

**Strategic Role of the Registry in University Administration,
being a Paper presented by
the Registrar, Elizade University, Mr. Omololu Adegbenro
at the Retreat for the Leadership of the University,
held on Thursday, April 4, 2024**

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DEFINITION OF REGISTRY

The **Microsoft® Encarta® 2006. © 1993-2005 Dictionary** defines REGISTRY as a records office where registers and other records are kept. The Dictionary.com defines Registry as the “place where a register is kept or an office of registration.” This presupposes an office in a bureaucracy which keeps and presents the records of an organization’s engagements on regular basis. Bureaucracy, in its ideal construct by Max Weber, recognizes a process that is directed through formal rules and regulations, formalization of activities devoid of personal interests, engagement of officials based on professionalism and technical expertise as well as career based on stipulated guidelines. The bureaucratic model as envisioned by Weber thrives only on the basis of formality and at the centre of this is a registry that serves as the repository for the organization’s records.

In the University system, it is the arm that services the various organs and keeps the records of the institution. It is headed by a Registrar who is the Chief Administrative Officer of the University, responsible to the Vice-Chancellor for the day-to-day administration of the university and Secretary to the Board of Trustees, Council, Senate, Congregation and Convocation. **Faborode (2016)** describes the Registry as “the engine room of university governance and

management” and the Registrar as “the undisputed chief administrative officer and custodian of its statutes, symbols and assets ... the memory and database of the university, and hence its grand net-worker”. The Registry is therefore an essential department of administration and it serves as the hub around which the university administrative processes run.

EVOLUTION OF THE REGISTRY

The Laws that set up the universities in Nigeria institute the position of a REGISTRAR as the head of the Registry and the Chief Administrative Officer of the University who is responsible to the Vice-Chancellor, as the Chief or Principal Academic and Executive Officer, for the day-to-day administration of the University except for financial affairs for which the Bursar is responsible.

The Registrar is by the virtue of the office the Secretary to all university organs such as the Board of Trustees, Council, Senate, Congregation, and Convocation. The Registry over which he/she superintends is organized to assist the officer to perform the statutory duty of facilitating the processes of the university in achieving its stated objectives.

Historically, the Registry of a university started from the idea of having officers to assist the academics in dealing with such duties that appear extraneous to their core functions. Such functions that require assistance of other people include registration of students, records of students’ performances, management of the well-being and welfare of the academics and other members of the university community, management of municipal facilities, and facilitation of the planning strategies of the institutions.

Thus, at the inception of universities in Nigeria in 1948, the statutes provide for supporting staff; called the administrative staff in the Registry. They are often referred to as ***Professional Administrators***.

From the foregoing provisions for the appointment of a Registrar and administrative staff, it is evident that the Registry of a university is statute enabled. This consequently makes a demand on all within the structure to appreciate the strategic responsibility required of them to ensure the facilitation of the academic processes of the university.

THE UNIVERSITY REGISTRY IN PERSPECTIVE

A university registry is unlike any of its kind in any other organization. Although, like in other organizations where record keeping is of essence, the relevance of university registry is its operation within an environment that is uniquely devoted to academics. The records being kept and the activities of the registry in a university are to facilitate the generation, impartation and application of knowledge by ensuring that all those who are at the core of the functions of the university, that is the academia, are assisted to be able to give the best to their

endeavours. The academia and the scholars the record keepers deal with are peculiar, impatient and have great expectations. The public they attend to, see the institution where they operate as places that are unique in terms of ambience and discipline, being an ivory tower. Hence, the expectation is always very high. The University Registry, which is the coordinating nerve centre of the institution, is therefore expected to provide service of the highest quality, having records excellently kept for retrieval as required, giving information that will enrich decision making, and providing guidance that will facilitate a good ambience of operations true to the culture of excellence that universities are expected to engender.

One major issue that we need to give attention to in the consideration of the university registry in perspective is the strategic import of the Registry in decision making. Universities by their very nature are complex organizations comprising the best of highly trained and skilled professionals. Thus, it becomes necessary for an array of such highly skilled professionals to be involved in the decision-making processes through the committee system. The secretariat of such committees is usually manned by the professional administrators. The Registry which is made up of such professional administrators therefore need to be structured and empowered to provide an efficient back up for the committees for the smooth running of the system.

For the registry to effectively and efficiently carry out its facilitating responsibilities, it is typically structured to take care of the following functions:

- Management of students' academic records
- Management of students' support services
- Management of staff matters, including their welfare and well being
- Administration of Council matters
- Issues of corporate services
- Academic planning matters

The Cookey Commission Report of 1981 identifies four major divisions of the registry as follows:

- Division of Academic Affairs
- Division of Personnel Affairs
- Division of Student Affairs
- Division of Council Affairs and General Administration

Most registries in Nigerian universities are organized into the four divisions listed in the foregoing. However, following the Federal Government White Paper on the Abisoye Panel on the students' crisis in the Ahmadu Bello University, Zaria in 1986, many universities, about the middle of the last decade of the twentieth century, began to create a separate Division of Student Affairs with the appointment of an

academic administrator, a Dean, who serves as the Head of the Division. The advantage posited for this is that members of the academic staff who teach the students have a better leverage in dealing with students' matters than a professional and career administrative officer who has no direct link with the students, and they are expected to command their respect and easy engagement. The comparative success of this initiative that has run across the Nigerian University System for about three decades now, however, is worthy of closer assessment.

Each of the four major Divisions identified above is also further structured into units and sub-units for efficient control and administration as follows:

- i.) Academic Affairs Division comprises the
 - Admissions and Senate Matters
 - Exams and Records
- ii.) Council and General Administration Division comprises
 - Council Matters
 - General Administration
- iii.) Personnel Affairs/Human Resource Department comprises
 - Academic Staff Matters
 - Administrative and Technical Staff Matters
 - Junior Staff Matters
- iv.) Corporate Services which deals with matters such as
 - Legal Matter
 - Public Relations
 - Protocol and Passages
- v.) Student Affairs (now mostly under a Dean but with a Student Affairs Officer) comprises
 - Students' Welfare Services
 - Students' Halls of Residence
- vi.) Administrative Support to Faculties/Schools/Colleges where administrative officers are posted to provide administrative support services to the particular sections of the university.

THE RELEVANCE OF THE UNIVERSITY REGISTRY

Universities are bureaucratic organizations which emphasize the rule of law, span of control, record of past operations as a guide for future references, delegation of authority and hierarchy of command among other features. The administrative arm of any organization serves as the repository of its operations. The University registry, according to Ette **“is the pulse point of administration of the university ... regarded as the strong room where all records of staff**

and students are kept. It is the repository of information, the statutes, ordinance and Act of the university, interpretation and enforcement of these are effected in the Registry”. (University of Ibadan Registry Lecture Series 1). Given the antecedents that gave rise to the need for the bureaucratic construct in the system, which in the words of Lord Robbins (1963), “is to teach skills, to produce cultivated men and women, to maintain research in balance with teaching, and to promote common standard of citizenship”, the need for the category of workers who serve as facilitators of the university core objectives listed above remains unassailable. However, the serious matters arising from the emerging scenario of the 21st century are the influence of technology on administration, democracy as an acceptable modicum of engagement and internationalization of higher education. The bother in this new millennium, however, is how well prepared are we as registrarial staff of universities in Nigeria? Equally engaging is the unwholesome attitude of some academia to the perceived irrelevance of the registrarial staff to the University objective. Indeed, complaints about the need or otherwise for non-teaching staff in universities are universal and age long. Just as it is true that in the early days, universities were solely communities of scholars and students, and the key functionaries were able to deal with all matters devoid of assistance, the expansion of the scope of operations of the system today makes the need for facilitators of the system imperative and inevitable.

For the academia to do the needful in the production of highly skilled, cultured and globally competitive professionals, and conduct need driven research that will benefit society, he needs all the concentration. Having to combine the noble tasks with routine administration is bound to create a summersault of the university ideals. The above notwithstanding, the fact is palpable that very many of the facilitators of the system are out of tune with the mission and objective of the university. Many come in to take appointments because there was no other job to do. Thus, because it is not a job of first choice, they lose concentration and sign-in for other ‘fulfilling and actualizing’ jobs. Unwilling hands can only do the minimum and albeit haphazardly. This gives room for complaints on the level of the competency and commitment of the practitioners. **In fact, there have been occasions where Faculties have had to ignore Administrative Officers serving with them to appoint academic staff as Secretaries to bodies within the faculties.** This, whenever it happens, remains an unfortunate indictment of the professional administrators and their place in the system. For the university registry to survive, the practitioners must readapt to change and demonstrate greater understanding of the realities of its imperatives particularly bearing in mind the emerging scenarios of change of structure, professionalization of functions, tools of engagement and the realities of technological advancement in a competitive global milieu.

One of the reasons for the inertia and poor practice identified above is the challenge of the qualification of those recruited into the administrative officer cadre. Some of this are third rated and therefore incapable of standing with the

academia which usually seek the best in its recruitment of academics. While the academia insists on having graduates with a minimum of second class upper division into the academia as Graduate Assistants or master degree holders into Assistant Lecturership, there are situations where those recruited into the administration class were those with third class or pass degrees, ostensibly because they are close relations of some powers that be. It is certainly difficult to have the academia respect such individuals who they consider as inferior. The unfortunate consequent scenario is the flat footedness of such individuals in adjusting adequately to the dictates of their jobs and where they find it difficult to cope, in order to show their relevance in the system reverts to unethical practices and primordial concerns that further maleficence the perception about the administrative officer cadre.

Equally salient is the problem of ossification of many officers of the Registry. Just as is found in other sectors of the Nigerian national life, many find it difficult to adapt to new realities and new technologies. Such rather prefer to apply yesteryear's methods to today's realities. This challenge arises from the inability of many administrators to learn new methods and engage themselves in continuous professional development that will enhance their efficiency and effectiveness.

There are a lot of materials on the internet that can enhance the knowledge of administrators on good practices in the profession and there is the need to key in to this for personal development and institutional advancement. Ordinarily connecting to the web sites of other universities is bound to generate new ideas, without plagiarizing the concepts that can accentuate better practices that will make our universities more globally competitive. The issue of poor understanding of history is also a bane to the performance of many in the university system today. There is an emerging trend of unbridled competition among the constituents rather than complementarity. The University is a system where individuals have definite roles to play for the actualization of the institutions objective.

The University requires the academics to do research, use the outcome of the findings to impact new knowledge and apply the new knowledge to advancing the course of the society. However, due to encumbrances of administration through committee work and executive functions the academics are saddled with, a lot of the expectations of society for them are not met. The administrative officers who come into the system to facilitate the processes and assist the academia in their roles to allow for effectiveness in their core functions are sometimes laid back and became lame duck. So, there is a situation in which there are erosions into the core responsibilities of such functionaries to the detriment of the system. Such erosions arise as a result of impatience by the academia or the outright inefficiency and incompetence of the administrator. There is the need for the administrators first and foremost to hone their

instruments and competencies to enable them to perform their duties such that the academia could concentrate on their core functions.

In addition to the foregoing, the current realities of the desire for self-actualization at the early stage of career development is creating a lot of distraction among the young professional administrators. It is important for those making university administration a career to be focused. The fact that their positions are statutorily guaranteed should be satisfactory and make them concentrate on putting their best to the service of facilitating the academic functions. Where they continue to make the academia their standard of reference, there will be distraction that prevents quality productivity.

It should, however, be stated that the academia should themselves avoid seeing the administrators as irrelevant to the system but acknowledge the fact that as birds with two wings, the university will be at its best in flying where both wings flap well. Amittai Etzioni (1964) had stated that two institutions are peculiar and should always have professionals at the helm of their affairs. These are the hospitals where the Doctors hold sway and the Universities where the academia are at the core of the institutional objectives. This fact is certainly in agreement with the history of the establishment of universities where it is either the students who were in search of Masters or the Masters doing their own and students came seeking knowledge from their institutes. Since the place of the administrator came as a later development based on the need for their unique expertise, the wrangling over their position in the system is no longer of any moment and should therefore not be given attention.

The Registry Department forms the core administrative machinery of the University system. The staff therein, popularly referred to as '*Professional Administrators*' are the custodians of records and interpreters of regulations. All the units and sections of the university depend on their guidance for smooth governance such as policy formulation and implementation. Expediently, therefore, staff of the Registry Department who pride themselves as the university professional administrators are expected to:

- Have thorough understanding of the institutional system and its governance,
- Be familiar with the administrative tools needed in their daily assignments,
- To have confidence to work with minimal supervision on their schedules,
- Develop new skills for efficient and effective performance on the job,
- Understand the code of conduct and the need for high ethical standards in the discharge of their duties; and have good sense of loyalty and dedication to the institution (Bogoro, 2015). Proper understanding to the aforementioned will greatly go a long way to the administrative success of the University.

The Registry has often been referred to as the engine room of university administration, due to its housing of the secretariats of the major organs of governance, namely, the Board of Trustees, Governing Council, Senate, Congregation and the Convocation. Arising from this, and coupled with its being "responsible for the routine administration of the university except that bearing on financial matters" (NUC, 2010), **the Registry performs the following duties that are at the heart of the university operations: Provision of Secretariat Services, Facilitation of Academic Matters and Processes, Personnel/Human Resources Management, Custody and interpretation of all important records and documents of the university, as well as all rules, regulations and decisions reached at all formal meetings in the system; and Information and Public Relations via dissemination of information to the university community and the general public; as well as, publication of university bulletins, calendars, handling of protocols etc.**

THE REGISTRY AS SUPERVISOR OF DEPARTMENTS AND UNITS

Due to its widespread presence and involvement in all academic and other activities in the university, the Registry has over time evolved and assumed the position for monitoring the activities and performances of the Departments, Units and Faculties in the system. With its staff posted in every Faculty, department and unit, and, also involved in implementation of decisions at all levels, it has become necessary and an easy task too, for the Registry to keep track of events/activities, extent of progress and accomplishments being recorded in all sections, and, also, by the university itself. In this way and with regards to her strategic position in the university system in particular, the Registry is able to supervise, monitor and ensure compliance, in addition to evaluation of extent of accomplishment and further review of decisions reached by the university.

By and large, in carrying out the supervisory and monitoring role of ensuring that all departments and units in the university remain alert and responsive to their duties and assignments, and especially for the Registrars who are yet to work out modalities or template in this regard, this can be realised via, monthly meeting with Registry Management Committee comprising Heads of various Registry Divisions/Units and Faculty Officers, frequent interactive meetings with all administrative staff; and regular administrative postings based on competence and or need for experience/exposure.

ACTIVITIES OF THE REGISTRY DEPARTMENT

This means that steps must be taken in all universities to keep the Registry working at optimal capacity.

Over 90% of university laws in Nigeria accord the Registry the vantage position as the epicentre of administration. After the Vice-Chancellor and his/her deputy(ies), the next most exalted office in management is the Registrar who heads the Registry.

The Registry is responsible for providing a wide range of services to students, staff and the wider external university community. The Registry works collectively and collaboratively with academic departments, other university professional services and external bodies to deliver on its mandate.

For the smooth and efficient running of the Registry as a department, it is divided into the Registrar's main office, the Council Affairs Unit, the Human Resource and the Academic Affairs Unit. The Registrar's main office coordinates the activities of these other units apart from its involvement in the policy formulation and implementation of the University.

The Council Affairs Unit

The Council Affairs Unit is in charge of all Council/Board of Trustees matters. As the property and finances of the University are vested in Council, the Unit is in charge of the implementation of all policies formulated by Council. The Unit operates through the Committee system. Apart from Council itself, there are important Committees such as the Procurement Committee which is in charge of all contract awards in the University; the Finance and General Purposes Committee which considers all financial matters on behalf of Council and makes appropriate recommendations thereon to Council; the Appointments, Promotions and Disciplinary Committee (Academic, Administrative and Technical and Junior Staff) and the Honorary Degrees Committee among others.

The Human Resource Unit

The Human Resource Unit deals with all staff matters. The unit is divided into the Academic Staff sub-unit, Administrative and Technical Staff sub-unit and Junior Staff sub-unit. The Head of the unit is responsible to the Registrar for the activities of the Unit. It is responsible for the Appointments, Promotions and Discipline of staff. The unit is the point of entry and exit into and from the University for all categories of staff.

The Academic Affairs Unit

The Academic Affairs Unit is also a very important arm of the Registry because it is in charge of academic matters which is the very essence of the University. The Unit also operates through three major sub-divisions such as

Senate Examinations Committee, Student Welfare Committee, Sports Committee etc. Senate is responsible for policies guiding academic matters in the University.

The Admissions Sub-unit of the Academic Affairs Unit is responsible for the admission of students into the University and it performs this function through the Admissions Committee. This Committee does not just admit but it also carries out verification of results (from all examining bodies) of all students admitted into the University.

Other important functions of the unit are the arrangement for examinations as well as the keeping of students' records. This is done by the Examinations and Records Sub-unit of the Academic Affairs unit. This function is performed by the sub-unit in relation with the Heads of Departments and the Deans of Faculties. This sub-unit is very important to the Academic Affairs Unit as its functions have implications for the credibility of the certificates issued by the University.

School of Postgraduate Studies: This section of the university is responsible for the Postgraduate programmes of the university and it is headed by a Dean, usually an academic staff. However, a Secretary who is an administrative staff is the administrative head of the School. He/she assists the Registrar with the day-to-day administration of the Postgraduate School.

Public Relations Unit: This is the public relations unit of the University. Its major thrust is to provide accurate information about the University to the University community and the general public. The unit is headed by a senior administrative staff. The Registrar plays an oversight role.

Student Affairs: The students are at the heart of any university. Therefore, great attention must be put in ensuring their experiences in the university are rewarding. The Student Affairs Unit of the University handles all matters concerning students' welfare. The core of the unit's activities is allocation of accommodation for students, regulating students' activities, mobilisation for National Service, identifying brilliant and indigent students for scholarships, and providing counselling services for students. This important unit is headed by a Dean who relies on administrative staff (the Student Affairs Officer) in the day-to-day activities of the unit. As the Chief Administrative Officer of the University, the Registrar plays an oversight role through the Student Affairs Officer by ensuring the unit conforms with the set norms of the University.

Legal Services: The University deals with individuals and corporate bodies on a regular basis, these engagements require that extant laws are considered. The Unit, therefore, prepares the legal framework for awarding and renewing contracts i.e. crafting suitable agreements, partnership with other organisations (both local and foreign) and other engagements. This Unit is, therefore, essential

in advising Management on the rules of engagement. The Registrar works closely with the unit to ensure support from time to time.

Protocol and Passages: This unit ensures that University events are well organized. Passages services include Processing of entry visas, flight tickets and travel. The Unit compiles and updates the University Protocol list. Planning social receptions, cocktails and other events. Liaising with government, other Universities and non-governmental organisations.

Faculty Offices: The Faculty Office is headed by a Faculty Officer who is the Registrar's representative in the faculty. The Faculty Officer is the secretary to most of the committees at the faculty level. It is pertinent to note that the Registrar provides support for the faculty officers at all times, the faculty officers in turn keep the Registrar abreast of progress and challenges facing the faculty.

The Faculty Officer coordinates the administrative duties of all service personnel at the faculty level. They serve as the interface between the main Registry and staff/students at the faculty level.

QUALITIES OF A GOOD PROFESSIONAL ADMINISTRATOR

There are several attributes of a good Professional Administrator (Registry Staff). Let me list some of these attributes or qualities.

- **Diligence:** persistent and hardworking and ensuring that files that should be treated today are not left until tomorrow.
- **Discipline** –having mental self-control and work ethic to achieve the goals set out by the institution. Behaving in a controlled and calm way even in a difficult or stressful situation
- **Humility** – avoiding arrogance. Humility makes the Registry staff willing to learn even from subordinates, and makes him/her earn respect.
- **Accountability** – taking responsibility for his/her actions. Taking ownership of decisions made within one's sphere of responsibility is one of the hallmarks of a good Registry staff.
- **Perseverance** – working hard and demonstrating grit, especially when confronting resistance to change. People frequently prefer the status quo to change. They fear the unknown; they may believe their skill sets are no longer needed. The successful staff is adept at ushering in change without being confrontational and perseveres despite initial resistance and occasional failures along the way.
- **Dresses well:** Shabby dressers are often shabby in thinking. It is good for Registry staff to be well dressed to work always.
- Responsive to staff and students' needs relating to the Registry

- Good in record keeping especially staff and students' records
- Creative in solving problems in the Registry
- Providing sound advice to the Vice-Chancellor on administrative matters
- Applying modern methods in Registry operations
- Keeping of confidential records of staff and students; not allowing such records to be leaked to the public - Confidentiality
- Ability to retrieve important records/documents on demand
- Promptness in correspondence
- The Registrar as head of the Registry should be bold to tell the VC the rules and regulations guiding the administration of the University without fear.
- Communication lines should be opened for staff to criticise or commend administration without fear

MAKING THE REGISTRY WORK EFFICIENTLY

The Registry in the Nigerian university system should strive to attain the following goals:

Efficient service as Secretariat of Board of Trustees/Council, Senate, Faculty and other key university committees: The Registry typically provides the secretariat of key university committees. These committees expect, among other services, that notices of meetings are issued in good time (via a combination of text messages, emails and printed invitations); minutes are sent well in advance of the next meeting; all documents relevant for decision making are included in the files for meetings; information is rapidly provided on the floor of meetings if required; meeting venues are well set at least an hour before the meeting; and decision extracts of a meeting are sent latest two days after the close of the meeting.

Objective Custodian of the Traditions and Practices of The University: The Registry should be where every member of the university community turns for valuable information on traditions and established policies of the university. BoT/Council/Senate records of approved policies should be readily at the fingertips of the Registry and retrievable at short notice. I used the adjective “objective” because in some cases, the Registry, for partisan reasons, may suppress information on policies approved by previous BoT/Council or even by Senate. If a person favoured by the Registry has a case not in line with a precedent, instances have been found, not at Elizade University, when the Registry as secretariat suppressed information so that their candidate was unduly advantaged. This is not good practice as it will then lead to the setting of a counter precedent making future decision making rather awkward.

Increasing use of Technology in Service Delivery: The emerging trend is for the Registry to increasingly move away from analogue service delivery such as postage and manual deliveries to technology-mediated services such as use of electronic files for meetings rather than hard copies of files ensuring the practice of what is commonly referred to as “paperless meetings”; use of emails, text messages and WhatsApp for communication; use of voice-to-text device for recording and transcribing the transactions of meetings; rapid electronic issuance of students’ results and transcripts; and monthly release of electronic newsletters.

It is important to expose all Registry staff to regular capacity-building programmes, in this case to enhance their capacity in the use of technologies for efficient service delivery.

Exemplar in the Implementation of SERVICOM: Whereas teaching staff without administrative duties in most universities in Nigeria do run an 8.00 a.m. to 4.00 p.m. schedule, Registry staff are expected to run such schedule and even close much later than 4.00p.m. Apart from reporting punctually at work, they are expected to be prompt in response to mails (24-hour turnaround), respond to enquiries from the public and provide examples of good SERVICOM practices.

Catalyst for Defusing Tension that can lead to Strikes and Lockouts: The Registry occupies a strategic role in feeling the pulse of staff and students and availing such information that could disrupt peace on campus to the Vice-Chancellor to complement reports from internal and external security units. Armed with such information, the Registrar and his/her men and women can take steps to defuse tension.

CHALLENGES FACING THE REGISTRY DEPARTMENT IN NIGERIAN UNIVERSITIES

We have been able to establish that the Registry Department in a University System is responsible for managing and maintaining students’ records, registration, admissions and graduation processes. The department also ensures that academic policies and regulations are implemented by faculty and ensure that accurate records of the students in the university system are observed. Some of the challenges faced by the Registry Department in the university system are as follows:

1. **Increasing number of students:** Usually, as more students seek higher education, the workload of the Registry department increases. This results in longer queues, delayed decision-making and a backlog on the part of the department. But this is certainly not our lot at Elizade University.
2. **Manual Record Keeping:** Many universities still rely on manual record keeping processes, which often leads to data duplication, inaccurate and

incomplete records. This increases the workload of the department and can result in errors in students' records. Again, Elizade University does not experience this as many of our processes are automated.

3. **Paper-Based Processes:** Many universities still rely on paper-based processes for students' registration and admission, resulting in delays, errors, lack of transparency, and the potential for loss of documents. Elizade University is not in this category.
4. **Suitability of Technology:** Some universities have implemented technology to improve registration, however not all technologies are suitable for the needs of the university system. A lack of training, support maintenance and user adoption leads to technology shortcomings that limit the effectiveness and efficiency of the department. Elizade University does not experience this.
5. **Short Funding:** Limited financial resources can compromise the execution of duties and responsibilities of the Registry Department. For instance, in some instances, the use of equipment, access to necessary data, or important collaborations may be compromised due to lack of funds.
6. **Inaccurate Data:** Accurate data are essential to the smooth operation of the Registry Department. However, a lack of data accuracy, quality control and documentation procedures lead to a lack of confidence in the data collected, which can lead to errors, decisions based on wrong inputs, and a potential neglect of student outcomes over time.
7. **Inconsistency in Regulations:** Universities set academic regulations that govern the behaviour of faculty and students, but inconsistency in regulations may result in confusion among students, staff and faculty. This can slow down the work of the Registry Department and delay student's progress.

The challenges facing the Registry Department in the University system call for the need to have a defined mechanism, i.e., efficient regulations, provision of supportive infrastructure, technology advancement, and human resource training to safeguard students' records, outcomes, and a smooth progression of academic activities.

CONCLUSION

From the foregoing, there is no doubt that in any university that the Registry gets its acts together and do the needful, the institution is assured of a proper roadmap and guidance towards the accomplishment and ultimate realisation of its set goals, vision and mission as it is the case in Elizade University. However, where the Registry is deficient or lacking in its statutory duties and responsibilities by itself, or, in reflection of its debilitating milieu, the chances of the university attaining its full potentials will remain bleak, if not altogether, unattainable. Although the university is statutorily established for academic

purpose, the role of the supporting arms such as the Registry is very important. **Indeed, the registry is the physiology of the university system.**

RECOMMENDATIONS

In order to reassert and reposition the Registry Department for more relevance in not only the accomplishment of its statutory duties, but also in the general scheme of things in the university system, there is an urgent need to work hard and consolidate on professionalism for demonstrable expertise and competencies to meet the standards and expectations of the twenty first century university and beyond.

In other words, since it is commonly agreed that charity begins at home and also given that one cannot give what he/she does not have, it is imperative and highly recommended that going forward, the Registry Department should continue to re-invigorate and re-orientate itself through, continuous conduct of induction/orientation for new staff, frequent training and retraining (capacity development) of the staff, purposeful postings and effective departmental blending, confirmation and promotions as at when due, restoration of honesty, trust, integrity and openness in operations; and institutionalization of professional code of conduct and work ethics.

In carrying out the day-to-day assignment of the Registry Department, staff of the department as the backbone of university administration should not give the community and the public cause to brand them as masters but should regard themselves as servants of knowledge who must of necessity render their services with the greatest humility.

The Registry plays a critical role in the health of a University. The heart pumps blood to all the cells in the body. Similarly, the Registry services all the units in the university. If the Registry breaks down, the university will literally ground to a halt. **If there are blockages in the Registry in terms of efficiency of operation, like blockages to the coronary vessels, the university will have an equivalent of a heart attack.**

Thank you for your attention.