



**Nonprofit IT Staffing:
Spending, Salaries, and
an Infrastructure for Success**

Results from the 2006 NTEN Nonprofit IT Staffing Survey

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Executive Summary

As a sector, we spend little time considering the investments that nonprofits make in information technology (IT). Yet, no organization today would be successful without any investments in technology. It is an area that raises questions that are difficult for any organization to answer on their own: How many IT staff members should we have? What should we budget for IT? What salaries are appropriate? How should our IT staff members spend their time?

We undertook the 2006 Nonprofit IT Staffing Survey to more systematically understand the nature of technology staffing in nonprofit organizations. As the first survey of its kind, we received a tremendous response. More than 1,000 nonprofit staff members from various types and sizes of nonprofit organizations took the time to answer detailed questions about their staff, salaries, and budgets.

What did we learn?

- **Salary and budget expenses:** Nonprofits' IT salary and budget investments varied widely. They didn't just differ from smaller organizations to larger ones, but between organizations of the same size. Larger organizations not only had more IT expenses, but invested more *per employee* as well.
- **Technology adoption and investment:** Technology "Early Adopters" and "Fast Followers" invested substantially more in all aspects of their IT infrastructure.
- **Nonprofit IT staffing levels:** Nonprofits on average had about one staff member with some IT responsibility for every five organizational staff members. Smaller organizations had more IT staff per employee than larger ones.
- **IT within the organization:** Where does the responsibility for IT live in nonprofit organizations? Small nonprofits most frequently answered that they had no one with official IT responsibility. Large organizations most typically had a separate IT function. It was also common to consider IT part of general operating functions, or part of the finance department.
- **Staff time across functions:** Nonprofit IT staff spent the most time on desktop and application support, but they devoted significant time to management and strategic issues as well.
- **The understaffed perception:** The majority of organizations felt they were understaffed in the IT area. While larger organizations were slightly more satisfied with their staffing level, there was not a substantial gap between large and small organizations. Organizations with higher turnover or lower salaries were more likely to feel they were understaffed.
- **Salary baselines:** The survey provides some baselines for typical salaries. Some positions, like CTOs, paid a wide range of salaries, while others, like Webmaster, were fairly low for everyone. The salaries were not significantly different by level of education, issue area, or geographic region.
- **Outsourcing:** Nonprofits tended to outsource fairly technical things the most – the most commonly outsourced functions were website hosting, telephone services, and custom software development.
- **Organizational digital divide:** Smaller organizations appear to be notably behind on the IT adoption curve – indicating a substantial organizational digital divide.

Overall, the survey provided applicable benchmark figures and a more positive picture of nonprofit

IT staffing than we had expected. There's no question, however, that challenges exist: in particular, how can we reduce the IT gap between large and small nonprofits?

Over the next several months, we will be releasing additional analysis of the data. NTEN will conduct a similar IT staffing survey on an annual basis to begin tracking longitudinally key trends in staffing and investments. With this data on the changing state of IT staffing in the nonprofit sector, we hope to lay the groundwork for lasting solutions to nonprofit technology challenges.

About NTEN

NTEN (www.nten.org) aspires to a world where all nonprofit organizations skillfully and confidently use technology to meet community needs and fulfill their missions. We are a membership organization of nonprofit technology and program staff and technology providers. Our members share a common goal of helping nonprofits use all aspects of technology more effectively.

We believe that technology allows nonprofits to work with greater social impact. Our goal is to enable our members to do their jobs better, and to help their organizations strategically use technology so that they, in turn, will make the world a better, just, and equitable place.

NTEN facilitates the exchange of knowledge and information within our community. We connect our members to each other, provide professional development opportunities, educate our constituency on issues of technology use in nonprofits, and spearhead research, advocacy, and education on technology issues affecting our entire community.

For more information about NTEN and member benefits, go to <http://nten.org/benefits>.

About the Survey

In October 2006 NTEN conducted a survey on IT staffing and investment in nonprofits. No survey of this kind had ever been done, and we hoped to shed light on the most common questions: what level of investment are nonprofit organizations making in IT? What's a typical salary? How do small organizations compare with large ones in the technology realm?

The survey was distributed in both paper form and online. The paper version was mailed to 1000 nonprofit executives. An online survey was also widely distributed through email. An invitation to take the survey was emailed to the NTEN member list and discussion list, with a combined circulation of about 7,000. Survey links were also included an email, courtesy of the The NonProfit Times , with a circulation of about 100,000 people, and distributed through a number of nonprofit capacity building and membership organizations. For the text and questions of the survey, please see Appendix A.

Of these, 1311 participants provided at least demographic and salary data, and 1046 people completed the survey.

This sample is sizeable, but with any research there are caveats. Those that responded are very likely to be more aware and concerned about technology issues than the sector generally. We present our data not as a rigorous, academic look at the sector but rather, as a set of benchmarks and figures to help guide those who are thinking about nonprofit IT infrastructure.

Who were the people who completed the survey? They were a diverse group, from Executive Directors of organizations with no annual budget to CTOs of huge international nonprofits. They represented organizations based in all fifty states, and a few countries around the world. About 48% were technology professionals; the other 52% were executive directors, marketing professionals, development staff and others. For more demographics of the survey participants, please see Appendix B.

Throughout the report, we'll be comparing figures based on organization size. These sizes are determined based on annual budget: **Small** organizations are defined as organizations with a budget of less than \$500,000 per year. **Medium** organizations have a budget of \$500,000 to \$3 Million per year; **Large** ones between \$3 Million and \$10 Million; those with a budget over \$10 Million are considered **Very Large**.

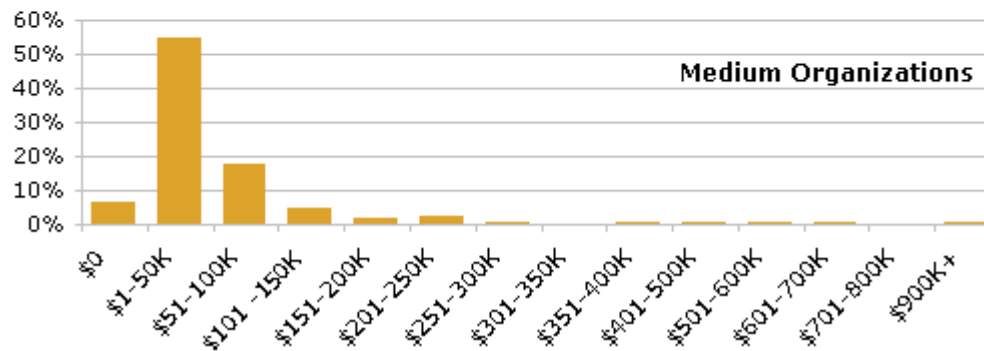
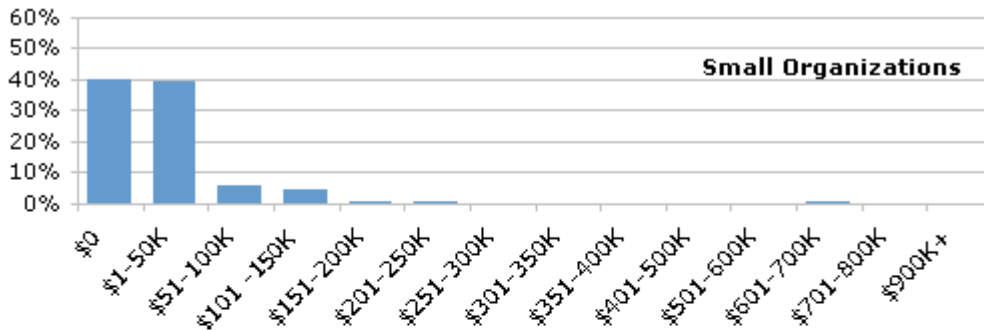
Investments in Technology

Key Finding: Nonprofits' IT salary and budget investments vary widely. They do not only differ from smaller organizations to larger ones, but between organizations of the same size.

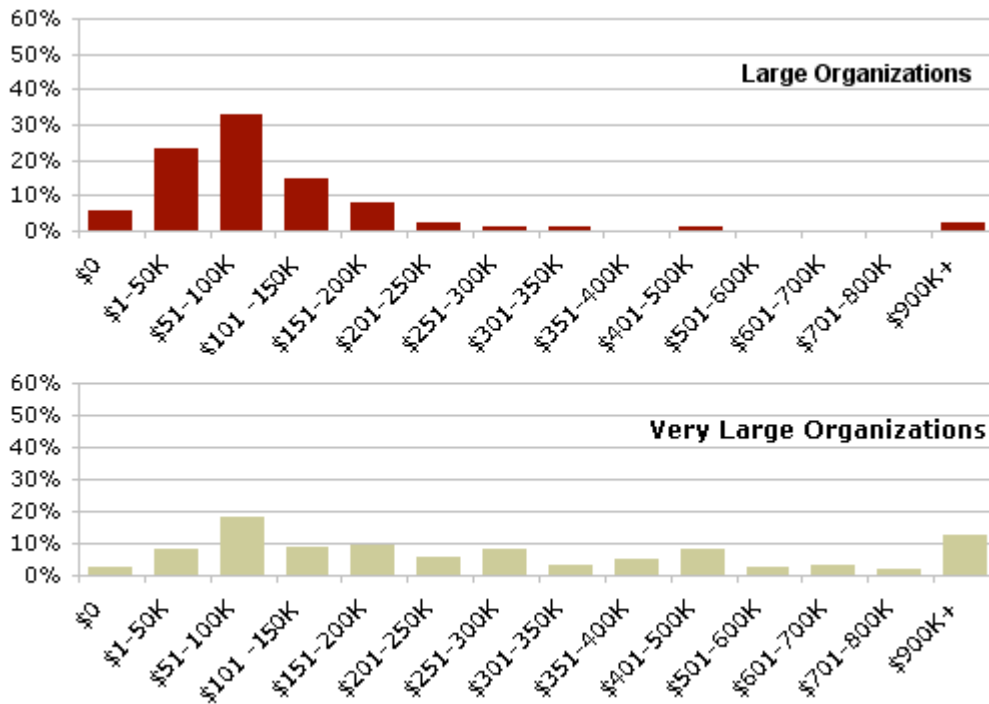
Survey participants reported a **tremendous range of IT salary and budget commitments**, from zero dollars to multi-millions of dollars. Small and Medium sized organizations, predictably, had smaller budgets – but a surprising number reported no budget at all. For instance, 41% of Small organizations reported no salary expenses related to technology, and 20% reported an IT budget of zero.

On the other hand, Very Large organizations had a surprisingly large spread of budgets – their IT salary expenses ranged from zero into the millions. The chart below summarizes the annual salary expenses reported by each size of organization.

Spread of Organizational Annual IT Salary Expense, by Organization Size % (n=704)



Very Large organizations had a surprisingly large spread of budgets – their IT salary expenses ranged from zero into the millions.



Key Finding: Larger organizations not only have more IT expenses, but invest more *per employee* as well.

Unsurprisingly, larger organizations devoted more money to IT. All the reported investment figures increased for larger organizations. More interestingly, larger organizations also invested more *per employee*. For instance, larger organizations paid more in salaries per IT staff member and budgeted more for IT per organizational employee. There was one notable exception: smaller organizations reported spending more per employee in capital expenditures (such as hardware) than larger ones.

The table below summarizes the expenditures by organizational size (because of an uneven spread, the median has been used to summarize the typical value rather than average).

Larger organizations paid more in salaries per IT staff member and budgeted more for IT per organizational employee

Median of IT Expenditures by Organizational Size

	Small	Medium	Large	Very Large
# of Responses	137	316	330	176
IT Salary Expenses	\$2,700	\$35,000	\$52,250	\$225,000
IT Salary per IT staff member	\$0	\$35,000	\$40,000	\$54,595
Total capital spending	\$1,500	\$10,000	\$20,000	\$100,000
Capital spending per org staff member	\$667	\$625	\$538	\$459
IT operating budget	\$2,500	\$19,719	\$46,000	\$295,000
Budget per org staff member	\$1,250	\$1,250	\$1,250	\$1,571

n=704

Key Finding: Technology “Early Adopters” and “Fast Followers” invested substantially more in all aspects of their IT infrastructure.

The data showed a clear relationship between IT expenditures and how organizations identified themselves along a technology adoption curve. Those who said their organization was an “Early adopter” or “Fast Follower” invested substantially more than others in all aspects of their IT infrastructure, as shown in the data below. For instance, those organizations who said they were “In Trouble” with technology reported a median IT budget of \$667 per organizational employee, compared to \$2500 for those who said they were “Early Adopters”

Median of IT Expenditures by Reported Technology Adoption

	In trouble	Lagging behind	Average	Fast Follower	Early Adopter
# of Responses	33	160	258	183	55
IT Salary Expenses	\$10,000	\$36,000	\$50,000	\$98,675	\$120,000
IT Salary per IT staff member	\$10,500	\$23,750	\$40,000	\$50,000	\$47,875
Total capital spending	\$2,500	\$10,000	\$18,000	\$35,000	\$50,000
Capital spending per org staff member	\$200	\$457	\$456	\$691	\$850
IT operating budget	\$3,000	\$20,000	\$40,000	\$87,000	\$100,000
IT budget per org staff member	\$667	\$1,000	\$1,100	\$1,600	\$2,500

n=704

Those organizations who said they were “In Trouble” with technology had a median IT budget of \$667 per employee, compared to \$2500 for those who said they were “Early Adopters”

The NTEN Perspective

- The spread of budgets implies that many organizations are either spending too little or too much, or might just be a variance based on something other than size. Alternatively, it could be a sign of a sector that has not reached maturity in this area – some are over-some under-investing because they aren't sure what's appropriate yet.
- The fact that larger organizations pay more per employee is interesting; we would have expected to see the opposite based on economies of scale. This implies that larger organizations might be taking their infrastructure more seriously than smaller ones.
- The data on IT adoption speaks for itself: Either more money causes more technology adoption, or those who identify themselves as ahead of the curve spend more money. We suspect the latter as comparable data from the private sector is showing the same general trends.

Nonprofit IT Staffing

Key Finding: Nonprofits have about one staff member with some IT responsibility for every five organizational staff members. Smaller organizations have more IT staff per employee than larger ones.

This survey offers an initial industry baseline for IT staffing: nonprofits reported an average of about one staff member with IT responsibility for every five organizational staff members. The ratio varied substantially based on the size of the organization: Small organizations reported about one IT-related staff member for every three employees, while Very Large ones reported about one IT-related staff member for every nine employees.

The numbers shown below include part time staff and those with informal responsibility for IT. As such, they are not actual headcount numbers. For instance, the number of IT staff for Small organizations is surprisingly large. This number is substantially increased by about 20 organizations that reported about the same number of IT staff as organization staff. Perhaps in many small, technically savvy organizations, every staff member has IT responsibility?

Staffing Levels by Organization Size

	#	Avg # IT Staff	# Org Staff per IT Staff Member	Avg # IT Consultants
Small	241	1.2	2.7	1.15
Medium	459	3.97	5.0	1.61
Large	277	5.01	9.2	1.90
Very Large	328	14.36	8.7	3.52
Total	1305	6.37	5.2	2.05

n=1305

There was no substantial relationship between IT staffing levels and geographic region, issue area, or the reported level of technology adoption by the organization.

Key Finding: Where does the responsibility for IT live in nonprofit organizations? Small nonprofits most frequently answered that they had no one with official IT responsibility. Large organizations most typically had a separate IT function. It was also common to consider IT part of general operating functions, or part of the finance department.

We asked survey participants where the responsibility for IT was located within their organization. The most common responses were that IT was part of general operations or administration, or that it was a separate department.

Small organizations reported about one staff member with some IT responsibility for every three employees, while Very Large ones reported about one IT-related staff member for every nine employees

However, as one would suspect, the location varied depending on the size of the organization:

- Within **Small** organizations, the most common answer (at 37%) was that they had no one with official IT responsibility. This was followed by "IT as part of general operations or administration" (29%).
- Within **Medium** organizations, 44% of organizations answered that IT was part of general operations or administration. 17% had a separate IT department, while 14% had no one with official IT responsibility.
- Within **Large** organizations, 36% reported IT as part of general operations or administration, followed by 31% who reported a separate IT department.
- Within **Very Large** organizations, 54% had a separate IT division. IT as part of general operations or administration was next most common (21%), followed closely by IT as part of the Finance department (17%)

The NTEN Perspective

- This data allows nonprofits for the first time to have a staffing baseline to work from.
- The difference in staffing ratios suggests that a minimum level of IT staffing is required for even Small organizations, and perhaps larger organizations can support their staff more efficiently due to economies of scale. Economies of scale allow bigger organizations to be more efficient in using resources, as they can, for instance, have specialists in particular areas, support a bigger pool of people at once, and spend less time by percentage in making decisions vs. just implementing those decisions.

37% of Small and 14% of Medium organizations had no one with official IT responsibility

54% of Very Large organizations had a separate IT department

Staff Time Across Functions

Key Finding: Nonprofit IT staff spend the most time on desktop and application support, but they devote significant time to management and strategic issues as well.

IT staff reported that the biggest percentage of their time is spent on Desktop and Application support – about 40% of time, across organizations. Within the support category, smaller organizations spent a greater percentage of time supporting particular programs, while larger organizations spent more time on basic desktop support.

Organizations reported that IT Management and Knowledge Management take up about 22% of their IT staff time. Curiously, Knowledge Management appears to make up a larger percentage of IT work for Small organizations than for large ones.

Infrastructure functions, such as Network and Telecom support, made up an additional 20% of staff time. Larger organizations spent slightly more time on these functions than smaller organizations. Application Development and End-user Training rounded out the functions, at about 9% and 8% of IT time respectively.

Percent of Time Spent on IT Functions, by Organizational Size

Function	Small	Medium	Large	Very Large
Desktop/ Application Support	39.9%	41.3%	41.2%	40.4%
Program Support	17.6%	15.6%	14.2%	12.6%
Application Administration	11.6%	9.8%	9.2%	10.5%
Helpdesk/ Desktop Support	10.7%	15.9%	17.8%	17.3%
Management and Strategy	25.5%	24.0%	21.2%	19.5%
IT Management	12.6%	14.5%	13.7%	12.9%
Knowledge Mgt	12.9%	9.5%	7.5%	6.6%
Infrastructure	18.7%	18.4%	20.6%	21.0%
Networking	13.7%	13.6%	13.9%	14.6%
Telecom/Audio-Visual	5.1%	4.8%	6.7%	6.4%
Application Development	8.4%	7.2%	7.6%	11.3%
End-user Training	7.5%	9.0%	9.3%	7.8%

n=1132

Organizations reported that about 40% of their time was spent on desktop support, while about 22% was spent on IT management and strategy

The NTEN Perspective

- Further research would be useful that includes a mix of tasks more specifically geared towards strategic vs. support functions.
- The mix of time is en par with other industries from other data that we have seen, albeit with a somewhat higher percentage focused on Desktop and Application support. This could be due either to the need for more support for front-line staff, the fact that we included program support in this category, or a combination of both.
- The curiously high percentage of time spent on Knowledge Management in Small Organizations may be a direct result of the “data pain” of smaller organizations that has been documented elsewhere, most notably the recent DotOrganize survey. Further research needs to hone in this key aspect of IT management and staffing in these organizations.

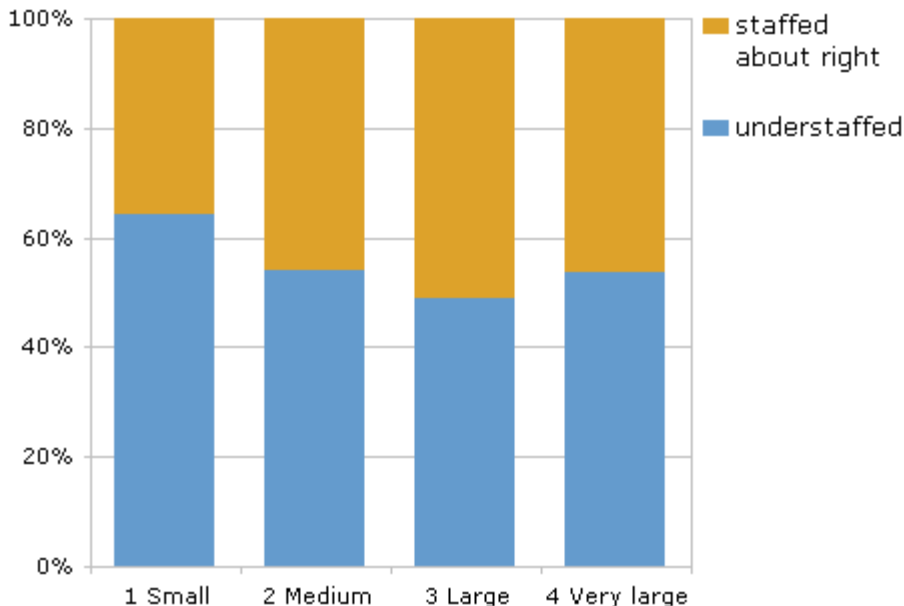
Do Nonprofits Have Sufficient IT Staff?

Key Finding: The majority of organizations felt they were understaffed in the IT area. While larger organizations were slightly more satisfied with their staffing level, there was not a substantial gap between large and small organizations.

Many organizations reported that they were understaffed. When asked how they would describe their IT staffing situation, not a single respondent felt their IT team was overstaffed, and over half of organizations in every budget range felt they were understaffed. Larger organizations were slightly more satisfied with their staffing situation, in general, but there was not a dramatic gap between large and small organization.

Interestingly, organizations with more IT staff were more likely to say they were understaffed.

Perception of Staffing Situation by Budget Size



(n=509)

Nonprofits are not unique in feeling they are understaffed in the IT area. In a 2006 CIO Magazine survey¹, 66% of those who responded – primarily CIOs and CTOs of businesses with revenues over \$50 Million – said they were “Inadequately Staffed,” with only 2% saying they were “Overstaffed.”

¹ Johnson, Carolyn, “2006 Mid Year Staffing Update.” **CIO Magazine**, Oct 2006, <http://www2.cio.com/research/surveyreport.cfm?ID=111>

Those who said they were staffed “about right” paid notably higher IT salaries than those who reported they were understaffed

Key Finding: Organizations with higher turnover or lower salaries were more likely to feel they were understaffed.

Organizations' perception of their staffing situation was directly related to both the average length of tenure of their IT staff and the average salary the organization paid to an IT staff member. Those who said they were staffed about right paid notably higher average IT salaries in general. Those who were understaffed also reported that their IT staff had somewhat less tenure than those who felt their staffing was adequate. There was not a substantial correlation between length of tenure and salary.

Organizations in the Southeast, West Coast, and Mideast were more likely to feel they were understaffed, even though these three regions had the largest organizations on average. The concerns about staffing are particularly notable for the Mideast region, which also had a reasonably high average IT salary. There were no substantial distinctions in staffing situation across different nonprofit issue areas or sub-sectors.

Participants were also asked if they were satisfied with their recruiting process. Regardless of organization size, about 60-70% of respondents reported they were at least somewhat satisfied. This differed very little between region and sector.

The NTEN Perspective

- Not surprisingly, paying higher salaries is a way to attract and retain adequate staff.
- We will be releasing additional data on background and education levels as well as corresponding salaries for regions and sub-sectors in the near future to shed additional light on who IT staffers are in the nonprofit sector.

Organizations in the Southeast, West Coast, and Mideast were more likely to feel they were understaffed

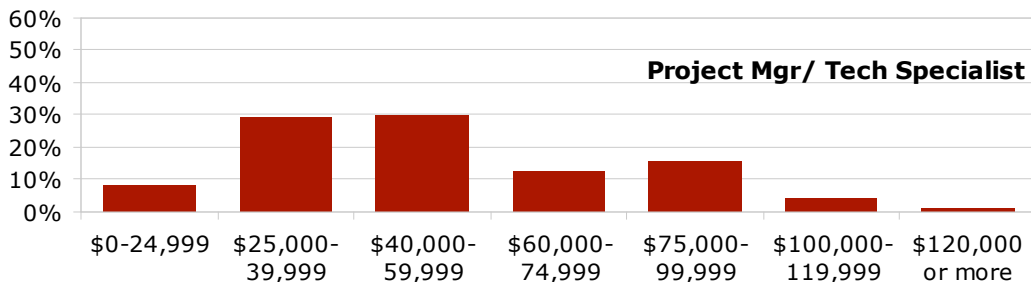
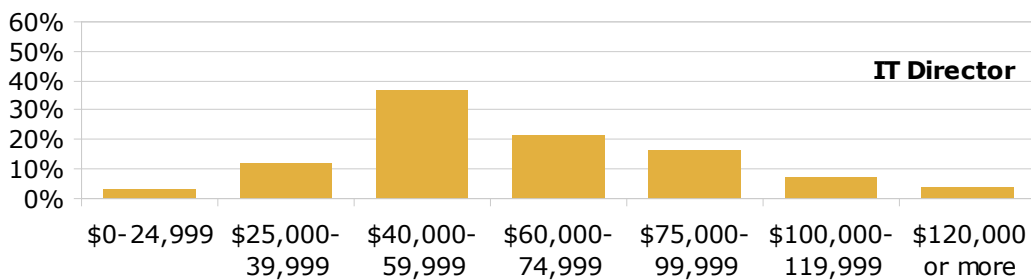
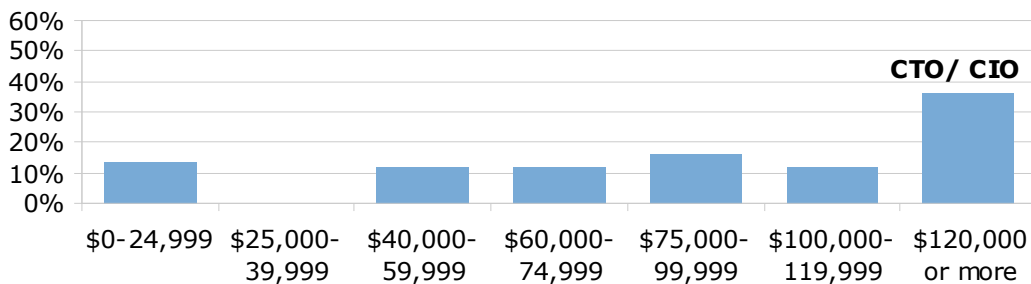
Salaries

Key Finding: Our data provides some baselines for typical salaries. Some positions, like Chief Technology Officer (CTO), pay a wide range of salaries, while others, like Webmaster, were fairly low for everyone.

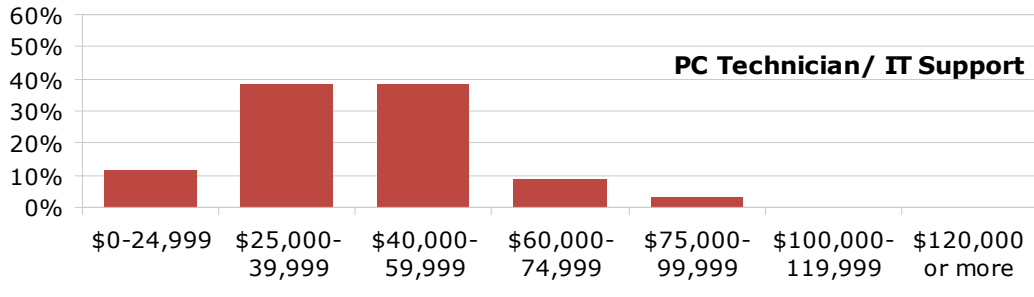
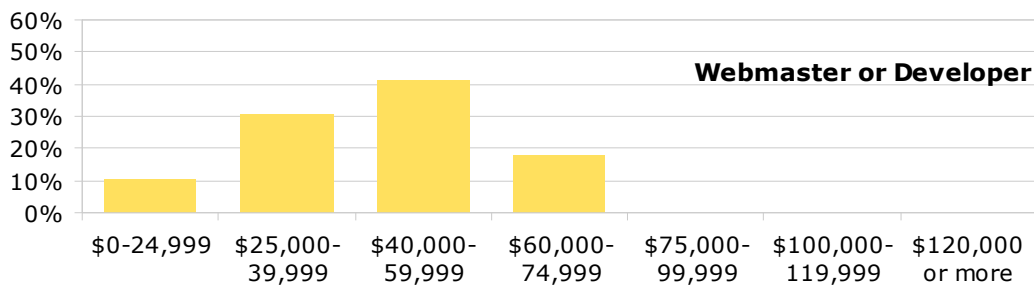
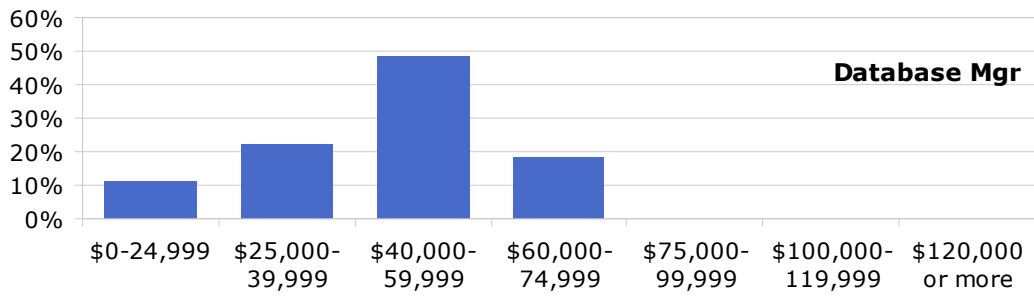
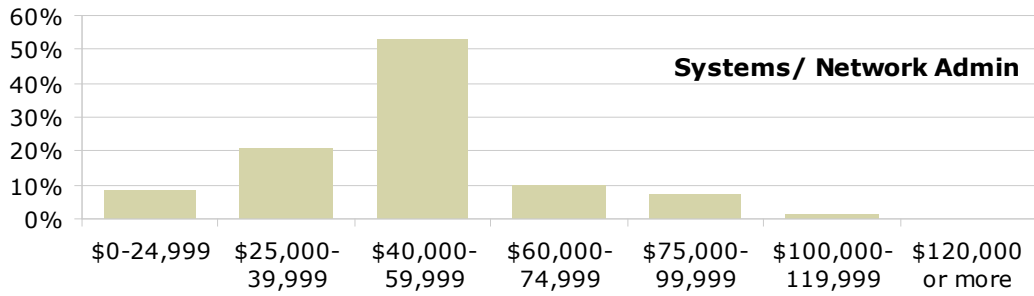
It appears that nonprofit technologists are, for the most part, earning a living wage. Only 6.7% of staff members in a technology specific position made less than \$25,000 per year. 9% - mostly CTOs and Technology Directors - made more than \$100,000 per year.

It's interesting to look at the spread of salaries for each position. Some salaries, like for CTOs, range dramatically from \$0 up to the substantial six figures. Others positions, like Webmaster/ Web developer, cluster at the low end of the scale, as per the charts below.

Spread of Salaries by Position (n=592)



6.7% of staff members in a technology specific position made less than \$25,000 per year. 9% made more than \$100,000 per year.



Unsurprisingly, larger nonprofits pay notably better than smaller ones for all positions. Positions that imply more responsibility, such as a CTO or IT Director, are paid more than support role positions. Average salaries are highlighted in the table below.

Larger nonprofits pay notably better than smaller ones for all positions

Average of IT Salaries by Organization Size*

Role	#	Small	Medium	Large	Very Large	All orgs
Chief Technology Officer or Chief Information Officer	44	\$27,400	\$74,200	\$69,400	\$120,800	\$95,900
IT Director/ Technology Director	268	\$44,400	\$51,800	\$59,100	\$82,100	\$64,100
Project Mgr/ Technical Specialist	97	\$29,300	\$46,900	\$56,700	\$75,300	\$53,000
Systems or Network Administrator	83	\$22,300	\$43,100	\$46,000	\$61,600	\$48,200
Database Manager	27	\$20,300	\$44,500	\$54,900	\$56,800	\$45,000
Webmaster or developer	39	\$20,300	\$42,400	\$49,700	\$55,700	\$43,700
PC Technician or IT Support Staff	34	\$27,800	\$34,700	\$42,300	\$55,300	\$41,300

(n=592)

* Participants choose a salary range as opposed to giving an actual figure. This table averages the midpoint of those ranges.

In looking carefully at the salary data, it's as interesting to look at what did not affect the salary data as what did:

- The level of education of the participant had no significant effect on the salary they received.
- Geographic region and issue area also had little notable relationship with salaries.

The NTEN Perspective

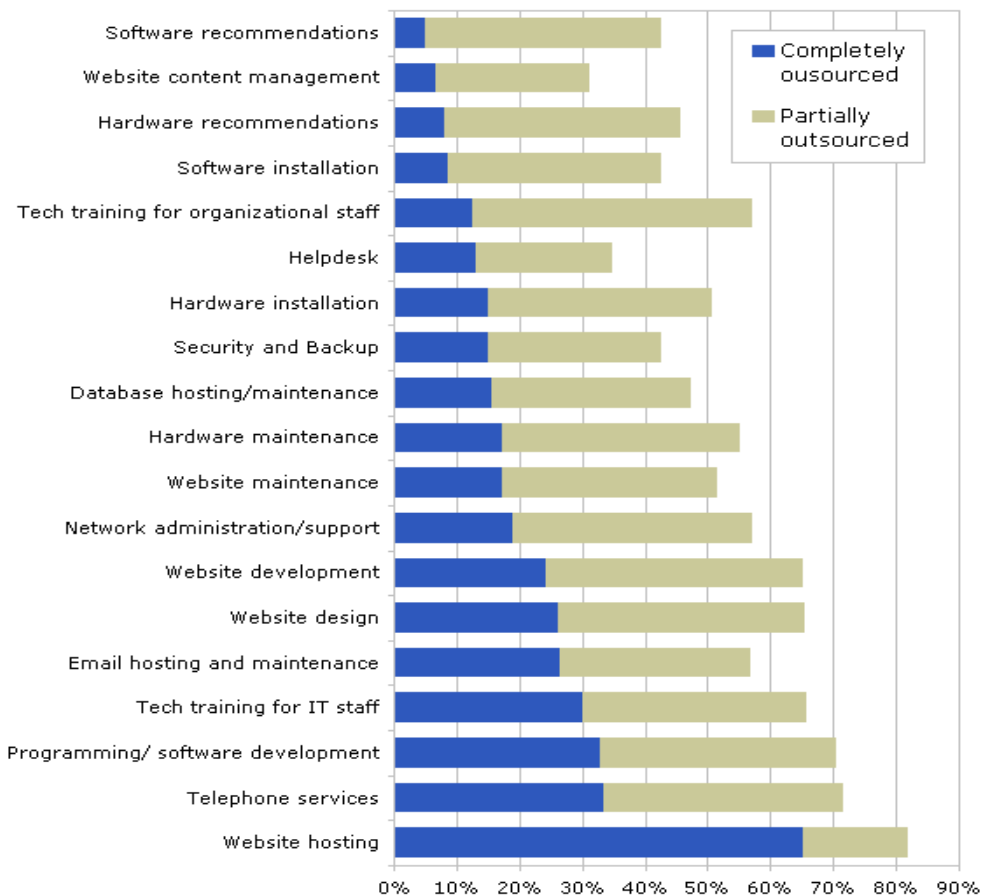
- Since this is the first detailed data of its kind, we are hard-pressed to make too strong a statement about whether they provide adequate benchmarks. They are useful as such – an initial snapshot of what salary levels look like.
- Based on comparable for-profit sector data, nonprofit IT compensation still lags significantly behind. We will be conducting further salary research in 2007 to determine whether other factors such as job satisfaction, work loads, work/life balance, and benefits make up for the lack of pay, as viewed by nonprofit IT staffers.

Consultants and Outsourcing

Key Finding: Nonprofits routinely outsource IT

Nearly all nonprofit organizations who responded outsourced at least one technology function (only 2.5% reported doing **everything** in house). The most outsourced things were, as one would expect, fairly technical in nature – website hosting, telephone services, custom software development, and technical training for IT staff.

% of All Organizations Who Outsource Particular Functions (n=1050)



A few organizations outsourced the entire IT function. 3.5% of all organizations and 10.1% of Medium sized organizations said that the primary responsibility for IT in their organization was outsourced – either to a consultant, a firm, a volunteer, or a partner entity.

There was little correlation between the amount that organizations outsourced and size, region, or sector – apparently the decision of how much to outsource is one that is separate from these drivers.

Website hosting was the most commonly outsourced. Software recommendations were the least likely to be completely outsourced.

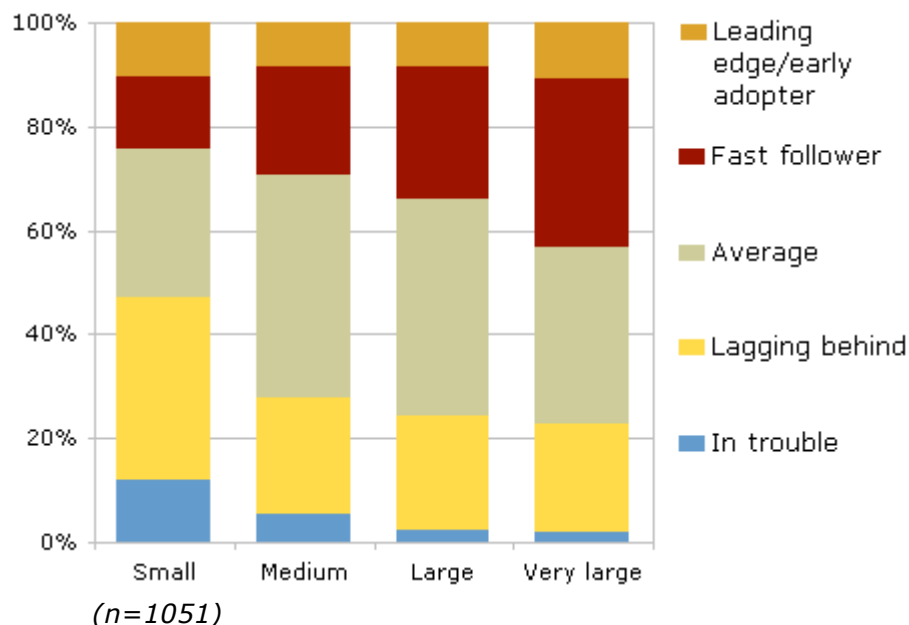
3.5% of all organizations, and 10.1% of Medium sized organizations, said that they outsourced the primary responsibility for IT in their organization

The Impact of Organization Size

Key Finding: Smaller organizations appear to be notably behind on the IT adoption curve – indicating a substantial organizational digital divide.

Small organizations appear to have a particular struggle with technology and IT staffing. For instance, when asked how they would describe their organization's IT adoption, 47% of Small organizations that responded said they were "In Trouble" or "Lagging Behind" – compared to only 23% of Very Large organizations. The whole picture of IT adoption by organizational size is descriptive, as per the chart below.

Percent of Organizations by IT Adoption and Organization Size



There are a number of other danger points as well, as noted above. 37% of Small organizations and 14% of Medium organizations reported that they have no one with official IT responsibility. 41% of Small organizations reported no salary expenses rated to technology, and 20% reported an IT budget of zero.

These figures are striking in comparison to the number of nonprofits that have invested in a large and highly professional IT infrastructure. 33% of our respondents felt they were a "Fast Follower" or "Early Adopter" on the technology curve. 21% reported that their organization has an IT operating budget of \$250,000 or more, and 16% reported more than \$250,000 in IT salary expenses. Clearly nonprofits can and do invest in high caliber IT infrastructures.

Almost 50% of Small organizations said they were In Trouble or Lagging Behind with IT

21% of the organizations who responded have an IT operating budget of \$250,000 or more

The NTEN Perspective

- As we suspected and as some initial other data has shown, there is a growing organizational digital divide where smaller organizations increasingly lag behind in IT sophistication, spending, and investments.
- Clearly, this trend should make us pause, especially given the rapid growth of the nonprofit sector where indeed most organizations are small. It is clear that consolidated and pooled resources, increased education, better tools, and more appropriate strategy for small organizations needs to be on the forefront of our work and that of other intermediaries.

Looking Forward

Overall, the survey provided a relatively positive view of the sector. While salaries are lower than in the corporate realm, they are still respectable. While the majority of nonprofits, like their corporate brethren, feel they are understaffed in the IT area, small nonprofits did not appear to be having substantially more trouble staffing IT functions than others. 33% of our respondents felt they were a “Fast Follower” or “Early Adopter” of technology, and a substantial number reported very sizable and professional IT departments.

There’s no question, however, that challenges exist. In particular, the small nonprofits in our survey were struggling with technology: they were further behind on the technology adoption curve than larger ones, frequently had no one responsible for IT, and appeared to be investing less in technology per staff member than large organizations.

What can we do to address these challenges? To begin with, the large nonprofits in our sector clearly have a lot of knowledge about successful and professional approaches to nonprofit IT. By facilitating communications between large and small nonprofits, we can encourage the sharing of knowledge and best practices to continue to professionalize IT even in smaller organizations. It also clear that there’s a significant role for effective technology education and support that focuses on the tactical realities of small nonprofits.

This survey is the first of an annual series of IT staffing surveys. We hope to be able to provide a longitudinal look at the changing state of IT staffing in the nonprofit sector. With a solid footing in the data and a strategy for IT knowledge sharing, we will lay the groundwork for lasting solutions to nonprofit technology challenges.

Appendix B: Survey Text

1. What is the primary issue area of your organization?	
Arts, Culture, Humanities	<input type="checkbox"/>
Education	<input type="checkbox"/>
Environment	<input type="checkbox"/>
Animal-related	<input type="checkbox"/>
Health Care	<input type="checkbox"/>
Mental Health and Crisis Intervention	<input type="checkbox"/>
Diseases, Disorders and Medical Disciplines	<input type="checkbox"/>
Medical Research	<input type="checkbox"/>
Crime and Legal-related	<input type="checkbox"/>
Employment	<input type="checkbox"/>
Food, Agriculture and Nutrition	<input type="checkbox"/>
Housing and Shelter	<input type="checkbox"/>
Public Safety, Disaster Preparedness and Relief	<input type="checkbox"/>
Recreation and Sports	<input type="checkbox"/>
Youth Development	<input type="checkbox"/>
Human Services	<input type="checkbox"/>
International, Foreign Affairs, Human Rights	<input type="checkbox"/>
Civil Rights, Social Action and Advocacy	<input type="checkbox"/>
Community Improvement and Capacity Building	<input type="checkbox"/>
Philanthropy, Voluntarism, Grantmaking	<input type="checkbox"/>
Foundations	<input type="checkbox"/>
Science and Technology	<input type="checkbox"/>
Public and Societal Benefit	<input type="checkbox"/>
Religion-related	<input type="checkbox"/>
Mutual and Membership Benefit	<input type="checkbox"/>
Other, please specify:	
2. How many total staff are employed by your organization?	
None	<input type="checkbox"/>
One person less than full-time	<input type="checkbox"/>
One person full-time	<input type="checkbox"/>
Between one and two people full-time	<input type="checkbox"/>
3-5 people full-time	<input type="checkbox"/>

6-10 people full-time	<input type="checkbox"/>
11-29 people full-time	<input type="checkbox"/>
30-99 people full-time	<input type="checkbox"/>
100-249 people full-time	<input type="checkbox"/>
250-500 people full-time	<input type="checkbox"/>
more than 500 people	<input type="checkbox"/>

3. Where is your organization located (if more than one location, your headquarters)?

Please write your response:

4. How many office locations does your organization maintain?

1	<input type="checkbox"/>
2 to 4	<input type="checkbox"/>
5 to 8	<input type="checkbox"/>
9 to 15	<input type="checkbox"/>
more than 15	<input type="checkbox"/>

5. What is your annual organizational budget?

Less than \$100,000	<input type="checkbox"/>
\$100,000 to \$250,000	<input type="checkbox"/>
\$250,000 to \$499,000	<input type="checkbox"/>
\$500,000 to \$999,999	<input type="checkbox"/>
\$1 million to \$2,999,999	<input type="checkbox"/>
\$3 million to \$9,999,999	<input type="checkbox"/>
\$10 million to \$24,999,999	<input type="checkbox"/>
\$25 million to \$50 million	<input type="checkbox"/>
Over \$50 million	<input type="checkbox"/>

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

Executive Director/CEO	<input type="checkbox"/>
Systems or Network Administrator	<input type="checkbox"/>
IT Director/Technology Director	<input type="checkbox"/>
Chief Technology Officer or Chief Information Officer	<input type="checkbox"/>
Webmaster/Web administrator	<input type="checkbox"/>
Online Communications Manager/Strategist	<input type="checkbox"/>
Online Community Manager	<input type="checkbox"/>
Database Manager	<input type="checkbox"/>
Information Architect	<input type="checkbox"/>
Programmer	<input type="checkbox"/>

Web Developer	<input type="checkbox"/>
PC Technician or IT Support Staff	<input type="checkbox"/>
Circuit Rider	<input type="checkbox"/>
Project Manager	<input type="checkbox"/>
Program Analyst	<input type="checkbox"/>
Other, please specify:	

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

\$0-24,999	<input type="checkbox"/>
\$25,000-39,999	<input type="checkbox"/>
\$40,000-59,999	<input type="checkbox"/>
\$60,000-74,999	<input type="checkbox"/>
\$75,000-99,999	<input type="checkbox"/>
\$100,000-119,999	<input type="checkbox"/>
\$120,000 or more	<input type="checkbox"/>

8. What is your highest level of education?

High School	<input type="checkbox"/>
Some College	<input type="checkbox"/>
Bachelor of Arts	<input type="checkbox"/>
Bachelor of Science	<input type="checkbox"/>
Master's of Arts	<input type="checkbox"/>
Master's of Science	<input type="checkbox"/>
Ph.D. or equivalent	<input type="checkbox"/>

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

We have no one with official IT responsibility	<input type="checkbox"/>
Within Finance department	<input type="checkbox"/>
Within Marketing or Communications departments	<input type="checkbox"/>
Part of general operations or administration	<input type="checkbox"/>
Part of Development/Fundraising	<input type="checkbox"/>
Separate IT department within organization	<input type="checkbox"/>
Other, please specify:	

10. How many people are on your payroll (not consultants) who are, in any way, responsible for supporting or maintaining information technology in your organization?
Please consider part-time staff in full-time equivalents.

None	<input type="checkbox"/>
One person less than full-time	<input type="checkbox"/>
About one person full-time	<input type="checkbox"/>

About two people full-time	<input type="checkbox"/>
About 3-5 people full-time	<input type="checkbox"/>
About 6-10 people full-time	<input type="checkbox"/>
About 11-20 people full-time	<input type="checkbox"/>
About 21-40 people full-time	<input type="checkbox"/>
About 41-80 people full-time	<input type="checkbox"/>
More than 80 people full-time	<input type="checkbox"/>

11. How many outside consultants does your organization work with who support or maintain your information technology?

None	<input type="checkbox"/>
One consultant or provider firm	<input type="checkbox"/>
2	<input type="checkbox"/>
3 to 5	<input type="checkbox"/>
6 to 10	<input type="checkbox"/>
11 to 20	<input type="checkbox"/>
More than 20 consultants or firms	<input type="checkbox"/>

12. What is the percentage of your IT staff assigned to particular functions?

	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"/>
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"/>
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"/>
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"/>
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"/>
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"/>

13. Is recruiting or hiring IT staff part of your job description?
(If No, please skip to question 19)

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

14. How do you recruit for IT staff? Check all that apply.

Word of mouth	<input type="checkbox"/>
In-house promotion/transfer of responsibilities	<input type="checkbox"/>
Recruiter	<input type="checkbox"/>
Direct mailing to select audience	<input type="checkbox"/>
Online email lists	<input type="checkbox"/>
Online job sites	<input type="checkbox"/>
Local newspapers	<input type="checkbox"/>
National newspaper	<input type="checkbox"/>
Do not know/NA	<input type="checkbox"/>
Other, please specify:	

15. Are you satisfied with your IT recruiting process?

Very unsatisfied	<input type="checkbox"/>
Somewhat unsatisfied	<input type="checkbox"/>
Somewhat satisfied	<input type="checkbox"/>
Very satisfied	<input type="checkbox"/>

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

No difference	<input type="checkbox"/>
Higher pay scale than for other staff	<input type="checkbox"/>
Lower pay scale than for other staff	<input type="checkbox"/>
Higher salary increases than for other staff	<input type="checkbox"/>
Lower salary increases than for other staff	<input type="checkbox"/>
Interval between salary increases shorter than for other staff	<input type="checkbox"/>
Interval between salary increases longer than for other staff	<input type="checkbox"/>
Special bonuses or incentives	<input type="checkbox"/>
Telecommuting	<input type="checkbox"/>
Do not know / N/A	<input type="checkbox"/>
Other, please specify:	

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

Inadequately staffed	<input type="checkbox"/>
Adequately staffed	<input type="checkbox"/>

Overstaffed

18. What is the average tenure of your IT staff?

(If you do not have dedicated IT staff, the average tenure for all staff responsible for technology support and maintenance)

less than 6 months	<input type="checkbox"/>
6 months to 1 year	<input type="checkbox"/>
1 to 3 years	<input type="checkbox"/>
3 to 5 years	<input type="checkbox"/>
5 to 10 years	<input type="checkbox"/>
more than 10 years	<input type="checkbox"/>

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

(On a scale of 1 to 4)

	1 (Least important)	2	3	4 (Most important)
Degree or formal education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Past training or certifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Past experience in nonprofit work environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Past experience in technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Personality or Attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

	1 Not outsourced	2 Partially outsourced	3 Completely outsourced
Technical training for IT staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical training for organizational staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network administration/support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security and Backup	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website hosting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website content management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Database hosting/maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hardware recommendations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Software recommendations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Hardware installation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Software installation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hardware maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programming/custom software development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email hosting and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helpdesk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. What are your organization's total salary expenses for this fiscal year for all staff maintaining and supporting technology, including part-time staff (in US \$)?

Please provide your dollar amount:

22. What is your organization's total spending for this fiscal year for capital technology expenses (in US \$)?

Please provide your dollar amount:

23. Do you have authority over any discretionary IT budget?

Yes

No

24. If yes, what is your discretionary IT budget in US \$?

Please provide your dollar amount:

25. Please indicate whether there has been any change between the last fiscal year and the current fiscal year in your actual expenses for:

	1 Decreased	2 Stayed the same	3 Increased
Outsourced IT consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical training for IT staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical training for other organizational staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hardware	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IT staffing/payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website design/development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone/mobile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Constituency management and database development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other custom software development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network administration/support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security and backup	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Help desk support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

(If No, please skip to question 30)

- Yes
- No

27. What kind of IT training do you provide?

describe: Please

28. Which of the following are used for staff technology training?

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

29. What is your organization's total spending for this fiscal year for IT training for all staff (IT and non-IT staff) in US \$?

amount: Please provide the dollar

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

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied

Very unsatisfied

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

Leading edge/early adopter

Fast follower

Average

Lagging behind

In trouble

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

Yes

No

Not sure

33. What professional web sites, magazines, blogs, or newsletters related to IT do you read routinely?

Please list:

34. What professional associations do you belong to?

Please list:

35. Are there other questions we should have asked in this survey?

comment:

Please

Thanks!

We'll be giving away **10 gift I-Tunes and Amazon gift cards** to randomly selected participants of this survey.

If you are interested in this offer, please give us your email address below so that we may enter you into the drawing.

Thank you, again, for your time! We will make results available to NTEN members in early November and release public results by November 15, 2006. If you would like a personal email announcing key results, please give us your email address below.

If you are not already a member of NTEN, the membership organization of nonprofit IT staff, please join now by going to www.nten.org/join

Please give us your email here to get entered into the drawing and get pre-release results:

Appendix B: Demographics

Survey Respondents by Org Annual Budget Size

more than 500 people	7.01%
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Survey Respondents by Nonprofit Sector

Human Services	17.45%
Social Justice and Advocacy	17.00%
Health Care or Mental Health	14.02%
Education	11.43%
Philanthropy/ Capacity Building	10.44%
Arts, Culture, Humanities	7.70%
Youth Development/ Recreation	6.86%
Environment or Animal Related	5.56%
Diseases/ Science/ Medical Research	4.57%
International/ Human Rights/ Disaster	2.74%
Mutual and Membership Benefit	2.21%

Survey Respondents by Geographic Region

Midwest	27.21%
West Coast/ Far West	18.98%
Great Lakes	15.24%
Southeast	12.73%
New England	8.54%
Plains	6.55%
Southwest	4.73%
Rocky Mountains	3.13%
Outside US	2.67%
(blank)	0.23%

Survey Respondents by Job Title

Executive Director/CEO	23.63%
IT Director/Technology Director	21.11%
Operations/ Programs	11.66%
Marketing/ Development	8.23%
Systems or Network Administrator	6.33%
CFO/ COO	4.04%
Project Manager	4.04%
Chief Technology Officer or Chief Information Officer	3.58%
PC Technician or IT Support Staff	2.82%
Other Director level	2.67%
Webmaster/Web administrator	2.29%
Database Manager	2.06%
Other Board/ CXO	1.60%
Online Communications Manager/Strategist	1.37%
Information Architect/ technology specialist	0.99%
Online Community Manager	0.53%
Web Developer	0.53%
Program Analyst	0.38%

Circuit Rider	0.30%
Accidental Techie	0.23%
Webmaster/ Web administrator	0.23%
Consultant	0.08%
Intern	0.08%
Other	0.08%
Programmer	0.08%
Volunteer	0.08%
(blank)	0.84%

Survey Respondents by Highest Level of Education Obtained	
High School	1.07%
Some College	15.08%
Bachelor of Arts	23.08%
Bachelor of Science	19.12%
Master's of Arts	17.67%
Master's of Science	15.99%
Ph.D. or equivalent	6.47%
(blank)	1.52%