



THE 8TH ANNUAL **NONPROFIT TECHNOLOGY STAFFING AND INVESTMENTS REPORT**

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About the Survey

About the Survey

In our eighth year of conducting the annual survey on technology staffing and investments among the NTEN and growing nonprofit technology community, we are pleased to have an updated set of data to consider about the kinds of investments our survey respondents are making in their organizations when it comes to technology.

To gather the data for this report, we rely on the generosity and participation of respondents who completed the survey, as well as the collaboration of sector partners who helped distribute the survey: Thank You!

Methodology

In February 2014, we distributed an invitation via direct email to participate in the online survey to NTEN's community (over 32,000 contacts). We also promoted the survey across a wide range of NTEN channels, including our monthly Connect and Member Newsletters, blog, and social media.

In addition, survey distribution partners (see page 3) also distributed links to the online survey via email (The NonProfit Times) and/or via social channels (everyone else). We also received promotional support from Method Works Consulting and NTEN Member Partners, including Nonprofit Missouri. As a result, 781 responses were collected.

Note that data collected was voluntary and not verified by a third party or external sources. As part of the data analysis process, we have applied some basic data validation rules to exclude obviously erroneous or impossible data. However, please consider the demographic representation (pages 32-34), how your organization might compare to our respondent make-up, and the voluntary nature of this data when you are comparing your own organization's practices and investments to this data.

Because our year-over-year respondent pool varies significantly, we refrain from making direct year-to-year analysis of

dollar figures, and we recommend you do the same. However, when significant changes emerge, we will make a note.

Otherwise, we tend to generalize about organizational technology practices in terms of trends, and let the current year investment numbers stand on their own. Please note that we have not broken out technology staff salary figures this year due to insufficient data.

For the full text and questions included in the survey, please see the Appendix, page 35.

To see more about the demographics of respondents, please see pages 32-34.

To compare your organization's data against the research data, drill down into this year's and last year's data, and even download custom benchmark reports, go to benchmarks.nten.org.

Survey Distribution Partners



Some Notes on How to Read this Report

The following terms and categories will be used throughout:

Tech Adoption level: We ask respondents to rate their organization's approach to technology (see the detailed section on Tech Adoption in this report on page 20), which we use to categorize respondents into one of four Tech Adoption levels. These categories are used when comparing responses to survey questions throughout this report. When referring to Technology Adoption in this report, we're using these descriptions:

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

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

Operating: "We keep up; we have stable infrastructure and a set of technology policies and practices."

Leadership makes technology decisions based on standard levels according to industry/sector information and gathers input from technology staff/consultant before making final decision."

Leading: "We're innovators; we recognize that technology is an investment in our mission, and leadership integrates technology decisions with organizational strategy. Technology-responsible staff are involved in overall strategic planning."

Organizational Size: We asked respondents their overall organizational operating budgets, which we've used throughout the report to categorize and compare responses:

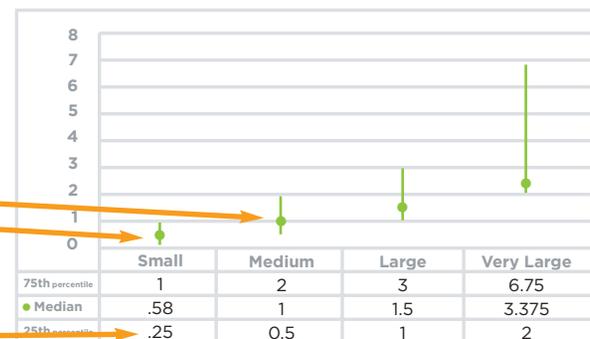
Organization Size Category	Organization Budget Range
Small	< \$1M
Medium	\$1M < > \$5M
Large	\$5M < > \$10M
Very Large	> \$10M

How to read the Charts:

The vertical line indicates the range of normal values for the segment; the top of the line is the 75th percentile and the bottom of the line is the 25th percentile.

The green circle indicates the median.

You can also read the data points in the table along the bottom of the chart.



Executive Summary and Key Findings

We believe that organizations are best able to meeting their missions when they use technology strategically. Successful organizations make appropriate investments in both tools and staff, and integrate technology considerations into their management practices and internal processes. In comparison to your peers, where does your organization stack up?

We're proud to release this report for the eighth year, sharing the collection of nonprofit spending and practices data. This research provides valuable benchmarks to help you assess and plan your technology budgets and strategies, and considers the nonprofit sector as a whole to gauge the maturity and effectiveness of technology strategies and use.

With NTEN's theory of change in mind, this report examines technology staffing levels, technology budgets, overall organizational approach to technology decisions, as well as technology oversight and management practices.

Key findings from this year's survey:

- On average, our respondents have 4.4 technology-responsible staff
- On average, each technology-responsible staff supports about 30 organizational staff members
- “Leading” organizations have about 9x more total technology staff than “Struggling” organizations, though we add the caveat here that organizational size has some impact on these findings this year.
- Because technology budgets can vary widely, even when comparing organizations of a similar operating budget size category, using the Per-Staff budget metric can be a more useful benchmark for planning and assessment.
- When looking at the Per-Staff budgets, we see that Very Large organizations may be spending the same –or even less—than Small organizations.
- The median technology budget as a percentage of the organization's total operating budget, across all organization sizes in our survey, ranges from 1.4% to 2.0%.

“ Size of the technology budget does not directly correlate to higher Technology Adoption Level – smarter spending, like per-staff, correlates more positively than simply spending more. ”

- As we've seen previously, the size of the total technology budget does not directly correlate to higher Technology Adoption Level – smarter spending, like per-staff, correlates more positively than simply spending more.
- About half of all respondents (53%) indicated they were at the Operating level of the Tech Adoption spectrum.
- Technology budget allocations to categories such as hardware, software, consulting, etc., has seen little change from last year, with the exception that software spending has exceeded hardware spending as the largest budget category for organizations in our survey.
- Larger size and budgets don't necessarily correlate with being at the Leading end of the Tech Adoption Spectrum: 7% of Small organizations report that they are at the Leading end of the Technology Adoption spectrum compared to 3% of the Very Large organizations from our survey.
- Leading organizations have a Tech Effectiveness Score almost 2x that of Struggling organizations.
- Like previous years, responses to the Tech Effectiveness questions indicate that nonprofits feel relatively confident that they have the tools to do their every-day work, but are less confident about having enough skilled staff or training to effectively use their technology for their work.
- Leading organizations are nearly 3x more likely to include technology in their strategic plans than Struggling organizations.
- We continue to see a positive trend in terms of including technology, formally, in strategic plans, with 64% of all respondents indicating this practice.
- Despite the very strong positive correlation between conducting Return on Investment (ROI) analyses for technology investments – even when done only informally or infrequently – and both Tech Adoption and Tech Effectiveness, we have seen no increase in this metric since we've been tracking this practice.
- One up-tick in numbers we might note is the amount of “Data” staff compared to previous years. We see a rise reported from Very Large organizations, especially, but we note a more pronounced increase reported by Leading organizations (4.3 FTE “Data” staff compared to 1.7 last year).

“ Leading organizations are nearly 3x more likely to include technology in their strategic plans than Struggling organizations. ”

Part One: Investment Benchmarks



Technology Staffing

Average Total Technology Staff by Org Size

Organization Size	Average # of Total Tech Staff	Average # of Org Staff Supported by Each Tech Staff
Small	1.7	7.9
Medium	2.5	18.6
Large	4.0	49.0
Very Large	12.0	62.2
All	4.4	30.6

4.4



Average number of technology-responsible staff among our respondent organizations.

Average Technology Staff by Role and Org Size

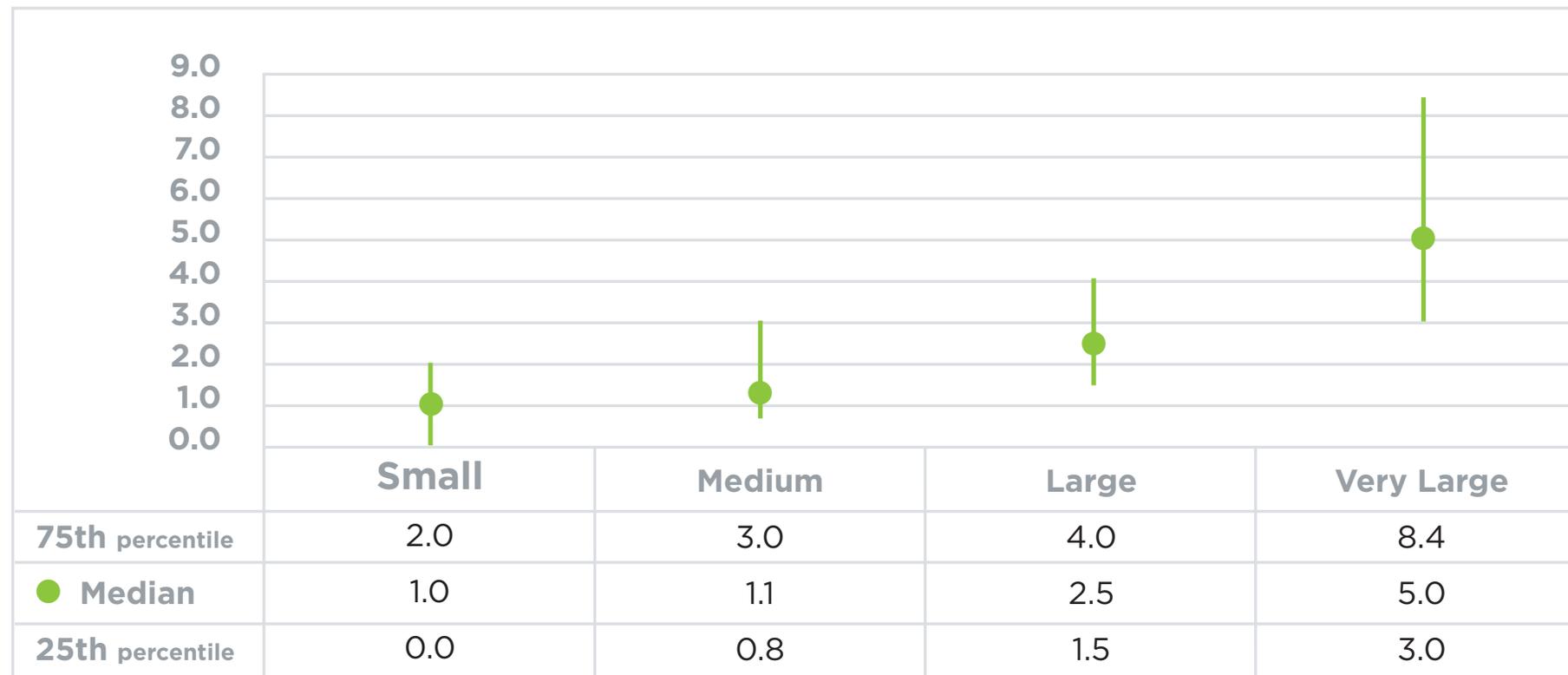
Organization Size	Average Total Org Staff Size	IT Staff	“Data” Staff	“Web” Staff	“Online/Digital” Staff	Other Tech Staff
Small	6.9	0.4	0.4	0.3	0.3	0.5
Medium	26.5	0.7	0.5	0.6	0.4	0.6
Large	102.3	1.5	1.0	1.0	0.5	0.6
Very Large	489.9	5.5	3.8	1.4	1.4	2.3
All	127.7	1.7	1.1	0.7	0.7	0.9

Technology Roles Breakdown

We asked about the number of Full Time Equivalent (FTE) staff by technology responsibility, and then totaled that to find their total technology-responsible staff number.

This table provides a more nuanced look at technology staffing levels among our respondents.

Technology Responsible Staff - Ranges



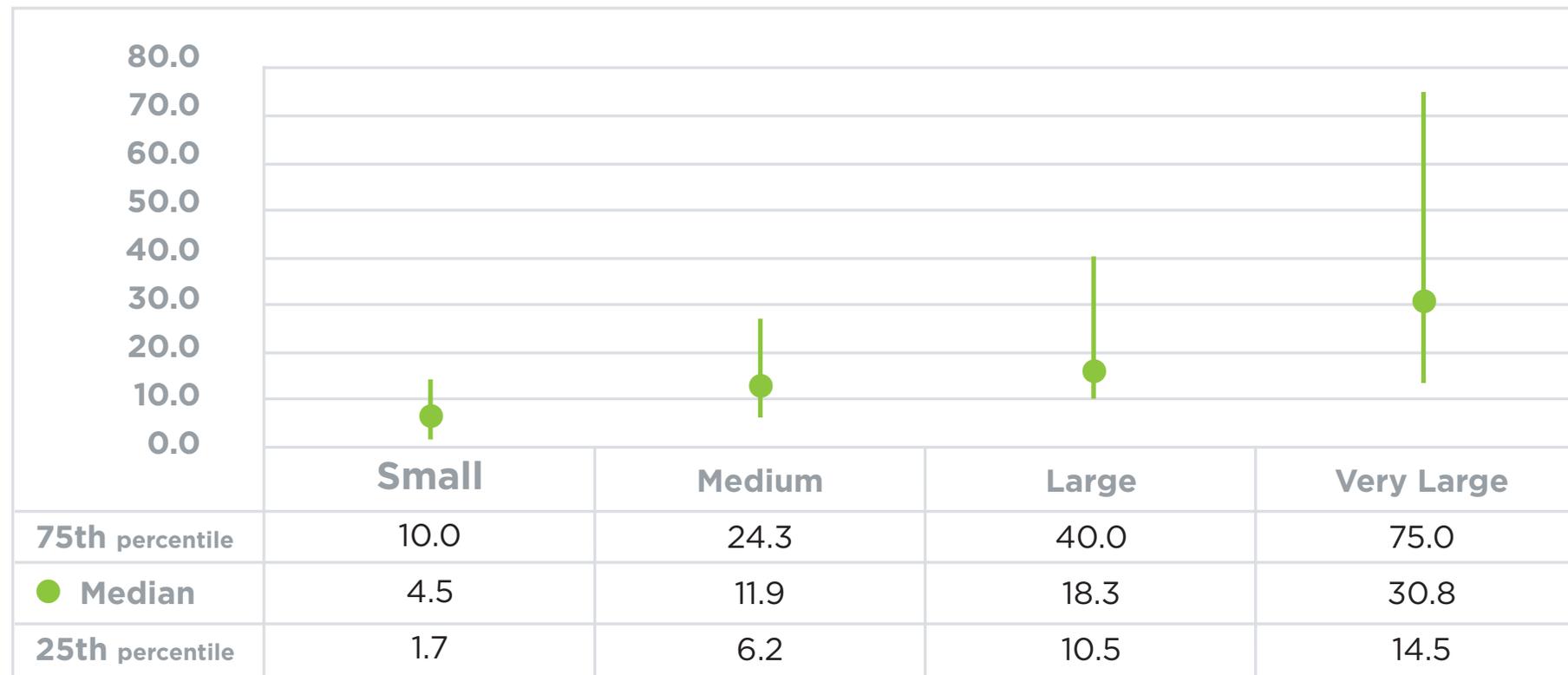
Looking at the ranges of technology staffing:

Note that even within a single organizational size category, there is still variation in staffing levels, as these charts indicate.

You'll want to look at the entire range here (25th to 75th percentile levels of responses) for your organizational size category to see where your organization falls.

The green dot marks the median value – so, for example, if your organizational operating budget is Less than \$1M, then the median number of Full-Time-Equivalent (FTE) technology staff in your size category is 1.0. Do you have more or less than that on your team?

Org Staff Supported by Each Technology Staff



Why is the Org Staff - Per - Tech Staff a useful metric?

We include this metric because we feel that it is useful for benchmarking and for determining your own technology staffing needs.

What is your total organizational staff size? How many technology staff do you have? Divide the first number by the second to determine your own metric, and then compare to our charts.

This is often a more exact comparison than just looking for the average number of tech staff per budget category, since your staff size can be a better indicator of your “size” and actual technology needs.

Technology Staffing by Technology Adoption Levels

Total Technology Staff

Tech Adoption Level	Average # of Total Tech Staff	Average # of Org Staff Supported by Each Tech Staff
Struggling	1.6	21.2
Functioning	2.4	23.9
Operating	4.3	31.6
Leading	15.1	32.0
All	4.8	29.2

Technology Staff by Role

Tech Adoption Level	Average of IT Staff	Average of Web Staff	Average of Data Staff	Average of Online Staff	Average of Other Staff
Struggling	0.4	0.3	0.4	0.2	0.3
Functioning	0.8	0.4	0.5	0.3	0.6
Operating	1.9	0.6	1.0	0.6	0.8
Leading	5.2	2.2	4.3	1.6	3.4
All	1.9	0.7	1.2	0.6	1.0

9x



“Leading” organizations have about 9x more total technology staff than “Struggling” organizations.

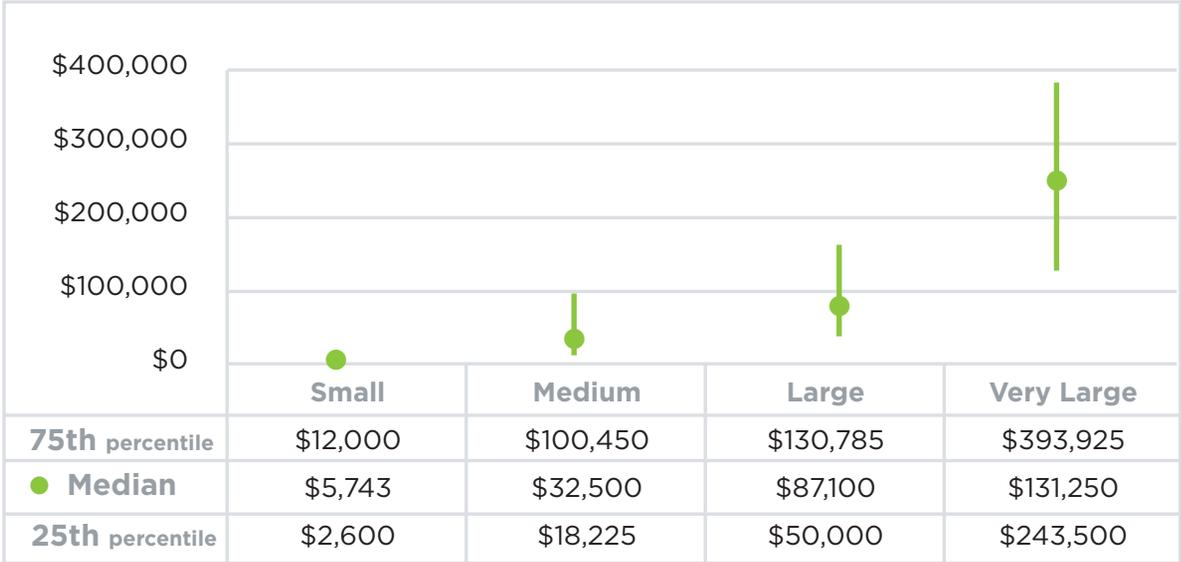
We should also note, however, that there may be more correlation between organization size and tech staffing level here. For example, the ratio of organization staff to technology staff is lowest at the struggling level, which suggests that there isn’t necessarily a correlation between Tech Adoption and tech staff ratio. On the other hand, the spread between “Struggling” and “Leading” organizations in terms of organizational staff supported by each FTE tech staff isn’t as significant as the spread in terms of total tech staff. We can say in general, then, that those at the Leading edge of the TA spectrum will tend to have more total technology staff.



One up-tick in numbers we might note is the amount of “Data” staff compared to previous years. We see a rise reported from Very Large organizations, in the earlier table, but see this rise more pronounced for Leading organizations (4.3 compared to 1.7 last year).

Technology Budgets: By Organization Size

Technology Budget* - Ranges



* Note that we are referring to the total *non-salary* technology budget here

Organization Size	Average of Total Technology Budget
Small	\$10,530.72
Medium	\$73,368.36
Large	\$110,853.17
Very Large	\$432,214.93
All	\$114,443.51

Total Non-Salary Technology Budgets:

We asked respondents who had access to or knowledge of their organization’s budget to provide information about their technology expenses in seven categories (see page 17 for the detailed breakdown), excluding staff salaries. These charts refer to the total spending reported.

The budgets extend as one might expect, with a rising curve as total operating budget grows.

Technology Budgets: Per Organizational Staff

Technology Budget* Per Org Staff - Ranges



Organization Size	Average of Tech Budget per Org Staff
Small	\$2,191.01
Medium	\$3,735.70
Large	\$2,743.77
Very Large	\$2,880.69
All	\$2,879.57

Technology Spending Per Staff - Another Useful Planning Metric

As we discussed with the Org Staff - Per - Tech Staff metric, looking more closely at the “per staff” value of investment is often more useful than looking at the average per organization size category.

In the case of technology budgets, we see that the per-staff budget amount tightens up across all the size categories, providing more useful benchmarks for your comparison.

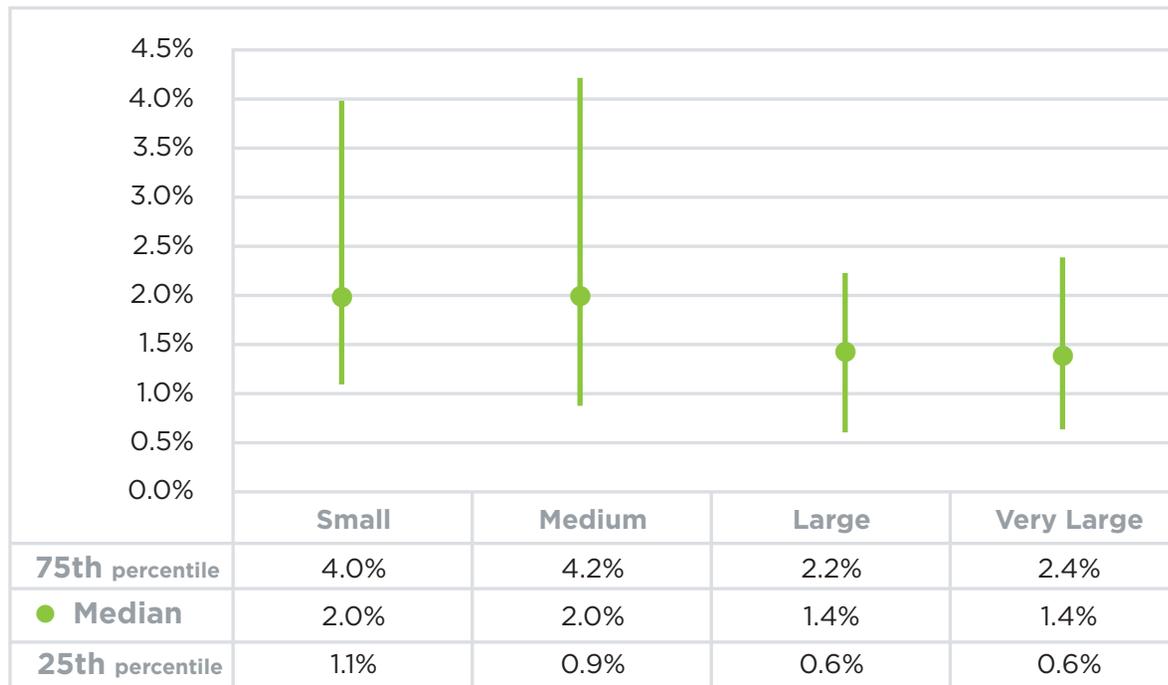
We also note, as we’ve seen in previous years, that Very Large Organizations may be spending the same - or less - than Small Organizations *per staff*.

To view the different categories of expenditures captured in the survey, see page 18.

* Note that we are still referring to the total *non-salary* technology budget here

Technology Budget: % of Operating Budget

Technology Budget* as % of Total Operating Budget – Ranges



Organization Size	Average Tech Budget as % of Total Operating Budget
Small	4.2%
Medium	3.4%
Large	1.6%
Very Large	1.7%
All	3.2%



The **median** technology budget as percentage of the organization's total operating budget across all organization sizes ranges from

**1.4% TO
2.0%**

* Note that we are still referring to the total *non-salary* technology budget here

Technology Budgets: By Technology Adoption Levels

Tech Adoption	Average Tech Budget* as % of Operating Budget
Struggling	5.8%
Functioning	2.8%
Operating	2.7%
Leading	5.4%
All	3.2%

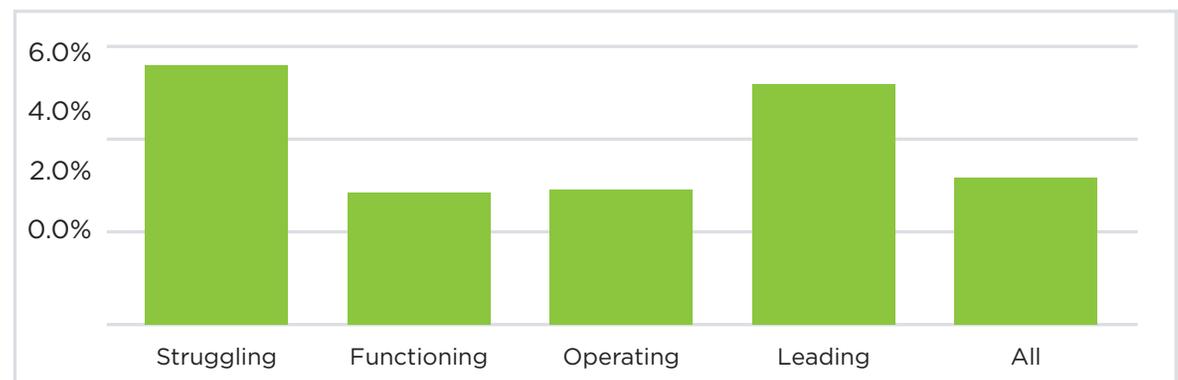
Tech Adoption	Average Tech Budget* Per Org Staff
Struggling	\$2,279.94
Functioning	\$2,058.09
Operating	\$2,941.62
Leading	\$5,221.94
All	\$2,937.03

*Note that we are still referring to the total *non-salary* technology budget here

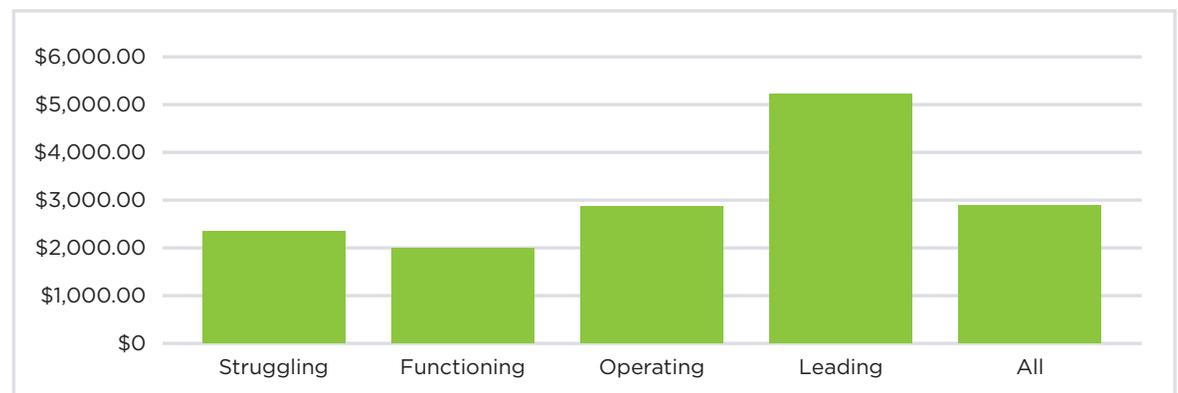


As we've seen previously, the overall size of technology budget does not directly correlate to higher Technology Adoption Level – *smarter spending*, like per-staff, as the second graph here indicates, correlates more positively than simply spending *more*.

Average Tech Budget* as % of Operating Budget by Tech Adoption Level



Average Tech Budget* per Org Staff by Tech Adoption Level



Technology Budget Allocations: By Organization Size

Organization Size	Hardware	Software	Hosting	Networking	Project Consulting	Out-sourced Services	Other Tech
Small (203)	\$1,931.62	\$2,256.34	\$972.76	\$2,960.02	\$2,007.14	\$847.72	\$1,346.01
Medium (69)	\$18,340.90	\$17,229.84	\$5,451.70	\$10,375.85	\$13,667.36	\$8,930.91	\$11,581.63
Large (136)	\$27,184.96	\$14,164.64	\$20,137.23	\$26,172.80	\$16,120.45	\$9,364.71	\$16,618.24
Very Large (225)	\$114,684.42	\$126,031.27	\$36,996.59	\$68,646.66	\$41,620.83	\$51,199.09	\$78,657.61
Average Overall	\$29,862.68	\$30,807.75	\$10,552.26	\$18,910.16	\$15,103.65	\$15,046.04	\$10,717.93

Organization Size	Average of Total Tech Salaries
Small	\$12,250.50
Medium	\$66,251.72
Large	\$121,395.65
Very Large	\$421,124.80
Average Overall	\$137,590.89

Excluding salaries, organizations are spending most on hardware and software, with software inching ahead of hardware this year. This year, software spending has exceeded hardware spending (though only slightly) for the first time since we've tracked these allocations.

Interestingly, except for the increased spending on software, the per-category expenses show very little change from last year, suggesting that these are steady budget allocation figures, despite the large variance in our survey sample from year to year.

Technology Budget Allocations: By Tech Adoption Levels

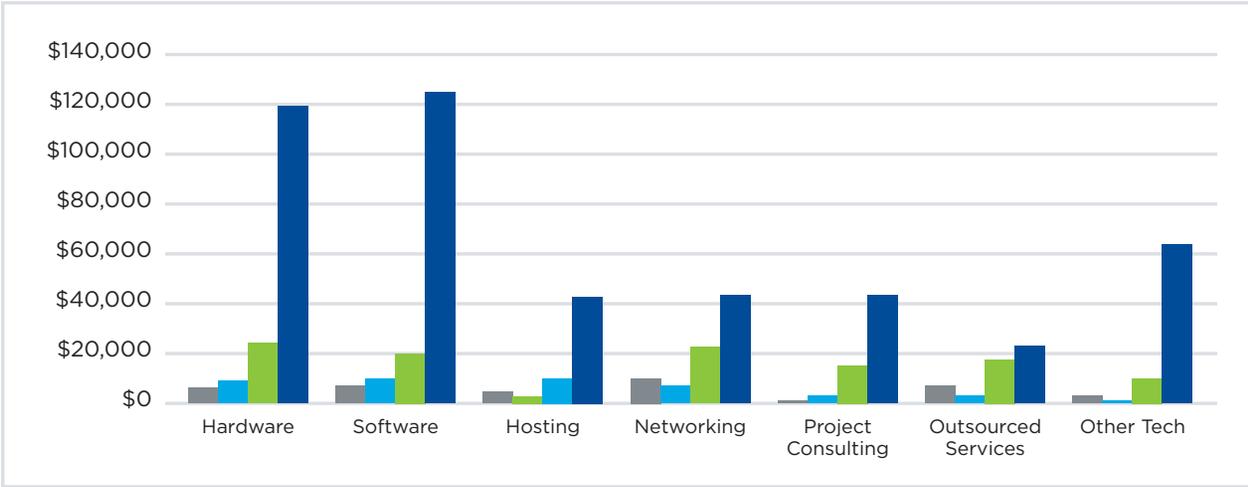
Tech Adoption	Hardware	Software	Hosting	Networking	Project Consulting	Out-sourced Services	Other Tech
Struggling (50)	\$5,261.08	\$5,681.67	\$2,819.23	\$8,693.85	\$81.82	\$5,620.00	\$1,831.82
Functioning (202)	\$7,738.42	\$9,092.51	\$2,400.60	\$6,585.08	\$2,854.05	\$3,534.68	\$1,720.00
Operating (374)	\$22,545.14	\$20,832.02	\$21,820.22	\$8,539.62	\$14,874.58	\$17,734.58	\$11,904.90
Leading (84)	\$119,692.31	\$122,066.25	\$43,525.00	\$41,365.14	\$44,138.89	\$23,587.10	\$63,093.10
Average Overall	\$29,680.75	\$20,297.95	\$19,078.25	\$10,579.07	\$14,879.92	\$13,134.24	\$15,412.16



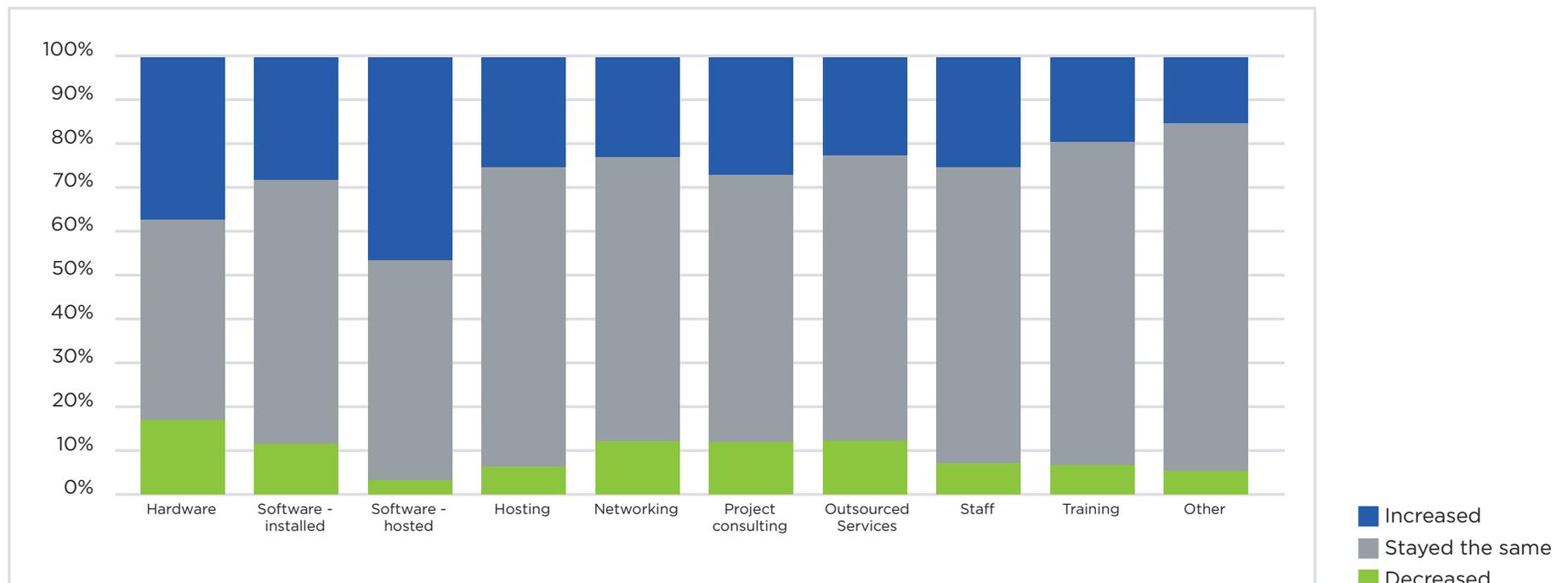
Unlike last year, we see a large difference between “Leading” organization spending and the other

Tech Adoption levels, especially when it comes to software, hosting, networking, and project consulting.

Much of this may be attributed to the fact that “Leading” organizations have proportionally more “Very Large” organizations than “Small” organizations this year as compared to last year.



Expense Changes Compared to Previous Year

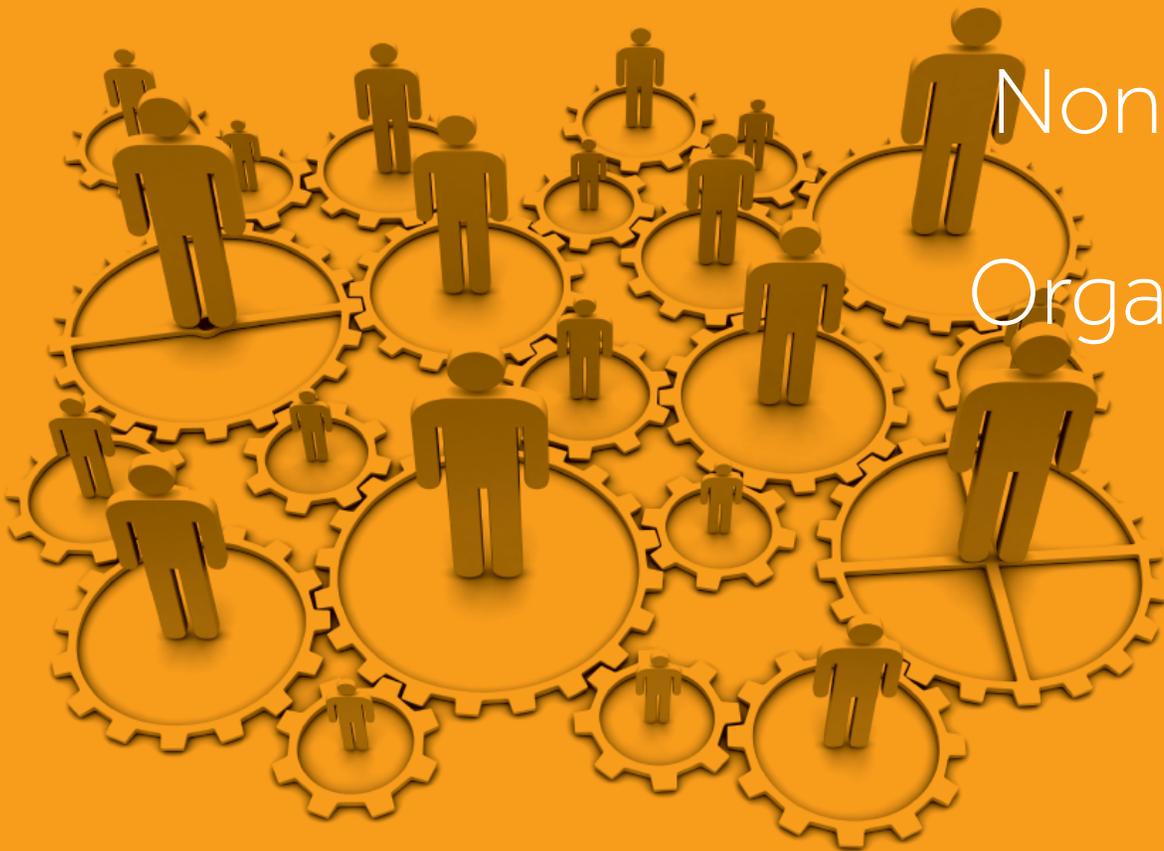


As in previous years, respondents report that most of their expenses have stayed the same compared to their previous fiscal year budgets.

Cloud/Hosted Software is the expense category most likely to have seen an increase over the previous year (43% reported increase), followed by Hardware (35% reported increase).

Also like last year, Hardware is also the category most indicated as a *decreased* expense area (16% reported decrease), followed by Project Consulting, Networking, and Installed Software (all with 12% reporting decrease).

Part Two: Nonprofit Technology Practice and Organizational Culture



Technology Adoption Levels

Which of the following descriptions most closely reflects your organization’s current overall approach to technology and technology decisions:

Answer Options	Response Percent	Response Count
Struggling - we are struggling; we have a failing infrastructure, and our technology time and budget generally go towards creating work-arounds, repairing old equipment, and duplicating tasks	7.0%	50
Functioning - we keep the lights on; we have basic systems in place to meet immediate needs. Leadership makes technology decisions based on efficiencies, with little-to-no input from staff/consultant.	28.5%	202
Operating - we keep up; we have stable infrastructure and a set of technology policies and practices. Leadership makes technology decisions based on standard levels according to industry/sector information and gathers input from technology staff/consultant before making final decision.	52.7%	374
Leading - we’re innovators; we recognize that technology is an investment in our mission, and leadership integrates technology decisions with organizational strategy. Technology-responsible staff are involved in overall strategic planning.	11.8%	84

Despite the large variance in survey audience we’ve seen over the last few years, we see a very similar distribution of responses across the Technology Adoption Spectrum, with about half of respondents indicating their organization is at the “Operating” level.

We should note that the adoption level labels are not used in the survey (we use Type 1, 2, etc.) to avoid some bias in selection.

As we’ve noted in previous reports, while we do see these levels as a step ladder towards becoming an organization that uses technology skillfully and confidently to achieve their mission and serve their community, we want to note that **“Operating” is a level that any organization should feel confident and skillful in.**

Leading, however, represents an organizational approach that, we believe, allows an organization to perform not only skillfully and confidently, but also *nimbly and proactively* – such an organization is a *Leader* when it comes to technology and innovation, **anticipating and even driving sector trends.**

Technology Adoption Levels: By Organization Size



While organizational operating budget size does play a role in Technology Adoption Level, as we see in this chart, we should note that there isn't a direct correlation. For example, there is a larger percentage of the Small organizations (7%) indicating they are Leading than Large (3%).

While in general we see a steady progression towards, and peak at, the Operating level for each size category, we note that Small organizations hover between Functioning and Operating, with slightly more indicating they're at the Functioning Level.

Tech Effectiveness Score

Organization Size	Average of TE Score	Average of TE Normalized Score (scale of 1 to 5)
Small	17.60	2.88
Medium	18.32	3.06
Large	19.00	3.22
Very Large	19.99	3.46
Overall	18.51	3.10

Tech Adoption	Average of TE Score	Average of TE Normalized Score (scale of 1 to 5)
Struggling	12.55	1.75
Functioning	15.70	2.41
Operating	19.97	3.47
Leading	23.11	4.16
Overall	18.61	3.13

We asked respondents to rate, on a scale of 1 to 5, their agreement with statements about technology resources and application of that technology at their organizations.

We totaled their responses to find their score, with the **highest possible total score for each respondent being 30.**

The higher the number, the more effective their organization is in terms of providing the technology, staff, and training they need to carry out their work, and in applying those tools across the various departments of the organization – from programs to fundraising to communications.

You can see the break down of the scores across the various resource and application areas on the next page.

This year's responses are very similar to the last two years' responses, with the overall average Tech Effectiveness (TE) score of 18.51. Since we started calculating this, respondents have been hovering around the **60% level in terms of technology effectiveness.**

Tech Effectiveness (TE) Score by Technology Adoption (TA) Level:

As you might assume, the TE scores and TA levels correlate, showing a stark slope of improvement in TE scores as we move up the TA levels.



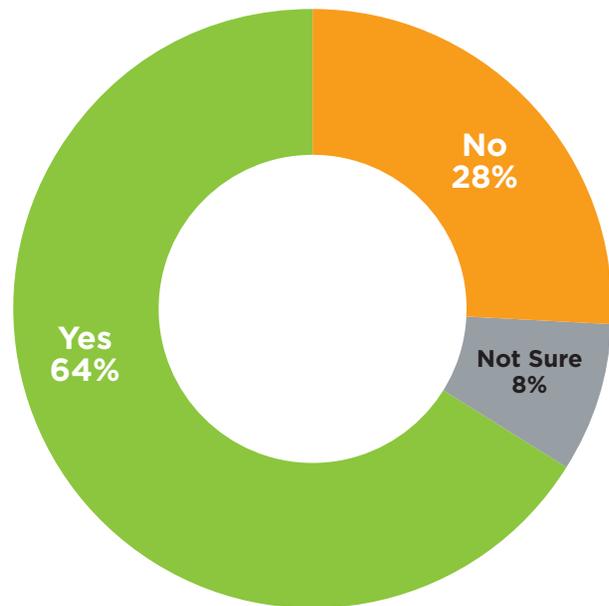
Leading organizations have a Tech Effectiveness score nearly 2x that of Struggling organizations.

Tech effectiveness Statements rated on a scale of 1 (less true) to 5 (more true)	Average Rating
We have the technology (hardware and software) we need to do our day-to-day work effectively	4.13
We make effective use of technology to support our programmatic work/our services	3.68
We make effective use of technology to support our marketing/communications work	3.39
We make effective use of technology to support our fundraising/development work	2.64
We have enough skilled staff to support technology functions/needs for the organization	2.29
We have enough training for all staff to use technology effectively for their day-to-day work	2.21

As in previous years, respondents felt most confident about *having* the tools to do their every-day work, while they were least confident about having enough skilled technology staff or training for all staff to effectively *use* their technology for their every-day work.

We note that respondents this year have rated their effectiveness to support their programs/services higher than marketing/communications, which is a shift from previous years.

Technology Included in Organizational Strategic Plans?

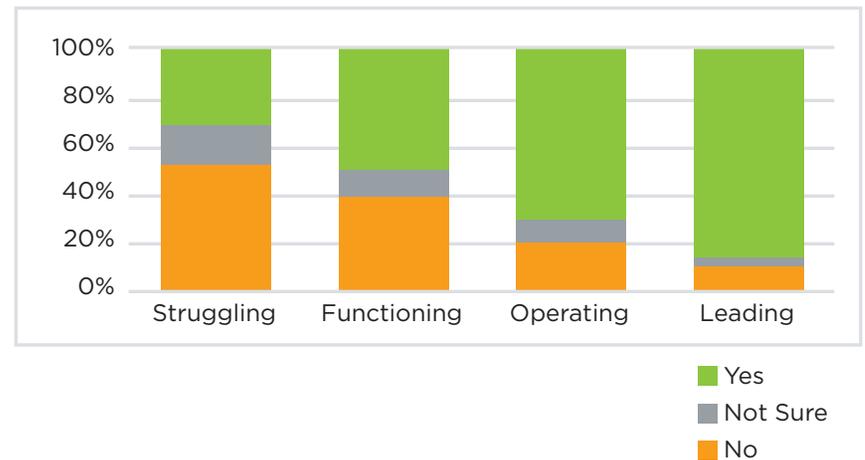


We asked organizations whether technology was included in their organization's strategic plan, and we continue to see positive correlation between Tech Adoption levels, Tech Effectiveness scores, and this organizational practice.

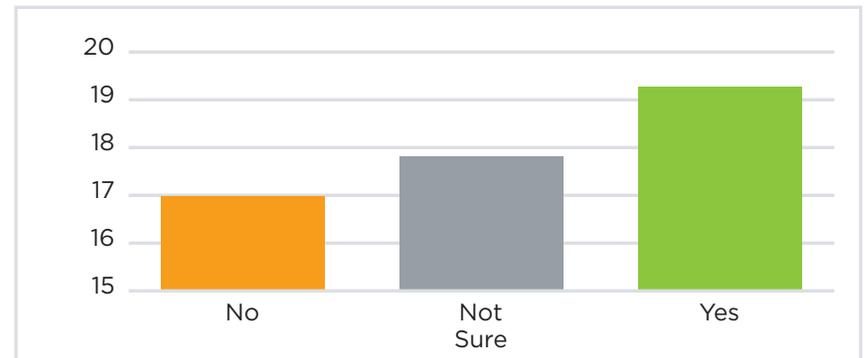


Leading organizations are nearly 3x more likely to include technology in their strategic plans than Struggling organizations.

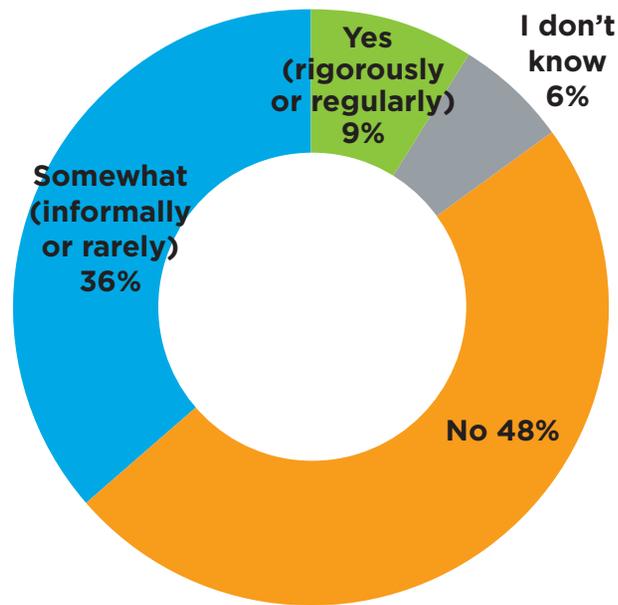
By Technology Adoption Level



By Technology Effectiveness Score

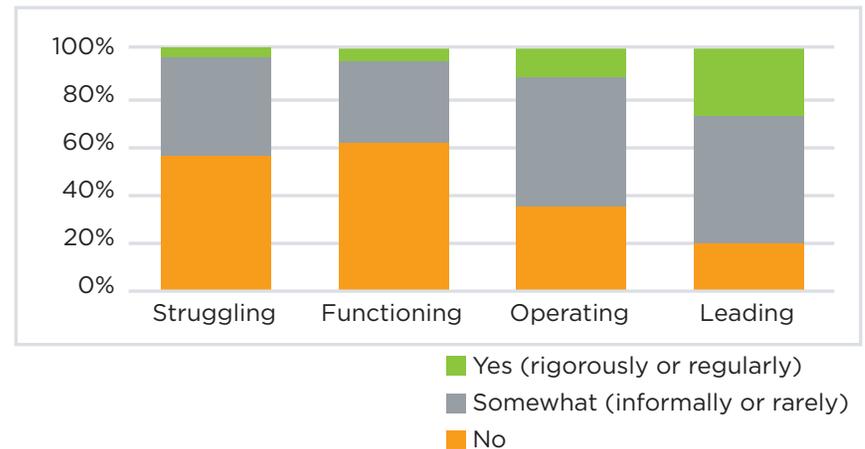


Evaluating Return on Investment (ROI) of Technology Investments?

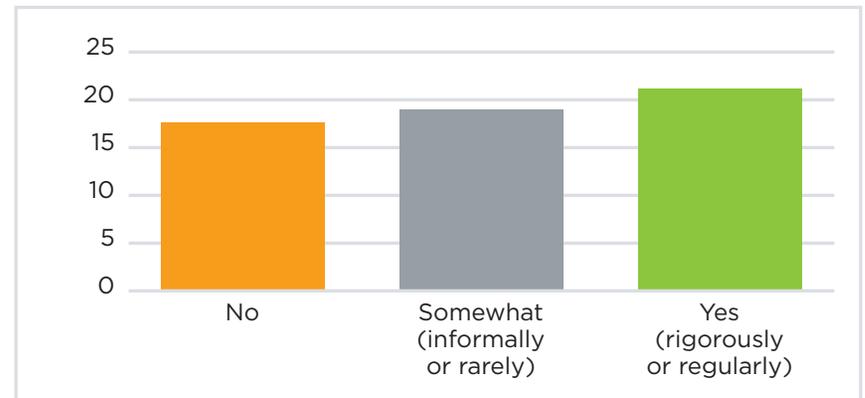


We asked organizations: *“Does your organization conduct an ROI (Return on Investment) analysis or study as part of its technology investment process? For example, in determining a software, hardware, or service purchase, is an evaluation of costs and impact on the organization conducted?”* and continue to see positive correlation between Tech Adoption levels, Tech Effectiveness scores, and this organizational practice.

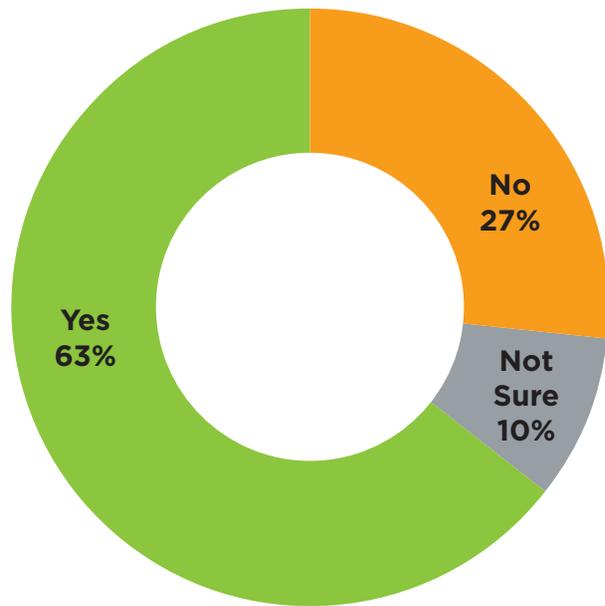
By Technology Adoption Level



By Technology Effectiveness Score



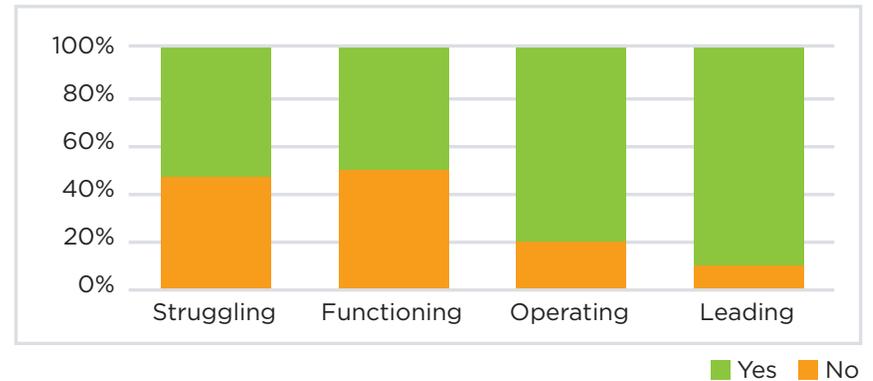
Do Technology Staff Have Voice in Strategic Direction?



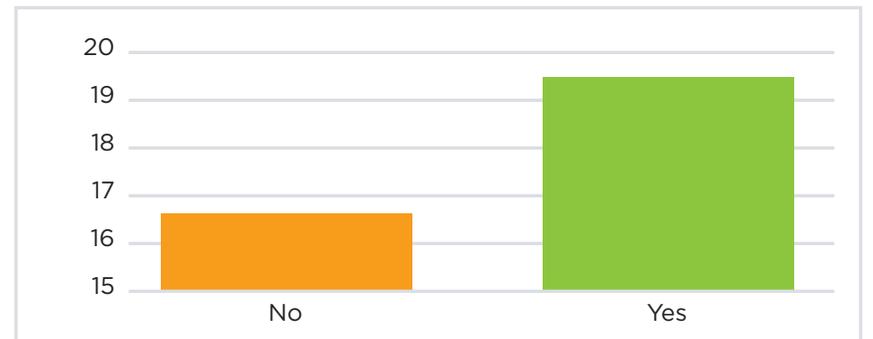
This question is based on NTEN's theory of change, which includes the notion that organizations will be more effective overall if their technology staff have a seat at the table when organizational strategy and vision are being discussed. We also see a positive correlation between this practice and both Technology Adoption levels and Tech Effectiveness scores.

We've seen no increase, however, in respondents' reporting that they are conducting ROI, however.

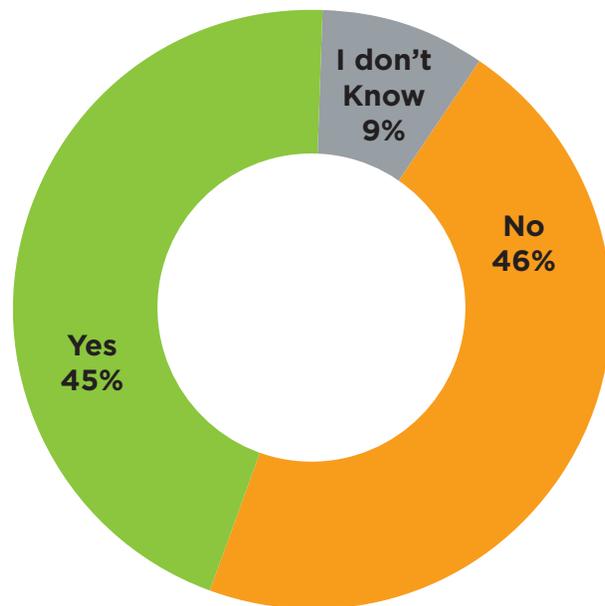
By Technology Adoption Level



By Technology Effectiveness Score

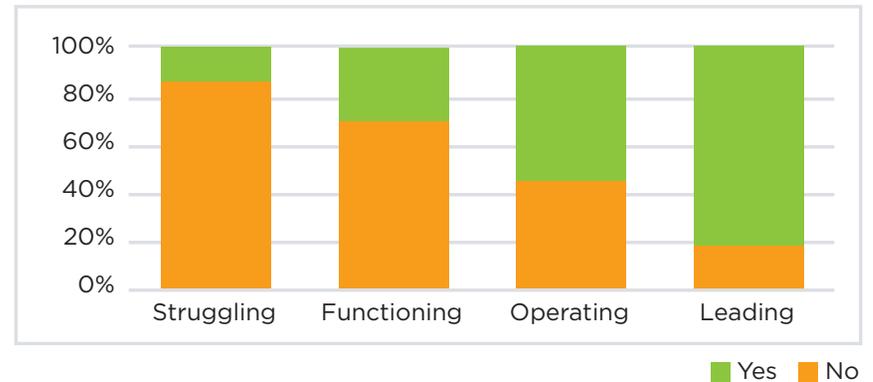


Have Budget for Technology Training?

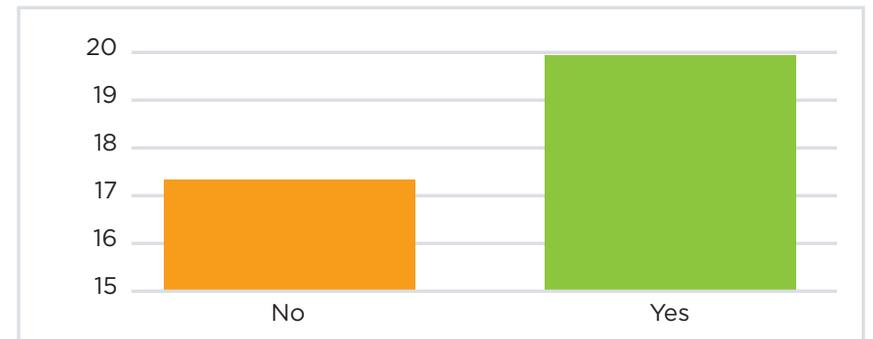


With such a strong correlation between this practice (designating organizational training budget for technology-related skills and knowledge) and both TA levels and TE scores, we are pleased to see a slight increase in respondents indicating “Yes” and decrease in indicating “No,” as compared to 41% and 51%, respectively, last year.

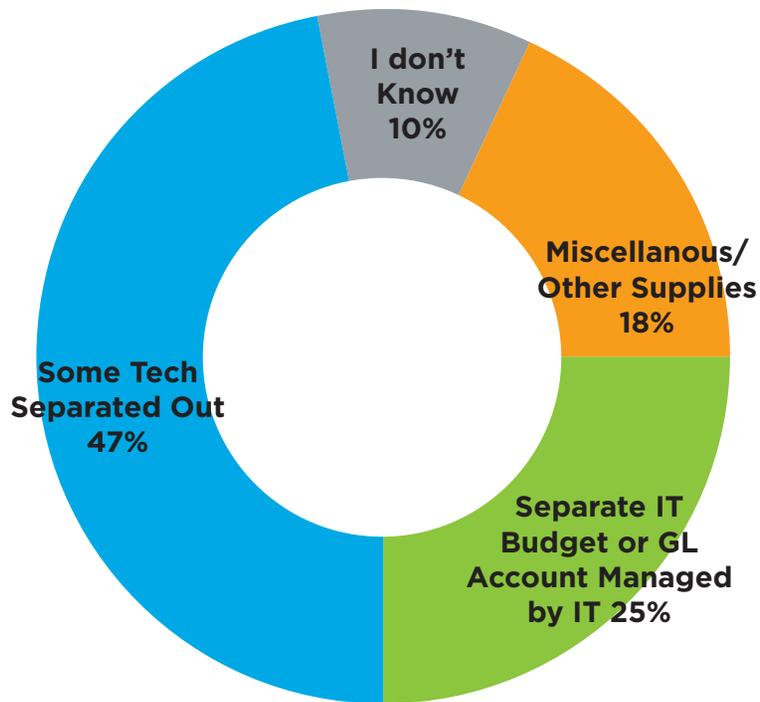
By Technology Adoption Level



By Technology Effectiveness Score

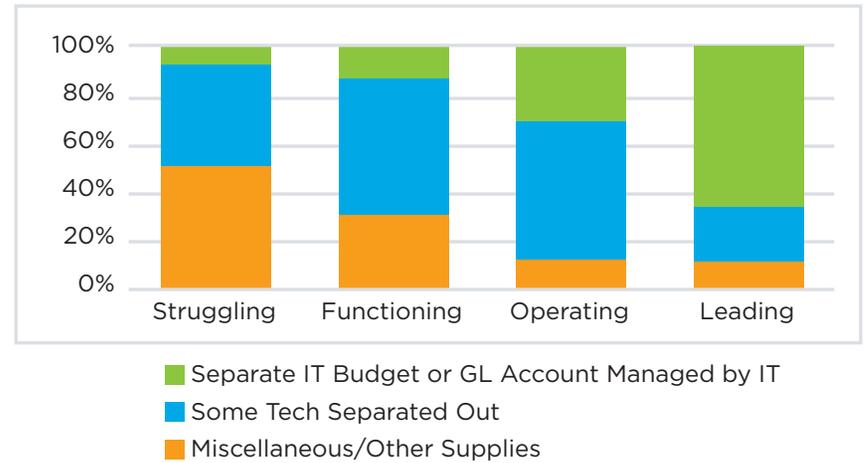


Technology Itemized in Budget?

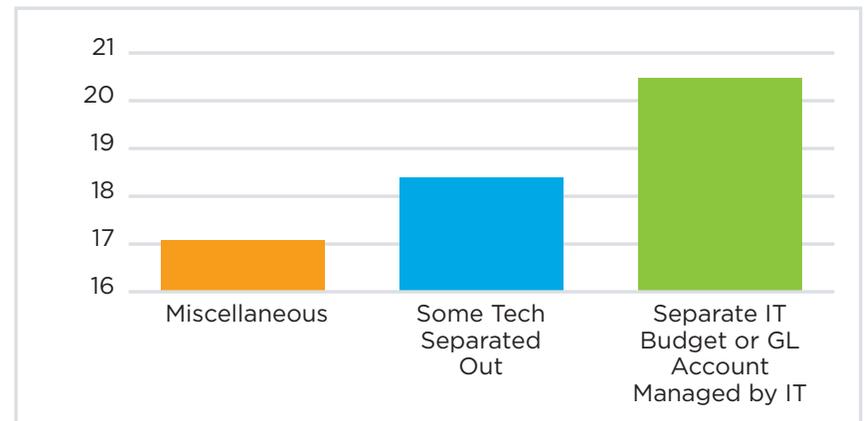


This is also a question based on NTEN's theory of change - we assume that more deliberate (*proactive*) planning for technology will result in overall effectiveness, which is borne out by the strong positive correlations we see between this practice and both TA levels and TE scores.

By Technology Adoption Level

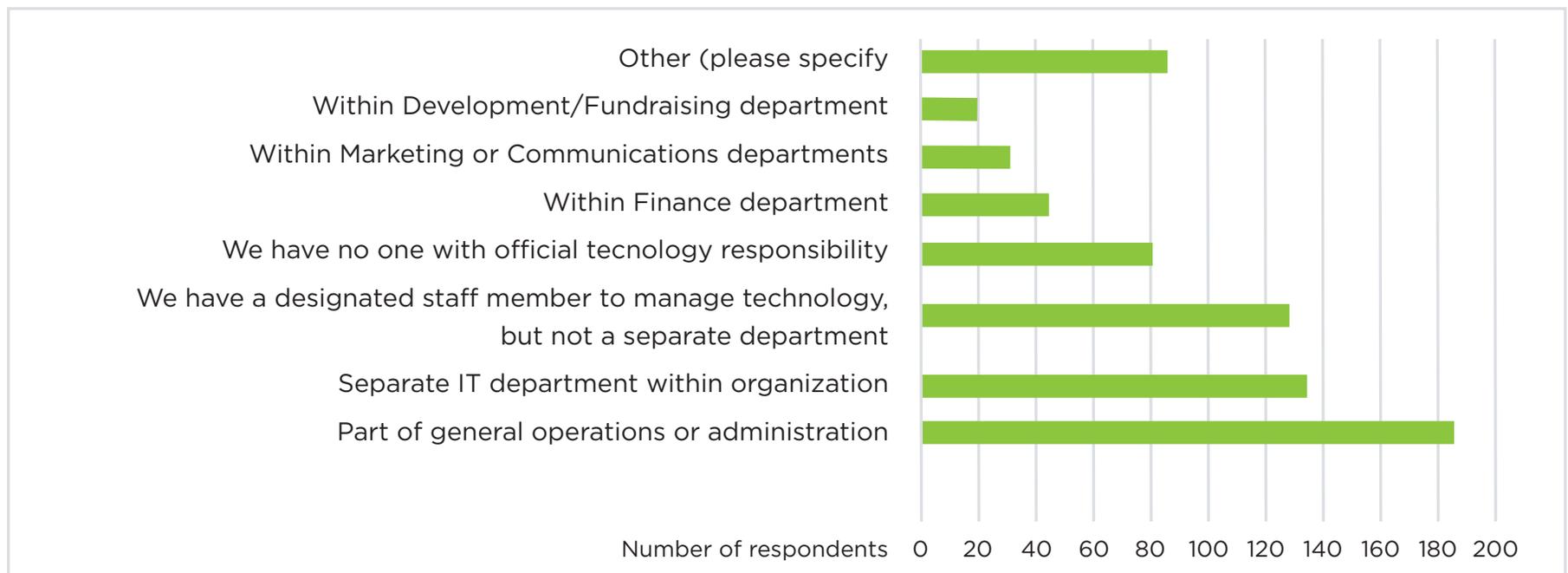


By Technology Effectiveness Score



Organizational Structure for Technology Oversight

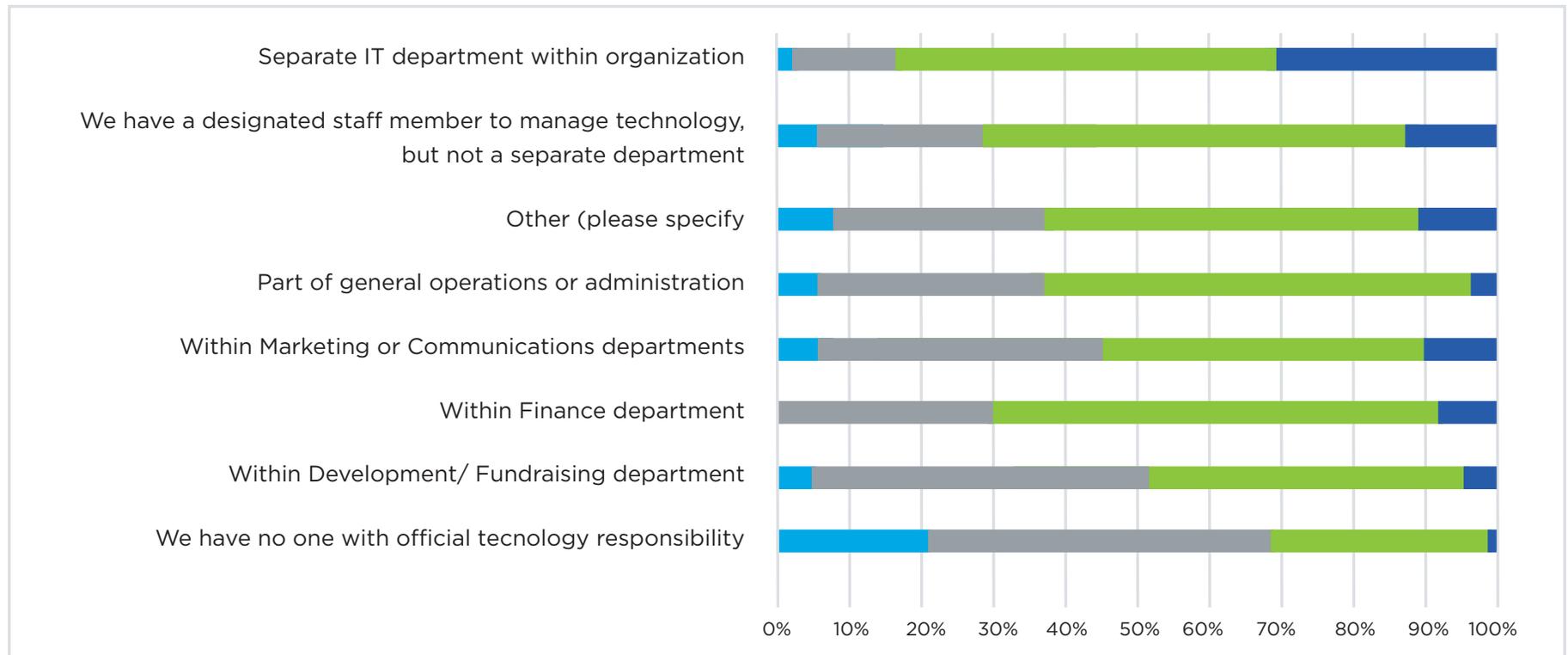
Where is Technology Oversight Within the Organization?



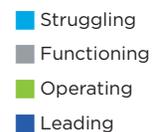
As we've seen in previous years, a plurality of respondents indicate that technology oversight is part of the "general operations or administration" of the organization.

We should note that there is correlation between an organization's size and their technology structure/oversight, with Very Large organizations most likely to report that they have separate departments to manage technology, and Small organizations most likely to indicate that they have no one with official technology responsibility.

Organizational Structure: By Technology Adoption Levels



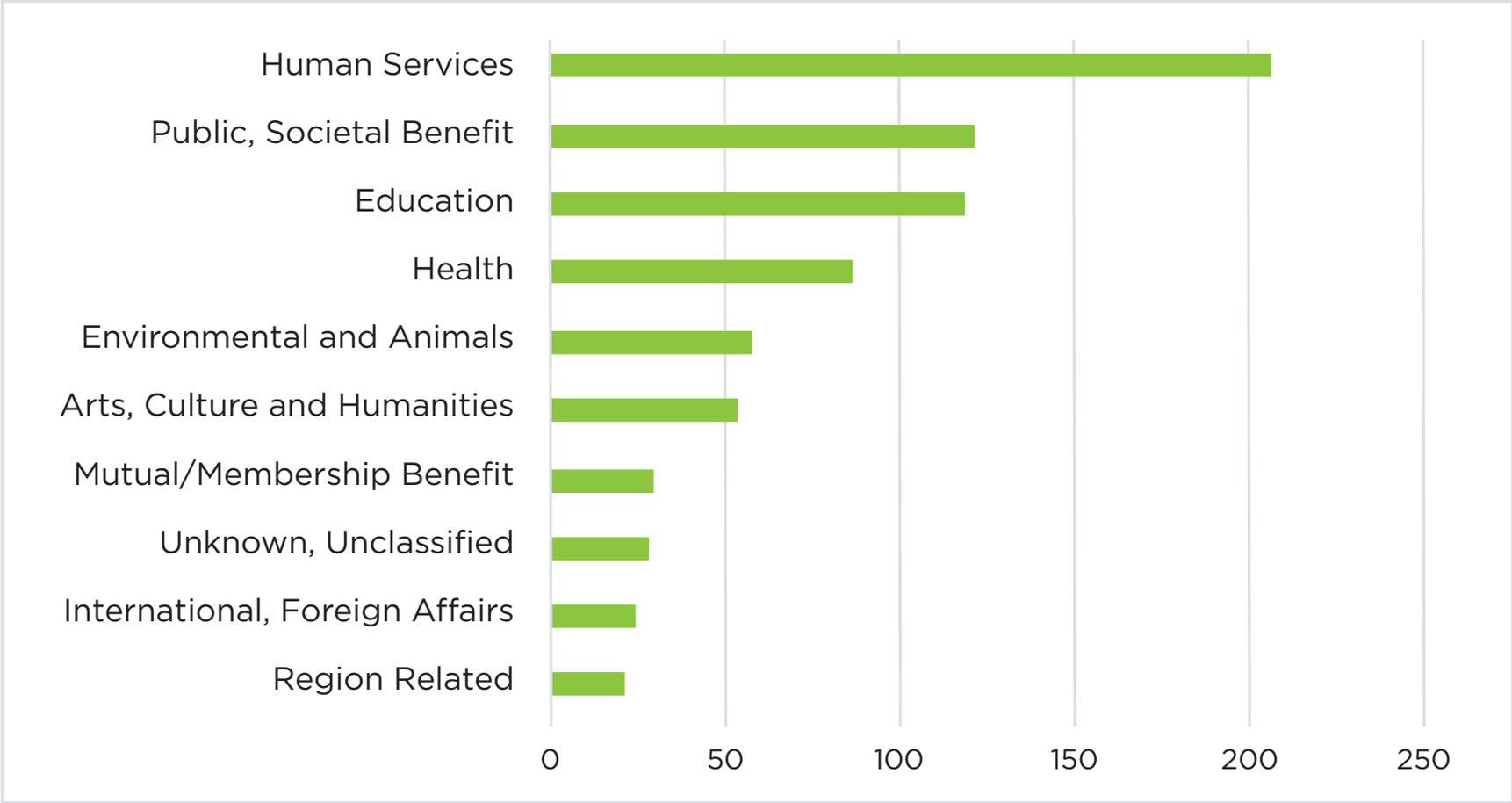
Struggling organizations were most likely to indicate that “no one” had official technology oversight, while Leading organizations were most likely to report that they have a separate department within the organization to oversee technology (which, we should note, likely also correlates to organization size).



Part Three: Respondent Demographics



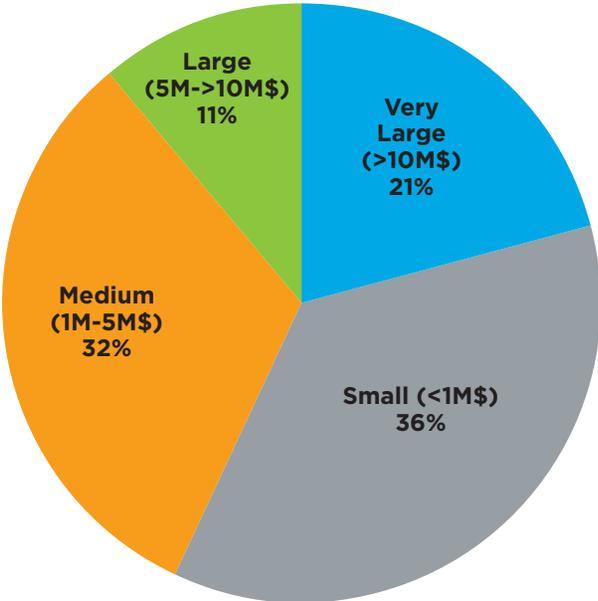
Respondent Demographics Sub Sectors*



*IRS NTEE Codes were used as options for respondents

Respondent Demographics Budget and Staff Sizes

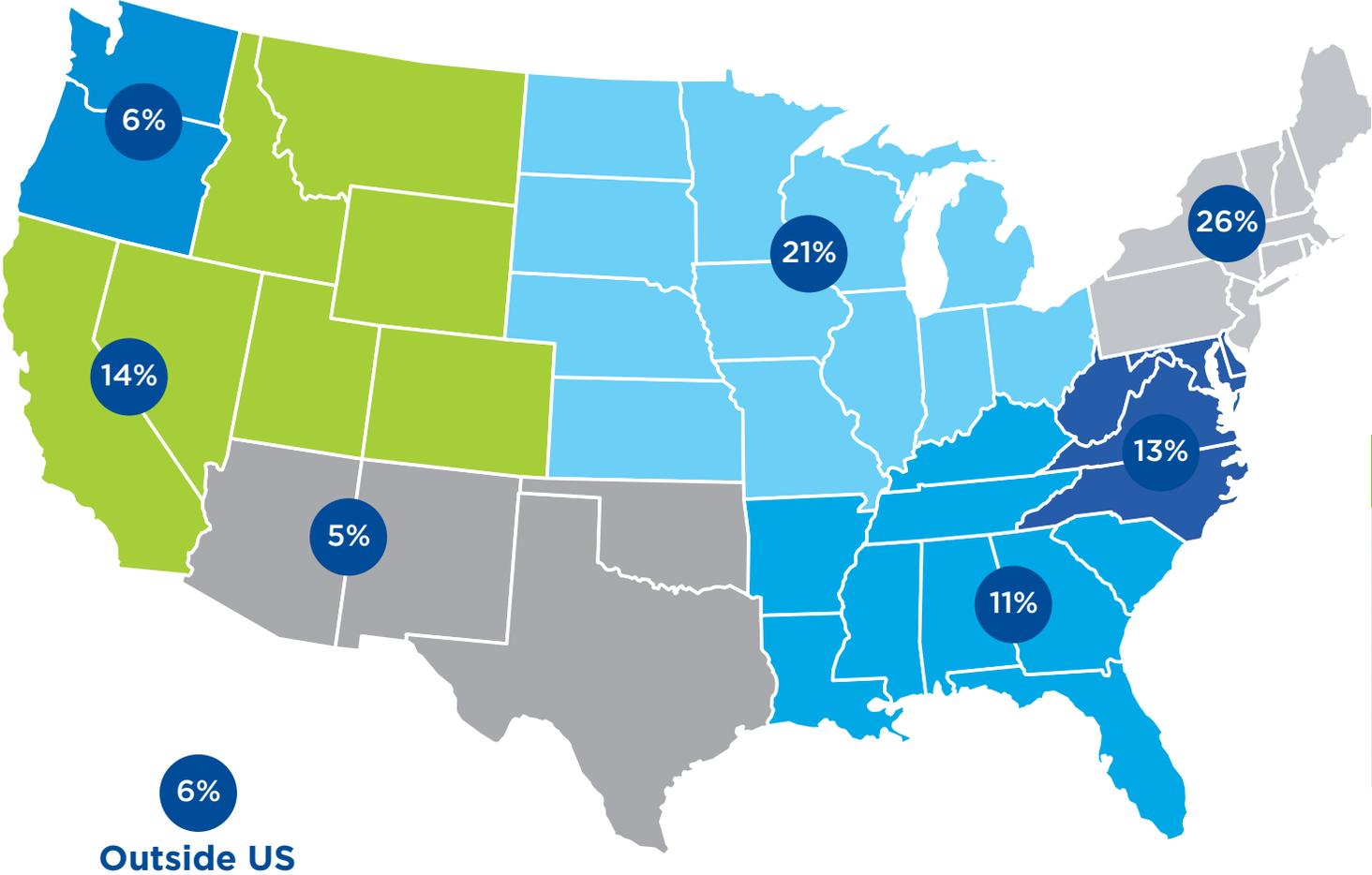
Organizational Operating Budget



Organization Budget Size	Average Total Staff Size
Small	6.88
Medium	26.53
Large	102.35
Very Large	489.88

Respondent Demographics: Geographic Location

Where the Surveys Came From



Number of Respondents by Region	
Mid-Atlantic US	96
Midwestern US	160
Northeastern US	182
Northwestern US	45
Outside US	48
Southern US	83
Southwestern US	34
Western US	107

Appendix: Survey Text

About You and Your Organization

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

- Northeastern US
- Mid-Atlantic US
- Southern US
- Midwestern US
- Southwestern US
- Northwestern US
- Western US
- Outside US

2. What is the PRIMARY issue area of your organization? Please select the category closest to your primary focus. Note, these are the NTEE categories of nonprofits designated by IRS.

- Arts, Culture, and Humanities
- Education
- Environment and Animals
- Health
- Human Services
- International, Foreign Affairs
- Public, Societal Benefit
- Religion Related
- Mutual/Membership Benefit
- Unknown, Unclassified

3. How many TOTAL staff are employed by your organization? Please consider parttime staff in Full Time Equivalents (FTEs). For example, if you have 2 fulltime staff and one halftime staff, you'd enter: 2.5

4. How many staff, excluding consultants, are responsible for supporting or maintaining technology-related tasks in your organization? Enter numbers in the spaces provided below. We are interested in learning about the number of staff who are *FORMALLY RESPONSIBLE* for technology-related roles at your organization. We've separated out some formal technology roles your organization might have below. Please consider parttime staff or roles in Full Time Equivalents (FTE). For example, if you have 1 staff person who is considered to have about 50% of their job responsibility as "web manager," but 50% as "program assistant," as defined in their formal job description, then you'd enter 0.5 for "web" staff below. An informed estimate is fine. If you don't know, please skip this question.

Staff with "IT," "Technology," or "Information" in title or formal job role _____

Staff with "Web" in title or formal job role _____

Staff with "Data" in title or formal job role _____

Staff with "Online" or "Digital" in title or formal job role _____

Staff with other technology titles or defined roles _____

5. What is your organization's TOTAL annual OPERATING budget? Please report the budget for the entire organization (including all office locations) for your current fiscal year. A quick approximation is fine. Please enter numbers in the box below. If you don't know, please skip this question.

6. What is your job title/role? Please choose the option closest to your primary organizational responsibility. Please note that the list includes primarily tech-related job roles because of the scope of this research, but please choose "Other" if none of the options apply.

Executive Director/CEO

Board Member

Chief Information/Technology Officer (CIO/CTO)

IT/Technology Director

Database Manager - Programs/Operations

Database Manager - Development/Fundraising

Project Manager

Online/Digital Communications Manager

Online Community Manager

Website Manager/Webmaster

Programmer/Developer

Data Administrator

Data Analyst

Technician or IT Support Staff

System/Network Administrator

Other Non-Technology Staff (please specify)

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

- n \$0-14,999
- n \$15,000-29,999
- n \$30,000-44,999
- n \$45,000-59,999
- n \$60,000-74,999
- n \$75,000-89,999
- n \$90,000-104,999
- n \$105,000-119,999
- n \$120,000-134,999
- n \$135,000-149,999
- n \$150,000 or more

Organizational Culture

8. Does your organization include technology in your organizational strategic plan? Please use the space below to provide any additional information about your response:

- n Yes
- n No
- n Not sure

9. Do IT staff (or the technologyresponsible staff, thinking about your response to the earlier question about technology staffing) have input in your organization's overall strategic direction?

- n Yes
- n No
- n Not sure

Please use the space below to provide any additional information about your response:

10. Where is the responsibility for technology, in terms of staff oversight, PRIMARILY located in your organization?

- We have no one with official technology responsibility
- We have a designated staff member to manage technology, but not a separate department
- Separate IT department within organization
- Part of general operations or administration
- Within Finance department
- Within Marketing or Communications departments
- Within Development/Fundraising department
- Other (please specify)

11. Does your organization conduct an ROI (Return on Investment) analysis or study as part of its technology investment process? For example, in determining a software, hardware, or service purchase, is an evaluation of costs and impact on the organization conducted? Please use the space below to add to your response:

- No
- Somewhat (informally or rarely)
- Yes (rigorously or regularly)
- I don't know

12. Does your organization provide organizational budget for *technologyrelated* professional development (training, memberships, conferences, seminars, webinars, certification, etc.)?

- Yes
- No
- I don't know

If "Yes" Please enter your approximate ANNUAL TOTAL budget for technologyrelated staff development:

13. Thinking about your nonprofit organization, please indicate the degree to which you agree or disagree with the following statements, on a scale of 15, with 1 being "Strongly Disagree" and 5 being "Strongly Agree":

	1 Strongly Disagree			5 Strongly Agree		
We have the technology (hardware and software) we need to do our daytoday work effectively	<input type="checkbox"/>					
We have enough skilled staff to support technology functions/needs for the organization	<input type="checkbox"/>					
We have enough training for all staff to use technology effectively for their daytoday work	<input type="checkbox"/>					
We make effective use of technology to support our programmatic work/our services	<input type="checkbox"/>					
We make effective use of technology to support our fundraising/ development work	<input type="checkbox"/>					
We make effective use of technology to support our marketing/ communications work	<input type="checkbox"/>					

14. Which of the following descriptions most closely reflects your organization’s current overall approach to technology and technology decisions:

- n Type 1 - we are struggling; we have a failing infrastructure, and our technology time and budget generally go towards creating workarounds, repairing old equipment, and duplicating tasks.
- n Type 2 - we keep the lights on; we have basic systems in place to meet immediate needs. Leadership makes technology decisions based on efficiencies, with little to no input from staff/consultant
- n Type 3 - we keep up; we have stable infrastructure and a set of technology policies and practices. Leadership makes technology decisions based on standard levels according to industry/sector information and gathers input from technology staff/consultant before making final decision
- n Type 4 - we’re innovators; we recognize that technology is an investment in our mission, and leadership integrates technology decisions with organizational strategy. Technology responsible staff are involved in overall strategic planning.

Please provide any additional comments you’d like to add to your response:

15. Does your organization have a defined technology budget that separates technology expenses from other general "overhead" or "supplies" line items in your annual operating budget in some way? For example, do you have a specific technology or IT departmental (or class) budget, or General Ledger accounts, or specify things such as computer equipment, Internet provider, or hosting fees, for example, as separate line items?

- n We have a separate technology budget (or GL accounts) managed by IT department or staff
- n We separate out some technology expenses in their own GL account(s) in our operating budget (e.g. computer equipment, internet, telephones, etc.)
- n We don't have a separate budget or line items for technology expenses (they get included with other general expense categories like "office supplies" or "miscellaneous")
- n I don't know

Please add any additional thoughts or context here:

***16. Do you have knowledge of, or access to, organizational information regarding technology expenditures and budget line items?**

Technology Budgets

Why are we asking for budget numbers? So that we can provide you and the whole sector with specific benchmarks to help in planning and decisions. You don't need to provide precise amounts a quick, informed estimate will do. When answering the following budget questions, consider or use your organization's **operating budget for the current fiscal year**. Your responses will remain anonymous and will only be used to calculate benchmarks for the sector.

17. We'd like to learn about your organization's annual budget/spending on technology. Using or thinking about your current fiscal year operating budget, please indicate the dollar amount for the following categories. A quick approximation is fine. We'll use your responses to calculate your total technology spending. If you don't know or have access to this information, please skip this question.

hardware (computers, printers, mobile devices, equipment, etc.)	_____
software (hosted or installed)	_____
hosting fees	_____
networking (phone and internet)	_____
projectbased	_____
consulting	_____
outsourced services (e.g. server maintenance)	_____
other technology expenses (NOT including staff)	_____

18. Do the above responses add up to your TOTAL technology budgeted expenses in your current fiscal year operating budget? Please use the space below to enter your total technology spending in your budget, and either update your above responses to match, or explain any difference in the space below:

19. What is the TOTAL of your organization's Tech Staff Salaries? Please estimate the total salary amount for organizational staff with formal technology roles (those you indicated at the beginning of the survey). If there are staff who only have technology designated as a portion of their job, please estimate the appropriate portion of their salary that should be included in this total. Do NOT include outside consultants in this total. For example, if your organization has a fulltime IT Director and another staff person who is considered to be about 70% Program Staff and 30% Online Community Manager, then you would make the following calculation: 100% of IT Director Salary + 30% Program/Online Manager Salary = Total Tech Staff Salary. An informed estimate is fine. If you don't know how to calculate this total, please skip this question.

20. Still thinking about your TECHNOLOGY BUDGET, please indicate whether there has been any change between the previous fiscal year and the current fiscal year in your expenditures for:

	Decreased	Stayed the same	Increased	I don't know
hardware	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
software - installed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
software - cloud/hosted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hosting fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
networking (phone and internet)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
project-based consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
outsourced services (e.g. server maintenance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you included a response for "other" above, please describe:

Thank You!

Thank you for participating in the 2012 Nonprofit Technology Staffing and Spending Survey! The benchmarks and summary reports will be available in the first half of 2013. Subscribe below to keep up with nonprofit technology news and resources, or visit <http://nten.org/research> to get the report. When you click "done" below, you will be given the option to enter into the drawing for the **\$500 Amazon Gift Card**. If you optin for the prize, you will see a separate popup window to enter.

21. If you would like to subscribe to NTEN's monthly enewsletter as well as email updates and alerts regarding nonprofit technology news and resources, please enter your contact information below:

First Name _____

Last Name _____

Email Address _____

Organization Name _____

Title _____

About NTEN

A Community Transforming Technology Into Social Change

Who We Are

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

What We Do

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

How We Do It

NTEN helps members, with their diverse job functions and levels of tech comfort and expertise, share best practices, and glean insights from one another both online and off: training, research and industry analysis, regional meet-ups, our signature Nonprofit Technology Conference. As a member, you gain instant access to a supportive

community that shares your passions and challenges, as well as to valuable resources for professional development.

Connect

Online Networking

www.nten.org

Whether you're a webmaster, marketer, executive director, fundraiser, blogger, program manager, or play another role in the nonprofit sector, connect with your peers online. Join our Communities of Practice and social networks to ask questions, make connections, and share your ideas.

Events

www.nten.org/events

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

Learn

NTEN Webinars

www.nten.org/webinars

Changing the world isn't easy. NTEN members are always looking to learn

more about how to use technology to further their missions. Gain a wealth of knowledge without ever leaving your desk through NTEN's extensive schedule of live webinars and archived events.

NTEN Research

www.nten.org/research

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

Change

NTEN Connect newsletter

www.nten.org/signup

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