Nonprofit IT Staffing:

2008 IT Staffing & Spending Report

An NTEN Report
May 2009

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www.italicsmedia.com

Conducted With:
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.

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Do you want to connect with other nonprofit webmasters, talk about open source CMS tools, 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.

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

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Our industry-leading research is growing and expanding. We have recently published studies on Donor Management Software and Nonprofit Social Network Use. We cover policy issues such as IT leadership, open software and data, and social and mobile media.

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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 the latest resources, nonprofit tech news, and buzz from the NTEN community.

NTEN BOOK / www.meetyourmission.org
How do you make technology decisions at your nonprofit without a tech background? This book has the answers. It was written by NTEN members who have wrestled with all the issues, from staffing to security, themselves.

NTEN WEBINARS / nten.org/webinars
NTEN hosts many online trainings and discussions each month on topics related to nonprofit technology.

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

The NPT provides a mix of news, in-depth features, how-to articles and special reports to keep our readers informed of the latest trends and technology that drive the marketplace.

Just as the nonprofit marketplace has grown, The NonProfit Times also has evolved. The NPT started as a monthly publication. NPT now publishes 22 print issues plus two digital issues per year, publishes six issues of Exempt, a standalone magazine which provides financial information for the largest nonprofits, has two Web sites which are updated constantly, and five separate eNewsletters for nonprofits (NPT Weekly, NPT Instant Fundraising, NPT TechnoBuzz, NPT Jobs and Exempt), and broadcasts a series of educational Webinars.

The magazine goes out to more than 36,000 nonprofit executives and reaches more than 200,000 people through our combined circulation with our eNewsletters.

The NonProfit Times (NPT)
Circulation: 36,000
The readers of The NonProfit Times are leaders within the nonprofit world. With more than 75 percent having a title of vice president or higher, NPT subscribers are responsible for a number of duties within a nonprofit organization, including vital purchasing decisions. By advertising with The NonProfit Times, you will get your product/service directly in front of these decision makers, thus increasing sales and awareness.

NPT Weekly
Circulation: 85,000
Content: NPT Weekly is an e-letter that addresses matters pertaining to all aspects of nonprofit management – news, fundraising, financial management, direct marketing, technology, legal issues and human resources. It offers a mix of “how-to” and news stories.

NPT Instant Fundraising
Circulation: 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: 85,000
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. focus on technology solutions for donor management, finance and fundraising.
## Contents

Executive Summary 5
Key Findings 6
About the Survey 8
About the Results 8
About the Respondents 9
Leaders in IT Adoption 12
**IT: Organizational Approaches**
  - Location of IT within Organizations 16
  - IT Planning 17
**IT Staffing and Responsibilities**
  - Internal IT Staffing Levels 20
  - External IT Responsibilities 23
  - IT Training Responsibilities 24
  - IT Projects 24
**IT Spending**
  - Salaries by Job Title 28
  - IT Salaries 30
  - Capital Expenditures 31
  - Training Budgets 31
  - Discretionary Budgets 32
The Long View: Trends 35
Case Studies
  - Community Partners 37
  - Darim Online 39
Appendices 42
Executive Summary

The nonprofit sector works hard to use technology effectively, but it’s an uphill battle. Financial resources are limited. Technology changes quickly, and there’s a lot of it out there doing lots of different things — even within the same areas. What should your organization budget for Information Technology expenditures? How do you know if the solutions you’re getting are the right fit — for both your budget and your needs?

Having access to knowledgeable people with the right IT training can help with these decisions. But finding and hiring such people presents new challenges. How many staff should you dedicate to IT concerns? How should they spend their time? Can, and should, you outsource some IT functions? And, not least of all, what can you afford to do?

Without investments in technology, organizations can’t succeed. That much is clear. NTEN partnered with the NonProfit Times on this survey to offer a closer look at the current state of nonprofit IT staffing in general, and to give organizations the information they need to evaluate and improve their own IT staffing. 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 to provide a long-term view of nonprofit IT staffing. Our hope is that this survey will help nonprofits answer the challenging questions by providing greater context of what similar — and possibly more successful — organizations are doing.
Executive Summary: Key Findings

Some nonprofit organizations adopt and manage technology better than others. We asked respondents where they see themselves on that curve — early adopters or fast followers, which can be considered “leaders”; average; lagging behind; or in trouble. Then we took a look at what those leader organizations are doing, and what other organizations can learn from them.

Technology Adoption

- Just 32 percent of all respondents (243) identified their organizations as technological leaders — either early adopters or fast followers.
- Respondents from organizations in all size categories reported considering their nonprofits to be technology leaders.
- Of all respondents from small organizations, 14 percent considered their nonprofits to be technology leaders; from medium, 28 percent; from large, 19 percent; and from very large, 34 percent.
- Small nonprofits were less likely to consider themselves leaders, but a significant number (30) did.

IT Investment

- Leaders across every size category spend more money on technology.
- Leaders overall tended to come from organizations with larger operating budgets than average or below-average adopters, but not by a lot: 56 percent of self-identified leaders are from large or very large organizations, compared to 44 percent from small or medium organizations.
IT Staffing and Training

- Leaders tended to be more satisfied with their IT staffing levels. More than half (52 percent) said they felt their organizations were adequately staffed for IT, as opposed to just 40 percent of other respondents.
- Satisfaction with IT staffing levels is not related to an organization’s overall size.
- There is also no relationship between this satisfaction and the size of the capital budget for technology, or the size of the salary expenditures for maintaining and supporting technology.
- However, respondents satisfied with current IT staffing levels are more likely to work at organizations that provide technology training to employees. This may mean that employees who are well-trained and comfortable with technology are better suited to meet an organization’s technology needs. In other words, staff size matters less than staff preparation.
- Leaders reported significantly higher levels of satisfaction with both the IT training available to their staff\(^1\) and their IT recruitment process\(^2\) than other organizations.

Outsourcing

- Organizations of all sizes outsourced some IT functions. Highly technical and specialty functions were the most commonly outsourced.

Planning

- Among leaders, 57 percent reported that their organizations have a formal plan for technology, compared to just 32 percent of other respondents.

Technical Projects

- Web site redesigns were the most commonly cited IT project completed by responding organizations last year.

\(^1,2\): These differences were found to be statistically significant (p<.001).
About the Survey

We distributed the Nonprofit IT Staffing Survey widely through email, and sent invitations to participate to all organizations on the NTEN member and discussion lists (with a combined circulation of about 12,000). In addition, we included links to the survey in The NonProfit Times email newsletter (circulation about 85,000), and reached more potential participants through a number of nonprofit capacity-building and membership organizations. Respondents were also encouraged to forward the survey to additional recipients.

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

About the Results

From October 2008 to February 2009, we collected surveys from a total of 1,028 people representing a wide variety of nonprofit organizations.

Because of the non-random sample and low response rate, these respondents are probably not representative of the nonprofit sector as a whole. Rather, they reflect only those organizations that chose to fill out the survey. A good example of this is that while only 17 percent of respondents work at organizations with budgets under $500,000, the majority of nonprofit organizations actually fall within that category.

In addition, because of the nature of both the survey and the people who chose to respond to it, it’s likely our respondents are generally more aware of, and more concerned about, technology issues than the rest of the sector.

That said, we believe there’s much to be gained from the insight this survey gives us into the differences — and the similarities — in thinking about Information Technology expressed by respondents. We present this data not as a rigorous look at the sector, but as a set of benchmarks and figures to help guide those who are thinking about nonprofit IT infrastructure. If you’re thinking about it, you’ve already made that critical first step.
About the Respondents

As we’ve already noted, the nature of this survey means it’s likely that our respondents are generally more aware of, and more concerned about, technology issues than the rest of the sector. We asked them to share their roles in their organizations, and their answers seem to bear this out.

Of the 1,028 survey respondents, the majority (70 percent) were IT Directors, Executive Directors/CEOs, Project Managers and Online Communications Managers. Rounding out the rest were:

- Chief Information Officers/Chief Technology Officers (6 percent)
- Database managers (6 percent)
- Systems administrators (5 percent)
- Web masters (4 percent)
- PC technicians (4 percent)
- Unspecified others (5 percent)

Missions

The primary missions of nonprofits that chose to respond varied considerably. Together, they represented more than 25 sectors of the nonprofit community at large. Most frequently cited included:

- Education and youth development (163 organizations)
- Human services (139 organizations)
- Healthcare (81 organizations)
- Community improvement and capacity building (58 organizations)
- Civil rights, social action and advocacy (49 organizations)
- Environment (45 organizations)
Size
We’ve measured an organization’s size two ways: by overall staffing (number of Full Time Equivalent positions) and by budget. Unless otherwise noted, “organizational size” in this report refers to budget size.

In terms of overall staffing, roughly one quarter of our respondents had 10 or fewer FTEs, and 71 percent had fewer than 100 FTEs. Only 6 percent had more than 500 FTEs.

In terms of budget, for the purposes of this report in the past we defined a range of sizes to categorize organizations. We will continue to use these categories to make it easy to compare results from year to year. Here’s what we came up with:

- Small: Budgets under $500,000
- Medium: Budgets from $500,000 to $3 million
- Large: Budgets from $3 million to $10 million
- Very Large: Budgets over $10 million

This year, based on those categories, just 17 percent of our respondents represented small organizations, 32 percent medium-sized, 25 percent large and 26 percent very large.
Office Locations
Almost half our responding organizations maintain just one office location, and three-quarters of respondents maintain four or fewer office locations.

<table>
<thead>
<tr>
<th>Number of Office Locations</th>
<th>Frequency (Percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>492 (48%)</td>
</tr>
<tr>
<td>2-4</td>
<td>274 (27%)</td>
</tr>
<tr>
<td>5-8</td>
<td>99 (10%)</td>
</tr>
<tr>
<td>9-15</td>
<td>69 (6%)</td>
</tr>
<tr>
<td>More than 15</td>
<td>94 (9%)</td>
</tr>
</tbody>
</table>

For additional details on respondents, please see IT Salaries (page 28).
Leaders in IT Adoption

In the past, we organized this report by breaking findings in each section down by organization size to help readers find information relevant to their own organizations. While we’ll still use those sizes to categorize organizations, this year we’re presenting things a little differently.

In our survey, we asked respondents to describe the state of their organizations’ IT adoptions — in other words, where do they think they stand in relation to the rest of the nonprofit sector in terms of the technological solutions they’ve implemented into their daily practices? We wanted to get respondents thinking about the kinds of standard practices they maintain, how they manage them, and how they see themselves positioned relative to other organizations in the nonprofit sector in terms of adopting technology.

We gave them the following choices, and asked them how they saw themselves:

- Leading Edge/Early Adopter
- Fast Follower
- Average
- Lagging Behind
- In Trouble

We wanted to find out how respondents perceive their organizations in terms of technology, and how those perceptions relate to their size, staffing, and overall spending. What are the leaders and fast followers doing that the others — let’s call them stragglers — are not? About one-quarter of respondents, or 277, didn’t answer the question.
Of those who did:

- Just 7 percent described themselves as early adopters.
- The majority—63 percent, or 478 respondents—described their organizations as average or lagging behind.
- About 4 percent, or 32 respondents, felt their organizations are in trouble when it comes to technology.

<table>
<thead>
<tr>
<th>Self-Reported IT Adoption Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading Edge/Early Adopter</td>
</tr>
<tr>
<td>Fast Follower</td>
</tr>
<tr>
<td>Average</td>
</tr>
<tr>
<td>Lagging Behind</td>
</tr>
<tr>
<td>In Trouble</td>
</tr>
</tbody>
</table>

For this report, we combined the early adopters with those who self-identified as fast followers — that’s 32 percent, or 243 respondents — and called them “leaders.” These two groups represent the organizations that are on the cutting edge of technology. What are those organizations on the top of the totem pole doing that their less successful peers are not, and how are they doing it?

Leaders overall tended to have larger operating budgets than average or below-average adopters, but not by much — just 56 percent of self-identified leaders are large or very large organizations. Take heart, small nonprofits: while the lion’s share of the rest were medium-sized organizations, our survey showed leaders can be found among organizations of all sizes, and a significant number of them came from small organizations.

<table>
<thead>
<tr>
<th>Survey Respondents and IT Adoption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size of Nonprofit</td>
</tr>
<tr>
<td>Small</td>
</tr>
<tr>
<td>Medium</td>
</tr>
<tr>
<td>Large</td>
</tr>
<tr>
<td>Very Large</td>
</tr>
</tbody>
</table>
If you get nothing else from this report, let it be this: in terms of your organization’s ability to use technology effectively, overall size does not matter. Targeted spending, thoughtful staffing, the appropriate training, and having a formal technology plan are more important to your organization’s success than its size.

The data backs up that assertion. Leaders reported significantly higher levels of satisfaction with both the IT training available to their staff\(^3\) and their IT recruitment process.\(^4\)

Where Are the Leaders?

Leaders can be found among organizations of all sizes. In terms of your organization’s ability to use technology effectively, overall size does not matter.

They also tended to be more satisfied with their IT staffing levels:

- More than half of those who self-identified as leaders (52 percent) said they felt their organizations were adequately staffed for IT, as opposed to just 40 percent of stragglers.
- Just 2 percent of leaders felt they were overstaffed, while no stragglers felt that way.

\(^3,4\): These differences were found to be statistically significant (p<.001).
So what are leaders doing that other organizations are not? It seems not to be any one thing, but rather a series of things that in combination add up to the right solution for them. The factors in that equation will differ for every organization; we can’t give you the right answer, because there isn’t one. But by studying the approaches other organizations take to the problems, and seeing how the different factors in the equation affect one another, perhaps you can learn how to “do the math” yourself.

"Yes - My Organization Is Adequately Staffed for IT"

![Graph showing percentage of leaders and average or below organizations]

Leaders: 52%
Average or Below: 40%
IT: Organizational Approaches

Let’s take a look at how our respondents treat the function of Information Technology. Where does it fall within their organizations, and what kinds of formal plans do they maintain for it?

Location of IT within Organizations

Among our respondents, most nonprofits either have standalone IT departments or place IT within general operations/administration.

In general:

- Larger organizations are more likely to have standalone IT departments (37 percent large, 60 percent very large).
- Smaller organizations are more likely to have no one with official IT responsibility (36 percent).
- Medium-sized organizations are more likely to place IT within general operations or administration (47.2 percent).
- Every very large organization has at least one person dedicated to IT responsibilities.
IT Planning

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

The good news is that more nonprofits are starting to look to the future. We asked if they had a formal, organization-wide technology plan or strategy, and more respondents said yes than in past years’ surveys. The bad news: that was still fewer than half of all respondents (40 percent).

<table>
<thead>
<tr>
<th>Year</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td>2007</td>
<td>36%</td>
<td>64%</td>
</tr>
</tbody>
</table>

Location of IT by Nonprofit Size

We have no one with official responsibility
Finance Dept
Marketing/Communications
General Operations/Admin.
Development/Fundraising
Separate IT Dept
What are the Leaders Doing?

Size clearly affects the thinking on where to position IT within an organization, and in some cases, that will be the deciding factor. But when making this decision, consider perception as well — for example, having IT as a part of Finance can send the message that IT spending is a cost to be controlled. (Since our 2006 survey, the number of organizations who report IT being a part of finance has declined, but only negligibly.)

Having a separate IT department can help people see the value of IT to your organization’s success. It can also show your organization’s willingness to spend money on technology, which is a common trait among self-identified leaders. In fact, among leaders, the majority reported standalone IT departments — and with significantly more frequency than stragglers. The second most common reporting among leaders was housing IT under general operations or administration, and in this group, too, leaders were higher than stragglers — though not by much. Stragglers led every other group.

Among leaders, 57 percent reported that their organizations have a formal plan for technology. Only 32 percent of stragglers have written a formal plan.

What’s also clear is that among leaders, a majority of 57 percent reported that their organizations have a formal plan for technology, compared to just 32 percent of stragglers. This data suggests that having a formal plan for technology may be an organizational best practice, and one of the factors that sets leaders apart.
Incidentally, about 60 percent of respondents cited “technology planning” as a specific type of IT project completed by their organization in the past year (see page 24). We’ll be interested to see if this translates in future surveys to more organizations adopting formal plans, and how that affects the leadership category.
IT Staffing and Responsibilities

The size of an IT department will obviously vary with the overall size of an organization. But what relative size is necessary to successfully fulfill an organization’s IT needs? Is it always necessary to have dedicated IT staff, or might it make sense to outsource some functions and responsibilities?

Internal IT Staffing Levels

As you might expect, the overall size of an organization is reflected in the size of its IT department — or at least, the number of Full Time Equivalent (FTE) staff members dedicated to IT. Overall, almost a third of respondents who answered this question report having less than one FTE dedicated to IT, regardless of size.

Of greater interest, perhaps, is the fact that organizations from every size category reported having no internal staff whatsoever dedicated to IT. By far the majority of these organizations fall within the small (49 percent) and medium-sized categories (32 percent), but 12 large (14 percent) and four very large organizations (5 percent) reported no dedicated internal IT staff at all. We’ll talk about outsourcing later, but this supports our finding that the majority of organizations reported using outside firms or consultants for IT, regardless of their size (see page 23). Still, of those 84 organizations with no internal IT staff, 21 reported using no external IT staff, either.

<table>
<thead>
<tr>
<th>Number of External Consultants/Firms</th>
<th>Percent Using External Consultants</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>21 (25%)</td>
</tr>
<tr>
<td>One</td>
<td>48 (57%)</td>
</tr>
<tr>
<td>Two</td>
<td>11 (13%)</td>
</tr>
<tr>
<td>Three to Five</td>
<td>4 (5%)</td>
</tr>
</tbody>
</table>
Here’s a look at staffing levels based on organizational budget size:

**Small**: While 26 percent reported no IT staff whatsoever, the largest single group (38 percent) reported less than one FTE and most small organizations reported two or fewer. But not all small organizations have small IT staffs: a small percentage reported between six and 20 FTEs dedicated to IT (3%).

**Medium**: These figures begin to change as we move to medium-sized organizations, where the majority (86 percent) still have two or fewer FTE IT staff, but only 9 percent have none whatsoever; a small percentage reported between six and 20. The largest single group was one to two FTEs, at 40 percent.

**Large**: The change remains consistent as we move up in size, but not dramatically. Of large organizations, the majority (76 percent) have up to two FTEs dedicated to IT, with the largest single group remaining one to two FTEs, at 52 percent. The “more than 20” category makes its first appearance, with 3 percent.

**Very Large**: The largest percentage of very large organizations report three to five dedicated FTEs, but very large organizations own the top end of the scale, with 42 percent reporting six or more, including 9 percent with more than 20. The largest single group was three to five FTEs, at 34 percent.

<table>
<thead>
<tr>
<th>Size of IT Staff (FTE)</th>
<th>Size of Nonprofit by Organizational Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>Small 26% Medium 9% Large 5% Very Large 1%</td>
</tr>
<tr>
<td>Less than 1</td>
<td></td>
</tr>
<tr>
<td>1-2</td>
<td>Small 29% Medium 40% Large 52% Very Large 22%</td>
</tr>
<tr>
<td>3-5</td>
<td>Small 4% Medium 10% Large 18% Very Large 34%</td>
</tr>
<tr>
<td>6-10</td>
<td>Small 2% Medium 2% Large 3% Very Large 19%</td>
</tr>
<tr>
<td>11-20</td>
<td>Small 1% Medium 2% Large 0% Very Large 14%</td>
</tr>
<tr>
<td>More than 20</td>
<td>Small 0% Medium 0% Large 3% Very Large 9%</td>
</tr>
</tbody>
</table>

How did respondents feel about these figures? More of them felt they were inadequately staffed (56 percent) than adequately staffed (43.2 percent). A handful (all medium-sized or larger) thought they were overstaffed with IT personnel.
We also asked respondents what the average tenure of their organization’s IT staff was. We found that:

- Among all organizations, about 39 percent of employees had tenures of three years or less, and 61 percent of three years or more.
- Among both leaders and followers, the largest percentages reported average tenures of two years or less.
- There was no statistically significant difference in the tenure of staff between leaders and stragglers.

<table>
<thead>
<tr>
<th>Length</th>
<th>All</th>
<th>Leaders</th>
<th>Stragglers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 6 months</td>
<td>2%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>6 months to 1 year</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>1 to 3 years</td>
<td>31%</td>
<td>31%</td>
<td>31%</td>
</tr>
<tr>
<td>3 to 5 years</td>
<td>28%</td>
<td>30%</td>
<td>27%</td>
</tr>
<tr>
<td>5 to 10 years</td>
<td>24%</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>9%</td>
<td>8%</td>
<td>9%</td>
</tr>
</tbody>
</table>
External IT Responsibilities
By outsourcing, organizations can benefit from the expertise of dedicated IT professionals in a range of areas without the cost burden of keeping them all on staff. We found that back-office, specialty, and hosting functions are the most likely to be completely or partially outsourced, such as:

- Web site hosting (84 percent)
- Web design and development (72 percent)
- Custom programming/software development (70 percent)
- Telephone services (70 percent)

More general IT functions are the most likely to be kept in-house, such as:

- Help Desk (69 percent)
- Web content management (68 percent)
- Software recommendations (61 percent)
- Hardware recommendations (59 percent)
IT Training Responsibilities

Here’s an interesting distinction: nonprofits are more likely to outsource the training of their IT staff than of their organizational staff. While 66 percent said they partially or fully outsource IT staff training, nearly 67 percent said they use internal trainers for the rest of their staff.

Respondents are also more likely to use online training methods (52.5 percent), or to expect staff to learn the technology elsewhere (59 percent), than they are to outsource staff training.

### Training Types and Methods

<table>
<thead>
<tr>
<th>Technology Training Resources Used</th>
<th>Percentage of Respondents Using Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Staff Trainers</td>
<td>66%</td>
</tr>
<tr>
<td>External Staff Trainers</td>
<td>45%</td>
</tr>
<tr>
<td>Online Training</td>
<td>53%</td>
</tr>
<tr>
<td>Staff Expected to Train Themselves or Already Be Trained</td>
<td>59%</td>
</tr>
</tbody>
</table>

IT Projects

We’ve covered the people and we’ve covered the planning. But what exactly are nonprofits doing with technology these days? We asked what specific types of projects organizations had completed in the past year.

### Technology Projects Completed in 2008

<table>
<thead>
<tr>
<th>IT Projects</th>
<th>Last year, did your organization complete any of these projects?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web Site Redesign</td>
<td>Yes 64% No 36%</td>
</tr>
<tr>
<td>Technology Planning</td>
<td>Yes 61% No 39%</td>
</tr>
<tr>
<td>Networking</td>
<td>Yes 39% No 61%</td>
</tr>
<tr>
<td>CRM Implementation</td>
<td>Yes 22% No 78%</td>
</tr>
<tr>
<td>eCommerce Integration</td>
<td>Yes 16% No 84%</td>
</tr>
<tr>
<td>Other</td>
<td>Yes 12% No 88%</td>
</tr>
</tbody>
</table>
Not surprisingly, Web site redesigns were the number one project completed last year. More and more nonprofits recognize the importance of a strong, branded Web presence, and as the technology becomes more affordable — and more user-friendly — Web sites are being used for everything from outreach and information dissemination to online donations. In fact, about 16 percent of respondents said they completed some eCommerce project last year, and another 22 percent reported a Constituent Relationship Management-related technology project.

What did surprise us, however, was that 60 percent of organizations reported being engaged in technology planning. Remember, just 40 percent reported having a formal technology plan or strategy in place.

Examples of “other” reported projects include:

- Database development or upgrades
- Intranet development
- Hardware/ software upgrades
- Voice Over Internet Protocol (VOIP)
- Development of online communities
- IT department restructuring

**What are the Leaders Doing?**

Peeling back these numbers a bit, we compared organizations reporting inadequate staffing to organizations reporting adequate-or-better staffing. We found that satisfaction with staffing levels was not related to an organization’s overall size.

There was also no relationship between this satisfaction and the size of the capital budget for technology, or the size of the salary expenditures for maintaining and supporting technology. However, organizations satisfied with current IT staffing levels are more likely to provide technology training to employees. This may mean that employees who are well-trained and comfortable with technology are better prepared to meet an organization’s technology needs. In other words, staff size matters less than staff preparation.
There were no marked differences in IT staff tenure among leader organizations than among stragglers.

Outsourcing seems somewhat unaffected, or at least undetermined, by the size of an organization, in that the majority of organizations reportedly used outside firms or consultants for some IT functions, regardless of their size. How many? The largest percentage of organizations of every size but very large reported one external consultant or firm; it was even close among very large organizations, with 23 percent reporting one and 25 percent reporting three to five.
There was no significant difference in the types of projects leader organizations reported completing last year than other organizations.

In terms of IT projects, leaders didn’t look a whole lot different than stragglers in terms of what types of projects they completed in 2008. Some “other” projects mentioned in leaders’ comments include:

- New building development
- Security redesign
- Streaming video
- Webcasting development
IT Spending

Information Technology is an investment, and it’s a safe bet that it’s a good investment. But how much of an investment does your organization need to make to start reaping the benefits? And how should you divide that investment between staffing, capital expenditures, and other spending, such as training?

Salaries by Job Title

We asked respondents about their salaries, and report them here according to job title. For each title, we list the number of respondents and the average salary, along with the same information from last year’s survey. But first, a little more information about our respondents. We asked for their highest levels of education, and learned that the largest single group (30 percent) earned a Bachelor of Arts degree, followed closely by Bachelor of Science (21 percent). Advanced degree-earners account for 33 percent of respondents. Just 16 percent said they had high school degrees or “some college” education.

<table>
<thead>
<tr>
<th>Highest Education Level</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School</td>
<td>1%</td>
</tr>
<tr>
<td>Some College</td>
<td>15%</td>
</tr>
<tr>
<td>Bachelor of Arts</td>
<td>30%</td>
</tr>
<tr>
<td>Bachelor of Science</td>
<td>21%</td>
</tr>
<tr>
<td>Master of Arts</td>
<td>18%</td>
</tr>
<tr>
<td>Master of Science</td>
<td>12%</td>
</tr>
<tr>
<td>PhD or Equivalent</td>
<td>3%</td>
</tr>
</tbody>
</table>

The highest paid group this year includes the C-level positions, Chief Technology Officer and Chief Information Officer, at $83,532. Chief Executive Officers didn’t fare quite as well — grouped with Executive
Directors, they come in at $69,592, just higher than IT and Technology Directors — and just behind Information Architects, at $70,455.

Other positions bunched together in the $50,000 to $61,000 range, from lowest to highest, include Systems or Network Administrators, Web Masters or Web Administrators, Project Managers, Online Communications Managers/Strategists, Programmers and Program Analysts.

Rounding out the bottom — from highest to lowest — are Database Managers, Circuit Riders and PC Technicians/Support Staff.

### Comparison of Respondent Gross Annual Salaries 2007-08

<table>
<thead>
<tr>
<th>Respondent Job Title</th>
<th>N</th>
<th>2008</th>
<th>N</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Director/Technology Director</td>
<td>310</td>
<td>$68,960</td>
<td>334</td>
<td>$69,439</td>
</tr>
<tr>
<td>Executive Director/CEO</td>
<td>233</td>
<td>$67,785</td>
<td>526</td>
<td>$73,593</td>
</tr>
<tr>
<td>Project Manager</td>
<td>93</td>
<td>$54,785</td>
<td>135</td>
<td>$51,019</td>
</tr>
<tr>
<td>Online Communications Manager/strategist</td>
<td>88</td>
<td>$55,881</td>
<td>65</td>
<td>$52,923</td>
</tr>
<tr>
<td>Chief Technology Officer/Chief Information Officer</td>
<td>63</td>
<td>$83,532</td>
<td>115</td>
<td>$82,348</td>
</tr>
<tr>
<td>Database Manager</td>
<td>63</td>
<td>$42,024</td>
<td>56</td>
<td>$38,393</td>
</tr>
<tr>
<td>Systems or Network Administrator</td>
<td>52</td>
<td>$51,923</td>
<td>59</td>
<td>$50,339</td>
</tr>
<tr>
<td>Webmaster/Web Administrator</td>
<td>42</td>
<td>$52,560</td>
<td>40</td>
<td>$48,000</td>
</tr>
<tr>
<td>PC Technician or IT Support Staff</td>
<td>36</td>
<td>$35,486</td>
<td>46</td>
<td>$37,065</td>
</tr>
<tr>
<td>Online Community Manager</td>
<td>15</td>
<td>$45,167</td>
<td>10</td>
<td>$44,500</td>
</tr>
<tr>
<td>Information Architect</td>
<td>11</td>
<td>$70,455</td>
<td>7</td>
<td>$47,143</td>
</tr>
<tr>
<td>Web Developer</td>
<td>11</td>
<td>$48,182</td>
<td>7</td>
<td>$36,786</td>
</tr>
<tr>
<td>Program Analyst</td>
<td>5</td>
<td>$61,000</td>
<td>13</td>
<td>$57,115</td>
</tr>
<tr>
<td>Programmer</td>
<td>4</td>
<td>$60,000</td>
<td>7</td>
<td>$50,357</td>
</tr>
<tr>
<td>Circuit Rider</td>
<td>2</td>
<td>$41,250</td>
<td>4</td>
<td>$76,250</td>
</tr>
</tbody>
</table>

5, 6: A weighted average was calculated using the midpoint of each salary range in the survey response categories (for the salary range “120,000 and higher”, the lower limit was used). Salary range options were of unequal lengths. Please refer to the survey in the appendix for more information.
IT Salaries

Those are our respondents. What about the IT salary expenditures of their organizations as a whole? Slightly less than 10 percent (52) of respondents reported no budgeted funds for IT salaries. In these cases, they reported in comments that IT was provided “informally” by other internal staff, or was donated to their organization. Smaller organizations are much more likely to have no money budgeted for IT salaries, which is in line with what we found last year.

For those organizations with budgets for IT salaries, what are common practices? We found that the amount of reported expenditures varied significantly with the size of the organization. As expected, organizations with larger overall operating budgets tended to spend more on IT salaries than organizations with smaller budgets.

<table>
<thead>
<tr>
<th>Size of Nonprofit</th>
<th>Median</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>$7,000</td>
<td>$44,807</td>
</tr>
<tr>
<td>Medium</td>
<td>$47,000</td>
<td>$91,330</td>
</tr>
<tr>
<td>Large</td>
<td>$80,000</td>
<td>$165,464</td>
</tr>
<tr>
<td>Very Large</td>
<td>$210,000</td>
<td>$519,067</td>
</tr>
</tbody>
</table>

Percentage of Organizations Operating Without an IT Salary Budget
IT Capital Expenditures
As you might expect, organizations’ overall capital expenditures also vary by organizational budget size.

### Organizational Budget Size and Spending on IT Capital Expenditures (n=540)

<table>
<thead>
<tr>
<th>Size of Nonprofit</th>
<th>IT Capital Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Median</td>
</tr>
<tr>
<td>Small</td>
<td>$2,500</td>
</tr>
<tr>
<td>Medium</td>
<td>$10,250</td>
</tr>
<tr>
<td>Large</td>
<td>$37,500</td>
</tr>
<tr>
<td>Very Large</td>
<td>$126,250</td>
</tr>
</tbody>
</table>

Training Budgets
We already showed that organizations that are satisfied with their staffing levels are more likely to provide IT training to their employees. So when it comes to training budgets, how do organizations spend?

About 71 percent (738) of all survey respondents answered our questions regarding the availability of IT training in their organization. Of respondents reporting IT training through their organization, 64 percent provided an estimate of their total spending on training within the current fiscal year.

- Almost a quarter (23 percent) reported that their organization did not budget for training.
- Several reported training was paid for through donations or provided by volunteers.
- Of those organizations that set aside funds for training, the median amount was $3,000.

However, for organizations providing training, budgets for it ranged from a surprisingly low $25 to a much larger $4 million.

### Organizational Budget Size and Spending on IT Training (n=738)

<table>
<thead>
<tr>
<th>Size of Nonprofit</th>
<th>Spending on IT Training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Median</td>
</tr>
<tr>
<td>Small</td>
<td>$1,000</td>
</tr>
<tr>
<td>Medium</td>
<td>$1,000</td>
</tr>
<tr>
<td>Large</td>
<td>$3,000</td>
</tr>
<tr>
<td>Very Large</td>
<td>$8,500</td>
</tr>
</tbody>
</table>
**Discretionary Budgets**

Findings for discretionary IT spending were all over the map. About 40 percent of respondents, or 411, reported that they had authority over a discretionary IT budget. Another 33 percent reported they did not have authority over a discretionary IT budget. The remaining 27 percent did not answer or were not sure.

**What are the Leaders Doing?**

Across capital and IT salary expenditures, the results clearly show that leaders spend money on technology. In every size category:

- Leaders or fast followers invest more in IT salaries than stragglers.
- Leaders invest more in IT capital expenditures.
- Leaders are far more likely to provide IT training for their staff.\(^7\)

Discretionary spending did not appear to be influenced by the overall budget size of the organization. But leader organizations had higher percentages of respondents reporting discretionary accounts. They seem to think technology is a good investment.

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7: These differences were found to be statistically significant (p<.001).
IT Adoption and Median Spending on IT Capital Expenditures

Respondents Reporting IT Training Available

Leaders in IT: 67%
Average/Below: 52%
The Long View: Trends

Due to the imprecise nature of our survey questions, any conclusions we draw based on multiple years of survey responses will be more observational than scientific. But that’s not to say there’s not much to learn from them — and the lesson gives us hope.

We’re starting to see that what makes leaders succeed is not size or, necessarily, the blunt force of spending, but thoughtfulness and strategy. Of course, this seems like common sense, and we even expected it — but it’s nice to see the data backs it up.

Comparing response from 2007 and 2008, here’s what we see:

- Outsourcing patterns are similar. It seems to make sense to farm out more complex tasks, giving your organizations access to specialty expertise and knowledge without the burden of specialty staff. (For another interesting reason to outsource certain tasks, see the Case Study in this report on Community Partners on page 37.)
- Locations of IT within organizations is also similar, with the exception that fewer organizations seem to consider IT a part of Finance this year. While it’s probably less important where, exactly, IT lives, it’s important to give IT its own identity and to make it a priority.
- Also similar were the patterns in technology planning. Those organizations that have formal plans for technology are more likely to be leaders. Although this is still a relatively small percentage of overall organizations, it’s up from last year. We see this as an encouraging sign.
- Smaller organizations without internal IT staffing resources or staff continue to struggle. This should come as no surprise to anyone.
• Leaders were more satisfied with their IT staffing levels both years than stragglers. This may be a chicken-and-egg scenario, though. Does a more satisfactory staffing level help make an organization a leader, or do leader organizations just perceive their staffing levels to be more satisfactory? What we can say for sure is that organizations that train their staff in technology are more likely to be satisfied with their staffing levels, which means it’s less about the size of your staff than it is about how prepared it is.

• Finally, we see some consistent evidence of the notion that organizations of all sizes can be technology leaders.

<table>
<thead>
<tr>
<th>Size of Nonprofit</th>
<th>2008 Leaders in IT Adoption (number/percentage)</th>
<th>2007 Leaders in IT Adoption (number/percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>30 (12%)</td>
<td>43 (14%)</td>
</tr>
<tr>
<td>Medium</td>
<td>78 (32%)</td>
<td>89 (29%)</td>
</tr>
<tr>
<td>Large</td>
<td>58 (24%)</td>
<td>78 (25%)</td>
</tr>
<tr>
<td>Very Large</td>
<td>77 (32%)</td>
<td>97 (32%)</td>
</tr>
</tbody>
</table>

Leaders in Adoption by Budget Size

Leaders in IT Adoption Report Higher Satisfaction 2007-2008

Satisfaction with IT recruitment

Satisfaction with IT training

2007 Average or below
2007 Leaders
2008 Average or below
2008 Leaders
Case Studies

We asked two self-identified leader organizations to tell us a little more about their practices and approaches to technology and how they’re able to accomplish them within the constraints of their budgets. To that end, we sought smaller nonprofits with small budgets — organizations that are doing a lot with a little. Specifically, we wanted to try to find out what other organizations can learn from the way they deal with technology.

What we found was that technology can not exist in a vacuum. By incorporating it into the daily routines and plans of an organization, it becomes a foundation on which successful practices are built rather than an afterthought.

Community Partners

Community Partners is a small nonprofit based in Western Massachusetts that works with outreach workers who enroll people in publicly-funded health coverage programs to help them expand access to health care — and to get info about how health care reform is working on the ground back up to policymakers.

The organization self-identifies as a technology leader — either an early adopter or fast-follower — and their results back up their perception. We took a closer look at their technology model to see what other nonprofits could learn from their example.

Johanna Bates is the Director of Technology and Strategy for Community Partners, and her title, while somewhat arbitrary, is also one of the keys to the organization’s success. “The ‘and’ in my title is important,” she says. “I’m not the director of technology strategy.”

Bates is the de facto IT person on staff. She says her IT skill set is broad, but not deep. Originally hired to stuff envelopes, she put some of the skills she brought with her to use when she rebuilt the organization’s website. As her role evolved, so did her responsibilities. Now, in addition to handling IT, she works closely with the executive director to guide the direction of the organization overall — and how to use technology to meet its goals.
“My tech role has evolved into one that involves more strategy and thinking about technology in a broader sense,” she said. “But if the Web site goes down, I’m still responsible for that.”

Community Partners is small, with a $250,000 budget — a quarter of what it was a couple of years ago — and just under three FTEs, split among five employees working half-time. Both the budget and the scheduling were decided by funding more than best-case decisionmaking. The nonprofit is somewhat funded by private foundations, but is largely dependent upon state funding to survive — funding that’s been cut from the 2010 Massachusetts budget. Community Partners is looking at ways to weather the coming storm while it reinvents its funding model. It may become entirely virtual, at least for the short-term.

Technology makes that measure possible — and the technology was already in place. Bates says she decided some time ago to shift whatever she could to the Software as a Service model. “We’re using Google Apps for email, which has taken a ton off my plate, because if something goes down I don’t have to fix it,” she says. “There’s no Spam crashing my mail server, and that’s been an enormous expense offloaded onto Google. There are compromises to using Google Apps, but they’re worth it to us — it’s totally free.”

She also uses Basecamp, Survey Monkey and Constant Contact for mass emailing, and has trained the entire staff on the Web site’s Content Management System, so every little update no longer has to go through her. These decisions — along with carefully outsourcing server administration, complex design and what Bates calls “harder-core programming needs” — have made it possible for her to focus more on strategy.

Community Partners began to take the lead in technology under a previous executive director who Bates says was very interested in using it to serve the organization’s constituency. “Our new director is equally on board,” Bates says, and as the organization’s use of technology improved, its constituents also became more technologically capable. “Everything evolved together. Our organization prioritizes the use of technology to help people. It’s essential to have your supervisor support your technology.”

The nonprofit worked with a strategic consultant for three years, she says. “It was like having a private technology strategy tutor. That was just one of many ways that learning about technology and strategy was built into my daily workflow.”

Bates does not have a formal plan for technology at Community Partners, but she says she’s had one “on her list” for some time. “It actually stresses me out that I don’t have one,” she says. That said, it’s clear that she’s given planning a lot of thought. By working technology into everything Community Partners does
rather than isolating it as something separate, or an afterthought, she’s able to play to its strong suits rather than retrofitting it or limiting the organization’s capabilities.

“I feel like we’re only limited by time, which is actually money,” she says. “The limits are completely financial. We have so many ideas about how to serve our constituents ... that involve tech and expertise together, that if someone just gives us money we will get it done. I know exactly what to do. Money is what stops us.”

Community Partners, like many nonprofits, does a lot with a very small staff. Bates says it helps to have staff that’s up to speed on technology. “We are totally into training opportunities whenever they arise,” she says. “I personally trained everyone to use Drupal (Community Partners’ CMS). The nonprofit community is rich with free or low-cost Webinars for training, and we’ve gone to week-long classes. We do training every chance we get.”

She also takes advantage of the pool of knowledge to which organizations like NTEN offer access. “There are all these brilliant people all over the world,” she says. “And I can ask them for help.”

In the end, Bates says, she sees Community Partners’ approach to technology succeeding because it sees technology for what it is — just a tool. “It’s a tool that is now ubiquitous,” she says. “If you use it as a tool that happens to be really great, it very naturally and organically integrates into everything you do. That all seems very healthy to me.”

Community Partners
24 South Prospect Street
Amherst, MA 01002
413.253.4283
www.compartners.org

**Darim Online**

Darim Online is dedicated to helping Jewish organizations use social media and Internet technologies to achieve their missions and goals. The nonprofit works with synagogues and foundations, social justice groups, educational organizations and a wide variety of nonprofits, helping them with Web sites and social networking — from strategy all the way through implementation, including coaching and professional development to help staff and board members learn about the culture and how to be successful with technology.
Darim self-identifies as a technology leader, and at the heart of this success is the organization’s founder and president, Lisa Colton. Colton says the fact that the organization’s business is technology is beside the point.

“As the founder of the organization, I want to hire people who are personally interested in this stuff, and who do it in their personal lives as well as their professional lives,” she says. “By doing that, they provide me with professional development. They’re bringing that in the door not just the first day they walk in, but every day. I’m actively seeking out people who can complement my knowledge and add to it — not only my skills, but putting things on my radar screen.”

That’s critical to her own relationship with technology. “I don’t like to waste time with things I’m not sure are going to be useful,” she says. “When I know something’s going to be valuable, I have no problem just jumping right in, so it’s great when people bring it to my attention.”

In fact, she encourages others to seek out technology “mentors” for much the same reasons. “Like in any other aspect of building your career, finding mentors who are a few steps ahead of you and willing to share what they’re doing and why it’s useful is really valuable,” she says. “NTEN as an organization is a mentor, and the people I’ve met through NTEN, as well.”

She says the mentor relationship can also be passive. “By following many of my mentors on Twitter, I’m able to learn from their expertise without having to schedule a meeting and sit down face to face, which might not be possible,” she says.

Depending on funding, Darim Online has had as many as seven FTEs, but currently has two — plus a number of outsourced consultants and interns — and a budget that ranges from $250,000 to $500,000, depending on grants. The entire organization is run from a virtual office, with staff, board members and clients spread out around the country. Social media and other technology has made that possible, and Colton says it’s allowed Darim Online to expand its voice — for free. She calls the value of social media and blogs for marketing, communications and the organization’s programs “extraordinary,” and says social media can give organizations a tremendous amount of social impact.

With such a small staff, and with clients looking for it to lead, Darim Online outsources some technology operations, such as server management and security for a number of Web sites the organization has built and managed. “When we had a larger staff, I had a director of operations, and I very purposely hired someone who had a lot of technical expertise,” Colton says. “His job description was not ‘IT guy,’ but I intentionally sought out candidates who had those skills. At this point we have a contract tech guy who does support and assistance with client-related things, and gives some advice in house.”
But in terms of Darim’s day-to-day operations, Colton says, “As a startup venture, we have definitely been ‘winging it’, adding new components as necessary.”

Colton says she’s in the process of creating her first formal plan for technology. “As a more mature organization with more clients, and more ways that we engage with our clients and community, we need to upgrade our systems,” she says, “and combine multiple functions in one system to minimize duplication of data across platforms.” As a startup, low cost and short learning curves were a priority. “Now efficiency and quality are the driving forces, and we need to be more proactive about growing the IT capacity in our organization.”

“In the last year, or 18 months, we’ve gotten to a place where I feel we need to significantly upgrade our systems,” she says. “Part of that’s the technology, part of that’s the number of tools or platforms we’re using and the need to integrate or combine them, and part is being just really thoughtful about our needs and writing specs and implementing.”

As with many small organizations, funding is an issue. Colton says the Jewish community as a whole is just beginning to acknowledge the centrality and importance of technology, and recognizing that it’s as basic to operations as phone, fax, and copy machines. “A lot of what I’m trying to do is mature the market in which I’m working,” she says.

She believes success is less about the technology and more about the uses of it. “I find a lot of people get hung up on the technical specs or the tactical ‘first you do this, then you do that’, “ she says. “But the real difference between monkeying around and having a real impact is how you use it as a tool. That takes skill, and it takes reflection, and it takes measurement and refining your practice.”

To other nonprofits struggling with new technology, Colton offers this advice: “You can only sit and think about it for so long. With things like social media,” she says, “you need to just jump in and play with it. Doing that as an individual, separate from your organization jumping in, that can be a safe place to start.”

Darim Online
204 Ridge Street, Suite 100
Charlottesville, VA  22902
434.977.1170
darimonline.org
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 / N/A

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?