

## Guidelines for Determining the Locus of Decision Making by the Board and Management

| Locus  | Characteristics  |
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| Board of Governors   | <p><u>It's a Board decision that cannot or should not be delegated if:</u></p> <ul style="list-style-type: none"> <li>• Legislation (<i>The University of Regina Act</i> 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.</li> <li>• It exercises the fiduciary responsibility that is vested in the Board.</li> <li>• It deals with the Board's own operations.</li> <li>• It deals with the President (recruitment, appointment, job description and expectations, contractual arrangement, compensation, performance (facilitating, supporting, monitoring and assessing), interaction with Board).</li> <li>• 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.)</li> <li>• It's about what should be accomplished by the institution rather than how it should be accomplished.</li> <li>• It articulates broad expectations of and expresses values for the institution.</li> <li>• It binds the Board.</li> <li>• It binds the institution, including the President.</li> <li>• 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.</li> <li>• It requires accountability to government.</li> <li>• It is of significant importance to the institution as a whole.</li> <li>• It speaks to significant risk/harm – safety and security of students, faculty and staff; financial and other assets; legal; reputational.</li> <li>• It deals with the public interest, broadly.</li> </ul> <p>Note: The Board makes decisions as a body, and does so with the advice of the President, Senate, the Executive and, through the Executive, other senior leaders.</p> |
| Executive<br>(President, Vice-Presidents,<br>University Secretary) | <p><u>It's a Board decision that could or should be delegated to the Executive if:</u></p> <ul style="list-style-type: none"> <li>• Legislation (<i>The University of Regina Act</i> or other legislation) says that the Board 'may' AND permits the Board to delegate to an employee of the University (e.g., President) or other body.</li> <li>• Such policies/decisions are normally set/taken by CEOs/Presidents of similar organizations.</li> <li>• Practical considerations dictate.</li> <li>• The Board has set the broad parameters and more detailed expressions of policy logically follow.</li> <li>• It deals with implementation (e.g., procedures – who does what, when, and with whom).</li> </ul> <p><u>It's an Executive decision if:</u></p> <ul style="list-style-type: none"> <li>• Legislation (<i>The University of Regina Act</i> or other legislation) says that the President, Vice-President, or University Secretary, or Controller 'shall' or 'may'.</li> <li>• It has been delegated by the Board.</li> <li>• It is institutional in nature, either affecting the whole institution or multiple units.</li> <li>• It commits the institution.</li> <li>• It advances the strategic directions endorsed by the Board.</li> <li>• It elaborates on broader policies set by the Board.</li> <li>• It's about how things are to be accomplished institutionally.</li> <li>• It defines the structure, roles and responsibilities of administrative units.</li> </ul> <p>Note: Executive make decisions as individuals, and do so with the advice of other executives or senior leaders, staff, advisors, and bodies established for this purpose.</p>  |
| Senior Leaders<br>(AVPs, Deans, and<br>Directors)                  | <p><u>It's an Administrative decision if:</u></p> <ul style="list-style-type: none"> <li>• It is not institutional in nature, unless it deals with specific procedures to be followed in the administration of institutional policies that a Senior Leader is charged with administering.</li> <li>• It is clearly operational, procedural, tactical.</li> <li>• It is about 'how to'.</li> <li>• It deals only with operations within their own units that are not inconsistent with policies and procedures set by the Board and Executive.</li> <li>• It has been delegated by the Board or the responsible Executive.</li> </ul> <p>Note: Senior Leaders make decisions as individuals, but do so with the advice of their faculty, staff and others as appropriate or as required.</p>  |

Further guidance can be found in University Policy [GOV-010-005 Approval Authorities and Execution of Documents](#).

S.66 of *The University of Regina Act* will be the ultimate authority to settle questions of the application of these *Guidelines* regarding Board and Executive decisions.