

APPENDIX A: Delegation of Authority

Delegated Individuals shall have such powers and authority including the ability to make all decisions within their defined areas of responsibility except to the extent that such authority has been specifically limited or defined by the President or the Board in writing or by Board resolution. Delegated Individuals may delegate any of their powers, duties or functions where considered appropriate and may prescribe conditions governing the exercise or performance of any delegated power, duty or function, including the power of sub-delegation; however, in doing so, shall ultimately responsible for the delegated power, duty or function.

In order to execute their accountabilities and fulfill their responsibilities, Delegated Individuals are able to make decisions with respect to:

- resource allocation within their budget allocation
- approval of administrative policy on matters within their mandate

If a decision for expenditure does not have a specified financial threshold, the approval authority thresholds in the Capital Projects Approval Procedure (see below table) should be used to guide consultation and approval requirements.

| Budgeted Cost of the Capital Project or stage of the Capital Project for which approval is being sought | Final Approval Authority |
|---|------------------------------------|
| \$0 to \$1.5 million | The President or a Vice President |
| Greater than \$1.5 million to \$3 million | The Executive Leadership Team |
| Greater than \$3 million to \$6 million | The Finance and Property Committee |
| Greater than \$6 million | The Board of Governors |

PRESIDENT

The President and Vice-Chancellor is the Chief Executive Officer of the University, providing institutional leadership and oversight, developing and driving the mission, strategies and advancement of the University and acting as the chief advocate, the principal ambassador and the principal voice of the University. A full description of the President's role and accountabilities can be found [here](#).

| DECISION | | CONSULTATION REQUIRED WITH | SUPPORT REQUIRED BY | APPROVAL AUTHORITY | ABILITY TO SUB- DELEGATE |
|----------|---|--|-----------------------------|-----------------------|--------------------------------|
| PRES1 | Approval of the acquisition of real property valued up to \$5 million | VP(SO) VP(F) VP(DA) if donation | Not Required | President | No |
| PRES2 | Approval of the sale of real property up to \$2.5 million | VP(SO) VP(F) | may require MO ¹ | President | No |
| PRES3 | Approval of the lease of real property for a period greater than 5 years OR with an annual value of more than \$1 million and less than \$2.5 million | VP(SO) VP(F) GC&VP(PC) | may require MO ² | President | No |
| PRES4 | Approval of the acquisition of real property by the Students' Union or the Graduate Students' Association | VP(SO) | Not Required | President | No |
| PRES5 | Approval of contracts for expenditures with a financial liability of greater than \$20 million | VP(F) GC&VP(PC) | Not Required | President | No |
| PRES6 | Approval of joint ventures, partnership or other similar agreements not dealt with elsewhere | GC&VP(PC) | Not Required | President | No |
| PRES7 | The appointment of deans of faculties ³ | VP(DA) GC&VP(PC) | HRGC | President | No |
| PRES8 | The ability to delegate powers, duties, and functions to the deans of faculties ⁴ | PVP(A) | Not Required | President | No |
| PRES9 | The ability to delegate powers, duties, and functions to the registrar ⁵ | PVP(A) | Not Required | President | Yes |
| PRES10 | Approval of SLT employment contracts ⁶ | PVP(A) GC&VP(PC) | Not Required | President | No |
| PRES11 | The ability to suspend an employee from duty and privileges ⁷ | PVP(A) GC&VP(PC) if non-academic staff only | Not Required | President | Yes |

¹ S.67(1.1) of the PSLA)

² IBID

³ S.21(1) of the PSLA

⁴ S.21(2)(c) of the PSLA)

⁵ S.20(2) of the PSLA)

⁶ HRGC delegates the implementation of the SLT Employment Framework to the President. All SLT employment decisions must adhere to the aforementioned framework

⁷ In accordance with the applicable collective agreement(s)

| | | | | | |
|---------------|---|---------------------|--------------|-----------|------------|
| PRES12 | The ability to recommend an appointment, promotion or dismissal of academic staff⁸ | PVP(A) | Not Required | President | Yes |
| PRES13 | Approval to execute collective agreements | PVP(A) GC&VP(PC) | HRGC & Board | President | Yes |
| PRES14 | Approval of sponsorship requests or opportunities | VP(R) VP(ER) | Not Required | President | Yes |
| PRES15 | Approval of administrative policies on matters relating to government relations | Not Required | ELT | President | No |
| PRES16 | The ability to accept disclosures of intent to commercialize | Not Required | Not Required | VP(R) | Yes |
| PRES17 | Approval of revenue sharing agreements arising out of commercialization of intellectual property | VP(F) GC&VP(PC) | Not Required | VP(R) | Yes |

⁸ In accordance with GFC procedures and applicable collective agreements

PROVOST AND VICE-PRESIDENT (ACADEMIC)

| The Provost and Vice-President (Academic) (the “PVP(A)”) is the chief operating officer and chief academic officer of the University of Calgary. The PVP(A) provides leadership, oversight, direction and linkages, including long range academic and institutional planning, academic operations, student experience, and budgeting and reporting. A full description of the PVP(A)’s portfolios, role, and accountabilities can be found here . | | | | | |
|---|--|----------------------------------|------------------------|---|--------------------------------|
| DECISION | | CONSULTATION REQUIRED WITH | SUPPORT REQUIRED BY | APPROVAL AUTHORITY | ABILITY TO SUB- DELEGATE |
| PVP(A)1 | Approval of academic affiliation(s) and similar agreements | GC&VP(PC) | Not Required | PVP(A) | Yes |
| PVP(A)2 | Approval of agreements on matters within the portfolio mandate (e.g. memorandums of agreements) | GC&VP(PC) | Not Required | PVP(A) | Yes |
| PVP(A)3 | Approval of academic funding agreements | Not Required | Not Required | PVP(A) | Yes |
| PVP(A)4 | The ability to recommend appointments of the deans to the President | Not Required | Not Required | PVP(A) | No |
| PVP(A)5 | The ability to prescribe the terms and conditions of employment for academic staff ⁹ | GC&VP(PC) | HRGC | PVP(A) | Yes |
| PVP(A)6 | The ability to recommend ratification of faculty association agreements to HRGC | GC&VP(PC) | Not Required | PVP(A) | Yes |
| PVP(A)7 | Approval of contracts for teaching services | Not Required | Not Required | PVP(A) | Yes |
| PVP(A)8 | Approval of the use of the University's academic seal | Not Required | Not Required | PVP(A) | Yes |
| PVP(A)9 | Approval of academic regulations | Not Required | GFC ¹⁰ | PVP(A) | Yes |
| PVP(A)10 | The ability to establish admission requirements | Not Required | GFC ¹¹ | PVP(A) | Yes |
| PVP(A)11 | Approval for the allocation of space in University Facilities | GFC if appropriate | Not Required | PVP(A) | No |
| PVP(A)12 | The ability to establish rules and regulations regarding the management and operation of libraries | Not Required | GFC | PVP(A) GFC approval may be required | Yes |
| PVP(A)13 | Approval of agreements for gifts-in-kind to LCR | VP(F) VP(DA) | Not Required | PVP(A) | Yes |
| PVP(A)14 | The ability to recommend tuition rates | VP(F) FPC | Not Required | PVP(A) | No |
| PVP(A)15 | The preparation of plans and reports required under the PSLA or by government | VPs as per mandate | Not Required | PVP(A) | Yes |

⁹ In accordance with the applicable collective agreement(s)

¹⁰ S.26(1) of the PSLA)

¹¹ IBID

VICE-PRESIDENT (RESEARCH)

| The Vice-President (Research) (the “ VP(R) ”) is the chief research officer of the University of Calgary. The VP(R) provides leadership in defining and achieving research directions and priorities and promotes University-wide research enhancement and compliance activities. A full description of the VP(R)’s portfolios, role, and accountabilities can be found here . | | | | | |
|---|---|---|-----------------------------|-----------------------|--------------------------------|
| DECISION | | CONSULTATION REQUIRED WITH | SUPPORT REQUIRED BY | APPROVAL AUTHORITY | ABILITY TO SUB- DELEGATE |
| VP(R)1 | Approval of applications for research funding | Not Required | Not Required | VP(R) | Yes |
| VP(R)2 | Approval of institutional program applications | GC&VP(PC) | Not Required | VP(R) | Yes |
| VP(R)3 | Approval of research agreements | GC&VP(PC) | Not Required | VP(R) | Yes |
| VP(R)4 | The ability to accept research grants with less than \$1 million in potential liability | VP(F) | Not Required | VP(R) | Yes |
| VP(R)5 | Approval of research affiliation agreements | VP(F) if financial liability GC&VP(PC) | Not Required | VP(R) | Yes |
| VP(R)6 | Approval of inter-institutional and master agreements relating to research | GC&VP(PC) | Not Required | VP(R) | Yes |
| VP(R)7 | Approval of the reduction or waiver of indirect costs of research | VP(F) | Not Required | VP(R) | Yes |
| VP(R)8 | The ability to prescribe terms and conditions of employment for postdoctoral fellows and research associate | PVP(A) | Not Required | VP(R) | Yes |
| VP(R)9 | Approval of applications and agreements for research chairs and other research-funded academic appointments | PVP(A) GC&VP(PC) | Not Required | VP(R) | Yes |
| VP(R)10 | Approval of institutional nominations for research prizes and awards | Not Required | Not Required | VP(R) | Yes |
| VP(R)11 | Approval of the creation or dissolution of research centres and institutes | Supervising Officer | GFC; Approval & Review Body | VP(R) | No |
| VP(R)12 | The ability to demand, obtain and use unclaimed bodies of deceased persons for anatomical or scientific study or research at the University | Not Required | Not Required | VP(R) | Yes |

VICE-PRESIDENT (FINANCE) AND CHIEF FINANCIAL OFFICER

| The Vice-President (Finance) and Chief Financial Officer (the “ VP(F) ”) is the chief financial officer of the University of Calgary. The VP(F) provides leadership, oversight, direction, and connection across a wide range of administrative operations and services, specifically with respect to the utilization of the University’s financial resources. A full description of the VP(F)’s portfolios, role and accountabilities can be found here. A full description of the VP(F)’s portfolios, role, and accountabilities can be found here . | | | | | |
|---|---|---|------------------------|-----------------------|--------------------------------|
| DECISION | | CONSULTATION REQUIRED WITH | SUPPORT REQUIRED BY | APPROVAL AUTHORITY | ABILITY TO SUB- DELEGATE |
| VP(F)1 | The ability to borrow an amount up to \$10 million [short term borrowing] ¹² | Not Required | IC | VP(F) | No |
| VP(F)2 | The ability to recommend the board borrow any sum of money and issue notes, bonds, debentures, or other securities for the purposes of the University [long-term borrowing] | Not Required | IC MO | VP(F) | No |
| VP(F)3 | The ability to recommend the board sell or otherwise dispose of notes, bonds, debentures or other securities on any terms and conditions [long-term borrowing] | Not Required | IC MO | VP(F) | No |
| VP(F)4 | The ability to establish, manage, invest and winding-up or altering of a pooled trust fund | Not Required | Not Required | VP(F) | No |
| VP(F)5 | The ability to provide remuneration for the trustee of a pooled trust fund and the trusts that participate in the pooled trust fund out of the income earned by the pooled trust fund | Not Required | Not Required | VP(F) | No |
| VP(F)6 | The creation or dissolution of a corporation | Not Required | GC&VP(PC) MO | VP(F) | No |
| VP(F)7 | The ability to recommend the annual budget to the Finance and Property Committee | PVP(A) | Not Required | VP(F) | No |
| VP(F)8 | The preparation of consolidated financial statements | AC | Not Required | VP(F) | Yes |
| VP(F)9 | Approval of contracts for expenditures with a financial liability of less than \$20 million | Not Required | appropriate VP | VP(F) | Yes |
| VP(F)10 | Approval of agreements with students' union | PVP(A) GC&VP(PC) VP(SO) (if required) | Not Required | VP(F) | No |
| VP(F)11 | Approval of agreements with graduate students' association | PVP(A) GC&VP(PC) VP(SO) (if required) | Not Required | VP(F) | No |
| VP(F)12 | The ability to authorize the procurement of goods and services | Not Required | Not Required | VP(F) | Yes |
| VP(F)13 | The ability to authorize the sale of goods or surplus assets | VP(SO) | Not Required | VP(F) | Yes |
| VP(F)14 | The ability to execute a charitable return(s) | Not Required | Not Required | VP(F) | Yes |

¹² From any bank or treasury branch or from any other person to meet the expenses of the University until the time the revenues for the current year are available

VICE-PRESIDENT (SERVICES AND OPERATIONS)

| The Vice-President (Services and Operations) (the “VP(SO)”) provides leadership, oversight, direction and connection across a wide range of administrative operations and services, specifically with respect to the utilization of the University’s facilities, information technologies, environment, health, and safety, and emergency management. A full description of the VP(SO)’s portfolios, role, and accountabilities can be found here . | | | | | |
|---|---|---|------------------------|-----------------------|--------------------------------|
| DECISION | | CONSULTATION REQUIRED WITH | SUPPORT REQUIRED BY | APPROVAL AUTHORITY | ABILITY TO SUB- DELEGATE |
| VP(SO)1 | The ability to accept gifts of real property ¹³ | VP(DA) VP(F) GC&VP(PC) | Not Required | VP(SO) | No |
| VP(SO)2 | The ability to acquire real property less than \$1 million | VP(F) GC&VP(PC) | Not Required | VP(SO) | No |
| VP(SO)3 | Approval of the sale of real property less than \$1 million ¹⁴ | VP(F) GC&VP(PC) | Not Required | VP(SO) | No |
| VP(SO)4 | Approval of leases less than 5 years | VP(F) GC&VP(PC) VP(R) PVP(A) if appropriate | Not Required | VP(SO) | No |
| VP(SO)5 | Approval of right of way/easement | VP(F) GC&VP(PC) | Not Required | VP(SO) | No |
| VP(SO)6 | Approval of agreements relating to the funding of capital projects | VP(F) PVP(A) GC&VP(PC) | Not Required | VP(SO) | No |
| VP(SO)7 | The ability to produce long-range land use and development plan | Not Required | Not Required | VP(SO) | Yes |

¹³ Accepting gifts of real property to the University when the real property is to be used for the purpose of conducting the affairs of the University (s.66(1) of the PSLA)

¹⁴ When the real property is being used for the purposes of the University (s.67(1.1)(a) of the PSLA)

VICE-PRESIDENT (DEVELOPMENT AND ALUMNI)

| The Vice-President (Development and Alumni) (the “VP(DA)”) is the senior officer of the University of Calgary and leads, enhances and develops philanthropic support and engagement across the University. A full description of the VP(DA)’s portfolios, role and accountabilities can be found here . | | | | | |
|---|--|---------------------------------------|------------------------|-----------------------|--------------------------------|
| DECISION | | CONSULTATION REQUIRED WITH | SUPPORT REQUIRED BY | APPROVAL AUTHORITY | ABILITY TO SUB- DELEGATE |
| VP(DA)1 | Approval of gift agreements (excluding gifts-in-kind to LCR) | VP(F) GC&VP(PC) VP(R) PVP(A) | Not Required | VP(DA) | Yes |
| VP(DA)2 | Approval of contracts on matters relating to fundraising | VP(F) GC&VP(PC) | Not Required | VP(DA) | No |
| VP(DA)3 | The ability to fulfill estate administration agreements | VP(F) | Not Required | VP(DA) | Yes |
| VP(DA)4 | Approval of procedures on naming of physical and academic entities | VP(R) PVP(A) | ELT | VP(DA) | No |
| VP(DA)5 | Approval of affinity agreements for alumni | VP(F) | Not Required | VP(DA) | Yes |
| VP(DA)6 | Approval of administrative policies on matters relating to alumni engagement | Not Required | ELT | VP(DA) | No |

VICE-PRESIDENT (External Relations)

| The Vice-President (External Relations) (the “VP(ER)”) is the senior officer of the University of Calgary and leads, enhances and develops philanthropic support and engagement across the University. A full description of the VP(ER)’s portfolios, role and accountabilities can be found here . | | | | | |
|---|---|----------------------------------|------------------------|-----------------------|--------------------------------|
| DECISION | | CONSULTATION REQUIRED WITH | SUPPORT REQUIRED BY | APPROVAL AUTHORITY | ABILITY TO SUB- DELEGATE |
| VP(ER)1 | Approval of the use of the University name and crest or coat of arms | Not Required | Not Required | VP(ER) | Yes |
| VP(ER)2 | The ability to set standards for the use, presentation, and appearance of the University brand, name, crest, or coat of arms in all media | Not Required | Not Required | VP(ER) | Yes |
| VP(ER)3 | Approval of the acquisition and use of a trademark | Not Required | GC&VP(PC) | VP(ER) | No |
| VP(ER)4 | Approval of administrative policies on matters relating to formal external and internal communications | Not Required | ELT | VP(ER) | No |
| VP(ER)5 | Approval of administrative policies on matters relating to advertising | Not Required | ELT | VP(ER) | No |
| VP(ER)6 | Approval of administrative policies on matters relating to marketing and brand stewardship | Not Required | ELT | VP(ER) | No |
| VP(ER)7 | Approval of administrative policies on matters relating to community engagement | Not Required | ELT | VP(ER) | No |

GENERAL COUNSEL AND VICE-PRESIDENT (PEOPLE AND CULTURE)

| The General Counsel and Vice-President (People and Culture) (the “GC&VP(PC)”) is the principal legal officer for the University and provides advice to the Board of Governors, the President and Vice Chancellor, the executive leadership and senior leadership teams of the University. The General Counsel serves as a member of the President’s executive leadership team and provides broad oversight, leadership, and managerial responsibility over legal affairs in order meet the University’s academic and research missions and strategic priorities as well as human resources. A full description of the General Counsel’s portfolios, role and accountabilities can be found here . | | | | | |
|---|--|----------------------------------|--|-----------------------|--------------------------------|
| DECISION | | CONSULTATION REQUIRED WITH | SUPPORT REQUIRED BY | APPROVAL AUTHORITY | ABILITY TO SUB- DELEGATE |
| GC&VP(PC)1 | Act as ‘head’ for the purposes of the FOIP Act | Not Required | Not Required | GC&VP(PC) | Yes |
| GC&VP(PC)2 | Approval of administrative policies on matters relating to privacy and access to information | Not Required | ELT | GC&VP(PC) | No |
| GC&VP(PC)3 | The ability to retain outside legal counsel | Not Required | Not Required | GC&VP(PC) | Yes |
| GC&VP(PC)4 | The ability to prescribe the terms and conditions of employment for Management and Professional Staff except research associates ¹⁵ | Not Required | HRGC (<i>and subject to applicable collective agreement</i>) | GC&VP(PC) | Yes |
| GC&VP(PC)5 | Approval of non-union employee (e.g. Management and Professional Staff) employment policies | Not Required | HRGC | GC&VP(PC) | Yes |
| GC&VP(PC)6 | Approval of the use of the University’s corporate seal | Not Required | Not Required | GC&VP(PC) | Yes |
| GC&VP(PC)7 | The ability to hire, promote, and dismiss support staff in accordance with the collective agreement | Not Required | Not Required | GC&VP(PC) | Yes |
| GC&VP(PC)8 | In conjunction with the President, the ability to implement a ratified collective agreement for support staff | Not Required | HRGC | GC&VP(PC) | No |
| GC&VP(PC)9 | Approval of benefit and/or pension plan agreements | AC | Not Required | GC&VP(PC) | No |

¹⁵ In accordance with the applicable collective agreement(s)

| GLOSSARY | |
|---|-----------------------|
| TERMS | ACRONYMS |
| Audit Committee (Board) | AC |
| Board of Governors of the University of Calgary | Board |
| Any individual who, at the relevant time, is designated as a member of the University’s Executive Leadership Team | ELT |
| Finance and Property Committee (Board) | FPC |
| Freedom of Information and Protection of Privacy Act, RSA 2000, c F-25 | FOIP |
| General Faculties Council | GFC |
| Human Resources and Governance Committee (Board) | HRGC |
| Investment Committee (Board) | IC |
| Libraries and Cultural Resources | LCR |
| Ministerial Order | MO |
| Post-Secondary Learning Act, SA 2003, c P-19.5 | PSLA |
| Any individual who, at the relevant time, is designated as a member of the Senior Leadership Team | SLT |
| All buildings, property, and grounds, including athletic and recreational fields and field stations, owned, leased, or operated by the University, except for lands leased to University District Trust or University Innovation Quarter Trust. | University Facilities |

| ADDITIONAL RESOURCES |
|--|
| <p>Each faculty, unit, portfolio and department across the university has unique business requirements. The following resources will assist leaders and employees in determining their delegated authority:</p> <ul style="list-style-type: none"> • Search for specific delegations • Understanding the Delegation of Authority |