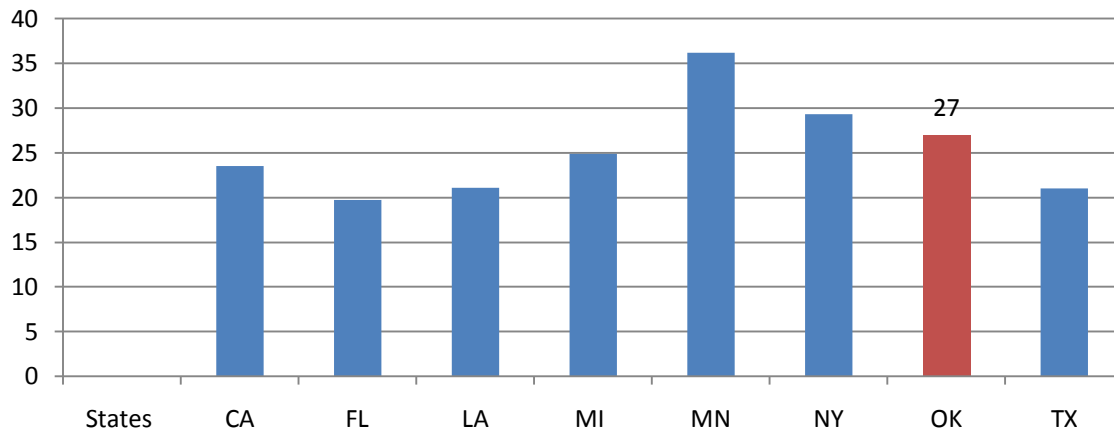
The figures in Chart 12 are the z-scores which are presented several times throughout the paper and represent each state's standardized score for a particular subset of variables. Specifically, the score measures the number of standard deviations the state is from the average score for all 50 states. Thus, a positive number reflects that a state scores above average, while a negative number reflects a below average score. Chart 12 demonstrates that all the states examined are within one standard deviation of the mean. Furthermore, Minnesota and New York rank above average, while Michigan, Louisiana, Oklahoma, California, Texas and Florida rank below average. The final column of Chart 12 demonstrates each state's national ranking. Interestingly, Oklahoma, Louisiana, and Texas are extremely close to each other, ranking 38, 39, and 40.

Chart 12: States Nonprofit Organizations Scores		
State	Z-score	National Ranking
Minnesota	0.664391	4
New York	0.662664	5
Michigan	-0.025	21
California	-0.13733	26
Oklahoma	-0.37474	38
Louisiana	-0.37853	39
Texas	-0.40683	40
Florida	-0.48997	43

Figures 8 and 9 contain detailed results for two of the nonprofit sector variables. Viewing the Figures in combination reveals that Minnesota and New York consistently rank the highest, as is reflected in the composite Nonprofit Organizations score. Similarly, Florida and Texas tend to score the lowest on most nonprofit sector measures. Active nonprofits per 10,000 persons, Figure 8, reflects the strain or demand placed on the average nonprofit organization within a state. States with a large amount of nonprofits in relation to the population will theoretically have less strain and demand. Thus, nonprofits in Minnesota theoretically have the least strain on nonprofits and are able to serve the population better than a state such as Texas.

Figure 8: Active Nonprofits per 10,000 Persons

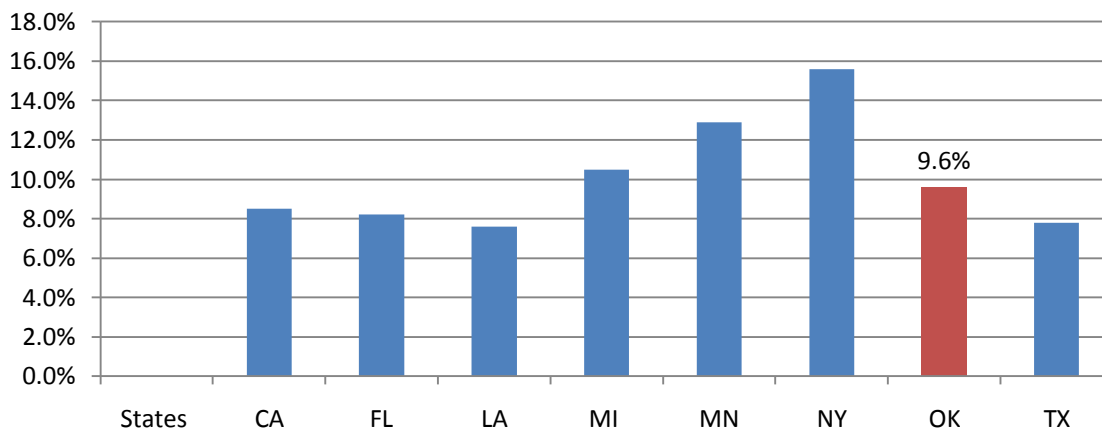
Source: NCCS



Measures of the nonprofit share of total workforce, reflected in Figure 9, simply demonstrate the size of the nonprofit industry in relation to the entire economic sector of the state. Notably, the share of the workforce represented by nonprofits in New York ranks high and is roughly twice that of the share in Texas.

Figure 9: Nonprofit Share of the Workforce

Source: The Johns Hopkins Center for Civil Society Studies, 2004



Comparison of the Eight States' Foundations Scores

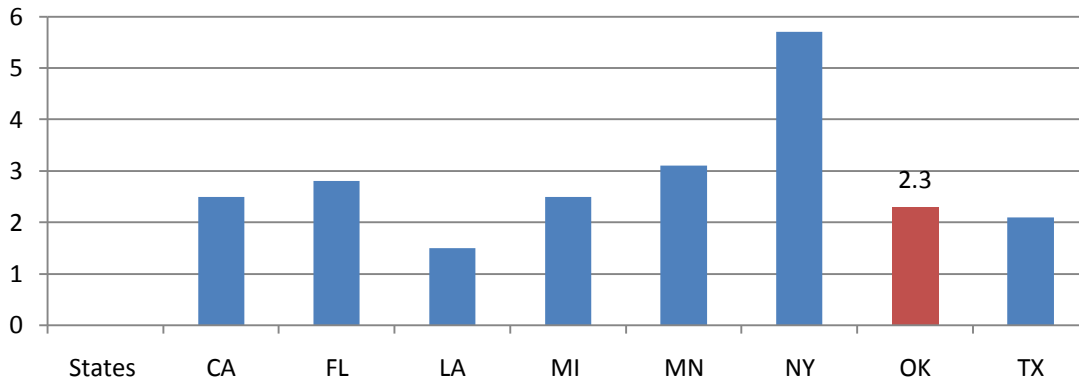
Chart 13 provides the composite z-score and national ranking for each state's Foundations score, as described in the National Nonprofit sector comparison. Variables measuring the Foundations score include foundations per 10,000 persons, private foundations active filers per 10,000 persons, private foundation's total revenue per person, and private foundation's total assets per person. Notably, New York is the only state to have an above average ranking for Foundations score. Texas falls on the lower end of the spectrum, ranking only above Louisiana. The foundations category is also one of the few scores in which Michigan, an exemplar state, ranks below the mean. However, examining the national ranking reveals that Michigan is the median score. This suggests that the mean score is skewed by positive outliers, such as the District of Columbia.

Chart 13: Foundations Scores		
State	Z-Score	National Ranking
New York	1.62656	2
Minnesota	-0.04521	19
California	-0.14704	23
Michigan	-0.21942	26
Oklahoma	-0.26855	30
Florida	-0.34521	38
Texas	-0.35088	39
Louisiana	-0.49631	47

Examining specific foundation measurements, Figure 10 provides results for the number of private foundations per 10,000 persons. Surprisingly, New York ranks the lowest with less than 0.25 private foundations per 10,000 persons. Yet New York has the highest composite ranking for foundations. This indicates that New York has a small amount of very large private foundations.

**Figure 10: Private Foundation Active Filers
per 10,000 Persons**

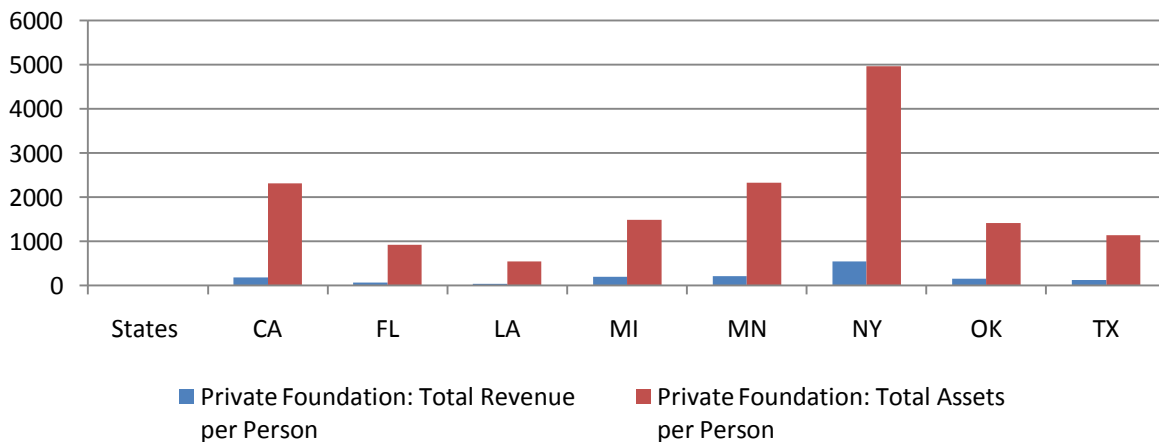
Source: NCCS



This is also reflected in Figure 11, which shows the average private foundations revenue and assets. Here, New York ranks high above all other states, explaining its high ranking in the composite score.

**Figure 11: Private Foundation Total Revenue and Assets
per person**

Source: NCCS & US Census Bureau, July 2009



Texas has opposite results when compared to New York. While Texas has a large number of private foundations (1.98 private foundations per 10,000 people), their scope and size in regard to revenues and assets remain small. Thus, the overall funding power of foundations in Texas is much smaller than those in New York.

Comparison of the Eight States' Nonprofit Infrastructure Organizations Scores

Chart 14 provides the Nonprofit Infrastructure Organizations score for the states as defined in the National Nonprofit sector comparison. Variables included in the measurement of Nonprofit Infrastructure Organizations score include T-category organizations per million persons, T-category assets per million persons, S50-category organizations per million persons, S50-category revenues per million persons, and S50-category assets per million persons. Refer to Appendix A for a full description of NTEE categories, including T-category and S50-category organizations. Results indicate that New York and Minnesota both rank within the top 10 of states. Texas ranks just above Florida, at 36.

Chart 14: Infrastructure Organizations Overall Scores		
State	Z-Score	National Ranking
New York	0.53142	7
Minnesota	0.174457	9
Oklahoma	-0.00963	14
California	-0.10111	19
Michigan	-0.19482	25
Texas	-0.31146	36
Florida	-0.34672	38
Louisiana	-0.5001	47

Figures 12 and 13 demonstrate results for the T-category variable. Again, New York ranks well above the other states for both the number and size of T-category organizations. Figure 12 demonstrates that Texas has an average number of T-category organizations with 213.8 organizations per million persons.

Figure 12: T-category organizations per million persons

Source: NCCS and US Census Bureau, in July 2009

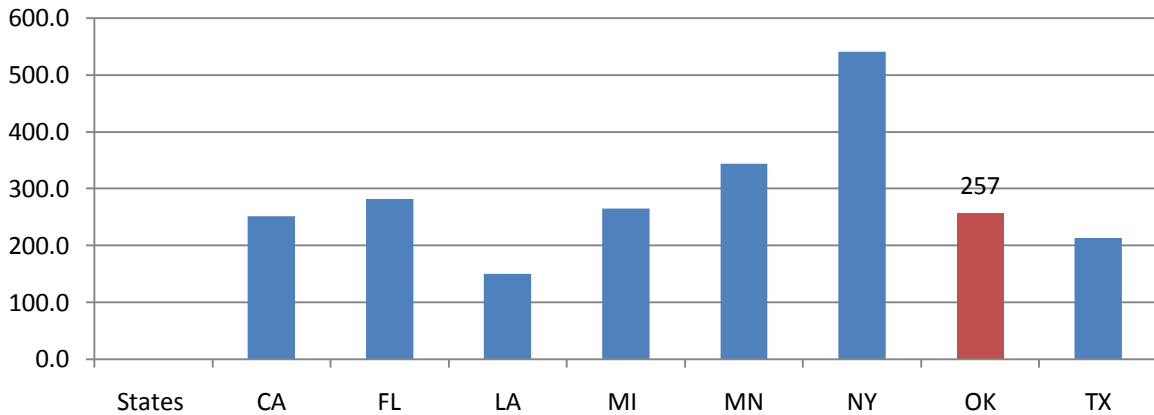
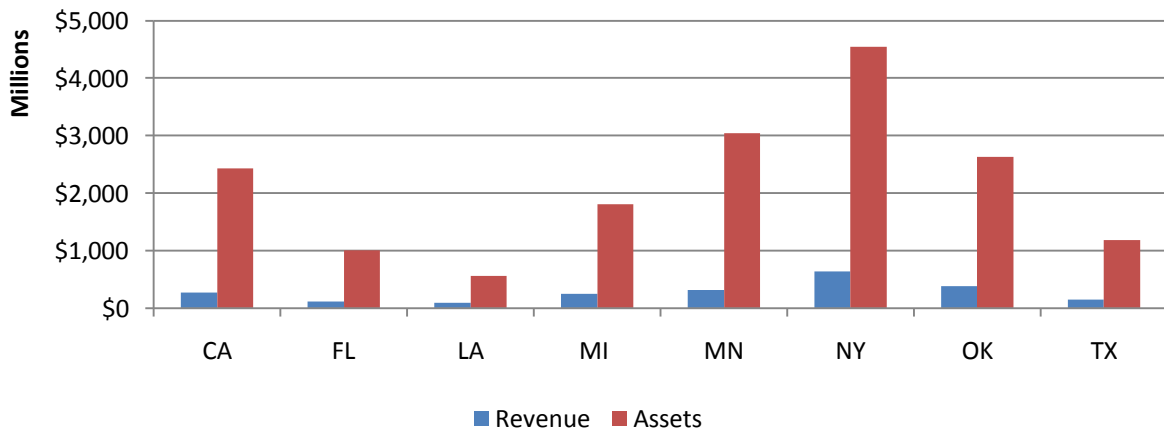


Figure 13, however, shows that the size of T-category organization is well below average with regard to revenue and assets. This explains the relatively low national ranking of Texas.

Figure 13: T-category Organizations Revenue and Assets per million persons

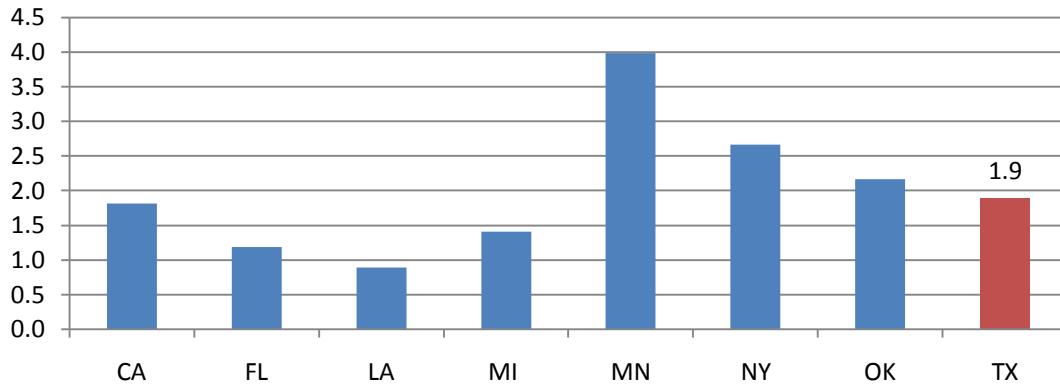
Source: NCCS & US Census Bureau, July 2009



The results for S50-category organizations are found in Figures 14 and 15. Minnesota stands out for the sheer number of S50 organizations with a little under four organizations per million persons. New York is set apart by the size of S50 organizations (reflected by the assets and revenues in Figure 15). Similar to results for T-category organizations, Texas has an average number of S50 organizations; however, the size of S50 organizations is below average.

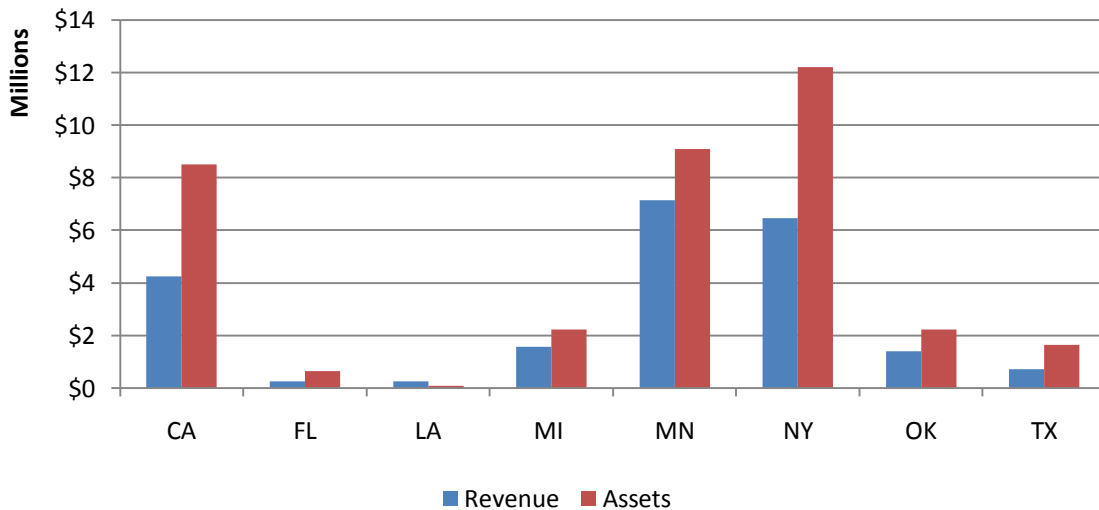
**Figure 14: S50-Category Organizations
per million persons**

Source: NCCS and US Census Bureau, July 2009



**Figure 15: S50-Category Organizations Revenue and Assets
per million persons**

Source: NCCS & US Census Bureau, July 2009



Comparison of the Eight States' State Associations Scores

Chart 15 shows the ranking of each state on the basis of their State Associations score, as described in the National Nonprofit sector comparison. Variables included in this measure are as follows: association revenue per filer, association asset per filer, association members per filer, and association score. Not all states have a state association, and those lacking associations were given a value of zero for all state association variables. For example, Florida does not have a state association, and when the zero value is converted to a z-score, the result is a score of -

0.8829. Florida pulls a national ranking of 38th, indicating that several other states across the country also lack state associations. While Florida does not have a formal state association, Florida does have a management association called Florida Association of Nonprofit Organizations (FANO) that plays many of the roles typically performed by a state association. However, it does not perform the collaborative role of a typical state association and is not recognized by the National Council of Nonprofits. Thus, for the purposes of this analysis, only formal state associations are analyzed.⁷ It is recognized that many states may have similar organizations functioning as informal state associations as does Florida.

Chart 15 demonstrates that, compared to other measures, many of the selected states rank above average for state associations. However, Texas is one of only three states to rank below the mean score. The state associations score is one of the only scores where Louisiana ranks high and New York does not fall within the top ten.

Chart 15: State Associations Scores		
State	Z-Score	National Ranking
Minnesota	1.877525	2
Michigan	1.768573	3
Louisiana	1.273963	5
Oklahoma	0.362613	18
New York	0.27137	21
California	-0.31377	29
Texas	-0.59883	35
Florida	-0.8829	38

Figures 16 and 17 measure the size and scope of state associations. Chart 16 demonstrates the proportion of active filers within a state who are also members of the state association. Texas ranks the lowest, with only 1.2% of active filers who also report state association membership. The lack of participation in a state association in Texas reflects that a large proportion of active filers do not utilize the benefits that a state association can provide. Chart 17 reflects the assets and revenues of state associations, another measure of the size and strength of state associations. Again, Texas ranks as the lowest state.

⁷ FANO is studied later in the paper in Section VI as it is the closest entity to functioning as a state association.

Figure 16: Association Members per Active Filers

Source: NCCS & Association Websites

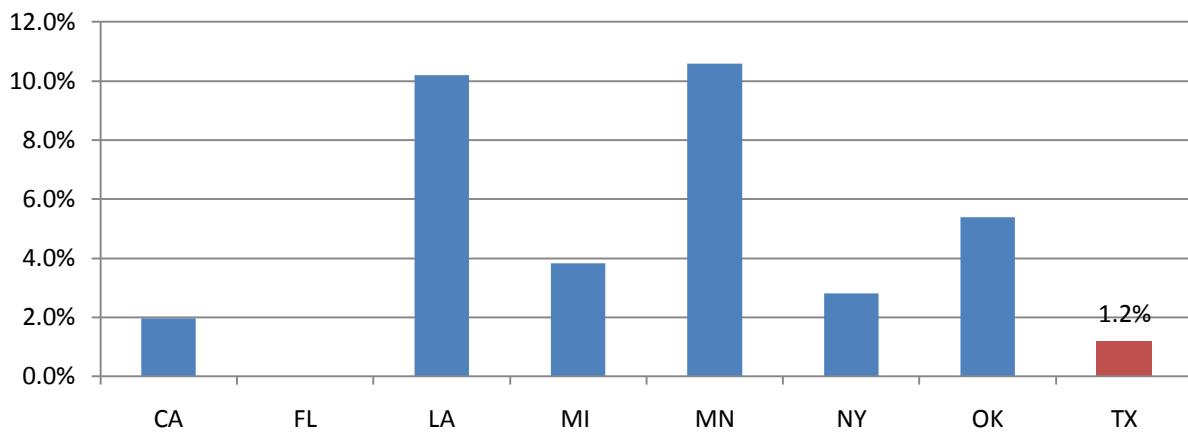


Figure 17: Association Revenue and Assets per Active Filers

Source: Guidestar

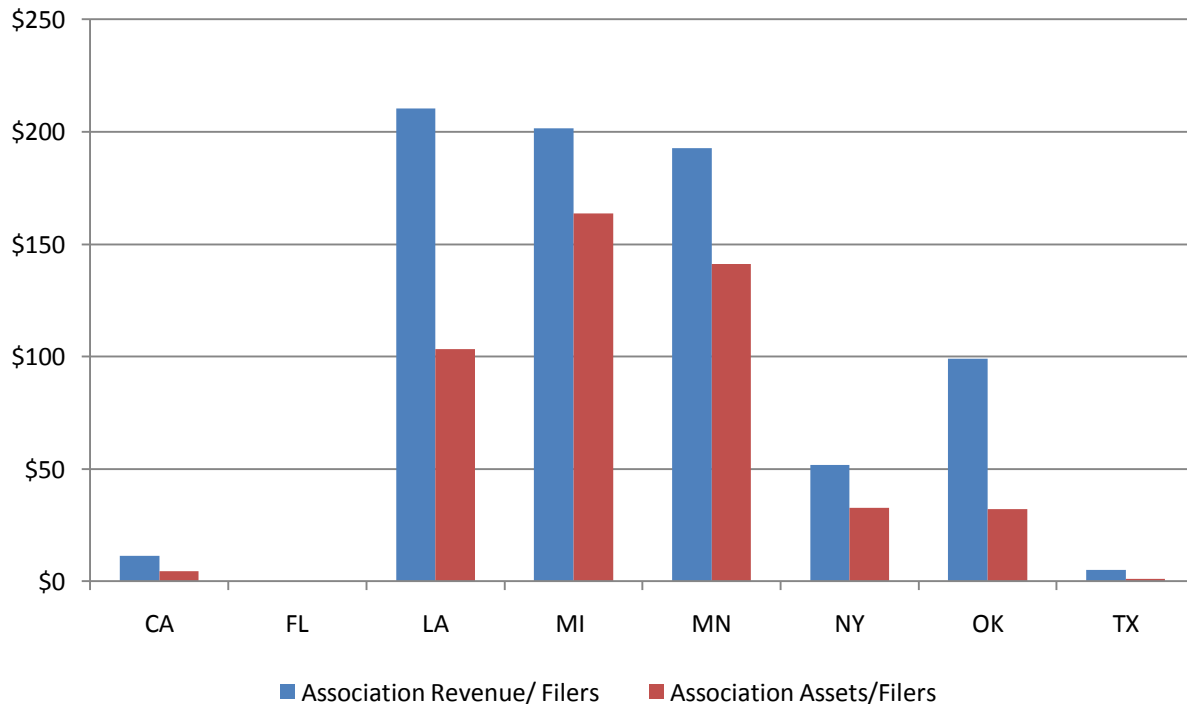


Chart 16 shows the state association score for each state included in the analysis. This score was qualitatively assigned. Criteria assessed included amount and quality of resources available, number and participation level of members, policy education and advocacy, level of interaction with community through events, quality and frequency of training provided, and the range of benefits for members. Organizations were compared to each other and given a ranking of strong, average, or weak. Qualitative research was completed by examining online resources, primarily

the individual state association websites. Higher scores were given to associations that offered a variety of discounted and free resources to their members, had a range of upcoming training opportunities, were working to positively influence policy on behalf of their members, and overall appeared active in enhancing their state's nonprofit sector. This could lead to imprecise results, as associations with active websites containing large amounts of information were more likely to receive a higher score. Texas and Louisiana were both states categorized as weak amongst selected comparison states, while the continual front runners of Michigan, Minnesota, and New York ranked strongly.

Chart 16: State Association Score	
State	Association Score
Michigan	Strong
Minnesota	Strong
New York	Strong
California	Average
Oklahoma	Average
Louisiana	Weak
Texas	Weak
Florida	None ⁸

Comparison of the Eight State's Social Capital Scores

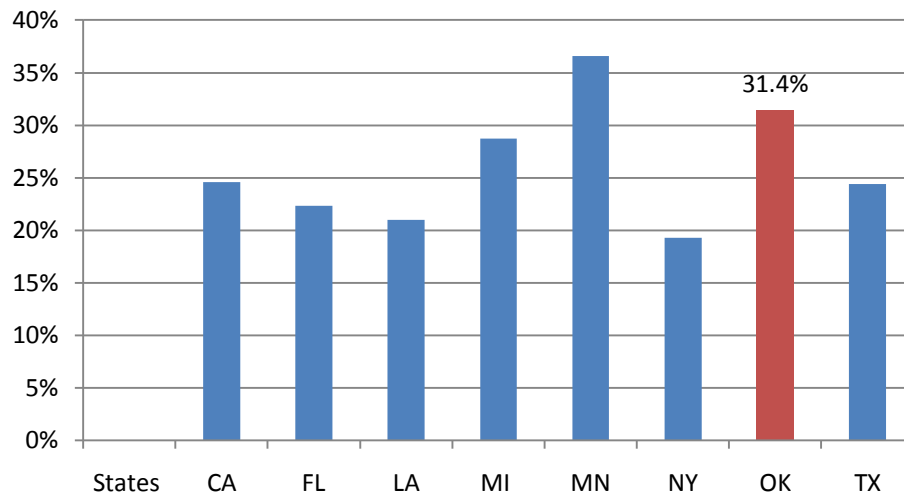
Chart 17 shows each state's overall ranking for social capital. Results demonstrate that Minnesota is the only state which ranks above average. Although New York continually ranks high in all other measurement categories, it ranks surprisingly low in social capital. Texas ranks slightly higher in social capital than it does in other measurement categories.

⁸ Florida's state association is not recognized by the National Council of Nonprofits and, for this analysis, is considered not to have one. For a more thorough investigation of Florida's nonprofit environment, including its state association, please see Section VI.

Chart 17: Social Capital Scores		
State	Z-Score	National Ranking
Minnesota	0.80485	8
Oklahoma	.224554	19
Michigan	-0.11369	26
California	-0.46491	35
Texas	-0.59009	40
Florida	-0.76979	45
New York	-0.89438	47
Louisiana	-0.981	48

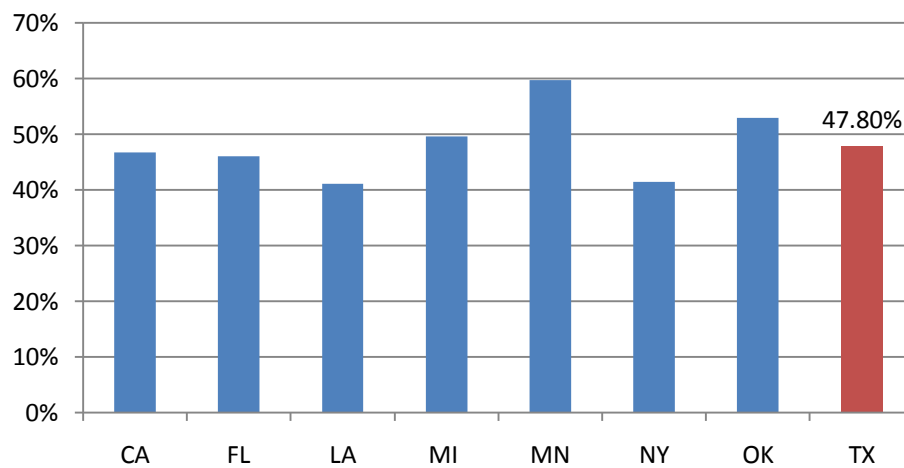
Figures 18 and 19 provide detailed results for volunteerism rates and charitable contributions, respectively. Volunteerism and charitable donations are measures utilized by the Urban Institute for the publication of their *Nonprofit Almanac*. This almanac provides practitioners and researchers with vital information on the economic trends of the growing nonprofit sector, and is a trusted tool used to assess the strength of nonprofits throughout the country (Wing, Pollack & Blackwood, 2008). It is surmised that volunteering includes service to nonprofit organizations. Thus, higher volunteerism rates aid in strengthening nonprofits within a state. Figure 18, however, shows contradictory results. New York, nationally ranking 4th for nonprofit sector strength, has the lowest volunteerism rate of the states examined. Thus, while volunteerism rates might add to a strong nonprofit sector, it is not a requirement to build strong nonprofit organizations.

Figure 18: Volunteerism Rate



A similar rationale is assumed for charitable contributions, shown in Figure 19. In other words, higher charitable contributions indicate more contributions to nonprofits organizations, and in turn, a stronger nonprofit sector. Again, results suggest that this relationship does not hold for all cases. Many states with high ranking nonprofit sectors such as New York do not have high levels of charitable contributions.

Figure 19: Charitable Contributions



Key Findings

- Scores in each of the five nonprofit categories correlate with the overall ranking of each state. Minnesota, Michigan and New York were the only states to receive a strong rating and they ranked as front runners across most of the measurements. Texas and Florida, the only states to receive a weak overall ranking, fell at the bottom on all of the specified categories except social capital measures.
- Social capital is the only category that does not correlate with overall ranking. New York, a high ranking state, has one of the lowest measures for social capital. Texas, a continually low ranking state, pulls high numbers for social capital. A possible explanation is that social capital is indirectly related to the nonprofit sector.
- The data demonstrate clear exemplar states (i.e. Minnesota, Michigan, and New York) that rank highly across several different measurement categories.
- There are consistent low ranking states, including Florida and Texas.

V. NONPROFIT
INFRASTRUCTURE:
AN EXAMINATION OF THE RENZ
FUNCTIONS BY STATE

Introduction

Understanding the number of organizations that perform the Renz functions is important for determining the strength and scope of the nonprofit infrastructure of Texas and the comparison states. This section provides a detailed assessment of the eight states chosen for comparison with Texas, evaluating the geographic location, number, and size of the organizations falling within each of the eleven Renz functions. The states are then placed in rank order based on the extent to which they perform each Renz function and based on the total number of organizations performing the Renz functions.

As emphasized in the literature review, Renz contributes to the field of nonprofit research by providing a larger conception of nonprofit infrastructure beyond the singular function of capacity building. Conducting an analysis of nonprofit infrastructure based on the Renz functions allows for a deeper examination of the measures presented in the Nonprofit Sector and Nonprofit Infrastructure sections of this report. This analysis will help to paint a more detailed picture of the nonprofit sectors of the eight states, providing insight on specific areas of excellence and needed improvement.

Methodology: GIS Maps

GIS maps were created using Google Fusion Tables to depict the density of infrastructure organizations performing the Renz functions in each state. In order to capture the number of organizations within Texas and the comparison states that perform each of the Renz functions, the National Taxonomy of Exempt Entities (NTEE) codes that correspond to each of the Renz functions were determined. Refer to Appendix A for a complete list of NTEE codes and Appendix C for a chart listing the Renz categories and corresponding NTEE codes. Once the corresponding NTEE codes had been selected for the Renz functions, organizational data from the National Center for Charitable Statistics (NCCS) was collected on Texas and each of the comparison states.

The dataset that was built from the NTEE codes representing each Renz function was uploaded to Google Fusion Tables in order to create the GIS maps. Renz functions 3 (Financial Intermediaries) and 4 (Funding Organizations) are not mapped because the number of points created from these two functions would overwhelm the remaining Renz functions, rendering the maps unreadable. Renz function 11 (Communication Dissemination) is not mapped due to the inherent difficulty in identifying the organizations that perform this function through the NCCS or GuideStar data.

Data Limitations

When interpreting results for both the GIS maps and state rankings on the basis of Renz categories, it is important to note several limitations associated with the data. Specifically, the use of NTEE codes to measure the type of organization corresponding with each Renz function has several limitations. First, these reflect the primary self-identified mission area of each an organization, as filed out on the IRS 990 form. However, it is recognized that organizations often

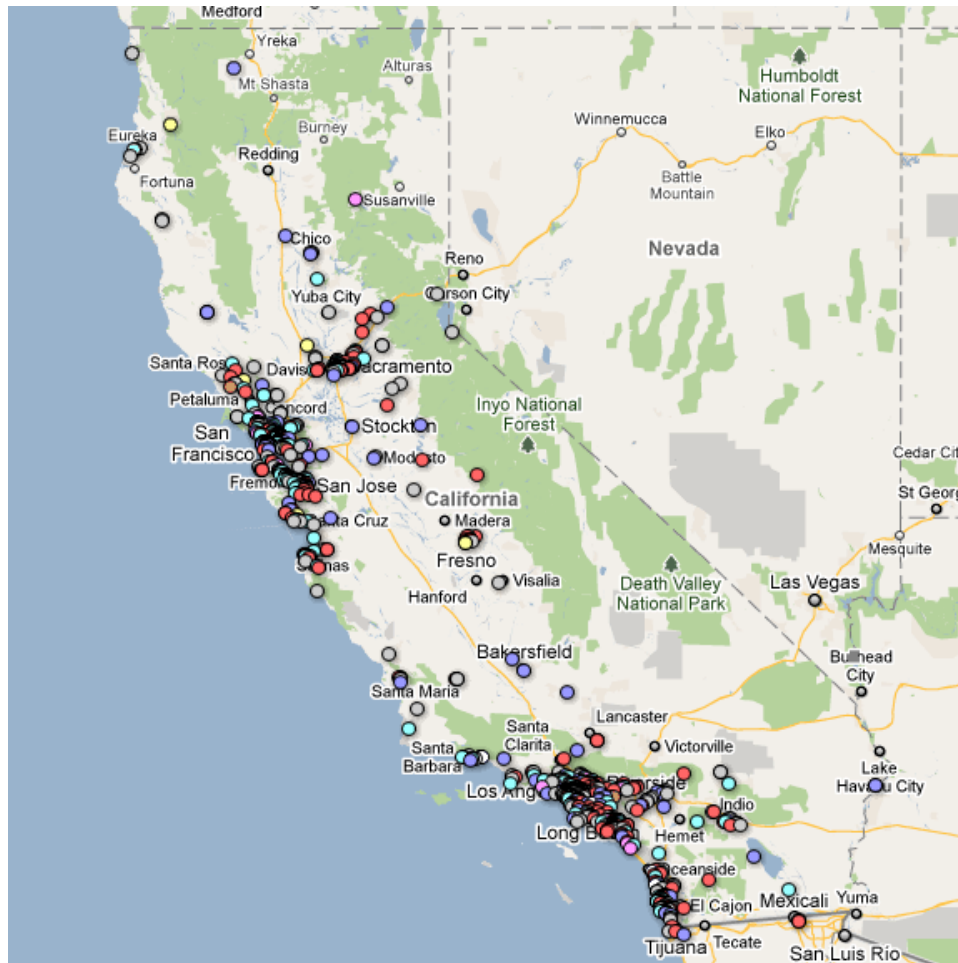
perform several functions. For example, OneStar performs ten of the eleven Renz functions; however, it was only classified under its primary mission area for this analysis. Thus, organizations are only categorized under one Renz function, yet it is recognized that each organization could be performing several Renz functions. Second, the researchers identified the NTEE code which best corresponded with each Renz function. Thus, there is an amount of error associated with the decision-making process of matching each Renz function with an NTEE code. For example, Renz function 11 (Communication and Dissemination) was not mapped because there is no NTEE code that appropriately corresponds with it. A limitation of excluding these Renz functions is that some MSOs and United Ways, which serve important capacity-building functions in several cities, are left off of the map as a result of their NTEE categorization. Excluding some data is a necessary constraint in order to map the NTEE code data in the most feasible way.

It is important to also note that GIS maps reflect the location of organizations performing each of the Renz functions. The maps do not reflect the service area of organizations. Further research is needed to properly identify the service area of organizations performing the Renz nonprofit infrastructure functions to better understand geographic dispersion and its impact on nonprofit organizations.

Results and Analysis: GIS Maps

Presented here are the eight GIS maps by state, which depict the geographic location of the infrastructure organizations performing the Renz functions. Click the link below each map in order to access an interactive version that allows you to zoom in on individual cities and click on the dots for each infrastructure organization's information.

Nonprofit Infrastructure Organizations by Renz Function in California



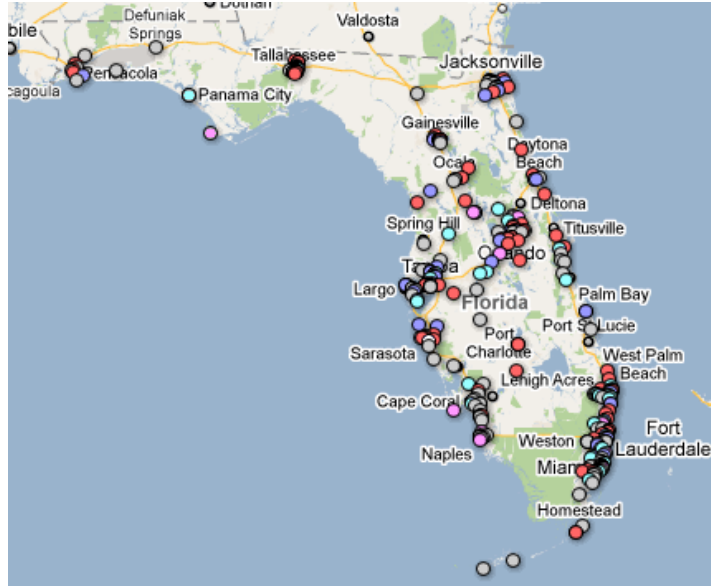
[\(Click for interactive map.\)](#)

Renz Function

- Accountability & Self-Regulation
- Advocacy, Policy, & Governmental Relations
- Donor & Resource Advisors
- Networks & Associations
- Workforce Development & Deployment
- Education & Leadership Development
- Capacity Development & Technical Assistance
- Research & Knowledge Management

Infrastructure organizations are highly concentrated along the coast of California with major hubs located in the San Francisco, Los Angeles, and Long Beach areas. Northern California has very few infrastructure organizations, and the eastern part of the state is almost completely void of organizations performing the mapped Renz functions.

Nonprofit Infrastructure Organizations by Renz Function in Florida

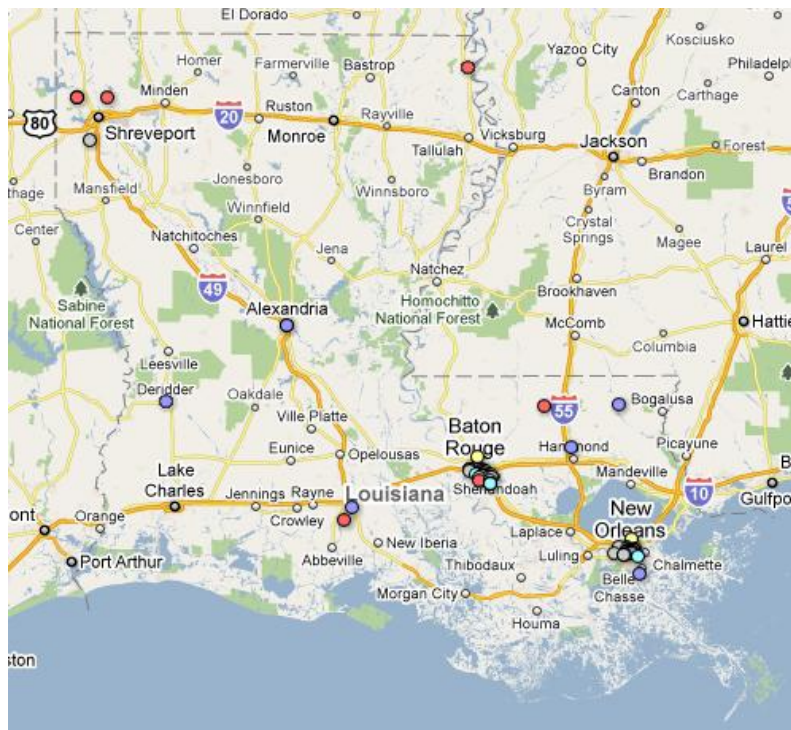


Infrastructure organizations performing the Renz functions in Florida are typically located along the coastlines, although the dispersion is relatively strong. The largest concentration of infrastructure organizations is in Miami, followed by Orlando.

Renz Function	
○	Accountability & Self-Regulation
○	Advocacy, Policy, & Governmental Relations
○	Donor & Resource Advisors
○	Networks & Associations
○	Workforce Development & Deployment
○	Education & Leadership Development
○	Capacity Development & Technical Assistance
○	Research & Knowledge Management

[\(Click for interactive map.\)](#)

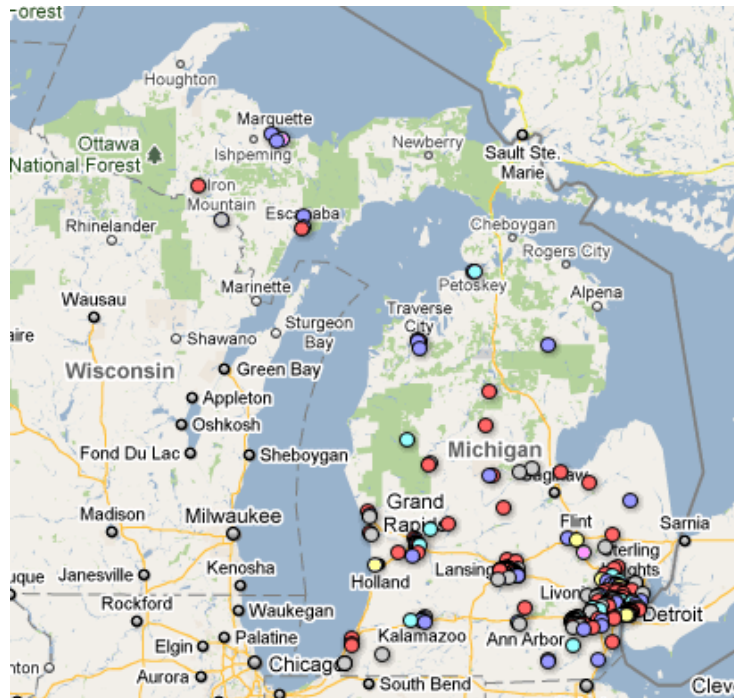
Nonprofit Infrastructure Organizations by Renz Function in Louisiana



Along with Oklahoma, Louisiana has noticeably fewer organizations in the mapped Renz functions. The state is almost void of organizations outside of Baton Rouge and New Orleans.

[\(Click for interactive map.\)](#)

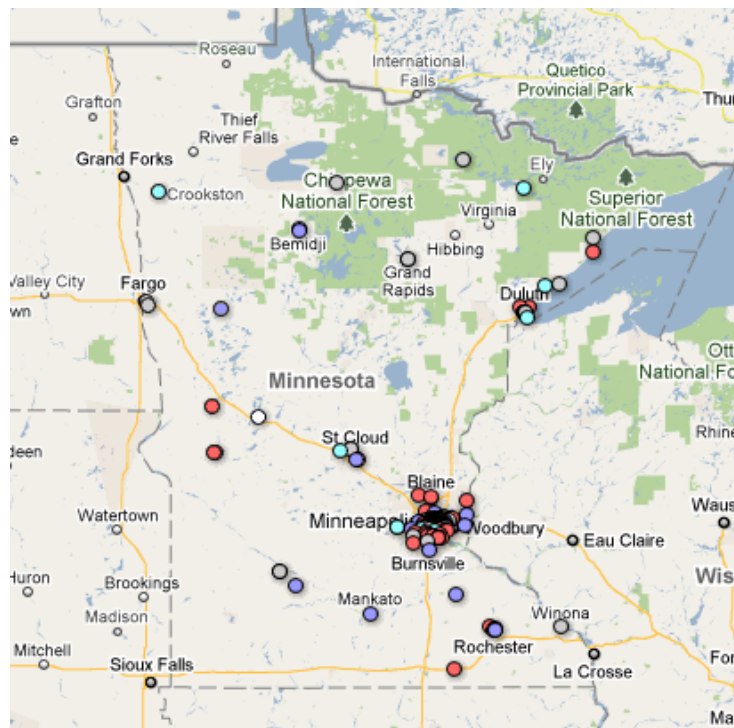
Nonprofit Infrastructure Organizations by Renz Function in Michigan



[\(Click for interactive map.\)](#)

The majority of infrastructure organizations in Michigan are located in and around Detroit. There are much smaller concentrations in Grand Rapids and Lansing.

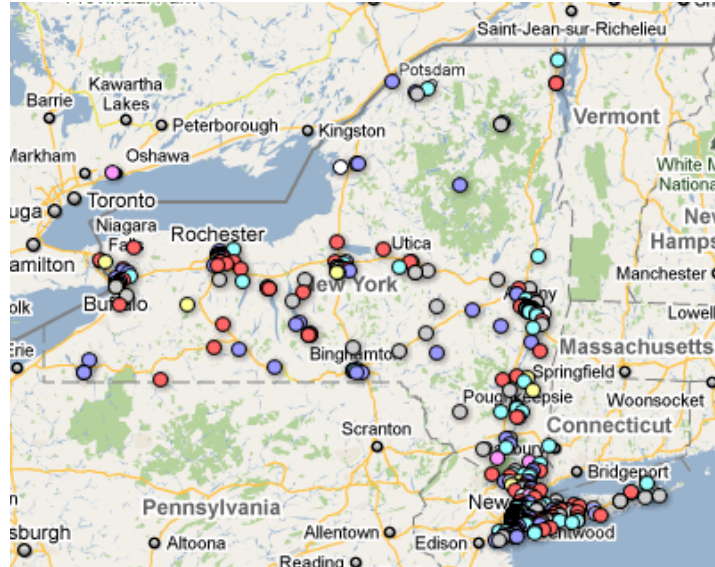
Nonprofit Infrastructure Organizations by Renz Function in Minnesota



[\(Click for interactive map.\)](#)

Minnesota has a large core of infrastructure organizations in Minneapolis. Except for the concentration in Minneapolis, the remaining areas of the state are fairly empty of organizations performing the Renz functions.

Nonprofit Infrastructure Organizations by Renz Function in New York



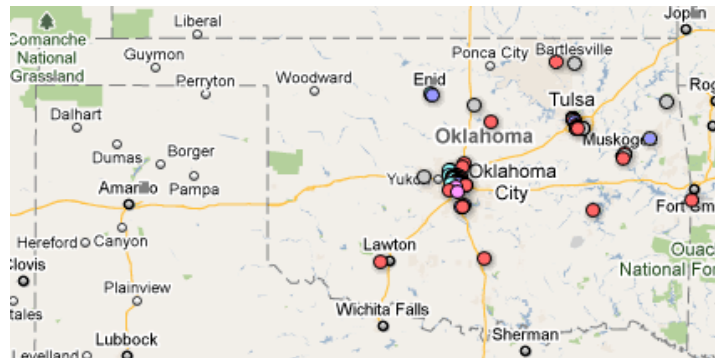
[\(Click for interactive map.\)](#)

Perhaps the largest concentration of infrastructure organizations in any state can be found in New York City. Northern New York is relatively empty, but there are smaller concentrations of organizations in the western part of the state in Buffalo and Rochester.

Renz Function

- Accountability & Self-Regulation
- Advocacy, Policy, & Governmental Relations
- Donor & Resource Advisors
- Networks & Associations
- Workforce Development & Deployment
- Education & Leadership Development
- Capacity Development & Technical Assistance
- Research & Knowledge Management

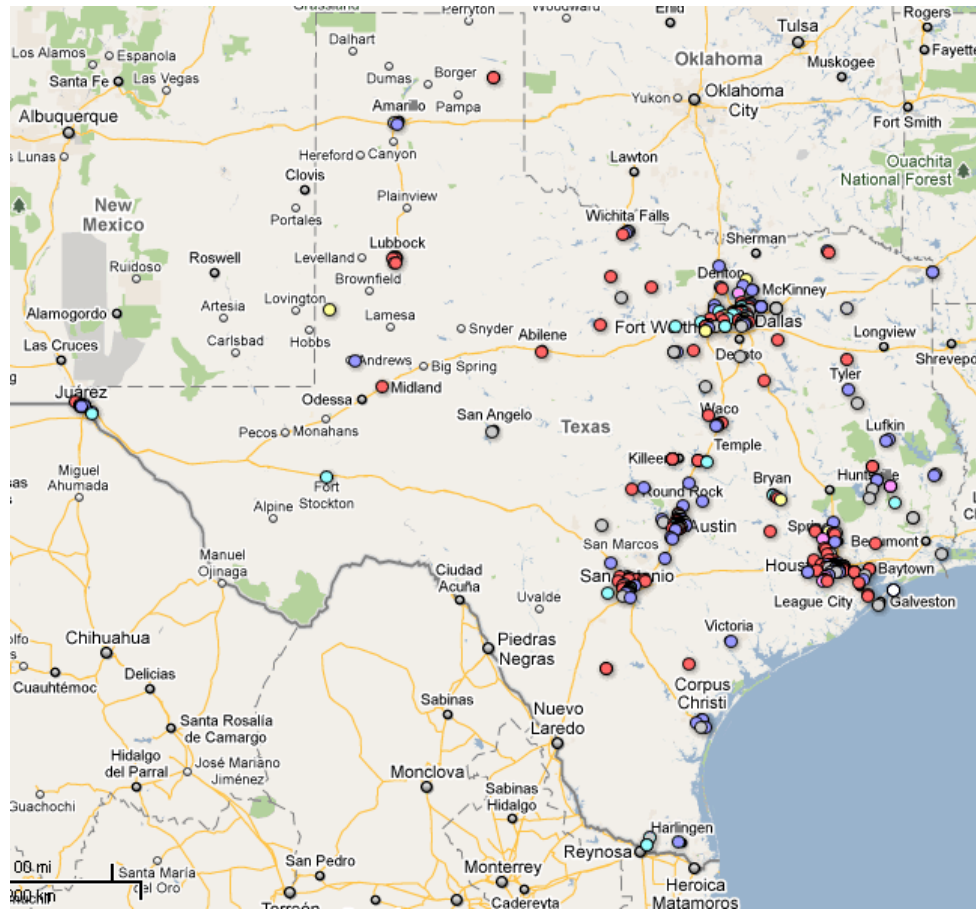
Nonprofit Infrastructure Organizations by Renz Function in Oklahoma



[\(Click for interactive map.\)](#)

Next to Louisiana, Oklahoma has the lowest number of mapped infrastructure organizations. Most organizations are located in the central part of the state in Oklahoma City. Western Oklahoma does not have any organizations performing the mapped Renz functions.

Nonprofit Infrastructure Organizations by Renz Function in Texas



[\(Click for interactive map.\)](#)

The largest concentrations of organizations performing the Renz functions in Texas can be found in Houston and Dallas/Fort Worth. Many organizations are located along Interstate-35 with smaller hubs in Austin and San Antonio. Notable areas relatively void of infrastructure organizations are the Texas-Mexico border, East Texas, and the Panhandle.

Upon analyzing the maps as a collective unit, it comes as no surprise that infrastructure organizations performing the Renz functions are concentrated in the largest cities of each state. Except in the cases of Texas and Florida, the majority of infrastructure organizations are concentrated in one or two main metropolitan areas. Minnesota, Louisiana, and Oklahoma have the fewest organizations outside of their large cities. This may be a result of population density, as Minnesota, Louisiana, and Oklahoma have three of the four lowest population densities of the eight states.



Interestingly, the infrastructure organizations in Florida seem to be the most dispersed. Because the nonprofit infrastructure and sector in Florida have been designated as weak in previous sections of this report, it may be that having organizations more spread out is not a requirement for effective nonprofit infrastructure organizations. On the other hand, it could suggest that the absence of a coordinating entity or the absence of certain Renz functions is problematic. The

qualitative analysis of Florida reveals that MSOs are strong and well-distributed geographically in Florida, but that there are other important functions missing.

It appears that organizations categorized as Networks & Associations; Advocacy, Policy & Governmental Relations; and Capacity Development & Technical Assistance are the most likely types of organizations to not be located in metropolitan areas. This result might be accounted for by the fact that there are simply more organizations performing these functions in each state. Behind those infrastructure organizations categorized as Funding Organizations, those deemed Networks & Associations and Advocacy, Policy & Governmental Relations organizations are the most populous groups.

If Renz function 9 (Capacity Building & Technical Assistance) organizations are mapped alone, the patterns remain relatively similar. The maps filtered by function 9 can be found in Appendix D. The Capacity Building & Technical Assistance organizations continue to remain concentrated in large cities; although when only function 9 is mapped, Louisiana and Oklahoma are virtually empty of organizations. The density of organizations that existed when eight Renz functions were mapped in Florida decreases substantially when only function 9 is mapped.

It is important to note that this analysis does not take the service areas of the mapped organizations into consideration. In other words, an infrastructure organization may be located in Austin, TX but provide services to nonprofits in San Angelo, TX. Consideration of the service areas of infrastructure organizations is an important area of future research that will be addressed in the last section of this report.

Methodology: Ranking

The same dataset built to create the GIS maps was used to perform further analysis of the infrastructure organizations performing the Renz functions by state. Once the corresponding NTEE codes had been selected for the Renz functions, organizational data from the National Center for Charitable Statistics (NCCS) was collected on Texas and each of the comparison states. The Renz functions were divided into two types of categories: organizations with functions that serve the nonprofit sector broadly, and those that exist to serve a specific subfield of the nonprofit sector. For example, some NTEE codes (such as X, Y, and Z) are representative of organizations which serve the entire sector of nonprofit organizations. Other NTEE codes, known as the Common Codes, represent organizations which provide capacity building for a specific subfield of organizations. For example, an organization coded as A01 (Alliance/Advocacy Organizations), is a Common Code and might perform advocacy only for organizations designated in subfield A (Arts, Culture, and Humanities). On the other hand, an organization coded as S01 (Alliance/Advocacy Organizations) might perform advocacy for all organizations because it is a category in subfield S (Community Improvement & Capacity Building).

For the purposes of assessing the eleven Renz functions of nonprofit infrastructure, *general nonprofit infrastructure organizations* refer to the infrastructure organizations which do not fall into a Common Code category. *Subfield nonprofit infrastructure organizations* refer to the

organizations which do fall into the Common Code categories. *Combined nonprofit infrastructure organizations* refer to the combined total of general and subfield capacity-building organizations. There are limitations to determining the number of infrastructure organizations in each state based on NTEE categorization, because the NTEE codes only capture an organization's self-identified primary mission areas. However, the NTEE codes are the most effective method by which to determine the functions performed by the capacity-building organizations.

In order to depict the strength of the nonprofit infrastructure system in each state, the number of organizations per million residents, average expenditures per organization, and average revenues per organization were obtained from NCCS. A state with a greater number of organizations performing the Renz functions and higher average revenues and expenditures is deemed to have better capacity to provide infrastructure support. In order to determine the scope of the nonprofit infrastructure system in each state, researchers report the number of organizations per million residents, total expenditures, and total revenues, as well as the proportion of the state's nonprofit sector that those numbers represent. Appendix E provides full results for each of the eight states selected for in-depth comparison. The charts show each Renz function, separated by general nonprofit infrastructure organizations, subfield nonprofit infrastructure organizations, and combined nonprofit infrastructure organizations. Additional charts show the percent of the nonprofit sector composed of nonprofit infrastructure organizations as defined by Renz.

Results and Analysis: Ranking

Chart 18 provides the percentages of organizations within the nonprofit sector performing any of the Renz functions, separated by general, subfield and combined classifications. Upon analyzing the data, the proportion of each state's nonprofit sector that is represented by general infrastructure organizations is similar, ranging between roughly 3.5 and 4.5%. The combined nonprofit infrastructures do not distinguish the states either, as organizations performing the Renz functions comprise 13 to 15% of the total number of nonprofit organizations in each state.

When, however, the combined infrastructure organizations' expenditures and revenues are considered, some states do begin to stand out. California, New York, and Oklahoma are the only three states whose combined infrastructure expenses represent over 7% of the state's total nonprofit expenditures. Most notably, the total revenues reported by the combined infrastructure in Oklahoma are twice as much as any other state. In other words, the revenue available for infrastructure support in Oklahoma is stronger than any of the comparison states. In terms of the number of infrastructure support organizations per million residents, Texas is only surpassed by Oklahoma. The total expenses and revenues reported by those infrastructure organizations as a percentage of the total nonprofit sector in Texas is 5.86% and 6.94% respectively. These percentages represent neither the best nor the worst when compared to the other states. Despite a comparatively large number of infrastructure organizations in Texas performing the Renz functions, the overall revenues and expenses of those organizations are average.

Chart 18: The Portion of the Nonprofit Sector Composed of Organizations Performing Renz Functions									
		California	Florida	Louisiana	Michigan	Minnesota	New York	Oklahoma	Texas
General Only	Number of organizations per million	3.54%	3.94%	3.68%	4.07%	3.69%	3.72%	4.37%	3.85%
	Total expense	3.02%	1.27%	1.33%	1.53%	1.32%	1.82%	2.84%	1.80%
	Total revenue	3.42%	1.47%	1.36%	1.62%	1.54%	2.13%	8.29%	1.97%
Subfield Only	Number of organizations per million	9.99%	9.13%	9.57%	9.58%	8.95%	9.48%	10.45%	10.79%
	Total expense	4.15%	4.95%	2.86%	1.47%	2.93%	5.65%	4.48%	4.07%
	Total revenue	4.50%	5.51%	3.76%	1.81%	3.48%	5.93%	7.90%	4.98%
Combined	Number of organizations per million	13.53%	13.07%	13.24%	13.66%	12.65%	13.20%	14.82%	14.64%
	Total expense	7.17%	6.22%	4.18%	3.01%	4.25%	7.48%	7.32%	5.86%
	Total revenue	7.92%	6.98%	5.12%	3.44%	5.02%	8.06%	16.19%	6.94%

Accountability & Self-Regulation

The NTEE code representative of organizations performing Accountability & Self-Regulation for general infrastructure organizations is W90 (Consumer Protection). Organizations in this code provide education and protection to individuals who purchase, use, maintain, and dispose of products and services. This is a weak proxy that does not represent all organizations with such missions, but is the closest option available. It is also weak because the organizations in NTEE Code W90 serve the general public and are not strictly vehicles for nonprofit Accountability & Self-Regulation.

Chart 19 provides results for the combined nonprofit infrastructure organizations identified as Accountability & Self-Regulation organizations. Louisiana, Michigan, and Oklahoma do not report any W90 organizations. With average revenues of over \$53 million, New York ranks the highest in this function, with more than 60 times the revenue of the closest ranking state. California comes in at only \$858,560, and Minnesota has the third largest at \$519,735. Texas ranks last at \$147,628. Expenses are comparable to revenues, with New York spending the most and Texas spending the least per organization. Although they had only the third largest expenses and revenues, Minnesota has the most organizations per person with 0.61 per million persons, followed by California and New York. Texas has the lowest average revenues and expenses, as well as the least number of organizations at 0.05 per million persons.

Chart 19: Accountability and Self-Regulation Organizations			
	Number of organizations per million	Average expense per organization	Average revenue per organization
California	0.32	\$ 784,581	\$ 858,560
Florida	0.19	\$ 218,770	\$ 225,202
Louisiana	0.00	\$ 0	\$ 0
Michigan	0.00	\$ 0	\$ 0
Minnesota	0.61	\$ 474,996	\$ 519,735
New York	0.26	\$ 49,207,502	\$ 53,420,115
Oklahoma	0.00	\$ 0	\$ 0
Texas	0.05	\$ 133,810	\$ 147,628
<i>Note:</i> Results reflect information for combined nonprofit infrastructure organizations			

Advocacy, Policy & Governmental Relations

NTEE codes representing Advocacy, Policy & Governmental Relations include both S01 and T01. Subfield infrastructure organizations related to this code fall under the Common Codes A01-R01 and U01-Y01 (Alliances and Advocacy). For the general nonprofit sector category, there are a fairly consistent numbers of organizations per million people across the states, ranging from Minnesota (0.41) and California (0.44) at the lower end to Florida at the higher end (0.75). Revenues and expenses are more variable. Oklahoma, Florida, and Texas reported the lowest figures with less than \$140,000 each in revenue and expenses. California, Louisiana, and New York fall into the midrange of \$420,000 to \$820,000. Minnesota and Michigan have the highest average revenues and expenses per organization, surpassing the \$1 million range.

For subfield organizations, Minnesota, New York, and California have the most organizations per million persons, with 15.65, 14.23, and 12.07. Oklahoma and Texas have the least number of organizations with less than 8 organizations per million persons. Although they fall into the midrange for number of organizations, Florida has the highest average revenues and expenses per organization, at over \$4.7 million for each. New York, in addition to its large number of organizations, has large average expenses and revenues per organization with between \$2.5 and \$3 million. Michigan, Oklahoma and California have the smallest average revenues and expenses.

Chart 20 provides results for combined nonprofit infrastructure. Minnesota ranks high for both the number and size of organizations, followed closely by New York. Florida has a relatively small number of organizations in this category, yet with over \$2 million in both expenses and revenue per organizations, it ranks the highest in organizational size. Texas falls towards the bottom of the spectrum, only slightly outranking Louisiana.

Chart 20: Advocacy, Policy & Governmental Relations Organizations			
	Number of organizations per million	Average expense per organization	Average revenue per organization
California	12.51	\$563,197	\$677,158
Florida	11.95	\$2,435,306	\$2,426,261
Louisiana	10.52	\$933,872	\$976,831
Michigan	10.06	\$754,224	\$547,965
Minnesota	16.06	\$1,388,351	\$1,442,402
New York	14.86	\$1,779,477	\$1,847,510
Oklahoma	6.09	\$310,803	\$302,856
Texas	8.1	\$451,136	\$482,178
<i>Note:</i> Results reflect information for combined nonprofit infrastructure organizations			

Financial Intermediaries

The NTEE code for Financial Intermediaries, or organizations that administer fundraising efforts and then distribute the funds to several nonprofit agencies (i.e. United Way), is T70 (Federated Giving Programs). Chart 21 provides results for these codes. In terms of number of organizations, Minnesota stands out with over 17 organizations per million people while Michigan, Louisiana, Florida, and California trail behind with less than 10. Expenses and revenues are fairly comparable across the states, with revenues of over \$7.7 million for New York and over \$5 million for California. Minnesota, Texas, and Oklahoma have the lowest revenues at between \$1.5 and \$2.0 million. Overall, Texas holds an average ranking for this category.

Chart 21: Financial Intermediary Organizations			
	Number of organizations per million	Average expense per organization	Average revenue per organization
California	5.49	\$ 4,524,535	\$ 5,116,459
Florida	7.13	\$ 3,810,196	\$ 4,068,428
Louisiana	8.28	\$ 2,053,202	\$ 2,047,279
Michigan	9.86	\$ 2,871,502	\$ 3,460,727
Minnesota	17.07	\$ 1,977,091	\$ 7,700,329
New York	10.91	\$ 6,739,127	\$ 7,700,329
Oklahoma	11.01	\$ 1,652,149	\$ 1,701,331
Texas	10.02	\$ 1,826,351	\$ 1,849,522
Note: Results reflect information for combined nonprofit infrastructure organizations			

Funding Organizations

NTEE codes representing Renz's Funding Organizations are T20 (Private Grantmaking Foundations), T21 (Corporate Foundations), T22 (Private Independent Foundations), T23 (Private Operating Foundations), T30 (Public Foundations), and T31 (Community Foundations). For subfield organizations, applicable Common Codes are A11-R11 and U11-Y11 (Single Organization Support). For the general organizations, there is little variation in the number of organizations per million. Louisiana and Texas are low outliers with less than 21 organizations

per million, while Minnesota and New York have the most with over 31. The rest of the states have between 24 and 30 organizations per million. Averages expenses and revenues fall at approximately \$1 to \$2 million. Florida has below average revenues and expenses at \$922,760 and \$637,250 respectively. Oklahoma has exceptionally high average revenues at over \$7 million, and California has above average revenues and expenses with \$3,530,671 and \$2,730,641.

For the subfield organizations, Minnesota had the most organizations with over 92 organizations per million persons, and Oklahoma is close behind at 86. Michigan, Louisiana, and Florida have the least number of organizations with between 55 and 63 organizations per million persons. Revenues and expenses are remarkably similar, most between \$1 and \$2 million. Michigan is an outlier with less than \$850,000 in average expenses and revenues. Oklahoma has slightly higher than average revenues and New York organizations brought in and spent the most money with over \$3.8 million in average expenses and over \$4.2 million in average revenues per organization. Texas does not stand out amongst the states, with an average ranking for both size and number of Funding Organizations.

Chart 22 provides results for the combined nonprofit infrastructure for each state. Combining the general and subfield categories reveals Minnesota as the front runner for the number of organizations and New York as the leader for the size of organizations. Texas has an average ranking, with 96.54 organizations per million persons and average revenue and expenses both at approximately \$1 million each.

Chart 22: Funding Organizations			
	Number of organizations per million	Average expense per organization	Average revenue per organization
California	108.32	\$2,033,860.02	\$2,586,223.44
Florida	79.28	\$1,107,961.52	\$1,444,701.85
Louisiana	72.95	\$1,063,638.98	\$1,345,001.77
Michigan	88.34	\$841,466.86	\$963,174.83
Minnesota	126.43	\$1,211,743.74	\$1,653,501.42
New York	107.39	\$2,544,440.90	\$3,086,063.92
Oklahoma	115.92	\$1,365,986.47	\$4,875,989.33
Texas	96.54	\$1,111,123.94	\$1,526,983.20
Note: Results reflect information for combined nonprofit infrastructure organizations			

Donor & Resource Advisers

Management and Technical Assistance (T02) is the single NTEE code encompassing Renz's Donor & Resource Advisers function. Chart 23 provides results for the eight states. California, New York, and Texas stand out as the only states with active filers reporting this NTEE code. California is far above both Texas and New York in terms of average revenue and expense per organization. California has three times the average expense per organization (\$6,272,820.33) and more than double the average revenue per organization (\$5,073,632.67).

New York has the highest number of organizations per million persons at 0.16, and Texas has the lowest with 0.05. Given the lower number of average expenses and revenue per organization in New York, the state appears to have a large number of small organizations. In contrast, California has a small number of very large organizations. Texas has a small number of medium sized organizations.

Chart 23: Donor and Resource Adviser Organizations			
	Number of organization per million	Average expense per organization	Average revenue per organization
California	0.09	\$ 6,272,820	\$ 5,073,632
Florida	0.00	\$ 0	\$ 0
Louisiana	0.00	\$ 0	\$ 0
Michigan	0.00	\$ 0	\$ 0
Minnesota	0.00	\$ 0	\$ 0
New York	0.16	\$ 248,788	\$ 185,653
Oklahoma	0.00	\$ 0	\$ 0
Texas	0.05	\$ 274,080	\$ 302,200
Note: Results reflect information for combined nonprofit infrastructure organizations			

Networks & Associations

NTEE codes representing the Networks & Associations function include the following: S03 and T03 (Professional Societies and Associations). Subfield infrastructure organizations representing this function are the Common Codes A03-R03 and U02-Y02 (Management and Technical Assistance). Chart 24 shows results for the combined nonprofit infrastructure categories. Minnesota stands out as having the most organizations; however, with roughly less than \$500,000 in average revenue and expenses, these organizations are small. New York has the largest organizations and is the only state with over \$1 million in average revenues and expenses. Texas ranks higher for this Renz function than others, coming in third for number and size of organizations.

Chart 24: Networks & Associations			
	Number of organizations per million	Average expense per organization	Average revenue per organization
California	17.98	\$420,701	\$447,685
Florida	16.33	\$705,102	\$763,597
Louisiana	12.08	\$376,527	\$801,400
Michigan	17.41	\$968,907	\$880,125
Minnesota	27.03	\$490,472	\$473,023
New York	23.87	\$1,782,118	\$1,950,014
Oklahoma	17.39	\$194,813	\$221,283
Texas	18.84	\$857,826	\$877,781
<i>Note:</i> Results reflect information for combined nonprofit infrastructure organizations			

For the general nonprofit sector category, Louisiana boasts the largest number of networks and associations per million with 2.01, and Oklahoma has the smallest with 0.58. Examining average expenses and revenues per organization, Texas and New York hold the highest with each boasting slightly over \$1 million for each category. Oklahoma again holds the lowest average organizational revenues and expenses.

The subfield categories demonstrate slightly different results. Here, Florida has the lowest number of organization per million at 15.02. Minnesota has the highest, with 25.61 organizations per million. Florida actually has the largest organizations in terms of organizational revenues and expenses. While there are few organizations classified in the subfields as Networks &

Associations in Florida, those organizations tend to have large revenues and expenses. Texas does not rank as high within the subfields by holding an average ranking.

Workforce Development & Deployment

The NTEE code T50 (Philanthropy, Charity, and Volunteerism Promotion) attempts to capture organizations performing the Renz function Workforce Development & Deployment. Chart 25 demonstrates the results. Minnesota and Michigan both have a large number of organizations within this category, with 1.42 and 1.11 organizations per million persons, respectively.

Louisiana has the fewest number of organizations, with only 0.22 organizations per million persons. New York has by far the largest average expenses and revenues per organization, with an average of about \$4 million for both expenses and revenues. Oklahoma is an outlier on the low end for these categories, with only \$79,655 in average expenses and \$85,182 in average revenue. Similar to several of the Renz categories, Texas is average, with a small number of medium-sized organizations practicing Workforce Development & Deployment.

Chart 25: Workforce Development & Deployment Organizations			
	Number of organizations per million	Average expense per organization	Average revenue per organization
California	0.94	\$ 632,017	\$ 891,950
Florida	0.88	\$ 232,775	\$ 337,363
Louisiana	0.22	\$ 99,321	\$ 136,402
Michigan	1.11	\$ 727,847	\$ 1,097,025
Minnesota	1.42	\$ 895,100	\$ 1,160,772
New York	1.05	\$ 4,769,699	\$ 4,791,156
Oklahoma	0.87	\$ 79,655	\$ 85,182
Texas	0.82	\$ 350,406	\$ 401,784
<i>Note:</i> Results reflect information for combined nonprofit infrastructure organizations			

Education & Leadership Development

Education & Leadership Development organizations have an NTEE code of W70 (Leadership Development). Compared to other Renz categories, Education & Leadership Development is the most common type of Renz function organization for all states. Chart 26 provides the detailed results for combined nonprofit infrastructure organizations. California has the highest number of organizations per million persons, with 3.31. Louisiana ranks the lowest, yet still has 1.57 organizations per million persons. Comparatively, Texas has an average number, with 2.78. While all states have more organizations categorized as Education & Leadership Development, organizations tend to be smaller. No state has an average revenue or expenses per organization over one million. The largest is New York, where average organizational expenses are \$797,129.30 and revenues are \$654,921.43.

Chart 26: Education & Leadership Development Organizations			
	Number of organizations per million	Average expense per organization	Average revenue per organization
California	3.31	\$ 623,814	\$ 670,934
Florida	2.69	\$ 292,817	\$ 294,808
Louisiana	1.57	\$ 234,139	\$ 235,481
Michigan	1.71	\$ 262,736	\$ 235,760
Minnesota	3.05	\$ 545,518	\$ 574,195
New York	2.48	\$ 797,129	\$ 654,921
Oklahoma	2.90	\$ 238,073	\$ 257,287
Texas	2.78	\$ 343,433	\$ 407,565
<i>Note:</i> Results reflect information for combined nonprofit infrastructure organizations			

Capacity Development & Technical Assistance

The NTEE codes representing organizations that perform capacity development or technical assistance for general infrastructure organizations are S50 (Nonprofit Management) and S02 (Community Improvement/Capacity Building Management and Technical Assistance). The codes deemed to represent subfield infrastructure organizations were the Common Codes A02-R02 and U02-Y02 (Management and Technical Assistance). With average expenditures of \$6,114,607, subfield infrastructure organizations in Minnesota spend at least twice as much on

Capacity Development & Technical Assistance as other states, except for Oklahoma. Minnesota's subfield infrastructure organizations also boast at least double the revenue as any other state (save Oklahoma) with average revenues per organization of \$6,678,458. Minnesota and New York have more subfield infrastructure organizations that perform capacity development and technical assistance at 10.37 and 9.38 organizations per million residents respectively. The state with next highest proportion is California with 5.46. The same pattern holds for the combined infrastructure organizations with Minnesota and New York having the highest number of organizations per million residents. The combined infrastructure of Capacity Development & Technical Assistance organizations has the highest average expenditures and revenues in Minnesota. Chart 27 shows each state's results for the combined nonprofit infrastructure classification.

Although Texas ranks fourth in terms of the number of Capacity Development & Technical Assistance organizations per million residents, the average expenditures and revenues of those organizations falls at least a million dollars short of the top states (New York, Minnesota, and California). In terms of average revenues and expenses for the general infrastructure organizations, Texas only fairs better than Louisiana. Texas, however, essentially represents the average expenditures and revenues for the combined Capacity Development & Technical Assistance infrastructure.

Chart 27: Capacity Development & Technical Assistance Organizations			
	Number of organizations per million	Average expense per organization	Average revenue per organization
California	7.44	\$2,118,820	\$2,292,953
Florida	5.75	\$1,065,157	\$1,305,449
Louisiana	5.6	\$1,694,621	\$1,718,882
Michigan	6.64	\$1,275,327	\$1,341,432
Minnesota	14.64	\$3,818,454	\$4,235,517
New York	11.96	\$2,482,578	\$2,918,553
Oklahoma	5.22	\$553,237	\$617,847
Texas	6.95	\$1,359,266	\$1,318,886
Note: Results reflect information for combined nonprofit infrastructure organizations			

Research & Knowledge Management

The NTEE codes that were determined to represent general infrastructure organizations that provide research and knowledge management were S05 (Community Improvement/Capacity Building Research Institutes and/or Public Policy Analysis) and T05 (Philanthropy, Volunteerism, and Grantmaking Research Institutes and/or Public Policy Analysis). A05-R05 and U05-Y05 (Research Institutes and/or Public Policy Analysis) correspond with subfield infrastructure organizations. Refer to Chart 28 for the combined nonprofit infrastructure results.

Although the number of Research & Knowledge Management organizations in Texas is not among the top states, its average revenues and expenditures are impressive. For this particular Renz function, Texas has twice the average revenues and expenditures per general infrastructure organization than the next highest state, Michigan. Along with New York, Texas is in the top two states in terms of average revenue and expenditures for the infrastructure of Research & Knowledge Management organizations (combined from the aforementioned NTEE codes). Texas falls in the middle of the comparison states in subfield infrastructure average expenses and revenues.

Chart 28: Research and Knowledge Management Organizations			
	Number of organizations per million	Average expense per organization	Average revenue per organization
California	6.91	\$1,456,192	\$1,554,891
Florida	5.13	\$1,263,083	\$1,412,848
Louisiana	2.46	\$1,237,012	\$1,238,066
Michigan	3.92	\$1,624,168	\$1,742,563
Minnesota	8.13	\$1,015,473	\$1,099,755
New York	8.65	\$2,915,931	\$2,741,439
Oklahoma	3.77	\$600,316	\$641,837
Texas	3.74	\$2,832,333	\$2,867,615
Note: Results reflect information for combined nonprofit infrastructure organizations			

Communication & Information Dissemination

Because communication and information dissemination is such a broad topic, no NTEE code accurately captures this Renz function. Data was not obtained for this function due to the inherent difficulty in identifying the organizations that perform this function through the NCCS or GuideStar data.

Ranking the Eight States on the Basis of Renz Functions

To extract greater meaning from data presented in the charts above and in Appendix E, results for the combined nonprofit infrastructure measures were converted to standardized z-scores, a necessary procedure for comparative analysis across the states. These scores place the states' data within a normal distribution, and reflect the number of standard deviations each variable falls from the mean. As shown above, the number of organizations per million, the average revenue per organization, and the average expenses per organizations were collected for each of the Renz functions. A z-score was calculated for each of these variables and then summed to provide each state with a total z-score for each Renz function. This allows for the ranking of states on the basis of the eleven nonprofit infrastructure functions as defined by Renz.

Chart 29: State Ranking by Renz Function			
	Strong	Average	Weak
Accountability & Self-Regulation	New York, Minnesota, California	Florida, Texas	Louisiana, Michigan, Oklahoma
Advocacy, Policy & Governmental Relations	Florida, New York, Minnesota	Louisiana, California	Michigan, Texas , Oklahoma
Financial Intermediaries	New York, Minnesota, California	Florida, Michigan	Oklahoma, Texas , Louisiana
Funding Organizations	New York, Oklahoma, California	Minnesota, Texas	Florida, Michigan, Louisiana
Donor & Resource Advisers	California, New York, Texas	----	----
Networks & Associations	New York, Minnesota, Texas	Michigan, Florida	California, Louisiana, Oklahoma
Workforce Development & Deployment	New York, Minnesota, Michigan	California, Florida	Texas , Oklahoma, Louisiana
Education & Leadership Development	California, New York, Minnesota	Texas , Florida	Oklahoma, Michigan, Louisiana
Capacity Development & Technical Assistance	Minnesota, New York, California	Louisiana, Texas	Michigan, Florida, Oklahoma
Research & Knowledge Management	New York, Texas , California	Minnesota, Michigan	Florida, Louisiana, Oklahoma
Total (NTEE General & Subfield)	New York, Minnesota, California	Oklahoma, Texas	Michigan, Florida, Louisiana
Note: States are listed in order of ranking			

Chart 29 reveals the results for the Renz function rankings. New York, a consistent high-scoring state in all previous measures, ranks within the top three for *every* Renz function. Similarly, Louisiana also reflects previous measures and tends to fall within the bottom three ranking. A review of Texas's ranking demonstrates that the state performs well in many areas, yet has

weaknesses. Texas ranks within the top three for three measures: Donor & Resource Advisers, Networks & Associations, and Research & Knowledge Management. Texas shows need for improvement in other areas, falling within the bottom three for Advocacy, Policy & Governmental Relations; Financial Intermediaries; and Workforce Development & Deployment. The qualitative assessment that follows this section will provide further insight into these findings and into why Texas's rankings of the Renz categories are variable.

Key Findings

- Infrastructure organizations performing the Renz functions are typically geographically concentrated in one or two large metropolitan areas in each state.
 - In Texas, there are four hubs of infrastructure organizations: Dallas/Fort Worth and Houston, and to a lesser extent, Austin and San Antonio.
- Organizations performing the Renz functions make up 13 to 15% of the total number of nonprofit organizations in each state.
- New York stands out as a clear front runner in almost every Renz function. Interestingly, this dominant state has a small number of very large organizations. This phenomenon occurs in Workforce Development & Deployment; Financial Intermediaries; Funding Organizations; and Accountability & Self-Regulation Organizations.
 - Similar findings are also noted for New York in the multi-state comparison.
- The results of ranking the states by Renz function with z-scores show similar results to those found in other sections of this report.
 - New York is a consistently high ranking state.
 - Louisiana ranks low on most measures.
- Despite a comparatively large number of infrastructure organizations performing the Renz functions in Texas, the overall revenues and expenses of those organizations are average.
- Texas results vary from previous measures. Within the Nonprofit Sector and Nonprofit Infrastructure scores, Texas consistently ranks low. Upon examining the Renz functions, Texas ranks high and low in various categories.
 - Texas is within the top three for Donor & Resource Advisers; Networks & Associations; and Research & Knowledge Management.
 - Texas falls in the bottom three for Advocacy, Policy & Governmental Relations; Financial Intermediaries; and Workforce Development & Deployment.

VI. A COMPARISON TO TEXAS USING QUALITATIVE RESEARCH METHODS

Introduction

This section provides an in-depth look at the characteristics of the nonprofit sectors and infrastructures across the seven comparison states and Texas. Additionally, the qualitative analysis reported on in this section supports the research findings by providing a rich lens into the financial and organizational characteristics that distinguish the nonprofit infrastructures under analysis.

In this section, each of the eight states will be discussed. First, a general overview of the state will be given, with a focus on description of the nonprofit sector and its economy. Each state's narrative will include analysis of the nonprofit infrastructure by discussing the central state nonprofit association, along with community foundations, management support organizations, vital foundations, and university nonprofit management programs in the state.

Key organizations from the state's nonprofit infrastructure are introduced, and further codified by the Renz function that they fulfill in accompanying charts. The qualitative section also includes a funding analysis that examines the extent of capacity-building grants, specifically targeted toward management support organizations. Finally, after the presentation of the individual state analyses, this section concludes with a comparison of all eight states.

Methodology

OneStar requested qualitative research on the nonprofit infrastructure of the previously mentioned selected states. As is often the case in qualitative research, an inductive lens was used for the following reason: research on nonprofit infrastructure at the state level using the Renz categories is nascent, and does not provide a clear direction for a deductive or hypothesis-driven approach. Rather, the research approach in this section of the report is exploratory. The researchers hope that this analytic lens, particularly when combined with the quantitative analyses in previous sections, will provide guidance for future research.

Data collection and related analyses were conducted systematically, with the Renz categories providing a general orientation to data collection. First, researchers methodically scanned the states' nonprofit infrastructure and related nonprofit sector environments using a "snowball" method to identify related information and sources that would, in turn, lead to additional relevant sources of information. The snowball technique culminates when the same sources of information repeatedly emerge, with a seeming exhaustion of new sources of data.

Researchers began the analysis of the states by first referring to the National Council of Nonprofits to identify each state's nonprofit association. Secondly, the most recent IRS Forms 990 for the state associations were gathered from GuideStar and financial data were examined. Then the state associations' mission statements, as well as the staff and board of directors, were recorded. Data on the size, diversity, and professionalization of the staff and board for each association were collected. Subsequently, researchers recorded data on the operations, members,

and activities of the state association. Researchers also collected additional information about the associations through their public materials listed on the website.

After gathering and recording information from the state nonprofit associations, available information about the state foundation associations was collected. The researchers then gathered information about state capacity-building networks and significant Management Support Organizations (MSOs) using both publicly available data and a search of GuideStar by related NTEE codes and search terms. Data from each organization's most recent Form 990 were analyzed.

University nonprofit management programs and research centers were identified using Roseanne Mirabella's (2002) database on nonprofit management programs in the U.S., as well as through the government office that specifically assists nonprofits and community organizations or serves to promote volunteerism. These data on nonprofit management programs were compared with public affairs schools rankings in the *US News & World Report* from 2008 to estimate the strength of the programs based on the *US News & World Report* criteria. In addition to university research centers, other research resources were also identified such as the regional Foundation Center Cooperating Collection libraries. Finally, the review of the nonprofit infrastructure and related environment was completed by gathering data about nonprofit self-regulation organizations and the strength or activity of the state attorney general's office, again through a search of public sources.

In addition to scanning the states' nonprofit infrastructure and related environments, researchers also compiled a database of key nonprofit organizations within each state that performed at least one of the eleven functions described as essential for a robust nonprofit infrastructure in the study "The US Nonprofit Infrastructure Mapped" by David Renz. The organizations were identified by reference from the state nonprofit associations and the initial scan of the nonprofit environment.

Once adequate data about the nonprofit infrastructure were collected, researchers began to describe each state's nonprofit infrastructure. Researchers then compared and contrasted the nonprofit infrastructures across the eight states, as well as commented on the strength of the infrastructure for each state. Comparative analysis was used to note characteristics of strong nonprofit infrastructures versus weaker elements of nonprofit infrastructures.

Through this comprehensive analysis, researchers classified the nonprofit sectors according to the following range:

(Weak) *Nascent* \longrightarrow *Emergent* \longrightarrow *Established* \longrightarrow *Exemplary* (Strong)

States were categorized based upon the following criteria:

- "Exemplary" refers to states with nonprofit sectors and infrastructures that had a broad and substantial reach and provided support to the state as a whole as well as had a nonprofit economy that was strong and stable. In addition, there was evidence of strong

collaboration and support amongst nonprofit infrastructure organizations based upon relationships among networks and associations.

- States characterized as “established” were similar to exemplary states; however, the state may have been lacking or not as strong in a few factors.
- States characterized as “emergent” describe nonprofit sectors and infrastructures that had an adequate presence of organizations and funders, but where there was little evidence of collaboration or support among them. The state may also lack geographic dispersion of organizations throughout the state.
- “Nascent” refers to states with underdeveloped nonprofit sectors and infrastructures. These states may have an inadequate presence of organizations, geographic centrality rather than dispersion, and insufficient quantity of funders. In addition, these states lacked the presence of quality nonprofit management education programs and resources, and there was not sufficient technical support for nonprofit organizations. Nascent states generally had weak or average characteristics for all factors of study.

This section’s areas of study are first organized in the following manner, by state:

- The nonprofit sector economy
 1. General information
 2. Major funders
 3. Community foundations
 4. United Ways
 5. Diversity of largest organizations (by total revenue)
- The nonprofit infrastructure
 1. State nonprofit association
 2. Donor advisers and foundation associations
 3. Management support organizations
 4. Nonprofit education programs and resources
 5. State Government Support

The nonprofit sector economy was studied for strength, size and stability. The nonprofit infrastructure was also studied to determine breadth, scope and strength. This section culminates in the presentation of qualitative comparative analysis.

Limitations of the Methodology

The research reported on in this section provides a more in-depth look at the nonprofit sector and infrastructure of the eight selected states; however, there are limitations to the qualitative methodology. It is limited in that the organizations mentioned do not reflect the entire nonprofit sector or infrastructure of a state; however, the focused scope was necessary to perform the analysis in a reasonable timeframe. It is possible that different analyses could be drawn if more organizations were included in the research.

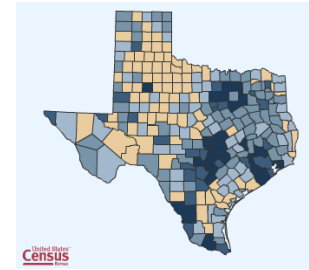
Secondly, the qualitative section is limited because researchers studied the nonprofit environments using the “snowball” sampling method. “Snowball” sampling involves using each organization or subject analyzed in the study to refer to more organizations. Although “snowball” sampling can be effective, it is imperfect because there is no certainty that the organizations analyzed are a true representation of the state’s nonprofit environment.

Another significant limitation to the qualitative section is that the scale used to describe the characteristic of the nonprofit infrastructure (nascent; emergent; established; exemplary) is not conclusive. The states’ nonprofit infrastructures were characterized based upon the financial and organizational analyses of the entities studied. If more organizations were included in the study, or, if primary research on the organizations, their relationships, and effects were possible, then the characteristics of the nonprofit infrastructures could be described more expansively.

The limitations described above are further exacerbated by the potential for researcher bias, despite efforts for systematic analysis and cross-case discussion of coding by the three researchers who carried out the qualitative analysis. Although researchers attempted to use “objective” evaluative criteria, based on factual financial and programmatic data, this type of research has potential for both researcher and measurement subjectivity.

The qualitative section is also limited because religious organizations were excluded from the study, and the qualitative section does not include a nonprofit and foundation age analysis. Religious organizations are significant to the nonprofit landscape, and including these organizations in the study could result in different analyses of the states. A nonprofit and foundation age analysis could help to explain state and regional differences of the nonprofit landscapes.

Texas: Emergent



Texas Overview

General Information

Texas is the second-most populous state (behind only California) and is located in the Southern region of the nation (United States Census Bureau, 2010). It's most heavily populated cities are Dallas, Houston, San Antonio, and Austin. Most of the 25,145,561 residents of Texas live in cities; 88% of the population lives in urban areas (USDA, 2011). Texas has the second highest proportion of minorities in the U.S., with 55% of its total population being non-Caucasian (US Census Bureau, 2011). The Rio Grande separates Mexico from Texas at its southeast border, so it is unsurprising that Mexico is Texas's largest trading partner. Of the total \$265 billion in world imports to Texas in 2010, \$79 billion (30%) came from Mexico (International Trade Administration, 2011). Conversely, of the total \$207 billion in world exports from Texas in 2010, \$72 billion (35%) went to Mexico (ITA, 2011).

Although the Texas economy is well known for oil, it is heavily influenced by other sectors. The Trade, Transportation, and Utilities; Education & Health Services; Professional & Business Services; and Leisure & Hospitality sectors employ the most Texans (United States Department of Labor, 2011). The median household income of Texas is \$48,259, which is below the national estimate of \$50,221, and the poverty rate of Texas (17.1%) is noticeably above the national rate (14.3%) (United States Census Bureau, 2010).

Texas-specific issues

Areas of Texas along the Rio Grande near the border with Mexico, known as the *colonias*, experience greater poverty and lower income. Residents have higher-than-average unemployment rates, insufficient public transportation, high incidence of certain health problems, and lack of access to medical providers and health benefit coverage. They also face difficulty due to language barriers and unfamiliarity with available government services (THHSC, 2011). As reflected in the GIS density maps, these areas appear underserved by infrastructure organizations; however, they are arguably in great need of nonprofit services. Nonprofits operating in these areas may be disadvantaged by lack of access to infrastructure services. Another issue facing provision of nonprofit infrastructure services in Texas may be the simple challenge of the vastness of Texas' land mass.

Nonprofit Infrastructure Overview

The nonprofit infrastructure in Texas is emergent. Strong characteristics include having an established network of management support organizations and a robust dispersion of financial intermediaries. On the other hand, weak characteristics include low individual charitable contributions, undiversified revenue streams, and deficiency in advocacy. Although these areas are still growing or developing, Texas has excellent prospects to develop its infrastructure. There are several organizations doing work at the forefront of the nonprofit sector that provide a good foundation for broad, substantive impact if collaborations form among them.

Additionally, Texas has several networks and associations that work to connect foundations, MSOs, and other service organizations. Many of these offer educational workshops to develop human resources in the field and facilitate skill acquisition surrounding board governance, financial management, and volunteer coordination. These programs are supported by research centers and well-recognized academic institutions in the field.

Nonprofit Sector of Texas

General Information

The Texas Nonprofit Sector consists of nonprofits, community organizations, and faith-based organizations that exist to fulfill their social missions (OneStar Foundation, 2010). These organizations provide a wide array of services, including support for those in need, education, arts appreciation, environmental protection, and much more. Not only do nonprofits provide essential services to Texans, they represent a powerful economic force. In the last decade, the number of nonprofits filing tax documents in Texas has grown by 30,626 organizations. The nearly 57,000 nonprofits reported total revenues of \$83 billion and assets of \$213.9 billion in 2009. Of the nonprofits in Texas, most (59.6%) are public charities, a few (9.3%) are private foundations, and the remainder (31%), are some other kind of nonprofit. Nearly half of the nonprofits and 60% of the revenue are found in Bexar, Dallas, Harris, Tarrant, or Travis counties (Urban Institute, 2010a).

The sector varies widely in terms of mission areas. Education-related groups represent 17% of nonprofits in Texas, followed by organizations representing community, improvement, & capacity building (9.2%); philanthropy, voluntarism, & grant making (9.4%); the arts (8.0%); and recreation (7.4%). Nonprofits with religious affiliation comprise 6.7% of the sector. Most of these nonprofits have revenues of less than \$100,000, although over 1,000 operate with revenues greater than \$10 million (Urban Institute, 2010a).

Texas ranks third in the nation for number of nonprofits with government contracts and ninth in total number of government contracts; a total of 6,776 government contracts and grants are divided among 1,706 nonprofit organizations (Boris, de Leon, Roeger, & Kikolova, 2010). Of these contracts, 63% are between human service-related nonprofits and the government (Urban, 2010b).

Nonprofits also take advantage of the power of volunteers. In 2009, 24.4% of Texas residents volunteered—slightly under the national average of 26.8%. Overall, 566.7 million hours of service were donated in Texas which is worth a total of \$11.8 billion (Corporation for National & Community Service, 2009).

The Johns Hopkins Center for Civil Society Studies and OneStar released a report describing the size, composition, distribution, and growth of paid employment in the state’s charitable organizations in August 2010. In the report, “Texas Nonprofit Employment Update”, Geller and Salamon (2010) draw upon Texas Workforce Commission data gathered through the Quarterly Census of Employment and Wages to explore trends in the workforce. Their research led to several key findings.

- First, the state’s nonprofit sector represents a significant economic force and employs almost five times the number of workers as the oil and gas extraction industry in Texas.
- Second, in 2008, Texas nonprofit organizations earned nearly \$16.8 billion in wages and contributed \$1.6 billion in state and local tax revenues.
- Third, nonprofit employees represent 3.8% of the total Texas workforce (1 out of every 26 workers), which is below the U.S. average of 7.2%.

Employment in the nonprofit sector grew by 3.1% from 2007 to 2008 with the most gains in the professional, scientific, and technical services field. Between 2002 and 2008, however, research shows that for-profits operating in the same field have grown faster than their nonprofit counterparts. The study found that weekly wages of nonprofit employees were lower than for-profit employees but the reverse was true in industries with significant participation from both nonprofit and for-profits. Additionally, the geographic distribution of nonprofit employment is concentrated in metropolitan areas but spans rural areas as well (Geller and Salamon, 2010).⁹

Largest Nonprofit Organizations

In order to gain a better understanding of the nonprofit environment in Texas, the largest nonprofit organizations were determined by a review of GuideStar data; results are provided in Chart 30. In terms of the largest nonprofits in Texas, revenue increases more than four-fold from the 10th largest organization to the largest, and mission areas vary. Together with institutions of higher learning, healthcare organizations like the American Heart Association and hospitals lead nonprofit organizations in revenue and assets. However, when these entities are excluded, the largest nonprofits in Texas include Neighborhood Centers, Inc., the Boy Scouts of America, and the Southwest Research Institute. The top ten largest nonprofit organizations in Texas represent diverse program areas from a theme park to a sports association to retirement homes.

⁹ Characterization of the nonprofit sector in Texas echoes previous research and writing for the Texas Task Force on Strengthening Nonprofit Capacity (2010) by the authors of this report. Thus, the same information was reinforced here.

Chart 30: Top Ten Organizations in Texas (excluding hospitals and universities)			
Rank by revenue		Revenue	Assets
1	American Heart Association, Inc.	\$463,457,716	\$940,643,648
2	Neighborhood Centers, Inc.	\$164,271,143	\$62,988,592
3	Boy Scouts of America National Council	\$150,522,206	\$662,245,769
4	Big Twelve Conference, Inc.	\$144,018,095	\$8,350,094
5	The Houston Food Bank	\$115,562,123	\$30,707,357
6	YMCA of Greater Houston Area	\$107,873,937	\$361,277,287
7	ReadyOne Industries, Inc.	\$102,977,955	\$61,108,350
8	Moody Gardens, Inc.	\$94,334,118	\$50,623,253
9	American Opportunity For Housing, Inc.	\$84,914,498	\$530,908,242
10	Texas Migrant Council, Inc.	\$72,106,982	\$6,449,387
Rank by Assets		Revenue	Assets
1	American Heart Association, Inc.	\$463,457,716	\$940,643,648
2	Museum of Fine Arts Houston	\$64,715,491	\$893,432,715
3	Boy Scouts of America National Council	\$150,522,206	\$662,245,769
4	American Opportunity For Housing, Inc.	\$84,914,498	\$530,908,242
5	Southwest Research Institute	\$552,549,232	\$465,482,730
6	Edinvest Company	\$14,862,680	\$383,512,061
7	YMCA of Greater Houston Area	\$107,873,937	\$361,277,287
8	Northwest Senior Housing Corporation	\$29,158,319	\$186,973,011
9	Tarrant County Senior Living Center, Inc.	\$2,500	\$182,076,615
10	Longhorn Village	\$656,034	\$181,738,557

Nonprofit Infrastructure of Texas

State Association

The Texas Association of Nonprofit Organizations (TANO) is the statewide membership association in Texas. Since 1993, TANO has aimed to reflect and promote Texas' growing nonprofit community in all its diversity, "envisioning a Texas Nonprofit Sector that works together to be among the healthiest and most vibrant in the nation, TANO's concern and focus is every nonprofit entity within our state no matter its size or budget, urban or rural location"(TANO, 2011). The primary purpose of TANO is to connect, strengthen, and support the nonprofit community for the public good of Texas. From its office in Austin, TANO leads workshops across the state, disseminates information, and leads the sector in advocacy. With its 800-and-counting member nonprofits that pay dues, TANO received \$420 thousand in revenue in 2009.

TANO offers a wider variety of services to assist its member clients. Member organizations can take advantage of services that range from group discount programs to a job bank. In seeking to

connect, support, and impact, TANO offers products and services to help nonprofits create revenue, such as accounting and management consulting and publication sales. TANO also offers a place to share nonprofit employment opportunities and serves as a convening power to encourage networking. TANO's management and professional development programs also create revenue. Additionally, staff led seminars and training workshops are held across the state. The consulting arm provides advice and hourly service for financial management, grant writing, board and organizational development, human resources, and nonprofit startups.

The TANO staff comprises a CEO, COO, CFO, two directors, a manager, and a liaison. Its board consists of 13 members who represent a broad array of disciplines and industries, but it is weak in geographic diversity with more than half of the members residing in Austin. While there are attempts made to reach across the entire state, it must be recognized that with limited human resources and a large land mass, it is challenging to have an in-person presence in and representation from everywhere in Texas. In 2010 and 2011, TANO staff members have travelled extensively through the state; in 2011, TANO is hosting one-day conferences in more than five locations. TANO is in a growth stage: membership has more than doubled since December 2009 (Silverberg, 2011). As a result, the breadth and depth of TANO's services is expanding—but not as quickly as its members. Further, Texas and New York both have over 70,000 nonprofits, but TANO has less than a fourth of the number of member organizations than New York's state association, NYCON. It must be noted that NYCON is 66 years older than TANO; however, the former represents a model for which Texas may be striving.

Major Funders

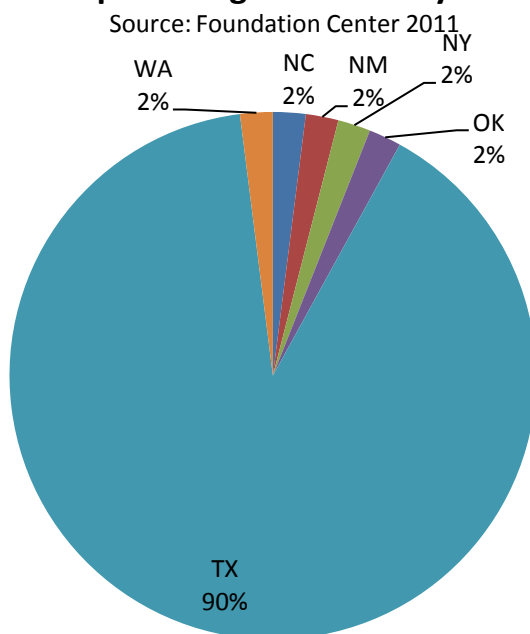
Texas's nonprofit sector is financially supported by a multitude of in-state organizations and entities. Independent foundation giving supports three-quarters of the nonprofit sector grants in Texas. Funders often focus their support on programs for fairly well-known human services and youth organizations like the Boy Scouts and higher education consortia as well as medical care.

Of the top 50 foundations, independent foundations are the largest source of foundation funding for Texas nonprofit organizations: 74% of these 50 largest foundations are independent, 16% are corporate, and 10% are community. Top funders include the following: The Harold Simmons Foundation, a family foundation that supports a wide variety of programmatic areas; the Moody Foundation, which focuses its resources on the Galveston area as well as education, social services, children's needs, and community development; the Communities Foundation of Texas, a donor-advised fund that serves as a hub for collaboration to develop creative solutions to key community challenges; the Michael and Susan Dell Foundation, which aims to alleviate urban poverty through children's health and education; and the Houston Endowment, which supports arts, education, health, environment, and human services in the greater Houston area.

Although the Texas nonprofit sector addresses issues that have a widespread affect on the Southwest region, most of its foundation funding is in-state in origin. Figure 20 (below) demonstrates that 90% of foundation funding received by Texas's nonprofit organizations comes from Texas itself, while the other 10% comes from neighbor states (NM, OK) and other states with large foundations (NC, NY, WA). In comparison, these financial inflows amount to less

than half of what is observed in New York but triple the proportion of revenue that Oklahoma nonprofits enjoy from foundations originating in other states.

Figure 20: Geographic Origins of Foundation Funding for Texas Nonprofit Organizations by State



In Chart 31, a listing is provided of the top ten community foundations in Texas by total revenue.¹⁰ In terms of local funding, Texas's largest cities are represented in community foundations. Dallas, Houston, San Antonio, and Austin, together with the Communities Foundation of Texas lead their peers in assets. Please note, however, that community foundations' financial holdings do not always relate to population size. The revenue for Abilene's community foundation, for example, is less than that of Bandera. Together with United Ways, community foundations typically support local nonprofits through programmatic and operating grants.

¹⁰ Organizational level data presented throughout this section of the paper was collected from the most recent Form 990 for each organization.

Chart 31: Top Ten Texas Community Foundations by Total Revenue		
Name	Revenue	Assets
Greater Houston Community Foundation	\$81,963,027	\$204,226,353
Communities Foundation of Texas, Inc.	\$62,297,123	\$403,599,348
Dallas Foundation	\$40,458,016	\$145,990,630
Austin Community Foundation for the Capital Area	\$33,139,802	\$91,594,672
San Antonio Area Foundation	\$20,055,480	\$159,012,380
Community Foundation of North Texas	\$18,791,338	\$100,509,231
San Angelo Area Foundation	\$11,527,904	\$43,468,534
El Paso Community Foundation	\$11,183,844	\$48,142,949
Wichita Falls Area Community Foundation	\$9,707,492	\$28,957,819
Waco Foundation	\$7,863,573	\$42,293,018

Community foundations are distinct entities, which operate on a variety of models. On the other hand, United Way organizations follow a national model and have the infrastructure and technical support of a larger organization, functioning similar to a national franchise. The nature of community foundations and United Way organizations may lead them to have very different financial pictures. Chart 32 provides a complete list of Texas's top ten United Way organizations by total revenue.

The United Way of Austin attracts less than a fourth of the revenue as that of Houston. The United Way organizations with the most assets were all formed around the same period and were well-established in the communities they served. Both United Ways in Texas as a whole and community foundations in Texas as a whole received about the same amount of revenue as reflected in their most recent tax period —approximately \$300 million.

Chart 32: Top Ten United Ways in Texas by Total Revenue		
Name	Revenue	Assets
United Way of Greater Houston	\$78,983,701	\$90,466,917
United Way of Metropolitan Dallas, Inc.	\$51,031,528	\$59,107,625
United Way of San Antonio & Bexar County	\$36,627,535	\$42,936,708
United Way of Metropolitan Tarrant County	\$29,259,898	\$31,977,320
United Way Capital Area	\$16,366,071	\$7,450,774
United Way of El Paso County	\$6,140,095	\$4,241,894
United Way of the Coastal Bend, Inc.	\$4,686,213	\$6,153,743
The United Way, Inc. United Way of Amarillo & Canyon	\$4,451,979	\$6,763,593
Lubbock Area United Way, Inc.	\$4,427,516	\$8,855,410

Private foundations are an integral source of income for nonprofits. As the data shows, private foundations have large amounts of revenue that can be distributed to organizations that align with their missions. The giving focuses of these organizations cover a wide variety of areas from disabled persons' employment at the private operating foundation, Professional Contract Services, to the preservation and conservation projects of the Booth Heritage Foundation, Inc. or

scholarships, medical research, senior care, health, education, human services, and the arts. Some organizations, such as the David D. and Nona S. Payne Foundation for the Texas Panhandle, give to many different causes but focus awards on a geographic area. Others maintain a low public profile such as Charles B Goddard Foundation of Texas in Dallas and William Stamps Farish Fund in Houston and do not accept inquiries regarding grants. See Chart 33 for a list of the top ten of these private foundations by revenue.

Chart 33: Top Ten Private Foundations in Texas by Total Revenue¹¹		
Name	Revenue	Assets
Professional Contract Services, Inc.	\$46,262,702	\$27,451,725
Booth Heritage Foundation, Inc.	\$15,867,612	\$12,874,481
William Stamps Farish Fund	\$13,480,138	\$212,933,496
Ewing Halsell Foundation	\$8,311,322	\$122,553,010
Cartmell Home for Aged, Inc.	\$7,516,348	\$2,414,679
David D and Nona S Payne Foundation, Inc.	\$5,176,126	\$11,714,894
Charles B Goddard Foundation of Texas	\$5,079,055	\$4,836,647
Hope Pierce Tarrt Scholarship Fund	\$4,821,713	\$15,166,493
Abell-Hanger Foundation	\$4,316,630	\$139,783,729
William A Brookshire Foundation	\$3,870,855	\$9,173,016

Donor Advisers and Foundation Associations

Texas does not have one central organization that advises and connects the 4,078 foundations in Texas, which hold more than \$31 trillion and have disbursed about \$2.5 trillion in recent years (Foundation Center, 2008). Instead there are several organizations that meet this need.

As the oldest association of grantmaking organizations in the country, the Conference of Southwest Foundations (CSF) works to connect grantmakers across several states: Arkansas, Arizona, Colorado, Nevada, New Mexico, Oklahoma, and Texas (CSF, 2011). It offers a resource library, member directory, and a newsletter to its 200+ members including private, operating, and corporate foundations, as well as corporate giving programs and community foundations. It provides assistance with financial responsibility, foundation governance, and public policy from its Dallas office. Like a state association, CSF offers technical assistance, workshops, and group discounts for publications and memberships; CSF also offers discounted memberships to TANO.

Texas also has at least two other organizations for funders: The Texas Environmental Grantmakers Group ("Texas EGG") in Houston and the Funding Information Center in Ft. Worth. The former convenes those interested in conserving the land, air, and wildlife in Texas, while the latter convenes grantmakers in North Texas.

¹¹ Although evaluating private foundations by assets would also be appropriate given that the interest on these funds supports foundation giving, the top private foundations are listed by total revenue to be consistent with the other funders (financial intermediaries.)

Management Support Organizations

As the only state to have a formal network of MSOs, the now-dissolved Texas Nonprofit Management Assistance Network, Texas was a leader among its peers. Now since subsumed by OneStar, the network had 32 members in 21 communities widely disbursed around the state (Texas Nonprofit Management Assistance Network, 2011). Organizations were dispersed throughout the state, as depicted in Figure 21a below. Members provided a variety of offerings including consulting services, publications, libraries, and workshops. TNMAN would communicate information about these educational offerings that covered a broad range of topics including governance, ethics, fundraising, human resources, marketing, evaluation, and volunteerism. TNMAN was created with funding from the Meadows Foundation, but after 28 years of projects and grantmaking, it encountered financial difficulties and elected to close. OneStar formed an advisory group to oversee the transition of TNMAN services to its operations; OneStar executive leadership and the advisory group oversaw a 2011 needs assessment and social network analysis of TNMAN members (Bies, 2011). The needs assessment revealed not only a need for ongoing network and technical support of MSOs, but also the need for networking among related infrastructure groups, such as nonprofit management education programs, consultants, foundations, and other specialized infrastructure organizations (such as volunteer management centers and technical assistance providers to specific nonprofit subfields.)

Figure 21a: Geographic Dispersion of Former TNMAN Organizations



Texas is a leader in terms of management support organizations and collaboration among them. The Texas Nonprofit Management Assistance Network, now since dissolved and operating under the auspices of OneStar Foundation, was the only one of its kind in the eight states evaluated.

Source: TNMAN 2011

Texas is also strong in individual MSOs. The Center for Nonprofit Management, the Center for Nonprofit Support, Greenlights for Nonprofit Success, and the Southeast Texas Nonprofit Development Center are all examples of organizations that perform multiple Renz functions and

contribute to strengthening the nonprofit infrastructure in Texas. The Center for Nonprofit Management (CNM), founded in 1980 by seed funding from the Meadows Foundation, aims to build stronger communities by increasing the performance and impact of nonprofit organizations (CNM, 2011b). Based in Dallas, the Center provides a wide array of seminars and board trainings and offers consulting to help agencies improve performance through organizational assessment or succession planning. It also offers a job board, profiles for donors and nonprofits called DonorBridge, nonprofit loans, and meeting spaces.

The Center for Nonprofit Support (CNS) was founded in 1974 by the San Antonio Area Foundation to support organizational development. The organization exists to improve organizational structure and planning, develop stronger governance and management, and increase effective service to the community (CNS, 2011). It provides training and consulting in areas like board development, budgeting, and fundraising and publishes *The Directory of Texas Foundations ONLINE*.

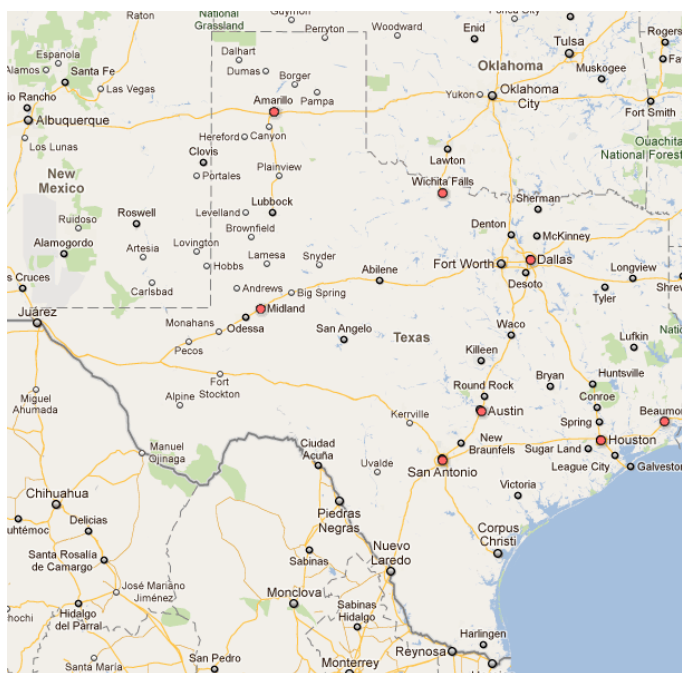
Greenlights for Nonprofit Success aims to be a “catalyst for extraordinary nonprofit performance” (GFNP, 2011). Founded in 2001, Greenlights has experienced rapid growth and presently supports over 800 organizations and 2,500 individuals in central Texas each year. Their training and consulting focuses on five key areas of nonprofit management and governance: financial management, resource development, board excellence, leadership advancement, and strategy & planning. Greenlights also offers discounted insurance, financial services, and other products, in addition to free use of meeting space, lunch & learn workshops, and website posting. The website is home to a robust resource library and collection of research reports relevant to the central Texas nonprofit community. Greenlights and OneStar offer an annual statewide “nonprofit summit” which attracts more than 700 nonprofit professionals and features speakers of national prominence.

Southeast Texas Nonprofit Development Center exists “to nurture a community of strong nonprofits to improve and transform the quality of life” in the region (STNDC, 2011). A recent addition to the MSO community, the Center opened in Beaumont in April 2008. Since then, it has built a community calendar, offered consulting services and workshops, and made available both an in-house library and online grant research library.

Chart 34 lists MSOs in Texas and Figure 21b depicts them geographically using Google Fusion Tables as were used in the previous section.

Chart 34: Management Support Organizations in Texas	
Name	Location(s)
Nonprofit Service Center, Amarillo Area Foundation	Amarillo, TX
Greenlights for Nonprofit Success	Austin, TX
The Southeast Texas Nonprofit Development Center	Beaumont, TX
The Center for Nonprofit Management	Dallas, TX
Management Assistance, United Way of Greater Houston	Houston, TX
Nonprofit Management Center of Permian Basin	Midland, TX
The Center for Nonprofit Support	San Antonio, TX
The Nonprofit Center of Wichita Falls	Wichita Falls, TX

Figure 21b: Map of MSOs in Texas



Nonprofit Education Programs and Resources

Texas has a strong and geographically disbursed system of public and private tertiary education. Chart 35 provides the Texas institutions with higher learning nonprofit programs ranked by *US News and World Report* and Chart 36 provides a list of other nonprofit institutions in Texas. The University of Texas and Texas A&M have 18 satellite campuses between them. Texas is also home to 11 nonprofit academic programs, seven of which are ranked by *US News and World Report* through their annual survey. Specifically, the Lyndon B. Johnson School of Public Affairs at UT offers a Master of Public Affairs, while the Bush School of Government and Public Service at Texas A&M offers a Master of Public Service and Administration. The Department of Public Administration at the University of North Texas offers a nonprofit management track in their master's program as well. Additionally, the University of Texas at San Antonio offers an undergraduate program in nonprofit management in which students may earn a certificate from American Humanics. In addition to being hubs of major nonprofit organizations, Austin, Dallas, Houston, and San Antonio are also the seats of several strong nonprofit educational programs. Co-location lends itself to an educated local candidate pool and continuing education for practitioners. Also worthy of note, Texas has also benefitted from research collaborations with John Hopkins University and the Urban Institute's National Center for Charitable Statistics.

Chart 35: Texas Institutions of Higher Learning with Nonprofit Programs Ranked By <i>US News & World Report</i> in 2008 ¹²	
Name	Rank
University of Texas at Austin, Lyndon B. Johnson School of Public Affairs (Austin, TX)	14
University of Houston - Victoria (Victoria, TX)	57
University of North Texas (Denton, TX)	57
University of Dallas (Irving, TX)	100
Texas A&M University (College Station, TX)	119
Texas Tech University (Lubbock, TX)	124
University of Texas at San Antonio (San Antonio, TX)	148

¹² US News and World Report does not rank nonprofit management programs specifically so the rankings apply to the public affairs programs in general at each institution (in which nonprofit programs are often housed).

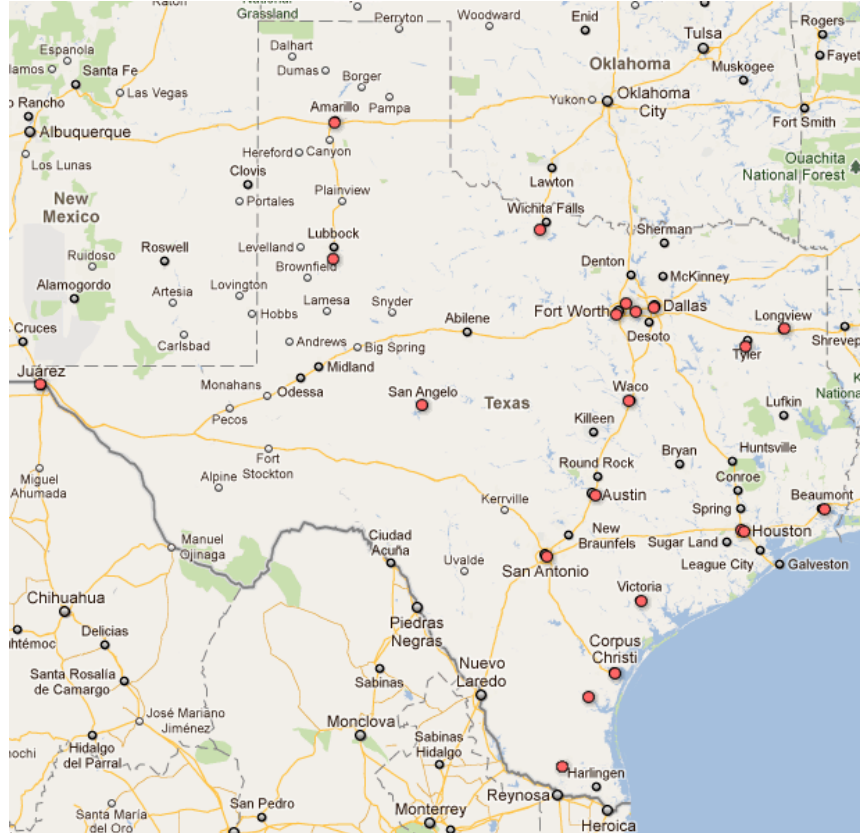
Chart 36: Other Texas Institutions of Higher Learning with Nonprofit Programs
Abilene Christian University (Abilene, TX)
Baylor University (Waco, TX)
University of Houston (Houston, TX)
University of Texas at Arlington (Arlington, TX)

In addition to nonprofit education programs, Texas has 22 Foundation Center Cooperating Collections throughout the state. These free funding information centers are located in community foundations, libraries, MSOs, universities, and other nonprofit resource centers and have a variety of grantmaking resources; the resources offered especially include a core collection of Foundation Center publications that can be in print or electronic. The Cooperating Collections serve the Renz function Communication & Information Dissemination as well as Research & Knowledge Management.

One of the main objectives of these collections is to provide useful resources to grantseekers to underserved populations and locations that require assistance for their nonprofits. They serve to make funding-related technical information available to communities and provide free funding research guidance. New centers can be added by qualifying institutions submitting proposals to the Foundation Center in order to help them carry out their mission.

Although Texas has 14 fewer of these collections than California, they are well dispersed geographically across the state; see Figure 21c below for a pictorial representation of these libraries' locations. They are located in all major cities as well as throughout the state, including the Panhandle and the Rio Grande Valley. There are noticeable gaps in West Texas and along the Rio Grande, specifically in Midland-Odessa, Laredo, and Fort Stockton. Perhaps UT Permian Basin, Midland College, Texas A&M International University or the existing local United Ways in Fort Stockton, Laredo, or Odessa could propose participation in the Cooperating Collections efforts.

Figure 21c: Map of Cooperating Collections in Texas



State Government Support

The state government's role in the nonprofit sector is very relevant given current events in Texas. In 2009 the Legislature enacted HB 492 which created the Task Force on Strengthening Nonprofit Capacity. This entity evaluated the nonprofit sector and its capability to achieve mission areas with existing processes, funding, and organizations. In order to continue considering these important issues central to the nonprofit community, HB 1965 is being considered; this piece of legislation would also expand the Task Force's work through the Interagency Coordinating Group.

In 2003, the 78th Texas Legislature passed Senate Bill 1183, which removed a requirement so that OneStar Foundation could administer federal volunteer programs instead of the Texas Workforce Commission (OneStar Foundation, 2011). Three years later, OneStar expanded its mission to support and strengthen the nonprofit sector. With this change, the legislative branch allowed the social sector to assume direction over volunteerism.

The executive branch is also involved in the nonprofit sector. The Texas Office of the Attorney General (OAG) plays an important role in providing information and services related to the sector (2011). While most organizations do not need to register under Texas law, the OAG is also responsible for registering organizations that solicit law enforcement, public safety, or

veterans' causes. It engages in consumer protection by educating consumers about legitimate charities and fraudulent ones.

This relationship with government will be important, with some potential for dramatic change, going forward as nonprofits try to obtain funding in increasingly difficult economic times. Additionally, with pending cuts, greater and potentially different collaboration among nonprofits and government will be important going forward.

Renz functions in Texas

Each of the Renz functions is represented in Texas although some have a greater presence than others. For example, many organizations engage in communication & information dissemination; most of the organizations explored in this analysis have a newsletter and make substantive content available on their websites. On the other hand, Advocacy, Policy & Government Relations is not pursued with the same breadth and depth.

Several organizations serve a primary Renz function but perform other functions as well. For instance, the RGK Center for Philanthropy and Community Service primarily conducts research, but they also perform Education & Leadership Development, Capacity Development & Technical Assistance, and communication & information dissemination. Similarly, the United Way of Greater Houston is primarily a financial intermediary but also engages in Workforce Development & Deployment, Education & Leadership Development, Communication & Information Dissemination, while serving the role of network/association for community nonprofits. On the other hand, there are also organizations like the Barbara Bush Texas Fund for Family Literacy that only exist as Funding Organizations. Refer to Chart 37 for a list of the above organizations' specified Renz functions.

In his study, Renz outlined eleven roles and functions organizations performed to support the nonprofit sector on a national level. He categorized nonprofits according to their roles and functions and "mapped" these organizations by roles and functions using Venn diagrams for illustrative purposes.

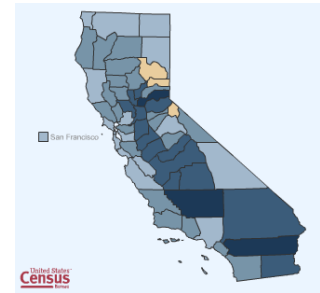
To replicate the Renz mappings for each of the states, researchers mapped the organizations listed in the Major Infrastructure Organization charts. The Renz Venn mappings for each state can be found in the Appendix E. Please consider that due to categorical volume and overlap, only major functions and the largest organizations are represented in the mappings. Please see the Major Infrastructure Organization charts for a full listing of the major infrastructure organizations categorized by researchers.

This project benefitted greatly from the availability of information about the nonprofit sector in Texas. It is clear that the contributions of OneStar and TANO as well as academic studies from the Texas A&M's Bush School and the University of Texas's LBJ School have enhanced the researchers' ability to access and analyze information about nonprofit organizations. Data was much more readily available than it was in other states.

Chart 37: Major Infrastructure Organizations in Texas by Renz Functions

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Association Of Texas Colleges And Universities	6						X					
Barbara Bush Texas Fund For Family Literacy	4				X							
Children's Fund, Inc.	3			X	X							
Center for Nonprofit Management	9				X	X			X	X		
Center for Nonprofit Support	9								X	X		X
Don And Linda Carter Foundation	4				X							
Greater Houston Community Foundation	5				X	X						X
Greenlights for Nonprofit Success	9						X		X	X		X
Gulf Coast Institute Dba Houston Tomorrow	10										X	X
Horner-Premier Foundation	4				X							
Junior League Of Abilene, Inc.	7			X				X		X		
Leadership Fort Worth	8						X		X	X		X
Learn Lonestar Education & Research Network	10						X				X	X
Lewis Family Charitable Foundation	4				X							
Meadows Foundation, Inc.	4		X		X							
OneStar Foundation	9	X	X	X		X	X	X	X	X	X	X
RGK Center for Philanthropy and Community Service	10								X	X	X	X
San Antonio Area Foundation	3			X		X				X		
United Way Capital Area	3			X				X				
United Way Of Greater Houston	9			X	X		X	X	X	X		X
Volunteer Center Of North Texas	7				X			X				
TANO	6		X				X			X		X
Waco Foundation	4			X	X	X				X		
Young Nonprofit Professionals Network of Austin	6						X	X	X			X
<div> <div>1. Accountability & Self-Regulation</div> <div>2. Advocacy, Policy & Governmental Relations</div> <div>3. Financial Intermediaries</div> <div>4. Funding Organizations</div> <div>5. Donor & Resource Advisers</div> <div>6. Networks & Associations</div> <div>7. Workforce Development & Deployment</div> <div>8. Education & Leadership Development</div> <div>9. Capacity Development & Technical Assistance</div> <div>10. Research & Knowledge Management</div> <div>11. Communication & Information Dissemination</div> </div>												

California: Established



California Overview

General Information

California lies along the Pacific coastline and shares a border with Mexico. California is the largest state in the US both in terms of landmass and population, with a population of over 38 million (US Census, 2009). California has diverse geographic communities, with major metropolitan communities, suburban communities, and also rural communities. In addition, California has a diverse population; similar to Texas, minorities are a majority in California and make up over 55% of the population (US Census, 2009).

California's economy is largely dependent on education, health services, and government and transportation sectors. The median household of California is \$61,017, which is higher than the national median; however, it is important to consider that the cost of living in California is typically more than other states in the US. Although the cost of living in California is above the national average, the poverty level for California is 13.3%, which is roughly equal to the national poverty rate.

Nonprofit Infrastructure Overview

The California nonprofit infrastructure has strength in several areas from which nonprofit organizations benefit. California has a centralized state association for nonprofits that provides collaboration and networking for the nonprofits. California also has several foundation associations that provide philanthropic coordination and support. California has an array of community foundations, and also boasts of a large number of management support organizations to help nonprofits with operations and technical support. In addition, the state is home to many graduate schools that offer quality nonprofit educational programs. However, due to the geographic size of California (especially in latitude), a downside is that many organizations only operate within their own region of the state, often in either northern or southern California; this

geographic distance and service area focus makes collective collaboration throughout California's entire nonprofit sector a potential issue.

Nonprofit Sector of California

General Information

California has over 156,000 registered nonprofit organizations that collectively report total revenue of more than \$162 billion (NCCS, 2009a). Compared to other states, California has one of the largest nonprofit economies. The California nonprofit sector employs nearly 5% of the collective workforce in California, which translates to nearly 750,000 employees (Green, 2001). In addition to a large workforce, the California nonprofit sector also has a large volunteer force, which comprises nearly 10 million volunteers (Green, 2001).

Largest Nonprofit Organizations

Excluding hospitals and universities, the top organizations in California by total revenue and total assets are diverse (see Chart 38). Top organizations by total revenue include World Vision International, which reports total revenue greater than \$1.5 billion; California Affordable Housing Initiatives, Inc. with total revenue of over \$319 million; and the Nehemiah Corporation of America, which reports total revenue of over \$276 million. Similar to the community foundations, compared to other states California organizations report some of the largest total revenues. Ranking organizations by total assets reveals California is dominated by one organization, JD David Community Service, which has over \$4 billion in assets.

Chart 38: Top Ten Organizations in California (excluding hospitals and universities)			
Rank by revenue		Revenue	Assets
1	World Vision International	\$1,508,088,782	\$407,381,349
2	California Affordable Housing Initiatives, Inc.	\$319,187,493	\$20,503,989
3	Nehemiah Corporation of America	\$276,348,788	\$22,381,062
4	San Diego Imperial Counties Developmental Services, Inc.	\$260,649,185	\$31,539,474
5	Rand Corporation	\$250,184,522	\$383,344,958
6	American Cancer Society, Inc.	\$227,306,296	\$140,846,294
7	Tri-Counties Association For the Developmentally Disabled, Inc.	\$209,856,068	\$25,824,044
8	Zoological Society of San Diego	\$192,710,492	\$364,226,299
9	Trinity Christian Center of Santa Anna, Inc.	\$178,676,297	\$885,142,519
10	Golden Gate Regional Center Program Policy Committee, Inc.	\$175,429,233	\$62,218,199
Rank by assets		Assets	Revenue
1	JD David Community Service, Inc.	\$4,500,000,000	\$1
2	Masonic Homes of California	\$717,768,647	(\$79,198,052)
3	Museum Associates	\$717,422,100	\$22,754,561
4	California Independent System Operator Corporation	\$706,498,296	\$208,436,591
5	Jewish Community Federation of SF Marin Peninsula & Sonoma Counties	\$567,602,969	\$46,925,480
6	Orange County Performing Arts Center	\$497,206,815	\$36,684,742
7	World Vision International	\$407,381,349	\$1,508,088,782
8	Rand Corporation	\$383,344,958	\$250,184,522
9	Henry E Huntington Library & Art Gallery	\$366,068,757	\$26,587,908
10	Zoological Society of San Diego	\$364,226,299	\$192,710,492

Nonprofit Infrastructure of California

State Association

California's state association for nonprofits is the California Association of Nonprofits (CAN). Since 1984, CAN has sought to support nonprofits to effectively carry out their missions. CAN helps organizations with capacity building by improving their influence, accountability, and effectiveness. CAN also aims to strengthen the visibility and value of California nonprofits. CAN has approximately 1,700 members, and offers membership services that include savings, advocacy, networking, and trainings and seminars. Additionally, CAN offers an abundance of resources that include insurance programs for employees, publications such as annual reports, and monthly newsletters, directories and datasets.

CAN has a central office in Los Angeles, and also has two satellite offices in Sacramento and Santa Cruz. Having multiple locations is important, especially considering the size of the California landscape; however, CAN has fewer satellite offices than do state nonprofit associations in much smaller states.

The CAN staff comprises seven members reported on the website, including a CEO, chief operating officer and a membership assistant.¹³ The CAN board of directors has 13 members. The board of directors is diverse, with representation from different sectors and from throughout California.

Major Funders

The California nonprofit sector has a large pool and diversity of foundations. Independent foundations award the largest amount of grants within the state. California also has over 400 community foundations, which is more than New York (GuideStar, 2011). California community foundations report some of the largest total revenue and assets. Please refer to Chart 39 for a list of the top ten community foundations in California, listed by total revenue.

Chart 39: Top Ten California Community Foundations by Total Revenue		
Name	Revenue	Assets
Silicon Valley Community Foundation	\$162,218,134	\$1,050,540,598
California Community Foundation	\$98,497,346	\$952,843,772
San Francisco Foundation	\$95,698,801	\$889,773,186
Marin Community Foundation	\$68,357,593	\$231,206,343
The San Diego Foundation	\$63,742,314	\$466,087,961
Skoll Community Foundation	\$58,690,494	\$343,892,896
Community Foundation of the United Jewish Federation of San Diego	\$40,397,971	\$142,980,585
Jewish Community Foundation of the Jewish Federation Council of Greater Los Angeles	\$32,675,181	\$558,324,704
East Bay Community Foundation	\$29,564,750	\$263,069,374
Community Foundation for Sonoma County	\$28,244,973	\$107,279,983

In addition to community foundations, United Way chapters are major funders of the sector. Chart 40 shows the top ten United Organizations in California, by total revenue. California also has approximately 26 United Way chapters located throughout the state; however, much smaller states have more United Way chapters.

¹³ CAN would not disclose the number of staff members.

Chart 40: Top Ten United Ways in California by Revenue		
Name	Revenue	Assets
United Way, Inc., United Way of Greater Los Angeles	\$ 61,260,242	\$ 33,234,435
United Way of the Bay Area	\$ 36,293,399	\$ 26,720,279
United Way of San Diego county	\$ 18,819,021	\$ 16,695,686
Orange Counties United Way	\$ 17,563,849	\$ 25,873,017
United Way Silicon Valley	\$ 14,948,312	\$ 16,818,294
United Way California Capital Region	\$ 12,431,116	\$ 16,193,327
Inland Empire United Way	\$ 5,023,200	\$ 3,787,663
United Way of Ventura County, Inc.	\$ 4,258,269	\$ 2,187,304
United Way of the Inland Valleys	\$ 4,019,570	\$ 3,088,392
United Way of San Joaquin County	\$ 3,758,124	\$ 2,700,992

Private foundations are also an important source of financial support for California nonprofits. Major foundations in the state fund research, prevention of cruelty to animals, children, healthcare, performing arts, education, and technology. Some give to religious organizations such as the J Samuel Harwit Z L & Manya Harwit Aviv Charitable Trust's giving to Jewish schools and programs. Especially of note, the Weingart Foundation of Southern California is supporting an initiative to develop a new Information Exchange for capacity-building services for Los Angeles County nonprofit organizations in addition to its initiatives on developmental disabilities, homelessness, gang prevention, and public schools. See Chart 41 for a list of the top ten of these private foundations by revenue.

Chart 41: Top Ten Private Foundations in California by Revenue		
Name	Revenue	Assets
Nathan & Lilly Shapell Foundation	\$54,093,224	\$76,857,958
Weingart Foundation	\$38,773,324	\$604,207,193
Duffield Family Foundation	\$23,685,425	\$294,424,069
Cherese Mari Laulhere Foundation	\$9,207,012	\$10,652,723
J Samuel Harwit Z L & Manya Harwit Aviv Charitable Trust	\$5,304,422	\$11,187,876
Watanabe Foundation	\$5,015,484	\$5,015,484
Philip and Audrey Reed Charitable Trust, Stinehart William Jr. Trustee	\$4,758,564	\$0
Shanahan Family Charitable Foundation	\$4,037,898	\$15,916,333
Eustace-Kwan Family Foundation	\$2,739,970	\$18,776,806
Nicholson Family Foundation	\$2,668,114	\$4,592,663

Donor Advisers and Foundation Associations

California does not have a state association of foundations. This could be reflective of the vastness of California's geography, a preference for regional associations versus central associations, or some other social, political, or economic evolution around the major population centers.

There does appear to be some specialization of funding networks not seen as much in other states. For example, California does have a collection of regional associations and organizations that provide networking for foundations. The League of California Community Foundations (LCCF) was founded in 1994 and is a central organization for community foundations. The LCCF has a mission to build and strengthen communities by fostering collaboration among the state's community foundations. The LCCF has a membership of 25 foundations. LCCF offers members management of information, public policy advocacy, and seminars to strengthen board and CEO efficiency and capabilities. The existence of an association for community foundations is noteworthy, as community foundations are both larger in size and number, and, in terms of geographic dispersion, than observed in all of the states reviewed in this comparison.

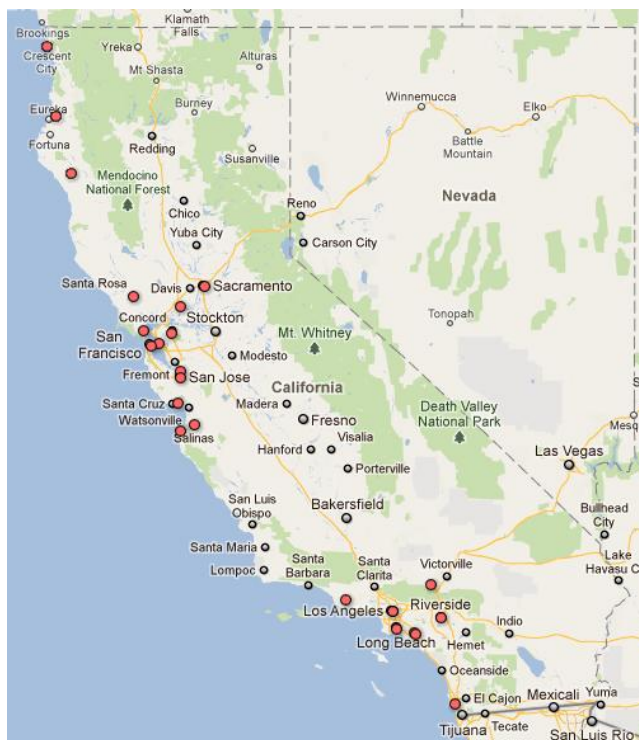
Other philanthropic organizations include the Southern California Grantmakers, founded in 1973, and Northern California Grantmakers, founded in 1965. These organizations are regional membership associations of private sector grantmakers, and have missions to support and advance effective and responsible philanthropy in California to help maintain a strong nonprofit infrastructure.

Management Support Organizations

Capacity building in California is bolstered by the presence of several MSOs. However, like the state foundation associations, California management support organizations focus their efforts on regional area, rather than through a statewide network. MSOs in California seem to be geographically well-disbursed along the coastline but with a noticeable absence in the area around Fresno. Chart 42 shows significant MSOs in California, and Figure 22 shows their geographic location. There are two main clusters around Los Angeles and San Francisco/Silicon Valley. Because California is a large state and it has regions that do not have presence of MSOs, and a capacity-building network could help to improve the nonprofit infrastructure.

Chart 42: Management Support Organizations in California	
Name	Location(s)
Nonprofit Center, Humboldt Area Foundation	Bayside, Crescent City, and Garberville, CA*
Center for Nonprofit Leadership, Ventura County	Camarillo, CA
Long Beach Nonprofit Partnership	Long Beach, CA
Center for Nonprofit Management	Los Angeles, CA
The Grantsmanship Center	Los Angeles, CA
CompassPoint Nonprofit Services	Milpitas, Oakland, Pleasant Hill, San Francisco, and San Jose, CA*
Monterey County Community Foundation Management Assistance Program	Monterey and Salinas, CA*
CONNECT Partnership for Nonprofit Solutions	Orange County, CA
High Desert Resource Network	Phelan, CA
Nonprofit Resource Center, Community Connect	Riverside, CA
Nonprofit Resource Center	Sacramento, CA*
Nonprofit Management Solutions	San Diego, CA
Center for Volunteer and Nonprofit Leadership of Marin	San Rafael, CA*
One OC - Volunteer Center of Orange County	Santa Ana, CA
Resource Center for Nonprofits/Volunteer Center of Sonoma County	Santa Rosa, CA*
Pathways to Excellence - Community Action Partnership of Solano	Solano, CA*
Community Foundation of Santa Cruz County	Soquel, CA*
Note: An * indicates northern California	

Figure 22: Map of MSOs in California



In northern California, there are several organizations dedicated to management support. CompassPoint Nonprofit Services, founded in 1975, offers support through five locations in the San Francisco Bay area and offers a wide variety of services including coaching, consulting, and workshops in addition to providing resources like peer networking, research, and conferences. They aim to intensify the impact of the nonprofit community with their convening power, teaching ability, and leadership development. CompassPoint, in particular, enjoys national prominence and actively engaged in research on the nonprofit sector, often in partnership with major foundations. The Nonprofit Resource Center in Sacramento provides support to the state capital and California's northern Central Valley area. With their board placement, consulting, workshops, and library programs, the center aims to provide innovative, centralized services and information to nonprofits at a variety of stages in their life cycle. Pathways to Excellence is a capacity-building program of the Community Action Partnership of Solano that offers board training, and diagnostic assessments, and other resources. Participating organizations use self study and feedback materials in order to measure their progress and set strategic goals in the areas of human resources, customer focus, leadership, and organizational processes. MSOs like these organizations are necessary to promote capacity building and encourage effective management.

There are several funders and financial intermediaries that provide management support services in addition to their grantmaking activities. Humboldt Area Foundation's Nonprofit Centers serve northernmost California near the Oregon border. It offers workshops and a competitive grant program for technical assistance in which recipients receive consulting services for a broad range of topics from board development to strategic planning. The Community Foundation of Santa Cruz County provides a board matching program, online resources, and workshops for

grantseekers and nonprofit organizations in addition to their funding activities. Monterey County Community Foundation Management Assistance Program offers consulting, nonprofit management resources, professional development, technical assistance grants, and workshops to support excellence in nonprofits along California's central coast. Their Leadership Education and Development (LEAD) program offers monthly peer learning experiences to rising nonprofit professionals.

Similarly, organizations created to serve as volunteer centers also have expanded the scope of their programs to include support services. The Resource Center for Nonprofits at the Volunteer Center of Sonoma County offers a board-matching program, a directory of consultants, and workshops as well as an annual conference. The Center for Volunteer and Nonprofit Leadership of Marin offers disaster preparedness resources, training and leadership development workshops, consulting, and transition services. The center also offers consultant referrals for the services they do not provide.

In Southern California, the MSOs are clustered in Los Angeles and below. There were two organizations in Santa Barbara and Santa Clarita offering support services that recently closed their doors, but nine remain serving their surrounding communities. Los Angeles's Center for Nonprofit Management has been building better leaders through training, coaching, and online tools in southern California for 32 years; in response to the changing economic climate, the Center has engaged and shared new management techniques and technologies that will help the sector respond to its changing needs. Just south of Los Angeles, Long Beach Nonprofit Partnership offers capacity development consulting services, networking opportunities, referrals, workshops, and other resources to area community-based organizations as well as a membership program that provides discounts on services and further resources. Further southeast, Orange County's CONNECT Partnership for Nonprofit Solutions has programs similar to OneStar's for a small geographic area; it houses the AmeriCorps Vista program as well as capacity-building services such as business plan training, consulting, executive-level professional training, technical assistance, and other workshops.

There are several MSOs along Highway 15. Inland northeast of Los Angeles, the High Desert Resource Network aims to support and strengthen the social sector with training on fundraising and networking as well as regular workshops on a broad range of nonprofit topics like business performance, grant-writing, and marketing. South on the highway, the Nonprofit Resource Center, Community Connect provides Riverside-area nonprofits opportunities for growth and education related to launching a nonprofit, fundraising, human resources, and strategic planning. In the southernmost part of the state near the end of Highway 15, Nonprofit Management Solutions helps San Diego-area organizations with fundraising and management by serving as a one-stop shop for consulting, training, and relevant information.

Several funders and volunteer centers provide management support as well. In addition to providing grantmaking services, the Center for Nonprofit Leadership of Ventura County offers practical management assistance workshops, networking opportunities, and seminars to area nonprofit staffs and boards in a co-learning environment in which attendees may learn from one another. The Grantsmanship Center in Los Angeles was a leader for training to nonprofit and government agencies on finding funding opportunities and now provides social enterprise

workshops as well; they offer memberships that provide further access to resources. OneOC, formerly the Volunteer Center of Orange County, seeks to accelerate nonprofit success through volunteer, training, consulting, and business services. As the fifth largest volunteer center in the US with more than 50 years of experience helping nonprofit organizations in the area, OneOC also offers a directory of services, information on starting a nonprofit, and other online resources to support the community.

Nonprofit Education Programs and Resources

California has an array of nonprofit management education programs; Charts 43 and 44 show that there are nearly thirty nonprofit programs offered by universities throughout the state. The programs offered are high quality, and eleven programs are ranked by the *US News & World Report* Education Rankings (2008). California hosts some of the preeminent nonprofit programs such as, the University of California at Berkeley Center for Nonprofit and Public Leadership, the University of Southern California Nonprofit Management and Entrepreneurship Program and the University of California at Los Angeles Nonprofit Leadership Program. The quality educational nonprofit programs could be a factor of a strong nonprofit infrastructure because the programs help to bring innovation, research and entrepreneurship to the sector.

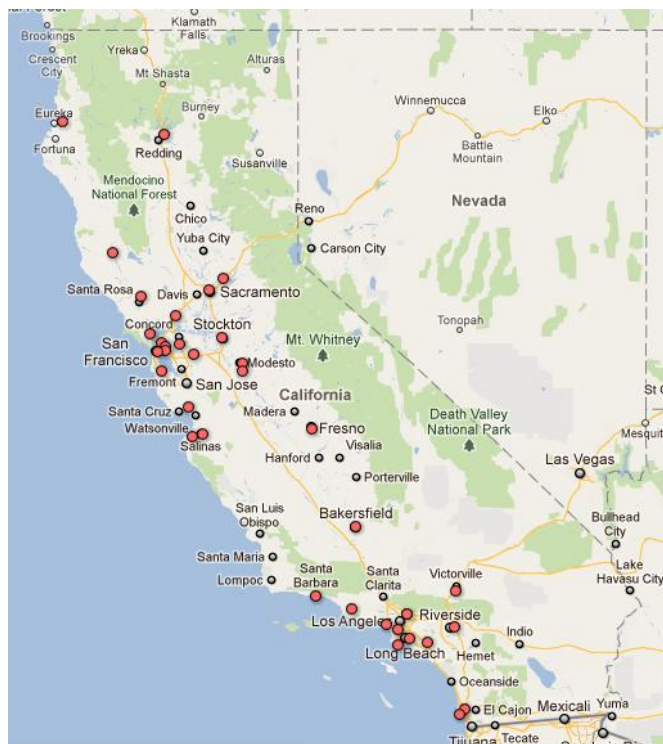
Chart 43: California Institutions of Higher Learning with Nonprofit Programs Ranked By <i>US News & World Report</i> in 2008	
Name	Rank
University of California at Berkeley (Berkeley, CA)	6
University of Southern California (Los Angeles, CA)	7
University of California at Los Angeles (Los Angeles, CA)	14
San Francisco State University (San Francisco, CA)	80
California State University - Los Angeles, Political Science (Los Angeles, CA)	90
Pepperdine University (Malibu, CA)	90
California State University, Fullerton (Fullerton, CA)	124
California State University, Long Beach (Long Beach, CA)	124
University of San Francisco (San Francisco, CA)	124
California State Polytechnic University (Pomona, CA)	148
California State University - San Bernardino (San Bernardino, CA)	148

Chart 44: Other California Institutions of Higher Learning with Nonprofit Programs
California State University - Los Angeles (Los Angeles, CA)
Alliant International University (San Diego, CA)
American Jewish University (Los Angeles, CA)
Azusa Pacific University (Azusa, CA)
California State University - Hayward (Hayward, CA)
California State University, Fresno (Fresno, CA)
Chapman University (San Diego, CA)
Fielding Graduate Institute (Santa Barbara, CA)
Kelvin Alfaro (Fresno, CA)
Pepperdine University - Nonprofit Leadership Alliance (Malibu, CA)
Pepperdine University - Social Entrepreneurship and Change (Los Angeles, CA)
Sonoma State University (Rohnert Park, CA)
Stanford University (Stanford, CA)
Stanford University (Stanford, CA)
University of California at Irvine (Irvine, CA)
University of California at Riverside (Riverside, CA)
University of San Diego (San Diego, CA)
University of San Diego, Nonprofit Leadership Alliance (San Diego, CA)

Data taken from *US News & World Reports* (2008)

Also, California is home to 36 Foundation Center Regional Cooperating Collection libraries. The number of Cooperating Collections is appropriate for the population and landscape of California, and more than Texas—a state similar in size and population. The Cooperating Collections are important to the nonprofit sector because they disseminate a wealth of information about nonprofit organizations and the nonprofit sector. They are depicted in Figure 23 using the same Google Fusion Tables as in the MSO analysis.

Figure 23: Map of Cooperating Collections in California



State Government Support

The California Governor's Office collaborates with the nonprofit sector. Specifically, CaliforniaVolunteers provides the nonprofit sector with resources such as volunteers. In addition, the Attorney General's Office provides legal information about and to nonprofit organizations through the Charitable Trusts division. Finally, the California Association of Nonprofits also interacts with the state government to advocate on behalf of the nonprofit sector. Whereas state collaboration with the nonprofit sector in California is not as active as states such as Texas, Michigan and New York, collaboration between state agencies and the nonprofits is better than Oklahoma and Florida.

Renz functions in California

Chart 45 illustrates the major infrastructure organizations performing the Renz function in California. The most common primary functions are Education & Leadership Development and Capacity Development & Technical Assistance; however, most organizations perform several of the functions. California is a leader in Accountability and Self-Regulation; in 2004 the state passed the California Nonprofit Integrity Act which stipulates that nonprofits with \$2 million or more in revenue must have an independent audit (CRCT, 2004). Notably, California had more organizations performing the Advocacy, Policy & Governmental Relations function. The level of engagement in advocacy tended to correspond with the general strength of the nonprofit sector

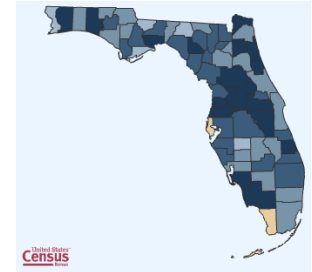
and its infrastructure. Exemplar states had strong evidence of advocacy through educating nonprofits about appropriate advocacy and providing resources for them. The presence of advocacy indicates a relative strength of California vis-à-vis the other states. The chart lists a few organizations serving the Education & Leadership Development function, but this representation is not indicative of the strength of this function. As analyzed in the previous section on nonprofit education programs, there is an established presence of academic institutions and nonprofit centers housed in them—they were too numerous to include in the general Renz function analysis. The same is true of MSOs as they are plentiful along the coastline; California is perhaps the state with the greatest density of management support in the eight comparison states.

In addition to this chart for major infrastructure organizations in California, the organizations are also “mapped” by their Renz functions using Venn diagrams. Please see the mapping of the major infrastructure organizations in California in the Appendix F.

Chart 45: Major Infrastructure Organizations in California by Renz Functions

Organization Name	Primary Function	Renz Functions										
		1	2	3	4	5	6	7	8	9	10	11
Accountability California.org	1	X										
California Association of Nonprofits	1	X	X				X					X
CaliforniaVolunteers	7		X		X			X	X			
Center for Civic Partnerships	9		X						X	X	X	X
Center for Nonprofit Management-Southern California	9									X		
Charities Division of the Office of the Attorney General	1	X										X
Community Action Partnership of Solano	2		X		X					X		
Craigslist Foundation	4				X							X
League of California Community Foundations	5			X		X						X
Nonprofit Resource Center (Cooperating Collection)	11									X	X	X
Pepperdine University (Malibu, CA)	8								X			
San Francisco State University (San Francisco, CA)	8								X			
Silicon Valley Council of Nonprofits	9		X							X		X
Stanford Social Innovation Review	10										X	
The California Endowment	4		X		X		X					
The SPIN Project: Communications Research Institute	11		X									X
Thrive Alliance	9		X				X			X		
Tides: What's Possible	4		X		X	X				X		
United Way California	3			X	X	X					X	X
University of California at Los Angeles (Los Angeles, CA)	8								X			
Volunteer Center of Sacramento	7							X				
<div> <div> 1. Accountability & Self-Regulation 2. Advocacy, Policy & Governmental Relations 3. Financial Intermediaries 4. Funding Organizations 5. Donor & Resource Advisers 6. Networks & Associations </div> <div> 7. Workforce Development & Deployment 8. Education & Leadership Development 9. Capacity Development & Technical Assistance 10. Research & Knowledge Management 11. Communication & Information Dissemination </div> </div>												

Florida: Emergent



Florida Overview

General Information

Florida rests in the Southeastern boarder of the US, and is one of the largest states in the nation. Florida has a very diverse landscape, with a number of large cities and metropolitan areas, as well as vast rural and suburban regions. Most of the larger cities and metropolitan areas lie on the state's coastlines. Florida ranks as the fourth most populous state in the US, with more than 17 million people (US Census Bureau, 2010). Florida has a diverse population, with minorities making up more than 37% of the population and persons of Hispanic or Latino descent make-up nearly two-thirds of the minority population (US Census Bureau, 2009). Florida is also diverse in age, but has a relatively larger elderly population than other states (US Census Bureau, 2009).

The economy of Florida is heavily influenced by tourism and real estate, and many residents are employed within these industries (Stiver, 2010). Florida is known for its popular attractions, such as theme parks and beaches. The climate of Florida also attracts home buyers and renters with retirement interests (Stiver, 2010). The median household income of Florida (\$47,802) is below the national median, and the poverty rate of Florida (13.3%) is nearly identical to the national rate (US Census Bureau, 2009).

Nonprofit Infrastructure Overview

At an overview, the Florida nonprofit infrastructure is emergent. Compared to states such as New York and Minnesota, Florida lags in having an adequate presence of nonprofit Accountability & Self-Regulation organizations. While the Florida nonprofit infrastructure is described as emergent, there is a significant presence of Financial Intermediaries, Funding Organizations, and Donor & Resource Advisers that contribute to and advise nonprofits financially.

In addition, the Florida nonprofit infrastructure is emerging because the state does not have an adequate nonprofit state association and there are few nonprofit networks and associations to provide collaboration and integration among nonprofits. The Florida nonprofit infrastructure does hold a large presence of academic institutions that provide formal education in nonprofit management and contribute to research specifically for the nonprofit sector. The Florida nonprofit infrastructure also has a significant presence of management support organizations. Finally, with few organizations dedicated to facilitating communication and information

throughout the nonprofit sector, the Florida nonprofit infrastructure can also be characterized as emergent in this additional area.

Nonprofit Sector of Florida

General Information

Although Florida is one of the larger and more populous states in the US, the economy of the nonprofit sector is not as large as observed in even smaller states. Even so, Florida's nonprofit sector has over 70,000 registered organizations and total revenue of more than \$70 billion (NCCS, 2009a). The sector is comprised of approximately 380,000 paid workers and 250,000 full-time volunteers who make it one of the largest industries within Florida (Salamon, Geller, and Sokolowshi, 2008).

The relatively small size of the Florida nonprofit economy compared to other states could serve as one potential explanation for Florida's emergent nonprofit infrastructure, but researchers are still faced with the "chicken and the egg" question: does the nonprofit sector's small size (in proportion to demographic trends) contribute to a relatively nascent nonprofit infrastructure or vice versa?

Largest Nonprofit Organizations

Similar to other states, Florida organizations that report the largest gross receipts and assets are health services providers and universities such as the Shriners Hospitals for Children, and the Baptist Health of South Florida, Inc. Chart 45 lists the top ten nonprofit organizations, excluding hospitals and universities, ranked by both revenue and assets. Besides the health services sector, other organizations with the largest gross receipts and assets are Food for the Poor, Inc., Family Central, Inc. and Early Learning Coalition of Miami-Dade and Monroe Counties.

Chart 46: Top Ten Organizations in Florida (excluding hospitals and universities)			
Rank by Revenue		Revenue	Assets
1	Food For The Poor, Inc.	\$1,086,183,871.0	\$46,112,572
2	Family Central, Inc.	\$184,412,181.0	\$17,693,666
3	Early Learning Coalition of Miami-Dade Monroe	\$176,544,547.0	\$27,900,124
4	Cross International Public Outreach, Inc.	\$159,822,566.0	\$5,603,345
5	Eckerd Youth Alternatives, Inc.	\$118,834,014.0	\$56,795,197
6	Children's Home Society of Florida	\$104,592,009.0	\$82,918,430
7	Our Kids of Miami-Dade and Monroe, Inc.	\$101,007,739.0	\$10,072,521
8	Early Learning Coalition of Broward County, Inc.	\$94,017,915.0	\$9,060,758
9	Early Learning Coalition of Palm Beach County	\$75,278,998.0	\$7,816,905
10	Amikids, Inc.	\$74,973,173.0	\$37,972,270
Rank by Assets		Revenue	Assets
1	New World Symphony, Inc.	\$4,383,785	\$151,867,475
2	OnPoint Technologies, Inc.	(\$307,245)	\$147,957,596
3	Raymond F Kravis Center for the Performing Arts, Inc.	\$11,443,036	\$125,358,560
4	Allegany Franciscan Ministries, Inc.	(\$8,138,297)	\$120,810,397
5	Norton Gallery and School of Art, Inc.	\$5,657,682	\$109,251,221
6	Philharmonic Center for the Arts	\$23,604,972	\$108,063,000
7	Children's Home Society of Florida	\$104,592,009	\$82,918,430
8	Give Kids The World, Inc.	\$28,250,279	\$80,095,576
9	Goodwill Industries-Suncoast, Inc.	\$46,679,533	\$66,622,674
10	Collier County, Habitat for Humanity of	\$20,109,884	\$62,615,386

Nonprofit Infrastructure of Florida

State Association

Although Florida does not have an association affiliated with the National Council of Nonprofits (NCN), the national association of state nonprofit associations, the Florida Association of Nonprofit Organizations (FANO) acts as the states' nonprofit association.¹⁴ FANO was founded in 1989, and reported total revenue of only slightly over \$37,000 in 2008. Unlike most state nonprofit associations, FANO has a central office in Miami, Florida to serve the entire state. FANO states its mission as “to enhance the well-being of all people and the communities in Florida by building the capacity of the nonprofit sector” (Florida Association of Nonprofit Organizations, 2011). Although a membership listing of FANO is not publicly available, FANO records that it assists 45,000 nonprofits (Florida Association of Nonprofit Organization, 2011).

¹⁴ Note that the quantitative evaluations of the nonprofit sector and infrastructure in earlier sections of the report do not consider FANO a state association because it is not a member of NCN. In order to understand Florida's network or nonprofits and support organizations, however, FANO is considered a state association in this section of the report.

FANO assists its members in six primary ways: help, education, advocacy, research, training, and savings, forming the acronymic “Hearts.” In contrast to state associations such as California and Minnesota, FANO does not provide an accessible job bank, nonprofit directory or research center. FANO does publish an e-newsletter, but the organization has no formal publications.

FANO comprises seven staff members that administer services and control operations. Staff members include President and CEO, Program Director, Senior Program Development, Program Coordinator, Grants Development, Research Coordinator and Administrative Assistant; most of the staff has backgrounds in nonprofits and public organizations. FANO is governed by a board of directors comprising eight members. The members represent Miami and the southern regions of Florida. In contrast to the diversity of the board of directors for state nonprofit associations with strong nonprofit infrastructure, there is no representation of other regions of Florida on the board. In addition to the board of directors, FANO also is advised by an Honorary Advisory Committee. Unlike the board of directors, the advisory committee comprises seven members from diverse nonprofit, public and private institutions. According to the Renz (2008) nonprofit infrastructure categories, state associations exist to serve a primary role of addressing collective issues of the nonprofit community, but FANO is insufficient in this role. States with weaker infrastructures share this trait with Florida, in that they do not have a strong and sufficient state nonprofit association.

Major Funders

Private foundations within Florida give four-times as much as the national giving rate for private foundations (Salamon, Geller, and Sokolowski, 2008); however, the assets of Florida private foundations are substantially lower than national percentages. The largest private foundations in Florida include the James L. Knight Foundation, the Arthur S. DeMoss Foundation, the Picower Foundation, and the Publix Supermarket Charities, Inc. (Florida Philanthropic Network, 2011). In addition to private foundations, Florida has over 60 community foundations; Chart 47 lists the top ten community foundations by revenue. The chart shows that the number of community foundations is similar to Texas, which is comparable to Florida in terms of landmass and community geography; the number and size, however, is significantly smaller than that observed in California.

Chart 47: Top Ten Florida Community Foundations by Total Revenue		
Name	Revenue	Assets
Community Foundation of Collier County	\$19,605,353	\$141,766,473
Community Foundation of North Florida, Inc.	\$19,243,113	\$122,630,204
Community Foundation for Palm Beach & Martin Counties, Inc.	\$17,373,149	\$114,128,373
The Community Foundation, Inc.	\$8,237,402	\$101,645,751
Community Foundation of Tampa Bay, Inc.	\$7,180,839	\$85,298,791
Charlotte Community Foundation, Inc.	\$5,932,727	\$74,587,582
Community Foundation of Sarasota County, Inc.	\$5,245,259	\$63,743,073
Gulf Coast Community Foundation of Venice, Inc.	\$4,718,684	\$54,714,172
Southwest Florida Community Foundation, Inc.	\$3,876,915	\$51,578,369
Community Foundation of Broward, Inc.	\$3,765,500	\$49,738,837

United Ways also contribute significantly to the nonprofit sector, and Florida has approximately 34 United Way agencies (NCCS).¹⁵ Although Florida is one of the larger states, it has fewer United Way agencies than smaller states. The largest United Way in terms of total revenue is the United Way of Miami-Dade, with over \$60 million in total revenue, whereas other chapters in Florida have significantly less total revenue. Please refer to Chart 48 for a listing of the top ten United Way organizations by total revenue in Florida.

Chart 48: Top Ten United Ways in Florida by Revenue		
Name	Revenue	Assets
United Way of Miami-Dade, Inc.	\$ 60,921,602	\$ 148,651,239
United Way of Northeast Florida, Inc.	\$ 25,295,914	\$ 21,824,042
Heart of Florida United Way	\$ 21,817,728	\$ 27,952,807
United Way of Tampa Bay, Inc.	\$ 21,282,331	\$ 20,840,459
United Way of Hillsborough County, Inc.	\$ 15,339,170	\$ 10,502,539
United Way of Palm Beach County, Inc.	\$ 14,687,500	\$ 14,428,582
United Way of Broward County, Inc.	\$ 12,162,526	\$ 12,901,385
United Way of Brevard County, Inc.	\$ 10,794,518	\$ 5,188,489
United Way of Central Florida, Inc.	\$ 10,015,620	\$ 18,269,533
United Way of Pinellas County, Inc.	\$ 9,630,581	\$ 17,214,869

For Florida, private foundations are also a source of revenue although they do not have the same high levels of revenue as foundations in larger states like California and New York. Major private foundations fund organizations and programs related to health research, minorities, and animal rights as well as fund scholarships, research, hospitals, drug treatment, and children's homes. In contrast, Florida's largest private foundation by revenue, We the People, Inc. of the United States, has a different focus than do others in the state and works to provide tax saving solutions through deductible contributions as well as educate the community on public health and safety issues. See Chart 49 for a list of the top ten of these private foundations by revenue.

Chart 49: Top Ten Private Foundations in Florida by Total Revenue		
Name	Revenue	Assets
We the People Inc of the United States	\$91,775,844	\$9,705,434
Abramson Family Foundation	\$6,254,997	\$58,841,450
Louis V Gerstner Jr. Foundation, Inc.	\$4,272,190	\$0
Barry and Renee Honig Charitable Foundation Inc	\$3,901,992	\$3,901,042
Sunburst Foundation Inc	\$3,074,703	\$5,190,166
Shirley E Noland Foundation	\$2,061,773	\$2,006,193
Goldhammer Family Foundation	\$2,027,562	\$3,033,646
Jobworks Inc	\$1,592,867	\$236,258
Nancis Animal Rights Foundation Inc	\$1,018,968	\$49,824,886
Celebrity Foundation Inc	\$992,300	\$1,488,843

¹⁵ United Way data was acquired by using the NCCS "Search Active Organizations" tool for each state.

Donor Advisers and Foundation Associations

The Florida Philanthropic Network (FPN) is a state-wide grant-maker membership organization with the intent to strengthen philanthropy through research, education and public policy. The FPN is a member of the Council of Foundations (a national membership association for foundation associations). FPN was founded in 2001 and FPN has over \$400,000 in assets and reports revenue of \$311,070 (GuideStar, 2011). Combined, the FPN members report over \$6 billion in assets and invest over \$420 million to the Florida economy (Florida Philanthropic Network, 2011). FPN is located in Tampa, Florida, and serves all of the state through a number of programs and resources such as a member directory, a job center and research. FPN operations and services are conducted by a four-member staff, and FPN is governed by a twelve-member body board of directors. FPN has over 50 member organizations and is growing each year. FPN members make up private and public foundations, and the members are located throughout Florida.

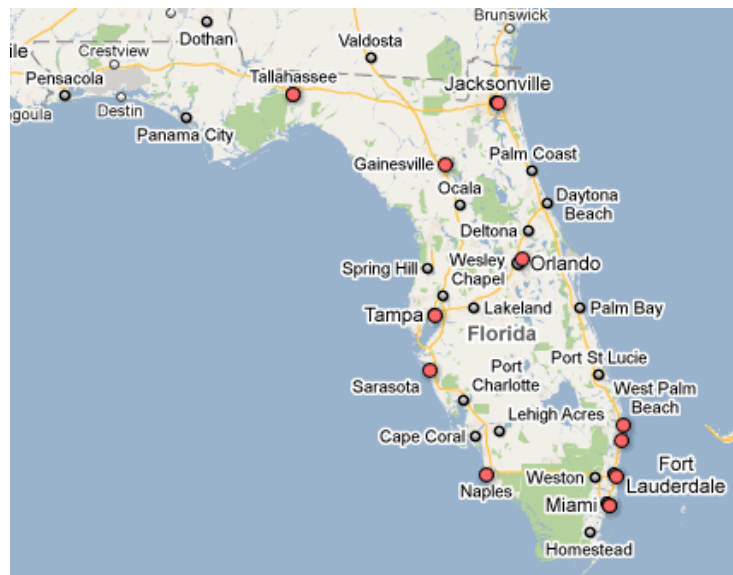
Besides the FPN, the Florida nonprofit infrastructure has a relatively strong network of Financial Intermediaries and donor advisers. Florida has several donor forums, centralized within each region of the state. Donor forums include the Donors Forum of South Florida and the Donors Forum of Central Florida. These organizations serve the primary function as Donor & Resource Advisers according to the Renz nonprofit infrastructure categories. Florida also has ample community foundations throughout the state, even more so than Texas, which is larger in land mass and population.

Management Support Organizations

Interestingly, in contrast to other states with emergent nonprofit infrastructures, Florida has a significant presence of organizations with missions dedicated toward capacity building, as well as numerous Management Support Organizations (MSOs) which are listed in Chart 50. They seem to be geographically disbursed throughout the state fairly well with an absence in the western part of the panhandle and the inland area between Orlando and Naples as depicted in Figure 24. These MSOs serve the Capacity Development & Technical Assistance role of the nonprofit infrastructure categorized by Renz. The organizations are vital to the Florida nonprofit infrastructure because they aid nonprofit organizations in improving organizational developments and operations. Some MSOs have been subsumed by other organizations or have closed their doors during challenging financial times. For example, West Palm Beach used to have the Nonprofit Resource Institute. However, there is still a strong presence of MSOs operating independently or supported by academic institutions, foundations, and community organizations. They offer a variety of services: they teach skills for boards, staff, and volunteers about different aspects of nonprofit operations.

Chart 50: Management Support Organizations in Florida	
Name	Location(s)
Nonprofits First	Boynton Beach, FL
Nonprofit Resource Center	Ft. Lauderdale, FL
Nonprofit Center of North Central Florida	Gainesville, FL
Nonprofit Center of Northeast Florida	Jacksonville, FL
C-ONE Center on Nonprofit Effectiveness	Miami, FL
The Center for Nonprofit Excellence, Collier County	Naples, FL
Nonprofit Resource Center	Sarasota, FL
Center for Civic and Nonprofit Leadership	Tallahassee, FL
United Partners for Human Services	Tallahassee, FL
Nonprofit Leadership Center of Tampa Bay	Tampa Bay, FL
Rollins College Philanthropy and Nonprofit Leadership Center	Winter Park, FL

Figure 24: Map of MSOs in Florida



Nonprofits First seeks to be a one-stop source for nonprofit management excellence in Palm Beach County with accounting services, consulting, e-learning, human resources assistance, technical support, and workshops. It also offers a rising leaders program for mid-level management and an agency certification program. The Nonprofit Leadership Center of Tampa Bay (NLCTB) offers affordable coaching, online resources, and training to five counties in the area to make them more effective and sustainable. They provide classroom and online education as well as certificate programs in several topic areas, and held their first annual leadership conference in 2011.

Management support is available through resource centers affiliated with academic institutions. The Center for Civic and Nonprofit Leadership at Florida State University not only gathers and disseminates information relevant to nonprofits, it also offers consulting, program evaluations, strategic planning, and training to organizations in Tallahassee and around the state. The comprehensive links page directs people to local, state, and national resources and annotated bibliographies of nonprofit organizations. The Rollins College Philanthropy and Nonprofit Leadership Center in Winter Park (near Orlando) provides education and management assistance to strengthen the impact, effectiveness, and leadership of local nonprofit organizations. It offers five certificates on nonprofit topics as well as diverse array of workshops with topics ranging from advocacy, board development, and executive transition to marketing, networking, and volunteer management. The website offers useful links, research, and information about their board match program.

Several financial intermediaries have auxiliary services to support the nonprofit community with capacity building and technical support. Ft. Lauderdale's Nonprofit Resource Center, a program of the Community Foundation of Broward, offers an annual leadership institute for county nonprofit leadership, board member leadership training, a seminar series for professionals, and technical assistance. In addition to its strategic philanthropy, the Community Foundation of Collier County supports The Center for Nonprofit Excellence to provide technical assistance, customized training, and consultations to area nonprofits. Likewise, the Community Foundation of Sarasota County has a nonprofit resource center that offers consulting, digital resources, online learning, and workshops to help area organizations communicate, fundraise, govern, and manage staff and volunteers.

Some organizations do not offer coaching or consulting themselves, rather connect nonprofits to these resources with links and referrals. In order to equip nonprofit leaders and advance the sector, Jacksonville's Nonprofit Center of Northeast Florida provides referrals to area consultants, networking opportunities, toolkits, and links to other online resources as well as member benefits including access to research, mentorship and coaching from local experts, and a newsletter. It is also leading an initiative to strengthen the voice of the sector through advocacy, board leadership, collaborations, marketing, and measuring the sector's impact. The Nonprofit Center of North Central Florida in Gainesville serves Alachua and surrounding counties by cultivating support, growth, and community awareness. In addition to providing referrals, online resources, and workshops, the Center works to facilitate collaboration among area organizations. Miami's C-ONE Center on Nonprofit Effectiveness is a partnership of Hands On Miami and the Miami-Dade United Way connects nonprofits with necessary resources to succeed like supporting local nonprofit leaders to attend conferences, board match, consultants directory, and other online tools.¹⁶ Tallahassee's United Partners for Human Services provides nonprofit human service organizations high-quality instruction on current management topics including fiscal management and evaluation services; they also conducted a comprehensive economic impact study of nonprofits in Leon County in 2007.

¹⁶ C-ONE's website was down during the time of research, but there was activity on their twitter and facebook pages. As a result, robust information about its services was difficult to capture.

Nonprofit Management Education Programs and Resources

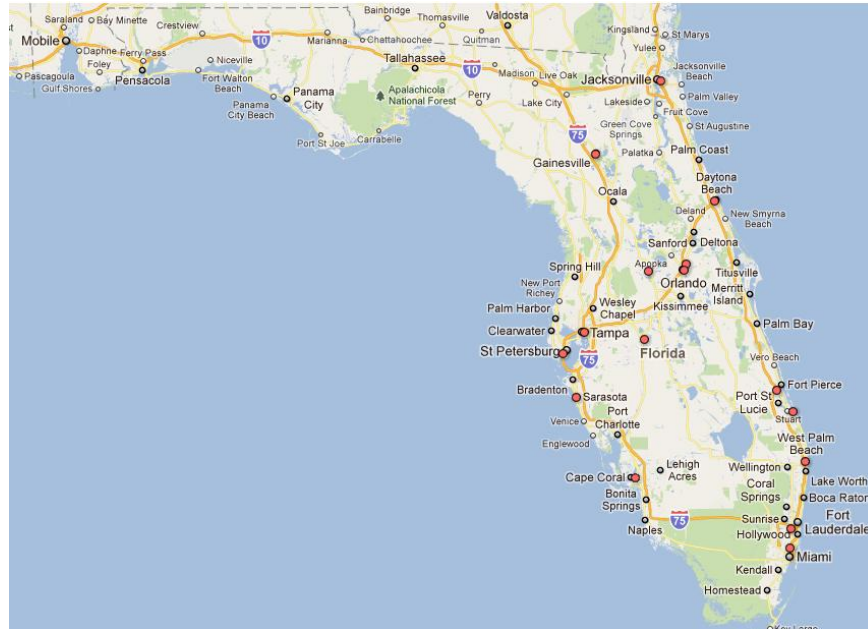
Chart 51 provides a list of the major institutions with nonprofit management education programs in Florida that are ranked by *US News and World Report* and Chart 52 shows a list of other nonprofit learning institutions in Florida. The Center for Civic & Nonprofit Leadership at Florida State University, the Center for Nonprofit Management at the Miami School of Business, the Rollins College Philanthropy & Nonprofit Leadership Center, and the University Of Central Florida Capacity Building Institute are significant research institutions that contribute to the nonprofit sector in Florida. The university nonprofit programs serve the Education & Leadership Development function of the Renz nonprofit infrastructure categories, as well as the Research & Knowledge Management function. The education programs are important to the nonprofit infrastructure because they educate leaders of the sector, and they also facilitate research and analysis to help improve the sector and develop best practices. Florida does relatively well in having an adequate presence of education programs and resources, and these programs are ranked rather highly compared to other states with more characteristics of a strong nonprofit infrastructure.

Chart 51: Florida Institutions of Higher Learning with Nonprofit Programs Ranked By <i>US News & World Report</i> in 2008	
Name	Rank
Florida State University (Tallahassee, FL)	27
Florida Atlantic University (Ft. Lauderdale, FL)	80
University of Central Florida - Nonprofit Leadership Alliance (Orlando, FL)	90
University of South Florida - Public Administration (Tampa, FL)	124
University of North Florida (Jacksonville, FL)	165

Chart 52: Other Florida Institutions of Higher Learning with Nonprofit Programs
Rollins College (Winter Park, FL)
University of Florida (Gainesville, FL)
University of South Florida - Continuing Education Program (Tampa, FL)
University of Tampa (Tampa, FL)
University of West Florida (Pensacola, FL)

Florida has eighteen Foundation Center Cooperating Collection libraries dispersed through the state. While this may appear to be a lot, compared to states with similar land mass and population demographics Florida does not have as many Cooperating Collections. There is also a noticeable lack of these libraries in Florida's panhandle. The Cooperating Collection centers have a primary role as communicators and information disseminators as categorized by the Renz nonprofit infrastructure functions. The centers are needed to provide the information to help individuals and organizations seeking to know more about the nonprofit sector. An insufficient supply of Cooperating Collection centers in the panhandle may prevent information from being disseminated. They are depicted geographically in Figure 25.

Figure 25: Map of Cooperating Collections in Florida



State Support

Volunteer Florida, which serves as the Governor’s Commission on service and volunteerism in the state, and the Florida Attorney General’s Office are each examples of organizations that serve the function for advocacy, policy and governmental relations. Volunteer Florida has a mission to strengthen communities and nonprofits through voluntarism and interface with the government. The Florida Attorney General’s Office provides assistance to nonprofits through the Charitable Trust Bureau by collecting and disseminating information about charities in the state. Such organizations are vital because they contribute to the nonprofit infrastructure by encouraging accountability, transparency and performance management of nonprofits. The organizations do this by interacting with governments and transferring information to nonprofits.

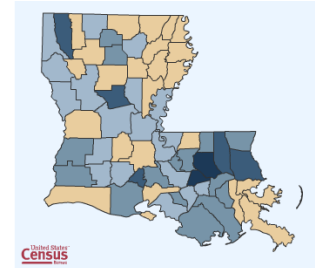
Renz functions in Florida

Florida’s infrastructure is supported by organizations that perform all of the Renz functions when considered collectively, as depicted in Chart 53. In fact, there are many organizations that provide services that satisfy several of the Renz functions. For example, the United Way of Florida provides advocacy, financial intermediary, funding, and donor & resource advising services. However, Florida seems less strong in the areas of accountability and workforce development. Only the FAIRS and FANO provide Accountability & Self-Regulation assistance, and only Volunteer Florida and the FAVRM offer Workforce Development & Deployment. These are areas that several states have weak Renz function coverage; however, this analysis may reveal that these functions require further attention and development in order to strengthen the state’s infrastructure as a whole.

Chart 53: Major Infrastructure Organizations in Florida by Renz Functions												
Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Association of Fundraising Professionals-Central and North Florida	4				X		X		X	X	X	
Center for Civic & Nonprofit Leadership, FSU	8								X	X	X	X
Center for Public & Nonprofit Management-University of Central Florida	8								X	X	X	
Center on Nonprofit Effectiveness	9									X	X	
Community Foundations of Florida	4				X	X	X					
Cooperating Collection, Jacksonville Public Library	11										X	X
Florida Alliance of Information & Referral Services (FAIRS)	6						X					X
Florida Association for Volunteer Resource Management (FAVRM)	1	X					X	X	X			
Florida Association of Nonprofit Organizations (FANO)	1	X	X				X		X			X
Florida Philanthropic Network	5			X		X	X					
Florida Redevelopment Association	6		X				X					X
John S & James L Knight Foundation	4				X							
Nonprofit Center of Northeast Florida	9		X				X			X	X	X
Rollins College Philanthropy & Nonprofit Leadership Center	8					X			X	X	X	
United Way of Florida	3		X	X	X	X						
University of Florida Capacity Building Institute	8								X	X	X	
Volunteer Florida	7		X					X				
<div> <div> 1. Accountability & Self-Regulation 2. Advocacy, Policy & Governmental Relations 3. Financial Intermediaries 4. Funding Organizations 5. Donor & Resource Advisers 6. Networks & Associations </div> <div> 7. Workforce Development & Deployment 8. Education & Leadership Development 9. Capacity Development & Technical Assistance 10. Research & Knowledge Management 11. Communication & Information Dissemination </div> </div>												

In addition to the chart for major infrastructure organizations in Florida, the organizations are also “mapped” by their Renz functions using Venn diagrams. Please see the mapping of the major infrastructure organizations in Florida in Appendix F.

Louisiana: Nascent



Louisiana Overview

General Information

Louisiana is a mid-sized state both in land space and population. Louisiana is located in the Southern region of the US, and is largely bordered by the Gulf of Mexico. Louisiana has a diverse landscape; however, much of the metropolitans and larger cities are situated within the lower region of the state. Louisiana has a population of over 4 million, and is also a diverse state in age and race with minorities making up over one-third of the state population (US Census Bureau 2010).

As a Gulf Coast state, the seafood and petroleum industries are significant to Louisiana. Poverty in Louisiana exceeds national poverty trends. The median household income of Louisiana (\$43,635) is noticeably below the national median, and the poverty rate of Louisiana (17.6%) is above the national rate (US Census Bureau 2010).

Nonprofit Infrastructure Overview

At an overview, the Louisiana nonprofit infrastructure is nascent. Although Louisiana also has a well-functioning nonprofit state association and Louisiana nonprofits greatly interact with government, there is not a significant presence of Financial Intermediaries, Funding Organizations, and Donor & Resource Advisers. Another characteristic of Louisiana is the centrality of the nonprofits. Most of the nonprofits within Louisiana are located in the greater New Orleans metropolitan area (Urban Institute, 2005).

In addition, the Louisiana nonprofit infrastructure does not boast of a large presence of institutions that provide formal education in the area of the nonprofit sector or that contribute to research specifically for the nonprofit sector. There is little presence of organizations that build the capacity of nonprofits or offer management assistance. Finally, the Louisiana nonprofit infrastructure is described as nascent when compared to states such as Michigan and Minnesota because few organizations exist that are dedicated to facilitating communication and information throughout the nonprofit sector.

Nonprofit Sector of Louisiana

General Information

The Louisiana nonprofit economy is significant to the Louisiana economy. The nonprofit sector employs nearly six percent of the Louisiana workforce, which totals to more than 104,000 nonprofit employees (Dewes & Salamon, 2001). The Louisiana nonprofit sector is made up of more than 19,000 registered organizations and reports total revenue of more than \$15 billion (NCCS, 2009a). A significant proportion of these nonprofits provide services to New Orleans residents. As mentioned earlier, nearly half of the charities are located within the greater New Orleans metropolitan area-the largest city in Louisiana (Urban Institute, 2005).

Largest Organizations

Similar to most nonprofit sectors, in Louisiana, nonprofit organizations reporting significant revenue and assets are often those within the health services sector, such as Children's Hospital, Inc. and Our Lady of the Lake Regional Medical Center. The top ten nonprofit organizations by revenue and assets, excluding hospital and universities, are listed in Chart 54. Besides health services providers, other organizations with large revenue and assets are the Gulf Coast Teaching Family Services, Inc., the Audubon Nature Institute, Inc., and the Totally Community Action, Inc.

Chart 54: Top Ten Organizations in Louisiana (excluding hospitals and universities)			
Rank by revenue		Revenue	Assets
1	Gulf Coast Teaching Family Services, Inc.	\$30,367,776	\$9,476,645
2	Audubon Nature Institute, Inc.	\$28,000,718	\$17,210,542
3	Totally Community Action, Inc.	\$24,829,460	\$11,115,846
4	Goodwill Industries of Southeastern Louisiana, Inc.	\$23,616,357	\$14,988,283
5	Society for the Relief of Destitute Orphan Boys	\$23,486,691	\$33,222,859
6	Provident Housing Resources, Inc.	\$22,019,053	\$128,375,527
7	St. Martin Iberia Lafayette Community Action Agency (Smile)	\$20,353,567	\$4,418,131
8	South Louisiana Economic Council, Inc.	\$19,200,225	\$141,938
9	The Harmony Center, Inc.	\$17,819,006	\$8,579,860
10	Arc of Caddo-Bossier	\$17,175,767	\$10,697,823
Rank by assets		Revenue	Assets
1	Southwest Louisiana Business Development Center	\$36,595	\$24,000,073,495
2	Baptist Community Ministries	\$34,300,997	\$210,575,423
3	Road Home Corporation	\$38,714,549	\$207,372,825
4	Provident Housing Resources, Inc.	\$22,019,053	\$128,375,527
5	National World War II Museum, Inc.	\$36,084,296	\$93,257,381
6	New Orleans Federal Alliance	\$66,218,370	\$66,124,914
7	World War II Theater, Inc.	\$596,655	\$62,310,206
8	New Orleans Museum of Art	\$7,054,062	\$47,352,917
9	Make It Right Foundation	\$10,676,908	\$40,781,113
10	New Orleans Area Habitat for Humanity	\$10,340,134	\$40,617,009

Nonprofit Infrastructure of Louisiana

State Association

The Louisiana Association of Nonprofit Organizations (LANO) is recognized as the state's formal nonprofit association and is a member of the National Council of Nonprofits. LANO reported total revenue of nearly \$2.0 million in 2009. LANO was founded in 1999, and exists to strengthen, promote and build the capacity of nonprofits through education, advocacy and member services. LANO has a membership of over 500 organizations, and serves members from three central offices located in major cities throughout the state: Baton Rouge, New Orleans and Shreveport. Similar to states with characteristics of a strong nonprofit infrastructure, LANO has multiple offices to properly serve all regions of the state.

LANO supports members through a variety of services, including trainings, technical assistance, organizational capacity building, networking, research, public policy, and discounts. The

services are intended to bring the nonprofit sector the benefits of greater accountability, strategic collaboration and a unified voice. LANO also offers a nonprofit resource center that includes a member directory, blog, calendar and a job center.

LANO comprises approximately 15 staff members with central offices and most staff operating from the Baton Rouge, Louisiana location. LANO is governed by a board of directors made up of 20 members. The Board is diverse; it is represented by nonprofits throughout the state and by various types of nonprofits.

Major Funders

Some organizations in Louisiana are recovering from devastations caused by Hurricane Katrina. Although Louisiana is a state in which the nonprofit sector receives most of its funding from governments, most nonprofits report cutting back budgets and programs due to insufficient funding (LANO, 2009). In addition, Louisiana has very few community foundations compared to other states; Chart 55 shows that the top ten community foundations by total revenue are relatively small. Community foundations are significant because they invest in communities, infrastructures and offer social improvement. The small number of community foundations could be a factor that contributes to Louisiana's nascent nonprofit infrastructure.

Chart 55: Top Ten Louisiana Community Foundations by Revenue		
Name	Revenue	Assets
Community Foundation of Acadiana (CFA)	\$13,138,731	\$67,857,197
Community Foundation of Shreveport-Bossier	\$3,418,369	\$34,804,844
Central Louisiana Community Foundation	\$2,312,703	\$9,173,206
Community Foundation of Southwest Louisiana	\$2,252,868	\$6,521,030
Northshore Community Foundation	\$1,964,221	\$3,324,354
New Orleans Community Foundation	\$1,309,578	\$594,384
Algiers Community Foundation	\$25,410	\$51,651
Pointe Coupee Community Foundation	\$25,000	\$32,924
Hammond Area Community Foundation	\$19,984	\$25,000
Community Foundation Realty, Inc.	\$11,207	\$11,774

Louisiana has approximately 13 United Way agencies. Chart 56 lists of the top ten United Way organizations in Louisiana by total revenue (NCCS). Louisiana is one of the mid-sized states, yet it has few United Way agencies. The largest United Way in terms of total revenue is the United Way of the Greater New Orleans Area, with over \$19 million in total revenue, whereas other chapters in Louisiana have significantly less total revenue. Compared to other states, the total revenue of United Way agencies in Louisiana is low.

Chart 56: Top Ten United Ways in Louisiana by Total Revenue		
Name	Revenue	Assets
United Way for the Greater New Orleans Area	\$ 19,246,630	\$ 23,412,319
Capital Area United Way	\$ 12,993,399	\$ 11,948,405
United Way of Acadiana	\$ 4,004,443	\$ 7,244,212
United Way of Southwest Louisiana	\$ 3,302,264	\$ 5,733,213
United Way of Northeast Louisiana	\$ 2,929,021	\$ 3,281,381
United Way of Northwest Louisiana	\$ 2,778,220	\$ 2,978,175
United Way of St. Charles	\$ 2,156,763	\$ 4,209,092
United Way of Central Louisiana	\$ 1,688,369	\$ 1,849,278
United Way for South Louisiana	\$ 1,513,100	\$ 1,162,881
United Way of Iberia, Inc.	\$ 545,853	\$ 451,845

While private foundations in California, Florida, and Texas have revenues in the million-dollar range, most of Louisiana's have revenues in the hundred-thousand-dollar range. Major private foundations fund organizations and programs related to animals, disabilities, education, senior citizens, and historic landmarks. Some of these foundations give to specific geographic locations such as the Heymann Foundation's focus on the Lafayette area. See Chart 57 for a list of the top ten of these private foundations by revenue.

Chart 57: Top Ten Private Foundations in Louisiana by Total Revenue		
Name	Revenue	Assets
The Msgr John Henry Disch Foundation	\$1,124,636	\$2,391,525
St Francis Animal Sanctuary	\$492,592	\$520,076
James M Thomas and Luvie C Thomas Foundation	\$332,916	\$2,656,728
River Ridge Learning Center	\$210,848	\$0
Scott Elderly Housing Development Corporation	\$164,519	\$6,165,982
Heymann Foundation	\$164,094	\$2,872,994
Deaf Action Center-North Shore Inc	\$152,039	\$218,006
Louisiana Governors Mansion Foundation Inc	\$133,108	\$238,375
Cops 8 Inc	\$116,001	\$26,000
Joyce S Mudd Foundation	\$101,493	\$1,023,639

Donor Advisers and Funding Associations

Louisiana does not have a state foundation association, nor does Louisiana have many Financial Intermediaries, Donor & Resource Advisers, or Funding Organizations. Rather, many nonprofits within Louisiana rely upon government funding (LANO, 2009); this is a particularly salient difference when comparing Louisiana to the other states in this comparison. Organizations such as donors' forums and state foundation associations are meant to serve the primary function as donor and resource adviser according to the Renz nonprofit infrastructure categories. Louisiana's

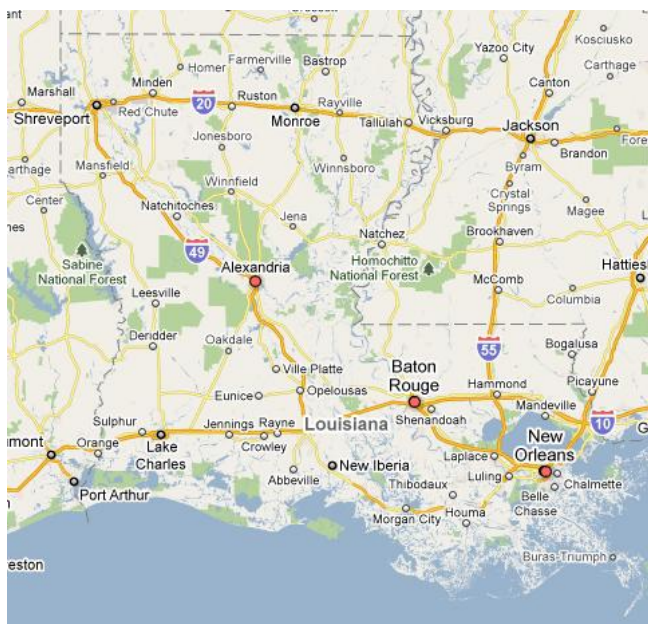
lack of adequate Financial Intermediaries, advisers and Funding Organizations contributes to state being characterized as having a nascent nonprofit infrastructure, especially considering the importance of Financial Intermediaries and foundations to the nonprofit infrastructure.

Management Support Organizations

The presence of Louisiana capacity-building organizations is relatively scant and only slowly building. Louisiana also lacks Management Support Organizations (MSOs), particularly when compared the nonprofit infrastructure of the other states; Chart 58 lists major MSOs in Louisiana and Figure 26 shows their geographic dispersion. Several MSOs have missions consistent with the Capacity Development & Technical Assistance role categorized by Renz for the nonprofit infrastructure. Such organizations are generally thought to be vital in a nonprofit infrastructure because they aid nonprofit organizations in improving organizational development and operation. In Louisiana, the relative absence of such entities contributes to the evaluation of the nonprofit infrastructure as nascent. In Louisiana, it appears that LANO plays these roles.

Chart 58: Management Support Organizations in Louisiana	
Name	Location(s)
Community Development Works	Alexandria, LA
Louisiana Association of Nonprofits	Baton Rouge, LA
Nonprofit Knowledge Works	New Orleans, LA

Figure 26: Map of MSOs in Louisiana



Louisiana Association of Nonprofit Organizations (LANO) provides management toolkits as well as offers consulting services. Although LANO does not have any links to MSOs in the area, there are two other organizations that provide nonprofit support services such that MSO services

are offered in Alexandria, Baton Rouge, and New Orleans. Community Development Works is a program of the Rapides Foundation and offers training, leadership programs, and access to community development resources. Nonprofit Knowledge Works focuses primarily on disseminating research and information on the sector but also engages in support activities such as program evaluation and information system improvement. Noticeably, Shreveport lacked a presence of MSOs; however, there are for-profit organizations that reach the area.

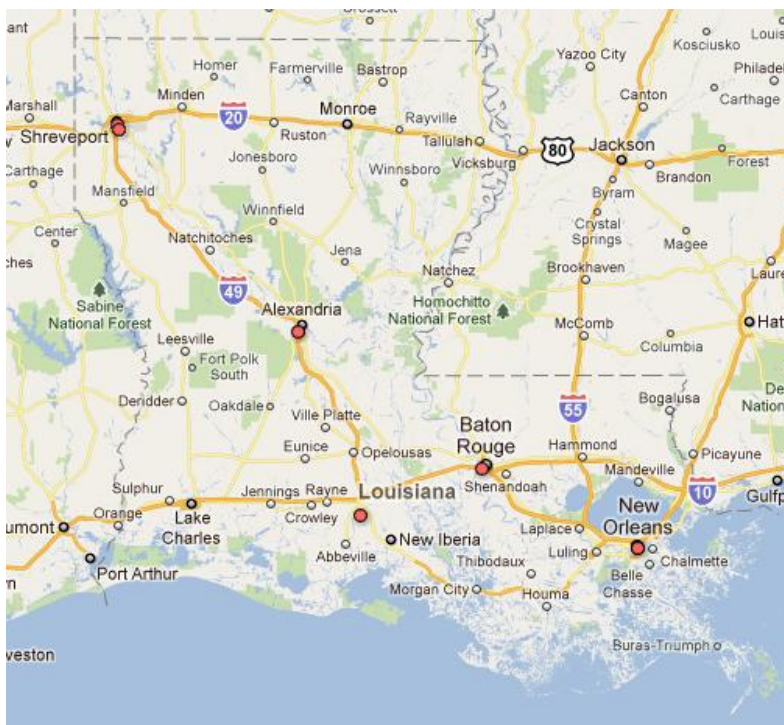
Nonprofit Management Education Programs and Resources

Louisiana possesses only a few universities with nonprofit management programs and services, as shown in Chart 55. Louisiana State University (LSU) has a public administration program with an emphasis in nonprofit management. In addition, Loyola University in New Orleans hosts the Donnelley Center for Nonprofit Communications. While education programs are an integral factor of a sufficient nonprofit infrastructure as defined by Renz, the Louisiana nonprofit educational programs are not ranked comparably to states with strong nonprofit infrastructures, where highly ranked programs exist. The lack of nonprofit academic programs and the seemingly low quality of the nonprofit programs are contributing factors in the classification of Louisiana as having a nascent nonprofit infrastructure.

Chart 59: Institutions of Higher Learning with Nonprofit Programs
Louisiana State University in Shreveport (Shreveport, LA)
Southern University (Baton Rouge, LA)
Loyola University (New Orleans, LA)

Finally, the Public Affairs Research Council of Louisiana also researches and advocates for policy on behalf of nonprofits. Louisiana does have nine Cooperating Collections located throughout the state and dispersed in the major cities. Compared to other states with similar landmass and population, this is an adequate number of Cooperating Collections for a state the size of Louisiana. See Figure HH for a geographic representation of these libraries’ location.

Figure 27: Map of Cooperating Collections in Louisiana



State Government Support

While the nonprofit sector in Louisiana has close ties and significant federal funding (due in part to post-hurricane and oil spill assistance), state funding of nonprofits is low. The state government in Louisiana does, however, recognize and partner with the nonprofit sector through the Louisiana Office of Social Entrepreneurship. This office has a mission to advance social innovation through partnerships with the public, private, and nonprofit sectors. In addition, Volunteer Louisiana is the Governor's Commission of service and volunteerism. The state-affiliated entities are significant because they contribute to the nonprofit infrastructure fostering nonprofit and government interaction. The presence and effort of support and collaboration between governments and the nonprofit community may be a potential area of strength characterizing Louisiana's nonprofit infrastructure.

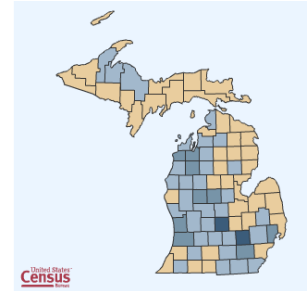
Renz functions in Louisiana

Chart 60 shows major infrastructure organizations performing the Renz functions. The chart demonstrates a wide array of functions being performed in Louisiana. Like other states, Louisiana is weak in accountability & self regulation. Additionally, the study revealed several other areas of comparative weakness: Donor & Resource Advisers, Education & Leadership Development, and Capacity Development & Technical Assistance. On the other hand, there are several organizations engaging in Advocacy, Policy & Governmental Relations as well as Communication & Information Dissemination. In addition to the chart for major infrastructure organizations in Louisiana, the organizations are also "mapped" by their Renz functions using Venn diagrams. Please see Appendix F.

Chart 60: Major Infrastructure Organizations in Louisiana by Renz Functions

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Better Choices for a Better Louisiana	6		X				X					
Carolyn W & Charles T Beaird Foundation	4				X							
Coalition for Louisiana Progress	11		X									X
Community Development Works	9								X	X	X	
Community Foundation of Southwest Louisiana	3			X			X					
Cooperating Collection, East Baton Rouge Parish Library	11											X
Greater New Orleans Foundation	3			X	X	X						
Louisiana Association of Nonprofit Organizations (LANO)	1	X					X			X	X	X
Louisiana Association of United Ways	3			X	X	X						
Louisiana Budget Project	10		X								X	
Louisiana Office of Social Entrepreneurship	2		X					X				
Louisiana State University Public Administration Institute	8								X			
Louisiana Voluntary Organizations Active in Disaster	6						X					
Loyola University - Shawn M. Donnelley Center for Nonprofit Communications	8								X	X		
Public Affairs Research Council of Louisiana	2		X								X	X
The Community Foundation of Northern Louisiana	3			X		X					X	X
United Way of Northwest Louisiana	3			X				X				
Volunteer Louisiana	7						X	X				
W K Kellogg Foundation	4			X	X							
<div> <div> 1. Accountability & Self-Regulation 2. Advocacy, Policy & Governmental Relations 3. Financial Intermediaries 4. Funding Organizations 5. Donor & Resource Advisers 6. Networks & Associations </div> <div> 7. Workforce Development & Deployment 8. Education & Leadership Development 9. Capacity Development & Technical Assistance 10. Research & Knowledge Management 11. Communication & Information Dissemination </div> </div>												

Michigan: Exemplar



Michigan Overview

General Information

Michigan is a mid-sized and rather populous state. It is located in the central North-Eastern region of the nation. Michigan is made up of two peninsulas, and most of the population lives within the lower regions of the Lower Peninsula (US Census Bureau, 2010). Michigan has relatively small cities dispersed throughout the state. Detroit is by far the largest metropolitan of Michigan. Michigan is a fairly diverse state in age and race, with minorities making up nearly one-quarter of the state population (US Census Bureau, 2010). Michigan is a popular tourist destination, especially amongst hunters, and Michigan boasts of a number of colleges and universities located throughout the state.

The Michigan economy is heavily influenced by the automobile industry and agriculture, and many residents are employed within these industries (Scoresone, 2010). The median household revenue of Michigan (\$48,606) is slightly below the national median, and the poverty rate of Michigan (14.4%) is slightly above the national rate (US Census Bureau, 2009a).

Nonprofit Infrastructure Overview

At an overview level, the Michigan nonprofit infrastructure has is relatively strong. Characteristics of its strong nonprofit infrastructure are apparent in a majority of the Renz functions. For example, Michigan, in contrast to most other states besides Minnesota and New York, possesses organizations with missions to hold the nonprofit sector accountable and provide self-regulation. Another positive characteristic is the presence of organizations that are intended to interact with government and other sectors to advocate in the interest of nonprofits. A significant characteristic of the Michigan nonprofit infrastructure is the presence of Financial Intermediaries, Funding Organizations, and Donor & Resource Advisers that exist to contribute to and advice nonprofits financially.

In addition Michigan has various nonprofit networks and associations that have missions to provide and promote collaboration and integration. In addition, there are a number of workforce development entities in the state. Furthermore, there is presence of institutions that provide formal nonprofit management degree programs, and organizations that have missions to build the

capacity of nonprofits and offer management assistance. Finally, a strong characteristic of the Michigan nonprofit infrastructure is the existence of organizations that are intended to provide and contribute to research specifically for the nonprofit sector, as well as organizations that are dedicated to facilitating communication and information throughout the sector.

Nonprofit Sector of Michigan

General Information

The nonprofit sector is beneficial to Michigan's economy. The nonprofit sector numbers more than 48,000 registered organizations and has a workforce of more than 400,000 employees. The sector also has more than \$130 billion in combined revenues (NCCS, 2009a), and the sector generates more than \$100 billion each year through economic activity (MNA, 2009).

Largest Nonprofit Organizations

As in other states, Michigan nonprofits reporting the largest revenue and assets are mainly from the health services sector such as the Trinity Health Cooperation and the Henry Ford Health System of Detroit, MI. Chart 61 provides a listing of the top ten nonprofit organizations, excluding hospitals and universities. Besides health services organizations and universities, other large nonprofits in Michigan are the Ella E M Brown Charitable Circle, Gleaners Community Food Bank, Inc., and Bethany Christian Services, Inc. There is diversity in the services offered amongst the organizations reporting the largest revenue.

Chart 61: Top Ten Organizations in Michigan (excluding hospitals and universities)			
Rank by revenue		Revenue	Assets
1	Dorothy D & Joseph A Moller	\$671,289,432	\$179,531,937
2	Rural India Supporting	\$652,516,021	\$665,445,042
3	Community Living Services, Inc.	\$137,378,258	\$16,662,470
4	John E Fetzer Institute, Inc.	\$128,721,495	\$380,134,816
5	Ella E M Brown Charitable Circle	\$94,303,268	\$122,159,725
6	American Cancer Society, Inc.	\$72,830,947	\$77,951,225
7	Gleaners Community Food Bank, Inc.	\$67,134,562	\$13,452,132
8	Bethany Christian Services, Inc.	\$60,487,632	\$23,126,831
9	Altarum Institute	\$59,078,812	\$76,571,655
10	Fraunhofer USA, Inc.	\$51,089,017	\$65,486,331
Rank by assets		Revenue	Assets
1	Van Andel Institute	(\$42,638,874)	\$970,321,426
2	Rurual India Supporting	\$652,516,021	\$665,445,042
3	John Jetzer Institute, Inc.	\$128,721,495	\$380,134,816
4	Dorothy D & Joseph A Moller	\$671,289,432	\$179,531,937
5	Fox Run Village, Inc.	\$36,344,026	\$172,726,836
6	The Detroit Institute of Arts	\$47,720,791	\$153,497,844
7	Ella E M Brown Charitable Circle	\$94,303,268	\$122,159,725
8	Detroit Symphony Orchestra Hall	\$23,581,335	\$111,618,790
9	Interlochen Center for the Arts	\$42,542,731	\$105,470,725
10	Grand Rapids Art Museum	\$4,280,638	\$4,280,638

Nonprofit Infrastructure of Michigan

State Association

The Michigan Nonprofit Association (MNA) was founded in 1990 and is recognized as the state's formal nonprofit association and is a member of the National Council of Nonprofits. The primary role of a state nonprofit association according to the Renz nonprofit infrastructure categories is to address and advance collective issues of the nonprofit community (Renz, 2008). The MNA serves a primary role of facilitating and collaborating amongst Michigan nonprofits by developing services for its member organizations and the nonprofit sector at large. The MNA exists to increase the capacity of nonprofits within the state to serve and advance communities. The MNA is a significant organization within the Michigan nonprofit infrastructure and reported total revenue of more than \$5.0 million in 2009. The MNA has a membership of over 900 organizations, and serves the members from two central offices: Detroit, Michigan and Lansing, Michigan.

The MNA offers a variety of services to members, including public policy & advocacy, service and civic engagement, capacity building, and cost saving efficiencies. The services are intended

to strengthen the nonprofit sector and ensure that problems confronting the sector are heard by local, state and national decision-makers. The MNA also offers a nonprofit resource center that includes a resource directory and a job center.

The MNA comprises approximately 18 staff members with most staff operating from the Lansing, Michigan location. The MNA is governed by a board of directors made up of 38 members, and a separate advisory council exists for MNA Metro Detroit. The MNA Metro Detroit Advisory Council is made up of 18 members. The Board is diverse; it is represented by nonprofits throughout the state and operating in varied mission areas. In contrast to states such as Florida with no state nonprofit association and Texas with a state association that, while growing, is far smaller in terms of members and revenue (particularly in consideration of the population of nonprofits in both states), the strength and presence of the MNA is a clear factor that helps build the case that the Michigan nonprofit infrastructure is exemplary.

Major Funders

More than 1,900 foundations are located within Michigan. Private foundations are a small fraction of the sector, but account for over 80% of the sector's revenue, expenditures and assets (MNA, 2009). In addition, community foundations also act as major funders; Michigan has over a hundred community foundations. The top ten community foundations by total revenue are listed in Chart 62. The largest community foundation, Kalamazoo Community Foundation, reported over \$20 million in revenue (GuideStar, 2011). Although the Michigan nonprofit sector is a significant economic force within the state, more than half of the nonprofits report expenditures less than \$250,000 and less than ten organizations report expenditures greater than \$500 million (MNA, 2009).

Chart 62: Top Ten Michigan Community Foundations by Revenue		
Name	Revenue	Assets
Kalamazoo Community Foundation	\$20,976,562	\$262,761,695
Community Foundation for Southeast Michigan	\$8,802,834	\$517,605,708
Berrien Community Foundation, Inc.	\$8,000,320	\$20,751,821
Muskegon County Community Foundation	\$7,780,871	\$85,405,469
Petoskey - Harbor Springs Area Community Foundation	\$7,575,617	\$18,549,457
Community Foundation of St. Clair County	\$6,536,479	\$27,827,965
Capital Region Community Foundation	\$5,647,041	\$49,812,103
Bay Area Community Foundation	\$4,314,042	\$26,313,699
Midland Area Community Foundation	\$4,079,270	\$59,173,628
Four County Community Foundation	\$3,857,021	\$6,945,575

United Way is also a significant contributor to the nonprofit infrastructure in Michigan, particularly because of the large presence of United Way agencies throughout the state. There are approximately 60 United Way chapters in Michigan. The United Way of Southeastern Michigan reports the largest total revenue within the state, with over \$49 million in total revenue. Please refer to Chart 63 for a list of the top ten United Ways in Michigan by total revenue.

Chart 63: Top Ten United Ways in Michigan by Revenue		
Name	Revenue	Assets
United Way for Southeastern Michigan	\$ 49,443,691	\$ 64,867,513
Heart of West Michigan United Way	\$ 15,082,427	\$ 25,583,631
United Way of Genesee County	\$ 9,556,709	\$ 12,859,893
Greater Kalamazoo United Way, Inc.	\$ 9,192,200	\$ 13,022,090
Washtenaw United Way	\$ 6,728,149	\$ 10,557,865
United Way of Greater Battle Creek, Inc.	\$ 6,382,008	\$ 6,521,724
United Way of Midland County	\$ 5,782,087	\$ 0,639,242
Capital Area United Way, Inc.	\$ 4,637,642	\$ 4,129,490
United Way of Pontiac-North Oakland	\$ 4,103,868	\$ 6,547,785
United Way of Jackson County, Inc.	\$ 3,755,872	\$10,337,757

Major private foundations in Michigan give to creative writing, education, and wildlife as well as fund medical care, maintain historic homes, support assisted living facilities, and build hospital wings. Michigan's top private foundation by revenue, the Pokagon Fund, Inc., is notable for its focus on financially supporting the nonprofit community at large in the New Buffalo region, making its giving patterns look more like that of a community foundation than a private foundation with specific award goals. It is funded by one percent of the electronic gaming revenue from the Four Winds Casino Resort. Several of these foundations have a small to nonexistent web footprint and are therefore difficult to research; many of these choose do not accept inquiries about funding opportunities instead reaching out to organizations and programs that support their missions. See Chart 64 for a list of the top ten of these private foundations by revenue.

Chart 64: Top Ten Private Foundations in Michigan by Total Revenue		
Name	Revenue	Assets
Pokagon Fund, Inc.	\$6,403,163	\$7,225,867
The Shepherds Hand	\$2,327,984	\$9,788,025
Edsel and Eleanor Ford House	\$900,537	\$85,500,501
Mcclelland Foundation	\$783,766	\$2,479,330
Peter J and Constance M Cracchiolo Foundation	\$760,396	\$11,712,614
James D Azzar Foundation Inc	\$688,364	\$247,440
Virginia Zynda Family Foundation	\$555,223	\$505,527
Whiting Foundation	\$403,956	\$6,467,349
Brush Street Residence	\$386,680	\$235,228
American Israel Education Fund	\$365,669	\$88,345

Donor Advisers and Foundation Associations

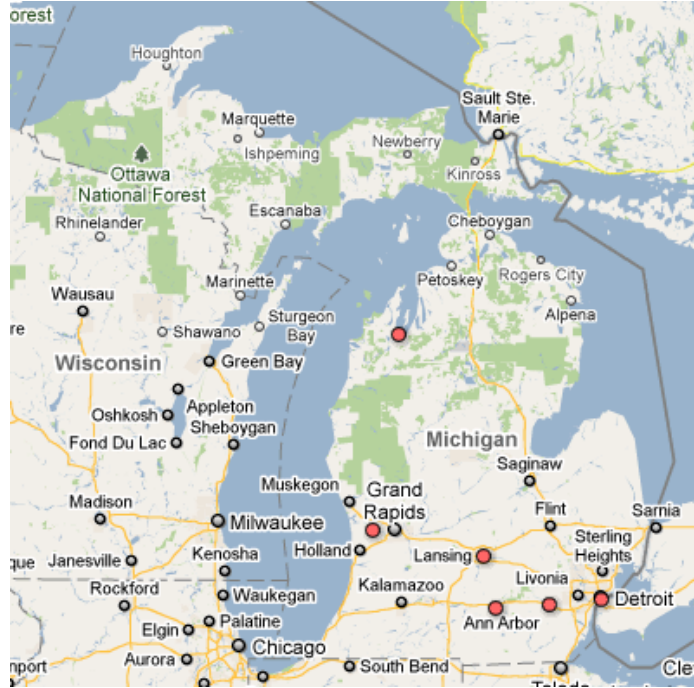
The Council of Michigan Foundations (CMF) represents Michigan's state association of foundations. The CMF was founded in 1972 and is a membership organization with a mission "to strengthen, promote and increase philanthropy within Michigan" (Council of Michigan Foundations, 2010). The CMF operates from two office locations: a central office located in Grand Haven, Michigan and an office located in Detroit, Michigan. The CMF has a membership of over 400 grant-making organizations, and the CMF helps its members with networking, learning, advocating, and communicating. Using the Renz nonprofit infrastructure categorization, the CMF serves the primary function of donor and resource adviser. The CMF is similar to the MNA; however, the CMF specifically assists and provides information, networking, research, and services to funders. Due to the centrality of the funder-nonprofit relationship, it is important for the nonprofit infrastructure to have a state association of foundations (Brown et al, 2008), but states with nascent infrastructures like Louisiana do not have state foundation associations.

Management Support Organizations

Michigan has an average presence of management support organizations (MSOs). Significant MSOs in Michigan are listed in Chart 65 and shown geographically throughout the state in Figure 28. They appear to be geographically disbursed through the state's more populous areas while completely absent in the northeast. University of Michigan's Nonprofit and Public Management Center listed MSOs in California, New York, and Washington D.C. to be a resource for organizations in the state needing support services. It seems that these services may be spread thin or available through private-sector consulting. The state association alludes to a Management Support Organization Network, although there is no evidence online of any such entity. Some of the university nonprofit centers only provide services related to knowledge management and academic research. Yet others like the Johnson Center at Grand Valley State University provide coaching and technical assistance with the help of the Herbert A. and Grace A. Dow Foundation. NorthSky is a program of Rotary Charities and offers consulting and professional development. Instead of being created by a funder, the Nonprofit Network was founded by 65 members of the Jackson nonprofit community and provides management and governance solutions to area organizations. Other MSOs provide technical support as well: Nonprofit Enterprise at-Work strengthens nonprofit management in the southeastern part of the state with resources, technology, and services. Highway T is a program offered by the Michigan Nonprofit Association designed to help with technology exclusively.

Chart 65: Management Support Organizations in Michigan	
Name	Location(s)
Johnson Center-Nonprofit Good Practice Guide	Allendale, MI
Nonprofit Enterprise at-Work	Ann Arbor, MI
Michigan Nonprofit Association, Highway T	Detroit and Lansing, MI
Nonprofit Network (Jackson Nonprofit Support Center)	Jackson, MI
NorthSky Nonprofit Network	Traverse city, MI

Figure 28: Map of Cooperating Collections in Michigan



Nonprofit Management Education Programs and Resources

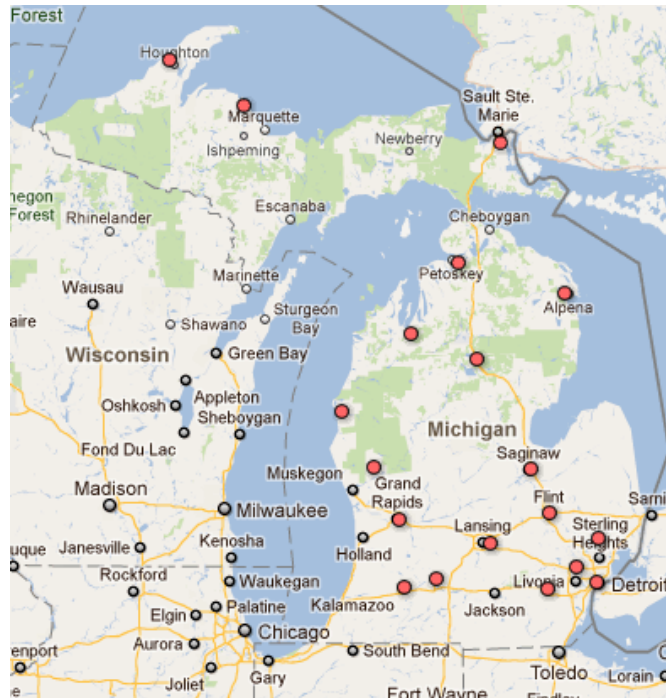
In addition to a strong presence of MSOs, Michigan has a number of universities with nonprofit programs and services, as demonstrated in Chart 66 and 67. For instance, Western Michigan, Eastern Michigan and Wayne State University each have their own public administration programs that offer concentrations in nonprofit management. The University of Michigan has its very own nonprofit and public management center and the Michigan State University Center has a nonprofit library and a nonprofit law program. Grand Valley State University also has a noteworthy academic center, the Johnson Center, specializing in philanthropy research and the regional nonprofit infrastructure. The university-affiliated nonprofit programs are situated throughout the state and represent significant research resources. These university nonprofit programs serve the Education & Leadership Development function of the Renz nonprofit infrastructure categories, as well as the Research & Knowledge Management function. The education programs are important to the nonprofit infrastructure because they educate leaders of the sector, and they also facilitate research and analysis to help improve the sector and develop best practices. Michigan nonprofit programs receive moderate and above average rankings, but states with more developed infrastructures, such as New York, receive higher rankings (determined by the *US News & World Report*, 2008) for their nonprofit educational programs.

Chart 66: Michigan Institutions of Higher Learning with Nonprofit Programs Ranked By <i>US News & World Report</i> in 2008	
Name	Rank
University of Michigan (Ann Arbor, MI)	7
Wayne State University (Detroit, MI)	72
Grand Valley State University (Grand Rapids, MI)	100
Western Michigan University (Kalamazoo, MI)	135
Eastern Michigan University - MPA Program (Ypsilanti, MI)	148
Oakland University (Rochester, MI)	165

Chart 67: Other Michigan Institutions of Higher Learning with Nonprofit Programs
Eastern Michigan University - Nonprofit Leadership Alliance (Ypsilanti, MI)
Lawrence Technological University (Southfield, MI)
University of Michigan School of Social Work (Ann Arbor, MI)
University of Michigan-Dearborn (Dearborn, MI)
Walsh College (Troy, MI)

In addition to its several nonprofit programs, Michigan has eighteen Foundation Center Cooperating Collection libraries across the state. These are very well geographically distributed throughout the state and provide excellent access for the Michigan's nonprofit organizations—perhaps the best for the eight comparison states. These libraries are depicted in Figure 29 below.

Figure 29: Map of Cooperating Collections in Michigan



State Government Support

The Michigan Community Service Commission (MCSC) of the Governor's office, as well as the Michigan Attorney General's Office (AGO) and Staying Legal for Michigan Nonprofits are each examples of organizations that make up the Michigan nonprofit infrastructure and serve the function for advocacy, policy and governmental relations according to the Renz nonprofit infrastructure categories. The MCSC aids nonprofits and communities through volunteerism and interaction with government. The AG aids the nonprofit sector through the Charitable Trust Division by providing information for and about charities of the state. Staying Legal for Michigan Nonprofits has a mission to help nonprofits be aware of and comply with federal and state regulations. These organizations contribute to the nonprofit infrastructure by encouraging accountability, transparency and performance management of nonprofits. The organizations do this by interacting with governments and transferring information to nonprofits. Michigan also appears to be relatively strong in this core Renz function of Accountability & Self-Regulation.

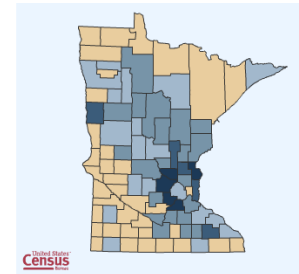
Renz functions in Michigan

Chart 68 lists specified Renz functions performed by nonprofit infrastructure organizations. Through this analysis, Michigan appears particularly strong in Networks & Associations as well as communication & information dissemination. On the other hand, Michigan joins the comparison states in a weakness with the accountability & self-regulation function. In addition to the chart for major infrastructure organizations in Michigan, the organizations are also "mapped" by their Renz functions using Venn diagrams. Please see the mapping of the major infrastructure organizations in Michigan in Appendix F.

Chart 68: Major Infrastructure Organizations in Michigan by Renz Functions

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Community Foundation for Southeastern Michigan	3			X		X						
Cooperating Collection, Michigan State University	11											X
Council of Michigan Foundations	5			X		X						
Highway Technology Navigation for Nonprofits	9									X		X
Merit Network, Inc.	11						X					X
Michigan Alliance of Information & Referral Systems	11						X					X
Michigan Association for Evaluation	1	X										
Michigan Association of United Ways	5			X	X	X						
Michigan Attorney General's Office, Charitable Trust Division	2											
Michigan Campus Compact	8						X		X			
Michigan Community Service Commission	7		X					X				
Michigan League for Human Services	11						X					X
Michigan Nonprofit Association	1	X	X							X	X	X
Michigan Small Business & Technology Development Center	9						X			X		
Nonprofit Enterprise at Work	10										X	
Nonprofit Personnel Network	7						X	X				
Nonprofit Risk Management Center	9									X	X	
NorthSky Nonprofit Network	6						X					
Philanthropy Solutions, LLC	5					X						
Society for Nonprofit Organizations	9									X		
Staying Legal for Michigan Nonprofits	2		X								X	X
University of Michigan Public Management Center	8								X			
Volunteer Centers of Michigan	7						X	X				
<div> <div> 1. Accountability & Self-Regulation 2. Advocacy, Policy & Governmental Relations 3. Financial Intermediaries 4. Funding Organizations 5. Donor & Resource Advisers 6. Networks & Associations </div> <div> 7. Workforce Development & Deployment 8. Education & Leadership Development 9. Capacity Development & Technical Assistance 10. Research & Knowledge Management 11. Communication & Information Dissemination </div> </div>												

Minnesota: Exemplar



Minnesota Overview

General Information

Minnesota is a state on the northern border of the US located between the Dakotas and Wisconsin with a population that is roughly 5.5 million. The majority of the population resides within the Twin Cities of Minneapolis and St. Paul. Age distribution is comparable to other states; however, Minnesota is not as diverse as other states, and minorities only make up about 13% of the population.

Major industries in Minnesota include “tourism, agriculture, and computers and services” (North Star, 2006). Minnesota is slightly more affluent than the collective US. The median household income in Minnesota is slightly above that of the rest of the country at \$57,318. The poverty level is also below the national level at 9.6% (US Census. 2008).

Nonprofit Infrastructure Overview

The nonprofit sector in Minnesota is characterized as being strong on measures of charitable giving by individuals, corporations, and individual donors and quality of nonprofits. Its infrastructure is characterized by early innovation, with some of the oldest statewide entities in the country originating there. Minnesota possesses a very strong state association, the Minnesota Council of Nonprofits, with staff of national prominence and influence, a large membership (especially relative to the nonprofit sector size) and innovations in research and nonprofit advocacy. It also possesses a robust state association of foundations, unique statewide nonprofit self-regulation organization, and numerous nonprofit education and research organizations. Also a characteristic of its strong infrastructure is the partnership across infrastructure organizations facilitated, in part, by the “Minnesota Nonprofit Allies”.

Nonprofit Sector of Minnesota

General Information

Minnesota's nonprofit sector has a sizeable economy. The nonprofit sector comprises more than 33,000 organizations and the sector reported total revenue of over \$54 billion (NCCS, 2009a). The Minnesota nonprofit sector makes up 11% of the state's workforce, which totals to approximately 290,476 employees (MNCN, 2011) and is proportionally higher than most states.

Largest Organizations

Similar to other states, the largest organizations in Minnesota (by total revenue) are generally represented by hospitals and educational institutions; however, excluding hospitals and universities, the top organizations are relatively diverse in mission (shown in Chart 70).

Chart 70: Top Ten Organizations in Minnesota (excluding hospitals and universities)			
Rank by revenue		Revenue	Assets
1	American Cancer Society, Inc.	\$123,493,036	\$84,428,381
2	Minnesota Public Radio	\$68,043,127	\$164,200,902
3	YMCA of Metropolitan Minneapolis	\$67,179,928	\$170,246,032
4	Second Harvest Heartland	\$66,678,668	\$14,608,010
5	Volunteers of America Care Facilities	\$61,543,796	\$49,007,897
6	Lifeworks Services, Inc.	\$44,504,276	\$7,602,779
7	YMCA of Greater Saint Paul	\$43,286,879	\$72,419,624
8	Courage Center	\$42,192,178	\$85,720,791
9	Augustana Chapel View Homes, Inc.	\$41,869,216	\$43,739,152
10	Minnesota Masonic Home North Ridge	\$41,405,805	\$46,950,176
Rank by assets		Revenue	Assets
1	Minneapolis Society of Fine Arts	\$18,415,106	\$261,553,142
2	Walker Art Center, Inc.	\$18,197,608	\$247,822,858
3	YMCA of Metropolitan Minneapolis	\$67,179,928	\$170,246,032
4	Minnesota Orchestral Association	\$14,964,751	\$170,092,608
5	Minnesota Public Radio	\$68,043,127	\$164,200,902
6	Greater Twin Cities United Way	\$94,620,002	\$148,978,225
7	Science Museum of Minnesota	\$35,794,247	\$146,269,498
8	Minnesota Historical Society	\$36,942,135	\$145,121,268
9	American Public Media Group	\$11,326,481	\$143,618,950
10	Clearway Minnesota	\$5,344,900	\$114,967,375

Top organizations in Minnesota include the American Cancer Society, which reports total revenue of over \$123 million; the Minnesota Public Radio, which has total revenue of over \$68 million, and the YMCA of Metropolitan Minneapolis, with total revenue of over \$67 million.

Nonprofit Infrastructure of Minnesota

State Association

The Minnesota Council of Nonprofits (MCN) was founded in 1987, and has a mission to “inform, promote, connect and strengthen individual nonprofits and the nonprofit sector” in the state (MNCN, 2011). As the largest state association of nonprofits in the United States, MCN reports a membership of over 2,000 organizations, and 200 associate members. MCN has a central office in St. Paul, MN, and three other chapter offices are located in Duluth, MN; Mankato, MN; and Willmar, MN. MCN has more satellite offices than larger and more populous states.

The organization offers its members professional resources, networking events, educational programs, cost-saving discounts, and access to research and advocacy. Resources of the MCN include a nonprofit job board, nonprofit yellow pages, a nonprofit resources library and a member directory. The MCN has a number of publications, ranging from a monthly newsletter for members and annual reports on the nonprofit sector.

MCN has a staff of 24 members, which includes an executive leadership team, member services, the programming department, the communications department, administration and management, the public policy division, and the Minnesota Budget Project division. The founder and CEO, Jon Pratt has been named one of the most influential nonprofit staff members by the *Chronicle of Philanthropy*; Marcia Avner is nationally recognized as an early and leading voice in the realm of nonprofit advocacy. MCN was also active in the nonprofit self-regulation movement, and created “Principles and Practices for Nonprofit Excellence,” which all members agree to uphold. The board of directors has 23 members. The board of directors is diverse in background and in terms of representations of nonprofits. While the board represents different regions of Minnesota, Minneapolis has the greatest representation on the board. Most states with strong nonprofit infrastructures have greater diversity of geographical representation on the board of directors.

Major Funders

Minnesota’s nonprofit sector is financially supported by healthy community giving as well as major private independent and corporate foundations. Historically, several private and corporate foundations that are major funders to nonprofits, have also been active funders to nonprofit infrastructure organizations. These funders include the Bremer Foundation, the Bush Foundation, the 3M Foundation, the McKnight Foundation, the Minneapolis Foundation, and the St. Paul Foundation, among others. Chart 71 provides the top Community Foundations by revenue. In total, approximately 20 community foundations are located in Minnesota and the Minnesota Community Foundation reports the largest total revenue within the state, over \$19

million. Several of these organizations are based on religious affiliation and others are focused on a specific geographic area.

Chart 71: Top Ten Minnesota Community Foundations by Total Revenue		
Name	Revenue	Assets
Minnesota Community Foundation	\$19,691,617	\$155,915,702
Lutheran Community Foundation	\$19,977,560	\$166,702,481
Catholic Community Foundation in the Archdiocese of St Paul & Minneapolis	\$15,036,154	\$162,107,359
Duluth Superior Area Community Foundation, Inc.	\$1,574,943	\$46,802,169
Winona Community Foundation, Inc.	\$1,062,823	\$9,925,795
Central Minnesota Community Foundation	\$5,929,559	\$50,366,689
Luverne Area Community Foundation	\$624,426	\$1,588,308
Grand Rapids Area Community Foundation	\$683,836	\$11,459,066
Madonna Living Community Foundation of Rochester	\$9,623,059	\$19,329,508
The Community Foundation for Carver County	\$290,303	\$279,356

United Ways also contribute significantly to the nonprofit sector, and Minnesota has over 50 United Way agencies that bolster the nonprofit economy in the state (NCCS, 2009d). United Ways in Minnesota have collective total revenue of over \$100 million. The largest United Way in terms of total revenue is the Greater Twin Cities United Way, with over \$84 million in total revenue, whereas other United Ways in Minnesota have significantly less total revenues. Please refer to Chart 72 for the top ten United Way organizations by total revenue.

Chart 72: Top Ten United Ways in Minnesota by Total Revenue		
Name	Revenue	Assets
Greater Twin Cities United Way	\$84,401,399.00	\$142,436,014.00
United Way of Central Minnesota	\$4,021,781.00	\$4,097,071.00
United Way of Olmsted County, Inc.	\$3,856,008.00	\$6,109,644.00
United Way of Greater Duluth	\$2,775,276.00	\$4,791,475.00
Greater Mankato Area United Way, Inc.	\$2,368,006.00	\$1,785,366.00
United Way of Washington County East, Inc.	\$1,362,766.00	\$1,049,057.00
United Way of Northeastern Minnesota, Inc.	\$1,354,935.00	\$1,896,935.00
United Way of West Central Minnesota	\$1,059,634.00	\$668,923.00
United Way of Goodhue Wabasha & Pierce Counties	\$989,748.00	\$608,378.00
United Way of Mower County, Inc.	\$945,407.00	\$1,255,047.00

The top private foundation in Minnesota by revenue, The Jennings Family Foundation, gives to Christian organizations that help specific demographics including economically disadvantaged people, youth, and those with Alzheimer's disease as well as education.

Minnesota has a number of strong private foundations. Major foundations award funding to art exhibits, education, health care, religious activities, scholarships, science, water conservation, youth, and peace and justice. Other private foundations focus on a specific geographic area such as the Redwood Area Communities Foundation's emphasis on the Redwood County area.

Lee and Penny Anderson of the Lee and Penny Anderson Foundation's have been awarded the Minnesota Chapter of the Association of Fundraising Professionals' Outstanding Individual Philanthropists honor in 2010; their focus on education is evident from their gift to the Breck School for an ice rink and financial aid, a \$60 million gift to the University of St. Thomas for an athletic complex and a student center, as well as a high level of giving to his alma mater, The United States Military Academy. Of note, the Mary Livingston Griggs & Mary Griggs Burke Foundation provided financial support to the Foundation Center in 2009. See Chart 73 for a list of the top ten of these private foundations by revenue.

Chart 73: Top Ten Private Foundations in Minnesota by Total Revenue		
Name	Revenue	Assets
The Jennings Family Foundation	\$1,476,808	\$4,054,164
Mary Livingston Griggs & Mary Griggs Burke Foundation	\$1,458,223	\$4,134,519
Pax Christi Foundation	\$1,144,636	\$832,498
Freshwater Society	\$1,068,654	\$5,054,415
Redwood Area Communities Foundation Inc	\$928,143	\$2,262,541
Lee and Penny Anderson Foundation	\$792,089	\$71,810
Ferris Baker Watts Foundation	\$528,296	\$1,032,738
Gottstein Family Foundation	\$436,068	\$935,079
Garmar Foundation	\$351,487	\$1,635,024
William D Radichel Foundation	\$318,751	\$126,475

Donor Advisers and Foundation Associations

The Minnesota Council of Foundations (MCF) was founded in 1969 and exists to strengthen and expand philanthropy and improve communities within Minnesota. MCF reports that it has over 170 members, which include an assortment of private, public, and corporate foundations. The MCF has one office located in Minneapolis, MN and has a relatively large staff of 13. The MCF also has a 21 member board of directors with diverse foundation representation.

The MCF offers members an array of resources, including professional networks and funder collaborative, web-based tools, support and advocacy. In addition, the MCF also has publications ranging from bi-weekly e-newsletters to formal research reports on grant-maker giving.

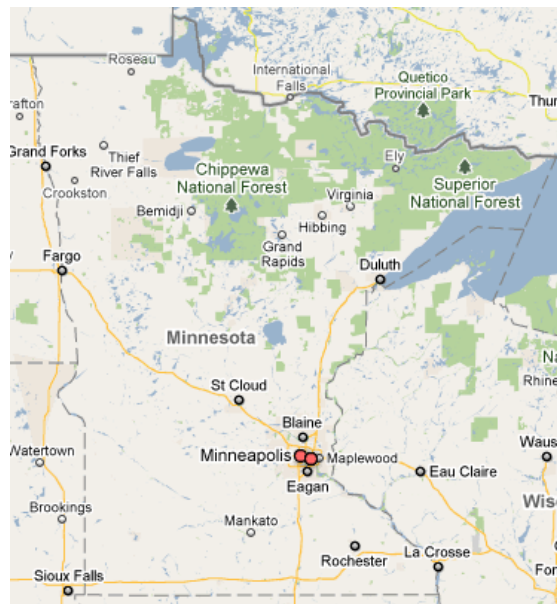
In addition to the MCF, the Charities Review Council (CRC), founded in 1946, is a donor adviser that exists so donors "can be more effective in helping charities advance their important community work" through information and accountability ratings (CRC, 2010). The CRC also provides services for charities so they can improve their own ratings. The CRC is unique to Minnesota in that no other state has this kind of resource in donor advising.

Management Support Organizations

Most of the MSOs in Minnesota are concentrated in the Minneapolis-St. Paul metropolitan area. They are listed in Chart 74 and depicted geographically in Figure 30. Management support is provided by a variety of organizations such as donor advisers, subfield support organizations, an academic institution, and the state association in addition to dedicated MSOs.

Chart 74: Management Support Organizations in Minnesota	
Name	Location(s)
Center for Nonprofit Management – University of St. Thomas	Minneapolis, MN
Nonprofits Assistance Fund	Minneapolis, MN
Charities Review Council	St. Paul, MN
MAP for Nonprofits	St. Paul, MN
Minnesota Council of Nonprofits	St. Paul, MN
Springboard for the Arts	St. Paul, MN

Figure 30: Map of MSOs in Minnesota



Minnesota Council of Nonprofits offers a robust index of how-to guides on various nonprofit management topics but does not provide links to other MSOs or provide direct support services like consulting or technical assistance itself. MAP for Nonprofits is a significant MSO in the state founded in 1981 located in St. Paul. It provides consulting and management support services for more than 500 organizations in Minnesota on topics like accounting, board service, legal services, marketing, mergers, and strategic planning. Like other states, Minnesota has an academic institution that also provides support services: the Center for Nonprofit Management

at the University of St. Thomas offers consulting and training in addition to a degree program in nonprofit management.

Minnesota has several other organizations that serve the role of an MSO but provide other services as well. The Charities Review Council (CRC) offers webinars on effective management as well as tools to help nonprofit organizations conduct self-assessments through resources like its Accountability Wizard. Like the CRC, Nonprofits Assistance Fund (NAF) primarily serves another purpose but performs management assistance as well: NAF not only offers loans, but offers training and resources to help nonprofits strengthen their capacity. Springboard for the Arts provides management and consulting services for the arts community in St. Paul; while targeting artists and nonprofit arts organizations, Springboard offers workshops, guides, and consultations on board development, fundraising, human resource development, legal issues, marketing, and the start-up process.

In parts of Minnesota beyond St. Paul and Minneapolis, the bulk of management assistance at the local level happens through Community Foundations and United Ways. It also has several strong private, for-profit consulting firms and the internationally known nonprofit legal practice group at Faegre and Benson.

Nonprofit Education Programs and Resources

Although Minnesota does not have many nonprofit educational programs (programs listed in Charts 75 and 76), it has a few strong ones as well as several other institutions of higher learning. The Minnesota Office of Higher Education reports that the state has nearly 200 public and private institutions of postsecondary education (MOHE, 2011). There are two state systems of higher education (5 University of Minnesota campuses and 7 State University campuses) and a host of highly-ranked liberal arts colleges such as University of St. Thomas and St. Mary's University of Minnesota as well as Carleton College, Macalester College, and St. Olaf College.

Minnesota is home to two nationally-noted nonprofit programs: The Humphrey School of Public Affairs at the University of Minnesota houses highly ranked public administration degree program that offers a nonprofit specialization, with several nationally-known nonprofit studies path-breakers on the faculty. In addition, the business school at the University of St. Thomas has a center devoted to nonprofit management. In addition, Minnesota State University – Mankato has a nonprofit leadership certificate program, and Hamline University has a public affairs program that offers a specialization in nonprofit education. Although Minnesota has characteristics of an exemplary nonprofit infrastructure, Minnesota does not have as many nonprofit educational programs as other strong or exemplary states.

Chart 75: Minnesota Institutions of Higher Learning with Nonprofit Programs
Ranked By *US News & World Report* in 2008

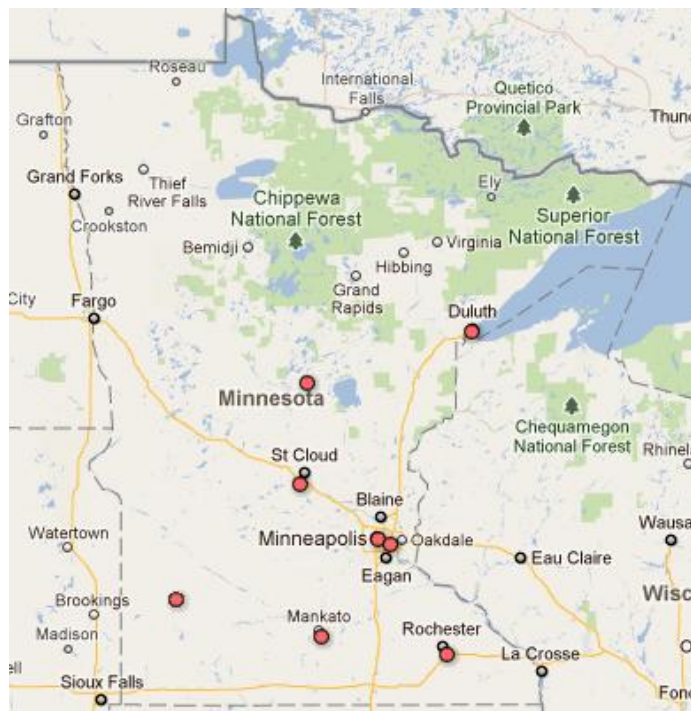
Name	Rank
Humphrey School of Public Affairs, University of Minnesota	14
Hamline University (St. Paul, MN)	165

Chart 76: Other Minnesota Institutions of Higher Learning with Nonprofit Programs

Minnesota State University Mankato (Mankato, MN)
Saint Mary's University of Minnesota (Winona, MN)
St. Cloud State University (St. Cloud, MN)
University of St. Thomas - Center for Nonprofit Management (Minneapolis, MN)

In addition to sparse nonprofit educational programs, Minnesota only has eight Foundation Center Cooperating Collection libraries. States with exemplary nonprofit infrastructures report greater numbers of Cooperating Collections; however, this could be indicative of the Minnesota geographical landscape and relatively low population density beyond the metropolitan area of Minneapolis and St. Paul. Whereas most of the states analyzed generally have populous cities and towns dispersed throughout the state, Minnesota only has one major populous region. These are depicted geographically in Figure 29 below.

Figure 29: Map of Cooperating Collections in Minnesota



State Support

The state government's role in nonprofit infrastructure is middling. The Minnesota Attorney General's office has a charities division that provides a list of legal resources for nonprofits and information on nonprofits; staff from the AG's office participate in the Nonprofit Allies. In addition, the Minnesota Governor's Department of Human Services has a community service initiative. The Governor's office helped create ServeMinnesota!, which serves as the state's primary AmeriCorps conduit and as the state's volunteer office.

Renz functions in Minnesota

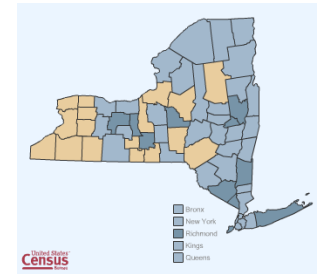
Minnesota has a thriving nonprofit infrastructure with representation from each of the 11 Renz functions. It is a leader in Accountability & Self-Regulation as compared to the seven other comparison states with the Charities Review Council as an important player in this service for its accountability standards and wizard. Several other organizations provide support in this area whether with information or legal advice. It is comparatively weak in Research & Knowledge Management; however, this is likely due to fewer academic programs in Minnesota than there are in California or New York.

Chart 77 shows several major infrastructure organizations separated by Renz functions. In addition to the chart for major infrastructure organizations in Minnesota, the organizations are also "mapped" by their Renz functions using Venn diagrams. Please see the mapping of the major infrastructure organizations in Minnesota in the Appendix F.

Chart 77: Major Infrastructure Organizations in Minnesota by Renz Functions

Organization Name	Primary Function	Renz Functions										
		1	2	3	4	5	6	7	8	9	10	11
Center for Nonprofit Excellence and Social Innovation	9								X	X		
Charities Division – Minnesota Attorney General’s Office	2	X	X									
Charities Review Council	5	X				X				X		
General Mills Foundation	4				X							
GiveMN.org	3			X		X						
Hamline University	8								X		X	
HandsOn Twin Cities	7							X				
Hubert H. Humphrey School of Public Affairs	8								X		X	
Legal Corps	1	X	X									
MAP for Nonprofits	9						X	X		X		
Minneapolis Foundation	3	X	X	X	X							
Minnesota Association for Volunteer Administration	7		X					X				
Minnesota Council of Foundations	5					X	X					
Minnesota Council of Nonprofits	1	X					X					X
Nonprofits Assistance Fund				X					X	X		
Northwest Minnesota Foundation	3			X					X	X		
Springboard for the Arts	9				X				X	X		
United Front	6		X				X					X
United Way	3			X	X	X						
University of St. Thomas – Center for Nonprofit Management	8								X	X	X	
Young Nonprofit Professional Network – Twin Cities	6						X		X			
<div> <div> 1. Accountability & Self-Regulation 2. Advocacy, Policy & Governmental Relations 3. Financial Intermediaries 4. Funding Organizations 5. Donor & Resource Advisers 6. Networks & Associations </div> <div> 7. Workforce Development & Deployment 8. Education & Leadership Development 9. Capacity Development & Technical Assistance 10. Research & Knowledge Management 11. Communication & Information Dissemination </div> </div>												

New York: Exemplar



New York Overview

General Information

New York is the third most populous state behind California and Texas and is located in the central North-Eastern region of the nation (U.S. Census Bureau, 2010). Its most populous cities are New York, in the southeast tip of the state, and Buffalo, Rochester, Yonkers, and Syracuse, which lie along I-90, bisecting the state horizontally. Most of the 19,378,102 residents of New York live in cities; 92% of the population lives in urban areas (USDA, 2011). New York is a diverse state with minorities consisting of 42% of its total population. It has the third highest minority population in the country after California and Texas and is followed by Florida; the same is true for each state's non-Hispanic White population (U.S. Census Bureau, 2010). Canada is New York's biggest trading partner, and New York enjoys tourism from Canadians as well.

Real estate, finance, and professional/technical services led New York's 2009 GDP (BEA, 2010). The state is a significant producer of agricultural products like dairy, livestock, vegetables, and apples. The manufacturing sector includes printing, garment production, and railroad equipment while upstate produces computer inputs and photographic equipment. The Education and Health Services, Government, Trade, Transportation, and Utilities, Professional and Business Services sectors employ the most people (Labor, 2011). However, the state's economy is dominated by New York City.

New York City is a hub for domestic and international commerce including banking, finance and communication. It is home to several global institutions such as the World Bank, the United Nations, and the International Monetary Fund. The New York Stock Exchange (NYSE) is on Wall Street in downtown Manhattan, and near it is the World Trade Center Memorial. The economy relies on a number of sectors in addition to finance such as medical services, trade, information technology, media, and manufacturing.

Nonprofit Infrastructure Overview

The nonprofit infrastructure in New York is very robust. It has the benefit of strong community organizations across the state as well as major national funders and management support organizations in New York City. The presence of major research institutions allows for easy access to knowledge and learning. New York has the benefit of close proximity (and co-location in the case of New York City) to other nonprofit support organizations. These organizations offer a variety of services that bolster nonprofit internal processes—every major Renz function is covered by multiple organizations.

There are many other factors that make a nonprofit sector strong besides major funders and research institutions. Effective and wide-reaching state associations, strong management support organizations, and established nonprofit academic programs can provide the backbone to a healthy nonprofit sector. Further, collaboration among these organizations and other infrastructure organizations can create synergies that produce even better outcomes than these organizations could produce alone.

Nonprofit Sector of New York

General Information

The nonprofit sector in New York ranges from small community organizations aiming to increase afterschool program participation like the Harlem Children’s Zone to large-scale efforts to increase democracy like the Open Society Institute. There is also variation in types of funding from Financial Intermediaries like local community foundations and United Way organizations to private foundations like Ford and Gates.

New York’s nonprofit sector is financially supported by healthy community giving as well as major private foundations that headquarter in New York City. These organizations fund public goods that government does not provide along with mission-focused areas like cancer and humanitarian relief. The sector employs numerous New Yorkers with its many hospitals, universities, foundations, and associations. New York’s nonprofit sector includes more than 104,111 organizations commanding \$197 billion in total revenue (NCCS, 2010).

Largest Organizations

Institutions of higher education lead the state in revenue and assets—Cornell, NYU, and Columbia take the top three positions in terms of gross receipts. Health care is also a major area with four hospitals ranking in the top ten organizations. As noted previously, health service providers and universities typically report larger total revenues and revenue. However there is a very different picture of nonprofits when the scope does not include hospitals and universities; Chart 78 shows the top organizations by both revenue and assets, excluding universities and healthcare organizations. The Metropolitan Museum of Art reports total revenue of over \$319 million and the Leukemia & Lymphoma Society, Inc. report revenue of over \$277 million. Total assets tells almost the same story but with the organizations taking different places in the

rankings. New York and California nonprofits have the largest revenues when compared to other states. It is important to note that New York, even more than California or any other comparison state, is home to many national and international headquarters; this

Chart 78: Top Ten Organizations in New York (excluding hospitals and universities)			
Rank by revenue		Revenue	Assets
1	Manhattan and Bronx Surface Transit Operating Authority	\$1,101,957,185	\$647,348,427
2	Metropolitan Museum of Art	\$319,054,654	\$2,875,202,175
3	International Rescue Committee, Inc.	\$281,854,094	\$170,493,011
4	The Leukemia & Lymphoma Society, Inc.	\$277,777,770	\$217,104,128
5	Guildnet, Inc.	\$272,626,599	\$51,898,806
6	Teach for America, Inc.	\$269,477,329	\$305,981,521
7	United States Fund For UNICEF In Kind Assistance Corporation	\$260,237,400	\$106,041
8	Lincoln Center For Development Project, Inc.	\$256,632,065	\$68,505,951
9	Consumers Union of United States, Inc.	\$252,999,723	\$302,962,362
10	FOJP Service Corporation	\$250,989,719	\$53,885,776
Rank by Assets		Revenue	Assets
1	Metropolitan Museum of Art	\$319,054,654	\$2,875,202,175
2	The Community Preservation Corporation	\$76,221,787	\$1,502,457,529
3	Rensselaer Polytechnic Institute	\$396,014,251	\$1,471,036,990
4	Museum of Modern Art	\$104,549,110	\$1,390,767,423
5	LICR Fund, Inc.	\$28,986,609	\$1,163,501,551
6	United Jewish Appeal Federation of Jewish Philanthropies of NY, Inc.	\$162,547,000	\$1,061,972,000
7	American Museum of Natural History	\$135,075,713	\$1,051,767,672
8	NDC Housing and Economic Development Corporation	\$87,098,763	\$1,001,575,064
9	Lincoln Center for the Performing Arts, Inc.	\$246,405,465	\$846,614,501
10	Wildlife Conservation Society	\$197,345,941	\$755,875,227

Nonprofit Infrastructure of New York

State Association

The New York Council of Nonprofits (NYCON) is recognized as the state’s formal nonprofit association, and its self-proclaimed role is to be the “Soapbox and tool box for New York nonprofits since 1927” (NYCON, 2011). It is a member of the National Council of Nonprofits. The primary focus of NYCON and its subsidiaries, Innovative Charitable Initiatives, Inc. and Council Service Plus, is to enhance quality of life through responsive, cost-effective service by building the capacity of both nonprofits and communities. Together, these organizations leverage a national network on nonprofit professionals to achieve statewide impact and community focus.

With four regional offices in Buffalo, New York City, Oneonta, and Poughkeepsie, NYCON serves 1,600 members statewide. In 2009, the organization reported \$2.5 million in revenue.

NYCON's menu of services is diverse, ranging from educational opportunities to employee benefits to capacity-building services. For annual dues of \$60-\$460, depending on their annual operating budget, member organizations can receive a variety of benefits. There are online tools and resources such as policy templates and sample job descriptions, "GrantStation Insider" weekly funding opportunity announcements, in-person workshops all around the state and webinars, as well as legal, personnel, and strategic planning advice. Membership also offers discounted programs for organizations, like risk management and insurance, as well as advocacy representation. They have an annual conference and offer other special events like Camp Finance and the Executive Director Retreat. NYCON also provides a significant array of sponsored employee benefits including medical and dental insurance, group term life insurance, and unemployment savings. Their consulting services can help member organizations with marketing, self-regulation, board governance, and financial management assistance.

With an executive staff of seven individuals (four of which have advanced degrees), NYCON maintains a busy workshop calendar, nonprofit yellow pages, and current job bank as well as updates recent member publications and relevant nonprofit research. All of these services help NYCON achieve its mission of giving voice to local nonprofits and communities, supporting strategic partnerships, and achieving excellence in governance, management, and professional service.

NYCON is well connected to the community through its board of practitioners and private sector professionals as well as its membership in the *National Council of Nonprofit Associations*, the *National Association of Planning Councils*, the *Alliance for Nonprofit Management*, and *Governance Matters!* The board comprises 17 members, five of which are officers. Most of these individuals represent large nonprofits throughout the state of New York. This group guides NYCON's activities and helps guide it towards building long-term, multi-layered service relationships with its member organizations. With all of these benefits and connections throughout the nonprofit community, it seems that NYCON lives up to its claim of being the best resource for New York State's nonprofits.

Major Funders

Of the top 50 foundations, independent foundations are the largest source funding for New York nonprofit organizations: 88% of foundations are independent, 6% are corporate, 4% are operating, and 2% are community. Top funders include the following: The American Art Foundation, Inc., a private operating foundation that supports contemporary art; the Mary Flagler Cary Charitable Trust which focuses on music and conservation of the environment; The Weill Family Foundation is a private grant making foundation; the Ford Foundation which funds projects on economics and governance to education and freedom of expression; and the Starr Foundation that makes grants in the areas of education, medicine and healthcare, human needs, public policy, culture and the environment. Each of these top five is an independent foundation that disperses funds by invitation.

In terms of local funding, New York has a strong system of Financial Intermediaries that represent very few of the top 50 funders. Community foundations and United Way agencies support many projects and initiatives close to home. Chart 79 provides the top ten community foundations by total revenue and Chart 80 provides the top ten United Way organizations by total revenue. Community Foundations in Brooklyn, Rochester, and Albany capture the most revenue that is then redistributed to neighbor nonprofit organizations. On the other hand, ethnic group-specific and small town community foundations bring in less in donations.

Chart 79: Top Ten New York Community Foundations by Total Revenue		
Name	Revenue	Assets
Brooklyn Community Foundation	\$39,969,440	\$63,649,280
Rochester Area Community Foundation	\$9,810,137	\$197,386,002
Community Foundation for the Capital Region, Inc.	\$6,804,397	\$43,037,504
Central New York Community Foundation, Inc.	\$6,484,536	\$84,680,749
Community Foundation for Greater Buffalo	\$4,815,930	\$135,348,426
Community Foundations of the Hudson Valley, Inc.	\$4,025,637	\$23,971,134
Community Foundation of Herkimer and Oneida Counties, Inc.	\$3,088,257	\$65,614,424
Rochester Area Community Foundation Depository, Inc.	\$2,219,111	\$4,903,395
Chautauqua Regional Community Foundation, Inc.	\$1,887,658	\$55,348,915
Stonewall Community Foundation	\$1,821,356	\$1,017,042
Community Foundation of Elmira Corning and the Finger Lakes	\$1,703,649	\$18,599,121

The United Way of New York City attracts double the amount of the next-highest ranking United Way, the United Way of Greater Rochester, with revenue of \$78.7 billion dollars. United Ways with the most revenue are at least 25 years old.

Chart 80: Top Ten United Ways in New York by Revenue		
Name	Revenue	Assets
United Way of New York City	\$78,708,275	\$45,157,904
United Way of Greater Rochester, Inc.	\$37,211,623	\$105,544,007
United Way of Buffalo and Erie County	\$16,171,531	\$18,627,069
United Way of Long Island, Inc.	\$14,107,410	\$9,072,945
United Way of Westchester and Putnam, Inc.	\$12,737,202	\$8,180,184
United Way of Westchester and Putnam, Inc.	\$11,270,479	\$7,024,443
United Way of the Greater Capital Region, Inc.	\$9,859,434	\$10,032,038
United Way of Central New York, Inc.	\$5,971,345	\$8,991,427
United Way of the Southern Tier, Inc.	\$4,452,075	\$4,530,907
United Way Services Corporation	\$3,675,776	\$3,749,920

Private foundations are an important source of funding for New York organizations. While some of these monies are awarded to international organizations, some of them go to local and statewide initiatives. Major New York foundations support Alzheimer's senior care facility, cancer research, HIV/AIDS, and humanitarian aid. Interestingly, three of New York's top private

foundations support Jewish organizations and programs: the Tina and Steven Price Charitable Foundation, the Anne & Natalio Fridman Foundation, and the Abner Rosen Foundation, Inc. New York's top private foundation, the Virginia and Leonard Marx Foundation, funds community colleges, music, hospitals, and health research. Some organizations such as Pittsford, NY's Polisseni Foundation, Inc. for the Upstate area focus on a specific geographic area. See Chart 81 for a list of the top ten of these private foundations by revenue.

Chart 81: Top Ten Private Foundations in New York by Total Revenue		
Name	Revenue	Assets
Virginia and Leonard Marx Foundation	\$30,472,323	\$0
Beverly Eyre and Plewak Charitable Trust	\$10,025,539	\$0
Willow Towers, Inc.	\$8,305,056	\$28,074,927
Tina and Steven Price Charitable Foundation	\$6,508,561	\$6,122,227
Howard and Debbie Schiller Foundation	\$5,947,559	\$5,356,965
Richenthal Foundation	\$4,587,216	\$8,190,742
Anne & Natalio Fridman Foundation	\$3,646,898	\$12,653,257
Research Associates for Defense Conversion, Inc. ¹⁷	\$2,903,301	\$995,291
Abner Rosen Foundation, Inc.	\$2,901,402	\$7,076,685
Polisseni Foundation, Inc.	\$2,549,123	\$2,088,974

Donor Advisers and Foundation Associations

New York has several foundation associations disbursed across the state. Each has its own unique approach to supporting funders. They function like NYCOM but target foundations as their particular membership. They can serve as foundation-specific management support organizations as well as offer advisory services to donors.

In the West, the Western New York Grantmakers Association has aimed to promote effective philanthropy through creating an environment of philanthropic congeniality since 1982. This Buffalo-based organization aims to share information and knowledge so that strengthening each individual member will, in turn, strengthen society. WNY Grantmakers organizes members by mission focus under the categories of the arts, health & wellness, community development, education, human services, and energy & environment.

In the Upstate area, the Grantmakers Forum tries to be a catalyst for effective philanthropy by empowering their funders. In 2005, Rochester Grantmakers Forum united with members of the Funders Alliance to form the Grantmakers Forum of New York, and the combined approaches make GFNY the go-to source for networking, news, and information in Upstate New York. This Rochester-based organization convenes members to share and increase learning, improve practices, and address policy issues.

¹⁷ While Research Associates for Defense Conversion, Inc. may seem like a for-profit company, its 990 filings and listing in the NCCS database indicate it is a private foundation.

On the other hand, other organizations pick wider goals than the community or neighborhood close by. In the New York City region, Philanthropy New York serves as the professional community convening leading 285 private, corporate, family, and public grant making foundations for world-wide projects. They facilitate meaningful collaboration, advance public policy, and promote effective and strategic philanthropy. Philanthropy New York was convened by New York City foundations in 1979 and aims to have a global impact.

NYCharities.org takes a different approach by focusing its convening power in virtual space. As a free, online contributions portal launched in 2004, the organization provides free information about the 98,000 charities in New York. By making these organizations visible and creating ways for them to connect to each other, NYCharities.org can facilitate cost efficiencies that emerge from nonprofit collaborations.

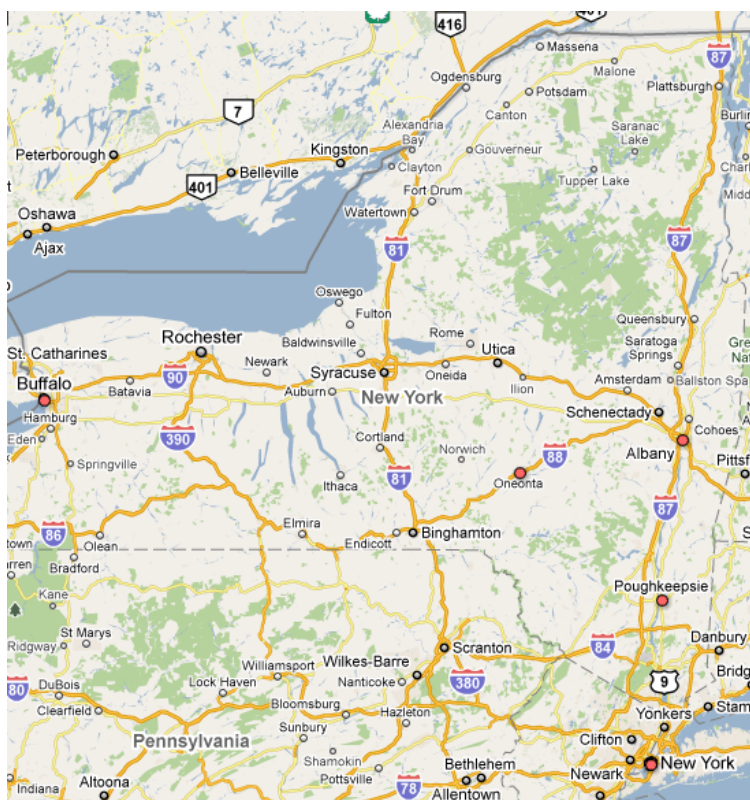
Although they accomplish their missions in different ways, all of these organizations serve the purpose of convening the community of funders by providing resource advising and networking. These activities relate to Renz's donor advising function as well as Networks & Associations. As such they provide essential value to the community of foundations themselves and the wider nonprofit landscape as well. With four foundation associations, New York stands head and shoulders above its peers—most states have one such organization. Further, the four associations appear to collaborate at times; evidence of such was not as present in the analysis of California, where there are several foundation associations, but no central association of foundations.

Management Support Organizations

New York has an average presence of management support organizations (MSOs). Significant MSOs in New York are listed in Chart 82 and shown geographically throughout the state in Figure 32. Most of New York's MSOs are concentrated in New York City with a broader reach provided by the state association, New York Council of Nonprofits (NYCON); there is also a noticeable gap of services in the upstate area. In general, New York's system of management support seems to be offered by NYCON, and MSO leader, The Support Center for Nonprofit Management.

Chart 82: Management Support Organizations in New York	
Name	Location(s)
Asian American Federation	New York, NY
Community Resource Exchange	New York, NY
Fund for the City of New York	New York, NY
Governance Matters (VGC)	New York, NY
Lawyers Alliance for New York (LANY)	New York, NY
New York Council of Nonprofits (NYCON)	Albany, Buffalo, New York City, Oneonta, and Poughkeepsie, NY
Nonprofit Assistance: NYC Mayor's Office of Contract Services	New York, NY
Support Center for Nonprofit Management	New York, NY (and Trenton, NJ)
Nonprofit Coordinating Committee of New York (NPCC), Skills Builders	New York, NY
Gray Matters	New York, NY
Nonprofit Consulting Services of Public Health Solutions	New York, NY
New York Lawyers for the Public Interest	New York, NY

Figure 32: Map of MSOs in New York



NYCON provides free technical assistance to its members in the areas of board development, financial management, human resources, legal assistance, mergers, risk management and many other topics in a staff-based and interdisciplinary team model. Their locations across the state provide geographic accessibility that other MSOs do not offer. However one organization serves a wide area of organizations: The Support Center for Nonprofit Management began as an international network of MSOs, and, while it focuses on organizations in the tri-state area, its work extends nationally and internationally. This year the Center is celebrating 25 years of increasing effectiveness of nonprofit organizations and leaders through consulting, executive search, grantmakers services, and training; it offers room rentals and produces the Journal for Nonprofit Management annually.

New York City has a much denser cluster of management support offerings. The Nonprofit Assistance division of New York City Mayor's Office of Contract Services provides links to nonprofit and private technical assistance providers as well as online tools such as webinars and guides to help nonprofits build capacity and ensure effective oversight. New York City's Community Resource Exchange offers free management tools to nonprofits like publications, links, room rentals, and events as well as professional development and consulting services that benefit low-income individuals and neighborhoods; they specialize in the areas of board development, financial management, mergers, planning, and restructuring. Nonprofit Coordinating Committee of New York (NPCC) offers supports services to its New York City member organizations such as workshops; its Skills Builders program offers practical, measurable management skills in the areas of communications, financial management, marketing, and outcome management at a low cost.

Additionally, New York City offers some population and industry-specific support. The Asian American Federation offers management and technical assistance to its member organizations in the tri-state area to address community needs through building capacity of the nonprofit sector, focusing on financial management, fund raising, information technology, and organizational planning. Public Health Solutions's capacity-building division, Nonprofit Consulting Services, provides financial, organizational, and programmatic management consulting services to a variety of nonprofits, to help them strengthen their structural capacity and operate more effectively. Although originally designed to support New York City's HIV/AIDS service providers, the organization offers support for finance, human resources, and technology. Its partner Data Link helps nonprofits engage computer technology.

The City also is home to specialized support services that other MSOs may not be able to provide with a high-level of expertise including legal and technical solutions. Fund for the City of New York has been providing fee-based technology services to area nonprofit organizations; the Fund provides equipment, training, knowledge, and skills to use technology as well as an integrated array of customized and installed management applications called *Nonprofit Capacity Plus* to help these organizations better serve their clients. Both Lawyers Alliance for New York (LANY) and New York Lawyers for the Public Interest (NYLPI) provide legal services to nonprofit organizations. LANY's staff and volunteers provide affordable legal representation, resource call hotline, and educational programs; NYLPI's Pro-Bono Clearinghouse provides nonprofits litigation and transactional services.

There are also several opportunities for nonprofits to use volunteer support services of experienced professionals. VGC Governance Matters (Volunteer Consulting Group) provides professional guidance on effective governance structures and board management practices in addition to board recruiting services and BoardUSA, an interactive tool to connect board candidates to nonprofit organizations to respond to high board turnover. Professionals at Gray Matters offer New York-area community-based organizations free services to help them with board development, facilities management, finance, legal issues, marketing, human resources, and organizational development.

Nonprofit Education Programs and Resources

New York has 83 public, 146 independent and 40 proprietary degree-granting institutions governed by New York State Education Department's Office of Higher Education (NYSED, 2011). It has two public university systems: The City University of New York City (CUNY) and The State University of New York (SUNY). With Columbia and Cornell, New York is the only state to have more than one Ivy League school.

The state is also strong in tertiary education for nonprofit management, as shown in Charts 83 and 84. Of the schools with nonprofit programs, New York is home to eight ranked institutions by *US News & World Report's* annual survey. Albany, Buffalo, Rochester, and Poughkeepsie all seem to be nonprofit hubs based on the geography of other nonprofit infrastructure organizations. Co-location of education programs and major nonprofit infrastructure organizations can only be mutually beneficial.

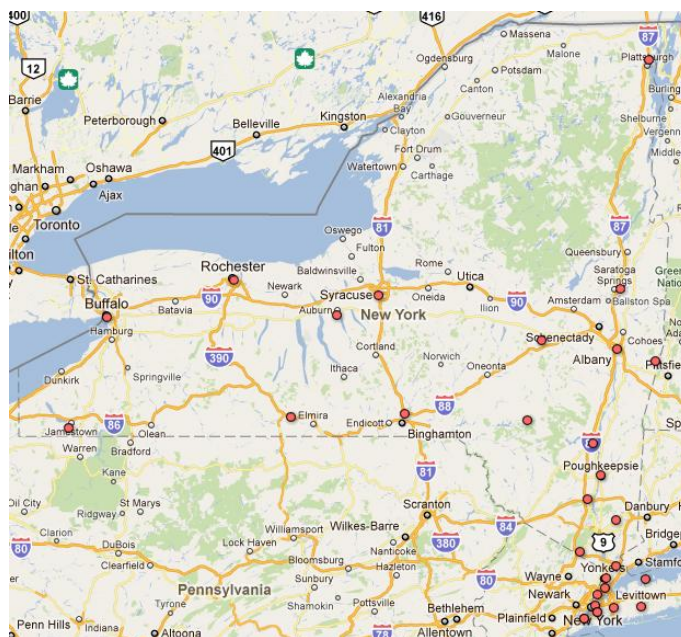
With so many in the New York City area, local nonprofits have both opportunities for learning as well as excellent sources of human capital when students graduate and enter the work force. Further, employees can enroll part-time in these programs in order to work and learn concurrently. It is no surprise that New York ranks so highly in the quantitative analysis.

Chart 83: New York Institutions of Higher Learning with Nonprofit Programs Ranked By <i>US News & World Report</i> in 2008	
Name	Rank
Syracuse University (Syracuse, NY)	1
New York University - Wagner Graduate School (New York, NY)	5
Columbia University - School of Social Work (New York, NY)	14
SUNY University at Albany (Albany, NY)	14
Cornell University (Ithaca, NY)	36
CUNY - Baruch College (New York, NY)	57
Binghamton University (Binghamton, NY)	80
The New School (New York, NY)	100

Chart 84: Other New York Institutions of Higher Learning with Nonprofit Programs
C.W. Post College (Brookville, NY)
Columbia Business School - Executive Education (New York, NY)
Columbia Business School - Social Enterprise Program (New York, NY)
CUNY - Hunter College (New York, NY)
Fordham University School of Law (New York, NY)
Long Island University (Brooklyn, NY)
Marist College (Poughkeepsie, NY)
New York University - School of Continuing & Professional Studies (New York, NY)
New York University - Social Entrepreneurship Program (New York, NY)
Pace University (White Plains, NY)
Roberts Wesleyan College (Rochester, NY)
Siena College (Loudonville, NY)
St. John Fisher College (Rochester, NY)
SUNY College at Brockport (Brockport, NY)
SUNY College at Buffalo - Nonprofit Leadership Alliance (Buffalo, NY)
SUNY College at Buffalo - Urban and Regional Planning (Buffalo, NY)
SUNY College at Oswego (Oswego, NY)
SUNY University at Buffalo (Buffalo, NY)
Yeshiva University (New York, NY)

In addition to New York's strong presence of nonprofit academic programs, it also has a large geographic dispersion of Foundation Center Cooperating Collections. One of the five major Foundation Center Library/Learning Centers is in New York City; it offers workshops and trainings in addition to the grantmaking library resources. There is, however, a noticeable absence in Utica and the northwest part of the state. See Figure 33 below for a geographic depiction of these libraries.

Figure 33: Map of Cooperating Collections in New York



State Government Support

In addition to university affiliated nonprofit programs and resources, New York has an excellent support in its Office of the Attorney General. CharitiesNYS.com offers a one-stop resource for charitable organizations, fundraisers, grantmakers, and members of the public alike. The site offers guidelines for reporting, information on registration, publications, tips for charitable giving, and lists relevant state and federal laws. Charities Bureau is responsible for supervising charitable organizations in order to guard against corrupt practices. It seeks to protect the public interest and ensure that charitable asset solicitation and management is properly used. For example, the Attorney General keeps a record of all of all fundraisers in New York.

The Mayor's Office of Contract Services offers a Capacity Building and Oversight (CBO) office that was created to ensure that nonprofit leadership understands implements, maintains, and strengthens accountability measures. Internal controls, financial oversight, and board governance are topics for which this office strives to support the nonprofit community. Not only to they serve a review function, they also provide capacity-building training for organizations currently receiving grant support or engaged in a contracting relationship with New York City. In lieu of intensive training, the CBO provides assistance to help organizations comply with state and federal requirements.

In addition to the resources offered by the New York City Mayor's Office, the New York Philanthropy Advisory Service of the Better Business Bureau (BBB) for metropolitan New York, Long Island, and the Mid-Hudson Region offers donor advising and accountability. The well-established bureau supports honesty, integrity, and transparency. People can check a profile, access reports, read reviews, and submit complaints on area charities. The BBB's Wise Giving Alliance program offers a charity seal with a clear, concise, and easily recognizable symbol that

shows a charity adheres to the program's standards. There is also a resource library available to charities.

Renz functions in New York

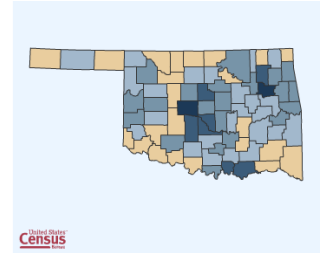
Renz's eleven functions of nonprofit infrastructure can provide a closer look at the strengths and weaknesses in the sector. However, examination of New York's various infrastructure organizations as provided in Chart 85 shows that each of the Renz functions is well represented in New York's nonprofit landscape—especially through management support organizations (MSOs). Unlike other states, MSOs are dispersed throughout New York. MSOs are particularly important because they aid nonprofits in technical processes.

In addition to the chart for major infrastructure organizations in New York, the organizations are also “mapped” by their Renz functions using Venn diagrams. Please see the mapping of the major infrastructure organizations in New York in Appendix F.

Chart 85: Major Infrastructure Organizations in New York by Renz Functions

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Alliance for the Arts	2		X								X	X
Asian American Foundation	3			X			X			X	X	X
Brooklyn Community Foundation	3			X			X					
Catholic Charities of New York	4		X		X							X
Central New York Community Foundation, Inc.	3			X		X	X					
Citizens Committee for New York City	7		X						X		X	X
Community Foundation for the Capital Region, Inc.	3			X								
Community Foundation of Greater Buffalo, Inc.	3	X	X	X		X						
Community Resource Exchange	9							X	X	X		
Community Service Society	2		X								X	
Foundation Center New York	8								X		X	X
Fund for the City of New York	9				X					X		
Governance Matters	1	X						X		X		X
Grantmakers Forum of New York	5					X	X		X			X
Lawyers Alliance for New York	9	X								X		
New York City Nonprofits Project	10										X	X
New York Council of Nonprofits (NYCON)	6	X	X				X	X	X	X		X
New York Foundation	2		X		X							
Nonprofit Coordinating Committee of New York	9		X				X			X		X
NYC Office of Mayor's Contract Services	6	X								X		
NYCharities.org	11					X				X		X
NYS Attorney General's Charities Bureau	1	X				X						X
NYU National Center on Philanthropy and the Law	10	X									X	
Philanthropy New York	6		X			X	X					X
Rochester Area Community Foundation	3	X	X	X		X				X		X
Rockefeller Archive Center	10				X				X		X	
Support Center for Nonprofit Management	9					X		X	X	X		
United Way of Greater Rochester	3	X	X	X			X		X		X	X
United Way of New York State	9		X						X	X		X
Western New York Grantmakers Association	5		X			X	X		X			X
<div> <div>1. Accountability & Self-Regulation</div> <div>2. Advocacy, Policy & Governmental Relations</div> <div>3. Financial Intermediaries</div> <div>4. Funding Organizations</div> <div>5. Donor & Resource Advisers</div> <div>6. Networks & Associations</div> <div>7. Workforce Development & Deployment</div> <div>8. Education & Leadership Development</div> <div>9. Capacity Development & Technical Assistance</div> <div>10. Research & Knowledge Management</div> <div>11. Communication & Information Dissemination</div> </div>												

Oklahoma: Emergent



Oklahoma Overview

General Information

Oklahoma is in the South Central region of the US and largely borders Texas. Oklahoma is a mid-sized state and with a population of just over 3.6 million (US Census, 2010) Oklahoma is made-up of small towns. Oklahoma City and Tulsa are the most populous cities, with over half of the state population residing in the two cities. Oklahoma is not as racially diverse as other states, but minorities make up a significant portion of the population at approximately 16% (US Census, 2010).

Oklahoma's economy is largely influenced by industries such as oil and natural gas, agriculture, aviation and aerospace, and manufacturing. Oklahoma is not as affluent as other states. The median household income is approximately \$42,836, which is significantly lower than the national average. In addition, the poverty level for Oklahoma is 13.2%, which is above the national poverty rate (U.S. Census Bureau, 2010).

Nonprofit Infrastructure Overview

The Oklahoma nonprofit infrastructure is smaller in size and strength when compared to the other states in this analysis. There is a sparse presence of nonprofit educational programs, as well as a sparse presence of training and development programs for the nonprofit workforce and volunteer force. In addition, Oklahoma has scant organizations that collect and disseminate information for the sector and few management support organizations.

On the other hand, the Oklahoma nonprofit infrastructure is not nascent like Louisiana because it does have a network of donor advisers and Financial Intermediaries to support nonprofits. Oklahoma also has a significant collection of foundations that are well funded. In addition, Oklahoma has a presence of nonprofit networks and associations that provide collaboration and coordination amongst the sector.

Nonprofit Sector of Oklahoma

General Information

The nonprofit sector in Oklahoma ranges from small community organizations to internationally-focused NGOs such as Feed the Children and Blessings International. It is home to the largest financial intermediary in the US, the Tulsa Community Foundation. Many organizations are based in the major cities of Oklahoma City and Tulsa while there are a number of United Ways disbursed throughout the state. The economy of the Oklahoma nonprofit sector reports total revenue of over \$14 billion (NCCS, 2009a). The nonprofit economy is important to the larger Oklahoma economy, and there are more than 19,000 registered nonprofits.

Largest Organizations

Excluding hospitals and universities, the top organizations in Oklahoma (by total revenue and assets) are diverse (see Chart 86).

Chart 86: Top Ten Organizations in Oklahoma (excluding hospitals and universities)			
Rank by revenue		Revenue	Assets
1	Feed the Children, Inc.	\$1,189,236,434	\$532,162,979
2	Blessings International	\$55,658,816	\$22,755,186
3	Community Action Project of Tulsa County, Inc.	\$45,997,541	\$29,702,382
4	Voice of the Martyrs, Inc.	\$42,679,846	\$29,722,933
5	Regional Food Bank of Oklahoma	\$38,369,187	\$14,258,833
6	Independent Opportunities, Inc. of Oklahoma	\$27,065,224	\$6,494,206
7	Community Action Agency of OK City & OK Canadian Counties, Inc.	\$23,305,911	\$8,954,509
8	Little Dixie Community Action Agency, Inc.	\$21,718,524	\$15,133,921
9	Big Five Community Services, Inc.	\$18,485,493	\$6,676,950
10	Young Men's Christian Association	\$17,213,237	\$36,846,606
Rank by assets		Revenue	Assets
1	Feed the Children, Inc.	\$1,189,236,434	\$532,162,979
2	National Cowboy and Western Heritage Museum	\$12,089,143	\$90,769,676
3	Oklahoma Baptist Homes for Children, Inc.	\$7,360,777	\$68,171,435
4	Kirkpatrick Science and Air Space Museum at Omniplex	\$5,125,828	\$47,222,489
5	Philbrook Museum of Art, Inc.	\$5,168,575	\$40,754,520
6	Young Men's Christian Association	\$17,213,237	\$36,846,606
7	Oklahoma City Museum of Art	\$5,959,317	\$34,731,756
8	Oklahoma Educational Television Authority Foundation, Inc.	\$2,864,939	\$34,355,806
9	Voice of the Martyrs, Inc.	\$42,679,846	\$29,722,933
10	Community Action Project of Tulsa County, Inc.	\$45,997,541	\$29,702,382

Top organizations include Feed the Children, Inc., which reports total revenue greater than \$1.1 billion; Blessings International with total revenue of over \$55 million; and the Community Action Project of Tulsa County, Inc., which reports total revenue of over \$45 million. Compared to other states, the revenues of Oklahoma's top organizations are on par with their peers.

Nonprofit Infrastructure of Oklahoma

State Association

The Oklahoma Center for Nonprofits (OCN) was founded in 1981 and has a mission to build better communities through effective nonprofits. OCN has a membership of over 480 organizations, and drew \$926,067 in revenue as reported on its 2010 Form 990 with 75% coming from contributions and 22% from operating expenses. It provides services to members include savings, training, consulting, networking, advocacy and special events. OCN offers its members a wide range of customizable workshops on topics such as board development, conflict resolution, grant writing, and volunteer management. OCN also offers resources such as a job bank, a membership directory, a virtual education center and yearly reports.

OCN operates from two offices; the central office is located in Oklahoma City and OCN also has an office in Tulsa. The OCN staff comprises eleven members including the President, directors, managers, and administrative assistants. The OCN board of directors comprises 28 members that appear to represent a diversity of nonprofit mission areas.

The presence of a growing state nonprofit association is significant because it has a primary role to address and advance collective issues of the nonprofit community (Renz, 2008). The OCN facilitates and collaborates amongst Oklahoma nonprofits by developing processes to be applied to its member organizations and the sector at large. Although it is very recently considered a state association, having joined the National Council of Nonprofits in 2008, the OCN has an established history of providing support to sector since 1981.

Major Funders

Foundations are important funders to the Oklahoma nonprofit sector. The top ten community foundations, by total revenue, are shown in Chart 87. Oklahoma is home to over 30 community foundations and the Tulsa Community Foundation reports the largest revenue of over \$85 million. The top ten United Way organizations, by total revenue, are displayed in Chart 77. Oklahoma also has approximately 28 United Way chapters that act as major funders to the state (NCCS, 2009d). Oklahoma does not have as many community foundations and United Way chapters as other states; however, this could be due to the smaller state population.

Chart 87: Top Ten Oklahoma Community Foundations by Total Revenue		
Name	Revenue	Assets
Tulsa Community Foundation	\$85,892,761	\$140,865,784
Oklahoma City Community Foundation, Inc.	\$13,109,811	\$198,357,895
Community Foundation of Ardmore, Inc.	\$5,104,888	\$8,468,509
Love Family Affiliated Fund of the OKC Community Foundation, Inc.	\$966,557	\$6,802,810
Enid Community Foundation for Excellence	\$956,911	\$10,369,070
Bartlesville Community Foundation	\$941,195	\$2,059,566
Greater Muskogee Community Foundation	\$533,508	\$2,233,037
Rwanda Outreach & Community Foundation, Inc.	\$351,157	\$1,376,096
Brock Family Community Foundation	\$290,762	\$712,698
Woodward Community Foundation	\$283,943	\$98,729

United Ways also contribute significantly to Oklahoma the nonprofit sector, and Oklahoma has approximately 21 United Way agencies dispersed throughout the state, see Chart 88. The largest United Way in terms of total revenue is the Tulsa Area United Way, with over \$23 million in total revenue closely followed by the United Way of Central Oklahoma. Other chapters in Oklahoma report significantly lower total revenue.

Chart 88: Top Ten United Ways in Oklahoma by Total Revenue		
Name	Revenue	Assets
Tulsa Area United Way	\$23,334,518	\$30,603,549
United Way of Central Oklahoma	\$19,133,797	\$22,483,363
Bartlesville Regional United Way, Inc.	\$1,766,676	\$2,236,908
United Way of Norman, Inc.	\$1,762,008	\$1,817,435
United Way of Lawton-Ft Sill	\$1,744,073	\$3,081,151
United Way of Ponca City, Inc.	\$1,256,386	\$1,394,913
United Way of South Central Oklahoma, Inc.	\$987,890	\$1,365,925
Stillwater Area United Way, Inc.	\$796,669	\$1,052,848
United Way of Enid and Northwest Oklahoma, Inc.	\$784,042	\$1,109,847
United Way of Pottawatomie Co, Inc.	\$631,676	\$825,278

Interestingly, Oklahoma's top private foundation by revenue, the J E and L E Mabee Foundation, Inc. offices in Tulsa but was formed in Delaware in 1948; the organization supports charities, Christian religious organizations, hospitals, and tertiary education. Other major organizations support the deaf, domestic violence, education, health, housing, libraries, Native Americans, religious organizations, Special Olympics, sports, and youth camps. Some organizations have a geographic focus but fund a wide variety of initiatives; The Pearl M & Julia J Harmon Foundation provides loans to charitable organizations in northeast Oklahoma. See Chart 89 for a list of the top ten of these private foundations by revenue.

Chart 89: Top Ten Private Foundations in Oklahoma by Total Revenue		
Name	Revenue	Assets
J E and L E Mabee Foundation, Inc.	\$18,917,222	\$514,374,198
Pearl M & Julia J Harmon Foundation	\$2,888,221	\$47,115,436
Charles Morton Share Trust	\$2,303,100	\$9,720,511
Charles B Goddard Foundation Trust	\$1,171,275	\$5,831,226
Mcgee Foundation, Inc.	\$572,318	\$11,461,888
Beverly Westheimer Wellnitz Charitable Foundation, Inc.	\$525,493	\$499,027
Waters Charitable Foundation	\$276,198	\$7,012,774
Tom S & Marye Kate Aldridge Charitable & Educational Trust	\$222,294	\$2,768,603
Robert C & Mary E Lolmaugh Trust Foundation	\$201,797	\$4,611,681
World Baseball Outreach, Inc.	\$165,961	\$77,336

Donor Advisers and Foundation Associations

Oklahoma does not have an association or council of foundations to provide collaboration, research, or technical assistance services to grantmakers in the state. Oklahoma does have an association specifically for community foundations; the Communities Foundation of Oklahoma (CFO) is an association that has a mission to improve Oklahoma communities by supporting community foundations in the state. CFO was founded in 1992, and manages five county funds as well as serves as a vehicle for donations to over 400 funds.

CFO has a central office in Oklahoma City, and the CFO staff comprises six members, including a president and executive director. The CFO has an eight member board of directors that have diverse geographical representation. In addition to the board of directors, CFO also has a 34 member advisory board of governors that have diverse geographical representation.

Management Support

The MSOs in Oklahoma are centralized in major cities and, although there are very few, offer a myriad of services. Chart 90 lists the MSOs, and Figure 34 depicts them geographically. Oklahoma's state association, the Oklahoma Center for Nonprofits offers management support services in its two locations; it offers training on a variety of topics such as grantwriting, performance management, tax-exempt status, and Standards of Excellence as well as customized consulting on all areas of nonprofit management. The Executive Service Corps of Central Oklahoma (ESCCO) is a group of retired professional women and men in Oklahoma City who do volunteer consulting to nonprofits and other organizations as part of a larger national network. The Oklahoma Group also runs a program supported by the OCN that partners Oklahoma University students with Oklahoma City nonprofits to help them with financial and administrative services. Muskogee's Nonprofit Resource Center provides board member education, fiscal agency services, proposal outsourcing, resources, and other training; they also offer membership plans which entitle nonprofits to technical assistance on a diverse array of topics including budgeting, fundraising, human resources, and strategic planning.

Chart 90: Management Support Organizations in Oklahoma	
Name	Location(s)
Nonprofit Resource Center	Muskogee, OK
Oklahoma Center for Nonprofits	Oklahoma City and Tulsa, OK
Executive Service Corps of Central Oklahoma	Oklahoma City, OK

Figure 34: Map of MSOs in Oklahoma



Nonprofit Management Education Programs and Resources

The availability of nonprofit management education programs in Oklahoma is scarce (see Chart 81 for detail). The University of Oklahoma offers a nonprofit leadership program through the Master of Public Administration program. Oklahoma is home to only one ranked nonprofit management program, the nonprofit program at Oklahoma City University. Whereas the other states offered more nonprofit educational programs, Oklahoma has few. Because the presence of educational programs is important for innovation, research and knowledge of the nonprofit sector, this is an arena that is only emerging in Oklahoma.

Chart 91: Oklahoma Institutions of Higher Learning with Nonprofit Programs Ranked By <i>US News & World Report</i> in 2008	
Name	Rank
Oklahoma City University (Oklahoma City, OK)	72

Oklahoma is also home to six Foundation Center Regional Cooperating Collection libraries. The Cooperating Collections are important to the infrastructure because they help to provide and transfer knowledge about the sector. This is a small number of Cooperating Collections, but

corresponds with Oklahoma's small population. These libraries are geographically depicted in Figure 35 below.

Figure 35: Map of Cooperating Collections in Oklahoma



State Government Support

State government collaboration with the nonprofit sector in Oklahoma is minimal. While the Oklahoma Governor's Office does have a community service division, unlike other states there is no volunteer office that engages with the nonprofit sector. The Oklahoma Attorney General's office does provide legal information for and about nonprofits.

Renz functions in Oklahoma

Chart 92 lists the major infrastructure organizations by Renz function, showing that each organization can perform multiple functions. While Oklahoma has a number of community and private foundations providing financial assistance, it lacks several organizations that can provide important support services. It lacks a grantmakers association (although there used to be one in Oklahoma City) which leaves a void in donor advising and other networks beyond OCN. It is light on MSOs and nonprofit education programs and is therefore weak in functions eight, nine, and ten. It also seems to lack a centralized volunteer center to deploy human resources.

In addition to the chart for major infrastructure organizations in Oklahoma, the organizations are also "mapped" by their Renz functions using Venn diagrams. Please see the mapping of the major infrastructure organizations in Oklahoma in Appendix F.

Chart 92: Major Infrastructure Organizations in Oklahoma by Renz Functions

Organization Name	Primary Function	Functions										
		1	2	3	4	5	6	7	8	9	10	11
Association of Fundraising Professionals-OK	4				X		X					
Attorney General of Oklahoma	1	X										X
Central Oklahoma Community Action Agency	2		X									
City of Muskogee Foundation	4				X	X						
Communities Foundation of Oklahoma	5			X	X	X						
Executive Service Corps of Central Oklahoma	9							X		X		
George Kaiser Family Foundation	4				X							
Leadership Development and Volunteerism – Oklahoma University	7							X				
Muskogee Nonprofit Resource Center	9									X		
Oklahoma Arts Council	4	X	X		X							
Oklahoma Center for Nonprofits	1	X	X				X	X		X	X	X
Oklahoma City University (Oklahoma City, OK)	8								X		X	
OU Nonprofit Leadership Program	8								X		X	
Tulsa Community Foundation	3			X		X						
United Way of Oklahoma	3			X	X	X						
1. Accountability & Self-Regulation 2. Advocacy, Policy & Governmental Relations 3. Financial Intermediaries 4. Funding Organizations 5. Donor & Resource Advisers 6. Networks & Associations		7. Workforce Development & Deployment 8. Education & Leadership Development 9. Capacity Development & Technical Assistance 10. Research & Knowledge Management 11. Communication & Information Dissemination										

Summative Analysis

This section draws on analysis from the state-specific qualitative research and other data to make comparisons among the eight states. It follows a similar structure to the preceding qualitative descriptions of each state. It is important to point out again that the data used in the analysis comes from a diversity of sources and different years, with the selection criteria based on the best available information.

General Information

Population, minority population, median household revenue, and poverty rate are all key components of each state's landscape and are relative to their nonprofit infrastructure. In the literature, it is commonly noted that these factors must be taken into consideration when evaluating similarities and differences among Texas and its comparison states. For example, states with higher populations and higher median household revenues are likely to have greater financial inflows to their nonprofit organizations (Graddy and Wang, 2009). States with high numbers of minority populations are likely to have different needs than those with low minority populations (Wilson, 1989). States with higher poverty and unemployment rates are more likely to have greater needs for nonprofit services (Wilson, 1989).

Figure 36 shows each state's population in millions. California leads the comparison states in population. It is followed by Texas which has about two-thirds the number of California. New York's and Florida's populations are about half that of California's. Michigan has approximately a fourth the population of California—Minnesota, Louisiana, and Oklahoma have less than a seventh. These figures are helpful to consider when comparing the difference between total and per capita data. For example, it may seem California has a large amount of financial resources; however, when data is analyzed per person, California's strength dwindles.

Figure 36: Population by state

Source: 2010 Census data

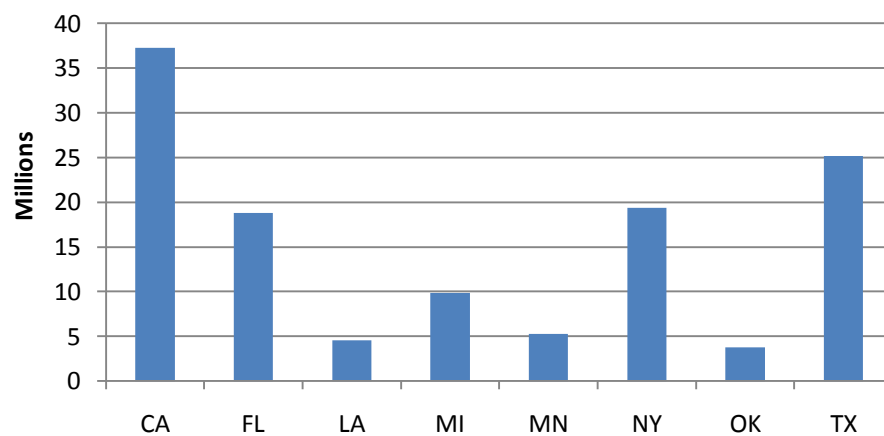


Chart 93 provides each of the comparison states' total population, minority population, median household income, and poverty rate (U.S. Census, 2010). These figures provide useful context for the types of challenges and issues that the polity faces in each state. The figures help depict a state's demographics; population demonstrates the number of people that nonprofits could potentially serve; minority population defines what proportion of these people may have different cultural backgrounds or have different experiences based on their backgrounds; median household income can indicate the average socio-economic status in a state; and the poverty rate describes the percent of people who are economically disadvantaged and may depend on more resources from the nonprofit sector than other segments of the population.

Chart 93: General Information				
	Population	Minority population ¹⁸	Median household income	Poverty rate
California	37,253,956	55%	\$61,017	13.3%
Florida	18,801,310	37%	\$47,802	13.3%
Louisiana	4,533,372	37%	\$43,635	17.6%
Michigan	9,883,640	21%	\$48,606	14.4%
Minnesota	5,303,925	13%	\$57,318	9.6%
New York	19,378,102	42%	\$50,216	14.2%
Oklahoma	3,751,351	16%	\$42,836	13.2%
Texas	25,145,561	55%	\$48,259	17.1%

California and Texas lead the comparison states in minority populations (55% each). New York (42%), Florida (37%), and Louisiana (37%) follow closely. Michigan (21%), Oklahoma (16%), and Minnesota (13%) have the lowest amount of minorities. In some ways, looking to states like California, New York, and Florida may be more useful when considering the aspects of nonprofit infrastructure related to special populations like minorities—these states share similarities and would be good candidates for finding and applying best practices.

Texas's median household income (\$48,259) is most like that of Michigan (\$48,606) and Florida (\$47,802). California (\$61,017), Minnesota (\$57,318), and New York (\$50,216) have higher incomes while Louisiana (\$43,635) and Oklahoma (\$42,836) have lower incomes. These figures can be taken into account when considering charitable contributions as well as those given to foundations and Financial Intermediaries. It is hypothesized that states with lower incomes will have lower capacity to give than states with higher incomes. Correlation analysis in the national examination of the nonprofit infrastructure in this report demonstrates that states with higher per capita income tend to also have stronger nonprofit infrastructure. Analysis in this section will help further confirm this finding.

Louisiana leads the comparison states in poverty rate (17.6%) but is closely followed by Texas (17.1%). Michigan's and New York's poverty rates are a few points lower (14.4% and 14.2%).

¹⁸ Louisiana and Michigan minority population calculated by percentage of non-whites in the total population.

On the lower end, California (13.3%), Florida (13.3%), and Oklahoma (13.1%) exceed Minnesota (9.6%), the lowest in poverty rate. Like median household income, poverty rate may also relate to charitable giving. A high poverty rate might indicate that a state has more individuals and families living in lower socio-economic status who may need more goods and services provided by nonprofit organizations. Conversely, low poverty rates have been associated with communities with higher levels of giving (Graddy and Wang, 2009).

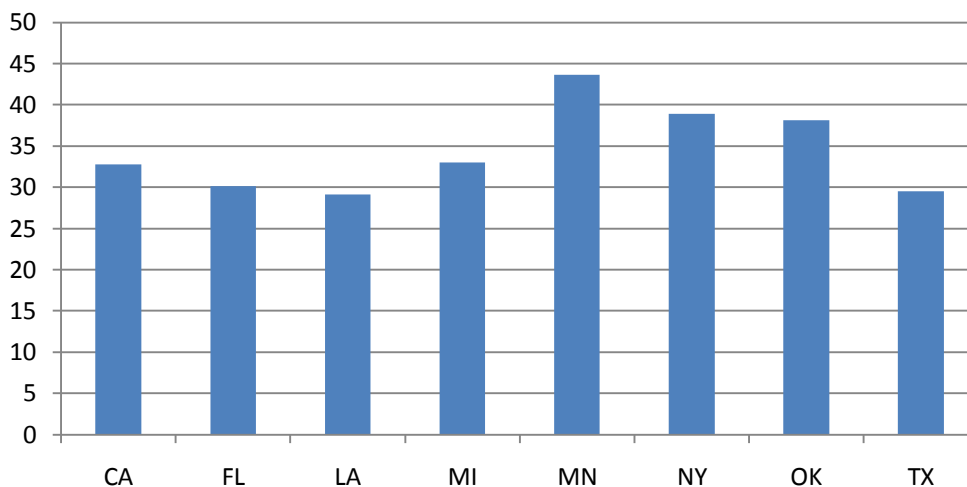
Nonprofit Sector Economies

The nonprofit sectors in these eight states constitute an array of social service, arts, health, education, environmental, and funders. Each state has varying issues with which it struggles, and each state has varying levels of financial support for its nonprofit organizations. Financial support is an important component of nonprofit sector strength as it has spillover effects beyond funding services; organizations struggling financially can also struggle to manage and maintain volunteers who serve as much-needed human resources (Community Development Halton, 2006).

Figure 37 provides the number of 501(c)(3) nonprofit organizations per 10,000 persons in each state. When organizations are weighted for population, Minnesota has the greatest number of 501(c)(3) nonprofit organizations. Conversely, Texas and Louisiana have the least. This data may illuminate a comparative weakness in Texas's nonprofit landscape. A limitation of the data, however, is that it does not reflect the size or scope of each organization. With a higher than average number of persons living in poverty, it is likely that Texas's need for nonprofit services may not be met by the low number of organizations per 10,000 persons. Further study is required to understand this information, but one might infer that strengthening the nonprofit sector in Texas might open the door for more organizations to develop and accommodate the unique needs of Texans (Saxton and Benson, 2005).

**Figure 37: Number of 501(c)(3) nonprofits
per 10,000 persons**

Source: NCCS data from 2006



Charitable Contributions and Giving

Financial inflows, or revenues coming into the sector from charitable contributions, grants, and government funding, are also an important component to the success of individual nonprofits and the industry. Figure 38 provides the total charitable contributions for each state, and Figure 25 shows the average charitable contribution per itemized IRS tax return. Referencing Figure 24, California, New York, Texas, and Florida stand ahead of the Michigan, Minnesota, Oklahoma, and Louisiana in total charitable contributions. This is not surprising given these states' populations. However, regional differences must be considered when evaluating giving patterns. Social and political factors are an important influence; for example, the Northeast has demonstrated high levels of giving and low levels of religious contributions whereas the South has lower levels of giving and high levels of religious contributions (Giving USA, 2005). Regardless, a different picture emerges when contributions are averaged out over each itemized tax return. Here, contribution amounts are collected from the amount reported on the tax returns of filers who choose to itemize. Figure 39 demonstrates that the states level out, and Texas stands in the middle of the comparison states. Interestingly, Oklahoma rises to top contributions per tax return; this may indicate that while Oklahoma has a small population, individuals within the state tend to give larger amounts per capita as compared to residents of other states.

Figure 38: Total charitable contributions

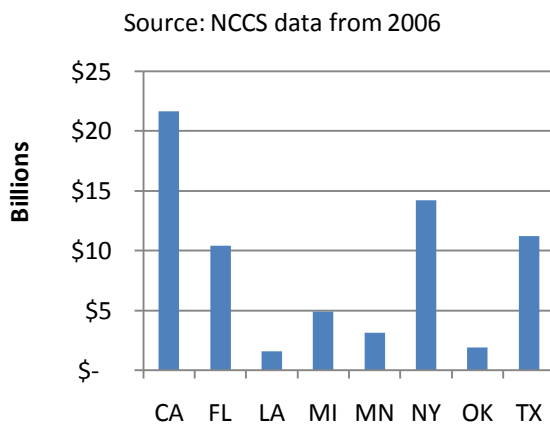


Figure 39: Average charitable contribution per itemized IRS Tax Return

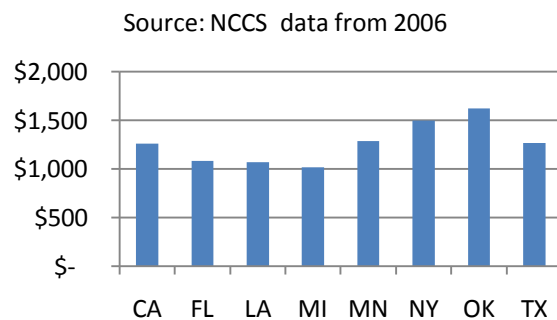
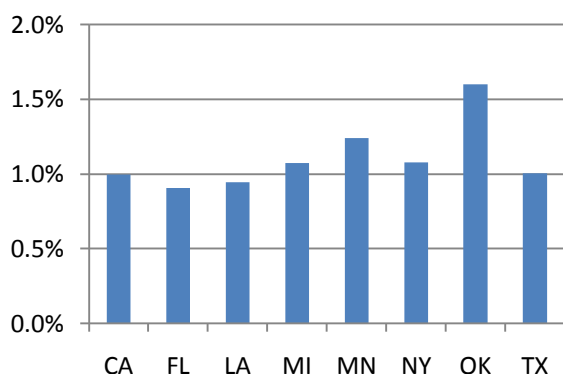


Figure 40 provides the percent of adjusted gross income (AGI) donated per tax filer; this measures charitable giving as a percent of the total potential amount a tax filer could give—the AGI reported on a person's tax return. Aligning with results in Figure 25, Oklahoma also leads in percent of AGI donated per tax filer. Texas moves to the bottom half of the comparison pool. Figure 41 may indicate that Texans give less than they are capable of giving as compared to residents in other states. Regardless, when charitable contributions are considered per capita, it is clear that giving does not go as far as it does in other states. In other words, Texas has a large amount of giving, but its high population indicates that monies are spread thin over the large population. Further demonstrating this point, Figure 27 shows the average charitable contribution per person. Texas is last only to Louisiana when the total dollars of charitable contributions

reported are divided by the number of residents in the state. These funds are being spread more thinly over the population than they are in New York and Minnesota.

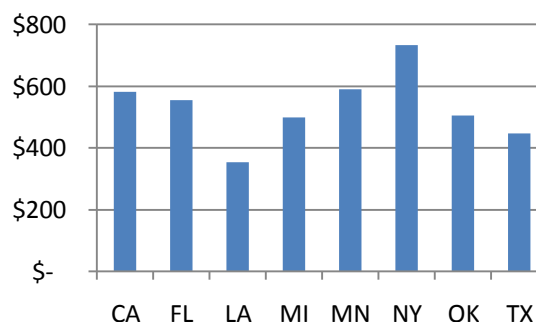
**Figure 40: Percent of AGI
donated per tax filer**

Source: NCCS data from 2006



**Figure 41: Average
charitable contributions
per capita**

Source: NCCS data from 2006



These data show that although there are high levels of financial inflows going into the sector in Texas, the significance of these inflows is diluted when divided out over the contributors as well as when divided out over potential recipients as proxied by total population numbers. Available nonprofit resources can explain variation among different sectors (Gronbjerg, 2001). When seeking best practices for a culture of giving, Texas might look to Oklahoma and Minnesota. Research has shown that greater resources have been found to relate to strong nonprofit sectors (Renz, 2008). In this way, examination of financial support is an important factor in understanding the nonprofit sector and attempting to strengthen it as well as understanding and developing a culture of giving in Texas.

Major Funders

In addition to evaluating total charitable contributions, information about financial intermediaries and foundations can illuminate the health of the nonprofit sector. It can be important to examine not only the inflows, but the assets held by funding organizations, as well as what types of organizations are providing funding and in what state these organizations operate.

Financial Intermediaries

As explained before, financial intermediaries are organizations that collect financial resources and pass them to other nonprofit organizations. They exist as a conduit of funding and provide the needed function of aggregating monies to assure they are accessed efficiently. Two primary types of financial intermediaries are evaluated in this analysis: community foundations and United Way organizations. These were chosen because these types of organizations exist across the country and have standard approaches and activities.

Community Foundations

The financial inflows and holdings of community foundations look slightly different when compared to overall charitable contributions presented in the previous section. Figure 42 provides each state's total revenue and assets for community foundations. While California is the leader, Michigan and Minnesota jump higher than New York and Texas despite their lower populations. Michigan and Minnesota could be emulated in terms of raising revenue to the nonprofit sector through the use of community foundations.

Figure 42: Total Revenue and Assets of Community Foundations

Source: 2008 Form 990 data from Guidestar

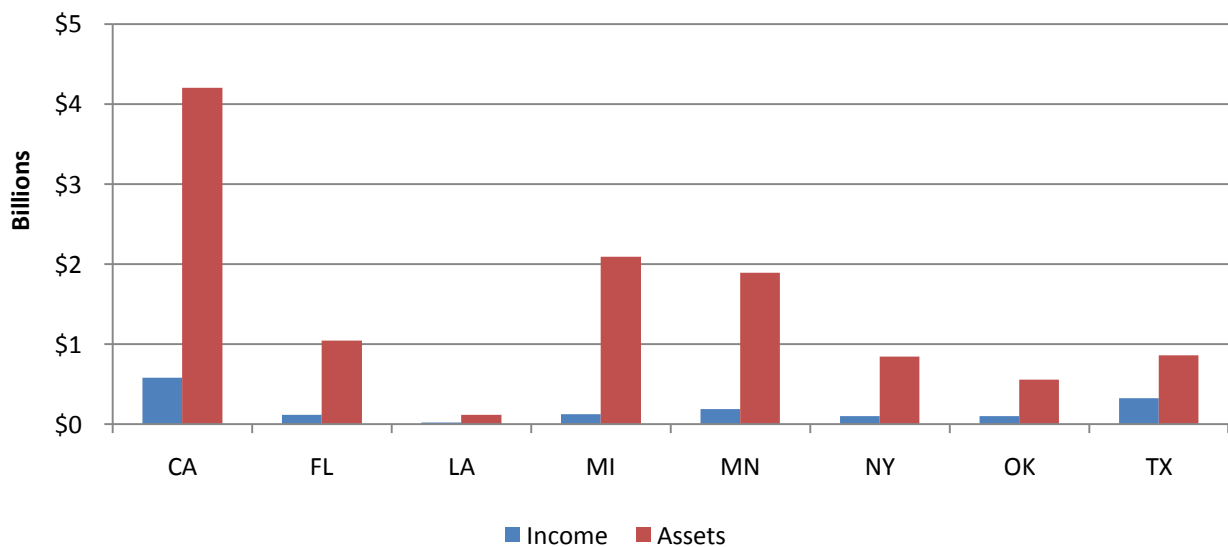
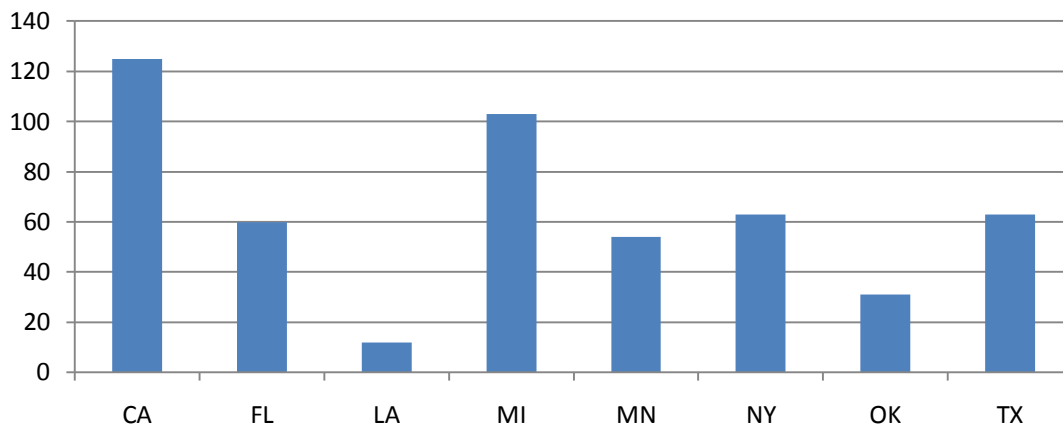


Figure 43 demonstrates the total number of community foundations. California and Michigan lead in terms of number of community foundations, while Texas falls in the middle. These data indicate the amount of community foundations and say nothing with regard to the size, scope, or services of these organizations. Nor do they indicate their dispersion throughout the state. Geographic Information Systems mapping such as that used in Section 5 on the Renz functions by state or the Texas Connector tool that OneStar Foundation is currently developing may help illuminate gaps in community foundation density across states.

Figure 43: Number of Community Foundations

Source: 2008 Form 990 data from Guidestar



The total revenue and assets per community foundation is provided in Figure 44. When considering the per capita financial information of community foundations alongside the total number of community foundations, one may obtain a better understanding of the average community foundation. Texas leads in revenue but falls behind in assets. This may indicate that Texas community foundations pass along revenues to community organizations instead of retaining them in assets, or it might indicate that Texas has historically gathered too little in revenues for investment in assets. (It may also be a function of age of community foundations, something outside the scope of the present study.) The data in this chart could also demonstrate that Texas community foundations do well obtaining financial resources and fundraising as indicated by the high numbers recorded in revenue.

Figure 44: Average Revenue and Assets of Community Foundations per organization

Source: 2008 Form 990 data from Guidestar

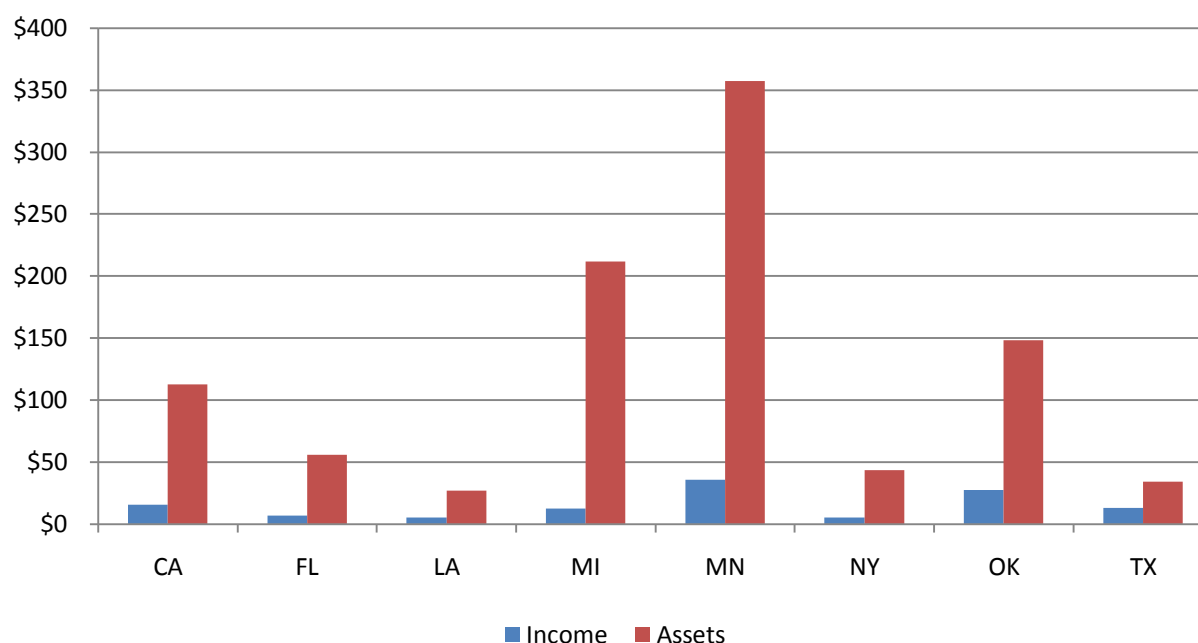


Total revenue and assets of community foundations as measured per capita are reported in Figure 45. Texas lags when community foundation revenue and assets are divided out by population.

Minnesota, Oklahoma, Michigan, and California have the highest amount of revenue and assets of the comparison states indicating that there is a greater amount of financial resources on average per person than there is in the other states. Texas's high population and high number of persons living in poverty draw upon these community foundation resources (Wilson, 1989). Although it receives a significant amount of money through community foundations, it appears that Texas could use more money directed towards them.

**Figure 45: Total Revenue and Assets of Community Foundations
per capita**

Source: 2008 Form 990 data from Guidestar and 2010 Census data



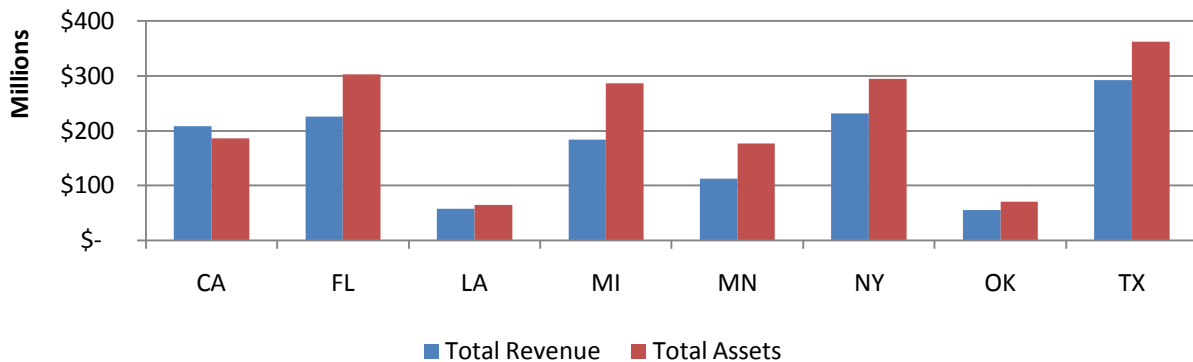
United Ways

As a significant contributor to nonprofit organizations' revenue streams, community foundations are an integral part nonprofit sector financial support (Renz, 2008). However, there are other avenues for nonprofits to obtain funding. United Way organizations can be an important source of funding—especially given their tendency to provide general operating support.

United Way organizations are fairly standard across the country. They rely on the same brand name, the same approach to fundraising, and the same access to nationwide resources—much like a franchise. Figure 46 shows the total revenue and assets of United Way organizations in each state. Texas leads in terms of revenue and assets of United Ways.

Figure 46: United Ways Total Revenue and Total Assets

Source: most recent Form 990 in NCCS database



The number of United Way organizations by state is presented in Figure 47, demonstrating that Texas has a high number of United Way organizations throughout the state. Followed closely only by Michigan, Texas leads over the other highly populated states like California, Florida, and New York. On the other hand, this analysis does not account for numbers served and geographic service area.

Figure 47: Number of United Way organizations

Source: most recent Form 990 in NCCS database

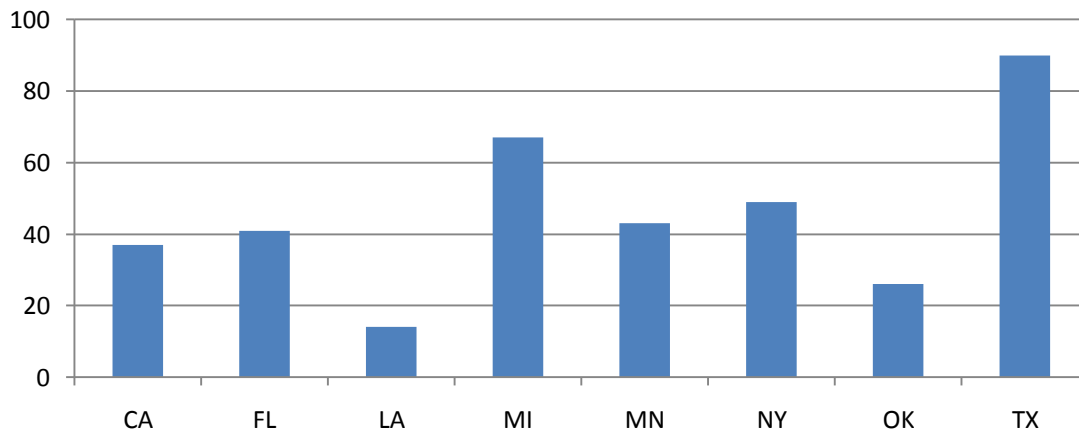
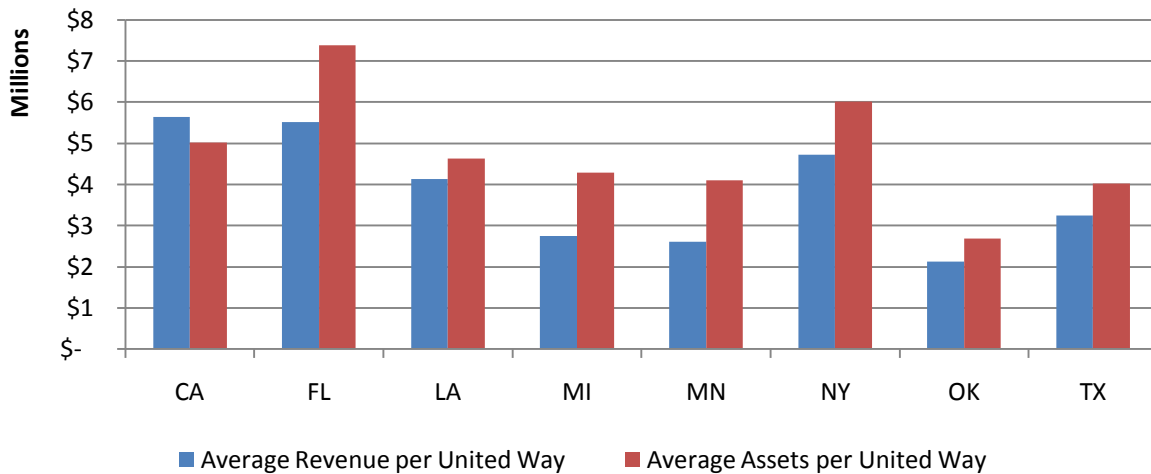


Figure 48 illustrates the financial information of United Ways along with their number, allowing for a description of the average United Way organization. Texas falls to fifth in revenue and sixth in assets. Like community foundations, this may indicate that the resources are being passed along to beneficiaries who need them. Alternatively, this finding may reflect that Texas has a larger number of United Way organizations that are small. Organizations may serve smaller areas, possibly located in sparsely populated areas such as West Texas (U.S. Census, 2010).

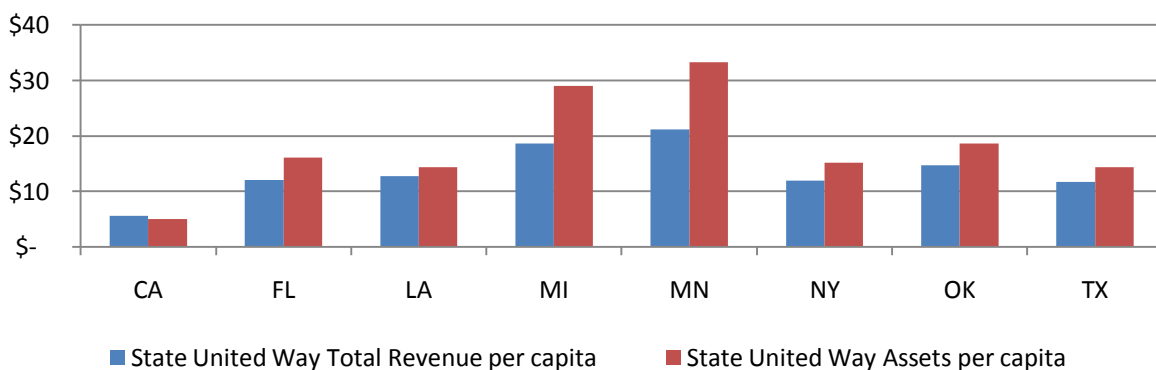
Figure 48: Average Revenue and Assets per United Way organization
for most recent Form 990 in NCCS database



When United Way total revenue and assets are divided by population as in Figure 49; Texas lags further still. It is last only to California, whereas Minnesota and Michigan have the most financial resources per person on average. As with community foundations, it is likely that Texas's high population and high poverty rate draw upon these United Way resources. These data seem to indicate a need for greater financial support for Texas nonprofit organizations—especially when considering financial intermediary funding as a whole.

Figure 49: Statewide United Way Assets and Revenue per capita

for most recent Form 990 in NCCS database and 2010 US Census



Both with community foundations and United Way organizations, Texas experiences high financial inflows as compared with other states. However, when dividing out these resources over each organization and the number of people in the state, these resources are diluted. Further exploration is required to understand what this means for Texas. Perhaps government funding counterbalances the low per capita financial flows as reflected in financial intermediaries' revenue as well as charitable giving. However, as state funding decreases due to budget cuts,

nonprofits may have more difficulty securing public funding and must look elsewhere to financially support their activities and programs.

Most of the states have a strength in either community foundation revenue per capita or United Way revenue per capita. California's and Michigan's community foundation revenue per capita is twice that of their United Ways; Minnesota and Oklahoma have almost twice as much. On the other hand, Florida, Louisiana, and New York's United Ways have twice the revenue per capita as their community foundations. Texas has almost equal revenue per capita for these financial intermediaries.¹⁹ This shows that the other states demonstrate a relative strength in one of the two types of organizations: community foundations or United Ways. It is likely that these two types of organizations developed differently in different states. When the revenue per capita of each type of organization is aggregated, Minnesota and Oklahoma lead the rest of the states which hang together. Regardless, Texas seems to fall behind the comparison states in financially supporting its large population.

Foundations

Foundations are also an important source of support for the nonprofit sector. The next section will evaluate foundation funding in terms of dollar amounts, grant types, and sources. Giving is an important factor for nonprofit capacity and the industry as a whole (Wilson, 1989).

Financial Flows

Financial flows in this analysis indicate both grants received and awarded by foundations within each state. California and New York lead with over three times the amount of grants awarded and received from foundations as demonstrated in Figure 50. When considering population to explain the vast differences between these two states and their peers, it would seem that Texas and Florida should also give and receive large sums of money in grants.

¹⁹ These ratios are similar when considering total revenue per state per type of financial intermediary—there seems to be a relative strength in the type of financial intermediary used.

Figure 50: Amount of grants awarded and received from foundations

Source: Foundation Center's Statistical Information Service, 2009

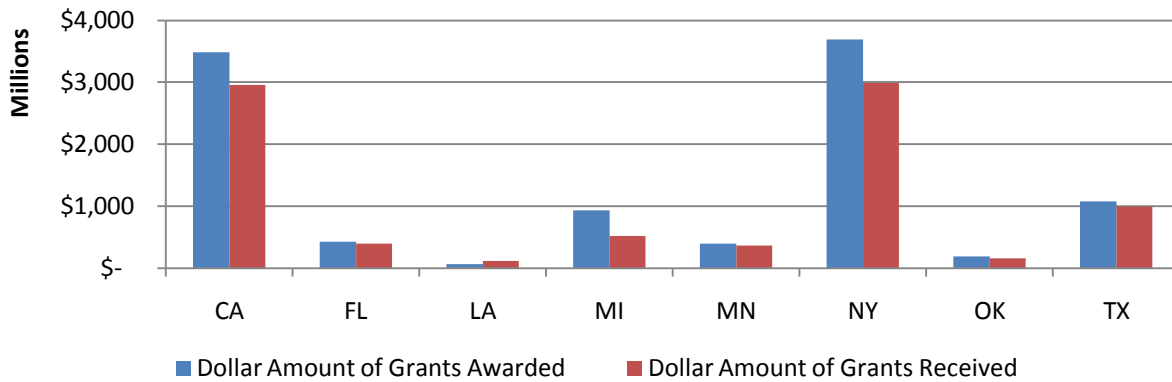
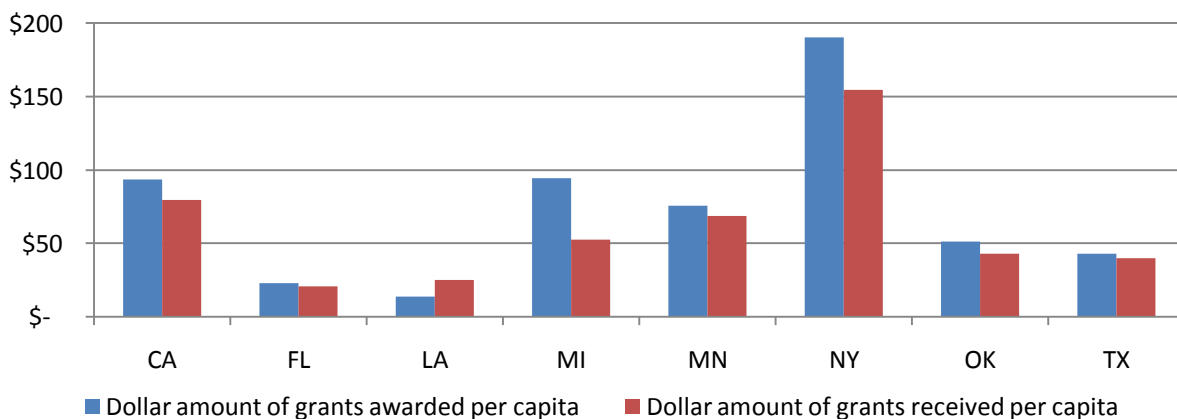


Figure 51 controls for population differences by dividing out foundation financial resources over each state's residents. Michigan, Minnesota, and Oklahoma increase which is unsurprising given their low number of residents. Texas falls from third to sixth compared to its peer states when controlling for population. California's ranking decreases as compared to the peer states, but New York remains the leader by approximately double the amount of its peer states. This drastic difference may be explained by the focus on international giving by foundations and nonprofit organizations in New York City, such as the International Rescue Committee which has the third highest revenue of all of New York's 501(c)(3) organizations as shown in Chart 72: Top Ten Organizations in New York (excluding hospitals and universities).

Figure 51: Amount of grants awarded and received per capita

Source: Foundation Center's Statistical Information Service, 2009



In addition to financial flows to and from foundations, the number of foundations can be illuminating. As shown in Figure 52, New York and California lead Texas while the other five states lag behind. These data show that the three most populous states also lead in number of

foundations, but they do not indicate geographic dispersion or the size and scope of each organization. On the other hand, when dividing the total dollar amount of grants awarded by the number of foundations awarding them, a different picture emerges. Michigan joins New York and California in the top three states in Figure 53. Foundations in these states are awarding greater amounts of money than those in their peer states: this can indicate that foundations in these states have greater financial resources (like New York and California) or that there are fewer foundations, but financial resources are concentrated in them (such as Michigan and Minnesota.)

Figure 52: Number of foundations awarding grants

Source: Foundation Center's Statistical Information Service, 2009

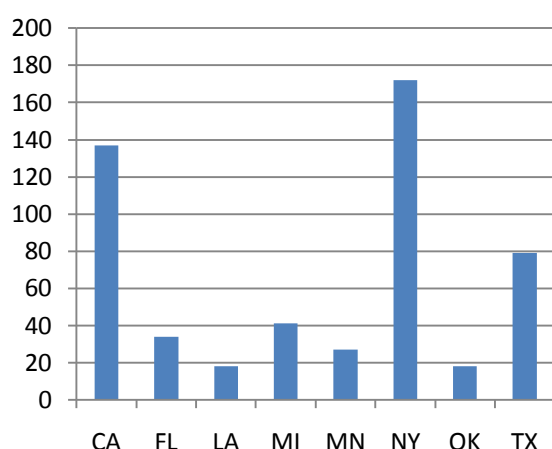
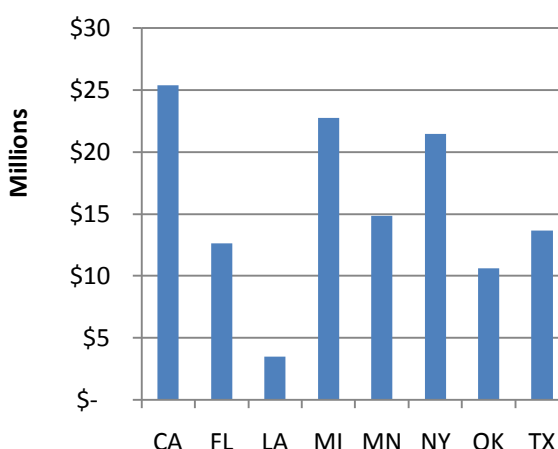


Figure 53: Amount of grants awarded per foundation

Source: Foundation Center's Statistical Information Service, 2009



The results remain much the same when evaluating the number of grants. Figure 40 shows the number of grants foundations award and receive. Like Figure 54, California and New York lead Texas while the other states lag behind. This shows that the financial inflows, number of foundations, and number of incoming and outgoing grants hang together.

Figure 54: Number of grants awarded and received by foundations in 2009

Source: Foundation Center's Statistical Information Service

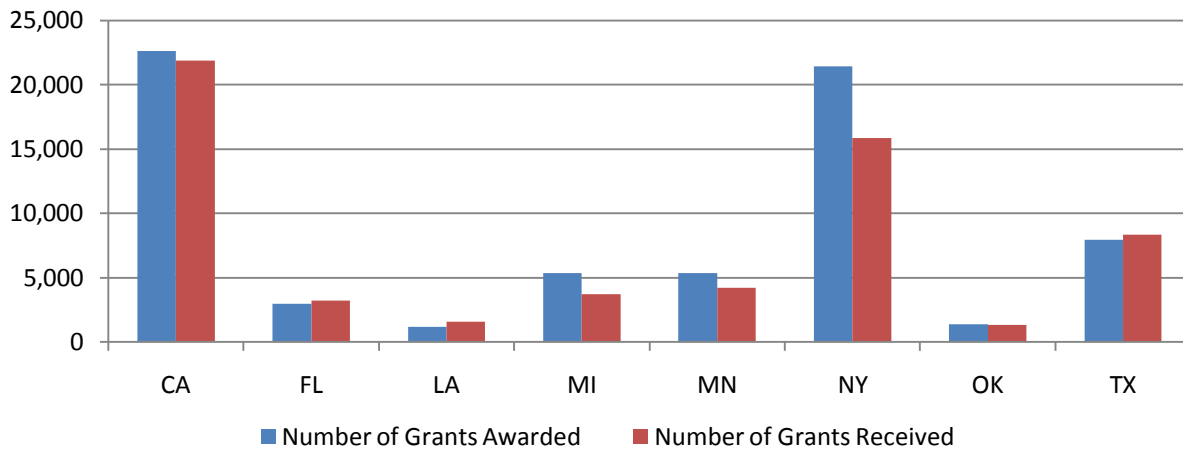
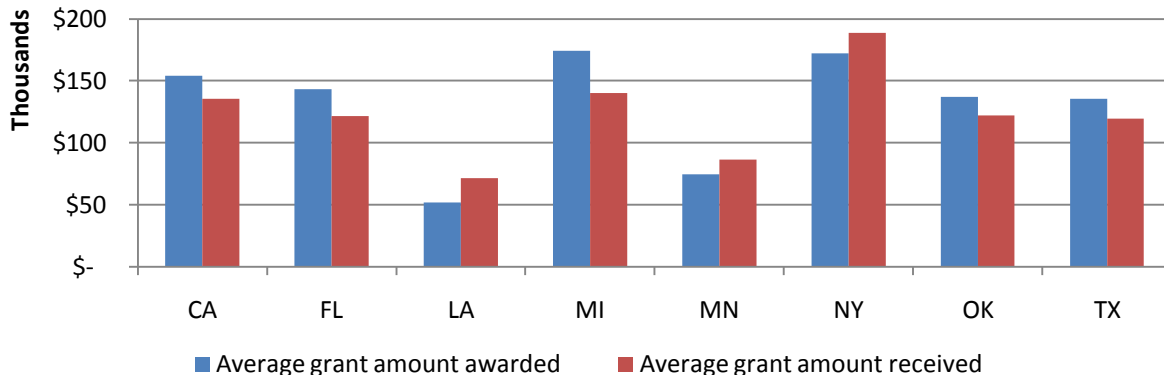


Figure 55 displays the average grant amount awarded in 2009. Unsurprisingly, the grant sizes level out when total dollar amount of grants awarded and received are divided by the number of grants awarded and received. However, Louisiana and Minnesota have smaller average grant sizes than their comparison states. It is possible that organizations in these states receive revenue from other sources like program services, government grants, or corporate gifts.

Figure 55: Average grant amount awarded and received by foundations receiving grants in 2009

Source: Foundation Center's Statistical Information Service



Financial resources flowing to and from foundations illuminate the variance in how much money a state's nonprofit sector moves through foundations in total, the amount per organization, and the amount per capita. Even though larger states seem to have higher dollar amounts of grants, when distributed over the number of foundations and the number of residents in the state, Texas's numbers drop down. It seems that on average there is less money flowing through foundations in Texas than there is in other populous states like California and New York.

It is important to note that there are foundations with an international focus in New York. On average, these foundations tend to award more money than they receive as well. This indicates that more money leaves the state's nonprofit sector than it receives in the form of grants. Save Michigan, which awards much more than it receives, most of the other states award and receive similar amounts of funding through foundations.

Foundation Funding for Capacity Building

This analysis is conducted to gain further insight into the foundation financial flows specifically for capacity building. In this case, capacity building comprises two main elements. First, the number and amount of grants specified for capacity building is analyzed and compared for each of the eight states. Second, specific grantmakers and grant recipients within each state are identified.

Grantmakers provide grants for various types of support to nonprofits. In a review of the Foundation Center database, researchers identified the following terms for grants to nonprofits as relating to the ninth Renz function, Capacity Development & Technical Assistance: management development/capacity-building assistance and technical assistance. Management development/capacity-building grants are defined as “grants to organizations for salaries, staff support, staff training, strategic or long-range planning, capacity building, budgeting, or accounting,” and technical assistance grants are understood as operational or management assistance given to nonprofit organizations. Assistance can include fundraising assistance, budgeting and financial planning, program planning, legal advice, marketing, and other aids to management. Technical assistance can be offered directly by a foundation or corporate staff member, or it can be offered in the form of a grant to pay for the services of an outside consultant. Additionally, technical assistance grants can be used interchangeably with management development/capacity-building support.

These data are obtained from the Foundation Center database and pertain to information collected between 2008 and 2011. In the following analysis, capacity-building grants are classified into three categories:

- Type I describes grants for general nonprofit infrastructure organizations that assist the nonprofit sector broadly. These organizations provide management assistance and support services for the collective nonprofit sector in the state and across mission areas.
- Type II describes grants for subfield nonprofit infrastructure organizations that serve a specific area and subfield. Although this type of organization does not support the collective nonprofit sector, this type of organization does provide infrastructure services for a specific subfield.
- Type III describes grants for capacity-building for an individual nonprofit organization's internal capacity-building needs.

To review, grants will be discussed along two sets of categories: 1.) the type of assistance and 2.) the scope of the recipient organization(s). Under the type of assistance, an organization can be

categorized as A.) management development/capacity building or B.) technical assistance. Under the scope of the recipient organization(s), an organization can be categorized as A.) Type I – sector wide, B.) Type II – subfield, or C.) Type III – organization.

If more grantmakers support general nonprofit infrastructure organizations and subfield infrastructure organizations, as opposed to only individual organizations, it can be anticipated that the nonprofit infrastructure in the state will be stronger.

Limitations

It is important to recognize the limitations of this data and methodology for analysis of capacity-building grants. One limitation is that the data were solely obtained from the Foundation Center; this analysis does not include grant information from other funding resources. Secondly, as mentioned earlier, the study uses only data from the last three years, pertaining to information between 2008 and 2011 (through April 15). It is possible that grant data from previous years could reflect differing results. A third significant limitation is that the classifications of the three types of grants are not based on the National Taxonomy of Exempt Entities (NTEE) codes as utilized in various sections of this report. A qualitative data coding method was used where the researchers coded organizations by referencing both organizational missions and descriptions for each individual grant. The following coding methodology was used:

1. If the organization's mission related to support of the nonprofit sector generally, its grants were coded as general nonprofit infrastructure organizations.
2. If a grant was given to a nonprofit infrastructure organization that supports organizations in a specific nonprofit subfield, the grant was coded as a subfield nonprofit infrastructure grant.
3. If a grant was awarded to a nonprofit organization for its own capacity-building support, that grant was coded as an individual infrastructure grant.

Considering this qualitative coding methodology, it is possible that there are errors in coding—an organization's NTEE code could be different than the qualitatively coded category used in this analysis. It is also probable that the Foundation Center categories that researchers searched under did not capture the universe of capacity-building and management support grants. Researchers, however, are confident that the categories searched are appropriate and the only clearly related search terms available in the Foundation Center search categories.

Chart 94: State Comparison for Type I and Type II Capacity-Building Grants									
		CA	FL	LA	MI	MN	NY	OK	TX
Management development and/or capacity building	Total Number of grants	39	4	1	9	11	20	0	4
	Total Amount of grants	\$4,275,259	\$256,700	\$20,000	\$1,393,400	\$728,870	\$1,146,000	\$0	\$254,199
Technical assistance	Total Number of grants	23	1	0	5	6	11	2	1
	Total Amount of grants	\$2,398,050	\$100,000	\$0	\$1,000,000	\$257,860	\$4,992,000	\$121,000	\$20,000
Total	Total Number of grants	62	5	1	14	17	31	2	5
	Total Amount of grants	\$6,673,309	\$356,700	\$20,000	\$2,393,400	\$986,730	\$6,138,000	\$121,000	\$274,199

Chart 94 shown above depicts the total number and amount of grants for Type I – sector-wide and Type II – subfield grants on a comparison table for the eight comparison states. The Chart shows that California outranks the other states for all types of grants. A comparison table insightful, however, it is important to recognize that the table is biased due to the variation of states’ size and population.

Chart 95 provides the same information, but controls for state population. To make a non-biased comparison that considers the size in each state, the grant information is divided by the number of nonprofit organizations. Both the number of grants and the number of nonprofit organizations (first lines) were then multiplied by 100 to prevent small numbers.

After grant information is divided by nonprofit demographic information, the results indicate that California, Michigan, Minnesota, and New York have more grants for nonprofit infrastructure and capacity building. (See red highlights). California, Michigan, and Minnesota are also strong for all types of support. Texas and Louisiana, in contrast, have the least grants for capacity building. Interestingly, Texas is strong for Type III capacity funding, but Type I and Type II support grants in Texas are weak. This indicates that the Texas nonprofit funding environment focuses significantly on Type III support and not on Type I and Type II support.

Chart 95: State Comparison of Capacity-Building Grants by States					
		Type I	Type II	Type III	Total
California	Number of grants per organization	0.04	0.04	1.41	1.48
	Amount of grant per organization	\$27.62	\$49.75	\$1631.52	\$1708.89
Florida	Number of grants per organization	0.01	0.00	0.17	0.18
	Amount of grant per organization	\$8.99	\$0.90	\$93.59	\$103.48
Louisiana	Number of grants per organization	0.01	0.00	0.36	0.38
	Amount of grant per organization	\$2.15	\$0.00	\$200.05	\$202.19
Michigan	Number of grants per organization	0.03	0.04	0.81	0.88
	Amount of grant per organization	\$23.08	88.80	\$1284.10	\$1395.98
Minnesota	Number of grants per organization	0.04	\$0.05	2.36	2.45
	Amount of grant per organization	\$24.98	\$27.27	\$1495.29	\$1547.53
New York	Number of grants per organization	0.05	0.01	0.86	0.92
	Amount of grant per organization	\$101.01	\$6.50	\$1085.09	\$1192.59
Oklahoma	Number of grants per organization	0.02	0.00	0.43	0.45
	Amount of grant per organization	\$12.32	\$0.00	\$195.28	\$207.61
Texas	Number of grants per organization	0.01	0.00	0.32	0.33
	Amount of grant per organization	\$4.83	\$0.54	\$1105.19	\$1110.56

To garner a greater understanding of capacity-building grants for each state, the following sections provide an in-depth review of capacity-building grants of the comparison states.

Texas

Chart 96 demonstrates that from 2008 to 2011 the total number of grants given for capacity building in Texas was 44. Among these, only 3% of grants and 0.4 % of grant amounts are related to the ninth Renz function, Capacity Development & Technical Assistance. Texas stands out as having a large number and amount of Type III grants, those given to individual organizations. Type I and Type II grants, those going towards the sector and subfields respectively, are relatively low in number and amount. According to Chart 97, the Meadows Foundation, Inc. and the Carl B. and Florence E. King Foundation are the main grantmakers for nonprofit management organizations in Texas. Compared to states such as California and New York, this is a low number of grantmakers.

Chart 96: Nonprofit Capacity-Building Grants by Type									
		Type I		Type II		Type III		Total	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Management development and/or capacity building	Number of grants	3	2.0%	1	0.7%	143	97.3%	147	100%
	Total grant amount	\$226,500	0.9%	\$27,699	0.1%	\$24,322,552	99.0%	\$24,576,751	100%
Technical assistance	Number of grants	1	4.3%	0	0%	22	95.7%	23	100%
	Total grant amount	\$20,000	0.1%	\$0	0%	\$32,106,093	99.9%	\$32,126,093	100%
Total	Number of grants	4	2.4%	1	0.6%	165	97.1%	170	100%
	Total grant amount	\$246,500	0.4%	\$27,699	0%	\$56,428,645	99.5%	\$56,702,844	100%

Chart 97: Chart Type I Grant Maker and Grant Recipient in Texas			
Grant maker	Recipient	Year	Grant Amount
The Meadows Foundation, Inc.	Nonprofit Enterprise Center	2008	\$141,000
The Meadows Foundation, Inc.	Nonprofit Management Center of Wichita Falls	2008	\$75,000
Carl B. and Florence E. King Foundation	Center for Nonprofit Management	2009	\$20,000
Carl B. and Florence E. King Foundation	NPower Texas	2009	\$10,500

California

Chart 98 shows that from 2008 to 2011, the total number of grants given in California for capacity building was 1,279. Among these, 11.5% of grants and 8% of grant amounts are related to the Renz capacity building function. This is a large number of grants; however, many of these grants are Type III, going to individual organizations. In this respect, California is similar to Texas and has disproportionately less Type I and Type II grants.

Chart 98: Nonprofit Capacity-Building Grants by Type in California									
		Type I		Type II		Type III		Total	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Management development and/or capacity building	Number of grants	23	2.1%	16	1.5%	1043	96.4%	1,082	100%
	Total grant amount	\$1,785,437	1.5%	\$2,489,822	2.1%	\$114,840,622	96.4%	\$119,115,881	100%
Technical assistance	Number of grants	8	4.1%	15	7.6%	174	88.3%	197	100%
	Total grant amount	\$596,665	2.1%	\$1,801,385	6.4%	\$25,876,227	91.5%	\$28,274,277	100%
Total	Number of grants	31	2.4%	31	2.4%	1217	95.2%	1,279	100%
	Total grant amount	\$2,382,102	1.6%	\$4,291,207	2.9%	\$140,716,849	95.5%	\$147,390,158	100%

Chart 99 shows a detailed listing of all capacity-building grantmakers and recipients in California for the years 2008- 2011. It also provides specific amounts of each grant. The California Wellness Foundation, the California Endowment, Evelyn and Walter Haas, Jr. Fund, and the David and Lucile Packard Foundation are the main donors for MSOs in California.

Chart 99: Type I Grantmakers and Recipients in California

Grant Maker	Recipient	Year	Grant Amount
The California Wellness Foundation	San Diego Foundation for Change	2008	\$225,000
The California Wellness Foundation	Nonprofit Finance Fund	2009	\$200,000
The David and Lucile Packard Foundation	Northern California Grantmakers	2008	\$170,000
The California Endowment	Nonprofit Resource Center	2010	\$162,345
The David and Lucile Packard Foundation	CompassPoint Nonprofit Services	2009	\$155,000
The California Wellness Foundation	CompassPoint Nonprofit Services	2008	\$145,000
California Physicians' Service Foundation	Nonprofit Finance Fund	2009	\$132,500
The James Irvine Foundation	Communications Leadership Institute	2008	\$125,000
The California Endowment	Volunteer Center of Greater Orange County	2008	\$124,615
The California Endowment	San Diego Foundation for Change	2008	\$96,438
Weingart Foundation	Southern California Association of Nonprofit Housing	2009	\$95,000
The California Endowment	Marin County Grassroots Leadership Network	2010	\$93,097
Evelyn and Walter Haas, Jr. Fund	CompassPoint Nonprofit Services	2009	\$60,000
The James Irvine Foundation	La Piana Associates	2009	\$55,000
The California Endowment	Taproot Foundation	2008	\$51,092
The Ralph M. Parsons Foundation	Executive Service Corps of Southern California	2008	\$50,000
The David and Lucile Packard Foundation	Trust for Conservation Innovation	2008	\$50,000
Weingart Foundation	Volunteer Center of Greater Orange County	2008	\$50,000
The California Endowment	La Piana Associates	2010	\$50,000
The Ahmanson Foundation	Executive Service Corps of Southern California	2009	\$42,000
Evelyn and Walter Haas, Jr. Fund	CompassPoint Nonprofit Services	2008	\$40,000
The David and Lucile Packard Foundation	Silicon Valley Council of Nonprofits	2009	\$33,115
The David and Lucile Packard Foundation	Trust for Conservation Innovation	2009	\$32,850
Evelyn and Walter Haas, Jr. Fund	California Association of Nonprofits	2008	\$30,000
The David and Lucile Packard Foundation	Tides Foundation	2009	\$30,000
The David and Lucile Packard Foundation	Leadership Learning Community	2008	\$25,000
The David and Lucile Packard Foundation	La Piana Associates	2009	\$20,000
Sierra Health Foundation	Nonprofit Resource Center	2009	\$18,000
The San Francisco Foundation	CompassPoint Nonprofit Services	2009	\$10,000
Sierra Health Foundation	Nonprofit Resource Center	2009	\$6,050
The Kenneth T. and Eileen L. Norris Foundation	Long Beach Nonprofit Partnership	2008	\$5,000

Florida

Chart 100 shows that from 2008 to 2011, the total number of grants given for capacity building in Florida was 65. Among these, 10.4% of grants and 24.2% grant amounts are related to the Renz capacity building function. When comparing it to other states, Florida has fewer overall grants. Chart 101 includes the grantmakers and recipients in Florida for 2008-2011. Compared to states like California, there are relatively few grants and recipients dedicated to capacity building.

Chart 100: Nonprofit Capacity-Building Grants by Type in Florida									
		Type I		Type II		Type III		Total	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Management development and/or capacity building	Number of grants	3	6.3%	1	2.1%	40	91.7%	44	100%
	Total grant amount	\$224,300	7.2%	\$32,400	1.0%	\$2,860,510	91.8%	\$3,117,210	100%
Technical assistance	Number of grants	1	4.8%	0	0.0%	20	95.2%	21	100%
	Total grant amount	\$100,000	16.3%	\$0	0.0%	\$515,138	83.7%	\$615,138	100%
Total	Number of grants	4	6.2%	1	1.5%	60	92.3%	65	100%
	Total grant amount	\$324,300	8.7%	\$32,400	0.9%	\$3,375,648	90.4%	\$3,732,348	100%

Chart 101: Type I Grant Maker and Grant Recipient in Florida			
Grant Maker	Recipient	Year	Grant Amount
John S. and James L. Knight Foundation	Donors Forum of South Florida	2009	\$164,300
Quantum Foundation	Nonprofits First	2009	\$100,000
The Community Foundation, Inc.	Nonprofit Center of Northeast Florida	2008	\$60,000

Louisiana

Chart 102 shows the number and amount of capacity-building grants by Type I, Type II, and Type III in Louisiana. From 2008 to 2011 the total number of grants given for capacity building in Louisiana was 39. Among these, only 2.6% of grants and 1.0% of grant amounts were related to the Renz capacity building function. Compared to other states, Louisiana's grants for nonprofit capacity are very weak. Data in Chart 103 supports this point, showing there was one grant for capacity building within the state from 2008 to 2011. Baton Rouge Area Foundation provided a grant of \$20,000 to Louisiana Association of Nonprofit Organizations.

Chart 102: Nonprofit Capacity-Building Grants by Type in Louisiana									
		Type I		Type II		Type III		Total	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Management development and/or capacity building	Number of grants	1	2.9%	0	0%	34	97.1%	35	100%
	Total grant amount	\$20,000	1.1%	\$0	0%	\$1,864,236	98.9%	\$1,884,236	100%
Technical assistance	Number of grants	0	0%	0	0%	0	0%	0	100%
	Total grant amount	\$0	0%	\$0	0%	\$0	0%	\$0	100%
Total	Number of grants	1	2.9%	0	0%	34	97.1%	35	100%
	Total grant amount	\$20,000	1.1%	\$0	0%	\$1,864,236	98.9%	\$1,884,236	100%

Chart 103: Type I Grant Maker and Grant Recipient in Louisiana			
Grant Maker	Recipient	Year	Grant Amount
Baton Rouge Area Foundation	Louisiana Association of Nonprofit Organizations	2009	\$20,000

Michigan

As illustrated in Chart 104, from 2008 to 2011 the total number of grants given for capacity building in Michigan is 220. Among these, 8.1% of grants and 8.1% of grant amounts are related to the Renz capacity building function. Looking at specific grantmakers and recipients, Community Foundation for Southeast Michigan, W. K. Kellogg Foundation, and the Charles Stewart Mott Foundation are main funders of grants for MSOs. Please refer to Chart 105 for full listing of grantmakers and recipients.

Chart 104: Nonprofit Capacity-Building Grants by Type in Michigan

		Type I		Type II		Type III		Total	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Management development and/or capacity building	Number of grants	4	2.6%	5	3.2%	147	94.2%	156	100%
	Total grant amount	\$287,400	1.2%	\$1,106,000	4.6%	\$22,588,895	94.2%	\$23,982,295	100%
Technical assistance	Number of grants	4	6.3%	5	7.8%	55	85.9%	64	100%
	Total grant amount	\$287,400	2.7%	\$1,106,000	10.2%	\$9,398,086	87.1%	\$10,791,486	100%
Total	Number of grants	8	3.6%	10	4.5%	202	91.8%	220	100%
	Total grant amount	\$574,800	1.7%	\$2,212,000	6.4%	\$31,986,981	92.0%	\$34,773,781	100%

Chart 105: Type I Grant Maker and Grant Recipient in Michigan

Grant Maker	Recipient	Year	Grant Amount
Community Foundation for Southeast Michigan	Nonprofit Enterprise at Work	2008	\$125,000
W. K. Kellogg Foundation	Nonprofit Enterprise at Work	2009	\$100,000
Charles Stewart Mott Foundation	Council of Michigan Foundations	2009	\$100,000
Charles Stewart Mott Foundation	Council of Michigan Foundations	2010	\$75,000
Charles Stewart Mott Foundation	Michigan Nonprofit Association	2009	\$50,000
Ruth Mott Foundation	Council of Michigan Foundations	2008	\$12,400

Minnesota

From 2008 to 2011 the total number of grants given for capacity building in Michigan is 463. Among these, 3.7% of grants and 3.4% grant amounts are related to the Renz definition capacity building function. Please refer to Chart 106 for nonprofit capacity-building grants by type. Chart 107 shows grantmakers and recipients for capacity-building grants in Minnesota. The chart demonstrates that the Bush Foundation and the Minneapolis Foundation are the main grantmakers for nonprofit capacity organizations in Minnesota.

Chart 106: Nonprofit Capacity-Building Grants by Type in Minnesota									
		Type I		Type II		Type III		Total	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Management development and/or capacity building	Number of grants	6	1.5%	5	1.2%	394	97.3%	405	100%
	Total grant amount	\$428,870	1.6%	\$300,000	1.2%	\$25,332,544	97.2%	\$26,061,414	100%
Technical assistance	Number of grants	1	1.7%	5	8.6%	52	89.7%	58	100%
	Total grant amount	\$42,860	1.4%	\$215,000	6.8%	\$2,908,933	91.9%	\$3,166,793	100%
Total	Number of grants	7	1.5%	10	2.2%	446	96.3%	463	100%
	Total grant amount	\$471,730	1.6%	\$515,000	1.8%	\$28,241,477	96.6%	\$29,228,207	100%

Chart 107: Type I Grant Maker and Grant Recipient in Minnesota			
Grant Maker	Recipient	Year	Grant Amount
Bush Foundation	Initiative Foundation	2009	\$150,000
Bush Foundation	Initiative Foundation	2008	\$100,000
Bush Foundation	Charities Review Council of Minnesota	2009	\$85,000
The Minneapolis Foundation	Local Initiatives Support Corporation, Twin Cities	2010	\$75,000
The Minneapolis Foundation	Charities Review Council of Minnesota	2009	\$75,000
The Medtronic Foundation	Nonprofits Assistance Fund	2009	\$50,000
The Minneapolis Foundation	Nonprofits Assistance Fund	2010	\$50,000
F. R. Bigelow Foundation	Nonprofits Assistance Fund	2008	\$20,000
Otto Bremer Foundation	Association of Fundraising Professionals	2008	\$20,000
Hugh J. Andersen Foundation	Charities Review Council of Minnesota	2008	\$15,000
Otto Bremer Foundation	Woodbury Community Foundation	2008	\$3,870

New York

The total number and amount of capacity-building grants in New York are shown in Chart 108. From 2008 to 2011 the total number of grants given for capacity building in New York is 525. Among these, 6.0% of grants and 9.0% of grant amounts are related to the Renz capacity building function. A greater proportion of the grants are for capacity building and management development than for technical assistance. Chart 109 demonstrates the grantmakers and recipients of grants in New York for the years 2008 to 2011. The New York has a large number of grantmaking organizations, yet the New York Community Trust stands out as the largest funder supporting MSOs in New York.

Chart 108: Nonprofit Capacity-Building Grants by Type in New York									
		Type I		Type II		Type III		Total	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Management development and/or capacity building	Number of grants	17	3.8%	3	0.7%	430	95.6%	450	100%
	Total grant amount	1,075,000	1.9%	71,000	0.1%	56,205,012	98.0%	57,351,012	100%
Technical assistance	Number of grants	10	13.5%	1	1.4%	63	85.1%	74	100%
	Total grant amount	4,692,000	43.7%	300,000	2.8%	5,746,992	53.5%	10,738,992	100%
Total	Number of grants	27	5.2%	4	0.8%	493	94.1%	524	100%
	Total grant amount	5,767,000	8.5%	371,000	0.5%	61,952,004	91.0%	68,090,004	100%

Chart 109: Type I Grant Maker and Grant Recipient

Grant maker	Recipient	Year	Grant Amount
The New York Community Trust	Community Resource Exchange	2009	\$275,000
Surdna Foundation, Inc.	Foundation Center	2008	\$150,000
Citi Foundation	Nonprofit Connection	2008	\$115,000
The Andrew W. Mellon Foundation	Nonprofit Finance Fund	2009	\$105,000
The New York Community Trust	Nonprofit Coordinating Committee of New York	2010	\$75,000
Surdna Foundation, Inc.	Nonprofit Finance Fund	2010	\$75,000
The Minneapolis Foundation	Charities Review Council of Minnesota	2009	\$75,000
The New York Community Trust	Community Resource Exchange	2008	\$50,000
The Clark Foundation	Support Center for Nonprofit Management	2008	\$50,000
The New York Community Trust	Support Center for Nonprofit Management	2008	\$50,000
Altman Foundation	Support Center for Nonprofit Management	2009	\$50,000
The Medtronic Foundation	Nonprofits Assistance Fund	2009	\$50,000
The Minneapolis Foundation	Nonprofits Assistance Fund	2010	\$50,000
Charitable Leadership Foundation	New York Council of Nonprofits	2008	\$34,500
F. R. Bigelow Foundation	Nonprofits Assistance Fund	2008	\$20,000
Otto Bremer Foundation	Association of Fundraising Professionals	2008	\$20,000
Christian A. Johnson Endeavor Foundation	Foundation Center	2008	\$15,000
Christian A. Johnson Endeavor Foundation	Foundation Center	2009	\$10,000
Dyson Foundation	New York Council of Nonprofits	2009	\$7,000
The Achelis Foundation	Foundation Center	2008	\$5,000
The Staten Island Foundation	Foundation Center	2009	\$5,000
Charles Hayden Foundation	Community Resource Exchange	2008	\$3,500

Oklahoma

Total number and amount of capacity-building grants in Oklahoma are provided in Chart 110. From 2008 to 2011 the total number of grants given for capacity building in Oklahoma was 44. Among these, 4.5% of grants and 5.9 % of grant amounts are related to the Renz capacity building function. Interestingly, there are no Type I or Type II grants for management development and technical assistance from 2008 to 2011. Oklahoma stands out as a weak state, and results are further confirmed in Chart 111, which provides the grantmakers and recipients. In Oklahoma, the Anne and Henry Zarrow Foundation is the only grant maker for MSOs for the years 2008 to 2011.

Chart 110: Nonprofit Capacity-Building Grants by Type									
		Type I		Type II		Type III		Total	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Management development and/or capacity building	Number of grants	0	0.0%	0	0.0%	36	100%	36	100%
	Total grant amount	\$0	0.0%	\$0	0.0%	\$1,834,298	100%	\$1,834,298	100%
Technical assistance	Number of grants	2	25.0%	0	0.0%	6	75.0%	8	100%
	Total grant amount	\$121,000	59.2%	\$0	0.0%	\$83,400	40.8%	\$204,400	100%
Total	Number of grants	2	4.5%	0	0.0%	42	95.5%	44	100%
	Total grant amount	\$121,000	5.9%	\$0	0.0%	\$1,917,698	94.1%	\$2,038,698	100%

Chart 111: Type I grant maker and grant recipient			
Grant maker	Recipient	Year	Grant Amount
The Anne and Henry Zarrow Foundation	Tulsa Community Foundation	2008	\$76,000
The Anne and Henry Zarrow Foundation	Tulsa Community Foundation	2009	\$45,000

Foundation Types

Within the category of foundations, there are also different types. The following discussion explores the landscape of major funders to each state and analyzes the variance among the states' foundation funding. It approximates how much each state relies on each different type of foundation funding. Figure 56 depicts the breakdown of independent, community, corporate, and operating foundations for the top 50 foundation in giving to each state.²⁰ (The granting foundations are not necessarily located within the recipient's state; the geographic origins of foundation funding will be addressed in the next section.)

Using the Foundation Center's information on the top 50 U.S. foundations awarding grants in each of the states, the total grant funding, foundation type, and geographic origin were evaluated.²¹ Chart 112 shows the total award amount and number of grants to the top foundations awarding grants to each state. Looking at the top 50 foundations, the amount of funding from foundations to Texas and Florida organizations seems smaller in comparison to the amounts for California and New York organizations, the states comparable by population size.

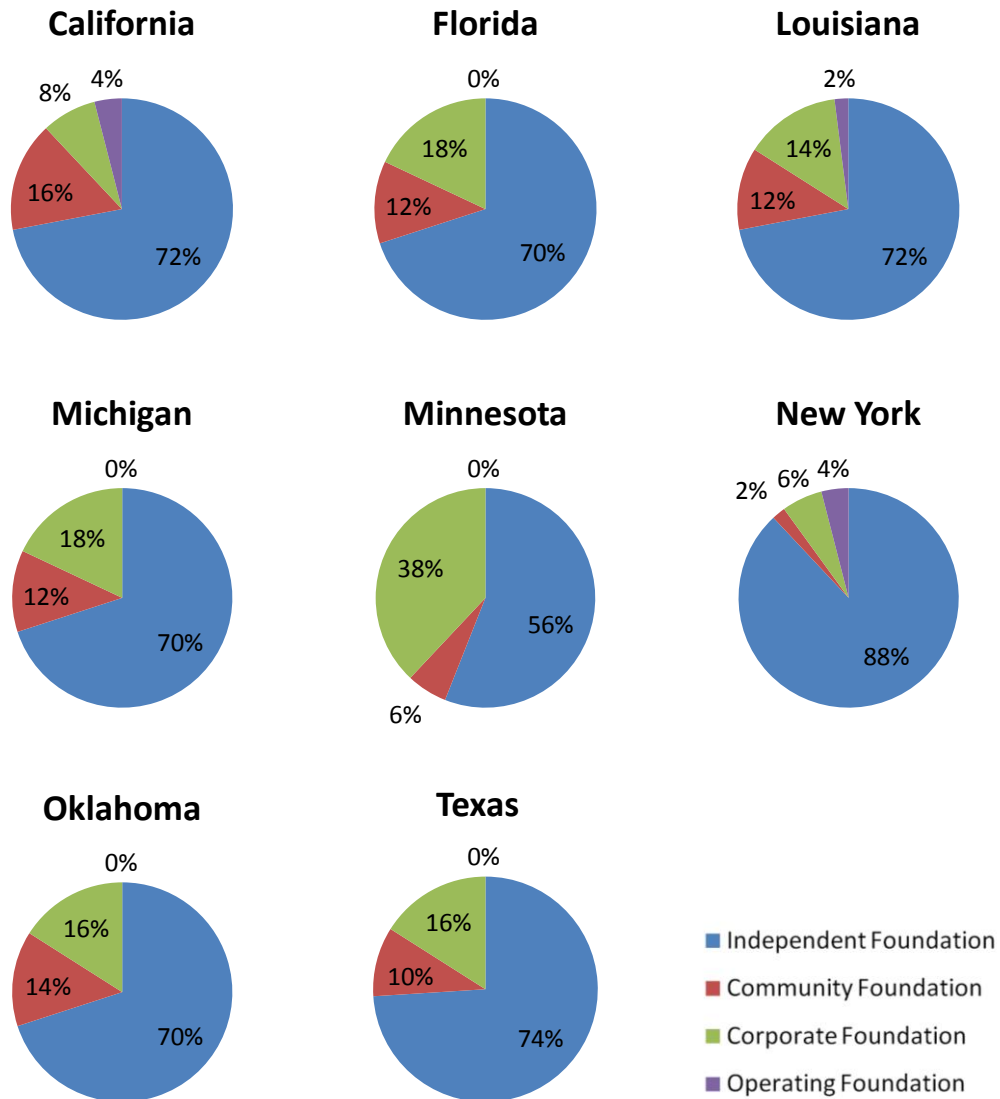
Chart 112: Total award amount and number of grants of the top 50 funders to each state			
	Award amount	Award amount per capita	Number of Grants
California	\$1,945,813,758	\$52	12,137
Florida	\$336,699,722	\$18	1,948
Louisiana	\$101,243,986	\$22	1,331
Michigan	\$464,644,337	\$47	2,969
Minnesota	\$319,435,965	\$60	3,612
New York	\$1,706,371,272	\$88	4,307
Oklahoma	\$158,699,340	\$42	1,218
Texas	\$764,552,373	\$30	5,143

Of each state's top 50 foundations by giving, most are from independent foundations; further, two thirds are from independent foundations with the exception of Minnesota which only relies on 28. New York's top foundations by awards are mostly independent foundations; 44 of the top 50 foundations giving to New York organizations came from independent foundations like the Bill & Melinda Gates Foundation, the Mary Flagler Cary Charitable Trust, and the Weill Family Foundation.

²⁰ Using the Renz functions, community foundations are considered financial intermediaries, but the Foundation Center includes community foundations in this data set. As a result, community foundations are reconsidered in this section as part of overall foundation grant funding.

²¹ For more information about these data, see the Foundation Center's statistics at http://foundationcenter.org/findfunders/statistics/states02_09.html.

Figure 56: Foundation type breakdown of organizations awarding the top 50 grants to each state circa 2009



Source: The Foundation Center data in 2011. Based on all grants of \$10,000 or more awarded by a national sample of 1,384 larger U.S. foundations (including 800 of the 1,000 largest ranked by total giving). foundations, only discretionary grants are included. Grants to individuals are not included.

Community foundations represent a smaller proportion of funders in the sample. For six states, community foundations were only about 12% of the top 50. New York and Minnesota had only one and three community foundations in the top 50, respectively, indicating that these states rely on other major funders. These states also had fewer community foundations and lower revenue than Texas and California as shown in Figures 42 and 43.

The number of corporate foundations in each state's top 50 varied. While Minnesota has 19, most states have only half that, and New York only has three: The JP Morgan Chase Foundation, the GE Foundation, and the MetLife Foundation. On the other end of the spectrum, Minnesota has corporate support from firms like the 3M Foundation, the Medtronic Foundation, the Target Foundation, and the General Mills Foundation. The difference, however, is that New York's top corporate foundation gives twice that of Minnesota's top corporate foundation.

Very few operating foundations made each state's top 50. According to the IRS (2010), an operating foundation is "any private foundation that spends at least 85 percent of its adjusted net revenue or its minimum investment return, whichever is less, directly for the active conduct of its exempt activities." These organizations primarily run programs like conducting research. Because of their activities, it follows that fewer organizations in each state would receive funding from this type of a foundation since they grant fewer awards than other types of foundations. Only California, Louisiana, and New York received funding from organizations in this category: in California, the Packard Humanities Institute; in New York, the American Art Foundation; and in all three states, the Open Society Institute.

Foundation Funding Sources

Drawing upon the same data as the foundation type discussion above, this section will examine the geographic origin of the foundations that most financially support each state. Figures 57a and 57b show the breakdown of the geographic origin of the top 50 foundations awarding grants. California and New York received most grants from in-state. However, considering the total award amounts for these two states were double the size of the next highest state's total award amount, this proportion is unsurprising. Michigan and Texas are the other two states that received most of their grants from their own foundations, but Texas has half the funding source diversity as Michigan. These figures could indicate that Texas has robust foundation support and therefore looks within the state for grants or, on the other hand, that there is potential to look elsewhere for funding sources.

Figure 57a: Geographic origin of top 50 foundations awarding grants in each state circa 2009

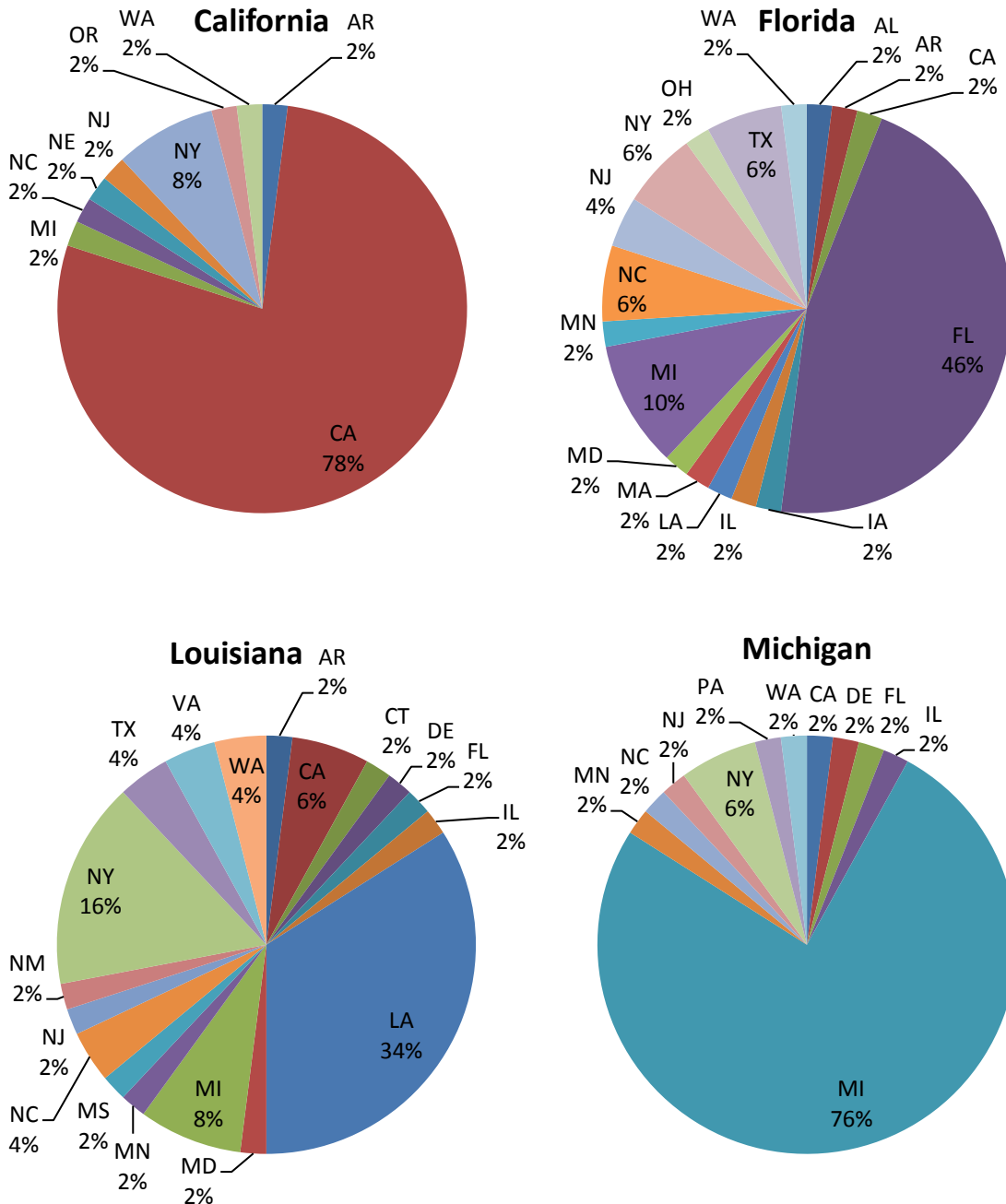
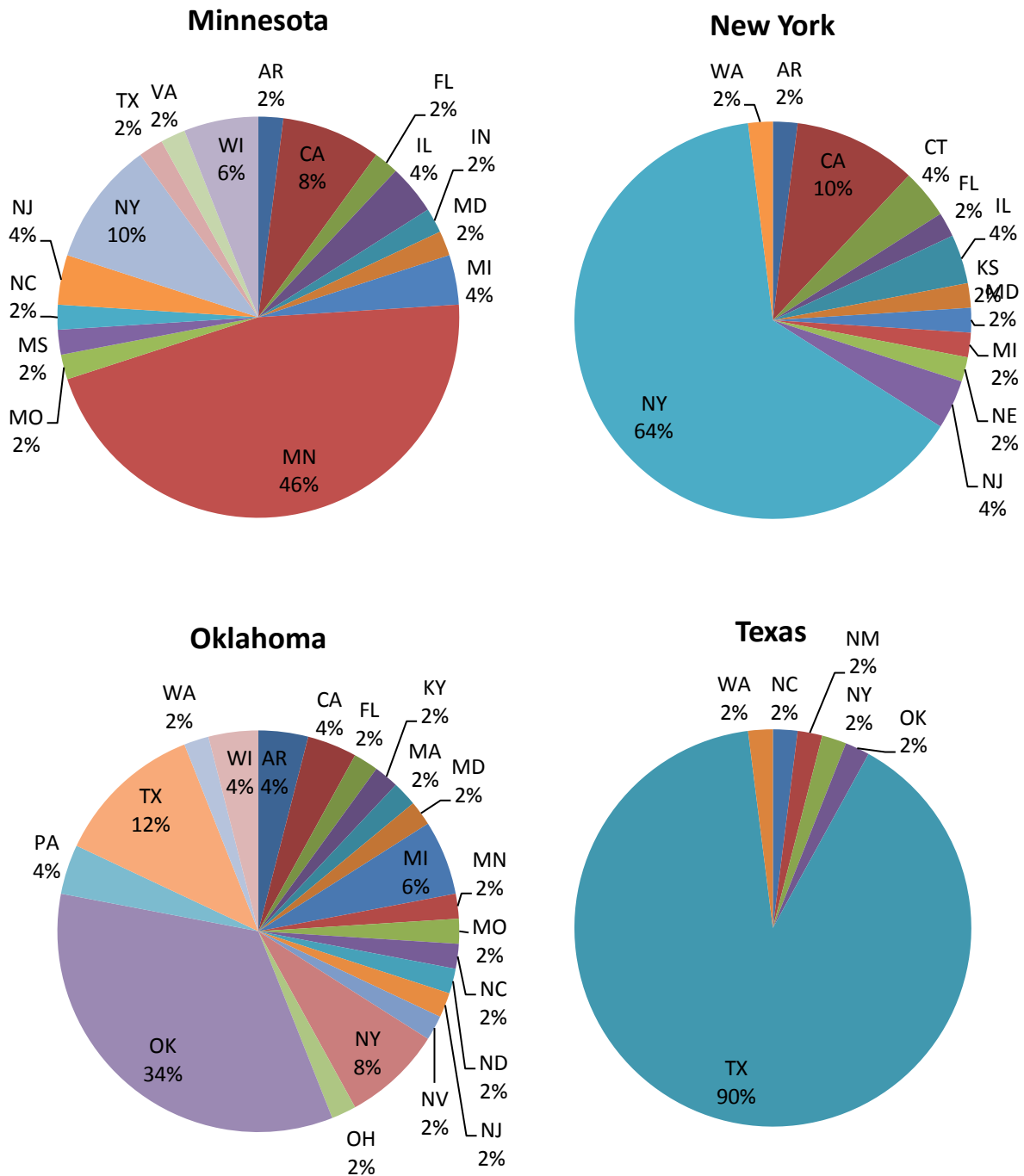


Figure 57b: Geographic origin of top 50 foundations awarding grants in each state circa 2009 (continued)



Source: The Foundation Center data in 2011.

Figure 58 displays the geographic origin and number of grant awards from outside the recipient state; this data excludes grants from foundations in the recipient state and only includes grants from the top 50 foundations awarding grants to the eight comparison states included in this analysis. It also excludes the number of grants from North Carolina and New York which were removed as outliers; The Bank of America Charitable Foundation, Inc. distributed 1,219 grants which is four times the number of grants from California foundations. California, Connecticut, New Jersey, and Washington supported organizations in the eight comparison states more than their peers. Maryland, Michigan, Arizona, New Jersey, and Washington were also states in which foundations awarded multiple awards. Of the comparison states, New York, California, and Michigan lead in providing the greatest number of grants to peer states, followed by Texas.

Figure 58: Total number of grants by state of origin
(without NC at 1,478 and NY at 780)

Source: Foundation Center's Statistical Information Service

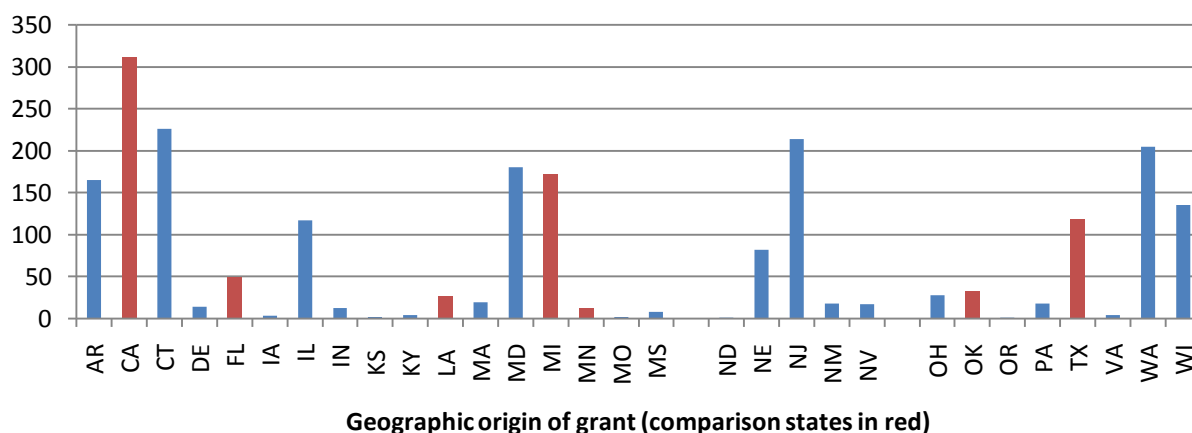
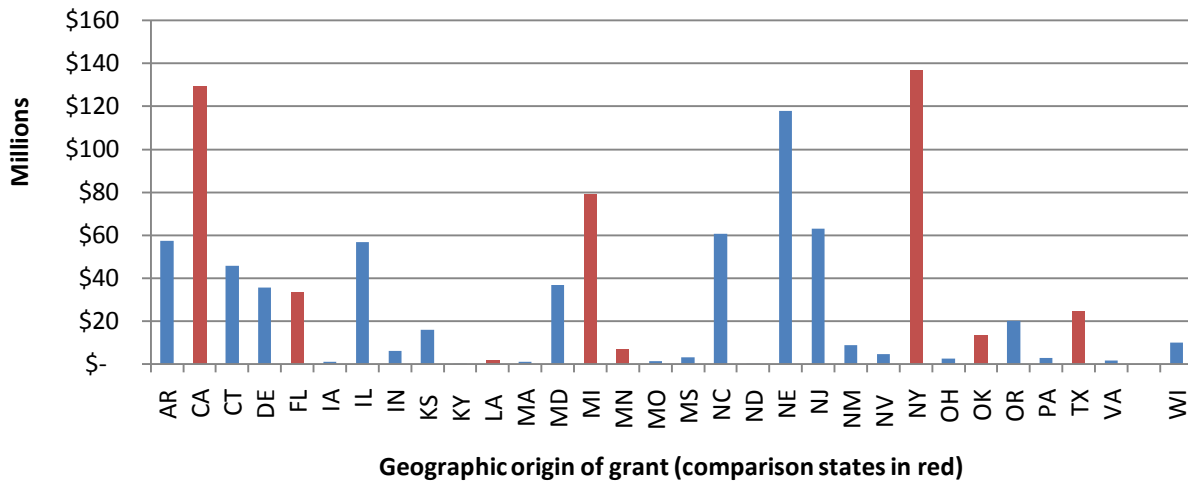


Figure 59 shows the total amount of grants from foundations in other states to organizations in the eight comparison states. Of the total grant award amounts, Washington was the highest which had to be excluded because the figure was so high due to the Gates Foundation's 204 grants amounting to \$494.6 million.) Then, New York and California lead, followed by Nebraska. Of the eight comparison states, Michigan also ranked highly. This information about the origin of grant awards shows the concentration or diversity of funding sources for the eight comparison states.

It is important to note that this analysis includes funding organizations that have local, regional, national, and international levels of geographic focus. The Gates Foundation in Washington and the Dell Foundation in Texas fund projects all over the world. The Kellogg Foundation in Michigan and the Ford Foundation in New York fund nationally. This work shows the geographic origin of funding, but does not identify the scope of each of the top 50 organizations included in the analysis.

**Figure 59: Total award amount of grants by state of origin
(without WA at \$495 million)**

Source: Foundation Center's Statistical Information Service



Nonprofit Sectors

State Associations

Each comparison state has a state-wide association that supports the nonprofit sector:

- California – California Association of Nonprofits (CAN)
- Florida – Florida Association of Nonprofit Organizations (FANO)
- Louisiana – Louisiana Association of Nonprofit Organizations (LANO)
- Michigan – Michigan Nonprofit Association (MNA)
- Minnesota – Minnesota Council of Nonprofits (MCN)
- New York – New York Council of Nonprofits (NYCON)
- Oklahoma – Oklahoma Center for Nonprofits (OCN)
- Texas – Texas Association of Nonprofits (TANO)

All, but FANO, are members of the National Council of Nonprofits, which is the national association of state nonprofit associations.

State nonprofit associations provide useful services that cover many of the Renz functions. While state nonprofit associations all serve the purpose of the sixth Renz function Networks & Associations, most state associations provide Education & Leadership Development; Capacity Development & Technical Assistance; Communication & Information Dissemination; and Advocacy, Policy & Governmental Relations (see Chart 102c for a complete list of services by state). Others assist nonprofits with Accountability & Self-Regulation, Workforce Development & Deployment, and Research & Knowledge Management, to varying degrees. The following discussion will analyze each state's nonprofit association in terms of its size and scope, activities, financial position, and member benefits.

Chart 113 provides general information on each state association. NYCON stands out as having the most members, followed by MCN and CAN. When considering the percentage of nonprofits who report membership, however, MCN ranks the highest with 8.79% of nonprofits reporting membership. TANO has one of the lowest membership percentages, with 1.1% of nonprofits currently on the membership rolls. Examining the age of associations, it is assumed those with a longer history have greater influence both through reputation and longstanding relationships in the sector. New York has the oldest state association, founded in 1927. All other state associations are relatively young, founded between 1980 and 2001. There is little variance between dues for state associations, with a range from \$50 to \$1,000. Here, it may be the case that lower membership dues may allow associations to recruit and retain members easier. On the other hand, it would be also important to consider member benefits associated with membership fees.

Examining the geographic dispersion, it is important for a state association to reach all network members, regardless of geographic location. NYCON has the most offices, reporting ten different locations with four major satellite locations in addition to their headquarters in Albany. All other states have between one and four offices. There are a particularly large number of offices in New York—especially when considering it is much geographically smaller than a state such as Texas, which has one office. Texas has travelling programs, but it may be beneficial to emulate NYCON's model as TANO continues to grow. There is little variation of the number of staff and board members between states, with the number tending to correlate with the number of members in each association.

Taking into account all the general information, New York and Minnesota stand out as having strong state associations, reporting large numbers of members, many locations, and a large number of staff and resources. Texas, Michigan, and Florida, however, stand out on the lower end, with few association members, offices, and staff. LANO is noteworthy, in terms of strength of state association size and scope of activities, considering its relative youth and more nascent characterization of other Renz infrastructure categories.

Chart 113: State association general information								
	Number of members	Number of nonprofits	Percent of members to total number of nonprofits	Year founded	Dues	Geographic dispersion	Number of staff	Number of board members
California	1,700	120,507	1.41%	1984	\$66-864	3 offices	7	15
Florida	700	55,125	1%	1989	\$50-1,000	1 office	7	7
Louisiana	951	12,844	7.40%	2001	\$100-1,500	3 regional offices	15	20
Michigan	350	33,025	1.06%	1990	\$80-1,100	2 regional offices	18	38
Minnesota	2,000	22,742	8.79%	1987	\$50-1,000	4 offices	25	23
New York	2,800	75,829	3.69%	1927	\$75-460	10 regional offices	23	19
Oklahoma	480	13,891	3.46%	1981	\$100-500	2 offices	11	28
Texas	800	71,834	1.11%	1993	\$50-500	1 office, traveling programs	7	13

The financial information, including revenues, expense, and assets, for each state association is included in Chart 114. Financial strength of a state association is important to analyze as it provides insight into an association's ability to serve and provide resources for nonprofit organizations. MNA is an outlier for revenue, reporting over \$5 million in revenue. MCN (\$2.5 million), NYCON (\$2.4 million), and LANO (\$1.9 million) follow while TANO (\$420 thousand) and FANO (\$37 thousand) report the lowest revenue.

Similarly, MCN reports the highest expenditures with \$3.1 million. Following closely within the \$2 million range include Louisiana, Michigan, and New York. Again, Texas (\$400 thousand) and Florida (\$39 thousand) report the lowest annual expenditures.

Examining assets, Michigan has the highest amount of assets with \$3.7 million. Minnesota and California each hold over \$2 million in assets. Interestingly, California has a high amount of assets, yet reports low revenue and expenses. This indicates the association could possibly afford to provide more resources and services to its members. These assets could also vary in terms of restricted categorization; it may be that greater property and equipment holding characterize these state associations, or that they enjoy a greater proportion of multi-year foundation grants or other assets restricted by purpose. Again, Texas and Florida have the lowest amount of assets,

with \$74,099 and \$27,294, respectively. For Texas, this low figure could also relate to the amount of real estate owned by the association; TANO has only one location and naturally lacks the assets and liabilities of having more offices. In both of these states, the primary (or nearly exclusive source) of revenue is derived from membership fees. This may suggest areas of growth, in terms of other sources of funding. In the case of TANO, the leadership often points to its independence, in terms of not receiving foundation or state funding. As TANO's membership and earned revenue have grown significantly in recent years, this trajectory may be sustainable. On the other hand, it would be useful to review the diversity of revenue sources in robust and older state associations as well as consider issues of independence in terms of programming and financial sustainability over time.

Taking a holistic examination of state associations' finances, Michigan, Minnesota, New York and Louisiana stand out as having strong finances. Conversely, Texas and Florida seem to have low performance in the financial arena when compared to other state associations.

Chart 114: State association finances			
	Revenue	Expenses	Assets
California	\$934,699	\$801,491	\$2,176,659
Florida	\$37,458	\$39,820	\$27,294
Louisiana	\$1,959,984	\$2,173,058	\$670,669
Michigan	\$5,022,275	\$2,591,520	\$3,724,492
Minnesota	\$2,519,521	\$3,113,991	\$2,079,923
New York	\$2,475,358	\$2,500,724	\$1,640,483
Oklahoma	\$1,032,606	\$1,025,245	\$319,963
Texas	\$420,066	\$420,379	\$74,099

Chart 115 provides a descriptive analysis, including information on the services provided by state associations. Advocacy refers to lobbying and communication to various levels of government on behalf of the nonprofit sector. Florida and Texas are the only states with limited amounts of lobbying (although an analysis of recent e-newsletter and policy briefings of TANO suggests some expansion in this arena); all other states have significant roles in this area. In other recent research on advocacy activities by nonprofit infrastructure organizations, the need for expansion in this area by TANO has been expressed (see Bies & Sinatra, 2006; Bies, 2011, as examples). A noteworthy response to this call was TANO's recent hosting of the CEO of the National Council of Nonprofits at a statewide policy briefing, attended by key infrastructure organizations in January, as well as a related keynote speech by the CEO at the Conference of Southwest Foundations annual meeting in Austin, Texas, in January, 2011. In addition, TANO's CEO served as an appointed member of the HHSC Task Force on Strengthening Nonprofit Sector Capacity, during 2010-2011. (OneStar Foundation was also pivotal in this legislative activity, as were heads of the Texas association of United Ways, an MSO leader in Abilene, a senior official with Meadows Foundation, a private family foundation noted as the key foundation funder of nonprofit MSOs in Texas, and several academics.)

Job banks are often provided by state associations to aid potential candidates in locating nonprofit sector positions. Florida is the only state not to offer such a service. Regarding consulting services, many state associations will provide management and technical assistance to individual organizations for a fee. Here, California is the only state not to provide consulting services.

Each state association also provides an array of workshops to aid nonprofit organizations. There is large variation between states; however, common workshops include grant writing, financial management, and board development. To assess differences in quality of state association workshops, more research is needed in this area to better understand what services are most needed and beneficial for nonprofit organizations. It may be useful to consider the various social, political, and economic histories as well as the origins of the growth and development of state associations and their services vis-à-vis the growth of other nonprofit infrastructure entities--particularly MSOs and community foundations or United Ways that may have historically filled such a role. Further, it will be useful to understand the appropriateness of current institutional structures, given changing nonprofit scope, roles, funding patterns, and community needs, resources, and pressures.

Also of note, Chat 115 describes specific services offered by state associations, but it gives little insight to the abundance, accessibility, or quality of these services.²²

²² Review of Forbes Funding research on the adequacy of the nonprofit capacity-building industry (Bies & Milleson, 2005; Bies & Sinatra, 2006; Kearns, 2004; Milleson & Bies, 2004) would be useful. In addition, research by this capstone group and the HHSC Task Force on Strengthening Nonprofit Capacity (2010) would further illuminate these issues, particularly from the perspectives of nonprofits themselves and MSOs and other infrastructure organizations.

Chart 116: State association activities				
	Advocacy	Job bank	Consulting services	Workshops
California	Yes	Yes	No	Grant writing, member benefits, legislative updates, career fairs, board development, resource development
Florida	Limited	No	Yes	Advocacy, research, and savings
Louisiana	Yes	Yes	Yes	Technical assistance, organizational capacity building, networking, research, public policy
Michigan	Yes	Yes	Yes	Grant writing, real estate, development, board training, risk management, technology development, governance, financial management, leadership skills, fundraising
Minnesota	Yes	Yes	Yes	Communications trainings, financial management, fundraising, human resource, leadership, management, networking, economic research, and public policy
New York	Yes	Yes	Yes	Retirement plans, accounting, 990 management, board management, staff leadership, conflict resolution, risk management, fundraising, communications, and marketing
Oklahoma	Yes	Yes	Yes	Advocacy, board development, capital campaigns and fundraising, computer skills, conflict resolution, granting, grant writing, marketing, accounting, management, outcome measurement, personnel, risk management, staff retreats, strategic planning,
Texas	Limited	Yes	Yes	Financial management, grant writing, board and organizational development, human resources, starting a nonprofit

The benefits attached to state association membership are provided in Chart 116. Benefits are broken into two categories: employee benefits and member benefits. Employee benefits include those benefits that nonprofit organizations can choose to buy into and provide to their employees if they are members. Member benefits are provided automatically upon membership.

An examination of these data reveals that most common employee benefit is insurance. Texas does not provide direct insurance; however, discounted endorsed services are available through various insurance companies. Regarding member benefits, there is a wide variation. Common services include access to a job bank, workshops, management assistance, and access to various publications. In Texas, TANO offers services such as conferences, education, a Standard of Excellence Clinic Series, advocacy, help lines, and internship listings. Similar to Chart 115, this does not reflect the quality or abundance of services offered; it merely provides insight to the services and benefit differences between state associations.

Chart 116: State association benefits		
	Employee benefits	Member benefits
California	Insurance Services	Job bank, publications, events, professional directory, advocacy, helpline
Florida	Insurance recommendations	Education, advocacy, research, training, and savings
Louisiana	Insurance and other employee benefits	Networking, professional development, advocacy, information access, business products, discounts
Michigan	Discounted endorsed services	Conferences, public policy & advocacy, service and civic engagement, capacity building, and cost saving efficiencies
Minnesota	Insurance service and benefits programs	Publications, workshops, annual conference, cost saving programs, newsletter, banking, yellow pages
New York	Insurance: health, life, unemployment; special rates from partners; organization insurance	E-newsletter, workshops, discounts, advice, online tools, grant announcement, publications, annual conference, representation
Oklahoma	Insurance recommendations	Conferences, education, Standard of Excellence Clinic Series, advocacy, help lines, internship listings
Texas	Discounted endorsed services	Development, management, technological, and continuing education resources; product discounts; and advocacy

Considering all aspects of state association, New York and Minnesota stand as exemplars. They have more members, greater financial resources, and more membership benefits when compared to other states. They are also highly connected to key other nonprofit infrastructure organizations, in terms of partnerships and collaborations. Texas, on the hand, does not comparatively rank as high in terms of services. As Texas advances its section, New York and Minnesota can stand as examples for improvement of the nonprofit sector and state association within Texas. In addition, Texas has a relatively unique organization in OneStar, which spans funder, MSO, and some association functions, as well as the volunteer management aspects traditionally held by state governor's offices on volunteerism. These two organizations, TANO and OneStar, as well as other key infrastructure organizations, can benefit from ongoing discussion about enhancing complementary, and also where appropriate, wholly independent functions.

Donor Advisors and Foundation Associations

Some states have organizations that convene funders like state associations do for nonprofit organizations; however, there is much diversity across the comparison states in the scope and purpose of these organizations. Chart 117 depicts key organizations for grantmakers and foundations. Florida, Michigan, and Minnesota have state-wide foundation associations. These organizations provide useful support services for different types of funders including private and community foundations, family funds, and corporate funders. Minnesota grantmakers are also supported by the Charities Review Council which serves the role of donor adviser for the state and promotes nonprofit and donor accountability.

Chart 117: Donor Advisers & Foundation Associations		
California	Foundation Association	none
	Other Organizations	The League of California Community Foundations
		Southern California Grantmakers
		Northern California Grantmakers
Florida	Foundation Association	Florida Philanthropic Network
	Other Organizations	Donors Forum of South Florida
		Donors Forum of Central Florida
Louisiana	Foundation Association	none
	Other Organizations	Southern Louisiana Grantmakers Forum
Michigan	Foundation Association	The Council of Michigan Foundations
Minnesota	Foundation Association	The Minnesota Council of Foundations
	Other Organizations	Charities Review Council
New York	Foundation Association	none
	Other Organizations	Western New York Grantmakers Association
		the Grantmakers Forum
		Philanthropy New York
		NYCharities.org
Oklahoma	Foundation Association	none
	Other Organizations	Communities Foundation of Oklahoma
		Conference of Southwest Foundations
Texas	Foundation Association	none
	Other Organizations	Conference of Southwest Foundations
		The Texas Environmental Grantmakers Group
		Funding Information Center

Other states have variations on the foundation association concept. California, Louisiana, and New York have regional organizations that serve particular areas like Southern California Grantmakers, Southern Louisiana Grantmakers Forum, and the Grantmakers Forum in New York which serves the upstate area. Texas and Oklahoma are members of the Conference of Southwest Foundations which started in Texas in the late 1940s and grew to neighbor states such as Arkansas, Arizona, Colorado, Nevada, New Mexico, and Oklahoma. Florida also has two regional grantmaker associations in addition to the state-wide organization.

These organizations can be helpful in providing both support and a network of resources to funders. Areas with sufficient support organizations are much more likely to have a stronger sector (Renz, 2008). In addition, in states such as Minnesota and Michigan, state foundation associations partnered closely with the state nonprofit association on the development of mutually beneficial programs, such as the development of “Common Grant” and “Common

Reporting” forms. (The Texas HHSC Task Force on Strengthening Nonprofits noted the absence of such tools, and the needs for such, in its analysis for the Texas Legislature (2010.)

As a result, it may be advisable for geographic regions underserved by these organizations to strengthen foundation associations and donor advisors. Geographic Information Systems mapping within Section 5 of this report brings additional insight in this, demonstrating that Texas in particular has geographic areas such as the *colonias* in which grantmaking organizations are not located. Further, it appears that as great a diversity of foundations in Texas do not engage in a high level of funding nonprofit infrastructure organizations, in comparison to exemplar states. Also, partnerships with nonprofit infrastructure organizations seem lacking or emergent in Texas. Perhaps a greater in-state focus to networking by Texas-based and Oklahoma-based foundations as well as networking between foundations and nonprofit infrastructure organizations could either be strengthened through activities of the Conference of Southwest Foundations, or through separate in-state associations. The analysis of foundation inflows to Texas from out of state foundations, combined with the multi-state or Southwest regional state boundary-spanning activities further speaks to efforts that could be strengthened through the regional membership composition of the Conference of Southwest Foundations.

Management Support Organizations

Each of the states has organizations that support the work of nonprofits. These management support organizations (MSOs) provide important services for the sector’s success. Specific MSOs were described in each state’s qualitative narrative.

As stated before, NTEE category S50 organizations focus on management and technical assistance for nonprofits. They offer management support for organizations through training and consulting for areas like board development, financial administration, proposal writing, human resources, program evaluation, volunteer coordination, and public relations (NCCS, 2009b). The Venn diagrams Renz engineered to map nonprofit infrastructure include multiple MSOs and help to depict what functions these organizations perform. (See Appendix F to reference these figures for each of the comparison states). They visually depict the primary functions each organization performs and how these functions overlap within a state’s nonprofit landscape. While the Venn diagrams provide an overall picture, a closer analysis is required to understand MSOs and how they are financially supported.

The following section explores revenues to the MSOs and nonprofit technical assistance organizations within a state. To examine only MSO organizations, a list of S50 organizations were compiled from the Guidestar database. Information from these organizations’ Form 990 were analyzed to explore total revenue per state and the breakdown of revenue streams, including contributions, government grants, program services, investments, special events, sales, and other income. This information describes how MSOs are supported financially and can aid decision-makers in both strengthening their own state’s MSO community and their particular organization’s revenue streams.

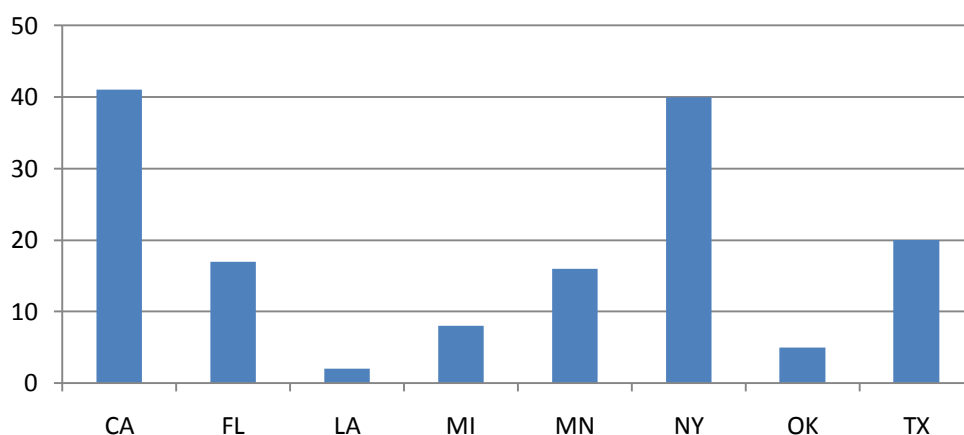
There are two limitations to this data important to note. First, due to intermittent reporting and varied fiscal year cycles, organizations’ Form 990 data for the most recent year were used in the

MSO analysis, and span 2008 and 2009. As a result, these figures will not reflect a snapshot of one year. The data, do, however, represent a snapshot of the most recent reported activity by the organizations. Second, financial information was not available for all organizations; this cannot be considered a complete inventory of all MSO organizations. For example, these data do not include organizations performing management support functions that are not classified with an NTEE code of S50 or which may be codified in the NTEE system by a different primary code. (See Appendix A for a list of NTEE codes and their meaning.)

Figure 60 depicts the number of organizations with the NTEE code of S50 that filed Form 990 in 2009. The number of S50 organizations roughly corresponds to the population in each state with one major exception—the data for the number of organizations in Michigan is smaller per capita compared to other states. Comparison with the qualitative exploration of Michigan’s MSOs makes clear that many of its MSOs were not captured in the dataset. It seems as though Texas should also have more MSOs to accommodate its high population and large number of nonprofit service recipients.

Figure 60: Number of S50 organizations in 2009

Source: Form 990 data from Guidestar



Financial Flows

Figures 61a and 61b depict the total revenue for S50 organizations in 2008 and 2009. California’s revenue is more than three times that of New York, the next highest state. Texas and Florida follow, and Minnesota’s is roughly half of Florida’s. Louisiana, Michigan, Oklahoma are so small in comparison that they do not appear in the figure, but a closer look shows that Louisiana’s and Michigan’s revenues, shown in Figure 47b, are roughly half the size of Oklahoma’s.

Figure 61a: Total Revenue of \$50 organizations in 2008 and 2009

Source: Form 990 data from Guidestar

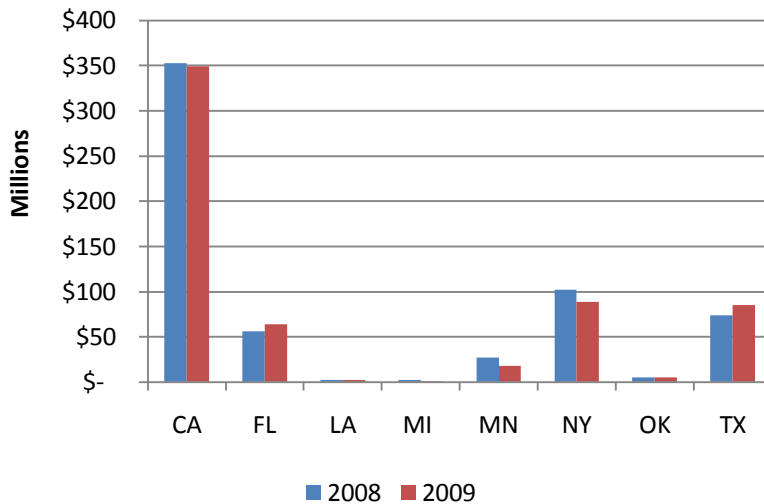
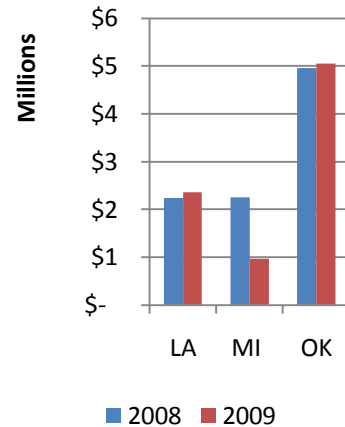


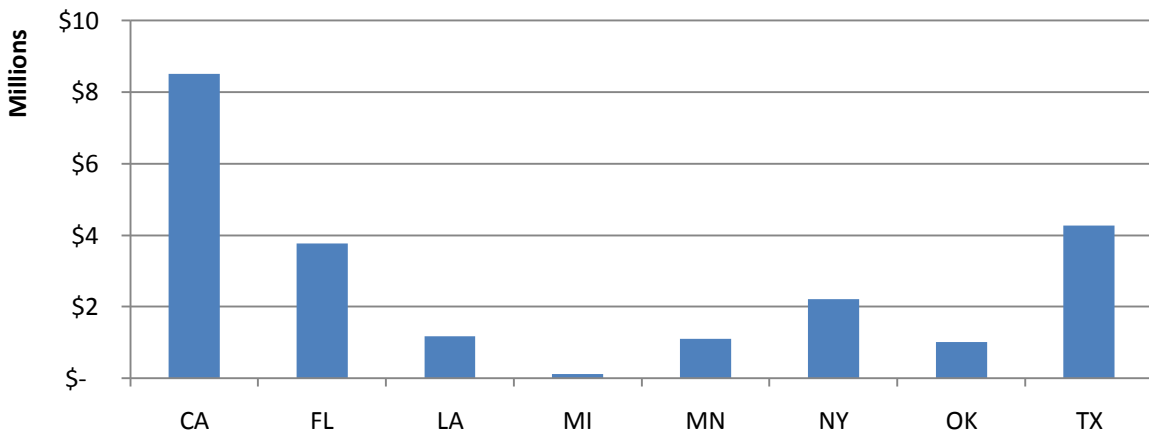
Figure 61b: Total Revenue of \$50 organizations: A closer look at LA, MI, OK



These results are better understood when calculated per organization and per capita. Figure 62 demonstrates that California still leads with double the revenue of the next highest states, Texas and Florida. Under a per nonprofit organization perspective, as illustrated in Figure 62, Florida and Texas appear to have greater revenue as do Louisiana and Oklahoma which barely appeared on the total revenue figure. Michigan remains very low—likely as a result of the low number of organizations in the dataset. Texas appears relatively high, which may be a result of the intentional development of MSOs and the Texas Nonprofit Management Assistance Network by Meadows Foundation, in the 1980s and 1990s.

Figure 62: Average Revenue per \$50 organization in 2009

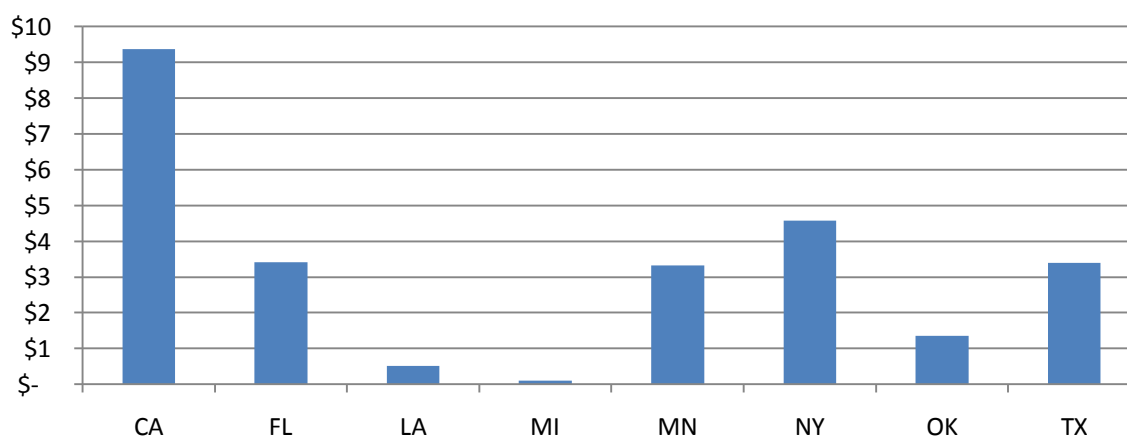
Source: Form 990 data from Guidestar



When these revenues are calculated per capita, as depicted in Figure 63, Michigan remains noticeably low. In general, this revenue distribution corresponds to the population although, when using Census 2010 state population as shown in Figure 36, it may be expected that Michigan, New York, and Texas would have greater revenue streams supporting MSO activities. Further, it would be useful to consider these figures in light of management support and technical assistance activities played by other key infrastructure organizations, such as state associations, and in some cases, Financial Intermediaries, such as local United Ways and community foundations.

Figure 63: Revenue per S50 organization per capita in 2009

Source: Form 990 data from Guidestar and 2010 Census data



Breaking Down Revenue by Category

To take a closer look at each state's revenue streams, the eight comparison states' revenues have been broken out into seven different types of revenue, as shown in Figures 64a and 64b. Categories of revenue include contributions, government grants, program services, investments, special events, sales, and other.

Program services is generally the largest category. Florida's MSOs rely on this funding source the most (87%), followed by Minnesota (62%), Texas (58%), and New York (56%). Exemplar states tend to have a high proportion of their funding coming from program services. Weaker states may want to consider diversifying their revenue stream by increasing program services, as research on nonprofits suggests that organizations with a greater diversity of resources are the most sustainable and high performing (Tuckman & Chang, 1991).

Several states also obtain significant portion of their funding from contributions. The data suggests that Michigan relies on this source more than any other (49%). Texas is next (39%) followed by Minnesota (33%), New York (25%). California (16%) relies on contributions to a lesser extent; however, these funds are still a substantive portion of revenues. Florida and Louisiana, considered weak in several of the modes of analysis in this report, have only miniscule proportions of their revenue coming from contributions; perhaps this is an area that these states can develop.

Government grants can yield significant financial support. However, this form of funding requires much reporting and accountability and can be episodic. Louisiana (53%) relies on government grants for over half of its MSO funding²³ while Oklahoma (34%) relies on more than one third.

Investments, special events, sales, and other forms of earned revenue factor very little into the overall financial picture. Yet there are some outliers: New York relies on other sources. Michigan has negative results for investments, ostensibly due to the financial crisis. Some notable MSOs rely on the sale of intellectual property; Greenlights for Nonprofits in Austin, Texas, reports some activity in this arena.

In sum, revenues for S50 organizations are somewhat correlative with population densities and sector strength. Reliance on program services seems appropriate for these organizations while overall financial diversity remains important. It is important for organizations to diversify revenue streams so that losing a single source funding will not cripple the organization. Taking into account this section and the previous, Texas as a whole could consider greater investment in MSOs. At the individual organizational level, leadership could focus on diversifying revenue by type as well as the geographic origin of foundations. The Needs Assessment of the state networks of MSOs in Texas further emphasizes these points (Bies, 2011).

²³ Louisiana's amount of government funding may also relate to financial support post-Hurricane Katrina.

Figure 64a: Total Revenue for S50 organizations in 2009

Source: Form 990 data from Guidestar

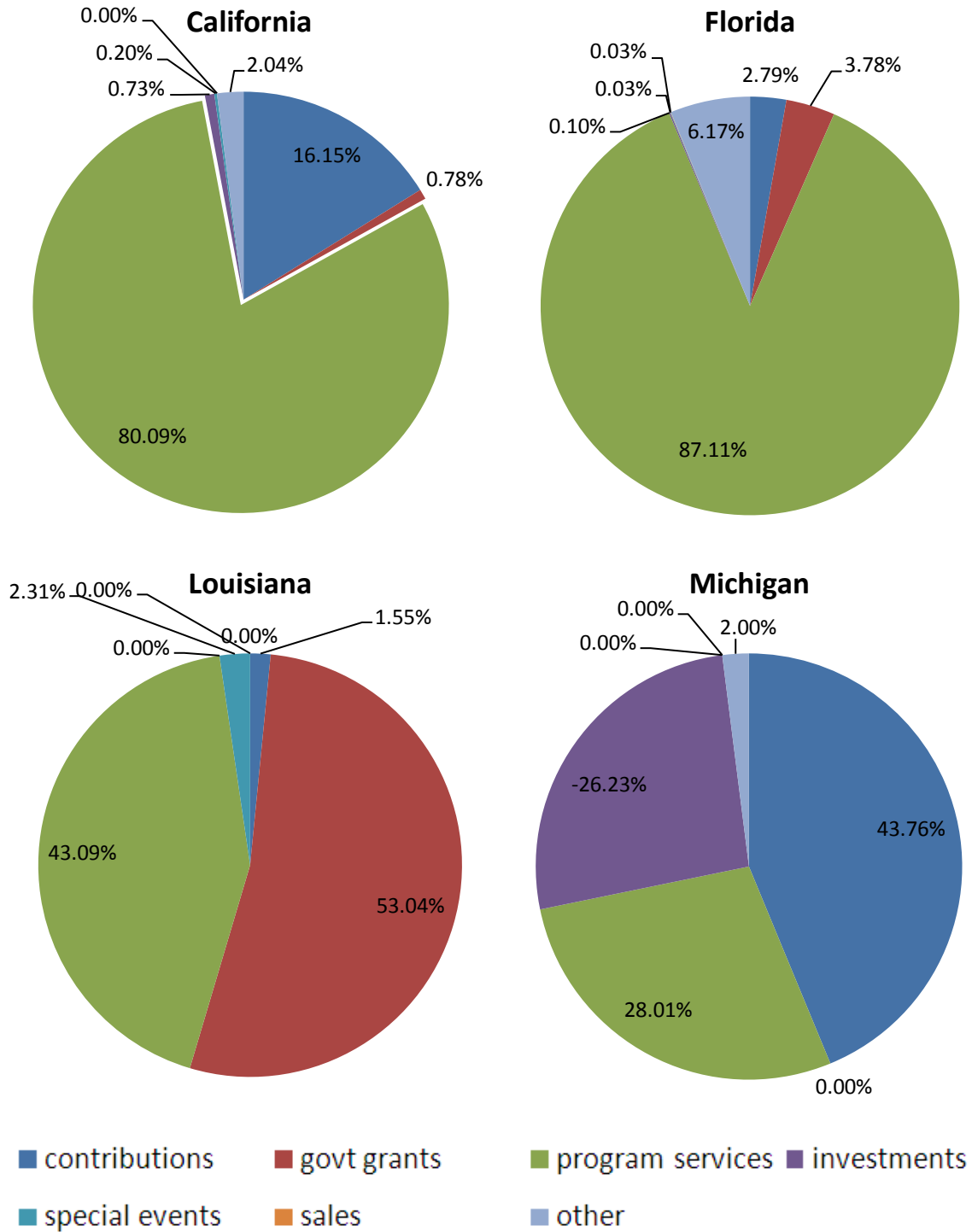
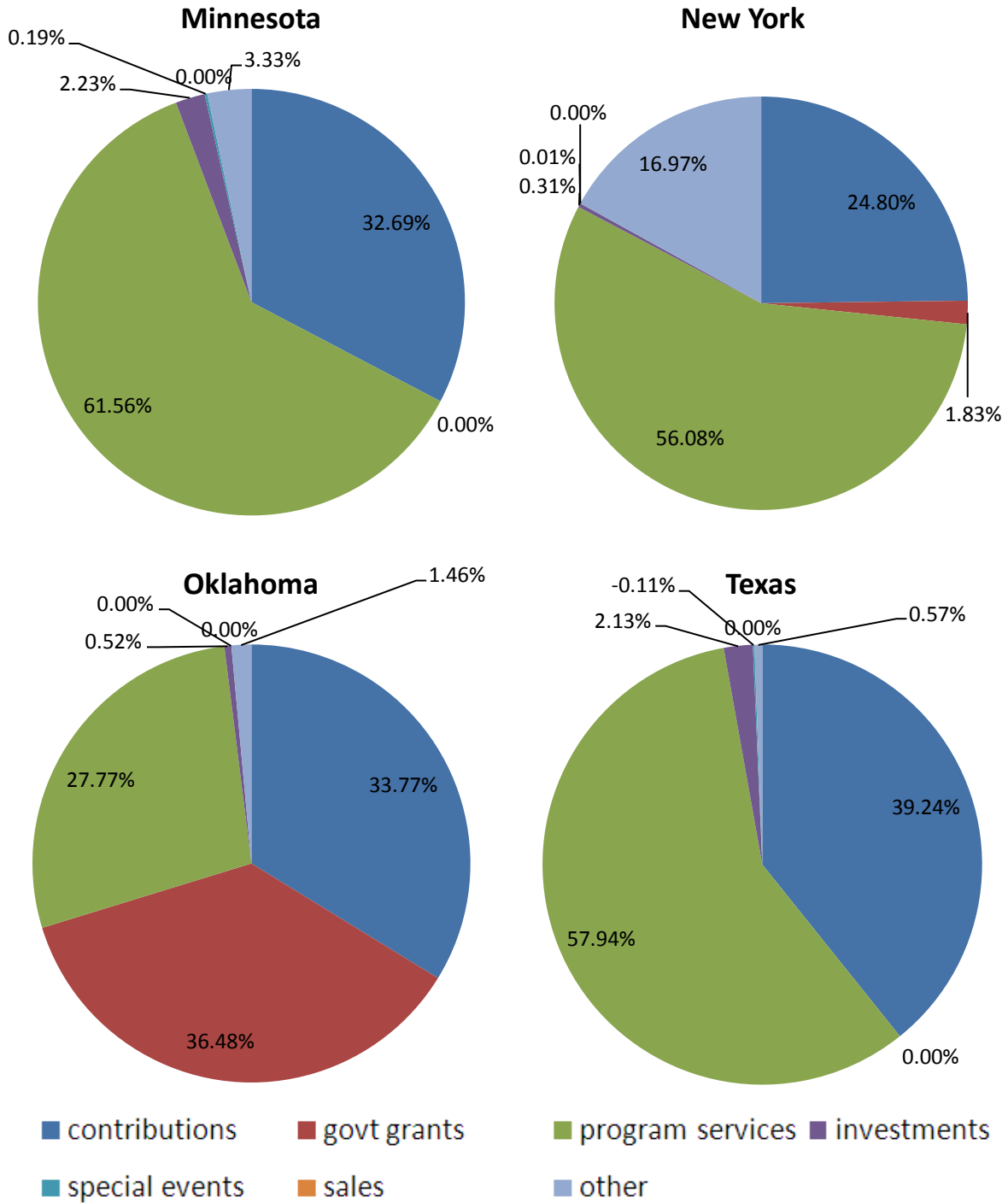


Figure 64b: Total Revenue for S50 organizations in 2009 (continued)

Source: Form 990 data from Guidestar



Nonprofit Education Programs and Resources

Education & Leadership Development are fundamental for the nonprofit infrastructure; these programs educate and prepare nonprofit sector employees and entrepreneurs. Renz includes Education & Leadership Development as one of the eleven functions critical to the nonprofit infrastructure. Education allows workers and future leaders to learn best practices and gain resources that will offer guidance to developing a stronger nonprofit sector (Renz, 2008). Leadership development is also a critical area, providing leaders with tools and resources to better manage organizations.

Figures 65 and 66 provide the incidence and nonprofit programs and the incidence of top-ranked nonprofit programs in each state, respectively. Exemplary and established states like New York and California have many top-quality formal nonprofit education programs within some of the nation's most prominent universities. Although Michigan and Minnesota are characterized as states with exemplary nonprofit infrastructures, they do not have as many formal top-ranked nonprofit education programs; however, these states do offer more informal nonprofit Education & Leadership Development programs than states with emerging and nascent nonprofit infrastructures like Oklahoma and Louisiana. In addition, Minnesota and Michigan universities host several key nonprofit researchers active in path-breaking research, key nonprofit journal editorship, and funded research activities. For example, Michigan is home to *Nonprofit World Magazine*.

Texas is an aberration in that it was the only state not characterized as an exemplary or established nonprofit infrastructure that had incidence of top-ranked nonprofit education programs and the presence of several leading nonprofit scholars; whereas New York, Michigan, Minnesota and California each have an incidence of top-ranked programs and are characterized as either exemplary or established nonprofit infrastructure. This support the conclusion Texas has an emerging nonprofit infrastructure yet has the potential for faster development than other states with emerging nonprofit infrastructures. In addition, in Texas, the nonprofit management academic programs are growing in their partnerships with MSOs, the state association, and other infrastructure organizations, which the researchers find promising (Bies, 2011).

Figure 65: Incidence of Nonprofit Programs

Source: Seton Hall University's Nonprofit Management Education List

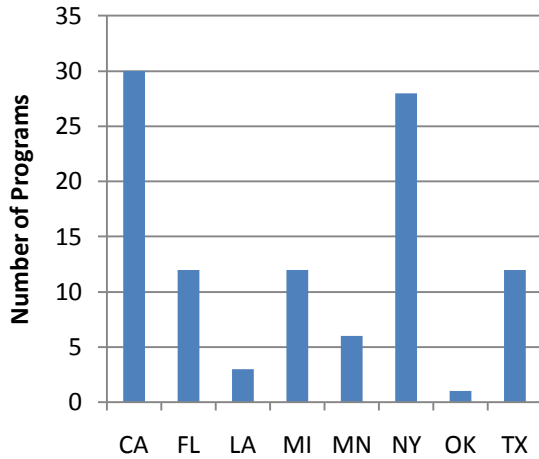
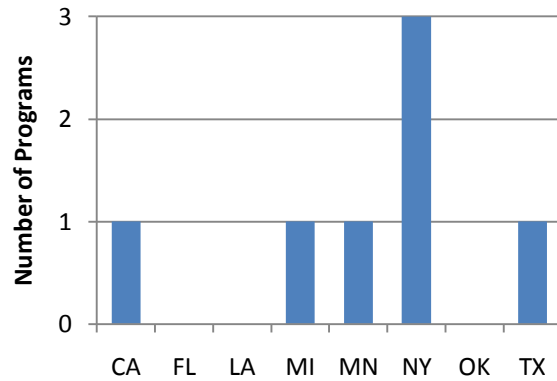


Figure 66: Incidence of Top-Ranked Nonprofit Programs

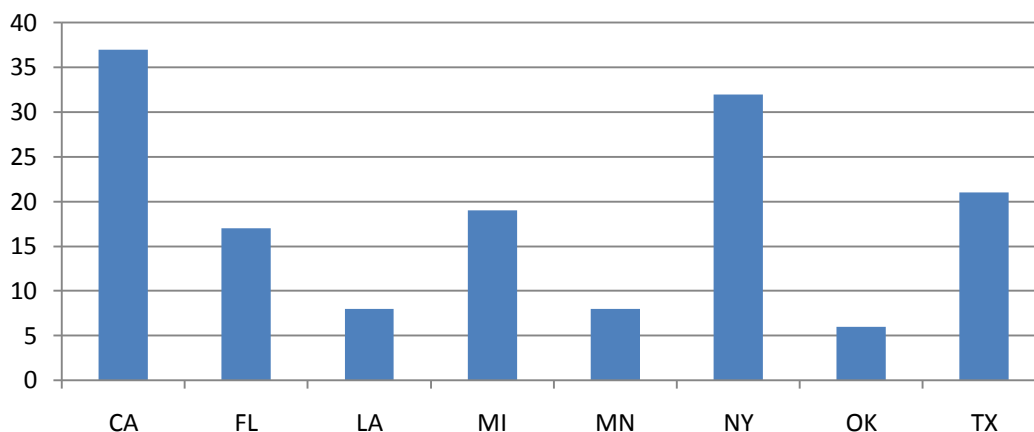
Source: Seton Hall University's Nonprofit Management Education List as compared to *US News and World Report* 2008



In addition to formal nonprofit education programs, Foundation Center Cooperating Libraries are also an informal source of nonprofit education. Cooperating Collections are supported by the Foundation Center, offering free access to funding information centers in nonprofit resource centers such as libraries. The centers provide collections of publications and other materials and services on the nonprofit sector. States with exemplary and established nonprofit infrastructures each had an adequate presence of cooperating libraries that were dispersed throughout the state such as California, Michigan, and New York. However, states such as Oklahoma and Louisiana did not have adequate presence of lending libraries, nor were the libraries dispersed geographically enough throughout the states. Lending or cooperating libraries are a significant component of the education function. Inadequate presence of the lending libraries could indicate that a state's nonprofit infrastructure does not have widely dispersed information or educational resources. See Figure 67 below for a comparison of Cooperating Collections among the eight comparison states.

Figure 67: Number of Cooperating Collections per State

Source: Foundation Center



State Government Support

Due to the nature of nonprofits, interaction with government is needed to bolster nonprofit infrastructure. Nonprofits interact with various levels of government by advocating on behalf of the sector and helping shape policy. Nonprofit interaction with government can originate from partnership alliances between government and the nonprofit sector or community service divisions of the government that focus on the nonprofit sector. An example of these partnerships is the OneStar Foundation in Austin, Texas, which researches and engages in government policy concerning the Texas nonprofit sector. Engaging in advocacy, policy and governmental relations are important characteristics of a strong nonprofit infrastructure.

States with exemplary nonprofit infrastructures, such as New York and Michigan, have specific organizations that specialize in advocacy and policy. On the other hand, states with nascent infrastructures, such as Oklahoma and Louisiana, do not have specialized organizations to interact with the government. Each state interfaces with the nonprofit sector through its Attorney General's office which provides information about charities to promote transparency and accountability. In most states, the governor's office coordinates volunteer service; however, the governor's offices in Minnesota and Oklahoma do not, and in Texas, OneStar manages volunteer coordination.

Review of Qualitative Results

To summarize, with the qualitative analysis, researchers took an in-depth approach to characterize the nonprofit sector and infrastructure in each state. States were categorized as nascent, emergent, established, or exemplary. The data analysis revealed the following points:

- exemplary describes the nonprofit sectors and infrastructures of New York, Michigan, and Minnesota;
- established describes California;
- emergent describes Florida, Texas, and Oklahoma; and
- nascent describes Louisiana.

The following discussion will review findings from the qualitative analysis and highlight some key points.

While each exemplar state nonprofit infrastructure demonstrated multiple factors that made it stand out from its peers, there was some variation among them. New York and Michigan were strong for almost all aspects of examination, across the Renz categories, and in some instances, beyond the categories. Minnesota, however, was not strong in some important characteristics. For example, Minnesota had fewer nonprofit education programs and resources. In addition, nonprofit infrastructure resources were not as equally dispersed throughout the state; they were almost exclusively in close proximity to Minneapolis, (the largest city). In Michigan, Minnesota, and New York, there was also evidence of networking and collaboration among the varied key nonprofit infrastructure organizations. This cross-infrastructure collaboration and networking, particularly in consideration of the robust support of nonprofit infrastructure by foundations and foundation associations, is particularly noteworthy, and an aspect of exemplar infrastructures that expands beyond the original conception by Renz for the distinctive nonprofit infrastructure categories.

The nonprofit landscape of California was characterized as established. California performed well in many aspects. First, the state had an established presence of nonprofit education programs and resources, which can contribute greatly to the sector. Second, California had a breadth of funding institutions and grantmakers, which are particularly important considering nonprofits commonly rely on these sources of funding. Last, California had an adequate presence of management support organizations to help the technical development of nonprofits. However, California did not perform well in all areas. For example, the state lacked a strong state support and collaboration. In addition, due to the dispersion of California nonprofits, there was no evidence of much statewide collaboration amongst organizations. This could prevent valuable networking and collaboration.

Florida's nonprofit infrastructure was characterized as established. Florida had quality education programs and resources, as well as a strong presence of financial intermediaries and donor advisers that collaborate with one another. The education programs and resources also equip Florida organizations with sufficient technical assistance. However, Florida was not characterized as exemplary or established for two reasons: it lacked government collaboration, and the nonprofit economy was generally weak compared to other states. In addition, Florida did not have many formal networks and associations, with the exception of associations for

grantmakers. This includes a notably small state association of nonprofits (not affiliated with the National Council of Nonprofits).

The landscapes of Texas and Oklahoma were classified as having emergent nonprofit infrastructures. Positive aspects of both states include sufficient management assistance and technical support for nonprofits and a widespread presence of financial intermediaries and donor advisers. However, both states did not rank well in several areas. First, the educational programs and resources were comparatively lacking. Second, Texas and Oklahoma generally lagged in the quantity of infrastructure organizations—especially when compared to states such as New York, Michigan and California. Texas did show characteristics of state support and collaboration, including some unique infrastructure activities, such as the networking of MSOs through TNMAN and the unique mission of OneStar Foundation, relative to even exemplar states; however, Oklahoma did not. Lastly, both states did not have geographic dispersion of organizations throughout the state.

The Louisiana nonprofit landscape had nascent characteristics for nearly all factors of study. First, Louisiana did not have adequate presence of Funding Organizations, Financial Intermediaries, or Donor & Resource Advisers. Second, there was insufficient supply of management support organizations to provide assistance to nonprofits as compared to all other states. Third, the nonprofit economy of Louisiana was not as large or strong as the comparison states. Fourth, Louisiana did not have as many quality nonprofit education programs or resources as the other states. Lastly, the majority of nonprofits are centrally located near the greater New Orleans metropolitan area. Louisiana did, however, have good collaboration with government, and the state nonprofit association is generally strong in advocacy, size relative to its age, state nonprofit composition, and promoting collaboration on behalf of the sector. LANO played an important networking role in post-hurricane coordination, and currently holds more federal funding than is evidenced in other state associations. This will be something to watch, as financing and nonprofit needs evolve in that state.

There were several recurrent themes throughout this analysis. First, states with exemplary and established nonprofit landscapes most often ranked strongly for the following areas: financial intermediaries and donor advisers, collaboration and networking among funding institutions, and state nonprofit associations. Second, the economies of the nonprofit sectors for exemplary and established states were also relatively large and strong.

VII. CONCLUSION, RECOMMENDATIONS & FUTURE RESEARCH

Recommendations & Future Research

This report contributes not only to the data and information related to the Texas nonprofit sector, but to the nonprofit sector of the entire United States as well. It contributes the first systematic measurement of nonprofit infrastructure, as well as the first at the state level and in a comparative perspective. The study's use of multiple data sources and a mixed method approach adds to its rigor and to the meaning and significance of the findings, and to the potential for future replication by other researchers, for policy analyses, and for extension of the present study. Recommendations for practice and areas of future research were developed throughout the course of this exploratory research and are summarized below. The researchers hope that key nonprofit infrastructure leaders will use, react to, and critique this research, and that it will be helpful in practice and policy considerations. The researchers hold this hope particularly in the home context of Texas.

Recommendations for Practice

During the course of the research, several important recommendations for improving the nonprofit infrastructure across the nation became clear. More specifically, recommendations for improving the quality of the nonprofit infrastructure in Texas were determined. The researchers present these recommendations as a foundation for future discussions on enhancing the Texas nonprofit sector and its infrastructure. First, recommendations related to increasing coordination within the sector will be discussed. These are followed by recommendations relating to advocating for investment in nonprofit infrastructure.

INCREASE COORDINATION WITHIN THE SECTOR

A recurring theme in recommendations for practice is that increased coordination between multiple parties within the sector is necessary for nonprofit infrastructure growth. Strategic alliances among not only nonprofit infrastructure organizations, but among funders and state associations, will help to achieve a healthy nonprofit infrastructure as well. Recommendations for increasing coordination within the sector follow.

As a result, the following recommendations are provided to help increase coordination within the sector: strategically focus resources, create a nonprofit alliance, increase coordination of foundations, increase infrastructure organizations in underserved areas, and create a nonprofit organization information database.

1. Strategically focus resources to maximize positive spillover effects throughout the entire sector

This research demonstrates that when measuring the size and scope of the nonprofit sector along five dimensions (nonprofit organizations, nonprofit infrastructure organizations, state associations, foundations, and social capital), states tend to have similar rankings across each dimension, with the exception of social capital measures. Furthermore, correlation analysis reveals that both nonprofit infrastructure organizations and foundations are positively related to nonprofit organization sizes. These findings indicate that increasing the strength of a single

dimension can have positive effects on the other aspects of the sector. For example, strengthening foundations can indirectly strengthen nonprofit infrastructure organizations.

Maximizing spillover effects is particularly relevant in Texas, which ranks below average for nonprofit organizations, foundations, state associations, and nonprofit infrastructure. If individuals have a zero-sum mentality, particularly with regard to funding, they may conclude that concentrating resources on one area of the sector automatically reduces resources in another. The data suggests, however, spillover effects in one area of the nonprofit sector can indirectly benefit other areas of the sector. For example, providing additional resources to a state association enables the association to aid nonprofit organizations and nonprofit infrastructure organizations. Instead of viewing each component individually, they can be conceptualized as an intertwined complementary network, with larger salutary effects; the findings point towards a holistic strategy for improvement.

In addition, this recommendation specifically relates to the recommendation proposed by members of the Texas HHSC Task Force on Strengthening Nonprofit Capacity Report for funding organizations and leaders in the Texas nonprofit community, such as OneStar, to foster increased collaboration amongst organizations in public policy development and advocacy (The Task Force on Strengthening Nonprofit Capacity Building, 2010). Collaboration in public policy development and advocacy will advance the sector's concerns and spill over to reach multiple areas for improving the infrastructure.

The reality of spillover effects has strategic implications for OneStar, as it advances its mission to make the nonprofit sector in Texas one of the strongest in the country. Funding, resources, and time are always limited resulting in competing and often urgent policy and practice priorities, but this research indicates these elements can be maximized if there is a focus on improving one aspect of the sector to positively influence other aspects. Thus, instead of diverting resources to foundations and nonprofit infrastructure separately, strategic planning can take into consideration how resources reaching these organizations are interrelated. Texas's national ranking for both the nonprofit sector and nonprofit infrastructure may seem discouraging. Positive spillover effects within the sector, however, suggest that by taking advantage of the existing relationships between components of the sector, even small, deliberate, and staged steps toward improvement can be multiplied and maximized.

2. Create a nonprofit alliance across key nonprofit infrastructure organizations

Drawing upon the above recommendation, one method for key players within the nonprofit sector to strategically approach nonprofit sector improvement collectively is to create a nonprofit alliance. Through conversation and cooperation, a nonprofit alliance will allow leaders to understand what is available and lacking throughout the entire nonprofit sector and infrastructure, to avoid unnecessary duplication of resources, to work together in the provision of services, and to unite under the common goal of improving the sector. Texans can look to the nonprofit alliance in Minnesota for guidance. The Minnesota Nonprofit Allies "collaborate, partner, and share information to ensure that nonprofits have ample resources and services to help individual organizations accomplish their mission" (MNCN, 2011). Organizations with varying missions make up the alliance and include MAP for nonprofits, the Nonprofits

Assistance Fund, the Charities Review Council, the Minnesota Council on Foundations, the Minnesota Council of Nonprofits, several universities, the state charity official, and other organizations.

The above recommendation is further emphasized in the extensive needs assessment and social network analysis undertaken to study nonprofit management assistance in Texas at the direction of OneStar and the Meadows Foundation (Bies, 2011). This finding is further supported by the Texas-focused study on nonprofit infrastructure (Bush School, 2010), as well as research on the adequacy of management assistance and capacity-building support and nonprofit infrastructure relationships in Texas (Bies & Sinatara, 2006; Texas HHSC, 2010). In Texas, the building blocks for an alliance can begin with the collaboration of OneStar and TANO. These two organizations have considerable influence throughout the Texas nonprofit sector, and calls for their cooperation and role clarification are duplicative (see above-mentioned research, which draws on primary sources and statewide survey of nonprofits). Collaboration between OneStar and TANO would help the alliance gain legitimacy and successfully recruit similar organizations. OneStar's dual role as a funder, service provider, and advocate for the sector—as well as its role as an entity with current close collaboration with and funding from key private and government funders—would facilitate inclusion of key investors in this arena.

Further, based on the research of the 2009-2010 Capstone team, it may also be advisable to include the Council of Governments (COGs) in the nonprofit alliance (Bush School of Government and Public Service Capstone Seminar, 2010). Creating a network consisting of one representative from each of the state's 24 COGs would allow members to communicate and articulate nonprofit infrastructure issues and concerns from their respective regions. Articulating infrastructure needs from a geographic standpoint is important given this research on the variability in concentration of infrastructure organizations in Texas. Input from COG members that are extremely familiar with their respective regions would be a vital resource to the nonprofit alliance.

In addition to the collaboration between OneStar, TANO, and the COGs, the researchers also suggest the recommendation from the Task Force on Strengthening Nonprofit Capacity Report for the Interagency Coordinating Group (ICG) to collaborate with actors of the nonprofit alliance to share best practices for collaboration among state agencies and nonprofits (The Task Force on Strengthening Nonprofit Capacity Building, 2010). Collaboration with the ICG will be beneficial for identifying duplication and gaps within services between state agencies and nonprofits.

3. Strengthen state nonprofit associations, in individual states and across the nation

Strong state associations across the nation are a vital component of the nonprofit landscape. They increase collaboration amongst nonprofits within the state, which enhances the state nonprofit sector and infrastructure (Salamon, 2002). Additionally, the call for strong state associations builds upon the previous two recommendations in that state associations provide a conduit for coordination and strategic planning. For example, New York, Minnesota, and Michigan demonstrate this point: strong state associations are affiliated with a strong nonprofit sector and nonprofit infrastructure because state associations often advocate on behalf of the sector and offer many services and resources to improve the organizations that make up the entire sector.

As evident from the data from the National Nonprofit Comparison, strengthening state associations can help to improve other portions of the sector, supporting the claim that state associations act as a unified representative of the sector (Salamon, 2002) and transmit knowledge and resources to the sector. Most nonprofit state associations are emerging (Salamon, 2002); therefore the recommendation to strengthen state associations is made to the nation.

Given Texas's ranking on advocacy in the Renz comparison, state association push for advocacy would be a strategic strength to the sector. Further, TANO and OneStar could continue to capitalize on partnerships with university or other independent researchers with relevant research on policy and practice. Further, the GIS analysis in this report, in combination with the serious data limitations identified in the Texas HHSC Task Force of Strengthening Nonprofit Capacity Report,²⁴ further emphasizes the importance of collaboration around nonprofit contact demographic information, data collection and database management for the study of nonprofits—especially if study is to address community and faith-based nonprofits, as well as the general population of nonprofits. The ongoing importance of Texas Connector project of OneStar, and more general ongoing research collaboration and dissemination with university and other independent researchers is critical.

In addition, most state associations perform a majority of the remaining functions constituting Renz's conception of nonprofit infrastructure. Strengthening the state nonprofit association would be a direct answer to the recommendation within the Texas HHSC Task Force of Strengthening Nonprofit Capacity Report for encouraging more nonprofits to seek out and join networks to ensure they are knowledgeable of and contributing to research, funding opportunities, and promising practices (The Task Force on Strengthening Nonprofit Capacity Building, 2010).

4. Increase coordination of management support organizations (MSOs) nationwide

Texas excels in the area of collaboration among management support organizations; this finding further emphasizes the importance of OneStar's continuing role in fostering this kind of network. Texas Nonprofit Management Assistance Network (TNMAN) is the only organization of its kind in the eight comparison states. With its facilitation of informal relationships and knowledge exchange, TNMAN provided both technical assistance and convening power. Members of TNMAN gained access to resources, contacts, training, and other collective goods (Bies, 2011).

The benefits provided to Texas MSOs by TNMAN would likely hold in other states. MSO coordination is an area in which other states could seek to emulate Texas. Whether as the responsibility of a state association or a separate entity like TNMAN or OneStar, other states could incorporate the services that TNMAN provided into their objectives and activities. Further, attention to the financing of MSOs and related organizations needs ongoing attention, with a diversity of revenue streams to MSOs is of critical importance—individually and through collective network activities.

²⁴ please see subsequent recommendations below for additional detail

As OneStar subsumes coordination of the Texas MSOs, it will be important to carry on the legacy of success while improving upon the resources and communication originally offered; this recommendation is clearly supported by the present research and findings from the primary research reported in the TNMAN Needs Assessment and Social Network Analysis (Bies, 2011). Research emphasizes the importance of strong leadership by OneStar in maintaining and further developing the community of MSOs. The coordination of MSOs also provides an opportunity for Texas to lead its peer states. The power of coordination across areas of the sector is exemplified in the success of TNMAN, and further demonstrates a rationale for increased coordination of not only MSOs, but all portions of the sector.

5. Foster a council of foundations in states where councils do not exist

The coordination of foundations is important to the nonprofit sector and infrastructure because many nonprofits are significantly funded by foundations and grantmakers. Whereas many foundations and grantmakers do not typically fund infrastructure initiatives, a council of foundations could address collective funding issues concerning the nonprofit sector, such as increasing nonprofit infrastructure funding. This research found that Michigan, Minnesota, and New York each have state-wide foundation councils that grow the scope and impact of foundations and grantmakers within the state by increasing corporate foundation giving, having a greater voice within the policy arena, advocating for funding of the nonprofit infrastructure, fostering collaboration, and transmitting knowledge and information.

A specific recommendation for OneStar is to assist in the formation of a statewide network association of foundations within Texas. The Conference of Southwest Foundations (CSWF) is a regional foundations council that accepts membership from foundations and grantmakers in the southwest region, which includes Texas. Although the CSWF is based in Texas, a Texas foundation council could enhance the Texas nonprofit infrastructure by addressing policy, practice, and networking directly related to Texas foundations. Additionally, an entirely new council may not be needed: a Texas-specific chapter of the CSWF would also foster Texas-specific conversations and coordination of foundations.

6. Increase the presence of nonprofit infrastructure organizations in underserved geographic areas

This recommendation stems from the research conducted using GIS mapping techniques and the qualitative research. GIS maps show large areas of each state in which no organizations performing at least one of the eight mapped Renz functions are located, often corresponding with areas of low population density, but areas often not without significant social and community needs.

Building upon the concept of increased coordination introduced in previous recommendations, outreach to underserved areas would ensure that all nonprofit organizations across the state are incorporated into the interconnected network of the nonprofit sector. Outreach could be achieved by sending representatives out to marginal areas or leveraging technology—which may be the best remedy for the lack of infrastructure organizations in areas with lower population densities.

Nonprofit infrastructure support could be offered via online training sessions, conference calls, or video conference meetings.

The alternative solution is to locate more infrastructure support organizations in the underserved areas, but infrastructure organizations have not fared well in relatively sparse areas due to lack of funding support. The TNMAN network is an example of these difficulties; TNMAN attempted to foster management assistance providers “within a one hundred mile radius” of all nonprofits, but was officially absorbed by OneStar due to continual financial challenges experienced by both the TNMAN network and individual MSOs (Bies, 2011). Network member MSOs were examples of a sparse few organizations providing outreach along with the Texas/Mexico border, with offices located in El Paso, Edinburg, and Laredo. This recommendation is another rationale supporting the importance of OneStar’s continued commitment to strengthening the previous TNMAN network, and extending collaboration among related infrastructure entities such as the state association, university providers of formal and continuing education, volunteer management centers, and funders. Additionally, a “one-stop shop” organization that provides a variety of infrastructure support services in the areas of states with low population densities may be the best use of resources.

A caution, however, from the Bies study (2011), suggests that distance and other technologically driven services must be tempered with local understanding of nonprofit needs, better intercultural competence, and relationship building between management assistance providers operating at a distance and local management assistance providers. The study also suggests relationships among both local and more centralized infrastructure entities and local nonprofit leaders should be strengthened as well. Trust was identified as critical with respect to effective collaboration, use of management support services, and perceptions of effective management assistance services.

The GIS maps only identify where nonprofit infrastructure organizations are located, but do not communicate the service reach of the mapped organizations. The findings of the qualitative research on Texas, however, reinforce that there are underserved areas of the state, particularly in West Texas and along the Texas-Mexico border. A lesson that can be drawn from New York is that region-specific infrastructure organizations may help in providing services to the underserved areas of the state. In addition, Texas can learn from California where there are region-specific nonprofit infrastructure organizations due to the long size of the state. Dispersing management support organizations in Texas, or at the very least, holding workshops in the underserved areas of the state, could increase services to the underserved regions and coordination across the state. In addition, as emphasized previously, the financing of individual management support and other technical assistance providers needs ongoing attention, particularly in Texas, where there are relatively stable MSOs (such as those in Austin, Dallas/Ft. Worth, and Houston) and struggling or listless resources in other parts of the state.

The nonprofit alliance mentioned above could allow OneStar and TANO to further understand and address outreach to underserved areas and could include coordination with all key players throughout the sector. In addition to OneStar and TANO, state agencies would also be necessary for addressing outreach needs to underserved communities. This would be a direct solution to the recommendation from the Task Force on Strengthening Nonprofit Capacity Report for the Texas

Health and Human Services Commission (HHSC) to conduct and document special outreach to nonprofits in underserved communities in soliciting ROCA proposals, and to give priority to underserved communities in the awarding of funds (The Task Force on Strengthening Nonprofit Capacity Building, 2010).

7. Create a database that houses contact, services, and financial information for individual nonprofit organizations

In conducting this study, the researchers encountered several barriers to finding available information on individual nonprofit organizations. (Please see recommendations three and six above for additional and related elaboration.) A database is needed to house contact, services, and financial information for each nonprofit organization, including nonprofits not traditionally included in nonprofit research, such as faith-based and community organizations, as they represent an important array of localized nonprofit activity. Building on existing datasets, identifying and collecting additional data will be a major undertaking, but this information will substantially facilitate the ability to conduct research on the sector as well as facilitate communication and cooperation among its stakeholders.

Key intermediaries, such as OneStar and TANO, can build on extant datasets used in this report (e.g., GuideStar, NCCS, Census, OneStar's Texas Connector, Johns Hopkins Employment data, stat charity and business registrars, etc.) and can also inform their work by some of the seminal work on nonprofit data set building and measures led by Kirsten Gronbjerg and colleagues at Indiana University. A potential area for real growth is in the area of foundation and other funder information, building on the Foundation Center data and emulating some of the public research information and foundation information provided by the exemplar nonprofit infrastructure states, through their state associations of foundations.

As noted through this report, secondary data were limited and not easily accessible; this research team built data sets from the ground up on nonprofit infrastructure organizations. Open source information on nonprofits and nonprofit infrastructure organizations will allow more accurate research to take place. The database could also aid in the coordination of nonprofits themselves. Having access to information about potential collaborative partners may facilitate greater cooperation among nonprofits and stakeholders throughout the sector.

In Texas, OneStar could partner with TANO, 211, the State Charity Registrar, NCCS, Texas Impact, and others to develop a comprehensive database of nonprofit organizations in Texas. This database would facilitate research on nonprofits and provide nonprofits with useful information about potential nonprofit partners and collaboration for everything from funding to provision of services.

An additional recommendation to increase knowledge management is to connect individuals working with nonprofit organizations in Texas with nonprofit education programs and/or academic research. Examples of successful initiatives for knowledge management include the Foundation Center's Cooperating Collections throughout the country such as in Michigan and the strong nonprofit studies programs at Syracuse, NYU, and Columbia in New York. Exploration of greater use of information technology will be essential, and the Texas Connector project of OneStar moves in this direction.

OneStar should explore the possibility of enhancing their Texas Connector project by adding a database that includes the full contact, services, and financial information with the aforementioned partners. As the coordinating agency for the database project, OneStar could house the database in their Texas Connector project so that the interactive mapping tool can be used in conjunction with the database of organization contact information. This comprehensive database combined with the mapping tool will fundamentally improve the way in which nonprofit research can be conducted in Texas and facilitate coordination between organizations across the state.

ADVOCATE FOR INVESTMENT IN NONPROFIT INFRASTRUCTURE

In exploring the size and scope of the nonprofit sectors in Texas and beyond, data from the Nonprofit Sector Comparison and the Nonprofit Infrastructure Comparison continually ranked Texas low on the basis of its organizational revenues and assets. Additional analysis of organizational revenue streams within the qualitative comparison reinforces and adds rigor to this finding by demonstrating Texas's weaknesses in terms of nonprofit infrastructure funding. Given this information, the following recommendations are provided to help Texas advocate for investment in nonprofit infrastructure: increasing grants for capacity building to MSOs and financial intermediaries, increase funding for community foundations, diversify revenue streams, develop fundraising skills, and cultivate a culture of giving.

8. Increase capacity-building grants to infrastructure organizations and foster giving to and by financial intermediaries

The research utilizing foundation grant data from 2008 to 2011 demonstrates that Texas ranks high for the total amount of capacity-building grants per nonprofit organization among the eight states. This indicates that Texas grant funders highly support capacity-building activities in comparison to the other seven states. However, the findings suggest that Texas's capacity-building grants focus heavily on building the internal capacity of a single nonprofit organization (and generally not to infrastructure organizations but to nonprofits providing services).

In comparison to other states, capacity-building grants providing nonprofit management support to general nonprofit infrastructure organizations and to subfield nonprofit infrastructure organizations are insufficient. Those states ranking higher than Texas for nonprofit infrastructure (California, Michigan, Minnesota, and New York) have more grants for general nonprofit infrastructure organizations and financial intermediaries. Thus, Texas needs to advocate for the provision of greater support for nonprofit infrastructure organizations and financial intermediaries while continuing support for capacity-building grants to individual nonprofit organizations. OneStar can directly address this problem by providing more capacity-building grants to general nonprofit infrastructure organizations and financial intermediaries.

In addition, it is necessary to encourage Texas foundations to fund nonprofit management support organizations, and related nonprofit infrastructure organizations. According to the Foundation Center, only the Meadows Foundation and the Carl B. and Florence E. King

Foundation funded general nonprofit infrastructure organizations in Texas. Since the capacity-building grants data is only for 2008-2011 (through April), it is possible that other main grantmakers were excluded. However, it is clear that Texas has fewer funders than those states with strong nonprofit infrastructure.

The researchers also found that several key funders, such as the Kellogg Foundation in Michigan, the John Knight Foundation in Florida, the Bush Foundation in Minnesota, and the Meadows Foundation in Texas, stand out as significant funders for nonprofit capacity building. It is necessary to further investigate the outcomes of the previous investment in capacity building by these key funders in order to better strategize and maximize future grant funding in Texas from these organizations. The Bies (2011) study of the needs and relationships among TNMAN members provides one lens on this question, for the Texas context. A recommendation that emerged from that study, as well as other statewide studies of nonprofit capacity building²⁵ is that MSOs and nonprofit infrastructure organizations would benefit from intentional development of performance standards, measures, and related study and dissemination of results of service provision and funder investments.

In Texas, The Center for Nonprofit Management in Dallas and Greenlights for Nonprofit Success in Austin are working on such standards for evaluation of their own performance. An additional recommendation from the Bies study further emphasizes this recommendation and states that the OneStar Foundation should pursue such standards setting and measurement among its management support, nonprofit education, and related technical assistance providers moving forward—both to evaluate performance on the network level and on an individual member basis.

9. Increase funding for community foundations

In addition to funding resources, it is necessary to increase community foundation endowment size and support awareness of community foundations more generally. The individual endowment rate for community foundations is lower than other funding resources in Texas. OneStar can play a direct role through campaigning and making citizens aware of the positive impact community foundations have within a community. (And in relationship to recommendation one, can also strategize for other public awareness campaigns related to charitable giving, with salutatory spillover effects anticipated across other nonprofit and nonprofit infrastructure outcomes.) Increased revenue for community foundations can lead to focused financial support on Texas's weak areas of nonprofit infrastructure and under-served areas of the state. In fact, in a review of MSOs in Texas, Bies finds that a number of community foundations house the management assistance provider at the local level, particular in non-major metropolitan areas. Based on the examination of the Renz functions by state, Texas is weak in the areas of Financial Intermediaries; Advocacy, Policy & Governmental Relations; Self-regulation; and Workforce Development & Deployment. The researchers expect that community foundations would provide targeted help in these areas through increased revenue and endowment size.

10. Diversify revenue streams

²⁵ See research funded by Forbes Funds in Pennsylvania and Bremer Foundation in Minnesota, in particular.

Texas infrastructure organizations rely on a fairly narrow set of revenue streams. Comparison with other states exhibiting exemplar or strong nonprofit infrastructures indicates infrastructure organizations typically rely on a more diverse array of funders. A well-established line of nonprofit research further supports this claim, noting that organizations with diverse income streams are more stable (Chang & Tuckman, 1991). Key Texas nonprofit infrastructure entities could seek new and varied funding through a variety of sources, whether through different types of foundation funding or government grants, investments, or program services; these same key players could also advocate on behalf of such investment broadly, through direct advocacy to key funders, ongoing research, and public education campaigns. Additionally, OneStar could consider offering education for nonprofit infrastructure organizations on the importance of income portfolio diversity and on technical assistance focused on diversification. The Bies study (2011) on the needs of management support providers adds emphasis to this recommendation.

11. Enhance fundraising skills

Even though Texas has a strong dispersion of financial intermediaries like United Ways and community foundations, the amount of revenues per organization and per capita are low. While individual giving to religious entities is high, Texas also scored low on the Financial Intermediaries function as defined by Renz; such financial intermediaries often attract most of their revenue from individual donors. Nurturing organizations that serve as financial intermediaries would help bolster the financial health and infrastructure of the sector. OneStar could consider providing training and technical support for financial intermediaries to strengthen financial inflows to community foundations and United Ways. Further, research on MSOs and other technical assistance providers reveals significant challenges in institutional and individual fundraising (Bies, 2011). These organizations would also benefit from fundraising skills enhancement and the development of related fundraising strategies.

12. Cultivate a culture of giving

The analysis of the Nonprofit Infrastructure measure demonstrates that charitable contributions are positively related to nonprofit infrastructure. In other words, as the strength of a state's nonprofit infrastructure increases, so do charitable contributions. States with relatively high charitable contributions, such as New York and Minnesota, also tend to have high performing nonprofit sectors and nonprofit infrastructure. Correlation analysis cannot imply causal relationships between variables, nor can it attribute which variable is influencing the other. This finding, however, does suggest that, writ large, increasing charitable contributions is associated with increasing nonprofit infrastructure within a state.

As Texas implements strategies and policies to augment charitable contributions, findings strongly suggest that Texas has a need for improvement. When measuring average charitable contributions per IRS tax return, Texas has one of the lowest rankings amongst the eight states, at just over \$1,200 per person. Upon examining the average percentage of adjusted gross revenue Texans contribute to charity, Texas again ranks low with just over 1%. A limitation of this data surrounds the use of tax filer information, which only captures data for those individuals who itemize their taxes. The United States Tax Foundation reports that in 2005, only 35.61% of Americans itemized their tax returns. Texas falls lower than the national average ranking number

44 with only 25.99% of individuals itemizing their tax returns (Prante, 2007). Thus, data may be slightly inaccurate due to missing information. More research is needed to fully understand the extent of charitable contributions within Texas.

Implications of these findings are relevant for OneStar, which has the resources and ability to stimulate charitable contributions throughout the state. Possible strategies for fostering a culture of giving within Texas could include the following:

- Public campaigns promoting both giving and the positive impact of public charities throughout the state.
- Provision of specified training to nonprofit organizations focusing on the encouragement of giving within their community.
- Creation of an organization that provides information about charitable organizations for people such as Minnesota's Charities Review Council (CRC). As mentioned earlier in the report, the CRC focuses on providing informational resources to potential individual givers on charitable organizations based on the Council's Accountability Standards. With this information, donors may feel greater assurance that their donation is, at minimum, directed toward a legitimate entity and maximally, has a positive influence in the community. The CRC also provides charities with information on how they can "meet and maintain the Council's Accountability Standards" (CRC, 2010). This may be particularly important in building on and expanding charitable contributions at the household and individual level to secular or service organizations, versus houses of worship.
- This research suggests that charitable giving is positively related to volunteerism. This implies that communities with a culture of volunteerism may foster a culture which values charitable contributions. OneStar has the unique ability to build upon the high volunteerism rates it has effectively helped build in Texas and cultivate charitable contributions using similar strategies.
- Because giving to nonprofit infrastructure organizations can be viewed as a more indirect contribution, individuals may prefer to contribute to organizations that directly provide services. OneStar can help increase contributions to nonprofit infrastructure organizations by focusing public campaigns for giving on the positive service and impact of nonprofit infrastructure organizations.

Future Research

In reviewing the existing literature on capacity building and in performing exploratory research, several topics for future research are particularly salient. The researchers determined that future avenues for research on nonprofit infrastructure should include the following:

- The relationship between social capital and a strong nonprofit sector. While literature reviewed supported the measure of social capital as a component of nonprofit infrastructure, positive correlations were not discovered in the present research. In other words, states scoring high in measures of nonprofit organizations, nonprofit infrastructure, state association, and foundations did not necessarily score high for social

capital measures. The interaction between social capital and other portions of the sector requires further exploration.

- The extent to which regional differences prohibit the application of best practices from one region of the country to another. Analysis revealed clear regional differences between nonprofit sectors, and a closer examination of the generalizability of best practices across different regions would allow stronger recommendations to be made based on the success of states in other geographic areas.
- A greater determination of which characteristics can be applied from states with strong nonprofit infrastructures to states that struggle with developing effective nonprofit infrastructure. This recommendation builds upon the previous point, suggesting that a greater understanding is needed both at the regional and state level. A deeper examination of the Renz functions in states with strong nonprofit infrastructures will illuminate the characteristics that should be emulated.
- The service quality and impact of nonprofit infrastructure organizations. Because the present research covers only the size and scope of the nonprofit sector, a better understanding of the service and geographic gaps in the national nonprofit infrastructure need to be determined.
- The implications of the dispersion of nonprofit infrastructure organizations within a state. This research does not conclude that having nonprofit infrastructure organizations dispersed throughout the state (like Florida) is a relative strength. Nor does it indicate what the exact implications are between having dispersed nonprofit infrastructure organizations in states like Florida compared to states like Minnesota where infrastructure organizations are largely located in one metropolitan area.
- The service area of the mapped infrastructure organizations. This will help gain a clearer picture of the geographic areas which are in most need of infrastructure support. GIS maps depict the location of various organizations performing the Renz functions; however they do not indicate the density of service provision. A more robust analysis including client reach is needed to determine where there are service gaps.
- The relationship between the state government and nonprofit infrastructure organizations in exemplary states. By understanding the interaction between the public and nonprofit sectors in exemplar states, researchers can develop models for healthy relationships between state governments and nonprofit organizations—especially infrastructure organizations.
- The role of government-funded grants in nonprofit infrastructure. Further research is needed to compare the government-funded grants to the foundation grants that were researched.
- An analysis of nonprofit infrastructure and religious organizations. Due to data limitations, the analysis does not include religious organizations, which constitute a

major portion of the nonprofit sector and provide numerous services to the community. Further research is needed with the inclusion of religious organizations to fully understand differences in nonprofit sectors across the country.

Conclusion

In seeking to understand the relationship between the strength of the nonprofit sector and the nonprofit infrastructure, the researchers embarked on a comprehensive quantitative analysis of the nonprofits sectors and infrastructures of all 50 states. The conception of nonprofit infrastructure devised by David Renz was used as a guide throughout the analysis. His eleven functions of nonprofit infrastructure, of which capacity building is only one function, continually provided a strong basis for understanding the broader system of nonprofit infrastructure. A correlation between states having strong nonprofit sectors and strong nonprofit infrastructures was conducted. Additionally, it was determined that regional differences in the strength of nonprofit sectors and infrastructures exist, with states in the Northeast being the strongest and states in the South being the weakest.

Ranking the 50 states on the basis of the strength of their nonprofit sectors and infrastructures allowed the researchers to choose seven states for an in-depth comparison with Texas. Analysis of the eight states revealed the relative strength of the infrastructure in New York, Minnesota, Michigan, and California and the relative weakness of the infrastructure in Louisiana, Oklahoma, Florida, and Texas. By comparing the Texas nonprofit infrastructure and systems of support to other states both quantitatively and qualitatively, the areas in which Texas needs to improve were elucidated.

Although Texas has a comparatively large number of infrastructure organizations, the funding per organization is less than in other states. Despite a large number of infrastructure organizations, the *colonias* and West Texas are relatively devoid of infrastructure organizations performing at least one Renz function. The Renz functions which are most lacking in Texas are Advocacy, Policy & Governmental Relations; Financial Intermediaries; and Workforce Development & Deployment. Comparatively, the state association in Texas has fewer members in proportion to the number of organizations and less revenue and assets. However, recent growth shows great potential for the state association to continually become an important element in improving the infrastructure in Texas. Additionally, charitable contributions per capita in Texas are lower than in the comparison states, and there are few funders of capacity-building grants.

On the other hand, Texas is within the top three of the comparison states for performing the Renz functions related to Donor & Resource Advisers; Networks & Associations; and Research & Knowledge Management. Additionally, Texas is a leader in terms of management support organizations and collaboration among them. The Texas Nonprofit Management Assistance Network, now since dissolved, was the only one of its kind in the eight states evaluated. Texas has the largest number of United Way organizations, although the funding per organization is weaker than in other states.

A qualitative analysis of the comparison states was conducted to gain further insight into each sector. Again, Minnesota, Michigan and New York emerged as exemplar states; California emerged as established; Florida, Oklahoma, and Texas were emergent; and Louisiana was nascent. Refer to Chart 117 for a listing of each of the comparison states' results for all major modes of analysis presented in this study.

Chart 117: Summary of Results by Analysis Method				
	Nonprofit Sector	Nonprofit Infrastructure	Renz Functions	Qualitative Comparison
California	Average	Average	Top	Established
Florida	Weak	Weak	Bottom	Emergent
Louisiana	Average	Weak	Bottom	Nascent
Michigan	Strong	Strong	Bottom	Exemplary
Minnesota	Strong	Strong	Top	Exemplary
New York	Strong	Strong	Top	Exemplary
Oklahoma	Average	Strong	Average	Emergent
Texas	Weak	Weak	Average	Emergent

Following these various modes of analysis of the eight states, the researchers devised practical recommendations for improving the national and Texas nonprofit infrastructure and systems. Given OneStar's commitment to improving the Texas nonprofit sector and addressing the challenges facing the state's nonprofit infrastructure, the researchers anticipate that the findings and recommendations reported herein will provide guidance for future decisions and actions.

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IX. APPENDICES

Appendix A: National Taxonomy of Exempt Entities - CORE CODES (NTEE-CC) CLASSIFICATION SYSTEM (rev. May 2005)

A ARTS, CULTURE & HUMANITIES

A01	Alliances & Advocacy
A02	Management & Technical Assistance
A03	Professional Societies & Associations
A05	Research Institutes & Public Policy
Analysis	
A11	Single Organization Support
A12	Fund Raising & Fund Distribution
A19	Support NEC
A20	Arts & Culture
A23	Cultural & Ethnic Awareness
A24	Folk Arts
A25	Arts Education
A26	Arts & Humanities Councils & Agencies
A27	Community Celebrations
A30	Media & Communications
A31	Film & Video
A32	Television
A33	Printing & Publishing
A34	Radio
A40	Visual Arts
A50	Museums
A51	Art Museums
A52	Children's Museums
A54	History Museums
A56	Natural History & Natural Science
Museums	
A57	Science & Technology Museums
A60	Performing Arts
A61	Performing Arts Centers
A62	Dance
A63	Ballet
A65	Theater
A68	Music
A69	Symphony Orchestras
A6A	Opera
A6B	Singing & Choral Groups
A6C	Bands & Ensembles
A6E	Performing Arts Schools
A70	Humanities
A80	Historical Organizations
A82	Historical Societies & Historic Preservation
A84	Commemorative Events
A90	Arts Services
A99	Arts, Culture & Humanities
NEC	
B	EDUCATION
B01	Alliances & Advocacy
B02	Management & Technical Assistance
B03	Professional Societies & Associations
B05	Research Institutes & Public Policy
Analysis	
B11	Single Organization Support
B12	Fund Raising & Fund Distribution
B19	Support NEC
B20	Elementary & Secondary Schools
B21	Preschools

B24	Primary & Elementary Schools
B25	Secondary & High Schools
B28	Special Education
B29	Charter Schools
B30	Vocational & Technical Schools
B40	Higher Education
B41	Two-Year Colleges
B42	Undergraduate Colleges
B43	Universities
B50	Graduate & Professional Schools
B60	Adult Education
B70	Libraries
B80	Student Services
B82	Scholarships & Student Financial Aid
B83	Student Sororities & Fraternities
B84	Alumni Associations
B90	Educational Services
B92	Remedial Reading & Encouragement
B94	Parent & Teacher Groups
B99	Education NEC

C ENVIRONMENT

C01	Alliances & Advocacy
C02	Management & Technical Assistance
C03	Professional Societies & Associations
C05	Research Institutes & Public Policy
Analysis	
C11	Single Organization Support
C12	Fund Raising & Fund Distribution
C19	Support NEC
C20	Pollution Abatement & Control
C27	Recycling
C30	Natural Resources Conservation & Protection
C32	Water Resources, Wetlands Conservation & Management
C34	Land Resources Conservation
C35	Energy Resources Conservation & Development
C36	Forest Conservation
C40	Botanical, Horticultural & Landscape Services
C41	Botanical Gardens & Arboreta
C42	Garden Clubs
C50	Environmental Beautification
C60	Environmental Education
C99	Environment NEC

D ANIMAL-RELATED

D01	Alliances & Advocacy
D02	Management & Technical Assistance
D03	Professional Societies & Associations
D05	Research Institutes & Public Policy
Analysis	
D11	Single Organization Support
D12	Fund Raising & Fund Distribution

D19	Support NEC
D20	Animal Protection & Welfare
D30	Wildlife Preservation & Protection
D31	Protection of Endangered Species
D32	Bird Sanctuaries
D33	Fisheries Resources
D34	Wildlife Sanctuaries
D40	Veterinary Services
D50	Zoos & Aquariums
D60	Animal Services NEC
D61	Animal Training
D99	Animal-Related NEC

E HEALTH CARE

E01	Alliances & Advocacy
E02	Management & Technical Assistance
E03	Professional Societies & Associations
E05	Research Institutes & Public Policy
Analysis	
E11	Single Organization Support
E12	Fund Raising & Fund Distribution
E19	Support NEC
E20	Hospitals
E21	Community Health Systems
E22	General Hospitals
E24	Specialty Hospitals
E30	Ambulatory & Primary Health Care
E31	Group Health Practices
E32	Community Clinics
E40	Reproductive Health Care
E42	Family Planning
E50	Rehabilitative Care
E60	Health Support
E61	Blood Banks
E62	Emergency Medical Services & Transport
E65	Organ & Tissue Banks
E70	Public Health
E80	Health (General & Financing)
E86	Patient & Family Support
E90	Nursing
E91	Nursing Facilities
E92	Home Health Care
E99	Health Care NEC

F MENTAL HEALTH & CRISIS INTERVENTION

F01	Alliances & Advocacy
F02	Management & Technical Assistance
F03	Professional Societies & Associations
F05	Research Institutes & Public Policy
Analysis	
F11	Single Organization Support
F12	Fund Raising & Fund Distribution
F19	Support NEC

F20 Substance Abuse Dependency, Prevention & Treatment

F21	Substance Abuse Prevention
F22	Substance Abuse Treatment
F30	Mental Health Treatment
F31	Psychiatric Hospitals
F32	Community Mental Health Centers
F33	Residential Mental Health Treatment
F40	Hot Lines & Crisis Intervention
F42	Sexual Assault Services
F50	Addictive Disorders NEC
F52	Smoking Addiction
F53	Eating Disorders & Addictions
F54	Gambling Addiction
F60	Counseling
F70	Mental Health Disorders
F80	Mental Health Associations
F99	Mental Health & Crisis Intervention NEC

G DISEASES, DISORDERS & MEDICAL DISCIPLINES

G01	Alliances & Advocacy
G02	Management & Technical Assistance
G03	Professional Societies & Associations
G05	Research Institutes & Public Policy
Analysis	
G11	Single Organization Support
G12	Fund Raising & Fund Distribution
G19	Support NEC
G20	Birth Defects & Genetic Diseases
G25	Down Syndrome
G30	Cancer
G32	Breast Cancer
G40	Diseases of Specific Organs
G41	Eye Diseases, Blindness & Vision
Impairments	
G42	Ear & Throat Diseases
G43	Heart & Circulatory System Diseases & Disorders
G44	Kidney Diseases
G45	Lung Diseases
G48	Brain Disorders
G50	Nerve, Muscle & Bone Diseases
G51	Arthritis
G54	Epilepsy
G60	Allergy-Related Diseases
G61	Asthma
G70	Digestive Diseases & Disorders
G80	Specifically Named Diseases
G81	AIDS
G83	Alzheimer's Disease
G84	Autism

G90 Medical Disciplines
 G92 Biomedicine & Bioengineering
 G94 Geriatrics
 G96 Neurology & Neuroscience
 G98 Pediatrics
 G9B Surgical Specialties

G99 Diseases, Disorders & Medical Disciplines NEC

H MEDICAL RESEARCH
 H01 Alliances & Advocacy
 H02 Management & Technical Assistance
 H03 Professional Societies & Associations
 H05 Research Institutes & Public Policy
 Analysis
 H11 Single Organization Support
 H12 Fund Raising & Fund Distribution
 H19 Support NEC

H20 Birth Defects & Genetic Diseases Research

H25 Down Syndrome Research

H30 Cancer Research

H32 Breast Cancer Research

H40 Diseases of Specific Organ Research

H41 Eye Diseases, Blindness & Vision Impairments Research

H42 Ear & Throat Diseases Research

H43 Heart & Circulatory System Diseases & Disorders Research

H44 Kidney Diseases Research

H45 Lung Diseases Research

H48 Brain Disorders Research

H50 Nerve, Muscle & Bone Diseases Research

H51 Arthritis Research

H54 Epilepsy Research

H60 ALLERGY-RELATED DISEASES RESEARCH

H61 Asthma Research

H70 Digestive Diseases & Disorders Research

H80 Specifically Named Diseases Research

H81 AIDS Research

H83 Alzheimer's Disease Research

H84 Autism Research

H90 Medical Disciplines Research

H92 Biomedicine & Bioengineering Research

H94 Geriatrics Research

H96 Neurology & Neuroscience Research

H98 Pediatrics Research

H9B Surgical Specialties Research

H99 Medical Research NEC

I CRIME & LEGAL-RELATED
 I01 Alliances & Advocacy
 I02 Management & Technical Assistance
 I03 Professional Societies & Associations
 I05 Research Institutes & Public Policy
 Analysis
 I11 Single Organization Support
 I12 Fund Raising & Fund Distribution
 I19 Support NEC

I20 Crime Prevention
 I21 Youth Violence Prevention
 I23 Drunk Driving-Related
I30 Correctional Facilities
 I31 Half-Way Houses for Offenders & Ex-Offenders
I40 Rehabilitation Services for Offenders

I43 Inmate Support

I44 Prison Alternatives

I50 Administration of Justice

I51 Dispute Resolution & Mediation

I60 Law Enforcement

I70 Protection Against Abuse

I71 Spouse Abuse Prevention

I72 Child Abuse Prevention

I73 Sexual Abuse Prevention

I80 Legal Services

I83 Public Interest Law

I99 Crime & Legal-Related NEC

J EMPLOYMENT
 J01 Alliances & Advocacy
 J02 Management & Technical Assistance
 J03 Professional Societies & Associations
 J05 Research Institutes & Public Policy
 Analysis
 J11 Single Organization Support
 J12 Fund Raising & Fund Distribution
 J19 Support NEC

J20 Employment Preparation & Procurement

J21 Vocational Counseling

J22 Job Training

J30 Vocational Rehabilitation

J32 Goodwill Industries

J33 Sheltered Employment

J40 Labor Unions

J99 Employment NEC

K FOOD, AGRICULTURE & NUTRITION

K01 Alliances & Advocacy

K02 Management & Technical Assistance

K03 Professional Societies & Associations

K05 Research Institutes & Public Policy
 Analysis
 K11 Single Organization Support
 K12 Fund Raising & Fund Distribution
 K19 Support NEC

K20 Agricultural Programs

K25 Farmland Preservation

K26 Animal Husbandry

K28 Farm Bureaus & Granges

K30 Food Programs

K31 Food Banks & Pantries

K34 Congregate Meals

K35 Soup Kitchens

K36 Meals on Wheels

K40 Nutrition

K50 Home Economics

K99 Food, Agriculture & Nutrition NEC

L HOUSING & SHELTER
 L01 Alliances & Advocacy
 L02 Management & Technical Assistance
 L03 Professional Societies & Associations
 L05 Research Institutes & Public Policy
 Analysis
 L11 Single Organization Support
 L12 Fund Raising & Fund Distribution
 L19 Support NEC

L20 Housing Development, Construction & Management

L21 Low-Income & Subsidized Rental Housing

L22 Senior Citizens' Housing & Retirement Communities

L24 Independent Housing for People with Disabilities

L25 Housing Rehabilitation

L30 Housing Search Assistance

L40 Temporary Housing

L41 Homeless Shelters

L50 Homeowners & Tenants Associations

L80 Housing Support

L81 Home Improvement & Repairs

L82 Housing Expense Reduction Support

L99 Housing & Shelter NEC

M PUBLIC SAFETY, DISASTER PREPAREDNESS & RELIEF

M01 Alliances & Advocacy

M02 Management & Technical Assistance

M03 Professional Societies & Associations

M05 Research Institutes & Public Policy
 Analysis
 M11 Single Organization Support
 M12 Fund Raising & Fund Distribution
 M19 Support NEC

M20 Disaster Preparedness & Relief Services

M23 Search & Rescue Squads

M24 Fire Prevention

M40 Safety Education

M41 First Aid

M42 Automotive Safety

M60 Public Safety Benevolence Associations

M99 Public Safety, Disaster Preparedness & Relief NEC

N RECREATION & SPORTS

N01 Alliances & Advocacy

N02 Management & Technical Assistance

N03 Professional Societies & Associations

N05 Research Institutes & Public Policy
 Analysis
 N11 Single Organization Support
 N12 Fund Raising & Fund Distribution
 N19 Support NEC

N20 Camps

N30 Physical Fitness & Community Recreational Facilities

N31 Community Recreational Centers

N32 Parks & Playgrounds

N40 Sports Associations & Training Facilities

N50 Recreational Clubs

N52 Fairs

N60 Amateur Sports

N61 Fishing & Hunting

N62 Basketball

N63 Baseball & Softball

N64 Soccer

N65 Football

N66 Racquet Sports

N67 Swimming & Other Water Recreation

N68 Winter Sports

N69 Equestrian

N6A Golf

N70 Amateur Sports Competitions

N71 Olympics

N72 Special Olympics

N80 Professional Athletic Leagues

N99 Recreation & Sports NEC

O YOUTH DEVELOPMENT

O01 Alliances & Advocacy

O02 Management & Technical Assistance

O03 Professional Societies & Associations

O05 Research Institutes & Public Policy
 Analysis
 O11 Single Organization Support
 O12 Fund Raising & Fund Distribution
 O19 Support NEC

O20 Youth Centers & Clubs

O21 Boys Clubs

O22 Girls Clubs

O23 Boys & Girls Clubs

O30 Adult & Child Matching Programs

O31 Big Brothers & Big Sisters

O40 Scouting Organizations

O41 Boy Scouts of America

O42 Girl Scouts of the U.S.A.

O43 Camp Fire

O50 Youth Development Programs

O51 Youth Community Service Clubs

O52 Youth Development - Agricultural

O53 Youth Development - Business

O54 Youth Development - Citizenship

O55 Youth Development - Religious

Leadership

O99 Youth Development NEC

P HUMAN SERVICES

P01 Alliances & Advocacy

P02 Management & Technical Assistance

P03 Professional Societies & Associations

P05 Research Institutes & Public Policy
 Analysis
 P11 Single Organization Support
 P12 Fund Raising & Fund Distribution
 P19 Support NEC

P20 Human Services

P21 American Red Cross

P22 Urban League

P24 Salvation Army

P26 Volunteers of America

P27 Young Men's or Women's Associations
P28 Neighborhood Centers
P29 Thrift Shops
P30 Children & Youth Services
P31 Adoption
P32 Foster Care
P33 Child Day Care
P40 Family Services
P42 Single Parent Agencies
P43 Family Violence Shelters
P44 In-Home Assistance
P45 Family Services for Adolescent Parents
P46 Family Counseling
P47 Pregnancy Centers
P50 Personal Social Services
P51 Financial Counseling
P52 Transportation Assistance
P58 Gift Distribution
P60 Emergency Assistance
P61 Travelers' Aid
P62 Victims' Services
P70 Residential Care & Adult Day Programs
P71 Adult Day Care
P73 Group Homes
P74 Hospices
P75 Supportive Housing for Older Adults
P80 Centers to Support the Independence of Specific Populations
P81 Senior Centers
P82 Developmentally Disabled Centers
P84 Ethnic & Immigrant Centers
P85 Homeless Centers
P86 Blind & Visually Impaired Centers
P87 Deaf & Hearing Impaired Centers
P88 LGBT Centers
P99 Human Services NEC

Q INTERNATIONAL, FOREIGN AFFAIRS & NATIONAL SECURITY
Q01 Alliances & Advocacy
Q02 Management & Technical Assistance
Q03 Professional Societies & Associations
Q05 Research Institutes & Public Policy
Analysis
Q11 Single Organization Support
Q12 Fund Raising & Fund Distribution
Q19 Support NEC
Q20 Promotion of International Understanding
Q21 International Cultural Exchange
Q22 International Academic Exchange
Q23 International Exchange NEC
Q30 International Development
Q31 International Agricultural Development
Q32 International Economic Development
Q33 International Relief
Q35 Democracy & Civil Society Development
Q40 International Peace & Security
Q41 Arms Control & Peace
Q42 United Nations Associations
Q43 National Security

Q50 International Affairs, Foreign Policy & Globalization
Q51 International Economic & Trade Policy
Q70 International Human Rights
Q71 International Migration & Refugee Issues
Q99 International, Foreign Affairs & National Security NEC

R CIVIL RIGHTS, SOCIAL ACTION & ADVOCACY
R01 Alliances & Advocacy
R02 Management & Technical Assistance
R03 Professional Societies & Associations
R05 Research Institutes & Public Policy
Analysis
R11 Single Organization Support
R12 Fund Raising & Fund Distribution
R19 Support NEC
R20 Civil Rights
R22 Minority Rights
R23 Disabled Persons' Rights
R24 Women's Rights
R25 Seniors' Rights
R26 Lesbian and Gay Rights
R28 Children's Rights
R30 Intergroup & Race Relations
R40 Voter Education & Registration
R60 Civil Liberties
R61 Reproductive Rights
R62 Right to Life
R63 Censorship, Freedom of Speech & Press
R67 Right to Die & Euthanasia
R99 Civil Rights, Social Action & Advocacy NEC

S COMMUNITY IMPROVEMENT & CAPACITY BUILDING
S01 Alliances & Advocacy
S02 Management & Technical Assistance
S03 Professional Societies & Associations
S05 Research Institutes & Public Policy
Analysis
S11 Single Organization Support
S12 Fund Raising & Fund Distribution
S19 Support NEC
S20 Community & Neighborhood Development
S21 Community Coalitions
S22 Neighborhood & Block Associations
S30 Economic Development
S31 Urban & Community Economic Development
S32 Rural Economic Development
S40 Business & Industry
S41 Chambers of Commerce & Business Leagues
S43 Small Business Development
S46 Boards of Trade
S47 Real Estate Associations
S50 Nonprofit Management
S80 Community Service Clubs
S81 Women's Service Clubs

S82 Men's Service Clubs
S99 Community Improvement & Capacity Building NEC

T PHILANTHROPY, VOLUNTARISM & GRANTMAKING FOUNDATIONS
T01 Alliances & Advocacy
T02 Management & Technical Assistance
T03 Professional Societies & Associations
T05 Research Institutes & Public Policy
Analysis
T11 Single Organization Support
T12 Fund Raising & Fund Distribution
T19 Support NEC
T20 Private Grantmaking Foundations
T21 Corporate Foundations
T22 Private Independent Foundations
T23 Private Operating Foundations
T30 Public Foundations
T31 Community Foundations
T40 Voluntarism Promotion
T50 Philanthropy, Charity & Voluntarism Promotion
T70 Federated Giving Programs
T90 Named Trusts NEC
T99 Philanthropy, Voluntarism & Grantmaking Foundations NEC

U SCIENCE & TECHNOLOGY
U01 Alliances & Advocacy
U02 Management & Technical Assistance
U03 Professional Societies & Associations
U05 Research Institutes & Public Policy
Analysis
U11 Single Organization Support
U12 Fund Raising & Fund Distribution
U19 Support NEC
U20 General Science
U21 Marine Science & Oceanography
U30 Physical & Earth Sciences
U31 Astronomy
U33 Chemistry & Chemical Engineering
U34 Mathematics
U36 Geology
U40 Engineering & Technology
U41 Computer Science
U42 Engineering
U50 Biological & Life Sciences
U99 Science & Technology NEC

V SOCIAL SCIENCE
V01 Alliances & Advocacy
V02 Management & Technical Assistance
V03 Professional Societies & Associations
V05 Research Institutes & Public Policy
Analysis
V11 Single Organization Support
V12 Fund Raising & Fund Distribution
V19 Support NEC
V20 Social Science
V21 Anthropology & Sociology
V22 Economics

V23 Behavioral Science
V24 Political Science
V25 Population Studies
V26 Law & Jurisprudence
V30 Interdisciplinary Research
V31 Black Studies
V32 Women's Studies
V33 Ethnic Studies
V34 Urban Studies
V35 International Studies
V36 Gerontology
V37 Labor Studies
V99 Social Science NEC

W PUBLIC & SOCIETAL BENEFIT
W01 Alliances & Advocacy
W02 Management & Technical Assistance
W03 Professional Societies & Associations
W05 Research Institutes & Public Policy
Analysis
W11 Single Organization Support
W12 Fund Raising & Fund Distribution
W19 Support NEC
W20 Government & Public Administration
W22 Public Finance, Taxation & Monetary Policy
W24 Citizen Participation
W30 Military & Veterans' Organizations
W40 Public Transportation Systems
W50 Telecommunications
W60 Financial Institutions
W61 Credit Unions
W70 Leadership Development
W80 Public Utilities
W90 Consumer Protection
W99 Public & Societal Benefit NEC

X RELIGION-RELATED
X01 Alliances & Advocacy
X02 Management & Technical Assistance
X03 Professional Societies & Associations
X05 Research Institutes & Public Policy
Analysis
X11 Single Organization Support
X12 Fund Raising & Fund Distribution
X19 Support NEC
X20 Christianity
X21 Protestant
X22 Roman Catholic
X30 Judaism
X40 Islam
X50 Buddhism
X70 Hinduism
X80 Religious Media & Communications
X81 Religious Film & Video
X82 Religious Television
X83 Religious Printing & Publishing
X84 Religious Radio

X90 Interfaith Coalitions
X99 Religion-Related NEC

Y BENEFIT

Y01 Alliances & Advocacy
Y02 Management & Technical Assistance
Y03 Professional Societies & Associations
Y05 Research Institutes & Public Policy
Analysis
Y11 Single Organization Support
Y12 Fund Raising & Fund Distribution
Y19 Support NEC

Y20 Insurance Providers

Y22 Local Benevolent Life Insurance Associations,
Mutual Irrigation & Telephone Companies & Like
Organizations
Y23 Mutual Insurance Companies &
Associations
Y24 Supplemental Unemployment
Compensation
Y25 State-Sponsored Worker's Compensation
Reinsurance Organizations

Y30 Pension & Retirement Funds

Y33 Teachers Retirement Fund Associations
Y34 Employee Funded Pension Trusts
Y35 Multi-Employer Pension Plans

Y40 Fraternal Societies

Y41 Fraternal Beneficiary Societies

Y42 Domestic Fraternal Societies
Y43 Voluntary Employees Beneficiary Associations
(Non-Government)
Y44 Voluntary Employees Beneficiary Associations
(Government)

Y50 Cemeteries
Y99 Mutual & Membership Benefit
NEC

Z UNKNOWN
Z99 Unknown

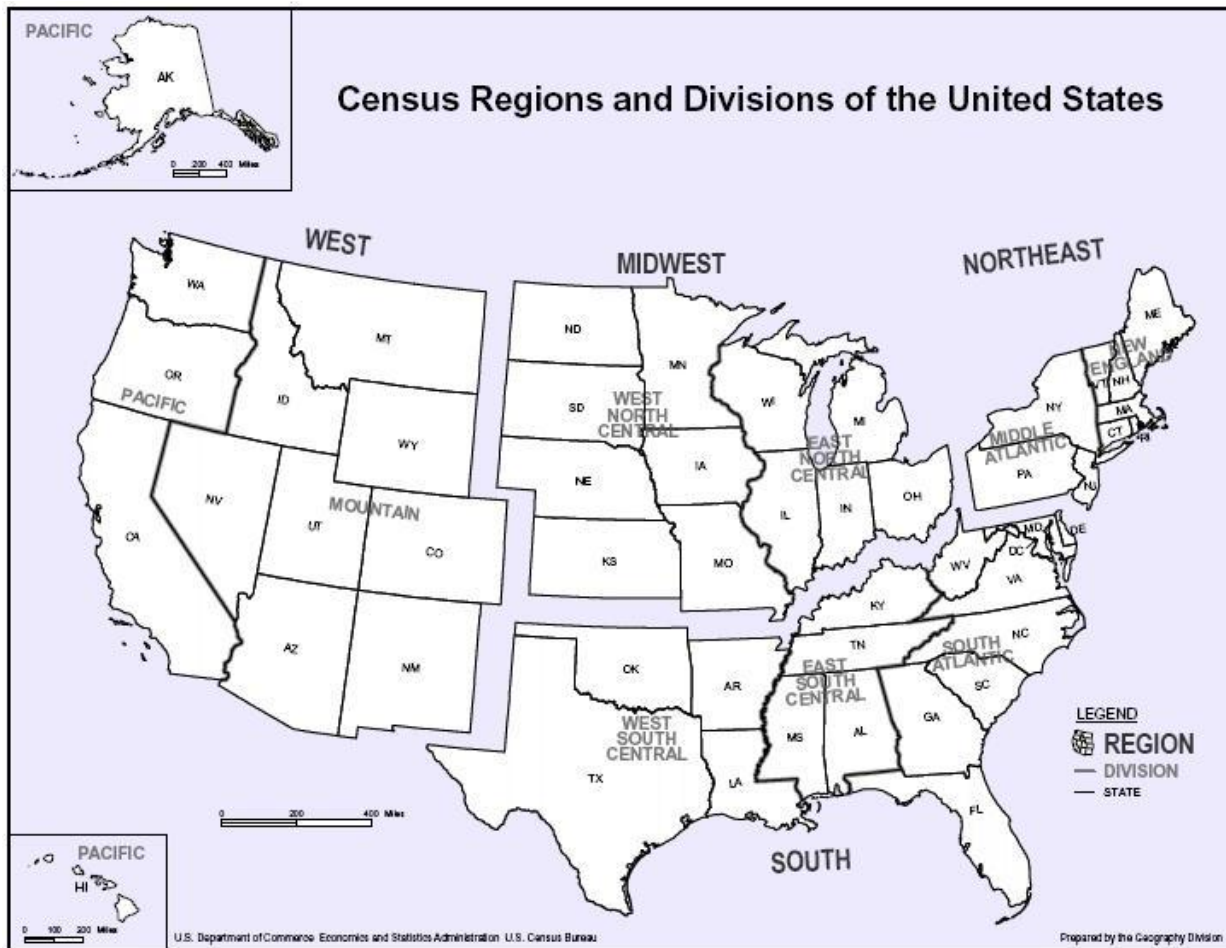
NEC = Not Elsewhere Classified

The National Taxonomy of Exempt Entities – Core
Codes (NTEE-CC) is the industry-wide standard for
nonprofit organizational classification—

For more information, please contact:
The National Center for Charitable Statistics @
The Center on Nonprofits and Philanthropy
The Urban Institute
Website: www.nccs.urban.org
Email: NCCS@ui.urban.org

Revised: MAY 2005

Appendix B: Regions and Divisions of the United States

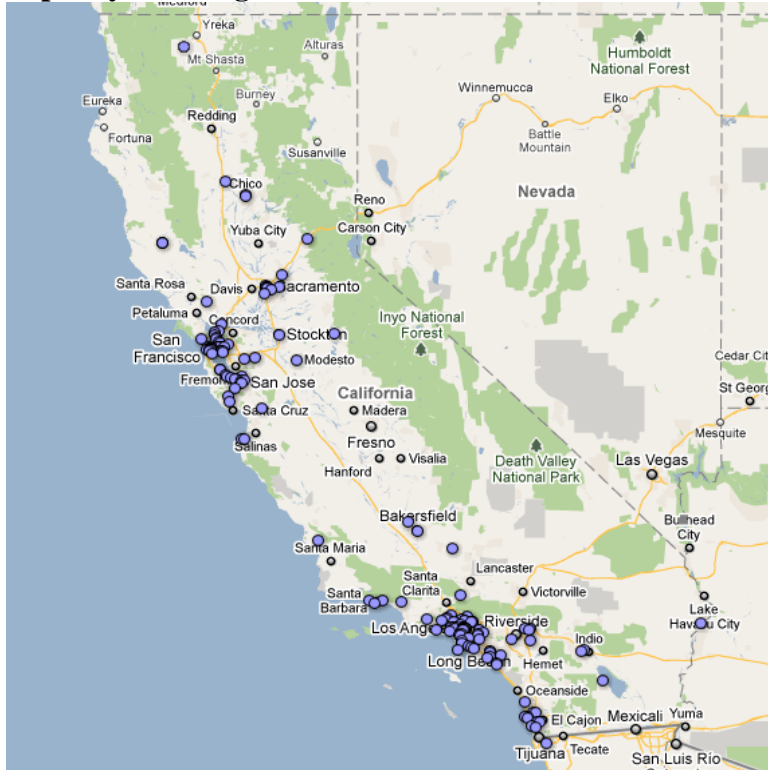


Appendix C: Renz Functions and Corresponding NTEE Codes

	Brief Definition	NTEE General/NP Sector-wide	NTEE Subfield
Accountability and Self-Regulation	Promote accountability, transparency, and performance among nonprofits.	W90	
Advocacy, Policy & Governmental Relations	Represent sector in regulatory and policy venues; monitor and participate in promulgation and implementation of policy.	S01, T01	A01...R01;U01...Y01
Financial Intermediaries	Facilitate the collection and redistribution of resources to nonprofit operating organizations	T70	
Funding Organizations	Provide financial resources to nonprofit operating organizations through the distribution of funds from asset pools that they own, manage, and allocate.	T20 (T21-T23); T30 (T31)	A11-R11; U11-Y11
Donor and Resource Advisers	Provide information and advice to assist Funding Organizations and donors as they implement their roles as funding and financing sources.	T02	
Networks & Associations	Link organizations and facilitate advancement of interest-based or mission-relevant activities	S03, T03	A03...R03;U03...Y03
Workforce Development & Deployment	Recruit, prepare, educate, develop, and deploy employees and volunteers	T50	
Education & Leadership Development	Prepare staff for leadership roles in the sector	W70	
Capacity Development & Technical Assistance	Build capacity of individual nonprofit organizations through management assistance and support, organization development, and other services	S50, S02	A02...R02;U02...Y02
Research & Knowledge Management	Engage in research and analysis to inform those in the nonprofit sector	S05, T05	A05...R05;U05...Y05
Communication and Information Dissemination	Facilitate communication and dissemination of information; provide opportunities and tools to develop and share information		

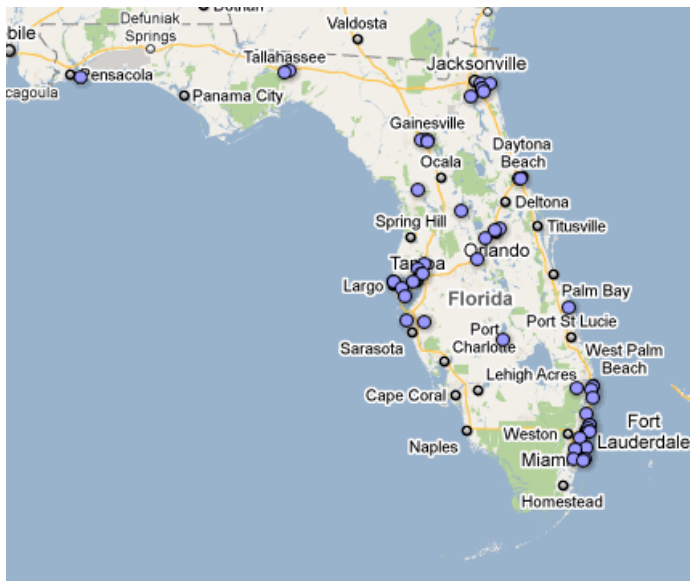
Appendix D: Infrastructure Organizations Performing Function 9 by State

Infrastructure Organizations Performing Renz Function 9: Capacity Building & Technical Assistance in California



[\(Click for interactive map.\)](#)

Infrastructure Organizations Performing Renz Function 9: Capacity Building & Technical Assistance in Florida



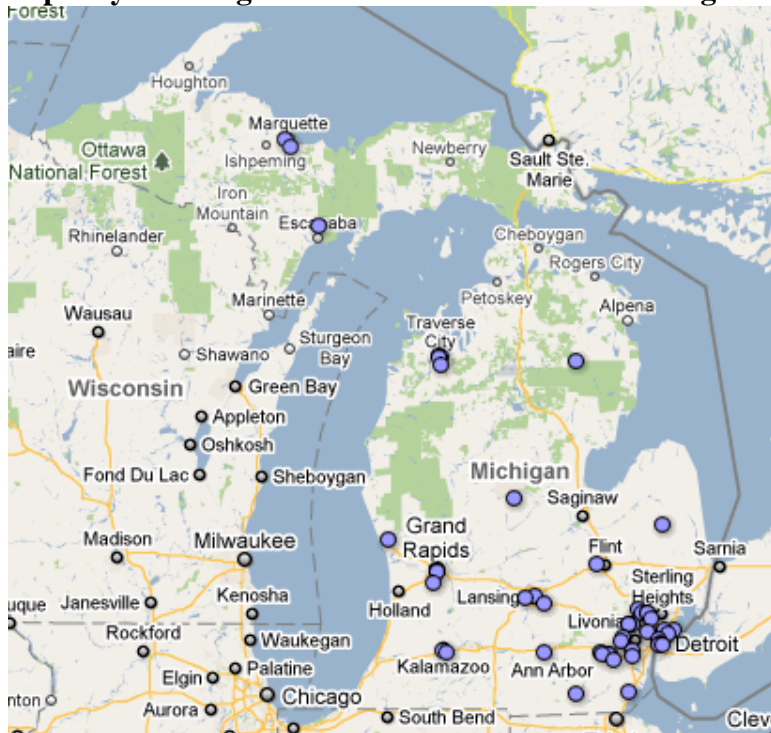
[\(Click for interactive map.\)](#)

Infrastructure Organizations Performing Renz Function 9: Capacity Building & Technical Assistance in Louisiana



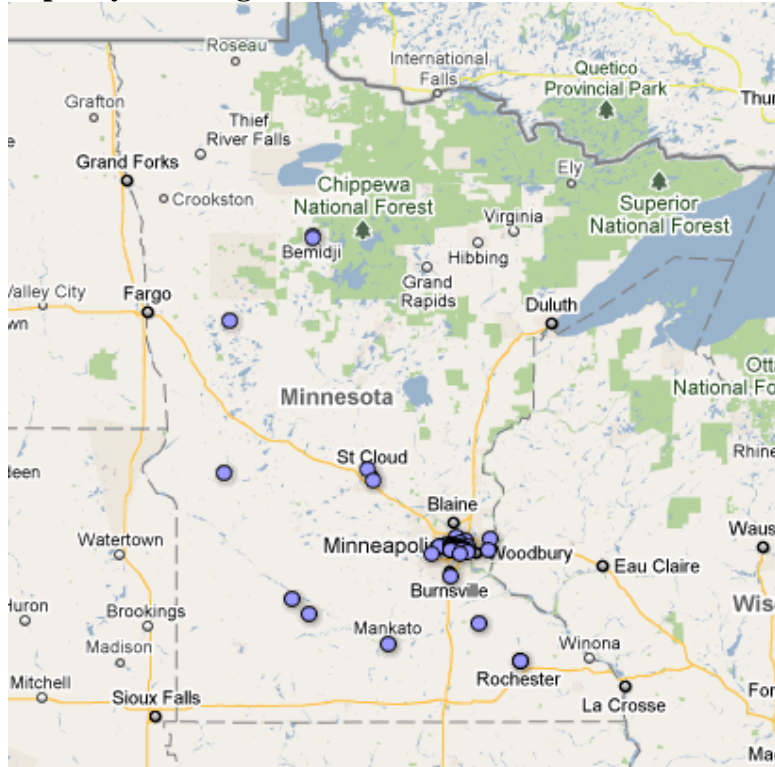
[\(Click for interactive map.\)](#)

Infrastructure Organizations Performing Renz Function 9: Capacity Building & Technical Assistance in Michigan



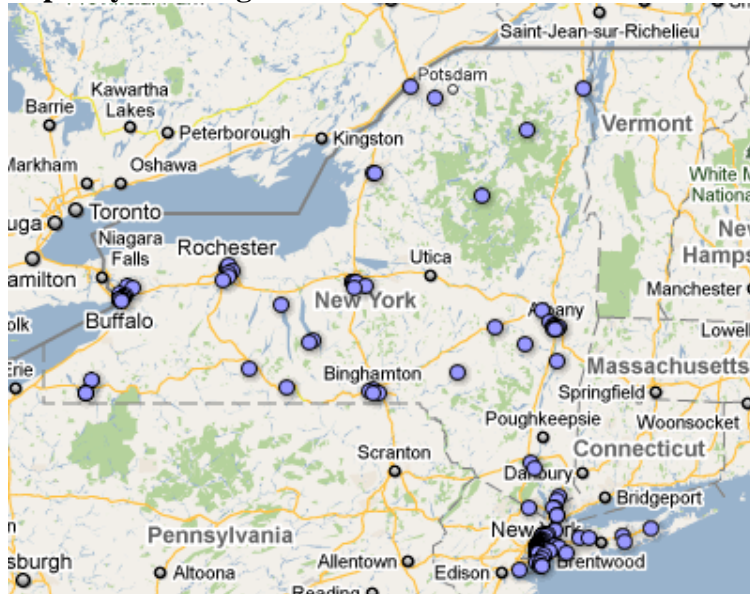
[\(Click for interactive map.\)](#)

Infrastructure Organizations Performing Renz Function 9: Capacity Building & Technical Assistance in Minnesota



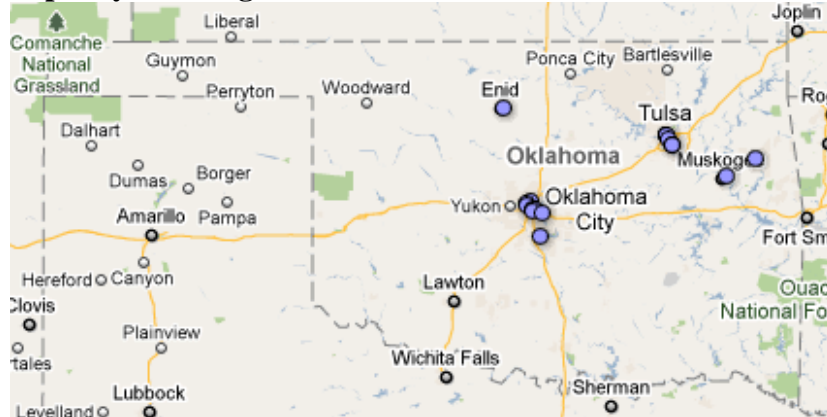
[\(Click for interactive map.\)](#)

Infrastructure Organizations Performing Renz Function 9: Capacity Building & Technical Assistance in New York



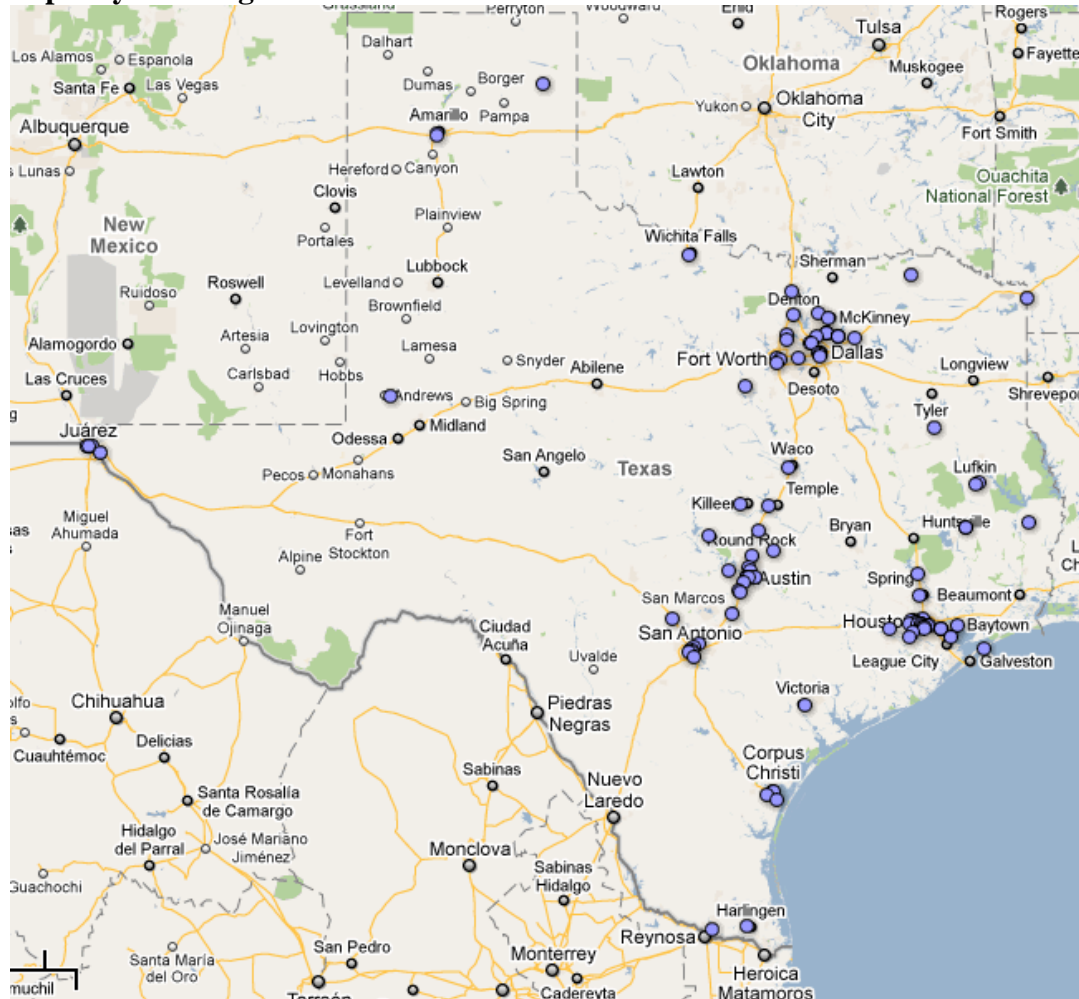
[\(Click for interactive map.\)](#)

Infrastructure Organizations Performing Renz Function 9: Capacity Building & Technical Assistance in Oklahoma



[\(Click for interactive map.\)](#)

Infrastructure Organizations Performing Renz Function 9: Capacity Building & Technical Assistance in Texas



[\(Click for interactive map.\)](#)

Appendix E: Renz Functions in the Eight States

1. Renz Function (Only for General/NP sector wide)

		California	Florida	Louisiana	Michigan	Minnesota	New York	Oklahoma	Texas
Accountability & Self-Regulation	Number of organization per million	0.32	0.19	0.00	0.00	0.61	0.26	0.00	0.05
	Average expense per organization	\$784,581.36	\$218,770.00	\$0.00	\$0.00	\$474,996.33	\$49,207,502.00	\$0.00	\$133,810.00
	Average revenue per organization	\$858,560.36	\$225,202.00	\$0.00	\$0.00	\$519,735.67	\$53,420,115.00	\$0.00	\$147,628.00
Advocacy, Policy & Governmental Relations	Number of organization per million	0.44	0.75	0.67	0.60	0.41	0.63	0.58	0.67
	Average expense per organization	\$427,892.67	\$137,306.83	\$618,149.33	\$1,006,067.17	\$1,794,316.50	\$817,695.83	\$24,352.50	\$116,854.36
	Average revenue per organization	\$579,067.33	\$89,916.58	\$627,845.33	\$593,514.17	\$1,876,579.00	\$739,841.17	\$43,195.50	\$130,341.86
Financial Intermediaries	Number of organization per million	5.49	7.13	8.28	9.86	17.07	10.91	11.01	10.02
	Average expense per organization	\$4,524,535.80	\$3,810,196.07	\$2,053,202.00	\$2,871,502.80	\$1,977,091.06	\$6,739,127.79	\$1,652,149.95	\$1,826,351.50
	Average revenue per organization	\$5,116,459.19	\$4,068,428.33	\$2,047,279.30	\$3,460,727.91	\$1,945,365.83	\$7,700,329.59	\$1,701,331.74	\$1,849,522.98
Funding Organizations	Number of organization per million	28.43	24.03	17.68	24.95	33.74	31.14	29.85	20.77
	Average expense per organization	\$2,730,641.15	\$637,250.23	\$1,083,981.86	\$1,113,628.69	\$1,396,603.84	\$1,256,254.40	\$1,613,973.20	\$1,204,052.36
	Average revenue per organization	\$3,530,671.99	\$922,760.67	\$1,278,333.66	\$1,110,149.59	\$1,888,877.22	\$1,888,932.40	\$7,267,993.65	\$1,598,638.19
Donor & Resource Advisers	Number of organization per million	0.09	0.00	0.00	0.00	0.00	0.16	0.00	0.05
	Average expense per organization	\$6,272,820.33	\$0.00	\$0.00	\$0.00	\$0.00	\$248,788.00	\$0.00	\$274,080.00
	Average revenue per organization	\$5,073,632.67	\$0.00	\$0.00	\$0.00	\$0.00	\$185,653.67	\$0.00	\$302,200.00
Networks & Associations	Number of organization per million	1.21	1.31	2.01	1.21	1.42	1.42	0.58	1.58
	Average expense per organization	\$293,731.63	\$318,412.76	\$493,910.11	\$1,319,463.67	\$228,861.57	\$1,341,066.93	\$72,838.50	\$1,048,954.61
	Average revenue per organization	\$319,338.37	\$355,309.10	\$369,215.44	\$1,141,212.33	\$222,403.57	\$1,503,035.93	\$86,905.50	\$1,043,307.61
Workforce Development & Deployment	Number of organization per million	0.94	0.88	0.22	1.11	1.42	1.05	0.87	0.82
	Average expense per organization	\$632,017.47	\$232,775.50	\$99,321.00	\$727,847.09	\$895,100.14	\$4,769,699.80	\$79,655.33	\$350,406.00
	Average revenue per organization	\$891,950.06	\$337,363.00	\$136,402.00	\$1,097,025.91	\$1,160,772.29	\$4,791,156.65	\$85,182.33	\$401,784.41
Education & Leadership Development	Number of organization per million	3.31	2.69	1.57	1.71	3.05	2.48	2.90	2.78
	Average expense per organization	\$623,814.21	\$292,817.70	\$234,139.57	\$262,736.18	\$545,518.27	\$797,129.30	\$238,073.00	\$343,433.26
	Average revenue per organization	\$670,934.70	\$294,808.51	\$235,481.00	\$235,760.53	\$574,195.47	\$654,921.43	\$257,287.00	\$407,565.48
Capacity Development & Technical Assistance	Number of organization per million	1.98	1.25	0.90	1.41	4.27	2.58	2.03	2.01
	Average expense per organization	\$2,074,948.24	\$510,411.35	\$1,787,763.50	\$1,220,371.93	\$1,522,301.95	\$2,157,692.94	\$706,503.57	\$627,205.93
	Average revenue per organization	\$2,287,345.33	\$518,387.75	\$1,534,917.50	\$1,337,365.86	\$1,792,577.29	\$2,635,187.39	\$740,982.71	\$573,010.07
Research & Knowledge Management	Number of organization per million	0.53	0.75	0.22	0.60	0.61	0.53	0.29	0.14
	Average expense per organization	\$362,465.00	\$125,487.50	\$155,863.00	\$2,460,314.17	\$628,296.67	\$1,954,361.30	\$502,571.00	\$4,442,524.00
	Average revenue per organization	\$248,514.61	\$148,879.33	\$151,837.00	\$2,544,973.67	\$540,342.33	\$1,537,374.70	\$530,442.00	\$4,506,084.67
Total (NTEE General)	Number of organization per million	42.75	38.98	31.55	41.46	62.61	51.17	48.11	38.89
	Average expense per organization	\$1,872,744.79	\$628,342.79	\$652,633.04	\$1,098,193.17	\$946,308.63	\$6,928,931.83	\$489,011.71	\$1,036,767.20

	Average revenue per organization	\$1,957,647.46	\$696,105.53	\$638,131.12	\$1,152,073.00	\$1,052,084.87	\$7,505,654.79	\$1,071,332.04	\$1,096,008.33
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2. Renz Function (Only for Sub-field: Based on Dr. Bies's guideline for Renz roles and Functions, there are only 5 categories that are related to Sub-field category)

		California	Florida	Louisiana	Michigan	Minnesota	New York	Oklahoma	Texas
Advocacy, Policy & Governmental Relations	Number of organization per million	12.07	11.2	9.85	9.46	15.65	14.23	5.51	7.43
	Average expense per organization	\$698,501.96	\$4,733,306.63	\$1,249,596.16	\$502,381.32	\$982,385.87	\$2,741,258.21	\$597,253.95	\$785,419.25
	Average revenue per organization	\$775,249.28	\$4,762,607.26	\$1,325,816.93	\$502,417.15	\$1,008,226.75	\$2,955,179.62	\$562,517.11	\$834,014.62
Funding Organizations	Number of organization per million	79.89	55.25	55.27	63.39	92.69	76.25	86.07	75.77
	Average expense per organization	\$1,337,078.89	\$1,578,672.80	\$1,043,296.09	\$569,305.02	\$1,026,883.64	\$3,832,627.39	\$1,117,999.74	\$1,018,195.52
	Average revenue per organization	\$1,641,774.88	\$1,966,643.02	\$1,411,669.87	\$816,200.06	\$1,418,125.61	\$4,283,195.44	\$2,483,985.01	\$1,455,328.20
Networks & Associations	Number of organization per million	16.77	15.02	10.07	16.2	25.61	22.45	16.81	17.26
	Average expense per organization	\$547,671.44	\$1,091,792.85	\$259,144.51	\$618,350.68	\$752,083.13	\$2,223,169.33	\$316,789.21	\$666,698.93
	Average revenue per organization	\$576,032.56	\$1,171,885.53	\$1,233,584.82	\$619,037.88	\$723,643.08	\$2,396,992.97	\$355,661.24	\$712,254.97
Capacity Development & Technical Assistance	Number of organization per million	5.46	4.5	4.7	5.23	10.37	9.38	3.19	4.94
	Average expense per organization	\$2,162,691.84	\$1,619,902.64	\$1,601,480.38	\$1,330,282.79	\$6,114,607.45	\$2,807,463.51	\$399,971.55	\$2,091,327.29
	Average revenue per organization	\$2,298,562.35	\$2,092,511.58	\$1,902,847.76	\$1,345,499.46	\$6,678,458.04	\$3,201,920.00	\$494,713.18	\$2,064,763.71
Research & Knowledge Management	Number of organization per million	6.38	4.38	2.24	3.32	7.52	8.12	3.48	3.6
	Average expense per organization	\$2,549,919.39	\$2,400,679.06	\$2,318,162.00	\$788,022.67	\$1,402,650.32	\$3,877,502.46	\$698,061.75	\$1,222,142.72
	Average revenue per organization	\$2,861,268.71	\$2,676,817.34	\$2,324,296.50	\$940,153.88	\$1,659,167.84	\$3,945,503.57	\$753,233.92	\$1,229,145.81
Total (NTEE Subfield)	Number of organization per million	120.57	90.35	82.13	97.6	151.84	130.43	115.06	109
	Average expense per organization	\$1,459,172.70	\$2,284,870.80	\$1,294,335.83	\$761,668.50	\$2,055,722.08	\$3,096,404.18	\$626,015.24	\$1,156,756.74
	Average revenue per organization	\$1,630,577.56	\$2,534,092.95	\$1,639,643.18	\$844,661.69	\$2,297,524.26	\$3,356,558.32	\$930,022.09	\$1,259,101.46

3. Renz Function (Combining General and Subfield)

		California	Florida	Louisiana	Michigan	Minnesota	New York	Oklahoma	Texas
Accountability & Self-Regulation	Number of organization per million	0.32	0.19	0.00	0.00	0.61	0.26	0.00	0.05
	Average expense per organization	\$ 784,581.36	\$ 218,770.00	\$ 0	\$ 0	\$ 474,996.33	\$ 49,207,502.00	\$ 0	\$ 133,810.00
	Average revenue per organization	\$ 858,560.36	\$ 225,202.00	\$ 0	\$ 0	\$ 519,735.67	\$ 53,420,115.00	\$ 0	\$ 147,628.00
Advocacy, Policy & Governmental Relations	Number of organization per million	12.51	11.95	10.52	10.06	16.06	14.86	6.09	8.1
	Average expense per organization	\$563,197.32	\$2,435,306.73	\$933,872.75	\$754,224.25	\$1,388,351.19	\$1,779,477.02	\$310,803.23	\$451,136.81
	Average revenue per organization	\$677,158.31	\$2,426,261.92	\$976,831.13	\$547,965.66	\$1,442,402.88	\$1,847,510.40	\$302,856.31	\$482,178.24
Financial Intermediaries	Number of organization per million	5.49	7.13	8.28	9.86	17.07	10.91	11.01	10.02
	Average expense per organization	\$ 4,524,535.80	\$ 3,810,196.07	\$ 2,053,202.00	\$ 2,871,502.80	\$ 1,977,091.06	\$ 6,739,127.79	\$ 1,652,149.95	\$ 1,826,351.50
	Average revenue per organization	\$ 5,116,459.19	\$ 4,068,428.33	\$ 2,047,279.30	\$ 3,460,727.91	\$ 1,945,365.83	\$ 7,700,329.59	\$ 1,701,331.74	\$ 1,849,522.98
Funding Organizations	Number of organization per million	108.32	79.28	72.95	88.34	126.43	107.39	115.92	96.54
	Average expense per organization	\$2,033,860.02	\$1,107,961.52	\$1,063,638.98	\$841,466.86	\$1,211,743.74	\$2,544,440.90	\$1,365,986.47	\$1,111,123.94
	Average revenue per organization	\$2,586,223.44	\$1,444,701.85	\$1,345,001.77	\$963,174.83	\$1,653,501.42	\$3,086,063.92	\$4,875,989.33	\$1,526,983.20
Donor & Resource Advisers	Number of organization per million	0.09	0.00	0.00	0.00	0.00	0.16	0.00	0.05
	Average expense per organization	\$ 6,272,820.33	\$ 0	\$ 0	\$ 0	\$ 0	\$ 248,788.00	\$ 0	\$ 274,080.00
	Average revenue per organization	\$ 5,073,632.67	\$ 0	\$ 0	\$ 0	\$ 0	\$ 185,653.67	\$ 0	\$ 302,200.00
Networks & Associations	Number of organization per million	17.98	16.33	12.08	17.41	27.03	23.87	17.39	18.84
	Average expense per organization	\$420,701.54	\$705,102.81	\$376,527.31	\$968,907.18	\$490,472.35	\$1,782,118.13	\$194,813.86	\$857,826.77
	Average revenue per organization	\$447,685.47	\$763,597.32	\$801,400.13	\$880,125.11	\$473,023.33	\$1,950,014.45	\$221,283.37	\$877,781.29
Workforce Development & Deployment	Number of organization per million	0.94	0.88	0.22	1.11	1.42	1.05	0.87	0.82
	Average expense per organization	\$ 632,017.47	\$ 232,775.50	\$ 99,321.00	\$ 727,847.09	\$ 895,100.14	\$ 4,769,699.80	\$ 79,655.33	\$ 350,406.00
	Average revenue per organization	\$ 891,950.06	\$ 337,363.00	\$ 136,402.00	\$ 1,097,025.91	\$ 1,160,772.29	\$ 4,791,156.65	\$ 85,182.33	\$ 401,784.41
Education & Leadership Development	Number of organization per million	3.31	2.69	1.57	1.71	3.05	2.48	2.90	2.78
	Average expense per organization	\$ 623,814.21	\$ 292,817.70	\$ 234,139.57	\$ 262,736.18	\$ 545,518.27	\$ 797,129.30	\$ 238,073.00	\$ 343,433.26
	Average revenue per organization	\$ 670,934.70	\$ 294,808.51	\$ 235,481.00	\$ 235,760.53	\$ 574,195.47	\$ 654,921.43	\$ 257,287.00	\$ 407,565.48
Capacity Development & Technical Assistance	Number of organization per million	7.44	5.75	5.6	6.64	14.64	11.96	5.22	6.95
	Average expense per organization	\$2,118,820.04	\$1,065,157.00	\$1,694,621.94	\$1,275,327.36	\$3,818,454.70	\$2,482,578.23	\$553,237.56	\$1,359,266.61
	Average revenue per organization	\$2,292,953.84	\$1,305,449.67	\$1,718,882.63	\$1,341,432.66	\$4,235,517.67	\$2,918,553.70	\$617,847.95	\$1,318,886.89
Research & Knowledge Management	Number of organization per million	6.91	5.13	2.46	3.92	8.13	8.65	3.77	3.74
	Average expense per organization	\$1,456,192.20	\$1,263,083.28	\$1,237,012.50	\$1,624,168.42	\$1,015,473.50	\$2,915,931.88	\$600,316.38	\$2,832,333.36
	Average revenue per organization	\$1,554,891.66	\$1,412,848.34	\$1,238,066.75	\$1,742,563.78	\$1,099,755.09	\$2,741,439.14	\$641,837.96	\$2,867,615.24
Total (NTEE General & Subfield)	Number of organization per million	163.31	129.33	113.68	139.05	214.44	181.59	163.17	147.89
	Average expense per organization	\$1,943,054.03	\$1,113,117.06	\$769,233.61	\$932,618.01	\$1,181,720.13	\$7,326,679.31	\$499,503.58	\$953,976.83
	Average revenue per organization	\$2,017,044.97	\$1,227,866.09	\$849,934.47	\$1,026,877.64	\$1,310,426.97	\$7,929,575.80	\$870,361.60	\$1,018,214.57

4. NP Infrastructure (General only), & of total NP sector

		California	Florida	Louisiana	Michigan	Minnesota	New York	Oklahoma	Texas
Nonprofit Infrastructure Organization (NTEE General only)	Number of organization per million	42.75	38.98	31.55	41.46	62.61	51.17	48.11	38.89
	Total expense	\$ 3,752,718,981	\$ 715,621,195	\$ 176,947,895	\$ 623,777,081	\$ 452,829,246	\$ 2,688,380,475	\$ 237,283,112	\$ 1,005,267,741
	Total revenue	\$ 4,659,554,967	\$ 856,911,178	\$ 190,020,444	\$ 681,792,244	\$ 539,837,026	\$ 3,298,547,245	\$ 822,059,892	\$ 1,183,518,212
Total Nonprofit Sector	Number of organization per million	1,207.09	989.15	858.36	1,018.27	1,695.91	1,376.13	1,100.66	1,010.42
	Total expense	\$ 124,373,979,250	\$ 56,311,550,821	\$ 13,338,715,355	\$ 40,741,122,101	\$ 34,233,560,891	\$ 147,381,061,328	\$ 8,358,715,041	\$ 55,991,459,846
	Total revenue	\$ 136,284,688,743	\$ 58,263,067,577	\$ 13,990,425,212	\$ 42,034,287,091	\$ 35,025,547,598	\$ 155,080,009,299	\$ 9,918,934,851	\$ 60,097,758,146
Portion of Total Nonprofit Sector	Number of organization per million	3.54 %	3.94 %	3.68 %	4.07 %	3.69 %	3.72 %	4.37 %	3.85 %
	Total expense	3.02 %	1.27 %	1.33 %	1.53 %	1.32 %	1.82 %	2.84 %	1.80 %
	Total revenue	3.42 %	1.47 %	1.36 %	1.62 %	1.54 %	2.13 %	8.29 %	1.97 %

5. NP Infrastructure (Subfield only), & of total NP sector

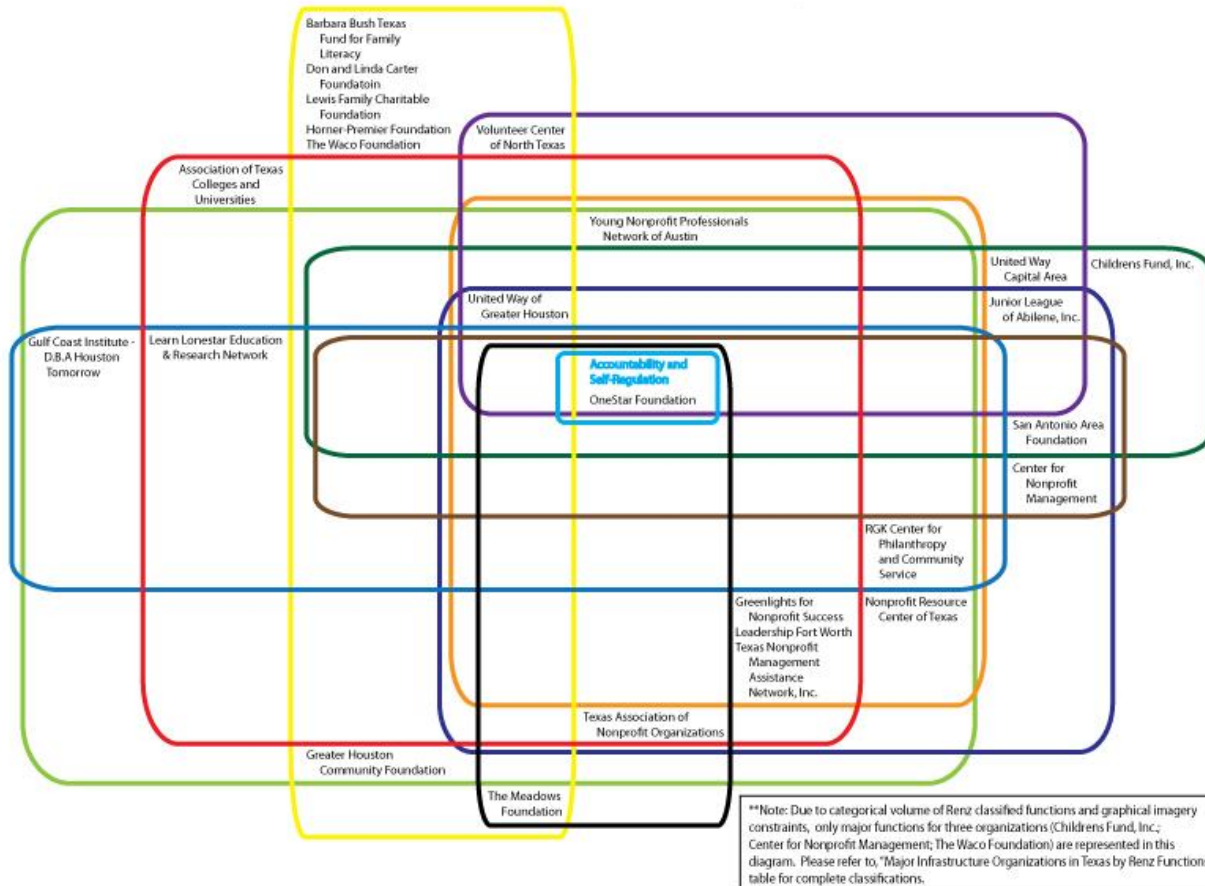
		California	Florida	Louisiana	Michigan	Minnesota	New York	Oklahoma	Texas
Nonprofit Infrastructure Organization (NTEE Subfield only)	Number of organization per million	120.57	90.35	82.13	97.6	151.84	130.43	115.06	109
	Total expense	\$5,165,780,731.00	\$2,787,940,779.00	\$381,150,575.00	\$600,619,921.00	\$1,002,408,167.00	\$8,329,885,563.00	\$374,543,951.00	\$2,277,567,935.00
	Total revenue	\$6,130,174,357.00	\$3,208,343,063.00	\$525,732,488.00	\$762,089,395.00	\$1,217,468,338.00	\$9,194,350,610.00	\$783,540,377.00	\$2,989,959,211.00
Total Nonprofit Sector	Number of organization per million	1,207.09	989.15	858.36	1,018.27	1,695.91	1,376.13	1,100.66	1,010.42
	Total expense	\$ 124,373,979,250	\$ 56,311,550,821	\$ 13,338,715,355	\$ 40,741,122,101	\$ 34,233,560,891	\$ 147,381,061,328	\$ 8,358,715,041	\$ 55,991,459,846
	Total revenue	\$ 136,284,688,743	\$ 58,263,067,577	\$ 13,990,425,212	\$ 42,034,287,091	\$ 35,025,547,598	\$ 155,080,009,299	\$ 9,918,934,851	\$ 60,097,758,146
Portion of Total Nonprofit Sector	Number of organization per million	9.99%	9.13%	9.57%	9.58%	8.95%	9.48%	10.45%	10.79%
	Total expense	4.15%	4.95%	2.86%	1.47%	2.93%	5.65%	4.48%	4.07%
	Total revenue	4.50%	5.51%	3.76%	1.81%	3.48%	5.93%	7.90%	4.98%

6. NP Infrastructure (combining general & subfield), & of total NP sector

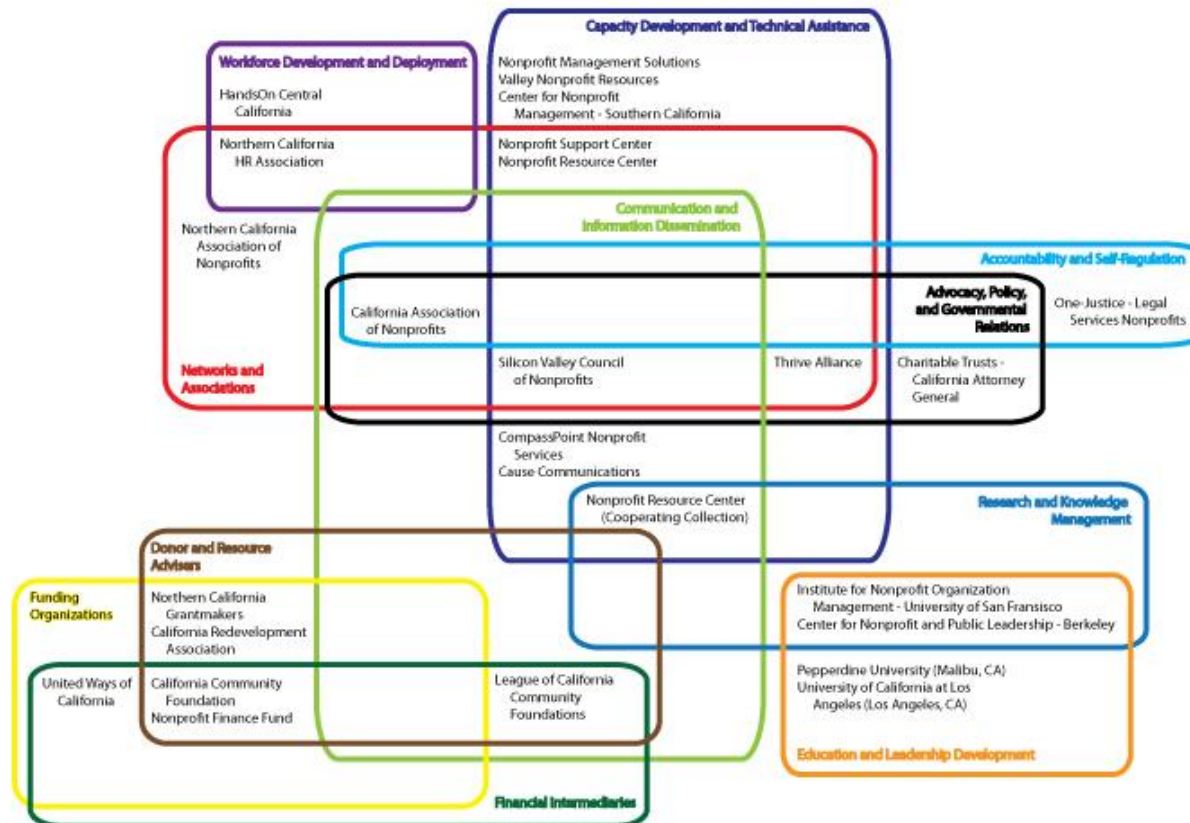
		California	Florida	Louisiana	Michigan	Minnesota	New York	Oklahoma	Texas
Total Nonprofit Infrastructure Organization (NTEE General & Subfield)	Number of organization per million	163.32	129.33	113.68	139.06	214.45	181.60	163.17	147.89
	Total expense	\$8,918,499,712	\$3,503,561,974	\$558,098,470	\$1,224,397,002	\$1,455,237,413	\$11,018,266,038	\$611,827,063	\$3,282,835,676
	Total revenue	\$10,789,729,324	\$4,065,254,241	\$715,752,932	\$1,443,881,639	\$1,757,305,364	\$12,492,897,855	\$1,605,600,269	\$4,173,477,423
Total Nonprofit Sector	Number of organization per million	1,207.09	989.15	858.36	1,018.27	1,695.91	1,376.13	1,100.66	1,010.42
	Total expense	\$ 124,373,979,250	\$ 56,311,550,821	\$ 13,338,715,355	\$ 40,741,122,101	\$ 34,233,560,891	\$ 147,381,061,328	\$ 8,358,715,041	\$ 55,991,459,846
	Total revenue	\$ 136,284,688,743	\$ 58,263,067,577	\$ 13,990,425,212	\$ 42,034,287,091	\$ 35,025,547,598	\$ 155,080,009,299	\$ 9,918,934,851	\$ 60,097,758,146
Portion of Total Nonprofit Sector	Number of organization per million	13.53%	13.07%	13.24%	13.66%	12.65%	13.20%	14.82%	14.64%
	Total expense	7.17%	6.22%	4.18%	3.01%	4.25%	7.48%	7.32%	5.86%
	Total revenue	7.92%	6.98%	5.12%	3.44%	5.02%	8.06%	16.19%	6.94%

Appendix F: Renz Mappings of Major Infrastructure Organizations

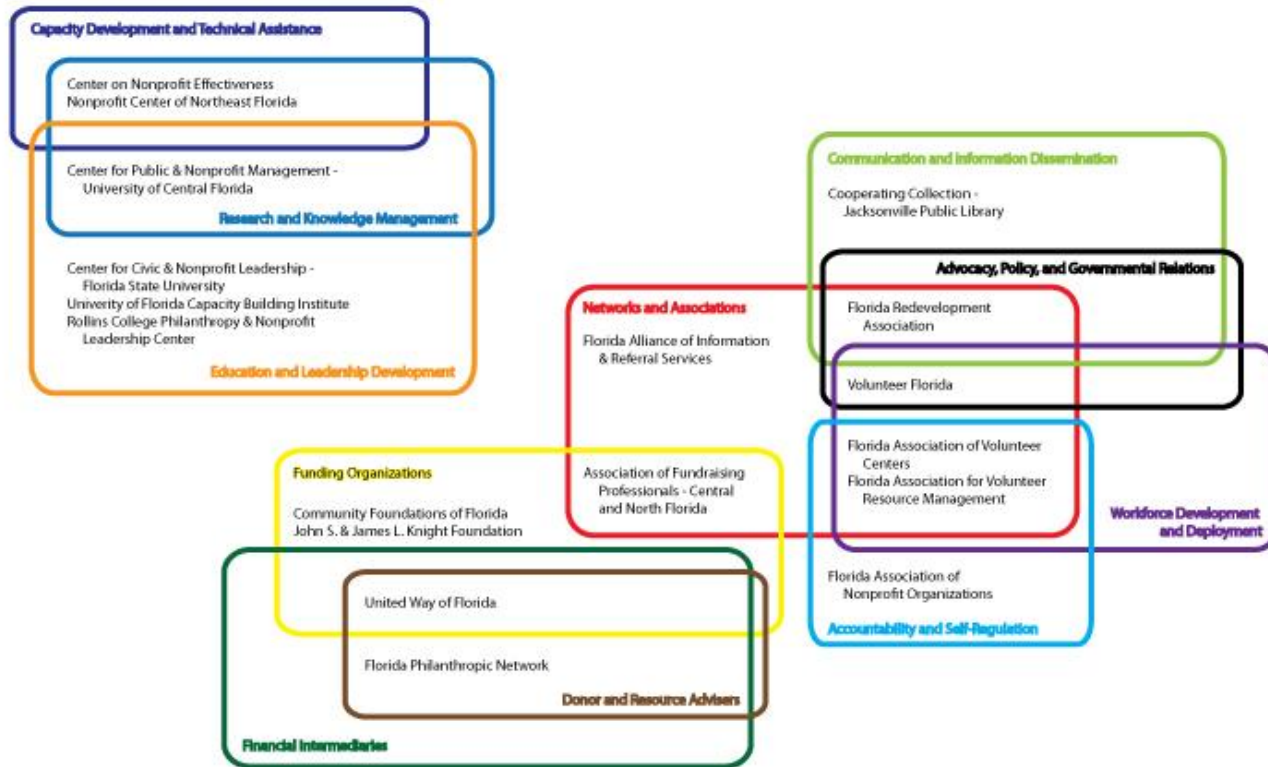
Major Infrastructure Organizations in Texas by Renz Functions



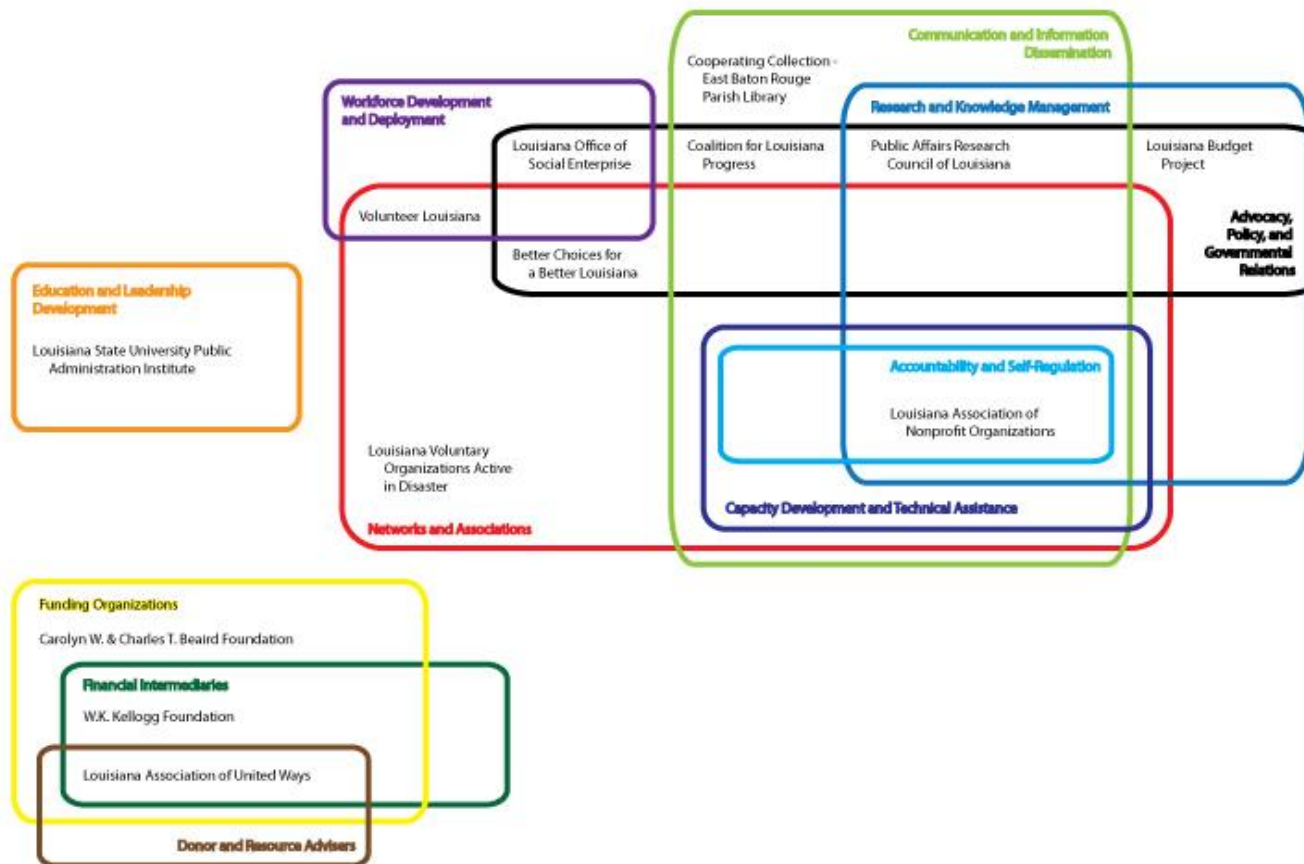
Major Infrastructure Organizations in California by Renz Functions



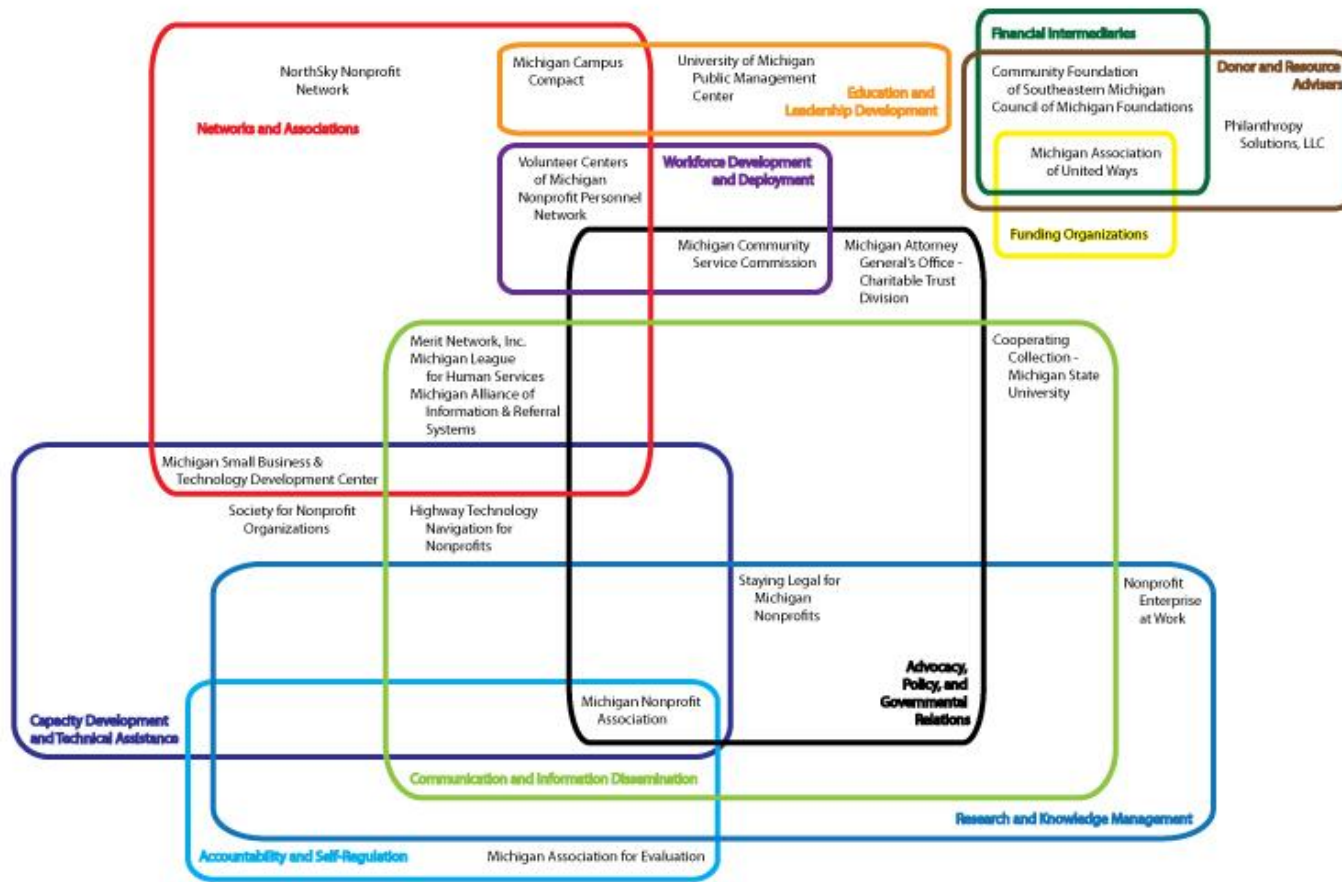
Major Infrastructure Organizations in Florida by Renz Functions



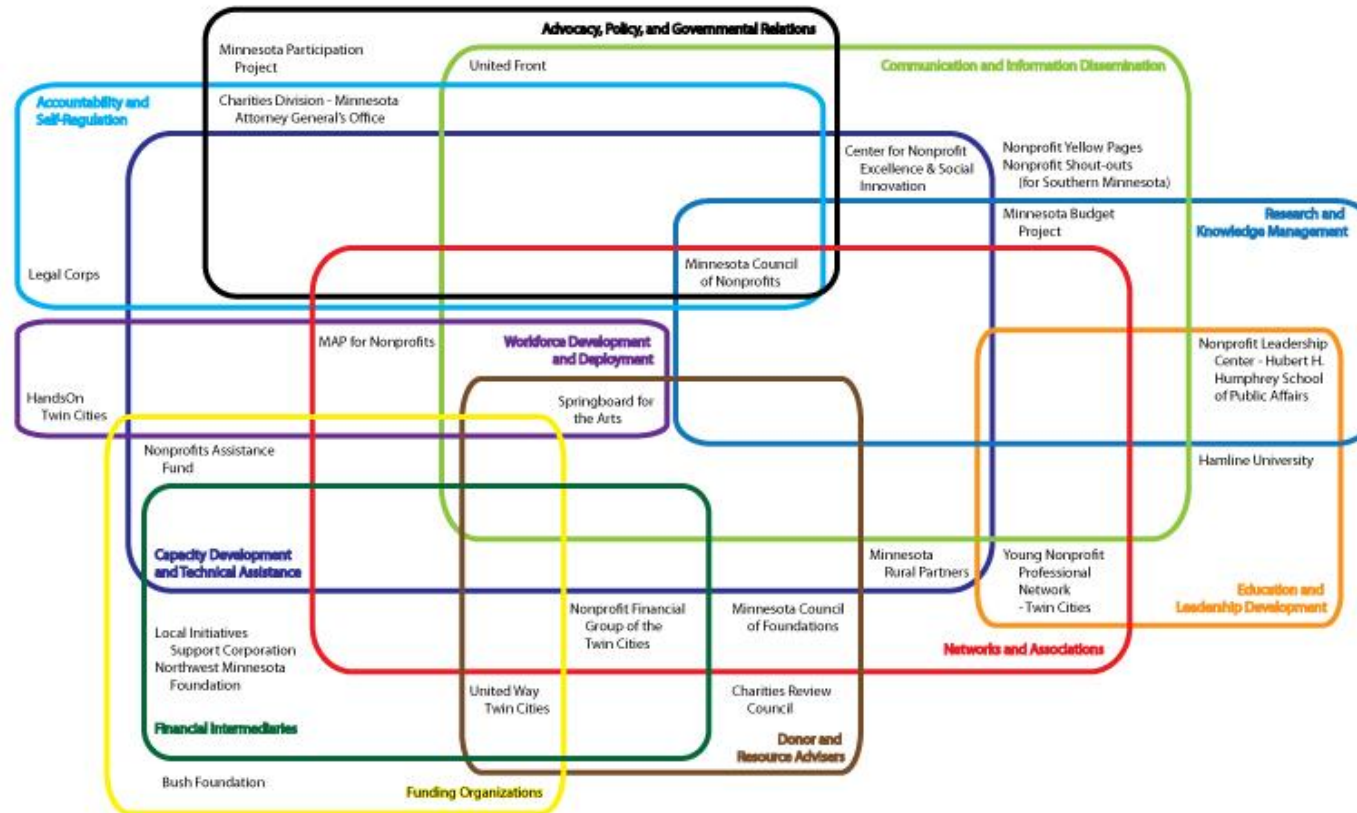
Major Infrastructure Organizations in Louisiana by Renz Functions



Major Infrastructure Organizations in Michigan by Renz Functions

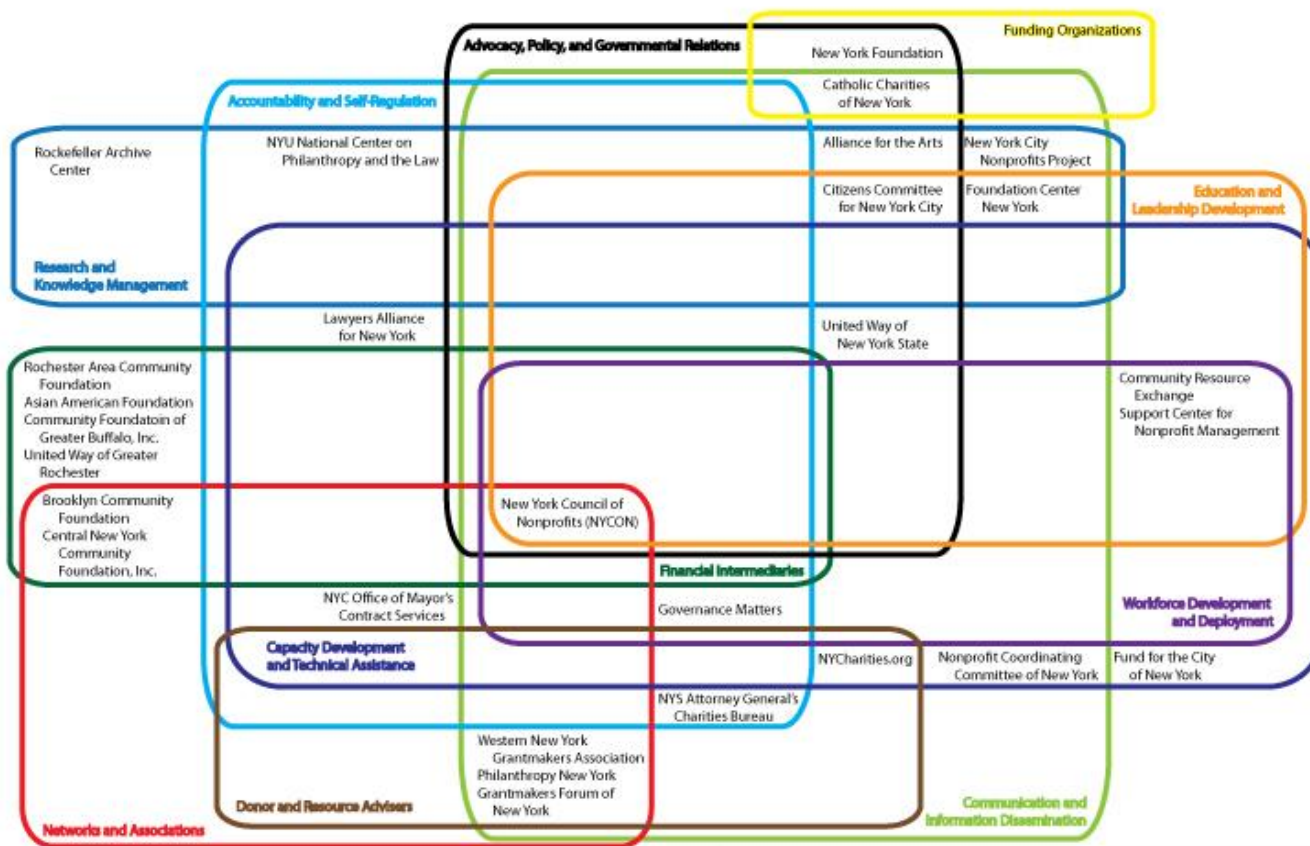


Major Infrastructure Organizations in Minnesota by Renz Functions



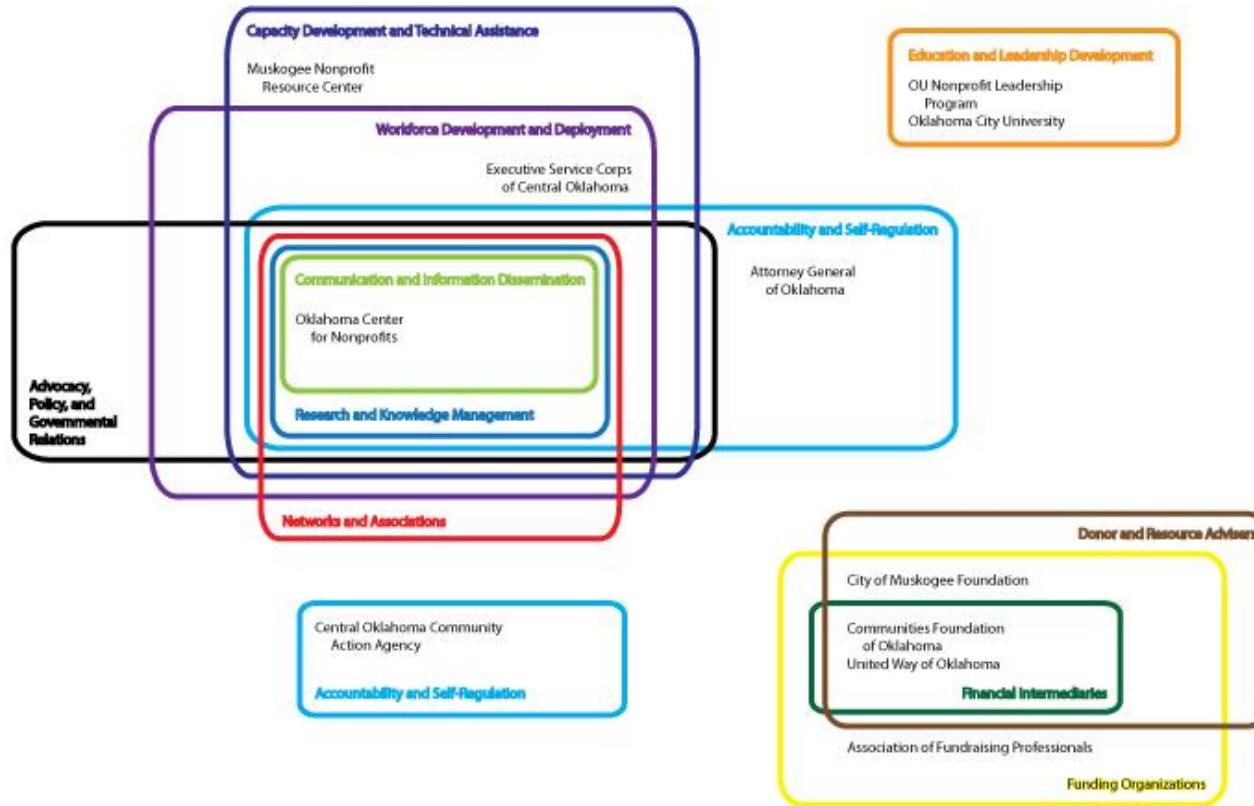
**Note: Due to categorical volume of Renz classified functions and graphical imagery constraints, only the major function for Local Initiatives Support Corporation (LISC) is represented in this diagram. Please refer to, "Major Infrastructure Organizations in Minnesota by Renz Functions," table for complete classifications.

Major Infrastructure Organizations in New York by Renz Functions



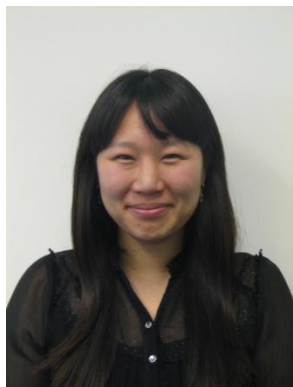
**Note: Due to categorical volume of Renz classified functions and graphical imagery constraints, only major functions for four organizations (Asian American Foundation; Community Foundation of Greater Buffalo, Inc.; Nonprofit Coordinating Committee of New York; and United Way of Greater Rochester) are represented in this diagram. Please refer to, "Major Infrastructure Organizations in New York by Renz Functions," table for complete classifications.

Major Infrastructure Organizations in Oklahoma by Renz Functions



About the Researchers

Members of this capstone are second-year students seeking a Master of Public Service and Administration degree at the Bush School of Government and Public Service at Texas A&M University in College Station, TX. Under the direction of **Dr. Angela L. Bies** the group explored issues of capacity and infrastructure in nonprofit organizations in Texas and comparable states.



Yusun Cho is a nonprofit management concentrator from Seoul, South Korea studying policy analysis. She received a B.A. in public administration in 2006 and a Master of Public Administration in 2008 from Yonsei University. Yusun led the Department of Public Administration's association of graduate students. She participated in research projects on Korean welfare state and pension reform as a research assistant. Yusun worked at Korea Labor Institute and Institute of Urban and Regional Planning in Korea. She plans to continue her research on social welfare services and the role of nonprofit on it. Yusun is a data manager and analyst for the project.

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Victor D. Gongora is a nonprofit management concentrator from San Antonio, Texas studying policy analysis and public management. Victor received a B.A. in English with a minor in Biology from the University of Texas at Austin in 2008. He served as Volunteer Coordinator and President for both the Hispanic Health Professions Organization, professional student organization, and his fraternity, Delta Alpha Omega Multicultural Fraternity, Inc. His areas of interest include education, particularly helping underserved student populations gain access into higher education and attain a postsecondary degree. Victor works on qualitative research for the project.

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Eddiemae F. Nash is a nonprofit management concentrator from Houston, TX studying public management. Eddiemae received a B.A. in English, graduating cum laude from Spelman College in 2008. In 2006, Eddiemae was selected for the Mellon Mays Undergraduate Fellowship to research the ways culture and media images influence young women. Eddiemae continues to serve with organizations committed to positive social change and the development of successful young women. Her role in the project is internal communications.

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Emily C. Neal is a health policy concentrator from Plano, TX studying policy analysis. Emily will receive a B.A. in political science from Texas A&M University along with her M.P.S.A. in May 2011. Emily is an alumnus of the Texas A&M Varsity Women's Swim Team that won Big XII Championships in 2007, 2008, and 2010. To complement her focus on hospital administration, she interned last summer at Methodist Hospital in the oncology department. Emily plans to pursue a career in healthcare administration. She will begin a fellowship at M.D. Anderson in July. She is an editor for the project.

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Julie C. Rogers is a nonprofit management concentrator originally from Round Rock, Texas studying public management. She earned her undergraduate degree in Marketing at Texas A&M 2008. She was the VP of Marketing and Communications for the student organization Off Campus Aggies, helping to connect Aggies living off campus with both the university and the community. After graduation, she plans to pursue a career in nonprofit communication, marketing, and volunteer management. Her role on the team includes quantitative analysis.

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Chang Geun Yun is a public management concentrator from Nam-won, South Korea. He received his B.A. in architecture from SungKyun Kwan University in 2002 and his Master of Public Administration from Yonsei University in 2008. Between the two pursuits, Chang joined the Korean army in June 2003 as an engineering officer and participated in the U.S.-led coalition force to stabilize Iraq in 2005. Chang plans to apply for a PhD program in the US. His role in the capstone project is a quantitative analyst.

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Dr. Angela L. Bies recently earned tenure at the Bush School. She has a Ph.D. from the University of Minnesota; and her research interests include training and organizational development in nonprofit, nongovernmental, and educational contexts with particular emphases on accountability, evaluation, and policy development. An award-winning faculty member, Bies has published in many scholarly venues but has also held executive and consulting positions for a variety of nonprofit and public sector organizations including the U.S. Peace Corps, the United Way of the Greater Minneapolis Area, the National Endowment for the Arts, the Council on Standards for International Education and Travel, and the National Charities Information Bureau/Rockefeller Brothers Fund national panel on nonprofit accountability. Dr. Bies is active in the Association for Research on Nonprofit and Voluntary Action, the International Society of Third Sector Research, and the Comparative International Education Society. She is also a visiting faculty member at the Catholic University of Lublin, Poland. Her role on the project is faculty adviser.

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Acknowledgements

First, we would like to thank our OneStar liaison, Erin Brackney, the Manager for Research, Learning and Texas Connector. We appreciate your encouragement, valuable feedback, and patience during the production of the report as well as OneStar's hospitality in hosting our presentation April 27. Capstone would not be possible without the support of the Meadows Foundation and our alma mater, the Bush School; thank you for giving us the opportunity to engage in this research. We are grateful to Lindsey Pavelka for leading us in teambuilding exercises and to Kendall Kessell for his help creating the Venn diagrams. Special thanks to our family and friends for their support as well as Dr. Angela Bies, our faculty adviser, for her guidance navigating the nonprofit sector.

Sincerely,

The 2010-2011 Capstone