ABSTRACT

FOTHERINGHAM, ERIC MICHAEL. Nonprofits, Latinos, and Immigrant Incorporation in North Carolina. (Under the direction of Richard M. Clerkin.)

Between 1990 and 2010, the Latino population in North Carolina grew from roughly 77,000 to over 800,000 (US Census, 2010). The growth rate of more than 900% was the largest percentage increase in the country and reflects the general trend during this time period of Latino migration to the southern United States (Kochar, Suro, and Tafoya 2005; US Census, 2010). Much of the increase in Latino immigration in North Carolina has occurred in urban areas such as Raleigh-Durham-Chapel Hill, Charlotte-Gastonia-Concord, and Greensboro-High Point-Winston Salem, but significant growth in rural communities and areas that heretofore did not have significant Latino populations has led to a variety of tensions, obstacles, and difficulties in the provision of human services and immigrant assimilation (Marrow, 2005).

Various efforts have been undertaken to explore the legal, social, and economic impact Latinos have on their new communities, but these studies overlook the role nonprofits play in the response to rapid Latino population growth (Nguyen and Gill, 2010; Kasarda and Johnson, 2006). This dissertation focuses on the formation of groups and organizations dedicated to serving a specific minority population (Latinos) accompanying dramatic demographic changes in North Carolina. The discussion and approach to this research problem incorporates various bodies of literature to explore the interplay of organizational theory, immigration, and nonprofit response to community changes.

This dissertation uses these bodies of literature to address questions examining the impact of demographic changes in North Carolina, the response of nonprofit organizations to

these changes, and the influence of networks in the work of incorporating Latinos in their local communities. These questions are addressed using organizational data from the IRS and the North Carolina Secretary of State's Corporations Division, population data from the U.S. Census Bureau, and original data gathered from a statewide survey of Latino-serving nonprofits.

This research shows that Latino population growth rates outpace the growth rate of all other ethnicities from 1990 through 2010, while the growth rate for Latino-serving nonprofits outpace the growth of all other nonprofits. This evaluation supports the concept found in community ecology theory of organizations that when disruptions in the organizational environment occur, new organizational forms are often created to meet the new needs.

When conducting correlational analyses between the numbers of clients served (both unduplicated and duplicated) and the size of the organization's network, there was a statistically significant moderate correlation. The ability of a co-ethnic community to serve as a bridging resource for newly arrived members of their shared ethnic group is an indicator that the community can provide support and growth opportunities for newly arriving members.

Pulling from the literature arguing that co-ethnic communities serve as gateways for organizations to reach their target populations, data were collected on the number of Latino staff and the number of Latino members on the Board of Directors of the Latino-serving nonprofits surveyed. The data indicated that the unduplicated number of clients served and the number of Latino staff in congregations were moderately correlated. The data also showed a moderate correlation between the percent of Latino clients served by the organization and the percent of Latino members of the Board of Directors.

Additional data were collected on the network activities of Latino-serving nonprofits, which showed that many survey respondents indeed participate in networks on behalf of their Latino clients.

This research is a preliminary look at the ability of nonprofit organizations to serve as tools of immigrant incorporation in new immigrant settlement communities. Many additional avenues of research remain to fully understand the impact of these organizations who serve specific ethnic groups, but this initial and exploratory research indicates that these identity-based nonprofits play an important role in immigrant incorporation and that this is an area of research for scholars of organizational behavior, nonprofit organizations, and immigration to pursue further.

Nonprofits, Latinos, and Immigrant Incorporation in North Carolina

by

Eric Michael Fotheringham

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DEDICATION

This dissertation is dedicated to my wife and daughter: Sarah and Evangelina. Your support and encouragement, Sarah, pushed me through the difficult times and across the finish line. This would not have been accomplished without you. The two of you are my entire life and mean more to me than words can express. I love you both and look forward to all the wonderful blessings and opportunities that lie before us.

BIOGRAPHY

Born in Utah and raised in California, Eric Fotheringham was drawn to public service and nonprofit organizations by watching his parents and family engage with their community. After graduating from Brigham Young University with a Bachelor of Arts in English, he began a career in nonprofit management working on humanitarian aid projects with an international NGO in Washington, DC. After pursuing opportunities in community development, civil rights enforcement, and child protective services, he attended the University of Georgia and earned a Master of Public Administration, focusing on the study of nonprofit organizations. While there he helped to create the Nonprofit Resource Center, a consulting service connecting students in the School of Public and International Affairs with local nonprofits in Athens, Georgia. Mr. Fotheringham then worked for an economic development nonprofit in Memphis, Tennessee before coming to North Carolina State University to pursue a doctorate in Public Administration. While studying at North Carolina State University, Mr. Fotheringham was able to serve as an instructor for courses on American government, nonprofit management, and international development. He completed the degree program while working as a researcher and analyst in the University of North Carolina system's administrative offices in Chapel Hill, North Carolina.

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This dissertation is the summation of countless efforts over my eight years at North Carolina State University. My wife, Sarah, has been the source of strength and focus to complete this research and program. I could not have done this without you and I am grateful for you. It is my hope that you and our beautiful daughter, Evangelina, are proud of this accomplishment and I dedicate this to you both.

To my parents, Mike and Pat, I am forever grateful for your unending, unconditional love and support through every winding path I have taken in life. To my sisters, Megan, Lisa, and Brooke, I could not ask for a finer group of women and friends to have in my life. My entire immediate and extended family members are heroes of mine and I am grateful for your love and support. During this academic journey, I have lost my two grandfathers, Clifford Curtis and Farrell Fotheringham, and my maternal grandmother, Thelma Curtis. I love and miss you all very much. To these three fine people, and my paternal grandmother who has always been one of my chief supporters, Dorothy Fotheringham, I cherish your absolute love. Any goodness that I possess is undoubtedly due to the influence of all four of you.

I am grateful for the support of friends and there are too many to list in this brief section. If you have been a personally, professional, or academic support to me during this program, however large or small, please know that your efforts are cherished and I am incapable of truly expressing my gratitude.

To my cohort: your support, friendship, and kindness mean so much. Drs. Brent Lucas and Tory Weaver are the greatest friends and most wonderful support system I could have asked for. Our time together will forever be sacred to me. I am grateful for your constant encouragement since the beginning. I am also grateful for the fourth member of our cohort, Dr. Melissa Thibault, who has been a mentor, friend, and guide from the beginning. I appreciate all of the friendships and colleagues I have met at North Carolina State University.

To my dissertation committee: I am grateful for your support, patience, and professional guidance. Dr. Richard Clerkin is the finest example of a dissertation chair that one could have. I am grateful for your leadership and support, especially during trying times. Drs. Branda Nowell, James Brunet, and Jacqueline Hagan have been wonderful mentors and I am thankful for the opportunity to learn from each of you. I would also like to thank Dr. Mary Tschirhart for her support early in the research process.

I gratefully acknowledge the constant support from faculty and staff throughout the department, most especially Dr. David Garson, Dr. Jerrell Coggburn, and Mac McGee.

I have spent more than twenty years serving and learning from Latino immigrant communities throughout the United States. It has been one of the greatest privileges of my life to learn your language, share in your culture, and strive to ease any burdens faced here in your adopted homeland. I hope this research positively contributes in some way to full incorporation into your adopted communities in this country.

Please know that if you have positively participated in any part of my journey to this degree, I am grateful and cherish your place in my life and career.

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Chapter 1: Introduction

Between 1990 and 2010, the Latino population in North Carolina grew from roughly 77,000 to over 800,000 (US Census, 2010). The growth rate of more than 900% was the largest percentage increase in the country and reflects the general trend during this time period of Latino migration to the southern United States (Kochar, Suro, and Tafoya 2005; US Census, 2010). Much of the increase in Latino immigration in North Carolina has occurred in urban areas such as Raleigh-Durham-Chapel Hill, Charlotte-Gastonia-Concord, and Greensboro-High Point-Winston Salem, but significant growth in rural communities and areas that heretofore did not have significant Latino populations has led to a variety of tensions, obstacles, and difficulties in the provision of human services and immigrant assimilation (Marrow, 2005).

Various efforts have been undertaken to explore the legal, social, and economic impact Latinos have on their new communities, but these studies overlook the role nonprofits play in the response to rapid Latino population growth (Nguyen and Gill, 2010; Kasarda and Johnson, 2006). This dissertation focuses on the formation of groups and organizations dedicated to serving a specific minority population (Latinos) accompanying dramatic demographic changes in North Carolina. The discussion and approach to this research problem incorporates various bodies of literature to explore the interplay of organizational theory, immigration, and nonprofit response to community changes.

Purpose of this Study

The purpose of this dissertation is two-fold. First, it is to test the applicability of three distinct bodies of literature to significant demographic changes in the American South. Second, embedded in the data gathered and organized through the research process, is the quantitative development of community profiles for specific racial and ethnic groups that can be useful for practitioners and academics alike (previous efforts to identify racial and ethnic nonprofit organizations have been primarily qualitative). A community profile that combines numerous data sources and also creates a map of organizational networks (public, private, and nonprofit organizations) can serve as a resource for nonprofits serving immigrant populations in a state such as North Carolina that does not have a long immigrant history.

The research design for this study combines quantitative data for nonprofit organizations with data gathered from a mixed-methods survey distributed to organizations throughout North Carolina that have identified themselves as serving Latinos. For the purposes of this research, these organizations are termed Latino identity-based nonprofits (LIBNPs) and the quantitative information collected was from secondary sources. The LIBNPs identified as currently operating in the state (through a comprehensive search detailed in Chapter 3 with results presented in Chapter 4) were sent a survey asking questions regarding their organization, staff, board, and other organizations with whom they interact on behalf of the Latinos they serve. The survey is the source of primary data collected for the dissertation.

This dissertation extends the discussion of nonprofit organizations serving Latino immigrants to explore the qualitative application of community ecology, migration studies, and nonprofit organizational studies to the specific case of North Carolina. The primary data collected through the survey distributed to LIBNPs will be organized to map the networks of these LIBNPs and their interactions with other nonprofits, public agencies, and private organizations. The exploratory application of social network analysis from organizational theory to LIBNP activity in North Carolina provides intriguing theoretical and practical insights into the behavior of nonprofits and immigrants and serves to establish a future research agenda.

Research Questions

The fundamental questions of this research focus on changes in the Latino population in North Carolina and how to address the intersection of organizational theory, immigration, and nonprofit studies with this specific segment of the population in mind. The research questions that guide this dissertation are:

RQ1. What impacts did Latino population growth have on the growth and size of the nonprofit sector in North Carolina?

RQ2. What role have nonprofits played in Latino immigrant incorporation in North Carolina?

Along with the guiding research questions, there are five hypotheses presented in Chapter 2 that will be explored.

Exploratory Research Questions.

Network studies have been used to study a wide variety of individuals, groups, and organizations. One application of network theory relevant to this discussion is the approach taken by some migration scholars to evaluate the migratory process, describing familial and communal ties that direct migration patterns to specific locales in the United States (Hagan, 2008; Durand and Massey, 2004; Menjívar, 2000; Massey et. al, 1987). The use of networks in these and other studies focus primarily on the use of social capital to facilitate travel, employment, and settlement.

In this dissertation, networks of nonprofit organizations will be examined to understand how LIBNPs interact with others in their organizational communities to explore the applicability of network studies to nonprofits serving Latinos in North Carolina. While network research has been applied in a variety of settings to examine relationships between actors, this concept of networks has not been applied to the argument that nonprofit organizations can serve as mechanisms of immigrant incorporation through their interactions with other actors in their organizational communities. Thus an exploratory approach was taken to apply the concepts of nonprofit networks and immigrant incorporation and a survey was distributed to LIBNPS in North Carolina.

The data collected from the survey respondents includes the purpose for LIBNPs to participate in networks, what organizations they interact with on behalf of those they serve, whether organizations in their networks are nonprofits, government, or private organizations, variations that exist between the networks, and what differences exist in the size and

constitution of networks throughout North Carolina. The discussion of the rationale behind each hypothesis and exploratory research question is presented in Chapter 2, the survey is included in Chapter 3, and a discussion of the results is in Chapter 4.

Research Problem

This dissertation addresses these research questions by focusing on gaps in three distinct bodies of literature: organizational theory, migration theory, and nonprofit studies. First, understanding how nonprofit organizations have responded to the emerging needs of Latinos in North Carolina requires an analysis of organizations and communities of organizations, which are the basic units of analysis in the theory of community ecology. Community ecologists study the formation of organizational communities, the characteristics of those communities, with particular attention placed on the interdependence of populations with respect to resource flows (Romanelli, 1989). Community ecology models argue that new organizational communities develop not because of random variation or context-specific constraints, but that variations occur due to changes in the social-organizational environment (Romanelli, 1991). Despite the focus on interdependent resource flows and environmental changes, there have been few attempts to apply understandings of community ecology to the changing dynamics of new immigrant communities and the organizations that provide services to them, particularly in locations that are new immigrant destinations (Waters and Jiménez, 2005).

In addition to the discussion of community ecology, social network research concepts from organizational theory are introduced to explore the interactions of LIBNPs with other

organizations providing services to Latinos in their service areas. Scholars have noted that networks often lead organizations, individuals, and groups to coordinate and collaborate in a variety of ways to achieve specific ends that would not be attainable without cooperation (Borgatti and Foster, 2003). While organizational studies of networks tend to focus on the organizations themselves as the units of analysis (Agranoff and McGuire, 2001; Borgatti and Foster, 2003), networks in migration studies tend to focus on the individual migrants themselves and how network links mediate the costs of migration (Bettrell, 2008; Durand and Massey, 2004; Massey et. al, 1987; Menjívar, 2000; Teitelbaum, 2008). This dissertation extends the application of network theory in migration studies beyond the focus on individual migrant behaviors to explore the role of nonprofit organizations in serving as mechanisms of incorporation into their new communities.

The second body of literature utilized in this research is that of migration studies. Throughout the history of the United States and in the studies of immigrants and migratory patterns, there has been discussion of immigrants "assimilating" into their new communities. The traditional measures of assimilation include socio-economic status, residential patterns, intermarriage, and linguistic patterns (Waters and Jiménez, 2005), which all focused on the general abandonment of past cultural, racial, or ethnic practices in order to blend into their new society. There have been a variety of tools, mechanisms, and institutions that have helped with immigrant assimilation in the past, including religious groups, schools, and nonprofit organizations (Alba, 2005; Chafetz, 2000; Donato et al., 2008; Hernández-León and Zuñiga, 2000; Massey et al., 2002; Menjívar, 2010; Waters and Jiménez, 2005). One

particular immigration scholar, Alejandro Portes (1995) argues that the success of immigrant incorporation (his choice of verbiage instead of "assimilation") in their communities relies on a number of factors, including the receptiveness of government policies, prejudice of society, and the strength of the co-ethnic community.

The third body of literature from which this research derives its foundation is that of nonprofit studies. The response of nonprofit organizations to community needs is an oft-studied topic in the field, whether those needs arise due to entities failing to provide adequate services, the absence of trust towards a particular organization or segment of society, or community preferences to have a plurality of organizations from which to choose, is a foundational issue for nonprofit scholars (Hansmann, 1987; Salamon, 1987; Steinberg, 2006; Weisbrod, 1975; Young, 1983). One of the fundamental social, political, and economic discussions that this dissertation addresses is the role of nonprofit organizations in immigrant incorporation into their new communities. The questions addressed in this research test the concept of LIBNPs being viewed as more trustworthy to the Latino community based on shared ethnic identities of staff and/or members of the organization's board of directors as well as LIBNPs being seen by North Carolina's public sector as partners in immigrant incorporation.

All three of these literatures are useful to develop a clearer understanding of activities involving nonprofit organizations and Latino immigrants in a new settlement area such as North Carolina. Without a firm understanding of the breadth of nonprofit activity focused on this population, a glimpse of the growth of these organizations over time, and the extent of

their interaction with other public, private, and nonprofit organizations, their true impact and potential to fulfill their missions is incomplete. Along with addressing gaps in organizational, immigration, and nonprofit theory by applying them to North Carolina, this dissertation explores the utility of social network analysis to understand the interactions of individuals and groups with their communities and the insights provided through a network survey to more fully examine the immigrant incorporation process.

Significance of Research

The fundamental goals of this dissertation are to explore the intersection of three distinct bodies of literature that are applicable to recent social events in North Carolina, as well as develop a methodology for creating nonprofit community profiles. By engaging the literature from organizational, migration, and nonprofit theoretical perspectives, the formation and extension of LIBNPs in North Carolina communities is viewed in a new light. Similarly, in combining various methodologies used to identify nonprofits, a new, more complete process for identifying nonprofits organized to serve identity-based populations can be useful to academics and practitioners in their efforts to understand the nature and expanse of nonprofit operations.

The exploratory nature of this dissertation, which examines the social networks of LIBNPs in North Carolina, is useful in understanding the dynamics of nonprofit interaction with the public and private sectors, as well as variations between rural and urban areas in new immigrant settlement areas. It also proposes a research agenda that may be applied beyond North Carolina to other states facing similar situations.

Organization of Chapters

This dissertation is organized in five chapters. Chapter 1 begins with an overview of the rapid increase of North Carolina's Latino population since 1990 and the varied impact felt in communities around the state. The purpose of the dissertation is then introduced, focusing on the gaps in the present approach to creating community profiles of nonprofit organizations, particularly nonprofits that concentrate their services on racial, ethnic, or immigrant populations. Additionally, the exploratory approach of applying social network analysis to studying the networks of LIBNPs as a tool of immigrant incorporation is introduced. Following the introduction of the general concepts used to shape the dissertation, the research questions are presented. The research problems are then discussed in terms of the three primary bodies of literature that serve as the academic foundation of this dissertation: organizational, immigrant, and nonprofit theory. As a part of the discussion of the research problems, the sources for the data and their application to the different bodies of literature are briefly discussed. Finally, a brief discussion of the significance of this research is outlined.

Chapter 2 provides the theoretical foundation for the research design and methods. First, the chapter provides an overview of Latinos in North Carolina and how the population has changed over the past twenty years in rural and urban areas of the state. Then there is a discussion of the concept of immigrant incorporation, how that differs from traditional sociological approaches to immigrant assimilation, and how immigrants have utilized nonprofit organizations in this country to assist with their transition into their new

communities. An extensive discussion in Chapter 2 introduces the theoretical concepts of community ecology, immigrant incorporation, contract failure, and government failure. Following the discussion of the bodies of literature utilized, the final section discusses the use of network studies in migration theory and how the idea of observing individual migrant networks will be extended to explore the social networks of LIBNPs through a social network survey distributed to a targeted sample discussed in Chapter 3.

Chapter 3 contains the outline for the data collection, analysis, and general research methods utilized in the dissertation. The chapter begins with a discussion of the secondary data sources used in the creating of nonprofit community profiles: IRS nonprofit data on organizations, state-level nonprofit data on organizations from the North Carolina Secretary of State's office, and data collected from a survey distributed to LIBNPs throughout the state. The chapter also discusses additional data gathered from the US Census Bureau, US Office of Management and Budget, and specific organizational variables collected from the survey to LIBNPs. This is followed by a discussion of organizational networks as a means of immigrant incorporation. The development of the survey instrument, the distribution, and a data analysis plan are also discussed.

Chapter 4 provides descriptive statistics of LIBNPS and analysis of the survey distributed to LIBNPS in North Carolina. The analysis of results pertaining to the research questions, hypotheses, and exploratory research questions are presented.

Chapter 5 serves as the summary chapter for the dissertation. This chapter includes the discussion of the results, limitations of the research, and the theoretical and practical implications. Suggestions for future research are also discussed.

Chapter 2: Literature Review

This research asks two fundamental questions focused on the actions of nonprofit organizations in North Carolina over the past twenty years as the state's Latino population has grown at a faster rate than any other state in the Union. Numerous efforts have been undertaken to explore the legal, social, and economic impacts Latinos have had on North Carolina since 1990 but these studies overlook the role nonprofits play in the overall response to the rapid Latino population growth (Nguyen and Gill, 2010; Kasarda and Johnson, 2006). This dissertation is guided by the following research questions that will incorporate various bodies of literature to explore the interplay of organizational behavior, migration, and nonprofit theory in response to community changes.

RQ1. What impacts did Latino population growth have on the growth and size of the nonprofit sector in North Carolina?

RQ2. What role have nonprofits played in Latino immigrant incorporation in North Carolina?

Literature Review

In order to organize and address the two research questions, the theories and concepts introduced herein will be arranged in three sections: the first addressing the topic of demographic changes in North Carolina and how nonprofits can be used as resources for incorporating immigrants into their new communities; the second addressing some of the common approaches to assessing the impact of the nonprofit sector in particular communities from nonprofit and organizational theory; and the third section explores the utility of network

analysis in understanding how nonprofits interact with their environment to secure resources, services, and connections for the Latinos they serve. Throughout this chapter, hypotheses will be introduced that will be analyzed later in the dissertation.

Part 1: Latinos in North Carolina and Nonprofits as Resources for Immigrant Incorporation

North Carolina's Latino population. Between 1990 and 2010, the Latino population in North Carolina grew from roughly 77,000 to over 800,000 (US Census, 2010). The growth rate of over 900% in the state was the largest percentage increase in the country and reflects the general trend during this time period of Latino migration to the southern United States (Kochar, Suro, and Tafoya 2005; US Census, 2010). While national immigration levels peaked in 1999 and 2000 and dropped by nearly 24% by 2004, Latino migration to North Carolina continued to increase and has only recently leveled off (Passel and Cohn, 2008; US Census, 2010). Table 2.1 presents the data for Latino population growth since 1990.

Table 2.1 – Latino Population Growth 1990 - 2010

	Total population			Latino population			Latino Population Change 1990 to 2010	
State	**1990**	**2000**	**2010**	**1990**	**2000**	**2010**	**Numeric**	**Percentage**
North Carolina	6,628,637	8,049,313	9,535,483	76,726	378,963	800,120	723,394	942.8%
Arkansas	2,350,725	2,673,400	2,915,918	19,876	86,666	185,050	165,174	831.0%
Tennessee	4,877,185	5,689,283	6,346,105	32,741	123,838	290,059	257,318	785.9%
Georgia	6,478,216	8,186,453	9,687,653	108,922	435,227	853,689	744,767	683.8%
South Carolina	3,486,703	4,012,012	4,625,364	30,551	95,076	235,682	205,131	671.4%
Alabama	4,040,587	4,447,100	4,779,746	24,629	75,830	185,602	160,973	653.6%
Kentucky	3,685,296	4,041,769	4,339,367	21,984	59,939	132,836	110,852	504.2%
Nevada	1,201,833	1,998,257	2,700,551	124,419	393,970	716,501	592,082	475.9%
Mississippi	2,573,216	2,844,658	2,967,297	15,931	39,569	81,000	65,069	408.4%
Iowa	2,776,755	2,926,324	3,046,355	32,647	82,473	152,000	119,353	365.6%
Minnesota	4,375,099	4,919,479	5,303,925	53,884	143,382	250,258	196,374	364.4%
Delaware	666,168	783,600	897,934	15,820	37,277	73,000	57,180	361.4%
Nebraska	1,578,385	1,711,263	1,826,341	36,969	94,425	167,405	130,436	352.8%
Utah	1,722,850	2,233,169	2,763,885	84,597	201,559	358,000	273,403	323.2%
South Dakota	696,004	754,844	814,180	5,252	10,903	22,000	16,748	318.9%
Oregon	2,842,321	3,421,399	3,831,074	112,707	275,314	450,000	337,293	299.3%
Indiana	5,544,159	6,080,485	6,483,802	98,788	214,536	390,000	291,212	294.8%
Virginia	6,187,358	7,078,515	8,001,024	160,288	329,540	632,000	471,712	294.3%
Oklahoma	3,145,585	3,450,654	3,751,351	86,160	179,304	332,000	245,840	285.3%
Maryland	4,781,468	5,296,486	5,773,552	125,102	227,916	471,000	345,898	276.5%

Source: US Census Bureau

Much of the increase in Latino immigration in North Carolina has been concentrated in urban areas such as Raleigh-Durham-Chapel Hill, Charlotte-Gastonia-Concord, and Greensboro-High Point-Winston Salem. For these three areas, the percentage increases through 2010 were 1529%, 1573%, and 1435% respectively (US Census 1990, 2010). While the largest growth has been in these metropolitan areas, significant growth in rural communities and communities that heretofore did not have significant Latino populations has

led to a variety of tensions, obstacles, and difficulties in the provision of human services and immigrant assimilation (Marrow, 2005). Tables 2.2 and 2.3 present Census data on Latino population growth from 1990, 2000, and 2010,[1] based on the definition of urban and rural counties in North Carolina (NC Rural Economic Development Center, 2011).[2] Figure 2.1 displays urban and rural counties in the state.

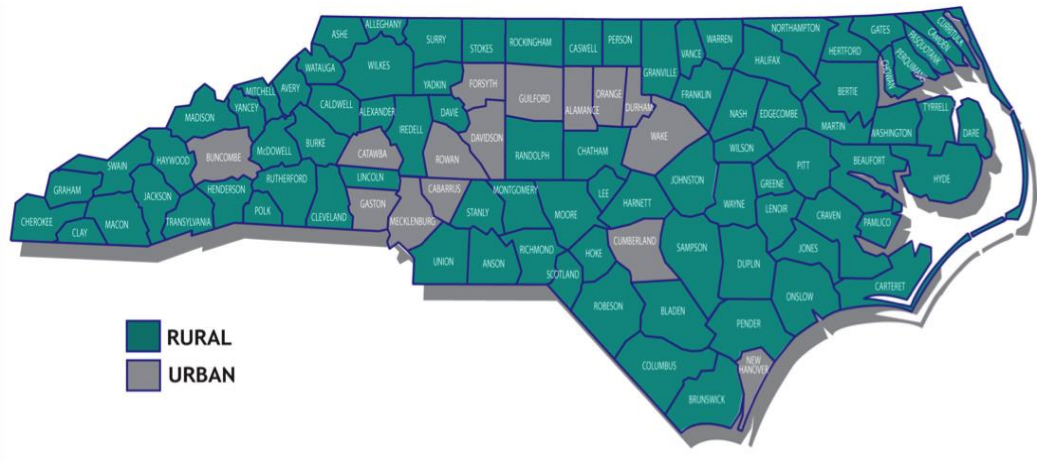

Figure 2.1 – Urban and Rural North Carolina Counties

1 These numbers do not include the statewide estimates of approximately 30% - 40% additional undocumented Latinos present in North Carolina (Passel and Cohn, 2008).
2 The definition for urban and rural as used in the map above is no more than 250 people per square mile. Map is courtesy of: North Carolina Rural Economic Development Center, Inc.

Table 2.2 – North Carolina Urban Counties Population Growth

County	Population, 1990			Population, 2000			Population, 2010			Percent increase 1990 - 2010
	Total	Latino	% Latino	Total	Latino	% Latino	Total	Latino	% Latino	Latino % increase 1990 - 2010
North Carolina	**6,628,637**	**76,726**	**1.2%**	**8,049,313**	**378,963**	**4.7%**	**9,535,483**	**800,120**	**8.4%**	**942.8%**
Alamance	108,213	736	0.68%	130,800	8,835	6.8%	151,131	16,639	11.0%	2160.7%
Buncombe	174,821	1,173	0.67%	206,330	5,730	2.78%	238,318	14,254	5.98%	1115.2%
Cabarrus	98,935	483	0.49%	131,063	6,620	5.05%	178,011	16,767	9.42%	3371.4%
Catawba	118,412	921	0.78%	141,685	7,886	5.57%	154,358	13,032	8.44%	1315.0%
Cumberland	274,566	13,298	4.84%	302,963	20,919	6.90%	319,431	30,190	9.45%	127.0%
Davidson	126,677	602	0.48%	147,246	4,765	3.24%	162,878	10,408	6.39%	1628.9%
Durham	181,835	2,054	1.1%	223,314	17,039	7.6%	267,587	36,077	13.5%	1656.4%
Forsyth	265,878	2,102	0.8%	306,067	19,577	6.4%	350,670	41,775	11.9%	1887.4%
Gaston	175,093	864	0.49%	190,365	5,719	3.00%	206,086	12,201	5.92%	1312.2%
Guilford	347,420	2,887	0.8%	421,048	15,985	3.8%	488,406	34,826	7.1%	1106.3%
Mecklenburg	511,433	6,693	1.3%	695,454	44,871	6.5%	919,628	111,944	12.2%	1572.6%
New Hanover	120,284	924	0.77%	160,307	3,276	2.04%	202,667	10,716	5.29%	1059.7%
Orange	93,851	1,279	1.4%	118,227	5,273	4.5%	133,801	11,017	8.2%	761.4%
Rowan	110,605	651	0.59%	130,340	5,369	4.12%	138,428	10,644	7.69%	1535.0%
Wake	423,380	5,396	1.3%	627,846	33,985	5.4%	900,993	87,922	9.8%	1529.4%

Source: US Census Bureau

Table 2.3 – North Carolina Rural Counties Population Growth[3]

County	Population, 1990			Population, 2000			Population, 2010			Percent increase 1990 - 2010
	Total	Latino	% Latino	Total	Latino	% Latino	Total	Latino	% Latino	Latino % increase 1990 - 2010
North Carolina	**6,628,637**	**76,726**	**1.2%**	**8,049,313**	**378,963**	**4.7%**	**9,535,483**	**800,120**	**8.4%**	**942.8%**
Alleghany	9,590	85	0.9%	10,677	530	5.0%	11,155	1,004	9.0%	1081.2%
Chatham	38,759	564	1.5%	49,329	4,743	9.6%	63,505	8,228	13.0%	1358.9%
Duplin	39,995	1,015	2.5%	49,063	7,426	15.1%	58,505	12,059	20.6%	1088.1%
Greene	15,384	169	1.1%	18,974	1,511	8.0%	21,362	3,054	14.3%	1707.1%
Harnett	67,822	1,159	1.7%	91,025	5,336	5.9%	114,678	12,359	10.8%	966.4%
Henderson	69,285	846	1.2%	89,173	4,880	5.5%	106,740	10,424	9.8%	1132.2%
Hoke	22,856	218	1.0%	33,646	2,415	7.2%	46,952	5,823	12.4%	2571.1%
Johnston	81,306	1,262	1.6%	121,965	9,440	7.7%	168,878	21,814	12.9%	1628.5%
Lee	41,374	800	1.9%	49,040	5,715	11.7%	57,866	10,576	18.3%	1222.0%
Montgomery	23,346	556	2.4%	26,822	2,797	10.4%	27,798	3,926	14.1%	606.1%
Onslow	149,838	8,035	5.4%	150,355	10,896	7.2%	177,772	17,896	10.1%	122.7%
Randolph	106,546	734	0.7%	130,454	8,646	6.6%	141,752	14,698	10.4%	1902.5%
Robeson	105,179	704	0.7%	123,339	5,994	4.9%	134,168	10,932	8.1%	1452.8%
Sampson	47,297	727	1.5%	60,161	6,477	10.8%	63,431	10,440	16.5%	1336.0%
Surry	61,704	602	1.0%	71,219	4,620	6.5%	73,673	7,155	9.7%	1088.5%

[3]This table includes only counties whose Latino populations account for more than 8% of the total county population in 2010 (19 of 85 rural counties).

Table 2.3 – Continued

County	Population, 1990			Population, 2000			Population, 2010			Percent increase 1990 - 2010
	Total	Latino	% Latino	Total	Latino	% Latino	Total	Latino	% Latino	Latino % increase 1990 - 2010
Union	84,211	675	0.8%	123,677	7,637	6.2%	201,292	20,967	10.4%	3006.2%
Wayne	104,666	1,356	1.3%	113,329	5,604	4.9%	122,623	12,162	9.9%	796.9%
Wilson	66,061	537	0.8%	73,814	4,457	6.0%	81,234	7,724	9.5%	1338.4%
Yadkin	30,488	388	1.3%	36,348	2,357	6.5%	38,406	3,749	9.8%	866.2%

Source: US Census Bureau

As can be seen in the population numbers, both the urban and rural counties experienced a large increase in their Latino populations. Some of these rural counties, such as Lee and Duplin whose population was less than 3% Latino in 1990, increased to nearly 20% by 2010: an increase of over 1000%. Similar situations were common throughout North Carolina, with Union County experiencing the largest percentage increase in their Latino population (3006%). Latino immigrant growth in North Carolina was spurred by a variety of social, economic, and political reasons, including anti-immigrant policies in different states and shifting agricultural/manufacturing needs across the region (Marrow, 2005). This dramatic change in urban and rural populations undoubtedly placed strains on public, private, and nonprofit services that Latino immigrants may need to access. Examples of such services include acute and chronic medical care or education assistance in schools for Latino students (Gozdziak, 2005; Riggs and Greenberg, 2004). The variety of responses by public, private, and nonprofit organizations to newly arriving Latino populations indicate the many struggles when responding to critical needs exacerbated by linguistic, cultural, and economic barriers (Gill, 2010; Gozdziak, 2005; Marrow, 2005).

Latino immigrant incorporation. With the rapid and recent increase in the Latino population across the state, coupled with North Carolina's limited immigration history, the state is experiencing the growing pains and related struggles of immigrant destination areas. This connects North Carolina to other immigrant destinations of the past, such as New York, Illinois, and California. As with any population growth, strains have been placed on service provision across the state (Marrow, 2011; Waters and Jimenez, 2005). More children in

schools, more drivers on roads, and more patients in healthcare facilities burden already tight budgets. Unlike other forms of population growth, Latino growth presents unique challenges. Increases in Latino students in public schools can lead to significant changes in curriculum, staffing, and community outreach (Riggs and Greenberg, 2004). More Latino drivers on roads have led to the use of local law enforcement as immigration agents during traffic stops (Nguyen and Gill, 2010). Similarly, healthcare providers face new costs and obstacles when encountering Latino patients that may not speak English and whose only access to medical care may be urgent care facilities (Marrow, 2011). Understanding how to meet their needs is vital to incorporation into the new receiving communities (Kochar, Suro, & Tafoya, 2005). As such, understanding the environment in which Latino residents of North Carolina pursue public and private support, the extent to which those services are available, and how these new residents are incorporating into their new communities is important in crafting public policy and distributing resources (Cortes, 1998).

Throughout the history of the United States, the immigrant experience and their incorporation into new communities has been as varied as the countries and cultures from which they migrated (Alba and Nee, 2004; Portes, 1995). Numerous scholars have evaluated the process, speed, and methods of the settlement process and for many years the focus was on how quickly immigrants blended or assimilated into their new communities. The process of “assimilation” developed a negative connotation after many years of describing immigration to the United States as a process of “melting” different ethnicities into the larger “pot” of American society. Traditional measures of assimilation focused on the ability of the

immigrant groups to blend into their surrounding society through linguistic acquisition, economic attainment, and settlement patterns (Waters and Jiménez, 2005).

As patterns of immigration changed, scholars began to find that certain groups were not assimilating in the traditional ways (Telles and Ortiz, 2008; Hagan and Rodriguez, 2002). The selective, or segmented, patterns of assimilation (Telles and Ortiz, 2008) in communities around the United States began to shine light on the various responses to immigration at the local level (Marrow, 2009). Concepts of assimilation began to be approached differently and evaluated based on emerging data, as were the patterns and processes of migration and theories associated with it. New concepts of immigrant incorporation began to be observed in some of the new Latino settlement areas that extended the discussions of assimilation beyond the "attenuation of distinctions based on ethnic origin" (Alba and Nee, 2003; Marrow, 2005; Millard and Chapa, 2004; Zúniga and Hérnandez-León, 2005). Identifying ways of incorporating immigrants into new communities has been the subject of much study and observation (Portes, 1995; Marrow, 2011; Waters and Jimenez, 2005) and the concept of nonprofit organizations assisting in the process of immigrant incorporation is a key element of this current research.

Assimilation theory. Assimilation theory dates back to the Chicago School of sociological inquiry[4] and focused on the absorption of new immigrants into their new

4 This was one of the first research-oriented schools of sociology that pushed quantitative methods with regards to immigration studies. This led to the development of assimilation measures being focused on quantitative measures as opposed to qualitative outcomes that has influenced immigration studies for the past 75 years.

societies and the abandonment of their traditional cultures and languages (Waters and Jiménez, 2005; Alba and Nee, 2003). Assimilation has thus developed a negative connotation among migration scholars as a forced or inevitable process of the American experience (Alba, 2005; Alba and Nee, 2003). Some of the traditional measures of successful assimilation include improved socio-economic status, predictable residential patterns, high rates of intermarriage, and linguistic attainment (Waters and Jiménez, 2005). These measures of assimilation have produced varied results across a number of different racial and ethnic groups but have been called insufficient when measuring the changing geography of immigration since 1990 (Alba, 2005; Chafetz, 2000; Donato et al., 2008; Hernández-León and Zuñiga, 2000; Massey et al., 2002; Menjívar, 2010; U.S. Census Bureau, 2000).

Nonprofit organizations have long served as a tool to assist in the process of immigration incorporation and settlement in the United States. The history of immigration in this country includes organizations that have emerged to meet the needs of new immigrant populations. Scholars have observed nonprofit organizations (including mutual aid societies and fraternal orders) that once served Jewish, Irish, and German immigrants in traditional immigrant "gateway" cities (or places of first settlement) such as New York, Chicago, and Los Angeles, have shifted services to Latinos as that population has increased (Gozdziak, 2005; Waters and Jiménez, 2005). For example, educational opportunities that were originally organized to assist Puerto Rican immigrants in New York and health clinics established to serve European immigrants in Chicago have shifted their services to serve

arriving Latino populations (Waters and Jiménez, 2005). Nonprofits that were established to serve underprivileged immigrants have changed their demographic targets to meet the needs of new populations, but the essential characteristics of the organizations' missions remained the same.

But what of communities that are new gateways for immigration, such as North Carolina, that have not seen continuous waves of immigration and do not have a history of immigration? "New gateways…may lack the institutional arrangements designed to serve the immigrant population" precisely because there has been no need for such arrangements until recently (Waters and Jiménez, 2005, p.14). In the immigration literature, "gateway" cities are those initial ports of entry for immigrants as they arrived in this country. These large cities were locations for newly arrived immigrants to join co-ethnics in economic, social, and religious activities not available in other parts of the country. The new gateway cities are no longer the large, urban areas that have traditionally been the homes to new immigrant populations. In states such as North Carolina, Georgia, Tennessee, and Utah, immigrants are arriving directly from their home communities to these new locations, frequently settling in suburban and rural areas that possess fewer institutional resources and infrastructure to meet the service needs of newly arriving immigrants (Gill, 2010; Marrow, 2005).

As much of the discussion in immigration studies is moving beyond the traditional measures of assimilation (socio-economic status, residential patterns, intermarriage, and English acquisition), new efforts to gauge how immigrants are integrating into their

communities in rural and urban settings are needed. One of those new lines of investigation has focused on immigrant incorporation. This area of research investigates how newly arrived immigrants integrate into their communities despite struggling to assimilate in the traditional ways.

Immigrant incorporation. As a result of the shifting settlement patterns, new immigrant communities began to emerge in North Carolina, especially in rural counties (US Census, 2010). In these new settlement areas, public, private, and nonprofit services can be scarce due to the smaller overall population. In service areas that are present in virtually all communities regardless of population density, such as schools, hospitals, and law enforcement, interesting patterns began to emerge among Latino residents (Marrow, 2011). Efforts to integrate and incorporate Latino residents into the school systems spurred teachers and administrators to participate in multi-cultural classes and cross-border exchanges (Kasarda and Johnson, 2006). Additionally, new nonprofit organizations emerged to provide services to immigrants in their communities and some existing nonprofit organizations have expanded their services to accommodate the needs of the new residents (Marrow, 2005). Efforts to incorporate immigrants economically, socially, and politically led to diversification of services and increases in culturally appropriate service delivery mechanisms in some cities, but the overall incorporation process has proven to be slow in many new gateway cities (Gozdziak, 2005; Waters and Jiménez, 2005).

Nonprofit scholars argue that disenfranchised populations (Latinos, African-Americans, women) can utilize the nonprofit sector as a preferred mechanism for service

delivery due to the trustworthiness of the sector in general or the failure of the public and private sector to meet specific needs (DiMaggio and Anheier, 1990; Gallegos, 1991; Joassart-Marcelli and Wolch, 2003; Peck, 2008; Waters and Jiménez, 2005). Latino incorporation has been a difficult process in the Southern United States during the past two decades, but limited research has shown that nonprofit organizations have played a central role in incorporating them into their new communities in certain situations and could play a larger role (Gozdziak and Melia, 2005; Marrow, 2011; Millard and Chapa, 2004). Scholars have begun to collect evidence that nonprofit organizations serve as an institutional force and collective voice for Latino immigrants that could not be easily discredited (Marrow, 2005).

Immigrants and nonprofit organizations. New immigrant populations have long turned to the nonprofit sector for religious, legal, and economic reasons (Alesina et al., 1999; Waters and Jimenez, 2005). Newly arrived immigrants have often been forced to concentrate geographically and rely on non-governmental, nonprofit efforts to provide spiritual, political, and economic services due to the inability or unwillingness of public and private sector organizations (Crane and Millard, 2004; Gozdziak, 2005; Waters and Jimenez, 2005). Nonprofit organizations have also traditionally served as safe places for immigrants to seek refuge due to negative social attitudes and anti-immigrant public policy (Hernández-León and Zúñiga, 2005; Waters and Jiménez, 2005).

The public sector is the primary provider of public goods and services throughout the last 80 years (Salamon, Sokolowski, and Anheier, 2000). At various times, certain demographic groups have been in and out of favor as public policy dictates the recipients of

such assistance. One group that has often found it difficult to receive public services is newly-arrived immigrants (Alesina, et al., 1999). Since the provision of public services for minority populations is not a particularly lucrative undertaking, scholars have argued that the private sector has largely been absent from discussions of public services to minorities (Steinberg, 2006; Hansmann, 1987). And as public policy trends toward more restrictive views towards immigrants and minorities, the public sector may not provide goods and services sufficient to satisfy present needs either (Steinberg, 2006). One source for support and services for immigrants and ethnic minorities is the nonprofit sector.

Two types of nonprofits that have historically been involved with immigrant incorporation in this country, and which will be discussed in greater detail in this dissertation, are faith-based organizations and identity-based nonprofits. Both of these organizations exist throughout this country, but this dissertation will examine the emergence of these two forms in areas that experienced the largest Latino population growth in North Carolina.

The role of religion in the nonprofit sector has developed as an area of scholarly interest, particularly due to the Charitable Choice Provision that was included in the 1996 Personal Responsibility and Work Opportunity Act, allowing religious congregations and organizations to apply for federal funding for social service provision (Pipes and Ebaugh, 2002). These opportunities allow religious congregations and faith-based organizations to engage in social service provision as long as the operations are separate from their worship services. There have been mixed results in the success of these endeavors, although scholars continue to evaluate the issue to shed further light on the role of religious organizations in

social services (Chaves and Wineburg, 2010; Berger, 2003; Pipes and Ebaugh, 2002; Chaves and Tsitsos, 2001).

Religious involvement in social service delivery is a particularly salient topic when discussing Latinos in America. Latinos tend to have a strong connection to faith-based and religious groups, and many of these groups played a significant role in peace and freedom movements throughout Latin America in the 1960s, 1970s, and 1980s (Hagan, 2008). Religious organizations have also played a large role in immigrant incorporation throughout American history and with the change in immigrant demographics in the second half of the 20th century, more attention has been paid to the role of the church in settlement and incorporation of Latinos (Millard and Chapa, 2004; Waters and Jimenez, 2005; Wilson, 2008).

Identity-based nonprofits (IBNPs) are providers of services that may not have been previously offered by the government to specific minority populations, if at all. IBNPs are perceived to have greater credibility with clients/customers due to their shared ethnic identity and the ability to provide feedback to outside groups based on their direct connections with their target population (Ospina, Diaz, and O'Sullivan, 2002). While some nonprofits may emerge to fill specific service voids created by government or the private market (Hansmann, 1987), IBNPs often organize based on the specific community or ethnic group that is present, designing or identifying specific needs after coalescing around a particular identity.

The focus of this research will first be on IBNPs that organize explicitly to serve Latinos (LIBNPs) and the first step in the methodology employed will be to identify LIBNPs

through their corporate names (introduced below and discussed in detail in Chapter 3). Beginning with LIBNPs, this dissertation will then be able to identify other public, private, and nonprofit organizations (both religious and non-religious) operating in North Carolina Metropolitan Statistical Areas (MSAs) that are providing services to Latino residents, thus assisting with their incorporation into the community. Through the data collected, a more complete picture of organizations (public, private, nonprofit, and LIBNP) providing services to Latinos will emerge.

Part 1 Summary

North Carolina has seen a tremendous growth in their Latino population over the past twenty years. As with many groups of migrants throughout history, Latinos arrived in the state with the hopes of improving their economic circumstances. Their process of incorporation into their new communities has been difficult and different than past waves of Latino migrants in the United States. Latino migration to the southern part of the United States has presented challenges for the public, private, and nonprofit sectors as they have interacted with these new residents in a variety of ways. In this section, the concepts of immigrant assimilation and incorporation were discussed, along with the role of nonprofit organizations in providing support and services to these new North Carolina residents. In the next section, various ideas from the community ecology, sociology, and nonprofit literature are introduced to evaluate the process of immigrant incorporation in North Carolina since 1990.

Part 2: Existing Ideas Testing Nonprofits as Tools of Immigrant Incorporation

Community ecology theory. Understanding how nonprofit organizations have responded to the emerging needs of Latinos in North Carolina requires a study of organizations, populations, and communities of organizations, which are the basic units of analysis in the theory of community ecology. Taking their cue from biological understandings of ecology, community ecologists study the formation of organizational communities, the characteristics of those communities, with particular attention placed on the interdependence of populations with respect to resource flows (Romanelli, 1989). Organizational populations are defined by common attributes or forms, such as goals and activities, and the community boundaries are often delineated according to geographic criteria or functional considerations that emphasize inter-organizational linkages (Ruef, 2000). These communities often form as a result of "processes that isolate or segregate one set of organizations from another" (Baum, 1996, p. 71). Organizational communities are also formed when populations of organizations develop relationships with other organizations based on common "activities that bind them" (p. 71).

Community ecology contrasts with population ecology models that study an evolutionary track of growth supported by the principle of adaptation. Community ecology focuses on the diversifying forces of change—those events and occasions that promote heterogeneity among organizations—not homogeneity (Baum, 1996). Instead of organizations becoming more similar and focusing on the survival of one organization in a system, community ecology examines the changes that occur within the larger community to

which an organization belongs and how organizations are formed to break out of the existing organizational community in response to emerging needs (Astley, 1985). The emergence of a new organizational form is due to a disruption in the stability of the organizational community, a rupture in what some theorists term the "deep structure," which calls for a new form to fill the open space created by the destabilizing event (Gersick, 1991). This disruption is referred to as punctuated equilibrium.

Periods of rapid change and growth followed by stability in the environment are key components of the community ecology model, which evaluates changes in the organizational environment (Astley, 1985). Astley (1985) borrows from industrial theorists that describe punctuated equilibrium as the introduction of new technology, or as often is the case with organizations, the introduction of a new organizational form (Ruef, 2000). Once introduced and adopted, the investments of knowledge and equipment discourage further change and produce stability in the environment. The introduction of these new communities, however, only occurs when there are "ecological opportunities" for success (Astley, 1985). The stabilizing forces that normally hold populations in check are overcome by these "ecological opportunities" and open environmental spaces are created that allow for new organizational communities to emerge.

Community ecology models argue that new organizational communities develop not because of random variation or context-specific constraints, but that variations occur due to changes in the social-organizational environment (Romanelli, 1991). Community ecology expands the vision of organizational ecologists to include the operating environment of

organizations and the development of new organizational communities most often occurs after punctuations in the organizational environment's equilibrium (Astley, 1985; Reuf, 2000). Community ecologists argue that new organizational forms that were not previously present in that specific context, which may focus existing services on new populations, result from systemic disruptions.

One of the potential systemic disruptions in North Carolina that could increase the likelihood of new organizational forms emerging and filling a void in services is the rapid increase in Latino residents. As community ecology argues that diverging forces can create new organizational forms, the next hypothesis argues that a new organizational form has emerged within the nonprofit organizational community in North Carolina that explicitly serves Latino residents within their service area. These are different than other nonprofits that expand their operations to include providing services to Latinos in addition to other residents. Latino identity-based nonprofits (LIBNPs) in this research are defined as organizations that form in order to explicitly serve Latinos, whether as advocacy organizations, social or human service providers, or faith-based institutions. While there are numerous factors that influence the growth of nonprofits within communities, this research focuses on an examination of nonprofit growth at the Metropolitan Statistical Area (MSA) level to compare the growth of LIBNPs and growth of all other nonprofits. This hypothesis tests the impact of Latino population growth rates on LIBNP growth rates and if those growth rates outpace nonprofit growth rates overall.

H1. As Latino population growth rates outpace the growth rates of all other ethnicities in an MSA, the growth rate for LIBNPs in MSAs will outpace the growth rate for other nonprofits in the same MSAs.

Modes of immigrant incorporation. One of the leading scholars on the sociology and economic elements of immigration, Alejandro Portes (1995), developed a model of different paths to immigrant incorporation, which "refers to the process of insertion of immigrants into [their] various social contexts" (p.23). As this view of immigrant incorporation is a key element in this dissertation, even though the Portes' framework itself has never been empirically tested, the concept will be presented here, followed by a later discussion and hypothesis regarding how nonprofit organizations can be tools in the incorporation of immigrants into communities.

There are three levels of incorporation that immigrants encounter in this model: government policy, societal reception, and the co-ethnic community. The government's policy towards different immigrant groups varies between receptive (legal entry with resettlement assistance), indifferent (legal entry without resettlement assistance), and hostile (active opposition to groups' presence). Various Latino groups have experienced each of the three government policies throughout the history of the United States. Refugees from El Salvador's civil wars were granted asylum in the United States during the 1980s and early part of the 1990s and refugees from Cuba were also largely greeted warmly. An example of an indifferent government policy would be the *Bracero* program instituted during the first part of the 20th century, where Mexican laborers came to the United States (mainly on the

West Coast), worked in the agricultural industry, and then returned to Mexico after the growing season was complete. The current government climate in many parts of the country falls under Portes' "hostile" category. There is active government opposition to the presence of Latino immigrants, regardless of legal status, as is evidenced by the number of states passing law restricting immigrant access to public services, increasing local law enforcement's ability to detain residents with suspect immigration status, and reducing funding to organizations that provide services and support to Latino populations. In the context of Latinos in North Carolina, with an increasing number of public and social policies aimed at restricting the activities of undocumented Latinos (including the deportation of undocumented residents at a higher rate than any other state in the country), the government policy in the state is categorized as hostile (Gill, 2010; Nguyen and Gill, 2010).

The societal reception level involves civic society and public opinion, which is divided into prejudiced and non-prejudiced responses. There have been some immigrant groups that have been overwhelmingly accepted upon their arrival (or experienced a measure of public indifference) in terms of economic and social incorporation, but as Portes (1995) notes, the majority of these groups happen to come from Europe (Swiss, Scandinavians, Irish). Groups that have endured prejudiced responses by their host communities are often those of non-European descent, or whose presence coincides with other geo-political events that have labeled them with negative connotations (Vietnamese, Cambodians, Haitians). The majority of Latino immigrants throughout the 20th and 21st century have experienced a largely negative, prejudiced reception into American civic society and public opinion (Alba

and Nee, 2003; Dunn, Aragonés, and Shivers, 2005; Portes, 1995). While there have been isolated cases of positive community behavior towards Latinos, overall, the societal reception of Latinos in North Carolina can be termed prejudiced.

The third level of incorporation is the co-ethnic community and reflects the strength of the community in their size, occupational status, and presence of co-ethnic professionals and entrepreneurs. Size variations of ethnic communities are common throughout the United States as various push and pull factors determine immigrant settlement patterns. As Latinos have been largely concentrated in the American Southwest, New York City, Miami, and Chicago until the last twenty years, Latino ethnic enclaves were primarily centered on agricultural workers that migrated with the changing labor demands. As was evidenced in the 2000 Census, a wholesale shift of Latino immigrants occurred towards the American South and the size and distribution of those populations have created numerous ethnic communities of varying sizes throughout the South (in general) and North Carolina (in particular).

The strength of the co-ethnic community in Portes' incorporation model is determined by size (geographic concentration), as well as the occupational status and entrepreneurial activities of the co-ethnic groups. Those groups that are largely comprised of manual laborers are considered "weak" in this model, primarily because manual laborers have lower levels of social capital and social mobility, and are unable to impact the incorporation of the overall co-ethnic community. Those with a larger number of professionals and entrepreneurs are considered "strong," considering that co-ethnic

professionals are more likely to be in positions of power and prestige within the community and could serve as a tool for incorporation for newly arriving co-ethnics.

Portes (1995) argues that the combination of these three levels "constitutes the overall mode of incorporation of a particular immigrant group" (p.25). A visual presentation of this model is presented below in Figure 2.2.

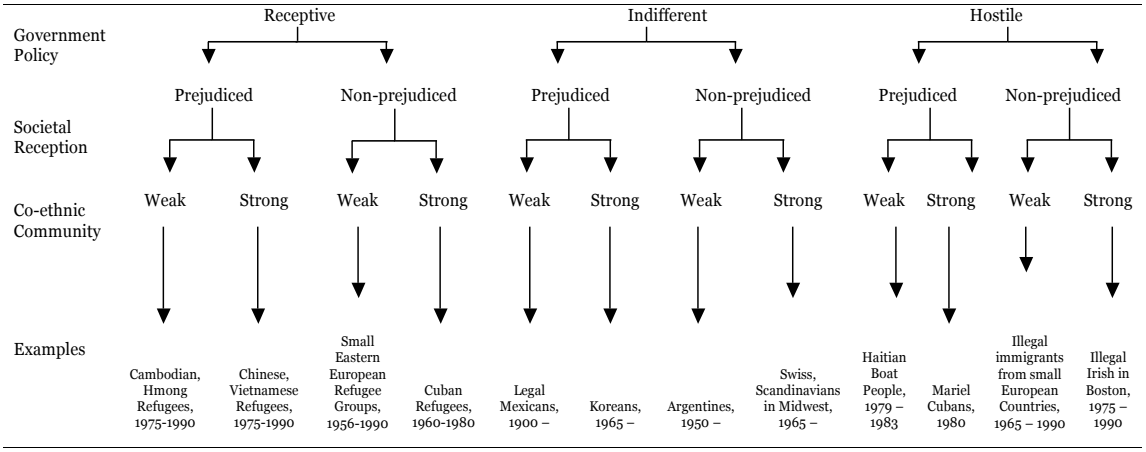

Figure 2.2 – Modes of Immigrant Incorporation

Portes' (1995) discussion of "modes of incorporation" is a useful tool when reviewing immigration in various contexts throughout the United States. With a larger percentage of immigrants settling outside of traditional gateway cities, different patterns of incorporation have developed where immigrants interact directly with "street-level bureaucrats" such as police officers and teachers, local industries unfamiliar with immigration law and enforcement, and human service nonprofits providing services to low-income residents

(Lewis and Ramakrishnan, 2007; Lipsky, 1980; Marrow, 2009). As immigrant communities become less transient and establish themselves outside of traditional gateway cities, the growth of social capital among immigrants and the establishment of immigrant-serving institutions may serve as immigrant incorporation mechanisms (Millard and Chapa, 2004; Zuñiga and Hernández-León, 2005).

Social networks among minority groups, embodied by Portes (1995) in immigrant enterprises and Latino-serving organizations involving professional co-ethnic Latinos, serve as mechanisms to obtain scarce resources and create social constraints within which the immigrant community can operate. Without surveying North Carolina's Latino population directly or assessing specific programs, and without clear definitions in the literature regarding measures that can be empirically tested, it is difficult to measure the extent of immigrant incorporation facilitated by LIBNPs. In Portes' (1995) framework, unfortunately, he does not present suggestions for empirically evaluating his ideas, however helpful they are to understanding the ideas of and variations in immigrant incorporation over time.

The concept of immigrant incorporation will be examined herein by looking at the self-reported organizational networks of LIBNPs as conveyed in the administered survey and the number of individuals served by the LIBNP. This approach examines the organization's ability to provide resources and mechanisms from which members of the co-ethnic community benefit. This approach to understanding immigrant incorporation through formal organizations led by members of their co-ethnic community leads to the second

hypothesis, which argues that the larger the size of an organization's network, the greater is their ability to serve Latinos (indicating a strong co-ethnic community):

H2. LIBNPs with larger organizational networks will serve more Latinos.

Contract failure theory. There are a number of arguments explaining why nonprofits emerge and provide certain goods and services. One that is particularly relevant to the current discussion is contract failure theory. This theory argues that nonprofits can be the preferred choice for consumers seeking services and support when they feel unable to judge the quality of services they desire (Hansmann, 1987). When this may occur, consumers may be reluctant to purchase or pursue services for fear of being cheated or due to an inability to accurately discern the quality of the services provided.

This lack, or asymmetry, of information can lead residents to take their interests, desires, or needs elsewhere, to an organization or group they trust. If a group does not currently exist to meet those needs, new organizations may form. Steinberg (2006) argues that nonprofits help solve the contract failures in five ways.

1. The different profit motives present in nonprofits reduces financial incentives when providing services. This is commonly referred to as the non-distribution constraint, where any profits obtained by the nonprofit organization must be reinvested in the organization and cannot be redistributed to stakeholders.
2. Financial rewards are reduced in nonprofit organizations.
3. Nonprofits are generally focused on quality and quantity of output, not only financial returns.

4. Nonprofits do not have shares of stock and are thus immune from financially based takeover bids.
5. The existence of some trustworthy nonprofits creates a spillover effect to other nonprofits that share in the "halo effect," indicating higher levels of trust and confidence in the mission and direction of the organization.

In addition to these five solutions for contract failure, Young (1983) and Ben-Ner (1986) offer two additional methods of obtaining the trust of the public. Young (1983) argues that through the selection and screening of leaders, nonprofit organizations engender public trust by self-selecting leaders that are more oriented towards the public good and public service. This is a particularly salient point when discussing Latino-serving nonprofit organizations and whether or not the race/ethnicity of the leader impacts the organization's position in the community.

Ben-Ner (1986) adds to the discussion of gaining public trust by postulating that nonprofits can overcome contract failure problems due to the fact that donors and consumers play a more intensive role in the management, decision-making, and direction of nonprofits. Ben-Ner (1986) argues that increasing consumer control within the organization can overcome problems of information asymmetry, granting a sort of "insider's view" into the organization. Allowing for this type of consumer control can come from reliance on private contributions or gifts, including community members on the board of directors, and engaging the target community in programs and services.

The concept of trust in contract failure theory is commonly interpreted as the inability of consumers to adequately judge the quality of a good or service (Young, 1989). When nonprofits are able to overcome low-levels of trust by promising that they will behave in the consumer's best interests, the lack of trust stemming from information asymmetry and the inability to judge the quality of the product can be overcome. In this current discussion, the concept of trustworthiness is applied differently. In North Carolina, it is argued that there will be a higher level of trust in nonprofit organizations than in private or public sector organizations due to the non-governmental nature of nonprofit operations. Nonprofits are seen as non-governmental actors and immigrant trust is stronger when fears of information sharing with the government are minimized.

Trustworthiness plays a large role in the establishment, perpetuation, and success of nonprofits dedicated to serving immigrants and minority groups. As mentioned previously, a large percentage of the Latino community in North Carolina do not have proper documentation and operate in the state as undocumented workers (approximately 30% according to the Pew Latino Center), which tends to increase anxiety and hesitation when the need arises to receive public services (Gill, 2010). When migrants have a need for services, whether for basic needs such as shelter, food, and clothing, or legal services such as visas, civil rights concerns, or federal detention based on immigration violations, nonprofits can be the preferred choice based on the concept of trustworthiness derived from contract failure theory (Donato et al., 2008; Massey, Durand, and Malone, 2002; Portes, 1995). This preference may be due to the inability to access other available services, fear of approaching

a government or private sector organization if they do not have proper documentation to work and reside in the US, or trust placed in the nonprofit because of Latinos being in positions of leadership.

With co-ethnic Latinos as a part of the organization, both as a part of the staff and the board of directors, the organization can signal to the Latino community that they may be more trustworthy than other organizations that do not have the same co-ethnic representation. This is a further extension of the concept of trustworthiness in contract failure theory, of not only trusting them more due to the "halo effect" often enjoyed by nonprofits, but of being more trustworthy because of the presence of co-ethnic Latinos in positions of prominence within the organization.

The next two hypotheses address the concept of trustworthiness in nonprofits, particularly when those being served may have a particular fear of approaching the government sector for human service support. It is hypothesized that Latinos will trust LIBNPs more than other nonprofits for services due to the shared ethnic identities of Latino board members and Latino staff members.

H3. LIBNPs with more Latino staff (non-board of directors) will serve a larger number of Latinos than LIBNPs with fewer non-Latino staff.

H4. LIBNPs with more Latinos members serving on the boards of directors will serve a larger number of Latinos than LIBNPs with fewer Latino members serving on boards of directors.

Government failure theory. Government failure theory explains the various conditions under which public provision of goods and services is inefficient (Weisbrod, 1975). In nonprofit studies, this theory argues that if the government does not provide certain public goods, residents will often turn to the nonprofit sector for those goods and services. James Douglas (1987) identifies five reasons, or "constraints", on public services that lead to government failure to which nonprofits may respond.

1. The "categorical constraint" refers to the need for governments to provide services on a uniform and universal basis. Thus, demand for services that differ from the norm will be unmet and nonprofits can step in to fulfill that need.
2. The "majoritarian constraint" argues that the government responds to the majority and if there are minority needs, nonprofits may respond.
3. The "time horizon constraint" refers to politicians with short tenures in office and the tendency to focus on short-term results and issues to ensure re-election.
4. The "knowledge constraint" argues that governments have limited resources to gather and process all the knowledge necessary to make informed decisions and nonprofits may fill that role by conducting research and providing informed opinions to decision-makers.
5. The "size constraint" echoes a familiar argument: government bureaucracy is too large and cumbersome to be navigated by regular members of society and

> non-governmental institutions are often useful to engage governmental services. One of these "mediating institutions" can be voluntary nonprofit organizations as conceptualized by Berger and Neuhaus (1977).

Weisbrod (1986) provides two important predictions for the government failure theory. First, government failure will be most prominent (and nonprofits will be most active) in communities where populations are more diverse in their interests. This prediction that the size of the nonprofits sector will be larger where the degree of demand heterogeneity is higher has been tested by various scholars and has been called into question (Gronberg and Paarlberg, 2001; Salamon, Sokolowski, and Anheier, 2000). Weisbrod's second prediction of government failure theory argues that when nonprofits emerge to meet community needs, there should be a concerted effort to secure a significant portion of financing from charitable contributions and gifts rather than sales or fees (Weisbrod, 1986). As populations increase and grow more diverse, the categorical and majoritarian constraints discussed by Douglas (1987) grow more salient in the discussion of nonprofit organizations when considering how governments provide funding for nonprofits to meet local needs.

Both of these predictions rely on the idea of conflict between nonprofits and government, where governments fail to respond to needs or requests for a variety of reasons. Some have argued, however, that government failure theory is an incomplete application of the relationship between the public and nonprofit sector. In their study of international contexts of nonprofit organizations, Salamon and Anheier (1998) argue that market-based and government failure theories of nonprofit behavior are rooted in conflict and competition,

but in fact, governments and nonprofits may act in partnership. They apply the concept of partnership and interdependence (Salamon, 1987) to their data and find that in some countries, increased government social welfare spending leads to larger nonprofit sectors (Salamon and Anheier, 1998). Salamon and Anheier (1998) argue that multiple patterns of nonprofit development exist and that the interdependence of the public and nonprofit sectors often leads to mutually beneficial relationships where governments provide funding and other forms of support to nonprofit organizations in order to provide socially desirable services.

In their introduction to and discussion of social origins theory, Salamon and Anheier (1998) provide a bridge between economic theories and comparative historical analyses. While recognizing the need to study economic linkages between nonprofits and governments, Salamon and Anheier (1998) include variables specific to the country or area being studied to account for variations in public sector spending and social expectations. Drawing from this extension of government failure theory to include the interdependence of governments and nonprofit organizations, the final hypothesis introduced in this dissertation argues that as Latino populations increase, governments will increase funding to LIBNPs in order to support their work with Latino residents.

H5. LIBNPs located in MSAs with higher percentages of Latino populations will receive more government funding than LIBNPs located in regions with lower percentages of Latino populations.

This hypothesis addresses the need of LIBNPs to access funds to support their work, testing whether governments in North Carolina have responded to increased Latino populations by financially supporting LIBNPs. While there is an intrinsic reliance on government support due to the reporting requirements of the IRS and Secretary of State's office, this hypothesis tests changes in government funding (beyond tax incentives tied to incorporation) over time.

Part 2 Summary

A number of theories have been introduced to test the impact nonprofits have had on Latino immigrant incorporation in North Carolina over the past twenty years. Community ecology, sociology, and nonprofit theory all provide lenses through which to view patterns of incorporation in the state. The theories of community ecology, contract failure, and government failure have been applied in a variety of ways to nonprofit organizations throughout the literature and Portes (1995) conceptualization of modes of incorporation is empirically tested in a way that has not been introduced in the literature. These theories provide unique insights into the specific situation of Latino immigration and settlement patterns in North Carolina. An additional lens through which to view the impact of nonprofits in general, and LIBNPs in particular, is through examining nonprofit networks as tools of immigrant incorporation. This topic is discussed in the next section.

Part 3 – Networks as a New Tool in Immigrant Incorporation

Networks in Migration Theory

Network studies have been used to study a wide variety of individuals, groups, and organizations. One application of network theory relevant to this discussion is the approach taken by some migration scholars to evaluate the migratory process, describing familial and communal ties that direct migration patterns to specific locales in the United States (Hagan, 2008; Durand and Massey, 2004; Menjívar, 2000; Massey et. al, 1987). Network studies on migration have differed from organizational approaches to networks. Organizational studies of networks tend to focus on the organizations as the units of analysis (Agranoff and McGuire, 2001; Borgatti and Foster, 2003) whereas migration studies tend to focus on the individual migrants themselves and how network links mediate the costs of migration (Bettrell, 2008; Teitelbaum, 2008).

The leading scholar on migrant networks, Douglas Massey, described in his book, *Return to Aztlan* (1987) that networks form in Mexican villages among family and friends as they prepare to make the trip north to the United States and their primary purpose is to facilitate border crossing and employment upon arrival. Significant effort is spent in the book on developing the network structure of migratory patterns and practices among individuals without extending the discussion to include examinations of organizational networks in the communities where migrants settle in the United States. In the numerous books and articles since Massey's discussion of migration networks, very little attention is

paid to the role of organizations in the assimilation and incorporation process in their new communities.

In this dissertation, the concept of social networks is expanded beyond Massey's focus on the individual immigrant and their activities to explore the role of organizations that form to serve immigrants once they arrive at their destination. This is an exploratory application of the social network theory that will not be testing specific hypotheses, but instead introduces a series of research questions that will guide the application of this theory to LIBNPs in North Carolina with data collected through a survey distributed throughout the state.

The fundamental exploratory research question (ERQ) presented in this section is:

ERQ1. Are LIBNPs participating in social networks as a way to leverage resources on behalf of those they serve?

Network theory and social network analysis. Networks have been a focus of organizational theorists for quite some time and while the nature of networks (formal vs. informal, individual vs. occupational) continues to be explored, one of the leading researchers in organizational theory simply stated: "Networks are constructed when individuals, whether organizations or humans, interact" (Salancik, 1995, p. 345). Networks often lead organizations, individuals, and groups to coordinate and collaborate in a variety of ways to achieve specific ends that would not be attainable without cooperation (Borgatti and Foster, 2003). This dissertation extends the application of network theory in migration studies beyond the focus on individual migrant behaviors before, during, and after the

migration process to explore the role of nonprofit organizations in serving as mechanisms of incorporation into their new communities. As network theory uses a variety of terms with specific definitions within the field, Table 2.4 presents some of the basic terminology used in this discussion followed by an illustration of the type of network structure being studied in this dissertation.

Table 2.4 – Network Studies Terminology

Terms	Definitions[5]
Network	Emphasizes relations and regularities in patterns among entities, often highlighting the resources accessible through membership
Social network	Finite set or sets of actors and the relation or relations with which they are involved
Actor/Node	Members of the network (individuals, groups, organizations)
Relation	Ties that link actors to one another
Alter	The other unit linked to an actor by a relational tie
Ego	The focal actor (individuals, groups, organizations)
Egocentric network	Type of network consisting of ego, alters, ties between ego and alters, and measurements on the ties
Name generator survey	Tool of egocentric network data collection involving asking an actor for the names of individuals, groups, or organizations to whom they are connected
Position generator survey	Tool of egocentric network data collection involving asking an actor whether they know any individuals, groups, or organizations that occupy specific roles or positions as defined by the researcher
Centrality	A measure to identify the most prominent actors in a network
Closeness	A measure to identify the independence or efficiency of a network based on distance between actors
Betweenness	A measure to identify which actors connect other actors in a gatekeeper role
Density	A measure of the extent to which actors are connected among themselves (omitting ego)

[5] All definitions derived from Wasserman and Faust (1994) and Knoke and Yang (2008).

The emergence of networks occurs in a variety of ways, most often when desired outcomes cannot be achieved individually (Tichy, Tushman, and Fombrun, 1979). Much of the research in network analysis has focused on the direction of the causality of the network: identifying the consequences of the network or what has caused the network to structure itself in a particular way (Borgatti and Foster, 2003). One of the consequences of particular interest in this dissertation is the interaction between LIBNPs and other organizations within their service area and what sort of interaction exists (shared information, shared funding, referrals, shared administrative resources, coordinated program delivery). This leads to the next two exploratory research questions in this section:

ERQ2. What other organizations do LIBNPs interact with as a part of their organizational operations?

ERQ3. In what sectors are these other organizations (nonprofit, public, for-profit)?

Social network analysis is a specific approach to network studies, focusing on the "relationships between social entities and on the patterns and implications of these relationships" (Wasserman and Faust, 1994, p.7). The importance of social network analysis rests on three assumptions (Knoke and Yang, 2008). First, organizational interactions/relations are often more important to understanding behavior than specific organizational attributes, such as age or size. Second, social networks affect actions or beliefs through socially constructed structural mechanisms developed through direct contacts and interactions. Third, structural relations between individuals or organizations should be

viewed as dynamic processes. One particular type of social network analysis is egocentric analysis, where the focal unit of analysis (ego) is asked to report the various relations (alters) in which they participate (Wasserman and Faust, 1994). One of the most common mechanisms for measuring an ego's network, and the one that will be employed in this research, is the direct survey method of asking organizations about their ties to other organizations. One benefit of using the survey method is when measuring an ego's network, linkages may emerge between alters (not directly connected to the ego) that were previously unidentified (Knoke and Yang, 2008). An example of what an egocentric network may look like, including linkages that may not be initially recognized, is presented in Figure 2.3.

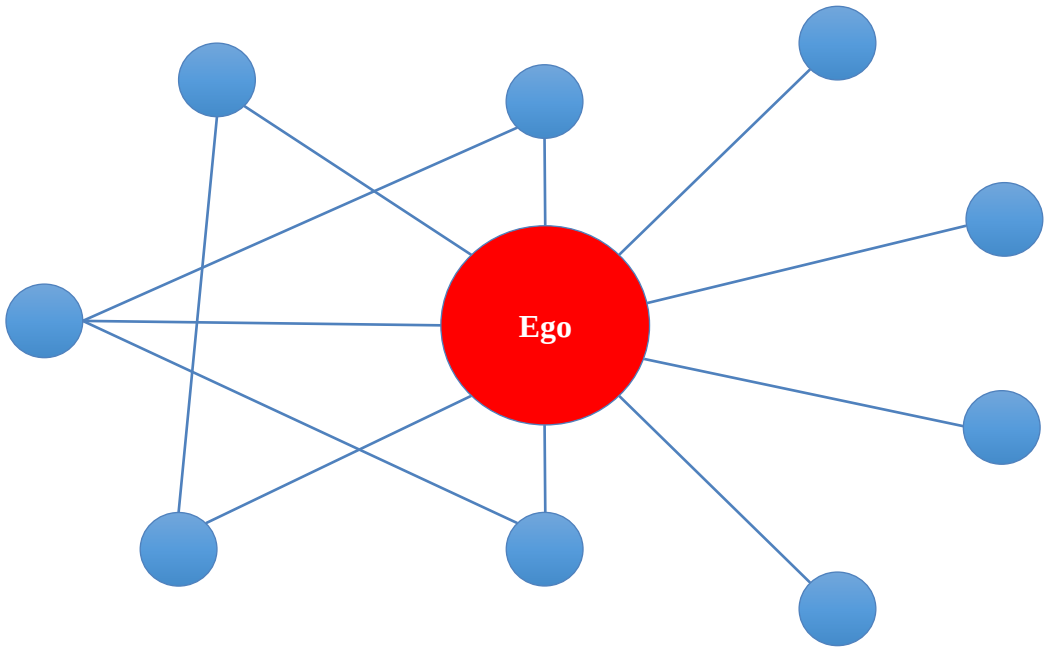

Figure 2.3 – Ego Network

In this visual example of an egocentric network, *Ego* is the focal point and has direct relational ties with nine alters illustrated by the lines connecting Ego with the smaller circles. A full measure of an ego's immediate network includes not only alters to which the ego is connected, but also any relations between those alters. Collecting information on an ego's network allows researchers to understand the operational environment within which the ego exists, as well as observing variations among different ego networks if that information is available. This concept of variation between ego networks leads to the final two ERQs:

ERQ4. What variations are observed among LIBNP networks (size, composition, connectivity of alters) throughout North Carolina?

ERQ5. Are the size and constitution of LIBNP networks reflective of the size or growth of Latino populations in North Carolina MSAs?

Literature Summary

The major research questions posited herein examine whether the nonprofit sector responded to the rising needs of North Carolina Latinos and how nonprofit organizations assisted with the incorporation process of these new residents. As North Carolina's Latino population expanded dramatically, the need for human services among Latinos undoubtedly increased. This dramatic population increase could serve as a disruption in the nonprofit organizational environment throughout the state that would change the balance and structure of nonprofit organizational communities providing human services of multiple varieties. This research proposes to expand the concept of organizational networks and migration networks to include the notion of immigrant community networks assisting with the

incorporation process of Latinos in North Carolina through the exploratory use of social network analysis.

The next chapter introduces the data and methods employed to test the hypotheses presented in this chapter. In order to accurately assess the growth of the nonprofit sector over time, precise and complete lists of organizations must be generated without bias to size, scope, or focus of services. The procedures employed to create nonprofit community profiles are discussed along with the identification and operationalization of the variables in the five hypotheses and the five exploratory research questions. The social network survey is also discussed, which serves as the primary data collection component of this dissertation.

Chapter 3: Research Methods and Data

The major research questions introduced in the previous chapter examine the nonprofit sector's response to the rise in North Carolina's Latino population and explore how nonprofit organizations have networked with other organizations to assist with the incorporation process of new immigrant residents. This research addresses a number of critical questions in the community ecology, migration, and nonprofit literature, and applies social network analysis to Latino identity-based nonprofits (LIBNPs) to examine the relationships they develop on behalf of their Latino clients, using North Carolina as a case study.

Beyond applying the various bodies of literature to North Carolina's nonprofit sector, this research introduces an exploratory approach to understanding LIBNP organizational behavior by utilizing a social network approach to map the public, private, and nonprofit networks of LIBNPs throughout North Carolina. This research employs a name generator survey, prompting the LIBNPs identified to name the organizations they interact with on behalf of their clients, and map the egocentric network to examine the connections LIBNPs have made, as well as the variations that exist between metropolitan statistical areas (MSAs).

This chapter discusses the development of the sample population for the network survey, reviews the hypotheses introduced in Chapter 2, identifies the relevant variables, discusses social network survey methods, and explores potential validity issues.

Development of Nonprofit Community Profiles

While numerous theories are useful in understanding the development and capacity of the nonprofit sector, it is important to have reliable estimates of the size and scope of the sector. An enumeration of the sector does not paint a complete picture of its social influence and community impact, but understanding the number of organizations that exist, their economic impact, and their geographical distribution help to paint a more complete picture of the sector's size and scope. Of particular importance in the present discussion is creating profiles of organizations that serve a particular segment of the population: Latino immigrants. The methods utilized in this research will attempt to create a fuller profile of organizations serving Latinos in North Carolina, but also serve as a mechanism to create a sample population with which to distribute a network survey.

IRS nonprofit data. Scholars commonly use the annual tax forms submitted by nonprofit organizations to assess the size and impact of the nonprofit sector (Gronberg, 2002; Cortes, 1998). The largest and most frequently used dataset on nonprofit organizations is made available by the Urban Institute's National Center for Charitable Statistics (NCCS), which compiles data from nonprofit organizations' annual tax filings. The available data does not capture all of the nonprofits registered with the IRS, as some do not file the IRS 990 tax form every year (Smith, 2000) and the IRS does not require religious congregations or nonprofits with annual revenues less than $50,000 to report (Internal Revenue Service, 2011; Hung, 2007; Gronberg, 2002).

Despite the frequency of missing and incomplete data, the regularity of usage is not surprising as NCCS compiles more than 40 variables from copies of IRS 990 forms into electronic databases to be searched and extracted. The ease of readily available data certainly contributes to its use (Smith, 2000). It can be useful, however, in understanding trends in the entire nonprofit sector and specific nonprofit communities throughout the country (Gronberg and Paarlberg, 2002). Relying on the IRS data may not be problematic when studying the economics of the nonprofit sector in this country as a whole, as the larger nonprofits possess more resources and smaller nonprofits are less significant in discussions of overall sector size and economic impact (Toepler, 2003).

Secretary of State data. The IRS data on nonprofit organizations is the most commonly used quantitative dataset due to its availability and the quantity of organizational data provided. An additional dataset that has been shown to include more nonprofits than those reporting to the IRS is state-level data from the office that collects corporation information (Gronberg and Clerkin, 2005). In North Carolina, this office is the Corporations Division of the Secretary of State. The data does not provide as many variables as the IRS data, such as expenses, expenditures, and mission-based activity categories, but it does identify the corporations as nonprofit or for-profit, as well as the location of their primary offices. Even though it may be difficult to gauge the size and scope of their nonprofit activity without budgetary figures, the presence of additional nonprofits not reporting to the IRS merits the inclusion of this data in this research. This is a particularly salient point when considering the ethnic group of interest in this discussion: Latino immigrants. Nonprofit

organizations may only incorporate at the state level, which has a much lower reporting and monitoring threshold than the IRS, as a way to avoid contact with the federal government over concerns of clients' immigration status.

In their analysis of the nonprofit sector in Indiana, Gronberg and Clerkin (2005) found that data from the Indiana Secretary of State's office (which oversees for-profit and nonprofit corporations at the state level) to be the most inclusive dataset available (even more so than NCCS data) in terms of the number of organizations identified. This is particularly salient when scholarship is intent on generalizing findings to a larger population. The Indiana Secretary of State's office maintained a more accurate, updated, and thorough list of incorporated nonprofits that contained relatively few errors and produced a higher reporting rate than the IRS (Gronberg and Clerkin, 2005). Gronberg, Lui, and Pollack (2010) found further evidence of the inclusiveness of this data when they conducted a telephone survey of state incorporated nonprofit organizations and compared the survey results with IRS 990 data.

Development of sample population. The primary purpose of combining the two datasets described above is twofold. First, it produces a more complete count of LIBNPs in North Carolina that aids in analysis of the sector. The second purpose for combining the two datasets is to generate a sample population of LIBNPs for the survey used in exploratory social network analysis as described in Chapter 2. Developing this database allows for a more complete evaluation and analysis of North Carolina's LIBNPs in the context of the bodies of literature discussed in Chapter 2.

The first set of quantitative data on nonprofit organizations collected for this research includes information on nonprofit organizations as reported to the IRS via NCCS. The IRS Business Master File contains records for all registered nonprofit entities and data was collected at the county level for all 100 North Carolina counties for the years 1995-2009. The data from the Business Master Files were incomplete for the years 1990-1994, thus the year 1995 was chosen as the starting point for this comparison.

The second set of information was purchased from the North Carolina Secretary of State's Corporation Division. The data is publicly available and free but the researcher was required to pay for staff time required to produce the reports. The data were provided in three batches: first, all nonprofit corporations in existence prior to 1990; second, new nonprofit corporations by county from 1990-2009; third, all nonprofit closures from 1990 – 2009. These three datasets were combined to create county profiles of nonprofits operating in each year between 1995 and 2009 (to match the available data from the IRS). This dataset was combined with the IRS information, duplicates were removed, and an expanded list of nonprofit organizations by county was created. These data were then aggregated at the metropolitan statistical area (MSA) level throughout the state to account for some counties where few or no LIBNPs were identified as well as the consideration that many organizations do not limit their services to geographical boundaries, such as county lines.

Nevada was chosen as a comparison state with which to compare the results of the North Carolina analysis, as they also had experienced significant Latino population growth over the same period of time. The comparison analysis was made in order to gauge whether

or not any observed changes in North Carolina data were occurring elsewhere as well. Similar results were seen in both states after following the same steps in creating a list of LIBNPs (full Nevada data is presented in Appendix A).

Table 3.1 presents the data from this process for North Carolina. The table presents the total number of NPOs formally registered with the IRS and Secretary of State's office, the NPOs registered only with the IRS (not on the Secretary of State list), NPOs registered only with the Secretary of State's office (not on the IRS list), and then NPOs registered with both offices.

Table 3.1 – North Carolina Nonprofits (NPOs)

	Total # of NPOs	NPOs registered with IRS only %	NPOs registered with SoS only %	NPOs registered with both %
1995	68,051	21.3%	63.2%	15.5%
1996	70,565	21.3%	63.4%	15.3%
1997	74,311	18.9%	63.6%	17.4%
1998	78,141	18.0%	64.0%	18.0%
1999	82,389	17.2%	64.4%	18.5%
2000	86,282	16.6%	65.5%	18.0%
2001	91,099	16.2%	65.6%	18.2%
2002	96,828	16.4%	65.6%	18.0%
2003	102,800	16.8%	65.1%	18.0%
2004	108,235	16.8%	65.6%	17.7%
2005	113,833	16.5%	66.2%	17.3%
2006	119,681	16.1%	66.7%	17.2%
2007	125,094	15.9%	67.0%	17.1%
2008	129,936	15.4%	67.5%	17.0%
2009	135,261	15.3%	67.6%	17.1%

In their examination of the organizations registered with the IRS and Secretary of State data in Indiana, Gronberg and Clerkin (2005) found that 23% of organizations were listed on both lists. In North Carolina during the time period of interest, the overlap between the two lists of nonprofit organizations ranges from 15.5% to 18.5%. These data suggest that North Carolina nonprofits may incorporate differently than Indiana nonprofits, and perhaps other states as well, as there are more organizations incorporating only with the Secretary of State's offices. The Nevada nonprofit data presented in Appendix A indicate that patterns of Nevada nonprofit incorporation are more similar to North Carolina than Indiana.

Identifying Latino identity-based nonprofits (LIBNPs). After creating a comprehensive list of nonprofits operating in North Carolina, the next step is to identify organizations that provide services to Latinos. There have been a variety of efforts to sift through large data files to identify nonprofits serving specific identity-based groups (Cordero-Guzmán et al., 2008; Hung, 2007; Ospina, Diaz, and O'Sullivan, 2002; Cortes, 1998). Some have based their research on the advice of experts that identify nonprofits of interest for researchers, while others based their identification on the majority race of board members (Hung, 2007) or developing a searchable database using specific linguistic identifiers (Cortes, 1998). For this research, the latter technique will be used due to its favored status among scholars researching immigrant and minority nonprofits (Waters and Jimenez, 2005; Ospina, Diaz, and O'Sullivan, 2002).

This method was chosen over the only other two published efforts conducted on Latino identity-based nonprofit organizations (LIBNPs). The first was conducted in 1985 by

Sylvia Gonzales and gathered historical data and updates from a national survey sent to Latino organizations identified in a 1979 study by the Department of Public Relations of Phillip Morris. The second method compiled information from the Encyclopedia of Nonprofits (Gallegos and O'Neill, 1991). Cortes (1998) utilized the concept of identifying groups based on their organizational names, but conducted a database search on the names using the NCCS data for organizations throughout the United States. While Cortes (1998) himself expressed some hesitation with the methodology due to the possibility of over-counting and under-counting at various stages of the research, no other scholars have offered refinement to his efforts to quantifiably identify LIBNPs using IRS nonprofit data. While understanding the possibilities of over-counting or under-counting using this method, as the goal is to create a sample population of LIBNPs, this method will be followed.

To identify LIBNPs in this research, keyword searches were conducted on the lists generated for the above tables for North Carolina using Microsoft Access to identify organizations focused on serving Latinos. The primary assumption in this research is that organizations with Spanish-language terms in their official names would concentrate their services on Latinos in their service area. One hundred fifteen words were included in the search, which was developed using various Spanish-language texts as well as the researcher's fluency in the language. The words used, the number of hits for each of the words, and the descriptive statistics generated from this search are described in detail in Chapter 4.

Operationalization of Variables

Hypotheses and variables. Table 3.2 reintroduces the hypotheses developed in Chapter 2 and identifies the concepts and variables that are a part of the analysis. The data source for the different variables is listed in parentheses after the variable and the theories from which the hypotheses are derived are listed in parentheses for reference purposes:

- "Survey" refers to the network survey, the source of the primary data in this dissertation.
- "US Census" refers to data collected from the 1990, 2000, and 2010 decennial census.
- "NCCS" refers to IRS nonprofit organization data from National Center of Charitable Statistics data, made available by the Urban Institute.
- "SoS" refers to nonprofit corporation data from the North Carolina Secretary of State's office

Table 3.2 – Hypotheses and Variables

	Hypothesis	Variable(s) in Analyses
H1	As Latino population growth rates outpace the growth rates of all other ethnicities in an MSA, the growth rate for LIBNPs in MSAs will outpace the growth rate for other nonprofits in the same MSAs. **(Community Ecology)**	1. Population growth (US Census) 2. LIBNP growth rate (NCCS, SoS)
H2	LIBNPs with larger organizational networks will serve more Latinos. **(Immigrant Incorporation)**	1. Number of clients (duplicated and unduplicated) served (Survey) 2. Number of organizations in LIBNP networks (Survey) 3. Types of network connections (Survey)
H3	LIBNPs with more Latino staff (non-board of directors) will serve a larger number of Latinos than LIBNPs with fewer non-Latino staff. **(Contract Failure)**	1. Latino and non-Latino full-time equivalent (FTE) staff (Survey) 2. Number of Latino and non-Latino volunteers (Survey) 3. Number of clients (duplicated and unduplicated) served (Survey)
H4	LIBNPs with more Latinos members serving on the boards of directors will serve a larger number of Latinos than LIBNPs with fewer Latino members serving on boards of directors. **(Contract Failure)**	1. Number of Latino and non-Latino board members (Survey) 2. Number of clients (duplicated and unduplicated) served (Survey)
H5	LIBNPs located in MSAs with higher percentages of Latino populations will receive more government funding than LIBNPs located in MSAs with lower percentages of Latino populations. **(Government Failure)**	1. LIBNP budget (Survey) 2. LIBNP funding sources (Survey) 3. Population growth (US Census)

Variables. In the following section, the variables gleaned from different data sources, including the network survey, are discussed in relation to the hypotheses mentioned above in Table 3.6.

Population growth. Latino and non-Latino population growth is one of the driving forces in North Carolina that has spurred this dissertation, as well as numerous other research and policy projects. The measure of population growth (all of which will be separated into MSAs) will be gathered from US Census decennial reports for 1990, 2000, and 2010 and will examine Latino population and non-Latino population growth.

Latino identity-based nonprofits (LIBNPs). One of the key elements of this evaluation of the nonprofit sector is the growth rate of LIBNPs and non-LIBNPS, and Hypotheses 1 and 2 will test the theories of community ecology and modes of incorporation as explained in Chapter 2. The definition of LIBNPs used herein is any nonprofit organization operating in North Carolina that has registered with the IRS or Secretary of State's office and has some linguistic indicators in their organizational name that their primary service populations speak Spanish. The non-LIBNPs are any nonprofits in the two datasets that were not part of the initial LIBNP organizations. This definition does not include organizations that serve Latinos as part of their service profile but do not do so exclusively. Some examples of these organizations or activities that actively serve Latinos but were not identified as LIBNPs would be Catholic Charities, local food banks, or English-language classes. If survey respondents identify these organizations as part of their network, they would be identified in the network portion of the survey.

The nonprofit growth rate for LIBNPs and non-LIBNPs are determined for each MSA and the one non-MSA group by calculating the annual growth rate. These data are divided into MSAs and separated into annual estimates of the size of the nonprofit sector for the years 1995-2009. It is anticipated that the MSAs with the largest population growth ratio (Latino population divided by non-Latino population) will see the largest increase in the LIBNPs operating therein.

The data used for the analysis of Hypothesis 1 will be derived from annual counts of LIBNPs and non-LIBNPs for the years 1995 through 2009 using IRS data from NCCS as well as data from North Carolina's Secretary of State's office. Additional data for this analysis will be from the US Census Bureau.

Number of clients served. Hypotheses 2, 3, and 4 all include the variable of clients served in their analyses. This data comes from the network survey and survey respondents were asked to provide the total number of clients served each year, both duplicated and unduplicated. The question asked for both sets of data in order to understand the range and depth of services provided to their clients. These hypotheses explore the correlation between organizational networks, staff, and boards of directors and the number of clients served by the LIBNP.

Number of organizations in networks. Hypothesis 2 begins the exploration of the network data collected in this survey, with respondents being asked to list organizations with whom they network on behalf of their Latino clients. This question was intended to not ask for a full list of network partners, but specifically those organizations that are an intended

part of services provided to Latinos. Respondents were also asked to identify the organizational type of these connections, whether they were private businesses, congregations, foundations, government entities, or nonprofit organizations.

Types of network connections. In addition to identify which organizations are in the survey respondent's network, respondents were asked the types of interactions in which they engage. This is a crucial piece of information in understanding the nature and content of network interactions, particularly when considering the role of LIBNPs in Latino immigrant incorporation. Respondents were asked if they had any of the following types of connections with their network members: share information, share funding, share clients, share administrative support, share programs, or other forms of collaboration (they were able to provide examples of the other types of collaboration).

Number of staff and volunteers. Each respondent was asked to report the number of full-time and part-time staff, as well as the number of staff that are Latino. Similar questions were asked about volunteers, whether they were Latino or non-Latino. These variables are meant to address some of the questions around perceived trustworthiness of the organization and whether Latinos respond positively to organizations with staff and volunteers that have shared cultural and linguistic traits.

Number of board members. In a similar way as the staff and volunteer variables, survey respondents were asked to identify the total number of board members and how many of those board members are Latino. This is an additional piece of the exploration of the concept of organizational trustworthiness.

LIBNP budgets and funding sources. The funding data is self-reported by the survey respondents, indicating the relative importance of income to the organization, including the importance of money received from the government, and the size of their annual budget. .

Social Network Survey Methods

Exploratory nature of networks in immigrant incorporation. Various scholars have utilized networks to explore immigrant behavior prior, during, and after the migration process (Hagan, 2008; Massey et al., 1987; Menjivar, 2000). Networks have also been used to evaluate how immigrants search for employment and residential patterns after arrival in their new communities (Hagan, 1998; Zúniga and Hérnandez-León, 2005). The use of networks in these and other studies focus primarily on the use of social capital to facilitate travel, employment, and settlement. Here, networks of nonprofit organizations will be examined to understand how LIBNPs interact with others in their organizational communities to explore the applicability of network studies to nonprofits serving Latinos in North Carolina.

While social network surveys have been applied in a variety of settings to examine relationships between actors, this concept of networks has not been applied to the argument that nonprofit organizations can serve as mechanisms of immigrant incorporation. Specific measures of immigrant incorporation are beyond the scope of this research, but the argument presented in this dissertation is that the larger and more diverse (in terms of relations across

public, private, and nonprofit sectors) the network of specific LIBNPs in North Carolina, the more resources will be available for Latino immigrants to assist in the incorporation process.

As stated in Chapter 2, the concept of social networks with regards to Latino immigrant populations is expanded beyond the traditional focus on the individual immigrant and their activities to explore the role of organizations that form to serve immigrants once they arrive at their destination. This is an exploratory application of the social network theory that will not test specific hypotheses, but instead introduces a series of research questions that will guide the application of this theory to LIBNPs in North Carolina with data collected through a survey distributed throughout the state. Table 3.3 reintroduces the exploratory research questions (ERQs) and a discussion of social network survey methods follows.

Table 3.3 – Exploratory Research Questions (ERQ)

ERQ1	Are LIBNPs participating in social networks as a way to leverage resources on behalf of those they serve?
ERQ2	What other organizations do LIBNPs interact with as a part of their organizational operations?
ERQ3	What sectors are these other organizations in (nonprofit, public, for-profit)?
ERQ4	What variations are observed among LIBNP networks (size, composition, connectivity of alters) throughout North Carolina?
ERQ5	Are the size and constitution of LIBNP networks reflective of the size or growth of Latino populations in North Carolina MSAs?

Social network surveys. There are two critical components involved with the development of network surveys: boundary specification and data collection procedures. Boundary specification is critical to the validity and reliability of the survey and analysis, because when attempting to identify a social network for an individual organization, boundaries may be artificial, arbitrary, or temporary (Knoke and Yang, 2008). Network boundaries have been defined by the positions respondents hold in society or within organizations, based on specific events that occur that could generate ties (such as natural disasters), or created by informants or experts (Wasserman and Faust, 1994). Due to the exploratory nature of this dissertation and the availability of information, the boundaries of social networks in this study will follow the realist strategy, which is defined as the "presumed subjective perceptions of system actors themselves" (Knoke and Yang, 2008, p.15). Representatives of the LIBNPs will receive a survey asking them to define the social networks of which they are members and then they will identify the organizations they interact with on behalf of their Latino clients. It is anticipated that organizations identified by the LIBNP representative will include members of the public, private, and nonprofit sectors in their communities. In order to facilitate the accuracy and integrity of the survey, each copy will be made available to the LIBNP in English and Spanish.

Name generator surveys. An organization's social network can be quite large, when considering all of the potential connections they may have that could be beneficial to their clients. The language of this survey will not ask LIBNPs to identify every connection they may have to benefit every element of their organization. Instead the focus will be on public,

private, and nonprofit organizations that are sources of information, service, interaction, referral, or general support for the LIBNPs' Latino clients. The most common survey for egocentric network research, of which this dissertation is a part, is the name generator survey (Marsden, 1987; Marsden 2005). In these surveys, the key informants will be those chief organizational officers identified in the IRS or Secretary of State databases or through internet searches and they will be asked to name persons or organizations with whom they have a working relationship. In this research, LIBNPs will be asked to name all of the organizations with whom they interact on behalf of their Latino clients. The frequency or intensity of the interaction is not the intent of this type of survey—which is addressed in egocentric relationship surveys—instead its aim is to understand the nature and extent of an ego's social network and certain characteristics, such as the type of organization (public, private, nonprofit), of the alters they identify. In addition to identifying the ego's connections to alters, surveying multiple LIBNPs throughout North Carolina will allow for mapping of numerous social networks that will lead to information on not only the ego's network, but potential connections between alters.

There are two types of name generator surveys: single and multiple name generators. Single name generators rely on one survey question to elicit names. This technique is often used in the General Social Survey (GSS), an annual survey conducted since 1972 by the National Opinion Research Center at the University of Chicago. This highly respected survey uses single-name generators to identify the size of individual networks and the surveys ask respondents a single question: the number of confidants they have.

Multiple name generators are more commonly used when researchers are interested in diverse activities with which the respondent may be involved. Using multiple questions to elicit various responses can produce a tremendous amount of data and constraints are usually placed on the survey items to limit the responses. The most common constraints placed on multiple name generator surveys are content restraints that focus on particular relationships, geographical constraints that limit responses to specific areas, temporal constraints that limit names to specific periods of time, and numerical constraints that limit responses to a specific number (Knoke and Yang, 2008).

For this research, the multiple name generator method will be used to create a comprehensive social network map while placing only one constraint on the survey responses. There will be two questions on the survey asking to identify organizational relationships. The only constraint will be content-based, asking the LIBNPs to only identify relationships with the organizations they listed previously to advance the interests of Latinos (individual Latinos or the collective Latino community). This content restraint is crucial in interpreting the network maps that will be created based on the results.

The goal of this research is to better understand the networks that LIBNPs participate in on behalf of Latinos to assist with the incorporation process. By placing limited constraints on the responses, a large amount of data may be produced, but considering the exploratory nature of this research, collecting the largest amount of data possible to create an accurate portrayal of LIBNP networks is preferred. By allowing each survey respondent to "freely recall" organizations they work with on behalf of their clients or identify other

organizations they are aware of but with whom they do not have a relationship, there will not be a bias to report only other nonprofits or only government agencies (Wasserman and Faust, 1994). This method will generate data on the overall network of each LIBNP, including vital information on the different sectors with which they are involved. Along with public, private, and nonprofit sector organizations, any informal groups that operate in certain communities but outside of the formal reporting and registering systems of the IRS and state government may also be identified through this egocentric network survey (Smith, 2000; Wasserman and Faust, 1994).

Critiques of social network survey methods. One of the fundamental critiques of social network analysis is that the methods are based on the assumption that there "are no theoretical limitations on interactions among actors" (Wasserman and Faust, 1994: 42). The reality of studying social networks is that there may, in fact, be practical limitations on interactions among the various actors being studied. Knoke and Yang (2008) argue that the costs associated with any limitations on the relations between actors are outweighed by the benefits of viewing all interactions as dynamic, constantly changing, and measuring relationships at any point in time will provide useful information with which to understand how actors are interacting.

Another common critique of egocentric network analysis is that when relying on the ego to provide the information about their network, there are a variety of reporting errors that may limit the size of their self-reported network. The ego may not want to indicate a relationship with other actors, the data collection instrument may introduce respondent

fatigue when asked to generate multiple names (such as the method used in this dissertation) causing important relations to be underreported, and organizations may be reported as having more or less prominence in the network based on the ego's preferences, in spite of what the data may actually report (Wasserman and Faust, 1994). These are valid concerns, but the costs associated with them are outweighed by the benefits of gathering data on networks where no previous information is available. When considering the present discussion, no network data exists for LIBNPs exists against which to compare the results of this survey. This research provides a baseline report against which to compare future and expanded network studies. The benefits of generating the data as an initial step to evaluate the role of LIBNPs in North Carolina's Latino communities outweigh the costs associate with network survey methods.

Use of multiple name generator methods in this research allows for different ways to list and rank organizations that the survey population interacts with on behalf of their clients. Additionally, there will be a question to identify other organizations that serve Latinos but with whom the LIBNPs do not have direct connections. This method is intended to generate a more complete list of organizations with the organization's service environment (Knoke and Yang, 2008). At the same time, asking to list multiple organizations can lead to mistaken levels of importance within the ego's network. In this survey, as a way to identify the varied levels of networking as well as the type of networking involved (sharing information, sharing clients), respondents will be asked to rank the organizations in order of importance.

Relying on the memory and responsiveness of survey participants is an accepted hazard in social network analysis and across all social science fields (Marsden, 2005). Unfortunately, conducting research where human beings are involved in reporting data must accept the possibility of underreporting or misreporting information. Additionally, attempting to map and compare the social networks of organizations in rural and urban areas can be difficult since there may be extraneous variables acting on the social networks as well, such as the strength and size of nonprofit sectors vary greatly throughout many regions (Matsunaga and Yamauchi, 2004). The primary attempt to overcome this variation in the data is to aggregate the data at the MSA level instead of the county level, which was described previously. Despite the potential obstacles and costs associated with conducting egocentric network surveys, the benefits of obtaining data on LIBNPs and their networks through the combination of various techniques outweigh the costs.

Development of Survey Instrument

The survey that will be the primary data collection source for the social network analysis will gather information on LIBNP relations with public, private, and nonprofit organizations, as well as the approximate size of budget, racial/ethnic composition of the board of directors and staff, number of clients served, and racial/ethnic composition of clients served. The survey was developed by reviewing numerous surveys asking similar questions in public, private, and nonprofit sector surveys, and in consultation with dissertation committee members. Some of the data requested in the survey is available in the NCCS data,

but it is not included in the Secretary of State data, thus making it necessary to acquire the data from the organizations directly.

Survey questions and variables. Some of the data used in the analysis will be collected from the US Census, IRS nonprofit data, and Secretary of State Corporation Data. Additional data will be collected through the survey distributed to LIBNPs operating within North Carolina. Some of the questions will be general in their nature, such as verification of their nonprofit status and self-identification as a faith-based or non-faith based organization, while others will specifically address some of the variables addressing social network research. In Table 3.4, the variables that will be gathered through the survey are listed, along with the specific question number from the survey that will solicit the information on those variables.

Table 3.4 – Network Survey Outline

Survey Question	Question Subject	Variables Collected
1	Self-identification as LIBNP	
2	Respondent name	
3	Respondent title	
4	Organization name	
5	Year of incorporation	Age
6	Organization mission statement	
7	Organizational type	Organizational classification (NPO, Congregation)
8	Primary organizational mission	Mission type (i.e., human services, advocacy)
9	Number of Latinos served (annually)	Number served (duplicated and unduplicated)
10	Three most important programs/activities	Ranking of organization services by importance
11	Self-identification of service area	Location of organization
12	Number of staff/volunteers	Employees & volunteers (Latino and non-Latino)
13	Estimated annual expenditures	Approximate budget size
14	Funding sources by importance	Ranked funding sources
15	Clients served by race/ethnicity	Approximate client distribution by race/ethnicity
16	Board of Directors	Active Board of Directors
17	Number of members of Board of Directors	Latino and non-Latino members of Board
18	Organizations in LIBNP network	Name, location of network connections
19	Organizations in LIBNP network	Type of organization in network
20	Organizations in LIBNP network	Type of connections with network members
21	Desired organizations to be in network	Name, location of desired connections

Survey Distribution[6]

A letter detailing the content and purpose of the survey were sent to LIBNPs in North Carolina identified as part of the survey population, addressed to the organization's executive officer. These letters included a URL directing them to a website created in English and Spanish, which explained the goals of the survey and dissertation research, and prominently featured a link to begin the survey (www.nclatinos.com). In addition to the initial letter, two follow-up postcards were mailed to each LIBNP (copies of the letter and postcard text are found in Appendix B). The initial goal was to contact each organization electronically, but it was soon apparent that the overwhelming majority of LIBNPs on the list did not have organizational websites where email addresses could be obtained. Where email addresses were available, an abbreviated letter was sent electronically to the executive officer. The survey was in the field for four months, with follow up emails, letters, and phone calls (depending on available contact information) occurring every two weeks during the distribution period. The survey was distributed in English and Spanish, with the Spanish translation verified by certified Spanish interpreters.

Validity and Reliability

The concepts of validity and reliability are critical for any research methodology. Measures are considered valid to the extent that it measures what it is intended to measure (Wasserman and Faust, 1994). The notion of face validity, of judging whether a measure is

[6] The IRB office at NC State was contacted regarding the survey and after completing and submitting an application, the researcher was notified that it was not necessary to apply for IRB approval as the research was focused on organizations and not human subjects.

valid based on a level of common sense, plays a role in this discussion. As discussed previously, combining IRS and Secretary of State data to create more complete nonprofit community profiles passes the face validity test as these are both accepted in the literature as valid methods of counting nonprofit organizations. Combining the two lists is an extension of accepted methodologies and has been used to show the limits of relying solely on one data set (Gronberg and Clerkin, 2005). Using a Spanish-language key word search to identify organizations that explicitly serve Latinos in North Carolina has been done previously, but only with IRS data (Cortes, 1998).

Two criticisms of this approach to identify LIBNPs have been mentioned previously. First, what about nonprofits that provide services to Latinos but do not have Spanish-language terms in their organizational names? Second, what about nonprofits that do not have any of the specific Spanish-language terms included in the key word search? Both of these will be discussed in order to address these questions of validity.

There are numerous nonprofit organizations throughout North Carolina that undoubtedly expanded their services or changed their delivery model (including religious congregations that provide Spanish-language worship services) to accommodate arriving Latino immigrants in need of nonprofit services between 1995 and 2009. This research does not discount the services they are providing, but this research is focused on those organizations whose primary mission is to serve Latinos, instead of serving multiple populations that would include Latinos. Similarly, it is possible that nonprofits may use words in their organizational names that were not included in the key word search and would

not be included in the sample population of LIBNPs. These are both legitimate concerns, but for the sake of creating a sample population with which to begin this research, decisions were made to apply a methodology that would create a point from which to begin. The procedures that generated the list of 673 LIBNPs (the sample population for the survey) was not intended to be an exhaustive search for every nonprofit that serves Latinos in the state. Instead, despite potential undercounting or over counting organizations, these methods were used to create a population sample of organizations explicitly identifying themselves as Latino-serving in order to distribute the network survey discussed herein.

In order to capture more organizations serving Latinos, the network survey will ask LIBNPs to identify other organizations with whom they work to serve Latinos. This will hopefully capture additional organizations serving Latinos not identified through the generation of the sample population. Some examples of these organizations or activities that actively serve Latinos but would not be captured in the process described previously would be Catholic Charities, local food banks, or English-language classes. Thus, in the first step of data collection, nonprofits that explicitly identify themselves as Latino-serving organizations (LIBNPs) were identified.

In the second step of data collection, those LIBNPs will be used as data sources to identify public, private, and nonprofit organizations with whom they (the LIBNPs) interact on behalf of Latinos. This second step in the process will identify other organizations, LIBNPs and non-LIBNPs that provide some level of services to Latinos, as well as any additional LIBNPs that were missed in the first step of data collection. By combining the

organizations identified as part of LIBNP ego networks will provide a fuller picture of organizations providing services to Latino residents in North Carolina. A more complete picture of Latino-serving organizations will provide data for additional research into the immigrant incorporation process in North Carolina. This additional analysis, that should include a survey of these organizations to identify the types of levels of services provided, is not part of this dissertation. It will, however, be a part of the research agenda investigating immigrant incorporation and the use of social networks in that process.

Reliability is a concept used to predict whether similar results occur over time and during repeated application of the research methods. The data and methods process in this dissertation follow a variety of steps, some of which follow common practices in the literature and others are new applications of concepts. The development of the LIBNP sample population followed three separate data collection patterns that have been conducted various times, and the population of LIBNPs in North Carolina was compared to Nevada to test reliability. The hypotheses testing community ecology, contract failure, and government failure are commonly found in the literature and the application of these theories is consistent with past use (Ben-Ner, 1986; Romanelli, 1991; Young, 1989). Testing modes of incorporation (Portes, 1995) and evaluating networks in context of immigrant incorporation are new applications of these frameworks and theories, thus reliability cannot be a part of the discussion at this time but will be if this methodology is replicated in other states.

Data Analysis Plan

Data sources. There are three sources of data that will be used in the testing of the five hypotheses. First, the dataset of nonprofit organizations in North Carolina that was developed using IRS and secretary and state data described earlier in this chapter. Second, population growth was obtained from the decennial census for 1990, 2000, and 2010. Finally, the network survey discussed above will provide data on the number of clients served, budget size, funding sources, staff size, and network size of LIBNPs in North Carolina.

Statistical techniques used in analysis. Hypothesis 1 will be evaluated by reviewing the data from the US Census and Hypothesis 5 will be evaluated using the same US Census data as well as descriptive data from the network survey. Hypotheses 2, 3, and 4 will be evaluated using descriptive data as well as correlational analysis on specific variables. The exploratory research questions will not be subjected to specific analytical techniques, as they are not designed to be evaluated based on traditional network analysis. The exploratory research questions will be examined based on survey responses and descriptive statistics, as well as observations of the network maps created from survey responses.

Conclusion

The major research questions in this dissertation examine the nonprofit sector's response to the rise in North Carolina's Latino population and explore how nonprofit organizations have networked with other organizations to assist with the incorporation process of new immigrant residents. Beyond applying the various bodies of literature to

North Carolina's nonprofit sector, this research expands the most common quantitative methodology to include additional organizations and introduces an exploratory approach to understanding LIBNP organizational behavior by utilizing a social network approach to map the public, private, and nonprofit networks of LIBNPs throughout North Carolina. By employing innovative ways to gather organizational and network data, this research will collect information to be used in partial correlation and exploratory network analysis. The results of the data collected are presented in Chapter 4.

Chapter 4: Results

As mentioned in Chapter 3, the development of the survey population is a critical step in the research in order to identify an organizational population of Latino Identity-Based Nonprofits (LIBNPs) who would be the target of the survey. The primary purpose of combining the IRS and Secretary of State datasets described in detail in Chapter 3 is twofold. These datasets produce a more complete count of LIBNPs in North Carolina they generate a sample population of LIBNPs for the survey used to pursue the questions in the exploratory social network analysis. Developing this database allows for a more complete evaluation and analysis of North Carolina's LIBNPs in the context of the bodies of literature discussed in Chapter 2.

Results from Development of Survey Population

Before discussing the hypotheses and results of the survey, a review of the survey population is presented. Table 4.1 shows the number of North Carolina nonprofits that were the starting point for this process.

Table 4.1 – North Carolina Nonprofits (NPOs)

	Total # of NPOs	NPOs registered with IRS only %	NPOs registered with SoS only %	NPOs registered with both %
1995	68,051	21.3%	63.2%	15.5%
1996	70,565	21.3%	63.4%	15.3%
1997	74,311	18.9%	63.6%	17.4%
1998	78,141	18.0%	64.0%	18.0%
1999	82,389	17.2%	64.4%	18.5%
2000	86,282	16.6%	65.5%	18.0%
2001	91,099	16.2%	65.6%	18.2%
2002	96,828	16.4%	65.6%	18.0%
2003	102,800	16.8%	65.1%	18.0%
2004	108,235	16.8%	65.6%	17.7%
2005	113,833	16.5%	66.2%	17.3%
2006	119,681	16.1%	66.7%	17.2%
2007	125,094	15.9%	67.0%	17.1%
2008	129,936	15.4%	67.5%	17.0%
2009	135,261	15.3%	67.6%	17.1%

In order to identify LIBNPs, a keyword search was conducted for the organizations in Table 4.2 using Spanish-language key words to identify organizations focused on serving Latinos. The primary assumption in this research is that organizations with Spanish-language terms in their official names would concentrate their services on Latinos in their service area. One hundred fifteen words were included in the search, which was developed using various Spanish-language texts as well as the researcher's fluency in the language. Table 4.2 shows the Spanish-language words used in the search and the number of times those words were found in the group of LIBNPs found in the 2009 dataset.

Table 4.2 – Spanish-language Key Search Terms and Number of Hits in 2009

Acción	5	El Salvador	4	Noticia	1
Agua	9	España	0	Nuevo/a	27
Alianza	3	Español	0	Obrero/a	0
Amigo/a	5	Esperanza	12	Panamá	0
Amistad	1	Estudio	1	Paraguay	0
Argentina	0	Evangélica	35	Pentecostal/Pentecostes	77
Artesanía	1	Fe	3	Perú	1
Asociación	1	Folklórico	1	Portugal	0
Bautista	15	French Guiana	0	Publicaciones	1
Belize	1	Guatemala	4	Pueblo/a	2
Bolivia	1	Guyana	1	Puerto Rico	0
Brasil/Brazil	9	Guyane	0	Puertorriqueño	1
Bueno	7	Haití	26	Recurso	0
Camino	8	Hermano/a	3	Reino/a	4
Caribbean	11	Hispanic	45	Republica Dominicana	1
Caribe	0	Hispano/a	28	Roca	14
Católica	0	Hombres	2	Salud	1
Central America	0	Honduras	5	Salvación	15
Centro	47	Iglesia	259	Samaritano/a	1
Chile	0	Immigration	2	Seminario	1
Coalición	4	Inmigración	0	Siempre	1
Columbia	0	Jesucristo	17	South America	1
Comunidad	10	Jesús	11	Spain	1
Corazón	1	Latin America	22	Spanish	7
Costa Rica	2	Latino/a	55	Sur America	0
Cristiano/a	43	Liga	3	Suriname	0
Cristo	49	María	0	Tabernáculo	16
Cuba	1	México	3	Trabajador/a	2
Cultura	10	Migrante	3	Unida	12
Diamante	1	Migratorio	0	Uruguay	0
Dios	50	Ministerio	56	Valle	4
Dominican Republic	0	Misionero/a	18	Vamos	1
Ecuador	2	Mujeres	4	Venezuela	3
Educación	1	Nicaragua	4	Vida	45

This search recognizes the possibility of many false positives and negatives in the identification process and all possible attempts were made to limit false results by running

duplicate queries as well as scanning the data visually. Preliminary reviews of data produced results consistent with the findings of Cortes (1998) during his quantitative research conducted on this topic. Cortes (1998) found that the number of LIBNPs in the United States was roughly 0.4% of all reporting nonprofits in the IRS database.

In this analysis, LIBNPs in North Carolina accounted for between 0.1% and 0.5% as noted in Table 4.3, with the final year of data being slightly higher than what Cortes (1998) found in his one-year snapshot of IRS data. This pattern of growth between 1995 and 2009 is vastly different than the growth of North Carolina's nonprofit sector as a whole (LIBNP percentage growth was 1306% during this time period compared to an overall nonprofit increase of 99%). Also listed in Table 4.3 are the percentages of LIBNPs registered with the IRS only (as a percentage of total LIBNPs), listed with the Secretary of State's office only (as a percentage of total LIBNPs), or registered with both (as a percentage of total LIBNPs).

Table 4.3 – Latino Identity-Based Nonprofits (LIBNPs) in North Carolina

	Number of LIBNPs	LIBNPs as % of total NC NPOs	LIBNPs listed with IRS only	LIBNPs listed with SoS only	LIBNPs listed with both
1995	48	0.1%	4.2%	81.3%	14.6%
1996	57	0.1%	5.3%	84.2%	10.5%
1997	68	0.1%	7.4%	77.9%	14.7%
1998	82	0.1%	13.4%	73.2%	13.4%
1999	108	0.1%	13.9%	73.1%	13.0%
2000	130	0.2%	13.1%	72.3%	14.6%
2001	175	0.2%	13.7%	74.3%	12.0%
2002	223	0.2%	14.3%	73.5%	12.1%
2003	275	0.3%	16.0%	69.8%	14.2%
2004	325	0.3%	14.5%	68.3%	17.2%
2005	379	0.3%	15.0%	68.1%	16.9%
2006	457	0.4%	15.1%	70.5%	14.4%
2007	511	0.4%	15.1%	68.7%	16.2%
2008	573	0.4%	14.7%	66.8%	18.5%
2009	673	0.5%	13.8%	69.5%	16.7%

Of particular interest during this search of Latino-serving nonprofit organizations was the number of faith-based organizations (FBOs) and religious congregations that presented themselves in the data. The results are listed in Table 4.4.

Table 4.4 – Latino Faith-Based Organizations in North Carolina

	Number of Latino FBOs	Latino FBOs as % of total LIBNPs	Latino FBOs registered with IRS only	Latino FBOs registered with SoS only	Latino FBOs registered with both
1995	16	33.3%	6.3%	87.5%	6.3%
1996	19	33.3%	5.3%	84.2%	10.5%
1997	32	47.1%	12.5%	84.4%	3.1%
1998	41	50.0%	22.0%	70.7%	7.3%
1999	52	48.1%	19.2%	73.1%	7.7%
2000	69	53.1%	18.8%	71.0%	10.1%
2001	93	53.1%	16.1%	73.1%	10.8%
2002	122	54.7%	16.4%	73.0%	10.7%
2003	154	56.0%	16.2%	74.0%	9.7%
2004	183	56.3%	16.4%	74.9%	8.7%
2005	217	57.3%	16.1%	76.0%	7.8%
2006	275	60.2%	16.4%	76.4%	7.3%
2007	318	62.2%	16.4%	73.9%	9.7%
2008	375	65.4%	16.0%	72.5%	11.5%
2009	448	66.5%	15.8%	74.4%	9.8%

A consistently higher percentage of Latino faith-based organizations (LFBOs) registered with the Secretary of State's office than LIBNPs and general nonprofits. A smaller percentage of LFBOs registered with both the IRS and Secretary of State's office. This could be an artifact of the IRS reporting requirements that do not require religious congregations to register, as well as the wide range of "types" of FBOs that exist: ranging from store-front churches catering to small neighborhoods to branches of larger, national and international denominations. Religious congregations are encouraged to register with the Secretary of State's office, however, to ensure the use of a particular name for the FBO. This may be a reason why reporting only to the Secretary of State is higher than LIBNPs in general. Additionally, registering with the Secretary of State's office is necessary to open a bank account as well as provide a corporate veil for the individuals involved, separating

organizational and personal assets. These reasons may influence the logic of registering with the state office while not registering with the IRS.

In order to provide context when discussing the presence of FBOs in North Carolina, whether they explicitly serve Latinos or not, an English keyword search of North Carolina nonprofits was run using Microsoft Access, similar to what was run previously to identify LIBNPs. The religious-oriented words (25) used for the Spanish key word search were translated and used in this exploration. The results are listed below in Table 4.5, with the English key words and the numbers of times they appear in the list are presented in Table 4.6.

Table 4.5 – Faith-Based Organizations in North Carolina

	Total # of FBOs	FBOs as % of total NPOs	FBOs registered with IRS only	FBOs registered with SoS only	FBOs registered with both
1995	10,738	15.8%	19.2%	74.5%	6.3%
1996	11,539	16.4%	19.5%	74.2%	6.3%
1997	12,033	16.2%	15.6%	72.9%	11.4%
1998	12,780	16.4%	15.5%	73.5%	11.0%
1999	13,701	16.6%	15.1%	73.5%	11.4%
2000	14,573	16.9%	14.7%	74.3%	11.0%
2001	15,793	17.3%	14.6%	73.3%	12.1%
2002	16,878	17.4%	14.8%	73.7%	11.6%
2003	18,179	17.7%	15.3%	72.7%	12.0%
2004	19,275	17.8%	15.3%	73.1%	11.6%
2005	20,460	18.0%	15.3%	73.2%	11.5%
2006	21,534	18.0%	15.3%	73.5%	11.2%
2007	22,561	18.0%	15.2%	73.3%	11.5%
2008	23,576	18.1%	14.9%	73.3%	11.7%
2009	24,627	18.2%	14.9%	73.2%	11.9%

Table 4.6 – English Key Search Terms and Number of Hits

Baptist	4,999	Kingdom	228
Brother	186	Life	2,245
Catholic	90	Lutheran	504
Christ	5,192	Methodist	810
Christian	3,183	Pentecostal	662
Church	14,608	Rock	1,056
Evangelist	402	Sacred Heart	11
Evangelical	259	Salvation	67
Faith	1,664	Samaritan	87
God	1,846	Seminary	54
Hope	1,151	Sister	175
Jesus	600	Tabernacle	604
Jesus Christ	275		

As seen in Table 4.5, the percentages of non-Latino FBOs registering with the IRS only and the Secretary of State's office were similar to the Latino FBOs presented earlier in Table 4. Latino FBOs registering only with the IRS ranged from 5.3% to 22%, but accounting for approximately 16% of the total Latino FBOs since 2001. This is similar to FBOs in North Carolina registering with the IRS only that have accounted for approximately 15% of all FBOs in the state for a number of years. Similarly, Latino FBOs registering with the Secretary of State's office only have remained in the low to mid-70%'s of all NPOs since 1999, very close to the average of all North Carolina FBOs.

The striking difference in reviewing Table 4.5 is the percentage growth in Latino FBOs since 1995. The percentage of Latino FBOs of all LIBNPs during this time frame has increased from 33% to 66.5%. Throughout the nonprofit sector in North Carolina, that percentage has slowly increased, from 15.8% in 1995 to 18.2% in 2009. In a pattern similar

to general nonprofits mentioned earlier, the growth rate for Latino FBOs during this time period outpaced all FBOs in the state. Latino FBOs experienced a growth rate of 2706% between 1995 and 2009, while the growth rate for all FBOs was 129%. North Carolina did not experience an overall population increase that mirrors the Latino population increase during this time, but the significant presence of Latino FBOs in the overall LIBNP sector of the state indicates that they are an important social and spiritual presence. This is why they are included in the sample population for the social network survey.

Review and Specification of Dataset for Sample Population

Upon examination, changes in the nonprofit sector during 1995 and 2009 presents intriguing data regarding changes in the nonprofit sector that occurred during a period of demographic change in North Carolina's Latino population. According to the data, there indeed was an increase in nonprofit organizations aimed at serving the growing Latino population. The changes in LIBNPs indicate that organizations were formed and organized at an increasing rate as the Latino populations continued to settle in North Carolina. The majority of nonprofit organizations formed to serve Latinos were faith-based organizations and congregations. While this may be a result of the increase in population and related increases in places of worship common to many communities and population growth, it raises questions about the preferences of Latino residents for faith-based organizations to provide spiritual and temporal support. Those faith-based groups identified are included in the survey to develop a clearer understanding of their networks, operational environment, and efforts to assist their clients with needed services.

The IRS and Secretary of State data designate the city and county as the geographic identify for each organization. As can be seen in Table 4.7, the number of LIBNPs in 2009 varies drastically between counties throughout the state, with the most populous counties in the state having the largest concentration of LIBNPs. This table shows that in 2009, 70 North Carolina counties had LIBNPs present and 30 did not.

Table 4.7 – North Carolina Latino Identity-Based Nonprofits by County, 2009[7]

County	LIBNPs (including FBOs)	Latino FBOs	County	LIBNPs (including FBOs)	Latino FBOs
Alamance	20	19	Lee	17	15
Alleghany	1	0	Lenoir	3	2
Avery	1	0	Lincoln	8	5
Beaufort	4	4	Macon	2	1
Brunswick	2	2	Martin	1	1
Buncombe	12	6	McDowell	2	2
Burke	7	5	Mecklenburg	141	88
Cabarrus	11	7	Mitchell	2	0
Caldwell	6	5	Montgomery	2	2
Camden	1	1	Moore	4	4
Carteret	5	3	Nash	3	2
Catawba	6	5	New Hanover	16	4
Chatham	7	5	Onslow	2	1
Columbus	2	1	Orange	16	3
Craven	1	0	Pasquotank	1	1
Cumberland	18	13	Person	1	0
Dare	2	1	Pitt	4	1
Davidson	5	5	Randolph	7	5
Davie	4	4	Richmond	2	2
Duplin	13	11	Robeson	6	5
Durham	35	20	Rockingham	6	5
Edgecombe	3	2	Rowan	3	3
Forsyth	45	32	Sampson	5	5
Franklin	2	2	Surry	3	3
Gaston	10	9	Transylvania	1	0
Granville	2	1	Union	9	8
Greene	1	1	Vance	2	2
Guilford	32	22	Wake	93	53
Harnett	6	6	Washington	1	1
Haywood	2	1	Watauga	2	0
Henderson	4	1	Wayne	5	3
Hoke	3	3	Wilkes	6	5
Iredell	8	7	Wilson	4	2
Jackson	1	1	Yadkin	1	1
Johnston	9	8	Yancey	1	0
Total LIBNPs (including FBOs) = 673			Total Latino FBOs = 448		

[7] No LIBNPs present in the following counties: Alexander, Anson, Ashe, Bertie, Bladen, Caswell, Cherokee, Chowan, Clay, Cleveland, Currituck, Gates, Graham, Halifax, Hertford, Hyde, Jones, Madison, Northampton, Pamlico, Pender, Perquimans, Polk, Rutherford, Scotland, Stanly, Stokes, Swain, Tyrrell, and Warren.

In order to provide variation of LIBNPs amongst geographical designations with which to make significant comparisons, counties will not be the geographic unit of analysis used in this research. Instead, this analysis will group LIBNPs in Metropolitan Statistical Areas (MSAs) and non-MSAs as defined by the Office of Management and Budget (OMB, 2010). MSAs are defined as one or more adjacent counties or county equivalents that have at least one urban core of with a population of at least 50,000, plus surrounding territory that has a significant amount of social and economic integration with the urban core area (OMB, 2010).

Counties are often used as the unit of analysis in research as their boundaries are more consistent than MSAs and allow for the inclusion of rural as well as urban areas in analysis (Stater, 2010). For the analysis conducted in this study, however, MSAs will be the geographical designation used, as many LIBNPs and other organizations may provide services to individuals located in multiple counties and not confined by geographical boundaries. By definition, MSAs will capture more of the urban areas of the state as they focus on population centers. In order to incorporate the discussion of rural and urban counties in Chapter 2 and provide variation in analysis between rural and urban counties, an additional category will be added to the list of MSAs called "non-MSAs." This category will consist of counties with LIBNPs present in 2009 that are not part of an OMB-defined MSA. Table 4.8 lists the 15 MSAs and the 35 counties associated with them, with Table 4.9 presenting the non-MSA category with the 35 counties included therein.

Table 4.8 – OMB-defined Metropolitan Statistical Areas (MSAs) in North Carolina with LIBNPs in 2009

MSAs	County
Asheville	Buncombe
	Haywood
	Henderson
Charlotte-Gastonia-Concord	Cabarrus
	Gaston
	Mecklenburg
	Union
Durham	Chatham
	Durham
	Orange
	Person
Fayetteville	Cumberland
	Hoke
Goldsboro	Wayne
Greensboro-High Point	Guilford
	Randolph
	Rockingham
Greenville	Greene
	Pitt
Hickory-Lenoir-Morganton	Burke
	Caldwell
	Catawba
Jacksonville	Onslow
New Bern	Craven
Raleigh-Cary	Franklin
	Johnston
	Wake
Rocky Mount	Edgecombe
	Nash
Southern Pines-Pinehurst	Moore
Wilmington	Brunswick
	New Hanover
Winston-Salem	Davie
	Forsyth
	Yadkin

Table 4.9 – North Carolina Counties in OMB-defined Non-Metropolitan Statistical Areas with LIBNPs in 2009[8]

Alamance	Iredell	Robeson
Alleghany	Jackson	Rowan
Avery	Lee	Sampson
Beaufort	Lenoir	Surry
Camden	Lincoln	Transylvania
Carteret	Macon	Vance
Columbus	Martin	Washington
Dare	McDowell	Watauga
Davidson	Mitchell	Wilkes
Duplin	Montgomery	Wilson
Granville	Pasquotank	Yancey
Harnett	Richmond	

To support the use of MSAs as the unit of analysis for designating service territories for LIBNPS, the following population information is presented in Table 4.10 for Latinos in North Carolina by presence in OMB-defined MSAs or non-MSAs. The majority of Latino residents according to the US Census reside in North Carolina MSAs, with 74.8% of Latinos living in the 15 MSAs at the time of the 2010 Census. Using the same methodology and data, the percentage of North Carolina's Latino population living in the non-MSA counties identified above was 11.5% in 2010. The remaining Latino population (13.7%) is dispersed throughout the state in the other rural counties that did not have any LIBNPs present as found through the identification process explained previously (see footnote 8).

[8] The remaining 30 counties did not have any LIBNPs present in 2009: Alexander, Anson, Ashe, Bertie, Bladen, Caswell, Cherokee, Chowan, Clay, Cleveland, Currituck, Gates, Graham, Halifax, Hertford, Hyde, Jones, Madison, Northampton, Pamlico, Pender, Perquimans, Polk, Rutherford, Scotland, Stanly, Stokes, Swain, Tyrrell, and Warren.

Table 4.10 – Latino Population 1990 – 2010 in NC MSAs and non-MSAs with LIBNPs present

MSA	1990 Latino Population	2000 Latino Population	2010 Latino Population
North Carolina	**76,726**	**378,963**	**800,120**
Asheville	2,259	11,373	26,677
Charlotte-Gastonia-Concord	8,715	64,847	161,879
Durham	4,146	27,801	56,915
Fayetteville	13,516	23,334	36,013
Goldsboro	1,356	5,604	12,162
Greensboro-High Point	4,241	27,456	54,683
Greenville	1,146	5,727	12,256
Hickory-Lenoir-Morganton	1,580	12,993	21,462
Jacksonville	8,035	10,896	17,896
New Bern	1,821	3,677	6,272
Raleigh-Cary	6,948	45,525	114,512
Rocky Mount	861	4,493	8,119
Southern Pines-Pinehurst	470	2,981	5,261
Wilmington	1,300	5,236	16,265
Winston-Salem	2,619	23,143	48,020
Non-MSA counties	7,727	51,159	91,737
TOTAL	**66,740**	**326,245**	**690,129**
Latinos in MSAs and non-MSA counties / Total Latinos in NC	87.0%	86.1%	86.3%

To justify the grouping of all non-MSA counties into one category, it is important to note that while the variation among geographical locations will be observed, the primary foci of the research questions are variations within the LIBNPs themselves, not across groups or comparing MSA and non-MSA LIBNPs. The LIBNPs located in non-MSA counties may or may not share characteristics common to nonprofits founded in rural areas, but they should be included despite the relatively small number of organizations existing in these less populous counties. Table 4.11 presents the number of LIBNPs and Latino FBOs in North Carolina MSAs in 2009. As noted in the chart, 78.5% of the LIBNPs and 73.9% of the

Latino FBOs identified in the population sample discussed earlier are located in the 15 MSAs with the remaining being located in non-MSA counties. Table 4.12 presents the same data categories for the 35 counties in the non-MSA category. All 673 of these LIBNPs were invited to participate in the survey used for the social network data collection portion.

Table 4.11 – LIBNPs in North Carolina MSAs

MSA	LIBNPs (including FBOs)	Latino FBOs
Asheville	18	8
Charlotte-Gastonia-Concord	171	112
Durham	59	28
Fayetteville	21	16
Goldsboro	5	3
Greensboro-High Point	45	32
Greenville	5	2
Hickory-Lenoir-Morganton	19	15
Jacksonville	2	1
New Bern	1	0
Raleigh-Cary	104	63
Rocky Mount	6	4
Southern Pines-Pinehurst	4	4
Wilmington	18	6
Winston-Salem	50	37
TOTAL	**528**	**331**
LIBNPs in MSA's / Total LIBNPs in NC	78.5%	
Latino FBOs in MSAs / Total Latino FBOs in NC	73.9%	

Table 4.12 – LIBNPs in North Carolina non-MSA Counties

Non-MSA Counties	LIBNPs (including FBOs)	Latino FBOs
Alamance	20	19
Alleghany	1	0
Avery	1	0
Beaufort	4	4
Camden	1	1
Carteret	5	3
Columbus	2	1
Dare	2	1
Davidson	5	5
Duplin	13	11
Granville	2	1
Harnett	6	6
Iredell	8	7
Jackson	1	1
Lee	17	15
Lenoir	3	2
Lincoln	8	5
Macon	2	1
Martin	1	1
McDowell	2	2
Mitchell	2	0
Montgomery	2	2
Pasquotank	1	1
Richmond	2	2
Robeson	6	5
Rowan	3	3
Sampson	5	5
Surry	3	3
Transylvania	1	0
Vance	2	2
Washington	1	1
Watauga	2	0
Wilkes	6	5
Wilson	4	2
Yancey	1	0
TOTAL	**145**	**117**

LIBNPs in non-MSA counties / Total LIBNPs in NC = 21.5%
Latino FBOs in non-MSA counties / Total Latino FBOs in NC = 26.1%

Administering the Survey

After the sample population was identified, efforts were made to identify all forms of contact information. Mailing addresses, email addresses, and phone numbers were searched for in numerous online resources. Of the 673 LIBNPs identified during the process described above, contact information was found for 539 LIBNPs. Introductory letters were sent to these 539 LIBNPs inviting them to participate in the survey. The letters were written in English and Spanish and pointed the recipient to a bilingual website discussing more details of the survey (www.nclatinos.com). After the initial letter, two follow-up postcards were sent at two-week intervals. During this process, 185 pieces of mail were returned as undeliverable.

Additional efforts were made to identify alternative means of communication and a number of emails were sent to organizations that had not responded to the letter and postcards. In order to increase the number of survey responses, more than 250 phone calls were also made to a number of LIBNPs to facilitate survey completion. These phone calls were both invitations to participate in the survey and there were a number of surveys that were administered through these calls. In these instances, the phone calls became semi-structured interviews where the questions asked were those from the survey and additional conversations occurred around items stemming from the survey questions.

Survey Statistics

Before evaluating the hypotheses using the data collected in the survey, some basic survey statistics are presented to provide an overview of the organizational characteristics of the respondents.

The survey begins by asking the respondents to self-identify the organizational from a list of four options: faith-based nonprofit, secular nonprofit, religious congregation, and other. After cleaning the data and reorganizing the responses based on a thorough review of each organization to ensure that they were classified appropriately, the 56 responses were narrowed into two categories: religious congregations (hereafter referred to only as congregations) and nonprofit organizations (NPOs).

Overall response rate. Overall, there were 56 responses to the survey, 16 non-faith-based organizations and 40 congregations. Thirteen of the sixteen NPOs (81%) who completed the survey did so via the English-language survey. In comparison, thirty of the forty congregations (75%) who completed the survey did so via the Spanish-language survey. Table 4.13 details the development of the survey population and distribution of responses of the 539 LIBNPs invited to participate and the 365 that received the survey invitation. The final response rate, 15.3%, is calculated after removing incorrect contact information discovered throughout the survey process.

Table 4.13 – Survey Population and Response Rate: All Nonprofits

	All LIBNPs with contact information		All LIBNPs after removing incorrect contact information		Complete Survey Responses		Response Rate by Org Type
	N	%	n	%	n	%	%
NPOs	165	30.6	118	32.3	16	28.6	13.3
Congregations	374	69.4	247	67.7	40	71.4	16.3
TOTAL	539	100	365	100	56	100	15.3

Representativeness of survey respondents by percentages. Assessing the representativeness of the survey respondents is important in evaluating the reach of the survey across the state, MSAs, and counties, as well as among LIBNPs (nonprofits and congregations). To review the representativeness of the survey respondents, the following three tables show the response rates for organizations by the three categories described earlier when developing the survey population: organizations on the IRS nonprofit lists; those on the SoS lists; and those on both lists.

Response rate for organizations on IRS list. Table 4.14 below shows the response rate for nonprofits appearing only in the IRS records. As discussed in Chapter 3, the IRS lists do not represent a complete listing of nonprofit organizations, as the IRS does not require religious congregations or nonprofits with annual revenues less than $50,000 to report (Internal Revenue Service, 2011; Hung, 2007; Gronberg, 2002). Thus, the smaller percentage of congregations only on the IRS lists responding to the survey was expected.

Table 4.14 – Survey Population and Response Rate: Nonprofits on IRS list only

	LIBNPs on IRS list		All LIBNPs after removing incorrect contact information		Complete Survey Responses		Response Rate by Org Type
	n	%	n	%	n	%	%
NPOs	14	18.4	12	23.1	4	44.4	36.4
Congregations	62	81.6	40	76.9	5	55.6	12.2
TOTAL	77	100	52	100	9	100	17.3

As seen above in Table 4.14, 52 of the 365 (14.2%) LIBNPs included in the survey population (after the inaccurate contact information was removed) were found exclusively on the IRS list. Of those 52 LIBNPs, nine completed the survey (four NPOs and five congregations). Overall, the response rate of organizations on the IRS list (17.3%) was slightly above the total survey response rate of 15.3%.

Response rate for organizations on Secretary of State list. For those organizations appearing only on the Secretary of State Corporations' list, the overwhelming majority were congregations. Three-fourths of the organizations on the list after removing bad addresses were congregations (184), and congregations on the Secretary of State list account for 50.4% of all the organizations contacted for the survey (184 of the 365 LIBNPs). As seen below in Table 4.15, 243 of the 365 (66.6%) LIBNPs included in the survey population (after the inaccurate contact information was removed) were found exclusively on the Secretary of State list. Of those 243 LIBNPs, 35 completed the survey (four NPOs and 31 congregations). Overall, the response rate of organizations on the Secretary of State list (14.4%) was slightly below the overall survey response rate of 15.3%.

Table 4.15 – Survey Population and Response Rate: Nonprofits on Secretary of State Corporations list only

	LIBNPs on SoS list		All LIBNPs after removing incorrect contact information		Complete Survey Responses		Response Rate by Org Type
	n	%	n	%	n	%	%
NPOs	89	24.1	59	24.3	4	11.0	6.8
Congregations	280	75.9	184	75.7	31	89.0	16.8
TOTAL	369	100	243	100	35	100	14.4

Response rate for organizations on both lists. A total of 70 of the 365 (19.2%) LIBNPs in the survey population appear on both the IRS and SoS lists (see Table 4.16). Of those contacted, 12 completed the survey. But unlike the other two organizational groupings mentioned above, more NPOs than congregations completed the survey (eight). Overall the response rate for organizations appearing on both the IRS and Secretary of State lists (17.1%) is slightly above the total response rate of 15.3%.

Table 4.16 – Survey Population and Response Rate: Nonprofits on both IRS and Secretary of State Corporations lists

	LIBNPs on both IRS and SoS lists		All LIBNPs after removing incorrect contact information		Complete Survey Responses		Response Rate by Org Type
	n	%	n	%	n	%	%
NPOs	62	66.0	47	67.1	8	66.7	17.0
Congregations	32	34.0	23	32.9	4	33.3	17.4
TOTAL	94	100	70	100	12	100	17.1

Table 4.17 below details the responses by organizational reporting lists side-by-side and calculates the percentage of each group represented in the total responses.

Table 4.17 – Survey Respondents by Organizational Reporting Lists

	IRS lists only		SoS lists only		Both lists		Total	
	n	% of total responses	n	% of total responses	n	% of total responses	n	%
NPOs	4	25.0	4	25.0	8	50.0	16	100
Congregations	5	12.5	31	77.5	4	12.5	40	100
TOTAL	9	16.1	35	62.5	12	21.4	56	100

As seen above, only nine LIBNPs found on the IRS list responded to the survey, accounting for the smallest percentage of the three groups (16.1%) among the 56 total responses. The four NPOs account for 25% of the NPO survey respondents while the five congregations account for 12.5% of all the congregational respondents.

LIBNPs appearing on both lists accounted for slightly more of the overall responses, 21.4%. More NPOs found on both the IRS and Secretary of State (SoS) lists responded (eight) than congregations (four). This was the largest segment of NPO respondents, accounting for 50% of all survey responses from NPOs.

LIBNPs appearing only on the SoS list accounted for the largest percentage of survey respondents, accounting for 62.5% of all responses. More than three-fourths (77.5%) of survey responses from congregations came from organizations found only on the SoS list.

Representativeness of survey respondents by expenditures. In addition to assessing representation by response rates, examining the organizational expenditures of respondents and non-respondents creates an additional profile for comparison. This will be limited to organizations on the IRS list only, as those on the Secretary of State's list do not report financial information.

As has been mentioned previously, congregations are not required to report their annual income to the IRS, which creates a difficulty when evaluating groups based on reported income as the numbers of organizations reporting financial data are lower. Table 4.18 displays the number of NPOs and LIBNPs reporting income on their IRS tax forms (n=36).

Table 4.18 – LIBNPs With Income on IRS forms

	Reporting Income		
	IRS	Both	TOTAL
NPOs	7	26	33
Congregations	1	2	3
TOTAL	8	28	36

n=36

Table 4.19 breaks down the number of organizations who are registered with the IRS but no income information was located in the data (n=86) compiled by National Center for Charitable Statistics or Charity Navigator (a subscription website that compiles available IRS forms for nonprofits). Table 4.18 above and Table 4.19 below collectively represent the 122 organizations mentioned above appearing on the IRS-only list or both lists.

Table 4.19 – LIBNPs Without Income on IRS forms

	Not Reporting Income		
	IRS	Both	TOTAL
NPOs	4	20	24
Congregations	40	22	62
TOTAL	44	42	86

n=86

As mentioned above, there were 36 LIBNPs on the two lists who had income reported to the IRS. For those LIBNPs for which income was identified and who completed the

survey (n=12), the average income was $539,412. See Table 4.20 below for additional details.

Table 4.20 – LIBNPs, Income, and Organizational Type for Survey Respondents

	IRS		Both	
	n	Average	n	Average
NPOs (n=11)	3	$637,823	8	$558,818
Congregations (n=1)	0	-	1	$88,934
	3	$637,823	9	$506,608

n=12

For those remaining LIBNPs for which income was identified but did not complete the survey (n=24), the average income was $221,265. See Table 4.21 for additional details.

Table 4.21 – LIBNPs, Income, and Organizational Type for Survey Non-Respondents

	IRS		Both	
	n	Average	n	Average
NPOs (n=23)	4	$23,714	19	$269,125
Congregations (n=1)	1	$102,124	0	-
	5	$39,396	19	$269,125

n=24

Comparing the average incomes for the LIBNPs and drawing any conclusions should be done cautiously. As has been mentioned numerous times, the reporting thresholds for NPOs and congregations with the IRS are such that a large number of organizations will not

have any financial data to report. In this subset, 36 of the 122 (29.5%) LIBNPs had financial data readily available to the public. With these caveats, it is interesting to note that the 12 survey respondents with financial data available reported an average of $539,412 in annual income. The 24 non-respondents with financial data available reported an average of $221,265 in annual income. For both groups, a total of two congregations (one in each category) reported income in these records, so the average income figures presented here are primarily for nonprofit organizations.

Organizational Characteristics

After asking the respondents to identify their organization, they listed the year that their organization was founded. Table 4.22 shows the average age (in years) of each organizational type.

Table 4.22 – Average Age of Organization

	Average Age (years)
NPOs	18.3
Congregation	13.7

n=56
SD=11.3
Median=15

It should be noted that there were three congregations that were not included in the calculation of the average as they were founded more than 100 years ago (1873, 1889, and

1913). If they are included in the calculation, the average age would be 22 years. It was decided to leave those congregations out of the calculation for two reasons: first, so as to not skew the average and, second, because those three Spanish-language congregations were offshoots of larger English-speaking congregations. Similarly, one NPO was left out of the calculation as they were founded in 1935. The average age of the NPOs would be 29 if that organization were to be included, so the decision was to remove it from the calculation in order to not skew the average.

The next question in the survey asked: What is your primary organizational mission with regard to Latinos? The respondents were asked to pick from three options and the results (organized by organizational type) are presented in Table 4.23. They also were invited to include their organizational mission statement. Those were provided in English and Spanish. Where necessary, the mission statements were translated to English and all mission statements are found in Appendix C.

Table 4.23 – Organizations by Primary Mission

	Provide human, social, spiritual, or other related services and support	Engage in advocacy on behalf of Latinos	Provide services and engage in advocacy	Total
NPOs	8	3	5	16
Congregation	39	0	1	40
TOTAL	47	3	6	56

For the congregations, their responses focused on the spiritual services that they provide through their religious mission, with some noting that they indeed favored advocacy to promote social justice, but did not engage in this advocacy directly. The one congregation that indicated they provide spiritual services and engage in advocacy noted that they advocated on behalf of their congregants when those individuals were in need of outside assistance and church representatives would accompany the congregant to service agencies to act as advocates or interpreters.

The NPOs in this question were more varied in their responses. The five NPOs that listed both advocacy and direct services as part of their missions all were on the larger side with regards to the numbers of clients served and size of budget. Four of the five had annual budgets over $200,000 and served between 1,300 and 5,200 unique clients per year.

LIBNPs contacted for this survey were located throughout North Carolina, but there was a larger concentration in urban areas with high numbers of Latino residents. As seen in Table 4.24, religious congregations tended to be focused more on neighborhoods and cities, as they tended to be smaller organizations working on the spiritual needs of residents in close proximity. NPOs had larger service regions, serving more frequently at the county and state level. The four organizations that listed “other” as their primary service region were affiliated with other programs around the country and one indicated they provide service on the internet, so their impact could be felt anywhere. It should be noted that survey respondents were allowed to select multiple options for this question.

Table 4.24 – Organization's Primary Service Region

	Neighborhood	City	County	Adjacent County	State	Other
NPOs	1	0	8	7	10	3
Congregation	12	28	9	4	0	1
TOTAL	13	28	17	10	10	6

n=54

One final survey response summary looks at the racial and ethnic distribution of the clients served by survey respondents. Survey respondents were asked to enter the percent distribution of their client population, as well as an approximate number of unduplicated clients served each year. Using these two data points, approximate numbers of clients by race/ethnicity were derived to provide a generalized population distribution for NPOs and congregations (as well as a total).

Unsurprisingly, the majority of survey respondents reported serving more Latino clients. Congregations reported that 93.6% of their congregants were Latino, which was to be expected considering the focus of the survey and distribution methods (see the beginning of this chapter for a full explanation). NPOs reported more than three-fourths of their clients were Latino, with the second largest group being White, followed by African American. The approximate numbers for the two organizational types as well as an approximate total are in Table 4.25 below.

Table 4.25 – Unduplicated Clients Served by Race (Reported Percentages and Approximate Numbers)

	African American		American Indian		Latino		White		Multi-racial		Other	
	n	%	n	%	n	%	n	%	n	%	n	%
NPOs	3,377	9.1%	111	0.3%	28,351	76.4%	4,218	11.4%	581	1.6%	470	1.3%
Congregations	48	0.9%	20	0.4%	4,972	93.6%	225	4.2%	40	0.8%	8	0.2%
TOTAL	3,425	8.1%	131	0.3%	33,323	78.6%	4,443	10.5%	621	1.5%	478	1.1%

n=44

note: there are slight variations in the totals due to rounding and estimations

Evaluation of Hypotheses

Hypothesis 1

The first hypothesis evaluates the impact Latino population growth rates has had on LIBNP growth rates and if those growth rates outpace nonprofit growth rates overall.

H1. As Latino population growth rates outpace the growth rates of all other ethnicities in an MSA, the growth rate for LIBNPs in MSAs will outpace the growth rate for other nonprofits in the same MSAs.

This hypothesis will be evaluated by first comparing population growth of Latino and non-Latino North Carolinians and then comparing the growth of NPOs and LIBNPs in the state's MSAs.

First, the population percentage growth and annual growth rates will be examined for Latinos and non-Latinos in each North Carolina MSA.[9] This data is presented in Tables 4.26 and 4.27. Also included in Tables 4.26 and 4.27 are the population numbers and percentages related to counties with no LIBNPs identified in the organizational search described earlier and are not located within an MSA.

In both measures, the Latino population outpaced the non-Latino population in annual growth and percentage growth across all 15 MSAs and the group created for counties not part of an existing MSA. While some of the MSAs continue to have relatively small Latino

[9] In addition to the 15 MSAs mentioned earlier in this chapter, two groups are also presented in the tables associated with this hypothesis. One group includes the counties that are not part of an MSA and are listed as "Non-MSAs." The second group includes counties where no LIBNPs were found in the LIBNP search.

populations when compared with the rest of the county, the rapid and large percentage increase of this population speaks to changes in the social, economic, and organizational environments and communities discussed in Chapter 2.

Table 4.26 – Population Percentage Growth and Annual Growth Rates: 1990, 2000, 2010

	1990			2000			2010		
MSAs	Non-Latino Population	Latino Population	% Population Latino	Non-Latino Population	Latino Population	% Population Latino	Non-Latino Population	Latino Population	% Population Latino
Asheville	288,789	2,259	0.8%	338,163	11,373	3.3%	377,417	26,677	6.6%
Charlotte-Gastonia-Concord	860,957	8,715	1.0%	1,075,712	64,847	5.7%	1,343,138	161,879	10.8%
Durham	340,479	4,146	1.2%	398,692	27,801	6.5%	447,442	56,915	11.3%
Fayetteville	283,906	13,516	4.5%	313,275	23,334	6.9%	330,370	36,013	9.8%
Goldsboro	103,310	1,356	1.3%	107,725	5,604	4.9%	110,461	12,162	9.9%
Greensboro-High Point	535,789	4,241	0.8%	615,974	27,456	4.3%	669,118	54,683	7.6%
Greenville	122,162	1,146	0.9%	147,045	5,727	3.7%	177,254	12,256	6.5%
Hickory-Lenoir-Morganton	263,285	1,580	0.6%	295,255	12,993	4.2%	306,837	21,462	6.5%
Jacksonville	141,803	8,035	5.4%	139,459	10,896	7.2%	159,876	17,896	10.1%
New Bern	79,792	1,821	2.2%	87,759	3,677	4.0%	97,233	6,272	6.1%
Raleigh-Cary	534,152	6,948	1.3%	751,546	45,525	5.7%	1,015,978	114,512	10.1%
Rocky Mount	132,374	861	0.6%	138,533	4,493	3.1%	144,273	8,119	5.3%
Southern Pines-Pinehurst	58,543	470	0.8%	71,788	2,981	4.0%	82,986	5,261	6.0%
Wilmington	169,969	1,300	0.8%	228,214	5,236	2.2%	293,833	16,265	5.2%
Winston-Salem	321,606	2,619	0.8%	354,107	23,143	6.1%	382,296	48,020	11.2%
Non-MSA	1,612,464	13,737	0.8%	1,821,529	89,648	4.7%	1,969,770	172,861	8.1%
No LIBNPs	702,531	3,976	0.6%	785,574	14,229	1.8%	827,081	28,867	3.4%

Source: US Census Bureau

Table 4.27 – Population Percentage Growth and Annual Growth Rates: Summaries 1990 – 2010

	1990 - 2010			
MSAs	Non-Latino Annual Growth Rate	Latino Annual Growth Rate	Non-Latino Percentage Growth	Latino Percentage Growth
Asheville	1.4%	13.9%	30.7%	1080.9%
Charlotte-Gastonia-Concord	2.4%	16.6%	56.0%	1757.5%
Durham	1.4%	14.8%	31.4%	1272.8%
Fayetteville	0.8%	5.3%	16.4%	166.4%
Goldsboro	0.4%	12.2%	6.9%	796.9%
Greensboro-High Point	1.2%	14.4%	24.9%	1189.4%
Greenville	2.0%	13.3%	45.1%	969.5%
Hickory-Lenoir-Morganton	0.8%	14.7%	16.5%	1258.4%
Jacksonville	0.6%	4.3%	12.7%	122.7%
New Bern	1.0%	6.7%	21.9%	244.4%
Raleigh-Cary	3.4%	15.9%	90.2%	1548.1%
Rocky Mount	0.5%	12.5%	9.0%	843.0%
Southern Pines-Pinehurst	1.9%	13.6%	41.8%	1019.4%
Wilmington	2.9%	14.2%	72.9%	1151.2%
Winston-Salem	0.9%	16.5%	18.9%	1733.5%
Non-MSA	1.1%	14.3%	22.2%	1158.4%
No LIBNPs	0.9%	11.0%	17.7%	626.0%

The next table displays the percentage growth and annual growth rate of NPOs and Table 4.28 lists the organizational numbers by MSA.[10,11] Table 4.28 displays four points in

[10] As detailed in Chapter 2, the North Carolina Secretary of State data on NPOs was incomplete for years 1990-1994, so this analysis begins looking at organizations in 1995. For the purposes of this research, the use of Census data beginning in 1990 is more desirable than the intercensal numbers gathered in the American Community Survey (ACS) as the ACS uses estimation and statistical inference for many measures and does not gather the extensive data available in the decennial census. Thus it was decided to use population numbers beginning in 1990 and organizational numbers beginning in 1995.

time since 1995, along with the annual growth rate and percentage growth. The annual numbers for the fifteen years examined in this study can be found in Appendix D.

Table 4.28 – Growth Rate of NPOs by MSA

	1995	2000	2005	2009	Annual Growth Rate	Percentage Growth
Asheville	3,212	3,886	5,230	6,367	5.0%	98.2%
Charlotte-Gastonia-Concord	8,105	10,713	15,639	20,381	6.8%	151.5%
Durham	4,457	5,661	7,369	8,597	4.8%	92.9%
Fayetteville	1,898	2,459	3,431	4,096	5.6%	115.8%
Goldsboro	867	1,088	1,381	1,546	4.2%	78.3%
Greensboro-High Point	5,742	7,168	8,964	10,354	4.3%	80.3%
Greenville	1,335	1,644	2,168	2,620	4.9%	96.3%
Hickory-Lenoir-Morganton	1,899	2,327	2,797	3,132	3.6%	64.9%
Jacksonville	653	816	1,064	1,264	4.8%	93.6%
New Bern	853	1,082	1,316	1,492	4.1%	74.9%
Raleigh-Cary	8,324	10,942	15,152	19,143	6.1%	130.0%
Rocky Mount	1,121	1,400	1,826	2,109	4.6%	88.1%
Southern Pines-Pinehurst	989	1,224	1,488	1,735	4.1%	75.4%
Wilmington	2,345	3,119	4,229	5,179	5.8%	120.9%
Winston-Salem	3,636	4,529	6,697	6,833	4.6%	87.9%
Non-MSA	13,946	17,274	21,793	25,385	4.4%	82.0%
No LIBNPs	5,353	6,661	8,540	10,116	4.7%	89.0%

Table 4.29 displays four points in time since 1995, along with the annual growth rate and percentage growth for LIBNPs in the 15 North Carolina MSAs as well as counties not

[11] See footnote 9 in this chapter for an explanation on the two additional categories included in the table.

included in any MSA. The annual numbers for the fifteen years examined in this study can be found in Appendix E.

Table 4.29 – LIBNP Growth Over Time

MSAs	1995	2000	2005	2009	Annual Growth Rate	Percentage Growth
Asheville	2	6	14	17	16.5%	750.0%
Charlotte-Gastonia-Concord	8	24	100	169	24.3%	2012.5%
Durham	6	19	44	59	17.7%	883.3%
Fayetteville	2	5	12	22	18.7%	1000.0%
Goldsboro	0	1	4	5	19.6%	400.0%
Greensboro-High Point	1	8	24	45	31.2%	4400.0%
Greenville	0	0	2	4	10.4%	100.0%
Hickory-Lenoir-Morganton	1	5	10	19	23.4%	1800.0%
Jacksonville	0	1	2	2	5.5%	100.0%
New Bern	2	2	1	1	-4.8%	-50.0%
Raleigh-Cary	5	15	44	105	24.3%	2000.0%
Rocky Mount	1	4	4	6	13.7%	500.0%
Southern Pines-Pinehurst	0	1	2	4	16.7%	300.0%
Wilmington	2	3	14	18	17.0%	800.0%
Winston-Salem	6	13	25	48	16.0%	700.0%
Non-MSA	11	22	71	141	20.0%	1181.8%

The Latino population growth in all 15 MSAs and the non-MSA group serve as a reminder of the rapidity and extent of Latino growth throughout North Carolina. In looking at the rate of organizational growth, nearly all MSAs experienced LIBNP growth that outpaced general NPO growth. The only exception is in New Bern, who dropped from two LIBNPs in 1995 to one in 2009.

Evaluation of Hypothesis 1. All of this leads to the evaluation of Hypothesis 1. No statistical tests were utilized to evaluate this hypothesis as the differences are not being generalized from a sample to a larger population: the results are pulled from the survey of the entire population. To evaluate this hypothesis, the data from Tables 4.26, 4.27, 4.28, and 4.29 are used: the population 1990 through 2010 and organizational growth from 1995 through 2009. When reviewing Tables 4.26, 4.27, 4.28, and 4.29, it is important to recognize that any measure of growth should consider the events that form the foundation of this dissertation: North Carolina experienced a tremendous growth in their Latino population over the past twenty years.

After reviewing the population and organizational growth, the data indicate that in this analysis, as Latino population growth rates have outpaced the growth rates of all other ethnicities in an MSA, the growth rate for LIBNPs in MSAs has indeed outpaced the growth rate for other nonprofits in the same MSAs. The Latino population growth rate was largest in the Raleigh-Cary (1548%), Winston-Salem (1734%), and Charlotte-Gastonia-Concord (1758%) MSAs and in all three, Latinos experienced the largest percentage growth of any other race or ethnicity (see Tables 26 and 27). LIBNPs also outpaced the growth of all other NPOs in all MSAs with the exception of New Bern (see Tables 4.28 and 4.29).

This evaluation provides support for the idea that North Carolina communities responded to the influx of Latino residents by forming LIBNPs to meet their needs. The systemic disruption discussed in the theory of community ecology was seen across the state, as new organizations emerged to meet the needs of rapidly growing Latino populations. An

examination of non-LIBNPs is needed to assess the expansion of existing nonprofits to meet the needs of new residents, but it is clear that a new form of nonprofit emerged in North Carolina during this time: nonprofits that focused directly on Latinos.

Hypothesis 2

The second hypothesis explores the relationship between the size of a particular LIBNP's network and the number of Latinos it serves.

H2. LIBNPs with larger organizational networks will serve more Latinos.

To begin, the focus turns to Question #4 from the survey, which asked for the number of individuals served annually by the organization. There were two requested responses: the number of unduplicated clients served and the number of duplicated clients served. A simple table of the responses is provided below.

Table 4.30 – Descriptive Statistics of Number of Individuals Served

	Average Annual Number of Clients Served (unduplicated)	Range	Average Annual Number of Clients Served (duplicated)	Range
NPOs	4,123.2	250 – 13,000	6,736.3	250 – 24,500
Congregation	151.8	20 – 800	208.5	25 – 1,300
TOTAL	964.1	20 – 13,000	1,532.4	25 – 24,500

The data were then organized so that only those organizations that indicated having organizational network partners and those listing the number of clients served were included. This subset of the survey respondents included 30 organizations. It is important to note that

the respondents were not asked to list all organizations in their network, but only those organizations with whom they network on behalf of their Latino clients. Table 4.31 shows the organizations, their network size, and the number of clients served.

Table 4.31 – Organizations, Network Size, and Clients Served

Organization	Number in Network	Number of Unduplicated Clients Served	Number of Duplicated Clients Served	Organizational Type
El Centro Hispano, Inc.	20	5,217	10,000	NPO
Urban Ministries of Wake County	20	4,267	7,102	NPO
Juntos Para Una Mejor Educación	20	500	500	NPO
Latin American Coalition	19	5,075	8,975	NPO
El Buen Pastor Latino Community Services	19	250	250	NPO
Publicaciones Faro de Gracia	15	13,000	24,500	NPO
NC Society of Hispanic Professionals	10	1,300	1,300	NPO
Central United Methodist Church	7	75	150	Congregation
La Estrella Resplandeciente	7	75	115	Congregation
Iglesia Cristiana Integral	6	300	500	Congregation
Iglesia Pentecostal Unida	6	180	180	Congregation
Iglesia Bautista Luz del Evangelio	5	800	1,000	Congregation
Apex Baptist Church	4	75	85	Congregation
Iglesia Familia de Gracia	3	150	300	Congregation
Iglesia Nuevo Amanecer	3	80	80	Congregation
Primera Iglesia Pentecostal Unida	2	500	500	Congregation
Cullowhee United Methodist Church	2	300	1,300	Congregation
Iglesia Evangélica Comunidades de Formacion Cristiana	2	120	120	Congregation
Primera Iglesia Hispana Asambleas de Dios	2	75	75	Congregation
Iglesia Bautista Harbor	2	50	50	Congregation
Iglesia Pentecostal Rosa de Saron	1	300	300	Congregation
Iglesia Pentecostal El Tabernaculo De Gracia	1	240	240	Congregation
Ministerio Puerta de Paz Internacional	1	150	150	Congregation
Emmanuel Hispanic Church	1	130	130	Congregation
Iglesia Cristiana Renacer	1	125	150	Congregation
Iglesia Pentecostal el Tabernaculo de Poder	1	120	120	Congregation
Spanish United Pentecostal Church of Charlotte	1	90	90	Congregation
Iglesia Pentecostal Unida Latino Americana	1	65	65	Congregation
Primera Iglesia Bautista Ebenezer	1	30	50	Congregation
Iglesia Cristiana Silo	1	20	60	Congregation

Unduplicated SD=2,307.4
Unduplicated median=112.5
Duplicated SD=4,176.9
Duplicated median=140

As seen in Table 4.31, it can be said that generally, organizations with larger networks serve more clients, but that does not hold true 100% of the time. Two major exceptions at the top of the chart are Juntos Para Una Mejor Educacion with 20 network partners and 500 clients served and El Buen Pastor Latino Community Services with 19 network partners and 250 clients served. These two organizations stand in sharp contrast to the others near the top of the list that serve many thousand more. By and large, however, an initial evaluation of Hypothesis 2 indicates that organizations with larger networks serve more clients.

One additional item of interest from the above table is that the organizations with the largest networks are NPOs. This may be somewhat expected, considering these are professional organizations and not religious ones, which may lead to increased interaction with numerous other entities (public, private, and nonprofit) by necessity in their service area. When there was direct communication between the researcher and the respondent during the course of the survey, interesting comments were made with regard to the question of network size and capacity. Many of the congregational leaders expressed that they simply did not have time to expand their networks as the majority of the organization's workload fell on their shoulders. This is, of course, only anecdotal evidence of the struggles of some congregations to expand their organizational network, which cannot be generalized to all survey respondents or Latino-serving congregations.

Survey respondents, networks, and interactions. To flesh out this examination of survey respondents and their networks, which serve as a fuller evaluation of Hypothesis 2,

the reported networks serving Latino clientele are presented in various formats below. The tables and summaries presented over the next 12 pages are intended as a reference and to create a full picture of survey respondent data. The specific evaluation and key takeaways from these summaries are presented in the evaluation section for Hypothesis 2.

Respondents were asked to list the organizations with whom they interact on behalf of their Latino clients, the type of organization they listed, and then the type of interaction. There were a total of 25 congregations who reported at least one network interaction and a total of 66 total network members (for an average of 2.6 network members per congregation). Tables 32 through 38 on the following pages list the types of organization in the networks of congregations and the types of interactions between the congregations and their network partners.

To simplify presentation of these data, the tables are presented sequentially, with each table containing the type of network interaction (share information, share funding, share clients, share administrative support, share programs, and other) and the type of organization with which that interaction occurs. For each type of network interaction, two pieces of data are presented:

1. The number of survey respondents who indicated a direct network connection with another organization
2. The number of this specific type of network interaction indicated by survey respondents (share information, share funding, share clients, share administrative support, share programs, other)

The options for the survey respondents allowed for multiple entries, allowing, for example, one congregation to list multiple businesses with which they shared information. Thus, the total number of organizations who responded to this particular question on the survey is listed below each table and the summation of each column can be more than the total number of organizations responding.

Congregations, networks, and interactions. The networks and network interactions of congregations are presented first followed by NPOs. A total of 25 congregations (62.5% of congregational survey respondents) provided summaries of their network interactions, which are presented in Tables 4.32 through 4.38.

Congregations and "share information". The first table, Table 4.32 below, shows responses from congregations and those organizations with which they share information. Seventeen congregations provided responses and the most common organizations with which they formed network connections to share information were other congregations and NPOs (eight connections each). A total of 26 specific connections with other organizations were reported by congregations, citing "sharing information" as the reason for the connection 39 times. Among congregations, this was the most frequently cited reason for establishing network connections.

Table 4.32 – Congregations, Networks, and Network Interactions: Share Information

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	5	6
Congregation	8	14
Foundation	1	1
Government	4	5
NPO	8	13
TOTAL	26	39

n=17

Congregations and "share funding". Table 4.33 below shows responses from congregations and organizations with which they share funding. Five congregations provided responses and the most common organizations with which they formed network connections to share funding were other congregations (two) and NPOs (three). A total of six specific connections with other organizations were reported by congregations, citing sharing funding as the reason for the connection nine times. This was one of the lowest categories of network connections for congregations.

Table 4.33 – Congregations, Networks, and Network Interactions: Share Funding

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	0	0
Congregation	2	2
Foundation	1	3
Government	0	0
NPO	3	4
TOTAL	6	9

n=5

Congregations and "share clients". Table 4.34 below displays responses for congregations and their network connections with which they share clients. Twelve congregations indicated they shared clients as part of their network interactions and the most common organizations with which they formed connections on this item were NPOs (eight). A total of 16 specific connections with other organizations were reported by congregations, citing sharing clients as the reason for the connection 29 times. When discussing this item with a number of survey respondents, they indicated that while it was not common for them as congregational leaders to "share" congregants with other organizations, they most frequently referred their members to other NPOs when there was a particular need in their lives (food banks, housing assistance, immigration counseling).

Table 4.34 – Congregations, Networks, and Network Interactions: Share Clients

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	2	3
Congregation	2	2
Foundation	0	0
Government	4	6
NPO	8	18
TOTAL	16	29

n=12

Congregations and "share administrative support". Table 4.35 displays the information regarding shared administrative support for congregations and their network connections. Three congregations provided responses regarding shared administrative support and the most common organizations with which they formed network connections on this item were other congregations (three): this was the lowest number of responses of any categories. A total of six specific connections with other organizations were reported by congregations, citing sharing administrative support as the reason for the connection 11 times.

Table 4.35 – Congregations, Networks, and Network Interactions: Share Administrative Support

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	0	0
Congregation	3	7
Foundation	1	1
Government	1	1
NPO	1	2
TOTAL	6	11

n=3

Congregations and "share programs". Table 4.36 displays responses for congregations and their network connections with which they share programs. Twelve congregations provided responses regarding shared programs and these respondents formed network connections most often with NPOs (seven) and other congregations (six). A total of 15 specific connections with other organizations were reported by congregations, citing sharing programs as the reason for the connection 25 times. Two pastors in particular discussed sharing programs as a crucial part of their services, as they worked closely with other congregations in the area to introduce their members to other individuals in the community. Both of the pastors indicated that they felt it was their duty to invite their members to engage with other members of the community, regardless of the different faith

traditions. In this way, if their congregants were struggling with anything, they would have a wider group of people from which to solicit advice and assistance.

Table 4.36 – Congregations, Networks, and Network Interactions: Share Programs

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	1	1
Congregation	6	12
Foundation	0	0
Government	1	2
NPO	7	10
TOTAL	15	25

n=12

Congregations and "other collaboration". Table 4.37 displays responses for congregations and their network connections with which they have other forms of collaboration not covered in the previous categories. Only five congregations provided responses regarding other types of collaborations and these respondents formed network connections with every type of organization except for governments. A total of five specific connections with other organizations were reported by congregations, citing other collaboration as the reason for the connection five times. The survey did not ask for any

elaboration on what types of collaboration would be considered “other”, thus no additional information is available.

Table 4.37 – Congregations, Networks, and Network Interactions: Other Collaboration

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	1	1
Congregation	2	2
Foundation	1	1
Government	0	0
NPO	1	1
TOTAL	5	5

n=5

Summary of congregations and networks. As mentioned in the summaries above, and as can be seen in Table 4.38, the majority of congregations who responded to the question of network participation do so in order to share information (cited 39 times by respondents). Sharing clients and programs were also frequently cited.

Of similar interest is the types of organizations with which the congregations network. Twenty-seven (41%) of the organizations listed in congregational networks were NPOs, and most of those interactions were to share clients. During one of the phone conversations between the researcher and a pastor, it was indicated that this leader often looks for connections with local NPOs in order to know what services are available to his

congregants if a particular need arises in their lives (i.e. food pantries, housing assistance programs). He viewed this networking interaction as “sharing clients”, as he would refer members of his congregation to other organizations.

Sharing information was the top reason for congregations to network with other congregations in this survey sample, with 14 respondents indicating that they share information. One survey respondent noted that he worked with other congregational leaders in order to share information that might be helpful to members of similar faiths. Some additional examples of information sharing from the survey responded included best practices in reaching out to the Latino community, how to reach out to law enforcement, and exchanging information on community services that would benefit congregants.

An additional 12 congregational survey respondents indicated that they share programs with other congregations. Congregations mentioned that they most frequently share programs with other churches within their local area focused on shared religious beliefs (i.e. Day of the Virgin of Guadalupe) or shared cultural events (i.e. Hispanic Heritage Month).

Table 4.38 – Summary Table: Congregations, Networks, and Network Interactions

		Types of Sharing/Collaboration					
Type	Number in network	Information	Funding	Clients	Admin.	Programs	Other
Business	7	6	-	3	-	1	1
Congregation	19	14	2	2	7	12	2
Foundation	3	1	3	-	1	-	1
Government	10	5	-	6	1	2	-
NPO	27	13	4	18	2	10	0
TOTAL	66	39	9	29	11	25	5

n=25

NPOs, networks, and interactions. There were a total of 12 NPOs who reported at least one network interaction and a total of 170 total network members (for an average of 14.2 network members per NPO). Tables 4.39 through 4.45 on the following pages list the types of organization in the networks of NPOs and the types of interactions between the NPOs and their network partners.

NPOs and "share information". The first table, Table 4.39, shows responses from NPOs and those organizations with which they share information. Twelve NPOs provided responses and the most common organizations with which they formed network connections were other NPOs (11 connections). A total of 25 specific connections with other organizations were reported by NPOs, citing "sharing information" as the reason for the connection 109 times. Among NPOs, this was the most frequently cited reason for establishing network connections.

Table 4.39 – NPOs, Networks, and Network Interactions: Share Information

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	3	9
Congregation	1	2
Foundation	3	6
Government	7	22
NPO	11	70
TOTAL	25	109

n=12

NPOs and "share funding". Table 4.40 below shows responses from NPOs and those organizations with which they share funding. Eight NPOs provided responses and the most common organizations with which they formed network connections were other NPOs (eight connections). A total of 15 specific connections with other organizations were reported by NPOs, citing sharing funding as the reason for the connection 35 times.

Table 4.40 – NPOs, Networks, and Network Interactions: Share Funding

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	2	3
Congregation	1	8
Foundation	2	4
Government	2	4
NPO	8	16
TOTAL	15	35

n=8

NPOs and "share clients". Table 4.41 below shows responses from NPOs and those organizations with which they share funding. Eight NPOs provided responses and the most common organizations with which they formed network connections were other NPOs (eight connections). A total of 16 specific connections with other organizations were reported by NPOs, citing sharing funding as the reason for the connection 49 times.

Table 4.41 – NPOs, Networks, and Network Interactions: Share Clients

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	0	0
Congregation	1	1
Foundation	2	3
Government	5	15
NPO	8	30
TOTAL	16	49

n=8

NPOs and "share administrative support". Table 4.42 shows responses from NPOs and those organizations with which they share administrative support. Four NPOs provided responses and the most common organizations with which they formed network connections were other NPOs and governments (three connections each). A total of nine specific connections with other organizations were reported by NPOs, citing sharing funding as the reason for the connection 15 times. This was one of the categories that did not elicit many responses, similar to the low number of responses for congregations. For the respondents in this survey addressing their networks, it does not appear that sharing administrative support is an important reason for forming network connections.

Table 4.42 – NPOs, Networks, and Network Interactions: Share Administrative Support

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	2	3
Congregation	1	1
Foundation	0	0
Government	3	5
NPO	3	6
TOTAL	9	15

n=4

NPOs and "share programs". Table 4.43 shows responses from NPOs and those organizations with which they share programs. Eleven NPOs provided responses and the most common organizations with which they formed network connections were other NPOs (nine connections) and governments (eight connections). A total of 24 specific connections with other organizations were reported by NPOs, citing sharing funding as the reason for the connection 72 times. The large number of connections with other NPOs and governments indicates the perceived value of connections between community organizations and public sector organizations. The depth and scope of these shared programs is something to be investigated further.

Table 4.43 – NPOs, Networks, and Network Interactions: Share Programs

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	3	3
Congregation	1	1
Foundation	3	4
Government	8	21
NPO	9	43
TOTAL	24	72

n=11

NPOs and "other collaboration". Table 4.44 displays responses for NPOs and their network connections with which they have other forms of collaboration not covered in the previous categories. Only five NPOs provided responses regarding shared programs and these respondents formed network connections with every type of organization except for governments. A total of eight specific connections with other organizations were reported by congregations, citing other collaboration as the reason for the connection nine times. The survey did not ask for any elaboration on what types of collaboration would be considered "other", thus no additional information is available.

Table 4.44 – NPOs, Networks, and Network Interactions: Other Collaboration

	Number of times survey respondents indicated a network connection with these types of organizations	Number of network connections with these types of organizations
Business	1	1
Congregation	1	1
Foundation	0	0
Government	3	4
NPO	3	3
TOTAL	8	9

n=5

Summary of NPOs and networks. As mentioned in the summaries above, and as can be seen in the Table 4.45, the majority of NPOs who responded to the question of network participation do so in order to share information (cited 109 times by respondents). Sharing clients and programs were also frequently cited.

Of similar interest is the types of organizations with which the congregations network. Ninety-eight (58%) of the organizations listed in NPO networks were other NPOs, and most of those interactions were to share information. Sharing information was the top reason for NPOs to network with other NPOs in this survey sample, with 70 connections formed to share information.

Forty-two government network connections were identified by the survey respondents. Only five of these government offices were statewide and all of the other

governments in NPOs' networks were local government entities. Some of these included public schools, libraries, and city parks and recreation offices.

Table 4.45 – Summary Table: NPOs, Networks, and Network Interactions

		Types of Sharing/Collaboration					
Type	Number network	Information	Funding	Clients	Admin.	Programs	Other
Business	11	9	3	-	3	3	1
Congregation	12	2	8	1	1	1	1
Foundation	7	6	4	3	-	4	-
Government	42	22	4	15	5	21	4
NPO	98	70	16	30	6	43	3
TOTAL	170	109	35	49	15	72	9

n=12

Evaluation of Hypothesis 2. In the evaluation of this hypothesis, along with the observational analysis based on survey responses presented above, correlations were run with the variables indicating network size and the number of clients served (duplicated and unduplicated) for the entire population and then separately for all NPOs and all congregations. The results are presented below in Table 4.46.

Table 4.46 – Correlations for Hypothesis 2 – entire dataset

Correlations	All	NPOs	Congregations
#Unduplicated/Network size	0.59***	-0.11	0.19
#Duplicated/Network size	0.57***	-0.09	0.17

***p=<.001

In evaluating Hypothesis 2, the analysis indicates that when performing correlational analysis on the entire group of LIBNPs who responded to this survey, there was a statistically significant moderate correlation between the number of clients served (both unduplicated and duplicated) and the size of the organization's network. This correlation was not present, however, when running correlations individually for the two types of LIBNPs (NPO or congregation). The absence of statistically significant correlations when looking at the number of clients served and network size by organizational type could have been due to the smaller numbers of observations, but no statements can be made regarding the data when looking for correlations by organization type.

The ability of a co-ethnic community to serve as a bridging resource for newly arrived members of their shared ethnic group is an indicator that the community can provide support and growth opportunities for newly arriving members. The evaluation of this hypothesis suggests that as a Latino-serving organization expands its network to enable more supports, services, and connections to its Latino clients, more clients may be drawn to the organization itself. An expanded network may serve as a signal to clients that the organization can successfully provide needed services and clients will choose that LIBNP over other organizations. As more clients are served by the organization, it may have an increased number of opportunities to grow, increase its services, and attract more funding from donors and funders.

Hypothesis 3

The third hypothesis evaluates the correlation between LIBNP employees and the number of clients served.

H3. LIBNPs with more Latino staff (non-board of directors) will serve a larger number of Latinos than LIBNPs with fewer non-Latino staff.

The number of workers an organization employs is a common measure of organizational size. That measure is used here as well, while also examining the number of Latino employees. Table 4.47 below first shows the average number of full-time employees and the average number of full-time Latino employees. The following table (Table 4.48) shows the average number of part-time employees and the average number of part-time Latino employees.

Table 4.47 – Average Number of Full-Time Employees

	Average Full-Time Employees	Average Full-Time Employees - Latino	Average FTE	Average FTE - Latino
NPOs	11.1	9.1	13.2	9.7
Congregations	2.2	1.2	2.4	1.2
TOTAL	5.3	3.9	6.0	4.0
SD	11.3	10.8	12.8	11.2
Median	1	1	1.5	1

Table 4.48 – Average Number of Part-Time Employees

	Average Part-Time Employees	Average Part-Time Employees - Latino
NPOs	6.4	4.6
Congregations	2.3	1.4
TOTAL	4.6	2.9
SD	9.0	5.4
Median	1	1

As might be expected due to the NPOs in this dataset having (on average) larger budgets and more years in operation, the NPOs included in this analysis, tended to have more employees, both full-time and part-time employees.

Table 4.49 presents the survey data of organizations that reported the numbers of clients served and Latino and non-Latino employees. Juntos Para Una Mejor Educacion reported the largest total number of employees, 74, and the largest number of Latino employees, 53. Despite having the largest total number of employees, they served only the seventh largest number of unduplicated clients. The next three organizations in the order of number of Latino employees served the second, third, and fourth largest number of clients.

Table 4.49 – LIBNPs, Clients Served, and Employees

Organization	Number of Unduplicated Clients Served	Number of Duplicated Clients Served	Number of Latino Employees (FT & PT)	Number of Non-Latino Employees (FT & PT)	Organizational Type
Juntos Para Una Mejor Educación	500	500	53	21	NPO
Urban Ministries of Wake County	4,267	7,102	16	24	NPO
Latin American Coalition	5,075	8,975	12	6	NPO
El Centro Hispano, Inc.	5,217	10,000	11	1	NPO
Apex Baptist Church	75	85	11	29	Congregation
El Buen Pastor Latino Community Services	250	250	10	7	NPO
Central United Methodist Church	75	150	5	5	Congregation
NC Society of Hispanic Professionals	1,300	1,300	4	0	NPO
Publicaciones Faro de Gracia	13,000	24,500	3	2	NPO
La Estrella Resplandeciente	75	115	3	2	Congregation
Iglesia Cristiana Integral	300	500	3	4	Congregation
Iglesia Pentecostal Unida	180	180	2	0	Congregation
Iglesia Bautista Luz del Evangelio	800	1,000	2	3	Congregation
Primera Iglesia Pentecostal Unida	500	500	2	1	Congregation
Iglesia Evangélica Comunidades de Formacion Cristiana	120	120	2	0	Congregation
Primera Iglesia Bautista Ebenezer	30	50	2	0	Congregation
Iglesia Nuevo Amanecer	80	80	1	0	Congregation
Primera Iglesia Hispana Asambleas de Dios	75	75	1	0	Congregation
Iglesia Bautista Harbor	50	50	1	0	Congregation
Iglesia Pentecostal Rosa de Saron	300	300	1	0	Congregation

Table 4.49 – Continued

Organization	Number of Unduplicated Clients Served	Number of Duplicated Clients Served	Number of Latino Employees (FT & PT)	Number of Non-Latino Employees (FT & PT)	Organizational Type
Iglesia Pentecostal El Tabernaculo De Gracia	240	240	1	0	Congregation
Ministerio Puerta de Paz Internacional	150	150	1	0	Congregation
Emmanuel Hispanic Church	130	130	1	0	Congregation
Spanish United Pentecostal Church of Charlotte	90	90	1	0	Congregation
Iglesia Pentecostal Unida LatinoAmericana	65	65	1	0	Congregation
Iglesia Cristiana Silo	20	60	1	0	Congregation
Iglesia Familia de Gracia	150	300	0	0	Congregation
Cullowhee United Methodist Church	300	1,300	0	5	Congregation
Iglesia Cristiana Renacer	125	150	0	0	Congregation
Iglesia Pentecostal el Tabernaculo de Poder	120	120	0	0	Congregation

As noted, there is an overall trend showing that, in general, organizations with more employees tend to serve more clients. There were a few exceptions in the survey, however. Publicaciones Faro de Gracia, for instance indicated they serve 13,000 clients per year with three Latino employees and two non-Latino employees. When looking at this organization more closely, their primary purpose is to "provide resources and services to the Latin community both in the USA and Spanish-speaking countries" by creating and distributing religiously-themed books and pamphlets and thus are not providing in-person services, which explains their employee to client ratio.

The other exception of note is Apex Baptist Church, which has 40 employees while serving only 75 clients. The Church reported all of their staff who serve the entire congregation, both English and Spanish-speaking congregants. The Church is working to grow their Spanish-speaking congregation, which consists of 75 congregants only at this time.

In addition to looking at Latino and non-Latino staff, respondents were asked to report the annual number of volunteers utilized by their organization as well as the total number of Latino volunteers. Table 4.50 shows the average number of volunteers for each type of organization and the average Latino volunteers.

Table 4.50 – Average Volunteers

	Average Number of Volunteers	Average Number of Volunteers – Latinos
NPOs	165.6	19.2
Congregations	27.1	76.8
TOTAL	66.6	35.6
SD	141.6	75.0
Median	20	12

Evaluation of Hypothesis 3. Correlations were run to evaluate the relationship between the number of clients served and the number of employees. As was previously mentioned in this section, the number of employees used in this analysis will be full-time equivalent (FTE) employees, calculated as full-time employees + (part-time employees * ½).

None of the correlations were found to be significant when reviewing the entire dataset. When analyzing the data by organizational type, however, it was shown that there was a statistically significant correlation between the unduplicated number of clients served and the number of Latino FTE for congregations. The data for the four correlations are presented below in Table 4.51.

Table 4.51 – Correlations for Hypothesis 3

Correlations	All	NPOs	Congregations
# Unduplicated /# FTE	0.26	-0.27	0.09
#Unduplicated/# Latino FTE	0.28	-0.28	0.38*
# Duplicated /# FTE	0.23	-0.23	0.02
# Duplicated/# Latino FTE	0.26	-0.21	0.31

*p=<.05

In the case of Hypothesis 3, overall, the data does not support the hypothesis that LIBNPs with more Latino staff will serve a larger number of Latinos than LIBNPs with non-Latino staff. The one exception is with the unduplicated number of clients served and the number of Latino FTE for congregations.

This hypothesis is part of the discussion of the trustworthiness of nonprofits (contract failure theory) and how an organization may engender trust due to their mission and nonprofit designation. This evaluation suggests that religious congregations organized to serve Latinos exclusively may have greater success in attracting Latino congregants (clients). Religious organizations have played a large role in immigrant incorporation throughout American history, particularly in the recent past with the changes in Latino migration and settlement patterns throughout the American South and Midwest where Latinos had heretofore not been (Millard and Chapa, 2004; Waters and Jimenez, 2005; Wilson, 2008). As congregations have long-served as tools of immigrant incorporation, this can be seen as an important first step into communities for Latino residents who see co-ethnic leaders in

congregations. As Latinos begin incorporating into the congregation, they may have opportunities to then interact with other LIBNPs and community groups. Congregations should be seen as critical components of outreach to Latino communities in North Carolina and leaders of those congregations should be approached by public, private, and nonprofit entities looking to work with this population.

Hypothesis 4

The fourth hypothesis evaluates the impact boards of directors have on the number of clients served in the organizations studied.

H4. LIBNPs with more Latinos members serving on the boards of directors will serve a larger number of Latinos than LIBNPs with fewer Latino members serving on boards of directors.

Much has been written in the nonprofit literature regarding the importance of functioning boards of directors to facilitate the operation and growth of the organization (Bradshaw, Murray, Wolpin, 1992; Pfeffer, 1973; Taylor, Holland, and Chait, 1996). This survey asked if the respondent had an active board of directors (Table 4.52) and, if yes, how many of the board members were Latino (Table 4.53). Nearly all of the organizations reported having an active board of directors, with NPOs having, on average, more total members on the board but averaging fewer Latino members.

Table 4.52 – Response Summary for Board of Directors Question

		Yes	No
Boards of Directors	Congregation	37	3
	NPO	15	1

n=56

Table 4.53 – Average Number of Members on Board of Directors

	Average – Board of Directors Members	Average – Board of Directors Members - Latinos	Average Percent of Board who are Latino
NPOs	11.6	5.1	48.3%
Congregations	8.1	6.1	83.6%
TOTAL	9.1	5.8	73.4%
SD	5.5	4.0	
Median	7	6	

n=52

This evaluation of the average number of board members by organizational type leads to addressing Hypothesis 4 directly. Do LIBNPs with a larger presence of Latino board members serve more Latinos? Only three congregations and one NPO indicated they did not currently have a board of directors (or an equivalent governing body). The number of members on the board ranged from 3 to 25 and the number of board members that were Latino ranged from 0 to 18. Table 4.54 displays the data on the number of board members

and the number of clients served. The congregations indicating they do not have an active board of directors are included as appropriate and all organizations that did not report the number of clients served were not included in the table.

Table 4.54 – Comparison of Boards of Directors and Clients Served

Organization	Org Type	Unduplicated Clients	Duplicated Clients	Board of Directors?	How Many Members?	Latino Members?	% Latino Members
Urban Ministries of Wake County	NPO	4,267	7,102	Yes	25	1	4.0%
Apex Baptist Church	Congregation	75	85	Yes	24	2	8.3%
Central United Methodist Church	Congregation	75	150	Yes	20	1	5.0%
Primeria Iglesia Bautista Hispana	Congregation	78	78	Yes	18	18	100.0%
Emmanuel Hispanic Church	Congregation	130	130	Yes	16	16	100.0%
El Centro Hispano, Inc.	NPO	5,217	10,000	Yes	13	8	61.5%
Student Action with Farmworkers	NPO	5,000	5,000	Yes	13	7	53.8%
Cullowhee United Methodist Church	Congregation	300	1,300	Yes	13	2	15.4%
Iglesia Bautista Luz del Evangelio	Congregation	800	1,000	Yes	12	0	0.0%
Iglesia Evangélica Comunidades de Formacion Cristiana	Congregation	120	120	Yes	12	12	100.0%
Iglesia Cristiana Silo	Congregation	20	60	Yes	12	12	100.0%
NC Society of Hispanic Professionals	NPO	1,300	1,300	Yes	11	10	90.9%
Latin American Coalition	NPO	5,075	8,975	Yes	10	6	60.0%
El Buen Pastor Latino Community Services	NPO	250	250	Yes	10	6	60.0%
Estableciendo El Reino De Dios	Congregation	50	50	Yes	10	10	100.0%
Iglesia Cristiana Renacer	Congregation	125	150	Yes	9	9	100.0%
Iglesia Familia de Gracia	Congregation	150	300	Yes	7	7	100.0%
Ministerio Puerta de Paz Internacional	Congregation	150	150	Yes	7	7	100.0%

Table 4.54 – Continued

Organization	Org Type	Unduplicated Clients	Duplicated Clients	Board of Directors?	How Many Members?	Latino Members?	% Latino Members
Iglesia Pentecostal El Tabernaculo de Poder	Congregation	120	120	Yes	7	7	100.0%
La Estrella Resplandeciente	Congregation	75	115	Yes	7	1	14.3%
Primera Iglesia Hispana Asambleas de Dios	Congregation	75	75	Yes	7	7	100.0%
Iglesia De Jesucristo Salem	Congregation	60	60	Yes	7	7	100.0%
Publicaciones Faro de Gracia	NPO	13,000	24,500	Yes	6	1	16.7%
Centro Internacional de Raleigh	NPO	2,500	3,000	Yes	6	2	33.3%
Primera Iglesia Pentecostal Unida	Congregation	500	500	Yes	6	6	100.0%
Iglesia Pentecostal El Tabernaculo De Gracia	Congregation	240	240	Yes	6	6	100.0%
Iglesia Pentecostal Unida LatinoAmericana	Congregation	65	65	Yes	6	6	100.0%
Iglesia Pentecostal El Tabernaculo De Salvacion	Congregation	45	45	Yes	6	6	100.0%
Iglesia Pentecostal Rosa de Saron	Congregation	300	300	Yes	5	5	100.0%
Iglesia Nuevo Renacer	Congregation	115	115	Yes	5	5	100.0%
Spanish United Pentecostal Church of Charlotte	Congregation	90	90	Yes	5	5	100.0%
Iglesia Pentecostal De Jesucristo Poder De Dios	Congregation	80	80	Yes	5	5	100.0%
Iglesia Cristiana Integral	Congregation	300	500	Yes	4	2	50.0%
Iglesia Bautista Vida Abundante	Congregation	500	200	Yes	4	4	100.0%
Iglesia de Dios La Revelacion	Congregation	80	80	Yes	4	4	100.0%
Iglesia Nuevo Amanecer	Congregation	80	80	Yes	4	4	100.0%
Iglesia Bautista Cristo Vive	Congregation	50	75	Yes	4	4	100.0%
Iglesia de Avivamiento Maranatha	Congregation	30	30	Yes	4	4	100.0%

Table 4.54 – Continued

Organization	Org Type	Unduplicated Clients	Duplicated Clients	Board of Directors?	How Many Members?	Latino Members?	% Latino Members
Ministerio Internacional El Verbo en Accion	Congregation	150	150	Yes	3	3	100.0%
Primera Iglesia Bautista Ebenezer	Congregation	30	50	Yes	3	3	100.0%
Iglesia Bautista Harbor	Congregation	50	50	Yes	3	3	100.0%
Juntos Para Una Mejor Educación	NPO	500	500	No	-	-	-
Iglesia Pentecostal Unida	Congregation	180	180	No	-	-	-
Iglesia de Dios Emanuel	Congregation	25	25	No	-	-	-

n=44

Evaluation of Hypothesis 4. As might be expected, the results of this evaluation were mixed. The organizations with the largest number of Latino members of their board of directors are congregations and serve relatively small numbers of clients (78 and 130). These two organizations, Primeria Iglesia Bautista Hispana and Emmanuel Hispanic Church, do employ the fourth and fifth largest boards of directors among all respondents. The organization with the largest board, Urban Ministries of Wake County, only has one Latino member of their board. It is important to note, however, that Urban Ministries reported that only about 20% of their clients are Latino.

In evaluating the data for this hypothesis, correlations were run on the raw numbers of Latino members of the Board of Directors and clients served, as well as the percentage of Latinos for both groups. None of the correlations on the raw numbers were found to be significant, but the correlation between percentage of the clients served by the LIBNP who are Latino and the percentage of the board of directors who are Latino were strongly correlated. The data are reported in Table 4.55 below.

Table 4.55 – Correlations for Hypothesis 4

Correlations	All	NPOs	Congregations
#Unduplicated /# Latino board members	-0.19	-0.28	-0.30
#Unduplicated /# total board members	0.14	-0.27	-0.03
#Duplicated/# Latino board members	0.12	-0.23	0.13
#Duplicated/# total board members	-0.19	-0.21	-0.33
% Latino clients / % Latino board members	0.64***	0.55*	0.65***

*p=<0.05, **p=<.01, ***p=<.001

When reviewing the data for this hypothesis, there is a positive and significant relationship between the percentage of Latino clients served by the organization and the percentage of Latino members of the organization's board of directors across all survey respondents, as well as NPOs and congregations individually. Thus, LIBNPs with a greater percentage of Latino board members are more likely to serve a greater percentage of Latinos as part of their overall client population. This correlation of Latinos served by the organization and co-ethnics in position of leadership (Latino FTE above and percentage of Latino board members here) suggest that within this survey sample, Latinos may have a preference for organizations that reflect their identity.

This finding provides additional support for the discussion of trustworthiness discussed in Hypothesis 3. When the value of goods or services cannot be adequately assessed for a variety of reasons, this in ability to make a fully informed decision of the trustworthiness of the organization (information asymmetry) may be overcome by searching for nonprofit organizations with a strong co-ethnic (Latino) presence.

Hypothesis 5

The fifth and final hypothesis looks at the influence an ethnic population may have on the levels of public sector funding of NPOs.

H5. LIBNPs located in MSAs with higher percentages of Latino populations will receive more government funding than LIBNPs located in MSAs with lower percentages of Latino populations.

Before addressing this hypothesis directly, some general information from the survey related to nonprofit funding is presented.

One common measure used in the nonprofit literature as a proxy for organizational size is budget size, with the argument being organizations with larger budgets tend to be larger organizations. Organizational size can refer both to scope of services provided as well as number of employees.

As shown in Table 4.56, the NPOs responding to this survey tended to have larger budgets, while congregations were more likely to have annual budgets less than $100,000.

Table 4.56 – Survey Respondent Budget Size

	$0 - $49,999	$50,000 – $99,999	$100,000 – $249,999	$250,000 +	TOTAL
NPOs	1	1	4	10	16
Congregations	16	14	5	5	40
TOTAL	17	15	9	15	56

In addition to reporting the annual expenditures, all respondents were asked to rank the primary, secondary, and tertiary sources of their funding. Identifying and ranking sources of funding is a useful tool in examining the reliance of nonprofits on certain types of funding. For instance, some nonprofits that receive government funding may feel limited in their political activity or advocacy for specific causes (Harris, 2001) and those receiving funding from private donations may feel beholden to the interests of those donors (Froelich, 1999; Kelly, 1998).

An overwhelming number of congregations listed private donations from individuals as their primary source of funding. In survey comments and discussions with respondents, many indicated this was due to the members paying their "tithes and offerings" that many religious denominations encourage from their members. Nine congregations listed special events and fundraisers as their secondary source of funds. Respondents reported these events as being food sales or ad-hoc activities that were intended to raise funds as well as develop congregant unity. Table 4.57 shows the different response options and the rankings by respondents.

Table 4.57 – Funding Sources: Congregations

	Primary Source	Secondary Source	Tertiary Source
Central office of your nonprofit/religious denomination	1	2	2
Dues/membership fees	0	0	0
Foundations	1	0	1
Government or public agencies	0	0	0
Other	1	1	2
Other nonprofit agencies	0	1	1
Private donations from businesses or corporations	1	2	0
Private donations from individuals	35	2	3
Private sales of goods	0	4	1
Special events/fundraisers	1	9	2

n=40

Now returning to the survey data relevant to this fifth hypothesis, NPOs reported a greater range of funding sources, with private donations from individuals being the most frequently selected, followed by government/public agencies. Foundation funding was the largest group noted as a secondary funding source, with many respondents noting that a national foundation, Hispanics in Philanthropy, has invested heavily in North Carolina LIBNPs. Table 4.58 displays the dispersion of responses to the question on funding sources.

Table 4.58 – Funding Sources: NPOs

	Primary Source	Secondary Source	Tertiary Source
Central office of your nonprofit/religious denomination	0	0	2
Dues/membership fees	0	0	0
Foundations	2	8	2
Government or public agencies	4	2	2
Other	1	0	0
Other nonprofit agencies	1	1	3
Private donations from businesses or corporations	2	0	0
Private donations from individuals	5	2	4
Private sales of goods	1	1	0
Special events/fundraisers	0	2	3

n=16

Evaluation of Hypothesis 5. Unfortunately, there were only eight respondents who indicated they received funding from government or public agencies. This small number limits the conclusions that can be drawn from evaluating this data and hypothesis.

As can be seen in Table 4.59, all eight organizations are NPOs and seven of the eight have budgets in the highest category, $250,000+. Four NPOs listed government or public agencies as the primary source of funding, two indicated them as the secondary source, and two indicated them as the tertiary source. All eight of these NPOs were located two of the largest MSAs in North Carolina: Raleigh-Cary and Durham.

Table 4.59 – Organizations Receiving Public Funding

Organizational Name	Organizational MSA	Organizational Type	Annual Expenses	Primary Funding	Secondary Funding	Tertiary Funding
Flamenco Vivo	Durham	NPO	$250,000+	Government/Public	Foundations	Private Individuals
El Centro Hispano, Inc.	Durham	NPO	$250,000+	Government/Public	Other NPOs	Special Events/Fundraisers
El Pueblo, Inc.	Raleigh-Cary	NPO	$250,000+	Government/Public	Foundations	Other NPOs
Juntos Para Una Mejor Educación	Raleigh-Cary	NPO	$250,000+	Government/Public	Foundations	Central Office
Latino Community Credit Union	Durham	NPO	$250,000+	Other	Government/Public	Foundations
Urban Ministries of Wake County	Raleigh-Cary	NPO	$250,000+	Private Individuals	Government/Public	Foundations
Diamante Inc	Raleigh-Cary	NPO	$50,000 - $99,999	Private Businesses/ Corporations	Special Events/Fundraisers	Government/Public
Student Action with Farmworkers	Durham	NPO	$250,000+	Private Individuals	Foundations	Government/Public

n=8

The organizations that indicated public funding as their primary source of income are varied in the types of services they provide. Flamenco Vivo is based in New York City but was invited by the North Carolina Arts Council to create arts and cultural programs in Durham area to support the growing Latino population in the area. They have since also received funding from the Durham Arts Council to establish arts programs in local schools. While their New York City office provides classes in Flamenco dancing, the North Carolina office focuses exclusively on arts education funded by public agencies.

El Centro Hispano, Inc. and El Pueblo, Inc. are two of the largest service and advocacy organizations for Latinos in the state. They have both positioned themselves as statewide leaders in the Latino community and receive government funding from state, county, and city governments to implement various programs. El Centro Hispano, Inc. receives public funding to provide various health, education, and advocacy work and supplement those services with funds from other NPOs and special events. El Pueblo focuses much of their work on advocacy and developing community leadership (both youth and adult).

Juntos Para Una Mejor Educacion is a project of North Carolina State University's Agricultural Extension programs, whose focus is on bringing together students and parents to help prevent high school dropouts within the Latino community and prepare those students for success in higher education. The curriculum was developed by a team from NC State and it has been utilized by city and county governments across the country. This highly

successful program receives much of their financial support from public agencies paying for training and support, as well as state funds through the NC State Agricultural Extension.

While these four LIBNPs receive the bulk of their funding from public sources, this hypothesis cannot be fully evaluated based on the limited responses. What is interesting, however, is that all eight of the respondents indicating receipt of government funds are located in either the Durham or Raleigh-Cary MSAs. While both of these MSAs have seen tremendous growth in their Latino populations, they are not the only MSAs that have experienced such growth. In order to investigate this hypothesis more fully, it would be important to identify whether these government agencies were state sources and if the proximity to the state capitol of Raleigh was a factor in receipt of public funds.

Another factor to look into is whether these organizations receiving government funding located in Durham or Raleigh-Cary is to look at their self-identified service region. This question was asked of survey respondents and the information is presented below in Table 4.60.

Table 4.60 – Organizations Receiving Public Funding

Organizational Name	Organizational MSA	Organizational Type	Primary Service Region
Flamenco Vivo	Durham	NPO	Statewide
El Centro Hispano, Inc.	Durham	NPO	Multiple Counties
El Pueblo, Inc.	Raleigh-Cary	NPO	Multiple Counties
Juntos Para Una Mejor Educación	Raleigh-Cary	NPO	Statewide
Latino Community Credit Union	Durham	NPO	Statewide
Urban Ministries of Wake County	Raleigh-Cary	NPO	County
Diamante Inc.	Raleigh-Cary	NPO	Statewide
Student Action with Farmworkers	Durham	NPO	Statewide

n=8

As seen above, five of these NPOs provide services throughout the state, two serve multiple counties, and one serves only one county. These eight NPOs were not the only ones to serve clients statewide, as an additional five NPOs that do not receive public funding serve clients across North Carolina.

Government failure theory was applied to this examination of LIBNP growth in North Carolina, testing whether local governments would rely on LIBNPs to provide services to Latinos instead of providing those services directly. Due to the small number of survey responses to this question, very little can be drawn from the data sample. Additional research is needed to investigate the application of government failure theory to LIBNP growth and development, but for these organizations it can be stated that non-religious LIBNPs with larger budgets were more likely to list government funding as their primary source of funding, had service areas beyond their local community or city, and had been established nearly twice as long as religious LIBNPs in this same budget group. More research is needed

in this area, but these observations are important for researchers and practitioners to explore further to more fully understand the organizational behaviors of LIBNPs, particularly with regards to their interaction with and reliance on the public sector for funding.

Exploratory Research Questions

As stated in Chapter 2, the concept of social networks with regards to Latino immigrant populations is expanded beyond the traditional focus on the individual immigrant and their activities to explore the role of organizations that form to serve immigrants once they arrive at their destination. This is an exploratory application of social network theory that will not test specific hypotheses, but instead introduces a series of research questions that will guide the application of this theory to LIBNPs in North Carolina with data collected through a survey distributed throughout the state. Table 4.61 reintroduces the exploratory research questions (ERQs).[12]

[12] Appendix C displays all mission statements of LIBNPs who completed the survey, as indicated by the survey respondent. This can be a particularly helpful reference when referring to multiple LIBNPs in this section discussing networks and alters.

Table 4.61 – Exploratory Research Questions

ERQ1	Are LIBNPs participating in social networks as a way to leverage resources on behalf of those they serve?
ERQ2	What other organizations do LIBNPs interact with as a part of their organizational operations?
ERQ3	What sectors are these other organizations in (nonprofit, public, for-profit)?
ERQ4	What variations are observed among LIBNP networks (size, composition, connectivity of alters) throughout North Carolina?
ERQ5	Are the size and constitution of LIBNP networks reflective of the size or growth of Latino populations in North Carolina MSAs?

Exploratory Research Question 1. The first exploratory research question begins the examination of NPOs utilizing social networks as a way to influence their operations.

ERQ1. Are LIBNPs participating in social networks as a way to leverage resources on behalf of those they serve?

The primary tool used in this survey to collect information on respondents' social networks was through the use of a multiple name generator survey. Each respondent was asked if they participated in networks to benefit their clients, and if yes, to list the organization, the organizational sector in which that network partner operated, and what type of interactions they engaged in. The respondent was asked if their network partner was a for-profit business, religious congregation, foundation, government/public agency, or another nonprofit.

Twenty-four of the forty congregations (60%) responding to this survey indicated that they did participate in some form of social network; however, the average number of network

partners (alters) was 2.7. In comparison, twelve of the sixteen NPOs (75%) responding to the survey stated that they participate in some form of social network and their average number of network alters was much higher, 17.6. Table 4.62 presents the list of organizations who responded to these questions, the number of network alters, and the organizational type.

Table 4.62 – Social Network Survey Respondents

Organization Name	Number in Network	Org Type
Urban Ministries of Wake County	20	NPO
Juntos Para Una Mejor Educación	20	NPO
El Centro Hispano, Inc.	20	NPO
El Buen Pastor Latino Community Services	19	NPO
Latin American Coalition	19	NPO
NC Council of Churches	18	NPO
Publicaciones Faro de Gracia	15	NPO
El Pueblo, Inc.	14	NPO
NC Society of Hispanic Professionals	10	NPO
Flamenco Vivo Carlota Santana	8	NPO
Central United Methodist Church	7	Congregation
La Estrella Resplandeciente (The Shining Star)	7	Congregation
Iglesia Cristiana Integral	6	Congregation
Iglesia Pentecostal Unida	6	Congregation
Iglesia Bautista Luz del Evangelio	5	Congregation
Centro Pentecostes Monte de Sion	4	Congregation
Guatemalan Student Support Group	4	NPO
Apex Baptist Church	4	Congregation
Iglesia Familia de Gracia	3	Congregation
Asociación de Mexicanos en Carolina del Norte, Inc.	3	NPO
Iglesia Nuevo Amanecer	3	Congregation
Iglesia Evangélica Comunidades de Formacion Cristiana	2	Congregation
Primeria Iglesia Hispana Asambleas de Dios	2	Congregation
Cullowhee United Methodist Church	2	Congregation
Iglesia Bautista Harbor	2	Congregation
Primera Iglesia Pentecostal Unida	2	Congregation
Comunidad Cristiana Hosanna	1	Congregation
Primera Iglesia Bautista Ebenezer	1	Congregation
Ministerio Puerta de Paz Internacional	1	Congregation
Emmanuel Hispanic Church	1	Congregation
Iglesia Pentecostal Unida Latino Americana	1	Congregation
Iglesia Pentecostal El Tabernaculo De Gracia	1	Congregation
Iglesia Pentecostal Rosa de Saron	1	Congregation
Iglesia Pentecostal el Tabernaculo de Poder	1	Congregation
Spanish United Pentecostal Church of Charlotte	1	Congregation
Iglesia Cristiana Renacer	1	Congregation

n=36

The survey responses indicate that indeed NPOs are engaged in organizational networks as a means of enhancing the work they do on behalf of Latinos. Through conversations with survey respondents or comments left in the survey itself, it was clear that while congregations struggle to form large social networks, the majority see the value in them. A common response among congregational respondents was that they simply do not know with whom they should connect. There were also numerous comments indicating that networks would be beneficial for their work but as the religious leader(s), they did not have the time or knowledge with which to make or sustain community connections.

One element of this exploratory question that merits further research is the impact that English-language ability has on the establishment of network formation. Thirteen of the sixteen NPOs (81%) who completed the survey did so via the English-language survey. In comparison, thirty of the forty congregations (75%) who completed the survey did so via the Spanish-language survey. Multiple congregational respondents indicated that their inability to communicate with community services in their area severely hampered their interactions with organizations or persons who could be beneficial for their congregants.

One phone conversation with the pastor of Iglesia Pentecostal Unida in Greenville, NC provided a strong example of the importance of bilingual abilities in forming community relationships. This pastor only listed six members of the congregation's network, but due to his ability to communicate in both English and Spanish, he has been able to work closely with city and county political leadership to become a leading advocate for the Latino community in the Pitt County area. He has been placed on numerous city and county

commissions, where he represents his congregation but also the Latino community as a whole. The pastor indicated that his community presence directly impacts his congregants, as they are able to approach him with various non-ecumenical needs and he has a number of people and organizations with whom to connect them to resolve problems and concerns. He spoke directly about the inability of some of his peers to provide the same support to their congregants as they are not able to tap into all the community resources available. He indicated that he is working to build bridges between the different communities to where he does not need to be the one sitting on multiple community councils or where he does not need to repeat everything he says in English and Spanish when standing before a multi-cultural group. This pastor said he often feels as though he has two ministries: a spiritual ministry for his congregation and a community ministry for his co-ethnic religious/cultural community.

In terms of the NPOs who responded to these questions in the survey, it can be said that they indeed participate in networks in order to better serve their clients. The congregations indicate an intention to do so, but few have more than a small handful of network alters. In terms of participating in networks in order to leverage resources, Table 4.63 below shows the type of organization with whom the respondents networked and the reasons for those network connections. As shown in Table 4.63, it is clear that these ego networks are created to share information, programs, and clients. Indeed, these networks are created and maintained to leverage resources for the organizations and the clients they serve.

Table 4.63 – Types of Organizations and Network Resources in Respondents' Networks

		Types of Sharing/Collaboration					
Type	Number in network	Information	Funding	Clients	Admin.	Programs	Total
Business	15	3	3	3	4	2	30
Congregation	16	10	3	8	13	3	53
Foundation	7	7	3	1	4	1	23
Government	27	4	21	6	23	4	85
NPO	83	20	48	8	53	4	216
TOTAL	148	44	78	26	97	14	407

n=36

One primary question arises from the evaluation of this question: why do NPOs have larger networks than congregations? There is undoubtedly a variety of answers to this question, but the networks of Latino congregations pale in size and breadth (average 2.7 network alters) when compared to the NPO networks (average 17.6 network alters). The professionalization of NPOs appears to play a significant role in the presence and size of their networks. Congregational survey respondents indicated a desire to create connections but many did not know where to go to make those connections. Other congregational survey respondents were not fluent in English and would most likely struggle to connect with others unless it was in Spanish. This research suggests that congregations are some of the preferred tools for immigrant incorporation and that Latinos view Latino-led congregations as important in their community involvement. In order for Latino-led congregations to fully serve their clients as incorporation agents, they should look to non-religious LIBNPs for

effective mechanisms for network engagement. The first steps for them would be to learn how to effectively communicate with other organizations and look to make network connections in English as a way to bridge gaps between linguistic divides in their communities.

Exploratory Research Questions 2 & 3. The next two research questions are linked to each other and the survey data will be presented in this way.

ERQ2. What other organizations do LIBNPs interact with as part of their organizational operations?

ERQ3. In what sectors are these other organizations (nonprofit, public, for-profit)?

To more fully explore these two questions, the frequency table above showing the types of organizations in the respondent's service network and the types of connections (Table 4.63), is broken out into the responses for congregations in Table 4.64 and NPOs in Table 4.65.

Table 4.64 – Types of Organizations and Network Resources in Congregational Networks

		Types of Sharing/Collaboration					
Type	Number in network	Information	Funding	Clients	Admin.	Programs	Total
Business	6	0	3	0	1	1	11
Congregation	14	2	2	7	12	2	39
Foundation	1	3	0	1	0	1	6
Government	5	0	6	1	2	0	14
NPO	13	4	18	2	10	1	48
TOTAL	39	9	29	11	25	5	118

n=24

As shown above, congregations tended to have more overall interactions with NPOs and other congregations. In their interactions with NPOs, congregations tend to share clients, information, and some programs. During interviews and from responses left in the survey, some congregations indeed do refer their congregants to specific programs or services that they were aware of. Two of the more frequent referrals were to lawyers and food pantries. Several congregational leaders indicated that their congregants frequently asked for help with legal issues and if they were in need of food. These responses were categorized in the "share clients," "share information," and "share programs" categories.

Other examples cited in these categories included publicizing community social and cultural events to their congregants, as well as holding information nights at their churches for social service groups as they were attempting to reach Spanish-speaking members of the community. Nearly half of the respondents from congregations also indicated that they

shared programs with other churches, which frequently meant social or religious gatherings for congregations from the same denomination. When combining the number of network connections of congregations with other congregations and NPOs, these two sectors total 73% of all reported network interactions.

Table 4.65 – Types of Organizations and Network Resources in NPO Networks

		Types of Sharing/Collaboration					
Type	Number in network	Information	Funding	Clients	Admin.	Programs	Total
Business	9	3	0	3	3	1	19
Congregation	2	8	1	1	1	1	14
Foundation	6	4	3	0	4	0	17
Government	22	4	15	5	21	4	71
NPO	70	16	30	6	43	3	168
TOTAL	109	35	49	15	72	9	289

n=12

As previously stated, NPOs reported far more network interactions with all organizations than the congregational respondents. In reviewing these interactions, it is striking to note that 58% of all reported network interactions are with other NPOs. In breaking down the data further, 85% of those network interactions are focused on sharing information, sharing programs, and sharing clients.

The next largest grouping of network interactions is with the government/public sector. In a distribution similar to NPOs, government agencies in NPO networks were

largely utilized for information, program, and client sharing (81%). These two sectors totaled 83% of all reported network interactions for NPOs.

In answering these two exploratory research questions, it can be said that the respondents in this survey grouped their networks largely into two categories. Congregations largely networked with other congregations and non-religious NPOs to share information, programs, and clients. NPOs primarily networked with other NPOs and public agencies in the same three areas: sharing information, programs, and clients. While the network information is of interest with regards to these exploratory research questions, interpretations of the network maps must be done with the understanding of data limitations. These congregations and NPOs are not representative of LIBNPs throughout the state, thus only observations are made about the reported data.

With an understanding of these limitations, the following network maps are presented to provide an overview of network interactions engaged in by the survey respondents on behalf of their clients. Figure 4.1 shows the network map for congregations who chose to respond to these questions on the survey and Figure 4.2 shows the same for NPOs. Both figures can be reviewed in detail, but they are presented in order to show larger trends and differences between the two groups of survey respondents. There is no overarching order or structure to the maps, they are presented with the following structure and details to keep in mind:

- Survey respondents are listed using black font.
    - Organizations with who respondents network are not listed by name.

  - Presenting the information in this way was intended to simplify the presentation. Full details of the reported networks are listed in Appendix F.
  - The size of the organization's name is relative to the number of connections with other organizations (this is a feature of the software used: www.graphcommons.com). Thus, organizations with larger font are networked with more organizations and have more overall network interactions.
- One of the primary points to glean from these images is that congregations did not report large networks or many shared network interactions and NPOs did report large networks with many shared network interactions amongst survey respondents.
  - Congregations who responded to the survey did not have large networks and only two network connections were shared among four congregations (two congregations each shared one connection).
  - NPO survey respondents reported many more connections, especially between survey respondents.

Figure 4.1 – Network Map: Congregations

The most striking observation from the congregational network map is that there are no direct connections between respondents and for those who did respond, their networks are very small. Many are linked with only one or two congregations and they are primarily focused on sharing information (see Table 4.64). There are only two instances where survey respondents are connected to the same network alter (one is a local food bank and the other is a pastoral networking group). Network connections that do exist between congregations and other organizations are not very widespread and this map speaks towards the relative isolation within which these congregations operate.

As discussed in Chapter 2, there are a number of studies that have observed religious organizations serving as bridges to local communities on behalf of immigrant and refugee populations. As religious groups form communities where newly-arrived populations are welcomed, they often serve as sources of information, connections, and contacts to the larger community as a whole. Further research is needed to investigate the complete role of congregations in the immigrant incorporation of Latinos in North Carolina; particularly in areas were large immigrant populations have emerged. Qualitative interviews and assessments of congregational roles in the community would be a useful step in investigating this further. This limited examination of congregational networks suggests that, like the survey as a whole, more work needs to be done in examining LIBNP organizations and their networks to more fully assess their role in immigrant incorporation.

On the next page is Figure 4.2, the network map of NPOs who responded to the survey. While only 12 of the 16 NPO survey respondents provided network data, the data provided interesting information.

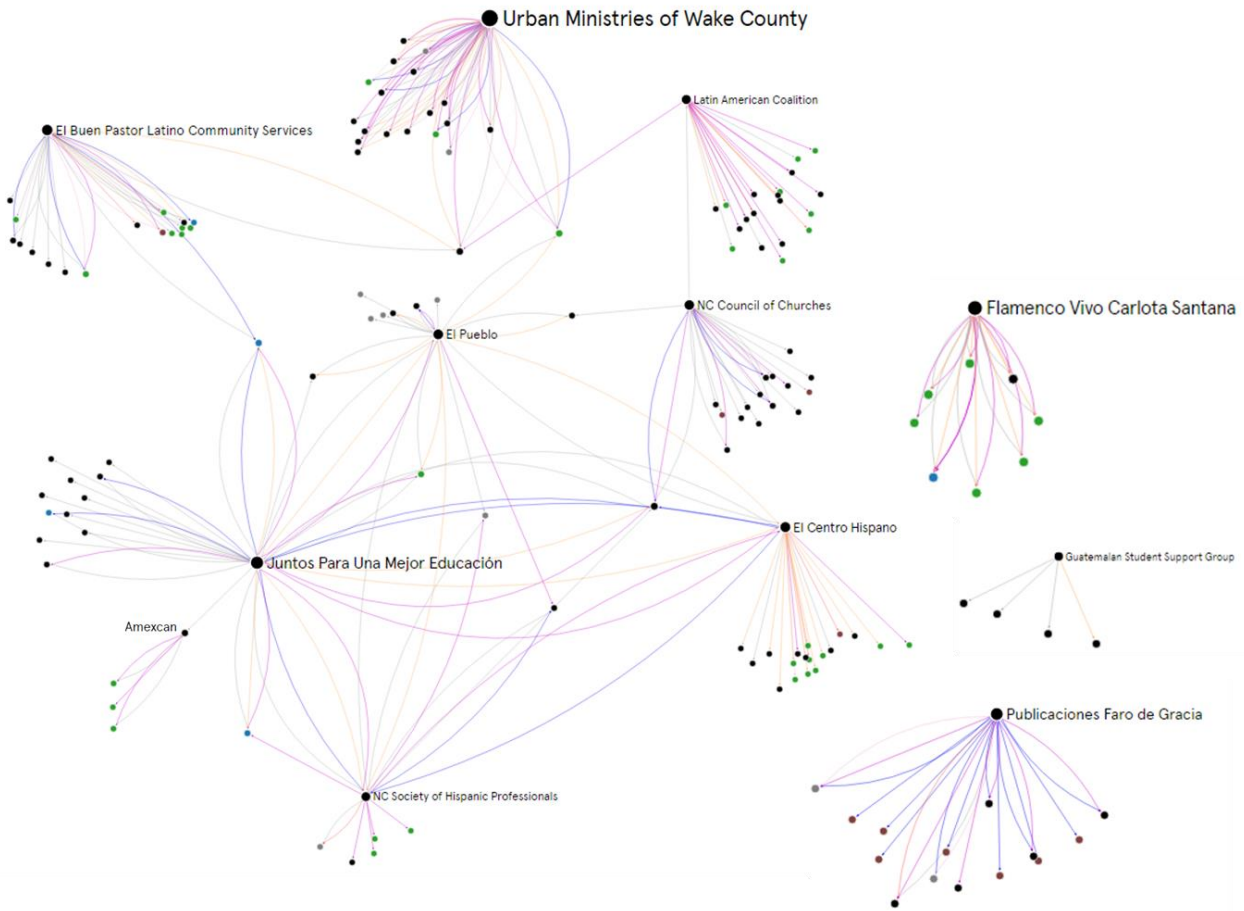

Figure 4.2 – Network Map: NPOs

The first item to note is the number of network connections between survey respondents: there are nine shared connections between more than one NPO. Additionally, there are three connections shared by three NPOs. Six of the nine NPOs that share connections with other survey respondents are located in the Raleigh-Durham-Chapel Hill region of North Carolina (the Raleigh-Cary and Durham MSAs). Only three survey respondents with multiple network alters (Flamenco Vivo Carlota Santana, Guatemalan Student Support Group, and Publicaciones Faro de Gracia) are not networked with other NPOs on the network list.

The extent of interconnectedness between NPOs is not surprising, considering the high level of professionalization shared between these groups. It is also likely that while these groups have large networks, there may be a limited number of organizations in their regions with whom they would interact on behalf of their Latino clients. Thus, more information is needed to truly understand how dense these networks are when compared with other organizations that may be operating in the same organization space but did not respond to the survey.

Additionally, the organizational structure and mission of the NPO survey respondents lend themselves to external interactions with other organizations. As community-based organizations, their mission is to interact with the community (both residents and other organizations). The nature of their work will tend to create more network connections where congregations may not have the same goals.

These network maps help to illustrate the differences that exist between some Spanish-speaking congregations and LIBNPs, although their application to the larger organizational community of North Carolina is limited. For full lists of the survey respondents and their networks to review with regards to Exploratory Research Questions 2 and 3, please see Appendix F.

In the reported networks from survey respondents, both congregations and NPOs predominantly networked with other NPOs. This may not be a surprising result, but it supports the data showing that these network connections were largely operational, intended to share information and programs, as opposed to providing strategic networking for funding or leveraging of resources. The most important takeaway from the data collected for these two exploratory research questions is that congregations were largely operating in isolated networks: there were very few shared alters. If the congregation reported a network, the network was operating primarily on its own, as there were very few shared network connections between congregations in the same geographical area. These isolated networks may hinder the ability of congregations to fully serve as bridges to local communities and community organizations. NPO networks show much more interaction and overlap between network alters. Additional research is needed to further explore these findings, but smaller, more isolated networks reported by congregations may limit the impact of networks on immigrant incorporation.

Exploratory Research Question 4. The fourth Exploratory Research Question looks at variation among networks and what differences might be observed based on the reported networks.

ERQ4. What variations are observed among LIBNP networks (size, composition, connectivity of alters) throughout North Carolina?

From the 36 LIBNPs that reported participating in networks, the majority are located in the Charlotte-Gastonia-Concord and Raleigh-Cary MSAs, with the remaining distributed throughout the state. Table 4.66 shows the distribution of LIBNPs reporting networks.

Table 4.66 – MSAs and LIBNP Network Distribution

MSA	Number of LIBNPs Reporting Network Alters
Raleigh-Cary	10
Charlotte-Gastonia-Concord	10
Non-MSA Counties	7
Durham	3
Greenville	2
Winston-Salem	2
Hickory-Lenoir-Morganton	1
Rocky Mount	1
TOTAL	36

It is difficult to establish any discernible pattern among the MSA's and counties with low numbers of LIBNPs reporting established networks.[13] In the Raleigh-Cary MSA, six NPOs reported network alters and four congregations reported network alters. Table 4.66 presented previously with survey respondents, number in network, and organizational type is presented again (Table 4.67) with an additional piece of information added: MSA.

[13] Of the seven Non-MSA counties listed in the table, only one county was listed twice: Alamance. Of the two LIBNPs from Alamance County, one was a congregation and one was an NPO. The NPO listed 15 network alters and the congregation listed one.

Table 4.67 – LIBNPs, Networks, and MSAs

Organization Name	Number in Network	Org Type	MSA
Urban Ministries of Wake County	20	NPO	Raleigh-Cary
Juntos Para Una Mejor Educación	20	NPO	Raleigh-Cary
El Centro Hispano, Inc.	20	NPO	Durham
El Buen Pastor Latino Community Services	19	NPO	Winston-Salem
Latin American Coalition	19	NPO	Charlotte-Gastonia-Concord
NC Council of Churches	18	NPO	Raleigh-Cary
Publicaciones Faro de Gracia	15	NPO	Non-MSA
El Pueblo, Inc.	14	NPO	Raleigh-Cary
NC Society of Hispanic Professionals	10	NPO	Raleigh-Cary
Flamenco Vivo Carlota Santana	8	NPO	Durham
Central United Methodist Church	7	Congregation	Charlotte-Gastonia-Concord
La Estrella Resplandeciente (The Shining Star)	7	Congregation	Rocky Mount
Iglesia Cristiana Integral	6	Congregation	Charlotte-Gastonia-Concord
Iglesia Pentecostal Unida	6	Congregation	Greenville
Iglesia Bautista Luz del Evangelio	5	Congregation	Winston-Salem
Centro Pentecostes Monte de Sion	4	Congregation	Non-MSA
Guatemalan Student Support Group	4	NPO	Raleigh-Cary
Apex Baptist Church	4	Congregation	Raleigh-Cary
Iglesia Familia de Gracia	3	Congregation	Non-MSA
Asociación de Mexicanos en Carolina del Norte, Inc.	3	NPO	Greenville
Iglesia Nuevo Amanecer	3	Congregation	Charlotte-Gastonia-Concord
Iglesia Evangélica Comunidades de Formacion Cristiana	2	Congregation	Durham
Primeria Iglesia Hispana Asambleas de Dios	2	Congregation	Non-MSA
Cullowhee United Methodist Church	2	Congregation	Non-MSA
Iglesia Bautista Harbor	2	Congregation	Charlotte-Gastonia-Concord
Primera Iglesia Pentecostal Unida	2	Congregation	Raleigh-Cary
Primera Iglesia Bautista Ebenezer	1	Congregation	Non-MSA
Comunidad Cristiana Hosanna	1	Congregation	Raleigh-Cary
Ministerio Puerta de Paz Internacional	1	Congregation	Charlotte-Gastonia-Concord

Table 4.67 – Continued

Organization Name	Number in Network	Org Type	MSA
Emmanuel Hispanic Church	1	Congregation	Raleigh-Cary
Iglesia Pentecostal Unida LatinoAmericana	1	Congregation	Non-MSA
Iglesia Pentecostal El Tabernaculo De Gracia	1	Congregation	Charlotte-Gastonia-Concord
Iglesia Pentecostal Rosa de Saron	1	Congregation	Charlotte-Gastonia-Concord
Iglesia Pentecostal el Tabernaculo de Poder	1	Congregation	Charlotte-Gastonia-Concord
Spanish United Pentecostal Church of Charlotte	1	Congregation	Charlotte-Gastonia-Concord
Iglesia Cristiana Renacer	1	Congregation	Raleigh-Cary

n=36

As seen in Table 4.67, five of the LIBNPs with the largest number of network alters are located in the Raleigh-Cary MSA. These NPOs in Raleigh-Cary list a variety of network connections around their MSA as well as throughout the state. There are as many alters listed in Raleigh-Cary whose services are statewide as there are in all of the other alters listed by other LIBNPs combined. There are a number of reasons why this would be the case, one of the most obvious being that many organizations that focus on statewide activities are located in the Raleigh area, due to being the state capital for North Carolina. Table 4.68 shows the responses from LIBNPs in the Raleigh-Cary MSA and their distribution across sectors.

Table 4.68 – LINBPs and Network Alters in Raleigh-Cary MSA

	Business	Congregation	Foundation	Government	NPO	Total
NC Society of Hispanic Professionals	2	0	1	3	4	10
NC Council of Churches	0	1	0	0	17	18
Juntos Para Una Mejor Educación	0	0	3	2	15	20
Guatemalan Student Support Group	0	0	0	0	4	4
El Pueblo, Inc.	5	0	0	2	7	14
Urban Ministries of Wake County	2	0	0	3	15	20
Primera Iglesia Pentecostal Unida	2	0	0	0	0	2
Apex Baptist Church	0	0	0	0	4	4
Iglesia Cristiana Renacer	0	0	0	1	0	1
Emmanuel Hispanic Church	0	1	0	0	0	1
Comunidad Cristiana Hosanna	0	0	0	0	3	3
TOTAL	11	2	4	11	69	97

n=11

The ten LIBNPs in the Raleigh-Cary MSA were predominantly connected with NPOs. Only one congregation, Iglesia Cristiana Renacer, reported being networked with a government entity, which was the county health department. Two congregations, Apex Baptist Church which has a Spanish-speaking group within its larger English-speaking congregation, and Comunidad Cristiana Hosanna, indicated that they networked exclusively with NPOs. Both listed NPOs that serve as resources for their congregants, such as food banks and emergency housing services. The only congregation in this MSA who listed a business as a network member was Primera Iglesia Pentecostal Unida. The two businesses were attorneys who come to meet with the congregation to provide legal advice.

Three NPOs in Raleigh-Cary stand out as having a large number of network alters. NC Council of Churches, Juntos Para Una Educacion Mejor, and Urban Ministries of Wake County indicated they networked with 17, 15, and 15 other NPOs, respectively. NC Council of Churches is a statewide organization of Christian churches whose focus is on social justice and they serve as a central association for their membership churches. The NPOs they listed are not their member organizations, but NPOs around the state and throughout the United States that provide information, services, and support for the shared mission of the NC Council of Churches.

Juntos Para Una Educacion Mejor and Urban Ministries of Wake County both listed NPOs in North Carolina and around the country in their specific areas: education and healthcare. Juntos Para Una Educacion Mejor, an LIBNP dedicated to improving education outcomes for Latino youth, listed other alters in the government and foundation sectors. Urban Ministries of Wake County listed network members in the business and government sectors, which aligns with their mission of providing free and low-cost healthcare to Wake County's uninsured population and relies on medical and pharmaceutical companies for donations. Urban Ministries also operates a domestic violence shelter, a food bank, and employment training–all of which benefit from network alters in business and government for donations, connections to social services, and direct operational support.

In the Charlotte-Gastonia-Concord MSA, there were ten LIBNPs who reported networking with other organizations on behalf of their clients. Unlike Raleigh-Cary, the Charlotte-Gastonia-Concord LIBNP respondents were predominantly congregations and the

number of connections was as low as reported by congregations in Raleigh-Cary. The nine congregations were largely connected with other congregations (see Table 4.69).

When discussing this section of the survey with several respondents, similar responses were observed: congregational leaders were not sure with whom they should or could network and did not know how to make those connections. Two groups that did list one network alter each, Ministerio Puerta de Paz Internacional and Iglesia Pentecostal El Tabernaculo De Gracia, both indicated that they participated in a monthly meeting with other pastors in Charlotte where they met for fellowship and support. When asked if they utilized that setting to seek advice or assistance on behalf of their congregants, they indicated that indeed they did utilize that setting if they had a need. Although this was not a formal network or a formal organization, they both indicated the "pastor council" should be categorized as an NPO since it was not explicitly a congregation and was organized to serve a collective purpose, instead of personal ministry.

Table 4.69 – LIBNPs and Network Alters in Charlotte-Gastonia-Concord

	Business	Congregation	Foundation	Government	NPO	Total
Iglesia Cristiana Integral	1	2	0	0	3	6
Ministerio Puerta de Paz Internacional	0	0	0	0	1	1
Iglesia Nuevo Amanecer	0	3	0	0	0	3
Iglesia Pentecostal El Tabernaculo De Gracia	0	0	0	0	1	1
Iglesia Pentecostal Rosa de Saron	0	1	0	0	0	1
Iglesia Pentecostal el Tabernaculo de Poder	0	0	0	0	1	1
Spanish United Pentecostal Church of Charlotte	0	1	0	0	0	1
Central United Methodist Church	1	0	0	2	3	6
Latin American Coalition	0	0	0	8	11	19
Iglesia Bautista Harbor	0	0	0	1	1	2
TOTAL	2	9	0	11	19	41

n=10

The one NPO reporting network alters in the Charlotte-Gastonia-Concord MSA, Latin American Coalition, only reported government entities and NPOs as alters in their network, but listed a total of 19. As one of the largest Latino-serving NPOs in North Carolina, it was not a surprise that they listed such a large number of network alters. The mission of Latin American Coalition is to help Latinos participate in all aspects of civic, economic, and cultural life in their communities. Their approach is largely focused on the local, or grassroots, level, which puts them in contact with many local governments and other NPOs sharing the same organizational space.

Besides these two large, metropolitan areas, some of the other respondents to these questions were located in urban (Durham MSA, Winston-Salem MSA) and non-urban

(Alamance County, Hickory-Lenoir-Morganton MSA) areas. For these other networks, the composition was primarily focused in the organization's mission area. For Publicaciones Faro de Gracia, a Christian publishing organization based in Alamance County (a Non-MSA), they listed organizations around the country from which they receive financial support for their publications or content partners. In Winston-Salem, El Buen Pastor Latino Community Services is an outgrowth of a Spanish-speaking congregation that provides educational and family support services to Latinos in the area. Their network speaks to their location and programs: county health departments, local colleges and universities, and the United Way. One additional network member is Hispanics in Philanthropy, which is a nationwide philanthropic organization providing funds for Latino-focused programs. Hispanics in Philanthropy also appeared in networks in Durham and Raleigh-Cary.

Below is Table 4.70, which lists the organizations mentioned more than once by survey respondents as being part of their network.

Table 4.70 – Organizations Mentioned More Than Once in Network Lists

Organization	MSA	Number of Times Listed in Networks
College Foundation of North Carolina	Raleigh-Cary	2
El Centro Hispano	Raleigh-Cary	4
Food Bank of NC	Raleigh-Cary	2
Hispanics in Philanthropy	Raleigh-Cary, Winston-Salem	2
Latin American Coalition	Charlotte-Gastonia-Concord	3
Legal Aid of NC	Raleigh-Cary	2
Mexican Consulate	Raleigh-Cary	2
NC Justice Center	Raleigh-Cary	2
NC Society of Hispanic Professionals	Durham, Raleigh-Cary	5
Student Action with Farmworkers	Durham, Raleigh-Cary	4
Univision 40	Raleigh-Cary	2
Vinculo Hispano	Raleigh-Cary	2
Wake County Human Services	Raleigh-Cary	3

n=13

While the reported data for this question was limited, the fact that the majority of the data were from the two most populous MSAs in North Carolina should be seen as one of the primary takeaways. Not only were the reporting LIBNPs primarily located in these MSAs, but the network alters mentioned by multiple LIBNPs in their survey responses were predominantly in the Raleigh-Cary and Durham MSAs. The location of these network egos and alters should be noted for its geographic, social, and political importance (organizations operating in the area of the North Carolina capitol city and a neighboring Durham, some of the major population hubs of the state). The survey respondents with the largest networks, as well as alters in a number of LIBNP networks, were located in the Raleigh-Cary, Durham,

Charlotte-Gastonia-Concord, and Winston-Salem MSAs. If the network influence is maintained in the large urban areas, the benefits of network interaction may be missed by LIBNPs operating in other parts of North Carolina. Understanding network behavior throughout the state would be enhanced with more information from LIBNPs in other MSAs, but if additional data mirrors what was collected for this research, LIBNP networks could be enhanced by extending their network reach to promote variations in the size, composition, and connectivity of alters throughout North Carolina.

Exploratory Research Question 5. The final exploratory research question investigates any possible connections between LIBNPs, their networks, and the increase in North Carolina's Latino population.

ERQ5. Are the size and constitution of LIBNP networks reflective of the size or growth of Latino populations in North Carolina MSAs?

As detailed in the previous section discussing Exploratory Research Question #4, the majority of LIBNPs reporting networks were in the Raleigh-Cary and Charlotte-Gastonia-Concord MSAs (Table 4.71).

Table 4.71 – MSAs and LIBNP Network Distribution

MSA	Number of LIBNPs Reporting Network Alters
Raleigh-Cary	10
Charlotte-Gastonia-Concord	10
Non-MSA Counties	7
Durham	3
Greenville	2
Winston-Salem	2
Hickory-Lenoir-Morganton	1
Rocky Mount	1
TOTAL	36

Twenty of the 36 organizations were in these two MSAs. Raleigh-Cary (+1,548.1%) and Charlotte-Gastonia-Concord (1,757.5%) saw the largest population growth of any other MSAs in North Carolina, as seen in Table 4.72. This cursory evaluation of the question seems to support the underlying premise of this exploratory research question, but due to the limited number of responses to the survey, more definitive conclusions cannot be drawn.

Table 4.72 – North Carolina Population Growth by MSA, 1990 – 2010

MSA	1990 Latino Population	2000 Latino Population	2010 Latino Population	Percent Latino Population Increase 1990 - 2010
Asheville	2,259	11,373	26,677	1080.9%
Charlotte-Gastonia-Concord	8,715	64,847	161,879	1757.5%
Durham	4,146	27,801	56,915	1272.8%
Fayetteville	13,516	23,334	36,013	166.4%
Goldsboro	1,356	5,604	12,162	796.9%
Greensboro-High Point	4,241	27,456	54,683	1189.4%
Greenville	1,146	5,727	12,256	969.5%
Hickory-Lenoir-Morganton	1,580	12,993	21,462	1258.4%
Jacksonville	8,035	10,896	17,896	122.7%
New Bern	1,821	3,677	6,272	244.4%
Raleigh-Cary	6,948	45,525	114,512	1548.1%
Rocky Mount	861	4,493	8,119	843.0%
Southern Pines-Pinehurst	470	2,981	5,261	1019.4%
Wilmington	1,300	5,236	16,265	1151.2%
Winston-Salem	2,619	23,143	48,020	1733.5%
Non-MSA counties	7,727	51,159	91,737	1087.2%
Other Counties	9,986	52,718	109,991	1001.5%
TOTAL	76,726	378,963	800,120	942.8%

When comparing the survey responses of these two MSAs, nine of the ten survey respondents from Charlotte-Gastonia-Concord were congregations and five of the ten from Raleigh-Cary were congregations. This is a small sample size, but the preponderance of congregational responses from the Charlotte-Gastonia-Concord MSA limits the ability to create a fuller LIBNP network picture for that area. Five of the ten LIBNPs in Raleigh-Cary were congregations, but the other five provided an average of 14.3 network connections. Congregations in these two MSAs provided only a small handful of network connections.

Yes, the larger number of networks reported in this survey come from MSAs with the largest Latino population increase, but with many of the LIBNPs being congregations, the network composition is limited in its impact.

Limitations of Study

As has been mentioned throughout this chapter, while the interpretations of the survey responses provide interesting insights into the practices of LIBNPs in North Carolina, there are a number of limitations that should be highlighted (and will be explored in greater detail in the final chapter).

First, survey research can be difficult to successfully operationalize and any results should often be interpreted with caution. Single surveys may provide interesting data, but they should not be expected to examine trends: repeated measures are more helpful in gleaning true trends in the population. This is, of course, an area for future research and exploration into the role of LIBNPs in immigrant incorporation. Additionally, individual surveys are limited in their ability to provide evidence of a cause and effect. In this undertaking, the primary goal was to lay groundwork for future and continued research in this area, which can hopefully lead to insights into the relationships between Latino immigrant growth and LIBNPs.

Second, a small response rate and an unrepresentative sample limit the ability to generalize findings to a larger population. In the case of this study, whether it was reviewing the organizational income level or averaging the number of unduplicated clients served, the presence of outliers and limited variation can skew any observation. Additionally, when

looking at the 16 NPOs who responded to this survey, they were primarily larger, more professional organizations. The lack of diversity among respondents complicates the ability to generalize findings to the greater nonprofit sector. A small sample size limits the ability to find significant relationships in the data, but the mixed methods approach of this research undoubtedly uncovered a number of ideas, opportunities, and other qualitative data useful in understanding the organizational environment of LIBNPs.

The third limitation follows the second closely. While every attempt was made to provide all LIBNPs with equal access and equal opportunity to complete the survey, there were undoubtedly a number of organizations who were not made aware of the existence of this survey and research due to incorrect contact information and no single point of contact within the organization at whom to direct outreach efforts. Some of the survey respondents were simply the individuals who answered the phone or checked the organizational email address. There would have been perhaps more willing to take the survey if the opportunity was presented. This is a particular limitation of survey research, but with this specific organizational population where so many of the organizations do not have professional staff who could be of assistance, it was difficult to secure time to explain the survey and ask for time to complete it.

A fourth area of limitation in the survey research is that of self-reported data. Self-reported data can be difficult to verify independently and survey research can suffer from several biases as well. Along with the biases of under- and over-representation mentioned above, measurement errors due to leading questions or social desirability are possibilities.

Despite every attempt to frame the survey questions objectively, the purpose of the research was to learn about LIBNPs and some of the questions may have appeared to be leading towards particular answers. Similarly, the respondents were aware that this was part of a study looking at services provided to Hispanic/Latino residents, which was a part of the mission of every participating organization, and it would not be difficult to imagine a scenario where survey respondents would want to portray their organizations in the most positive (socially desirable) light possible.

Conclusion

In examining the nonprofit sector's response to the Latino population increase in North Carolina, this research has approached the topic in two ways. First, the applicability of three distinct bodies of literature to significant demographic changes in the American South was tested. Second, embedded in the data gathered and organized through the research process, was the quantitative development of community profiles for specific racial and ethnic groups that can be useful for practitioners and academics alike. Additionally, exploratory research was undertaken to look at the application of social network analysis to understanding LIBNP behavior in the state.

Due to the low number of survey responses, no definitive conclusions can be made and the gathered data cannot be generalized to other LIBNPs in the state. But the data collected during this first-of-its-kind effort do show correlations between increased Latino populations and Latino-serving nonprofits serving more Latinos and LIBNPs with larger networks serving more Latinos. Additional research is needed to investigate the importance

of Latino staff and board members to the larger Latino community, as well as the interaction between public sector funding and LIBNP finances.

The final chapter will discuss the theoretical and practical implications of this research. Additional discussion around the study's limitations will also be included, as well as suggestions and plans for future research.

Chapter 5: Conclusion

This dissertation has approached the interaction between Latino population growth in North Carolina and institutional responses in two ways. First, testing the applicability of three distinct bodies of literature to significant demographic changes in the American South allows for the expansion of theoretical concepts to North Carolina's demographic changes over the last 25 years. Second, embedded in the data gathered and organized through the research process, is the quantitative development of community profiles for specific racial and ethnic groups that can be useful for practitioners and academics alike (previous efforts to identify racial and ethnic nonprofit organizations have been primarily qualitative). This final chapter will review the research questions as well as the data gathered to answer them and will address the importance of this research in the theoretical and practical arenas in which they operate.

Review of Research Questions, Hypotheses, Exploratory Research Questions

Research questions. The fundamental questions of this research address the intersection of organizational theory, immigration, and nonprofit studies with the Latino immigrant population in mind. The research questions guiding this research are:

RQ1. What impacts did Latino population growth have on the growth and size of the nonprofit sector in North Carolina?

RQ2. What role have nonprofits played in Latino immigrant incorporation in North Carolina?

Understanding how nonprofit organizations have responded to the emerging needs of Latinos in North Carolina requires an analysis of organizations and communities of organizations, which are the basic units of analysis in the theory of community ecology. In addition to the discussion of community ecology, social network research concepts from organizational theory explore the interactions of LIBNPs with other organizations providing services to Latinos in their service areas.

Along with an analysis of organizational communities, the application of migration studies informs the lens through which North Carolina immigration patterns should be observed. New approaches to migration studies have moved away from the traditional model of immigrants "assimilating" into their new communities and look at methods and means of incorporation, including religious groups, civil societies, schools, and nonprofit organizations (Alba, 2005; Chafetz, 2000; Donato et al., 2008; Hernández-León and Zuñiga, 2000; Massey et al., 2002; Menjívar, 2010; Waters and Jiménez, 2005). The utilization of co-ethnic communities already established in an area to assist with the integration of newly-arriving immigrants is one of the key drivers of the survey undertaken in this research.

The third body of literature from which this research derives its foundation is that of nonprofit studies. The response of nonprofit organizations to community needs is an oft-studied topic in the field, whether those needs arise due to entities failing to provide adequate services, the absence of trust towards a particular organization or segment of society, or community preferences to have a plurality of organizations from which to choose, is a foundational issue for nonprofit scholars (Hansmann, 1987; Salamon, 1987; Steinberg, 2006;

Weisbrod, 1975; Young, 1983). One of the fundamental social, political, and economic discussions that this dissertation addresses is the role of nonprofit organizations in immigrant incorporation into their new communities.

The fundamental goals of this dissertation are to explore the intersection of these three distinct bodies of literature, as well as develop a methodology for creating nonprofit community profiles. By engaging the literature from organizational, migration, and nonprofit theoretical perspectives, the formation and extension of LIBNPs in North Carolina communities is viewed in a new light.

Hypotheses. There are two sets of questions that have been examined in this dissertation: a formal set of five hypotheses and five exploratory questions. The hypotheses are presented below in Table 5.1 and brief summaries of the analyses detailed in Chapter 4 follow each table.

Table 5.1 – Research Hypotheses

	Hypothesis	Finding
H1	As Latino population growth rates outpace the growth rates of all other ethnicities in an MSA, the growth rate for LIBNPs in MSAs will outpace the growth rate for other nonprofits in the same MSAs.	Supported
H2	LIBNPs with larger organizational networks will serve more Latinos.	Supported
H3	LIBNPs with more Latino staff (non-board of directors) will serve a larger number of Latinos than LIBNPs with fewer non-Latino staff.	Partially Supported
H4	LIBNPs with more Latinos members serving on the boards of directors will serve a larger number of Latinos than LIBNPs with fewer Latino members serving on boards of directors.	Partially Supported
H5	LIBNPs located in MSAs with higher percentages of Latino populations will receive more government funding than LIBNPs located in MSAs with lower percentages of Latino populations.	Incomplete

Hypothesis 1. This hypothesis did not employ any statistical tests for the evaluation, but data from the US Census and organizational data were used to evaluate the growth rates for race/ethnic populations and nonprofits. Latinos outpaced all other population groups in the MSAs, with the large metro areas of North Carolina increasing their Latino population by at least 1500% since 1990. LIBNPs outpaced other nonprofit growth in these same MSAs since 1995, with the exception of the New Bern MSA (there were two LIBNPs in 1995 and only one identified in 2009). This hypothesis was supported as a qualitative examination showed that as Latino populations increased and outpaced other racial/ethnic growth, LIBNPs increased at a faster rate than other nonprofits.

As has been true in other immigrant movements in United States history, this evaluation provides support for the idea that North Carolina communities responded to the influx of Latino residents by forming LIBNPs to meet their needs. The systemic disruption discussed in community ecology was seen across the state, as new organizations emerged to meet the needs of the rapidly growing Latino population. An examination of non-LIBNPs is needed to assess the expansion of existing nonprofits to meet the needs of new residents, but it is clear that a new form of nonprofit emerged in North Carolina during this time: nonprofits that focused directly on Latinos.

Hypothesis 2. This hypothesis evaluated whether LIBNPs with larger organizational networks would serve more Latino clients. When conducting correlational analyses between the numbers of clients served (both unduplicated and duplicated) and the size of the organization's network, there was a statistically significant moderate correlation. This correlation was not present, however, when running correlations individually for the two types of LIBNPs used throughout this dissertation (NPO or congregation).

The ability of a co-ethnic community to serve as a bridging resource for newly arrived members of their shared ethnic group is an indicator that the community can provide support and growth opportunities for newly arriving members. This research suggests that as a Latino-serving organization expands its network to enable more supports, services, and connections to its Latino clients, more clients may be drawn to the organization itself. An expanded network may serve as a signal to clients that the organization can successfully provide needed services and clients will choose that LIBNP over other organizations. As

more clients are served by the organization, it may have an increased number of opportunities to grow, increase its services, and attract more funding from donors and funders.

Hypothesis 3. Pulling from the literature arguing that co-ethnic communities serve as gateways for organizations to reach their target populations, Hypothesis 3 theorized that LIBNPs with more Latino staff would serve more Latino clients. When running correlational analyses on the number of full-time equivalent (FTE) staff (Latino and non-Latino) and the number of clients served, the data does not support the hypothesis that LIBNPs with more Latino staff will serve a larger number of Latinos than LIBNPs with non-Latino staff. There was one correlation that was significant, however, with the unduplicated number of clients served and the number of Latino FTE for congregations. The hypothesis is only partially supported then, as only one of the four correlations was significant.

This hypothesis is part of the discussion of the trustworthiness of nonprofits and how an organization may engender trust due to their mission and nonprofit designation. The only correlation that was significant was the unduplicated number of clients served and the number of Latino FTE for congregations. This evaluation suggests that religious congregations organized to serve Latinos exclusively may have greater success in attracting Latino congregants. Religious organizations have played a large role in immigrant incorporation throughout American history, particularly in the recent past with the changes in Latino migration and settlement patterns throughout the American South and Midwest where Latinos had heretofore not been (Millard and Chapa, 2004; Waters and Jimenez, 2005;

Wilson, 2008). As congregations have long-served as tools of immigrant incorporation, this can be seen as an important first step into communities for Latino residents who see co-ethnic leaders in congregations. As Latinos begin incorporating into the congregation, they may have opportunities to then interact with other LIBNPs and community groups. Congregations should be seen as critical components of outreach to Latino communities in North Carolina and leaders of those congregations should be approached by public, private, and nonprofit entities looking to work with this population.

Hypothesis 4. Similar to Hypothesis 3, Hypothesis 4 looked at the connection between Latino staff and the number of clients served as it evaluated the number of Latino board members and the number of clients served. In evaluating the data for this hypothesis, correlations were run on the raw numbers of Latino members of the Board of Directors and clients served, as well as the percentage of Latinos for both groups. None of the correlations on the raw numbers were found to be significant, but the correlation between percentage of the clients served by the LIBNP who are Latino and the percentage of the board of directors who are Latino were strongly correlated.

This finding provides additional support for the discussion of trustworthiness discussed above. In the sample reviewed for this research, the correlation of Latinos served by the organization and co-ethnics in position of leadership (Latino FTE above and percentage of Latino board members here) suggest that Latinos have a preference for organizations that reflect their identity. When the value of goods or services cannot be

adequately assessed for a variety of reasons, this information asymmetry is possibly overcome by searching for nonprofit organizations with a strong co-ethnic (Latino) presence.

Hypothesis 5. The final hypothesis could not be fully explored with the survey data, as only eight respondents indicated that they received government funding. This small number limits the conclusions that can be drawn from evaluating this data and hypothesis. These eight organizations tended to have larger annual budgets and seven of the eight served more than their immediate county (two served multiple counties and five served statewide). Future research in this area will continue to shed more light on the interaction between government funding and the support of LIBNPs.

Although there was not enough data to conduct a statistical analysis for this hypothesis, the non-findings present some interesting items of note. Only eight of the 56 LIBNP survey respondents indicated that they received government funding, yet they were some of the largest organizations in terms of funding and programmatic reach.

- Four of the eight LIBNPs listed government funding as their primary source of funding.
- Seven of the eight LIBNPs indicated they had budgets in the largest survey category (more than $250,000 per year).
- Of the 15 LIBNPs indicating their annual budgets were greater than $250,000, no congregations selected government funding as the primary source of income.

- The average age of religious LIBNPs with budgets greater than $250,000 receiving government funds is 7.7 years and the average age of non-religious LIBNPs with budgets than $250,000 receiving government funds is 16.8 years.

Additional research with these LIBNPs is needed to investigate further the interplay of government funding and LIBNP activities. From the survey data collected, however, the following summary information is important to consider: non-religious LIBNPs with larger budgets were more likely to list government funding as their primary source of funding, they had service areas beyond their local community or city, and they had been established nearly twice as long as religious LIBNPs in this same budget group. Additional research in this area should consider some of the following questions asked in other areas of nonprofit research:

- Are congregations hesitant to receive public funding due to real or perceived restrictions placed on funded agencies (Kennedy and Bielefield, 2002)?
- Do LIBNPs (religious and non-religious) behave in similar ways to other nonprofits that are cautious about public funding as it can limit their political activity (Chaves, Stephens, and Galaskiewicz, 2004)?

Exploratory research questions. In this dissertation, the concept of social networks is expanded beyond the study of individual immigrant networks utilized by Massey (1987) and others to examine immigrant behavior to explore the role of organizations that form to serve immigrants once they arrive at their destination. This is an exploratory application of the social network theory that use the exploratory research questions to guide the application

of this theory to LIBNPs in North Carolina with data collected through a survey distributed throughout the state. The exploratory research questions were not tested empirically, but were included in this research as probing tools to investigate further avenues for future study. Table 5.2 lists the exploratory research questions and the evaluations based on the network survey data.

Table 5.2 – Exploratory Research Questions

	Exploratory Research Question	Finding
ERQ1	Are LIBNPs participating in social networks as a way to leverage resources on behalf of those they serve?	Yes
ERQ2	What other organizations do LIBNPs interact with as a part of their organizational operations?	Primarily NPOs, many shared alters
ERQ3	What sectors are these other organizations in (nonprofit, public, for-profit)?	Primarily nonprofit and public sectors
ERQ4	What variations are observed among LIBNP networks (size, composition, connectivity of alters) throughout North Carolina?	Majority located in Raleigh-Cary or Charlotte-Gastonia-Concord, most alters are NPOs
ERQ5	Are the size and constitution of LIBNP networks reflective of the size or growth of Latino populations in North Carolina MSAs?	Yes

ERQ #1. From the quantitative and qualitative data collected from survey respondents, it can be said that LIBNPs indeed participate in networks in order to serve their clients (ERQ #1). The congregations indicate an intention to do so, but few have more than a small handful of network alters. In terms of participating in networks in order to leverage resources, it is clear that these ego networks are created to share fiscal, programmatic, and

human resources. Indeed, these networks are created and maintained to leverage resources for the organizations and the clients they serve.

One primary question arises from the evaluation of this question: why do NPOs have larger networks than congregations? There is undoubtedly a variety of answers to this question, but the networks of Latino congregations pale in size and breadth (average 2.7 network alters) when compared to the NPO networks (average 17.6 network alters). The professionalization of NPOs appears to play a significant role in the presence and size of their networks. Congregational survey respondents indicated a desire to create connections but many did not know where to go to make those connections. Other congregational survey respondents were not fluent in English and would most likely struggle to connect with others unless it was in Spanish. This research suggests that congregations are some of the preferred tools for immigrant incorporation and that Latinos view Latino-led congregations as important in their community involvement. In order for Latino-led congregations to fully serve their clients as incorporation agents, they should look to non-religious LIBNPs for effective mechanisms for network engagement. The first steps for them would be to learn how to effectively communicate with other organizations and look to make network connections in English as a way to bridge gaps between linguistic divides in their communities.

ERQs #2 and #3. The second and third exploratory research questions are linked together in the details of their evaluation and presentation. The respondents in this survey grouped their networks largely into two categories. Congregational respondents largely

networked with other congregations and non-religious NPOs to share information, programs, and clients. NPO respondents primarily networked with other NPOs and public agencies in the same three areas: sharing information, programs, and clients. While the network information is of interest with regards to these exploratory research questions, interpretations of the network maps must be done with the understanding of data limitations. These congregations and NPOs are not representative of LIBNPs throughout the state, thus only observations are made about the reported data.

Both congregations and NPOs predominantly networked with other NPOs. This may not be a surprising result, but it supports the data showing that these network connections were largely operational, intended to share information and programs, as opposed to providing strategic networking for funding or leveraging of resources. The most important takeaway from the data collected for these two exploratory research questions is that congregations were largely operating in isolated networks: there were very few shared alters. If the congregation reported a network, the network was operating primarily on its own, as there were very few shared network connections between congregations in the same geographical area. These isolated networks may hinder the ability of congregations to fully serve as bridges to local communities and community organizations. NPO networks show much more interaction and overlap between network alters.

This pattern is reminiscent of Putnam's discussion of bonding and bridging social capital in his book, *Bowling Alone*. Putnam describes bonding capital as exclusive or homogenous groups formed to strengthen shared bonds, such as ethnic fraternal

organizations or church-based social clubs (Putnam, 2000). Bonding capital "constitutes a kind of sociological superglue" that provide "crucial social and psychological support" for members of the community in need (Putnam, 2000, p. 22-23). Bridging capital, by contrast, is meant to be inclusive, creating "linkages to external assets" that can benefit social groups in settlement, incorporation, and community integration (p.22). Additional research is needed to further explore these findings and connections to the concept of social capital, but with this dataset, it appears that the congregations included in this research are focused more on creating bonding social capital and not bridging social capital commonly seen with network interactions.

ERQ #4. The fourth exploratory research question explored the variations among the different LIBNP networks. From the 36 LIBNPs that reported participating in networks, the majority are located in the Charlotte-Gastonia-Concord and Raleigh-Cary MSAs, with the remaining distributed throughout the state. Nine of the ten survey respondents in Charlotte-Gastonia-Concord were congregations and indicated that they were primarily networked with other congregations. The majority of survey respondents in Raleigh-Cary were NPOs and they reported that they primarily networked with other NPOs. The reasons for those networking patterns varied, but finding connections with similar types of organizations provides an interesting glimpse into networking behavior. Additional data is needed to identify significant patterns, but increasing survey respondent data to include more NPO data in Charlotte-Gastonia-Concord and more congregational data in Raleigh-Cary (as well as

increased responses throughout the state) would help to understand if any variations exist in networking behavior in different North Carolina MSAs.

While the reported data for this question was limited, the fact that the majority of the data were from the two most populous MSAs in North Carolina should be seen as one of the primary takeaways. Not only were the reporting LIBNPs primarily located in these MSAs, but the network alters mentioned by multiple LIBNPs in their survey responses were predominantly in the Raleigh-Cary and Durham MSAs. The location of these network egos and alters should be noted for its geographic, social, and political importance. The survey respondents with the largest networks, as well as alters in a number of LIBNP networks, were located in the Raleigh-Cary, Durham, Charlotte-Gastonia-Concord, and Winston-Salem MSAs. If the network influence is maintained in the large urban areas, the benefits of network interaction may be missed by LIBNPs operating in other parts of North Carolina. Understanding network behavior throughout the state would be enhanced with more information from LIBNPs in other MSAs, but if additional data mirrors what was collected for this research, LIBNP networks could be enhanced by extending their network reach to promote variations in the size, composition, and connectivity of alters throughout North Carolina.

ERQ #5. The fifth exploratory research question builds upon the others and asks about the size and constitution of LIBNP networks and population growth. As mentioned in connection with Exploratory Research Question #4, the development of this question is difficult with a small sample size of respondents. Twenty of the 36 organizations who

responded to the network questions in the survey were in two MSAs: Raleigh-Cary and Charlotte-Gastonia-Concord (10 responses for each MSA). Since 1990, Raleigh-Cary (+1,548.1%) and Charlotte-Gastonia-Concord (1,757.5%) saw the largest population growth of any other MSAs in North Carolina. A cursory evaluation of the question seems to support the underlying premise of this exploratory research question, that MSAs that experienced the largest Latino population growth also have the larger LIBNP networks. Due to the limited number of responses to the survey, however, more definitive conclusions cannot be drawn.

When comparing the survey responses of these two MSAs, nine of the ten survey respondents from Charlotte-Gastonia-Concord were congregations and five of the ten from Raleigh-Cary were congregations. This is a small sample size, but the preponderance of congregational responses from the Charlotte-Gastonia-Concord MSA limits the ability to create a fuller LIBNP network picture for that area. Five of the ten LIBNPs in Raleigh-Cary were congregations, but the other five provided an average of 14.3 network connections. Congregations in these two MSAs provided only a small handful of network connections. Yes, the larger number of networks reported in this survey come from MSAs with the largest Latino population increase, but with many of the LIBNPs being congregations, the network composition is limited in its impact.

Theoretical Implications of the Research

Five theories formed the basis of the research as developed in the hypotheses and exploratory research questions: community ecology, immigrant incorporation, contract failure, government failure, and social network analysis. Each of these theories contributed

to the approach of the research and each will be discussed in terms of theoretical implications that emerged from the study. The utilization of these theories test their contributions to the understanding of the immigrant incorporation process and how their combination helps to explain the nonprofit sector's response to the increase in North Carolina's Latino population.

Across all of the theories applied in this research, the data is preliminary and interpretations should be limited to the survey data collected. The survey data suggest that many of these co-ethnic organizations formed quickly after experiencing rapid increases in the Latino populations. The survey data also suggest the trust generated from a shared co-ethnic identity between clients and organizations, largely found in Spanish-language congregations, lead to immigrant incorporation in local and faith-based communities. Whether that extends to incorporation in the larger community is not clear from the data collected. The networks formed by LIBNPs to better serve their Latino clients initially show limited impact for congregations, as they tended to have smaller, more insular networks, and the larger, more established NPOs in the survey population exhibited greater connectedness and collaboration, which was explained as a mechanism by which they can more effectively accomplish their missions.

Community ecology. Community ecology studies the formation and characteristics of organizational communities (Romanelli, 1989) and new organizational forms that may emerge as result of systemic disruptions in the environments of those organizational communities (Astley, 1985; Reuf, 2000). These ideas look for forces that promote organizational heterogeneity and disruptions in organizational environments that force new

organizational forms. As has been argued in this dissertation, the Latino population increase has disrupted existing social, economic, and political structures in North Carolina as populations have emerged in new immigrant settlement areas.

In community ecology, the units of analysis are the communities of organizations of interest, whether they are business firms, labor unions, or government agencies, and new organizational forms often emerge if there is a significant rupture in the organizational community: a term described earlier as punctuated equilibrium (Astley, 1985). In this study, the units of analysis are Latino Identity-Based Nonprofits (LIBNPs) and the focus of study is on the punctuated equilibrium that occurred in the organizational environment that allowed a new type of organization to emerge.

As the data and discussion showed earlier, the Latino population growth outpaced all other groups and LIBNPs outpaced general nonprofit growth in all but one of the examined MSAs. This punctuation in the equilibrium of the nonprofit sector allowed for new organizations to emerge that explicitly serve Latino clients. The application of this theoretical concept extends the use of punctuated equilibrium to the examination of rapid demographic changes (instead of incremental ones) in the environment of organizational communities.

Many of these LIBNPs that emerged to fill the void created by this punctuation in the environmental equilibrium suggest that communities reacted quickly to the needs of Latino immigrants. The observation that many of these emerging organizations are congregations could be because of the shared cultural norms of religious participation, but it could also be

that within Latino culture, churches have long been seen as socially active organizations, with many of these groups playing a significant role in peace and freedom movements throughout Latin America in the 1960s, 1970s, and 1980s (Hagan, 2008). Religious organizations have played a large role in immigrant incorporation throughout our country's history (Millard and Chapa, 2004; Waters and Jimenez, 2005; Wilson, 2008) and perhaps the quick emergence of churches in North Carolina is a reflection of a cultural norm of organizing around religious institutions to provide spiritual and social stability in a new operating environment.

Immigrant incorporation. Alejandro Portes (1995) argues that there are at least three paths that describe the process of immigrant incorporation: government policy, societal reception, and the co-ethnic community. While he explains these three paths, he does not introduce ways to empirically test his theory.

In this study, the co-ethnic community was chosen as the incorporation path to test as Portes (1995) argues that their ability to integrate fellow immigrants depends on the strength of the community itself, the varied occupational status, and the presence of co-ethnic professionals and entrepreneurs in the community. These factors influence the ability of any organization to serve their clients because the organization is the mechanism to access scare resources. For Portes, co-ethnic communities with a larger number of professionals and entrepreneurs are considered "strong," considering that co-ethnic professionals are more likely to be in positions of power and prestige within the community and could serve as a tool for incorporation for newly arriving co-ethnics.

This research yields results supporting this theoretical concept, but the concept should be pursued further. The correlational analyses between the numbers of clients served (both unduplicated and duplicated) and the size of the organization's network did show a statistically significant moderate correlation, which is a strong initial step to operationalizing this theory. The application of this theory not only speaks to the importance of shared ethnic identities (also see the discussion of trustworthiness in the contract failure theory below), but also the strength of organizations serving that specific ethnic community when their needs may be unmet in the current environment. That strength is defined in this research as large organizational networks existing to increase the effectiveness of services to Latinos. Additional research is needed to test all three incorporation paths of this theory, but this test supports the concept that strong co-ethnic communities present in organizations can serve more clients.

As co-ethnic organizations appear to be more desirable for Latino clients, the types of organizations providing the most effective mechanisms for immigrant incorporation is important to consider. If Latinos first look to religious organizations (congregations or faith-based NPOs) as suggested in the discussion of community ecology above, Portes' framework for immigrant incorporation and co-ethnic communities should be researched further by studying religious organizations in greater detail. As strong co-ethnic communities develop and organizations form as a result, if the target population is trusting of Latino congregations, efforts should be made by all interested parties to strengthen the congregations in terms of

their community utilization and incorporation to ensure that they are able to provide bridging services to other organizations that provide support beyond religious participation.

Contract failure. There are numerous theories discussing why nonprofits emerge and provide certain goods and services. Contract failure theory argues that nonprofits can be the preferred choice for consumers seeking services and support when do not have the information to judge the quality of services they desire. This lack, or asymmetry, of information can lead residents to take their interests, desires, or needs elsewhere, to an organization or group they trust (Young, 1989). Nonprofit organizations engender public trust by self-selecting leaders that are more oriented towards the public good and public service (Young, 1983).

Some applications of contract failure theory have argued that the "halo effect" of being a nonprofit organization allows for a general sense of trust to exist and without full information with which to make a choice, customers will often choose the nonprofit organization. In this study, this concept of trustworthiness is explored not exclusively through the choice of nonprofits to provide services, but instead through the presence of co-ethnic individuals in staff and leadership. The hypotheses explored the idea that organizations with more Latino staff and Latino members of their boards of directors would serve more clients.

While the tests provided mixed results, the combination of organizational trustworthiness with Portes' (1995) immigrant incorporation concept should be explored further. If co-ethnic communities are developing strength through increased numbers,

professional presence, and economic influence, they indeed may serve a crucial role in integrating new immigrant arrivals into communities; and if those co-ethnic communities exert that strength in nonprofit organizations, they may be more present in staff and leadership roles within those organizations. This concept should be explored further in order to fully examine the extension and combination of these theories, particularly when studied together.

Government failure. Unfortunately, this theory could not be fully explored with the data collected. Additional research is necessary to examine government support of LIBNP activities.

Social networks. The discussion of social networks in this study was an exploratory use of a theory used in numerous fields to see how LIBNPs may be connecting with other organizations to better serve their Latino clients. Much of the research in network analysis focuses on the direction of the causality of the network: identifying the consequences of the network or what has caused the network to structure itself in a particular way. Collecting information on a network allows researchers to understand the operational environment within which an organization exists, as well as observing variations among different networks.

Based on the exploratory research and the limited data collected, there is one fundamental question regarding social network activities of LIBNPs: what are the consequences of network formation? The details have been discussed in the previous chapter as well as in previous sections of the Conclusion, but for both nonprofit organizations and

congregations, those engaged in social networks appear to be focused on sharing information and programs. With high priority needs such as social services and organizational support, networks have been formed to leverage information and provide specific services to clients.

This research looks at NPO networks not as a tool for the migratory process or as a resource for an individual migrant, but at LIBNPs as tools of immigrant incorporation and how LIBNP networks may assist efforts in the community incorporation process. The sparse data from congregations collected in the survey suggest that LIBNPs may not have many resources to incorporate immigrants into their community at large, but they may create a community of faith within a structure (congregation) that the immigrant has a pre-existing, trusting relationship. While not providing a complete picture of network behavior among LIBNPs in North Carolina, this glimpse into their network actions may speak to the relative youth of these organizations and how they have not yet stepped beyond the immediate incorporation of Latinos into a faith community.

Additional research is needed to address the following areas of social network analysis specifically among LIBNPs:

- What are the driving forces behind forming networks for LIBNPs?
- Does the professionalization of an organization's staff influence network formation and activity?
- Are congregations averse to forming networks with non-religious entities?
- What variations exist among network partners throughout geographic areas?
- How are networks initiated and how are they maintained?

- Are networks organized by LIBNPs different in their size, constitution, and goals different than networks for other NPOs?

Policy and Practical Implications of the Research

The research conducted on LIBNPs demonstrated the difficulty in contacting small, newly-formed organizations. Despite their presence on the front lines of immigrant activity, the nature of their activities and organization can make it challenging to incorporate them into a larger discussion of nonprofit behavior. Policy makers and practitioners may struggle with identifying, interacting, and engaging with LIBNPs, but this organizational population is an important part of immigrant incorporation and should not be ignored because of these difficulties. As detailed above, there are a number of theoretical implications for this research. Along with contributing to the development of theories in the nonprofit, immigration, and organizational studies literatures, several themes emerged that are relevant to the policy and practical arenas as well.

1. The first theme is the identification of LIBNPs and the inability to contact them (also discussed later in this chapter in the limitations section). One of the most significant areas of concern in this research is the low response rate to the LIBNP survey. Not only was it difficult for the researcher to generate responses from LIBNPs, but it was difficult to identify current and accurate contact information through which to contact them. Despite conducting a thorough review of official organizational records (IRS and North Carolina Secretary of State), there were a significant number of organizations whose

official records were not accurate or current and they were not contacted for this survey. Creating a system with which to identify LIBNPs is necessary to understand the organizational environment, but if those organizations cannot be contacted, they will most likely not become part of other organizations' networks. For practitioners interested in working with the Latino community through LIBNPs, creating and updating lists of organizations will be useful for the work being accomplished, as well as those individuals needing services.

2. This research focuses its discussion on NPOs who explicitly direct their services to a specific ethnic group: Latinos. The data examination showed that LIBNPs experienced a faster growth rate than other nonprofits over the same time period. What this research did not do on a large scale is survey NPOs whose services are not targeted specifically at Latinos but do indeed provide services to them. One of the survey respondents is an important indicator of possible policy and practical implications of expanding this research to include these groups. Urban Ministries of Wake County was not one of the groups identified in the Spanish-language name generating process. They were invited to participate in the survey by the researcher who has a longstanding relationship with the organization as a volunteer. They provide vital healthcare services to low-income residents of Wake County, North Carolina but do not focus exclusively on Latinos (they reported that 18% of their service population are Latino). They have adapted their programs since

the early 1990s to reflect the changing demographics of their community. These organizations that provide services to a variety of races and ethnicities can be important networking sources as they interact with a variety of community groups. Understanding how these groups (non-LIBNPs that provide services to Latinos) have adapted their service patterns could have important implications for policy makers to better understand if they desire to serve Latinos.

3. In this survey population, the organizations with the largest networks established to support their work with Latino clients—in terms of number of network relationships and the number of clients served by the organizations—are NPOs. The survey responses indicate that NPOs are engaged in organizational networks as a means of enhancing the work they do on behalf of Latinos. For both policy makers and practitioners, this is an important result to consider. If there is a desire to produce an output that would benefit the largest number of Latinos, these groups would be the first ones to approach. Likewise, understanding that congregations may not have large, established networks is important to recognize and a source of opportunity. Through conversations with survey respondents or comments left in the survey itself, it was clear that while congregations struggle to form large social networks, the majority see the value in them. A common response among congregational respondents was that they simply do not know with

whom they should connect. There were also numerous comments indicating that networks would be beneficial for their work but as the religious leader(s), they did not have the time or knowledge with which to make or sustain community connections.

4. Another element to consider for policy makers and practitioners is the impact that English-language skills have on the establishment of network formation. Thirteen of the sixteen NPOs (81%) who completed the survey did so via the English-language survey. In comparison, thirty of the forty congregations (75%) who completed the survey did so via the Spanish-language survey. Multiple congregational respondents indicated anecdotally that their inability to communicate with community services in their area severely hampered their interactions with organizations or persons who could be beneficial for their congregants. A phone conversation with one pastor provided a strong example of the importance of bilingual abilities in forming community relationships. This pastor only listed six members of the congregation's network, but due to his ability to communicate in both English and Spanish, he has been able to work closely with city and county political leadership to become a leading advocate for the Latino community in his area. The pastor indicated that his community presence directly impacts his congregants, as they are able to approach him with various non-ecumenical needs and he has a number of people and organizations with whom to connect them to resolve

problems and concerns. He spoke directly about the inability of some of his peers to provide the same support to their congregants as they are not able to tap into all the community resources available.

5. A related policy and practical discussion involves the lack of network interaction between congregations and NPOs. As a whole, congregations who responded to the survey did not have networks of significant size and only two network connections were shared among four congregations (two congregations each shared one connection, see Figure 4.1), while NPO survey respondents reported many more connections, especially between survey respondents (see Figure 4.2). When discussing network interactions with several respondents, similar responses were observed: congregational leaders were not sure with whom they should or could network and did not know how to make those connections. Two congregations who shared a network connection (a local pastoral council) indicated that they participated in a monthly meeting with other pastors in Charlotte where they met for fellowship and support. When asked if they utilized that setting to seek advice or assistance on behalf of their congregants, they indicated that indeed they did utilize that setting if they had a need. When asked if they interacted with organizations outside the pastoral council if there was a need, they indicated that they did not know who to contact for such guidance or assistance. This lack of knowledge about with who to connect could be a significant barrier for

congregants if they rely on their church leaders for community incorporation assistance. Likewise, if NPOs are only networking with other NPOs, they may be missing a significant portion of the Latino community who could benefit from their services but do not know where or how to access them. Policy makers and practitioners should work together to bridge the information and knowledge gap between professional organizations and congregations who may be acting as loci of first resort for new Latino community members.

6. Congregations indicated that when networking with other organizations, they primarily form relationships to share information and clients. Steps could be taken to train congregational leaders and members to utilize the information and client sharing that is already occurring and leverage those interactions to create more formal network bonds.
7. Data from the survey indicated that LIBNPs with a greater percentage of Latino board members tend to serve a greater percentage of Latinos as part of their overall client population. Additionally, survey data indicated a significant correlation between the number of clients served and the number of Latino FTE among congregational respondents. If non-LIBNPs have an interest in serving more Latinos, a strategy could be to increase their Latino board membership or Latino staff as an indicator to potential clients that their interests and needs as Latinos are valued by the organization. Additional

research is needed to uncover the true impact of Latino staff or board members and the influence on the number of Latino clients served, but these two findings suggest an interesting direction for practitioners.

Limitations

While the interpretations of the survey responses provide interesting insights into the practices of LIBNPs in North Carolina, there are a number of limitations that were mentioned in Chapter 4 and should be highlighted again.

1. **Data collection.** Survey research can be difficult to successfully operationalize and any results should be interpreted with caution. Single surveys may provide interesting data, but they should not be expected to examine trends: repeated measures are more helpful in gleaning true trends in the population.
    a. This is an area for future research and exploration into the role of LIBNPs in immigrant incorporation.
    b. Individual surveys are limited in their ability to provide evidence of cause and effect.
2. **Response rate.** A small response rate and an unrepresentative sample limit the ability to generalize findings to a larger population. In the case of this study, whether it was reviewing the organizational income level or averaging the number of unduplicated clients served, the presence of outliers and limited variation can skew any observation.

a. The 16 NPOs who responded to this survey were primarily larger, more professional organizations. The lack of diversity among respondents complicates the ability to generalize findings to the greater nonprofit sector. Also, a small sample size limits the ability to find significant relationships in the data.

3. **Sample size.** While a methodological approach was followed to generate the survey population, the survey respondents who provided data for this research were those who responded to the survey. Multiple efforts were made to provide all LIBNPs with equal access and equal opportunity to complete the survey, but there were undoubtedly a number of organizations who were not made aware of the existence of this survey and research due to incorrect contact information and no single point of contact within the organization at whom to direct outreach efforts.

   a. With this specific organizational population, where so many of the organizations do not have professional staff who could be of assistance, it was difficult to secure time to explain the survey and ask for time to complete it.

   b. While the survey invitation was sent to LIBNPs, some survey respondents were not part of that original sample population. These organizations were made aware of the survey through various means:

i. Respondent: Central United Methodist Church. They are the parent organization of a nonprofit group identified in the keyword search.

ii. Respondent: Apex Baptist Church. Their Spanish-language pastor heard about the survey and accessed the survey via the website (www.nclatinos.com).

iii. Respondent: Urban Ministries of Wake County. This nonprofit heard about the survey through conversations with the researcher, who volunteers as a Spanish-language medical interpreter.

iv. Respondent: Cullowhee United Methodist Church. They are the parent organization of a nonprofit group identified in the keyword search.

v. Respondent: North Carolina Council of Churches. They are a coordinating body of numerous evangelical groups throughout the state (including many Spanish-speaking churches) who was approached by the researcher for assistance in contacting their member congregations. They expressed interest in participating in the survey and did so via the website (www.nclatinos.com).

4. **Data reliability and validity.** Self-reported data can be difficult to verify independently, particularly when the data is collected from a survey administered only once. The survey responses were completed without the influence of the researcher, but repeated measures and a higher response rate will assist in the evaluation of the results presented in this research. Statistical reliability and validity cannot be assessed at this point, but remain part of the overall goals of this research project going forward.
5. **Bias in survey results.** Survey research can suffer from several biases as well. Along with the biases of under- and over-representation mentioned above, measurement errors due to leading questions or social desirability are possibilities. Despite every attempt to frame the survey questions objectively, the purpose of the research was to learn about LIBNPs and some of the questions may have appeared to be leading towards particular answers. Similarly, the respondents were aware that this was part of a study looking at services provided to Hispanic/Latino residents, which was a part of the mission of every participating organization, and it would not be difficult to imagine a scenario where survey respondents would want to portray their organizations in the most positive (socially desirable) light possible.

Areas for future research

There are three primary areas for future research to be considered, which focus on the survey process and how replication or changes to the survey instrument could yield additional results for policy makers, practitioners, and scholars.

1. First, in order to test the reliability of the survey instrument, as well as the methods for obtaining the survey population and the survey results themselves, this study should be replicated. This could be administered again in North Carolina in an attempt to create a richer data set in this context. It could also be replicated in other states that have experienced rapid Latino growth over the past 25 years, to test the utility of the survey population sampling technique and the survey instrument in different contexts.
2. Beyond replicating the survey process and instrument, adjusting the survey questions themselves could yield additional insights. The survey instrument asked for network members with whom they interacted on behalf of their Latino clients. Expanding the survey question to include their overall network produce could possibly provide additional interesting results.
3. The third area for future research is to expand the survey beyond LIBNPs and conduct a study of all NPOs in a specific area (city, county, state) to determine the other organizations providing services to Latinos and learn more about their network behavior and composition.

Conclusion

As the Latino population increased dramatically in North Carolina, the dynamics of the entire state changed politically, socially, and economically. With the Latino population increasing in both the rural and urban parts of the state, it was inevitable that organizations would form to meet the different needs of the group. Businesses would be created, governments would respond to changing demographics, and organizations would develop to focus specifically on the needs of Latinos.

In this dissertation, the research focused on the formation of Latino identity-based nonprofits (LIBNPs): nonprofit organizations formed with the explicit mission to serve Latinos. This research looked at the interaction between Latino population growth in North Carolina and institutional responses through the interplay of organizational theory, immigration theory, and nonprofit response to community changes. Additionally, the role of organizational networks was explored to gather knowledge about the formation and operation of LIBNP networks on behalf of the Latino clients they serve.

Despite a low response rate to the survey, which limits the ability to apply this research to a larger population, the evaluation of these theories in North Carolina with LIBNPs provides intriguing insights into some of the theoretical constructs.

- The systemic disruption discussed in community ecology was seen across the state, as new organizations emerged to meet the needs of the rapidly growing Latino population.

- The ability of a co-ethnic community to serve as a bridging resource for newly arrived members of their shared ethnic group is an indicator that the community can provide support and growth opportunities for newly arriving members.
- This evaluation suggests that religious congregations organized to serve Latinos exclusively may have greater success in attracting Latino congregants rather than non-religious organizations attempting to attract the same ethnic clientele.
- This evaluation also suggests that Latinos have a preference for organizations that reflect their ethnic identity in leadership.

Additionally, the exploration of networks among this population yielded points worth considering for further analysis and research.

- The professionalization of NPOs appears to play a role in the presence and size of LIBNP networks.
- The congregations who responded to the network portion of the survey operated primarily in isolated networks: there were very few shared connections between survey respondents. These isolated networks may hinder the ability of congregations to fully serve as bridges to local communities and community organizations. NPO networks showed much more interaction and overlap between network members.

- The survey respondents with the largest networks were located in the state's largest population centers (Raleigh-Cary, Durham, Charlotte-Gastonia-Concord, and Winston-Salem). If the network influence is maintained in the large urban areas, the benefits of network interaction may be missed by LIBNPs operating in other parts of North Carolina.

This research has argued that a new organizational type emerged to meet the needs of a new population in North Carolina and that this new organizational type may operate differently than other nonprofits as the mission focus is on a specific population: Latinos. Additional research is needed to flesh out this idea further, but it does appear that with this small sample of Latino-focused nonprofits, when Latinos selected these nonprofits from which to receive services, they prefer organizations led by Latinos.

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Appendices

Appendix A: Nevada as Comparison State to North Carolina

Nevada was chosen as a state that would provide an interesting comparison due to its geographic location (outside of the American South) and the increase in its Latino population during the 1990s and 2000s. Four of the five states that saw the largest percentage increase in their Latino population between 1990 and 2000 were located in the American South (North Carolina, Arkansas, Tennessee, and Georgia) and Nevada saw the fifth largest increase (216%). Between 1990 and 2010, North Carolina saw the largest percentage increase of any US state (943%) and Nevada saw the second largest population increase and the eighth largest percentage increase (476%); the largest percentage increase outside of the American South.

Table A.1 – Latino Population Change in the United States, 1990 – 2010

	Change 1990 to 2000		Change 2000 to 2010		Change 1990 to 2010	
State	Numeric	Percentage	Numeric	Percentage	Numeric	Percentage
North Carolina	302,237	393.9%	421,157	111.1%	723,394	942.8%
Arkansas	66,790	336.0%	98,384	113.5%	165,174	831.0%
Tennessee	91,097	278.2%	166,221	134.2%	257,318	785.9%
Georgia	326,305	299.6%	418,462	96.1%	744,767	683.8%
South Carolina	64,525	211.2%	140,606	147.9%	205,131	671.4%
Alabama	51,201	207.9%	109,772	144.8%	160,973	653.6%
Kentucky	37,955	172.6%	72,897	121.6%	110,852	504.2%
Nevada	269,551	216.6%	322,531	81.9%	592,082	475.9%
Mississippi	23,638	148.4%	41,431	104.7%	65,069	408.4%
Iowa	49,826	152.6%	69,527	84.3%	119,353	365.6%

Table A.2 below presents the total number of NPOs formally registered with the IRS and secretary of state's office, the NPOs registered only with the IRS (not on the secretary of

state list), NPOs registered only with the secretary of state's office (not on the IRS list), and then NPOs registered with both offices.

Table A.2 – Nevada Nonprofits

	Total # of NPOs	NPOs registered with IRS only %	NPOs registered with SoS only %	NPOs registered with both %
1995	11,986	24.4%	64.1%	11.5%
1996	12,658	20.7%	64.9%	14.4%
1997	13,973	18.2%	66.4%	15.4%
1998	15,472	16.7%	67.9%	15.4%
1999	17,168	15.8%	68.5%	15.7%
2000	18,318	15.0%	70.2%	14.8%
2001	19,558	14.6%	70.3%	15.1%
2002	21,103	13.9%	71.1%	15.0%
2003	23,057	13.8%	71.1%	15.1%
2004	24,544	13.4%	71.8%	14.8%
2005	25,715	12.8%	72.9%	14.3%
2006	27,060	12.8%	73.1%	14.1%
2007	27,664	12.8%	72.9%	14.3%
2008	27,555	13.2%	71.8%	15.0%
2009	27,116	13.9%	70.2%	15.9%

In North Carolina during the time period of interest, the overlap between the two lists of nonprofit organizations ranges from 15.5% to 18.5%. In Nevada, the overlap between the two lists ranges from 11.5% and 15.9%. These data suggest that these two states incorporate nonprofits differently and both have seen an increase in the percentage of organizations incorporating only with the secretary of state's offices.

Following the same methodology reviewed in Chapter 3, keyword searches indicate that between 1995 and 2009, Latino-serving nonprofit organizations in Nevada accounted for between 0.6% and 1.3% as noted in Table A.3. Of particular interest in the Nevada data is

that every year since 1995, the percentage of LIBNPs as a total of nonprofits in Nevada were higher than Cortes' (1998) original finding. Also listed in Table 6 are the percentages of Latino-serving organizations registered with the IRS only (as a percentage of total Latino-serving nonprofits), listed with the Secretary of State's office only (as a percentage of total Latino-serving nonprofits), or registered with both the IRS and Secretary of State's office (as a percentage of total Latino-serving nonprofits). These percentages are considerably higher than what Cortes (1998) found in his study and what was found in examining North Carolina.

Table A.3 – Latino Identity-Based Nonprofits (LIBNPs) in Nevada

	Number of LIBNPs	LIBNPs as % of total NV NPOs	LIBNPs listed with IRS only	LIBNPs listed with SoS only	LIBNPs listed with both
1995	66	0.6%	16.7%	77.3%	6.1%
1996	80	0.6%	17.5%	77.5%	5.0%
1997	90	0.6%	17.8%	77.8%	4.4%
1998	112	0.7%	17.9%	74.1%	8.0%
1999	122	0.7%	17.2%	74.6%	8.2%
2000	146	0.8%	15.1%	79.5%	5.5%
2001	164	0.8%	14.0%	82.3%	3.7%
2002	186	0.9%	12.4%	84.4%	3.2%
2003	236	1.0%	14.0%	77.5%	8.5%
2004	259	1.1%	14.7%	76.1%	9.3%
2005	294	1.1%	15.3%	75.2%	9.5%
2006	315	1.2%	15.9%	77.1%	7.0%
2007	324	1.2%	14.5%	76.9%	8.6%
2008	343	1.2%	14.0%	76.4%	9.6%
2009	362	1.3%	14.4%	73.5%	12.2%

Of particular interest during this search of Latino-serving nonprofit organizations was the number of faith-based organizations (FBOs) and religious congregations that presented themselves in the data. The results are listed in Table A.4.

Table A.4 – Latino Faith-Based Organizations (FBOs) in Nevada

	Number of Latino FBOs	Latino FBOs as % of total LIBNPs	Latino FBOs registered with IRS only	Latino FBOs registered with SoS only	Latino FBOs registered with both
1995	28	42.4%	14.3%	82.1%	3.6%
1996	33	41.3%	18.2%	75.8%	6.1%
1997	36	40.0%	16.7%	80.6%	2.8%
1998	47	42.0%	19.1%	76.6%	4.3%
1999	54	44.3%	20.4%	74.1%	5.6%
2000	62	42.5%	21.0%	72.6%	6.5%
2001	68	41.5%	17.6%	77.9%	4.4%
2002	81	43.5%	13.6%	82.7%	3.7%
2003	107	45.3%	15.9%	73.8%	10.3%
2004	123	47.5%	17.9%	72.4%	9.8%
2005	139	47.3%	18.7%	71.2%	10.1%
2006	160	50.8%	18.1%	73.8%	8.1%
2007	173	53.4%	15.6%	74.6%	9.8%
2008	197	57.4%	14.2%	75.1%	10.7%
2009	225	62.2%	14.7%	72.4%	12.9%

A consistently higher percentage of Latino-serving faith-based organizations registered with the Secretary of State's office than LIBNPs and general nonprofits. A smaller percentage of Latino-serving faith-based organizations registered with both the IRS and secretary of state's office (Nevada exhibits a wider range of percentages of Latino FBOs registering with both the IRS and the secretary of state's office than North Carolina).

Appendix B: Invitation Letter and Postcard Sent to Survey Respondents (English and Spanish)

Survey of Organizations Serving Hispanics and Latinos

October 6, 2014

Dear Sir or Madam:

You are invited to participate in a unique research study of nonprofit organizations in North Carolina that provide services and support to Hispanic and Latino residents of the state.

This research is part of my doctoral research at NC State. This dissertation examines the role of nonprofit organizations in the lives of Hispanic and Latino residents, particularly in the last 25 years, when this segment of the population has increased dramatically. The purpose of this survey is to gain a better understanding of the support nonprofit organizations (faith-based, secular, and religious congregations) provide to Hispanics/Latinos in North Carolina.

This is a simple invitation that I hope you will consider supporting. Your participation is entirely voluntary, any identifying information will not be reported in the research, and your responses will remain confidential at all times.

If you agree to participate, you are invited to do the following:

1. Go to www.nclatinos.com to begin the survey.
2. Choose whether you prefer to take the survey in Spanish or English.
3. Complete the survey, which should take no longer than 15 minutes (you are able to leave and return to the survey at any time in order to complete).
4. Provide your contact information if you are interested in learning more about the survey, the research, and the resulting analysis.

The survey will be open through November 30, 2014.

There are no risks to you or your organization by participating, but this research could lead to many benefits. If you choose to provide contact information in the survey, I will contact you after the survey and analysis are complete to share with you the general results. No organization-specific information will be shared with the public. The information requested in the survey is a tool to create a profile of organizations that provide services and support to Hispanics/Latinos in your area.

I thank you in advance for your participation and valuable information.

Sincerely,

Eric Fotheringham
emfother@ncsu.edu
901.288.4097

Encuesta de Organizaciones Dedicadas a Servir Hispanos y Latinos

6 de Octubre de 2014

Estimado Señor o Señora:

Usted está invitado a participar en un estudio de investigación de las organizaciones sin fines de lucro en Carolina del Norte que proporcionan servicios y apoyo a hispanos y latinos.

Esta investigación forma parte de mis estudios doctorados en la universidad de NC State. Mi tesis examina el papel de las organizaciones sin fines de lucro en las vidas de los residentes hispanos y latinos, sobre todo en los últimos 25 años, cuando este sector de la población se ha incrementado dramáticamente. El propósito de esta encuesta es obtener una mejor comprensión de las organizaciones sin fines de lucro (no religioso, religioso, y las congregaciones religiosas) y los servicios que proporcionan a hispanos/latinos en Carolina del Norte.

Esta es una invitación simple y espero que usted considere la posibilidad de prestar apoyo. Su participación es completamente voluntaria, no aparecerá información que puede identificar su organización en la investigación, y sus respuestas se mantendrán en todos momentos confidenciales.

Si usted acepta a participar, se le invita a hacer lo siguiente:

1. Visita a www.nclatinos.com para comenzar la encuesta.
2. Elija si prefiere tomar la encuesta en español o inglés.
3. Complete la encuesta, que debería durar solo 15 minutos (se puede salir y regresar a la encuesta en cualquier momento).
4. Proporcione su información de contacto si usted está interesado en aprender más acerca de la encuesta, la investigación, y el análisis resultante.

La encuesta estará abierta hasta el 30 de noviembre de 2014.

No existen riesgos para usted o su organización por participar, pero esta investigación podría conducir a muchos beneficios. Si decide proporcionar información de contacto en la encuesta, me pondré en contacto con usted después de la encuesta y el análisis son completos a compartir con usted los resultados generales. Ninguna información específica a su organización será compartida con el público. La información solicitada en la encuesta es una herramienta para crear un perfil de las organizaciones que proporcionan servicios y apoyo a los hispanos/latinos.

Le doy las gracias de antemano por su participación y valiosa información.

Atentamente,

Eric Fotheringham
emfother@ncsu.edu
901.288.4097

Please visit **www.nclatinos.com**
to support this doctoral research and provide information about your organization's support of Hispanics and Latinos in North Carolina!

If you have not yet completed the survey, there is still time!

1. Go to **www.nclatinos.com**
2. Choose your preferred language
3. Complete the survey (less than 15 minutes, 16 total questions)

The survey will be available until November 30, 2014

Questions? emfother@ncsu.edu

www.nclatinos.com

¡Visita a **www.nclatinos.com** para apoyar mis estudios doctorados al proporcionar información acerca de su organización y su apoyo a los hispanos y latinos en Carolina del Norte!

Si no ha llenado la encuesta, ¡aún hay tiempo!

1. Visita a **www.nclatinos.com**
2. Elija su idioma preferida
3. Complete la encuesta (menos de 15 minutos, 16 preguntas)

La encuesta estará disponible hasta 30 Noviembre 2014

¿Preguntas? emfother@ncsu.edu

www.nclatinos.com

Appendix C: LIBNP Mission Statements

LIBNP Name	LIBNP Organization Type	MSA Location	Year Established	Mission Statement
Apex Baptist Church	Congregation	Raleigh-Cary	1873	We are a community of believers worshipping God everywhere we go, becoming more like Him every day, and serving everyone we meet.
Asociación de Mexicanos en Carolina del Norte, Inc.	NPO	Greenville	2001	Increase the active participation of Mexicans and Latinos in our international and local communities to increase the understanding and prosperity of the community through our actions: cultural, educational, health, advocacy, and binational leadership.
Central United Methodist Church	Congregation	Charlotte-Gastonia-Concord	1913	CUMC is a community of faith, building followers of Jesus Christ. We feel that God's vision for CUMC is to gather a growing and diverse congregation from the area surrounding the location of our church to equip the congregation to witness to the love of God in Jesus Christ through varied forms of worship and ministries of justice and mercy.
Centro Internacional de Raleigh	NPO	Raleigh-Cary	2006	CIR builds relationships between internationals and others within the local community to empower and enrich the entire community. CIR helps individuals restore broken relationships with self, others, the material world, and with God.

LIBNP Name	LIBNP Organization Type	MSA Location	Year Established	Mission Statement
Centro Pentecostes Monte de Sion	Congregation	Non-MSA (Vance)	2000	Our mission is to preach and spread the Gospel of our Lord Jesus Christ to everyone as the Bible says in Matthew 28:19-20.
Church of God	Congregation	Hickory-Lenoir-Morganton	1999	Proclaim the love of God through service and salvation for all mankind through the death of Christ.
Comunidad Cristiana Hosanna	Congregation	Raleigh-Cary	1995	Carry the gospel of Jesus Christ to every person through different ways and methods.
Cullowhee United Methodist Church	Congregation	Non-MSA (Jackson)	1889	Follow Jesus, Make Disciples, Change the World
Diamante inc	NPO	Raleigh-Cary	1998	To preserve and promote Hispanic/Latino art, culture, and heritage in NC
El Buen Pastor Latino Community Services	NPO	Winston-Salem	2006	El Buen Pastor Latino Community Services partners with Latino families to equip children and adults to fulfill their educational and economic potential, with hope for a positive and healthy future.

LIBNP Name	LIBNP Organization Type	MSA Location	Year Established	Mission Statement
El Centro Hispano, Inc.	NPO	Durham	1992	El Centro Hispano (ECH) is a 501 (c) (3) grassroots community based organization dedicated to strengthening the Hispanic/Latino community and improving the quality of life of Hispanic/Latino residents in Durham, Carrboro, Chapel Hill and surrounding areas. We accomplish our mission through service, education and community organizing.
El Pueblo, Inc.	NPO	Raleigh-Cary	1995	Our mission is to help all Latinos experience positive social change through raising awareness, training, and community action.
Emmanuel Hispanic Church	Congregation	Raleigh-Cary	2001	Preach the gospel of Jesus Christ and help those in need.
Estableciendo El Reino De Dios	Congregation	Non-MSA (Alamance)	2009	Preach the gospel of Jesus Christ.
Flamenco Vivo	NPO	Durham	1983	Our mission is to promote flamenco as a living art form and a vital part of Hispanic heritage, produce quality dance works, foster cultural connections through our arts education programs and nurture the next generation of Spanish dance artists and educators

LIBNP Name	LIBNP Organization Type	MSA Location	Year Established	Mission Statement
Guatemalan Student Support Group	NPO	Raleigh-Cary	2003	The Mission of the Guatemalan Student Support Group is to create from among Guatemala's poor a group of knowledgeable leaders, thinkers, professionals, and entrepreneurs committed to improving the educational system in Guatemala whereby helping to bring GSSG's vision of a country governed to the highest standards of the rule of law, with vibrant social, economic, and political institutions functioning in the pursuit of justice, equality, and prosperity for all its citizens.
Iglesia Bautista Cristo Vive	Congregation	Winston-Salem	2005	Preach the gospel in all moments
Iglesia Bautista Harbor	Congregation	Charlotte-Gastonia-Concord	2001	Harbor Baptist Church is a Bible believing, Bible preaching church. Our congregation has a real desire to lift up Jesus Christ, that others may come to Him.
Iglesia Bautista Luz del Evangelio	Congregation	Winston-Salem	1990	Matthew 28:19-20 Go, Win, Baptize, Teach. Going into all the world and winning them to Christ, baptizing them and teaching them to do the same.
Iglesia Bautista Vida Abundante	Congregation	Charlotte-Gastonia-Concord	2002	To reach Hispanic people in the greater Charlotte are with the gospel message of Jesus Christ.
Iglesia Cristiana Integral	Congregation	Charlotte-Gastonia-Concord	2007	We preach to transform communities and we preach to transform people
Iglesia Cristiana Renacer	Congregation	Raleigh-Cary	1998	We are dedicated to the word of God and to help our brothers

LIBNP Name	LIBNP Organization Type	MSA Location	Year Established	Mission Statement
Iglesia Cristiana Silo	Congregation	Hickory-Lenoir-Morganton	1995	We share the gospel of Jesus Christ with all Hispanics in the area so that they can be followers of Jesus and use their gifts in the church and the community.
Iglesia de Avivamiento Maranatha	Congregation	Charlotte-Gastonia-Concord	2001	To fill the earth with the glory of God.
Iglesia de Dios Emanuel	Congregation	Greensboro-High Point	2008	At first contact with us, our desire is that God Almighty fills all with his blessings. We wish all to know that all are welcome to visit us in Greensboro and make our church your church, as we want to help all grow spiritually.
Iglesia de Dios La Revelacion	Congregation	Charlotte-Gastonia-Concord	2007	Our mission is that the Hispanic world can come to know Jesus through the word of the Lord.
Iglesia De Jesucristo Salem	Congregation	Winston-Salem	2012	Share the gospel y save souls
Iglesia del Dios Viviente, Hechos 2:38	Congregation	Raleigh-Cary	2004	Spread the Gospel of Jesus Christ and follow where that leads, helping the humble, in all things spiritual and secular
Iglesia Evangélica Comunidades de Formacion Cristiana	Congregation	Durham	2002	It is our desire to help all develop a better relationship with God, which will help each person truly gain eternal life. Jesus said, "I am come that ye may have life, and that they might have it more abundantly." John 10:10

LIBNP Name	LIBNP Organization Type	MSA Location	Year Established	Mission Statement
Iglesia Familia de Gracia	Congregation	Non-MSA (Martin)	2009	To preach the gospel of Jesus Christ to help those who are lost gain salvation.
Iglesia Nuevo Amanecer	Congregation	Charlotte-Gastonia-Concord	2003	A church of power and miracles, we believe firmly in the primitive Church.
Iglesia Nuevo Renacer	Congregation	Raleigh-Cary	2008	As part of the Assemblies of God, we preach the gospel in Raleigh y we help families, individuals, and the needy come unto Jesus Christ.
Iglesia Pentecostal De Jesucristo Poder De Dios	Congregation	Durham	2003	We help people come to know Jesus Christ and learn how to overcome this life
Iglesia Pentecostal El Tabernaculo De Gracia	Congregation	Charlotte-Gastonia-Concord	2007	The Tabernacle of Grace Church believes that Jesus Christ saves, heals, and baptizes with his Holy Ghost and will come again.
Iglesia Pentecostal el Tabernaculo de Poder	Congregation	Charlotte-Gastonia-Concord	2005	Preach, teach, and worship
Iglesia Pentecostal El Tabernaculo de Salvacion	Congregation	Charlotte-Gastonia-Concord	2005	To share the gospel over the entire world.

LIBNP Name	LIBNP Organization Type	MSA Location	Year Established	Mission Statement
Iglesia Pentecostal la Senda Antigua Inc.	Congregation	Charlotte-Gastonia-Concord	2005	Extend the interests of the Kingdom of Jesus Christ in its entirely within and outside of the United States as represented by the Deity of God in the body of Christ Jesus according to Col. 2:9, 1 Tim. 3:16, John. 1:1. Promote activities and worship services according to the Biblical Standards. Maintain unity, harmony, worship, work and the business of the Lord. Disapprove and correct all teachings, methodology or anti-biblical conduct within the principles of the church.
Iglesia Pentecostal Rosa de Saron	Congregation	Charlotte-Gastonia-Concord	2005	Our beliefs are based in the holy scriptures, both the Old and the New Testaments, and that they are the original message of God for all humanity y the only true testimony of God's salvation for all people.
Iglesia Pentecostal Unida	Congregation	Greenville	1995	The UPCI is a Bible-based church. We're Bible-based in that we seek to base all of our beliefs and our lifestyle on explicit passages of the Bible or on biblical principles.
Iglesia Pentecostal Unida LatinoAmericana	Congregation	Non-MSA (Alamance)	1987	To preach the gospel and save souls
Juntos Para Una Mejor Educación	NPO	Raleigh-Cary	2007	The Mission of the Juntos Program is to promote student success and access to higher education
La Estrella Resplandeciente	Congregation	Rocky Mount	2002	To share the love of Christ with Hispanic children and their families and to empower them to live into their fill potential as children of God.

LIBNP Name	LIBNP Organization Type	MSA Location	Year Established	Mission Statement
Latin American Coalition	NPO	Charlotte-Gastonia-Concord	1990	The Latin American Coalition is a community of Latin Americans, immigrant and allies that promotes the full and equal participation of all people in the civic, economic and cultural life of North Carolina through education, celebration and Engage in advocacy on behalf of Hispanics/Latinos.
Latino Community Credit Union	NPO	Durham	2000	Financial services and education to empower communities
Ministerio Internacional El Verbo en Accion	Congregation	Raleigh-Cary	2000	WIN: Win souls for Christ through personal evangelism, celebrations, and other activities. Carry the good news of the kingdom of God to the poor in spirit, the heartbroken, to the people lost in drug addiction, the bling, the oppressed, the sick, and to everyone, using all available means.
Ministerio Puerta de Paz Internacional	Congregation	Charlotte-Gastonia-Concord	2004	Establish the Kingdom of God in every person, every family, and conquer Charlotte, NC for Christ
NC Council of Churches	NPO	Raleigh-Cary	1935	The Council enables denominations, congregations, and people of faith to individually and collectively impact our state on issues such as economic justice and development, human well-being, equality, compassion and peace, following the example and mission of Jesus Christ.
NC Society of Hispanic Professionals	NPO	Raleigh-Cary	1999	Promoting education among Hispanic youth in North Carolina

LIBNP Name	LIBNP Organization Type	MSA Location	Year Established	Mission Statement
Primera Iglesia Bautista Ebenezer	Congregation	Non-MSA (McDowell)	2009	Serve God through the community, teach a better life with benefits received by God to focus our families on knowing and serving others
Primera Iglesia Pentecostal Unida	Congregation	Raleigh-Cary	1991	Worshiping god through the Holy Spirit of Fire
Primeria Iglesia Bautista Hispana	Congregation	Cumberland	1982	Preach the gospel and help our brothers and sisters
Primeria Iglesia Hispana Asambleas de Dios	Congregation	Non-MSA (Harnett)	1996	Preach the gospel of Jesus Christ and help people while living here in this world
Publicaciones Faro de Gracia	NPO	Non-MSA (Alamance)	1998	Provide resources and services to the Latin community both in the USA and Spanish-speaking countries, to increase their reading level, their interest in education, and their knowledge of God and His Word.
Spanish United Pentecostal Church of Charlotte	Congregation	Charlotte-Gastonia-Concord	1997	Teach the gospel and worship God
Student Action with Farmworkers	NPO	Durham	1992	Student Action with Farmworkers is a 501(c)3 nonprofit organization whose mission is to bring students and farmworkers together to learn about each other's lives, share resources and skills, improve conditions for farmworkers, and build diverse coalitions working for social change.

LIBNP Name	LIBNP Organization Type	MSA Location	Year Established	Mission Statement
Urban Ministries of Wake County	NPO	Raleigh-Cary	1981	At Urban Ministries of Wake County, we engage our community to serve and advocate on behalf of those affected by poverty by providing food and nutrition, promoting health and wellness, and by laying the foundations of home.

Appendix D: Growth Rate of NPOs by MSA

	1995	1997	1999	2001	2003	2005	2007	2009	Annual Growth Rate	Percentage Growth
Asheville	3,212	3,367	3,696	4,119	4,790	5,230	5,859	6,367	5.0%	98.2%
Charlotte-Gastonia-Concord	8,105	8,907	10,051	11,634	14,652	15,639	17,284	20,381	6.8%	151.5%
Durham	4,457	4,893	5,432	6,009	6,698	7,369	7,982	8,597	4.8%	92.9%
Fayetteville	1,898	2,078	2,331	2,600	3,070	3,431	3,781	4,096	5.6%	115.8%
Goldsboro	867	961	1,056	1,164	1,264	1,381	1,470	1,546	4.2%	78.3%
Greensboro-High Point	5,742	6,267	6,921	7,507	8,223	8,964	9,717	10,354	4.3%	80.3%
Greenville	1,335	1,416	1,572	1,741	1,958	2,168	2,346	2,620	4.9%	96.3%
Hickory-Lenoir-Morganton	1,899	2,051	2,255	2,422	2,636	2,797	2,963	3,132	3.6%	64.9%
Jacksonville	653	706	775	870	980	1,064	1,158	1,264	4.8%	93.6%
New Bern	853	962	1,045	1,133	1,248	1,316	1,395	1,492	4.1%	74.9%
Raleigh-Cary	8,324	9,181	10,350	11,716	13,411	15,152	17,206	19,143	6.1%	130.0%
Rocky Mount	1,121	1,183	1,312	1,473	1,650	1,826	1,981	2,109	4.6%	88.1%
Southern Pines-Pinehurst	989	1,068	1,179	1,286	1,383	1,488	1,627	1,735	4.1%	75.4%
Wilmington	2,345	2,612	2,987	3,292	3,714	4,229	4,768	5,179	5.8%	120.9%
Winston-Salem	3,636	3,948	4,351	4,720	4,816	6,697	7,616	6,833	4.6%	87.9%
Non-MSA	13,946	15,181	16,630	18,101	19,967	21,793	23,700	25,385	4.4%	82.0%
No LIBNPs	5,353	5,862	6,390	6,976	7,726	8,540	9,380	10,116	4.7%	89.0%

Appendix E: Growth Rate of LIBNPs by MSA

MSAs	1995	1997	1999	2001	2003	2005	2007	2009	Annual Growth Rate	Percentage Growth
Asheville	2	3	4	6	10	14	15	17	16.5%	750.0%
Charlotte-Gastonia-Concord	8	13	21	35	74	100	133	169	24.3%	2012.5%
Durham	6	10	16	24	30	44	49	59	17.7%	883.3%
Fayetteville	2	4	5	7	9	12	14	22	18.7%	1000.0%
Goldsboro	0	0	0	3	2	4	5	5	19.6%	400.0%
Greensboro-High Point	1	1	5	11	16	24	34	45	31.2%	4400.0%
Greenville	0	0	0	0	2	2	4	4	10.4%	100.0%
Hickory-Lenoir-Morganton	1	2	5	7	9	10	11	19	23.4%	1800.0%
Jacksonville	0	1	1	1	1	2	2	2	5.5%	100.0%
New Bern	2	2	2	2	2	1	1	1	-4.8%	-50.0%
Non-MSA	11	13	21	30	52	71	100	141	20.0%	1181.8%
Raleigh-Cary	5	5	10	25	31	44	75	105	24.3%	2000.0%
Rocky Mount	1	2	4	4	4	4	6	6	13.7%	500.0%
Southern Pines-Pinehurst	0	0	0	2	3	2	4	4	16.7%	300.0%
Wilmington	2	2	2	4	8	14	14	18	17.0%	800.0%
Winston-Salem	6	9	11	13	19	25	37	48	16.0%	700.0%

Appendix F: Network Members and Types of Connections

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
Apex Baptist Church	Congregation	Western Wake Ministries	Apex, NC	NPO			1			
Apex Baptist Church	Congregation	Durham Rescue Missions	Durham, NC	NPO			1			
Apex Baptist Church	Congregation	Hands of Hope	Fuquay Varina, NC	NPO			1			
Apex Baptist Church	Congregation	Mustard Seed	Cary, NC	NPO			1			
Asociación de Mexicanos en Carolina del Norte, Inc.	NPO	Community colleges	Eastern North Carolina	Government	1				1	
Asociación de Mexicanos en Carolina del Norte, Inc.	NPO	Local county schools	Eastern North Carolina	Government					1	
Asociación de Mexicanos en Carolina del Norte, Inc.	NPO	Universities	Eastern North Carolina	Government	1				1	
Central United Methodist Church	Congregation	WNCCUMC	Charlotte, NC	NPO	1	1				
Central United Methodist Church	Congregation	Albemarle Road Elementary School	Charlotte, NC	Government			1		1	
Central United Methodist Church	Congregation	Communities in Schools	Charlotte, NC	NPO			1			
Central United Methodist Church	Congregation	Central Piedmont Community College	Charlotte, NC	Government					1	
Central United Methodist Church	Congregation	YMCA	Charlotte, NC	NPO					1	
Central United Methodist Church	Congregation	Spanish Media	Charlotte, NC	Business	1					
Central United Methodist Church	Congregation	Latin American Coalition	Charlotte, NC	NPO	1		1		1	
Centro Pentecostes Monte de Sion	Congregation	Nueva Esperanza	Raleigh,cn	Congregation	1			1	1	
Centro Pentecostes Monte de Sion	Congregation	Iglesia de Dios	Virginia	Congregation	1			1	1	
Centro Pentecostes Monte de Sion	Congregation	Iglesia Salem	Oxford, NC	Congregation	1			1	1	

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
Centro Pentecostes Monte de Sion	Congregation	Iglesia Belen	Henderson, NC	Congregation	1			1	1	
Comunidad Cristiana Hosanna	Congregation	Food Bank	City	NPO	1				1	
Cullowhee United Methodist Church	Congregation	Manna Food Bank	Asheville	NPO						1
Cullowhee United Methodist Church	Congregation	Vecinos Inc.	Sylva, NC	NPO	1	1	1			
El Buen Pastor Latino Community Services	NPO	El Buen Pastor Presbyterian Church	Winston-Salem, NC	Congregation			1	1	1	
El Buen Pastor Latino Community Services	NPO	Winston-Salem/Forsyth County Schools	Winston-Salem, NC	Government	1	1		1	1	
El Buen Pastor Latino Community Services	NPO	Wake Forest University	Winston-Salem, NC	NPO						1
El Buen Pastor Latino Community Services	NPO	Wake Forest School of Medicine	Winston-Salem, NC	NPO	1	1		1		
El Buen Pastor Latino Community Services	NPO	BrennerFIT	Winston-Salem, NC	NPO	1					
El Buen Pastor Latino Community Services	NPO	Forsyth County Health Department	Winston-Salem, NC	Government	1					
El Buen Pastor Latino Community Services	NPO	Forsyth County Public Library	Winston-Salem, NC	Government	1					
El Buen Pastor Latino Community Services	NPO	Imprints	Winston-Salem, NC	NPO	1					
El Buen Pastor Latino Community Services	NPO	United Way of Forsyth County	Winston-Salem, NC	NPO	1					
El Buen Pastor Latino Community Services	NPO	Smart Start	Winston-Salem, NC	Government	1		1			
El Buen Pastor Latino Community Services	NPO	Girls on the Run - Forsyth/Davie	Winston-Salem, NC	NPO	1					
El Buen Pastor Latino Community Services	NPO	Catholic Charities	Winston-Salem, NC	NPO	1		1			
El Buen Pastor Latino Community Services	NPO	American Friends Service Committee of Greensboro	Greensboro, NC	NPO	1					

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
El Buen Pastor Latino Community Services	NPO	Forsyth County Agricultural Extension	Winston-Salem, NC	Government	1					
El Buen Pastor Latino Community Services	NPO	Forsyth Technical Community College	Winston-Salem, NC	Government						1
El Buen Pastor Latino Community Services	NPO	UNC Greensboro	Greensboro, NC	Government	1					
El Buen Pastor Latino Community Services	NPO	Winston-Salem Foundation	Winston-Salem, NC	Foundation	1	1				
El Buen Pastor Latino Community Services	NPO	Hispanics in Philanthropy	North Carolina	Foundation	1	1				
El Buen Pastor Latino Community Services	NPO	Hispanic League	Winston-Salem, NC	NPO	1					
El Centro Hispano, Inc.	NPO	Durham County Health Department	Durham, NC	Government			1			
El Centro Hispano, Inc.	NPO	Lincoln Community Health Center	Durham, NC	Government			1			
El Centro Hispano, Inc.	NPO	Duke University	Durham, NC	NPO					1	
El Centro Hispano, Inc.	NPO	El Futuro	Durham, NC	NPO			1			
El Centro Hispano, Inc.	NPO	Human Rights Center	Carrboro, NC	NPO				1		
El Centro Hispano, Inc.	NPO	Orange Health Deprtment	Chapel Hill, NC	Government			1			
El Centro Hispano, Inc.	NPO	UNC-Chapel Hill	Chapel Hill, NC	Government					1	
El Centro Hispano, Inc.	NPO	Durham Crisis Center	Durham, NC	NPO			1			
El Centro Hispano, Inc.	NPO	Orange Crisis Center	Chapel Hill, NC	NPO			1			
El Centro Hispano, Inc.	NPO	Town of Carrboro	Carrboro, NC	Government						1
El Centro Hispano, Inc.	NPO	City of Durham	Durham, NC	Government				1		
El Centro Hispano, Inc.	NPO	Shac Clinic	Carrboro, NC	NPO			1			
El Centro Hispano, Inc.	NPO	Durham Public Schools	Durham, NC	Government			1			
El Centro Hispano, Inc.	NPO	Carrboro Public Schools	Carrboro, NC	Government			1			

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
El Centro Hispano, Inc.	NPO	Orange County Public Schools	Hillsborough, NC	Government			1			
El Centro Hispano, Inc.	NPO	San Thomas Church	Chapel Hill, NC	Congregation						1
El Centro Hispano, Inc.	NPO	SAF	Durham, NC	NPO		1				
El Centro Hispano, Inc.	NPO	NCHPS	Cary, NC	NPO		1				
El Centro Hispano, Inc.	NPO	NCLR	Washington, DC	NPO	1					
El Centro Hispano, Inc.	NPO	Carrboro-Chapel Hill Chamber of Commerce	Chapel Hill	NPO	1					
El Pueblo, Inc.	NPO	Centro de Justicia de Carolina del Norte	Raleigh	NPO	1		1			
El Pueblo, Inc.	NPO	Mexican Consulate	Raleigh	Government	1		1			
El Pueblo, Inc.	NPO	Centro Para Familias Hispanas	Raleigh	NPO	1		1			
El Pueblo, Inc.	NPO	Centro Hispano de Durham	Durham	NPO	1		1			
El Pueblo, Inc.	NPO	Univision 40	Raleigh	Business	1					
El Pueblo, Inc.	NPO	La Conexion	Raleigh	Business	1					
El Pueblo, Inc.	NPO	Que Pasa	Raleigh	Business	1					
El Pueblo, Inc.	NPO	La Noticia	Raleigh	Business	1					
El Pueblo, Inc.	NPO	Wake County Human Services	Raleigh	Government	1		1			
El Pueblo, Inc.	NPO	Adelante	Raleigh	NPO					1	
El Pueblo, Inc.	NPO	Camara de Comercio Hispana	Raleigh	Business	1					
El Pueblo, Inc.	NPO	NC Society of Hispanic Professionals	Raleigh	NPO	1		1			
El Pueblo, Inc.	NPO	Vinculo Hispano	Siler City	NPO	1		1			
El Pueblo, Inc.	NPO	NALEO	Raleigh	NPO	1	1			1	

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
Emmanuel Hispanic Church	Congregation	Lutheran Church	Charlotte, NC	Congregation						1
Flamenco Vivo Carlota Santana	NPO	Durham Parks and Rec	Durham NC	Government	1				1	
Flamenco Vivo Carlota Santana	NPO	Durham Board of Education	Durham NC	Government	1		1		1	
Flamenco Vivo Carlota Santana	NPO	Lincoln Center Education	New York	NPO	1		1		1	
Flamenco Vivo Carlota Santana	NPO	NYC Board of Education	New York	Government	1		1		1	
Flamenco Vivo Carlota Santana	NPO	cARTwheels	North Carolina	Government	1		1		1	
Flamenco Vivo Carlota Santana	NPO	NCAC	North Carolina	Government	1		1		1	
Flamenco Vivo Carlota Santana	NPO	NYC DCA	New York	Government	1		1		1	
Flamenco Vivo Carlota Santana	NPO	Durham Arts Council	Durham NC	Foundation	1		1		1	
Guatemalan Student Support Group	NPO	TEACH	Vienna, VA	NPO	1					
Guatemalan Student Support Group	NPO	Evelyn's Baskets of Love and Life	North Myrtle Beach, SC	NPO			1			
Guatemalan Student Support Group	NPO	Common Hope	Minneapolis, MN	NPO	1					
Guatemalan Student Support Group	NPO	Friends of Fundal	Durham, NC	NPO	1					
Iglesia Bautista Harbor	Congregation	department of homeland security	Charlotte, NC	Government	1		1			
Iglesia Bautista Harbor	Congregation	legal aid	Charlotte, NC	NPO			1			
Iglesia Bautista Luz del Evangelio	Congregation	Crisis Control	Winston Salem,NC	NPO		1	1			
Iglesia Bautista Luz del Evangelio	Congregation	Second Harvest Food Bank	Winston Salem,NC	NPO			1			
Iglesia Bautista Luz del Evangelio	Congregation	Reformers Unanimous Home	Hammond, IN	NPO		1	1			
Iglesia Bautista Luz del Evangelio	Congregation	Winston Salem Rescue Mission	Winston Salem,NC	NPO			1		1	

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
Iglesia Bautista Luz del Evangelio	Congregation	Next Step Ministries	Kernersville ,NC	NPO			1			
Iglesia Cristiana Integral	Congregation	Banco de alimentos	Charlotte, NC	NPO	1			1	1	
Iglesia Cristiana Integral	Congregation	Capellanes	Charlotte, NC	NPO			1		1	
Iglesia Cristiana Integral	Congregation	Go Mission Go	Charlotte, NC	Congregation	1	1	1	1	1	
Iglesia Cristiana Integral	Congregation	Proverbs 22:2 Prison Ministry	Charlotte, NC	NPO	1			1		
Iglesia Cristiana Integral	Congregation	Billy Graham Library	Charlotte, NC	Congregation	1			1		
Iglesia Cristiana Integral	Congregation	Chamber of Commerce	Charlotte, NC	Business	1				1	
Iglesia Cristiana Renacer	Congregation	Wake County Human Services	Raleigh, NC	Government	1		1			
Iglesia Cristiana Silo	Congregation	Iglesia Cristiana Silo	Pink Hill, NC	Congregation						1
Iglesia Evangélica Comunidades de Formacion Cristiana	Congregation	Christian Assembly Church	Durham, NC	Congregation					1	
Iglesia Evangélica Comunidades de Formacion Cristiana	Congregation	Ministerios de Durham de Oracion	Durham, NC	Congregation	1				1	
Iglesia Familia de Gracia	Congregation	CON	Greenville, NC	NPO	1		1		1	
Iglesia Familia de Gracia	Congregation	Hope of Glory	Greenville, NC	Business	1		1			
Iglesia Familia de Gracia	Congregation	Grace Family Church	Robersonville, NC	NPO	1		1		1	
Iglesia Nuevo Amanecer	Congregation	First Assembly of God	Charlotte, NC	Congregation	1				1	
Iglesia Nuevo Amanecer	Congregation	Church of God	Charlotte, NC	Congregation	1				1	
Iglesia Nuevo Amanecer	Congregation	Joy Church	Charlotte, NC	Congregation	1				1	
Iglesia Pentecostal El Tabernaculo De Gracia	Congregation	Consejo Pastoral de Charlotte	Charlotte, NC	NPO	1				1	
Iglesia Pentecostal El Tabernaculo de Poder	Congregation	Asamblea de Dios	Charlotte, NC	Congregation	1					
Iglesia Pentecostal Rosa de Saron	Congregation	Other churches	Gastonia, NC	Congregation	1					
Iglesia Pentecostal Unida	Congregation	Pitt County Coalition on Substance Abuse	Greenville, NC	Government	1					

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
Iglesia Pentecostal Unida	Congregation	Brody School of Medicine	Greenville, NC	Government	1					
Iglesia Pentecostal Unida	Congregation	Greenville Community Shelter	Greenville, NC	NPO	1		1			
Iglesia Pentecostal Unida	Congregation	Greenville-Pitt County Chamber of Commerce	Greenville, NC	NPO	1					
Iglesia Pentecostal Unida	Congregation	Vidant Health	Greenville, NC	Business	1					
Iglesia Pentecostal Unida	Congregation	Food Bank of Central & Eastern North Carolina - Greenville Branch	Greenville, NC	NPO	1		1			
Iglesia Pentecostal Unida LatinoAmericana	Congregation	City of Burlington	Burlington, NC	Government	1					
Juntos Para Una Mejor Educación	NPO	Society of Hispanic Professionals	Cary, NC	NPO	1	1	1		1	
Juntos Para Una Mejor Educación	NPO	El Pueblo, Inc.	Raleigh, NC	NPO	1		1		1	
Juntos Para Una Mejor Educación	NPO	Hispanics in Philanthropy	Asheville NC	Foundation	1	1	1		1	
Juntos Para Una Mejor Educación	NPO	Student Action with Farmworkers	Durham NC	NPO	1	1	1		1	
Juntos Para Una Mejor Educación	NPO	El Centro Hispano	Durham NC	NPO	1	1	1		1	
Juntos Para Una Mejor Educación	NPO	Mexican Consulate	Raleigh NC	Government	1				1	
Juntos Para Una Mejor Educación	NPO	Vinculo Hispano	Siler City NC	NPO	1					
Juntos Para Una Mejor Educación	NPO	Excelencia en Education	Washington DC	NPO	1	1				
Juntos Para Una Mejor Educación	NPO	Lumina Foundation	Indianapolis IN	Foundation	1	1				
Juntos Para Una Mejor Educación	NPO	VOLAR	Raleigh NC	NPO	1					
Juntos Para Una Mejor Educación	NPO	Julian Samora Institute	Michigan	NPO	1					

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
Juntos Para Una Mejor Educación	NPO	Centro Latino	Hickory NC	NPO	1					
Juntos Para Una Mejor Educación	NPO	Centro La Comunidad	Burlington nc	NPO	1					
Juntos Para Una Mejor Educación	NPO	College Foundation of North Carolina	Greensboro NC	Foundation	1		1		1	
Juntos Para Una Mejor Educación	NPO	Center for New North Carolinians	Greensboro NC	NPO	1					
Juntos Para Una Mejor Educación	NPO	Childrens Home Soceity of North Carolina - Jovenes Sabios	Greensboro NC	NPO	1				1	
Juntos Para Una Mejor Educación	NPO	Amexcan	Greenville NC	NPO	1					
Juntos Para Una Mejor Educación	NPO	Migrant Education Program	Multiple Locations Statewide	NPO	1					
Juntos Para Una Mejor Educación	NPO	Communities in Schools	Multiple Locations Statewide	NPO	1					
Juntos Para Una Mejor Educación	NPO	Legal Aid North Carolina	Multiple Locations Statewide	NPO	1					
La Estrella Resplandeciente (The Shining Star)	Congregation	Migrant Center	Spring Hope, NC	Government			1	1		
La Estrella Resplandeciente (The Shining Star)	Congregation	Bailey Elementary School	Bailey, NC	Government			1			
La Estrella Resplandeciente (The Shining Star)	Congregation	Spring Hope Elementary School	Spring Hope, NC	Government			1			
La Estrella Resplandeciente (The Shining Star)	Congregation	Local Methodist Congregations	Nash and Wilson Counties, NC	Congregation	1	1		1		
La Estrella Resplandeciente (The Shining Star)	Congregation	Duke Endowment	Charlotte, NC	Foundation		1				
La Estrella Resplandeciente (The Shining Star)	Congregation	General Board of Global Ministries	New York City, NY	Foundation		1				

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
La Estrella Resplandeciente (The Shining Star)	Congregation	NC Conference of the UMC	Garner, NC	Foundation	1	1		1		1
Latin American Coalition	NPO	Loaves and Fishes	Charlotte, NC	NPO					1	
Latin American Coalition	NPO	Crisis Assistance Ministy	Charlotte, NC	NPO					1	
Latin American Coalition	NPO	Charlotte School of Law	Charlotte, NC	Government						1
Latin American Coalition	NPO	Legal Services of Southern Piedmont	Charlotte, NC	NPO					1	
Latin American Coalition	NPO	Charlotte Mecklenburg Library	Charlotte, NC	Government					1	
Latin American Coalition	NPO	Safe Alliance	Charlotte, NC	NPO					1	
Latin American Coalition	NPO	City of Charlotte	Charlotte, NC	Government					1	
Latin American Coalition	NPO	Southeast Asian Coalition	Charlotte, NC	NPO					1	
Latin American Coalition	NPO	Catholic Charities	Charlotte, NC	NPO					1	
Latin American Coalition	NPO	Mecklenburg County Women's Commission	Charlotte, NC	Government					1	
Latin American Coalition	NPO	Carolinas Medical Center	Charlotte, NC	NPO	1					
Latin American Coalition	NPO	Center for Prevention Services	Charlotte, NC	NPO			1			
Latin American Coalition	NPO	Charlotte/Mecklenburg Schools	Charlotte, NC	Government						1
Latin American Coalition	NPO	Department of Social Services	Charlotte, NC	Government					1	
Latin American Coalition	NPO	Charlotte Mecklenburg Police Department	Charlotte, NC	Government	1					
Latin American Coalition	NPO	Mecklenburg County Health Department	Charlotte, NC	Government	1					
Latin American Coalition	NPO	International House	Charlotte, NC	NPO						1
Latin American Coalition	NPO	Latin American Women's Association	Charlotte, NC	NPO					1	

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
Latin American Coalition	NPO	Love, INC	Charlotte, NC	NPO			1			
Ministerio Puerta de Paz Internacional	Congregation	Consejo Pastoral de Charlotte	Charlotte, NC	NPO	1				1	
NC Council of Churches	NPO	Student Action with Farmworkers	Durham, NC	NPO	1	1			1	
NC Council of Churches	NPO	Uniting NC	Raleigh, NC	NPO	1				1	
NC Council of Churches	NPO	RAFI	Pittsboro, NC	NPO	1	1			1	
NC Council of Churches	NPO	NC Field	Kinston, NC	NPO					1	
NC Council of Churches	NPO	National Farmworker Ministry	Raleigh, NC	NPO	1					
NC Council of Churches	NPO	NC Justice Center	Raleigh, NC	NPO	1					
NC Council of Churches	NPO	Faith Action International House	Greensboro, NC	NPO	1					
NC Council of Churches	NPO	NC Latino Coalition	Statewide	NPO	1					
NC Council of Churches	NPO	GBCS (UMC)	Washington, DC	NPO	1					
NC Council of Churches	NPO	Church World Service	Statewide	NPO	1					
NC Council of Churches	NPO	Evangelical Immigration Table	Nationwide	NPO	1					
NC Council of Churches	NPO	Triangle Friends of Farmworkers	Durham, NC	NPO	1					
NC Council of Churches	NPO	Duke Divinity School	Durham, NC	NPO	1	1			1	
NC Council of Churches	NPO	American Friends Service Committee	Greensboro, NC	Congregation	1					
NC Council of Churches	NPO	Latin American Coalition	Charlotte, NC	NPO	1					
NC Council of Churches	NPO	NC Farmworker Health Program	Raleigh, NC	NPO	1					
NC Council of Churches	NPO	Episcopal Diocese of NC	Greensboro, NC	Congregation	1					
NC Council of Churches	NPO	Faith in Public Life	Washington, DC	NPO	1					

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
NC Society of Hispanic Professionals	NPO	Wake County Public Schools	Wake County	Government					1	
NC Society of Hispanic Professionals	NPO	Adelante Education Coalition	Durham, NC	NPO	1	1				
NC Society of Hispanic Professionals	NPO	College Foundation of North Carolina	Greensboro, NC	Foundation					1	
NC Society of Hispanic Professionals	NPO	NC State University	Raleigh, NC	Government					1	
NC Society of Hispanic Professionals	NPO	Hispanic Media	Triangle Region	Business	1					1
NC Society of Hispanic Professionals	NPO	Univision 40	Raleigh, NC	Business	1				1	
NC Society of Hispanic Professionals	NPO	NC Central University	Durham, NC	Government					1	
NC Society of Hispanic Professionals	NPO	El Centro Hispano of Durham	Durham, NC	NPO					1	
NC Society of Hispanic Professionals	NPO	Meredith College	Raleigh, NC	NPO					1	
NC Society of Hispanic Professionals	NPO	Student Action for Farmworkers	Durham, NC	NPO	1					
Primera Iglesia Bautista Ebenezer	Congregation	First Baptist Church	Marion, NC	Congregation					1	
Primera Iglesia Hispana Asambleas de Dios	Congregation	White Swan Restaurant	Dunn, NC	Business						1
Primera Iglesia Hispana Asambleas de Dios	Congregation	Recruiters for Christ Church	Dunn, NC	Congregation			1			
Primera Iglesia Pentecostal Unida	Congregation	Ann Robertson, Attorney	Raleigh, NC	Business	1		1			
Primera Iglesia Pentecostal Unida	Congregation	Augie Kreivenas, Attorney	Durham, NC	Business	1		1			
Publicaciones Faro de Gracia	NPO	The Gospel Coalition	St Paul, MN	NPO		1			1	
Publicaciones Faro de Gracia	NPO	Grace Books International	Los Angeles, CA	NPO					1	
Publicaciones Faro de Gracia	NPO	Paul Tripp Ministries	Philadelphia, PA	NPO		1			1	

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
Publicaciones Faro de Gracia	NPO	Faith Bible Church	Chesapeake, VA	Congregation		1				
Publicaciones Faro de Gracia	NPO	Chapel Library	Pensacola, FL	NPO	1				1	1
Publicaciones Faro de Gracia	NPO	LOGOS Bible Software	Bellingham, WA	Business		1		1	1	
Publicaciones Faro de Gracia	NPO	9 Marks Ministry	Washington, DC	NPO		1			1	
Publicaciones Faro de Gracia	NPO	Bread of Life Fellowship	New Milford, NJ	Congregation		1				
Publicaciones Faro de Gracia	NPO	Grace Baptist Church	Cape Coral, FL	Congregation		1				
Publicaciones Faro de Gracia	NPO	Grace Baptist Church	Chambersburg, PA	Congregation		1				
Publicaciones Faro de Gracia	NPO	Mt Zion Bible Church	Pensacola, FL	Congregation		1				
Publicaciones Faro de Gracia	NPO	P&R Publishing	Phillipsburg, NJ	Business		1		1		
Publicaciones Faro de Gracia	NPO	Parkside Church	Chagrin Falls, OH	Congregation		1				
Publicaciones Faro de Gracia	NPO	Sonlight Baptist Church	Randleman, NC	Congregation		1				
Publicaciones Faro de Gracia	NPO	Trinity Reformed Baptist Church	La Mirada, CA	Congregation		1				
Spanish United Pentecostal Church	Congregation	Igelsia Pentecostal Unida Hispana	Charlotte, NC	Congregation	1				1	
Urban Ministries of Wake County	NPO	Interfaith Food Shuttle	Raleigh,NC	NPO	1				1	
Urban Ministries of Wake County	NPO	Green Chair	Raleigh, NC	NPO	1		1		1	
Urban Ministries of Wake County	NPO	Wheels for Hope	Raleigh, NC	NPO	1		1		1	
Urban Ministries of Wake County	NPO	Casa	Raleigh, NC	NPO	1		1		1	
Urban Ministries of Wake County	NPO	Wake County Human Services	Raleigh, NC	Government	1	1	1	1	1	
Urban Ministries of Wake County	NPO	WakeMed Hospital	Raleigh, NC	NPO	1		1		1	
Urban Ministries of Wake County	NPO	Duke Raleigh Hospital	Raleigh, NC	NPO	1		1		1	

LIBNP Name	Organization Type	Network Connection Name	Network Connection Location	Network Connection Type	Share					
					Info.	Funds	Clients	Admin.	Programs	Other
Urban Ministries of Wake County	NPO	Rex UNC Health Hospital	Raleigh, NC	NPO	1	1	1		1	
Urban Ministries of Wake County	NPO	Wake County Medical Society	Raleigh, NC	NPO	1		1		1	
Urban Ministries of Wake County	NPO	House of Joy	Zebulon, NC	NPO	1				1	
Urban Ministries of Wake County	NPO	Office of Rural Health and Community Care	Raleigh, NC	Government	1	1		1		
Urban Ministries of Wake County	NPO	Blue Cross Blue Shield of NC	Durham, NC	Business	1	1				
Urban Ministries of Wake County	NPO	Catholic Parish Outreach	Raleigh, NC	NPO	1		1	1	1	
Urban Ministries of Wake County	NPO	Food Bank of NC	Raleigh, NC	NPO	1			1	1	
Urban Ministries of Wake County	NPO	Alliance Medical Ministry	Raleigh, NC	NPO	1		1	1	1	
Urban Ministries of Wake County	NPO	Legal Aid of NC	Raleigh, NC	NPO	1		1	1	1	
Urban Ministries of Wake County	NPO	Dress for Success	Raleigh, NC	NPO	1		1		1	
Urban Ministries of Wake County	NPO	City of Raleigh	Raleigh, NC	Government	1	1		1	1	
Urban Ministries of Wake County	NPO	The Women Center	Raleigh, NC	NPO	1		1		1	
Urban Ministries of Wake County	NPO	GSK	RTP, NC	Business	1			1	1	