

Delegation of Authority Policy

Classification Governance	Table of Contents 1 Purpose 1 2 Scope 1 3 Definitions 1 4 Policy Statement 2 5 Responsibilities..... 4 6 Appendices 4 7 Related Guidelines/Forms..... 4 8 History 4
Approval Authority Board of Governors	
Implementation Authority President	
Effective Date December 13, 2019	
Last Revision June 23, 2023	

1 Purpose

Appropriate delegation of authority is fundamental to the effective and efficient management and operation of the University.

The purpose of this policy is to establish the principles that govern the delegation of authority and to outline the process by which the authority to act and to make decisions is delegated.

A clear delegation of authority will:

- a) assign clear authorities and accountabilities, thereby ensuring that decisions made, and actions taken are by the appropriate levels;
- b) create a sound internal control environment;
- c) facilitate efficient decision making;
- d) maintain fiscal integrity; and
- e) ensure that transactions are executed as intended and in accordance with applicable law, regulations, and University policy.

2 Scope

This policy applies to the University of Calgary and any power or duty held by the Board.

3 Definitions

In this policy:

- a) “Academic Staff Member” means an individual who is engaged to work for the University and is identified as an academic staff member under Article 1 of the applicable Collective Agreement.
- b) “Board” refers to the Board of Governors of the University of Calgary.
- c) “Collective Agreement” means any collective agreement between the Governors of the University of Calgary and (i) the Faculty Association of the University of Calgary, (ii) the Alberta Union of Public Employees, (iii) the Graduate Students’ Association, or (iv) any

other association or union representing Employees, in each case, in effect at the relevant time.

- d) “Delegate”, “Delegated” and “Delegation” includes sub-delegate, sub-delegated and sub-delegation, respectively, as the context requires.
- e) “Designated Individual” means an Employee or Academic Staff Member with delegated or sub-delegated authority in accordance with this policy.
- f) “DOA” means Appendix A which sets out the authorities of the President, Vice-Presidents, General Counsel and University Secretary.
- g) “Employee” means an individual, other than an Academic Staff Member, who is engaged to work for the University under an employment contract.
- h) “PSLA” refers to the Post-Secondary Learning Act, Statutes of Alberta 2003, Chapter P-19.5.
- i) “University” means the University of Calgary.

4 Policy Statement

Statutory Authority

- 4.1 The Board has authority under the PSLA:
 - a) to manage and operate the University and its resources; and
 - b) to delegate to any person any power, duty or function it holds by virtue of the legislation.
- 4.2 Under the PSLA, the President has:
 - a) the authority to supervise and direct the operation of the University;
 - b) any other powers, duties, and functions assigned by the Board; and
 - c) the authority to delegate these powers, duties, or functions including the power of sub-delegation.
- 4.3 The Vice-Presidents have all of the powers, duties and functions that are assigned to them by:
 - a) the President; or
 - b) the Board on the recommendation of the President.

Delegation of Authority

- 4.4 Appendix A: Delegation of Authority sets out the authorities of the President, Vice-Presidents, General Counsel and University Secretary.
- 4.5 No person is authorized to make any decisions or sign any document if it creates an obligation or undertaking on behalf of the University unless:
 - a) the person has authority as set out in the DOA;
 - b) the person has authority as set out in a resolution of the Board or the Executive Committee of the Board;
 - c) the person has sub-delegated or temporary authority.
- 4.6 The DOA will be reviewed at least once every three years.
- 4.7 The DOA can only be changed with the approval of the Board on the recommendation of the President.

- 4.8** Requests for changes to the DOA will be directed to the Board through the Office of the President.

Sub-delegation of Authority

- 4.9** The President, Vice-Presidents and General Counsel may delegate responsibilities conferred by virtue of the DOA to Employees or Academic Staff Members in accordance with this policy. However, the President, Vice-Presidents and General Counsel may not delegate the authority to approve University-wide policies.
- 4.10** Designated Individuals may sub-delegate any of their authority if sub-delegation of that authority is permitted in the DOA or the applicable resolution of the Board or the Executive Committee of the Board.
- 4.11** Sub-delegations will be in writing and submitted to the General Counsel.
- 4.12** Delegated Individuals must ensure that the individuals they sub-delegate to understand the powers, duties and functions that have been sub-delegated to them.

Exercise of Delegations

- 4.13** Unless otherwise specified, authority is delegated to a position as opposed to a person and extends to any person acting in the position.
- 4.14** A Designated Individual will not exercise delegated authority if, in doing so, the Designated Individual will personally benefit or if the exercise of the authority otherwise creates a conflict of interest.
- 4.15** A Designated Individual will be aware of and refer to all relevant University policies and procedures as well as external legislative requirements when exercising delegated authority.
- 4.16** Notwithstanding a delegation of authority, a Designated Individual will bring any matter to the attention of the President or the Board if that matter has an unusually high-risk factor.

Temporary Delegation of Authority

- 4.17** Delegation of authority is permitted during the temporary absence of a person having permanent authority.
- 4.18** A temporary delegation will be in writing and submitted to the General Counsel.

Violations of the Policy

- 4.19** The Designated Individual will investigate allegations of irregularity or impropriety with respect to the any authority delegated by the Designated Individual. The Designated Individual will notify the General Counsel about active investigations.
- 4.20** Individuals who do not comply with this policy may be subject to penalties or discipline, up to and including termination of employment or other relationship with the University in accordance with University policies or procedures and any applicable Collective Agreement.

- 5 Responsibilities**
- 5.1 Approval Authority: Board of Governors**
- a) ensure appropriate rigour and due diligence in the development or revision of this policy.
- 5.2 Designated Individuals**
- a) ensure sound stewardship of financial resources and assets;
 - b) understand and comply with the University's policies, control procedures, and operating systems;
 - c) ensure that required governance reviews are complete prior to the execution of a contract;
 - d) act in good faith and solely in the best interests of the University;
 - e) avoid situations that could lead to a real or perceived conflict of interest.
- 5.3 Implementation Authority: President**
- a) review the DOA and report to the Board, as required;
 - b) ensure training is available so Employees and Academic Staff Members understand this policy and related procedures;
 - c) monitor compliance with this policy.
- 6 Appendices** [Appendix A: Delegation of Authority](#)
- 7 Related Guidelines/Forms** [Temporary Delegation of Authority Form](#)
[Sub-Delegation of Authority Form](#)
- 8 History**
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| December 13, 2019 | Approved and Effective. This policy replaces the Approval and Signing Authorities and Delegation of Authority Policy effective December 14, 2018. It is similar to the Delegation of Authority Policy that was in place until December 14, 2018. |
| January 1, 2020 | Editorial Revision. Updated format and links. |
| February 16, 2021 | Editorial Revision. Amended Appendix A as per resolution of the Executive Committee of the Board of Governors on October 5, 2020. |
| April 15, 2021 | Editorial Revision. Amended Appendix A due to Vice-President (Advancement) vacancy. |
| August 1, 2021 | Editorial Revision. Amended Appendix A due to Vice-President (Finance & Services) vacancy. |
| November 1, 2021 | Editorial Revision. Amended Appendix A to move labour relations to the General Counsel. |
| December 2, 2021 | Editorial Revision. Amended Appendix A to move real estate from the Interim Vice-President (Finance and Services) – Finance to the Interim Vice-President (Finance and Services) – Services. |
| January 31, 2022 | Editorial Revision. Amended Appendix A to remove interim roles for Vice-President (Advancement). |
| April 18, 2022 | Editorial Revision. Amended Appendix A to remove interim roles for the Vice-President (Finance and Services) – Finance and the Vice-President (Finance and Services) – Services and to add the |

August 17, 2022	new roles of Vice-President (Services) and Vice-President (Finance) and Chief Financial Officer. Editorial Revision. Amended Appendix A to move University Secretary Authority 1 to General Counsel Authority and remove University Secretary from Appendix A as it is part of the General Counsel portfolio.
May 26, 2023	Revised. Revision to Appendix A to allow for sub-delegation of approval of gift agreements.
June 23, 2023	Revised. Approved redesign of Appendix A, including the use of the approval authority thresholds outlined in the Capital Projects Approval Procedure as a guideline when a decision does not have a specified financial threshold.