



**2005 Grantmakers  
Information Technology  
Survey Report**

**September 2005**

**Prepared jointly by  
the Technology Affinity Group and  
the Council on Foundations**

# 2005 Grantmakers Information Technology Survey Report

## Acknowledgement

This report was written by Lisa Pool, part-time executive director of the Technology Affinity Group, in conjunction with the *Technology Affinity Group Research Committee* and Council on Foundations Research staff. The 37 tables in the Appendix were prepared by Judith Kroll, director of research at the Council on Foundations.

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## Survey Overview

The Technology Affinity Group (TAG) and the Council on Foundations (Council) collaborated to conduct an information technology survey of grantmakers in July 2005. This is a follow-up survey to a similar survey conducted in April 2003. The survey was in response to members' and the sector's needs for information about technology utilization in the philanthropic sector and to enable both TAG and the Council to better serve their members.

The goals of the technology survey were:

- To enable grantmaking organizations to make more informed, timely and cost-effective technology decisions based on information about what peer organizations are doing.
- To determine by grantmaker type and asset size, grantmakers' information technology capacity and needs.
- To inform the sector about its technology utilization.
- To learn how grantmakers access and provide information.
- To identify what tools or services grantmakers expect or want from TAG and the Council.

An e-mail message explaining the survey was sent to the primary contact for all TAG foundation member organizations and to the Council's primary contact at each U.S.-based member organization. The purpose of the e-mail message was to explain the survey and ask members to take the survey online using a unique URL. For foundations that were members of both TAG and the Council, the TAG member's e-mail message included a direct link to take the survey. For foundations that were only members of the Council, the Council's primary contact also received the survey link.

The survey was conducted online using Walker Information's SmartLoyalty Survey tool, which was provided to TAG and the Council at no charge. Letters were sent to 1,787 grantmakers, and 336 foundations completed the survey for a completed response rate of 19 percent. For purposes of this survey, we defined a survey to be complete if the respondent answered the first 45 out of a possible 82 questions.

An additional 141 foundations, or 8 percent of survey recipients, started the survey but did not complete it. The incomplete surveys were primarily from small foundations that do not have many technical capabilities and therefore did not think the survey was relevant to their organization.

The median time it took survey respondents to complete the survey was 25 minutes.

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Of the 336 completed surveys, foundations reported their foundation asset size (Table A-1) as follows:

Asset Size	Number of Responses	Percentage of Responses
\$1 billion or more	24	7%
\$250 to \$999.9 million	37	11%
\$100 to \$249.9 million	42	12%
\$50 to \$99.9 million	45	13%
\$25 to \$49.9 million	46	14%
\$10 to \$24.9 million	56	17%
\$5 to \$9.9 million	33	10%
Less than \$5 million	53	16%
Total	336	100%

For purposes of reporting the results, we will combine the asset categories of \$1 billion or more with \$250 to \$999.9 million, \$50 to \$99.9 million with \$100 to \$249.9 million, \$10 to \$24.9 million with \$25 to \$49.9 million and less than \$5 million with \$5 to \$9.9 million. Results will thus be reported as follows:

Description	Asset Size	Number of Responses	Percentage of Responses
Very Large Foundations	\$250 million or more	61	18%
Large Foundations	\$50 to \$249.9 million	87	26%
Medium Foundations	\$10 to \$49.9 million	102	30%
Small Foundations	Less than \$10 million	86	26%
Total		336	100%

Similarly, the 336 completed surveys reported their foundation type (Table A-1) as follows:

Grantmaker Type	Number of Responses	Percentage of Responses
Community Foundation	126	38%
Corporate Foundation	32	9%
Family Foundation	83	25%
Independent Foundation	83	25%
Public Foundation	12	3%
Total	336	100%

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For purposes of reporting the results, we will combine public foundations with community foundations. Results will be reported as follows:

<b>Grantmaker Type</b>	<b>Number of Responses</b>	<b>Percentage of Responses</b>
Community Foundation	138	41%
Corporate Grantmaker	32	9%
Family Foundation	83	25%
Independent Foundation	83	25%
Total	336	100%

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## Results Summary

### Overview

It is clear from the survey results that the downturn in the economy in the early 2000s has had a significant impact on grantmakers' ability to implement new and improved technology systems. When comparing 2005 survey results with 2003 survey results, we were surprised by the lack of progress reported by foundations with respect to technology implementation.

We expected survey results to indicate foundations were implementing online grant application processes and using electronic communications tools effectively to communicate with constituents. Instead, half of the respondents indicated that cost had become a major barrier to implementing new technology and only 22 percent of foundations reported they had implemented online grant application software.

The survey data suggest that the philanthropic sector is not taking advantage of technology to streamline business processes, improve inefficiencies and improve communications with grantees and donors. Because there is no competition in the marketplace, there is no easy way to measure the value of technology projects nor is there incentive for foundation leadership to embrace technology in the same way as leaders in others sectors.

We hope this report serves as a call-to-action for foundations large and small to evaluate their business practices and improve internal and external operations and communications.

### Challenges and Issues

Of the top six priorities identified in 2003, good progress was reported for only two of the six issues. Seventy-five percent of foundations indicated they had improved their websites, and 56 percent indicated they had addressed security issues. However, only one-third of foundations reported they had addressed online grantmaking and online donor information, wireless computing, the cost of keeping up with new technology and database integration.

Along with technology staffing and training, all six of these issues continue to be major challenges for foundations in 2005. Foundations continue to struggle with how to incorporate online application processes into their existing proposal review processes, how to provide online access to grant and fund information, and how to have grantees submit monitoring and financial reports electronically.

Foundations are also struggling with how to define knowledge management and understand its importance to their institution. When asked about their organization's commitment to knowledge management, more than half (55%) of respondents indicated they were trying to define what knowledge management meant to their organization. Only 12 percent indicated they were in the planning, software selection or implementation phases of knowledge management.

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### **Electronic Communications**

In 2003, we indicated that foundations' use of electronic communication tools such as electronic mail and websites had dramatically changed the way they communicate with grantees, donors, peers and partners, with 98 percent of grantmakers reporting they used e-mail and 91 percent of foundations indicating they had a website. Changes between 2003 and 2005 have been very incremental.

Most (90%) foundations continue to use their website to provide general information about the foundation, and half continue to publish reports and provide general information about the issues the foundation funds.

Foundations do not appear to be in a hurry to incorporate interactive online capabilities to their website, to target electronic mailings to specific constituencies or take advantage of common services such as bulletin boards, online events, blogs and RSS feeds. Data for each of these services indicates that only about 3 percent of foundations are using these services. Nine percent of respondents indicated they did not have a website, and 63 percent described their website as static HTML pages, thus precluding them from being able to take advantage of any interactive capabilities.

### **Overview by Foundation Size and Type**

Survey results continue to vary greatly by foundation size and type. Consistent with 2003 data, the largest foundations typically plan better and adopt and utilize technology much faster than their smaller counterparts. Similarly, independent and corporate foundations are more progressive and implement technology sooner than community and family foundations.

However, all foundation types and sizes appear to be adopting technology at a slower pace than was reported in 2003. In 2005, 47 percent of respondents indicated that they were either "lagging behind" or "in trouble" with respect to technology adoption compared to only 25 percent who indicated they were either "lagging behind" or "in trouble" in 2003.

Similarly, all foundation types and sizes continue to lack the in-house capacity for technology planning. Very large foundations do a better job planning for technology than their smaller counterparts, with 38 percent of very large foundations indicating they had an up-to-date technology plan, compared to only 5 percent of small foundations who indicated they had an up-to-date technology plan. However, compared to 2003, the percentage of all foundations who indicated they had an up-to-date technology plan decreased from 21 percent in 2003 to 14 percent in 2005.

In the snapshot sections below, we describe a typical foundation technology environment by foundation size (small, medium, large and very large) and by foundation type. These snapshots look at overall technology management issues, including staffing and the role of technology staff, technology adoption and planning, spending and outsourcing.

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### Technology Spending

Foundations continue to spend very little on technology, with 39 percent of grantmakers reporting they spend less than 1 percent per year of their non-program budget on technology annually and an additional 34 percent reporting they spend between 1 percent and 3 percent. Only 13 percent of grantmakers spend more than 5 percent of their non-program budget on technology annually.

These data are consistent with 2003, which is somewhat surprising because foundations appear to have fallen further behind compared to where they were in 2003 with respect to technology.

### Technology Staffing and Training

Compared to 2003, the percentage of all foundations indicating they have internal technology staff has decreased, and for foundations with internal technology staff, the data indicates that the number of technology staff within foundations has also decreased.

However, foundations also use outsourced technology professionals for both special projects and ongoing operations. Because we did not ask about outsourcing in 2003, we do not know whether foundations are using outsourced technology professionals to replace internal technology staff or whether outsourced professionals are being used to supplement internal technology staff resources or both.

As technology becomes more pervasive in the workplace, we also do not know whether technology responsibilities have become more decentralized. In the results, it is not clear whether staff with decentralized technology responsibilities, such as a communications staff person responsible for the foundation's website, have been included in the technology staff count. In some cases, technology responsibilities may have shifted from technical to non-technically trained staff.

Finally, respondents indicated that technology training for staff has become a major issue, with only half (57%) of grantmakers indicating they provide staff with technology training. Some respondents indicated that a lack of training on existing systems caused problems for staff but they were too busy to provide and/or attend adequate training and another respondent indicated their help desk support and training needs had increased as a result of providing board and grantee access to internal systems.

### Detailed Data

For those interested in analyzing the survey data further, there are 37 tables in the Appendix. All 37 tables present data by all five grantmaker types and all eight asset groups. The first table presents the number of respondents by grantmaker type and size. Twenty-two of the 37 tables disaggregate data presented in aggregated form in the *Challenges and Issues* and *Emerging Technologies* chapters. Seven of the 37 tables aggregate data presented in disaggregated form in the eight snapshots. The remaining seven tables focus on technology topics not presented in the report—how grantmakers measure the success of their IT projects; number of servers; primary software used for

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accounting; primary backup method; replacement schedule for desktop hardware; types of mobile users supported; and percent of staff who work outside the office.

### Top 10 Observations

1. Foundations do not have the internal capacity for technology planning and have fallen behind with respect to technology adoption.
2. Foundations are not taking advantage of interactive online capabilities to streamline operations for proposal applications, grant monitoring and donor services.
3. Foundations have implemented appropriate security measures to protect their data.
4. Foundations do not adequately address disaster recovery nor do they have technology audits.
5. Technology staffing has decreased in foundations since 2003.
6. Cost has become a major barrier to implementing technology.
7. Foundations are not providing general staff with adequate technology training.
8. Foundations are not using electronic communication tools (blogs, RSS feeds, etc.) as effectively as they should.
9. Most foundations have not implemented complete remote access solutions and wireless services for staff working outside the office.
10. Foundations are struggling to understand and define knowledge management and determine its importance to them as an individual institution.

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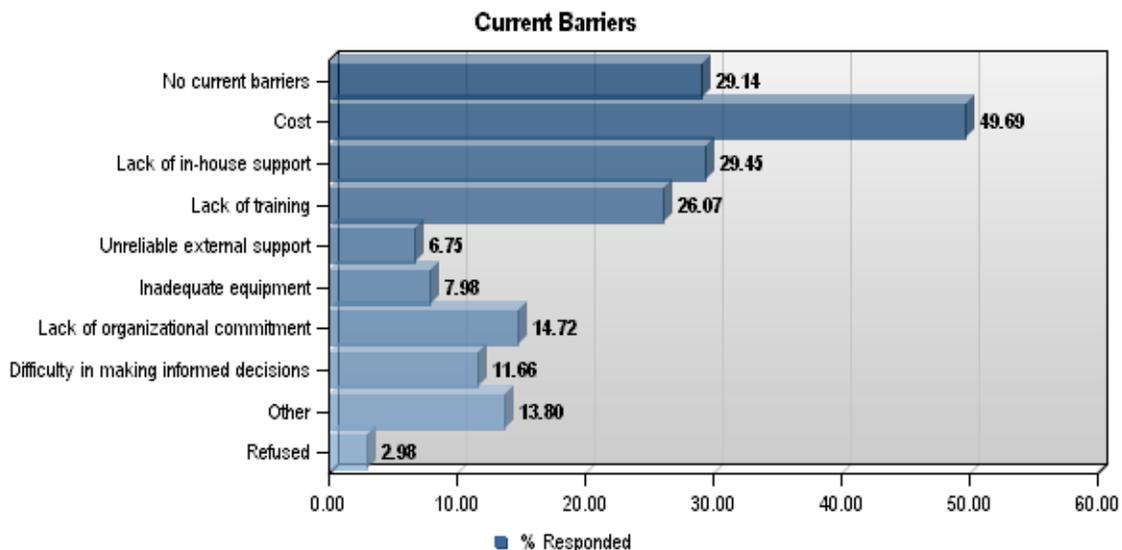
## Challenges and Issues

### Overview

Grantmakers in mid-2005 continue to be challenged by many of the same technology issues they were challenged by in early 2003. Whereas there appeared to be a lot of progress made with respect to technology implementation between 1996 and 2003, the data from early 2003 to mid-2005 seem to indicate that most foundations are actually doing slightly worse today with respect to technology than they were in 2003. Consequently, there is not as much progress to report as we had hoped.

When asked what the current barriers to technology implementation were, half of the respondents indicated cost. Twenty-nine percent of respondents indicated lack of in-house support and another 26 percent indicated a lack of training as barriers to technology implementation. Only 29 percent of respondents indicated there were *no* technology barriers in their organization.

**Current Barriers (n = 326) \***



\* n = number of respondents

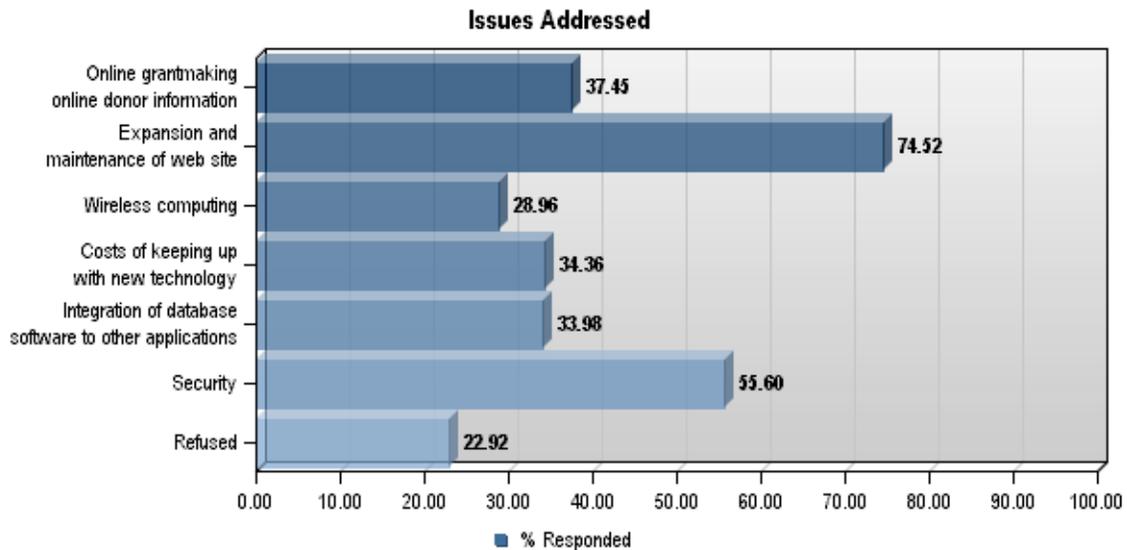
### Technology Issues Grantmakers Are Not Prepared to Address

In 2003, we asked the open-ended survey question, “What are the top three issues your foundation is not currently prepared to address?” In addition to repeating the open-ended question, in 2005, we asked respondents, “Has your organization addressed any of these issues in the last two years?”

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As you can see from the responses below, most foundations (75%) have addressed the issue of expansion and maintenance of their website and just over half (56%) have addressed security issues. However, only one-third of foundations have addressed the other top issues from 2003. Only 37 percent of respondents indicated they had addressed online grantmaking and online donor information; 29 percent indicated they had addressed wireless computing; 34 percent indicated they had addressed the cost of keeping up with new technology and only 34 percent indicated they had integrated their database software to other applications.

### 2003 Technology Issues Addressed (n = 259) \*



\* n = number of respondents

The data above are consistent with the 2005 responses below to the open-ended question about the top three issues foundations are not prepared to address.

In 2005, there were 220 responses to the question “List the top three technology issues your organization is not currently prepared to address,” and the response was overwhelmingly *online grant applications and online donor information*, followed by security, database integration, technology staffing and expansion and maintenance of website.

Most foundations indicated they had not addressed online applications/online donor services and database integration, and this continues to be the major technology challenge for foundations. Although the majority of foundations have addressed security (56%), security needs change and, therefore, security continues to be an issue. This is also true for foundation websites. Because the website is available to the public, foundations probably place a higher priority on maintaining and upgrading the website than they do for other internal technology systems.

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Survey responses to the question: *“List the top three technology issues your organization is not currently prepared to address”*

2003 Responses	2005 Responses
<ol style="list-style-type: none"> <li>1. Online grantmaking/online donor information</li> <li>2. Expansion and maintenance of website</li> <li>3. Wireless computing</li> <li>4. Costs of keeping up with new technology</li> <li>5. Integration of database software to other applications</li> <li>6. Security</li> </ol>	<ol style="list-style-type: none"> <li>1. Online applications/online donor services</li> <li>2. Security</li> <li>3. Integration of database software with other applications</li> <li>4. Technology staffing and training</li> <li>5. Expansion and maintenance of website</li> <li>6. Costs of keeping up with technology</li> <li>7. Mobile and wireless computing</li> </ol>

Each of these issues is addressed in more detail below.

The following three issues were also identified by several respondents. Typically, each of the issues listed below received mention from about 5 percent of the respondents:

1. Voice over IP
2. E-mail—respondents indicated they were either trying to bring e-mail in-house or trying to figure out how to use listservs and personalized e-mail to improve communications with board members, donors and grantees.
3. Videoconferencing and web conferencing—respondents indicated they were trying to create “virtual board meetings.”

### ***Online Grant Applications/Online Donor Information***

The issue of online grant applications and online donor services is by far the number one technological challenge cited by all grantmakers. For independent foundations, the issues are as follows:

Independent/Family Foundation Issues
How to incorporate an online application process into the foundation’s existing proposal review process
How to provide online access to grant information to grantees
How to have grantees submit monitoring reports, financial reports and outcomes reporting online

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However, the problem is greater for community foundations, who indicated they were also struggling with the following issues:

Community Foundation Issues
How to manage access to fund information
How to establish an automated grant recommendation process
How to accept online gifts

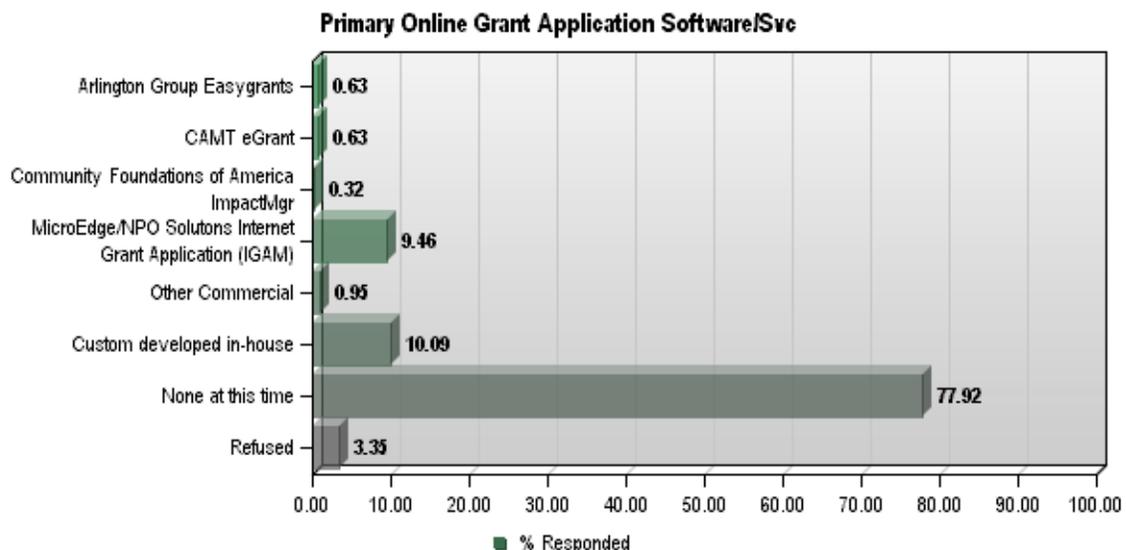
Because financial institutions typically provide similar donor services functions and have automated online processes, it is critical for community foundations to provide similar services to donors.

Eighty percent of respondents indicated they have grants management/gifts management software, but only 22 percent of respondents have online grant application software. Why is there such a difference between the two?

Results indicate that 12 percent of respondents have implemented an online grant application software package and another 10 percent have written an in-house custom application. However, 78 percent of respondents indicated they still do not have an online grant application process at this time.

Compared to 2003, when 86 percent of respondents indicated they did not have an online grant application program, very little progress has been made. In 2003, 9 percent of respondents indicated they had written an in-house custom application. Therefore, the growth from 2003 to 2005 appears to be in the implementation of software packages rather than developing custom applications.

### Primary Online Grant Application Software (n = 317) \*



\* n = number of respondents

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## Security

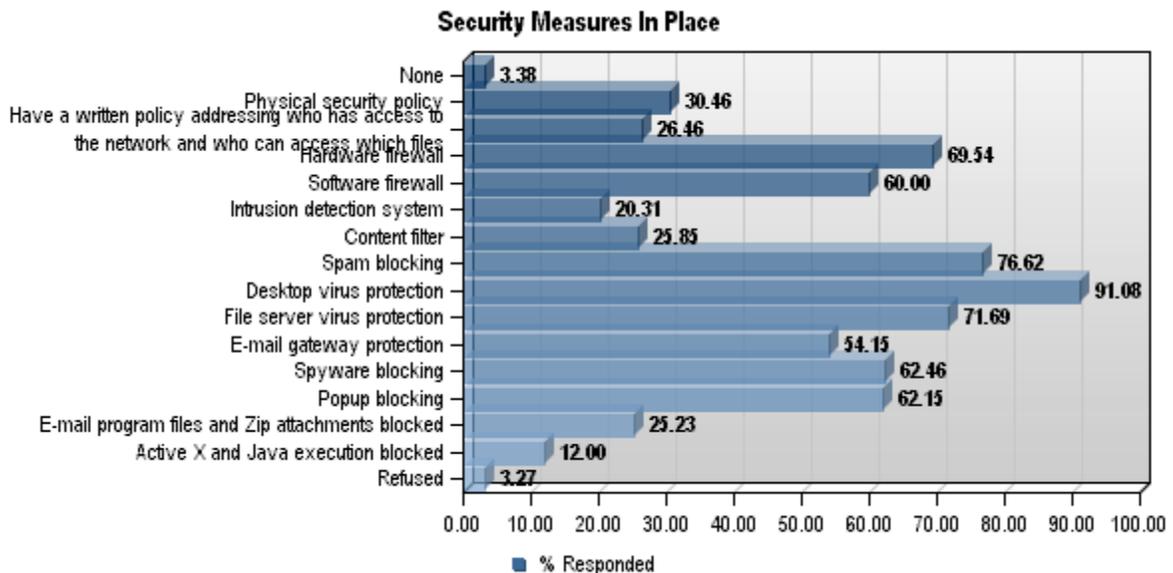
Security continues to be a major concern for grantmakers, and most grantmakers have implemented several security measures to protect their technology investments. Grantmakers have made progress with respect to security since 2003, with the percentage of respondents indicating the implementation for each security category increasing by about 7 percent, except for spam blocking, which increased from 26 percent in 2003 to 77 percent in 2005. Please note we did not ask about some categories, such as spyware and popup blocking, in 2003.

In 2005, only 3 percent of respondents indicated they had not implemented any security measures. Desktop virus protection is by far the most widely implemented security measure, with 91 percent of respondents indicating they have desktop virus protection in place. This is followed by spam blocking (77%), file server virus protection (72%) and hardware firewall (70%). More than half of grantmakers also indicated they had security measures in place for spyware blocking (62%), popup blocking (62%), software firewall (60%) and e-mail gateway protection (54%).

Surprisingly, although a majority of foundations have some security measures in place, most (74%) do not have a written security policy that addresses basic network security such as who has access to the network and to which files. Similarly, most (70%) respondents indicated that they do not have a written physical security policy either.

Some of the more difficult to implement security measures, such as intrusion detection, content filtering and blocking e-mail file attachments, are not being widely implemented among grantmakers at this time.

**Security Measures in Place (n = 325) \***



\* n = number of respondents

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When asked what security measures they plan to implement, nearly three-fourths (71%) of respondents indicated they did not have any additional security plans. For each security category listed below, the percentage of respondents indicating they were planning to implement the security ranged from 3 percent to 12 percent.

These data indicate that respondents have addressed the security measures they feel are important and are not planning to implement additional security measures in the next 18 months.

A vast majority (91%) of respondents indicated they had desktop virus protection in place and nearly three-fourths (74%) of respondents indicated they are updating virus signature files on at least a weekly basis. This too has increased since 2003, when 65 percent of respondents indicated they were updating virus signature files on at least a weekly basis.

### How Often Update Virus Signatures (n = 245) \*

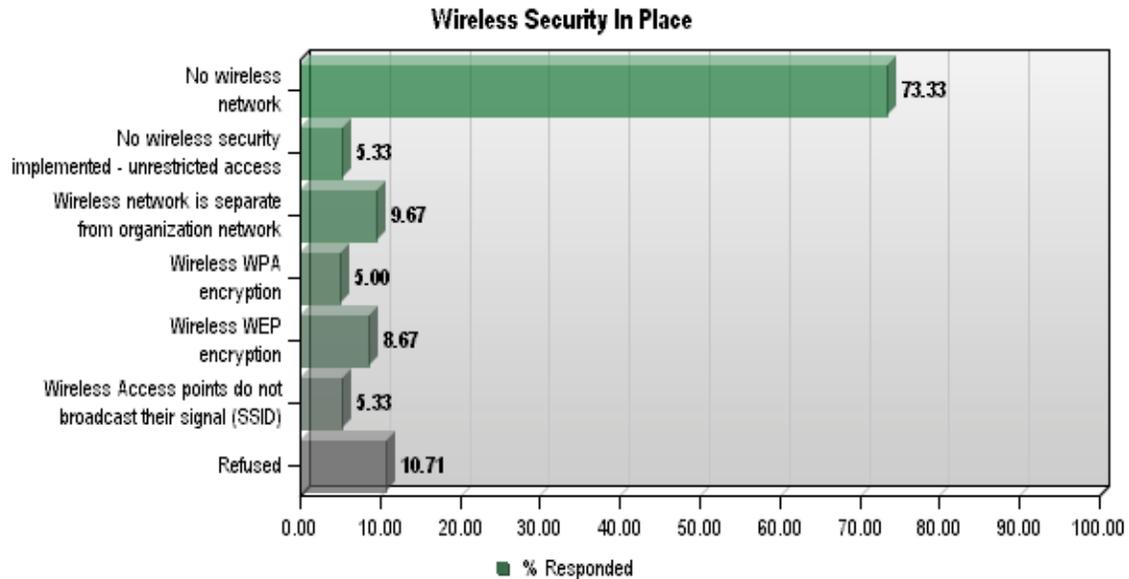
Update Cycle	Frequency	Percentage
Hourly	28	11%
Daily	107	44%
Weekly	47	19%
Monthly	17	7%
Periodically	46	19%

\* n = number of respondents

Most foundations (73%) do not yet have a wireless network and, therefore, do not have wireless security measures in place. For those that do have a wireless network, the most common security measure is to separate the wireless network from the organization's wired network.

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## Wireless Security Measures (n = 300) \*



\* n = number of respondents

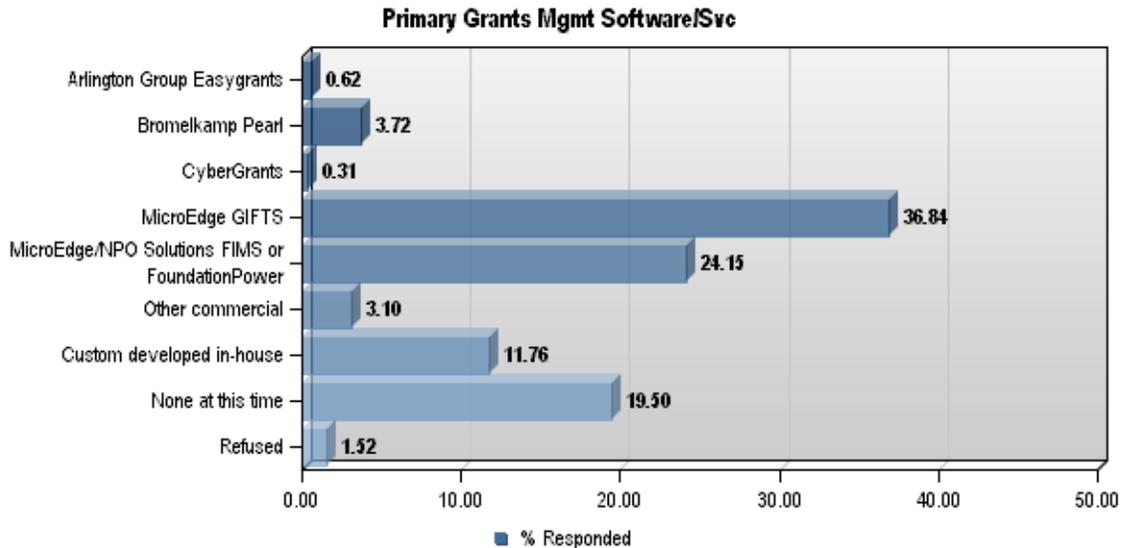
### *Integration of Database Software to Other Applications*

More than half (61%) of respondents indicated they use one of the MicroEdge products, with 37 percent indicating they use MicroEdge Gifts and 24 percent indicating they use MicroEdge/NPO Solutions FIMS or FoundationPower. However, 89 percent of respondents who use commercial foundation software use one of the MicroEdge products.

Integration of these three products to other applications such as accounting systems is a major concern for respondents.

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## Primary Grants Management Software (n = 323) \*



\* n = number of respondents

In response to the question “What are your highest priority improvements or enhancements to your grants/gifts management system?,” many respondents indicated they were preparing to implement a new system or wanted to learn how to use more features of the system they had.

Respondents also indicated there were several improvements they would like to make to their existing database. These improvements ranged from selecting and implementing a database for small foundations to “having an Application Program Interface (API) for Gifts and developing new web-based functionality” for large foundations. In addition to the numerous improvements related to the online grant application process and online donor management discussed in the section above, some examples of database improvements cited by respondents are as follows:

## 2005 Grantmakers Information Technology Survey Report

Survey responses to the question: “*What are your highest priority improvements or enhancements to your grants/gifts management system?*”

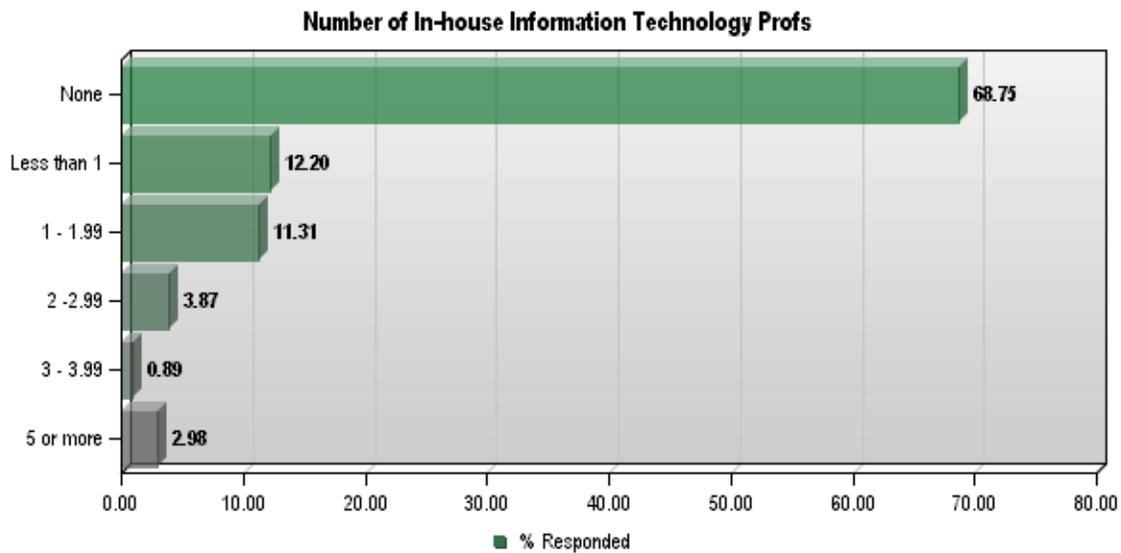
Database Improvements
Having an Application Program Interface (API) for Gifts and developing new web-based functionality
Better reporting, budgeting and data analysis capabilities
Workflow management with approval processes and notifications
Executive reporting
Better integration with word processing program
Compliance verification
Data retrieval and export to other applications
Secure remote access
Electronic funds transfer
Information management
Reports due tracking
Enhanced coding and searching capability
Enhanced metrics for measurement reporting
Customer Relationship Management and better integration to Outlook

### *Technology Staffing and Training*

The issue of technology staffing and training for technology staff and users is a new issue for 2005. This is not surprising, since the snapshots for foundation sizes and types below indicate that the number of technology staff has decreased from 2003 to 2005, and for all foundations, the percentage of respondents indicating they have in-house technology staff has decreased from 36 percent in 2003 to 31 percent in 2005. Based on the snapshot, the data seem to indicate that the number of technology staff within foundations has also decreased.

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## Number of In-House Information Technology Staff (n = 336) \*



Note: Less than 1 means a part-time employee.

\* n = number of respondents

Some respondents indicated that they were struggling with keeping up-to-date given reduced technology staff and the difficulty of managing technology consultants for functions that used to be managed by in-house technology staff. Another respondent indicated they were trying to manage offshore outsourcing of technology. And some indicated they recognized the need for in-house technology support while others indicated they did not know how to assess whether their foundation needed in-house technology support.

With respect to training, some respondents mentioned that a lack of training on existing systems caused problems for staff but they were too busy to provide and/or attend adequate training.

Another respondent indicated that their help desk support and training had increased as a result of providing board and grantee access to internal systems as well as implementing an online application process.

Note: Expanded training and support needs is probably something that most grantmakers do not consider when preparing to implement online systems.

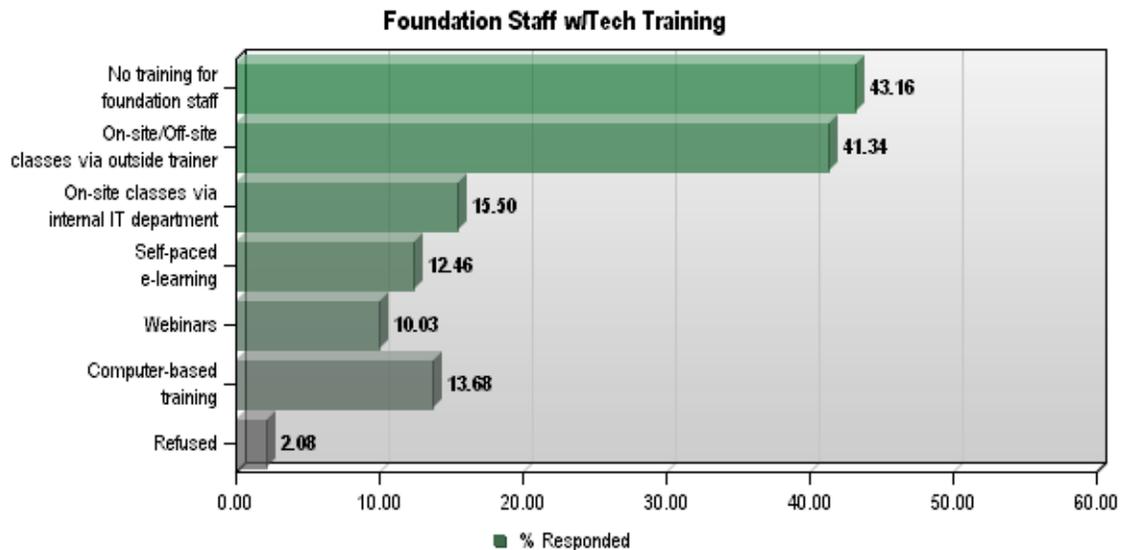
It is surprising that only half (57%) of grantmakers provide staff with technology training. Forty-three percent of grantmakers indicated that they do not provide staff with

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any technical training, yet only 26 percent of grantmakers indicated that lack of training was a current barrier to technology implementation.

Of those that do provide technology training to foundation staff, the most common training method is via on-site or off-site training classes with an instructor, with 41 percent of respondents indicating this method. The other methods indicated below, including on-site classes via internal IT staff, self-paced e-learning, web-based seminars and computer-based training, all received a similar percentage of responses ranging from 10 percent to 15 percent.

### Technology Training for Foundation Staff (n = 329) \*



\* n = number of respondents

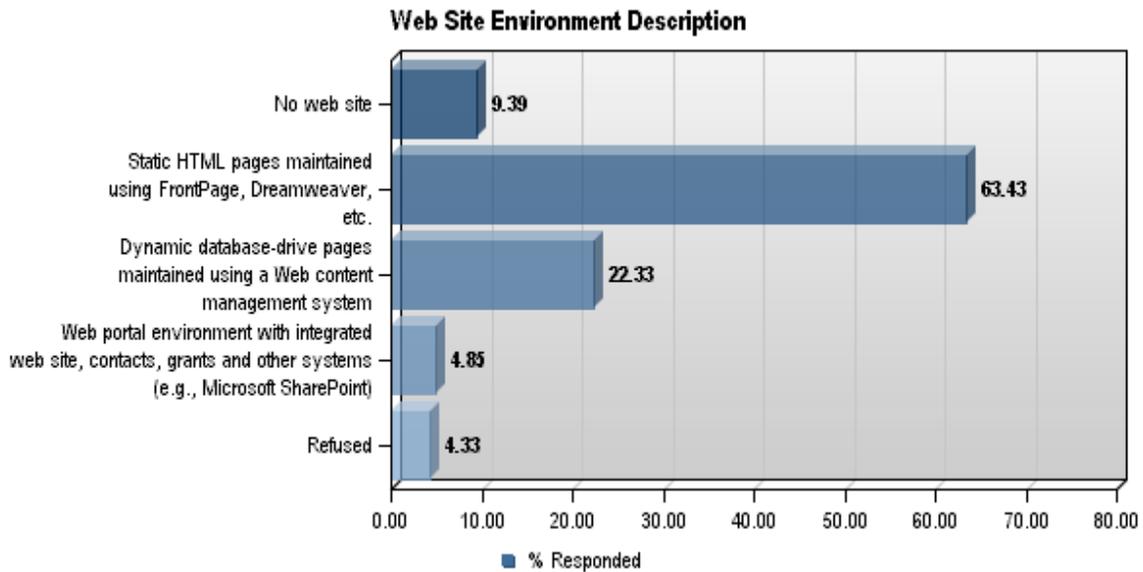
### *Expansion and Maintenance of Website*

Expansion and maintenance of websites appeared to be a greater issue in 2003 than in 2005. In 2003, respondents were most concerned about how to expand and develop the website, how to maintain the content and how to upgrade the hardware and software. In 2005, respondents continue to indicate they are concerned about maintenance. However, they are also concerned about moving to an interactive website and incorporating an extranet for grantees.

With only one quarter (26%) of respondents indicating they have a database-driven website or web portal, most grantmakers are not well positioned to integrate interactive components into their website without a full site redesign.

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## Website Environment (n = 309) \*



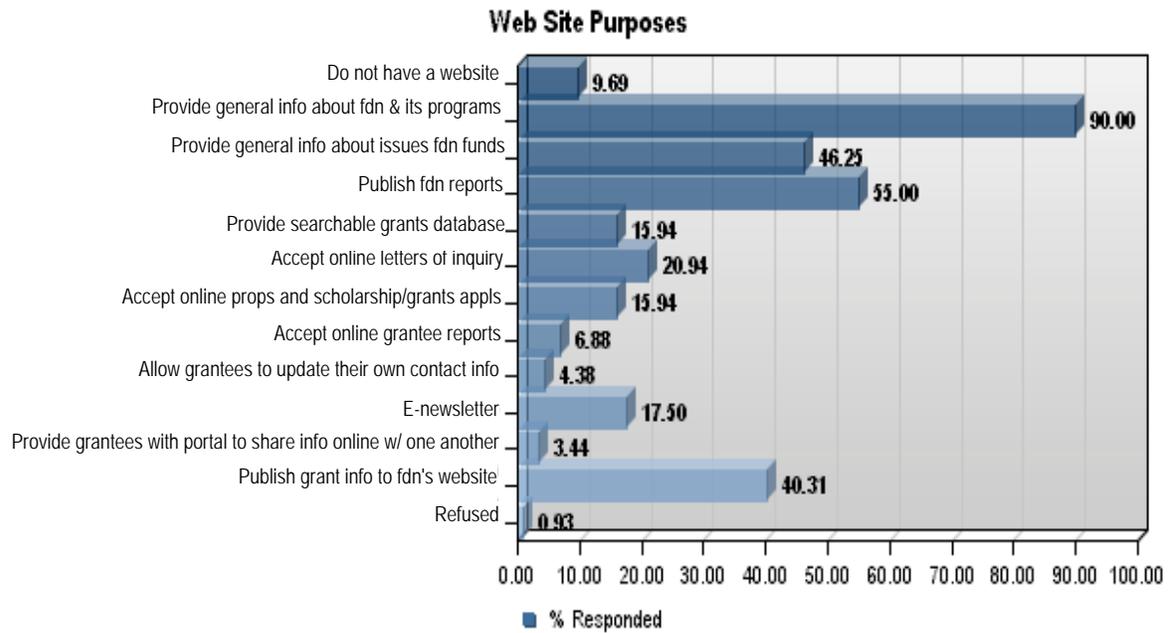
\* n = number of respondents

Consistent with 2003, the data indicate that 90 percent of grantmakers have a website and the purpose of the website is to provide general information about the foundation and its programs (90%), provide general information about issues the foundation funds (46%) and publish foundation reports (55%). Surprisingly, these numbers have changed very little since 2003.

Since most foundations do not have a database-driven website, they have neither a searchable grants database nor a way to accept online applications and online grantee reports or allow grantees to update their own contact information.

# 2005 Grantmakers Information Technology Survey Report

## Purpose of Website (n = 320) \*



\* n = number of respondents

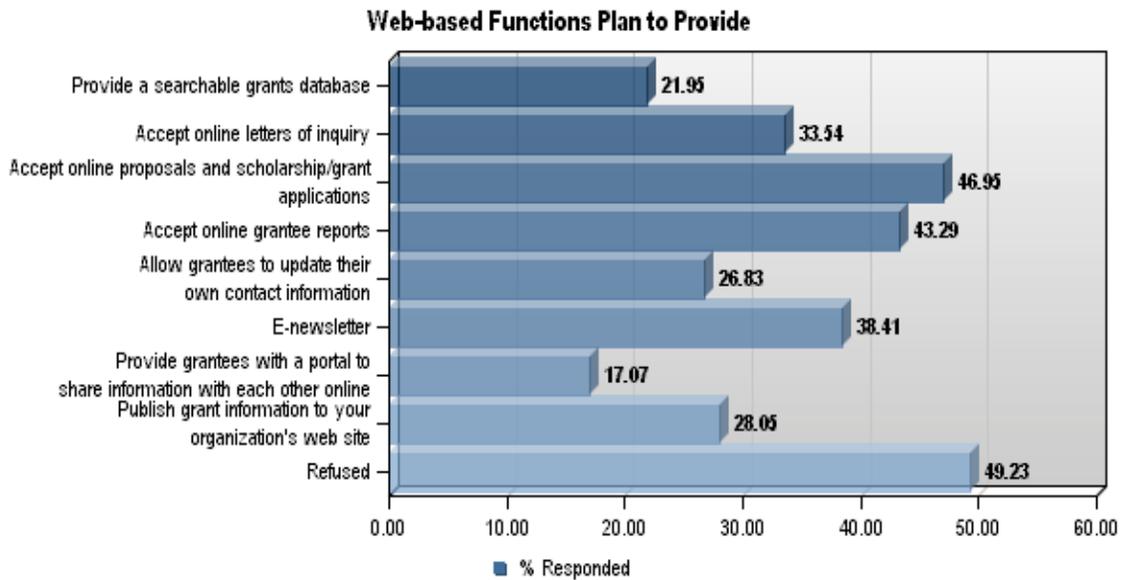
Clearly the philanthropic sector is way behind the corporate sector with respect to electronic communications. What is alarming is that foundations do not appear to be in a hurry to improve their electronic communications.

When asked what web-based functions they plan to implement within the next 18 months, respondents exhibited little enthusiasm, with less than half of the respondents indicating they were planning to accept online proposals (46%), accept online grantee reports (43%), allow grantees to update their own contact information (26%) or provide grantees with an extranet to share information (17%).

Similarly, foundations are not taking advantage of common services such as discussion lists/bulletin boards, online events, blogs and RSS feeds, nor are they communicating electronically using targeted mailings and messages. Data for each of these services indicate about 3 percent of foundations are using these services.

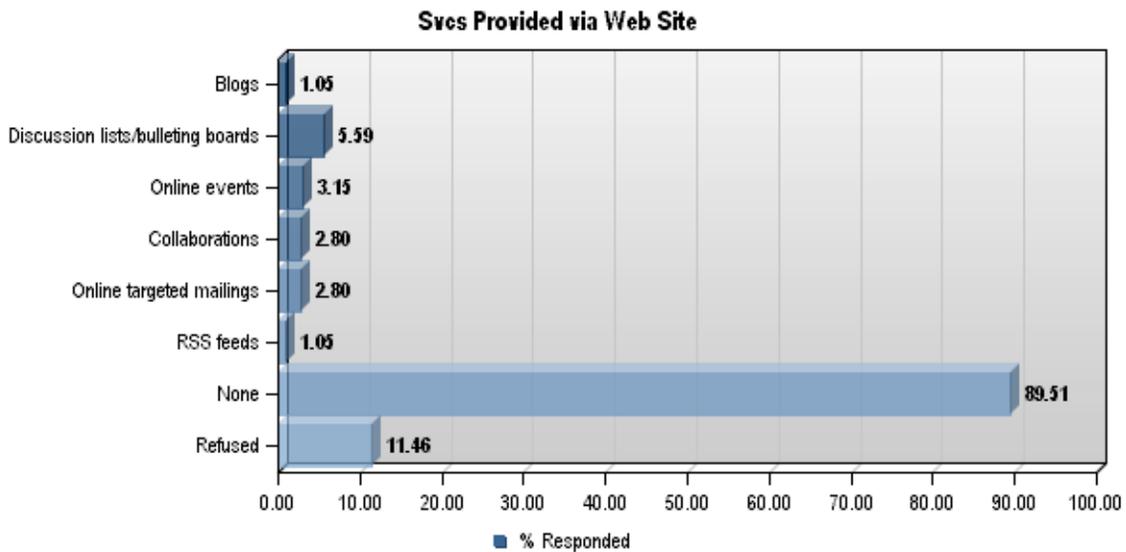
# 2005 Grantmakers Information Technology Survey Report

## Web-Based Functions Planned Within 18 Months (n = 164) \*



\* n = number of respondents

## Services Provided Via Website (n = 286) \*



\* n = number of respondents

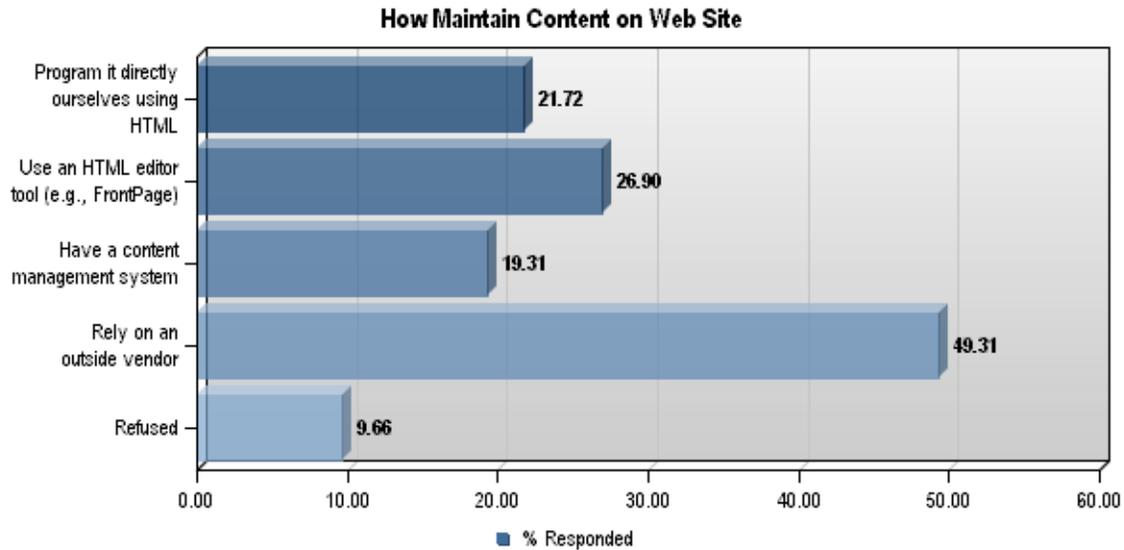
It appears that almost half (49%) of respondents rely on an outside vendor to maintain the content on their websites. Consistent with a lack of dynamic, data-driven websites, only 19 percent of respondents indicated they had a content management system. Compared to

## 2005 Grantmakers Information Technology Survey Report

2003, the percentage reporting a content management system has increased by 5 percent and the percentage relying on an outside vendor has decreased by 5 percent, indicating only a slight change in the way websites are maintained.

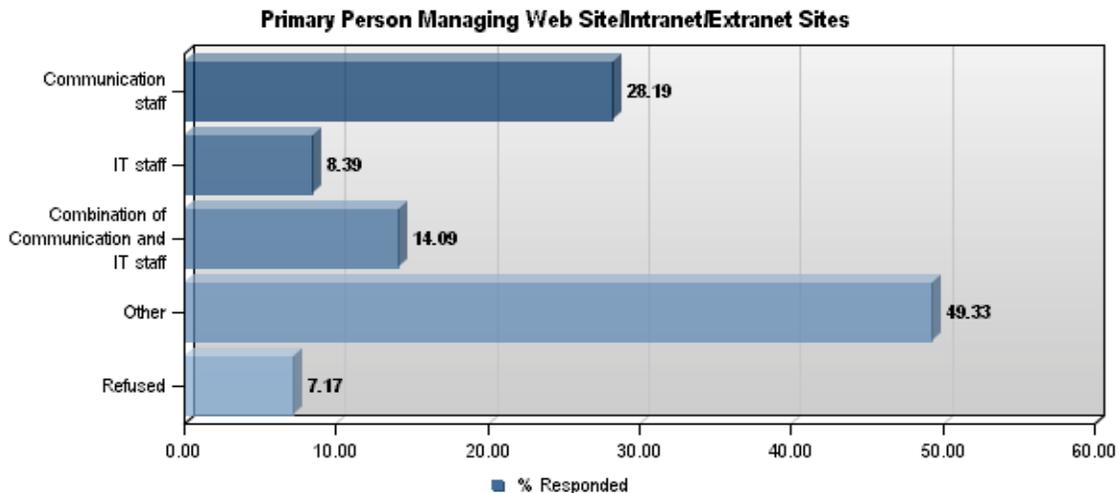
Consistent with these data, when asked who the primary person responsible for managing the website was, nearly half (49%) indicated someone other than internal communications or technology staff. Twenty-eight percent indicated communications staff was responsible for website management, followed by a combination of communications and IT staff (14%) and IT staff alone (8%).

### How Maintain Website Content (n = 290) \*



\* n = number of respondents

### Primary Person Responsible for Managing Website (n = 298) \*



## 2005 Grantmakers Information Technology Survey Report

### *Costs of Keeping Up with New Technology*

The effects of a down stock market in the early 2000s appear to have had an impact on the adoption of technology at foundations. In 2003, 27 percent of grantmakers described themselves as early adopters, 49 percent described themselves as fast followers, 22 percent described themselves as lagging behind and only 2 percent described themselves as in trouble. In 2005, the early adopters percentage has decreased while the in trouble percentage has increased; 16 percent of grantmakers described themselves as early adopters, 36 percent described themselves as fast followers, 37 percent described themselves as lagging behind and only 11 percent described themselves as in trouble.

#### **Technology Adoption (n = 320) \***

<b>Technology Adoption</b>	<b>2003 Responses</b>	<b>2005 Responses</b>
Leading edge/early adopter	27%	16%
Fast follower	49%	36%
Lags behind	22%	37%
In trouble	2%	11%

**\* n = number of respondents in 2005**

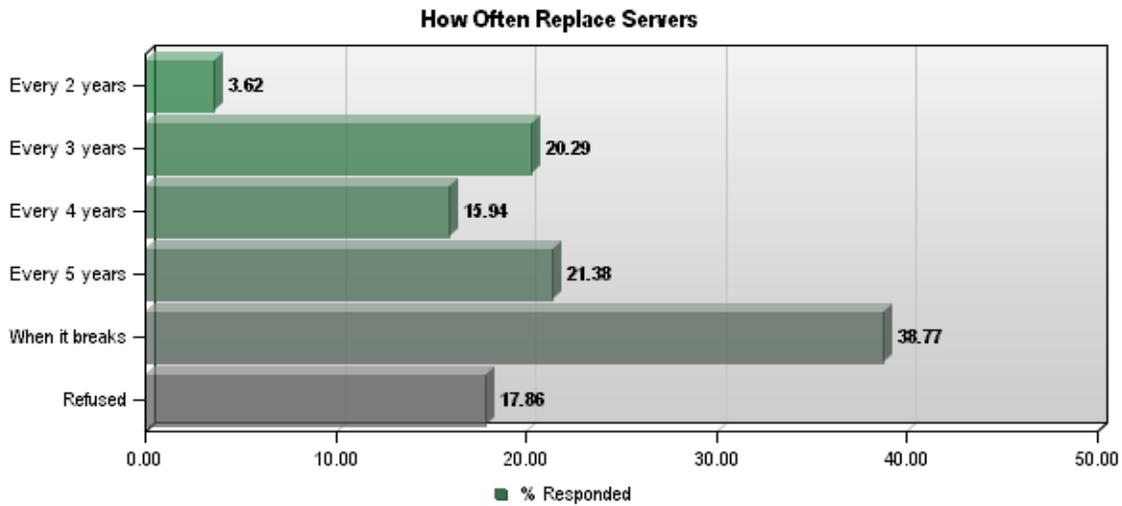
When asked what the current barriers to technology implementation were, half of the respondents indicated cost. This compares unfavorably to 2003, when only 27 percent of respondents indicated cost was a barrier to technology implementation.

Several respondents indicated they could not upgrade database software because their hardware and operating system software was too old. Others cited the need for server upgrades and/or database upgrades. One respondent indicated they could not afford to maintain their existing database applications.

In 2003, 34 percent of grantmakers reported replacing servers every three years while 35 percent reported replacing servers every five years. The remaining 31 percent of respondents replace computers when they break. The number of respondents reporting that they replace servers when they break has increased by 8 percent to 39 percent in 2005. Similarly, the percentage of respondents who indicated they replace servers every three years has decreased from 34 percent to 20 percent from 2003 to 2005. Note, however, that we provided additional response values of two and four years in 2005.

# 2005 Grantmakers Information Technology Survey Report

## How Often Replace Servers (n = 276) \*

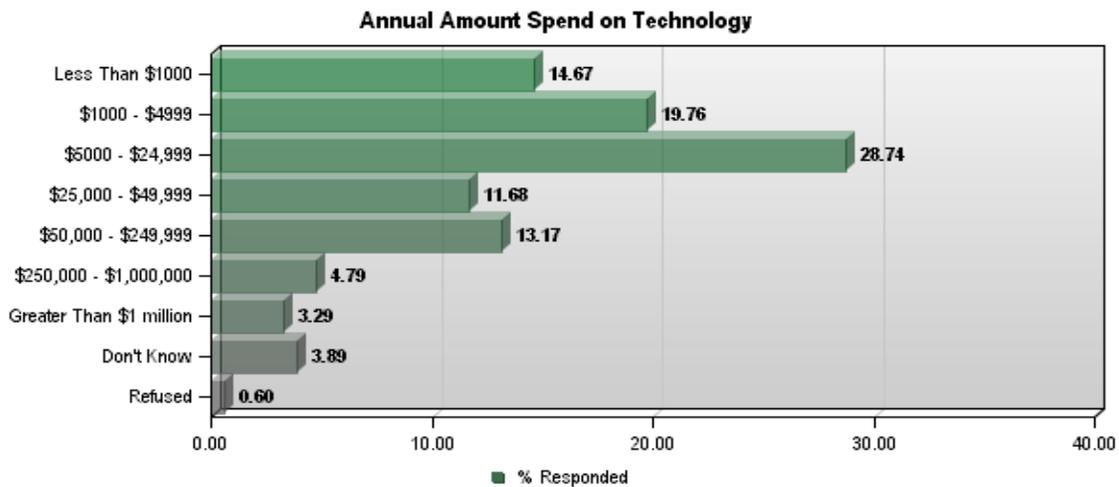


\* n = number of respondents

Grantmakers reported spending from less than \$1,000 to over \$1 million annually on technology. Consistent with technology adoption, the percentage of foundations spending less than \$1,000 increased from 10 percent to 15 percent, while the percentage of foundations spending at the higher amounts decreased very slightly. In the middle ranges of \$5,000 to \$50,000, spending percentages also increased slightly.

Technology adoption and spending details by foundation type and size are included in the snapshot scenarios that follow.

## Annual Amount Spent on Technology (n = 334) \*



\* n = number of respondents

## 2005 Grantmakers Information Technology Survey Report

### *Mobile and Wireless Computing*

The last issue cited by 2005 survey respondents was mobile and wireless computing. Wireless computing was also an issue in 2003. However, the 2003 survey did not collect any data about wireless computing, so there was not any information to share with survey respondents.

In 2005, we asked several questions about remote access, supporting mobile users and wireless services provided.

In response to the survey question about their top three technology challenges, respondents indicated supporting staff that travel and work from home and wireless access to e-mail as primary concerns. A few indicated they were concerned about the security implications of wireless computing. (See *Security* section above for information about wireless security measures in place.)

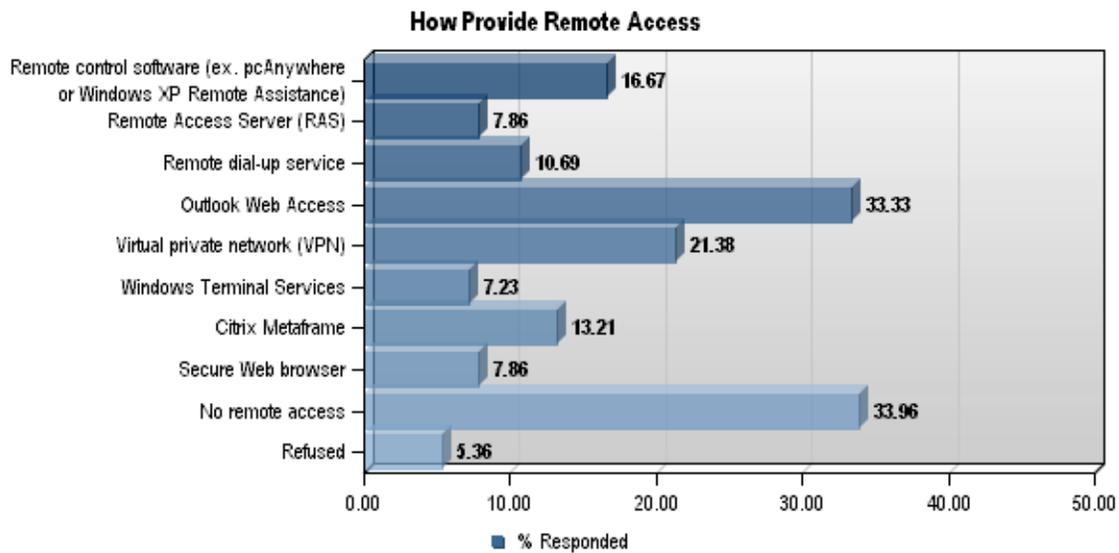
With respect to remote access, 54 percent of respondents indicated their organization has staff that work out of the office. Typically, executive staff members (88%) are the most common mobile users, followed by program staff (55%) and administrative staff (35%).

Thirty-four percent of respondents indicated they do not provide any remote access to their in-house technology systems. The most common way staff access technology systems remotely is through Outlook web access (33%), which limits access to e-mail and calendars. For full database access, 21 percent of respondents indicated they had a virtual private network (VPN), 17 percent indicated they had remote control software and 13 percent indicated they had a Citrix metaframe in place.

The majority (63%) of grantmakers indicated they do not support staff working from home. Of those that do support staff working at home, there is no consensus on the best way to provide support.

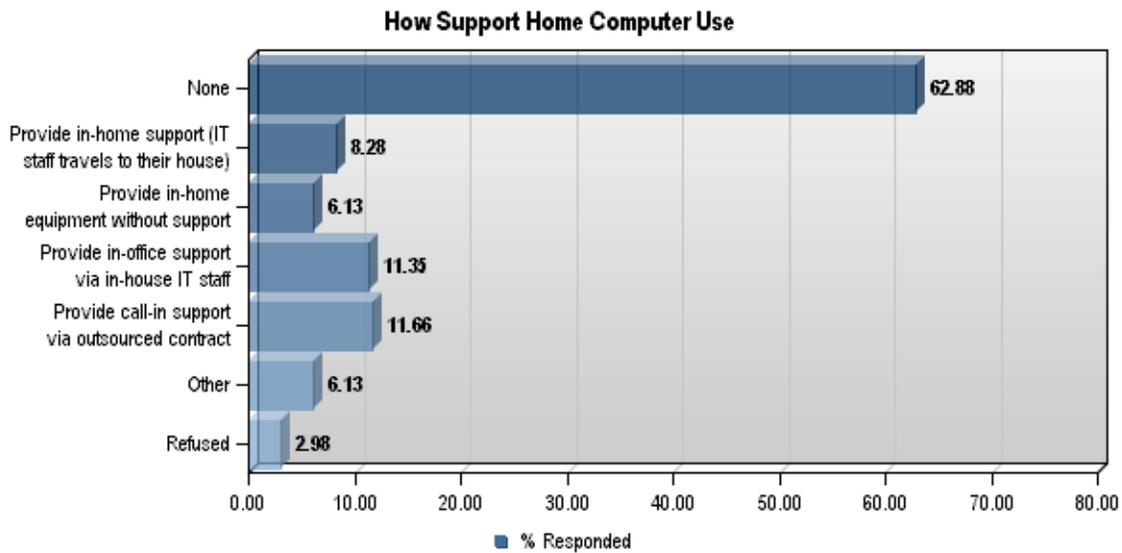
# 2005 Grantmakers Information Technology Survey Report

## How Remote Access Is Provided (n = 318) \*



\* n = number of respondents

## How Home Computer Use Is Supported (n = 326) \*



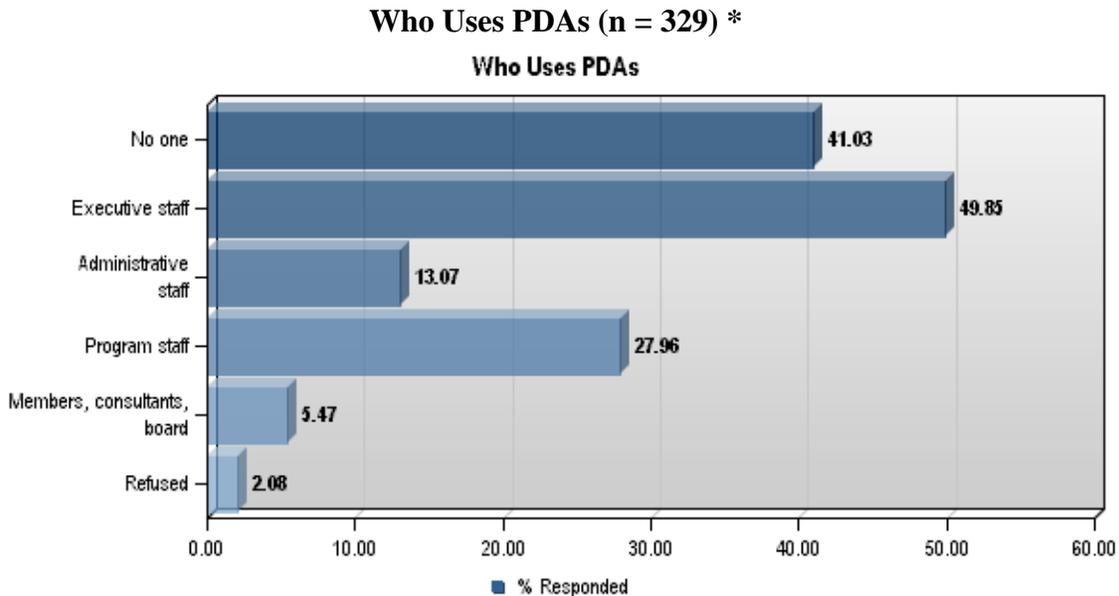
\* n = number of respondents

Fifty-nine percent of grantmakers indicated staff use personal digital assistants (PDA), with half indicating executive staff use PDAs, 28 percent indicating program staff use PDAs and 13 percent indicating administrative staff use PDAs.

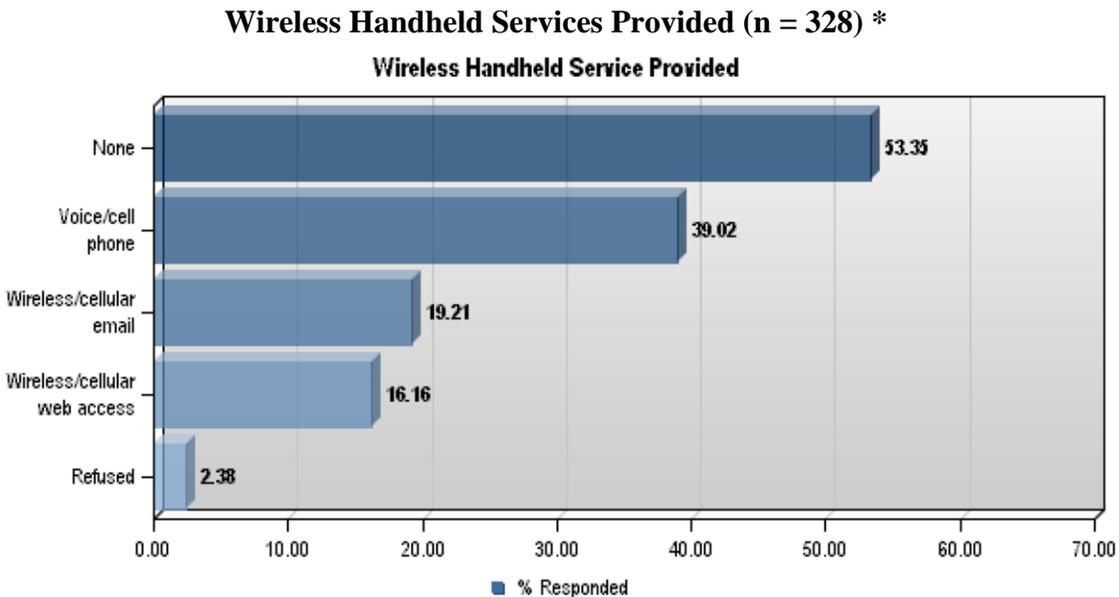
## 2005 Grantmakers Information Technology Survey Report

Twenty-three percent of respondents indicated they support personally-owned PDAs.

Of those respondents who provide PDA devices and services to staff, 84 percent provide cell phone and voice mail only, 41 percent also provide wireless access to e-mail and 35 percent also provide wireless web access.



\* n = number of respondents



\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Technology Issues that Are Not Reported

It is also interesting to look at some of the technologies that were not reported as issues to gain a better understanding of the philanthropic sector's use of technology. In spring 2005, several COF Affinity Groups co-sponsored a conference that focused on Knowledge Management, and the conference was very popular and widely attended. Yet surprisingly, only a handful (less than 2%) of foundations indicated that knowledge management was a technology issue. (See the *Emerging Technologies* section for more details on knowledge management technology implementation.)

Other issues that were expected to be mentioned more frequently than they were include the following. These issues each received a handful (approximately 2% or less) of responses.

Challenges and Issues Not Mentioned
1. Knowledge management
2. Disaster recovery
3. Intranets/Sharepoint
4. Records management
5. Contact/customer relationship management
6. Technology planning
7. Content management

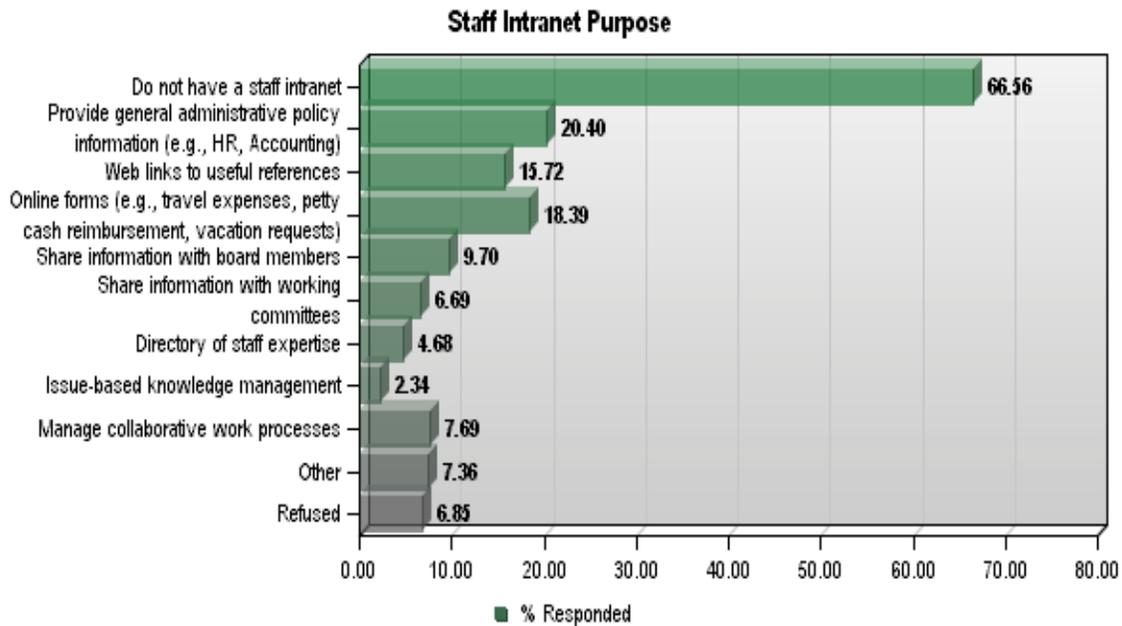
It was also surprising that intranets and/or Sharepoint did not receive greater mention in the survey because a session about Microsoft's Sharepoint software was the most widely attended session during TAG's most recent conference in the fall of 2004. Yet only one respondent indicated Sharepoint implementation was a technology issue, and there were only a few mentions of staff intranets.

The majority (58%) of very large foundations and many (37%) large foundations indicated they had a staff intranet. However, overall only 33 percent of survey respondents indicated they had a staff intranet.

For those who do have an intranet, the primary purpose is to provide general administrative policy information, online forms and web links to useful references.

# 2005 Grantmakers Information Technology Survey Report

## Purpose of Staff Intranet (n = 299) \*



\* n = number of respondents

### *Disaster Recovery and Technology Audits*

Disaster recovery was cited as a primary issue with security in 2003 but received little mention in the 2005 survey. Compared to 2003, foundations appear to have made some progress in this regard, with more than half (53%) of foundations reporting they have done some disaster recovery planning compared to only 36 percent who reported having a documented up-to-date disaster recovery plan in 2003.

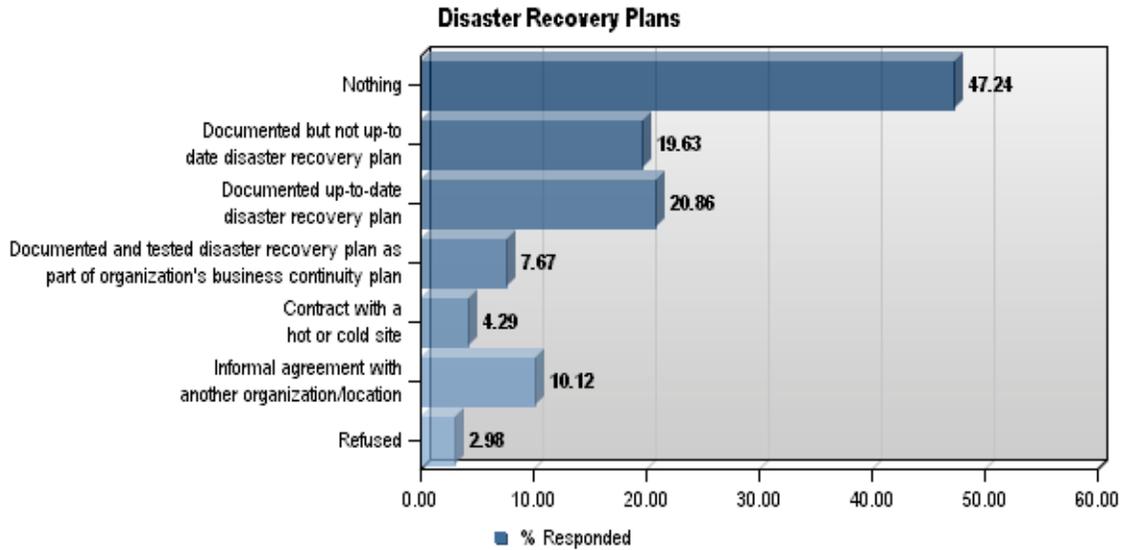
However, if you consider that 20 percent of the respondents indicated they had a documented but not up-to-date disaster recovery plan, the actual number of foundations with documented and up-to-date disaster recovery plans is actually about the same compared to 2003.

Effective disaster planning requires testing, so it is a concern that only 8 percent of respondents indicated they had tested their plans. Of greater concern, however, is the lack of testing to recover data from backups. Although three-fourths (72%) of respondents indicated they perform backups on a daily basis, only 26 percent of respondents indicated they test their backup process, and only 50 percent indicated that they take their backups off-site to a secure location.

This is a serious concern because if there was an on-site disaster, nearly 50 percent of respondents might not be able to access and/or recover their backup files.

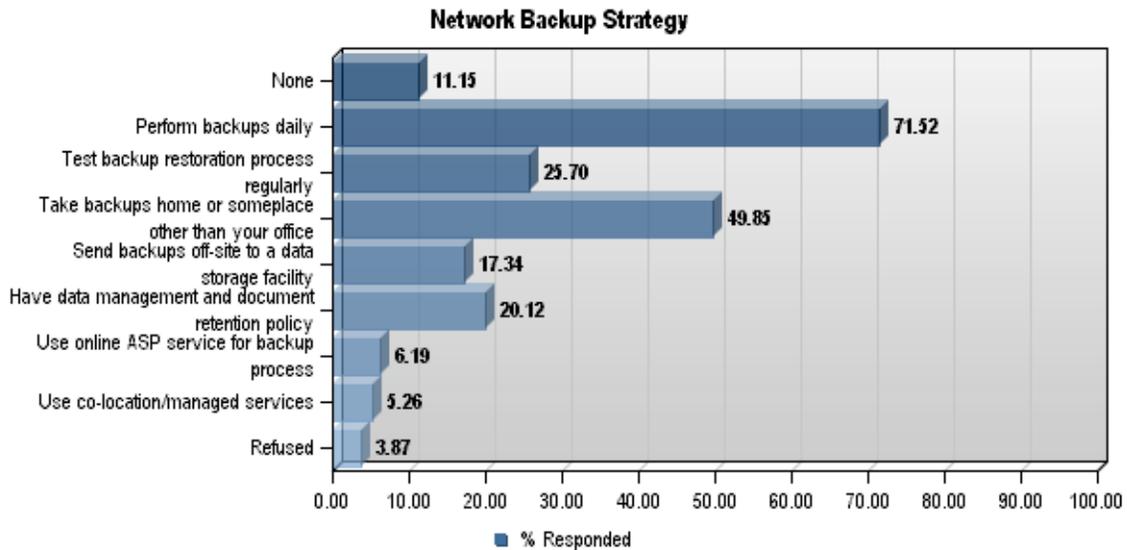
# 2005 Grantmakers Information Technology Survey Report

## Disaster Recovery Plans (n = 326) \*



\* n = number of respondents

## Network Backup Strategy (n = 323) \*



\* n = number of respondents

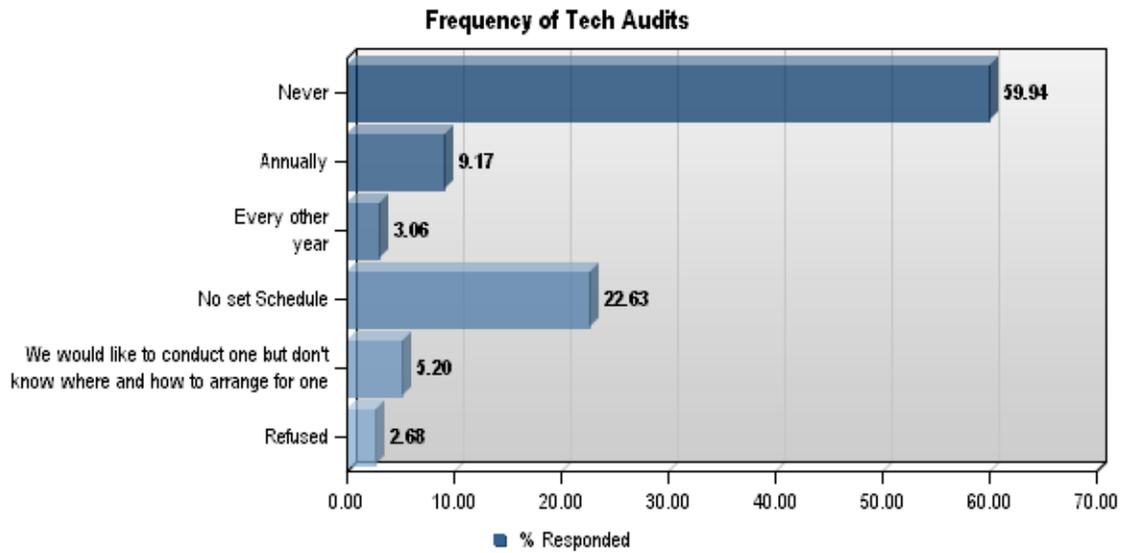
Another indication that foundations have appropriate disaster planning is whether the foundation has periodic technology audits to evaluate the existing technology security policies and procedures, as well as data integrity and recovery strategies. With respect to technology audits, foundations do not appear to have made any progress.

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In 2003, 51 percent of respondents indicated they had never had a technology audit. In 2005, the percentage of respondents indicating they had never had a technology audit increased by 8 percent to 59 percent. Similarly, the percentage of respondents indicating they have audits has decreased in each category from 2003 to 2005.

Clearly, many foundations are not adequately addressing disaster planning and recovery of operations beyond the basics of doing system backups and implementing basic security measures such as virus protection.

### Frequency of Technology Audits (n = 327) \*



\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Emerging Technologies

In the 2005 survey, we asked a series of questions intended to gauge future trends in application software for the philanthropic sector. Although very few respondents indicated a current interest in knowledge management, we asked several questions about knowledge management and knowledge management technologies implemented.

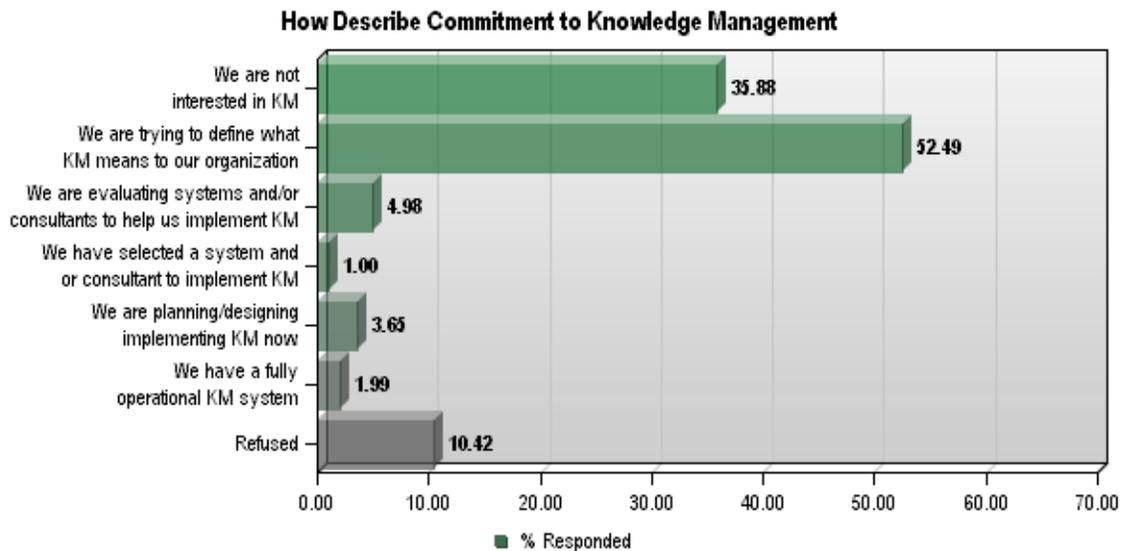
We also asked about internal technology solutions that we knew were being implemented by a few of the very large foundations, and we asked about the usage of application service providers and open source software.

The results of these questions are indicated below.

### Knowledge Management

In response to the question “How would you describe your commitment to Knowledge Management?,” only 9 percent of respondents indicated they were evaluating technology systems or planning for technology implementation to support Knowledge Management. More than one-third (36%) indicated they were not interested in Knowledge Management, and 52 percent indicated they were trying to define what Knowledge Management meant to their organization.

#### Commitment to Knowledge Management (n = 301) \*



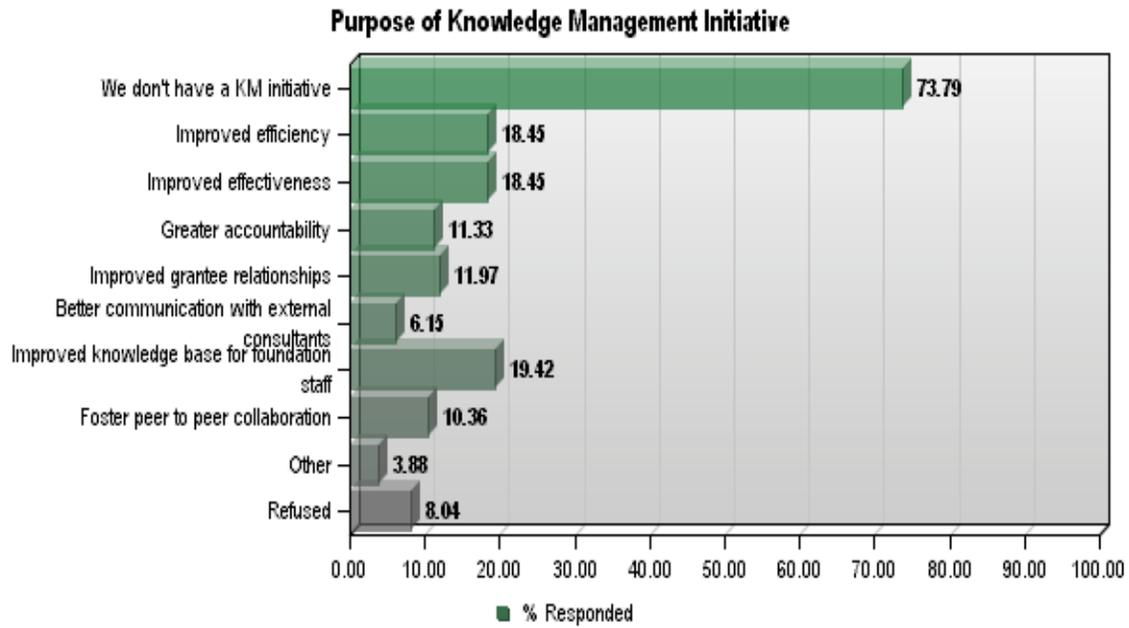
\* n = number of respondents

Similarly, when asked what the purpose of the foundation’s Knowledge Management Initiative was, 74 percent of respondents indicated they did not have a Knowledge Management Initiative. For those that do have a Knowledge Management Initiative,

## 2005 Grantmakers Information Technology Survey Report

improved knowledge base for the foundation (74%), improved efficiency (70%) and improved effectiveness (70%) were the primary reasons cited for Knowledge Management Initiatives.

### Purpose of Knowledge Management Initiative (n = 309) \*

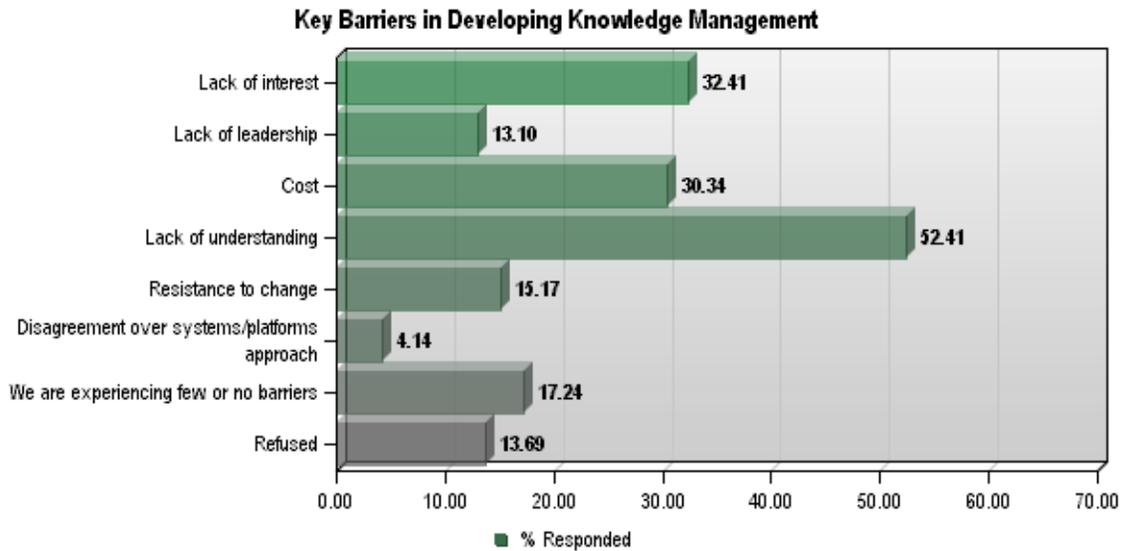


\* n = number of respondents

Finally, with respect to Knowledge Management, we asked what the barriers to implementing Knowledge Management technologies were. More than half (52%) of the respondents indicated a lack of understanding about Knowledge Management was a barrier. The other two primary barriers were lack of interest and cost, with 32 percent of respondents indicating a lack of interest and 30 percent indicating cost was a barrier.

# 2005 Grantmakers Information Technology Survey Report

## Key Barriers in Developing Knowledge Management Systems (n = 290) \*



\* n = number of respondents

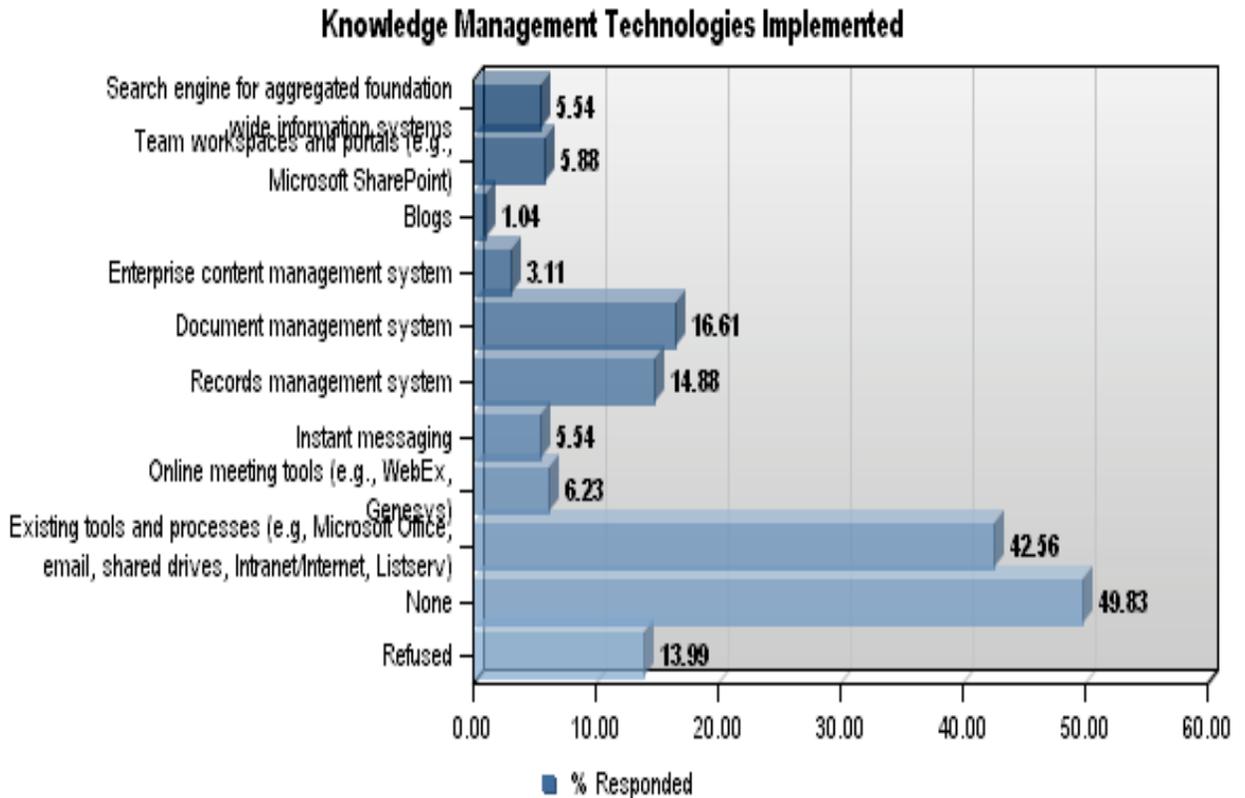
### Emerging Application Software Trends

With respect to knowledge management technologies, 50 percent of respondents indicated they did not have any of the technologies identified to support knowledge management. It appears that most foundations (43%) that are using knowledge management tools are using existing applications such as Microsoft Office, e-mail and listservs.

Other tools reported in use include document management systems (17%) and records management systems (15%). Only a few respondents indicated use of the other tools including online meetings such as WebEx (6%), team workspaces and Portals such as Sharepoint (6%), search engines for aggregated foundation-wide information (6%), instant messaging (6%) and enterprise content management systems (3%). Foundations are not yet using blogs.

## 2005 Grantmakers Information Technology Survey Report

### Knowledge Management Technologies (n = 289) \*



\* n = number of respondents

Surprisingly, half of the respondents indicated they were using document scanning, and 32 percent indicated they were using e-mail active archiving systems. The data for e-mail active archiving systems do not correlate to information TAG has about the use of e-mail active archiving, so this response was perhaps misunderstood.

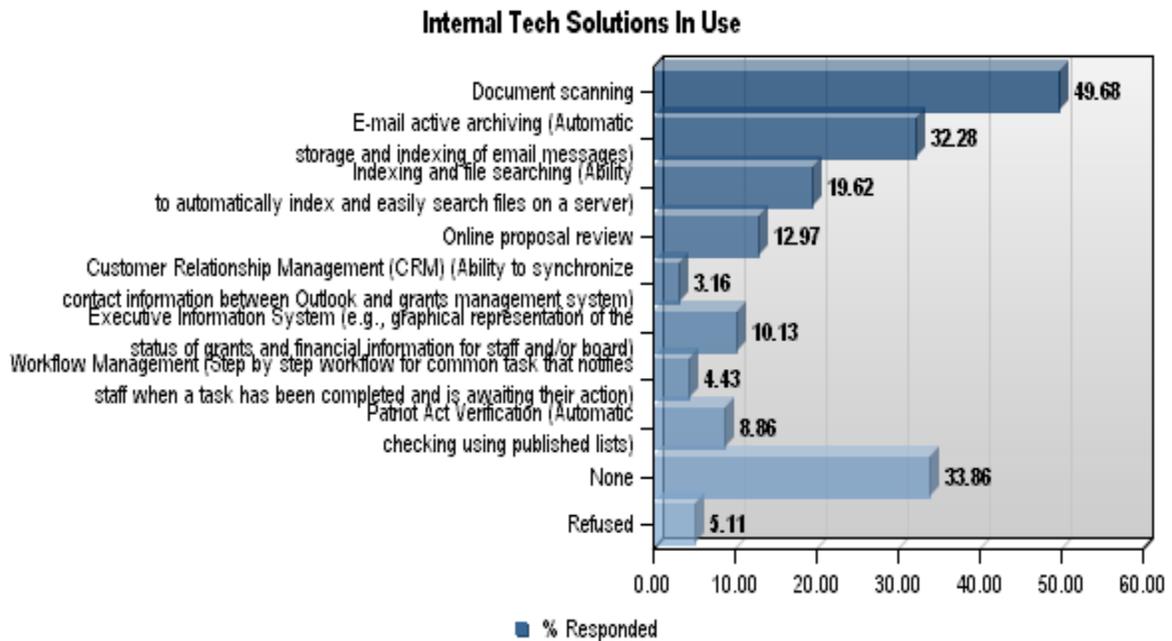
Other technology systems that are starting to be implemented in foundations include indexing and file searching (20%), online proposal review (13%), Customer Relationship Management software (3%), Executive Information Systems (10%), Workflow Management (4%) and Patriot Act Verification (9%).

It is interesting to note that 34 percent of respondents indicated they had not implemented any of these technologies and when asked which of the same technologies respondents were planning to implement within the next 18 months, 53 percent of respondents indicated none.

Twenty-five percent of respondents indicated they are planning to implement document scanning, followed by online proposal review (20%), Customer Relationship Management software (15%) and Executive Information Systems (15%).

# 2005 Grantmakers Information Technology Survey Report

## Internal Technology Solutions in Use (n = 316) \*



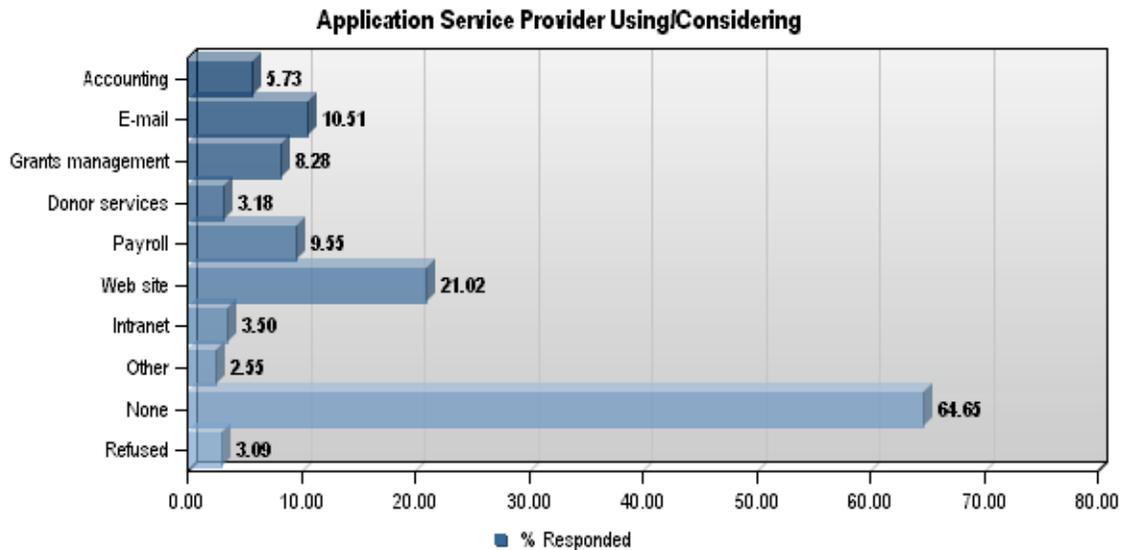
\* n = number of respondents

Most foundations (65%) are not using or planning to use application service providers (ASP) for software applications. However, for small foundations, ASPs can be an effective way to provide enhanced services to grantees and donors without having to incur costs to support internal technology systems and staff.

Twenty-one percent of respondents indicated they were using an ASP for web hosting, followed by 11 percent of respondents who are using/planning to use an ASP for e-mail, 10 percent who are using/planning to use an ASP for payroll and 8 percent who are using/planning to use an ASP for grants management software.

# 2005 Grantmakers Information Technology Survey Report

## Using or Considering Application Service Providers (n = 314) \*



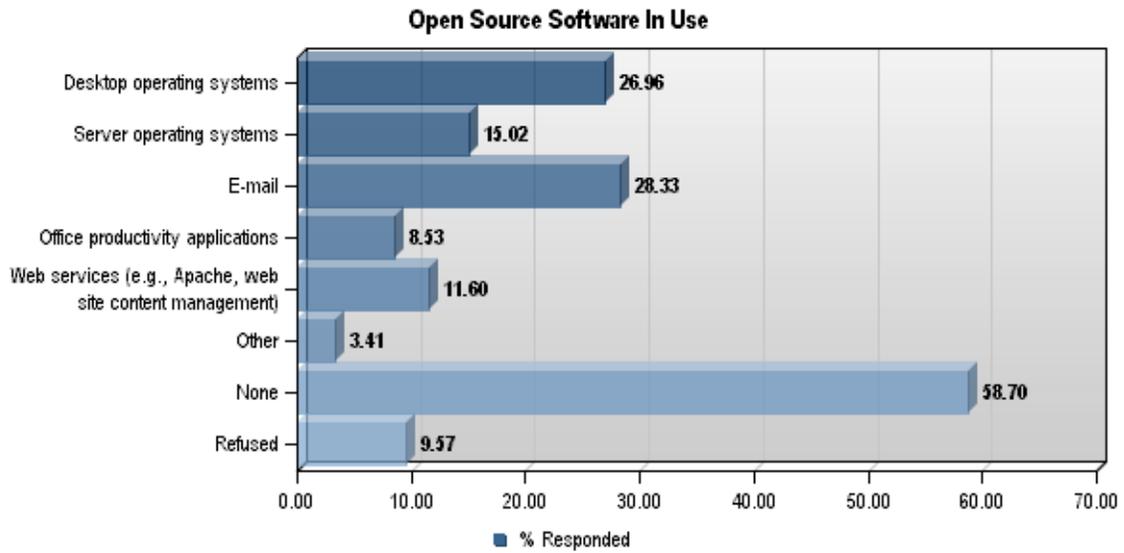
\* n = number of respondents

A surprising percentage of respondents (41%) indicated they used some open source software. The most common uses for open source software are for e-mail and desktop operating systems, with 28 percent indicating they use open source e-mail and 27 percent indicating they use open source desktop operating systems. Fifteen percent also indicated they use open source server operating systems, and 11 percent indicated they use open source web services.

When asked what open source software they plan to implement in the next 18 months, 78 percent of respondents indicated none. Consistent with the existing use of open source software, 12 percent of respondents indicated they plan to implement open source desktop operating systems, and 11 percent of respondents indicated they plan to implement open source e-mail.

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## Open Source Software in Use (n = 293) \*



\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Snapshots by Foundation Size

### Very Large Foundations Snapshot (\$250 million or more)

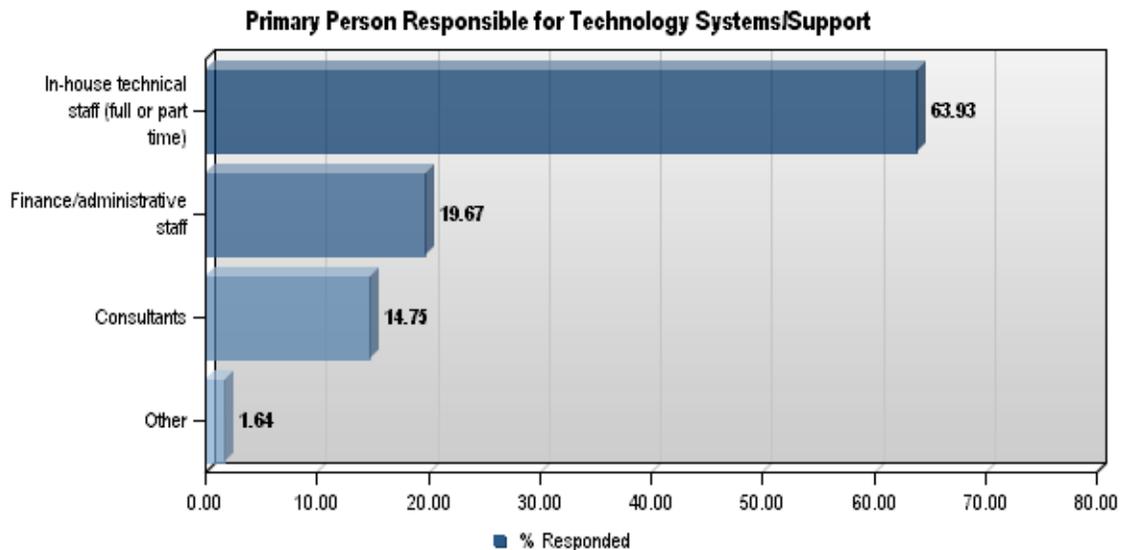
There were 61 respondents with assets of \$250 million or more in this snapshot.

#### *Staffing*

The majority of very large foundations have in-house technical support, with 64 percent reporting they had part-time or full-time in-house technical staff. For the remaining 36 percent of foundations without in-house technical staff, the responsibility for technology is typically split between finance/administrative staff or consultants.

Surprisingly, since the 2003 survey, the percentage of very large foundations reporting that in-house IT staff were responsible for managing technology has dropped from 75 percent to 64 percent, and the percentage reporting that consultants were responsible for technology has increased from 4 percent to 15 percent.

#### Person Responsible for IT (n = 61) \*

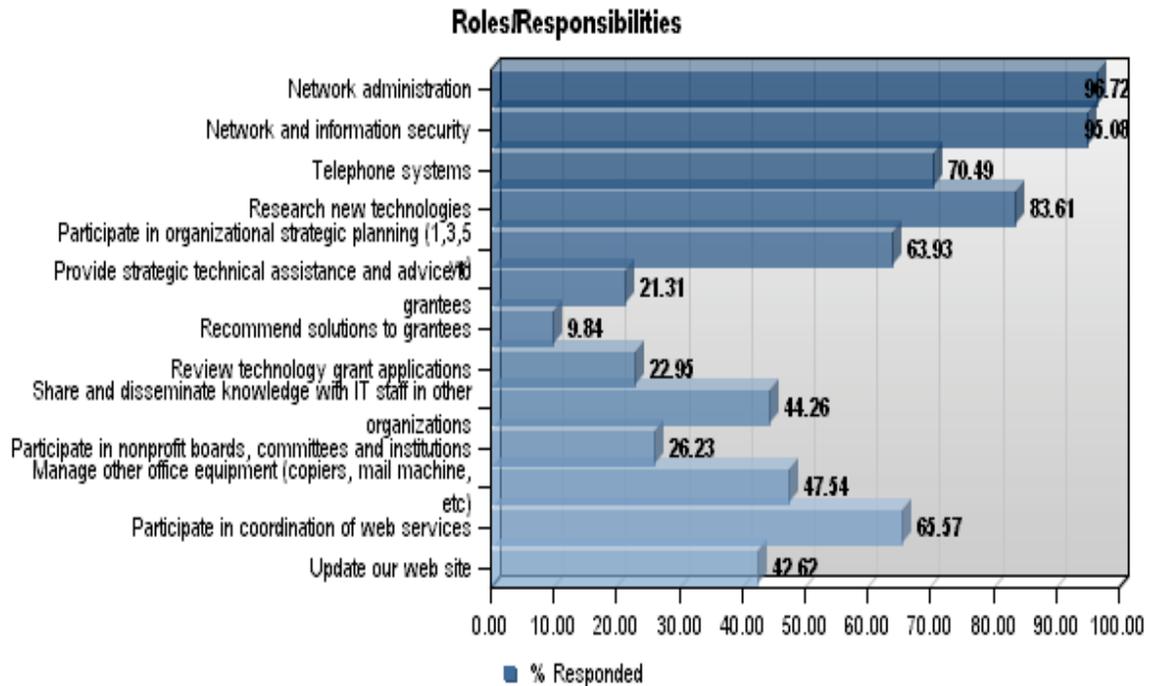


\* n = number of respondents

The primary role of the information technology staff continues to be network administration and network and information security, with 95 percent of grantmakers reporting this role for their IT staff at very large foundations.

## 2005 Grantmakers Information Technology Survey Report

### Role of Information Technology Staff (n = 61) \*



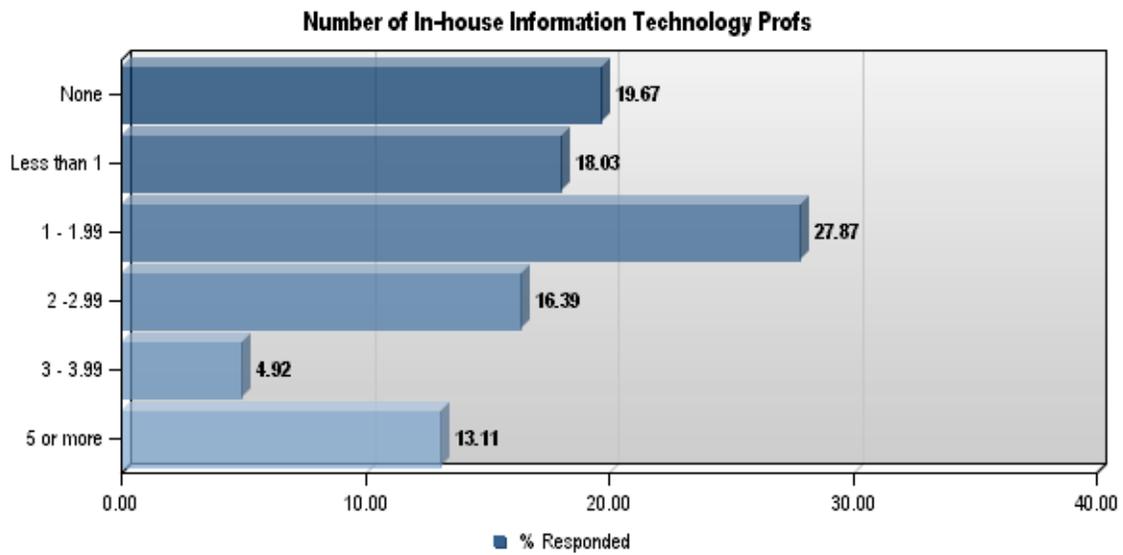
\* n = number of respondents

Nearly two-thirds of very large foundations have at least one full-time IT staff member, with the highest percentage (28%) of very large foundations reporting they have between 1 and 1.99 IT staff members. The number of IT staff reported appears to have decreased from 2003, when nearly 25 percent of very large foundations reported having three or more IT staff.

Among those with IT staff, most have a ratio of total staff to IT staff of either 15 or fewer to 1 (46%) or 16–24 to 1 (27%).

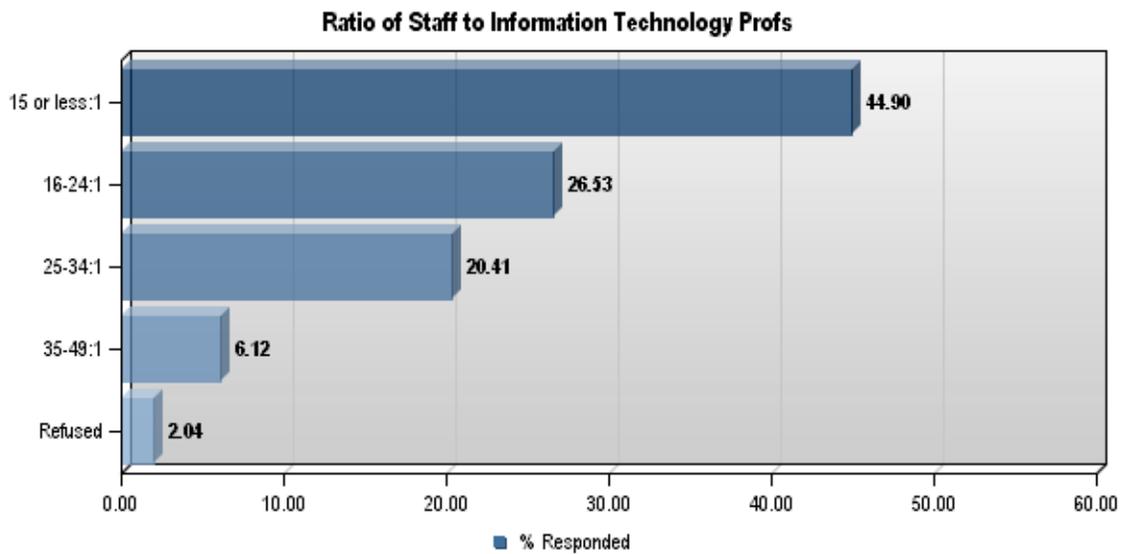
# 2005 Grantmakers Information Technology Survey Report

## Number of IT Staff (n = 61) \*



\* n = number of respondents

## Staffing Ratio — Total Staff: IT Staff (n = 48) \*



\* n = number of respondents

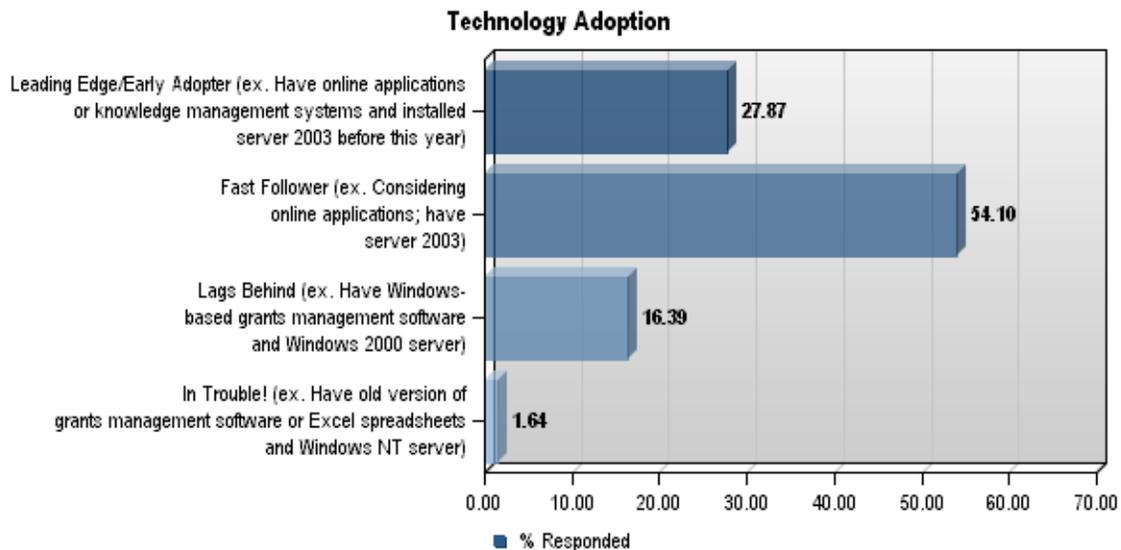
# 2005 Grantmakers Information Technology Survey Report

## *Adoption and Planning*

Eighty-two percent of very large foundations reported they were early adopters or fast followers regarding technology implementation. In 2003, this number was 95 percent, indicating that very large foundations are adopting technology at a slower rate than was previously indicated.

Regarding technology planning, the number of very large foundations reporting that they have a technology plan has increased from 48 percent in 2003 to 57 percent in 2005. However, 18 percent of the respondents indicated that their plan was not up-to-date, indicating that the percentage of very large foundations with *up-to-date* technology plans has actually decreased.

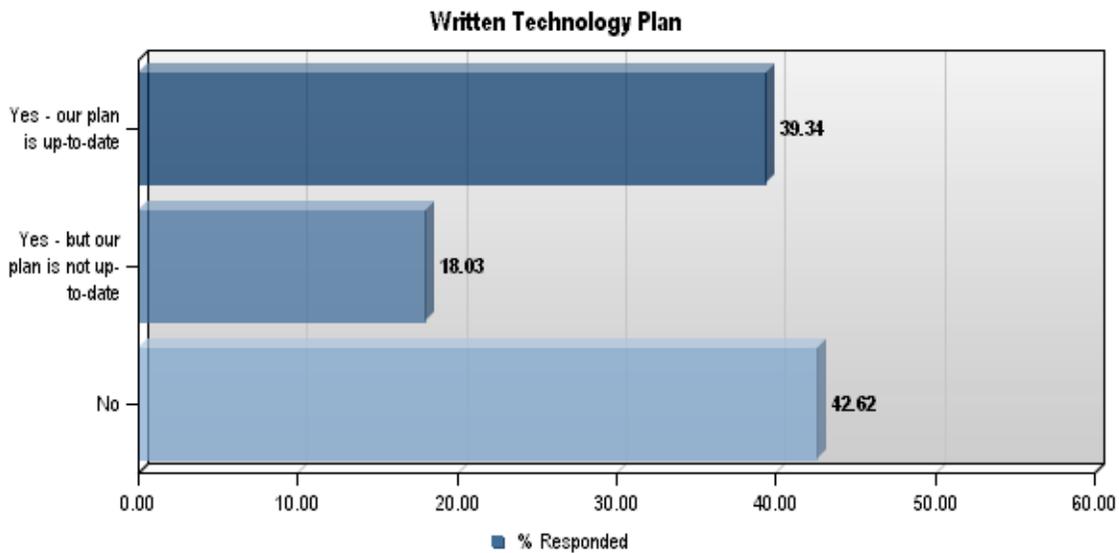
### Technology Adoption (n = 61) \*



\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Up-to-date Technology Plan (n = 61) \*



\* n = number of respondents

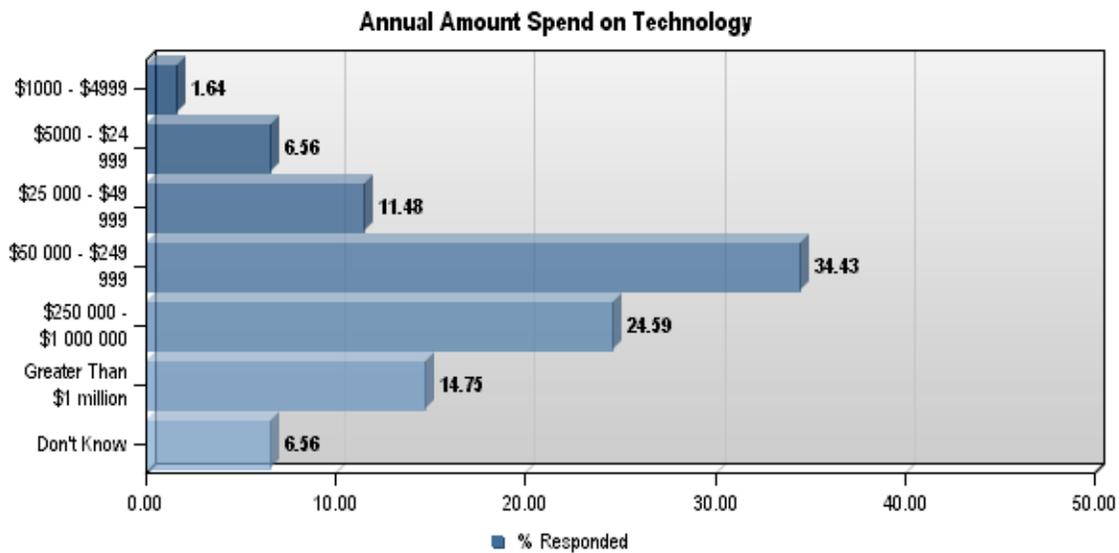
### *Spending*

The amount very large foundations are spending on technology and the corresponding percentage of the annual operating budget that is comprised of technology expenditures varies greatly, even among very large foundations. Very large foundations—those with \$250 million or more in assets—reported spending as little as \$1,000–\$4,999 per year on technology up to more than \$1 million.

Compared to 2003, the data seem to indicate that very large foundations are spending less on technology today than in 2003. The percentage of foundations spending over \$1 million per year has decreased from 20 percent to 15 percent. However, the percentage of foundations spending \$250,000–\$1 million has increased from 18 percent to 25 percent. Similarly, the percentage spending \$50,000–\$249,999 has decreased from 45 percent to 34 percent, but the percentage spending \$25,000–\$49,999 has increased from 5 percent to 11 percent.

# 2005 Grantmakers Information Technology Survey Report

## Annual IT Spending Amount (n = 61) \*



\* n = number of respondents

Twenty-eight percent of grantmakers reported that they did not know the percentage of the annual operating budget spent on technology. For those that do know, the percentage of the annual operating budget spent on technology ranged from less than 3 percent to 15 percent. The technology costs include staff salaries, consulting expenses, hardware, software and equipment costs, maintenance fees, telecommunications and research, and software development costs.

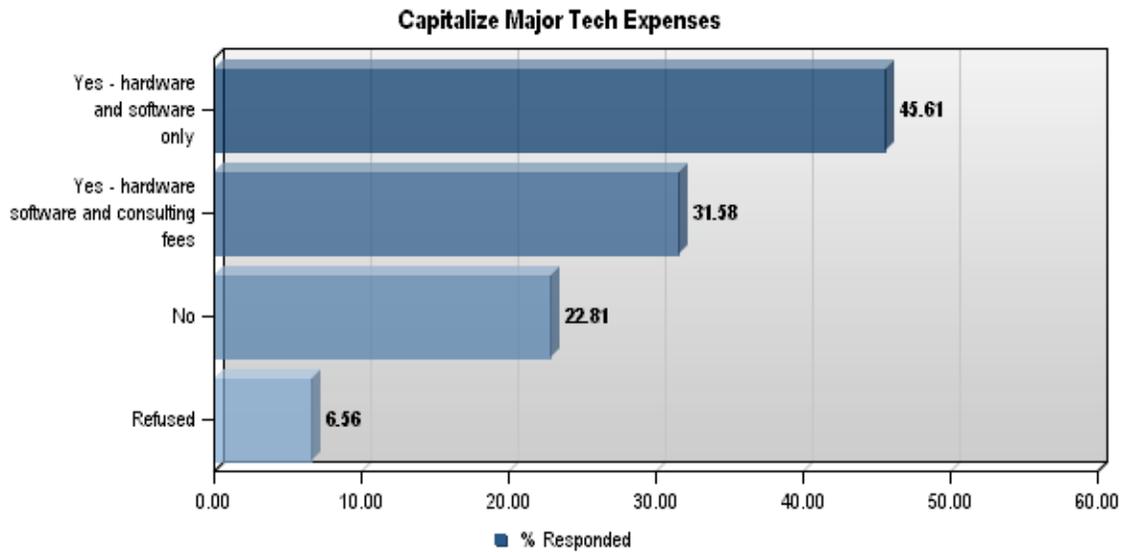
Compared to 2003, all categories below were significantly higher in 2005, with the exception of the 5%–10% range, where the percentage increased from 13 percent in 2003 to 34 percent in 2005.

IT Percentage of Total Budget (n = 44 who know)	Percentage of Responses
Less than 3%	43%
3% – 4%	16%
5% – 10%	34%
11% – 15%	7%
Total	100%

Most foundations capitalize at least hardware and software expenses, with 46 percent indicating they capitalize hardware and software only and an additional 31 percent indicating they capitalize hardware, software and consulting fees. Only 23 percent indicated that they do not capitalize any technology expenses.

# 2005 Grantmakers Information Technology Survey Report

## Capitalize Major Technology Expenses (n = 57) \*



\* n = number of respondents

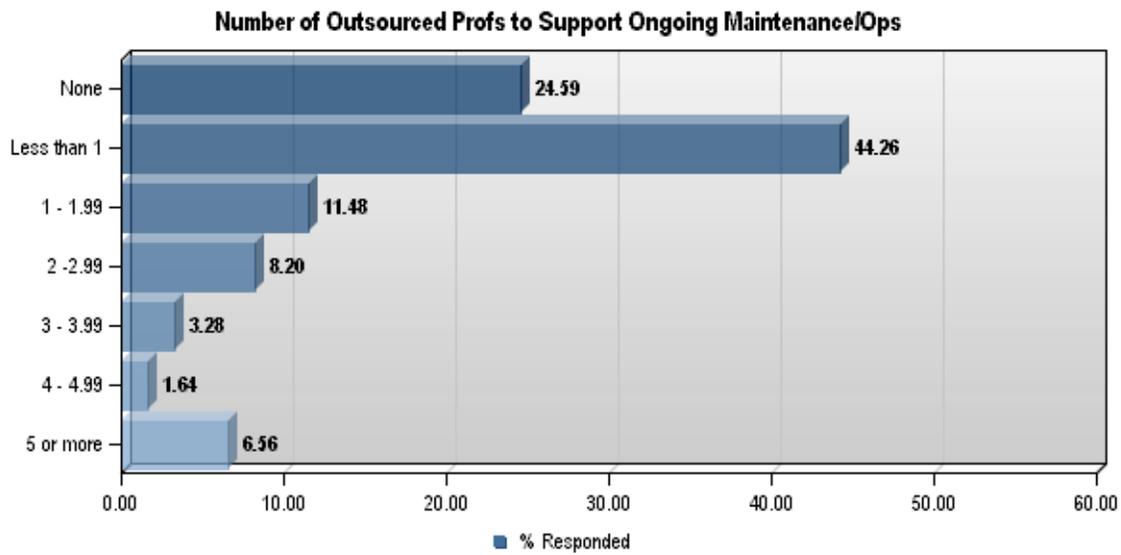
### *Outsourcing*

Outsourced technology professionals also play a large role with respect to technology at very large foundations in support of ongoing maintenance and operations, as well as special projects. Less than 25 percent of foundations reported that they did not use outsourced professionals for ongoing maintenance and operations or for special projects.

With respect to ongoing maintenance and operations, 31 percent of very large foundations reported using one or more outsourced professionals, and an additional 44 percent reported using less than one outsourced professional. With respect to special projects, the numbers are similar; 33 percent of very large foundations reported using one or more outsourced professionals, and an additional 38 percent reported using less than one outsourced professional.

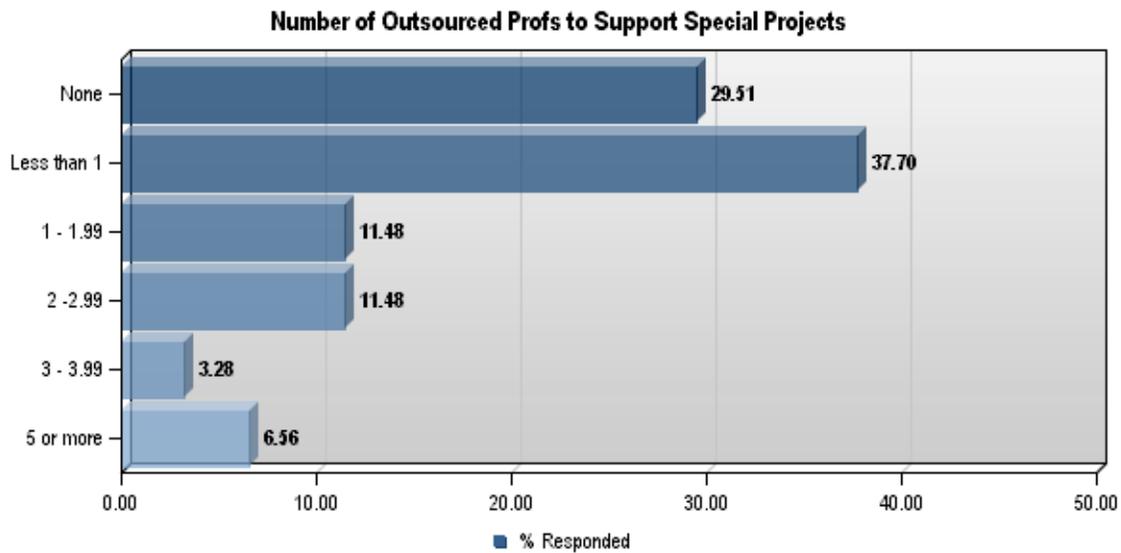
# 2005 Grantmakers Information Technology Survey Report

## Number of Outsourced Professionals for Ongoing Operations (n = 61) \*



\* n = number of respondents

## Number of Outsourced Professionals for Special Projects (n = 61) \*



\* n = number of respondents

Lastly, we looked at what technology services foundations run in-house versus which services are outsourced. Most very large foundations manage most services in-house, including desktop support, voice/telecommunication systems, server administration and

## 2005 Grantmakers Information Technology Survey Report

e-mail, while outsourcing web hosting. These data are pretty consistent with what was reported in 2003.

You will notice that the percentages differ between what foundations reported they manage in-house versus what they outsource. For example, 83 percent of foundations reported that they manage desktop support in-house, yet 26 percent reported that they outsource desktop support, adding up to a total of 109 percent. The variance is due either to different respondents answering the questions or respondents reporting that they manage the same function in-house and externally.

<b>Technical Service</b>	<b>Manage In-House Percentage of Responses (n = 60 ) *</b>	<b>Outsource Percentage of Responses (n = 54) *</b>
Desktop Support	83%	26%
LAN Administration	75%	31%
WAN Administration	30%	19%
Web Hosting	27%	74%
E-Mail	78%	26%
Database Administration	80%	30%
Server Administration	73%	39%
Security	73%	41%
Back Office Operations	57%	17%
Intranet Hosting	48%	15%
Voice/Telecommunication Systems	73%	24%
Videoconferencing	27%	11%

\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Large Foundations Snapshot (\$50 million to \$249.9 million)

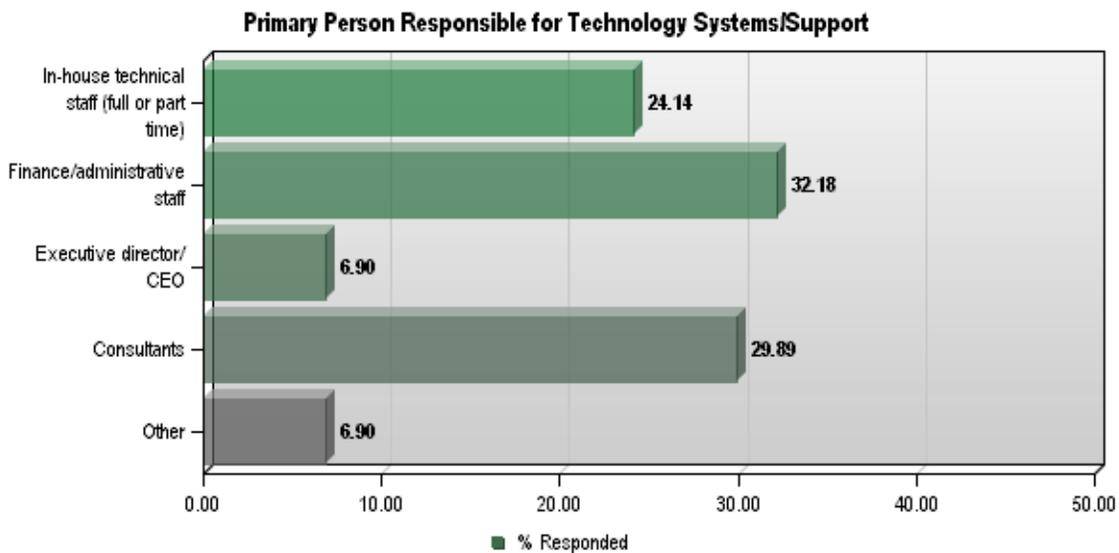
There were 87 respondents with assets between \$50 million and \$249.9 million in this snapshot.

### Staffing

Nearly 25 percent of large foundations have in-house technical support. This number is up significantly from 2003, when only 12 percent of large foundations indicated they had in-house technical staff.

For foundations without in-house technical staff, the responsibility for technology is evenly divided between finance/administrative staff or consultants, with 32 percent indicating finance/administrative staff were responsible and 30 percent indicating consultants were responsible for technology.

### Person Responsible for IT (n = 87) \*



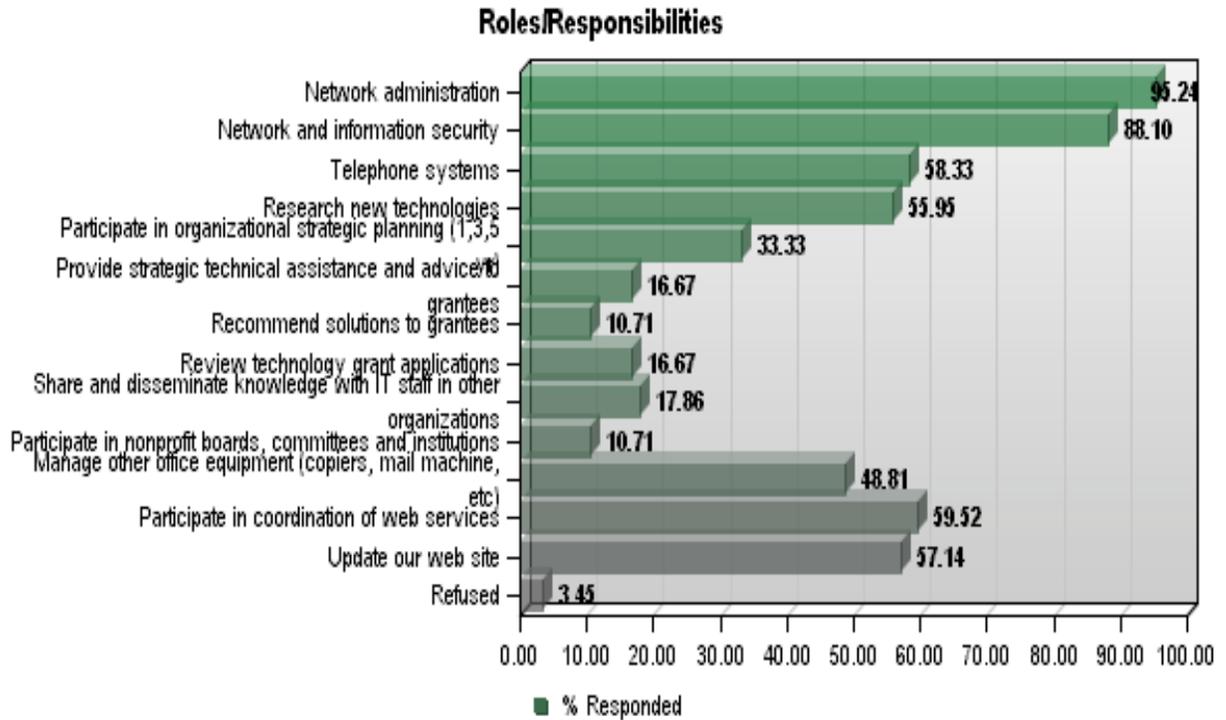
\* n = number of respondents

The primary role of the information technology staff at large foundations, as it is at very large foundations, continues to be network administration and network and information security, with 95 percent and 88 percent of grantmakers indicating these roles, respectively.

More than half of the large foundations also indicated that the technology staff was responsible for telephone systems, researching new technologies, coordinating web services and updating the foundation's website.

## 2005 Grantmakers Information Technology Survey Report

### Role of Information Technology Staff (n = 84) \*



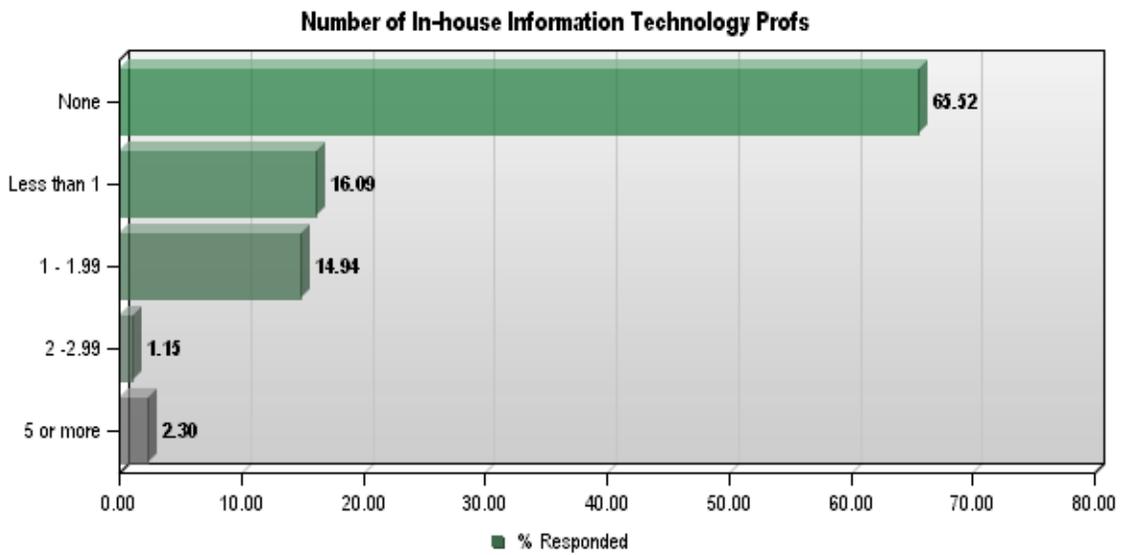
\* n = number of respondents

One-third of the large foundations reported having at least one part-time IT staff member, while two-thirds reported not having any in-house technology staff. Of the one-third reporting IT staff, half reported having less than one and the other half reported one or more. Unlike staffing at very large foundations, the number of IT staff at large foundations appears to have remained constant between 2003 and 2005.

Among those with IT staff, staffing ratios are good, with 70 percent reporting a ratio of total staff to IT staff of 15 or fewer to 1 and another 20 percent reporting a ratio of 16–24 to 1.

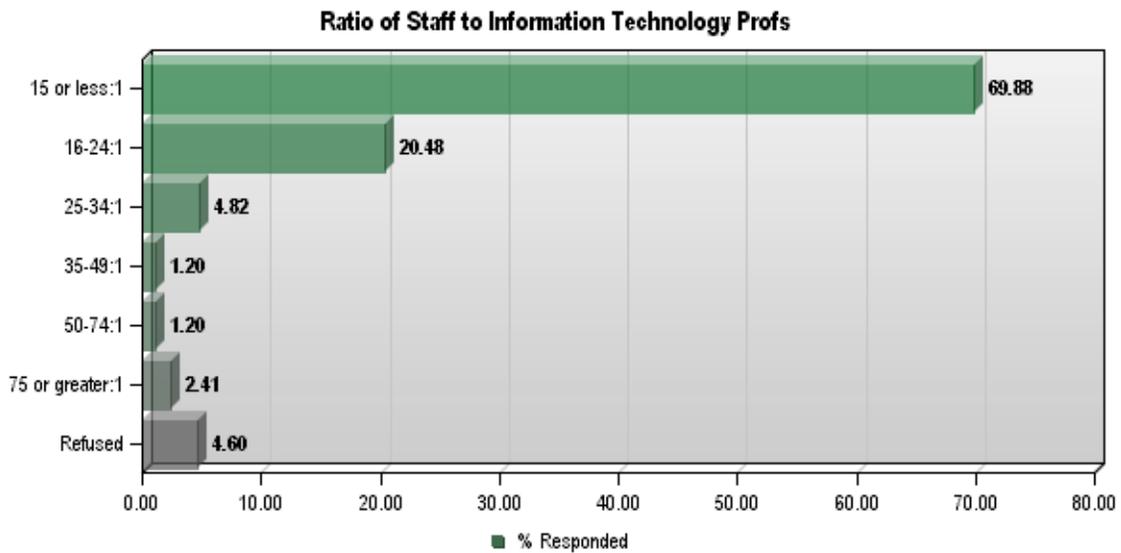
# 2005 Grantmakers Information Technology Survey Report

## Number of IT Staff (n = 87) \*



\* n = number of respondents

## Staffing Ratio — Total Staff: IT Staff (n = 30) \*



\* n = number of respondents

### *Adoption and Planning*

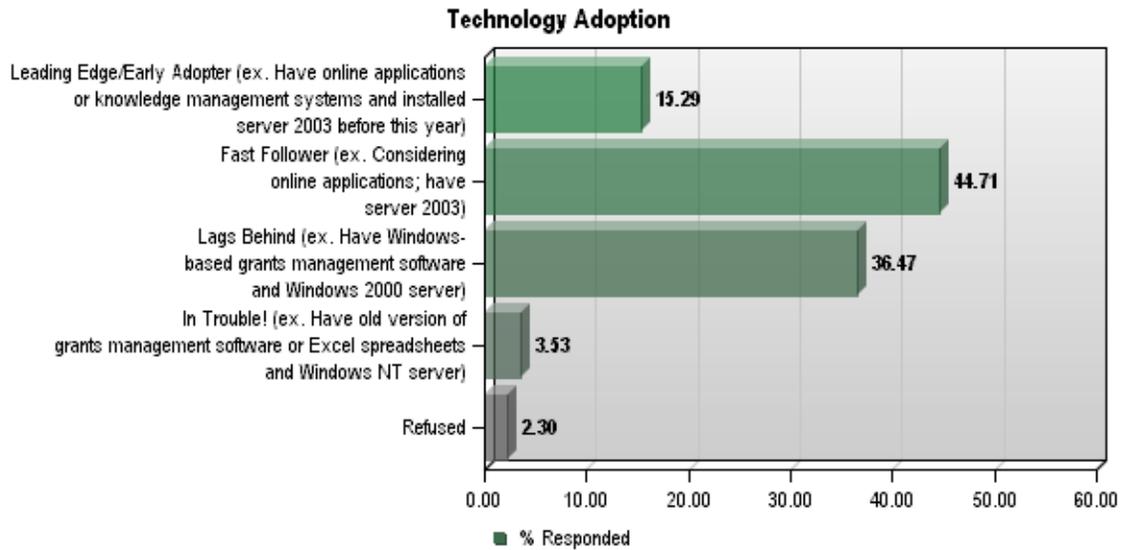
Large foundations lag behind very large foundations with respect to technology adoption, with 60 percent indicating they were early adopters or fast followers regarding

## 2005 Grantmakers Information Technology Survey Report

technology implementation. In 2003, this number was 79 percent, indicating that similar to very large foundations, large foundations are adopting technology at a slower rate than was previously indicated.

Regarding technology planning, only 14 percent of large foundations indicated they had an up-to-date technology plan, and another 9 percent indicated they had an outdated plan. Three-fourths of large foundations reported they did not have a technology plan at all.

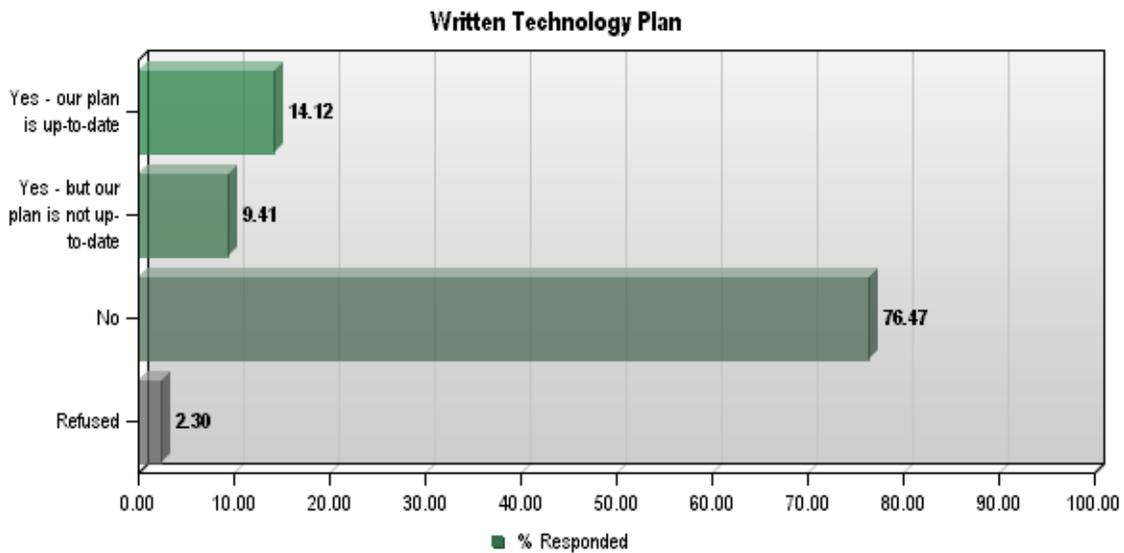
### Technology Adoption (n = 85) \*



\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Up-to-date Technology Plan (n = 85) \*



\* n = number of respondents

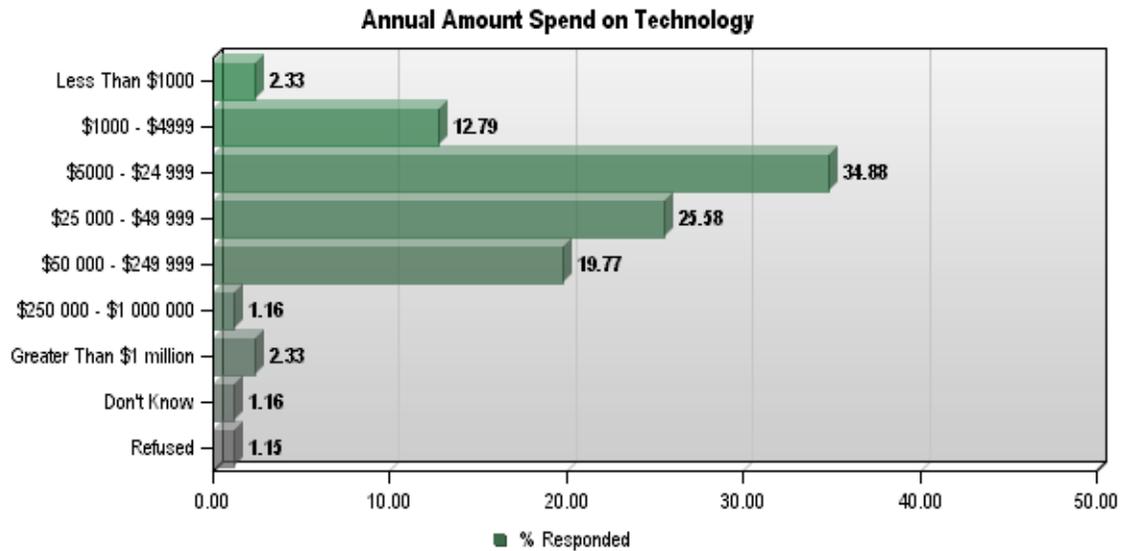
### *Spending*

Most large foundations spend between \$5,000 and \$49,999 on technology annually, with 35 percent indicating they spend between \$5,000 and \$24,999 and another 26 percent indicating they spend between \$25,000 and \$49,999.

Compared to 2003, these data seem to indicate that large foundations are spending the same or slightly more than they did in 2003. The percentage of foundations spending between \$1,000 and \$4,999 decreased from 18 percent in 2003 to 13 percent in 2005, while the percent of foundations spending between \$25,000 and \$49,999 increased from 19 percent to 26 percent. Other spending ranges remained consistent between 2003 and 2005.

# 2005 Grantmakers Information Technology Survey Report

## Annual IT Spending Amount (n = 86) \*



\* n = number of respondents

Thirteen percent of grantmakers reported that they did not know the percentage of the annual operating budget spent on technology. For those that do know, the percentage of the non-program budget spent on technology at large foundations continues to be surprisingly low. Grantmakers reported percentages ranging from less than 1 percent to 20 percent, with 45 percent of the large foundations indicating they spend 1 percent or less of their non-program budget on technology.

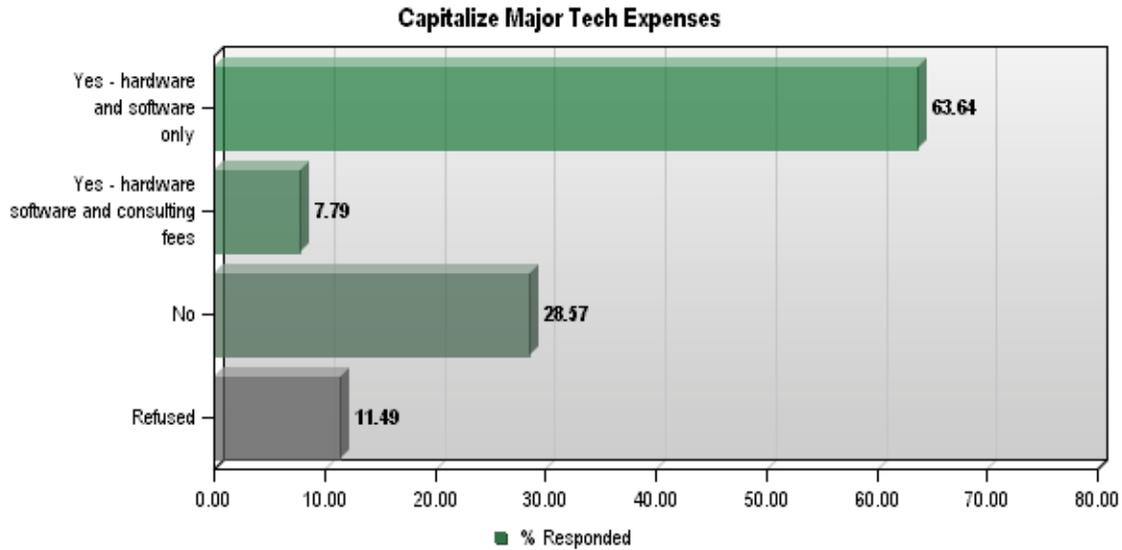
Compared to 2003, the percentage of respondents who reported spending between 2 percent and 4 percent increased from 19 percent to 38 percent, while the percentage of grantmakers spending 1 percent and all higher percentages decreased.

IT Percentage of Total Budget (n = 73 who know)	Percentage of Responses
Less than 1%	33%
1%	12%
2% – 4%	38%
5% – 10%	11%
11% – 20%	6%
Total	100%

Two-thirds of large foundations capitalize at least hardware and software expenses, with 64 percent indicating they capitalize hardware and software only and an additional 8 percent indicating they capitalize hardware, software and consulting fees. Twenty-eight percent indicated that they do not capitalize any technology expenses.

## 2005 Grantmakers Information Technology Survey Report

### Capitalize Major Technology Expenses (n = 77) \*



\* n = number of respondents

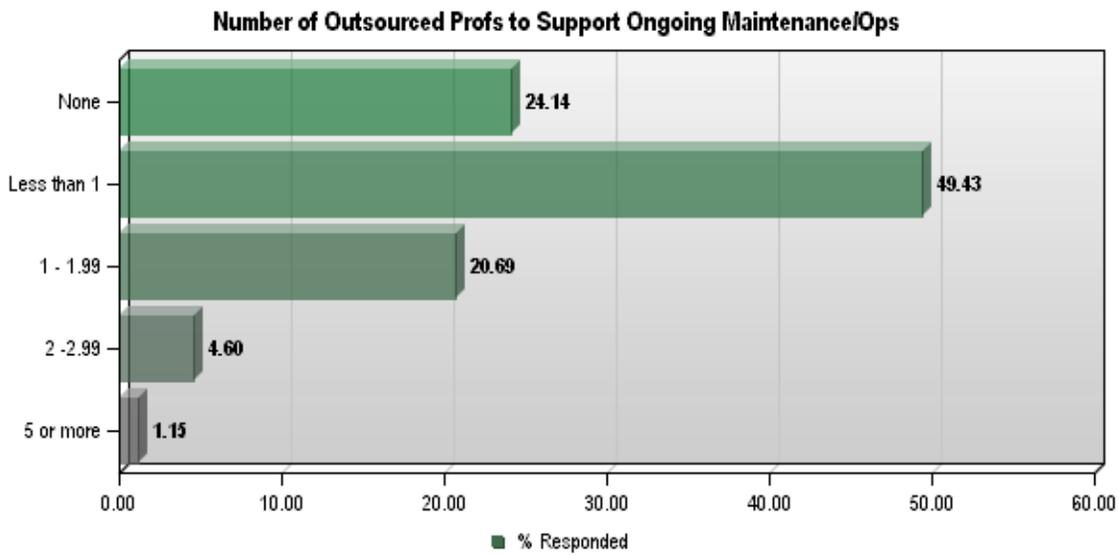
### *Outsourcing*

Large foundations' use of outsourced technology professionals is consistent with that of very large foundations for maintenance and operations; 26 percent of large foundations reported using one or more outsourced professionals, and an additional 49 percent reported using less than one outsourced professional.

With respect to special projects, large foundations do not use outsourced professionals to the same extent as the very large foundations. Almost 50 percent of large foundations indicated that they did not use consultants to support special projects, compared to 30 percent at the very large foundations. Only 21 percent of large foundations indicated that they used one or more consultants to assist with special projects.

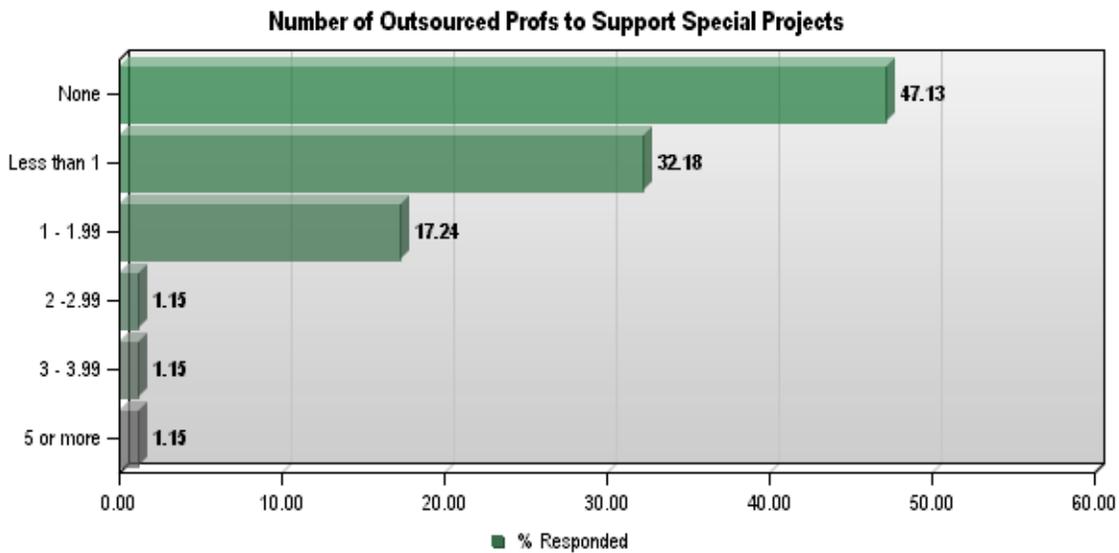
# 2005 Grantmakers Information Technology Survey Report

## Number of Outsourced Professionals for Ongoing Operations (n = 87) \*



\* n = number of respondents

## Number of Outsourced Professionals for Special Projects (n = 87) \*



\* n = number of respondents

Lastly, we looked at what technology services foundations run in-house versus which services are outsourced. Compared to very large foundations, large foundations tend to outsource more services. Whereas very large foundations manage most services in-house, a majority of large foundations reported outsourcing several functions, including LAN

## 2005 Grantmakers Information Technology Survey Report

administration, web hosting, server administration and security. Typically, large foundations manage desktop support, electronic mail and database administration in-house.

You will notice that the percentages differ between what foundations reported they manage in-house versus what they outsource. For example, 56 percent of foundations reported that they perform server administration in-house, yet 55 percent reported that they outsource server administration, adding up to a total of 111 percent. The variance is due either to different respondents answering the questions or respondents reporting that they manage the same function in-house and externally.

Technical Service	Manage In-House Percentage of Responses (n = 68 ) *	Outsource Percentage of Responses (n = 78) *
Desktop Support	68%	40%
LAN Administration	49%	53%
WAN Administration	16%	17%
Web Hosting	22%	76%
E-Mail	65%	44%
Database Administration	75%	15%
Server Administration	56%	55%
Security	46%	53%
Back Office Operations	37%	10%
Intranet Hosting	28%	10%
Voice/Telecommunication Systems	62%	27%
Videoconferencing	10%	13%

\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Medium Foundations Snapshot (\$10 million to \$49.9 million)

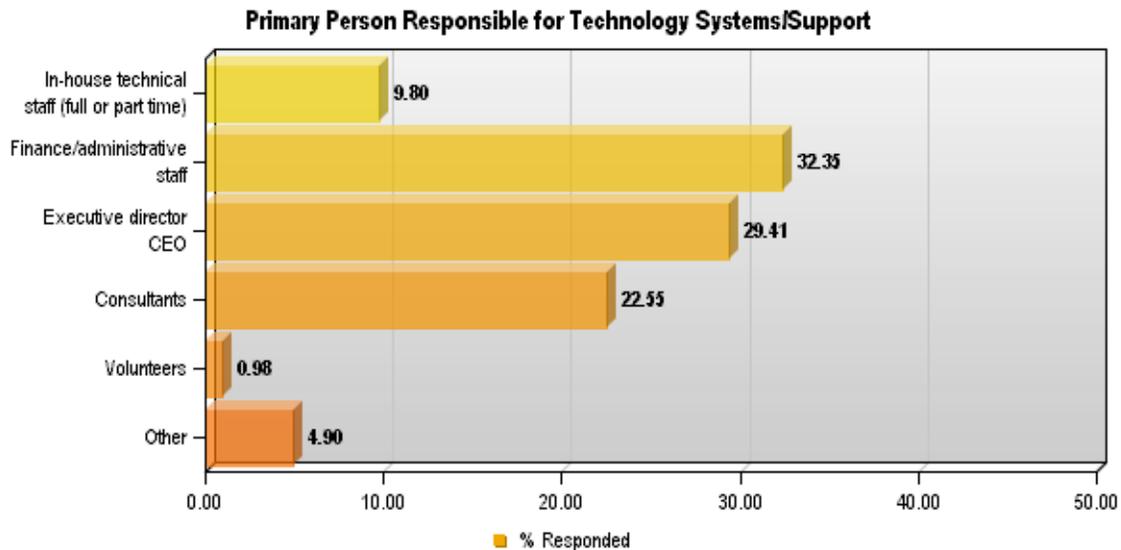
There were 102 respondents with assets between \$10 million and \$49.9 million in this snapshot.

### *Staffing*

Not surprisingly, the number of medium foundations reporting in-house technical support is significantly less than the number of very large and large foundations with in-house technical support, with only 10 percent of medium foundations reporting that in-house technical staff is responsible for managing technology. Interestingly, this percentage has doubled since 2003, when only 5 percent of medium foundations reported in-house technical staff. The other major change from 2003 is the number of foundations reporting “other” dropped from 15 percent to 5 percent.

For foundations without in-house technical staff, the responsibility for technology is fairly evenly divided between finance/administrative staff, foundation CEOs and consultants, with 32 percent indicating finance/administrative staff were responsible, 29 percent indicating CEOs were responsible and 23 percent indicating consultants were responsible for technology.

### Person Responsible for IT (n = 102) \*



\* n = number of respondents

Consistent with very large and large foundations, the primary role of the information technology staff at medium foundations is network administration (82%). Information technology staff is also responsible for network and information security and telephone

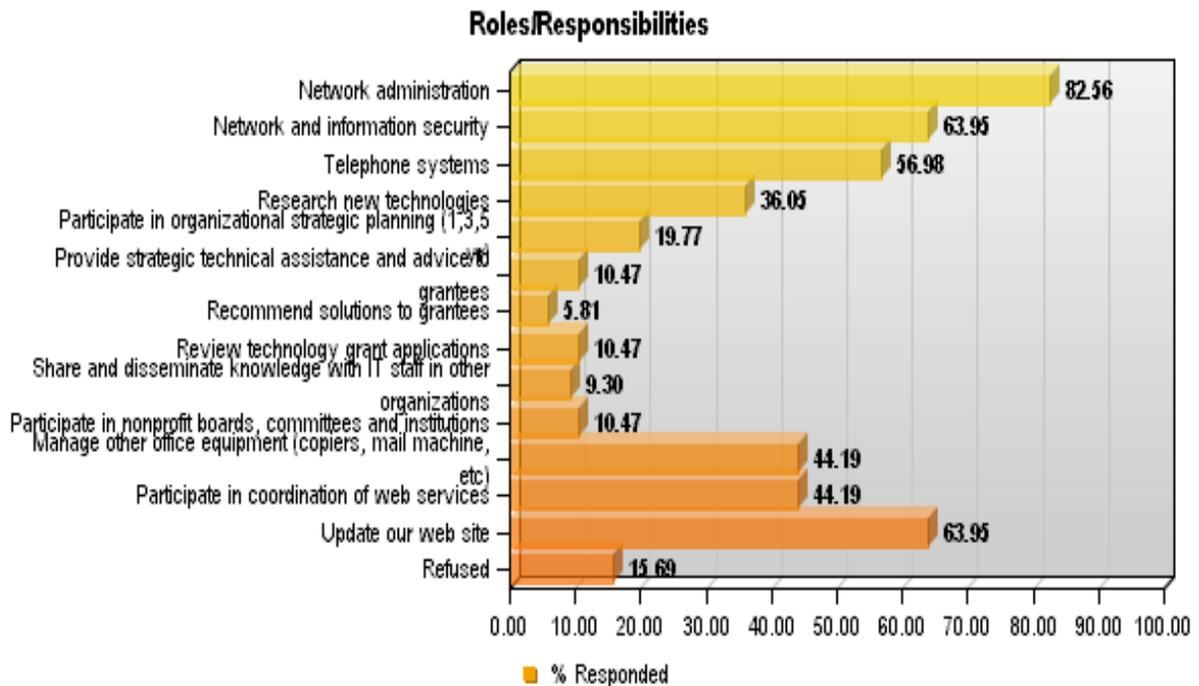
## 2005 Grantmakers Information Technology Survey Report

systems, with 64 percent and 57 percent of grantmakers indicating these roles, respectively.

Similar to the large foundations, more than half of the medium foundations also indicated that the technology staff was responsible for updating the foundation's website.

In 2003, medium foundations were similar to very large foundations but differed from large foundations in the breadth of the IT staff responsibilities, indicating responsibility for strategic technical assistance, review of grant applications and participating in external boards, etc. In 2005, large foundations also reported participating in these activities.

### Role of Information Technology Staff (n = 86) \*



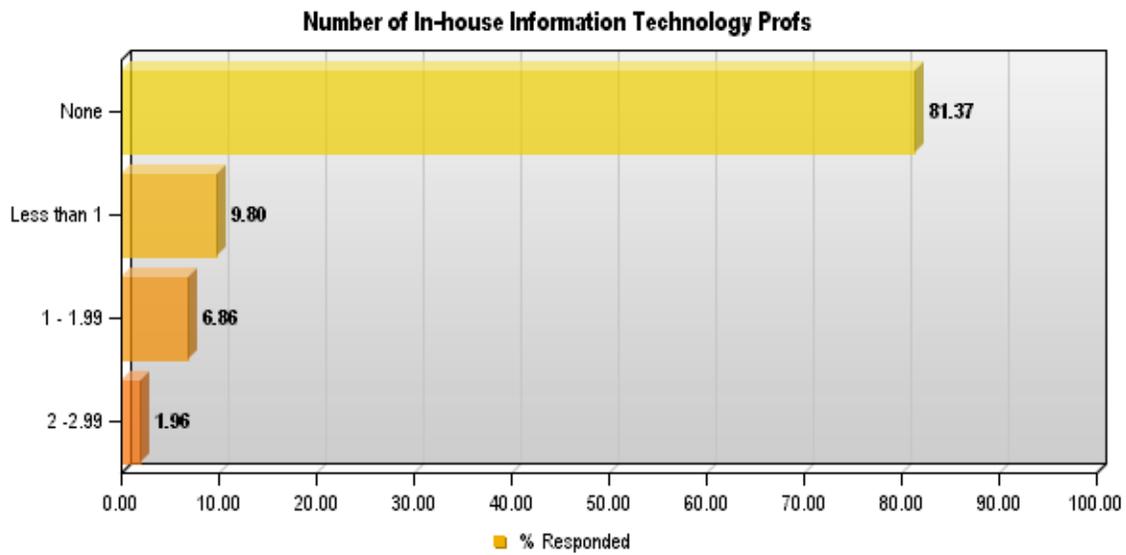
\* n = number of respondents

Consistent with 2003, most medium foundations do not have in-house IT staff, with 81 percent reporting no technology staff. Of the remaining 19 percent with in-house technology staff, approximately half reported one part-time staff and half reported one or more technology staff.

Among those with IT staff, staffing ratios continue to be very good, with 79 percent reporting a ratio of total staff to IT staff of 15 or fewer to 1.

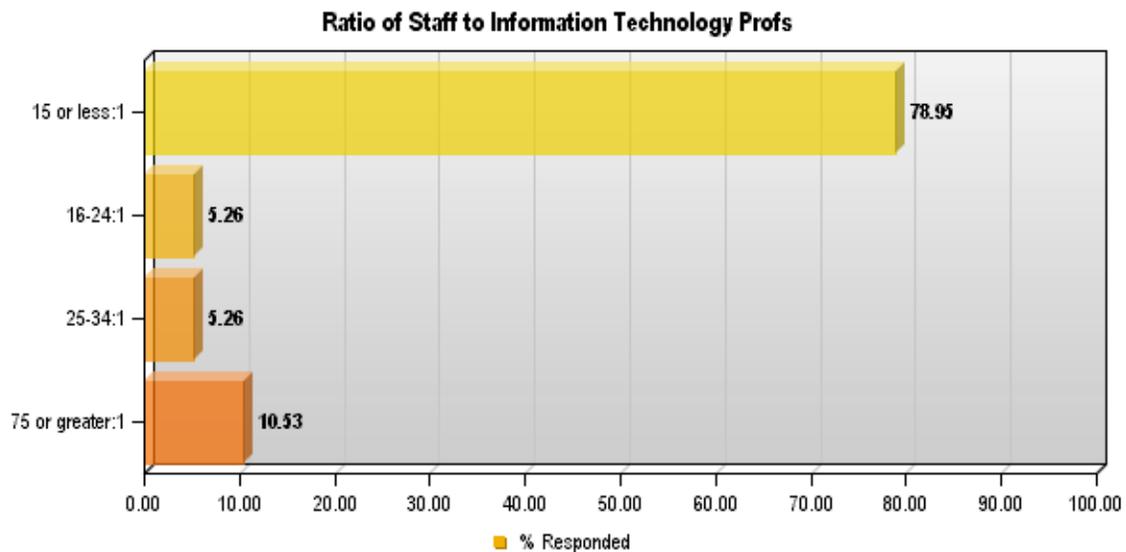
# 2005 Grantmakers Information Technology Survey Report

## Number of IT Staff (n =102) \*



\* n = number of respondents

## Staffing Ratio — Total Staff: IT Staff (n = 19) \*



\* n = number of respondents

### *Adoption and Planning*

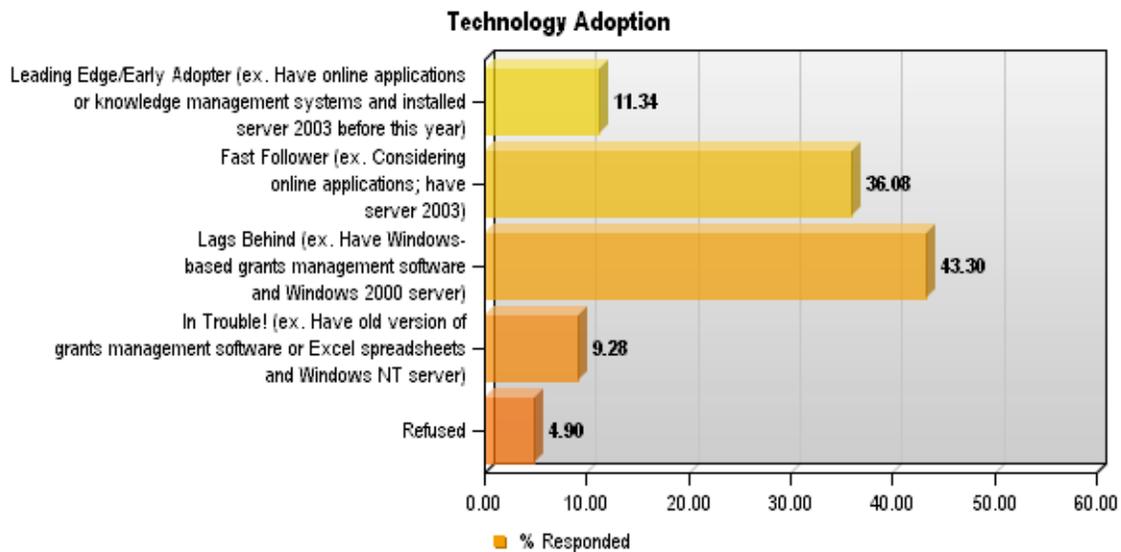
Medium foundations are adopting technology at a slower pace than they were in 2003 and, not surprisingly, at a slower pace than the very large and large foundations. In 2003,

## 2005 Grantmakers Information Technology Survey Report

30 percent of medium foundations described themselves as early adopters, and that number has decreased to 11 percent today. Similarly, in 2003 only 28 percent of medium foundations described themselves as lagging behind, and that number has increased to 43 percent in 2005.

Regarding technology planning, only 9 percent of medium foundations indicated they had a technology plan, with 5 percent indicating their plan was up-to-date and another 4 percent indicating their plan was outdated. Ninety-one percent of medium foundations reported they did not have a technology plan at all. These numbers are consistent with what was reported in 2003.

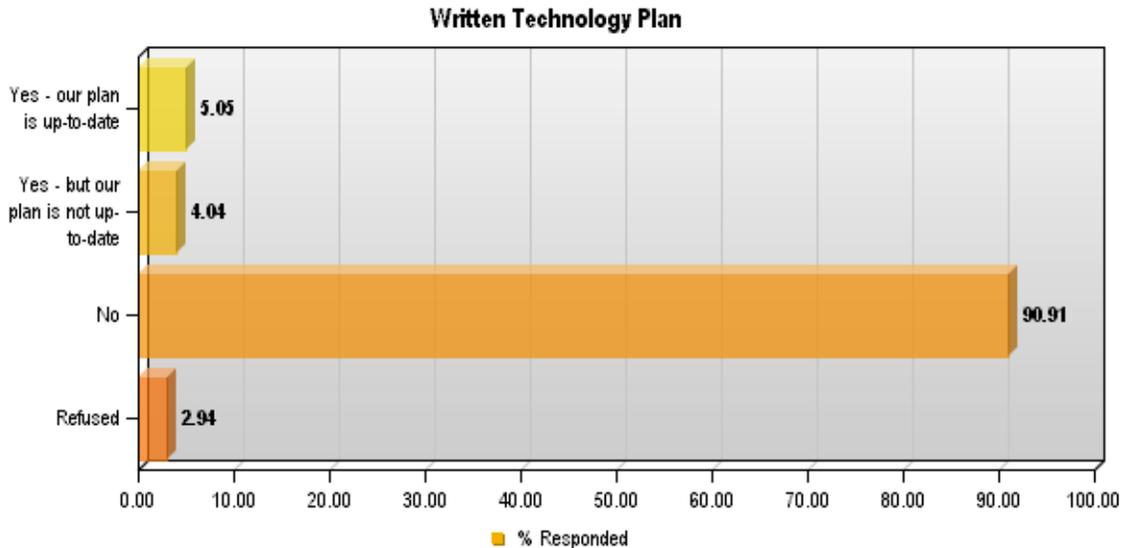
### Technology Adoption (n = 97) \*



\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Up-to-date Technology Plan (n = 99) \*



\* n = number of respondents

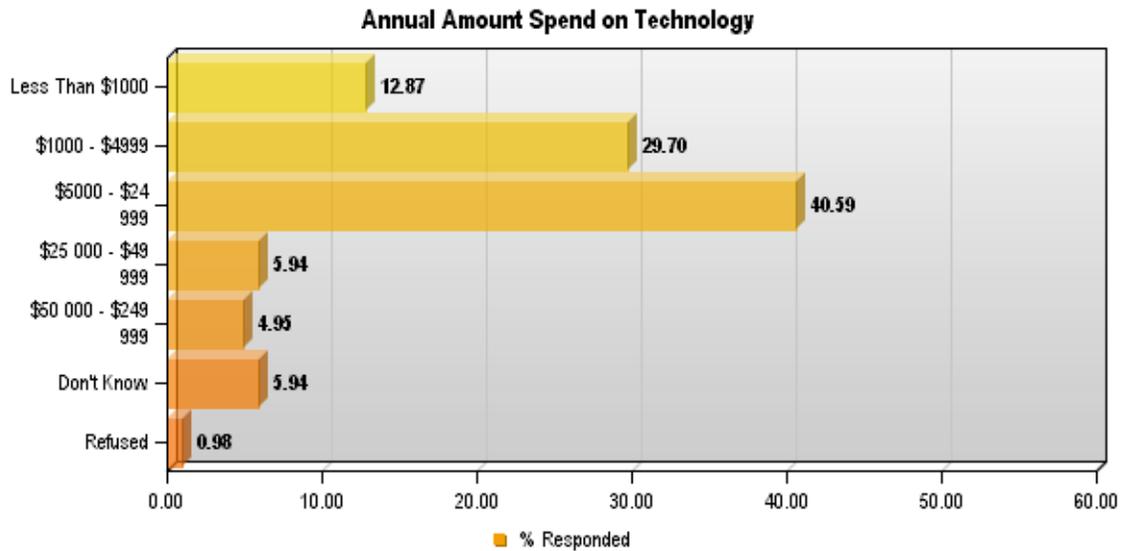
### *Spending*

Most medium foundations are spending between \$1,000 and \$25,000 on technology, which is significantly less (but not unexpected) than what the very large and large foundations spend.

Similar to large foundations, medium foundations are spending the same or slightly more than they did in 2003. The percent of foundations spending between \$1,000 and \$4,999 decreased from 38 percent in 2003 to 30 percent in 2005, while the percent of foundations spending between \$5,000 and \$24,999 increased from 36 percent to 41 percent. Other spending ranges remained consistent between 2003 and 2005.

# 2005 Grantmakers Information Technology Survey Report

## Annual IT Spending Amount (n = 101) \*



Fourteen percent of grantmakers reported that they did not know the percentage of the annual operating budget spent on technology. For those that do know, the percentage of the non-program budget spent on technology at medium foundations continues to be surprisingly low. Very similar to large foundations, grantmakers from medium foundations reported percentages ranging from less than 1 percent to 15 percent, with 48 percent of the medium foundations indicating they spend 1 percent or less of their non-program budget on technology.

Compared to 2003, the percentage of respondents who reported spending less than 1 percent decreased from 42 percent to 34 percent, and the other percentage categories increased slightly, indicating a slight increase in overall spending.

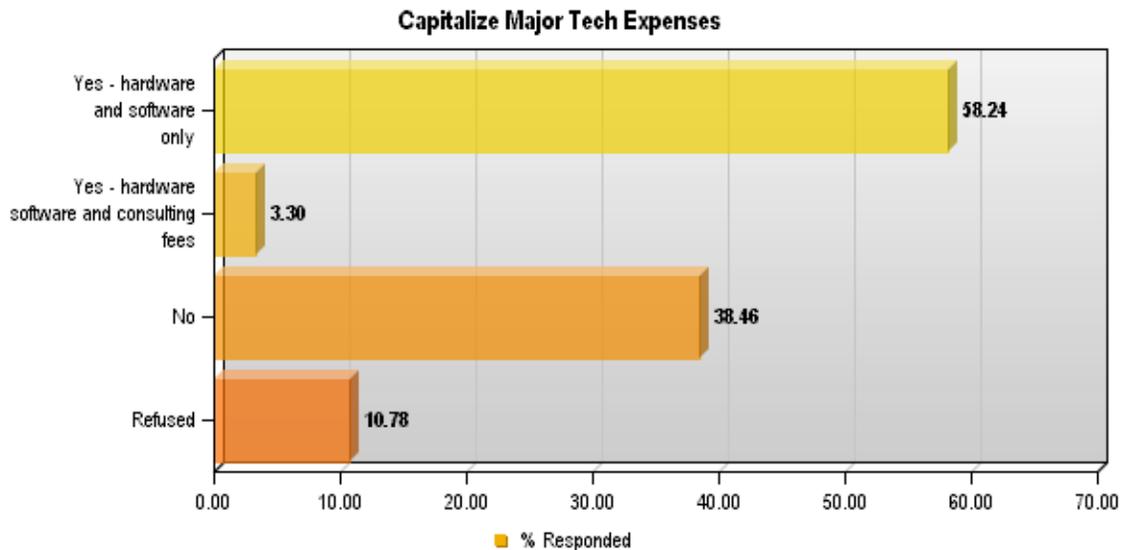
IT Percentage of Total Budget (n = 86 who know)	Percentage of Responses
Less than 1%	34%
1%	14%
2% – 4%	40%
5% – 10%	10%
11% – 20%	2%
Total	100%

Medium foundations do not capitalize expenses to the same extent as very large and large foundations, perhaps because the expenses are not as high. Nearly 40 percent of medium foundations indicated they do not capitalize any expenses, compared to only 23 percent of very large foundations and 28 percent of large foundations that do not

# 2005 Grantmakers Information Technology Survey Report

capitalize expenses.

## Capitalize Major Technology Expenses (n = 91) \*



\* n = number of respondents

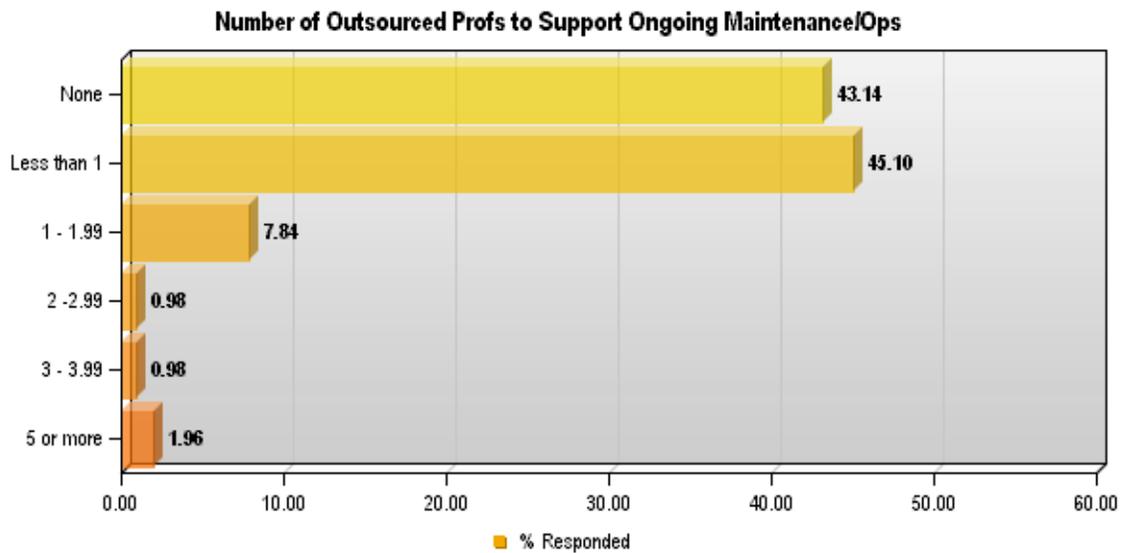
### *Outsourcing*

Surprisingly (because they do not have in-house technology staff), medium foundations use outsourced technology professionals to support ongoing operations *less* than their larger counterparts, with only 57 percent reporting the use of outsourced technology professionals to support ongoing operations compared to almost 75 percent for very large and large foundations.

This is also the case for special projects, where only 36 percent of medium foundations indicated they use outsourced professionals, compared to 70 percent and 53 percent for very large and large foundations, respectively.

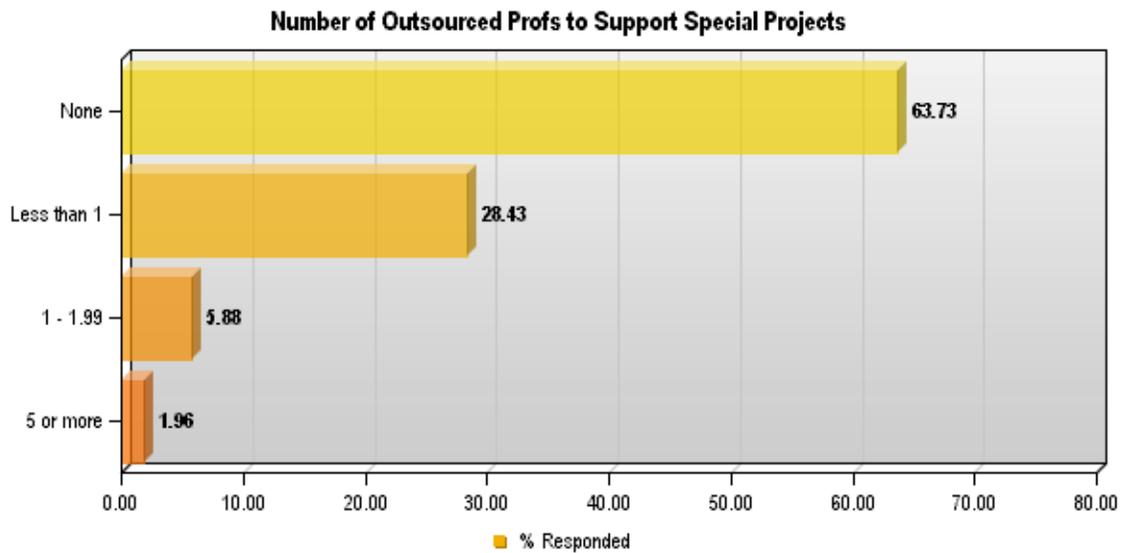
# 2005 Grantmakers Information Technology Survey Report

## Number of Outsourced Professionals for Ongoing Operations (n = 102) \*



\* n = number of respondents

## Number of Outsourced Professionals for Special Projects (n = 102) \*



\* n = number of respondents

Lastly, we looked at what technology services foundations run in-house versus which services are outsourced. Medium foundations tend to outsource more services than do their very large foundation counterparts. Whereas very large foundations manage most services in-house, many medium foundations reported outsourcing several functions,

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including LAN administration, web hosting, server administration and security. Typically, medium foundations manage desktop support, electronic mail and database administration in-house.

You will notice that the percentages differ between what foundations reported they manage in-house versus what they outsource. For example, 67 percent of foundations reported that they manage desktop support in-house, yet 39 percent reported that they outsource desktop support, adding up to a total of 106 percent. The variance is due either to different respondents answering the questions or respondents reporting that they manage the same function in-house and externally.

<b>Technical Service</b>	<b>Manage In-House Percentage of Responses (n = 89 ) *</b>	<b>Outsource Percentage of Responses (n = 80) *</b>
Desktop Support	67%	39%
LAN Administration	30%	44%
WAN Administration	8%	18%
Web Hosting	24%	75%
E-Mail	69%	39%
Database Administration	80%	15%
Server Administration	48%	38%
Security	45%	46%
Back Office Operations	48%	14%
Intranet Hosting	11%	16%
Voice/Telecommunication Systems	57%	30%
Videoconferencing	10%	10%

\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Small Foundations Snapshot (Less than \$10 million)

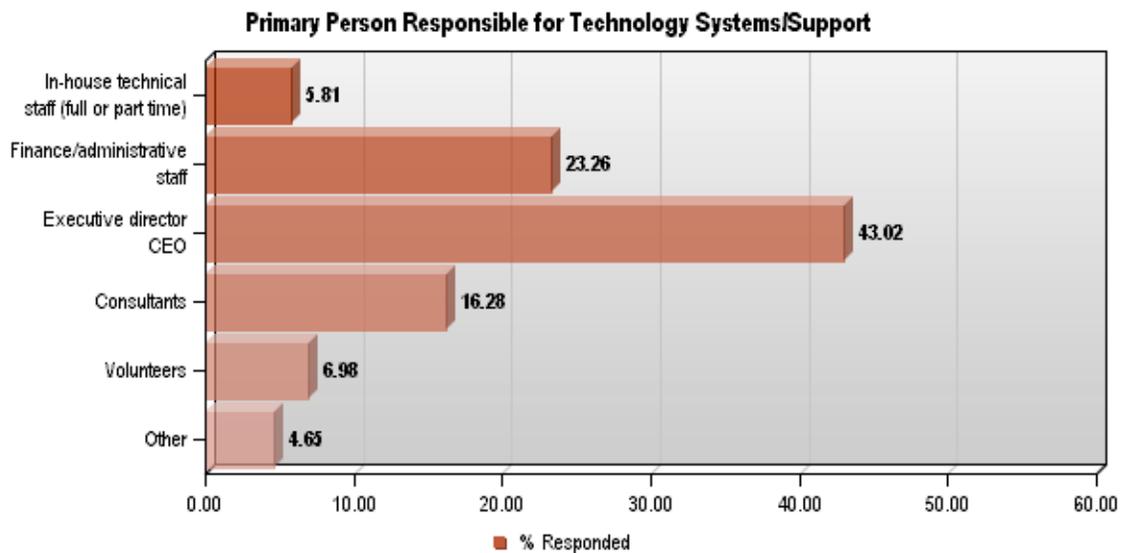
There were 86 respondents with less than \$10 million in assets in this snapshot.

### Staffing

The number of small foundations reporting in-house technical support is similar to that of medium foundations and significantly less than the number of very large and large foundations. Small foundations differ from their larger counterparts with respect to technology in that 43 percent indicated the Executive Director/CEO was the primary person responsible for technology.

These numbers are consistent with 2003. However, the percentage of foundations with IT staff has decreased slightly, and the percentage indicating the foundation CEO was responsible has increased slightly.

### Person Responsible for IT (n = 86) \*



\* n = number of respondents

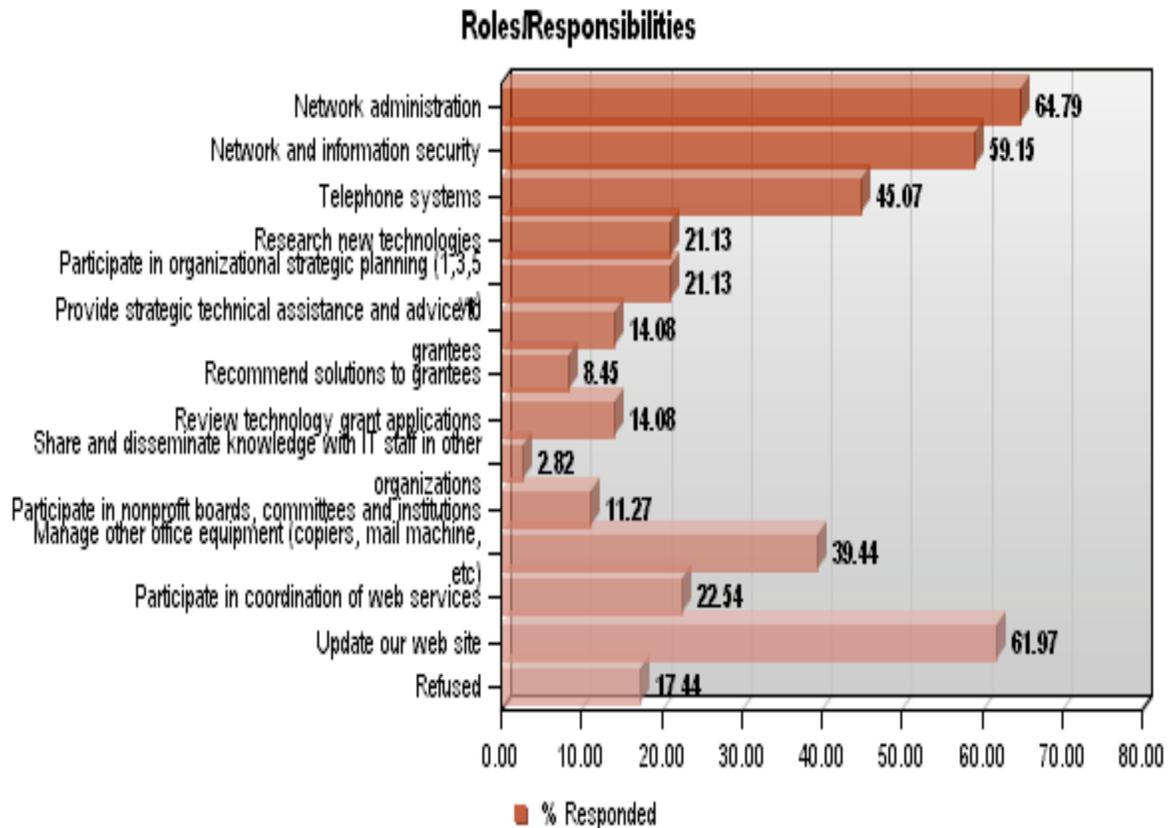
To a lesser extent than their larger counterparts, the primary role of the information technology staff in small foundations is network administration, network and information security and telephone systems, with 65 percent, 59 percent and 45 percent of grantmakers indicating these roles, respectively.

Similar to large and medium foundations, almost two-thirds of the small foundations also indicated that the technology staff was responsible for updating the foundation's website.

## 2005 Grantmakers Information Technology Survey Report

Compared to 2003, the breadth of responsibilities has diminished significantly, with the percentage of small foundations reporting that technology staff are responsible for researching new technologies decreasing from 59 percent to 21 percent and the percentage of small foundations reporting that technology staff are responsible for participating in organizational strategic planning decreasing from 37 percent to 21 percent.

### Role of Information Technology Staff (n = 71) \*



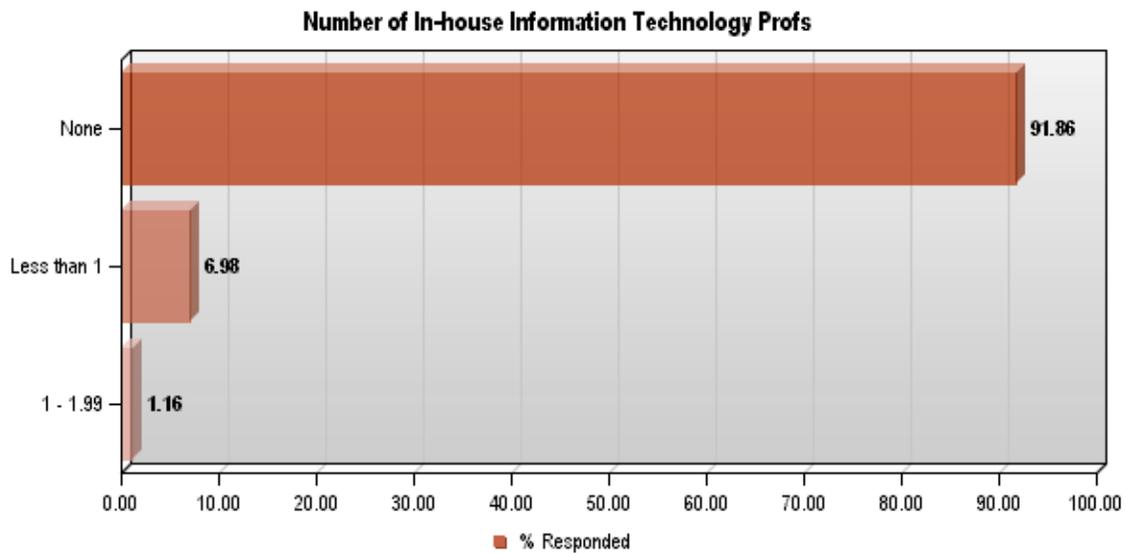
\* n = number of respondents

In 2003, 19 percent of small foundations indicated they had in-house technology staff. Consistent with staffing in larger foundations, the number of foundations reporting they have in-house technology staff decreased to 8 percent in 2005.

Since only seven foundations reported having IT staff, we did not look at the ratio of IT staff to total staff.

# 2005 Grantmakers Information Technology Survey Report

## Number of IT Staff (n = 86) \*



\* n = number of respondents

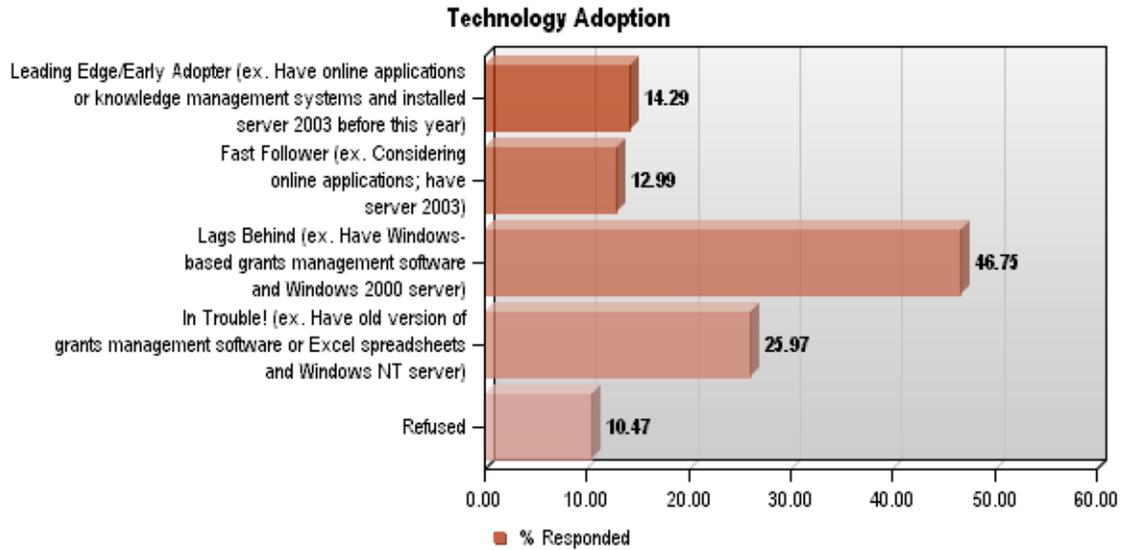
### *Adoption and Planning*

Clearly, small foundations lag behind their larger counterparts with respect to technology adoption. Small foundations are also adopting technology at a much slower rate than they were in 2003. It is disconcerting to compare the results from 2005 to 2003; the percentage of small foundations describing themselves as “leading edge” or “fast follower” has decreased from 66 percent to 27 percent, and the percentage of small foundations describing themselves as “in trouble” has increased from 5 percent to 26 percent.

Regarding technology planning, results indicate that only 5 percent of small foundations have an up-to-date technology plan. This is not unexpected, given the size and staffing of the smaller foundations. However, small foundations could clearly benefit in terms of technology utilization and adoption if they had a simple technology plan.

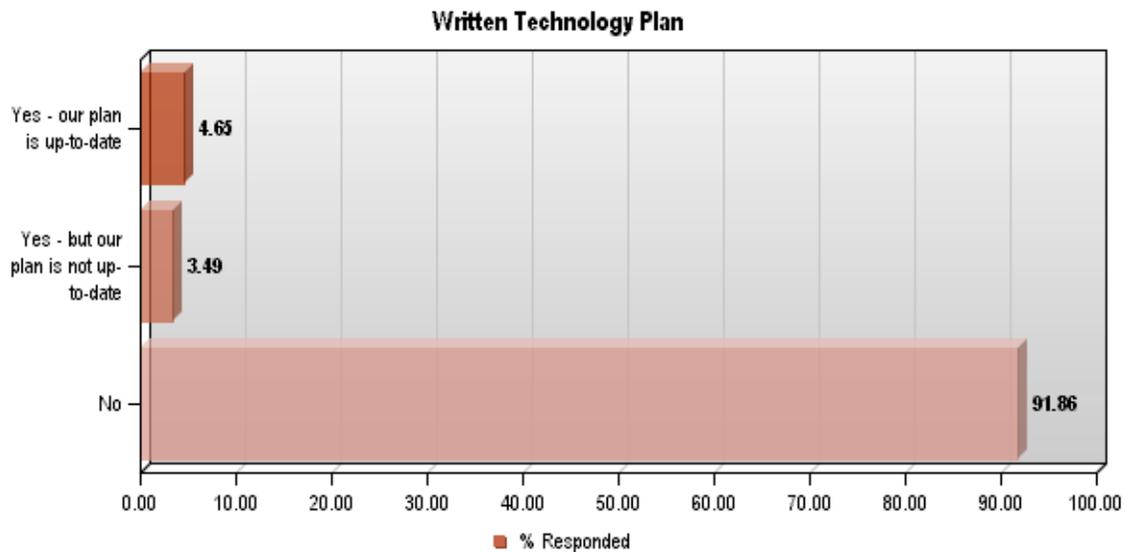
# 2005 Grantmakers Information Technology Survey Report

## Technology Adoption (n = 77) \*



\* n = number of respondents

## Up-to-date Technology Plan (n = 86) \*



\* n = number of respondents

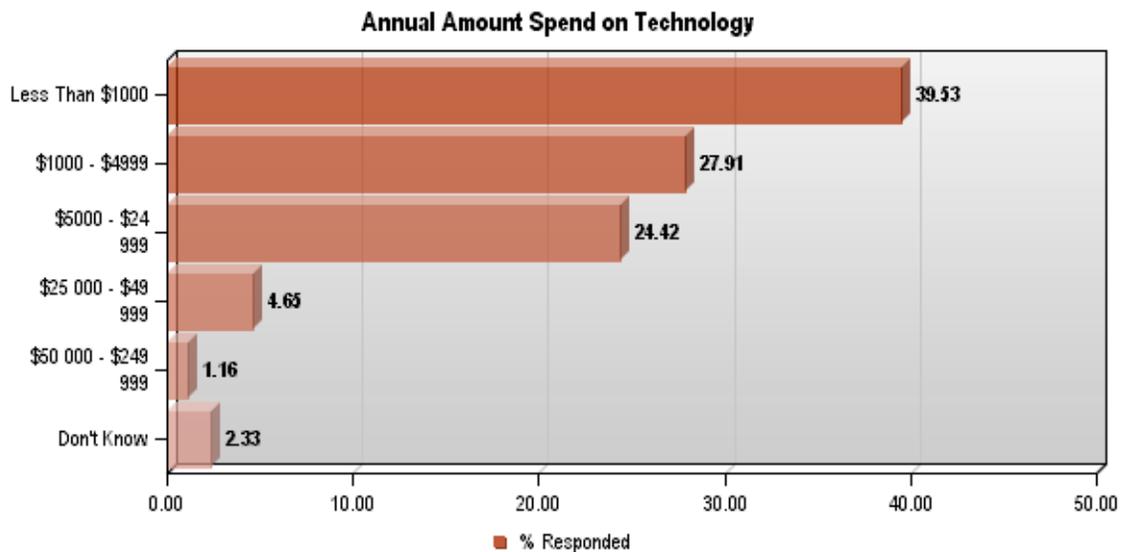
## *Spending*

More than two-thirds of small foundations are spending less than \$5,000 annually on technology, which is significantly less (but not unexpected) than what larger foundations spend.

## 2005 Grantmakers Information Technology Survey Report

Differing from the other foundation snapshots, the data for small foundations seem to indicate that small foundations are spending less than they did in 2003. The percent of foundations spending less than \$1,000 increased from 24 percent in 2003 to 39 percent in 2005, while the percent of foundations spending between \$1,000 and \$4,999 decreased from 39 percent to 28 percent. Other spending ranges remained pretty consistent between 2003 and 2005.

### Annual IT Spending Amount (n = 86) \*



\* n = number of respondents

Twenty-two percent of grantmakers reported that they did not know the percentage of the annual operating budget spent on technology. For those that do know, the percentage of the non-program budget spent on technology at small foundations continues to be surprisingly low, with 60 percent of foundations indicating they spend less than 1 percent of their non-program budget on technology.

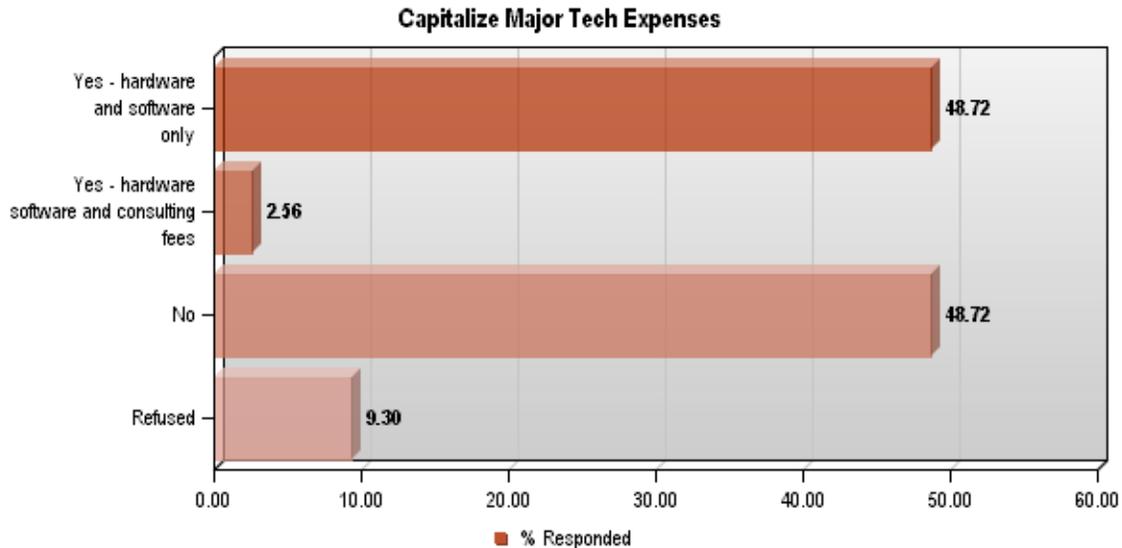
Compared to 2003, the percentage of respondents who reported spending less than 1 percent increased from 37 percent to 60 percent. The percentage of respondents who reported spending between 1 percent and 3 percent decreased from 37 percent to 18 percent, also indicating a decrease in overall spending.

IT Percentage of Total Budget (n = 67 who know)	Percentage of Responses
Less than 1%	60%
1% – 3%	18%
4% – 5%	13%
6% – 15%	9%
Total	100%

## 2005 Grantmakers Information Technology Survey Report

Similar to medium foundations, small foundations do not capitalize expenses to the same extent as very large and large foundations, perhaps because the expenses are not as high. Nearly 50 percent of small foundations indicated they do not capitalize any expenses, compared to only 23 percent of very large foundations and 28 percent of large foundations that do not capitalize expenses.

### Capitalize Major Technology Expenses (n = 78) \*



\* n = number of respondents

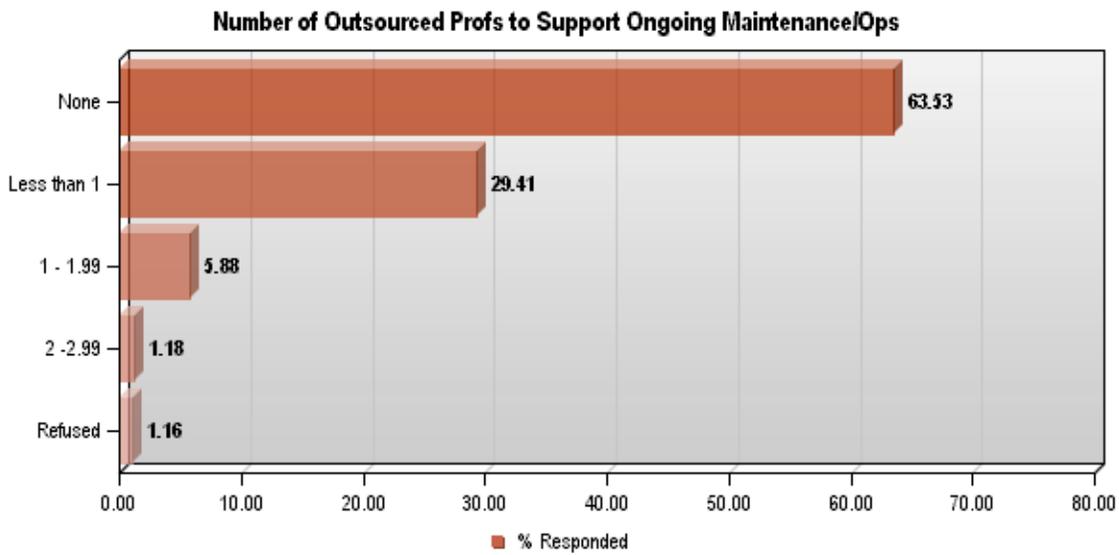
### *Outsourcing*

Small foundations use outsourced technology professionals to support ongoing operations *less* than their larger counterparts do, with only 36 percent reporting the use of outsourced technology professionals to support ongoing operations compared to almost 75 percent for very large and large foundations and 57 percent for medium foundations. Although this is surprising because they do not have in-house technology staff, small foundations do not appear to be doing much with respect to technology.

This is also the case for special projects, where only 21 percent of small foundations indicated they use outsourced professionals, compared to 70 percent, 53 percent and 36 percent for very large, large and medium foundations, respectively.

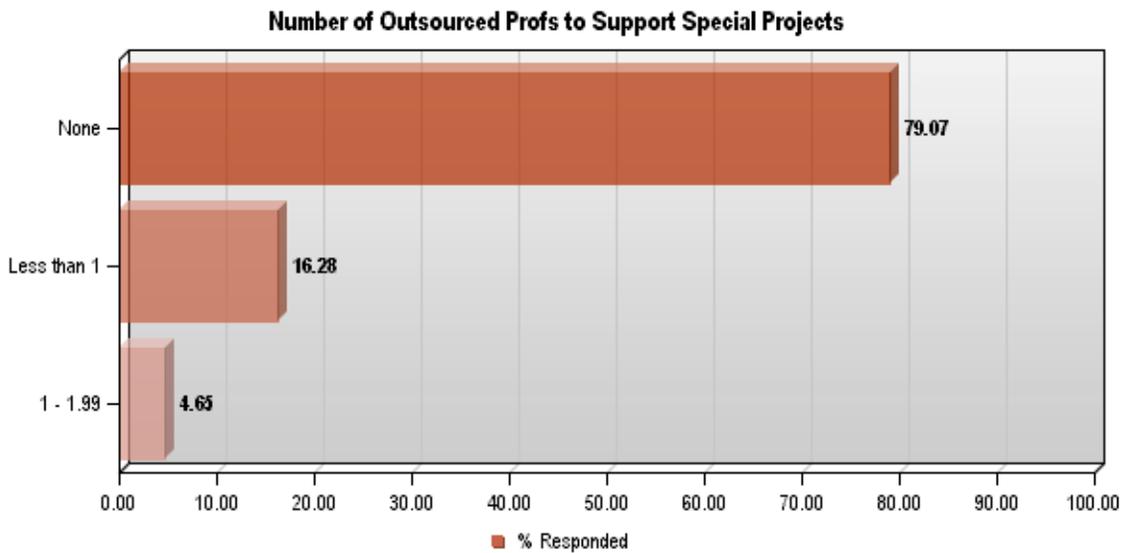
# 2005 Grantmakers Information Technology Survey Report

## Number of Outsourced Professionals for Ongoing Operations (n = 85) \*



\* n = number of respondents

## Number of Outsourced Professionals for Special Projects (n = 86) \*



\* n = number of respondents

Lastly, we looked at what technology services foundations run in-house versus which services are outsourced. Compared to larger foundations, the percentages for managing most of the services in-house or via outsourcing are lower for small foundations than very

## 2005 Grantmakers Information Technology Survey Report

large, large and medium foundations. Typically, small foundations manage e-mail and database administration in-house while outsourcing web hosting.

You will notice that the percentages differ between what foundations reported they manage in-house versus what they outsource. For example, 56 percent of foundations reported that they manage server administration in-house, yet 27 percent reported that they outsource server administration, adding up to a total of only 83 percent. This variance is due either to different respondents answering the questions or an indication that the services just are not offered in many small foundations.

<b>Technical Service</b>	<b>Manage In-House Percentage of Responses (n = 72 ) *</b>	<b>Outsource Percentage of Responses (n = 60) *</b>
Desktop Support	56%	27%
LAN Administration	32%	28%
WAN Administration	7%	5%
Web Hosting	24%	78%
E-Mail	72%	28%
Database Administration	65%	12%
Server Administration	28%	42%
Security	29%	30%
Back Office Operations	42%	13%
Intranet Hosting	13%	13%
Voice/Telecommunication Systems	36%	23%
Videoconferencing	10%	3%

\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Snapshots by Foundation Type

Similar to foundation snapshots by size, the foundation snapshots by type reveal differences among the different kinds of foundations. In general, independent and corporate foundations are ahead of community and family foundations with respect to technology planning, staffing and spending.

### Community Foundations Snapshot

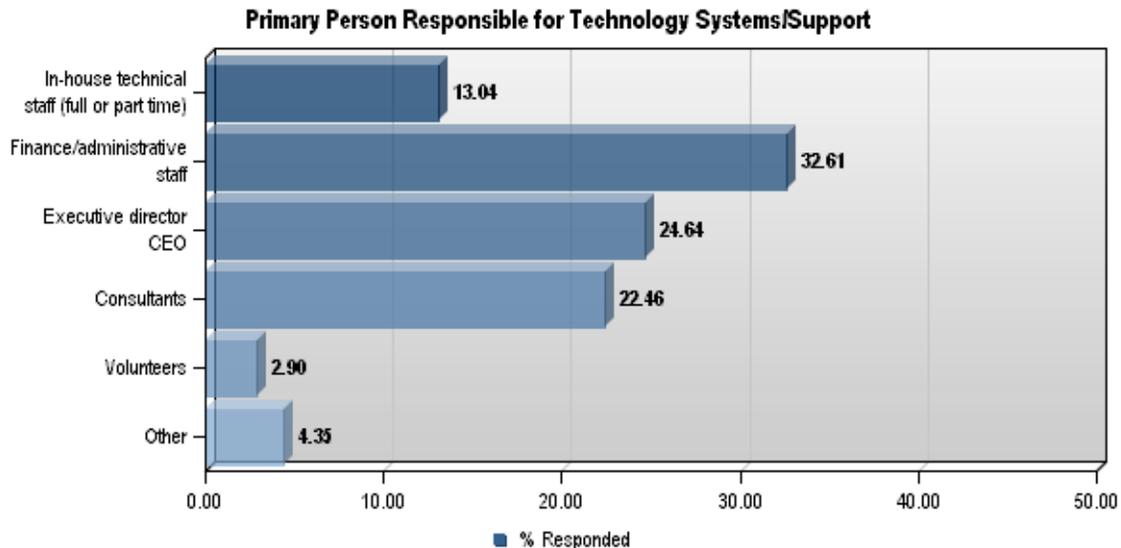
There were 138 respondents in this snapshot.

#### Staffing

Most community foundations do not have in-house technical support, with only 13 percent reporting they had part-time or full-time in-house technical staff. The primary person responsible for technology in community foundations is pretty evenly divided between finance/administrative staff, the Executive Director/CEO and consultants, with 33 percent, 25 percent and 22 percent, respectively.

These numbers are very consistent with what was reported in 2003. The only change to note is that there is a 10 percent decrease reported in the finance/administrative staff percentage from 2003 to 2005 and that is offset by a 10 percent increase in the consultants percentage from 2003 to 2005.

**Person Responsible for IT (n = 138) \***



\* n = number of respondents

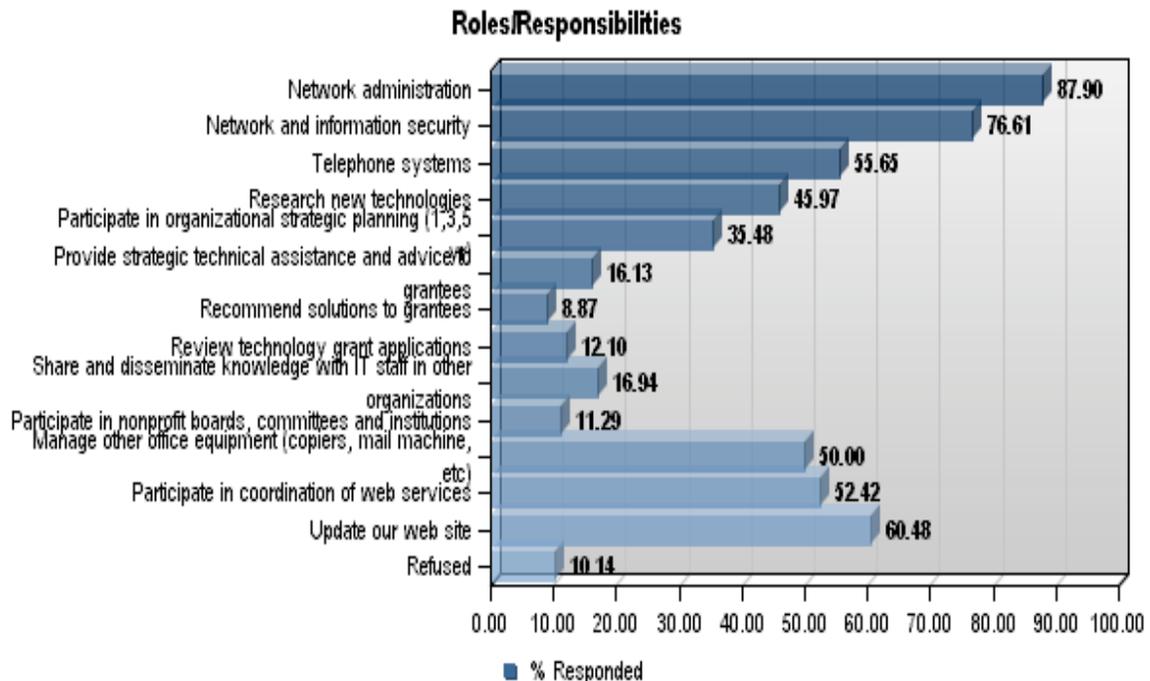
## 2005 Grantmakers Information Technology Survey Report

The primary role of the information technology staff continues to be network administration, with 88 percent of grantmakers reporting this role for their IT staff at community foundations.

More than half of community foundations also reported other technical responsibilities, including managing telephone systems (56%), managing other office equipment (50%), coordinating web services (52%) and updating organization websites (60%).

Compared to 2003, the roles do not seem to be quite as broad, with the percentage of respondents reporting responsibility for researching new technologies decreasing from 70 percent in 2003 to 46 percent in 2005 and responsibility for participating in organizational strategic planning decreasing from 59 percent in 2003 to 35 percent in 2005.

### Role of Information Technology Staff (n = 124) \*



\* n = number of respondents

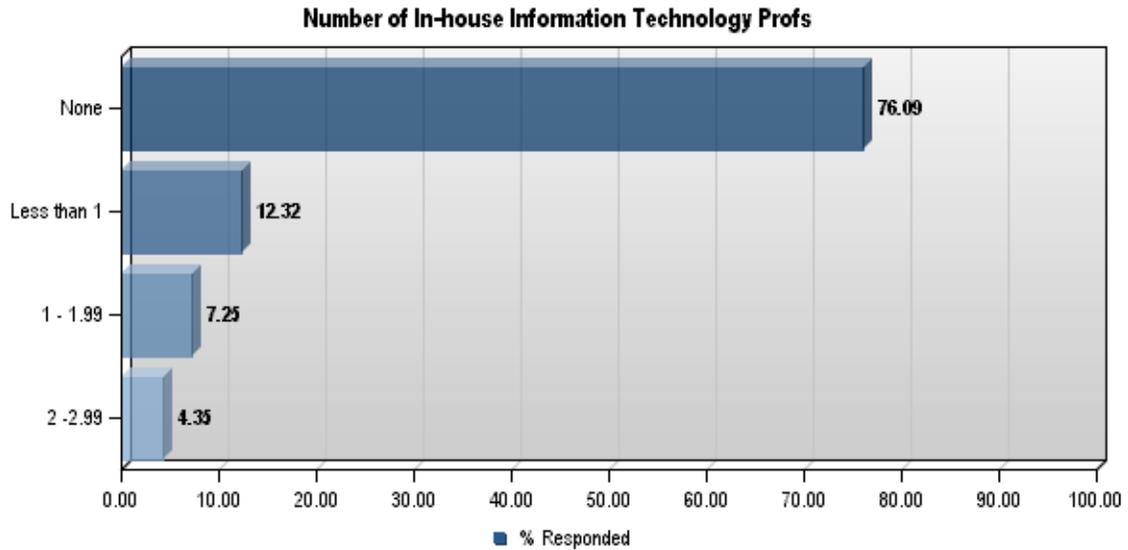
Most community foundations (76%) do not have any in-house information technology staff. Of the remaining 24 percent of community foundations, half have a part-time IT staff member and half have one or more IT staff members. These data are very consistent with 2003.

Among those with IT staff, staffing ratios vary greatly. Approximately one-third of respondents reported a ratio of total staff to IT staff of either 15 or fewer to 1, another one-third reported a ratio of total staff to IT staff of 16–24 to 1 and the remaining third

## 2005 Grantmakers Information Technology Survey Report

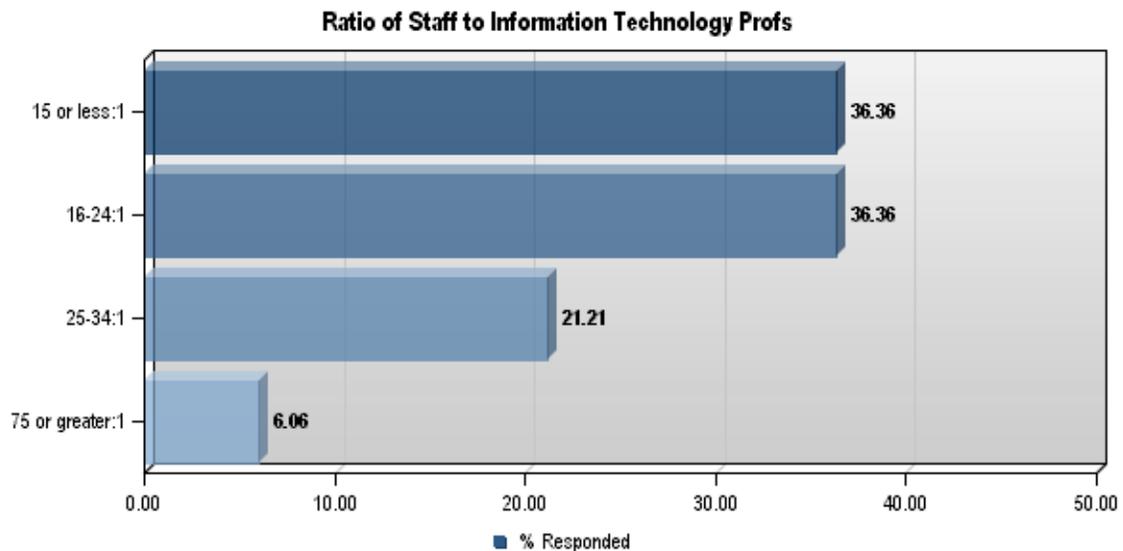
reported a ratio of 25–34 to 1 or 75 or greater to 1. These ratios tend to lag behind other foundation types.

### Number of IT Staff (n = 138) \*



\* n = number of respondents

### Staffing Ratio — Total Staff: IT Staff (n = 33) \*



\* n = number of respondents

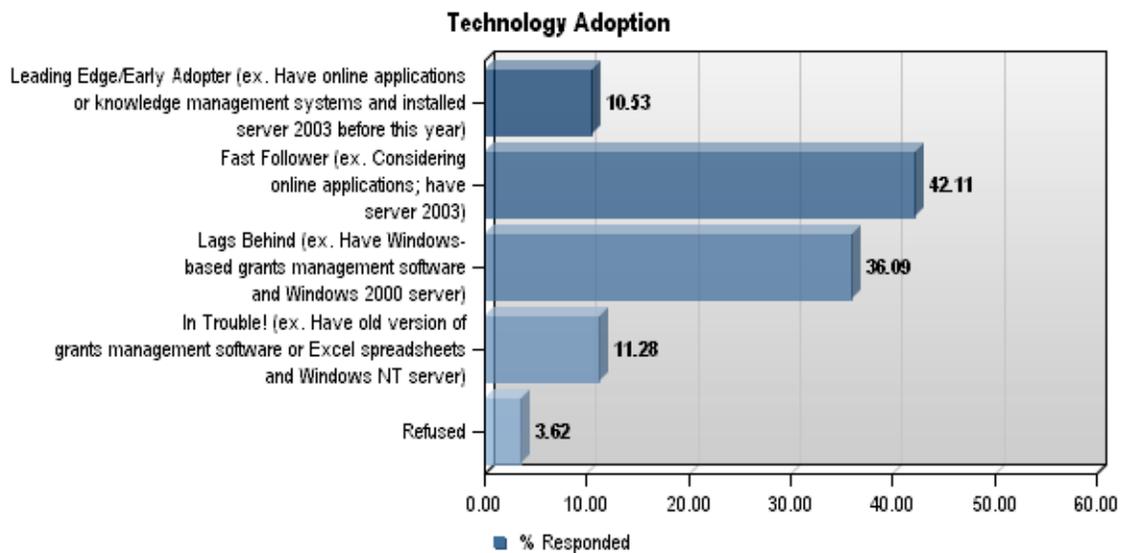
# 2005 Grantmakers Information Technology Survey Report

## Adoption and Planning

Only half (53%) of community foundations reported they were early adopters or fast followers regarding technology implementation. Compared to 2003 when 73 percent of community foundations reported they were early adopters or fast followers, these data indicate that community foundations are adopting technology at a slower rate than was previously reported. It is troubling to see the percentage of foundations indicating they are in trouble increase from 0 percent to 11 percent.

Regarding technology planning, the number of community foundations reporting that they have a technology plan is consistent from 2003 to 2005, with 20 percent indicating they have a technology plan. However, in 2005, 29 percent of the respondents who have a technology plan indicated that their plan was not up-to-date, indicating that the percentage of community foundations with *up-to-date* technology plans has actually decreased.

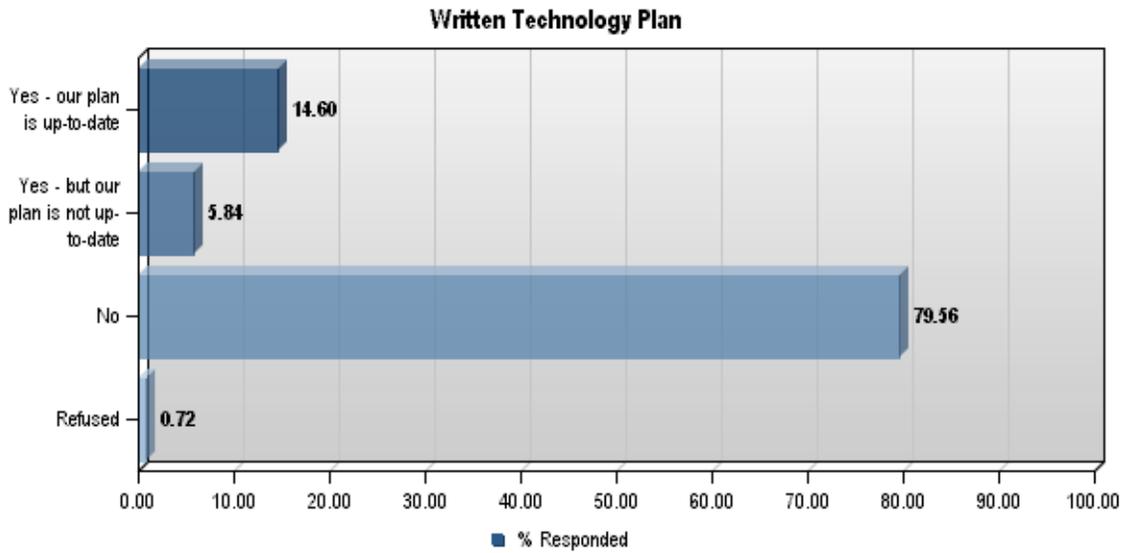
### Technology Adoption (n = 133) \*



\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Up-to-date Technology Plan (n = 137) \*



\* n = number of respondents

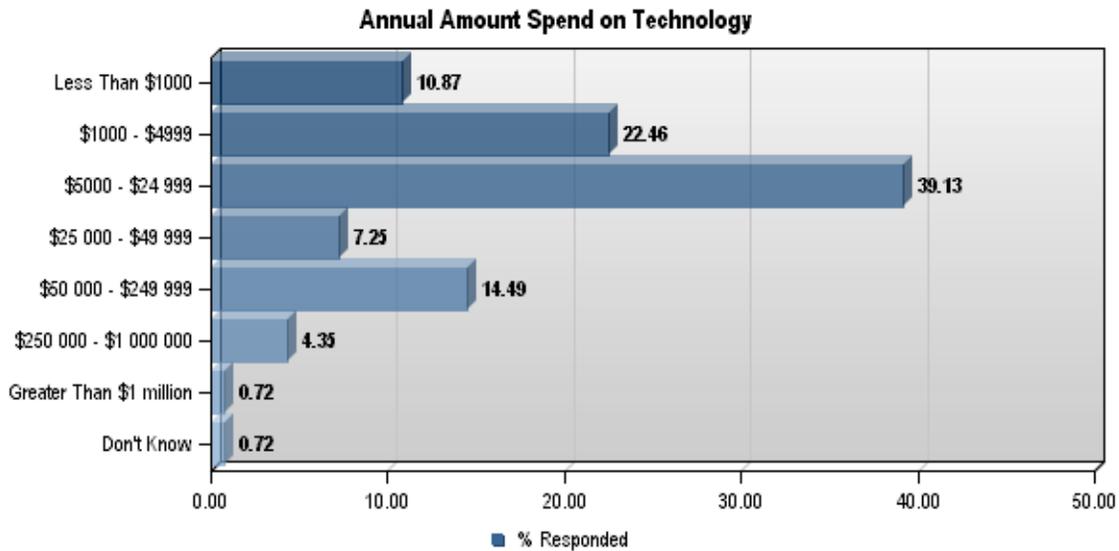
### *Spending*

The amount community foundations are spending on technology and the corresponding percentage of the annual operating budget that is comprised of technology expenditures varies greatly among community foundations, with some reporting spending as little as \$1,000 or less and others reporting spending between \$250,000 and \$1 million. However, the majority (61%) of community foundations reported spending between \$1,000 and \$24,999 annually.

These data have not changed significantly from 2003.

## 2005 Grantmakers Information Technology Survey Report

### Annual IT Spending Amount (n = 138) \*



\* n = number of respondents

Fourteen percent of grantmakers reported that they did not know the percentage of the annual operating budget spent on technology. For those that do know, the percentage of the annual operating budget spent on technology continues to be troubling, with more than half of community foundations (55%) spending 2 percent or less of their non-program budget on technology. The technology costs include staff salaries, consulting expenses, hardware, software and equipment costs, maintenance fees, telecommunications and research, and software development costs.

Compared to 2003, the percentages increased on both the high and low ends of the spending spectrum, with 8 percent more community foundations spending less than 1 percent and 4 percent more community foundations spending between 6 percent and 15 percent.

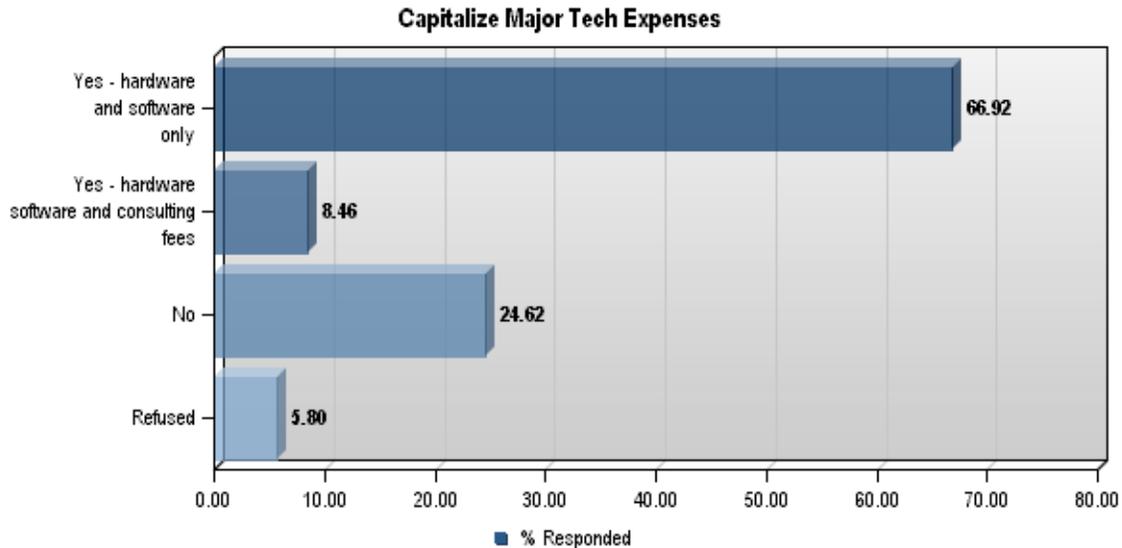
IT Percentage of Total Budget (n = 117 who know)	Percentage of Responses
Less than 1%	29%
1% – 2%	26%
3% – 5%	31%
6% – 15%	14%
Total	100%

Community foundations capitalize expenses to a greater extent than their peers, with 67 percent indicating they capitalize hardware and software only and an additional 8 percent

## 2005 Grantmakers Information Technology Survey Report

indicating they capitalize hardware, software and consulting fees. Only 25 percent indicated that they do not capitalize any technology expenses.

### Capitalize Major Technology Expenses (n = 130) \*



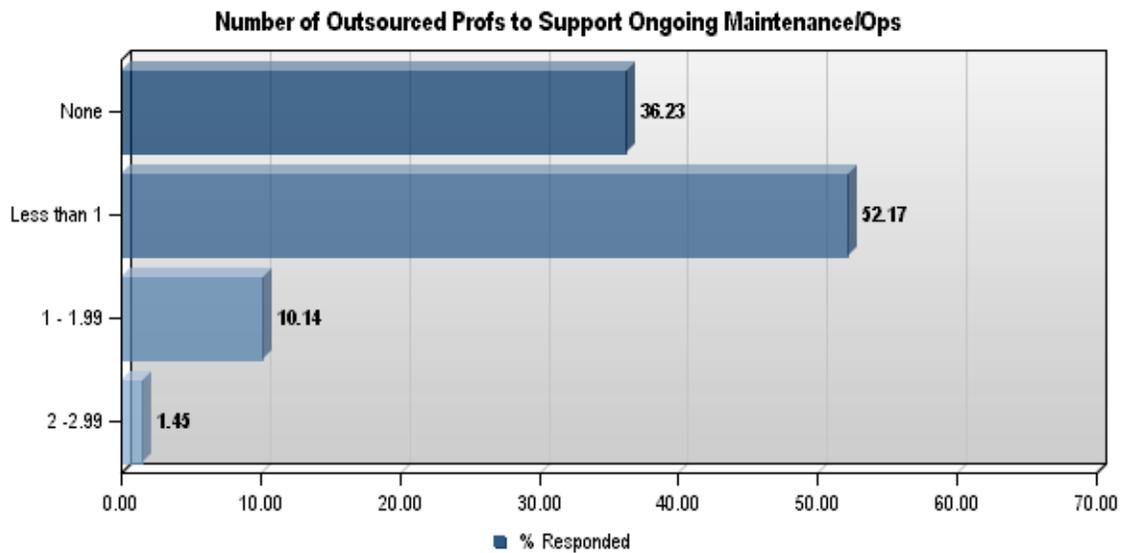
\* n = number of respondents

### *Outsourcing*

The survey data indicate that outsourced technology professionals play a large role with respect to technology at community foundations in support of ongoing maintenance and operations as well, as special projects. Nearly two-thirds of foundations reported that they use outsourced professionals for ongoing maintenance and operations, while 43 percent reported that they use outsourced professionals for special projects.

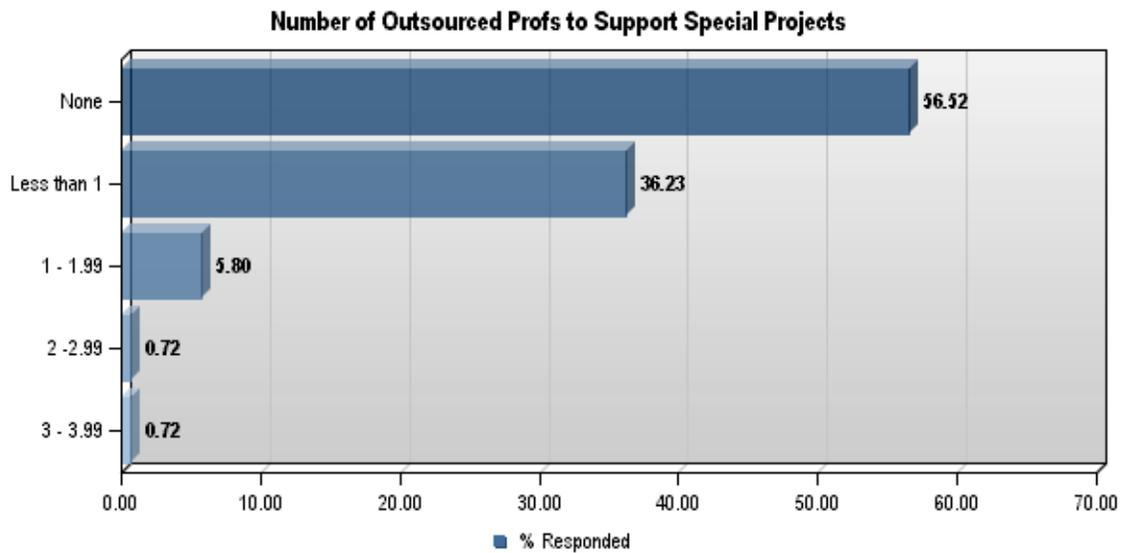
# 2005 Grantmakers Information Technology Survey Report

## Number of Outsourced Professionals for Ongoing Operations (n = 138) \*



\* n = number of respondents

## Number of Outsourced Professionals for Special Projects (n = 138) \*



\* n = number of respondents

Lastly, we looked at what technology services foundations run in-house versus which services are outsourced. Community foundations typically manage e-mail, database administration, desktop support and back office operations in-house, while outsourcing web hosting. Other services are not provided to the same extent as some other founda-

## 2005 Grantmakers Information Technology Survey Report

tion types.

You will notice that the percentages differ between what foundations reported they manage in-house versus what they outsource. For example, 43 percent of foundations reported that they manage server administration in-house, yet 42 percent reported that they outsource server administration, adding up to a total of only 85 percent. This variance is due either to different respondents answering the questions or an indication that the services just are not offered in some community foundations.

<b>Technical Service</b>	<b>Manage In-House Percentage of Responses (n = 127) *</b>	<b>Outsource Percentage of Responses (n = 124) *</b>
Desktop Support	63%	35%
LAN Administration	35%	42%
WAN Administration	7%	16%
Web Hosting	15%	84%
E-Mail	67%	33%
Database Administration	80%	17%
Server Administration	43%	42%
Security	39%	45%
Back Office Operations	56%	15%
Intranet Hosting	10%	16%
Voice/Telecommunication Systems	54%	26%
Videoconferencing	3%	9%

\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Corporate Foundations Snapshot

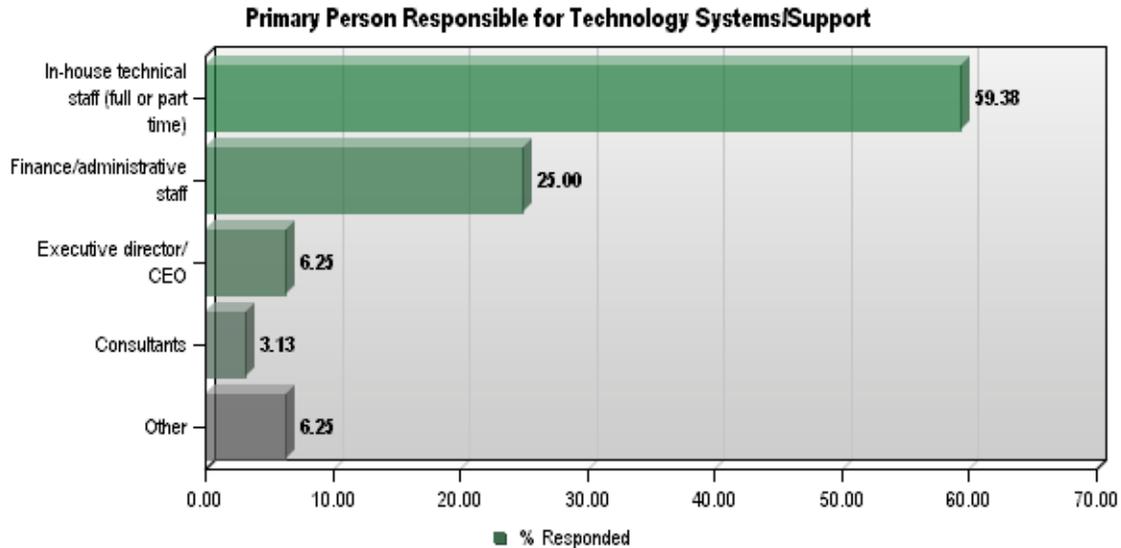
There were 32 respondents in this snapshot.

### *Staffing*

Compared to community foundations, corporate foundations are doing very well with respect to technology staffing. Fifty-nine percent of corporate foundations reported they have in-house technical staff. For corporate foundations without in-house technology staff, the finance/administrative staff is primarily responsible for managing technology.

Compared to 2003, the percentage of corporate foundations reporting they have in-house technology staff has increased from 41 percent to 59 percent.

### Person Responsible for IT (n = 32) \*



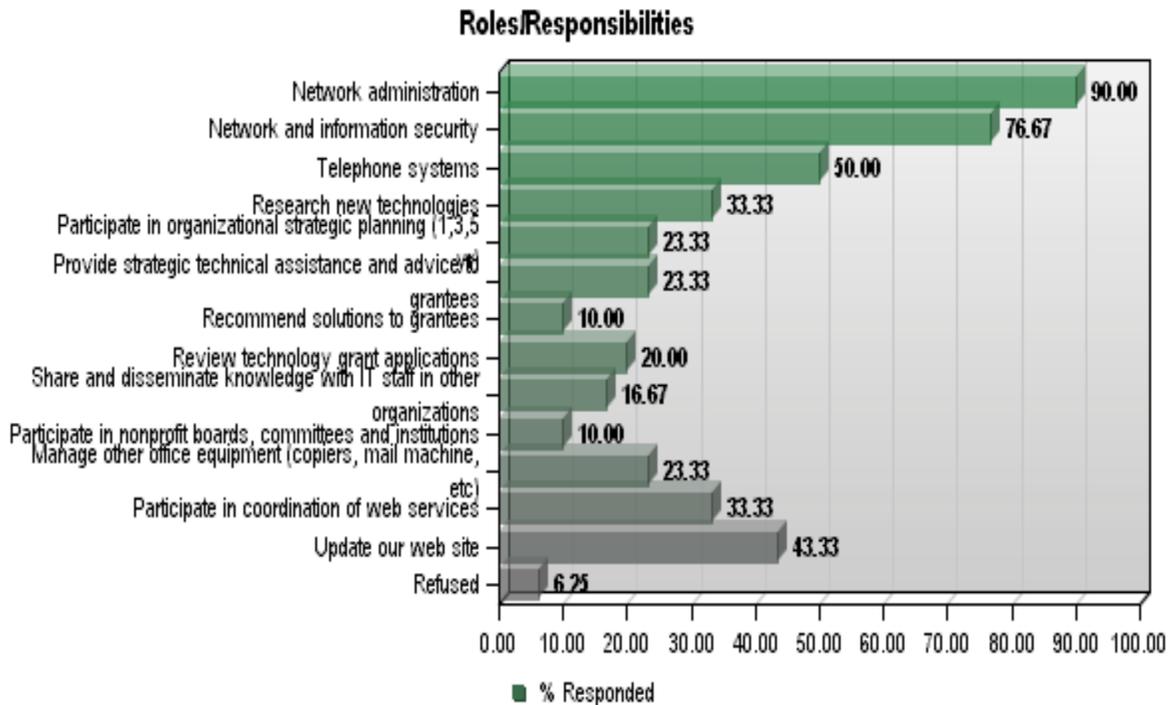
\* n = number of respondents

As with other foundation types, the primary role of the corporate foundation information technology staff continues to be network administration and network and information security, with 90 percent of grantmakers reporting IT staff was responsible for network administration and 77 percent reporting IT staff was responsible for network and information security.

Unlike community foundations, a majority of corporate foundations did not report any other technical responsibilities for the IT staff. This is also consistent with the way corporate foundations responded to this question in 2003.

## 2005 Grantmakers Information Technology Survey Report

### Role of Information Technology Staff (n = 30) \*



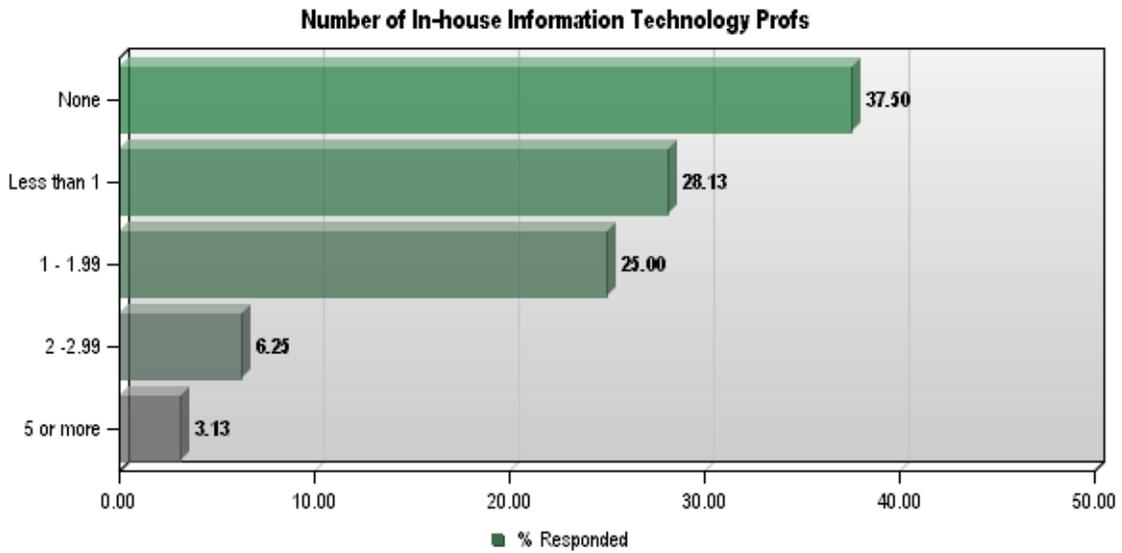
\* n = number of respondents

Sixty-three percent of corporate foundations reported having in-house technology staff, which continues to be significantly better than other foundation types. Compared to 2003, the number of foundations with IT staff is consistent. However, the number of IT staff at corporate foundations has increased slightly.

Among those with IT staff, staffing ratios are excellent, with almost 80 percent of respondents reporting a ratio of total staff to IT staff of 15 or fewer to 1 and another 11 percent reporting a ratio of total staff to IT staff of 16–24 to 1. These ratios are consistent with 2003 data.

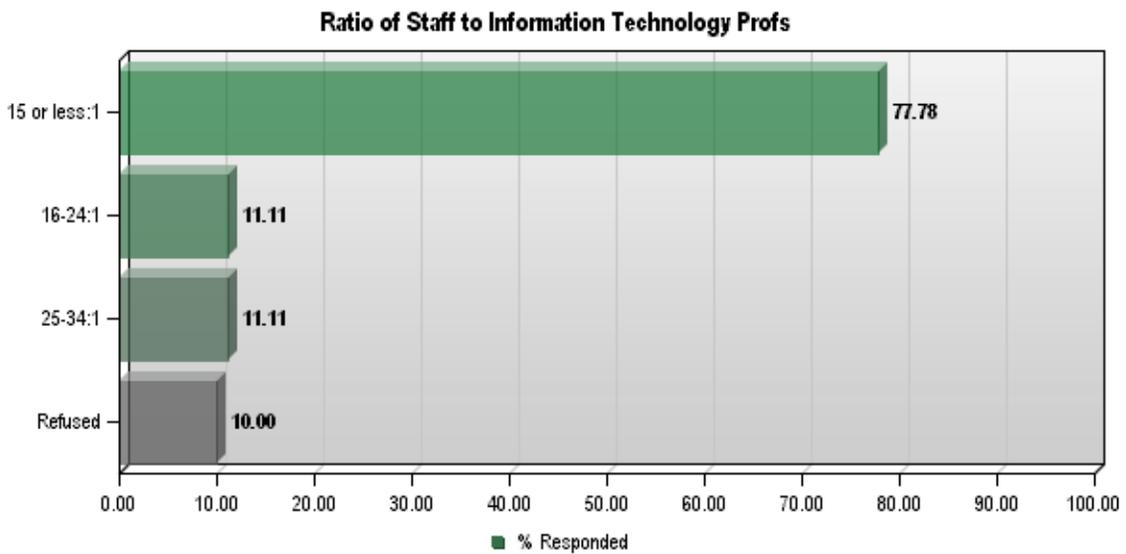
# 2005 Grantmakers Information Technology Survey Report

## Number of IT Staff (n = 32) \*



\* n = number of respondents

## Staffing Ratio — Total Staff: IT Staff (n = 18) \*



\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

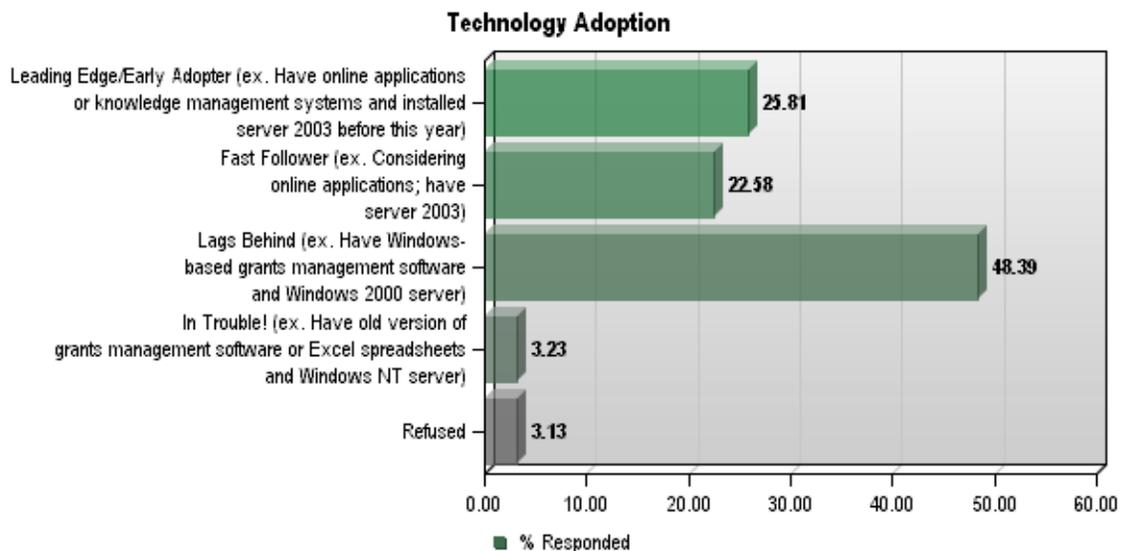
## *Adoption and Planning*

Consistent with community foundations, only half of the corporate foundations (48%) reported they were early adopters or fast followers regarding technology implementation. Compared to 2003, this number has decreased by 28 percent, indicating corporate foundations are not implementing technology as quickly as they did in 2003.

The good news is that the percentage of corporate foundations reporting that they were in trouble with respect to technology adoption has decreased from 14 percent to 3 percent from 2003 to 2005.

Regarding technology planning, the number of corporate foundations reporting that they have a technology plan has decreased from 2003 to 2005, with only 10 percent indicating they have an up-to-date technology plan in 2005. An additional 13 percent of respondents indicated they had a technology plan that was not up-to-date.

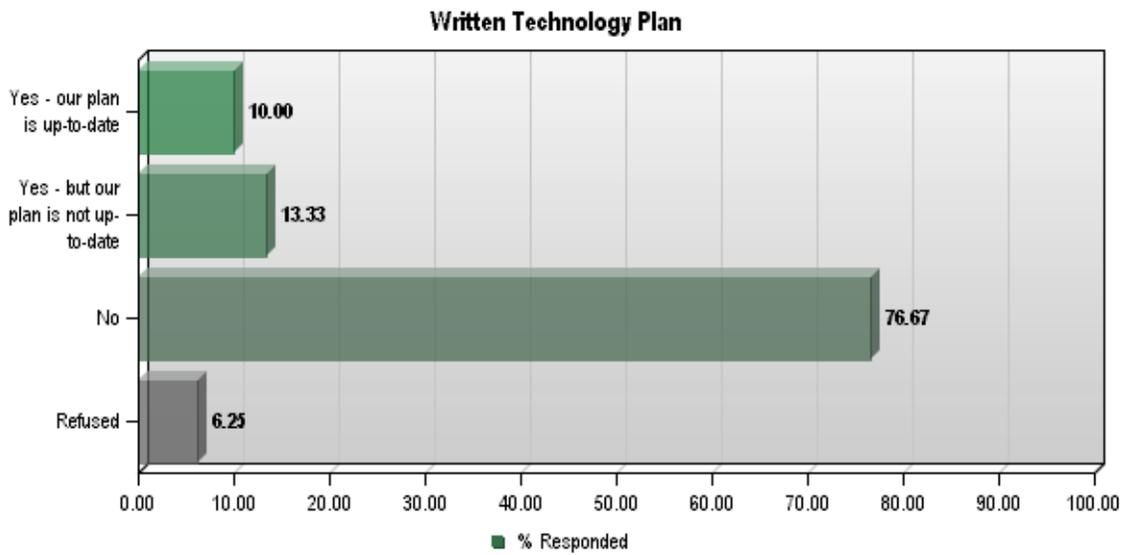
### **Technology Adoption (n = 31) \***



**\* n = number of respondents**

# 2005 Grantmakers Information Technology Survey Report

## Up-to-date Technology Plan (n = 30) \*



\* n = number of respondents

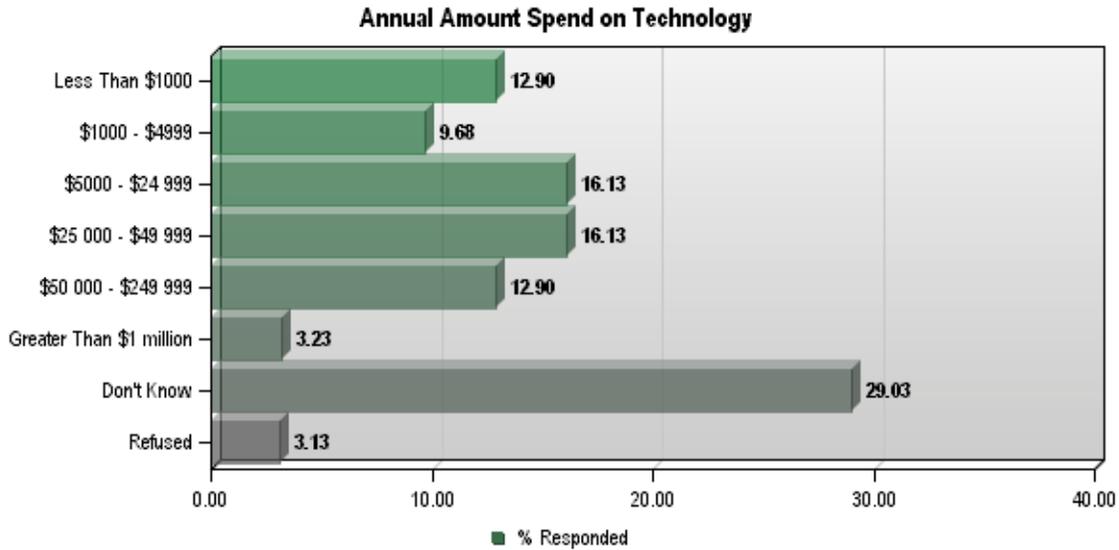
### *Spending*

The amount corporate foundations are spending on technology and the corresponding percentage of the annual operating budget that is comprised of technology expenditures varies greatly and is evenly divided among the spending categories, with some corporate foundations reporting spending as little as \$1,000 or less and others reporting spending greater than \$1 million.

Corporate foundations are generally doing better with respect to technology spending than community and private foundations. These data are consistent with the information reported in 2003.

# 2005 Grantmakers Information Technology Survey Report

## Annual IT Spending Amount (n = 31) \*



\* n = number of respondents

A larger percentage of corporate grantmakers (47%) reported that they did not know the percentage of the annual operating budget spent on technology. For those that do know, the percentage of the annual operating budget spent on technology varies greatly, ranging from less than 1 percent to 10 percent.

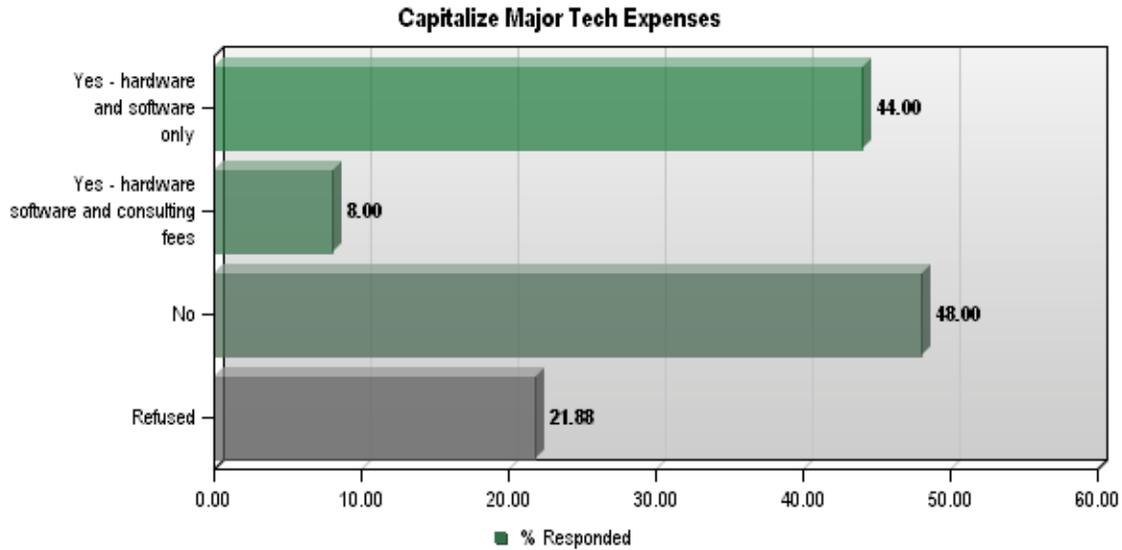
Consistent with 2003, most (56%) corporate foundations continue to spend less than 1 percent of their non-program budget on technology. The percentage spent at the higher categories has decreased, and the percentage spent from 1 percent to 2 percent has increased from 2003 to 2005. These technology costs include staff salaries, consulting expenses, hardware, software and equipment costs, maintenance fees, telecommunications and research, and software development costs.

IT Percentage of Total Budget (n = 16 who know)	Percentage of Responses
Less than 1%	56%
1% – 2%	25%
3% – 5%	6%
6% – 10%	13%
Total	100%

Corporate foundations do not capitalize expenses as often as community foundations, with 44 percent indicating they capitalize hardware and software only and an additional 8 percent indicating they capitalize hardware, software and consulting fees. Nearly 50 percent indicated that they do not capitalize any technology expenses.

# 2005 Grantmakers Information Technology Survey Report

## Capitalize Major Technology Expenses (n = 25) \*



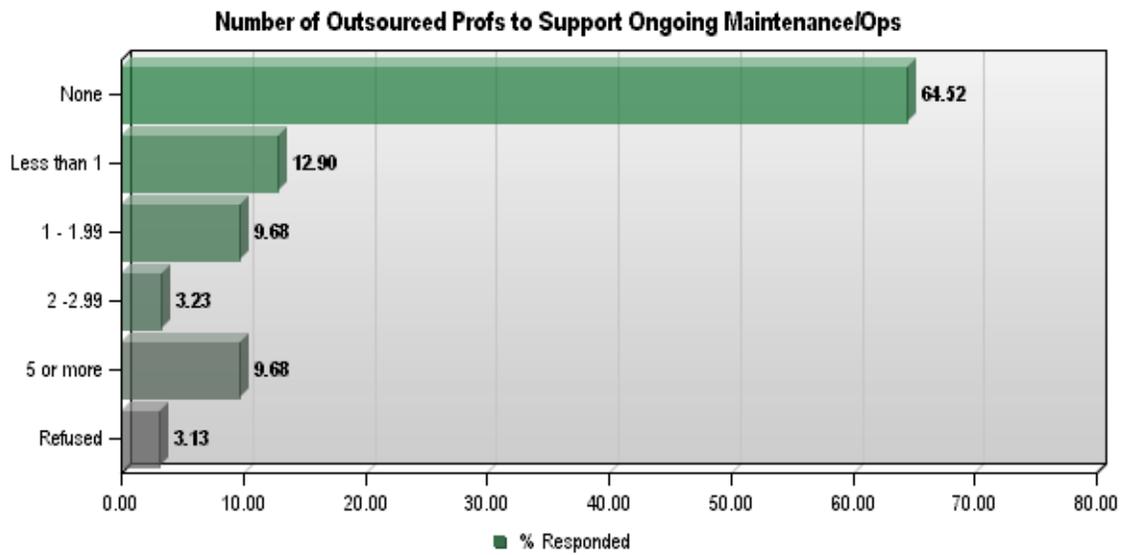
\* n = number of respondents

### *Outsourcing*

Corporate foundations do not use outsourced technology professionals to the same extent as community foundations, possibly because they report having more internal technology staff. Compared to community foundations, where nearly two-thirds of respondents reported that they use outsourced professionals for ongoing maintenance and operations while 43 percent reported that they use outsourced professionals for special projects, two-thirds of corporate foundations report they do *not* use outsourced technology professionals in support of either ongoing maintenance and operations or special projects.

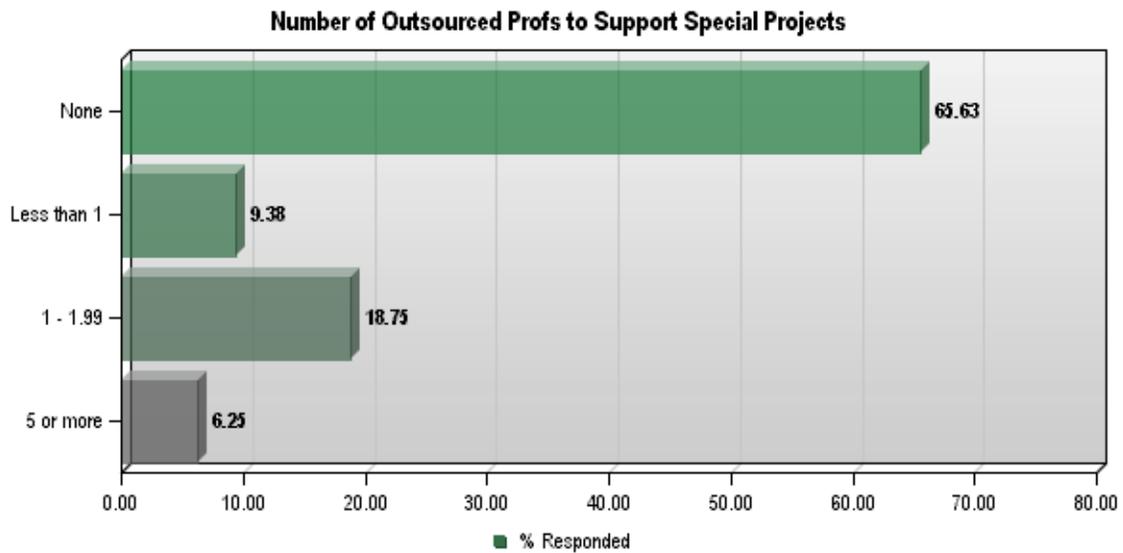
# 2005 Grantmakers Information Technology Survey Report

## Number of Outsourced Professionals for Ongoing Operations (n = 31) \*



\* n = number of respondents

## Number of Outsourced Professionals for Special Projects (n = 32) \*



\* n = number of respondents

Lastly, we looked at what technology services foundations run in-house versus which services are outsourced. Corporate foundations typically manage many more services in-house than do other foundation types. In the chart below, the majority of corporate foundations reported managing all of the services in-house, with the exception of WAN

## 2005 Grantmakers Information Technology Survey Report

administration. With respect to the services outsourced, many corporate foundations did not complete the question and of the ones that did, the data indicate that most services are managed in-house.

You will notice that the percentages differ between what foundations reported they manage in-house versus what they outsource. For example, 93 percent of foundations reported that they manage desktop support in-house, yet 27 percent reported that they outsource desktop support, adding up to a total of 120 percent. The variance is due either to different respondents answering the questions or respondents reporting that they manage the same function in-house and externally.

Technical Service	Manage In-House Percentage of Responses (n = 28 ) *	Outsource Percentage of Responses (n = 11) *
Desktop Support	93%	27%
LAN Administration	93%	18%
WAN Administration	36%	18%
Web Hosting	68%	27%
E-Mail	89%	9%
Database Administration	79%	27%
Server Administration	89%	27%
Security	86%	9%
Back Office Operations	54%	9%
Intranet Hosting	82%	18%
Voice/Telecommunication Systems	71%	36%
Videoconferencing	64%	27%

\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Family Foundations Snapshot

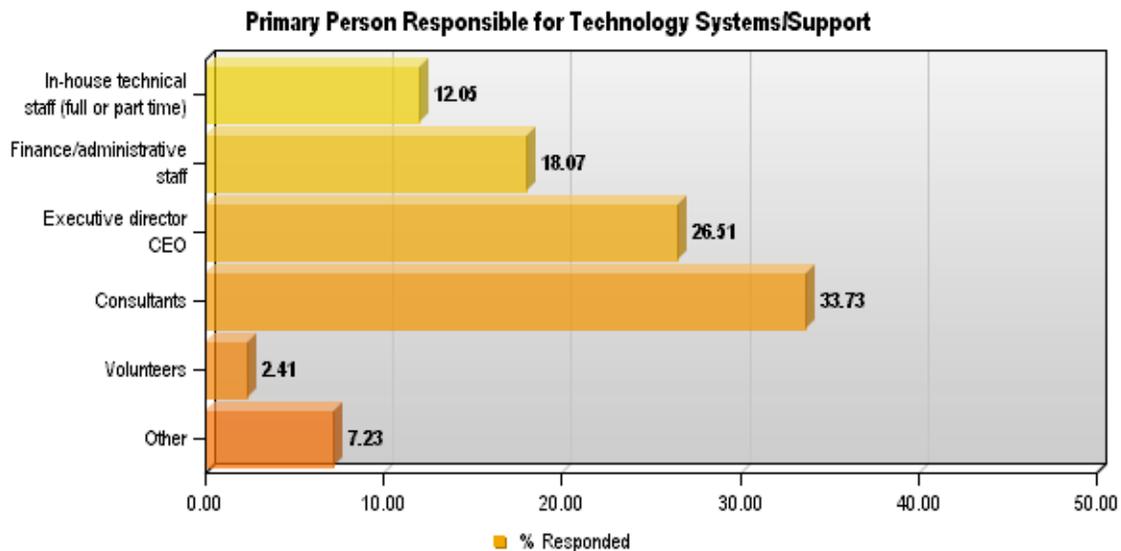
There were 83 respondents in this snapshot.

### *Staffing*

Consistent with community foundations, most family foundations do not have in-house technical staff, with only 12 percent of family foundations indicating they have in-house staff responsible for technology. Compared to 2003, this percentage has decreased slightly from 18 percent in 2003 to 12 percent in 2005.

For family foundations without in-house technology staff, consultants are the most widely reported person responsible for technology, with 34 percent of family foundations reporting consultants are responsible for technology, followed by 27 percent who indicated the Executive Director/CEO is responsible for managing technology. This differs considerably from 2003, when 26 percent of family foundations reported finance/administrative staff was responsible, 24 percent indicated the Executive Director/CEO was responsible and only 18 percent indicated a consultant was responsible for managing technology.

### Person Responsible for IT (n = 83) \*



\* n = number of respondents

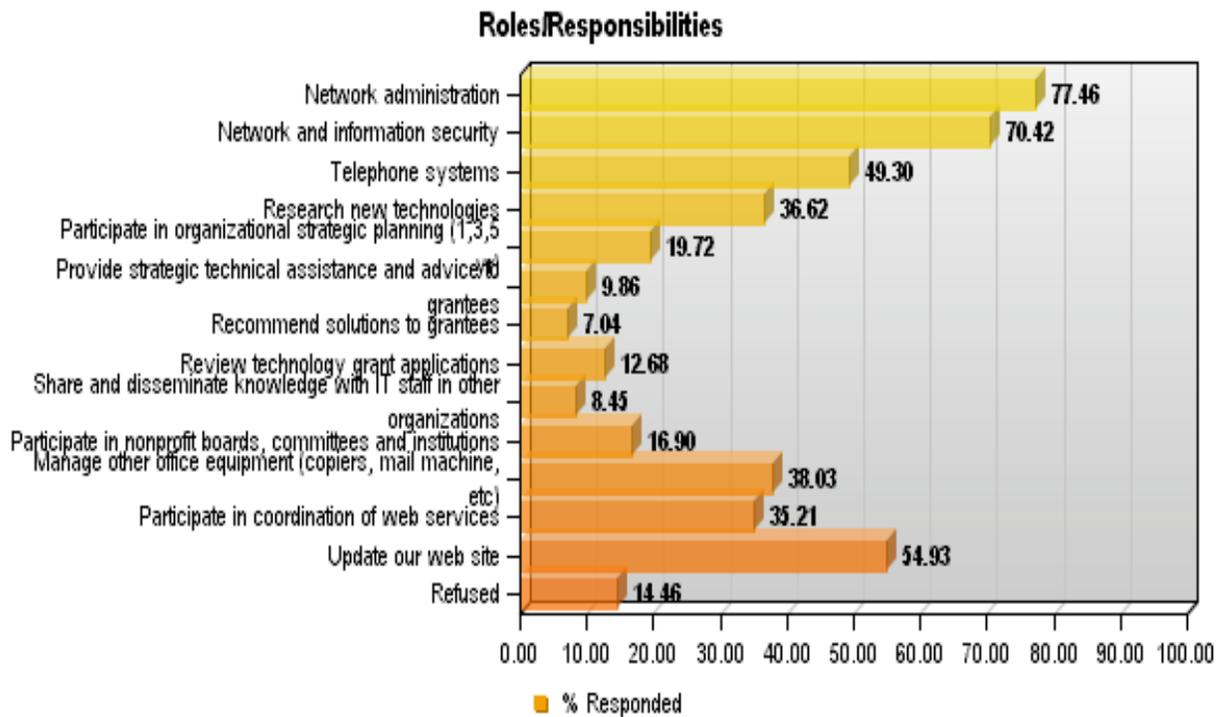
As with other foundation types, the primary role of the family foundation information technology staff continues to be network administration and network and information security, with 77 percent of grantmakers reporting IT staff was responsible for network administration and 70 percent reporting IT staff was responsible for network and information security.

## 2005 Grantmakers Information Technology Survey Report

Consistent with community foundations, a majority of family foundations (55%) also indicated that IT staff was responsible for updating the foundation's website. Consistent with corporate foundations, a majority of family foundations did not report any other technical responsibilities for the IT staff.

Compared to 2003, the breadth of the role of IT staff has diminished slightly, with family foundations indicating other responsibilities for IT staff at a lesser percentage than was indicated in 2003.

### Role of Information Technology Staff (n = 71) \*



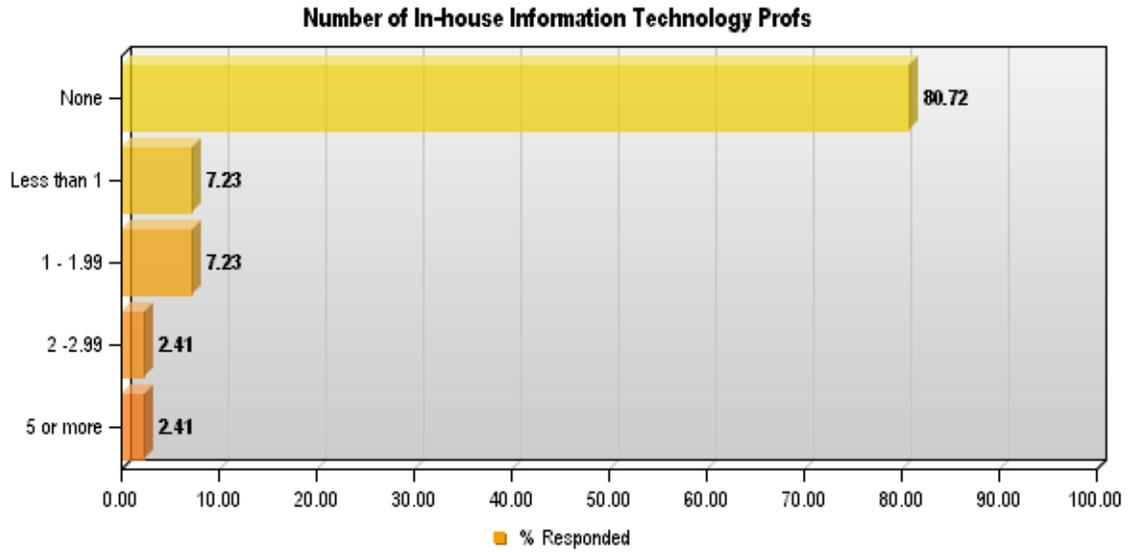
\* n = number of respondents

Consistent with community foundations, most family foundations (81%) do not have in-house technology staff. Compared to 2003, the percentage of family foundations indicating they had in-house IT staff has decreased by 10 percent.

Among those with IT staff, staffing ratios are very good, with 69 percent of respondents reporting a ratio of total staff to IT staff of 15 or fewer to 1 and another 25 percent reporting a ratio of total staff to IT staff of 16–24 to 1.

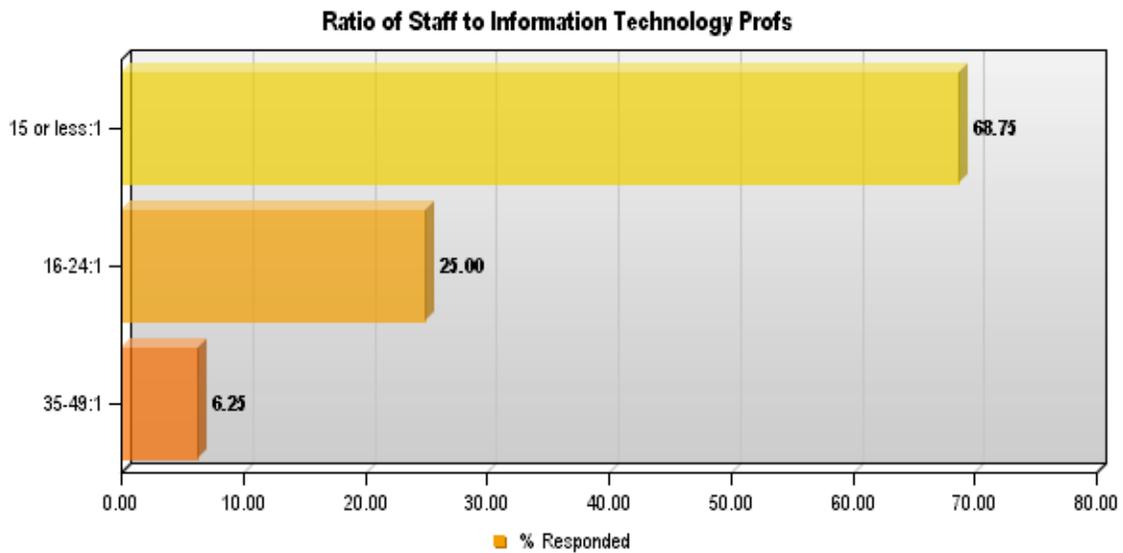
# 2005 Grantmakers Information Technology Survey Report

## Number of IT Staff (n = 83) \*



\* n = number of respondents

## Staffing Ratio — Total Staff: IT Staff (n = 16) \*



\* n = number of respondents

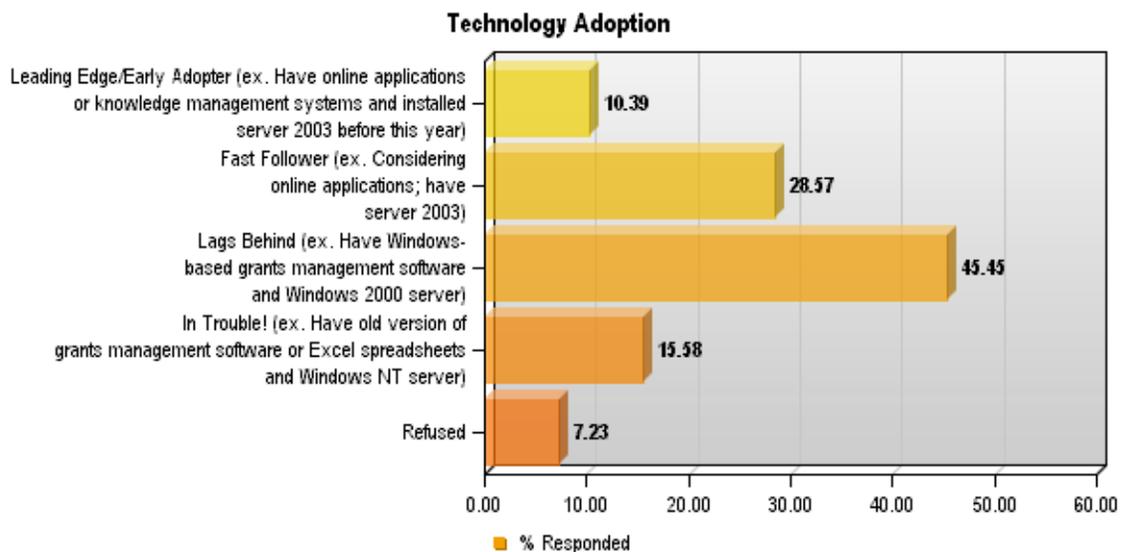
# 2005 Grantmakers Information Technology Survey Report

## *Adoption and Planning*

Family foundations adopt technology at a slower pace than the other foundation types, with only 39 percent indicating they were either early adopters or fast followers regarding technology implementation. In 2003, 71 percent of family foundations indicated they were either early adopters or fast followers regarding technology implementation, indicating family foundations are not implementing technology as quickly as they did in 2003.

Regarding technology planning, most family foundations continue to not plan for technology, with only 10 percent of family foundations indicating they have an up-to-date technology plan. These data are consistent with 2003.

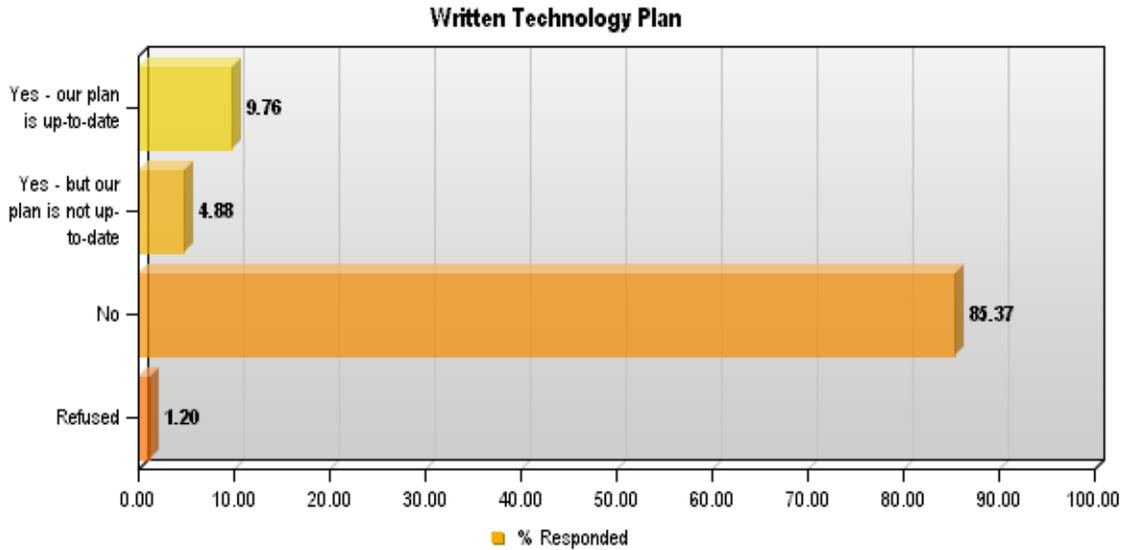
### **Technology Adoption (n = 77) \***



**\* n = number of respondents**

# 2005 Grantmakers Information Technology Survey Report

## Up-to-date Technology Plan (n = 82) \*

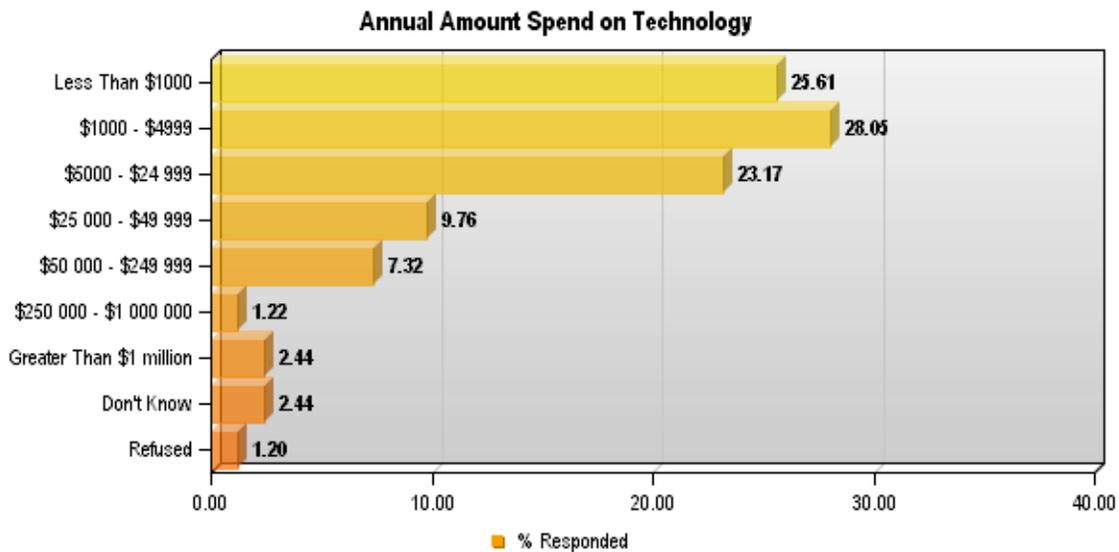


\* n = number of respondents

### Spending

Most family foundations do not appear to be spending much money on technology, with more than three-fourths (77 %) of family foundations reporting they spend less than \$25,000 annually on technology systems. These data are similar to those of community foundations and pretty consistent with what was reported in 2003.

## Annual IT Spending Amount (n = 82) \*



\* n = number of respondents

## 2005 Grantmakers Information Technology Survey Report

Thirteen percent of family foundations reported that they did not know the percentage of the annual operating budget spent on technology. For those that do know, the percentage of the annual operating budget spent on technology varies from less than 1 percent to 10 percent.

Very consistent with 2003, the majority of family foundations (53%) continue to spend less than 1 percent of their non-program budget on technology. However, the percentage spent at the higher categories has decreased, and the percentage spent from 1 percent to 2 percent has increased from 2003 to 2005. These technology costs include staff salaries, consulting expenses, hardware, software and equipment costs, maintenance fees, telecommunications and research, and software development costs.

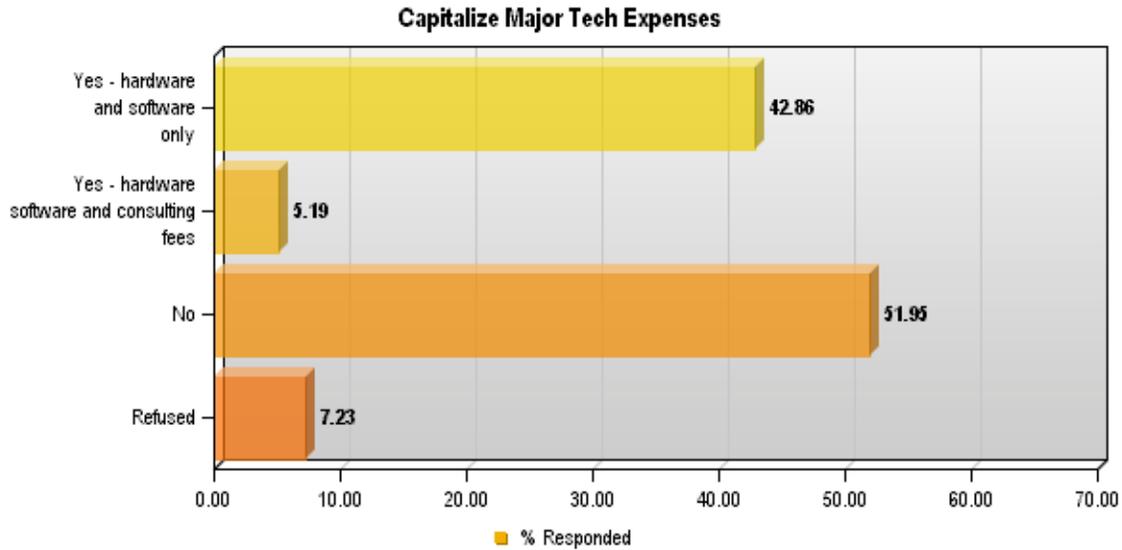
<b>IT Percentage of Total Budget (n = 71 who know)</b>	<b>Percentage of Responses</b>
Less than 1%	53%
1% – 2%	23%
3% – 5%	18%
8% – 15%	6%
Total	100%

More than half (52%) of family foundations indicated that they do not capitalize any technology expenses. Family foundations are similar to corporate foundations with respect to capitalization of expenses, with 43 percent indicating they capitalize hardware and software only and an additional 5 percent indicating they capitalize hardware, software and consulting fees.

This is probably due to the fact that so many family foundations spend less than \$1,000 annually on technology.

# 2005 Grantmakers Information Technology Survey Report

## Capitalize Major Technology Expenses (n = 77) \*

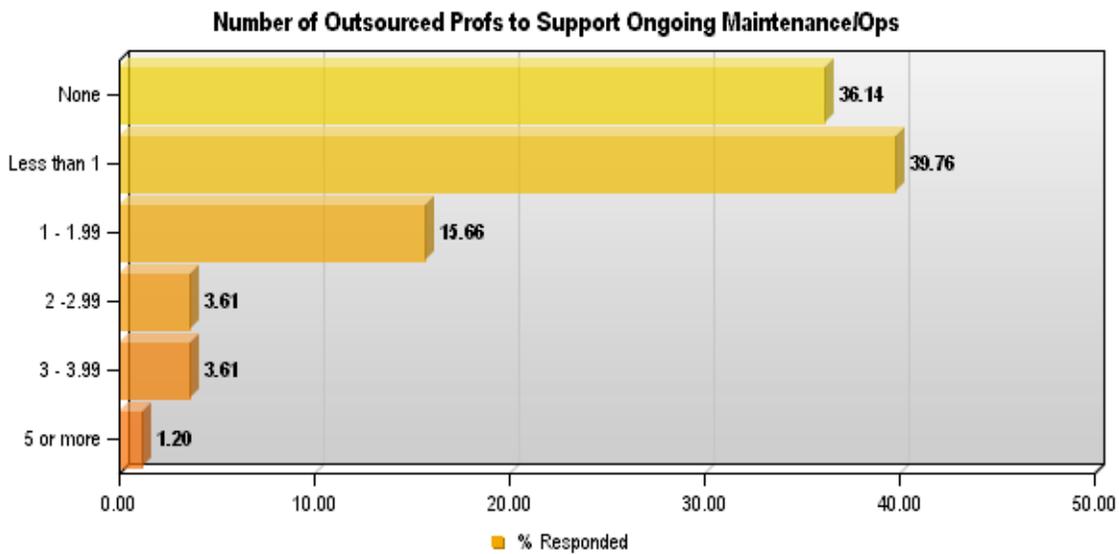


\* n = number of respondents

### Outsourcing

Family foundations are consistent with community foundations regarding their use of outsourcing, probably because they report having less internal technology staff than do corporate and private foundations. Nearly two-thirds of respondents reported that they use outsourced professionals for ongoing maintenance and operations, while 38 percent reported that they use outsourced professionals for special projects.

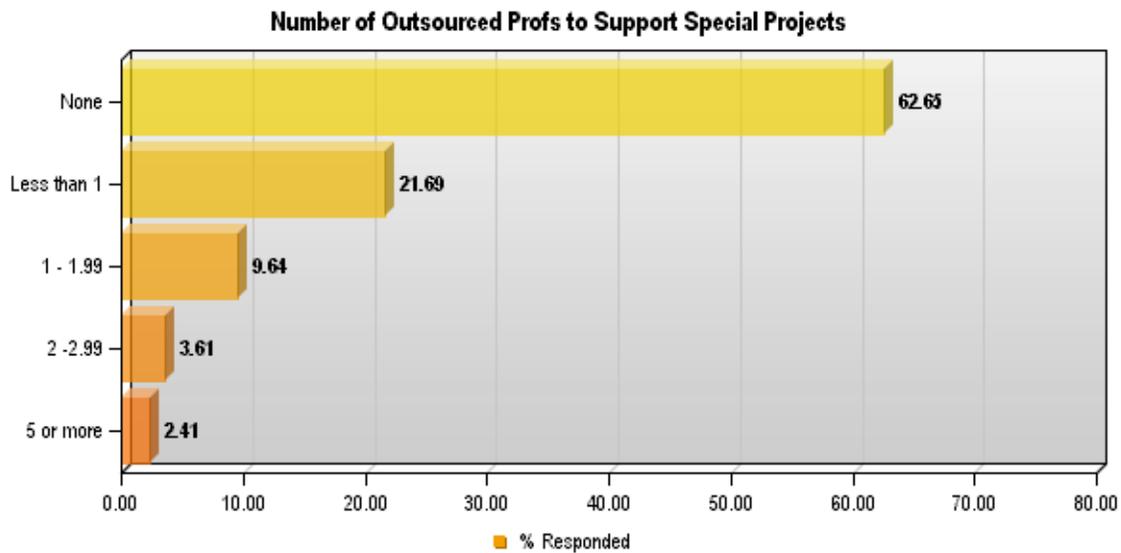
## Number of Outsourced Professionals for Ongoing Operations (n = 83) \*



\* n = number of respondents

## 2005 Grantmakers Information Technology Survey Report

### Number of Outsourced Professionals for Special Projects (n = 83) \*



\* n = number of respondents

Lastly, we looked at what technology services foundations run in-house versus which services are outsourced. Again, the data for family foundations are similar to those of community foundations, where less services are reported being used than in corporate and private foundations. A majority of family foundations indicated they manage desktop support (57%), e-mail (65%) and database administration (60%) in-house while outsourcing web hosting (68%).

You will notice that the percentages differ between what foundations reported they manage in-house versus what they outsource. For example, 65 percent of foundations reported that they manage e-mail in-house, yet 47 percent reported that they outsource e-mail service, adding up to a total of 112 percent. The variance is due either to different respondents answering the questions or respondents reporting that they manage the same function in-house and externally.

## 2005 Grantmakers Information Technology Survey Report

<b>Technical Service</b>	<b>Manage In-House Percentage of Responses (n = 65 ) *</b>	<b>Outsource Percentage of Responses (n = 62) *</b>
Desktop Support	57%	42%
LAN Administration	29%	44%
WAN Administration	9%	13%
Web Hosting	20%	68%
E-Mail	65%	47%
Database Administration	60%	13%
Server Administration	34%	48%
Security	29%	55%
Back Office Operations	29%	15%
Intranet Hosting	14%	11%
Voice/Telecommunication Systems	46%	26%
Videoconferencing	5%	8%

\* n = number of respondents

# 2005 Grantmakers Information Technology Survey Report

## Independent (Private) Foundations Snapshot

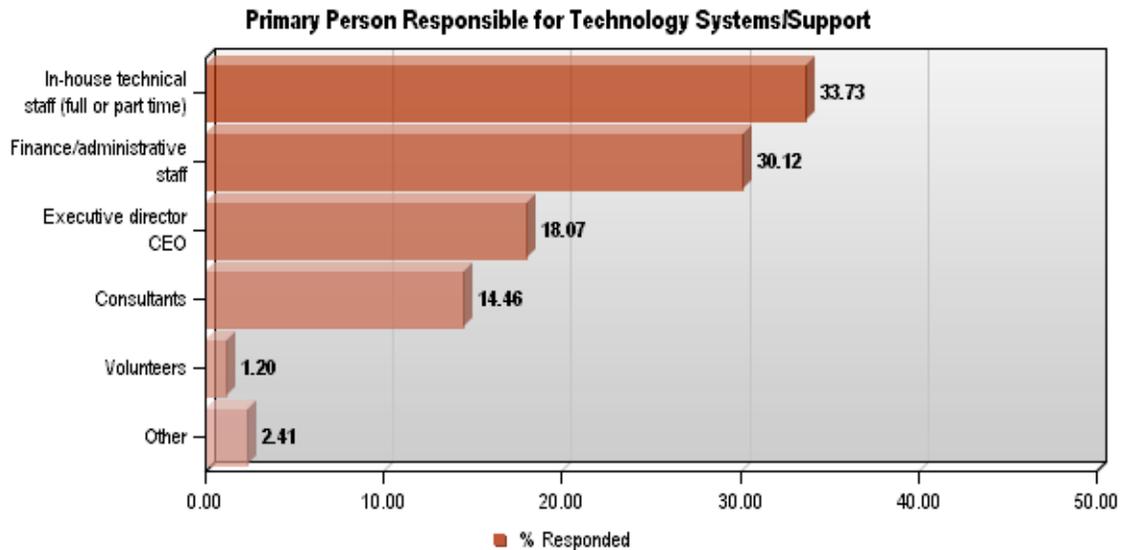
There were 83 respondents in this snapshot.

### Staffing

Thirty-four percent of independent (private) foundations reported the primary person responsible for technology is in-house technical staff. This compares favorably to community and family foundations, where 13 percent and 12 percent, respectively indicated the primary person responsible for technology was in-house technical staff but not as favorably as corporate foundations, where 59 percent indicated in-house technology staff was responsible for technology. For independent foundations without in-house technology staff, 45 percent indicated finance/administrative staff is primarily responsible for managing technology and 27 percent indicated the Executive Director/CEO is responsible.

Compared to 2003, the percentage of independent foundations reporting they have in-house technology staff has remained the same.

### Person Responsible for IT (n = 83) \*



\* n = number of respondents

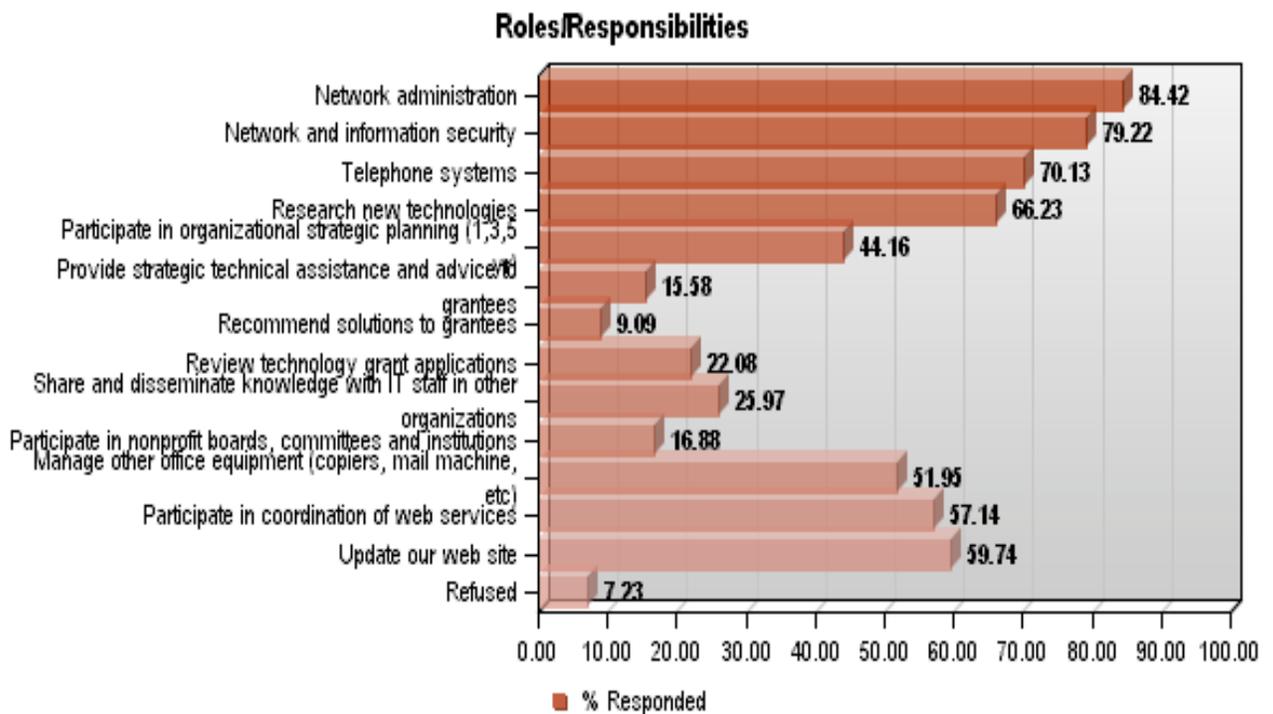
As with other foundation types, the primary role of the independent foundation information technology staff continues to be network administration and network and information security, with 85 percent of grantmakers reporting IT staff was responsible for network administration and 79 percent reporting IT staff was responsible for network and information security.

## 2005 Grantmakers Information Technology Survey Report

Similar to community foundations, independent foundations reported broader responsibilities for the IT staff than corporate and family foundations, with 70 percent indicating responsibility for telephone systems, 66 percent responsible for researching new technologies, 52 percent responsible for other office equipment, 57 percent responsible for web services and 60 percent reporting they are responsible for updating the foundation’s website.

Compared to 2003, the percentage of independent foundations reporting broader responsibilities, such as providing strategic technical assistance to grantees and reviewing grant applications, has decreased somewhat.

### Role of Information Technology Staff (n = 77) \*



\* n = number of respondents

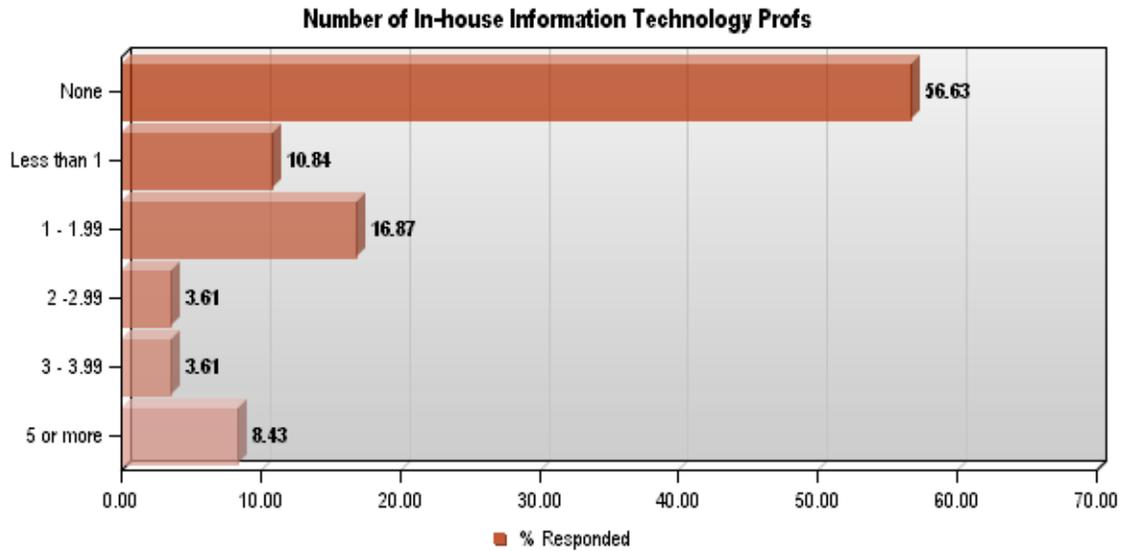
The majority (57%) of independent foundations do not have in-house technology staff. Independent foundations reported greater numbers of IT staff than community and family foundations but lag behind corporate foundations with respect to in-house staffing. Compared to 2003, the percentage of independent foundations that have IT staff has remained the same. However, the number of IT staff reported at individual foundations has decreased, with those reporting “less than 1” staff increasing by 6 percent and those reporting “2–2.99” decreasing by 6 percent.

Among those with IT staff, staffing ratios are good, with more than half (58%) of respondents reporting a ratio of total staff to IT staff of 15 or fewer to 1 and another 19

## 2005 Grantmakers Information Technology Survey Report

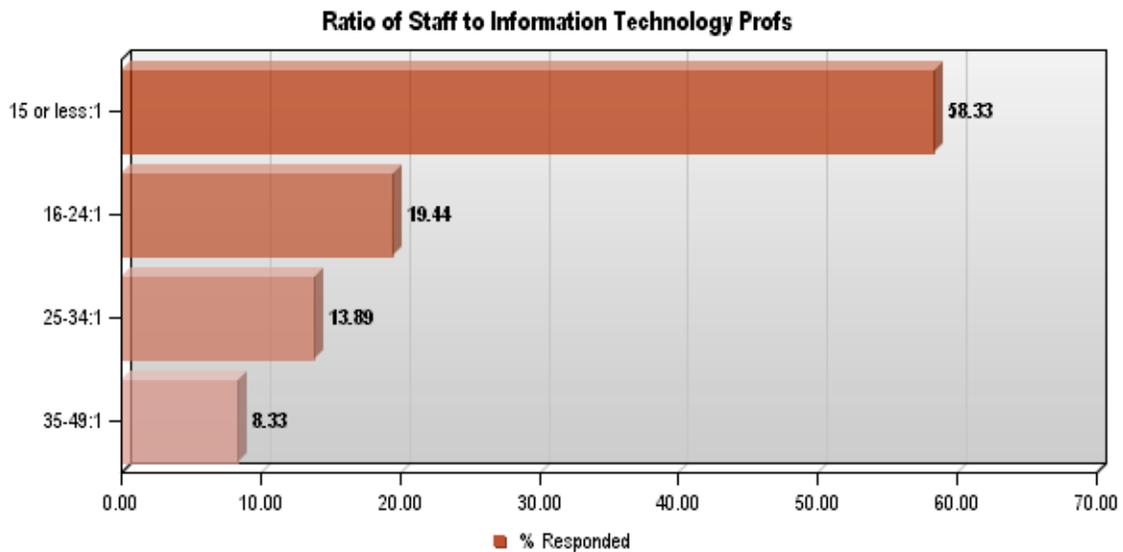
percent reporting a ratio of total staff to IT staff of 16–24 to 1. These ratios are not as good as in 2003, when 66 percent of independent foundations reported a ratio of total staff to IT staff of 15 or fewer to 1 and another 16 percent reported a ratio of total staff to IT staff of 16–24 to 1.

### Number of IT Staff (n = 83) \*



\* n = number of respondents

### Staffing Ratio — Total Staff: IT Staff (n = 36) \*



\* n = number of respondents

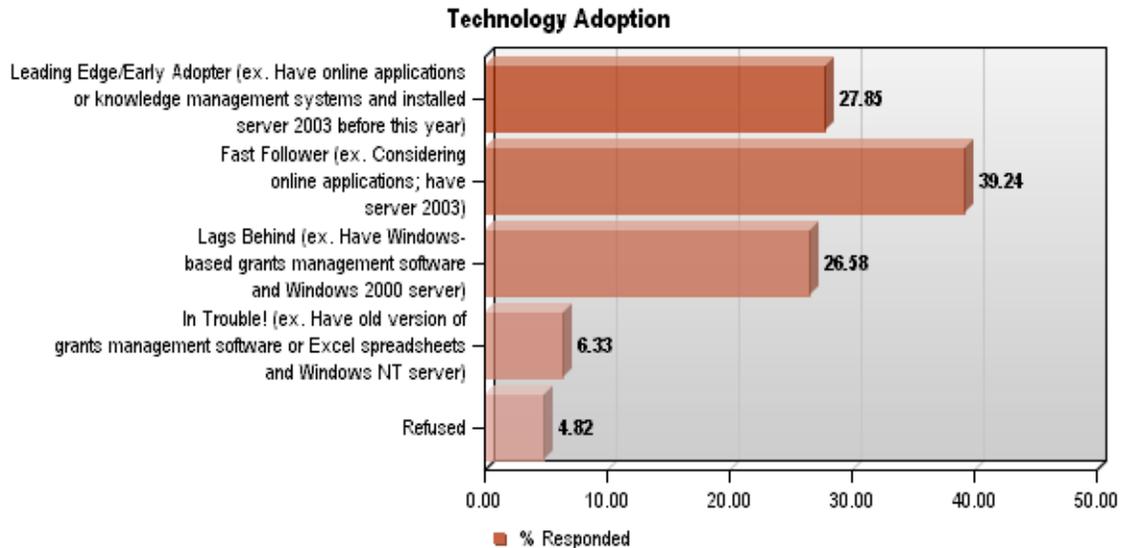
# 2005 Grantmakers Information Technology Survey Report

## Adoption and Planning

Two-thirds of independent foundations reported they were early adopters or fast followers regarding technology implementation. This number compares favorably to other foundation types but not to the data reported in 2003, when 84 percent of independent foundations reported they were early adopters or fast followers with respect to technology implementation.

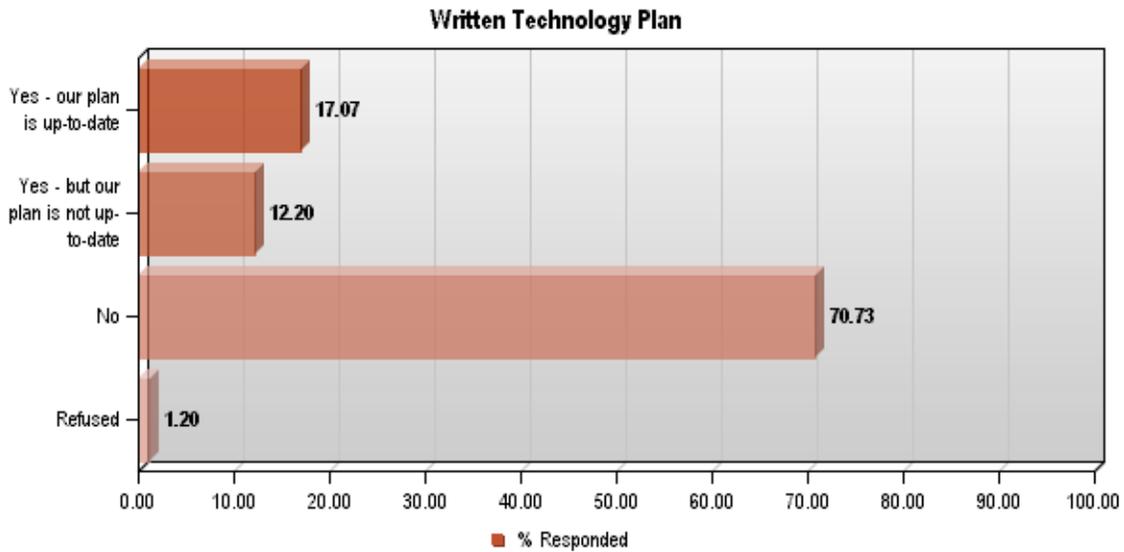
Regarding technology planning, the number of independent foundations reporting that they have a technology plan has increased from 2003 to 2005, with 29 percent indicating they have a technology plan. However, when you look at the percentage of independent foundations with an *up-to-date* technology plan, the percentage has decreased by 9 percent from 2003 to 2005.

### Technology Adoption (n = 79) \*



# 2005 Grantmakers Information Technology Survey Report

## Up-to-date Technology Plan (n = 82) \*



\* n = number of respondents

### *Spending*

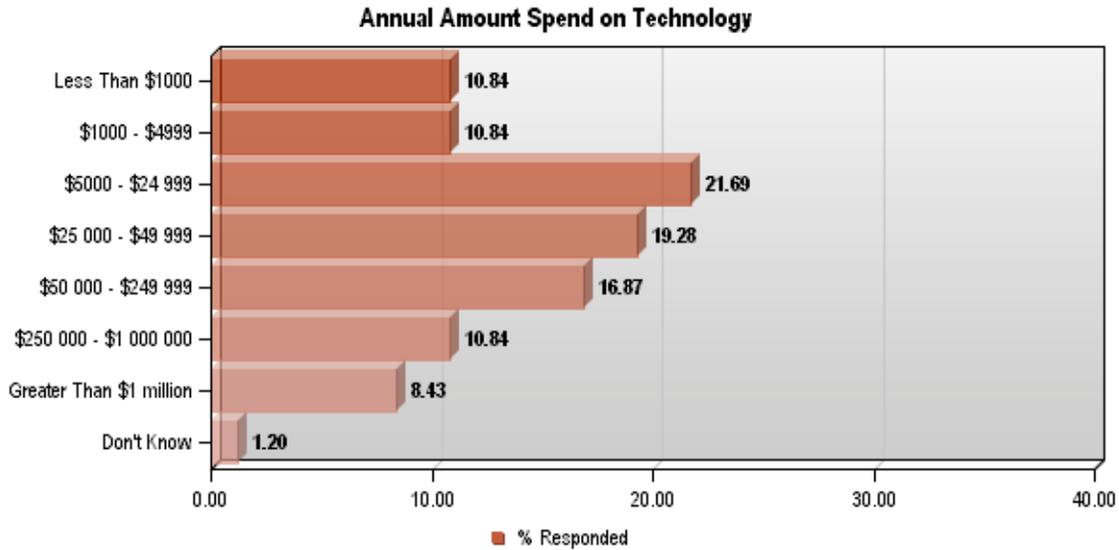
Typically, the amount independent foundations spend on technology varies more widely than other foundation types, with a larger percentage of independent foundations spending more than \$1 million annually on technology and a smaller percentage spending as little as \$1,000 annually.

More than half (58%) of independent foundations spend between \$5,000 and \$249,999 annually. Another 11 percent spends between \$250,000 and \$1 million and an additional 8 percent spends greater than \$1 million, indicating that independent foundations spend more money on technology than other foundation types.

These data are consistent from 2003 to 2005.

# 2005 Grantmakers Information Technology Survey Report

## Annual IT Spending Amount (n = 83) \*



\* n = number of respondents

Eighteen percent of independent foundations reported that they did not know the percentage of the annual operating budget spent on technology. Of those that do know, the percentage of the annual operating budget spent on technology varies greatly, ranging from less than 1 percent to between 16 percent and 20 percent.

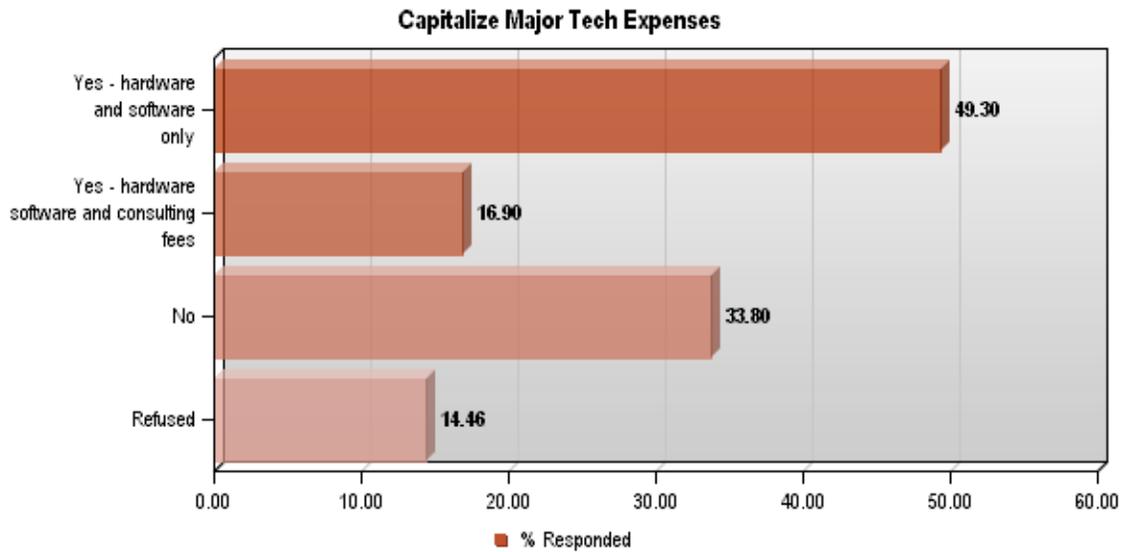
Compared to 2003, more independent foundations are spending in the middle ranges of 3 percent to 5 percent, and the percentage of respondents reporting at the higher and lower percentage ranges has decreased from 2003 to 2005. These technology costs include staff salaries, consulting expenses, hardware, software and equipment costs, maintenance fees, telecommunications and research, and software development costs.

IT Percentage of Total Budget (n = 66 who know)	Percentage of Responses
Less than 1%	30%
1% – 2%	35%
3% – 5%	18%
6% – 7%	9%
> 10%	8%
Total	100%

The majority of independent foundations capitalize technology expenses, with 49 percent indicating they capitalize hardware and software only and an additional 17 percent indicating they capitalize hardware, software and consulting fees. Only one-third indicated that they do not capitalize technology expenses.

# 2005 Grantmakers Information Technology Survey Report

## Capitalize Major Technology Expenses (n = 71) \*

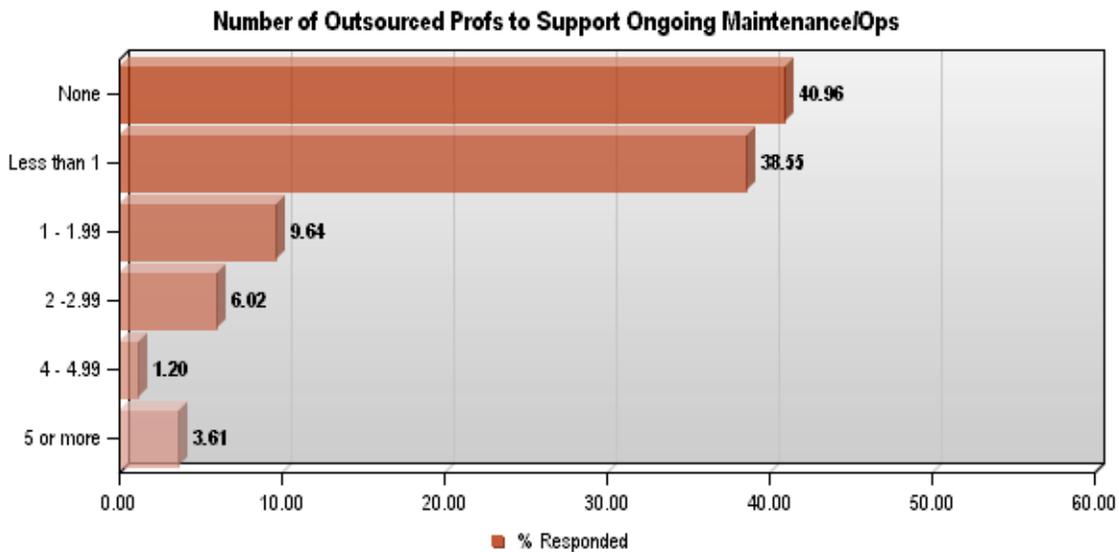


\* n = number of respondents

### Outsourcing

Consistent with community foundations, independent foundations use outsourced technology services to supplement in-house technology staff. Nearly two-thirds (59%) of respondents reported that they use outsourced professionals for ongoing maintenance and operations, while 51 percent reported that they use outsourced professionals for special projects.

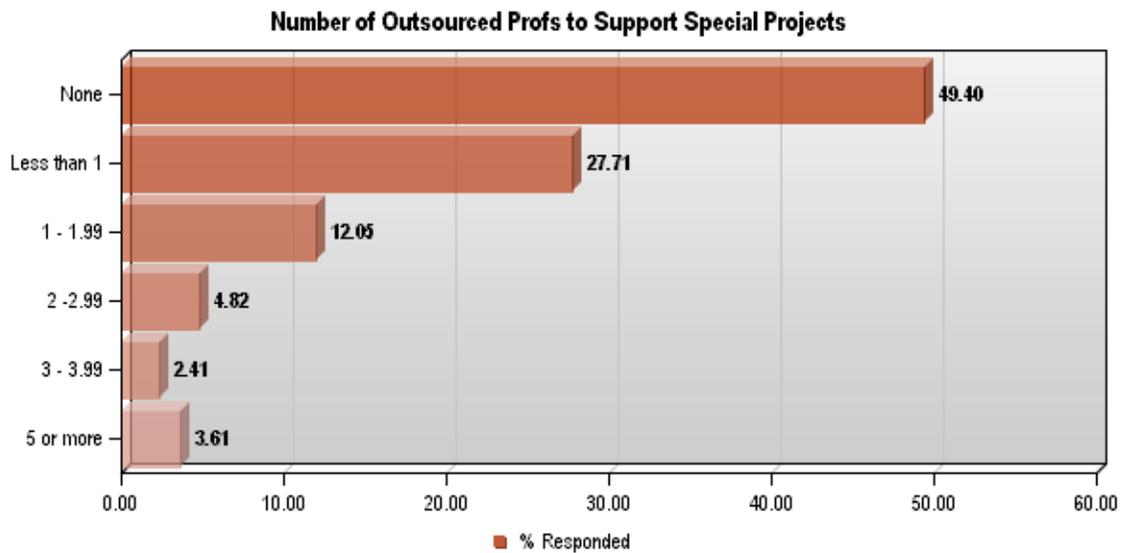
## Number of Outsourced Professionals for Ongoing Operations (n = 83) \*



\* n = number of respondents

## 2005 Grantmakers Information Technology Survey Report

### Number of Outsourced Professionals for Special Projects (n = 83) \*



\* n = number of respondents

Lastly, we looked at what technology services foundations run in-house versus which services are outsourced. Consistent with community foundations and family foundations, independent foundations typically manage desktop support, LAN administration, e-mail and database administration in-house while outsourcing web hosting. The data reported in 2005 do not differ significantly from the data reported in 2003.

You will notice that the percentages differ between what foundations reported they manage in-house versus what they outsource. For example, 77 percent of foundations reported that they manage desktop support in-house, yet 27 percent reported that they outsource desktop support, adding up to a total of 104 percent. The variance is due either to different respondents answering the questions or respondents reporting that they manage the same function in-house and externally.

## 2005 Grantmakers Information Technology Survey Report

<b>Technical Service</b>	<b>Manage In-House Percentage of Responses (n = 69 ) *</b>	<b>Outsource Percentage of Responses (n = 75) *</b>
Desktop Support	77%	27%
LAN Administration	57%	39%
WAN Administration	23%	13%
Web Hosting	26%	76%
E-Mail	75%	33%
Database Administration	80%	20%
Server Administration	64%	45%
Security	64%	36%
Back Office Operations	39%	11%
Intranet Hosting	32%	11%
Voice/Telecommunication Systems	64%	29%
Videoconferencing	20%	9%

**\* n = number of respondents**

## **Appendix: Survey Data**

**Table A-1  
Respondent Profile**

**Grantmaker Type  
and Asset Group  
(in millions unless  
otherwise indicated)**

	<b>Number</b>	<b>Percent</b>
<b>Grantmaker Type</b>		
Community	126	37.5
Corporate	32	9.5
Family	83	24.7
Independent	83	24.7
Public	12	3.6
<b>Asset Group</b>		
\$1 Billion or more	24	7.1
\$250 to \$999.9	37	11.0
\$100 to \$249.9	42	12.5
\$50 to \$99.9	45	13.4
\$25 to \$49.9	46	13.7
\$10 to \$24.9	56	16.7
\$5 to \$9.9	33	9.8
Less than \$5	53	15.8
<b>TOTAL</b>	<b>336</b>	<b>100.0</b>

**Table A-2**  
**What Are the Roles and Responsibilities of the Information Technology (IT) Function with the Organization**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Network Administration		Network and Information Security		Telephone Systems		Research New Technologies		Participate in Org. Strategic Planning		Provide TA and Advice to Grantees		Recommend Solutions to Grantees		Review Technology Grant Appls		Share and Disseminate Knowledge with IT Staff in Other Orgs		Participate in Nonprofit Boards, Committees, etc.		Manage Other Office Equipment (Copiers, etc.)		Participate in Coordination of Web Services		Update Our Website		Total Base	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
<b>Grantmaker Type</b>																												
Community	99	87.6	86	76.1	63	55.8	51	45.1	40	35.4	17	15.0	9	8.0	13	11.5	20	17.7	12	10.6	56	49.6	59	52.2	69	61.1	113	
Corporate	27	90.0	23	76.7	15	50.0	10	33.3	7	23.3	7	23.3	3	10.0	6	20.0	5	16.7	3	10.0	7	23.3	10	33.3	13	43.3	30	
Family	55	77.5	50	70.4	35	49.3	26	36.6	14	19.7	7	9.9	5	7.0	9	12.7	6	8.5	12	16.9	27	38.0	25	35.2	39	54.9	71	
Independent	65	84.4	61	79.2	54	70.1	51	66.2	34	44.2	12	15.6	7	9.1	17	22.1	20	26.0	13	16.9	40	51.9	44	57.1	46	59.7	77	
Public	10	90.9	9	81.8	6	54.5	6	54.5	4	36.4	3	27.3	2	18.2	2	18.2	1	9.1	2	18.2	6	54.5	6	54.5	6	54.5	11	
<b>Asset Group</b>																												
\$1 Billion or more	23	95.8	21	87.5	18	75.0	19	79.2	13	54.2	7	29.2	4	16.7	8	33.3	14	58.3	11	45.8	9	37.5	18	75.0	11	45.8	24	
\$250 to \$999.9	36	97.3	37	100.0	25	67.6	32	86.5	26	70.3	6	16.2	2	5.4	6	16.2	13	35.1	5	13.5	20	54.1	22	59.5	15	40.5	37	
\$100 to \$249.9	40	95.2	40	95.2	30	71.4	30	71.4	16	38.1	8	19.0	7	16.7	10	23.8	10	23.8	7	16.7	23	54.8	27	64.3	24	57.1	42	
\$50 to \$99.9	40	95.2	34	81.0	19	45.2	17	40.5	12	28.6	6	14.3	2	4.8	4	9.5	5	11.9	2	4.8	18	42.9	23	54.8	24	57.1	42	
\$25 to \$49.9	38	86.4	36	81.8	27	61.4	16	36.4	10	22.7	6	13.6	4	9.1	6	13.6	7	15.9	3	6.8	21	47.7	23	52.3	28	63.6	44	
\$10 to \$24.9	33	78.6	19	45.2	22	52.4	15	35.7	7	16.7	3	7.1	1	2.4	3	7.1	1	2.4	6	14.3	17	40.5	15	35.7	27	64.3	42	
\$5 to \$9.9	17	63.0	17	63.0	14	51.9	6	22.2	5	18.5	7	25.9	4	14.8	6	22.2	1	3.7	3	11.1	10	37.0	10	37.0	21	77.8	27	
Less than \$5	29	65.9	25	56.8	18	40.9	9	20.5	10	22.7	3	6.8	2	4.5	4	9.1	1	2.3	5	11.4	18	40.9	6	13.6	23	52.3	44	
<b>TOTAL</b>	<b>256</b>	<b>84.8</b>	<b>229</b>	<b>75.8</b>	<b>173</b>	<b>57.3</b>	<b>144</b>	<b>47.7</b>	<b>99</b>	<b>32.8</b>	<b>46</b>	<b>15.2</b>	<b>26</b>	<b>8.6</b>	<b>47</b>	<b>15.6</b>	<b>52</b>	<b>17.2</b>	<b>42</b>	<b>13.9</b>	<b>136</b>	<b>45.0</b>	<b>144</b>	<b>47.7</b>	<b>173</b>	<b>57.3</b>	<b>302</b>	

Note: Multiple responses possible.

**Table A-3**

**Who Is Responsible for Your Organization's Technology Systems and Support, 2005**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	In-House Technical Staff		Finance/ Administrative Staff		Executive Director/ CEO		Consultants		Volunteers		Other		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>													
Community	17	13.5	40	31.7	32	25.4	29	23.0	4	3.2	4	3.2	126
Corporate	19	59.4	8	25.0	2	6.3	1	3.1	0	0.0	2	6.3	32
Family	10	12.0	15	18.1	22	26.5	28	33.7	2	2.4	6	7.2	83
Independent	28	33.7	25	30.1	15	18.1	12	14.5	1	1.2	2	2.4	83
Public	1	8.3	5	41.7	2	16.7	2	16.7	0	0.0	2	16.7	12
<b>Asset Group</b>													
\$1 Billion or more	21	87.5	2	8.3	0	0.0	1	4.2	0	0.0	0	0.0	24
\$250 to \$999.9	18	48.6	10	27.0	0	0.0	8	21.6	0	0.0	1	2.7	37
\$100 to \$249.9	8	19.0	17	40.5	1	2.4	14	33.3	0	0.0	2	4.8	42
\$50 to \$99.9	13	28.9	11	24.4	5	11.1	12	26.7	0	0.0	4	8.9	45
\$25 to \$49.9	5	10.9	14	30.4	10	21.7	14	30.4	0	0.0	3	6.5	46
\$10 to \$24.9	5	8.9	19	33.9	20	35.7	9	16.1	1	1.8	2	3.6	56
\$5 to \$9.9	1	3.0	7	21.2	17	51.5	5	15.2	1	3.0	2	6.1	33
Less than \$5	4	7.5	13	24.5	20	37.7	9	17.0	5	9.4	2	3.8	53
<b>TOTAL</b>	<b>75</b>	<b>22.3</b>	<b>93</b>	<b>27.7</b>	<b>73</b>	<b>21.7</b>	<b>72</b>	<b>21.4</b>	<b>7</b>	<b>2.1</b>	<b>16</b>	<b>4.8</b>	<b>336</b>

**Table A-4**  
**How Would You Describe Your Organization's Technology Adoption**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Leading Edge/ Early Adopter		Fast Follower		Lags Behind		In Trouble		Total Base
	N	%	N	%	N	%	N	%	
	<b>Grantmaker Type</b>								
Community	12	9.9	50	41.3	45	37.2	14	11.6	121
Corporate	8	25.8	7	22.6	15	48.4	1	3.2	31
Family	8	10.4	22	28.6	35	45.5	12	15.6	77
Independent	22	27.8	31	39.2	21	26.6	5	6.3	79
Public	2	16.7	6	50.0	3	25.0	1	8.3	12
<b>Asset Group</b>									
\$1 Billion or more	8	33.3	13	54.2	2	8.3	1	4.2	24
\$250 to \$999.9	9	24.3	20	54.1	8	21.6	0	0.0	37
\$100 to \$249.9	7	16.7	22	52.4	13	31.0	0	0.0	42
\$50 to \$99.9	6	14.0	16	37.2	18	41.9	3	7.0	43
\$25 to \$49.9	9	20.0	20	44.4	14	31.1	2	4.4	45
\$10 to \$24.9	2	3.8	15	28.8	28	53.8	7	13.5	52
\$5 to \$9.9	3	10.0	5	16.7	14	46.7	8	26.7	30
Less than \$5	8	17.0	5	10.6	22	46.8	12	25.5	47
<b>TOTAL</b>	<b>52</b>	<b>16.3</b>	<b>116</b>	<b>36.3</b>	<b>119</b>	<b>37.2</b>	<b>33</b>	<b>10.3</b>	<b>320</b>

**Table A-5**

**What Are the Current Barriers, If Any, That Prevent Your Organization from Using or Making Effective Use of Information Technology**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Cost*		Lack of In-House Support*		Lack of Training*		Unreliable External Support*		Inadequate Equipment*		Lack of Organizational Commitment*		Difficulty in Making Informed Decisions*		Other*		We Are Experiencing Barriers**		No Current Barriers**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>																					
Community	96	87.3	50	45.5	44	40.0	10	9.1	13	11.8	11	10.0	17	15.5	10	9.1	110	88.7	14	11.3	124
Corporate	11	61.1	8	44.4	5	27.8	0	0.0	1	5.6	5	27.8	2	11.1	6	33.3	18	60.0	12	40.0	30
Family	25	52.1	18	37.5	17	35.4	6	12.5	4	8.3	16	33.3	10	20.8	9	18.8	48	60.0	32	40.0	80
Independent	24	52.2	15	32.6	16	34.8	6	13.0	3	6.5	14	30.4	5	10.9	16	34.8	46	57.5	34	42.5	80
Public	6	66.7	5	55.6	3	33.3	0	0.0	3	33.3	2	22.2	4	44.4	4	44.4	9	75.0	3	25.0	12
<b>Asset Group</b>																					
\$1 Billion or more	5	45.5	2	18.2	2	18.2	2	18.2	0	0.0	5	45.5	1	9.1	4	36.4	11	45.8	13	54.2	24
\$250 to \$999.9	15	68.2	13	59.1	11	50.0	2	9.1	1	4.5	4	18.2	3	13.6	3	13.6	22	61.1	14	38.9	36
\$100 to \$249.9	15	55.6	12	44.4	7	25.9	3	11.1	1	3.7	5	18.5	5	18.5	9	33.3	27	67.5	13	32.5	40
\$50 to \$99.9	18	60.0	6	20.0	11	36.7	3	10.0	3	10.0	3	10.0	8	26.7	7	23.3	30	69.8	13	30.2	43
\$25 to \$49.9	22	73.3	17	56.7	11	36.7	3	10.0	4	13.3	7	23.3	2	6.7	4	13.3	30	66.7	15	33.3	45
\$10 to \$24.9	32	72.7	16	36.4	20	45.5	1	2.3	4	9.1	5	11.4	11	25.0	10	22.7	44	80.0	11	20.0	55
\$5 to \$9.9	22	88.0	12	48.0	8	32.0	6	24.0	5	20.0	10	40.0	7	28.0	2	8.0	25	78.1	7	21.9	32
Less than \$5	33	78.6	18	42.9	15	35.7	2	4.8	6	14.3	9	21.4	2	4.8	6	14.3	42	82.4	9	17.6	51
<b>TOTAL</b>	<b>162</b>	<b>70.1</b>	<b>96</b>	<b>41.6</b>	<b>85</b>	<b>36.8</b>	<b>22</b>	<b>9.5</b>	<b>24</b>	<b>10.4</b>	<b>48</b>	<b>20.8</b>	<b>38</b>	<b>16.5</b>	<b>45</b>	<b>19.5</b>	<b>231</b>	<b>70.9</b>	<b>95</b>	<b>29.1</b>	<b>326</b>

Note: Multiple responses possible.

\* The denominators for these calculations are the numbers in the "we are experiencing barriers" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-6**  
**Percentage of Organization's Total Annual Non-Program Budget Spent on Technology**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Less Than 1%*		1%*		2%*		3% to 4%*		5% to 10%*		11% to 15%*		16% to 20%*		Those Who Know the Percentage**		Do Not Know the Percentage**		Total Base	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
	<b>Grantmaker Type</b>																			
Community	31	27.9	14	12.6	14	12.6	24	21.6	24	21.6	4	3.6	0	0.0	111	88.1	15	11.9	126	
Corporate	9	56.3	3	18.8	1	6.3	1	6.3	2	12.5	0	0.0	0	0.0	16	51.6	15	48.4	31	
Family	38	53.5	5	7.0	11	15.5	9	12.7	7	9.9	1	1.4	0	0.0	71	86.6	11	13.4	82	
Independent	20	30.3	8	12.1	15	22.7	8	12.1	10	15.2	3	4.5	2	3.0	66	81.5	15	18.5	81	
Public	3	50.0	1	16.7	1	16.7	0	0.0	1	16.7	0	0.0	0	0.0	6	54.5	5	45.5	11	
<b>Asset Group</b>																				
\$1 Billion or more	0	0.0	2	13.3	3	20.0	2	13.3	6	40.0	2	13.3	0	0.0	15	62.5	9	37.5	24	
\$250 to \$999.9	8	27.6	2	6.9	4	13.8	5	17.2	9	31.0	1	3.4	0	0.0	29	78.4	8	21.6	37	
\$100 to \$249.9	10	28.6	4	11.4	8	22.9	8	22.9	2	5.7	2	5.7	1	2.9	35	85.4	6	14.6	41	
\$50 to \$99.9	14	36.8	5	13.2	4	10.5	8	21.1	6	15.8	0	0.0	1	2.6	38	88.4	5	11.6	43	
\$25 to \$49.9	12	30.0	6	15.0	10	25.0	8	20.0	3	7.5	1	2.5	0	0.0	40	88.9	5	11.1	45	
\$10 to \$24.9	17	37.0	6	13.0	9	19.6	7	15.2	6	13.0	1	2.2	0	0.0	46	83.6	9	16.4	55	
\$5 to \$9.9	15	55.6	3	11.1	0	0.0	2	7.4	6	22.2	1	3.7	0	0.0	27	81.8	6	18.2	33	
Less than \$5	25	62.5	3	7.5	4	10.0	2	5.0	6	15.0	0	0.0	0	0.0	40	75.5	13	24.5	53	
<b>TOTAL</b>	<b>101</b>	<b>37.4</b>	<b>31</b>	<b>11.5</b>	<b>42</b>	<b>15.6</b>	<b>42</b>	<b>15.6</b>	<b>44</b>	<b>16.3</b>	<b>8</b>	<b>3.0</b>	<b>2</b>	<b>0.7</b>	<b>270</b>	<b>81.6</b>	<b>61</b>	<b>18.4</b>	<b>331</b>	

\* The denominators for these calculations are the numbers in the "those who know the percentage" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-7**  
**What Technical Services Does Your Organization Manage In-House**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Desktop Support		LAN Admin.		WAN Admin.		Web Hosting		E-mail		Database Admin.		Server Admin.		Security		Back Office Operations		Intranet Hosting		Voice/ Telecomm. Systems		Video- conferencing		Total Base	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
<b>Grantmaker Type</b>																										
Community	73	62.9	38	32.8	8	6.9	18	15.5	80	69.0	92	79.3	50	43.1	45	38.8	68	58.6	12	10.3	64	55.2	4	3.4	116	
Corporate	26	92.9	26	92.9	10	35.7	19	67.9	25	89.3	22	78.6	25	89.3	24	85.7	15	53.6	23	82.1	20	71.4	18	64.3	28	
Family	37	56.9	19	29.2	6	9.2	13	20.0	42	64.6	39	60.0	22	33.8	19	29.2	19	29.2	9	13.8	30	46.2	3	4.6	65	
Independent	53	76.8	39	56.5	16	23.2	18	26.1	52	75.4	55	79.7	44	63.8	44	63.8	27	39.1	22	31.9	44	63.8	14	20.3	69	
Public	7	63.6	5	45.5	1	9.1	1	9.1	5	45.5	9	81.8	4	36.4	4	36.4	3	27.3	1	9.1	5	45.5	0	0.0	11	
<b>Asset Group</b>																										
\$1 Billion or more	19	82.6	20	87.0	10	43.5	9	39.1	21	91.3	20	87.0	19	82.6	18	78.3	14	60.9	19	82.6	17	73.9	14	60.9	23	
\$250 to \$999.9	31	83.8	25	67.6	8	21.6	7	18.9	26	70.3	28	75.7	25	67.6	26	70.3	20	54.1	10	27.0	27	73.0	2	5.4	37	
\$100 to \$249.9	26	72.2	19	52.8	6	16.7	8	22.2	21	58.3	27	75.0	22	61.1	16	44.4	14	38.9	11	30.6	25	69.4	5	13.9	36	
\$50 to \$99.9	20	62.5	14	43.8	5	15.6	7	21.9	23	71.9	24	75.0	16	50.0	15	46.9	11	34.4	8	25.0	17	53.1	2	6.3	32	
\$25 to \$49.9	27	65.9	17	41.5	5	12.2	10	24.4	28	68.3	34	82.9	22	53.7	24	58.5	20	48.8	7	17.1	24	58.5	8	19.5	41	
\$10 to \$24.9	33	68.8	10	20.8	2	4.2	11	22.9	33	68.8	37	77.1	21	43.8	16	33.3	23	47.9	3	6.3	27	56.3	1	2.1	48	
\$5 to \$9.9	13	44.8	9	31.0	2	6.9	6	20.7	19	65.5	22	75.9	9	31.0	9	31.0	13	44.8	4	13.8	12	41.4	4	13.8	29	
Less than \$5	27	62.8	13	30.2	3	7.0	11	25.6	33	76.7	25	58.1	11	25.6	12	27.9	17	39.5	5	11.6	14	32.6	3	7.0	43	
<b>TOTAL</b>	<b>196</b>	<b>67.8</b>	<b>127</b>	<b>43.9</b>	<b>41</b>	<b>14.2</b>	<b>69</b>	<b>23.9</b>	<b>204</b>	<b>70.6</b>	<b>217</b>	<b>75.1</b>	<b>145</b>	<b>50.2</b>	<b>136</b>	<b>47.1</b>	<b>132</b>	<b>45.7</b>	<b>67</b>	<b>23.2</b>	<b>163</b>	<b>56.4</b>	<b>39</b>	<b>13.5</b>	<b>289</b>	

Note: Multiple responses possible.

**Table A-8**  
**What Technical Services Does Your Organization Outsource**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Desktop Support		LAN Admin.		WAN Admin.		Web Hosting		E-mail		Database Admin.		Server Admin.		Security		Back Office Operations		Intranet Hosting		Voice/ Telecomm. Systems		Video- conferencing		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>																									
Community	39	33.9	49	42.6	19	16.5	95	82.6	36	31.3	20	17.4	47	40.9	53	46.1	16	13.9	19	16.5	29	25.2	11	9.6	115
Corporate	3	27.3	2	18.2	2	18.2	3	27.3	1	9.1	3	27.3	3	27.3	1	9.1	1	9.1	2	18.2	4	36.4	3	27.3	11
Family	26	41.9	27	43.5	8	12.9	42	67.7	29	46.8	8	12.9	30	48.4	34	54.8	9	14.5	8	12.9	16	25.8	4	6.5	62
Independent	20	26.7	29	38.7	10	13.3	57	76.0	25	33.3	15	20.0	34	45.3	27	36.0	8	10.7	8	10.7	20	26.7	7	9.3	75
Public	4	44.4	3	33.3	1	11.1	9	100.0	5	55.6	1	11.1	5	55.6	3	33.3	2	22.2	1	11.1	3	33.3	0	0.0	9
<b>Asset Group</b>																									
\$1 Billion or more	6	30.0	4	20.0	4	20.0	12	60.0	3	15.0	3	15.0	3	15.0	7	35.0	4	20.0	2	10.0	6	30.0	2	10.0	20
\$250 to \$999.9	8	23.5	13	38.2	6	17.6	28	82.4	11	32.4	13	38.2	18	52.9	15	44.1	5	14.7	6	17.6	7	20.6	4	11.8	34
\$100 to \$249.9	15	37.5	25	62.5	8	20.0	28	70.0	17	42.5	6	15.0	21	52.5	25	62.5	6	15.0	4	10.0	10	25.0	6	15.0	40
\$50 to \$99.9	16	42.1	16	42.1	5	13.2	31	81.6	17	44.7	6	15.8	22	57.9	16	42.1	2	5.3	5	13.2	11	28.9	3	7.9	38
\$25 to \$49.9	16	42.1	22	57.9	8	21.1	26	68.4	15	39.5	7	18.4	21	55.3	22	57.9	6	15.8	7	18.4	12	31.6	4	10.5	38
\$10 to \$24.9	15	35.7	13	31.0	6	14.3	34	81.0	16	38.1	5	11.9	9	21.4	15	35.7	5	11.9	6	14.3	12	28.6	4	9.5	42
\$5 to \$9.9	8	30.8	8	30.8	2	7.7	22	84.6	8	30.8	3	11.5	13	50.0	8	30.8	2	7.7	7	26.9	6	23.1	2	7.7	26
Less than \$5	8	23.5	9	26.5	1	2.9	25	73.5	9	26.5	4	11.8	12	35.3	10	29.4	6	17.6	1	2.9	8	23.5	0	0.0	34
<b>TOTAL</b>	<b>92</b>	<b>33.8</b>	<b>110</b>	<b>40.4</b>	<b>40</b>	<b>14.7</b>	<b>206</b>	<b>75.7</b>	<b>96</b>	<b>35.3</b>	<b>47</b>	<b>17.3</b>	<b>119</b>	<b>43.8</b>	<b>118</b>	<b>43.4</b>	<b>36</b>	<b>13.2</b>	<b>38</b>	<b>14.0</b>	<b>72</b>	<b>26.5</b>	<b>25</b>	<b>9.2</b>	<b>272</b>

Note: Multiple responses possible.

**Table A-9**  
**How Do You Measure the Success of Your Technology Projects**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	In-House Staff Surveys*		Routinely Analyze Web and/or E-mail Statistics*		Calculate Return on Investment*		Compare Project Budgets to Actual Costs*		Survey Grantees and/or Constituents*			Other*		How We Have Measured Success**		Have Not Measured Success So Far**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
	<b>Grantmaker Type</b>																	
Community	13	35.1	15	40.5	1	2.7	16	43.2	8	21.6	11	29.7	37	29.6	88	70.4	125	
Corporate	2	18.2	2	18.2	3	27.3	4	36.4	3	27.3	6	54.5	11	42.3	15	57.7	26	
Family	7	36.8	4	21.1	0	0.0	7	36.8	4	21.1	8	42.1	19	23.5	62	76.5	81	
Independent	18	48.6	15	40.5	3	8.1	19	51.4	9	24.3	14	37.8	37	45.1	45	54.9	82	
Public	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	1	9.1	10	90.9	11	
<b>Asset Group</b>																		
\$1 Billion or more	9	64.3	6	42.9	3	21.4	10	71.4	5	35.7	4	28.6	14	60.9	9	39.1	23	
\$250 to \$999.9	11	47.8	5	21.7	0	0.0	14	60.9	7	30.4	9	39.1	23	62.2	14	37.8	37	
\$100 to \$249.9	4	26.7	6	40.0	0	0.0	7	46.7	3	20.0	5	33.3	15	36.6	26	63.4	41	
\$50 to \$99.9	6	37.5	6	37.5	2	12.5	6	37.5	1	6.3	7	43.8	16	37.2	27	62.8	43	
\$25 to \$49.9	1	8.3	4	33.3	0	0.0	3	25.0	1	8.3	7	58.3	12	26.7	33	73.3	45	
\$10 to \$24.9	5	50.0	4	40.0	0	0.0	2	20.0	3	30.0	3	30.0	10	18.9	43	81.1	53	
\$5 to \$9.9	1	12.5	4	50.0	2	25.0	3	37.5	2	25.0	1	12.5	8	24.2	25	75.8	33	
Less than \$5	3	42.9	1	14.3	0	0.0	1	14.3	2	28.6	4	57.1	7	14.0	43	86.0	50	
<b>TOTAL</b>	<b>40</b>	<b>38.1</b>	<b>36</b>	<b>34.3</b>	<b>7</b>	<b>6.7</b>	<b>46</b>	<b>43.8</b>	<b>24</b>	<b>22.9</b>	<b>40</b>	<b>38.1</b>	<b>105</b>	<b>32.3</b>	<b>220</b>	<b>67.7</b>	<b>325</b>	

Note: Multiple responses possible.

\* The denominators for these calculations are the numbers in the "how we have measured success" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-10**  
**Do You Have a Written Technology Plan**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Yes and the Plan Is Up-to-Date		Yes but the Plan Is Not Up-to-Date		No		Total Base
	Number	Percent	Number	Percent	Number	Percent	
<b>Grantmaker Type</b>							
Community	18	14.4	8	6.4	99	79.2	125
Corporate	3	10.0	4	13.3	23	76.7	30
Family	8	9.8	4	4.9	70	85.4	82
Independent	14	17.1	10	12.2	58	70.7	82
Public	2	16.7	0	0.0	10	83.3	12
<b>Asset Group</b>							
\$1 Billion or more	12	50.0	7	29.2	5	20.8	24
\$250 to \$999.9	12	32.4	4	10.8	21	56.8	37
\$100 to \$249.9	7	17.1	6	14.6	28	68.3	41
\$50 to \$99.9	5	11.4	2	4.5	37	84.1	44
\$25 to \$49.9	3	6.8	4	9.1	37	84.1	44
\$10 to \$24.9	2	3.6	0	0.0	53	96.4	55
\$5 to \$9.9	1	3.0	2	6.1	30	90.9	33
Less than \$5	3	5.7	1	1.9	49	92.5	53
<b>TOTAL</b>	<b>45</b>	<b>13.6</b>	<b>26</b>	<b>7.9</b>	<b>260</b>	<b>78.5</b>	<b>331</b>

**Table A-11**  
**How Often Do You Typically Replace Your Desktop Hardware**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Every Year		Every 2 Years		Every 3 Years		Every 4 Years		Every 5 Years		When It Breaks		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	
	<b>Grantmaker Type</b>												
Community	0	0.0	2	1.6	42	33.6	32	25.6	15	12.0	34	27.2	125
Corporate	0	0.0	3	9.7	13	41.9	3	9.7	4	12.9	8	25.8	31
Family	0	0.0	2	2.6	27	35.1	16	20.8	6	7.8	26	33.8	77
Independent	1	1.2	1	1.2	41	50.6	13	16.0	8	9.9	17	21.0	81
Public	0	0.0	0	0.0	4	33.3	2	16.7	1	8.3	5	41.7	12
<b>Asset Group</b>													
\$1 Billion or more	0	0.0	1	4.2	18	75.0	3	12.5	1	4.2	1	4.2	24
\$250 to \$999.9	0	0.0	0	0.0	22	59.5	9	24.3	3	8.1	3	8.1	37
\$100 to \$249.9	0	0.0	0	0.0	23	56.1	8	19.5	7	17.1	3	7.3	41
\$50 to \$99.9	0	0.0	0	0.0	13	29.5	13	29.5	4	9.1	14	31.8	44
\$25 to \$49.9	1	2.3	2	4.5	15	34.1	13	29.5	1	2.3	12	27.3	44
\$10 to \$24.9	0	0.0	1	1.8	18	32.1	11	19.6	6	10.7	20	35.7	56
\$5 to \$9.9	0	0.0	1	3.3	7	23.3	5	16.7	6	20.0	11	36.7	30
Less than \$5	0	0.0	3	6.0	11	22.0	4	8.0	6	12.0	26	52.0	50
<b>TOTAL</b>	<b>1</b>	<b>0.3</b>	<b>8</b>	<b>2.5</b>	<b>127</b>	<b>39.0</b>	<b>66</b>	<b>20.2</b>	<b>34</b>	<b>10.4</b>	<b>90</b>	<b>27.6</b>	<b>326</b>

**Table A-12**  
**How Often Do You Typically Replace Your Servers**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Every Year		Every 2 Years		Every 3 Years		Every 4 Years		Every 5 Years		When It Breaks		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>													
Community	0	0.0	6	5.5	18	16.4	20	18.2	19	17.3	47	42.7	110
Corporate	0	0.0	1	4.2	7	29.2	1	4.2	5	20.8	10	41.7	24
Family	0	0.0	1	1.6	12	19.4	7	11.3	15	24.2	27	43.5	62
Independent	0	0.0	2	2.9	19	27.1	16	22.9	15	21.4	18	25.7	70
Public	0	0.0	0	0.0	0	0.0	0	0.0	5	50.0	5	50.0	10
<b>Asset Group</b>													
\$1 Billion or more	0	0.0	1	4.3	9	39.1	6	26.1	6	26.1	1	4.3	23
\$250 to \$999.9	0	0.0	3	8.1	12	32.4	12	32.4	6	16.2	4	10.8	37
\$100 to \$249.9	0	0.0	1	2.5	12	30.0	11	27.5	10	25.0	6	15.0	40
\$50 to \$99.9	0	0.0	0	0.0	6	15.4	5	12.8	12	30.8	16	41.0	39
\$25 to \$49.9	0	0.0	2	5.1	7	17.9	5	12.8	9	23.1	16	41.0	39
\$10 to \$24.9	0	0.0	3	7.3	4	9.8	4	9.8	6	14.6	24	58.5	41
\$5 to \$9.9	0	0.0	0	0.0	1	4.8	0	0.0	4	19.0	16	76.2	21
Less than \$5	0	0.0	0	0.0	5	13.9	1	2.8	6	16.7	24	66.7	36
<b>TOTAL</b>	<b>0</b>	<b>0.0</b>	<b>10</b>	<b>3.6</b>	<b>56</b>	<b>20.3</b>	<b>44</b>	<b>15.9</b>	<b>59</b>	<b>21.4</b>	<b>107</b>	<b>38.8</b>	<b>276</b>

**Table A-13**  
**How Many Servers Does Your Organization Have**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	One		Two		Three		Four or Five		Six or More		Total Base
	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>											
Community	64	62.7	18	17.6	7	6.9	7	6.9	6	5.9	102
Corporate	12	50.0	5	20.8	0	0.0	1	4.2	6	25.0	24
Family	46	66.7	13	18.8	5	7.2	1	1.4	4	5.8	69
Independent	30	43.5	9	13.0	8	11.6	3	4.3	19	27.5	69
Public	7	70.0	2	20.0	0	0.0	0	0.0	1	10.0	10
<b>Asset Group</b>											
\$1 Billion or more	2	9.1	1	4.5	0	0.0	2	9.1	17	77.3	22
\$250 to \$999.9	3	8.3	7	19.4	14	38.9	4	11.1	8	22.2	36
\$100 to \$249.9	17	43.6	14	35.9	0	0.0	4	10.3	4	10.3	39
\$50 to \$99.9	27	67.5	6	15.0	4	10.0	1	2.5	2	5.0	40
\$25 to \$49.9	27	64.3	8	19.0	1	2.4	1	2.4	5	11.9	42
\$10 to \$24.9	33	86.8	4	10.5	1	2.6	0	0.0	0	0.0	38
\$5 to \$9.9	20	90.9	2	9.1	0	0.0	0	0.0	0	0.0	22
Less than \$5	30	85.7	5	14.3	0	0.0	0	0.0	0	0.0	35
<b>TOTAL</b>	<b>159</b>	<b>58.0</b>	<b>47</b>	<b>17.2</b>	<b>20</b>	<b>7.3</b>	<b>12</b>	<b>4.4</b>	<b>36</b>	<b>13.1</b>	<b>274</b>

Note: 62 of the 336 survey respondents did not answer this question. 50 of the 62 had no employees or fewer than 5 employees and most likely have no server, i.e., their computers are not networked.

**Table A-14**  
**What Categories of Mobile Users Do You Support**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Executive Staff		Administrative Staff		Program Staff		Members, Consultants and/or Board		All Staff		Total Base
	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>											
Community	67	97.1	21	30.4	32	46.4	5	7.2	4	5.8	69
Corporate	15	83.3	8	44.4	10	55.6	0	0.0	0	0.0	18
Family	41	77.4	17	32.1	25	47.2	11	20.8	4	7.5	53
Independent	49	89.1	24	43.6	43	78.2	6	10.9	4	7.3	55
Public	11	100.0	3	27.3	4	36.4	0	0.0	0	0.0	11
<b>Asset Group</b>											
\$1 Billion or more	21	95.5	13	59.1	21	95.5	7	31.8	6	27.3	22
\$250 to \$999.9	29	87.9	11	33.3	27	81.8	5	15.2	4	12.1	33
\$100 to \$249.9	33	97.1	13	38.2	20	58.8	4	11.8	1	2.9	34
\$50 to \$99.9	22	81.5	4	14.8	14	51.9	1	3.7	0	0.0	27
\$25 to \$49.9	27	93.1	12	41.4	12	41.4	0	0.0	0	0.0	29
\$10 to \$24.9	17	77.3	9	40.9	8	36.4	3	13.6	1	4.5	22
\$5 to \$9.9	10	90.9	1	9.1	2	18.2	1	9.1	0	0.0	11
Less than \$5	24	85.7	10	35.7	10	35.7	1	3.6	0	0.0	28
<b>TOTAL</b>	<b>183</b>	<b>88.8</b>	<b>73</b>	<b>35.4</b>	<b>114</b>	<b>55.3</b>	<b>22</b>	<b>10.7</b>	<b>12</b>	<b>5.8</b>	<b>206</b>

Note: Multiple responses possible. Limited to those respondents that support mobile users.

**Table A-15**  
**What Percent of Total Staff Work Out of the Office on a Regular Basis**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	None		1%-25%		26%-50%		51%-75%		76%-100%		Total Base
	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>											
Community	65	52.8	42	34.1	12	9.8	1	0.8	3	2.4	123
Corporate	18	60.0	9	30.0	2	6.7	0	0.0	1	3.3	30
Family	29	37.7	34	44.2	3	3.9	6	7.8	5	6.5	77
Independent	32	39.5	31	38.3	12	14.8	4	4.9	2	2.5	81
Public	4	33.3	5	41.7	1	8.3	0	0.0	2	16.7	12
<b>Asset Group</b>											
\$1 Billion or more	3	12.5	14	58.3	5	20.8	2	8.3	0	0.0	24
\$250 to \$999.9	13	35.1	19	51.4	3	8.1	2	5.4	0	0.0	37
\$100 to \$249.9	15	36.6	19	46.3	6	14.6	0	0.0	1	2.4	41
\$50 to \$99.9	23	52.3	15	34.1	3	6.8	1	2.3	2	4.5	44
\$25 to \$49.9	24	52.2	17	37.0	3	6.5	1	2.2	1	2.2	46
\$10 to \$24.9	27	51.9	14	26.9	4	7.7	3	5.8	4	7.7	52
\$5 to \$9.9	21	65.6	7	21.9	3	9.4	0	0.0	1	3.1	32
Less than \$5	22	46.8	16	34.0	3	6.4	2	4.3	4	8.5	47
<b>TOTAL</b>	<b>148</b>	<b>45.8</b>	<b>121</b>	<b>37.5</b>	<b>30</b>	<b>9.3</b>	<b>11</b>	<b>3.4</b>	<b>13</b>	<b>4.0</b>	<b>323</b>

**Table A-16**  
**How Do You Provide Remote Access to Your Systems**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Remote Control Software*		Remote Access Server (RAS)*		Remote Dial-Up Service*		Outlook Web Access*		Virtual Private Network*		Windows Terminal Services*		Citrix Metaframe*		Secure Web Browser*		Provide Remote Access**		Do Not Provide Remote Access**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
	<b>Grantmaker Type</b>																				
Community	20	28.2	4	5.6	10	14.1	33	46.5	13	18.3	9	12.7	16	22.5	8	11.3	71	58.7	50	41.3	121
Corporate	2	8.7	2	8.7	9	39.1	6	26.1	9	39.1	0	0.0	3	13.0	3	13.0	23	88.5	3	11.5	26
Family	9	18.4	6	12.2	6	12.2	28	57.1	16	32.7	5	10.2	6	12.2	5	10.2	49	62.0	30	38.0	79
Independent	17	30.4	13	23.2	9	16.1	34	60.7	29	51.8	7	12.5	15	26.8	8	14.3	56	70.0	24	30.0	80
Public	5	45.5	0	0.0	0	0.0	5	45.5	1	9.1	2	18.2	2	18.2	1	9.1	11	91.7	1	8.3	12
<b>Asset Group</b>																					
\$1 Billion or more	2	8.7	4	17.4	10	43.5	17	73.9	17	73.9	6	26.1	11	47.8	4	17.4	23	100.0	0	0.0	23
\$250 to \$999.9	10	29.4	4	11.8	5	14.7	22	64.7	11	32.4	5	14.7	9	26.5	5	14.7	34	91.9	3	8.1	37
\$100 to \$249.9	11	30.6	7	19.4	3	8.3	21	58.3	13	36.1	5	13.9	6	16.7	2	5.6	36	90.0	4	10.0	40
\$50 to \$99.9	10	31.3	3	9.4	2	6.3	17	53.1	11	34.4	4	12.5	2	6.3	2	6.3	32	72.7	12	27.3	44
\$25 to \$49.9	8	24.2	3	9.1	2	6.1	15	45.5	7	21.2	2	6.1	7	21.2	5	15.2	33	71.7	13	28.3	46
\$10 to \$24.9	5	22.7	2	9.1	3	13.6	5	22.7	2	9.1	1	4.5	5	22.7	4	18.2	22	40.7	32	59.3	54
\$5 to \$9.9	2	15.4	1	7.7	2	15.4	6	46.2	2	15.4	0	0.0	1	7.7	2	15.4	13	43.3	17	56.7	30
Less than \$5	5	29.4	1	5.9	7	41.2	3	17.6	5	29.4	0	0.0	1	5.9	1	5.9	17	38.6	27	61.4	44
<b>TOTAL</b>	<b>53</b>	<b>25.2</b>	<b>25</b>	<b>11.9</b>	<b>34</b>	<b>16.2</b>	<b>106</b>	<b>50.5</b>	<b>68</b>	<b>32.4</b>	<b>23</b>	<b>11.0</b>	<b>42</b>	<b>20.0</b>	<b>25</b>	<b>11.9</b>	<b>210</b>	<b>66.0</b>	<b>108</b>	<b>34.0</b>	<b>318</b>

Note: Multiple responses possible.

Remote control software includes pcAnywhere and Windows XP Remote Assistance.

\* The denominators for these calculations are the numbers in the "provide remote access" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-17**  
**Who in Your Organization Uses Personal Digital Assistants (PDAs)**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Executive Staff*		Administrative Staff*		Program Staff*		Members Consultants and/or Board*		Have People Who Use PDAs**		No One Uses PDAs**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	
	<b>Grantmaker Type</b>												
Community	63	86.3	15	20.5	31	42.5	6	8.2	73	57.9	53	42.1	126
Corporate	16	80.0	2	10.0	10	50.0	1	5.0	20	69.0	9	31.0	29
Family	29	80.6	8	22.2	17	47.2	5	13.9	36	44.4	45	55.6	81
Independent	46	86.8	17	32.1	30	56.6	6	11.3	53	65.4	28	34.6	81
Public	10	83.3	1	8.3	4	33.3	0	0.0	12	100.0	0	0.0	12
<b>Asset Group</b>													
\$1 Billion or more	19	82.6	9	39.1	21	91.3	3	13.0	23	95.8	1	4.2	24
\$250 to \$999.9	28	87.5	12	37.5	25	78.1	2	6.3	32	86.5	5	13.5	37
\$100 to \$249.9	31	96.9	8	25.0	12	37.5	5	15.6	32	78.0	9	22.0	41
\$50 to \$99.9	19	82.6	3	13.0	11	47.8	1	4.3	23	52.3	21	47.7	44
\$25 to \$49.9	26	83.9	6	19.4	15	48.4	2	6.5	31	68.9	14	31.1	45
\$10 to \$24.9	16	88.9	3	16.7	3	16.7	0	0.0	18	32.7	37	67.3	55
\$5 to \$9.9	9	69.2	1	7.7	2	15.4	1	7.7	13	39.4	20	60.6	33
Less than \$5	16	72.7	1	4.5	3	13.6	4	18.2	22	44.0	28	56.0	50
<b>TOTAL</b>	<b>164</b>	<b>49.8</b>	<b>43</b>	<b>13.1</b>	<b>92</b>	<b>28.0</b>	<b>18</b>	<b>5.5</b>	<b>194</b>	<b>59.0</b>	<b>135</b>	<b>41.0</b>	<b>329</b>

Note: Multiple responses possible.

\* The denominators for these calculations are the numbers in the "have people who use PDAs" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-18**  
**What Plans Do You Have for Disaster Recovery**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Documented But Not Up-to-Date Recovery Plan*		Documented Up-to-Date Recovery Plan*		Documented and Tested Plan as Part of Org's Business Continuity Plan*		Contract with a Hot or Cold Site*		Informal Agreement with Another Org/Location*		Have Plans for Disaster Recovery**		Have No Plans for Disaster Recovery**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>															
Community	24	43.6	26	47.3	7	12.7	6	10.9	11	20.0	55	44.7	68	55.3	123
Corporate	4	18.2	9	40.9	7	31.8	0	0.0	2	9.1	22	78.6	6	21.4	28
Family	15	39.5	14	36.8	3	7.9	2	5.3	7	18.4	38	46.3	44	53.7	82
Independent	20	38.5	17	32.7	8	15.4	6	11.5	11	21.2	52	64.2	29	35.8	81
Public	1	20.0	2	40.0	0	0.0	0	0.0	2	40.0	5	41.7	7	58.3	12
<b>Asset Group</b>															
\$1 Billion or more	12	54.5	7	31.8	4	18.2	2	9.1	2	9.1	22	91.7	2	8.3	24
\$250 to \$999.9	16	53.3	7	23.3	6	20.0	5	16.7	6	20.0	30	83.3	6	16.7	36
\$100 to \$249.9	10	32.3	13	41.9	4	12.9	2	6.5	8	25.8	31	75.6	10	24.4	41
\$50 to \$99.9	9	37.5	10	41.7	4	16.7	0	0.0	4	16.7	24	54.5	20	45.5	44
\$25 to \$49.9	8	36.4	8	36.4	3	13.6	2	9.1	4	18.2	22	48.9	23	51.1	45
\$10 to \$24.9	4	23.5	8	47.1	2	11.8	0	0.0	3	17.6	17	30.9	38	69.1	55
\$5 to \$9.9	3	25.0	6	50.0	1	8.3	2	16.7	3	25.0	12	38.7	19	61.3	31
Less than \$5	2	14.3	9	64.3	1	7.1	1	7.1	3	21.4	14	28.0	36	72.0	50
<b>TOTAL</b>	<b>64</b>	<b>37.2</b>	<b>68</b>	<b>39.5</b>	<b>25</b>	<b>14.5</b>	<b>14</b>	<b>8.1</b>	<b>33</b>	<b>19.2</b>	<b>172</b>	<b>52.8</b>	<b>154</b>	<b>47.2</b>	<b>326</b>

Note: Multiple responses possible.

\* The denominators for these calculations are the numbers in the "have plans for disaster recovery" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-19**  
**What Security Measures Do You Have in Place**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Written Policy										E-mail Program										Have Security Measures in Place**	No Security Measures in Place**	Total Base										
	Physical Security		Addressing Network/ File Access*		Hardware Firewall*		Software Firewall*		Intrusion Detection System*		Content Filter*		Spam Blocking*		Desktop Virus Protection*		File Server Virus Protection*		E-mail Gateway Protection*					Spyware Blocking*		Popup Blocking*		E-mail Program Files and Zip Attachments Blocked*		Active X and Java Execution Blocked*			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%				N	%	N	%	N	%	N	%	N	%
<b>Grantmaker Type</b>																																	
Community	39	31.5	25	20.2	84	67.7	64	51.6	24	19.4	33	26.6	92	74.2	115	92.7	86	69.4	58	46.8	80	64.5	71	57.3	28	22.6	14	11.3	124	98.4	2	1.6	126
Corporate	16	61.5	15	57.7	22	84.6	21	80.8	9	34.6	11	42.3	20	76.9	25	96.2	23	88.5	20	76.9	15	57.7	14	53.8	9	34.6	4	15.4	26	96.3	1	3.7	27
Family	18	24.0	15	20.0	50	66.7	52	69.3	13	17.3	17	22.7	60	80.0	69	92.0	54	72.0	43	57.3	48	64.0	57	76.0	19	25.3	13	17.3	75	93.8	5	6.3	80
Independent	25	31.6	28	35.4	63	79.7	52	65.8	16	20.3	20	25.3	67	84.8	77	97.5	61	77.2	48	60.8	51	64.6	51	64.6	25	31.6	5	6.3	79	97.5	2	2.5	81
Public	1	10.0	3	30.0	7	70.0	6	60.0	4	40.0	3	30.0	10	100.0	10	100.0	9	90.0	7	70.0	9	90.0	9	90.0	1	10.0	3	30.0	10	90.9	1	9.1	11
<b>Asset Group</b>																																	
\$1 Billion or more	11	45.8	16	66.7	24	100.0	18	75.0	6	25.0	8	33.3	23	95.8	23	95.8	23	95.8	19	79.2	16	66.7	16	66.7	10	41.7	1	4.2	24	100.0	0	0.0	24
\$250 to \$999.9	17	45.9	11	29.7	32	86.5	23	62.2	5	13.5	15	40.5	33	89.2	35	94.6	34	91.9	24	64.9	21	56.8	26	70.3	16	43.2	5	13.5	37	100.0	0	0.0	37
\$100 to \$249.9	18	45.0	19	47.5	36	90.0	24	60.0	12	30.0	10	25.0	34	85.0	36	90.0	39	97.5	20	50.0	29	72.5	28	70.0	10	25.0	6	15.0	40	100.0	0	0.0	40
\$50 to \$99.9	11	26.8	8	19.5	31	75.6	28	68.3	9	22.0	8	19.5	34	82.9	35	85.4	34	82.9	25	61.0	27	65.9	29	70.7	9	22.0	8	19.5	41	97.6	1	2.4	42
\$25 to \$49.9	11	25.6	12	27.9	37	86.0	28	65.1	11	25.6	17	39.5	34	79.1	43	100.0	36	83.7	25	58.1	28	65.1	25	58.1	8	18.6	4	9.3	43	95.6	2	4.4	45
\$10 to \$24.9	16	30.8	7	13.5	24	46.2	25	48.1	10	19.2	15	28.8	36	69.2	50	96.2	27	51.9	21	40.4	34	65.4	29	55.8	11	21.2	7	13.5	52	94.5	3	5.5	55
\$5 to \$9.9	7	23.3	4	13.3	16	53.3	18	60.0	5	16.7	4	13.3	22	73.3	29	96.7	13	43.3	19	63.3	17	56.7	19	63.3	8	26.7	1	3.3	30	93.8	2	6.3	32
Less than \$5	8	17.0	9	19.1	26	55.3	31	66.0	8	17.0	7	14.9	33	70.2	45	95.7	27	57.4	23	48.9	31	66.0	30	63.8	10	21.3	7	14.9	47	94.0	3	6.0	50
<b>TOTAL</b>	<b>99</b>	<b>31.5</b>	<b>86</b>	<b>27.4</b>	<b>226</b>	<b>72.0</b>	<b>195</b>	<b>62.1</b>	<b>66</b>	<b>21.0</b>	<b>84</b>	<b>26.8</b>	<b>249</b>	<b>79.3</b>	<b>296</b>	<b>94.3</b>	<b>233</b>	<b>74.2</b>	<b>176</b>	<b>56.1</b>	<b>203</b>	<b>64.6</b>	<b>202</b>	<b>64.3</b>	<b>82</b>	<b>26.1</b>	<b>39</b>	<b>12.4</b>	<b>314</b>	<b>96.62</b>	<b>11</b>	<b>3.4</b>	<b>325</b>

Note: Multiple responses possible.

\* The denominators for these calculations are the numbers in the "have security measures in place" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-20**  
**What Is Your Network Backup Strategy**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Perform Backups Daily*		Test Backup Restoration Process Regularly*		Take Backups Home or Someplace Other Than the Office*		Send Backups Off-site to a Data Storage Facility*		Have Data Management and Document Retention Policy*		Use Online ASP Service for Backup Process*		Use Co-Location/ Managed Services*		Have a Backup Strategy**		No Backup Strategy**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
	<b>Grantmaker Type</b>																		
Community	88	75.9	29	25.0	83	71.6	16	13.8	19	16.4	7	6.0	7	6.0	116	93.5	8	6.5	124
Corporate	19	79.2	4	16.7	0	0.0	8	33.3	13	54.2	1	4.2	3	12.5	24	96.0	1	4.0	25
Family	50	83.3	15	25.0	31	51.7	8	13.3	10	16.7	3	5.0	3	5.0	60	75.0	20	25.0	80
Independent	66	85.7	30	39.0	41	53.2	21	27.3	21	27.3	8	10.4	4	5.2	77	93.9	5	6.1	82
Public	8	80.0	5	50.0	6	60.0	3	30.0	2	20.0	1	10.0	0	0.0	10	83.3	2	16.7	12
<b>Asset Group</b>																			
\$1 Billion or more	22	95.7	12	52.2	6	26.1	16	69.6	10	43.5	1	4.3	1	4.3	23	100.0	0	0.0	23
\$250 to \$999.9	34	91.9	16	43.2	27	73.0	11	29.7	10	27.0	3	8.1	2	5.4	37	100.0	0	0.0	37
\$100 to \$249.9	41	97.6	19	45.2	31	73.8	9	21.4	13	31.0	2	4.8	4	9.5	42	100.0	0	0.0	42
\$50 to \$99.9	38	88.4	10	23.3	25	58.1	6	14.0	9	20.9	3	7.0	2	4.7	43	97.7	1	2.3	44
\$25 to \$49.9	36	83.7	10	23.3	19	44.2	6	14.0	7	16.3	3	7.0	1	2.3	43	95.6	2	4.4	45
\$10 to \$24.9	26	61.9	5	11.9	22	52.4	5	11.9	8	19.0	3	7.1	4	9.5	42	79.2	11	20.8	53
\$5 to \$9.9	15	65.2	5	21.7	11	47.8	1	4.3	5	21.7	3	13.0	2	8.7	23	76.7	7	23.3	30
Less than \$5	19	55.9	6	17.6	20	58.8	2	5.9	3	8.8	2	5.9	1	2.9	34	69.4	15	30.6	49
<b>TOTAL</b>	<b>231</b>	<b>80.5</b>	<b>83</b>	<b>28.9</b>	<b>161</b>	<b>56.1</b>	<b>56</b>	<b>19.5</b>	<b>65</b>	<b>22.6</b>	<b>20</b>	<b>7.0</b>	<b>17</b>	<b>5.9</b>	<b>287</b>	<b>88.9</b>	<b>36</b>	<b>11.1</b>	<b>323</b>

Note: Multiple responses possible.

\* The denominators for these calculations are the numbers in the "have a backup strategy" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-21**  
**What Primary Backup Method Does Your Organization Use**

Grantmaker Type and Asset Group (in millions)	Back Up to		Back Up to		Back Up		Use Application		None		Total Base
	Tape		CD, DVD, Zip or External Drive		Disk to Disk		Service Provider (ASP)				
	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>											
Community	61	48.8	47	37.6	8	6.4	7	5.6	2	1.6	125
Corporate	7	41.2	4	23.5	2	11.8	3	17.6	1	5.9	17
Family	31	39.7	36	46.2	2	2.6	2	2.6	7	9.0	78
Independent	45	54.9	20	24.4	9	11.0	6	7.3	2	2.4	82
Public	9	75.0	2	16.7	0	0.0	0	0.0	1	8.3	12
<b>Asset Group</b>											
\$1 Billion or more	17	81.0	1	4.8	3	14.3	0	0.0	0	0.0	21
\$250 to \$999.9	32	86.5	1	2.7	2	5.4	2	5.4	0	0.0	37
\$100 to \$249.9	32	76.2	7	16.7	2	4.8	1	2.4	0	0.0	42
\$50 to \$99.9	25	58.1	12	27.9	2	4.7	4	9.3	0	0.0	43
\$25 to \$49.9	21	48.8	13	30.2	4	9.3	4	9.3	1	2.3	43
\$10 to \$24.9	9	17.6	36	70.6	2	3.9	2	3.9	2	3.9	51
\$5 to \$9.9	9	30.0	12	40.0	2	6.7	3	10.0	4	13.3	30
Less than \$5	8	17.0	27	57.4	4	8.5	2	4.3	6	12.8	47
<b>TOTAL</b>	<b>153</b>	<b>48.7</b>	<b>109</b>	<b>34.7</b>	<b>21</b>	<b>6.7</b>	<b>18</b>	<b>5.7</b>	<b>13</b>	<b>4.1</b>	<b>314</b>

**Table A-22**

**How Often Do You Typically Update Your Virus Signatures on All Servers, Workstations and Laptop Computers**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Hourly*		Daily*		Weekly*		Monthly*		Periodically But Not on a Regularly Scheduled Basis*		Those Who Know the Schedule**		Do Not Know the Schedule**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
	<b>Grantmaker Type</b>														
Community	6	6.5	42	45.2	15	16.1	6	6.5	24	25.8	93	74.4	32	25.6	125
Corporate	3	20.0	4	26.7	6	40.0	1	6.7	1	6.7	15	55.6	12	44.4	27
Family	5	8.3	21	35.0	12	20.0	6	10.0	16	26.7	60	75.9	19	24.1	79
Independent	12	17.6	37	54.4	12	17.6	3	4.4	4	5.9	68	82.9	14	17.1	82
Public	2	22.2	3	33.3	2	22.2	1	11.1	1	11.1	9	81.8	2	18.2	11
<b>Asset Group</b>															
\$1 Billion or more	7	35.0	11	55.0	1	5.0	0	0.0	1	5.0	20	87.0	3	13.0	23
\$250 to \$999.9	3	10.3	16	55.2	8	27.6	1	3.4	1	3.4	29	78.4	8	21.6	37
\$100 to \$249.9	7	18.9	17	45.9	5	13.5	5	13.5	3	8.1	37	88.1	5	11.9	42
\$50 to \$99.9	3	8.6	20	57.1	4	11.4	1	2.9	7	20.0	35	81.4	8	18.6	43
\$25 to \$49.9	1	3.3	13	43.3	7	23.3	3	10.0	6	20.0	30	66.7	15	33.3	45
\$10 to \$24.9	4	9.5	10	23.8	11	26.2	5	11.9	12	28.6	42	79.2	11	20.8	53
\$5 to \$9.9	1	4.8	8	38.1	4	19.0	1	4.8	7	33.3	21	70.0	9	30.0	30
Less than \$5	2	6.5	12	38.7	7	22.6	1	3.2	9	29.0	31	60.8	20	39.2	51
<b>TOTAL</b>	<b>28</b>	<b>11.4</b>	<b>107</b>	<b>43.7</b>	<b>47</b>	<b>19.2</b>	<b>17</b>	<b>6.9</b>	<b>46</b>	<b>18.8</b>	<b>245</b>	<b>75.6</b>	<b>79</b>	<b>24.4</b>	<b>324</b>

\* The denominators for these calculations are the numbers in the "those who know the schedule" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-23**

**How Would You Describe Your Organization's Commitment to Knowledge Management (KM)**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Trying to Define What KM Means to Our Organization*		Evaluating Systems and/or Consultants to Help Us Implement KM*		We Have Selected a System and/or Consultant to Implement KM*		Planning/ Designing/ Implementing KM Now*		Have a Fully Operational KM System*		Interested in KM**		Not Interested in KM**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
	<b>Grantmaker Type</b>														
Community	71	89.9	4	5.1	0	0.0	4	5.1	0	0.0	79	66.9	39	33.1	118
Corporate	9	75.0	1	8.3	0	0.0	0	0.0	2	16.7	12	63.2	7	36.8	19
Family	33	80.5	5	12.2	2	4.9	0	0.0	1	2.4	41	51.9	38	48.1	79
Independent	41	74.5	4	7.3	1	1.8	6	10.9	3	5.5	55	74.3	19	25.7	74
Public	4	66.7	1	16.7	0	0.0	1	16.7	0	0.0	6	54.5	5	45.5	11
<b>Asset Group</b>															
\$1 Billion or more	13	65.0	2	10.0	0	0.0	2	10.0	3	15.0	20	90.9	2	9.1	22
\$250 to \$999.9	21	75.0	3	10.7	1	3.6	3	10.7	0	0.0	28	80.0	7	20.0	35
\$100 to \$249.9	20	69.0	3	10.3	1	3.4	4	13.8	1	3.4	29	72.5	11	27.5	40
\$50 to \$99.9	28	96.6	1	3.4	0	0.0	0	0.0	0	0.0	29	74.4	10	25.6	39
\$25 to \$49.9	25	92.6	2	7.4	0	0.0	0	0.0	0	0.0	27	62.8	16	37.2	43
\$10 to \$24.9	25	96.2	0	0.0	0	0.0	0	0.0	1	3.8	26	50.0	26	50.0	52
\$5 to \$9.9	13	86.7	1	6.7	0	0.0	0	0.0	1	6.7	15	51.7	14	48.3	29
Less than \$5	13	68.4	3	15.8	1	5.3	2	10.5	0	0.0	19	46.3	22	53.7	41
<b>TOTAL</b>	<b>158</b>	<b>81.9</b>	<b>15</b>	<b>7.8</b>	<b>3</b>	<b>1.6</b>	<b>11</b>	<b>5.7</b>	<b>6</b>	<b>3.1</b>	<b>193</b>	<b>64.1</b>	<b>108</b>	<b>35.9</b>	<b>301</b>

\* The denominators for these calculations are the numbers in the "interested in KM" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-24**  
**What Is the Purpose of Your Knowledge Management (KM) Initiative**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Improved Efficiency*		Improved Effectiveness*		Greater Accountability*		Improved Grantee Relationships*		Better Communication with External Consultants*		Improved Knowledge Base for Foundation Staff*		Foster Peer-to-Peer Collaboration*		Other*		Have a KM Initiative**		Don't Have a KM Initiative**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>																					
Community	22	75.9	21	72.4	12	41.4	13	44.8	10	34.5	22	75.9	8	27.6	3	10.3	29	23.8	93	76.2	122
Corporate	3	50.0	2	33.3	2	33.3	2	33.3	0	0.0	3	50.0	1	16.7	2	33.3	6	30.0	14	70.0	20
Family	14	73.7	15	78.9	10	52.6	9	47.4	4	21.1	14	73.7	10	52.6	2	10.5	19	24.7	58	75.3	77
Independent	16	66.7	17	70.8	10	41.7	11	45.8	5	20.8	19	79.2	11	45.8	4	16.7	24	30.0	56	70.0	80
Public	2	66.7	2	66.7	1	33.3	2	66.7	0	0.0	2	66.7	2	66.7	1	33.3	3	30.0	7	70.0	10
<b>Asset Group</b>																					
\$1 Billion or more	8	57.1	8	57.1	5	35.7	6	42.9	4	28.6	11	78.6	6	42.9	2	14.3	14	63.6	8	36.4	22
\$250 to \$999.9	13	76.5	13	76.5	8	47.1	8	47.1	3	17.6	14	82.4	7	41.2	2	11.8	17	47.2	19	52.8	36
\$100 to \$249.9	13	86.7	12	80.0	7	46.7	10	66.7	6	40.0	14	93.3	6	40.0	3	20.0	15	35.7	27	64.3	42
\$50 to \$99.9	6	54.5	8	72.7	5	45.5	6	54.5	2	18.2	11	100.0	7	63.6	1	9.1	11	28.9	27	71.1	38
\$25 to \$49.9	6	66.7	7	77.8	3	33.3	3	33.3	1	11.1	5	55.6	3	33.3	2	22.2	9	20.5	35	79.5	44
\$10 to \$24.9	3	75.0	2	50.0	1	25.0	1	25.0	0	0.0	1	25.0	2	50.0	0	0.0	4	7.7	48	92.3	52
\$5 to \$9.9	3	75.0	3	75.0	1	25.0	1	25.0	1	25.0	2	50.0	0	0.0	1	25.0	4	13.3	26	86.7	30
Less than \$5	5	71.4	4	57.1	5	71.4	2	28.6	2	28.6	2	28.6	1	14.3	1	14.3	7	15.6	38	84.4	45
<b>TOTAL</b>	<b>57</b>	<b>70.4</b>	<b>57</b>	<b>70.4</b>	<b>35</b>	<b>43.2</b>	<b>37</b>	<b>45.7</b>	<b>19</b>	<b>23.5</b>	<b>60</b>	<b>74.1</b>	<b>32</b>	<b>39.5</b>	<b>12</b>	<b>14.8</b>	<b>81</b>	<b>26.2</b>	<b>228</b>	<b>73.8</b>	<b>309</b>

Note: Multiple responses possible.

\* The denominators for these calculations are the numbers in the "have a KM initiative" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-25  
What Knowledge Management (KM) Technologies Has Your Organization Implemented**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Search Engine for Aggregated Foundation-Wide Information System*		Team Workspaces and Portals*		Blogs*		Enterprise Content Management System*		Document Management System*		Records Management System*		Instant Messages*		Online Meeting Tools*		Existing Tools and Processes*		Have Implemented KM Technologies**		Have Not Implemented KM Technologies**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
	<b>Grantmaker Type</b>																						
<b>Community</b>	2	3.7	5	9.3	0	0.0	2	3.7	12	22.2	13	24.1	2	3.7	7	13.0	50	92.6	54	49.1	56	50.9	110
<b>Corporate</b>	0	0.0	1	14.3	0	0.0	1	14.3	4	57.1	4	57.1	2	28.6	3	42.9	6	85.7	7	43.8	9	56.3	16
<b>Family</b>	4	10.8	4	10.8	0	0.0	2	5.4	19	51.4	13	35.1	4	10.8	3	8.1	28	75.7	37	48.1	40	51.9	77
<b>Independent</b>	8	19.0	7	16.7	3	7.1	4	9.5	13	31.0	13	31.0	6	14.3	5	11.9	36	85.7	42	56.0	33	44.0	75
<b>Public</b>	2	40.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2	40.0	0	0.0	3	60.0	5	45.5	6	54.5	11
<b>Asset Group</b>																							
<b>\$1 Billion or more</b>	6	33.3	6	33.3	2	11.1	5	27.8	9	50.0	7	38.9	4	22.2	7	38.9	14	77.8	18	85.7	3	14.3	21
<b>\$250 to \$999.9</b>	2	11.8	4	23.5	0	0.0	0	0.0	7	41.2	3	17.6	1	5.9	0	0.0	16	94.1	17	48.6	18	51.4	35
<b>\$100 to \$249.9</b>	1	5.0	2	10.0	0	0.0	4	20.0	6	30.0	7	35.0	3	15.0	5	25.0	19	95.0	20	52.6	18	47.4	38
<b>\$50 to \$99.9</b>	1	4.2	2	8.3	0	0.0	0	0.0	10	41.7	9	37.5	1	4.2	0	0.0	21	87.5	24	64.9	13	35.1	37
<b>\$25 to \$49.9</b>	2	10.5	0	0.0	0	0.0	0	0.0	2	10.5	3	15.8	2	10.5	2	10.5	17	89.5	19	44.2	24	55.8	43
<b>\$10 to \$24.9</b>	1	4.5	0	0.0	0	0.0	0	0.0	4	18.2	4	18.2	1	4.5	1	4.5	19	86.4	22	45.8	26	54.2	48
<b>\$5 to \$9.9</b>	1	10.0	1	10.0	0	0.0	0	0.0	4	40.0	4	40.0	0	0.0	2	20.0	8	80.0	10	40.0	15	60.0	25
<b>Less than \$5</b>	2	13.3	2	13.3	1	6.7	0	0.0	6	40.0	6	40.0	4	26.7	1	6.7	9	60.0	15	35.7	27	64.3	42
<b>TOTAL</b>	<b>16</b>	<b>11.0</b>	<b>17</b>	<b>11.7</b>	<b>3</b>	<b>2.1</b>	<b>9</b>	<b>6.2</b>	<b>48</b>	<b>33.1</b>	<b>43</b>	<b>29.7</b>	<b>16</b>	<b>11.0</b>	<b>18</b>	<b>12.4</b>	<b>123</b>	<b>84.8</b>	<b>145</b>	<b>50.2</b>	<b>144</b>	<b>49.8</b>	<b>289</b>

Note: Multiple responses possible.

Microsoft SharePoint is an example of team workspaces and portals. Existing tools and processes include Microsoft Office, e-mail, shared drives, intranet/Internet and LISTSERV.

\* The denominators for these calculations are the numbers in the "have implemented KM technologies" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-26**

**What Are the Key Barriers You Are Experiencing in Developing Knowledge Management (KM) at Your Organization**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Lack of Interest*		Lack of Leadership*		Cost*		Lack of Understanding*		Resistance to Change*		Disagreement Over Systems/ Platforms/ Approach*		We Are Experiencing Barriers**		Few or No Barriers**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>																	
Community	37	34.6	18	16.8	51	47.7	74	69.2	15	14.0	4	3.7	107	93.0	8	7.0	115
Corporate	6	50.0	3	25.0	5	41.7	6	50.0	4	33.3	1	8.3	12	80.0	3	20.0	15
Family	30	50.0	5	8.3	16	26.7	31	51.7	11	18.3	3	5.0	60	80.0	15	20.0	75
Independent	19	37.3	12	23.5	11	21.6	35	68.6	11	21.6	3	5.9	51	68.9	23	31.1	74
Public	2	20.0	0	0.0	5	50.0	6	60.0	3	30.0	1	10.0	10	90.9	1	9.1	11
<b>Asset Group</b>																	
\$1 Billion or more	5	33.3	7	46.7	6	40.0	10	66.7	6	40.0	3	20.0	15	75.0	5	25.0	20
\$250 to \$999.9	11	39.3	7	25.0	5	17.9	20	71.4	11	39.3	3	10.7	28	77.8	8	22.2	36
\$100 to \$249.9	12	40.0	6	20.0	7	23.3	20	66.7	5	16.7	2	6.7	30	83.3	6	16.7	36
\$50 to \$99.9	11	35.5	2	6.5	10	32.3	20	64.5	4	12.9	2	6.5	31	86.1	5	13.9	36
\$25 to \$49.9	12	37.5	3	9.4	15	46.9	18	56.3	2	6.3	1	3.1	32	80.0	8	20.0	40
\$10 to \$24.9	19	45.2	5	11.9	13	31.0	27	64.3	5	11.9	1	2.4	42	82.4	9	17.6	51
\$5 to \$9.9	11	42.3	5	19.2	14	53.8	17	65.4	5	19.2	0	0.0	26	96.3	1	3.7	27
Less than \$5	13	36.1	3	8.3	18	50.0	20	55.6	6	16.7	0	0.0	36	81.8	8	18.2	44
<b>TOTAL</b>	<b>94</b>	<b>39.2</b>	<b>38</b>	<b>15.8</b>	<b>88</b>	<b>36.7</b>	<b>152</b>	<b>63.3</b>	<b>44</b>	<b>18.3</b>	<b>12</b>	<b>5.0</b>	<b>240</b>	<b>82.8</b>	<b>50</b>	<b>17.2</b>	<b>290</b>

Note: Multiple responses possible.

\* The denominators for these calculations are the numbers in the "we are experiencing barriers" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

Table A-27

## Is Your Organization Currently Using Any of the Following Internal Technology Solutions

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Document Scanning*		E-mail Active Archiving*		Indexing and File Searching*		Online Proposal Review*		Customer Relationship Mgt (CRM)*		Executive Information System*		Workflow Management*		Patriot Act Verification*		Use These Internal Technology Solutions**		Do Not Use These Internal Technology Solutions**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%			
	<b>Grantmaker Type</b>																				
<b>Community</b>	52	75.4	37	53.6	17	24.6	12	17.4	1	1.4	8	11.6	2	2.9	3	4.3	69	55.6	55	44.4	124
<b>Corporate</b>	13	65.0	12	60.0	7	35.0	5	25.0	3	15.0	1	5.0	3	15.0	8	40.0	20	83.3	4	16.7	24
<b>Family</b>	37	74.0	27	54.0	16	32.0	11	22.0	3	6.0	10	20.0	3	6.0	8	16.0	50	64.1	28	35.9	78
<b>Independent</b>	50	79.4	20	31.7	19	30.2	11	17.5	3	4.8	12	19.0	7	11.1	8	12.7	63	78.8	17	21.3	80
<b>Public</b>	5	71.4	6	85.7	3	42.9	2	28.6	0	0.0	1	14.3	0	0.0	0	0.0	7	70.0	3	30.0	10
<b>Asset Group</b>																					
<b>\$1 Billion or more</b>	17	81.0	6	28.6	8	38.1	6	28.6	4	19.0	6	28.6	4	19.0	12	57.1	21	91.3	2	8.7	23
<b>\$250 to \$999.9</b>	25	86.2	11	37.9	5	17.2	7	24.1	0	0.0	6	20.7	4	13.8	3	10.3	29	80.6	7	19.4	36
<b>\$100 to \$249.9</b>	26	78.8	17	51.5	10	30.3	3	9.1	0	0.0	4	12.1	1	3.0	4	12.1	33	80.5	8	19.5	41
<b>\$50 to \$99.9</b>	21	72.4	14	48.3	8	27.6	5	17.2	1	3.4	8	27.6	2	6.9	2	6.9	29	70.7	12	29.3	41
<b>\$25 to \$49.9</b>	24	80.0	19	63.3	17	56.7	4	13.3	0	0.0	1	3.3	1	3.3	2	6.7	30	69.8	13	30.2	43
<b>\$10 to \$24.9</b>	20	69.0	12	41.4	7	24.1	8	27.6	0	0.0	3	10.3	1	3.4	2	6.9	29	56.9	22	43.1	51
<b>\$5 to \$9.9</b>	10	71.4	7	50.0	1	7.1	4	28.6	2	14.3	1	7.1	1	7.1	0	0.0	14	45.2	17	54.8	31
<b>Less than \$5</b>	14	58.3	16	66.7	6	25.0	4	16.7	3	12.5	3	12.5	1	4.2	2	8.3	24	48.0	26	52.0	50
<b>TOTAL</b>	<b>157</b>	<b>75.1</b>	<b>102</b>	<b>48.8</b>	<b>62</b>	<b>29.7</b>	<b>41</b>	<b>19.6</b>	<b>10</b>	<b>4.8</b>	<b>32</b>	<b>15.3</b>	<b>15</b>	<b>7.2</b>	<b>27</b>	<b>12.9</b>	<b>209</b>	<b>66.1</b>	<b>107</b>	<b>33.9</b>	<b>316</b>

Note: Multiple responses possible.

E-mail active archiving = automatic storage and indexing of e-mail messages.

Indexing and file searching = ability to automatically index and easily search files on a server.

Customer Relationship Management (CRM) = ability to synchronize contact information between Outlook and grants management system.

Executive Information Systems (e.g., graphical representation of the status of grants and financial information for staff and/or board).

Workflow Management = step-by-step workflow for common tasks that notifies staff when a task has been completed and is awaiting their action.

Patriot Act Verification = automatic checking using published lists.

\* The denominators for these calculations are the numbers in the "use these internal technology solutions" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-28**

**What Is the Primary Accounting Software or Service Your Organization Uses**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Blackbaud Accounts Payable or Financial Edge		Great Plains Enterprise or Dynamics*		MicroEdge/ NPO Solutions FIMS or Fdn Power*		Peachtree*		Quickbooks/ Nonprofit Books*		Quicken*		Other Identified*		Other Unidentified*		Have a Primary Software**		No Primary Software**		Total Base	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
	<b>Grantmaker Type</b>																					
Community	7	5.8	0	0.0	82	68.3	4	3.3	16	13.3	3	2.5	0	0.0	8	6.7	120	96.8	4	3.2	124	
Corporate	1	4.5	0	0.0	5	22.7	1	4.5	3	13.6	2	9.1	5	22.7	5	22.7	22	91.7	2	8.3	24	
Family	0	0.0	7	10.3	1	1.5	5	7.4	22	32.4	19	27.9	2	2.9	12	17.6	68	85.0	12	15.0	80	
Independent	0	0.0	9	11.3	1	1.3	12	15.0	26	32.5	7	8.8	4	5.0	21	26.3	80	96.4	3	3.6	83	
Public	1	8.3	1	8.3	1	8.3	1	8.3	4	33.3	1	8.3	1	8.3	2	16.7	12	100.0	0	0.0	12	
<b>Asset Group</b>																						
\$1 Billion or more	0	0.0	10	45.5	1	4.5	0	0.0	0	0.0	1	4.5	5	22.7	5	22.7	22	100.0	0	0.0	22	
\$250 to \$999.9	1	2.7	3	8.1	16	43.2	2	5.4	4	10.8	1	2.7	3	8.1	7	18.9	37	100.0	0	0.0	37	
\$100 to \$249.9	2	5.0	3	7.5	11	27.5	6	15.0	11	27.5	1	2.5	1	2.5	5	12.5	40	95.2	2	4.8	42	
\$50 to \$99.9	3	7.5	0	0.0	10	25.0	1	2.5	8	20.0	7	17.5	1	2.5	10	25.0	40	93.0	3	7.0	43	
\$25 to \$49.9	1	2.3	0	0.0	18	40.9	3	6.8	14	31.8	0	0.0	1	2.3	7	15.9	44	97.8	1	2.2	45	
\$10 to \$24.9	1	2.2	1	2.2	20	44.4	3	6.7	9	20.0	7	15.6	0	0.0	4	8.9	45	86.5	7	13.5	52	
\$5 to \$9.9	1	3.6	0	0.0	8	28.6	5	17.9	5	17.9	5	17.9	0	0.0	4	14.3	28	87.5	4	12.5	32	
Less than \$5	0	0.0	0	0.0	6	13.0	3	6.5	20	43.5	10	21.7	1	2.2	6	13.0	46	92.0	4	8.0	50	
<b>TOTAL</b>	<b>9</b>	<b>3.0</b>	<b>17</b>	<b>5.6</b>	<b>90</b>	<b>29.8</b>	<b>23</b>	<b>7.6</b>	<b>71</b>	<b>23.5</b>	<b>32</b>	<b>10.6</b>	<b>12</b>	<b>4.0</b>	<b>48</b>	<b>15.9</b>	<b>302</b>	<b>93.5</b>	<b>21</b>	<b>6.5</b>	<b>323</b>	

Other identified accounting software included SAP or Oracle Financials (7), ACCPAC (3), Intuit FundWare (1) and Kintera FundWare (1).

\* The denominators for these calculations are the numbers in the "have a primary software" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-29**

**What Is the Primary Grants Management/Gifts Management Software or Service Your Organization Uses**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Bromelkamp Pearl*		MicroEdge GIFTS*		MicroEdge/ NPO Solutions FIMS or Fdn Power*		Other Commercial Identified*		Other Commercial Unidentified*		Custom-Designed or Developed In-House*		Have a Primary Software**		No Software at This Time**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
	<b>Grantmaker Type</b>																
Community	4	4.1	7	7.2	76	78.4	0	0.0	5	5.2	5	5.2	97	78.9	26	21.1	123
Corporate	1	3.8	21	80.8	0	0.0	1	3.8	1	3.8	2	7.7	26	96.3	1	3.7	27
Family	4	7.5	35	66.0	0	0.0	0	0.0	4	7.5	10	18.9	53	67.1	26	32.9	79
Independent	3	3.9	51	67.1	1	1.3	2	2.6	0	0.0	19	25.0	76	92.7	6	7.3	82
Public	0	0.0	5	62.5	1	12.5	0	0.0	0	0.0	2	25.0	8	66.7	4	33.3	12
<b>Asset Group</b>																	
\$1 Billion or more	0	0.0	17	73.9	1	4.3	0	0.0	0	0.0	5	21.7	23	100.0	0	0.0	23
\$250 to \$999.9	0	0.0	15	40.5	15	40.5	2	5.4	2	5.4	3	8.1	37	100.0	0	0.0	37
\$100 to \$249.9	1	2.4	27	65.9	9	22.0	0	0.0	1	2.4	3	7.3	41	97.6	1	2.4	42
\$50 to \$99.9	5	11.9	22	52.4	10	23.8	0	0.0	1	2.4	4	9.5	42	97.7	1	2.3	43
\$25 to \$49.9	1	2.6	18	47.4	15	39.5	1	2.6	2	5.3	1	2.6	38	84.4	7	15.6	45
\$10 to \$24.9	2	5.7	11	31.4	15	42.9	0	0.0	2	5.7	5	14.3	35	70.0	15	30.0	50
\$5 to \$9.9	1	4.8	2	9.5	8	38.1	0	0.0	1	4.8	9	42.9	21	67.7	10	32.3	31
Less than \$5	2	8.7	7	30.4	5	21.7	0	0.0	1	4.3	8	34.8	23	44.2	29	55.8	52
<b>TOTAL</b>	<b>12</b>	<b>4.6</b>	<b>119</b>	<b>45.8</b>	<b>78</b>	<b>30.0</b>	<b>3</b>	<b>1.2</b>	<b>10</b>	<b>3.8</b>	<b>38</b>	<b>14.6</b>	<b>260</b>	<b>80.5</b>	<b>63</b>	<b>19.5</b>	<b>323</b>

Other identified commercial software used were Arlington Group Easygrants (2) and CyberGrants (1). Collaborative Standards GrantStream and Foundation Source were among the options listed in the survey, but no respondents indicated that these were their software or service.

\* The denominators for these calculations are the numbers in the "have a primary software" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-30**

**What Is the Primary Online Grant Application Software or Service Your Organization Uses**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	MicroEdge/ NPO Solutions Application (IGAM)*		Other Commercial Identified*		Other Commercial Unidentified*		Custom-Designed or Developed In-House*		Have a Primary Software**		No Software at This Time**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	
	<b>Grantmaker Type</b>												
Community	10	45.5	2	9.1	1	4.5	9	40.9	22	18.0	100	82.0	122
Corporate	6	66.7	0	0.0	0	0.0	3	33.3	9	39.1	14	60.9	23
Family	6	50.0	1	8.3	1	8.3	4	33.3	12	15.2	67	84.8	79
Independent	8	33.3	2	8.3	1	4.2	13	54.2	24	29.6	57	70.4	81
Public	0	0.0	0	0.0	0	0.0	3	100.0	3	25.0	9	75.0	12
<b>Asset Group</b>													
\$1 Billion or more	8	57.1	0	0.0	0	0.0	6	42.9	14	63.6	8	36.4	22
\$250 to \$999.9	6	46.2	3	23.1	1	7.7	3	23.1	13	35.1	24	64.9	37
\$100 to \$249.9	4	50.0	1	12.5	0	0.0	3	37.5	8	19.5	33	80.5	41
\$50 to \$99.9	3	33.3	1	11.1	1	11.1	4	44.4	9	22.0	32	78.0	41
\$25 to \$49.9	6	75.0	0	0.0	1	12.5	1	12.5	8	18.2	36	81.8	44
\$10 to \$24.9	2	25.0	0	0.0	0	0.0	6	75.0	8	15.7	43	84.3	51
\$5 to \$9.9	0	0.0	0	0.0	0	0.0	4	100.0	4	12.5	28	87.5	32
Less than \$5	1	16.7	0	0.0	0	0.0	5	83.3	6	12.2	43	87.8	49
<b>TOTAL</b>	<b>30</b>	<b>42.9</b>	<b>5</b>	<b>7.1</b>	<b>3</b>	<b>4.3</b>	<b>32</b>	<b>45.7</b>	<b>70</b>	<b>22.1</b>	<b>247</b>	<b>77.9</b>	<b>317</b>

Other identified commercial software used were Arlington Group Easygrants (2), CAMT eGrant (2) and Community Foundations of America ImpactMgr (1).

\* The denominators for these calculations are the numbers in the "have a primary software" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-31**

**Are You Currently Using or Considering Using an Application Service Provider to Host Any of the Following Applications Externally**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Accounting*		E-mail*		Grants Management*		Donor Services*		Payroll*		Website*		Intranet*		Other*		Using or Considering an Application Service Provider**		Do Not Use an Application Service Provider**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%			
	<b>Grantmaker Type</b>																				
<b>Community</b>	11	21.6	16	31.4	13	25.5	10	19.6	14	27.5	34	66.7	6	11.8	2	3.9	51	42.1	70	57.9	121
<b>Corporate</b>	0	0.0	0	0.0	6	85.7	0	0.0	0	0.0	0	0.0	0	0.0	3	42.9	7	29.2	17	70.8	24
<b>Family</b>	3	15.0	8	40.0	2	10.0	0	0.0	4	20.0	12	60.0	1	5.0	0	0.0	20	26.7	55	73.3	75
<b>Independent</b>	4	14.8	6	22.2	5	18.5	0	0.0	12	44.4	16	59.3	3	11.1	3	11.1	27	32.9	55	67.1	82
<b>Public</b>	0	0.0	3	50.0	0	0.0	0	0.0	0	0.0	4	66.7	1	16.7	0	0.0	6	50.0	6	50.0	12
<b>Asset Group</b>																					
<b>\$1 Billion or more</b>	2	18.2	2	18.2	1	9.1	0	0.0	7	63.6	3	27.3	0	0.0	3	27.3	11	50.0	11	50.0	22
<b>\$250 to \$999.9</b>	1	5.0	4	20.0	6	30.0	2	10.0	5	25.0	13	65.0	5	25.0	1	5.0	20	54.1	17	45.9	37
<b>\$100 to \$249.9</b>	3	18.8	5	31.3	3	18.8	2	12.5	5	31.3	7	43.8	2	12.5	2	12.5	16	38.1	26	61.9	42
<b>\$50 to \$99.9</b>	0	0.0	5	41.7	4	33.3	0	0.0	2	16.7	9	75.0	0	0.0	1	8.3	12	28.6	30	71.4	42
<b>\$25 to \$49.9</b>	1	6.7	5	33.3	4	26.7	2	13.3	3	20.0	9	60.0	0	0.0	1	6.7	15	36.6	26	63.4	41
<b>\$10 to \$24.9</b>	4	40.0	4	40.0	3	30.0	3	30.0	2	20.0	8	80.0	0	0.0	0	0.0	10	19.2	42	80.8	52
<b>\$5 to \$9.9</b>	5	45.5	2	18.2	3	27.3	1	9.1	4	36.4	8	72.7	3	27.3	0	0.0	11	37.9	18	62.1	29
<b>Less than \$5</b>	2	12.5	6	37.5	2	12.5	0	0.0	2	12.5	9	56.3	1	6.3	0	0.0	16	32.7	33	67.3	49
<b>TOTAL</b>	<b>18</b>	<b>16.2</b>	<b>33</b>	<b>29.7</b>	<b>26</b>	<b>23.4</b>	<b>10</b>	<b>9.0</b>	<b>30</b>	<b>27.0</b>	<b>66</b>	<b>59.5</b>	<b>11</b>	<b>9.9</b>	<b>8</b>	<b>7.2</b>	<b>111</b>	<b>35.4</b>	<b>203</b>	<b>64.6</b>	<b>314</b>

Note: Multiple responses possible.

\* The denominators for these calculations are the numbers in the "using or considering an Application Service Provider" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-32**  
**What Open Source Software Are You Currently Using**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Desktop Operating Systems*		Server Operating Systems*		E-mail*		Office Productivity Applications*		Web Services*		Other*		Currently Using Open Source Software**		Not Currently Using Open Source Software**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>																	
Community	41	71.9	24	42.1	42	73.7	13	22.8	19	33.3	4	7.0	57	49.1	59	50.9	116
Corporate	4	66.7	4	66.7	4	66.7	2	33.3	2	33.3	0	0.0	6	28.6	15	71.4	21
Family	15	60.0	7	28.0	18	72.0	4	16.0	4	16.0	1	4.0	25	35.2	46	64.8	71
Independent	16	55.2	8	27.6	17	58.6	5	17.2	8	27.6	5	17.2	29	37.7	48	62.3	77
Public	3	75.0	1	25.0	2	50.0	1	25.0	1	25.0	0	0.0	4	50.0	4	50.0	8
<b>Asset Group</b>																	
\$1 Billion or more	2	28.6	3	42.9	3	42.9	1	14.3	3	42.9	4	57.1	7	31.8	15	68.2	22
\$250 to \$999.9	3	33.3	3	33.3	5	55.6	2	22.2	5	55.6	1	11.1	9	25.0	27	75.0	36
\$100 to \$249.9	11	61.1	9	50.0	10	55.6	9	50.0	9	50.0	2	11.1	18	46.2	21	53.8	39
\$50 to \$99.9	6	54.5	3	27.3	8	72.7	3	27.3	4	36.4	0	0.0	11	28.9	27	71.1	38
\$25 to \$49.9	14	82.4	8	47.1	11	64.7	3	17.6	5	29.4	0	0.0	17	43.6	22	56.4	39
\$10 to \$24.9	18	66.7	8	29.6	21	77.8	4	14.8	5	18.5	1	3.7	27	55.1	22	44.9	49
\$5 to \$9.9	7	63.6	1	9.1	8	72.7	1	9.1	1	9.1	1	9.1	11	42.3	15	57.7	26
Less than \$5	18	85.7	9	42.9	17	81.0	2	9.5	2	9.5	1	4.8	21	47.7	23	52.3	44
<b>TOTAL</b>	<b>79</b>	<b>65.3</b>	<b>44</b>	<b>36.4</b>	<b>83</b>	<b>68.6</b>	<b>25</b>	<b>20.7</b>	<b>34</b>	<b>28.1</b>	<b>10</b>	<b>8.3</b>	<b>121</b>	<b>41.3</b>	<b>172</b>	<b>58.7</b>	<b>293</b>

Note: Multiple responses possible.

Web services include Apache, website content management.

\* The denominators for these calculations are the numbers in the "currently using open source software" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-33**  
**For What Purposes Does Your Organization Use Its Website**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Provide General Information About the Foundation and Its Programs*		Provide General Information About Issues the Foundation Funds*		Publish Foundation Reports*		Provide a Searchable Grants Database*		Accept Online Letters of Inquiry*		Accept Online Proposals and Scholarship/Grant Apps*		Accept Online Grantee Reports*		Allow Grantees to Update Their Own Contact Information*		E-Newsletter*		Provide Grantees with a Portal to Share Information with Each Other Online*		Publish Grant Information to Your Organization's Website*		Has a Website**		Does Not Have a Website**		Total Base
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>																											
Community	117	100.0	62	53.0	83	70.9	16	13.7	21	17.9	15	12.8	6	5.1	6	5.1	23	19.7	5	4.3	55	47.0	117	94.4	7	5.6	124
Corporate	22	95.7	10	43.5	10	43.5	1	4.3	6	26.1	8	34.8	5	21.7	2	8.7	2	8.7	0	0.0	7	30.4	23	92.0	2	8.0	25
Family	60	100.0	27	45.0	28	46.7	12	20.0	16	26.7	7	11.7	3	5.0	1	1.7	9	15.0	4	6.7	21	35.0	60	78.9	16	21.1	76
Independent	78	100.0	41	52.6	49	62.8	18	23.1	23	29.5	18	23.1	8	10.3	4	5.1	19	24.4	2	2.6	39	50.0	78	94.0	5	6.0	83
Public	11	100.0	8	72.7	6	54.5	4	36.4	1	9.1	3	27.3	0	0.0	1	9.1	3	27.3	0	0.0	6	54.5	11	91.7	1	8.3	12
<b>Asset Group</b>																											
\$1 Billion or more	22	100.0	17	77.3	17	77.3	10	45.5	8	36.4	9	40.9	5	22.7	0	0.0	10	45.5	1	4.5	10	45.5	22	100.0	0	0.0	22
\$250 to \$999.9	37	100.0	23	62.2	28	75.7	11	29.7	8	21.6	7	18.9	4	10.8	6	16.2	9	24.3	1	2.7	12	32.4	37	100.0	0	0.0	37
\$100 to \$249.9	40	100.0	24	60.0	28	70.0	7	17.5	11	27.5	7	17.5	2	5.0	1	2.5	10	25.0	3	7.5	20	50.0	40	95.2	2	4.8	42
\$50 to \$99.9	39	97.5	21	52.5	25	62.5	7	17.5	7	17.5	10	25.0	5	12.5	1	2.5	4	10.0	0	0.0	19	47.5	40	95.2	2	4.8	42
\$25 to \$49.9	43	100.0	23	53.5	25	58.1	3	7.0	8	18.6	3	7.0	3	7.0	1	2.3	10	23.3	3	7.0	22	51.2	43	97.7	1	2.3	44
\$10 to \$24.9	43	100.0	16	37.2	22	51.2	7	16.3	10	23.3	8	18.6	0	0.0	0	0.0	6	14.0	0	0.0	20	46.5	43	84.3	8	15.7	51
\$5 to \$9.9	25	100.0	10	40.0	12	48.0	2	8.0	4	16.0	3	12.0	0	0.0	1	4.0	2	8.0	1	4.0	10	40.0	25	83.3	5	16.7	30
Less than \$5	39	100.0	14	35.9	19	48.7	4	10.3	11	28.2	4	10.3	3	7.7	4	10.3	5	12.8	2	5.1	15	38.5	39	75.0	13	25.0	52
<b>TOTAL</b>	<b>288</b>	<b>99.7</b>	<b>148</b>	<b>51.2</b>	<b>176</b>	<b>60.9</b>	<b>51</b>	<b>17.6</b>	<b>67</b>	<b>23.2</b>	<b>51</b>	<b>17.6</b>	<b>22</b>	<b>7.6</b>	<b>14</b>	<b>4.8</b>	<b>56</b>	<b>19.4</b>	<b>11</b>	<b>3.8</b>	<b>128</b>	<b>44.3</b>	<b>289</b>	<b>90.3</b>	<b>31</b>	<b>9.7</b>	<b>320</b>

Note: Multiple responses possible.

\* The denominators for these calculations are the numbers in the "has a website" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.

**Table A-34**  
**How Would You Describe Your Website Environment**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Static HTML Pages Maintained Using FrontPage, Dreamweaver, Etc.		Dynamic Database-Driven Pages Maintained Using a Web Content Management System		Web Portal Environment with Integrated Website, Contacts, Grants and Other Systems		Total Base
	N	%	N	%	N	%	
	<b>Grantmaker Type</b>						
Community	81	73.0	27	24.3	3	2.7	111
Corporate	13	59.1	7	31.8	2	9.1	22
Family	41	69.5	15	25.4	3	5.1	59
Independent	53	69.7	16	21.1	7	9.2	76
Public	8	66.7	4	33.3	0	0.0	12
<b>Asset Group</b>							
\$1 Billion or more	8	36.4	12	54.5	2	9.1	22
\$250 to \$999.9	23	62.2	11	29.7	3	8.1	37
\$100 to \$249.9	21	53.8	15	38.5	3	7.7	39
\$50 to \$99.9	27	67.5	11	27.5	2	5.0	40
\$25 to \$49.9	33	82.5	7	17.5	0	0.0	40
\$10 to \$24.9	35	79.5	8	18.2	1	2.3	44
\$5 to \$9.9	22	88.0	2	8.0	1	4.0	25
Less than \$5	27	81.8	3	9.1	3	9.1	33
<b>TOTAL</b>	<b>196</b>	<b>70.0</b>	<b>69</b>	<b>24.6</b>	<b>15</b>	<b>5.4</b>	<b>280</b>

Note: 309 grantmakers answered this question, 29 of which did not have a website.

**Table A-35**  
**Who Is the Primary Person Responsible for Managing Your Website, Intranet**  
**and/or Extranet Sites**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Communications Staff		Information Technology (IT) Staff		Combination of Communications and IT Staff		Other		Total Base
	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>									
Community	48	40.0	3	2.5	13	10.8	56	46.7	120
Corporate	7	30.4	4	17.4	8	34.8	4	17.4	23
Family	7	10.9	6	9.4	6	9.4	45	70.3	64
Independent	17	21.5	12	15.2	13	16.5	37	46.8	79
Public	5	41.7	0	0.0	2	16.7	5	41.7	12
<b>Asset Group</b>									
\$1 Billion or more	8	36.4	4	18.2	9	40.9	1	4.5	22
\$250 to \$999.9	19	51.4	5	13.5	6	16.2	7	18.9	37
\$100 to \$249.9	11	28.2	4	10.3	10	25.6	14	35.9	39
\$50 to \$99.9	12	29.3	3	7.3	6	14.6	20	48.8	41
\$25 to \$49.9	12	27.9	7	16.3	7	16.3	17	39.5	43
\$10 to \$24.9	8	16.3	1	2.0	1	2.0	39	79.6	49
\$5 to \$9.9	6	22.2	0	0.0	0	0.0	21	77.8	27
Less than \$5	8	20.0	1	2.5	3	7.5	28	70.0	40
<b>TOTAL</b>	<b>84</b>	<b>28.2</b>	<b>25</b>	<b>8.4</b>	<b>42</b>	<b>14.1</b>	<b>147</b>	<b>49.3</b>	<b>298</b>

Note: In this table, "other" is such a significant percentage because most foundations do not have IT or communications staff. As can be seen in Table A-3, only 22 percent of respondents have in-house technical staff. The person responsible for technology systems and support is either finance/administrative staff (28%), CEO/executive director (22%), consultants (21%), volunteers (2%) or other (5%). Among the 742 respondents to the Council's *2005 Foundation Salary and Benefits Survey*, only 22 percent reported a director of communications or a communications associate.

**Table A-36**  
**How Do You Maintain the Content of Your Organization's Website**

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Program It		Use an HTML		Have a Content		Rely on an		Total Base
	Directly Ourselves		Editor Tool		Management System		Outside Vendor		
	N	%	N	%	N	%	N	%	
<b>Grantmaker Type</b>									
Community	22	18.6	35	29.7	21	17.8	61	51.7	118
Corporate	5	23.8	2	9.5	10	47.6	5	23.8	21
Family	14	24.6	15	26.3	10	17.5	28	49.1	57
Independent	18	23.4	23	29.9	12	15.6	40	51.9	77
Public	3	25.0	2	16.7	3	25.0	6	50.0	12
<b>Asset Group</b>									
\$1 Billion or more	5	22.7	8	36.4	11	50.0	3	13.6	22
\$250 to \$999.9	8	21.6	13	35.1	9	24.3	13	35.1	37
\$100 to \$249.9	9	23.1	10	25.6	10	25.6	20	51.3	39
\$50 to \$99.9	9	22.5	14	35.0	7	17.5	18	45.0	40
\$25 to \$49.9	12	27.9	6	14.0	8	18.6	23	53.5	43
\$10 to \$24.9	9	21.4	8	19.0	7	16.7	26	61.9	42
\$5 to \$9.9	3	12.5	8	33.3	1	4.2	14	58.3	24
Less than \$5	7	18.4	10	26.3	3	7.9	23	60.5	38
<b>TOTAL</b>	<b>62</b>	<b>21.8</b>	<b>77</b>	<b>27.0</b>	<b>56</b>	<b>19.6</b>	<b>140</b>	<b>49.1</b>	<b>285</b>

Note: Multiple responses possible.

Table A-37

## For What Purposes Does Your Organization Use a Staff Intranet

Grantmaker Type and Asset Group (in millions unless otherwise indicated)	Provide General Administrative Policy Information*		Web Links to Useful Resources*		Online Forms*		Share Information with Board Members*		Share Information with Working Committees*		Directory of Staff Expertise*		Issue-based Knowledge Management*		Manage Collaborative Work Processes*		Other*		Have a Staff Intranet**		Do Not Have a Staff Intranet**		Total Base	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
	<b>Grantmaker Type</b>																							
Community	14	50.0	10	35.7	13	46.4	5	17.9	5	17.9	5	17.9	2	7.1	9	32.1	6	21.4	28	23.7	90	76.3	118	
Corporate	14	70.0	12	60.0	14	70.0	2	10.0	3	15.0	2	10.0	0	0.0	1	5.0	6	30.0	20	83.3	4	16.7	24	
Family	10	50.0	5	25.0	7	35.0	12	60.0	4	20.0	1	5.0	1	5.0	3	15.0	1	5.0	20	29.4	48	70.6	68	
Independent	23	74.2	19	61.3	20	64.5	10	32.3	8	25.8	6	19.4	4	12.9	10	32.3	8	25.8	31	40.3	46	59.7	77	
Public	0	0.0	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	1	8.3	11	91.7	12	
<b>Asset Group</b>																								
\$1 Billion or more	19	100.0	15	78.9	18	94.7	4	21.1	6	31.6	5	26.3	3	15.8	2	10.5	2	10.5	19	90.5	2	9.5	21	
\$250 to \$999.9	11	78.6	9	64.3	8	57.1	4	28.6	2	14.3	3	21.4	1	7.1	4	28.6	2	14.3	14	38.9	22	61.1	36	
\$100 to \$249.9	15	78.9	8	42.1	8	42.1	8	42.1	5	26.3	3	15.8	2	10.5	4	21.1	5	26.3	19	47.5	21	52.5	40	
\$50 to \$99.9	6	60.0	5	50.0	5	50.0	2	20.0	0	0.0	0	0.0	0	0.0	1	10.0	1	10.0	10	25.6	29	74.4	39	
\$25 to \$49.9	4	30.8	5	38.5	7	53.8	1	7.7	0	0.0	2	15.4	0	0.0	5	38.5	3	23.1	13	30.2	30	69.8	43	
\$10 to \$24.9	1	11.1	3	33.3	2	22.2	2	22.2	2	22.2	0	0.0	0	0.0	2	22.2	4	44.4	9	19.1	38	80.9	47	
\$5 to \$9.9	3	50.0	2	33.3	4	66.7	2	33.3	2	33.3	0	0.0	1	16.7	4	66.7	1	16.7	6	20.7	23	79.3	29	
Less than \$5	2	20.0	0	0.0	3	30.0	6	60.0	3	30.0	1	10.0	0	0.0	1	10.0	4	40.0	10	22.7	34	77.3	44	
<b>TOTAL</b>	<b>61</b>	<b>61.0</b>	<b>47</b>	<b>47.0</b>	<b>55</b>	<b>55.0</b>	<b>29</b>	<b>29.0</b>	<b>20</b>	<b>20.0</b>	<b>14</b>	<b>14.0</b>	<b>7</b>	<b>7.0</b>	<b>23</b>	<b>23.0</b>	<b>22</b>	<b>22.0</b>	<b>100</b>	<b>33.4</b>	<b>199</b>	<b>66.6</b>	<b>299</b>	

Note: Multiple responses possible.

General administrative policy information includes HR and accounting.

Online forms includes travel expenses, petty cash reimbursement and vacation requests.

\* The denominators for these calculations are the numbers in the "have a staff intranet" column.

\*\* The denominators for these calculations are the numbers in the "total base" column.