Nonprofit IT Staffing:

Budgets, Salaries, Training and Planning

An NTEN Report
February 28, 2008

By Alison Levine, NTEN Fellow
About NTEN: The Nonprofit Technology Network

**What we believe**

NTEN aspires to a world where all nonprofit organizations skillfully and confidently use technology to fulfill their missions. As the membership organization for the nonprofit technology community, NTEN plays a unique role in this field. Our work is to connect our members and provide you with learning and professional development. We give a bird’s-eye view of the trends, issues, and opportunities that influence nonprofits’ use of technology. Our ability to see the big picture and context allows us to identify areas of common opportunity and organize for action.

**What we do**

NTEN is a community of peers who share technology solutions across the sector and support each other’s work. We enable our members to embrace advances in technology confidently through on- and off-line knowledge sharing, hands-on trainings, and research and industry analysis. Our discounts help our members stay up-to-date with changing technology and valuable resources. We offer news and pioneering industry research and are a channel for the dissemination of innovation and learning in this field.

**NTEN WEBINARS / nten.org/webinars**

NTEN hosts many online trainings and discussions each month on topics related to nonprofit technology.

**ONLINE NETWORKING / groups.nten.org**

Do you want to connect with other nonprofit webmasters, talk about open source CMS tools with others passionate about them, or learn ways to use Flickr in your next campaign? Then join one of these NTEN Affinity Groups (or a few of the more than 90 others) and start talking.

**NTEN EVENTS / nten.org/events**

Attend our conferences and local meet-ups where people like you come together to share experiences, learn, network, make deals, and have some fun.

**NTEN Research / nten.org/research**

Our industry-leading research is growing and expanding. We have recently published studies on IT Salaries and Investments in the nonprofit sector, the impact of technology consulting, and the challenges of data integration and Open APIs. We cover policy issues such as Net Neutrality, the use of mobile phones or content management systems in nonprofits. Look for more in 2008.

**NEWSLETTERS / nten.org/signup**

NTEN Connect is your opportunity to read about the latest issues from a variety of viewpoints. For each issue we ask leaders in the nonprofit technology community to sound off on a topic that’s impacting the field.

**NTEN BLOG / nten.org/blog**

NTEN’s blog is the place to find out about the latest resources, nonprofit tech news, and buzz from the NTEN community.
About The NonProfit Times

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. We now publish 22 print issues plus 2 digital issues per year, publish 6 issues of Exempt, a stand alone magazine which provides financial information for the largest nonprofits, have 2 websites which are updated constantly, put out 5 separate eNewsletters for nonprofits (NPT Weekly, NPT Instant Fundraising, NPT TechnoBuzz, NPT Jobs and Exempt), along with a series of educational webinars.

The magazine goes out to more than 37,000 nonprofit executives and we reach over 200,000 people through our combined circulation with our eNewsletters! We’ve got hundreds of different touch points with this vast audience of executives at the nation’s largest nonprofits. This includes nonprofits in social and human services, religion, education, healthcare, culture, civic, government and associations.

The NonProfit Times (NPT)
Circulation: 37,000
The readers of The NonProfit Times are leaders within the nonprofit world. With more than 75% having a title of Vice President or higher, our 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: 97,000
Content: NPT Weekly addresses matters pertaining to all aspects of nonprofit management – 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: 32,000
Content: 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: 97,000
Content: NT Jobs is the premier nonprofit newsletter bringing new career opportunities to the nonprofit executive community.

NPT TechnoBuzz
Circulation: 40,000
Content: 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.
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Executive Summary

Staffing the information technology (IT) function is frequently a challenge for nonprofit organizations. Financial resources are typically limited and hiring managers often feel overwhelmed and under-educated when it comes to IT. Determining where IT should fit into the organization, how much time and money to invest in information technology.

In order to shed some light on these questions NTEN and the Nonprofit Times teamed up and created the Nonprofit IT Staffing Survey. We began this effort with the 2006 survey – the first of its kind. We repeated the survey in 2007, and plan to continue doing so annually, so that we can provide a long term view of nonprofit IT staffing.

This report, the second on our findings, covers IT salaries, budgets and evaluation in the nonprofit sector. The first report, published in January of 2008, covered the nature of IT staffs and departments at nonprofit organizations.
Executive Summary: Key Findings

Organizational IT Salary Budgets (Budgets for all IT staff salaries)
  • Nonprofits reported an average IT salary budget of $171,714.48.
  • Average budgets varied from $40,658.94 for small organizations to $443,798.17 for very large organizations.

IT Capital Budgets (Investments in fixed assets, e.g. laptops or servers)
  • Nonprofits reported an average capital budget of $126,278.23.
  • Average capital budgets varied from $12,532.50 for small organizations to $377,185.64 for very large organizations.

IT Discretionary Budgets (Used on any IT related item or service above and beyond the capital and salary budgets)
  • Nonprofits reported an average discretionary budget of $65,372.95.
  • Average discretionary budgets varied from $5,298.39 for small organizations to $164,752.07 for very large organizations.

Investments in IT Training
  • Nonprofits reported spending an average of $27,743.32 on IT training for their staff.
  • The amount spent on training varied from $7,066.10 for small organizations to $44,391.61 for large organizations.

Technology Planning and Evaluation
  • 63.58% of nonprofits do not have a formal technology plan for their organization.
  • 76.26% of organizations said they did not evaluate technology projects. The most common reason for not evaluating was a lack of time.
About the Survey

The nonprofit sector is working hard to maximize effective use of technology, but we are frequently hampered by the lack of data. To continue moving forward and embracing technology, nonprofits need to cast an analytical eye on decisions. NTEN and The NonProfit Times came together to shed some light on the current state of nonprofit staffing and to provide organizations with the information they need to evaluate the state of their own IT staffing.

The Nonprofit IT Staffing Survey was widely distributed through email. An invitation to take the survey was sent to the NTEN member list and discussion list, with a combined circulation of about 12,000. Survey links were also included in The NonProfit Times email newsletter (with a circulation of about 97,000 people), and distributed through a number of nonprofit capacity building and membership organizations. Respondents were encouraged to forward the survey to additional recipients. For the text and questions of the survey, please see Appendix A.
About the Results

1,031 people completed the survey and 1,428 provided at least some demographic data. The non-random sample and response rate mean that the respondents are probably not representative of the nonprofit sector as a whole and reflect only those organizations that chose to fill out the survey. For example, only 15.33% of the respondents work at organizations with budgets less than $500,000, whereas the majority of nonprofit organizations are small. It is also likely that respondents are more aware and concerned about technology issues than the sector generally. Therefore, we present the data not as a rigorous look at the sector, but rather as a set of benchmarks and figures to help guide those who are thinking about nonprofit IT infrastructure.

Responses came from a wide variety of organizations. To assist you in obtaining information that is relevant and useful, we have presented the results broken down by size of organization and self-described level of technology adoption where appropriate.

For the purposes of this report, small organizations are defined as having budgets less than $500,000; medium sized organizations have budgets between $500,000 and $3 million; large organizations have budgets between $3 million and $10 million; and very large organizations have budgets more than $10 million.
People were asked to evaluate the state of technology adoption in their organizations – whether they considered themselves to be In Trouble, Lagging Behind, Average, Fast Followers or on the Leading Edge. Only 5.24% of organizations reported that they were In Trouble, but 26.83% worried they were Lagging Behind.

Not surprisingly, smaller organizations tended to self-identify toward the lower end of the scale: 46.95% responded they were below average, either In Trouble or Lagging Behind; 26.83% of small organizations reported average technology adoption. At the other end of the spectrum, respondents from very large organizations held more positive views of their technology adoption. Thirty-three percent of very large organizations reported average technology adoption, and 41.99% believe they were above average in the Fast Follower or Leading Edge categories.

Further demographic data can be found in Appendix B.
NTEN gathered at least 36 responses about the salaries of eight different IT positions with nonprofit organizations. We reported on seven of these eight positions in last year’s Nonprofit IT Staffing report. This year we were able to add an average salary for Online Communications Managers. Surprisingly, the average salary for an Online Communications Manager, $52,538.46, was slightly more than the average salary for an IT or Technology Director, $52,290.42.

- The highest average salary reported was $71,494.57 for a Chief Technology Officer/Chief Information Officer.
- The lowest reported average salary was $37,445.65 for a PC Technician/IT Support Staff.
- Reported salaries for most positions were lower this year than last year. The largest drops were for management positions. CIO/CTOs reported salaries 25.44% lower than last year and IT Directors reported salaries 18.42% lower than last year.
- The exceptions to the trend toward lower salaries were Systems/Network Administrator and Webmaster/developer, which were 4.00% and 8.84% higher, respectively.

### Average Salaries by Title

<table>
<thead>
<tr>
<th>Position</th>
<th>Number of Responses</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Technology Officer or Chief Information Officer</td>
<td>92</td>
<td>$71,494.57</td>
</tr>
<tr>
<td>Online Communications Manager</td>
<td>65</td>
<td>$52,538.46</td>
</tr>
<tr>
<td>IT Director / Technology Director</td>
<td>334</td>
<td>$52,290.42</td>
</tr>
<tr>
<td>Project Manager / Technical Specialist</td>
<td>135</td>
<td>$50,814.81</td>
</tr>
<tr>
<td>Systems or Network Administrator</td>
<td>59</td>
<td>$50,127.12</td>
</tr>
<tr>
<td>Webmaster or Web Developer</td>
<td>40</td>
<td>$47,562.50</td>
</tr>
<tr>
<td>Database Manager</td>
<td>56</td>
<td>$38,705.36</td>
</tr>
<tr>
<td>PC Technician or IT Support Staff</td>
<td>36</td>
<td>$37,445.65</td>
</tr>
</tbody>
</table>

### What Skills Are In Demand?

Online Communications Managers reported the second highest average salary. Only CTOs reported earning more.
Average salaries varied greatly by size of organization. When considering average salaries by size, it is important to remember that most of the position titles had fewer than 100 total responses. Therefore, some job titles at a specific sized organization are based on a very small number of responses.
In addition to information about specific salaries, respondents were asked to report on the overall annual IT salary expenses at their organizations. Of all organizations responding, 7.21% reported spending no money at all on IT salaries. Smaller organizations were more likely to fall into this category.

What Are Orgs Like Yours Spending on IT Salaries?

Average IT salary expenses were $171,714.48, but a full quarter of small organizations said they had no money budgeted for IT salaries.
Organizations that felt they were struggling with technology were more likely not to have a budget for IT salaries.

Reported salary expenses varied greatly, between organizations of different sizes, and also among organizations of the same size.

Variation between organizations of different sizes generally followed the expected trend of higher expenses at larger organizations. The exception to this trend was medium sized organizations.
The largest reported salary expense at a medium organization was $405,000.00 higher than the largest reported expenditure at a large organization. Large organizations also reported higher numbers of IT staff. Taken together these two facts could explain why medium sized organizations reported higher IT salary expenses per IT employee than large organizations. This pattern was repeated with both capital expenses per staff member and discretionary IT spending per staff member, as seen later in this report.

### Average Salaries by Organization Size

<table>
<thead>
<tr>
<th>Number of Responses</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
<th>Very Large</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average IT Salary Expenses</td>
<td>$40,658.94</td>
<td>$72,907.45</td>
<td>$96,252.95</td>
<td>$443,798.17</td>
<td>$171,714.48</td>
</tr>
<tr>
<td>Average IT Salary per IT Staff</td>
<td>$33,882.45</td>
<td>$48,604.97</td>
<td>$30,949.50</td>
<td>$50,431.61</td>
<td>$49,061.28</td>
</tr>
<tr>
<td>Average # of IT Staff</td>
<td>1.20</td>
<td>1.50</td>
<td>3.11</td>
<td>8.80</td>
<td>3.5</td>
</tr>
</tbody>
</table>

Organizations that felt they were higher on the technology adoption scale reported increasing expenses for IT salaries in general, as well as per IT staff member.

### Average Salaries by Adoption Rate

<table>
<thead>
<tr>
<th>Number of Responses</th>
<th>In Trouble</th>
<th>Lagging Behind</th>
<th>Average</th>
<th>Fast Follower</th>
<th>Leading Edge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average IT Salary Expenses</td>
<td>$75,825.26</td>
<td>$96,585.51</td>
<td>$141,284.22</td>
<td>$235,175.91</td>
<td>$311,968.76</td>
</tr>
<tr>
<td>Average IT Salary per IT Staff</td>
<td>$34,782.23</td>
<td>$58,536.68</td>
<td>$54,131.89</td>
<td>$57,925.10</td>
<td>$61,411.17</td>
</tr>
<tr>
<td>Average # of IT Staff</td>
<td>2.18</td>
<td>1.65</td>
<td>2.61</td>
<td>4.06</td>
<td>5.08</td>
</tr>
</tbody>
</table>
Capital Investments

Capital expenses followed similar patterns to IT salary expenses. Six point eight six percent of all organizations reported that they did not have a dedicated IT capital budget. Smaller organizations were more likely to fall into this category.

Does Capital Investment Lead to Technology Success?

Trying to get more money for IT capital spending? Organizations on the leading edge reported capital spending more than three times higher than those that are lagging behind.
Organizations that reported they are struggling with technology are also more likely to report not having an IT capital budget.

Capital expenses reported by organizations of all sizes tended to cluster under the $100,000.00 mark, with the notable exception of the 11.93% of very large organizations that reported capital expenses over $900,000.00.

Average capital budgets varied from $12,532.50 for small organizations to $377,185.64 for very large organizations. The overall average was $126,278.23.
As we saw with salary expenses per IT staff, medium organizations report spending more on capital investments per organizational staff than large and, in this case, very large organizations. There was little difference between the highest reported capital budget at medium and large organizations, and in this case there is also a very large jump in total organizational staff that occurs between medium and large organizations, from 19.16 to 75.72.

<table>
<thead>
<tr>
<th>Number of Responses</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
<th>Very Large</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>134</td>
<td>244</td>
<td>177</td>
<td>185</td>
<td>775</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Total Capital Spending</th>
<th>$12,532.50</th>
<th>$45,609.00</th>
<th>$80,987.20</th>
<th>$377,185.64</th>
<th>$126,278.23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Capital Spending per Org Staff Member</td>
<td>$805.95</td>
<td>$2,380.43</td>
<td>$1,069.56</td>
<td>$1,440.19</td>
<td>$1,373.19</td>
</tr>
<tr>
<td>Average # of Org Staff</td>
<td>15.55</td>
<td>19.16</td>
<td>75.72</td>
<td>261.90</td>
<td>91.69</td>
</tr>
</tbody>
</table>

Capital spending by technology adoption follows a general trend of higher spending by more technologically advanced organizations. The exception to this is nonprofits that reported that they were in trouble.

<table>
<thead>
<tr>
<th>Number of Responses</th>
<th>In Trouble</th>
<th>Lagging Behind</th>
<th>Average</th>
<th>Fast Fol-lower</th>
<th>Leading Edge</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40</td>
<td>199</td>
<td>272</td>
<td>166</td>
<td>72</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Total Capital Spending</th>
<th>$86,139.51</th>
<th>$60,540.74</th>
<th>$106,151.25</th>
<th>$208,888.32</th>
<th>$228,114.24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Capital Spending per Org Staff Member</td>
<td>$1,554.30*</td>
<td>$757.61</td>
<td>$1,151.94</td>
<td>$1,915.53</td>
<td>$2,254.98</td>
</tr>
<tr>
<td>Average # of Org Staff</td>
<td>55.42</td>
<td>79.91</td>
<td>92.15</td>
<td>109.05</td>
<td>101.16</td>
</tr>
</tbody>
</table>

*Because of the small number of responses by nonprofits that felt they were in trouble, and the fact that any size organization can report being in trouble (or any type of technology adoption), a small number of capital spending budgets that vary widely – from zero to $2,500,000.00 – were reported. The next highest reported capital budget by a nonprofit in trouble was $600,000.00. The one very high amount and the small number of responses, means that the average was pulled much higher than it would be without the one multimillion dollar budget. Excluding the response of $2,500,000.00 would give us an average capital budget of $25,793.00 and average spending per organizational staff of $465.58 for organizations in trouble.
Discretionary IT Budgets

Nine point four two percent of all organizations reported not having any money for a discretionary IT budget. As with both IT salaries and capital spending, smaller organizations were more likely to fall into this category.

More than a quarter of small organizations reported no discretionary funds for IT. But 96.80% of very large organizations did have a discretionary IT budget.

Percent of Organizations with No Discretionary Budget by Size
In general, organizations that felt they were struggling with technology reported having no money for discretionary IT spending more often than organizations who felt technologically advanced.

Discretionary budgets were the least variable of the reported expenses, with the majority of responses from all sizes of organizations clustering below the $150,000.00 mark, though very large organizations reported discretionary budgets of up to $2,000,000.00.
There was, again, a general trend of higher spending at larger organizations, with the exception of medium organizations, which reported higher average budget per organizational staff numbers than large and very large organizations. In this case, we see not only the effect of the large jump in organizational staff size between medium and large organizations, but also the fact that the highest reported discretionary budget by a medium organization was slightly larger than from a large organization.

<table>
<thead>
<tr>
<th></th>
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<th>Very Large</th>
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</thead>
<tbody>
<tr>
<td>Number of Responses</td>
<td>134</td>
<td>244</td>
<td>177</td>
<td>185</td>
<td>775</td>
</tr>
<tr>
<td>IT Discretionary Budget</td>
<td>$5,298.39</td>
<td>$16,606.71</td>
<td>$42,162.99</td>
<td>$164,752.07</td>
<td>$65,372.95</td>
</tr>
<tr>
<td>Budget Per Org Staff Member</td>
<td>$341.73</td>
<td>$866.74</td>
<td>$556.83</td>
<td>$629.06</td>
<td>$710.88</td>
</tr>
<tr>
<td>Average # of Org Staff</td>
<td>15.55</td>
<td>19.16</td>
<td>75.72</td>
<td>261.90</td>
<td>91.69</td>
</tr>
</tbody>
</table>

Discretionary budgets follow a general trend of higher spending by more technologically advanced organizations. The exception to this is nonprofits that reported that they were in trouble. As with capital spending, this is due to the small number, and wide variation, of discretionary budget numbers reported by organizations in trouble.

<table>
<thead>
<tr>
<th></th>
<th>In Trouble</th>
<th>Lagging Behind</th>
<th>Average</th>
<th>Fast Follower</th>
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<tr>
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<td>199</td>
<td>272</td>
<td>166</td>
<td>72</td>
</tr>
<tr>
<td>IT Discretionary Budget</td>
<td>49,840.91*</td>
<td>$42,754.21</td>
<td>$52,820.93</td>
<td>$100,401.85</td>
<td>$84,384.65</td>
</tr>
<tr>
<td>Budget Per Org Staff Member</td>
<td>$899.33*</td>
<td>$535.03</td>
<td>$573.21</td>
<td>$920.69</td>
<td>$834.17</td>
</tr>
<tr>
<td>Average # of Org Staff</td>
<td>55.42</td>
<td>79.91</td>
<td>92.15</td>
<td>109.05</td>
<td>101.16</td>
</tr>
</tbody>
</table>

* There were two amounts of $350,000.00 and $500,000.00 that were in excess of the next highest budget of $60,000.00 reported by organizations in trouble. Removing these two would leave us with an average budget of $12,325.00, and average spending of $222.47 for organizations in trouble.
Investments in IT Training

Just over half (53.88%) of all organizations reported that they provide IT training for their staff. Large organizations are more likely to provide training than small organizations.

Hoping Your Staff Can Train Themselves?

Organizations that were unsatisfied with their training reported that the most common method they employed was to expect staff to train on their own.

Percent of Organizations that Provide IT Training by Org Size

- Small: 39.02%
- Medium: 51.80%
- Large: 56.82%
- Very Large: 64.74%
The likelihood of an organization providing IT training was higher for technologically advanced organizations than for ones that are struggling.

On average, nonprofits spend $27,743.21 on IT training. Smaller organizations spend less than their larger counterparts in absolute dollars, but not per organizational staff member.
More technologically advanced organizations reported spending more in both absolute dollars and per staff member on training than nonprofits that are struggling.

Over 500 organizations provided information about the kinds of IT training they offer their staff. Instruction in Microsoft Office and database training were the most commonly reported topics of training.

The most common types of training provided by the responding organizations were:

- 19.81% provide MS Office training.
- 12.31% train staff to use their database(s).
- 4.42% offer training on how to update their website.
- 4.41% educate staff about using their networks.
- 4.04% train their staff on how to use email.

Training for security and recovery were largely absent.

- Disaster recovery training was reported by 0.19% of responding nonprofits.
- Security training was mentioned by 1.35% of organizations responding.

Staff trainers were the most commonly used training method, while online trainings were the least popular.
More than half (56.04%) of organizations reported being either somewhat or very satisfied with their training methods. The remaining 43.96% were somewhat or very unsatisfied with their training methods. Responses were consistent across size of organization.

- The most commonly reported training method of organizations that were somewhat or very unsatisfied with their training was expecting staff to train on their own (67.21%).

- Among organizations that were somewhat or very satisfied with their training methods, expecting staff to train on their own was the least commonly reported method of training (47.75%).
Most nonprofits reported that they did not have a formal, organization-wide technology plan. On average, 36.42% of all organizations reported having a formal technology plan. Larger organizations were more likely to have a formal plan than smaller nonprofits.

Who is Planning and Evaluating?

Plan? Evaluate? Who has the time? Almost three quarters of organizations that felt they were on the leading edge of technology had a formal technology plan as compared to just over five percent of nonprofits in technological trouble.

Percent of Organizations with a Formal Technology Plan by Size

- Small: 22.61%
- Medium: 33.24%
- Large: 37.22%
- Very Large: 50.61%
Organizations that felt they were higher on the technology adoption scale were much more likely to have a formal technology plan than nonprofits that felt they were behind the curve.

Nonprofits were asked if they had undertaken certain technology projects in the past year. Smaller organizations were slightly more likely to have redesigned their website, while larger organizations did more technology planning.
Seventy six point two six percent of nonprofits did not evaluate the technology projects completed in the past year. Results were very consistent across size of organization.

Size of organization did not seem to play a role in the reasons projects were not evaluated; the lack of time was the biggest factor for organizations of all sizes.
Organizations that felt they were more advanced technologically were more likely to evaluate their projects than nonprofits that are struggling with technology.

The most common reason for not evaluating projects continued to be lack of time for organizations of all levels of technology adoption. However, organizations that felt they were in trouble were more likely to cite a lack of tools than any other type of organization.
The Long View

Average salaries were mostly lower this year than last, though it is not possible to tell at this time if this is a trend or simply a reflection of the people that responded to the survey.

Organizational budgets for IT salaries continue to vary widely between organizations of different sizes, and among nonprofits of the same size. Also consistent with last year was the fact that organizations that felt they were technologically advanced generally had larger capital and discretionary budgets.

IT training was a new topic for the survey, and appears to be another area where small organizations lag behind larger nonprofits. Over time, this could become a self-reinforcing cycle, causing small organizations to fall even further behind.

While the lack of IT planning and evaluation in the sector may not be surprising, it could hamper nonprofits in the long run. This was the first time the topic was included in the survey and an area to watch in the future.
Appendix A: Survey Questions

1. What is the primary issue area of your organization?

   Arts, Culture, Humanities
   Education
   Environment
   Animal-related
   Health Care
   Mental Health and Crisis Intervention
   Diseases, Disorders, and Medical Disciplines
   Medical Research
   Crime and Legal-related
   Employment
   Food, Agriculture and Nutrition
   Housing and Shelter
   Public Safety, Disaster Preparedness and Relief
   Recreation and Sports
   Youth Development
   Human Services
   International, Foreign Affairs, Human Rights
   Civil Rights, Social Action, and Advocacy
   Community Improvement and Capacity Building
   Philanthropy, Volunteerism, Grantmaking
   Foundations
   Science and Technology
   Public and Societal Benefit
   Religion-related
   Mutual and Membership Benefit

2. How many total staff are employed by your organization?

   None
   One person less than full-time
   One person full-time
   Between one and two people full-time
   3-5 people full-time
   6-10 people full-time
   11-29 people full-time
   30-99 people full-time
   100-249 people full time
   250-500 people full time
   More than 500 people

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

4. How many office locations does your organization maintain?

   1
   2 to 4
   5 to 8
   9 to 15
   More than 15
5. What is your annual organizational budget?

- Less than $100,000
- $100,000 to $250,000
- $250,001 to $499,999
- $500,000 to $999,999
- $1 million to $2,999,999
- $3 million to $9,999,999
- $10 million to $24,999,999
- $25 million to $50 million
- Over $50 million

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

- Executive Director/CEO
- Systems or Network Administrator
- IT Director/Technology Director
- Chief Technology Officer/Chief Information Officer
- Webmaster/Web Administrator
- Online Communications Manager/strategist
- Online Community Manager
- Database Manager
- Information Architect
- Programmer
- Web Developer
- PC Technician or IT Support Staff
- Circuit Rider
- Project Manager
- Program Analyst

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

- $0-24,999
- $25,000-39,999
- $40,000-59,999
- $60,000-74,999
- $75,000-99,999
- $100,000-119,999
- $120,000 or more

8. 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
9. 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

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
One person less than full-time
About one person full-time
About 2 people full-time
About 3-5 people full-time
About 6-10 people full-time
About 11-20 people full-time
About 21-40 people full-time
About 41-80 people full-time
More than 80 people full time

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

None
One consultant or provider firm
2
3 to 5
6 to 10
11 to 20
More than 20 consultants or firms

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

Networking
Application Development
Program Support
Helpdesk/Desktop Support
Application Administration
IT Management
End-user Training
Telecom/Audio-Visual
Knowledge Management

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

Yes
No
14. How do you recruit for IT staff? Check all that apply.

- Word of mouth
- In-house promotion/transfer of responsibilities
- Recruiter
- Direct mailing to select audience
- Online email lists
- Online job sites
- Local newspapers
- National newspaper
- Do not know/NA

15. Are you satisfied with your IT recruiting process?

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

16. 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
- Do not know / N/A

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

- Inadequately staffed
- Adequately staffed
- 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
- 6 months to 1 year
- 1 to 3 years
- 3 to 5 years
- 5 to 10 years
- More than 10 years
19. How important are the following considerations for hiring IT staff?

- Degree or formal education
- Past training or certifications
- Past experience in nonprofit work environment
- Past experience in technology
- Personality or attitude

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

- Technical training for IT staff
- Technical training for organizational staff
- Network administration/support
- Security and backup
- Website design
- Website development
- Website hosting
- Website maintenance
- Website content management
- Database hosting/maintenance
- Hardware recommendations
- Software recommendations
- Hardware installation
- Software installation
- Hardware maintenance
- Programming/custom software development
- Telephone services 30.3% (293)
- Email hosting and maintenance
- Helpdesk

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

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

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

- Yes
- No

24. If yes, what is your discretionary IT budget (in US$)?
25. Please indicate whether there has been any change between the last fiscal year and the current fiscal year in your actual expenses for:

- Outsourced IT consulting
- Technical training for IT staff
- Technical training for other organizational staff
- Hardware
- Software
- IT Staffing/payroll
- Website design/development
- Website maintenance
- Telephone/mobile
- Constituency management and database development
- Other custom software development
- Network administration/support
- Security and backup
- Help desk support

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?

28. 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.)

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

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

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

31. In the last year, did you complete any of the following projects? Check all that apply

- Website redesign
- CRM implementation
- eCommerce integration
- Networking
- Technology Planning
32. Have you evaluated the impact of these projects on your programs and services that you offer?
   Yes
   No

33. If yes, how? What was your process?

34. If no, why not? Check all that apply.
   No tools to evaluate
   Did not have time
   Did not see the value of evaluating

35. How would you describe your organization’s IT adoption?
   Leading Edge/early adopter
   Fast Follower
   Average
   Lagging Behind
   In Trouble

36. Does your organization have a formal, organization-wide technology plan or strategy?
   Yes
   No
   Not sure

37. Are there other questions we should have asked in this survey?
## Appendix B: Demographics

### Primary Issue Area of Respondents

<table>
<thead>
<tr>
<th>Issue Area</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts, Culture, Humanities</td>
<td>8.2%</td>
<td>117</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td><strong>12.6%</strong></td>
<td><strong>180</strong></td>
</tr>
<tr>
<td>Environment</td>
<td>3.6%</td>
<td>51</td>
</tr>
<tr>
<td>Animal-related</td>
<td>1.2%</td>
<td>17</td>
</tr>
<tr>
<td><strong>Health Care</strong></td>
<td><strong>7.8%</strong></td>
<td><strong>111</strong></td>
</tr>
<tr>
<td>Mental Health and Crisis Intervention</td>
<td>3.4%</td>
<td>48</td>
</tr>
<tr>
<td>Diseases, Disorders, and Medical Disciplines</td>
<td>2.2%</td>
<td>31</td>
</tr>
<tr>
<td>Medical Research</td>
<td>0.4%</td>
<td>6</td>
</tr>
<tr>
<td>Crime and Legal-related</td>
<td>1.9%</td>
<td>27</td>
</tr>
<tr>
<td>Employment</td>
<td>1.3%</td>
<td>19</td>
</tr>
<tr>
<td>Food, Agriculture and Nutrition</td>
<td>1.3%</td>
<td>18</td>
</tr>
<tr>
<td>Housing and Shelter</td>
<td>3.9%</td>
<td>56</td>
</tr>
<tr>
<td>Public Safety, Disaster Preparedness and Relief</td>
<td>0.4%</td>
<td>5</td>
</tr>
<tr>
<td>Recreation and Sports</td>
<td>1.1%</td>
<td>16</td>
</tr>
<tr>
<td>Youth Development</td>
<td>5.5%</td>
<td>78</td>
</tr>
<tr>
<td><strong>Human Services</strong></td>
<td><strong>16.6%</strong></td>
<td><strong>236</strong></td>
</tr>
<tr>
<td>International, Foreign Affairs, Human Rights</td>
<td>2.5%</td>
<td>36</td>
</tr>
<tr>
<td>Civil Rights, Social Action, and Advocacy</td>
<td>3.5%</td>
<td>50</td>
</tr>
<tr>
<td>Community Improvement and Capacity Building</td>
<td>5.5%</td>
<td>78</td>
</tr>
<tr>
<td>Philanthropy, Volunteerism, Grantmaking</td>
<td>3.2%</td>
<td>46</td>
</tr>
<tr>
<td>Foundations</td>
<td>1.0%</td>
<td>14</td>
</tr>
<tr>
<td>Science and Technology</td>
<td>3.3%</td>
<td>47</td>
</tr>
<tr>
<td>Public and Societal Benefit</td>
<td>3.4%</td>
<td>48</td>
</tr>
<tr>
<td>Religion-related</td>
<td>3.3%</td>
<td>47</td>
</tr>
<tr>
<td>Mutual and Membership Benefit</td>
<td>2.9%</td>
<td>42</td>
</tr>
<tr>
<td>Other</td>
<td></td>
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</tr>
</tbody>
</table>
## Total Staff Employed At Organization

<table>
<thead>
<tr>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>14</td>
</tr>
<tr>
<td>One person less than full-time</td>
<td>21</td>
</tr>
<tr>
<td>One person full-time</td>
<td>25</td>
</tr>
<tr>
<td>Between one and two people full-time</td>
<td>73</td>
</tr>
<tr>
<td>3-5 people full-time</td>
<td>146</td>
</tr>
<tr>
<td>6-10 people full-time</td>
<td>168</td>
</tr>
<tr>
<td>11-29 people full-time</td>
<td>284</td>
</tr>
<tr>
<td><strong>30-99 people full-time</strong></td>
<td><strong>337</strong></td>
</tr>
<tr>
<td>100-249 people full time</td>
<td>183</td>
</tr>
<tr>
<td>250-500 people full time</td>
<td>88</td>
</tr>
<tr>
<td>More than 500 people</td>
<td>85</td>
</tr>
</tbody>
</table>

## Number of Office Locations

<table>
<thead>
<tr>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>713</td>
</tr>
<tr>
<td>2 to 4</td>
<td>406</td>
</tr>
<tr>
<td>5 to 8</td>
<td>134</td>
</tr>
<tr>
<td>9 to 15</td>
<td>77</td>
</tr>
<tr>
<td>More than 15</td>
<td>94</td>
</tr>
</tbody>
</table>
## Annual Budget of Organization

<table>
<thead>
<tr>
<th>Annual Budget of Organization</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $100,000</td>
<td>4.6%</td>
<td>66</td>
</tr>
<tr>
<td>$100,000 to $250,000</td>
<td>5.5%</td>
<td>79</td>
</tr>
<tr>
<td>$250,001 to $499,999</td>
<td>7.2%</td>
<td>103</td>
</tr>
<tr>
<td>$500,001 to $999,999</td>
<td>11.8%</td>
<td>168</td>
</tr>
<tr>
<td>$1 million to $2,999,999</td>
<td>23.8%</td>
<td>339</td>
</tr>
<tr>
<td>$3 million to $9,999,999</td>
<td>23.2%</td>
<td>330</td>
</tr>
<tr>
<td>$10 million to $24,999,999</td>
<td>12.6%</td>
<td>179</td>
</tr>
<tr>
<td>$25 million to $50 million</td>
<td>6.0%</td>
<td>86</td>
</tr>
<tr>
<td>Over $50 million</td>
<td>5.2%</td>
<td>74</td>
</tr>
</tbody>
</table>

## Job Title

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director/CEO</td>
<td>36.9%</td>
<td>526</td>
</tr>
<tr>
<td>Systems or Network Administrator</td>
<td>4.1%</td>
<td>59</td>
</tr>
<tr>
<td>IT Director/Technology Director</td>
<td>23.5%</td>
<td>334</td>
</tr>
<tr>
<td>Chief Technology Officer/Chief Information Officer</td>
<td>8.1%</td>
<td>115</td>
</tr>
<tr>
<td>Webmaster/Web Administrator</td>
<td>2.8%</td>
<td>40</td>
</tr>
<tr>
<td>Online Communications Manager/strategist</td>
<td>4.6%</td>
<td>65</td>
</tr>
<tr>
<td>Online Community Manager</td>
<td>0.7%</td>
<td>10</td>
</tr>
<tr>
<td>Database Manager</td>
<td>3.9%</td>
<td>56</td>
</tr>
<tr>
<td>Information Architect</td>
<td>0.5%</td>
<td>7</td>
</tr>
<tr>
<td>Programmer</td>
<td>0.5%</td>
<td>7</td>
</tr>
<tr>
<td>Web Developer</td>
<td>0.5%</td>
<td>7</td>
</tr>
<tr>
<td>PC Technician or IT Support Staff</td>
<td>3.2%</td>
<td>46</td>
</tr>
<tr>
<td>Circuit Rider</td>
<td>0.3%</td>
<td>4</td>
</tr>
<tr>
<td>Project Manager</td>
<td>9.5%</td>
<td>135</td>
</tr>
<tr>
<td>Program Analyst</td>
<td>0.9%</td>
<td>13</td>
</tr>
</tbody>
</table>