Nonprofit IT Staffing:

2009 IT Staffing & Spending Report

An NTEN Report | March 2010
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www.italicsmedia.com

Conducted With:

The Nonprofit Times
The Leading Business Publication For Nonprofit Management
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 common areas of 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.

ONLINE NETWORKING / groups.nten.org
Do you want to connect with other nonprofit web masters, talk about open source CMS tools with others passionate about them, or learn 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 WEBINARS / nten.org/webinars
NTEN hosts many online trainings and discussions each month on topics related to nonprofit technology.

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 the Nonprofit Data Ecosystem, social media use by nonprofits, and Donor Management Systems.

NEWSLETTER / 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.

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.
About The NonProfit Times
www.nptimes.com

NPT Publishing Group has been the leading information provider for the nonprofit sector since 1987. The NPT has provided news and information to help nonprofit executives manage their organizations more efficiently and increase the effectiveness of fundraising efforts. The NPT provides a mix of news, in-depth features, how-to articles and special reports to keep our readers informed of the latest trends and technology that drive the marketplace.

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

The NonProfit Times (NPT)
Circulation: 34,000
The readers of The NonProfit Times are leaders within the nonprofit world. With more than 75 percent having a title of vice president or higher, NPT subscribers are responsible for a number of duties within a nonprofit organization, including vital purchasing decisions. By advertising with The NonProfit Times, you will get your product/service directly in front of these decision makers, thus increasing sales and awareness.

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

NPT Instant Fundraising
Circulation: 32,000
NPT Instant Fundraising is geared towards keeping development officers and executive directors up to date with the latest fundraising developments. It offers news, tips and proven methods to fund organizations.

NPT Jobs
Circulation: 85,000
NPT Jobs is the premier nonprofit newsletter bringing new career opportunities to the nonprofit executive community.

NPT TechnoBuzz
Circulation: 40,000
NPT TechnoBuzz is for CIOs, CFOs, IT Directors and Development Directors responsible for the purchase and management of hardware and software at the nation’s nonprofit organizations. It features trends and business stories with a focus on technology solutions for donor management, finance and fundraising, focus on technology solutions for donor management, finance and fundraising.
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Executive Summary

The nonprofit sector works hard to maximize the effective use of technology. Organizations face difficult challenges—from insufficient data and lean budgets to overworked staffs—just trying to keep up with changing technologies and trends, and with the rest of the sector. To help them cast an analytical eye on technology decisions, NTEN and The NonProfit Times came together to create the Nonprofit IT Staffing and Spending Survey. It gives us a good look at the state of nonprofit staffing, and helps us provide organizations with information to help evaluate the state of their IT spending.

When we began, it was the first time a survey of this kind had ever been done. We hoped to shed light on the most common questions nonprofit organizations were asking in this area, including:

- What level of investment are other nonprofits making in IT?
- What’s a typical salary?
- How do small and large organizations compare with each other?

We answered those questions, and as technology and attitudes concerning technology changed each year, we kept asking them. Now, four years after the first survey, we’re beginning to see the results in a different context—as trends.

We also started asking organizations to rank themselves in terms of where they fell on the scale of technological proficiency, which enabled us to ask a few new questions:

- What are the decisions and practices that define a technological “leader”?
- What can organizations that lag behind these leaders learn from them?
- Is there any correlation between budget, IT spending, staff size or organizational size and this ranking?

With this information, we believe all nonprofits—regardless of their self-reported ranking—can analyze and adjust their IT practices to their own benefit.
Executive Summary: Key Findings

Some nonprofit organizations adopt and manage technology better than others. We asked respondents where they see themselves on that curve—as early adopters or fast followers, which we’ve combined into a single group of “leaders”, or as average, lagging behind, or in trouble, which we’ve combined into a group that we’ll call “stragglers.”

Then we took a look at what the leader organizations are doing, and what the other organizations can learn from them.

Technology Adoption

- Just 35 percent of respondents, or 353, self-identified as leaders. This is up about 3 percent from last year, and 5 percent from the year before.
- Respondents from organizations in all size categories considered their nonprofits to be technology leaders, but larger organizations are more likely to consider themselves leaders. Of the leaders, 41 percent were very large organizations, 24 percent large, 24 percent medium, and just 11 percent small.
- Half of all very large organizations considered themselves leaders, in line with last year’s results.
- Of all respondents from small organizations, 27 percent considered their organizations to be leaders—double the percentage from last year. From medium organizations, 27 percent considered their organizations to be leaders, about the same as last year.
- For large organizations (35 percent), there was a significant increase—last year just 19 percent self-identified as leaders.
IT Investment

- Leaders across every size category spend more money on technology.
- The median IT spending of all leaders ($160,000) more than doubled that of stragglers ($59,000).
- Among very large organizations, the median IT budget for leader organizations was 22 percent greater than for stragglers; 21 percent among large organizations; 43 percent among medium organizations; and 65 percent among small.
- On the whole, leaders spent 2.5 times more on IT budget expenses than those who said their organizations were lagging behind in IT adoption.
- Though the median percentage of an organization’s overall budget allocated to IT was 3 percent, this figure tended to be significantly higher among small and medium organizations than large or very large.
- A greater percentage of respondents in all categories said their actual expenses (FY08 to FY09) increased last year in the following areas, ranked in order of largest increase: Website design/development, hardware, software, outsourced IT consulting.
- Orgs that provide their own IT services—in other words, those that do not outsource IT functions—spent an average of $137,477 on staffing, or 54 percent of their IT budgets.
- Small organizations spent the smallest percentage on staffing, at 46 percent of their IT budgets, while medium and large organizations spent the largest, at 64 percent and 65 percent respectively.

Satisfaction with IT Function

- Leaders were more satisfied with every aspect of IT function than other organizations.
- All organizations, on average, were most satisfied with “hardware and software in use,” followed closely by “availability to meet staff needs,” “organization’s website” and “availability to meet client needs.” Still, in not one of these categories did even half of all respondents report being satisfied.
- All organizations, on average, were least satisfied with “quality of IT training for staff,” “IT budget allocations,” “integration of IT into strategic plan,” and “IT recruiting procedures.”

Planning

- Strategic, formal planning continues to be a sign of success for organizations in terms of technology—a majority of leaders have a formal plan in place, and yet most respondents said their organizations still do not.
• That said, the percentage of respondents who said their organizations do not have strategic technology plans has decreased each of the past two years.
• This year, 65 percent of leaders said they had a formal plan in place, an increase of 8 percent compared to last year.
• Just 26 percent of respondents said their organization had ever evaluated the Return on Investment from IT projects or programs. Those who did were much more likely to be leaders.

Outsourcing

• Outsourcing does not appear to have any impact on whether an organization identifies as a leader.
• Organizations of all sizes outsourced some IT functions.

Salary and Tenure

• C-Level jobs continue to be the highest paid. CEOs topped the list with a reported annual average salary of just more than $100,000, followed by CIOs, at $97,500.
• Online Communications Manager, Database Manager, Web Developer and Systems Administrators held the middle of the list, ranging from about $57,000 to just more than $62,000.
• IT Support Staff held the bottom rung, at $44,375, just behind Online Community Managers, at $48,125.
• Online Community Managers also had the shortest tenures, at 2.5 years. At the other end were CEOs, with the longest average tenure at 8 years.
About the Survey

To gather as much data from as wide an audience as possible, we distributed the survey through email and sent invitations to participate to all organizations on the NTEN member and discussion lists (with a combined circulation of about 25,000). In addition, we linked 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. We also encouraged respondents to forward the survey to additional recipients.

In addition, we gave respondents the opportunity to write in comments to voice sentiments that did not fit within the confines of our questions. Throughout this report, we’ve highlighted some of those comments to help give a human voice to the statistics.

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

From November 2009 through January 2010, we collected surveys from 1,010 people representing a wide variety of nonprofit organizations.

With any research there are caveats. This survey is no exception. 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 is that while only 15 percent of respondents work at organizations with budgets less than $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 therefore 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 similarities in thinking about IT 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.

In our experience, if you’re thinking about it, you’ve already made that critical first step. We want to help you make the next one.
About the Respondents

In all, we collected surveys from 1,010 people. As already mentioned, the nature of this survey means it’s likely our respondents are generally more aware of—and more concerned about—technology issues than the rest of the sector. We asked them to tell us about their roles in their organizations. Their answers seem to bear this out.

- The majority (80 percent) were IT Directors, Executive Directors/CEOs, Chief Technology Officers, Project Managers and Online Communications Managers.
- We also received surveys from Database Managers, PC Technician, Network Administrators and Webmasters.
- Executive Directors/CEOs were the single largest group, at 30 percent, followed closely by IT Director/Technology Director at 26 percent.

Chart 1: Job Titles of Survey Respondents (n=700)

Comments

“I am the only IT person, have no training, and am doing four other people’s jobs as well.”
—From a Straggler organization

“I alone am our primary IT staff and I also manage the Bookstore and greening projects and wash the occasional dish.”
—From a Straggler organization
Survey respondents represented more than 25 different sectors of the nonprofit community at large. The most frequently cited included:

- Human Services (121)
- Education (61)
- Health Care (57)
- Arts, Culture, Humanities (51)
- Environment (40)
- Civil Rights, Social Action, and Advocacy (39)
- Youth Development (38)

Of the 1,010 responses, 763 respondents shared the location of their organizational headquarters. Of those, the majority were based in the Northeast and Mid-Atlantic regions, followed by the western part of the country. In addition, we received 31 responses from outside the United States.

**Chart 2: Where Are the Surveys Coming from? (n=763)**
About the Nonprofits

Size

Our survey respondents represent a broad range of nonprofits in terms of mission, budget, and size. For the purposes of this report, we measure size two ways:

- By overall staffing
- By overall budget

Staffing is determined by the number of Full Time Equivalent positions in the organization. In terms of budget, historically we have defined a range of sizes to categorize organizations, which we’ll continue to use to make it easy to compare results from year to year. Here’s what we came up with:

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>Budgets under $500,000</td>
</tr>
<tr>
<td>Medium</td>
<td>Budgets from $500,000 to $3 million</td>
</tr>
<tr>
<td>Large</td>
<td>Budgets from $3 million to $10 million</td>
</tr>
<tr>
<td>Very Large</td>
<td>Budgets over $10 million</td>
</tr>
</tbody>
</table>
Based on those categories, this year 15 percent of our respondents represented small organizations. There were 32 percent from medium-sized organizations, 24 percent from large, and 29 percent from very large.

**Chart 3: Where Are the Surveys Coming from? (n=763)**

In terms of staffing size, the majority of respondents, 53 percent, falls in the “40-or-fewer FTEs” category. The single largest group, 21 percent, reports having between 2 and 10 FTEs. Remember, this is a measure of total staff—not IT staff, which we’ll look at later.

**Total Number of FTEs Staffed by 2009 Nonprofits**

<table>
<thead>
<tr>
<th>Number of FTEs</th>
<th>Frequency (Percent of Nonprofits)</th>
</tr>
</thead>
<tbody>
<tr>
<td>None/Less than 1 FTE</td>
<td>23 (3 percent)</td>
</tr>
<tr>
<td>1 FTE</td>
<td>14 (2 percent)</td>
</tr>
<tr>
<td>2 - 10 FTEs</td>
<td>175 (21 percent)</td>
</tr>
<tr>
<td>11 - 20 FTEs</td>
<td>112 (13 percent)</td>
</tr>
<tr>
<td>21 - 40 FTEs</td>
<td>127 (15 percent)</td>
</tr>
<tr>
<td>41 - 80 FTEs</td>
<td>106 (13 percent)</td>
</tr>
<tr>
<td>81 - 140 FTEs</td>
<td>99 (12 percent)</td>
</tr>
<tr>
<td>141 - 200 FTEs</td>
<td>51 (6 percent)</td>
</tr>
<tr>
<td>201 - 300 FTEs</td>
<td>36 (4 percent)</td>
</tr>
<tr>
<td>301 - 500 FTEs</td>
<td>44 (5 percent)</td>
</tr>
<tr>
<td>More than 500 FTEs</td>
<td>60 (7 percent)</td>
</tr>
</tbody>
</table>
Office Locations

Similar to last year, almost half our responding organizations maintain just one office location, and three-quarters maintain four or fewer office locations.

<table>
<thead>
<tr>
<th>Number of Office Locations</th>
<th>2008 Survey</th>
<th>2009 Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>492 (48 Percent)</td>
<td>367 (44 Percent)</td>
</tr>
<tr>
<td>2-4</td>
<td>274 (27 Percent)</td>
<td>245 (29 Percent)</td>
</tr>
<tr>
<td>5-8</td>
<td>99 (10 Percent)</td>
<td>85 (10 Percent)</td>
</tr>
<tr>
<td>9-15</td>
<td>69 (6 Percent)</td>
<td>52 (6 Percent)</td>
</tr>
<tr>
<td>More than 15</td>
<td>94 (9 Percent)</td>
<td>94 (11 Percent)</td>
</tr>
</tbody>
</table>
Leaders in IT Adoption

We asked respondents to describe the state of their organizations’ IT adoption—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? The goal was to get respondents thinking about what kind of standard practices they maintain, how they manage them, and how they see themselves positioned relative to other organizations in the context of adopting technology.

Remember, these rankings are self-reported. We gave respondents the following choices and asked them how they saw themselves:

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

Chart 4: Nonprofit Rates of IT Adoption Reported in 2009 (n=994)

For this report, we’ll combine early adopters with those who self-identified as fast followers—as a group, that’s 36 percent, or 353 respondents—and call them “leaders.” This group represents the organizations on the cutting edge of technology, the top of the totem pole. A slightly higher number (4 percent) of organizations put themselves in this group this year than last. We’ll also combine those who self-identify as average, lagging behind or in trouble and call the group “stragglers.”
Size & IT Leaders

Not surprisingly, organizations with larger operating budget are more likely to self-identify as IT leaders—about half those with budgets over $10 million dollars identified as leaders, while just 27 percent of nonprofits with budgets less than $500,000 did the same.

Chart 5: 2009 IT Leaders Found in Size Categories

IT leadership is not exclusive to large organizations. Leaders can be found among organizations of all sizes—small and medium nonprofits (by budget) accounted for 35 percent of our self-identified leaders, and a significant number of those were small organizations.
If there’s a downside, it’s that this shows a downward trend over time—the number of small organizations who were also leaders dropped 1 percent from last year and 3 percent from 2007. Similarly, the number of medium-sized leaders was down 8 percent from last year, and 5 percent from 2007.

In contrast, the number of large orgs that identified as leaders has remained remarkably consistent over the past two years, and the number of very large leaders jumped 9 percent. The size gap appears to be growing.

<table>
<thead>
<tr>
<th>Size of Nonprofit by Budget</th>
<th>Number/% of Leaders in this size group 2007</th>
<th>Number/% of Leaders in this size group 2008</th>
<th>Number/% of Leaders in this size group 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>43 (14 Percent)</td>
<td>30 (12 Percent)</td>
<td>25 (11 percent)</td>
</tr>
<tr>
<td>Medium</td>
<td>89 (29 Percent)</td>
<td>78 (32 Percent)</td>
<td>54 (24 percent)</td>
</tr>
<tr>
<td>Large</td>
<td>78 (25 Percent)</td>
<td>58 (24 Percent)</td>
<td>54 (24 percent)</td>
</tr>
<tr>
<td>Very Large</td>
<td>97 (32 Percent)</td>
<td>77 (32 Percent)</td>
<td>94 (41 percent)</td>
</tr>
</tbody>
</table>
IT: Organizational Approaches

What are leader organizations doing that their less successful peers are not? And just how are they doing it? Let’s take a look, starting with how different organizations approach IT as a department, as a budget item, and as a function.

Location Within the Organization

The location of an IT department within an organization says a lot about how that organization views the department’s role.

Among respondents, most nonprofits either have standalone IT departments (31 percent) or place IT within general operations/administration (30 percent). Having a separate IT department can help people see the value of IT to the organization’s success. It can also show an organization’s willingness to spend money on technology, a common trait among self-identified leaders.

Chart 6: Location of IT Within Organization (n=980)

<table>
<thead>
<tr>
<th>Location</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other (please specify)</td>
<td>114</td>
</tr>
<tr>
<td>Development or Fundraising</td>
<td>20</td>
</tr>
<tr>
<td>General operations or administration</td>
<td>296</td>
</tr>
<tr>
<td>Separate IT department within organization</td>
<td>300</td>
</tr>
<tr>
<td>We have no one with official IT responsibility</td>
<td>82</td>
</tr>
<tr>
<td>Within Finance department</td>
<td>108</td>
</tr>
<tr>
<td>Within Marketing or Communications departments</td>
<td>60</td>
</tr>
</tbody>
</table>

Comments

“Information Technology is taken for granted. Everyone wants all the benefits but none of the responsibility to deliver quality technology.”

–From Leader organization
Another way to consider how an organization views the roles and responsibilities of an IT Department is to examine who the IT Director reports to. Among our respondents’ organizations, in order of most frequent, IT Directors report to:

- The organization’s Executive Director
- The Administrative Director/Chief Operating Officer
- Other, including Director of Development, Director/VP of Operations, Director of Human Resources, Board President or Board Membership, and Communications Director/Manager
- Chief Financial Officer

**Chart 7: Who Does Your IT Director Report To In Your Nonprofit? (n=943)**

![Bar chart showing the distribution of IT Director reporting structures]

**What are the Leaders Doing?**

- Among leaders, a majority of 43 percent reported standalone IT departments. Compare that to just 24 percent of stragglers.
- Just 3 percent of leaders said they had no one with official IT responsibility, compared to 11 percent of stragglers.
- Relatively similar numbers of leader and straggler organizations said their IT department fell within the purview of Marketing and Communications, General Operations/Administration, Development and Financing, and Other.
Chart 8: Location of IT in Organizations: Leaders and Stragglers

Satisfaction with IT Functions

We asked respondents to tell us how satisfied they were with the IT functions at their organization, based on certain categories. Here’s what they said.

They were most satisfied with:

- Hardware and software
- Availability of IT staff to meet their needs

This is good news in a sector where the IT person often wears other hats, and where IT budgets are notoriously slender. But respondents were least satisfied with:

- The quality of IT training they were receiving
- The amount of budget resources available

“We’ve renamed IT to Business Technology Solutions to better capture the full breadth of the services we provide.”

–From Leader organization
What are the Leaders Doing?

How does this satisfaction level compare between leaders and stragglers? We don’t even need to break it down by category—leaders were significantly more satisfied than stragglers in all aspects of IT functioning. This raises a chicken-and-egg question: Does IT satisfaction lead an organization to self-identify as a leader, or do the successful IT practices that keep an org on the cutting edge also breed satisfaction?

In the end, it doesn’t matter. The results are the same. Good tech practices lead to satisfied staff.

Comments

“Because we are not able to keep hardware and software up to date, we are usually behind two-to-three years. We are always struggling to catch up.”

–From Straggler organization
Last year, we found that organizations satisfied with their IT staffing levels were more likely to provide technology training to employees. We took this to mean that employees who are well-trained and comfortable with technology are better-prepared to meet an organization’s technology needs.

This year’s results showed that this is still true, and it appears to be an area where stragglers could gain some ground. We pulled some comments from straggler organizations that address this issue:

- “I’d love for our staff to be mostly self-sustaining for technical needs… A good start, though, would be better IT training for new hires.”
- “One IT person for staff of 30. Few are tech-oriented. Reluctant to spend $$ for training… yet they want to ‘use’ technology, as long as they don’t have to work at it.”
- “Training was frozen in 2009, and again in 2010 across the organization.”
- “We would all like training on Microsoft products to improve efficiencies.”
- “We do not have a strong capacity for adopting new IT quickly or for providing our staff with training to think differently about IT…”

Leader organizations mentioned training much less frequently in the comments.

Chart 10: Satisfaction Levels: Comparing Leaders to Stragglers
IT Recruiting

Slightly less than half (46 percent) of our respondents said they were responsible for recruiting or hiring IT professionals at their organizations. How are they finding and hiring for these positions?

- Of those, 140 respondents said they do not advertise IT positions electronically.
- Another 94 did not know whether their IT positions were advertised on the Internet.

We’re not sure where these organizations are advertising, though it’s a good bet that networking and word-of-mouth referrals continue to be good ways of spreading news about open positions.

How about those who do advertise IT positions online? The table below summarizes their reported usage of some popular recruiting sites:

<table>
<thead>
<tr>
<th>Website</th>
<th>Percent of Nonprofits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Their Own Website</td>
<td>43 percent</td>
</tr>
<tr>
<td>NTEN</td>
<td>7 percent</td>
</tr>
<tr>
<td>Idealist.org</td>
<td>14 percent</td>
</tr>
<tr>
<td>Craigslist</td>
<td>23 percent</td>
</tr>
<tr>
<td>DICE</td>
<td>5 percent</td>
</tr>
<tr>
<td>TechSoup</td>
<td>5 percent</td>
</tr>
<tr>
<td>Justtechjobs.com</td>
<td>1 percent</td>
</tr>
<tr>
<td>Opportunity Knocks</td>
<td>3 percent</td>
</tr>
<tr>
<td>Progressive Exchange</td>
<td>1 percent</td>
</tr>
</tbody>
</table>

Other websites mentioned more than once in the comments section included:

- Monster.com
- Local newspapers
- Careerbuilder.com
- LinkedIn/Other social networking sites
- Local college and university websites
- ASAE
- Other regional nonprofit websites
Hiring Considerations for IT

What are nonprofits looking for in their IT staff?
Best practice in hiring tells us they should be heavily weighing the candidates’ fit within the larger organizational culture. We asked respondents to rank several factors on a scale of 1 (not at all important) to 5 (extremely important).

Here’s what they said in order of importance:

- Past experience with technology
- Fit with organizational culture
- Attitude/Personality
- Past training/certificates
- Prior work in nonprofit setting
- Degree/Formal education

These responses show that there’s no substitute for someone with the right experience who can blend in with existing staff, in line with best practices.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Leaders Average Rating</th>
<th>Stragglers Average Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree/Formal Education</td>
<td>2.74</td>
<td>2.83</td>
</tr>
<tr>
<td>Prior Work in Nonprofit Setting</td>
<td>3.23</td>
<td>3.31</td>
</tr>
<tr>
<td>Past Training/Certificates</td>
<td>3.26</td>
<td>3.17</td>
</tr>
<tr>
<td>Attitude/Personality</td>
<td>4.33</td>
<td>4.04</td>
</tr>
<tr>
<td>Fit with Organizational Culture</td>
<td>4.35</td>
<td>4.14</td>
</tr>
<tr>
<td>Past Experience with Technology</td>
<td>4.44</td>
<td>4.21</td>
</tr>
</tbody>
</table>

1. Based on Likert scale: 1 (Not at All Important) – 5 (Extremely Important)

Comments

“Quality of staff rather than quantity of staff is the issue.”
– From Straggler organization

“…If by ‘IT staff’ you mean the youngest staff person becomes the IT staff.”
– From Straggler organization
It’s worth noting that this year’s comments section showed a lot of recurring themes about how budget worries affect the nonprofit sector’s IT capabilities, including the following remarks about recruiting:

- “Budget constraints prevent us from replacing a person who’s no longer with the organization.”
- “Budget pressure has halved the IT staff in the last six months.”
- “Budgetary constraints limit our ability to staff to the level we know would be sufficient to meet our needs.”
- “We were more adequately staffed prior to the economic downturn.”
- “Major funding loss prevented us from filling one position and adding another desperately needed.”

These quotes came from leaders and stragglers alike. Times are tough. In the face of a down economy and historically limited budgets, some nonprofits are looking for other, nontraditional ways to attract and retain solid IT help. We asked if they were targeting any particular recruiting or retention practices toward IT professionals that they were not toward other staff positions.

Of the 687 who responded to this question, the majority (57 percent) said they were not considered important. But for those who were, some of the most commonly cited practices included:

- Offering IT professionals a higher pay scale than other staff (89 nonprofits)
- Offering telecommuting to IT staff (42 nonprofits)

Other options included alternative and flexible work schedules, paying for mobile phones and other equipment needs, and paying for ongoing professional development opportunities.
What are the Leaders Doing?

In terms of what qualifications organizations consider important when recruiting IT staff, leaders and stragglers lined up pretty closely, with a few minor differences:

- Leaders put a slightly higher emphasis on Attitude/Personality, Past Experience with Technology, Fit with Organizational Culture, and Past Training/Certificates, respectively, than Stragglers.
- Stragglers emphasized Degree/Formal Education and Prior Work in Nonprofit Setting slightly more than Leaders.

Ratio of IT Staff to Other Staff

Among nonprofit organizations that provide their own IT services, what does that staff look like—both in terms of average size and in comparison to non-IT staff? We asked, and found that organizations average one IT staff for every 32 total employees. Small orgs have the best ratio, and it thins as organizations grow.

- At the bottom, small organizations averaged fewer than one IT staff member, and one for every 11 total staff.
- Medium orgs averaged nearly 1.2 IT staff, or one for every 18 total staff members.
- Large orgs averaged just over 3.5 IT staff, or one for every 19 other staff members.
- Very large orgs averaged 6.3 IT staff, or one for every 42 total staff.

<table>
<thead>
<tr>
<th>Size of Nonprofit</th>
<th>Number of Responses</th>
<th>Avg. IT Staff</th>
<th>Avg. Total Staff</th>
<th>Avg. Ratio IT to Total Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>34</td>
<td>0.94</td>
<td>10.78</td>
<td>1:11</td>
</tr>
<tr>
<td>Medium</td>
<td>40</td>
<td>1.18</td>
<td>21.41</td>
<td>1:18</td>
</tr>
<tr>
<td>Large</td>
<td>30</td>
<td>3.60</td>
<td>68.08</td>
<td>1:19</td>
</tr>
<tr>
<td>Very Large</td>
<td>44</td>
<td>6.30</td>
<td>265.50</td>
<td>1:42</td>
</tr>
<tr>
<td>ALL RESPONDENTS</td>
<td>217</td>
<td>3.12</td>
<td>101.29</td>
<td>1:32</td>
</tr>
</tbody>
</table>
What are the Leaders Doing?

The spread between leaders and stragglers isn’t terribly wide in this area:

- Leader organizations average one IT staff for every 30 total staff.
- Stragglers average one IT staff for every 37 total staff.

It also looks as if the average ratio of IT staff to total staff among all organizations, regardless of size, is pretty close to what leaders are doing in this area.

Outsourcing and Contracting

Because IT is such a specialty function, it’s common for organizations with limited budgets to contract with outside consultants or firms to provide this service. 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. In keeping with last year’s responses, a full three-quarters of our respondents use consultants for some or all IT functions.

Chart 11: Nonprofit Use of IT Consultants (n=893)
What functions are outsourced to consultants?

- Web site hosting was the most frequently outsourced, either completely or partially—just 19 percent of organizations handle this function entirely in-house. This is relatively unchanged since last year.
- Web site development, and Web Site Design remained mostly outsourced as well.
- Security and Backup was farmed out much more frequently this year than last.
- Technical Training for IT Staff was less frequently outsourced this year.
- More than half of organizations at least partially outsourced Programming/Custom Software Development, Telephone Services, Email Hosting and Maintenance, Network Administration/support, Hardware Maintenance, and Web site maintenance.

What are the Leaders Doing?

Interestingly, leaders were no more likely to farm out IT services to consultants than stragglers. This means that whether an organization provides its own IT services or contracts for these services through a consultant or firm has no bearing on whether or not it can become an IT leader.

Chart 12: Use of IT Consulting Services by IT Leaders & Stragglers

“Information Technology is outsourced on a reactive basis. The org cannot fund a proactive effort.”
—From Straggler organization

“I’m not sure ‘inadequately staffed’ is quite right; we are more ‘mis-staffed.’ We currently employ people in positions that would be much better served by a consultant.”
—From Leader organization
Chart 13: Outsourcing of IT Functions

- Social Media: 81%
- Help desk: 71%
- Web site content management: 70%
- Software recommendations: 58%
- Hardware recommendations: 58%
- Software installation: 56%
- Technical training for organizational staff: 56%
- Database hosting/maintenance: 53%
- Hardware installation: 50%
- Web site maintenance: 48%
- Hardware maintenance: 47%
- Network administration/support: 47%
- Technical training for IT staff: 46%
- Email hosting and maintenance: 43%
- Telephone services: 36%
- Programming/custom software development: 34%
- Web site design: 31%
- Security and backup: 30%
- Web site development: 30%
- Web site hosting: 19%

Legend:
- Green: not outsourced
- Blue: partially outsourced
- Orange: completely outsourced
Strategic Planning

Planning ahead for technology is a good sign that an organization has put some thought into its needs beyond the present moment. Considering organizational growth and technological depreciation, that’s more than just a smart bet—it’s a necessity. But budget and staff considerations can often make planning ahead difficult, and it can be like changing a flat tire on a moving car.

Last year we saw that the majority of leader organizations had an IT plan, compared to just 32 percent of stragglers. Combined, that meant 40 percent of all organizations had a formal plan.

- This year even more nonprofits are starting to look to the future—42 percent—which is good, in that it represents an increase over both 2008 and 2007.
- The majority—58 percent—still do not have a plan.
- An additional 66 respondents weren’t sure if their nonprofit had a plan or not.

<table>
<thead>
<tr>
<th>Does Your nonprofit Maintain a Formal Technology Plan?</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>36 percent</td>
<td>40 percent</td>
<td>42 percent</td>
</tr>
<tr>
<td>No</td>
<td>64 percent</td>
<td>60 percent</td>
<td>58 percent</td>
</tr>
</tbody>
</table>

“Information Technology seems misunderstood when it comes to strategic planning at our organization.”
—From Leader organization
What are the Leaders Doing?

In terms of strategic planning, leaders stand out from stragglers.

- This year, 65 percent of leaders said they had a formal plan in place, an increase of 8 percent compared to last year.
- Just 26 percent of respondents said their organization had ever evaluated the Return on Investment from IT projects or programs. Those who did were much more likely to be leaders.

We’re seeing with some consistency that planning for IT strategy is a best practice. Evaluating the ROI can give organizations another component to that plan.

Comments

“Technology initiatives are well-represented in the Strategic Plan, but there is rarely sufficient financial or staffing support to implement the projects in the plan. They are also the first to get cut in a crisis.”

–From Straggler Organization

Chart 14: Comparison of Leaders and Stragglers in IT Planning

Chart 15: Comparison of Leaders and Stragglers Evaluating Return on Investment
IT Expenditure

Cost Trends

The economy is in a slump. Everyone’s hurting. This has the potential to be crippling for many nonprofits that were already operating on the threshold of survival. For those that are weathering the downturn, we wanted to know what effect it was having on the ability and management’s willingness to spend on IT. Are IT expenses increasing, decreasing or staying the same?

We asked respondents to compare their expenses from fiscal year 2008 to fiscal year 2009. After one year, only one in four nonprofits saw any changes at all in expenses related to network support, security and system backups, or helpdesk support. About one in five nonprofits showed decreases in their training budgets, both for IT staff and others.

Some organizations even showed increased spending. In most cases this occurred in the following areas:

• Website design (38 percent)
• Hardware (30 percent)
• Software (28 percent)
• IT consulting costs (27 percent)
IT Budgets

How an organization budgets for IT responsibilities can make or break its effectiveness. To better understand how nonprofits approach this function, we asked respondents to describe the components of their nonprofit organization’s IT budgets. What are their overall expenditures? What proportion do they allocate to staffing, capital, consulting contracts and other discretionary expenditures?

About half of the respondents either did not know or did not share this information, but 388 nonprofits provide enough detail to help us place their IT spending decisions into a larger organizational context. Here’s what we learned:

- The average budget for IT across all orgs was $376,360, which represents 3 percent of their entire organizational budget. But the median budget for IT—remember, the median is the figure halfway between the lowest and the highest sample—was just $91,000, which is more revealing.
- To explain this, look at the sample of very large organizations. Their average budget for IT was just over $1 million. The average for small orgs was just under $23,000.
- Generally, smaller organizations devoted a larger percentage of their overall organizational budget to IT than larger ones.
Total IT Expenditures Reported by Nonprofits in All Size Categories

<table>
<thead>
<tr>
<th>Size of Nonprofit</th>
<th>Number of Responses</th>
<th>Median Budget for all IT Expenditures</th>
<th>Average Budget for all IT Expenditures</th>
<th>% Organizational Budget Allocated to IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>59</td>
<td>$4,000</td>
<td>$22,912</td>
<td>14 percent</td>
</tr>
<tr>
<td>Medium</td>
<td>120</td>
<td>$24,500</td>
<td>$74,086</td>
<td>6 percent</td>
</tr>
<tr>
<td>Large</td>
<td>95</td>
<td>$112,000</td>
<td>$150,418</td>
<td>3 percent</td>
</tr>
<tr>
<td>Very Large</td>
<td>114</td>
<td>$576,000</td>
<td>$1,065,752</td>
<td>3 percent</td>
</tr>
<tr>
<td>ALL RESPONDENTS</td>
<td>388</td>
<td>$91,000</td>
<td>$376,360</td>
<td>3 percent</td>
</tr>
</tbody>
</table>

IT Spending by Function

<table>
<thead>
<tr>
<th>Size of Nonprofit</th>
<th>Median Budget for Discretionary IT Expenditures (n=347)</th>
<th>Median Budget for Software Expenditures (n=336)</th>
<th>Median Budget for IT Contract Expenditures (n=313)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>$410</td>
<td>0</td>
<td>$3,000</td>
</tr>
<tr>
<td>Medium</td>
<td>$2,500</td>
<td>$1,200</td>
<td>$10,000</td>
</tr>
<tr>
<td>Large</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Very Large</td>
<td>$55,000</td>
<td>$40,000</td>
<td>$62,980</td>
</tr>
<tr>
<td>ALL RESPONDENTS</td>
<td>$7,500</td>
<td>$5,000</td>
<td>$18,000</td>
</tr>
</tbody>
</table>

What are the Leaders Doing?

How do the IT budget habits of leaders compare to those of stragglers?

- As expected, the median spending of leaders on IT ($160,000) exceeded that of stragglers ($59,000)—in fact, it more than doubled it.
- Leaders spent 2.5 times more on their IT budget expenses than those who self-identified as falling behind in IT adoption.
- Leaders spent more on IT than stragglers in every size category of nonprofit (refer to Chart 17).
Budgeting for Staff

Earlier we reported that 219 nonprofits did not contract out any IT needs to outside consultants. That got us wondering—of the nonprofits using their own staff to meet their IT needs, how much of their IT budget do they dedicate to staffing?

- Across organizations of all sizes, staffing accounted for nearly half or more of their IT budgets.
- Medium (64 percent) and large organizations (65 percent) devoted the highest portion of their IT budgets to staffing.

“Our budget for IT is smaller than our actual expenses, because no one really gathers input regarding what our needs really are.”

–From Leader organization
Interestingly, leaders are spending a smaller portion of the IT budgets on staffing than stragglers—about 10 percent less. They might be allocating more dollars to hardware, software, or other aspects of their IT infrastructure (refer to Chart 18).
Salaries and Tenure

We asked respondents to provide the average salaries and the lengths of tenure for each tech-related position at their organization. Both were reported as ranges, and these results reflect a weighted average using the midpoint of those ranges. It’s worth noting that this year we asked the question differently than in past years. While this resets the clock in terms of being able to compare results with past surveys, it better positions us to provide accurate, useful data in coming years, a tradeoff we were willing to make.

That said, this year’s data is still useful on its own, in part because it gives readers a barometer to measure the pay scales of own organizations and positions.

<table>
<thead>
<tr>
<th>IT Position</th>
<th>Number of Responses</th>
<th>Avg. Annual Salary²</th>
<th>Avg. Years of Tenure²</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>348</td>
<td>$100,905</td>
<td>8</td>
</tr>
<tr>
<td>CIO</td>
<td>47</td>
<td>$97,500</td>
<td>6.5</td>
</tr>
<tr>
<td>IT Director</td>
<td>167</td>
<td>$77,290</td>
<td>6</td>
</tr>
<tr>
<td>Information Architect</td>
<td>18</td>
<td>$70,833</td>
<td>4</td>
</tr>
<tr>
<td>Programmer</td>
<td>47</td>
<td>$64,946</td>
<td>5</td>
</tr>
<tr>
<td>Systems Administrator</td>
<td>120</td>
<td>$62,125</td>
<td>6</td>
</tr>
<tr>
<td>Web Developer</td>
<td>36</td>
<td>$59,583</td>
<td>3.5</td>
</tr>
<tr>
<td>Database Manager</td>
<td>92</td>
<td>$58,695</td>
<td>5</td>
</tr>
<tr>
<td>Online Communications Manager</td>
<td>44</td>
<td>$57,613</td>
<td>3</td>
</tr>
<tr>
<td>Webmaster</td>
<td>87</td>
<td>$54,051</td>
<td>4</td>
</tr>
<tr>
<td>Online Community Manager</td>
<td>24</td>
<td>$48,125</td>
<td>2.5</td>
</tr>
<tr>
<td>IT Support Staff</td>
<td>120</td>
<td>$44,375</td>
<td>4</td>
</tr>
</tbody>
</table>

2. Participants were asked to provide the average salary and length of tenure for each position at their organization. Salaries and tenure were reported as a range and these results reflect a weighted average using the midpoint.

"Information Technology is viewed as a necessary cost and must be reduced."
– From Straggler organization

“We seem unable to invest in our most powerful asset: our staff.”
– From Leader organization
Here’s what we found:

- CEO came in at the top, with an average annual salary of just over $100,000. CIO/CTO came in second this year, at $97,500. C-Level jobs continue to be the highest paid.
- IT Director, at third, averaged $77,290 this year.
- IT Support staff earned the lowest average salary this year, at $44,375.
- In general, reported average salaries rose over the past two years.
- For all tech positions, the reported average tenure was 4.8 years.
- In addition to the highest salaries, CEOs had the longest tenure.
- Online community managers had the shortest, at 2.5 years, as well as the second-lowest reported average salary.
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 we can still learn from them, and what we’re seeing over time continues to give us hope.

Consistently, we’re starting to see that what makes leaders succeed is neither their size or, necessarily, the sheer amount of financial resources they’re able to throw at IT. Rather, thoughtfulness and strategic planning seem to be the defining characteristics. This is common sense, but now the data is starting to back it up.

Comparing response from 2007, 2008 and 2009, here’s what we see:

- Outsourcing patterns are similar. It seems to make sense to farm out more complex tasks, giving organizations access to specialty expertise and knowledge without the burden of specialty staff.
- A few tasks, like Security and Backup, were more frequently farmed out this year, while a few were less frequently farmed out—including Technical Training for IT Staff. Considering the relationship we’ve seen between an organization’s training and the perceived level of satisfaction with IT functions, we’re curious to watch this trend and see the effects reflected in our survey results next year.
- Leader orgs were no more likely to outsource IT functions than stragglers.
- Locations of IT within organizations is also similar to past years, but overall, fewer orgs reported having no official separate IT department, which is a good sign. 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.
- This year 43 percent of leaders reported standalone IT departments, down from 46 percent last year. Just 3 percent of leaders said they had no one with official IT responsibility, down from 5 percent last year.
- The number of organizations with formal IT plans in place has improved each of the past two years, from 36 percent in 2007 to 40 percent in 2008 to 42 percent in 2009.
- A solid majority of leaders (65 percent) said they had a strategic IT plan in place, compared to 30 percent of stragglers. This, too, is up from last year, when just 57 percent of leaders and 32 percent of stragglers said they had formal plans. This is an encouraging trend.
- Smaller organizations without internal IT staffing resources or staff continue to struggle. This should come as no surprise to anyone.
• Two years ago, organizations of all sizes averaged one IT staff member for every 26 total staff. This year, that’s moved to one IT staff for every 32.
• Leaders were more significantly more satisfied with all functions of IT than stragglers.
• Finally, we see some consistent evidence of the notion that organizations of all sizes can be technology leaders.
Appendix A: Survey Questions

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

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

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

   IT recruiting process used by your organization
   Quality of IT training provided to your staff
   Integration of IT into your organization’s strategic plan
   Availability of IT to respond to your staff needs
   Availability of IT to respond to your client needs
   Quality of hardware/software in use by your organization
   Quality of your organization’s web site
   Amount of total organization budget allocated to IT

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

   Inadequately staffed
   Adequately staffed
   Overstaffed

4. Please provide comments if you wish to explain your ratings above:
5. Does your organization have a formal, organization-wide technology plan or strategy?

Yes
No
Not sure

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

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

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

Executive Director
Administrative Director/COO
CFO
I don’t know
Other (please specify)

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

Yes
No
I don’t know

9. Please provide any comments if you wish to explain your responses:
10. How many people, excluding consultants, are on your payroll who are, in any way, responsible for supporting or maintaining information technology in your organization? Please consider part-time staff in Full Time Equivalents (FTEs).

None
Less than one full-time person
About one full-time person
2-4 FTEs
5-7 FTEs
8-10 FTEs
11-13 FTEs
14-16 FTEs
17-19 FTEs
20-22 FTEs
More than 22 FTEs

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

Less than 6 months
6 months to 1 year
1 to 3 years
3 to 5 years
5 to 10 years
More than 10 years
I don’t know
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
Web site
Online Communications
Social Media

13. Does your organization work with an outside consultant or provider firm to support or maintain your information technology?

No, we do not use an outside consultant or firm
Yes, less than one full time consultant
Yes, about one full time consultant
Yes, one consulting firm/organization
Yes, more than one consulting firm/organization
I don’t know
14. 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
- Email hosting and maintenance
- Help desk
- Social Media

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

16. How many office locations does your organization maintain?

- 1
- 2 to 4
- 5 to 8
- 9 to 15
- More than 15
- I don’t know
17. How many TOTAL staff are employed by your organization? Please consider part-time staff in Full Time Equivalents (FTEs).

None
Less than one person full-time
About one person full-time
2-10 FTEs
11-20 FTEs
21-40 FTEs
41-80 FTEs
81-100 FTEs
101-120 FTEs
121-140 FTEs
141-180 FTEs
181-200 FTEs
201-300 FTEs
301-400 FTEs
401-500 FTEs
More than 500 FTEs
I don’t know

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

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

IT Staffing expenses
IT Contracts with outside consultants/firms
Software or Cloud services
Discretionary IT expenditures
Total IT Budget
20. Please indicate whether there has been any change between the last fiscal year (2008) and the current fiscal year (2009) in your actual expenses for:

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

21. Please provide comments if you wish to explain your responses.
22. We are interested in learning more about the IT staff that work in your organization. For the following positions, please tell us how many employees you have with that title, the average salary for that position, and the average tenure for your staff in that position.

# FTE Staff
- Executive Director/CEO
- System/Network Administrator
- IT/Technology Director
- Chief Technology/Information Officer
- Webmaster/Web Administrator
- Online Communications Manager
- Online Community Manager
- Database Manager
- Information Architect
- Programmer
- Web developer
- PC Tech/IT Support Staff

Av. Salary
- Executive Director/CEO
- System/Network Administrator
- IT/Technology Director
- Chief Technology/Information Officer
- Webmaster/Web Administrator
- Online Communications Manager
- Online Community Manager
- Database Manager
- Information Architect
- Programmer
- Web developer
- PC Tech/IT Support Staff
22. We are interested in learning more about the IT staff that work in your organization. For the following positions, please tell us how many employees you have with that title, the average salary for that position, and the average tenure for your staff in that position. (Continued)

Av. Tenure
- Executive Director/CEO
- System/Network Administrator
- IT/Technology Director
- Chief Technology/Information Officer
- Webmaster/Web Administrator
- Online Communications Manager
- Online Community Manager
- Database Manager
- Information Architect
- Programmer
- Web developer
- PC Tech/IT Support Staff

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

- Yes
- No
24. Which websites do you use to electronically post position openings for IT Staff? Check all that apply.

- Own organization’s web site
- NTEN
- Idealist
- Craigslist
- DICE
- TechSoup
- Progressive Exchange
- Developers.net
- Computerwork.com
- Justtechjobs.com
- Opportunity Knocks
- We do not post positions electronically
- I don’t know
- Other (please specify)

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

- No difference
- Higher pay scale than for other staff
- Lower pay scale than for other staff
- Higher salary increases than other staff
- Lower salary increases than other staff
- Interval between salary increases shorter than for other staff
- Interval between salary increases longer than for other staff
- Special bonuses or incentives
- Telecommuting
- I don’t know
- Other (please specify)
26. 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
- Candidate’s fit with organization’s culture

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

- Yes
- No

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

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Very unsatisfied
30. 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
Other (please specify)
31. Where is your organization located? If more than one location, select your headquarters location.

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

32. 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
33. What is your gross annual salary (range)?

$0-14,999
$15,000-29,999
$30,000-44,999
$45,000-59,999
$69,000-74,999
$75,000-89,999
$90,000-104,999
$105,000-119,999
$120,000-134,999
$135,000-149,999
$150,000 or more

34. 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