

SAMPLE

Key Annual Organizational Decisions Chart

All boards—corporate, non-profit, and charter—struggle with maintaining a balance between governance and management. Maintaining the right balance in large part comes from annually calibrating who has decision rights for which actions.

Ideally the full board, board committees, and CEO work as a creative problem-solving team. A chart like the one below will help the board and CEO clarify the key decisions that need to be made this year and further clarify who has responsibility for which parts of the decisions.

BoardOnTrack recommends that annually the board and the CEO complete a chart like this. The CEO might want to draft a chart first and then share it with the board chair and committee chairs for input. Ultimately, this chart should be approved by the full board. The best time to do this exercise is during the summer, in between the school years. The chart should then guide the board's work throughout the year.

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Target Area	Key Decisions to be Made	Answered By What Date?	Board Role in Decision-Making	Committee Role in Decision-Making	CEO Role in Decision Making	Documentation CEO/Committee will Present to Committee/Board
Academic Excellence	Are we ready to expand into a high school?	January 1	Ultimate decision made by board; requires board vote	Taskforce will develop position paper	Partner with taskforce to develop list of key strategic questions and a process to answer them	Draft position paper by October 1; Final position paper by November 1
Finance	How much of a surplus should/can we maintain?	August 1	Ultimate decision made by board; requires board vote	Committee makes clear recommendation to the board	Partner with task force to develop recommendation	Draft position paper by July 1
Personnel	Should we revise the bonus structure for faculty and staff?	April 1	Ultimate decision made by board; requires board vote	Committee makes clear recommendation to the board	Make a recommendation to committee and partner with committee to develop recommendation for the board	Draft position paper by February 1; Final position paper by March 1
Fundraising	Should we hire a full-time development director?	March 1	Input to CEO	Supports CEO in making decision; also relies on Finance committee for input	Has ultimate decision	Draft position paper by January 1; Final position paper by February 1

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Facility	Should we renegotiate our lease or look for a new facility?	September 1	Ultimate decision made by board; requires board vote	Committee makes clear recommendation to the board	Make a recommendation to committee and partner with committee to develop recommendation for the board	Draft position paper by July 1
Governance	Should we expand the board from 7–9 to 11–15 members?	September 1	Ultimate decision made by board; requires board vote	Committee makes clear recommendation to the board	Partner with committee to develop recommendation for the board	Draft position paper by July 1; Final proposal by August 1
CEO Support & Evaluation	Should we improve the CEO evaluation tool and process?	August 1	Ultimate decision made by board; requires board vote	Committee makes clear recommendation to the board	CEO weighs in heavily about what is working and not working with current evaluation process and tool	Draft recommendation by June 1, Final by July 1