Non-profit Decision-Making Model

<table>
<thead>
<tr>
<th>Type of Decision</th>
<th>Size of Decision</th>
<th>Staff</th>
<th>Management</th>
<th>Board of Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy</td>
<td>Biggest Picture</td>
<td>Input/Implement</td>
<td>Input/Implement</td>
<td>Decision</td>
</tr>
<tr>
<td>Program</td>
<td>Big Picture</td>
<td>Input/Implement</td>
<td>Decision</td>
<td>Review</td>
</tr>
<tr>
<td>Operational</td>
<td>Day-to-Day</td>
<td>Decision/Implement</td>
<td>Review</td>
<td>Review</td>
</tr>
</tbody>
</table>

Effective administration works as follows:

1. Understanding and accepting of unique roles in the decision-making process

2. Commitment to participate in the process according to role
   - adequate input by those who will NOT make the decision
   - commitment to implement decisions made, even if you don’t agree
   - restraint by the decision-maker from intrusion into the implementation role

3. Effective methods for sharing both the “what” and “why” of a decision
4. Adequate opportunity for actual data input for decision-making at each level

adapted from
CSU Northridge - USU Model &
NASPA – National Association for
Student Personnel Administrators
Forum article