

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(FS) VP(DA) if donation	Not Required	President	No
PRES2	Approval of the sale of real property up to \$2.5 million	VP(FS)	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(FS) 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(FS)	Not Required	President	No
PRES5	Approval of contracts for expenditures with a financial liability of greater than \$20 million	VP(FS) 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
PRES12	The ability to recommend an appointment, promotion or dismissal of academic staff ⁸	PVP(A)	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)

⁸ In accordance with GFC procedures and applicable collective agreements

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(FS) GC&VP(PC)	Not Required	VP(R)	Yes

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(FS) VP(DA)	Not Required	PVP(A)	Yes
PVP(A)14	The ability to recommend tuition rates	VP(FS) 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(FS)	Not Required	VP(R)	Yes
VP(R)5	Approval of research affiliation agreements	VP(FS) 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(FS)	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 SERVICES) AND CHIEF FINANCIAL OFFICER

The Vice-President (Finance and Services) and Chief Financial Officer (the “VP(FS)”) is the chief financial officer of the University of Calgary. The VP(FS) 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 and facilities, environment, health, and safety, and emergency management. A full description of the VP(FS)’s portfolios, role and accountabilities can be found here. A full description of the VP(FS)’s portfolios, role, and accountabilities can be found here .					
DECISION		CONSULTATION REQUIRED WITH	SUPPORT REQUIRED BY	APPROVAL AUTHORITY	ABILITY TO SUB- DELEGATE
VP(FS)1	The ability to borrow an amount up to \$10 million [short term borrowing] ¹²	Not Required	IC	VP(FS)	No
VP(FS)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(FS)	No
VP(FS)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(FS)	No
VP(FS)4	The ability to establish, manage, invest and winding-up or altering of a pooled trust fund	Not Required	Not Required	VP(FS)	No
VP(FS)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(FS)	No
VP(FS)6	The creation or dissolution of a corporation	Not Required	GC&VP(PC) MO	VP(FS)	No
VP(FS)7	The ability to recommend the annual budget to the Finance and Property Committee	PVP(A)	Not Required	VP(FS)	No
VP(FS)8	The preparation of consolidated financial statements	AC	Not Required	VP(FS)	Yes
VP(FS)9	Approval of contracts for expenditures with a financial liability of less than \$20 million	Not Required	appropriate VP	VP(FS)	Yes
VP(FS)10	Approval of agreements with students' union	PVP(A) GC&VP(PC)	Not Required	VP(FS)	No
VP(FS)11	Approval of agreements with graduate students' association	PVP(A) GC&VP(PC)	Not Required	VP(FS)	No
VP(FS)12	The ability to authorize the procurement of goods and services	Not Required	Not Required	VP(FS)	Yes
VP(FS)13	The ability to authorize the sale of goods or surplus assets	Not Required	Not Required	VP(FS)	Yes
VP(FS)14	The ability to execute a charitable return(s)	Not Required	Not Required	VP(FS)	Yes
VP(FS)15	The ability to accept gifts of real property ¹³	VP(DA) GC&VP(PC)	Not Required	VP(FS)	No
VP(FS)16	The ability to acquire real property less than \$1 million	GC&VP(PC)	Not Required	VP(FS)	No

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

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)

VP(FS)17	Approval of the sale of real property less than \$1 million ¹⁴	GC&VP(PC)	Not Required	VP(FS)	No
VP(FS)18	Approval of leases less than 5 years	GC&VP(PC) VP(R) PVP(A) if appropriate	Not Required	VP(FS)	No
VP(FS)19	Approval of right of way/easement	GC&VP(PC)	Not Required	VP(FS)	No
VP(FS)20	Approval of agreements relating to the funding of capital projects	PVP(A) GC&VP(PC)	Not Required	VP(FS)	No
VP(FS)21	The ability to produce long-range land use and development plan	Not Required	Not Required	VP(FS)	Yes

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

VICE-PRESIDENT (DIGITAL TRANSFORMATION AND TECHNOLOGY)

The Vice-President (Digital Transformation and Technology) (the “**VP(DTT)**”) provides strategic vision and operational leadership for digital, organizational, and cultural transformation across the academic, research, and administrative domains. A full description of the VP(DTT)’s portfolios, role, and accountabilities can be found [here](#).

DECISION		CONSULTATION REQUIRED WITH	SUPPORT REQUIRED BY	APPROVAL AUTHORITY	ABILITY TO SUB- DELEGATE
VP(DTT)1	The ability to produce a long-range information technologies plan	Not Required	Not Required	VP(DTT)	Yes
VP(DTT)2	The ability to produce operational effectiveness and process improvement plans	Not Required	Not Required	VP(DTT)	Yes
VP(DTT)3	Approval of administrative policies on matters relating to information technology and operational effectiveness	Not Required	ELT	VP(DTT)	No

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(FS) GC&VP(PC) VP(R) PVP(A)	Not Required	VP(DA)	Yes
VP(DA)2	Approval of contracts on matters relating to fundraising	VP(FS) GC&VP(PC)	Not Required	VP(DA)	No
VP(DA)3	The ability to fulfill estate administration agreements	VP(FS)	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(FS)	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

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:

- [Search for specific delegations](#)
- [Understanding the Delegation of Authority](#)