### Guidelines for Determining the Locus of Policy Decision Making at the Board and Executive Levels

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<th>Locus</th>
<th>Characteristics</th>
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| Board of Governors                   | **It's a Board decision that cannot or should not be delegated if:**  
  - Legislation (*The University of Regina Act* or other legislation) says that the Board 'shall' or otherwise requires Board action either explicitly or with a degree of specificity or gravity that suggests delegation either should not be permitted or would be ill advised.  
  - It exercises the fiduciary responsibility that is vested in the Board.  
  - It deals with the Board’s own operations.  
  - It deals with the President (recruitment, appointment, job description and expectations, contractual arrangement, compensation, performance (facilitating, supporting, monitoring and assessing), interaction with Board).  
  - It’s strategic or broadly directional (Note: In the University context, this has to be nuanced on the academic side, given the bi-cameral nature of university governance.)  
  - It’s about what should be accomplished by the institution rather than how it should be accomplished.  
  - It articulates broad expectations of and expresses values for the institution.  
  - It binds the Board.  
  - It binds the institution, including the President.  
  - It states broad expectations for the institution as a whole and sets broad parameters that serve as an umbrella for more specific institutional policies and procedures.  
  - It requires accountability to government.  
  - It is of significant importance to the institution as a whole.  
  - It speaks to significant risk/harm – safety and security of students, faculty and staff; financial and other assets; legal; reputational.  
  - It deals with the public interest, broadly.  
  
  *Note: The Board makes decisions as a body, and does so with the advice of Senate, the Executive and, through the Executive, other senior administrative officers.*

| Executive (President, Vice-Presidents, University Secretary, Controller) | **It’s a Board decision that could or should be delegated to the Executive if:**  
  - Legislation (*The University of Regina Act* or other legislation) says that the Board ‘may’ AND permits the Board to delegate to an officer of the University (e.g., President) or other body.  
  - Such policies/decisions are normally set/taken by CEOs/Presidents of similar organizations.  
  - Practical considerations dictate.  
  - The Board has set the broad parameters and more detailed expressions of policy logically follow.  
  - It deals with implementation (e.g., procedures – who does what, when, and with whom).  
  
  **It’s an Executive decision if:**  
  - Legislation (*The University of Regina Act* or other legislation) says that the President, Vice-President, University Secretary, or Controller ‘shall’ or ‘may’.  
  - It has been delegated by the Board.  
  - It is institutional in nature, either affecting the whole institution or multiple units.  
  - It commits the institution.  
  - It advances the strategic directions endorsed by the Board.  
  - It elaborates on broader policies set by the Board.  
  - It’s about how things are to be accomplished institutionally.  
  - It defines the structure, roles and responsibilities of administrative units.  
  
  *Note: Executive officers make decisions as individuals, and do so with the advice of other executives, senior administrative officers, staff, and bodies established for this purpose.*

| Senior Administration (AVPs, Deans, and Directors) | **It’s an Administrative decision if:**  
  - It is not institutional in nature, unless it deals with specific procedures to be followed in the administration of institutional policies that an officer is charged with administering.  
  - It is clearly operational, procedural, tactical.  
  - It is about ‘how to’.  
  - It deals only with operations within their own units that are not inconsistent with policies and procedures set by the Board and Executive.  
  - It has been delegated by the Board or the responsible Executive officer.  
  
  *Note: Senior Administrative Officers make decisions as individuals, but do so with the advice of their faculty, staff and others as appropriate or as required.*

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S.66 of *The University of Regina Act* will be relied upon to settle questions of the application of these Guidelines as regards Board and Executive decisions.

*December 6, 2007*