

Communiqué no. 20

The Nonprofit Technology Gap - Myth_{or} Reality?

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A joint project of the Center for Civil Society Studies at the Johns Hopkins Institute for Policy Studies in cooperation with the Alliance for Children and Families, Alliance for Nonprofit Management, American Association of Homes and Services for the Aging, American Association of Museums, Community Action Partnership, League of American Orchestras, Lutheran Services in America, Michigan Nonprofit Association, the National Council of Nonprofits, and United Neighborhood Centers of America.



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Introduction

Nonprofit organizations are widely assumed to be technologically challenged, largely bereft of the cutting-edge hardware and software needed to function effectively in the new information era. “From antiquated technology to bureaucratic red tape, working at a nonprofit can be downright exasperating,”¹ is how one foundation’s website describes the nonprofit workplace. Similarly, a page describing nonprofit work on the popular website, Idealist, warns, “If you prize...the latest in office technology, many nonprofit organizations will disappoint, frustrate, and discourage you.”²

How well do these impressions of the nonprofit sector reflect reality? Have nonprofits been able to integrate sophisticated technologies into their operations and use them to their full potential? Perhaps most importantly, have nonprofits been able to use such technologies to support and enhance their delivery of mission-critical programs and services—the core reason behind nonprofits’ existence? What variations, if any, exist by organizational size, age, service area, and field? Finally, what challenges are limiting nonprofits’ use of information technologies and preventing them from using such technologies as effectively and as comprehensively as possible?

To answer these important questions, the Johns Hopkins Nonprofit Listening Post Project conducted a Sounding, or survey, of its nationwide sample of roughly 1,100 nonprofit organizations in four key fields (children and family services, elderly housing and services, community and economic development, and the arts) in 2009. Altogether, 443 organizations responded to this survey, producing a response rate of 42 percent, which is quite respectable in this field, particularly at a time of economic hardship.³

Three key findings resulted from this inquiry:

1. The majority of nonprofits are relying on a range of current information technologies for both administrative functions and program and service delivery.
2. However, most nonprofits are not content with the extent to which they have integrated technologies into program and service delivery and recognize that they could be doing more.
3. Lack of funding, time, and expertise are the major barriers preventing nonprofits from harnessing the full potential of information technologies.

The balance of this Communiqué examines these and other important findings in more detail.

Key Findings

Widespread use of information technologies.

Despite the common impression that nonprofits lack adequate, up-to-date information technologies, this Sounding revealed that nonprofits have integrated current information technologies into a wide range of their organizational activities. Demonstrating this:

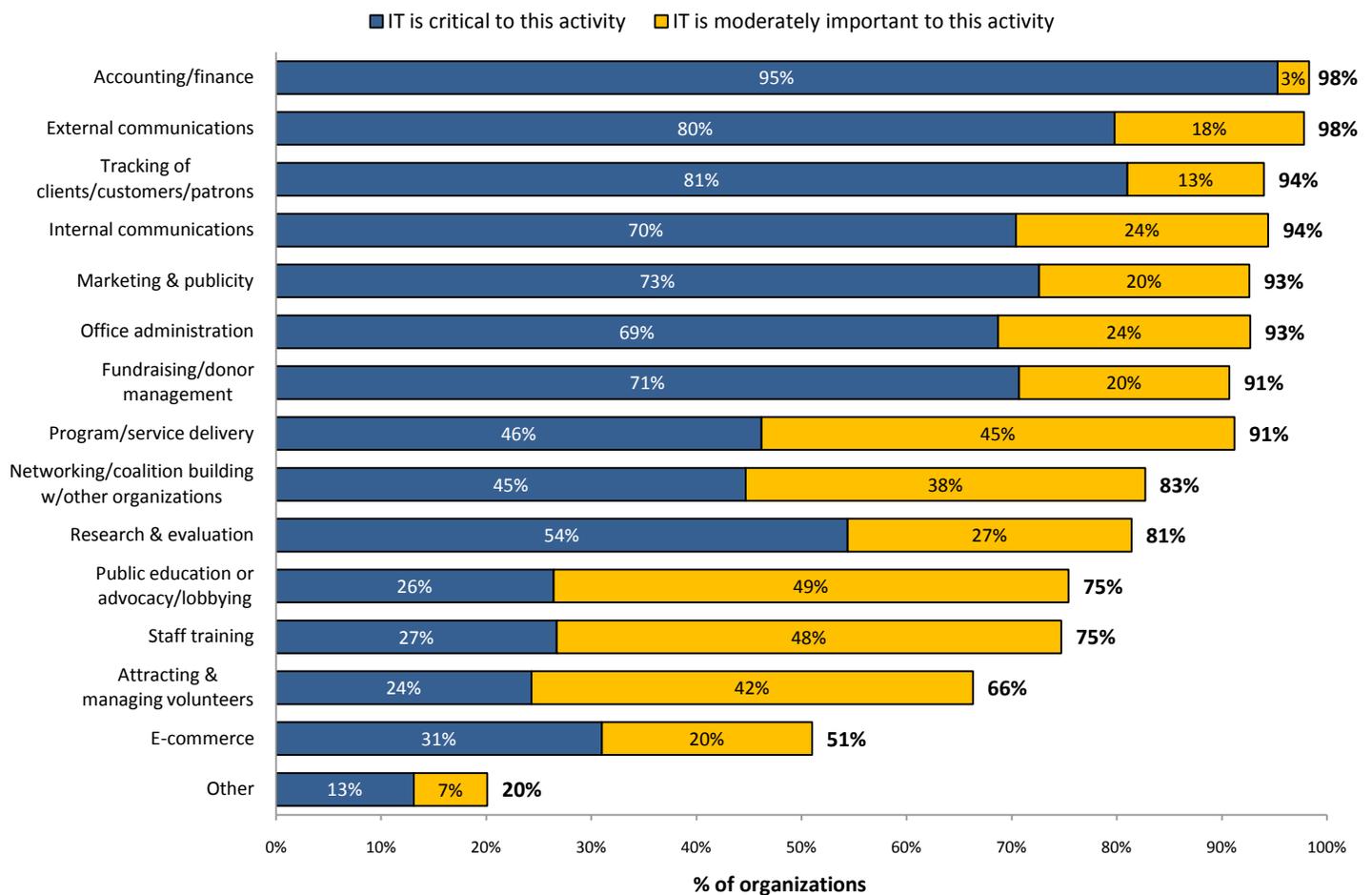
- An overwhelming majority of all respondents (88 percent) reported that technology is integrated into “many” or “all” aspects of their organization.
- The vast majority of all respondents indicated that information technologies are “moderately important” or “critical” to almost *all* of their organizational activities, including accounting/finance (98 percent), external communications (98 percent), tracking users (94 percent), internal communications (94 percent), administrative

tration (93 percent), marketing and publicity (93 percent), fundraising and donor management (91 percent), and program and service delivery (91 percent) (see **Figure 1**).

Since program/service delivery represents the basis for nonprofits’ existence, we probed even deeper into nonprofit use of information technologies for programs and services. Here again, we found that nonprofits are actively using information technologies:

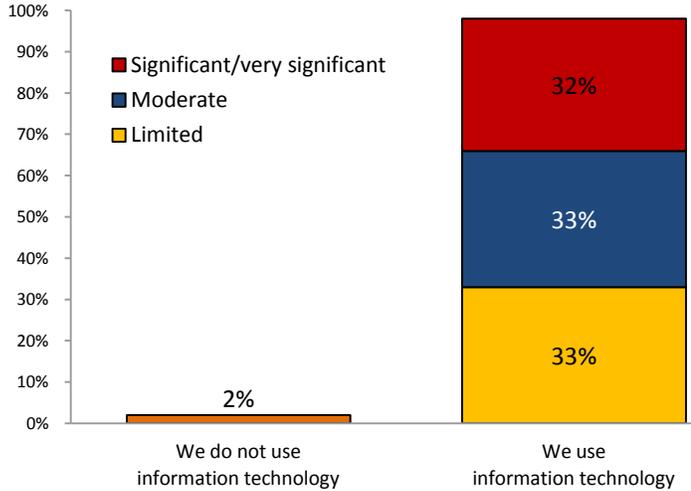
- The vast majority of all organizations (98 percent) reported using information technologies for program/service delivery;
- Roughly two-thirds of all respondents (65 percent) described this use as moderate or significant (see **Figure 2**).

Figure 1: How important is IT to general activities in your organization (n=392)



Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

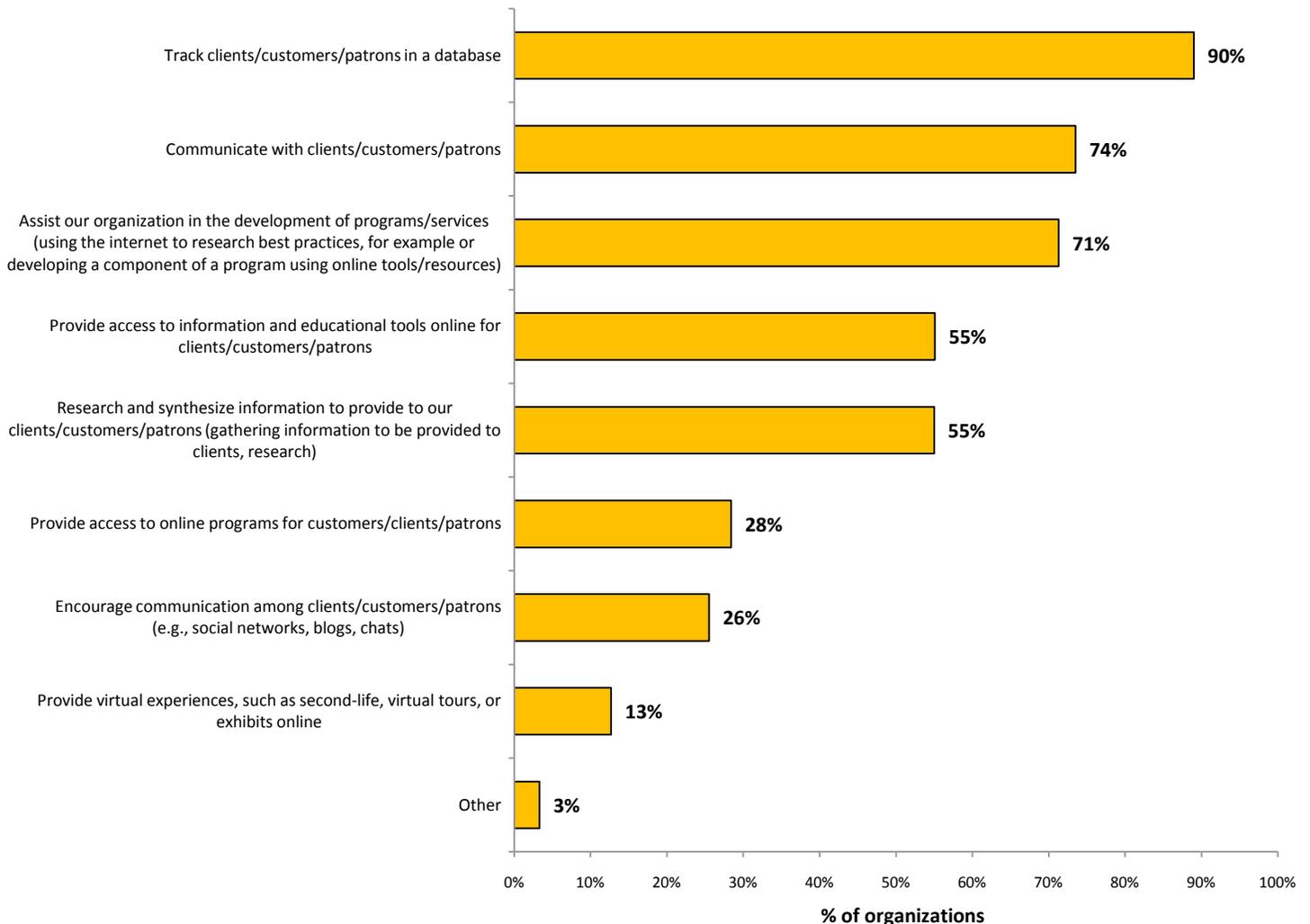
Figure 2: How would you describe your organization's use of IT for program or service delivery?



- As one respondent put it, “We have many systems that enable staff to take full advantage of the electronic world around them. They are able to use technology to provide the best services available.”
- More specifically, among the program and service delivery activities for which respondents noted using information technologies were these (see **Figure 3**):
 - Client/customer/patron tracking (90 percent);
 - Communications with clients/customers/ patrons (74 percent);
 - Program/service development (71 percent);
 - The creation/provision of on-line information and education tools for clients/customers/ patrons (55 percent); and
 - Research and information gathering (55 percent).

Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding,

Figure 3: Nonprofit use of information technology for program and service delivery activities (n=392)



Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

- Respondent commentaries gave us additional insight into the diverse ways in which nonprofits are regularly integrating information technologies into program/service delivery. Examples of such varied uses included the following:

- Putting client data and assessments into digital format to determine service needs;
- Enabling the public to access materials such as oral history recordings, archival photographs, and genealogical information;
- Releasing public policy alerts to mobilize members and supporters;
- Screening benefits and eligibility online for elderly individuals;
- Providing opportunities for autistic adolescents to communicate using technology;
- Making exhibits available on-line so that teachers can use them in their classrooms;
- Digitizing artifact collections to create a virtual vault; and
- Employing YouTube videos for therapy with children.

Reliance on fairly sophisticated technologies

But what types of technologies are nonprofits using? Could it be here that nonprofits are significantly behind the curve? Again, our survey finds little evidence that this is the case. To the contrary, nonprofits seem to be relying on fairly sophisticated technologies. Thus:

- The vast majority of all respondents (82 percent) described the overall technology that their organization uses as “sophisticated” or “moderately sophisticated.”
- Reflecting this, virtually all respondents have organizational websites (97 percent).⁴
- Similarly, virtually all respondents are connected to the Internet (97 percent), and the majority of these have relatively high speed connections.
- Moreover, 84 percent of all respondents reported that their organization’s computers are networked to each other, allowing for information and file sharing.

Illustrating the high degree of sophistication that many responding organizations seemed to possess is this respondent comment: “We have 40 employees, and depending on their position, they have the proper technology and support. Executives have smart phones, care

managers have WiFi laptops to enter data in the field, and staff have a variety of software and other tools.”

Benefits of technologies

Our Sounding also examined the benefits of nonprofits’ reliance on information technologies, and here again the evidence was positive: nonprofits that have integrated information technologies into their operations reported numerous benefits of doing so. More specifically, organizations reported that over the previous year alone, incorporating IT into program and service delivery (see **Figure 4**):

- Helped create a public presence for their organizations (89 percent);
- Increased their capacity to communicate with clients, customers, and patrons (87 percent);
- Resulted in faster service delivery (83 percent);
- Improved the quality of services delivered (80 percent);
- Allowed them to be more client, customer, and patron-friendly in delivering services (78 percent);
- Allowed them to serve more people (71 percent);
- Satisfied funder and/or regulator requirements (71 percent);
- Allowed them to make innovations in their programs (67 percent);
- Resulted in cost savings in service delivery (67 percent); and
- Allowed them to expand into new program areas (56 percent).

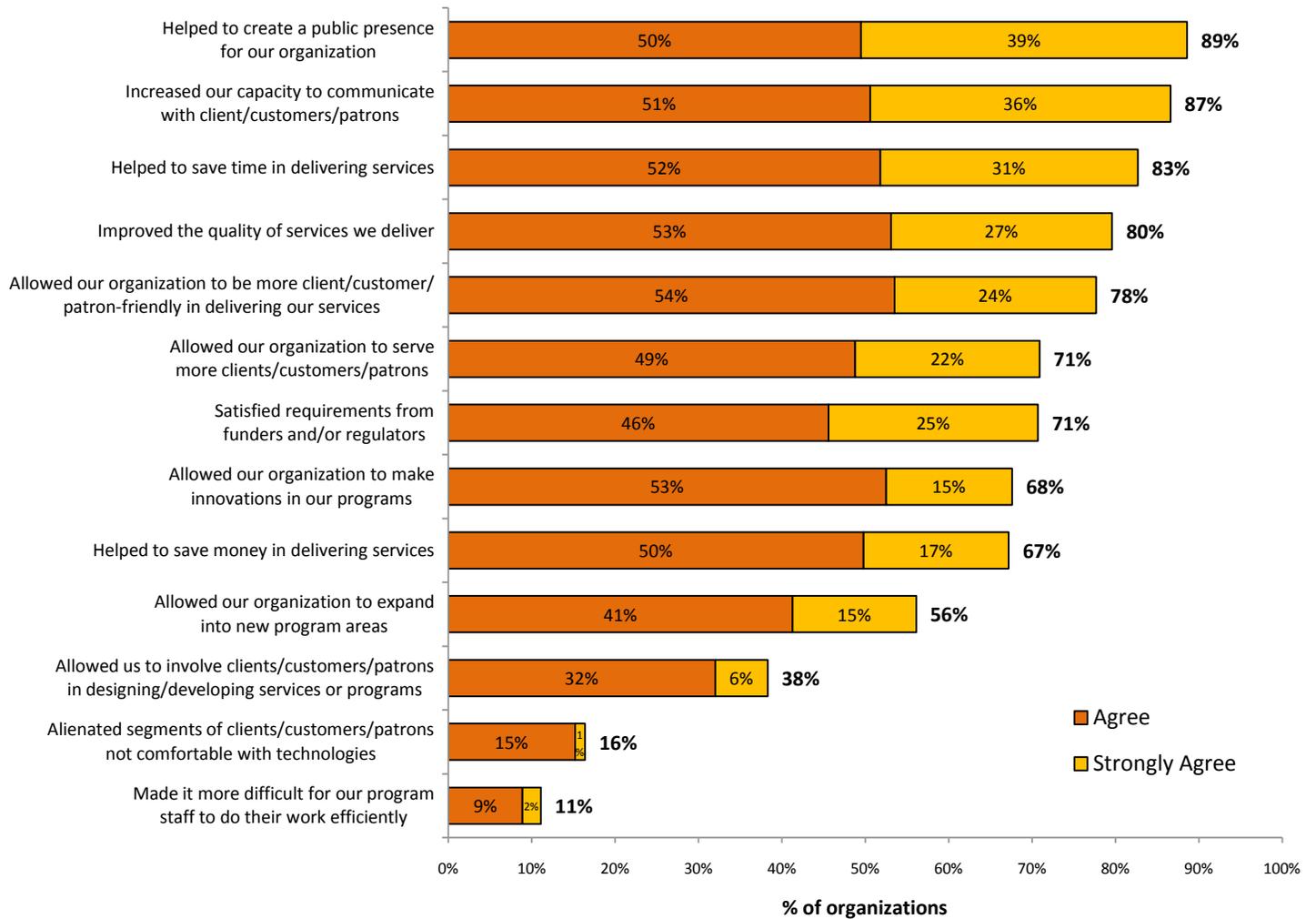
By contrast, relatively few nonprofits noted that incorporating information technologies into program and service delivery alienated segments of their clients, customers or patrons (15 percent) or made it more difficult for their staff to work efficiently (11 percent).

Still significant room for improvement

Some nonprofits lag seriously behind. In view of these benefits, it is particularly troublesome that despite the fairly positive picture painted above, our data reveal that a significant proportion of nonprofit organizations remain well behind the curve. Reflecting this:

- A third of all organizations indicated that they need more computers to meet their needs;

Figure 4: In the past year, incorporating information technology into program and service delivery has achieved the following for nonprofits (n=392)



Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

- Nearly one out of every five respondents (18 percent) reported that their organization still relies on “basic” technologies; and
- A third of the responding organizations described their use of information technologies for program/service delivery as “limited.”

Respondent comments such as the following help provide a clearer picture of the antiquated technologies at such organizations:

“We do not have what we need to do our jobs effectively. We have old programs. Old computers. No ability to work remotely. Very slow DSL service.”

“Our system is piece-meal and old. We do not have a good back-up system. Most of our software is old and outdated.”

Variations by organizational type. There were also some important variations in the nature and extent of IT use by organizational size, age, service area, and field. In general, small, young, rural-focused and theater groups were significantly less likely to have integrated sophisticated technologies into their operations. Demonstrating this:⁵

- When asked if all or most of their computers are networked together, the percent responding positively included 96 percent of the largest organizations, 93 percent of the oldest organizations, 86 percent of urban-focused organizations, and 75-96 percent of non-theater groups, but only 63 percent of the smallest organizations, 74 percent of the youngest organizations, 77 percent of rural-focused groups, and 58 percent of theaters.⁶
- Similarly, the share of organizations relying on high-speed cable or broadband Internet connections was 62

percent among the largest, 63 percent among the oldest, and 53 percent among urban-focused organizations, but only 29 percent among the smallest, 39 percent among the youngest, and 39 percent among rural-focused groups. While there was greater variation across fields, the non-theater groups were significantly more likely than the theater groups to use high-speed or broadband connections (39-58 percent vs. 21 percent).

- The share of organizations describing their organization's technology as "moderately sophisticated" or "sophisticated" was 92 percent among the largest, 90 percent among the oldest, 82 percent among urban-focused, and 77-91 percent among non-theater groups, but only 65 percent among the smallest, 75 percent among the youngest, 77 percent among rural-focused, and 63 percent among theater groups.
- Likewise, the share of organizations noting that technology is integrated into many or all aspects of their organization reached 94 percent among the largest, 97 percent among the oldest, and 84-94 percent among non-theater groups, but only 73 percent among the smallest, 79 percent among the youngest, and 74 percent among theater groups. Interestingly, there was no difference by service area.
- Finally, in terms of using information technologies for program and service delivery, these same groups (i.e., the smallest and youngest ones), as well as all of the arts and culture organizations, lagged well behind other respondents. Thus, while more than two-thirds of the largest (75 percent), oldest (72 percent), and community development and social service-focused (66-79 percent) respondents described their use of information technologies for program/service delivery as moderate or significant, only 52 percent of the smallest, 61 percent of the youngest, and 46-57 percent of the arts and culture groups did the same. Again, there was no significant difference by service area.

Majorities still not maximizing IT's full potential. Furthermore, it is clear from the data that even among nonprofits that have successfully integrated technologies into their operations, there is still considerable room for improvement. Thus:

- Less than half of all respondents (47 percent) noted that they are "satisfied" or "very satisfied" with their

organization's current level of information technologies; and

- Nearly two-thirds (64 percent) of all respondents agreed that IT is underutilized at their organizations.

Our Sounding also revealed that there is a considerable gap between nonprofit adoption of technologies for administrative versus program/service delivery functions. More specifically:

- While at least two-thirds of all respondents noted that IT is "critical" for a range of administrative functions such as accounting/finance (95 percent), tracking users (81 percent), external communications (80 percent), marketing/publicity (73 percent), fundraising/donor management (71 percent), internal communications (70 percent), and office administration (69 percent), less than half of all respondents (46 percent) indicated that it was "critical" for program/service delivery (see Figure 1). The proportion of respondents noting that IT is "critical" for program/service delivery was even lower among arts and culture organizations (32-39 percent) and the smallest organizations (39 percent).
- Similarly, barely a third of all respondents (32 percent) described their use of IT for program and service delivery as significant (see Figure 2). Again, the proportion of arts and culture groups and the smallest organizations describing their use as significant was markedly lower.
- The vast majority of all respondents (92 percent) agreed that their organizations should make more use of their existing technologies for program/service delivery.

Comments provided by respondents further illustrate the frustrations that many nonprofit leaders feel in getting the full potential out of information technologies:

“While we use technology, we avail ourselves of only a fraction of what it could really do for us.”

“Our organization continues to modify and update our use of technology based on necessity to improve programs and remain current with business practices. [However,] there are always more 'needs' than we can accommodate in any one year.”

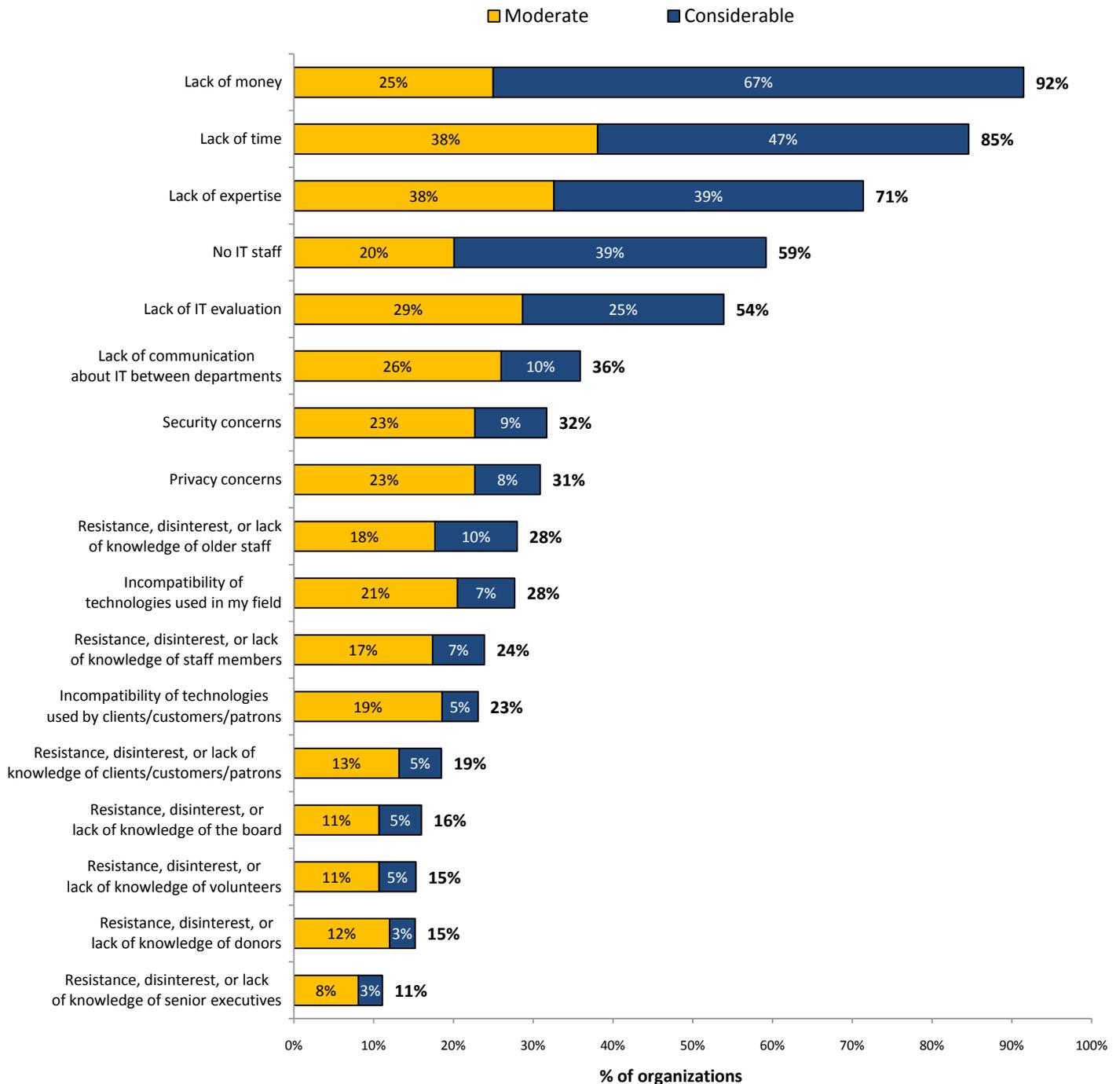
“We are working effectively but there is always need for improvement and upgrading.”

“We actively try to stay on the leading edge of tech, but with the speed of change in the field, there is always something we are catching up to.”

Key challenges

What factors are preventing nonprofits from harnessing the full potential of information technologies? Respondents identified a range of challenges to increasing their use of information technologies for program and service delivery (see **Figure 5**):

Figure 5: Major obstacles/challenges to increasing the use of information technology for program and service delivery



Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

- Not surprisingly, lack of funds topped the list, with a full 92 percent of all respondents ranking this as a “moderate” or “considerable” challenge. As these typical respondents noted:

“I wish we had the funds to use more technology, but basic bricks and mortar expenses are our priority.”

“The toughest aspect of technology funding is that, as important as it is for the health of an organization and certainly for the future, when you have clients with urgent and immediate needs (e.g., a ride to the doctor, dialysis, an in-home care provider) it is difficult to [justify] a computer or other tech need.”

“Unfortunately, the database software that small non-profits need most are the ones they can least afford. Grant funders are often willing to provide consultants, but not the technology upgrades themselves.”

“Funding is ALWAYS an issue for non-profits. Current economic trends add additional challenges for meeting the daily expenses, and this, combined with an increase in client need, results in little, if anything in the budget for IT improvements.”

- Other key challenges identified by at least half of all respondents as “moderate” or “considerable” include:
 - Lack of time (85 percent);
 - Lack of expertise (72 percent);
 - Lack of IT staff (59 percent); and
 - Lack of IT evaluation (54 percent).

- Typical of the comments respondents offered on the challenges facing them in this area were these:

“Our most significant barrier is time for planning, development, and implementation—[there are] too many competing priorities and tech use falls to the bottom of the list.”

“We have a small staff and our curator is the most technologically savvy. He often mentions that there is better technology out there that would make it more efficient for us to do our jobs, but ‘techie’ is not part of his job description and there’s always something more pressing for us to deal with, so we never make those improvements.”

“Our organization has great technology, but not always the level of training that is needed to utilize the technology to its fullest potential.”

As further evidence of the barriers organizations face in making optimal use of information technologies, our survey also revealed that:

- Just 4.2 percent of respondents’ budgets, on average, were allocated to support technology, including technology staff, hardware and software purchases, website and program development, maintenance, and related services.
- Only 18 percent of non-tech staff receive a “moderate” or “significant” amount of IT training.
- Nearly two-thirds (61 percent) of all responding organizations had no paid, full-time IT staff. There were significant variations by organizational type: the smallest, youngest, rural-focused, and arts-focused organizations were significantly less likely than the largest, oldest, urban-focused, and non-arts groups to have paid, full-time IT staff and to provide non-tech staff with any type of IT training.

Of the organizations with IT staff, most of these staff are grouped with finance and accounting staff (38 percent) or make up a separate IT department (21 percent). By contrast, just 6 percent are grouped with program staff, a factor that may account for organizations having greater difficulty adopting IT for program and service delivery than for administrative functions.

Overcoming Key Barriers

Given the benefits highlighted above that are associated with integrating IT into nonprofit operations, it is encouraging that our survey provides some indication that nonprofits are actively working to expand their use of information technologies. Providing evidence of this, over the previous year alone:

- Over half of all responding organizations (52 percent) evaluated their use of information technologies; and
- Well over two-thirds of all respondents (69 percent) hired outside paid consultants to help with their IT needs, which included new equipment set-up (74 percent), hardware and software maintenance and upgrades (71 percent), website development (50 percent), purchasing advice (43 percent), and broad strategic advice (33 percent).

Moreover, respondent comments revealed that many nonprofits are employing a variety of innovative strategies to overcome the obstacles that are preventing them from harnessing the full potential of information technologies. For example, as these executives noted:

- “We continue to seek grants, use TechSoup to purchase software when possible, try to collaborate and learn from our partners. The Assistive Technology computer we have set up for our clients in the Adult Day Program is a collaborative project and that helps to keep our cost down.”
- “We are increasingly helping our prospective donors to realize that IT support makes it possible for us to spend more time in fulfilling our mission of providing hands-on services to the older adults we serve.”
- “We are instituting an annual Technology Fund drive at our annual members' meeting. We first did this last year, when our outgoing president asked everyone to contribute toward a pressing tech need (a server).”
- “[We obtained a] grant which included seed money to create an IT fund for future upgrades.”
- “Five agencies have banded together to form one unit for obtaining and implementing IT services.”
- “We have an in-kind trade deal with our telephone equipment provider giving us free state-of-the-art telephones, teleconferencing equipment, voicemail/phone hardware maintenance. As an organization with no dedicated IT staff, we entered into a premier service agreement with a partner for IT support services.”

However, our Sounding results also indicate that most nonprofits are not taking full advantage of all the resources that could help them to more fully integrate information technologies into their operations. Thus, over the past year:

- Just a third (35 percent) of all respondents accessed nonprofit specific IT information services such as 4charity, Blackbaud, Npower, and NTEN; and
- Only 14 percent of all respondents accessed nonprofit-

specific IT financial services such as Entango, Donor Digital, and Ebase.

- What is especially distressing is that the organizations that are lagging the most behind technologically (i.e., the smallest, youngest, rural-focused, and theater groups), were the ones that were the least likely to access such resources. Thus, nonprofit specific IT information services were accessed by just 18 percent of the smallest, 25 percent of the youngest, 24 percent of the rural-focused, and 21 percent of the theater groups, compared to by 48 percent of the largest, 49 percent of the oldest, 41 percent of the urban-focused, and 31-42 percent of the non-theater groups. A similar trend was evident with respect to nonprofit-specific IT financial services.

Conclusion

As this report makes clear, the image of nonprofit professionals having to rely on the slowest, antiquated technologies has no empirical basis. In fact, as our Sounding results demonstrate, the vast majority of nonprofit organizations have integrated sophisticated technologies into many or all aspects of their organization, including program and service-delivery.

However, our data also indicate the picture is far from perfect. Thus, information technologies at theaters and the smallest, youngest, and rural-focused groups lag seriously behind. Moreover, major challenges including lack of funding, time, and expertise seem to be preventing all types of nonprofits from harnessing the full potential of information technologies. It is also important to recognize that the current economic crisis has likely exacerbated these challenges. As evidence of this, nearly a quarter of all respondents (24 percent) to a recent Listening Post Sounding focused on the impacts of the current recession indicated that they delayed or abandoned plans to adopt new technologies in direct response to the economic downturn.

Fortunately, as respondents to our Information Technology Sounding point out, even small steps such as encouraging nonprofits to share best practices or reflect on their present-day IT usage are fruitful:

- “Thank you for this survey. It revealed an area of our operations that I had only considered in terms of dollars and cents not about how it is/should be integrated in the mission/philosophy.”

“ [This Sounding] was extremely helpful in encouraging reflections about our areas of needed improvement and in accessing our agency. Thank you.”

“I'm not familiar with the resources such as 4charity and Blackbaud mentioned in the questionnaire. A resource list or something similar would be great!”

Hopefully the information gleaned from this Sounding will stimulate further discussion among nonprofit support organizations, policymakers, and other sector stakeholders about how best to advance nonprofits' use of information technologies. In a world where reliance on technologies has become the status quo, and new technologies are constantly changing how people live, work, and connect, this has become more important than ever.

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The views and interpretations expressed here are those of the authors and do not necessarily reflect those of any organizations with which they are affiliated or that support their work.

¹ See Laura Gassner Otting's *Advantages and Disadvantages to Working in the Nonprofit Sector*. Available at: http://www.casefoundation.org/spotlight/careers/pros_cons.

² See Ron and Caryl Krannich's *Positives and Negatives of Nonprofit Work*. Available at: <http://www.idealists.org/en/career/positivesandnegatives.html>.

³ The data reported here come from a Listening Post Project Sounding fielded in January 2009 to the project's two national panels of organizations on the front lines of nonprofit operation: (1) a "directed sample" of children and family service agencies, elderly housing and service organizations, community and economic development groups, museums, and orchestras recruited from among the members of major nonprofit intermediaries operating in these fields (i.e., the Alliance for Children and Families, American Association of Museums, American Association of Homes and Services for the Aging, Community Action Partnership, League of American Orchestras, Lutheran Services in America, the former National Congress for Community Economic Development, and United Neighborhood Centers of America); and (2) as a check on any possible distortion that this sampling strategy may have introduced, a "random sample" of organizations in these same basic fields selected from IRS listings of agencies or more complete listings suggested by our partner organizations where they were available. In addition to the two national samples, the project has started to build a set of state nonprofit Listening Post samples beginning with members of the Michigan Nonprofit Association and including a parallel sample of Michigan nonprofit organizations in the same fields chosen randomly from IRS listings. Because the Michigan respondents are over-represented in the overall sample, their results were weighted to offset this, and the weighted results are reported throughout. Altogether, 443 organizations, or 42 percent of those that received the Sounding, responded. It is also important to note that 26 percent of the respondents reported revenues of under \$500,000, which is far lower than the share of small organizations in the nonprofit sector overall. While the results may not be fully representative of the organizations in these fields, therefore, they are far more representative of the bulk of the activity, which tends to be concentrated in the larger organizations. In addition, the inclusion of a significant number of small organizations in the sample makes it possible to determine whether, and how much, their experience differs from that of larger nonprofits, and these size differences are reported throughout where they are substantial. For further detail on the sample composition, see Appendix A.

⁴ Interestingly, this puts nonprofits significantly ahead of small businesses. According to a 2007 national survey of 750 small businesses conducted by the Gallup Organization for the National Federation of Independent Business (NFIB) Research Foundation, only 57 percent of small businesses with a business computer reported having a website. For more information, see: Ayman El Tarabishy, "IT Issues," Vol. 7, Issue 5 (2007), NFIB National Small Business Poll, NFIB Research Foundation, p. 2; Available at: <http://www.411sbfacts.com/sbpoll.php?POLLID=0061>.

⁵ See Appendix B for additional breakdowns by organizational type.

⁶ The largest groups had revenues greater than \$3 million, and the oldest groups were established before 1925. By contrast, the smallest had revenues less than \$500,000, and the youngest were established in 1985 or later. For additional detail about our sample, see Appendix A.

Appendix A

Project Background and Sample Information

Project Background

The Listening Post Project is a collaborative undertaking of the Johns Hopkins Center for Civil Society Studies and eleven partner organizations—Alliance for Children and Families, Alliance for Nonprofit Management, American Association of Homes and Services for the Aging, American Association of Museums, Community Action Partnership, League of American Orchestras, Lutheran Services in America, Michigan Nonprofit Association, National Council of Nonprofits, the former National Congress for Community Economic Development, and United Neighborhood Centers of America. The Listening Post Project was launched in 2002 to provide more reliable and timely information on the major challenges facing U.S. nonprofit organizations and the promising approaches nonprofit managers are applying to cope with them.

Sampling Strategy

The project includes two national panels of grassroots nonprofit organizations on the front lines of nonprofit operation. The first is a “directed sample” of children and family service agencies, elderly housing and service organizations, community and economic development groups, museums, theaters, and orchestras recruited from the memberships of our partner organizations. The second is a “random sample” of organizations in these same basic fields selected from IRS listings of agencies or more complete listings suggested by our partner organizations where they were available. The random sample thus makes it possible to check on any possible distortion introduced by relying on the directed sample. In addition to the national samples noted above, the Listening Post Project has been developing a cross-section of state Listening Post samples. The first of these state samples, covering Michigan, has participated in the past seven Soundings, since September 2008. The state sample includes organizations selected from among members of the Michigan Nonprofit Association as well as a parallel sample selected randomly from IRS listings of Michigan nonprofits in similar fields.

Sounding Distribution

The current Sounding was distributed to these panels on January 12, 2009 and closed on January 30, 2009. As Appendix Table A-1 demonstrates, the Sounding was distributed to 1,057 organizations (612 “directed” and 445 “random” groups), and 443 responded.

The overall response rate was 42 percent, which is considered respectable for surveys of this magnitude in this sector. Because agencies self-selected into our sample from among member agencies of national umbrella organizations in their respective fields, we do not present the results as necessarily representative of the entire nonprofit sector. However, the sample agencies are distributed broadly across the nation and reflect reasonably well the known characteristics of the organizations representing the vast bulk of the resources, if not the vast bulk of the individual organizations, in their respective fields.

Appendix Table A-1: Information Technology Response Rate

	Total sample	Directed sample	Random sample
Sample	1057	612	445
Respondents	443	288	155
Response rate	42	47	35

Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

The Michigan Effect

A total of 209 surveys (to 121 “directed” and 88 “random” groups) were sent to the Michigan nonprofit organizations. Although the overall Michigan response rate was 51 percent, which is higher than the response rate of the overall sample, the response rate from the directed group reached 62 percent (see **Appendix Table A-2** for details on the Michigan sample). As Michigan respondents made up 18 percent of the overall sample and their actual representation in the overall population of organizations is just 3 percent, the sample was weighted to more accurately reflect the actual representation of Michigan nonprofits within the nation as a whole. **Appendix Table A-3** illustrates the difference between the original sample and the weighted sample.

The analysis contained within this report uses the weighted sample as shown in Appendix Table A-3, as it provides a more accurate representation of the nonprofit sector in the nation.

Appendix Table A-2: Michigan sample, by field and size

Type of organization	Total sample		Directed sample		Random sample	
By field*	N	%	N	%	N	%
Family and children's services	30	44%	28	44%	2	83%
Community and economic development	11	18%	11	18%	0	0%
Elderly housing and care services	4	3%	2	3%	2	0%
Theaters	1	0%	0	0%	1	0%
Orchestras	0	0%	0	0%	0	0%
Museums	4	3%	2	3%	2	0%
Other	20	32%	20	32%	0	17%
<i>Total</i>	<i>70</i>	<i>100%</i>	<i>43</i>	<i>100%</i>	<i>7</i>	<i>100%</i>
By size						
Small (<\$500,000)	32	46%	29	46%	3	43%
Medium (\$500,000-\$3million)	23	33%	22	35%	1	14%
Large(>\$3 million)	15	21%	12	19%	3	43%
<i>Total</i>	<i>70</i>	<i>100%</i>	<i>63</i>	<i>100%</i>	<i>7</i>	<i>100%</i>

*Field of activity is not available for all organizations

Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

Appendix Table A-3: Total sample

Type of organization	Unweighted		Weighted					
	Total sample		Total sample		Directed sample		Random sample	
By field	N	%	N	%	N	%	N	%
Family and children's services	133	32%	110	29%	70	30%	40	27%
Community and economic development	52	13%	43	11%	21	9%	22	15%
Elderly housing and care services	94	23%	92	24%	62	27%	30	20%
Theaters	19	5%	19	5%	1	0%	18	12%
Orchestras	55	13%	55	15%	46	20%	9	6%
Museums	63	15%	61	16%	32	14%	29	20%
Other	27	6%	12	3%	4	2%	7	5%
<i>Total</i>	<i>443</i>	<i>100%</i>	<i>392</i>	<i>100%</i>	<i>237</i>	<i>100%</i>	<i>155</i>	<i>100%</i>
By size *								
Small (<\$500,000)	126	28%	103	26%	37	16%	66	43%
Medium (\$500,000-\$3million)	126	28%	108	28%	65	27%	43	28%
Large(>\$3 million)	189	43%	179	46%	135	57%	44	29%
<i>Total</i>	<i>441</i>	<i>100%</i>	<i>390</i>	<i>100%</i>	<i>237</i>	<i>100%</i>	<i>153</i>	<i>100%</i>

* Revenue figures are not available for all organizations

Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

Appendix B

Appendix Table B-1: Are all or most of your organization’s computers networked to each other (e.g., through an intranet)?

By field							
	Family & children's services	Community & economic development	Elderly housing & care services	Theaters	Orchestras	Museums	Total
n =	110	43	92	19	55	61	380
Yes	86.4%	76.7%	95.7%	57.9%	85.5%	75.4%	84.2%
No	12.7%	23.3%	4.3%	42.1%	14.5%	24.6%	15.5%
Don't know	.9%	.0%	.0%	.0%	.0%	.0%	.3%

By revenue				
	<\$500,000	\$500,000-\$3million	>\$3million	Total
n =	102	108	178	388
Yes	62.7%	86.1%	95.5%	84.3%
No	37.3%	13.9%	3.9%	15.5%
Don't know	.0%	.0%	.6%	.3%

By staff size							
	1-9 FTEs	10-49 FTEs	50-199 FTEs	200-999 FTEs	1000+ FTEs	Don't know	Total
n =	135	87	75	77	12	5	391
Yes	72.6%	85.1%	94.7%	94.8%	91.7%	40.0%	84.1%
No	27.4%	14.9%	5.3%	3.9%	8.3%	60.0%	15.6%
Don't know	.0%	.0%	.0%	1.3%	.0%	.0%	.3%

By organizational age						
	Established before 1925	Established 1925-1954	Established 1955-1974	Established 1975-1984	Established after 1985	Total
n =	72	77	90	68	84	391
Yes	93.1%	81.8%	85.6%	88.2%	73.8%	84.1%
No	6.9%	18.2%	13.3%	11.8%	26.2%	15.6%
Don't know	.0%	.0%	1.1%	.0%	.0%	.3%

By service area						
	Urban	Suburban	Rural	Multiple types of areas	Don't know	Total
n =	104	61	62	162	1	390
Yes	85.6%	85.2%	77.4%	85.2%	100.0%	84.1%
No	14.4%	14.8%	21.0%	14.8%	.0%	15.6%
Don't know	.0%	.0%	1.6%	.0%	.0%	.3%

Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

Appendix Table B-2: What type of connection does your organization use to connect to the Internet?

By field							
	Family & children's services	Community & economic development	Elderly housing & care services	Theaters	Orchestras	Museums	Total
n =	103	42	91	19	54	60	369
Analog (dial-up)	.0%	.0%	.0%	.0%	1.9%	5.0%	1.1%
DSL	35.0%	42.9%	28.6%	57.9%	37.0%	33.3%	35.5%
High-speed cable or broadband	52.4%	47.6%	58.2%	21.1%	38.9%	43.3%	48.2%
Wireless	2.9%	2.4%	3.3%	10.5%	9.3%	6.7%	4.9%
Satellite	.0%	2.4%	.0%	.0%	.0%	1.7%	.5%
Don't know	1.0%	.0%	.0%	.0%	7.4%	1.7%	1.6%
Other	8.7%	4.8%	9.9%	10.5%	5.6%	8.3%	8.1%

By revenue				
	<\$500,000	\$500,000-\$3million	>\$3million	Total
n =	97	106	176	379
Analog (dial-up)	44.3%	49.1%	22.2%	35.4%
DSL	28.9%	41.5%	61.9%	47.8%
High-speed cable or broadband	13.4%	2.8%	1.7%	5.0%
Wireless	2.1%	.0%	.0%	.5%
Satellite	3.1%	2.8%	.0%	1.6%
Don't know	4.1%	3.8%	14.2%	8.7%
Other	4.1%	.0%	.0%	1.1%

By staff size							
	1-9 FTEs	10-49 FTEs	50-199 FTEs	200-999 FTEs	1000+ FTEs	Don't know	Total
n =	131	84	72	77	12	4	380
Analog (dial-up)	2.3%	.0%	.0%	.0%	.0%	25.0%	1.1%
DSL	47.3%	46.4%	25.0%	19.5%	.0%	25.0%	35.5%
High-speed cable or broadband	32.1%	47.6%	55.6%	64.9%	75.0%	25.0%	47.9%
Wireless	10.7%	1.2%	1.4%	2.6%	.0%	25.0%	5.0%
Satellite	1.5%	.0%	.0%	.0%	.0%	.0%	.5%
Don't know	3.1%	1.2%	1.4%	.0%	.0%	.0%	1.6%
Other	3.1%	3.6%	16.7%	13.0%	25.0%	.0%	8.4%

Appendix Table B-2: What type of connection does your organization use to connect to the Internet? (continued)

By organizational age						
	Established before 1925	Established 1925-1954	Established 1955-1974	Established 1975-1984	Established after 1985	Total
n =	71	75	86	66	83	381
Analog (dial-up)	.0%	.0%	2.3%	.0%	2.4%	1.0%
DSL	25.4%	29.3%	36.0%	39.4%	47.0%	35.7%
High-speed cable or broadband	63.4%	50.7%	50.0%	36.4%	38.6%	47.8%
Wireless	4.2%	6.7%	1.2%	6.1%	7.2%	5.0%
Satellite	.0%	.0%	1.2%	1.5%	.0%	.5%
Don't know	.0%	4.0%	1.2%	1.5%	1.2%	1.6%
Other	7.0%	9.3%	8.1%	15.2%	3.6%	8.4%

By service area						
	Urban	Suburban	Rural	Multiple types of areas	Don't know	Total
n =	101	60	61	156	1	379
Analog (dial-up)	.0%	.0%	3.3%	1.3%	.0%	1.1%
DSL	33.7%	36.7%	50.8%	30.1%	.0%	35.4%
High-speed cable or broadband	52.5%	45.0%	39.3%	49.4%	.0%	47.8%
Wireless	4.0%	3.3%	3.3%	7.7%	.0%	5.3%
Satellite	.0%	1.7%	1.6%	.0%	.0%	.5%
Don't know	1.0%	3.3%	.0%	1.9%	.0%	1.6%
Other	8.9%	10.0%	1.6%	9.6%	100.0%	8.4%

Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

Appendix Table B-3: How would you assess the overall technology that your organization is using?

By field							
	Family & children's services	Community & economic development	Elderly housing & care services	Theaters	Orchestras	Museums	Total
n =	111	42	92	19	55	61	380
We are not using technology	22.5%	19.0%	7.6%	36.8%	16.4%	21.3%	.3%
We are using basic technology	45.9%	64.3%	64.1%	47.4%	70.9%	59.0%	18.2%
We are using moderately sophisticated technology	31.5%	16.7%	27.2%	15.8%	12.7%	19.7%	58.2%
We are using sophisticated technology	22.5%	19.0%	7.6%	36.8%	16.4%	21.3%	23.4%

By revenue				
	<\$500,000	\$500,000-\$3million	>\$3million	Total
n =	102	108	179	389
We are not using technology	1.0%	.0%	.0%	.3%
We are using basic technology	26.5%	6.5%	5.6%	11.3%
We are using moderately sophisticated technology	55.9%	68.5%	57.0%	59.9%
We are using sophisticated technology	16.7%	25.0%	37.4%	28.5%

By staff size							
	1-9 FTEs	10-49 FTEs	50-199 FTEs	200-999 FTEs	1000+ FTEs	Don't know	Total
n =	135	87	75	78	12	5	392
We are not using technology	.7%	.0%	.0%	.0%	.0%	.0%	.3%
We are using basic technology	21.5%	8.0%	6.7%	5.1%	.0%	20.0%	11.7%
We are using moderately sophisticated technology	57.8%	66.7%	54.7%	60.3%	50.0%	80.0%	59.7%
We are using sophisticated technology	20.0%	25.3%	38.7%	34.6%	50.0%	.0%	28.3%

By organizational age						
	Established before 1925	Established 1925-1954	Established 1955-1974	Established 1975-1984	Established after 1985	Total
n =	72	77	90	68	84	391
We are not using technology	.0%	.0%	.0%	1.5%	.0%	.3%
We are using basic technology	9.7%	18.2%	13.3%	25.0%	25.0%	18.2%
We are using moderately sophisticated technology	55.6%	53.2%	61.1%	55.9%	65.5%	58.6%
We are using sophisticated technology	34.7%	28.6%	25.6%	17.6%	9.5%	23.0%

By service area						
	Urban	Suburban	Rural	Multiple types of areas	Don't know	Total
n =	105	61	64	162	1	393
We are not using technology	.0%	.0%	1.6%	.0%	.0%	.3%
We are using basic technology	18.1%	19.7%	21.9%	16.7%	.0%	18.3%
We are using moderately sophisticated technology	57.1%	63.9%	62.5%	54.9%	.0%	58.0%
We are using sophisticated technology	24.8%	16.4%	14.1%	28.4%	100.0%	23.4%

Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

Appendix Table B-4: How would you assess the overall manner in which your organization uses technology?

By field							
	Family & children's services	Community & economic development	Elderly housing & care services	Theaters	Orchestras	Museums	Total
n =	110	42	92	19	55	61	379
We are not using technology	.0%	.0%	1.1%	.0%	.0%	.0%	.3%
We use technology in a limited way	11.8%	11.9%	5.4%	26.3%	9.1%	16.4%	11.3%
Technology is integrated into many aspects of our organization	56.4%	50.0%	67.4%	47.4%	65.5%	62.3%	60.2%
Technology is integrated into all aspects of our organization	31.8%	38.1%	26.1%	26.3%	25.5%	21.3%	28.2%

By revenue				
	<\$500,000	\$500,000-\$3million	>\$3million	Total
n =	102	108	179	389
We are not using technology	1.0%	.0%	.0%	.3%
We use technology in a limited way	34.3%	20.4%	7.8%	18.3%
Technology is integrated into many aspects of our organization	54.9%	63.0%	57.0%	58.1%
Technology is integrated into all aspects of our organization	9.8%	16.7%	35.2%	23.4%

By staff size							
	1-9 FTEs	10-49 FTEs	50-199 FTEs	200-999 FTEs	1000+ FTEs	Don't know	Total
n =	135	87	74	78	12	5	391
We are not using technology	.7%	.0%	.0%	.0%	.0%	.0%	.3%
We use technology in a limited way	28.9%	20.7%	6.8%	9.0%	.0%	40.0%	18.2%
Technology is integrated into many aspects of our organization	60.0%	64.4%	56.8%	55.1%	25.0%	60.0%	58.3%
Technology is integrated into all aspects of our organization	10.4%	14.9%	36.5%	35.9%	75.0%	.0%	23.3%

By organizational age						
	Established before 1925	Established 1925-1954	Established 1955-1974	Established 1975-1984	Established after 1985	Total
n =	72	77	90	68	84	391
We are not using technology	.0%	.0%	.0%	1.5%	.0%	.3%
We use technology in a limited way	2.8%	6.5%	13.3%	11.8%	21.4%	11.5%
Technology is integrated into many aspects of our organization	63.9%	62.3%	62.2%	57.4%	53.6%	59.8%
Technology is integrated into all aspects of our organization	33.3%	31.2%	24.4%	29.4%	25.0%	28.4%

By service area						
	Urban	Suburban	Rural	Multiple types of areas	Don't know	Total
n =	105	61	63	162	1	392
We are not using technology	.0%	.0%	1.6%	.0%	.0%	.3%
We use technology in a limited way	18.1%	8.2%	15.9%	7.4%	.0%	11.7%
Technology is integrated into many aspects of our organization	54.3%	67.2%	66.7%	58.0%	.0%	59.7%
Technology is integrated into all aspects of our organization	27.6%	24.6%	15.9%	34.6%	100.0%	28.3%

Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

Appendix Table B-5: How would you describe your organization’s use of IT for program or service delivery?

By field							
	Family & children’s services	Community & economic development	Elderly housing & care services	Theaters	Orchestras	Museums	Total
n =	110	43	92	19	55	61	380
We do not use information technology	.0%	.0%	.0%	.0%	12.7%	1.6%	2.1%
Limited	33.6%	20.9%	23.9%	47.4%	41.8%	41.0%	32.9%
Moderate	27.3%	41.9%	39.1%	26.3%	27.3%	37.7%	33.4%
Significant	21.8%	30.2%	25.0%	10.5%	12.7%	14.8%	20.5%
Very Significant	17.3%	7.0%	12.0%	15.8%	5.5%	4.9%	11.1%

By revenue				
	<\$500,000	\$500,000-\$3million	>\$3million	Total
n =	102	108	178	388
We do not use information technology	5.9%	1.9%	.6%	2.3%
Limited	42.2%	38.9%	24.2%	33.0%
Moderate	30.4%	32.4%	36.0%	33.5%
Significant	16.7%	17.6%	24.2%	20.4%
Very Significant	4.9%	9.3%	15.2%	10.8%

By staff size							
	1-9 FTEs	10-49 FTEs	50-199 FTEs	200-999 FTEs	1000+ FTEs	Don’t know	Total
n =	135	87	74	78	12	5	391
We do not use information technology	5.2%	1.1%	1.4%	.0%	.0%	.0%	2.3%
Limited	43.0%	33.3%	23.0%	25.6%	25.0%	60.0%	33.2%
Moderate	28.9%	35.6%	45.9%	30.8%	8.3%	40.0%	33.5%
Significant	17.0%	18.4%	17.6%	28.2%	41.7%	.0%	20.2%
Very Significant	5.9%	11.5%	12.2%	15.4%	25.0%	.0%	10.7%

By organizational age						
	Established before 1925	Established 1925-1954	Established 1955-1974	Established 1975-1984	Established after 1985	Total
n =	72	77	90	68	84	391
We do not use information technology	.0%	2.6%	2.2%	2.9%	3.6%	2.3%
Limited	27.8%	42.9%	25.6%	33.8%	35.7%	33.0%
Moderate	26.4%	27.3%	42.2%	27.9%	39.3%	33.2%
Significant	33.3%	16.9%	20.0%	19.1%	15.5%	20.7%
Very Significant	12.5%	10.4%	10.0%	16.2%	6.0%	10.7%

By service area						
	Urban	Suburban	Rural	Multiple types of areas	Don’t know	Total
n =	104	61	63	163	1	392
We do not use information technology	1.9%	6.6%	.0%	1.8%	.0%	2.3%
Limited	42.3%	29.5%	38.1%	27.0%	.0%	33.2%
Moderate	27.9%	31.1%	31.7%	38.7%	.0%	33.4%
Significant	18.3%	23.0%	22.2%	19.0%	100.0%	20.2%
Very Significant	9.6%	9.8%	7.9%	13.5%	.0%	11.0%

Source: The Johns Hopkins Nonprofit Listening Post Project Information Technology Sounding, 2009

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