

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

Locus	Characteristics
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"> • 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. • 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. <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 (President, Vice-Presidents, 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"> • 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. • 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). <p><u>It's an Executive decision if:</u></p> <ul style="list-style-type: none"> • 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'. • 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. <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 (AVPs, Deans, and Directors)	<p><u>It's an Administrative decision if:</u></p> <ul style="list-style-type: none"> • 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. • 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. <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.