

A complex arrangement of interlocking gears in various sizes and colors (blue, purple, orange, yellow) on a dark background, creating a sense of mechanical movement.

2011 Nonprofit Technology Staffing and Investments Survey Report

An NTEN Report
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Conducted in Partnership with

THE NONPROFIT TIMES
The Leading Business Publication For Nonprofit Management

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About the Survey

We are now in our sixth year of conducting the annual survey on technology staffing and investments among the NTEN and The NonProfitTimes nonprofit communities. The results provide information that nonprofits of all sizes can use to better their own approach to technology. To gather the data for this report, we rely on the generosity and participation of respondents who completed the survey: Thank you.

Methodology

In November and December of 2011, we distributed an invitation via direct email to participate in the online survey to NTEN's community (about 20,000 contacts). In addition, links to the survey ran in *The NonProfit Times* email newsletter (circulation about 34,000). As a result, 975 responses were collected (we calculate response rate to be approximately 2%).

For the full text and questions included in the survey, please see the Appendix, page 40.

To see more about the demographics of respondents, please see page 38.

Some Notes on How to Read this Report

The following terms and categories will be used throughout:

Tech Adoption Level: Starting in our 2007 survey, we’ve asked participants to gauge their own “Technology Adoption” level, which we defined as their (or their organization’s) comfort with and use of technology as compared to their peers (or peer organizations), and referred to respondents as “Leaders” or “Stragglers” depending on their own categorization. This year, however, we have changed the format of the question to focus on organizational approach to technology decision-making (see the detailed section on Tech Adoption in this report on page 36). When referring to Technology Adoption in this report, we’re using these descriptions:

Struggling: “We are struggling; we have a failing infrastructure, and our technology time and budget generally go towards creating workarounds, repairing old equipment, and duplicating tasks.”

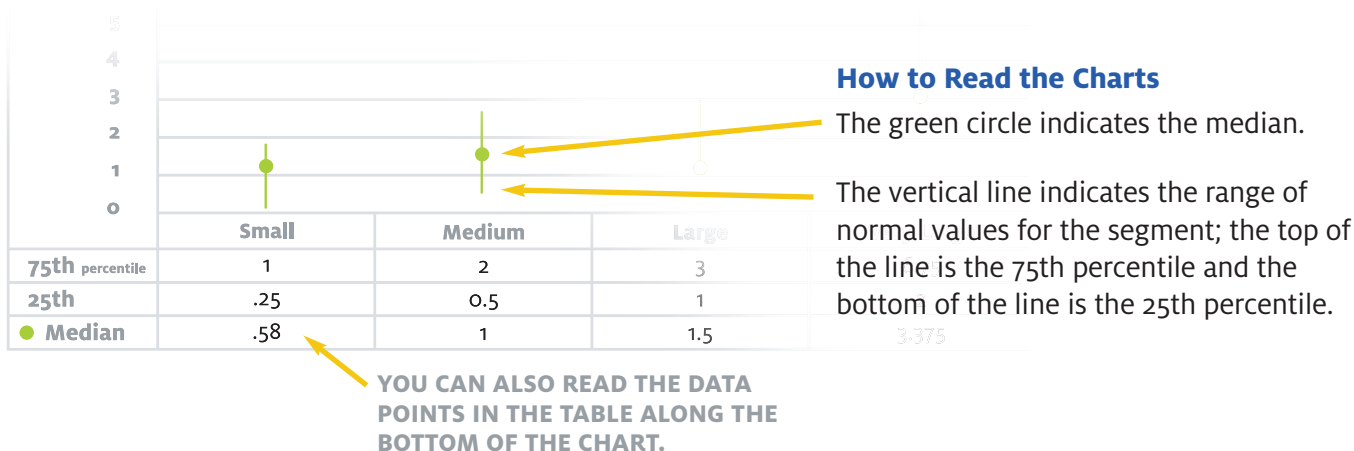
Functioning: “We keep the lights on; we have basic systems in place to meet immediate needs. Leadership makes technology decisions based on efficiencies, with little-to-no input from staff/consultant.”

Operating: “We keep up; we have stable infrastructure and a set of technology policies and practices. Leadership makes technology decisions based on standard levels according to industry/sector information and gathers input from technology staff/consultant before making final decision.”

Leading: “We’re innovators; we recognize that technology is an investment in our mission, and leadership integrates technology decisions with organizational strategy. Technology-responsible staff are involved in overall strategic planning, helping to craft the future of the organization and the plan for how technology can support that work, both inside the organization and through public-facing technologies.”

Organizational Size: We asked respondents their overall organizational operating budgets, which we’ve used throughout the report to categorize and compare responses. Here are size categories for budgets that we’ve used in this report:

- Small Organization: budget < 1M\$
- Medium Organization: budget 1M–5M\$
- Large Organization: budget 5M–10M\$
- Very Large Organization: budget > 10M\$



Key Findings

- On average, respondents' overall Technology Budget is \$3,746.78 per organizational staff, and about 5% of their overall organizational operating budget.
- Respondents spend about \$36,217 per technology staff person for non-consultant payroll, which ranges from an average of about \$6,842 in payroll per tech staff for Small Organizations to \$57,320 per tech staff for Very Large Organizations.
- Overall, respondents report having 3.5 technology staff. This varies by organizational size, with Small Organizations reporting an average of 1.26 tech staff, and Very Large Organizations reporting 8.56.
- On average, the ratio of tech staff to organizational staff is 1 tech staff to about 60 organizational staff. This ratio varies, again, by organizational size, from about 1-to-24 staff for Small Organizations, to 1-to-116 staff for Very Large Organizations.
- When looking at average tenures for technology staff and organizational Tech Adoption levels, we found that no respondent from a Struggling Organization reported tenure greater than 8 years for any tech staff position, while respondents from Leading Organizations indicated several positions with more than 10 years of tenure.
- When we asked respondents to indicate changes in spending between fiscal years 2011 and 2010, the categories most likely to see increases in expenditures were Cloud/Hosted Software (34% reported increase) and Hardware (33% reported increase).
- We saw a significant increase in the percentage of respondents reporting that they have a formal technology plan (or that technology is part of their organizational strategic plan): 55% reported "yes," compared to just 40% last year.
- There was also an increase this year in the percentage of those indicating that their technology department (or staff person) reports directly to the Executive Director/CEO: 49.4% this year, compared to 39% last year.
- Nearly 44% of respondent organizations are considering ROI of technology projects or programs at least somewhat. However, only 7% are evaluating ROI rigorously or regularly.
- When we looked at responses to the ROI question by Tech Adoption levels, we found that about 68% of respondents from Leading Organizations indicated that their organizations measure ROI at least somewhat, while only 33% of respondents from Struggling Organizations are measuring ROI at least somewhat.
- There is a correlation between organizational budget size and reported Tech Adoption, with larger organizations more likely to indicate they are Leading Organizations. However, we are happy to report that Leading Organizations can be found across all budget sizes, with 8.3% of Small Organizations indicating that they are at that level.
- New in this year's report is the Technology Effectiveness score, which gauges an organization's current level of technology readiness and effectiveness, based on their resources and use of resources. The highest possible Tech Effectiveness Score is 30. The average score of respondents was 18.27

PART ONE: THE NUMBERS

Tech Staffing Benchmarks

Number of Tech-Responsible Staff (Q. 14 ON SURVEY)

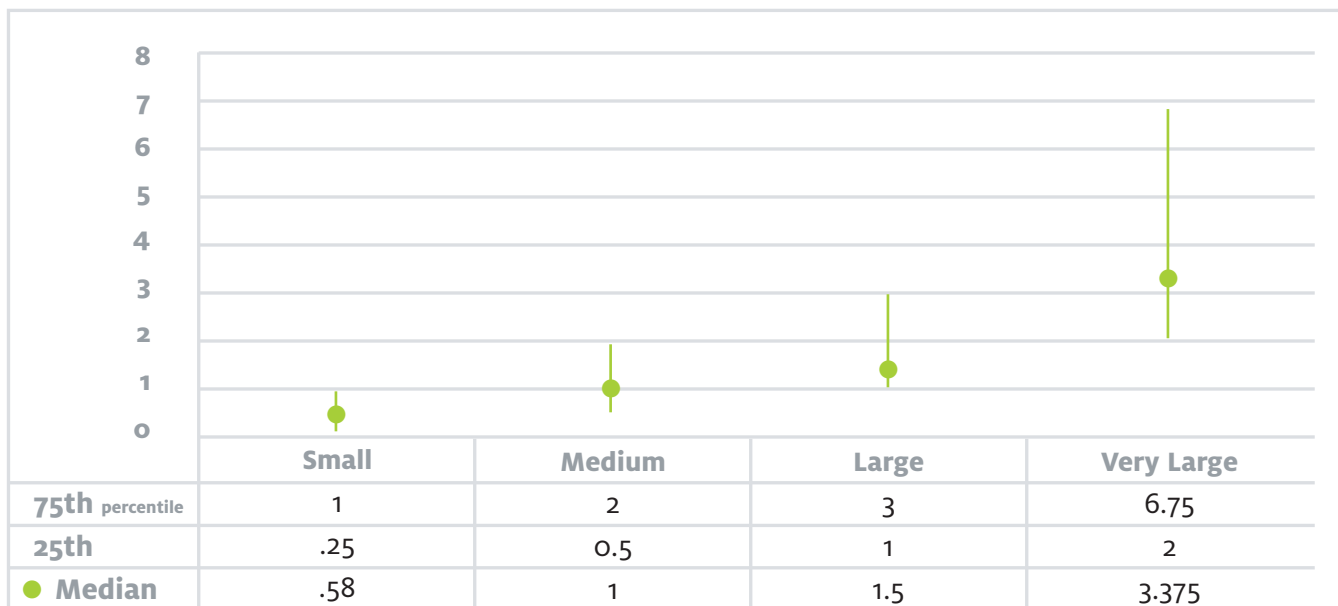
Organization Size	Average Number of Tech Staff	Average Number Org Staff Supported by each Tech Staff Person
Small	1.26	24.00
Medium	2.76	53.57
Large	3.80	86.92
Very Large	8.56	115.99
All Respondents	3.50	60.18

Not surprisingly, larger nonprofits report having more technology staff positions than smaller organizations.

It is important to note, however, that even with the increased number of technology staff positions, the number of organizational staff supported by each tech staff (the ratio of total organizational staff to tech staff) increases for larger organizations. Especially when we look at the range of tech staffing levels reported by organizations, we see that Very Large organizations may have relatively few technology staff to support their larger staff sizes (see chart below).

Compared to previous year's reports, the average number of Tech Staff has seen little change, but the ratio of organizational staff to tech staff has increased significantly. Last year, for example, we reported that the average number of tech staff to organizational staff for all respondents was 34, compared to this year's overall average of 60. We can't draw any clear conclusions about this jump, but will continue to track this metric.

Number of Tech Staff by Org Budget



Technology Adoption Level and Tech Staffing

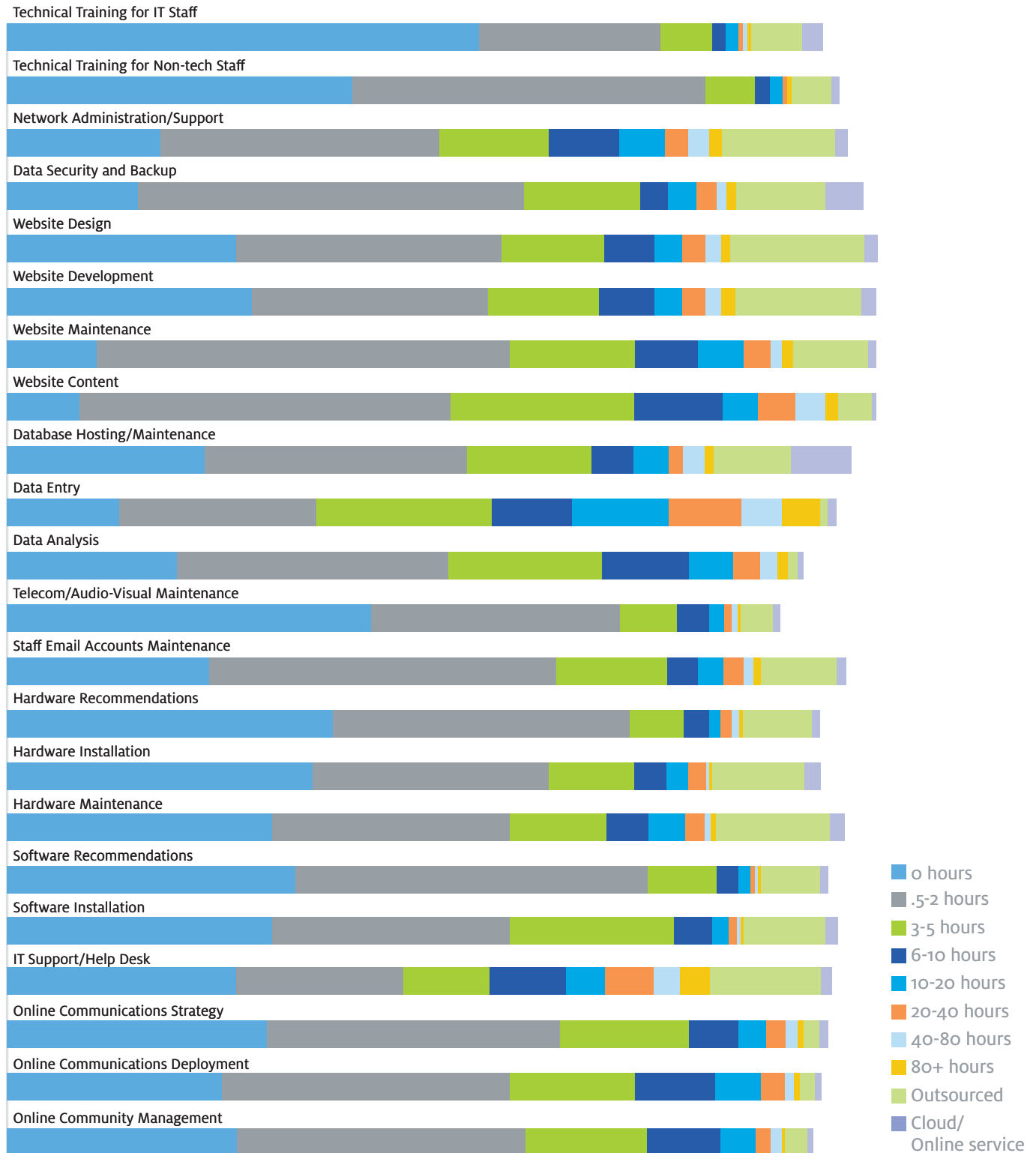
Tech Adoption Level	Average Number of Tech Staff	Average Number of Staff Supported by Each Tech Staff Person
Struggling	0.84	44.03
Functioning	2.46	68.16
Operating	3.91	62.74
Leading	5.27	42.95

There is a clear correlation between Tech Adoption Level and the average number of tech staff reported by nonprofits in our survey, with the number of tech staff increasing as their Tech Adoption level increases. We also note here that the lowest average number of organizational staff supported by tech staff aligns with the highest level of Tech Adoption.

However, we also see that the second-lowest org staff to tech staff ratio was reported by the lowest Tech Adoption level, which could suggest that other factors are in play here (such as organizational size), as well as the consideration that ratio may not directly affect Tech Adoption level.

Hours per week on tech-related tasks (Q. 15 ON SURVEY)

We asked respondents to estimate the hours per week their staff spend on a set of tech-related tasks (from data entry to website updates). The least time per week reported was for Technical Training for IT staff. The most time per week reported was for Data Entry. Most tech tasks were reported as taking less than 2 hours per week.



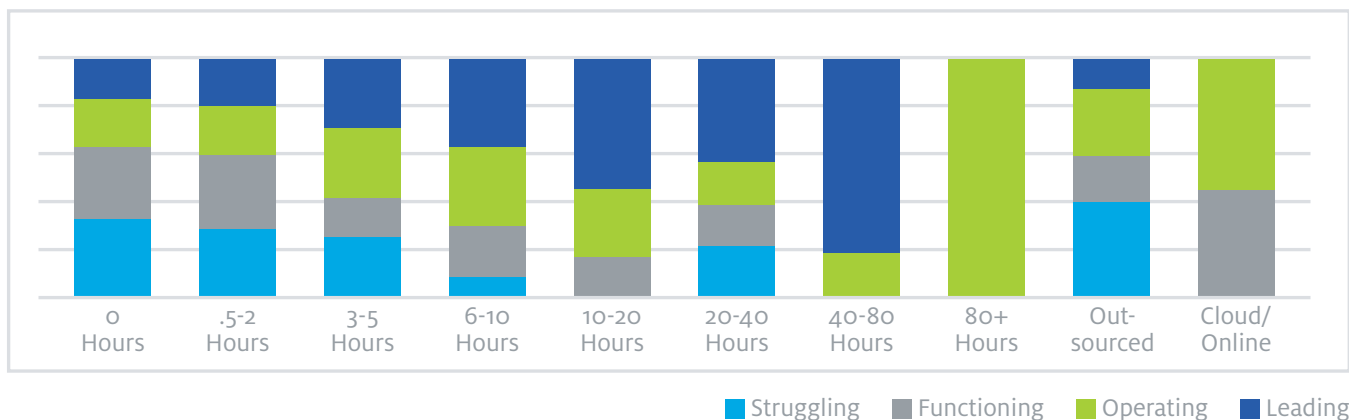
Tech Adoption and Time Spent on Tech-Related Tasks

It was difficult to see a clear correlation between reported Tech Adoption level and time per week for all the tech tasks we asked about, but responses do suggest that, in general, the higher the Tech Adoption Level, the more time per week was indicated for technology tasks.

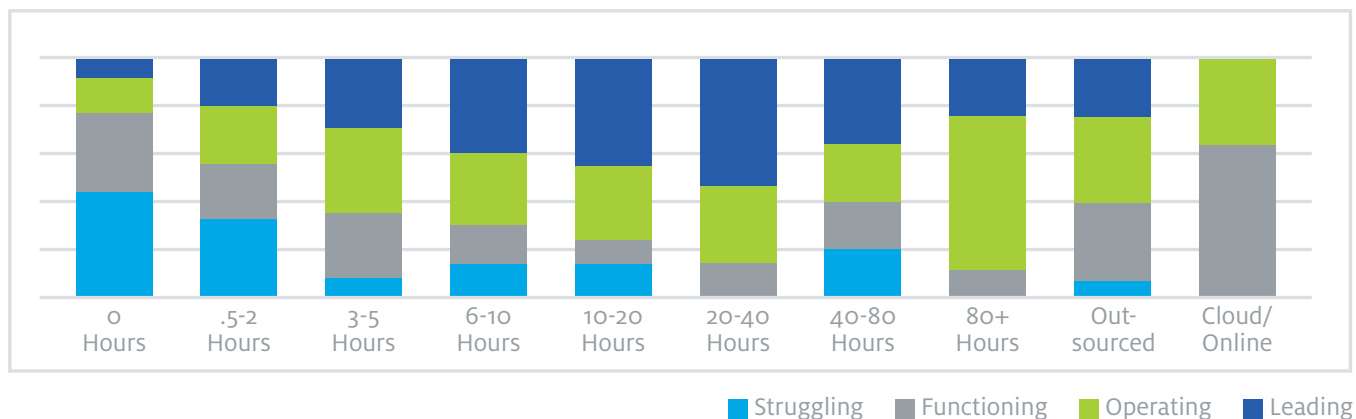
Especially when looking at tasks that respondents indicated generally took between 0-40 hours per week, the data shows that there is a direct correlation between tech adoption level and time spent per task during a week, with time increasing as the tech adoption level increases. However, when looking at tasks that take more than 40 hrs/week, or that they are outsourced or managed via cloud services, the direct correlation to tech adoption level seems to disappear.

Because we asked about several different kinds of tech-related tasks and it would be difficult to include all of the Tech Adoption correlations here, we've selected two key task areas to illustrate with charts.

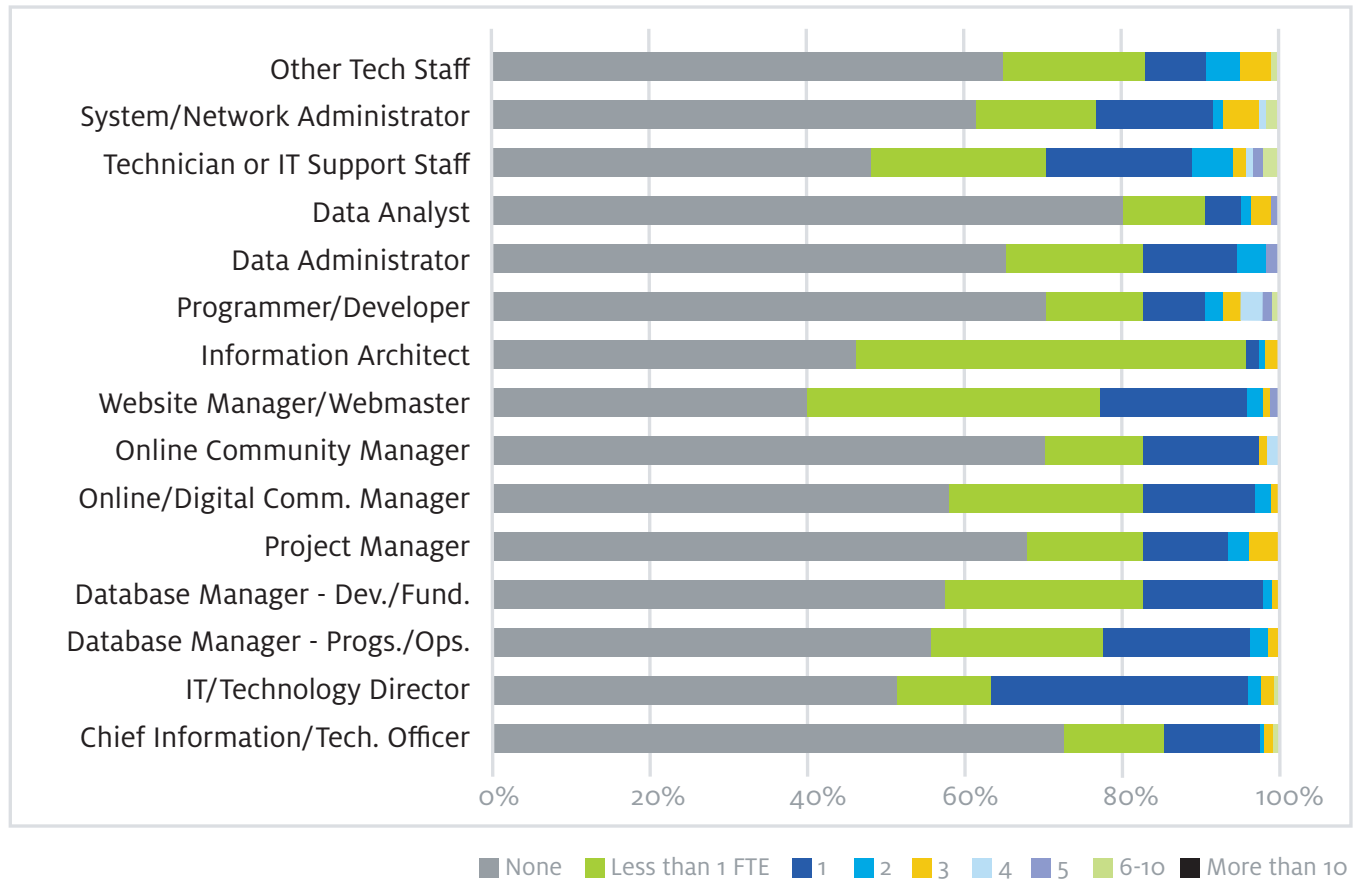
Time/Week for Online Community Management by Tech Adoption Level



Time/Week for IT Support/Help Desk by Tech Adoption Level



Tech Positions Staffed (Q. 20 ON SURVEY)



Respondents were most likely to have no Full Time Equivalent (FTE) staff positions for all of the technology staff categories we listed with the exception of the Website Manager/Webmaster position, which 60% of respondents reported staffing at least part-time.

The positions for which respondents were most likely to have more than one FTE were Technician/IT Support Staff, Programmer/Developers, System/Network Administrators, and Project Managers.

*"We have no technology staff."
– from a Struggling respondent*

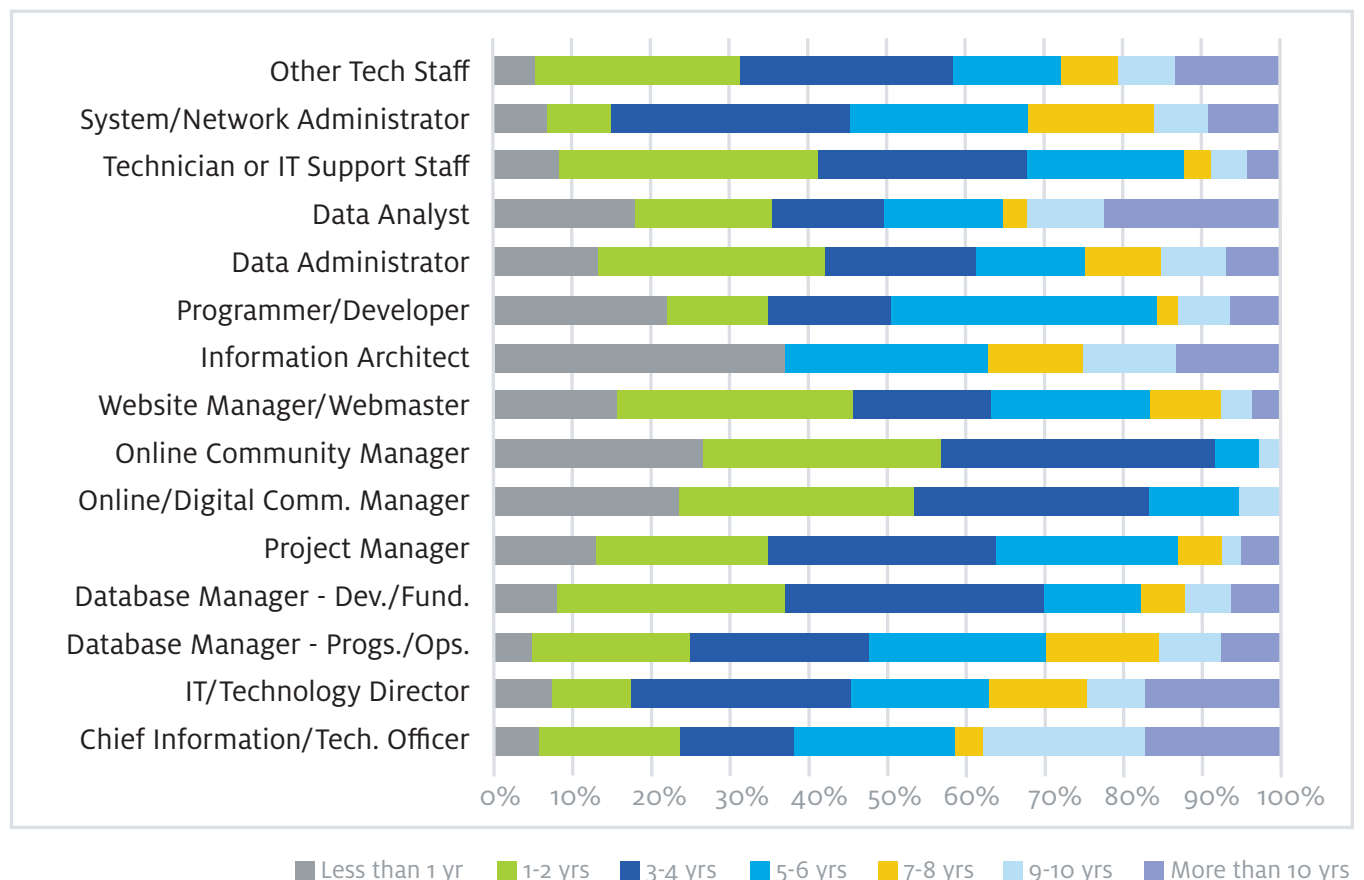
We should note here, however, that staffing roles, especially in smaller organizations in the nonprofit sector, are not always clearly designated, and individuals often wear many hats, including technology hats. Nearly 70% of our respondents came from Small or Medium sized organizations, which could explain the low staffing levels for these positions.

Average Tenure for Job Titles

Chief Information/Technology Officers (CIO/CTO) have the longest tenure at respondent organizations. Information Architects have the shortest tenure.

Note that some of these positions are new to the sector, such as the Online Community Manager, which means that comparing it relatively to other position tenures will automatically suggest that it's a shorter tenured position.

Average Tenure by Position

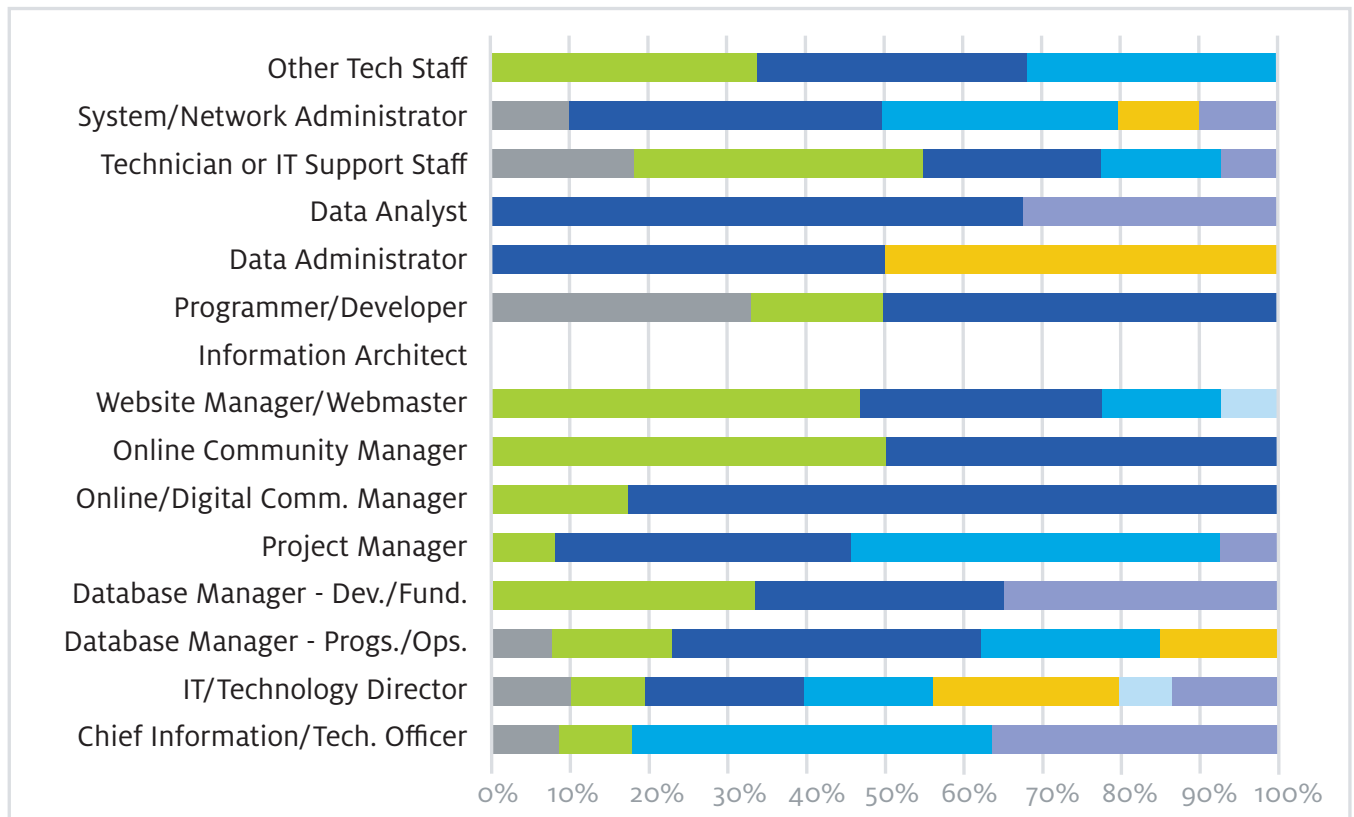


Tech Adoption and Tenure

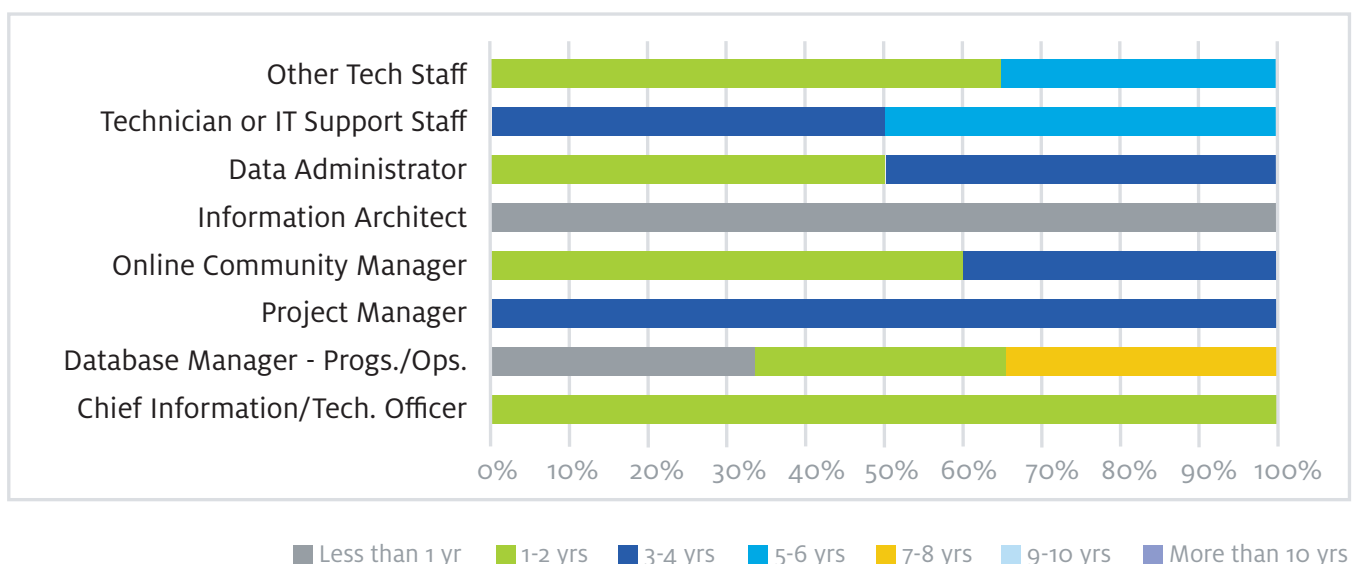
There is a remarkable difference in reported tenure when comparing Tech Adoption levels, as demonstrated by these charts of Leading and Struggling tech position tenures.

We note that no Struggling respondent reported a tech staff position with tenure greater than 8 years, while Leading respondents indicated several positions with more than 10 years of tenure.

Tenure of Positions Reported by Leading Organizations



Tenure of Positions Reported by Struggling Organizations

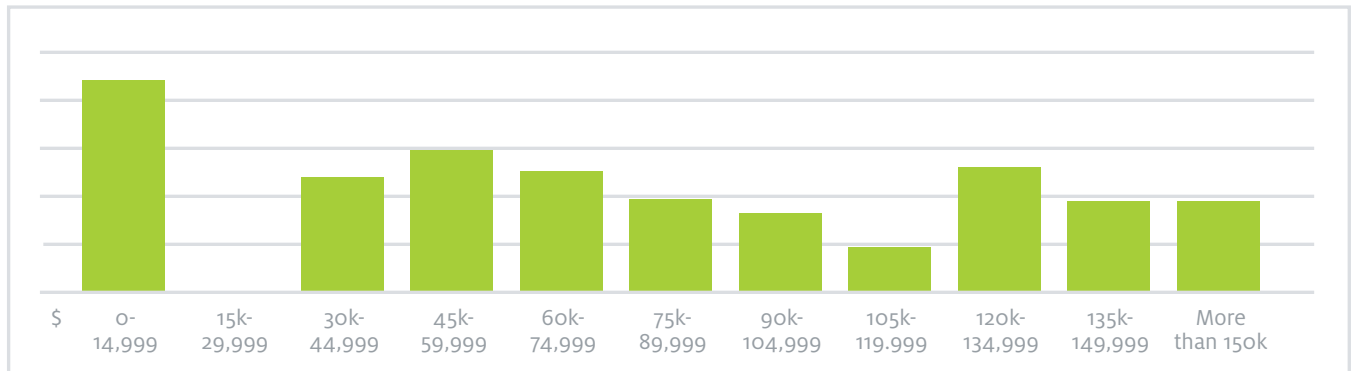


Spectrum of Salary Ranges

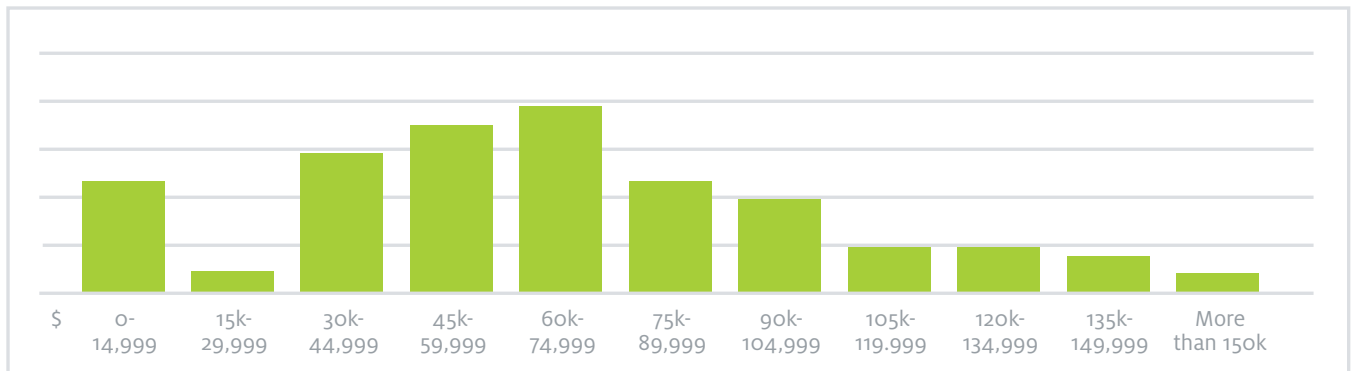
Not surprisingly, respondents reported a large range of salaries for the same technology positions, as demonstrated in the following charts.

Chief Information/Technology Officers had the most dramatic range in salaries reported, from the \$0-14,999 range to the More than \$150,000 range. They are the highest-paid technology position, according to our survey, while the Online Community Manager salaries concentrate at the lower end of the salary spectrum.

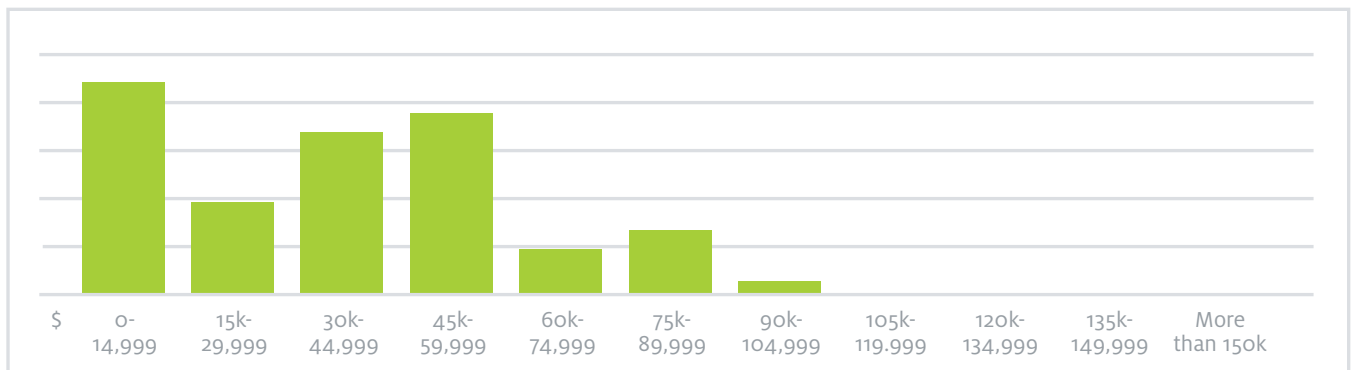
Chief Information/Technology Officer (CIO/CTO) (n=53)



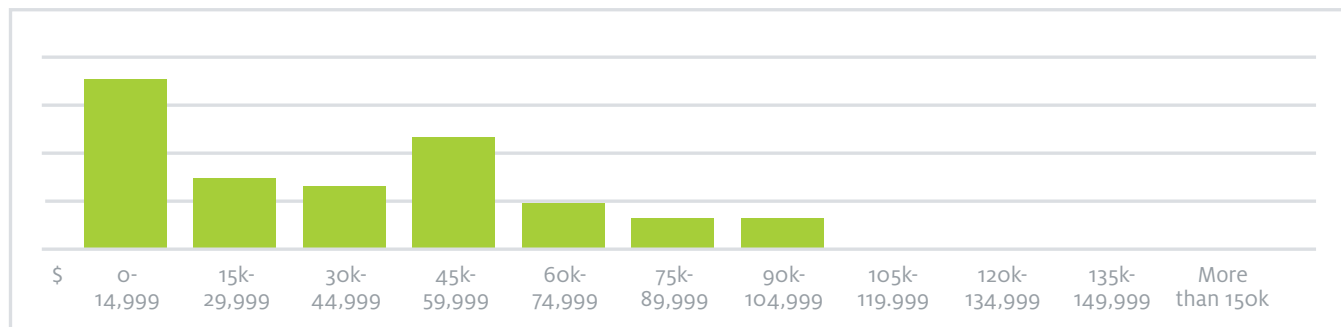
IT/Technology Director (n=109)



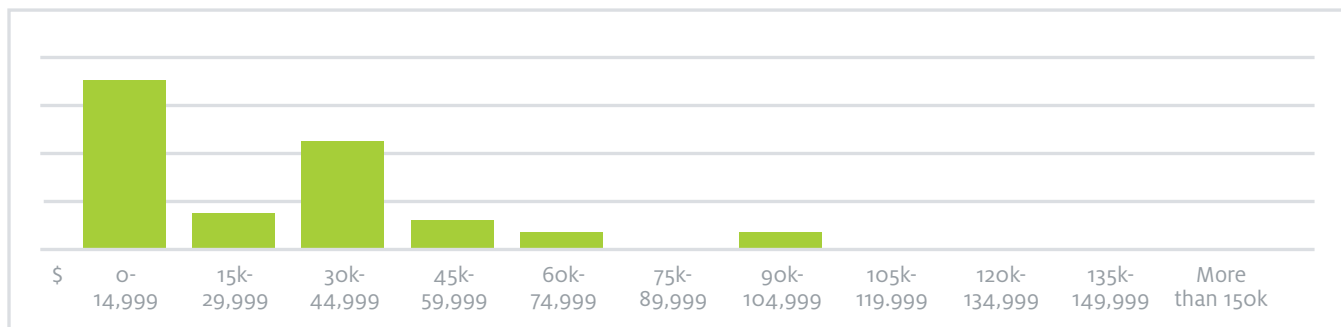
Website Manager/Webmaster (n=86)



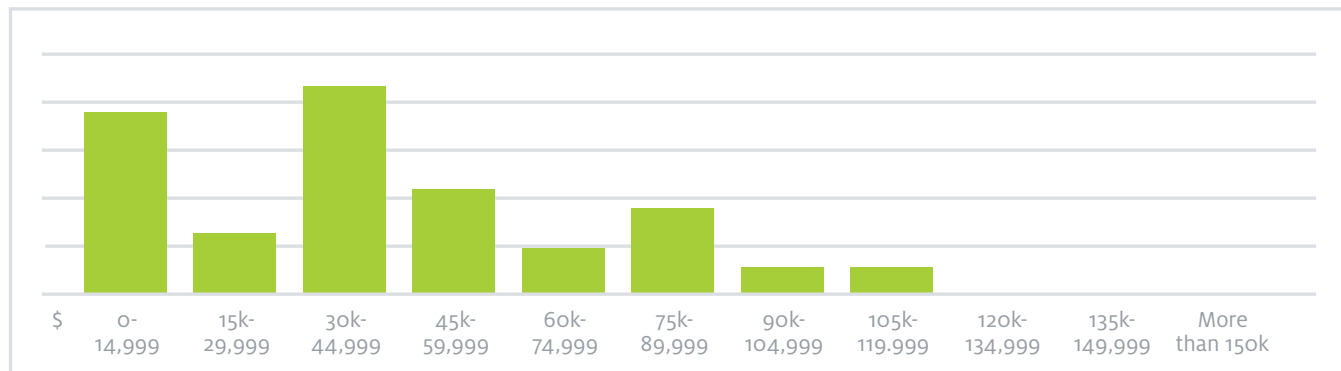
Online/Digital Communications Manager (n=66)



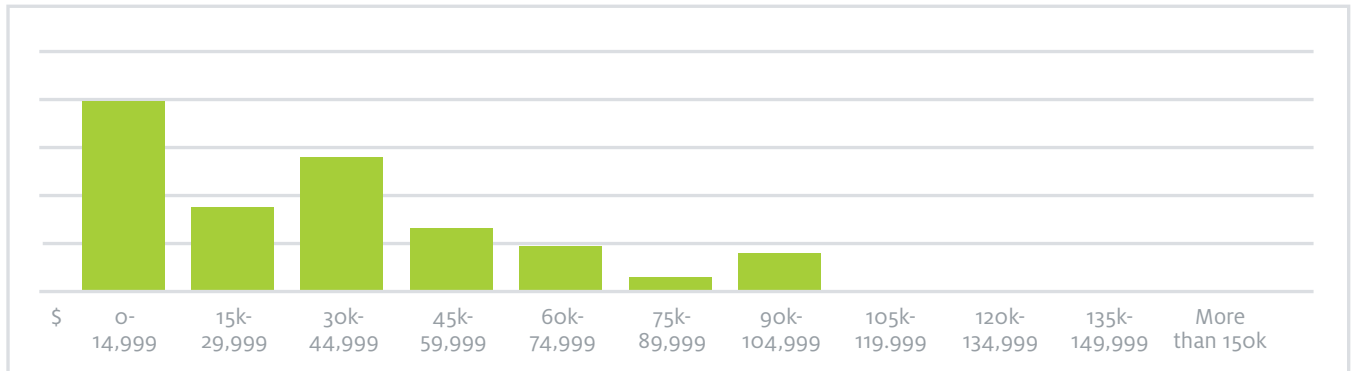
Online Community Manager (n=43)



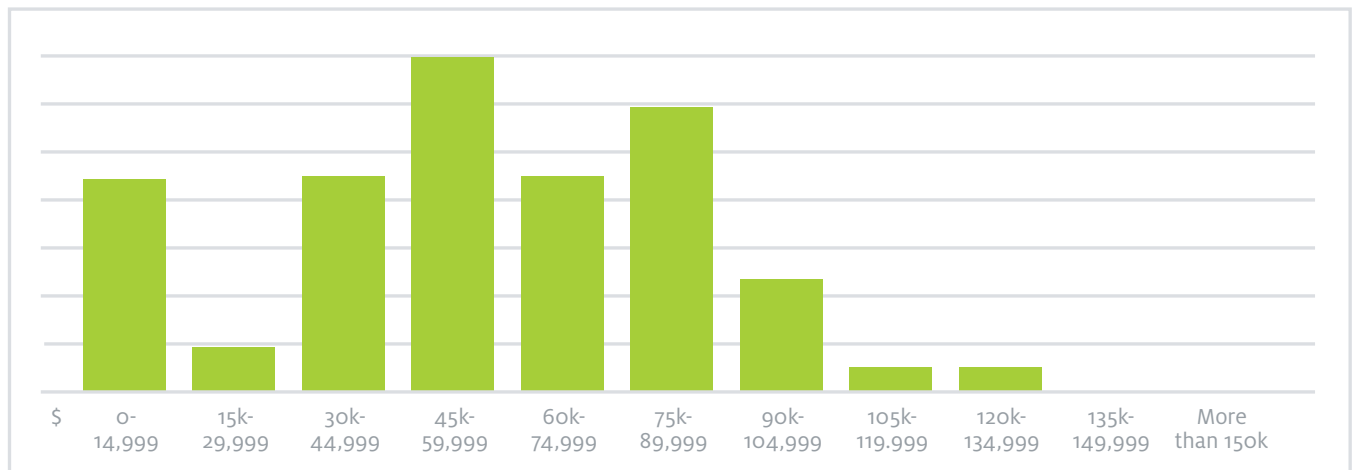
Database Manager - Programs/Operations (n=83)



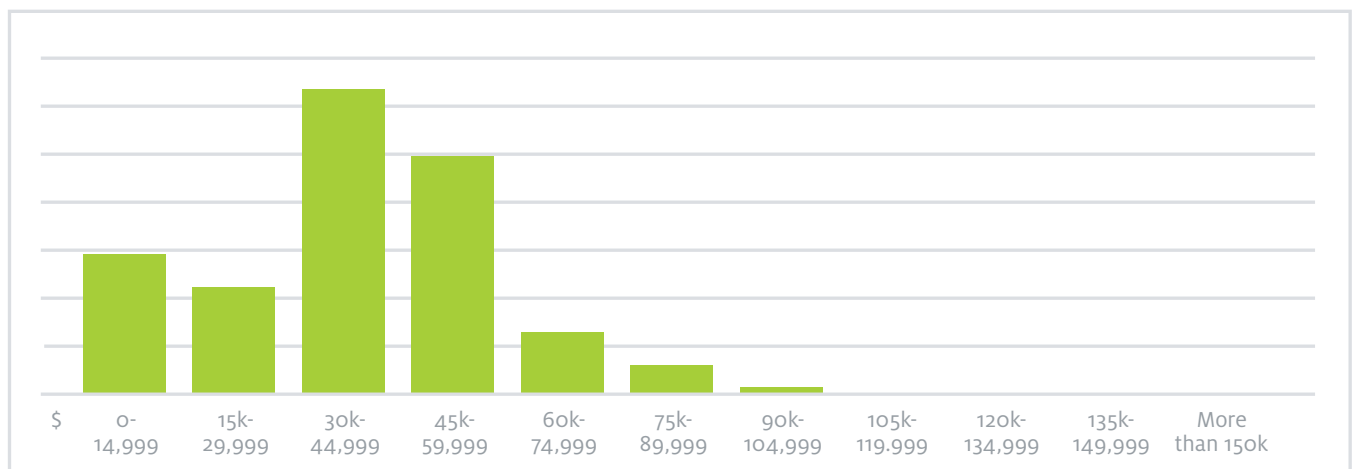
Database Manager - Development/Fundraising (n=67)



System/Network Administrator (n=65)



Technician or IT Support Staff (n=103)



Respondents' Average Salary by Title and Org Size

We also asked respondents to report their own gross salary to get a more direct report of salaries by job titles.

Below is the average salary, using the midpoint of the salary range reported by each respondent, by organizational size and job title. Note that only job titles for which we received at least 10 responses are reported here.

Title	Small	Medium	Large	Very Large	2011 Overall Average	2010 Survey Averages
Chief Information/Technology Officer (CIO/CTO) (35)	\$32,499.50	\$89,545.00	\$102,499.50	\$136,666.33	\$110,069.04	\$97,250
IT/Technology Director (107)	\$41,590.41	\$56,120.19	\$73,157.42	\$83,801.59	\$70,490.96	\$75,211
Database Manager - Programs/Operations (10)	\$29,999.50	\$67,499.50	\$67,499.50	\$67,499.50	\$55,499.50	n/a
Database Manager - Development/Fundraising (39)	\$32,499.50	\$49,687.00	\$37,499.50	\$77,777.33	\$51,437.01	n/a
Online/Digital Communications Manager (63)	\$39,264.21	\$49,772.23	\$64,999.50	\$59,305.08	\$51,317.07	\$52,777
System/Network Administrator (15)	\$7,499.50	\$48,213.79	\$42,499.50	\$59,999.50	\$47,499.50	\$60,422
Project Manager (70)	\$37,499.50	\$47,282.11	\$56,785.21	\$70,499.50	\$46,850.15	n/a
Online Community Manager (18)	\$28,928.07	\$49,999.50	\$67,499.50	\$52,499.50	\$45,394.24	\$56,590
Website Manager/Webmaster (23)	\$22,499.50	\$46,070.93	\$62,499.50	\$71,249.50	\$44,422.58	\$59,038
Technician or IT Support Staff (21)	\$27,499.50	\$32,999.50	\$42,499.50	\$58,499.50	\$39,456.02	\$41,751

Because our year-over-year survey participation is not rigorously controlled, we cannot conclude that this represents trending information in technology professionals' salaries, though we do note some significant changes between this year's responses and the previous year's survey:

- Website Manager/Webmaster: 25% decrease in average salary reported
- System/Network Administrator: 21% decrease
- Online Community Manager: 20% decrease
- CIO/CTO: 13% increase

"The staff that has technology duties has those duties understood under 'additional duties as assigned.' They are not a part of the person's job description, do not have goals attached, and do not get reviewed during the person's annual review."
– from a Struggling respondent

Average Salaries* by Geographic Region

Title	Northeastern US (156)	Mid-Atlantic US (98)	Southeastern US (89)
Chief Information/Technology Officer (CIO/CTO)	\$114,999.57	\$163,571.29	\$82,499.50
Database Manager - Development/Fundraising	\$55,832.83	\$61,499.50	\$44,999.50
Executive Director/CEO	\$85,874.58	\$76,749.55	\$63,785.24
IT/Technology Director	\$80,947.78	\$84,047.14	\$47,499.50
Online Community Manager	\$37,499.50	\$44,999.50	\$42,499.50
Online/Digital Communications Manager	\$55,340.43	\$60,440.68	\$50,832.83
Project Manager	\$53,999.50	\$44,999.50	\$48,408.59
System/Network Administrator	\$52,499.50	\$37,499.50	\$52,499.50
Technician or IT Support Staff	\$55,499.50	\$42,499.50	\$22,499.50
Website Manager/Webmaster	\$56,249.50	\$59,999.50	\$37,499.50

Title	Midwestern US (161)	Southwestern US (46)	Western US (95)	North Western US (44)	Outside US (40)
Chief Information/Technology Officer (CIO/CTO)	\$109,444.00	\$84,999.50	\$82,499.50	No data	\$82,499.50
Database Manager - Development/Fundraising	\$56,817.73	\$52,499.50	\$44,999.50	\$37,499.50	\$7,499.50
Executive Director/CEO	\$76,835.48	\$81,374.58	\$79,925.99	\$51,666.17	\$36,428.07
IT/Technology Director	\$68,660.23	\$70,499.50	\$64,999.50	\$46,499.50	\$44,999.50
Online Community Manager	No data	No data	\$52,499.50	No data	\$57,499.50
Online/Digital Communications Manager	\$40,226.77	\$32,499.50	\$43,499.50	\$42,499.50	\$56,249.50
Project Manager	\$45,576.42	\$47,499.50	\$45,576.42	\$34,499.50	\$33,749.50
System/Network Administrator	\$52,499.50	\$52,499.50	\$59,999.50	\$52,499.50	\$14,999.50
Technician or IT Support Staff	\$49,499.50	No data	\$22,499.50	\$27,499.50	\$29,999.50
Website Manager/Webmaster	\$27,499.50	\$82,499.50	\$37,499.50	\$7,499.50	\$37,499.50

*Note, again, that average salaries are from midpoints of reported salary ranges.

Technology Budget Benchmarks

Overall Tech Budget (Q. 17 ON SURVEY)

Organization Size	Average Total Tech Budget	Average Tech Dollars per Staff Member	Average Tech Budget as % of Total Budget
Small	\$13,730.53	\$3,339.20	8%
Medium	\$78,810.52	\$3,478.28	4%
Large	\$421,962.15	\$5,751.58	6%
Very Large	\$1,284,895.89	\$4,123.16	3%
All Orgs Average	\$276,284.75	\$3,746.78	5%

As we would expect, technology budgets grow as the size of the organization grows. We also note, however, that smaller organizations tend to have technology budgets that take up a greater proportion of their overall organizational budgets than larger organizations: the average technology budget is 8% of the overall operating budget of Small Organizations, while only 3% of the operating budget of Very Large Organizations.

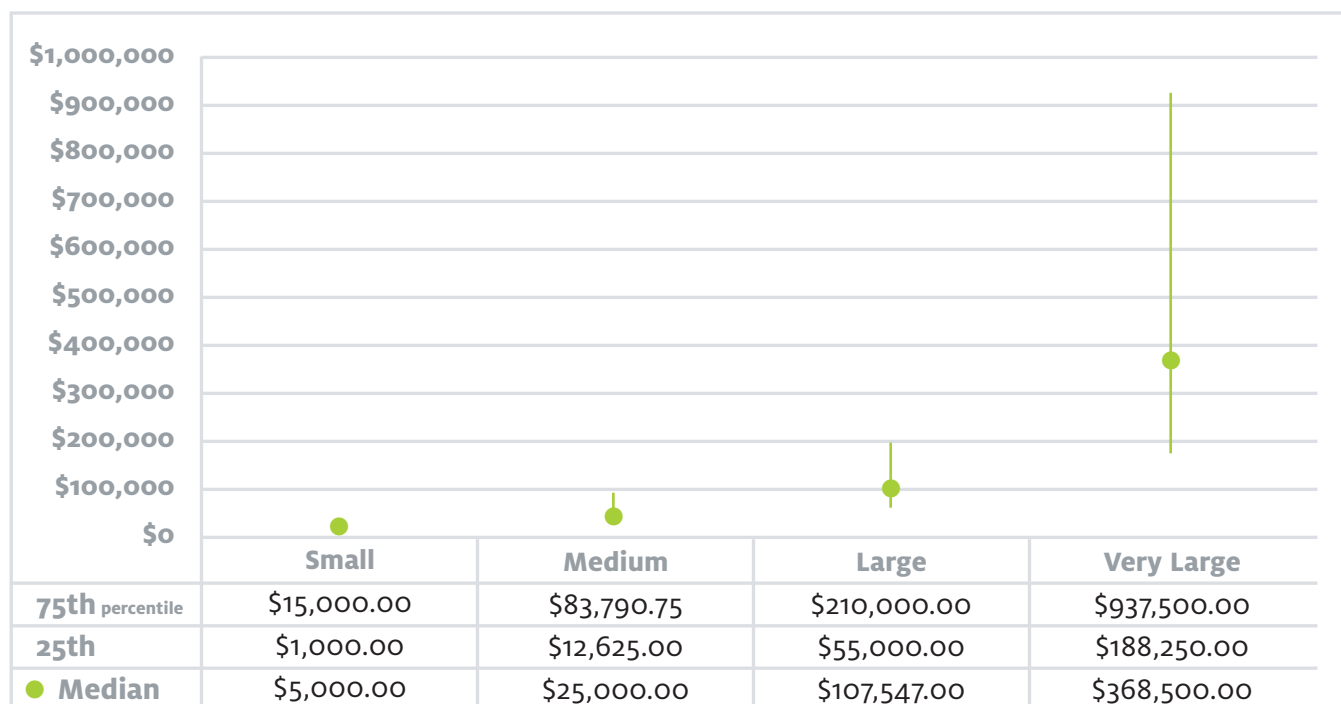
We also looked at the range of responses regarding technology budgets (see charts on the next page). What we found from looking at the distribution of budgets among responses was interesting.

While it's not a surprise to find technology budgets vary quite a bit according to organizational size, we were struck by a couple of things:

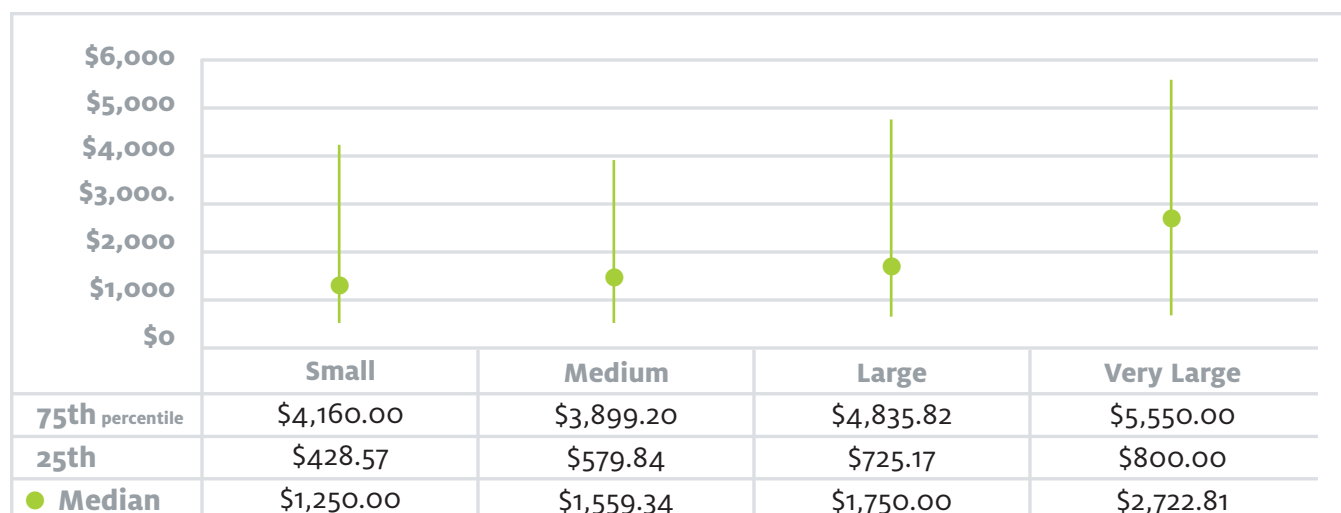
- The range of technology budgets within each organizational size category is large, which means that organizations of even similar sizes are investing in technology very differently
- Variance between organizational size categories diminishes when comparing Technology Budgets *per organizational staff*, which suggests that this could be a valuable metric for organizations to use to gauge their own investments.

"We don't actually have a technology budget. Unfortunately, we operate under the 'if it breaks, it's replaced' business model. We pay for it and then figure out how to cover it."
– from a Functioning organization

Org Tech Budget by Org Size



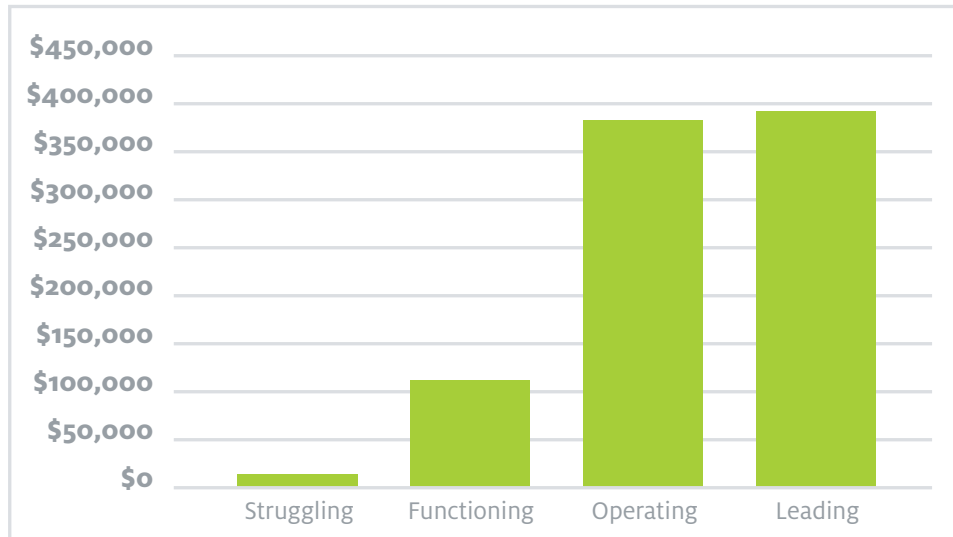
Tech Budget per Org Staff by Org Size



Technology Budget and Tech Adoption

Interestingly, when looking at responses by Tech Adoption level, we saw a significant difference between the technology budgets of Struggling and Leading organizations, and even some significant difference between Functioning and Operating organizations, but little difference between Operating and Leading respondents when it comes to their technology budgets.

Average of Total Technology/IT Budget by Tech Adoption Level



Compared to Last Year's Report

Organization Size	Average Tech Budget 2010	Average Tech Budget 2011	As % of Org Budget 2010	As % of Org Budget 2011
Small	\$16,617	\$13,731	7%	8%
Medium	\$50,696	\$78,811	3%	4%
Large	\$148,072	\$ 421,962	3%	6%
Very Large	\$1,753,204	\$1,284,896	3%	3%
All Respondents	\$430,811	\$276,285	3%	5%

We see mixed results here, with some categories showing little change from last year (as in Small and Medium organizations), while more change in other areas, such as the average technology budget for all respondents. When factoring in the possible variables involved in our year-over-year data and the differences in question formats and survey participants, it's difficult to draw any firm conclusions about year-over-year changes here.

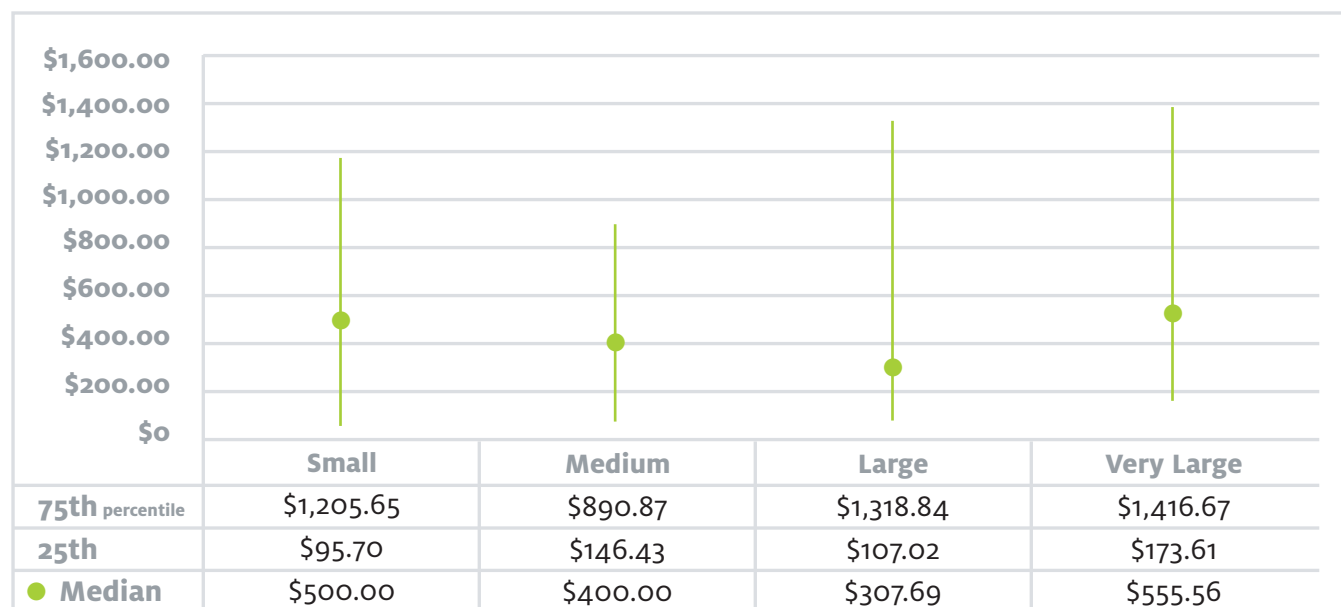
"We do not particularly have an IT budget. We have some funds for repair/maintenance and office supplies/equipment. Large purchases (computers/systems) are usually done with grant funds."
 – from an Operating organization

Capital Spending Budget (Q. 17 ON SURVEY)

We asked respondents to provide their budgeted amount for Capital expenses, which we defined as “the amount spent to acquire or upgrade technology assets (like equipment) in order to increase productivity or efficiency for an organization for more than one accounting period/fiscal year” for their current fiscal year (2011).

Organization Size	Average Capital Spending Budget	Average Capital Spending per Staff
Small	\$11,207.21	\$973.95
Medium	\$19,578.59	\$893.37
Large	\$157,418.52	\$2,616.57
Very Large	\$428,760.38	\$1,172.99
Overall	\$102,110.09	\$1,148.03

Capital Spending per Staff by Org Budget



Discretionary Spending Budget (Q. 17 ON SURVEY)

We asked respondents to provide their budgeted amount for Discretionary expenses, which we defined as “technology costs such as preventive maintenance, research and development, etc., that a manager may eliminate or postpone without disrupting the org’s operations or affecting its productive capacity in the short run” for their current fiscal year (2011).

Organization Size	Average Discretionary Budget	Average Discretionary Budget per Staff
Small	\$3,667.86	\$978.09
Medium	\$15,247.87	\$626.92
Large	\$68,898.87	\$1,140.43
Very Large	\$214,917.26	\$544.95
Overall	\$52,654.26	\$814.79

Discretionary Spending per Staff by Org Size

We note here the higher budget numbers reported by smaller organizations, which suggests to us that this may be the result of different approaches to technology budgets. We suspect that smaller organizations may have less complex technology budgets than larger organizations who are working with larger overall technology budgets – that is, we suspect that this may be the result of any/all spending, for some smaller organizations, being labeled as “discretionary” spending.

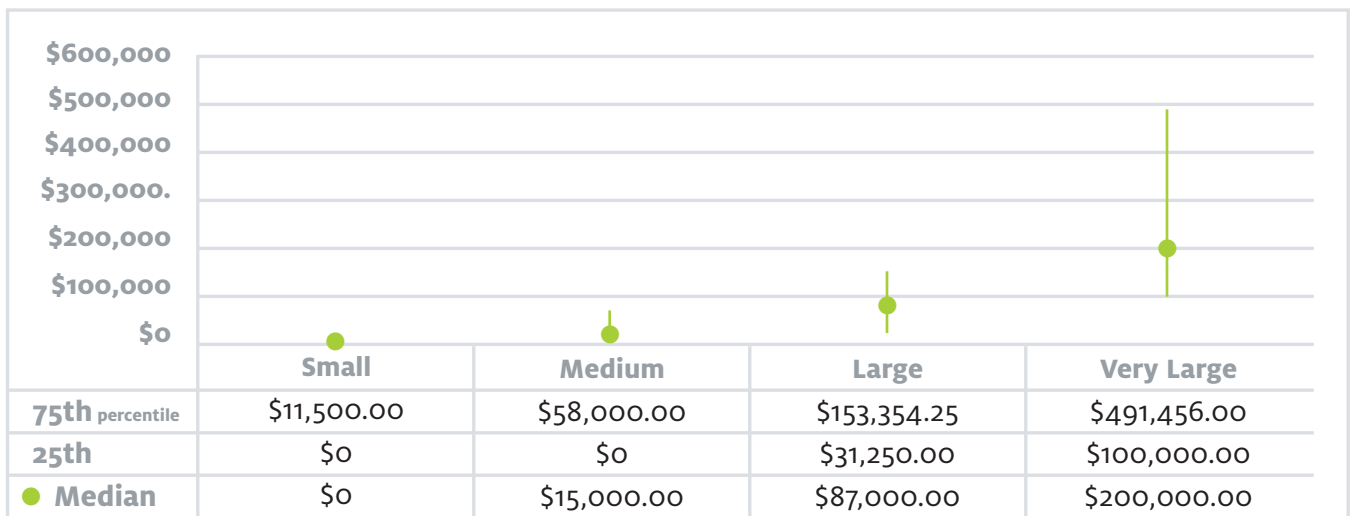
“We have no staff for IT. We do everything ourselves and it is a mess.”
– from a Struggling organization



Total Tech Staffing Budget (Q. 17 ON SURVEY)

Organization Size	Average Total Tech Staff Salaries	Average Tech Staff Salary per Average Number Tech Staff	Average Number of IT Staff
Small	\$8,620.89	\$6,841.98	1.27
Medium	\$47,791.40	\$17,315.72	2.76
Large	\$155,411.30	\$40,897.71	3.80
Very Large	\$490,656.42	\$57,319.68	8.56
All Responses	\$126,759.29	\$36,216.94	3.50

Total Tech Staffing Budget by Org Size



Types of Spending/Breakdown (Q. 18 ON SURVEY)

We asked respondents to enter their technology budget line items, if they knew or had access to them, for specific categories. Almost 400 (391) respondents entered values for the following budget categories:

Organization Size	Hardware	Software (installed)	Software (hosted)
Small	\$2,568.19	\$1,201.79	\$1,028.74
Medium	\$8,469.27	\$5,081.33	\$7,898.69
Large	\$54,466.20	\$34,688.07	\$37,913.58
Very Large	\$176,243.48	\$106,631.34	\$34,785.71
All Responses	\$35,189.18	22,250.19	\$12,109.37

Organization Size	Networking Consulting	Project-based Consulting	Outsourced Services (eg. Server Maint.	Training	Other
Small	\$848.50	\$2,467.24	\$2,088.56	\$482.08	\$823.33
Medium	\$2,568.41	\$7,557.29	\$9,061.64	\$1,829.33	\$8,738.89
Large	\$12,360.00	\$58,975.00	\$18,367.86	\$5,316.00	\$12,131.82
Very Large	\$81,681.82	\$267,587.21	\$83,537.69	\$9,336.14	\$91,520.00
All Responses	\$ 16,602.50	\$53,929.31	\$17,198.77	\$2,908.55	\$17,579.49

Tech Adoption and Nonprofit Spending Breakdown

Organization Type	Training	Outsourced Services (eg. Server Maint.	Tech Staff	Capital Spending per Staff Member	Discretionary Spending per Staff Member
Struggling	\$640.00	\$1,806.67	\$2,241.67	\$1,512.11	\$1,296.58
Functioning	\$1,597.97	\$7,175.30	\$37,520.45	\$1,035.52	\$683.23
Operating	\$3,091.79	\$25,543.33	\$97,529.20	\$1,062.12	\$706.21
Leading	\$5,755.81	\$19,574.43	\$179,875.33	\$1,871.93	\$1,182.58
Overall Average	\$2,988.06	\$17,782.93	\$89,240.95	\$1,205.80	\$808.00

When we looked at these budget numbers by Tech Adoption, we saw some interesting things:

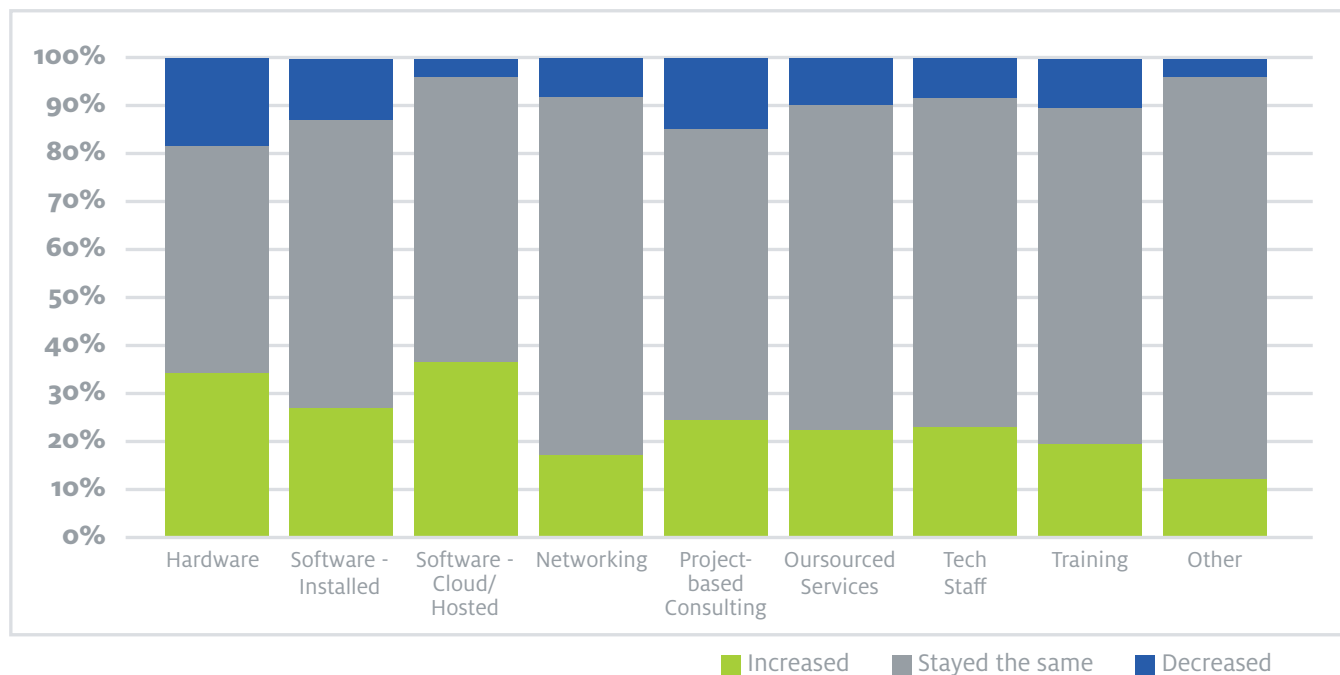
- There is a clear correlation between Training budgets and Tech Adoption levels, which is perhaps not surprising: the higher on the adoption spectrum a respondent was, the higher their training budget was.*
- There was a similar clear correlation between Tech Adoption and budget for Tech-related staff payroll.*
- There is no clear correlation between Tech Adoption and other categories, however, such as Capital Spending per staff member and Discretionary Spending per staff member.
- Where correlation was very unclear, such as Discretionary spending per staff member, the two extremes of the Tech Adoption spectrum (Struggling and Leading organizations) reported the highest budgets, while the two middle levels (Functioning and Operating organizations) reported lower budgets, and budgets that were similar to each other.

*We should also note here, however, that organizational size is another important factor in these budgets, and as we present on page 22, there is some correlation between Tech Adoption and overall organizational budget, which could also affect these correlations.

Changes in Technology Expenditures Between Fiscal Years 2010 and 2011

(Q. 19 ON SURVEY)

Respondents were asked to indicate whether their technology expenditures had increased, decreased, or stayed the same between the previous fiscal year (2010) and the one they were reporting on (2011):



The majority of all technology spending categories seemed to stay the same for our survey participants between 2010 and 2011. The categories most likely to see increases in expenditures between 2010 and 2011 were Cloud/Hosted Software (34% reported increase) and Hardware (33% reported increase).

Hardware was also the category respondents were mostly likely to report a decrease in between 2010 and 2011, with 17% reporting a decrease. Project-Based Consulting and Installed Software were the other two categories most likely to have decreased between 2010 and 2011 (12% and 11%, respectively, reported decrease in these two categories).

These are similar findings as reported last year, when Hardware was the category indicated as most likely to see an increase and decrease by respondents. This is understandable when we consider that major hardware expenditures are relatively unstable: unlike on-going hosting or maintenance expenditures of other categories, hardware costs can rise significantly in a year that systems are changed or updated, while they present relatively minor direct cost in a year that no such update or change occurs, causing a relative decrease.

PART TWO: ORGANIZATIONAL PRACTICE AND CULTURE

Organizational Technology Plan and Strategy (Q. 8 ON SURVEY)

Planning ahead for technology means your organization has put some thought into its needs beyond the present moment, which—considering organizational growth and technological depreciation—is a smart bet. But budget and staff considerations can often make planning ahead difficult. Sometimes it's a challenge even to fight fires as they're started.

Having a formal, organization-wide technology plan, or including technology as part of the overall organizational strategic plan, is key to using technology more effectively and, of course, strategically.

We were happy to see that a majority of survey participants – 55% – responded positively to this question, while 39% reported that they did not have a formal plan.

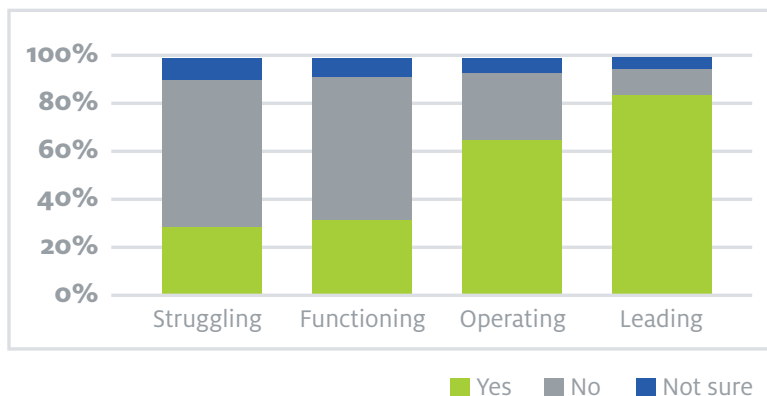
Technology Planning and Technology Adoption

Not surprisingly, there is a clear correlation between Tech Adoption level and having a formal technology plan or strategy. Only 10% of Leading respondents indicated they had no plan, compared to 60% of Struggling respondents who report not having a formal technology plan.

Historical Comparison

Fascinatingly, this year's survey saw a significant jump in positive response to this question. After a mild increase between 2007-2008, our data showed a steady rate of about 40% of nonprofits reporting that they had a formal technology plan. We'll look carefully at this in next year's research to see if nonprofits have turned the corner on this issue.

Have a Formal Technology Plan by Tech Adoption Level



Have a Technology Plan?	2007	2008	2009	2010	2011
Yes	36%	40%	42%	40%	55%
No	64%	60%	58%	60%	39%

Management of Technology in the Organization (Q. 9 & 10 ON SUREVEY)

Where is the responsibility for technology, in terms of staff oversight, PRIMARILY located in your organization?	Response Percent
We have no one with official technology responsibility	13.3%
Separate IT department within organization	27.5%
Part of general operations or administration	31.3%
Within Finance department	9.0%
Within Marketing or Communications departments	5.2%
Within Development/Fundraising department	2.0%
Other	11.6%

Respondents were most likely to indicate that technology was managed as part of their organization's general operations/administration (31%), followed by separate IT departments (27.5%).

This is a continuation of what we've seen in previous year's surveys.

Of those who indicated "Other" here, several noted in the comments that they outsourced IT to a consultant or firm, or had a single (often part-time) staff person overseeing IT at their organization. Another scenario that came up in the "other" comments was that technology was managed by volunteers.

Showing 22 Most Important Words and Phrases

Board Business **CEO** Communications Company
Contract Department **Director** Manager
 operations **Outside** Overseas Part-time Project Responsibility
 Services Shared Social Media **Staff** Team
Technology Volunteer

Tech Adoption

There was some correlation with Tech Adoption on this question, with respondents from Leading organizations most likely to indicate having a separate department within the org, and Struggling organizations most likely to report having no one with official technology responsibility.

NTEN TIP: A significant barrier for many organizations on this particular topic is overall staff-size and organizational budget: if your organization has less than 10 FTE staff, it's unlikely that one of those staff members is completely dedicated to technology. Small organizations can meet this resource challenge by formalizing technology roles for existing staff, however. Does your Program Assistant manage your website? Formalize that in her job description, and determine what percentage of her time/responsibility is dedicated to web (or other technology) related tasks. Now you have a .25 (or .5 or .75) technology staff person!

Organization of Technology by Org Budget Size

	Small	Medium	Large	Very Large
We have no one with official technology responsibility	28.3%	7.0%	1.0%	1.3%
Separate IT department within organization	7.8%	25.7%	37.1%	61.0%
Part of general operations or administration	34.9%	39.7%	32.4%	9.4%
Within Finance department	2.6%	10.7%	17.1%	15.1%
Within Marketing or Communications departments	5.9%	7.0%	3.8%	2.5%
Within Development/Fundraising department	2.9%	1.8%	1.0%	1.9%
Other	18.6%	8.1%	7.6%	8.8%

Small nonprofits are more likely to have no one with official technology responsibility or responsibility as part of general operations/administration, while very large organizations overwhelmingly report having dedicated IT departments within the organization.

These findings generally reflect what we've seen in previous year's research, with the exception that Large organizations reported having more separate IT departments this year (last year, 28% reported separate IT departments and 34% indicated that it was part of operations/administration).

We also saw that the number of office locations has some impact on responses here, with respondents from organizations with less than 5 locations most likely to indicate that technology is part of general operations or administration, while those respondents from organizations with 5 or more office locations are most likely to report having separate IT departments within the organization.

*"Me – I am split between general administration and communications."
– from an Operating organization*

Who does the technology-responsible person or department report to?	Response Percent
Executive Director/CEO	49.4%
Board	5.0%
Administrative/Operations Director/COO	16.2%
Finance Director/CFO	14.5%
Communications/Marketing Director	2.0%
Development Director	1.2%
I don't know	2.8%
Other	9.0%

We've theorized that an important part of effective technology management is that wherever technology is located within the organization (a separate department, as part of another department, volunteer-run, etc.), the tech-responsible staff report directly to organizational leadership, ideally the executive director/CEO.

According to this year's survey, respondents were most likely to indicate that their tech-responsible staff report to their ED/CEO (49.4%).

We updated our list of response options this year to include the Board and both the Communications and Development Directors options, so a direct comparison is difficult, but we note that there was an increase this year in those reporting to the Executive Director/CEO (last year, 39% of respondents indicated this). This is a positive change in data, and one we will continue to watch.

*"The organization is run in a collective manner - each person dealing with technology issues reports to the entire group."
– from a Functioning organization*

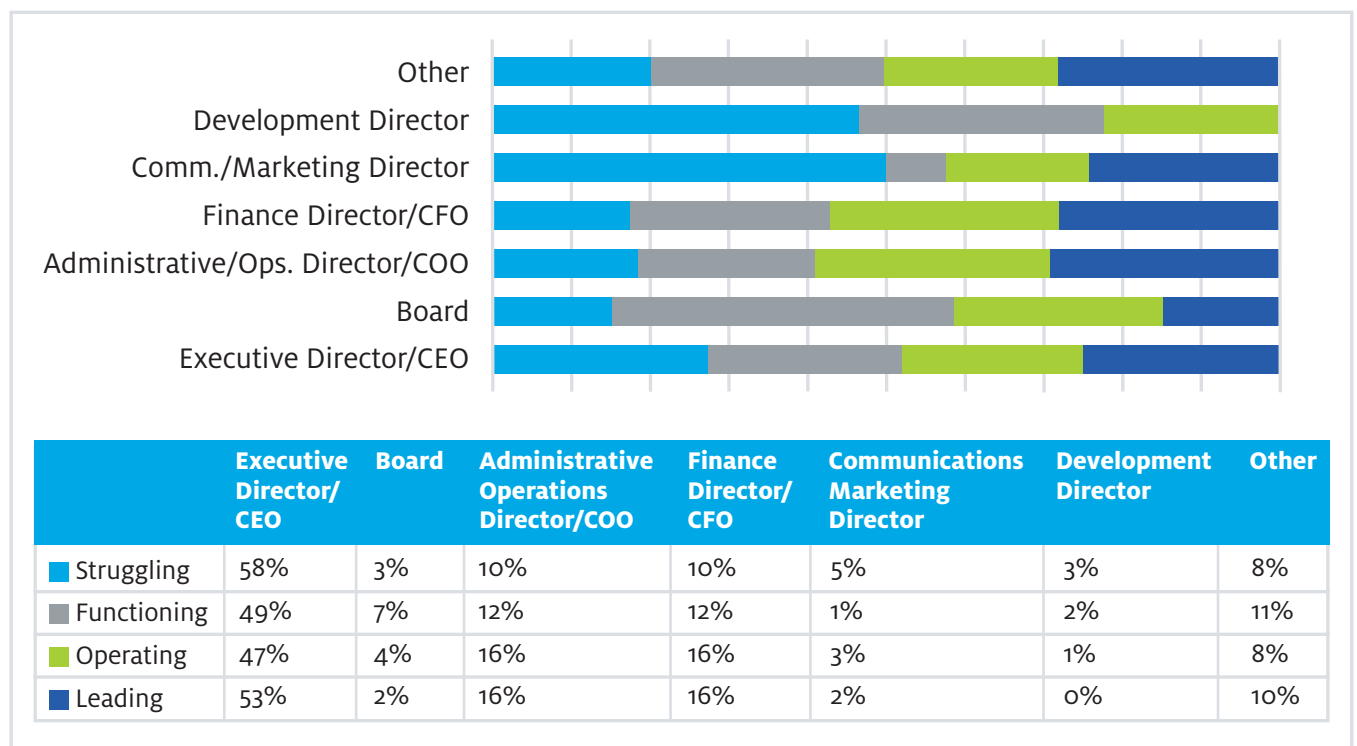
Technology Oversight and Tech Adoption

Interestingly, when we compared responses to this question by Tech Adoption level, we found no clear correlation, as demonstrated in the chart.

For example, respondents of all Tech Adoption levels were most likely to indicate that their tech-responsible staff report to the ED/CEO.

We do note, however, that organizations with tech staff reporting to Development or Communications Directors are much more likely to have lower Tech Adoption levels.

“There is no one really designated. When problems arise, staff talks to the ED and then if necessary, ED talks to either a tech volunteer or the board.”
– from an Operating organization



Measurement and Evaluation of Technology Projects (Q. 11 ON SURVEY)

Has your organization ever evaluated the return on investment (ROI) from technology projects or programs?	Response Percent
No	48.6%
Somewhat (only informally)	36.8%
Yes (rigorous or regular analysis)	7.1%
I don't know	7.5%

We asked this question slightly differently this year, providing both “Yes (rigorous or regular analysis)” and “Somewhat (only informally)” options, rather than one option for “Yes.” This has complicated our ability to compare responses to previous years, but we think this nuanced set of options provides clearer information on this topic.

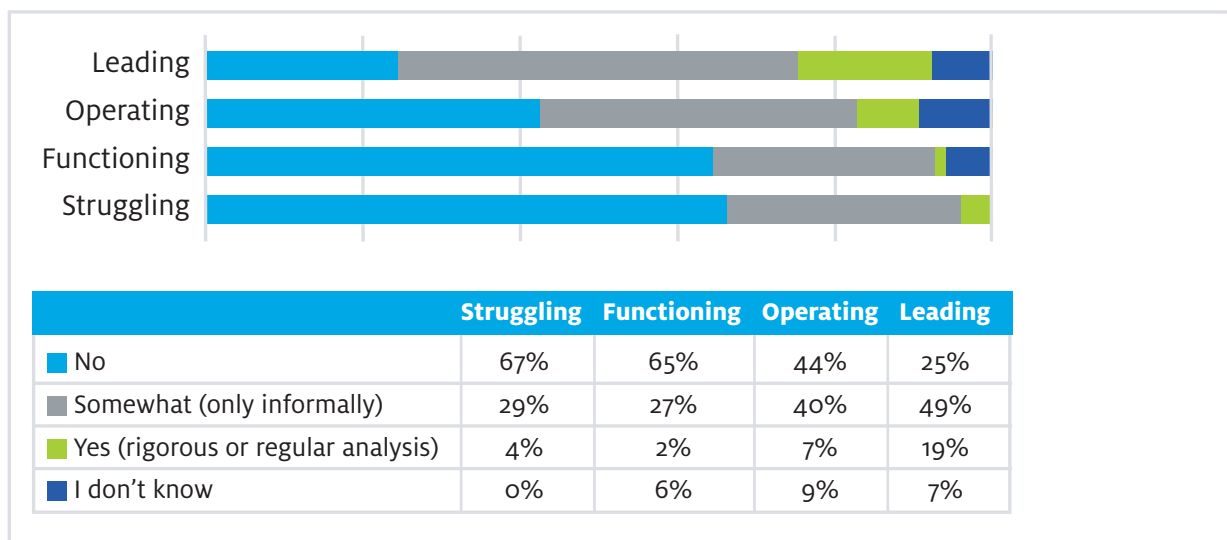
In our 2010 survey, 22% of respondents answered “Yes” to this question, and 63% answered “No.” This year, however, we see that slightly less than half of our respondents (48.6%) reported not conducting any kind of evaluation of technology projects or programs, while about 37% have evaluated their technology projects somewhat or informally, and about 7% are regularly or rigorously evaluating ROI.

It’s difficult to say whether this represents an increase in the number of organizations evaluating their technology projects because of the change in question format, but we are pleased that nearly 44% of respondent organizations are considering ROI at least somewhat.

*“With limited staff, there isn't extra time to perform these analyses.”
– from a Health-oriented organization*

“Technology is core to the work we do, so it is an essential part of the ROI analysis for all of our programs.” – from an Education-oriented organization

Measuring ROI and Tech Adoption



There's a clear correlation, unsurprisingly, between Tech Adoption level and whether the respondent organization is measuring ROI of their technology projects. About 68% of respondents from Leading organizations indicated that their organizations measure ROI at least somewhat, while only 33% of Struggling organizations are measuring ROI at least somewhat.

Even among Leading organizations, however, we note that only 19% indicated that they are conducting rigorous or regular ROI evaluation. Nearly half (49%), however, of the Leading organizations are conducting evaluation "somewhat," which suggests that even informal or infrequent analysis can improve an organization's perception of their overall approach to technology.

Organizational Technology Effectiveness Score (Q. 12 ON SURVEY)

Organization Size	Average Score
Small	17.34
Medium	18.52
Large	18.99
Very Large	19.23
All Responses	18.27

This year we added a new set of questions about organizational “Tech Effectiveness.” We asked respondents to rate on a scale of 1 to 5 their agreement with statements about technology resources and application of that technology.

We totaled their responses to find their score, with the highest possible score for each respondent being 30. The higher the number, the more effective their organization is in terms of providing the technology, staff, and training they need to carry out their work, and in applying those tools across the various departments of the organization – from programs to fundraising to communications.

The overall average score from respondents was 18.27 – which, we note, would be a “D” letter grade (61%) if we were grading these scores out of the possible high score of 30. But because we’ve never asked this before – nor do we have any point of reference to compare – we cannot make any comparative conclusions about this year’s responses.

Somewhat concerning, in our view, is that responses seem to correlate with organizational budget, suggesting that effectiveness, by this measurement, is limited or improved by organizational budget size. While we expected that some of statements in the question set might have been more directly tied to budget sizes (such as the availability of resources), we were surprised to find that respondents from Small Organizations were much more likely to “Disagree” with all six of the statements (see next section for a breakdown of responses to each of the Tech Effectiveness statements) than respondents from larger organizations.

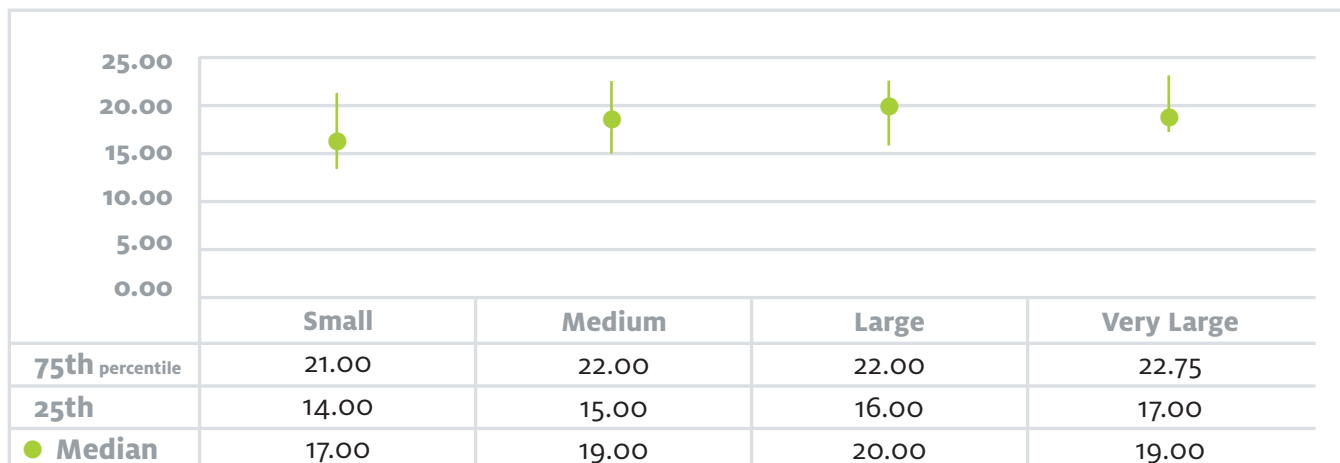
This is an interesting finding for us because in previous years we were able to report that Tech Adoption level – which we had defined as their level of comfort with and use of technology as compared to other organizations or peers – was not necessarily tied to organizational budget size. We saw Tech “Leaders” from all budget sizes.

Tech Effectiveness Statements rated on a scale of 1 (less true) to 5 (more true)	Average Rating for Each Statement
We have the technology (hardware and software) we need to do our day-to-day work effectively	3.52
We have enough skilled staff to support technology functions/needs for the organization	2.85
We have enough training for all staff to use technology effectively for their day-to-day work	2.78
We make effective use of technology to support our programmatic work/our services	3.19
We make effective use of technology to support our fundraising/development work	2.87
We make effective use of technology to support our marketing/communications work	3.12

Looking at the ratings of the individual components of the the overall Tech Effectiveness Score, we see that:

- Respondents felt most confident about having the tools (hardware and software) to carry out their work.
- Respondents felt least confident about having enough training for their staff to use the tools effectively.
- Respondents are more likely to feel that they're using technology effectively for their programmatic work or services than for communications or fundraising.
- When we compared these responses by Tech Adoption levels, we found that, for the most part, these general high points and low points remained consistent across all levels, with the exception that respondents from Struggling orgs indicated that they were the least confident in having enough skilled staff (rather than training).

Range of Responses for Tech Effectiveness



When we looked closer at the ranges of the overall Tech Effectiveness Scores reported by respondents, we saw that, while budget size still seems to play a big role in response data here, the tech effectiveness score for the upper quartile (75th percentile) of responses from small organizations was not too far from the upper quartile reported from very large organizations. We also saw that there was little-to-no correlation of difference between the large and very large organizations.

This suggests that while budget size does play a significant role in an organization's capacity for technology effectiveness, we cannot draw a direct line between budget and an organization's achievement of technology effectiveness.

Tech Effectiveness Score by Tech Adoption

Technology Adoption Level	Average Score
Struggling	13.89
Functioning	15.28
Operating	19.23
Leading	22.50

"Leadership is so lacking in technology knowledge that all decisions are at the whim of the IT person who is not up to speed on what is best for business use."
– from a Struggling Respondent

There's an even larger impact on a respondent's Tech Effectiveness Score from their Tech Adoption Level than their budget size, with the difference between the average score of Struggling respondents and Leading respondents an impressive 8.61 points. Compare that gap to the 1.89 point difference between Small and Very Large organizations.

This represents a silver lining for us: while an organization (or staff at an organization) may not have control over their annual operating budget, they can have control over their approach to technology decisions (Tech Adoption), which means that any organization can improve their Technology Effectiveness Score by focusing on their overall organizational approach to making technology-related decisions for their organization (more on Tech Adoption in the next section).

"Our system has been primarily volunteer-run, which is not very sustainable since those volunteers could leave at any time."
– from a Struggling Respondent

Organizational Technology Adoption (Q. 13 ON SURVEY)

Which of the following descriptions most closely reflects your organization's current approach to technology and technology decisions?	Response Percent	Response Count
Struggling - we are struggling; we have a failing infrastructure, and our technology time and budget generally go towards creating work-arounds, repairing old equipment, and duplicating tasks.	5.3%	46
Functioning - we keep the lights on; we have basic systems in place to meet immediate needs. Leadership makes technology decisions based on efficiencies, with little-to-no input from staff/consultant	30.0%	261
Operating - we keep up; we have stable infrastructure and a set of technology policies and practices. Leadership makes technology decisions based on standard levels according to industry/sector information and gathers input from technology staff/consultant before making final decision	49.9%	435
Leading - we're innovators; we recognize that technology is an investment in our mission, and leadership integrates technology decisions with organizational strategy. Technology-responsible staff are involved in overall strategic planning, helping to craft the future of the organization and the plan for how technology can support that work, both inside the organization and through public-facing technologies	14.8%	129

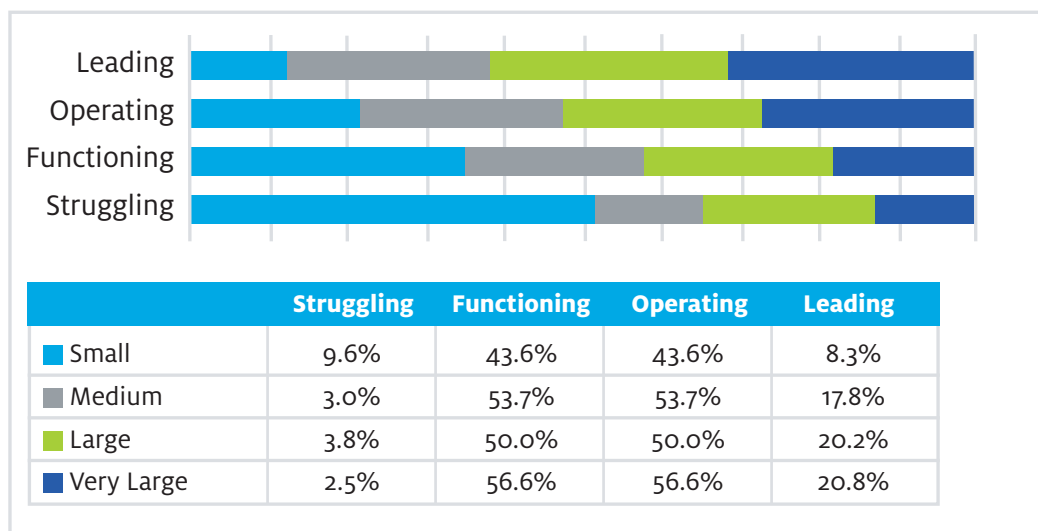
We made significant changes to this topic in our research, bringing the definition of “Technology Adoption” more in line with NTEN’s mission and using the categories of technology strategy on page 13 of our book, *Managing Technology to Meet Your Mission*. The result is a set of descriptions that represent four levels of organizational approach to technology.

While we do see these levels as a step ladder towards becoming an organization that uses technology skillfully and confidently to achieve their mission and serve their community, we want to note that Operating is a level that any organization should feel confident and skillful in. Leading, however, represents an organizational approach that, we believe, allows an organization to perform not only skillfully and confidently, but also nimbly and *proactively* – such an organization is a *Leader* when it comes to technology and innovation, anticipating and even driving sector trends.

With that in mind, we are pleased to see that nearly 15% of survey respondents considered themselves as Leading organizations, and only 5% indicated they were at the first level, Struggling. We note here, as in our introduction, that respondents to this survey don’t reflect the wider nonprofit sector but rather organizations who already have shown interest in improving their technology effectiveness by being part of the NTEN community or *The NonProfit Times* subscribers who opted to take this survey.

We are a start-up museum specializing in Digital Games. Our small team has 3 professional IT people advising us and running all our IT. We think of ourselves as cutting edge, using QR codes for both exhibits and fund raising, for example. In addition, our Director has an MS in Museum Studies and is deeply committed to a strong IT foundation, as is the Board.
– from a Leading Respondent

Tech Adoption Level by Org Budget Size



There is a correlation between organizational budget size and reported tech adoption, with larger organizations more likely to indicate they are Leading Organizations.

However, we are happy to report that Leading Organizations can be found across all budget sizes, with 8.3% of small organizations indicating that they are at that level.

More than half of the organizations in all but the smallest budget categories indicate they are Operating or above.

*“We have **HIGHLY** innovative staff who push our available technology structures to capacity. They keep up-to-date and continually inform us of new technology developments and opportunities for us to integrate these into our programs and outreach initiatives. We work to integrate priority areas into our efforts on a regular basis.”*
– from a Leading Respondent

Respondent Demographics

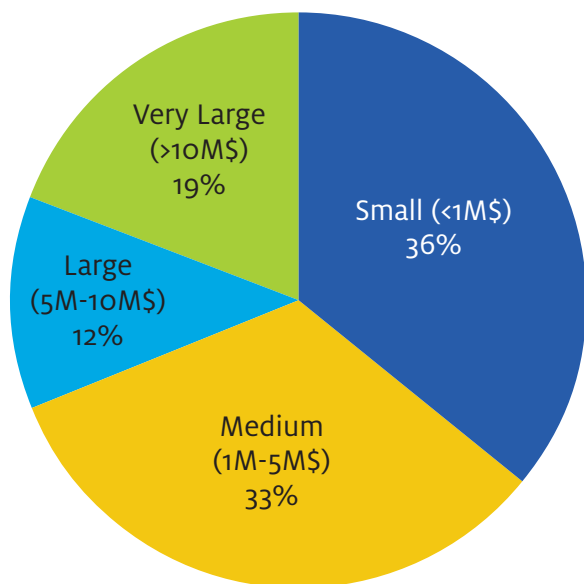
Nonprofit Sub-Sector Distribution of Respondents

Nonprofit Sub Sectors	Response Percent	Response Count
Human Services	14.0%	133
Education	10.8%	103
Arts/Culture	7.4%	70
Health Care	5.4%	51
Youth Development	5.0%	48
Civil Rights/Social Action/Advocacy	4.6%	44
Community Improvement/Capacity Building	4.4%	42
Environment	4.3%	41
Faith-based	4.3%	41
Mental Health/Crisis Intervention	3.6%	34
Housing/Shelter	3.5%	33
Philanthropy/Grantmaking Foundation	2.4%	23
Diseases/Disorders	2.2%	21
Animal-related	2.0%	19
Public/Societal Benefit	2.0%	19
Science/Technology	1.9%	18
International/Foreign Affairs	1.5%	14
Food/Agriculture/Nutrition	1.4%	13
Crime/Legal-related	1.1%	10
Employment	1.1%	10
Recreation/Sports	0.7%	7
Mutual/Membership Benefit	0.7%	7
Medical Research	0.6%	6
Public Safety/Disaster Preparedness or Relief	0.5%	5
Other	14.7%	140

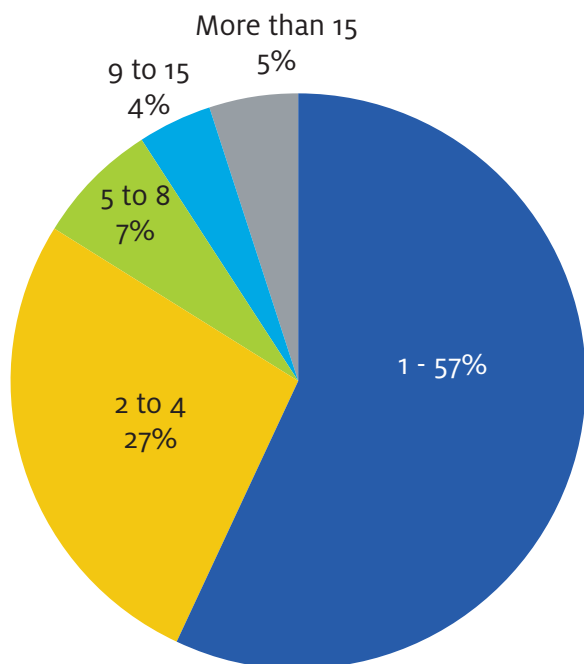
Respondent Organizational Staff Size and Operating Budgets

Respondents	Total Org Staff	Total Operating Budget
75th percentile	75.3	\$7,000,000.00
25th percentile	5.5	\$500,000.00
Median	19.5	\$1,700,000.00

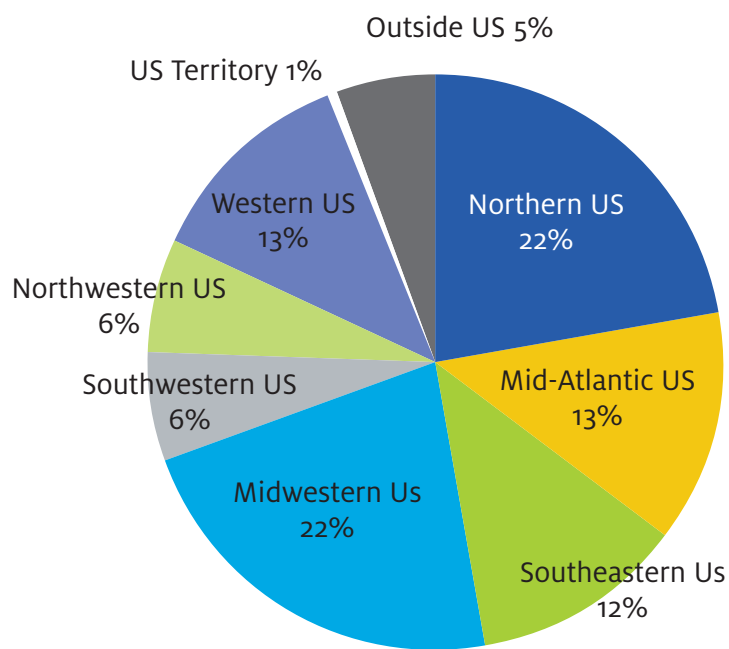
Organizational Operating Budget Size



Number of Office Locations



Geographic Distribution



APPENDIX

Survey Text and Questions

1. How would you describe your organization's IT adoption?

- ☐ Leading edge/early adopter
- ☐ Fast follower
- ☐ Average
- ☐ Lagging behind
- ☐ In trouble
- ☐ I don't know

2. What factors contribute to that self-assessment?

3. Please indicate how satisfied you are in each of the following areas:

	Not at all Satisfied 1	2	3	4	Extremely Satisfied	Don't Know or N/A
IT recruiting process used by your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of IT training provided to your staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integration of IT into your organization's strategic plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of IT to respond to your staff needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of IT to respond to your client needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of hardware/software in use by your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of your organization's web site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amount of total organization budget allocated to IT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. How would you describe your current IT staffing condition?

- ☐ Inadequately staffed
- ☐ Adequately staffed
- ☐ Overstaffed

5. Please provide comments if you wish to explain your ratings above:

6. Does your organization have a formal, organization-wide technology plan or strategy?

- ☐ Yes
- ☐ No
- ☐ Not sure
- ☐ Other

7. Where is the responsibility for IT primarily located in your organization?

- ☐ We have no one with official IT responsibility
- ☐ Within Finance department
- ☐ Within Marketing or Communications departments Part of general operations or administration
- ☐ Part of Development/Fundraising
- ☐ Separate IT department within organization
- ☐ Other (please specify)

8. Who does the IT Director or person responsible for IT report to?

- ☐ Executive Director
- ☐ Administrative Director/COO
- ☐ CFO
- ☐ I don't know
- ☐ Other Other (please specify)

9. Has your organization ever evaluated the return on investment from IT projects or programs?

- ☐ Yes
- ☐ No
- ☐ I don't know

10. Please provide any comments if you wish to explain your responses:

11. How many people, excluding consultants, are on your payroll who are, in any way, responsible for supporting or maintaining information technology in your organization?

Please consider part-time staff in Full Time Equivalents (FTEs).

- | | |
|---|--|
| <input type="checkbox"/> None | <input type="checkbox"/> 11-13 FTEs |
| <input type="checkbox"/> Less than one full-time person | <input type="checkbox"/> 14-16 FTEs |
| <input type="checkbox"/> About one full-time person | <input type="checkbox"/> 17-19 FTEs |
| <input type="checkbox"/> 2-4 FTEs | <input type="checkbox"/> 20-22 FTEs |
| <input type="checkbox"/> 5-7 FTEs | <input type="checkbox"/> More than 22 FTEs |
| <input type="checkbox"/> 8-10 FTEs | |

12. What is the average tenure of your IT staff? If you do not have dedicated IT staff, indicate the average tenure for all staff responsible for technology support and maintenance.

- ☐ Less than 6 months
- ☐ 6 months to 1 year
- ☐ 1 to 3 years
- ☐ 3 to 5 years
- ☐ 5 to 10 years
- ☐ More than 10 years
- ☐ I don't know

13. What is the percentage of your IT STAFF assigned to particular functions? 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100% Networking

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Application Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helpdesk/Desktop Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Application Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
End-user Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telecom/Audio-Visual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Web site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Does your organization work with an outside consultant or provider firm to support

- ☐ No, we do not use an outside consultant or firm
- ☐ Yes, less than one full time consultant
- ☐ Yes, about one full time consultant
- ☐ Yes, one consulting firm/organization
- ☐ Yes, more than one consulting firm/organization
- ☐ I don't know

15. What are your organization's IT outsourcing practices?

	Not Outsourced	Partially Outsourced	Completely Outsourced	Cloud (where applicable as an option)
Technical training for IT staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical training for organizational staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network administration/support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security and backup	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website hosting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website content management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Database hosting/maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hardware recommendations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Software recommendations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hardware installation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Software installation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hardware maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programming/custom software development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email hosting and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Help desk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. Please provide comments if you wish to explain your responses:

17. How many office locations does your organization maintain?

- | | |
|---------------------------------|---------------------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 9 to 15 |
| <input type="checkbox"/> 2 to 4 | <input type="checkbox"/> More than 15 |
| <input type="checkbox"/> 5 to 8 | <input type="checkbox"/> I don't know |

18. How many TOTAL staff are employed by your organization? Please consider part-time staff in Full Time Equivalents (FTEs).

- | | |
|---|--|
| <input type="checkbox"/> None | <input type="checkbox"/> 121-143 FTEs |
| <input type="checkbox"/> Less than one full-time person | <input type="checkbox"/> 141-180 FTEs |
| <input type="checkbox"/> About one full-time person | <input type="checkbox"/> 181-200 FTEs |
| <input type="checkbox"/> 2-4 FTEs | <input type="checkbox"/> 201-300 FTEs |
| <input type="checkbox"/> 11-20 FTEs | <input type="checkbox"/> 301-400 FTEs |
| <input type="checkbox"/> 21-40 FTEs | <input type="checkbox"/> 401-500 FTEs |
| <input type="checkbox"/> 41-80 FTEs | <input type="checkbox"/> More than 50 FTEs |
| <input type="checkbox"/> 81-100 FTEs | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> 101-120 FTEs | |

19. What is your organization's TOTAL annual budget? Please report the budget for the entire organization (including all office locations). Please round to the nearest whole dollar.

- ☐ I don't know
- ☐ Budget \$ _____

20. We are interested in learning more about the portion of your annual organizational budget that pertains to IT expenditures. Please report on the IT budget for the entire organization (including all office locations). Round to the nearest dollar.

IT Staffing expenses _____

IT Contracts with outside consultants/firms _____

Software or Cloud services _____

Discretionary IT expenditures _____

Total IT Budget _____

21. Please indicate whether there has been any change between the last fiscal year (2009) and the current fiscal year (2010) in your actual expenses for:

	Decreased	Stayed the same	Increased	I don't know
Outsourced IT consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical training for IT Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical training for other staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hardware	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT staffing/payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website design/development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone/mobile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CRM/database development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other custom software development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network administration/support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security and backup	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Help desk support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. Please provide comments if you wish to explain your responses.

23. We are interested in learning more about the IT staff that work in your organization. For the following positions, please tell us how many employees you have with that title, the average salary for that position, and the average tenure for your staff in that position.

	# FTE Staff	Average Salary	Average Tenure
Outsourced IT consulting	_____	_____	_____
System/Network Administrator	_____	_____	_____
IT/Technology Director	_____	_____	_____
Chief Technology/Information Officer	_____	_____	_____
Webmaster/Web Administrator	_____	_____	_____
Online Communications Manager	_____	_____	_____
Online Community Manager	_____	_____	_____
Database Manager	_____	_____	_____
Information Architect	_____	_____	_____
Programmer	_____	_____	_____
Web developer	_____	_____	_____
PC Tech/IT Support Staff	_____	_____	_____

24. Is recruiting or hiring IT staff part of your job description?

☐ Yes

☐ No

25. Which websites do you use to electronically post position openings for IT Staff?

☐ Own organization's web site

☐ Developers.net

☐ NTEN

☐ Computerwork.com

☐ Idealist

☐ Justtechjobs.com

☐ Craigslist

☐ Opportunity Knocks

☐ DICE

☐ We do not post positions electronically

☐ TechSoup

☐ I don't know

☐ Progressive Exchange

☐ Other (please specify) _____

26. Are there differences in the recruitment/retention practices for your IT staff as compared to those of your other staff? Check all that apply.

- ☐ No difference
- ☐ Higher pay scale than for other staff
- ☐ Lower pay scale than for other staff
- ☐ Higher salary increases than other staff
- ☐ Lower salary increases than other staff
- ☐ Interval between salary increases shorter than for other staff
- ☐ Interval between salary increases longer than for other staff
- ☐ Special bonuses or incentives
- ☐ Telecommuting
- ☐ I don't know
- ☐ Other (please specify) _____

27. How important are the following considerations for hiring IT staff?

	1 (least important)	2	3	4	5 (most important)
Technical training for IT staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Degree or formal education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Past training or certifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Past experience in nonprofit work environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Past experience in technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personality or attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Candidate's fit with organization's culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. Does your organization provide technology training for your staff?

- ☐ Yes
- ☐ No

29. Which of the following are used for staff technology training? Check all that apply

- ☐ Staff trainers
- ☐ External trainers, including training centers
- ☐ Online training
- ☐ Staff are expected to train on their own (read manuals, etc.)
- ☐ Other (please specify) _____

30. How satisfied are you with the IT training available to your organization and staff? Very satisfied Somewhat satisfied

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Somewhat unsatisfied
- ☐ Very unsatisfied

31. What is the PRIMARY issue area of your organization?

- | | |
|--|---|
| <input type="checkbox"/> Arts, Culture, Humanities | <input type="checkbox"/> Recreation and Sports |
| <input type="checkbox"/> Education | <input type="checkbox"/> Youth Development |
| <input type="checkbox"/> Environment | <input type="checkbox"/> Human Services |
| <input type="checkbox"/> Animal-related | <input type="checkbox"/> International, Foreign Affairs, Human Rights |
| <input type="checkbox"/> Health Care | <input type="checkbox"/> Civil Rights, Social Action, and Advocacy |
| <input type="checkbox"/> Mental Health and Crisis Intervention | <input type="checkbox"/> Community Improvement and Capacity Building |
| <input type="checkbox"/> Diseases, Disorders, and Medical Disciplines | <input type="checkbox"/> Philanthropy, Volunteerism, Grantmaking |
| <input type="checkbox"/> Medical Research | <input type="checkbox"/> Foundations |
| <input type="checkbox"/> Crime and Legal-related | <input type="checkbox"/> Science and Technology |
| <input type="checkbox"/> Employment | <input type="checkbox"/> Public and Societal Benefit |
| <input type="checkbox"/> Housing and Shelter | <input type="checkbox"/> Religion-related |
| <input type="checkbox"/> Diseases, Disorders, and Medical Disciplines | <input type="checkbox"/> Mutual and Membership Benefit |
| <input type="checkbox"/> Public Safety, Disaster Preparedness and Relief | |
| <input type="checkbox"/> Other (please specify) _____ | |

32. Where is your organization located? If more than one location, select your headquarters location.

- ☐ Northeastern US
- ☐ Southeastern US
- ☐ Mid-Atlantic US
- ☐ Midwestern US
- ☐ Southwestern US
- ☐ Western US
- ☐ US Territory
- ☐ Outside US

33. What is your job title (please choose the one closest to yours)?

- | | |
|---|--|
| <input type="checkbox"/> Executive Director/CEOs | <input type="checkbox"/> Information Architect |
| <input type="checkbox"/> Systems or Network Administrator | <input type="checkbox"/> Programmer |
| <input type="checkbox"/> IT Director/Technology Director | <input type="checkbox"/> Web Developer |
| <input type="checkbox"/> Chief Technology Officer/Chief Information Officer | <input type="checkbox"/> PC Technician or IT Support Staff |
| <input type="checkbox"/> Webmaster/Web Administrator | <input type="checkbox"/> Circuit Rider |
| <input type="checkbox"/> Online Communications Manager/Strategist | <input type="checkbox"/> Project Manager |
| <input type="checkbox"/> Online Community Manager | <input type="checkbox"/> Program Analyst |
| <input type="checkbox"/> Database Manager | |

34. What is your gross annual salary (range)?

35. What is your highest level of education?

- ☐ High School
- ☐ Some College
- ☐ Bachelor of Arts
- ☐ Bachelor of Science
- ☐ Masters of Arts
- ☐ Masters of Science
- ☐ Ph.D. or equivalent

If you would like to be entered to win a \$250 Amazon.com gift certificate, please share your contact information below.

36. Your contact information:

First Name _____

Last Name _____

Organization _____

Email Address _____

Phone Number _____

A Community Transforming Technology Into Social Change

www.nten.org

Who We Are

A community of nonprofit professionals, we aspire to a world where nonprofit groups of all types and sizes use technology strategically and confidently to fulfill their missions. Together, the NTEN community helps members put technology to work so they can bring about the change they want to see in the world.

What We Do

NTEN connects members with one another and offers many opportunities for learning and professional development—all so you can focus on achieving your goals and meeting your mission.

How We Do It

NTEN helps members, with their diverse job functions and levels of tech comfort and expertise, share best practices, and glean insights from one another both online and off: training, research and industry analysis, regional meet-ups, our signature Nonprofit Technology Conference. As a member, you gain instant access to a supportive community that shares your passions and challenges, as well as to valuable resources for professional development.

Connect

Online Networking /
www.nten.org/networking

Whether you're a webmaster, marketer, executive director, fundraiser, blogger, program manager, or play another role in the nonprofit sector, connect with your peers online. Join our Affinity Groups and social networks, browse the Member Directory, post in our online forums.

Events / www.nten.org/events

NTEN's Nonprofit Technology Conference and local meet-ups bring nonprofit professionals together to share ideas and best practices. Get to know colleagues. Develop a support network. Talk shop. Vent. Congratulate. Collaborate. The possibilities are endless.

Learn

NTEN Webinars / www.nten.org/webinars

Changing the world isn't easy. NTEN members are always looking to learn more about how to use technology to further their missions. Gain a wealth of knowledge without ever leaving your desk through NTEN's extensive schedule of live webinars and archived events.

NTEN Research / www.nten.org/research

NTEN collaborates with renowned industry, academic, and nonprofit partners to conduct research on key subjects related to nonprofit technology like IT staffing and spending, salaries, social networking, and data ecosystems. Our reports and benchmarks studies offer actionable data and invaluable insider information.

Change

NTEN: Change / www.nten.org/ntenchange

NTEN: Change is a quarterly journal for nonprofit leaders. You'll find guidance on the strategic and practical considerations necessary to make the sound investments and decisions that will help your organization achieve its mission.

NTEN Connect newsletter /
www.nten.org/signup

Read how NTEN members are fulfilling their missions and changing the world—and how you can too. The free monthly NTEN Connect newsletter brings you solid advice, success stories, and best practices related to technology and the nonprofit sector.

About The NonProfit Times

www.nptimes.com

NPT Publishing Group has been the leading information provider for the nonprofit sector since 1987. The NPT has provided news and information to help nonprofit executives manage their organizations more efficiently and increase the effectiveness of fundraising efforts.

The NPT provides a mix of news, in-depth features, how-to articles and special reports to keep our readers informed of the latest trends and technology that drive the marketplace. Just as the nonprofit marketplace has grown, The NonProfit Times also has evolved. The NPT started as a monthly publication.

NPT now publishes 19 print issues plus two digital issues per year, publishes six issues of Exempt, a standalone magazine which provides financial information for the largest nonprofits, has two Web sites which are updated constantly, and five separate eNewsletters for nonprofits (NPT Weekly, NPT Instant Fundraising, NPT TechnoBuzz, NPT Jobs and Exempt), and broadcasts a series of educational Webinars. The magazine goes out to more than 34,000 nonprofit executives and reaches more than 200,000 people through our combined circulation with our eNewsletters.

The NonProfit Times (NPT)

Circulation: 34,000

The readers of The NonProfit Times are leaders within the nonprofit world. With more than 75 percent having a title of vice president or higher, NPT subscribers are responsible for a number of duties within a nonprofit organization, including vital purchasing decisions. By advertising with The NonProfit Times, you will get your product/service directly in front of these decision makers, thus increasing sales and awareness.

NPT Weekly

Circulation: 85,000

NPT Weekly is an e-letter that addresses matters pertaining to all aspects of nonprofit management – news, fundraising, financial management, direct marketing, technology, legal issues and human resources. It offers a mix of “how-to” and news stories.

NPT Instant Fundraising

Circulation: 34,000

NPT Instant Fundraising is geared towards keeping development officers and executive directors up to date with the latest fundraising developments. It offers news, tips and proven methods to fund organizations.

NPT Jobs

Circulation: 85,000

NPT Jobs is the premier nonprofit newsletter bringing new career opportunities to the nonprofit executive community.

NPT TechnoBuzz

Circulation: 40,000

NPT TechnoBuzz is for CIOs, CFOs, IT Directors and Development Directors responsible for the purchase and management of hardware and software at the nation’s nonprofit organizations. It features trends and business stories with a focus on technology solutions for donor management, finance and fundraising.

THE NONPROFIT TIMES
The Leading Business Publication For Nonprofit Management