



# UFS REGISTRAR'S DIVISION

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# STRATEGIC PLAN

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2024 – 2028

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VISION **130**  
Renew and Reimagine  
for 2034

UNIVERSITY OF THE  
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UFS

## INTRODUCTION

In September 2022, the University Council adopted Vision 130, which sets out the strategic intent to reposition the institution towards 2034, when the UFS commemorates its 130<sup>th</sup> anniversary. While Vision 130 envisions the future, it provides stability and clarity for planning and decision-making, leaving scope to promote change and agility.

The UFS Strategic Plan 2023 – 2028 sets out the goals, objectives and aspirations over the next five (5) years. These are desegregated into activities and measurable performance indicators in a three-year rolling Annual Performance Plan (APP).

The Registrar's Division convened a workshop on 16 and 17 March 2023 to primarily develop a strategy document aimed at ensuring that our strategic objectives, values, efforts, activities, decisions, and initiatives support the UFS Strategic Plan (2024 – 2028). This document is intended to provide insight into the systematic approach the Division embarked upon to develop its six-year Strategic Plan (2024 – 2028), which is aligned to Vision 130. In order to develop an aligned and meaningful strategy, the Registrar engaged all staff within the Division, irrespective of their positions, to contribute their ideas and participate in envisioning the future of the Division by crafting the roadmap for the next 5 years. The Division engaged an experienced and seasoned coach and mentor, Mr Willem Fourie, to facilitate the workshop that culminated in the first draft of the Division's Strategic Plan (2024 -2028). **The facilitator provided objective perspectives on the development of the strategy and the formulation of the critical strategic objectives, as well as critical insights into the following themes of the workshop, which will be elucidated on further in the document:**

- a) Systemic contracting
- b) Organisational health: Smart vs Healthy (Healthy being a multiplier of Smart)
- c) Balance between performance (supporting the academic project) and conformance (creating a culture of compliance for sustainability of our operations)
- d) Connectedness (a feeling of belonging to or having affinity with a particular person or group)

The Strategic Plan (2024 – 2028) is designed to move us from “disjointed to connected”. The University's Vision 130 will guide the Registrar's strategic objectives for the next 5 years (2024 – 2028), taking into account the many changes in the higher education landscape, technology and opportunities created, as well as the challenges posed by these changes – institutionally, nationally and internationally. **More importantly, the Strategic Plan is aimed at building and maintaining a collective unit and team spirit, based on the disciplines of higher-performing teams, which are as follows:**

- i) Clarity of primary purpose, goals, objectives and roles.
- ii) Clear commissioning of the team and contracting on what must be selected and delivered.
- iii) Co-creating a team culture that recognises personal, interpersonal and team dynamics.
- iv) Meaningful engagement with all the critical stakeholders.
- v) Continuous learning and innovation to improve service delivery and create value.

The Division intends to champion the divisional Health over Smart as “Healthy is the multiplier of Smart”. That is, the Division will advocate for human-centred and technology-based initiatives within its mandate, and where possible, in collaboration with relevant institutional stakeholders as we define a distinctive future together. The Division appreciates its role as one of the nerve centres of the University, particularly in supporting the academic project and operations.

## CONTEXT

The Registrar's Division is an academic support service unit reporting to the Vice-Chancellor and Principal. The Division is responsible for student recruitment, academic administration, legal services and compliance, institutional governance, the regulatory framework and policies, as well as maintaining the accuracy and integrity of University records. The Division strives to maintain the balance between providing high-quality, effective and efficient support services, systems and solutions to the academic project, while ensuring compliance with the regulatory framework. **The Division is led by a University Registrar and comprises approximately 92 staff members spread across the following five directorates, each overseen by a Deputy Registrar or Director, with the departments under each being supervised by a Manager, Deputy Director, Assistant Registrar or Head of Department:**



### A. Centre for Academic Administration

- i) Enrolment Administration
- ii) Student Contact Services
- iii) Examination and Graduation Administration
- iv) Academic Record and Transcript Administration
- v) Curriculum Administration

### B. Governance and Policy

- i) Meeting Administration
- ii) Records Management and Archives
- iii) Management and Administrative Language Service
- iv) Institutional Regulatory Code Office

### C. Legal Services and Compliance

- i) Student Discipline and Mediation Unit
- ii) Litigation Management and Legal Advisory Services
- iii) Contracts Assurance Management Services
- iv) Compliance Function Unit

### D. Student Recruitment Services

- i) Student Recruitment (Undergraduate)
- ii) Student Recruitment (Postgraduate)
- iii) Integrated Marketing, Innovation, Special Events and Projects
- iv) Kovies2B\_Connect Centre
- v) Research and Data Management

### E. Systems and Project Management

- i) System Management
- ii) Project Management
- iii) Special consultants/in-house consultants

## BUILDING ON THE ACHIEVEMENTS OF THE PAST

The strategic planning session provided an opportunity to reflect on past achievements, milestones and significant progress made in various areas within the Division, including the reconfiguration and reorganisation of existing units and the creation of totally new departments aligned to opportunities created, as well as challenges posed by the new changes in the higher education landscape. **The following are the major milestones and achievements in the Division, which provided a stepping stone to launch the Division's new strategic direction for the next 5 years (2024 – 2028), namely:**

- a) The constitution of the statutory structures and standing committees thereof, in accordance with the prescripts of the enabling legislation (Higher Education Act, Act 101 of 1997 as amended) and the drafting and approval of supplementary legislation such as the UFS Statute and Institutional Rules.
- b) The establishment of the Student Discipline and Mediation Unit to deal with student disciplinary matters and mediation measures, and subsequently a fully-fledged Legal Services and Compliance Directorate to protect the legal interest of the University and to ensure compliance with the relevant and applicable legislation.
- c) The centralisation of a previously dispersed compliance function under the office of the Registrar and the development of a fully-fledged compliance system and processes.
- d) The restructuring and reconfiguration of Student Academic Services to effectively and efficiently drive the UFS strategy on academic administration matters, as well as to effectively implement the Multi-Campus model.
- e) The development and implementation of an innovative and targeted student recruitment strategy and tactic to increase the pool of credible applicants locally and internationally, as well as the implementation of measures to attract top achievers.
- f) The conceptualisation and development of the initial project plan on the Academic Administration Systems Renewal (AASR) Project Plan.
- g) The establishment of a systems and project management unit to specifically assist academic administration departments with the implementation of systems and processes, aligned to governance, people, data and technology.

### VISION

To be a hub of excellence by proactively providing quality support services, systems and solutions to stakeholders, through a human-centred approach and with optimal use of the latest technology.





## WHAT DO WE DO? (PRIMARY RESPONSIBILITIES)

The University Registrar supports the Vice-Chancellor and Principal, Council and Senate to lead, govern, implement and manage the strategic direction of the University, and provides them with services that enable them to fulfil their policy-making and governance roles. The Registrar heads up the University's academic administration function, strategic management of student recruitment and marketing of study programmes at the University. The Registrar has overall responsibility and accountability for all systems and processes supporting student recruitment, enrolment management, examinations, student records and certification, as well as compliance with statutory requirements. This entails ensuring a service-orientated approach throughout the portfolio of the Registrar.

## HOW WILL WE SUCCEED? (MISSION)

To achieve its vision, the Registrar's Division will:

- a) Foster a human-centred environment through connectedness, collaboration, teamwork, team culture and dynamics.
- b) Enhance the student and stakeholder experience by providing excellent, meaningful, effective and efficient services with care, compassion and respect.
- c) Create a culture of life-long continuous learning, growing, improving and the creation of structures for change management.
- d) Commit to the institutional and divisional strategic objectives, core values and principles.
- e) Create platforms for feedback to celebrate achievements, reflect and learn from failures and recognise high-performance culture.
- f) Exemplary leadership at all levels - "lead where you are".

## HOW DO WE BEHAVE? (BEHAVIOURAL VALUES)

- a) **Ubuntu:** embracing the spirit of humanity, encompassing care, solidarity, compassion, respect and dignity - "I am because you are".
- b) **Accountability:** taking responsibility and accounting for one's actions or inaction, that is, taking credit for success and culpability for one's failures.
- c) **Service excellence:** embracing an agile approach in providing a high-impact and visible service to our customers.
- d) **Collaboration:** willingly and enthusiastically working together towards a common goal/shared vision through dependence, trust and sincerity.
- e) **Innovation:** commitment to the proactive generation of new ideas, methods and solutions.



## The main functions of the Division are:

- a) Provide administrative, governance and secretariat services and support to the statutory bodies.
- b) Ensure compliance with the statutory requirements, institutional policies and codes of good practice.
- c) Provide support to the University for the protection of its legal interest.
- d) Lead effective and efficient management of the academic administration function.
- e) Strategic management of student recruitment and the marketing of study programmes.
- f) Maintain records and archival material of the University and improve the availability and accessibility of information.
- g) Lead the design and delivery of effective and efficient systems and processes, as well as provide high-level management, planning, execution and evaluation of all projects and programmes.

## UFS STRATEGIC GOALS

The strategic focus over the next strategy period is on excellence, visibility and impact. A strong thrust will be on raising the research and internationalisation profile of the University. This will involve reviewing the academic project to encourage multi-disciplinarity and the concomitant policies. Furthermore, this will be supported by our increased emphasis on internationally benchmarked peer assessment. We will further put in place the relevant systems and processes to facilitate impact and enhance our reputation. Ethical and

empowering leadership will also be a focus to ensure that the University culture becomes more conducive to excellence and to the academic project. Emphasis will also be placed on freeing up resources to reinvest in research and innovation. This will require a review of the efficiency of academic programmes, reviewing the academic and support structures, and investing in academic leaders and managers that will be needed to facilitate and enable this new direction.

### These strategic priorities have been delineated in the following four goals

- Goal 1:** To improve our academic excellence, reputation and impact.
- Goal 2:** To promote an environment of agility, flexibility and responsiveness, based on trust and accountability.
- Goal 3:** To advance a transformational institutional culture that demonstrates the values of the UFS.
- Goal 4:** To promote stewardship and prioritisation of institutional resources for strategic intent.

## WHAT MUST WE DO? (ENVISIONING THE FUTURE)

The strategic planning session convened on 16 and 17 March 2023, and particularly the plenary and group reflections on the systemic contracting and organisational health, provided valuable information about the state as well as the levels of Healthy vs Smart in the Division. The

information mainly relates to the internal operations and external influences on the Division's key performance areas. **The following key strategic themes emanated from staff through an interactive participatory session:**

- a) Advocacy for advancement of organisational health matters through human-centred approaches to improve performance and personal development.
- b) Create measures and platforms for full understanding and appreciation of the Division's strategic direction and its alignment with the overall UFS Strategic Plan and institutional priorities.
- c) Identify, assess, prioritise and communicate key responsibilities and initiatives for the next five (5) years.
- d) Identification and mapping of stakeholders and acknowledgement and appreciation of their needs, priorities and aspirations for effective and efficient service delivery.
- e) Clearly defined and documented business processes and systems that are based on best and next practices.
- f) Advance connectedness through the identification and implementation of effective communication strategies.
- g) Implement adequate monitoring, evaluation and review measures, as well as celebrate achievements and reward excellence.
- h) Develop accurate financial forecasts and plans that guide resource allocation, decisions and performance expectations.

## STRATEGIC GOALS AND PRIORITIES

From the key strategic themes that emanated from the Strategic Plan, the following strategic goals and priorities were identified with the purpose of defining the objectives, activities and performance indicators. Based on the primary aim of the strategic planning session to balance the organisational health with smart matters, as well as the recognition of “health as a multiplier of smart”, the Division adopted the Balanced Scorecard Model since the model also emphasises leading indicators (e.g. employee training, customer satisfaction) that can drive future performance, rather than concentrating on lagging indicators such as smart issues.

The Balanced Scorecard considers four key perspectives: financial, customer, internal processes and learning and growth. By including metrics from each perspective, organisations ensure a balanced approach to performance measurement and

management. The Balanced Scorecard links performance measures to the strategic objectives of the organisation. This ensures that activities at all levels of the organisation are aligned with the overall strategy and provides the platform for cascading the implementation and measurement of the strategy through all levels within the Division. **Based on the Balanced Scorecard Model, the Division’s strategic priorities are grouped within the four perspectives as follows:**

PERSPECTIVE	STRATEGIC PRIORITIES		
<b>Customer</b> (How do our customers see us?)	Identifying and mapping of stakeholders and acknowledgement and appreciation of their needs, priorities and aspirations, for effective and efficient service delivery.	Enhancing the student and stakeholder experience by providing excellent, meaningful, effective and efficient services with care, compassion and respect.	Reconceptualising student recruitment and adoption of new marketing and recruitment approaches.
<b>Innovation and learning</b> (How can we continuously improve and create value?)	Fostering a human-centred environment and approach through connectedness, collaboration, teamwork, team culture and dynamics.	Creating a culture of continuous learning, growing and creation of structures for change management.	Ensuring efficiency of the non-academic support structures and systems.
<b>Internal business processes</b> (What must be excelled at?)	Ensuring that the policies, systems, processes and practices are appropriate, effective and efficient.	Ensuring appropriate structures, as well as management and leadership capacity.	Leveraging the use of digital technologies to improve efficiency and effectiveness across departments.
<b>Financial</b> (How do we look to stakeholders?)	Develop accurate financial forecasts and plans that guide resource allocation, decisions and performance expectations.	Enhancing the return on investment by prioritising projects and initiatives that deliver the highest value and are aligned with the strategic objectives.	



# IMPLEMENTATION PLAN 2024 – 2028

The Division’s strategic planning process is intended to accomplish the aims and goals of the University, as well as to properly respond to the current and future needs of our customers and the UFS community. Therefore, each of the Division’s strategic priorities and activities is linked to a UFS strategic goal, as reflected below:

## CUSTOMER PERSPECTIVE

### UFS Goal 2: To promote an environment of agility, flexibility, and responsiveness based on trust and accountability

STRATEGIC PRIORITIES	ACTIVITIES	MEASURE	TIMELINE	RESPONSIBLE	ALIGNMENT
1.1 Identifying and mapping of stakeholders and acknowledgement and appreciation of their needs, priorities and aspirations for effective and efficient targeted service delivery.	1.1.1 Develop detailed profiles of customers that represent the demographics, preferences, pain points, needs and communication preferences.	Reports	2024	DRs/Directors	DCM
	1.1.2 Conduct risk assessment workshops to identify potential risks areas aligned to different stakeholders.	Risk Register	2024	Registrar	Compliance/ Risk Officers
	1.1.3 Formalise and evaluate partnerships with the critical stakeholders.	SLA	2025	DRs/Directors	DCM/CTL

1.2 Enhancing the students' and stakeholders' experience by providing excellent, meaningful, effective and efficient services with care, compassion and respect.	1.2.1	Provide training sessions on customer services and diversity.	Training sessions	2024	SPMD	HR/ICTS
	1.2.2	Develop complaint handling, resolution and service recovery business processes and rules.	Approved Protocol/Rules	2025	DRs/Directors	
	1.2.3	Develop mechanisms for customer feedback through surveys, focus groups, social media, etc.	Approved Guidelines	2024	DRs/Directors	DIRAP/CTL/ DCM
	1.2.4	Conduct periodic customer satisfaction surveys after every key institutional activity or function.	Survey results	2025	DRs/Directors	DIRAP/CTL
	1.2.5	Implement visual management tools and systems.	Visual Boards	2025	DRs/Directors	Faculties
	1.2.6	Establish a working group to develop a strategy for internal and external communication to showcase the Division's milestones.	Approved Guideline	2024	Registrar	DCM
1.3 Reconceptualising student recruitment and the adoption of new marketing and recruitment approaches.	1.3.1	Redesign the recruitment, application and offer management processes and practices.	Approved Admission Procedure	2024	DR: SAS	Director: SRS/ Faculties/ SPMD
	1.3.2	Increase the number of applicants with AP scores of 35 and above.	Approved Strategy	2024 - 2026	Director: SRS	SAS/Faculties/ DIRAP/ DCM
	1.3.3	Develop a strategy and measures to increase the number of local and international postgraduate students.	Approved Strategy	2024	Director: SRS	Faculties/OIA/ CGS/ DCM/ Alumni/ Careers office
	1.3.4	Establish a Multi-Stakeholder Forum on targeted recruitment and the implementation of differentiated admission and registration for top achievers.	Approved Committee/ Forum	2024	Director: SRS	Rectorate

## INNOVATION AND LEARNING PERSPECTIVE

### UFS Goal 3: To advance a transformational institutional culture that demonstrates the values of the UFS

STRATEGIC PRIORITIES	ACTIVITIES	MEASURE	TIMELINE	RESPONSIBLE	ALIGNMENT
2.1 Fostering a human-centred environment and approach through connectedness, collaboration, teamwork, team culture and dynamics.	2.1.1 Create platforms to promote a culture of openness, transparency and ethical behaviour.	Forums	2024	DRs/Directors	HR
	2.1.2 Develop and implement divisional and departmental induction and orientation programmes.	Approved programme	2024	Registrar	HR
	2.1.3 Develop and implement divisional and departmental awards and recognition programmes for excellence.	Approved Procedure and criteria	2025	Registrar	HR
	2.1.4 Develop and implement the protocol and criteria for flexible work arrangements.	Approved Protocol	2025	Registrar	HR
2.2 Creating a culture of continuous learning, growing and the creation of structures for change management.	2.2.1 Encourage cross-functional work arrangements, create learning communities and promote peer learning and mentoring.	Approved Guidelines	2025	DRs/Directors	HR
	2.2.2 Nurture the “rising stars” through the development and communication of division/ directorate specific career paths and support personal development plans.	Approved Guidelines	2025	DRs/Directors	HR
	2.2.3 Celebrate milestones and embrace failure as a learning opportunity through monitoring and evaluation.	Sessions and Reports	2024	Registrar	HR
	2.2.4 Expand staff responsibility, flexibility and authority and provide feedback.	Reports	2024 - 2026	DRs/Directors	HR
	2.2.5 Training and re-training of staff on new methods of work (IT skills, automated environment).	Training programmes	2024 - 2026	DRs/Directors	HR/SPMD

2.3 Ensuring efficiency of the non-academic support structures and systems.	2.3.1 Develop new, as well as review existing standard operating procedures and guidelines.	Approved SOPs	2024 - 2025	DRs/Directors	Governance & Policy
	2.3.2 Develop and implement visual management tools and systems.	Visual Boards	2024	DR: SAS	
	2.3.3 Identify pain points and benchmark with national and international institutions on best practices to develop next practices.	Benchmark Reports	2024 - 2026	DRs/Directors	
	2.3.4 Digitisation and digitalisation of certificates and academic records/transcripts.	Approved tender	2024	DR: SAS	SPMD/ICTS
	2.3.5 Fully automated and interactive online application and registration processes.	Online system	2025	Director: SRS DR: SAS	SPMD/ICTS



## INTERNAL BUSINESS PROCESSES PERSPECTIVE

### UFS Goal 2: To promote an environment of agility, flexibility, and responsiveness based on trust and accountability

STRATEGIC PRIORITIES	ACTIVITIES	MEASURE	TIMELINE	RESPONSIBLE	ALIGNMENT
3.1 Ensuring that policies, systems, processes and practices are appropriate, effective and efficient.	3.1.1 Review the current Policy Development Framework and supplementary documents to be in line with Vision 130.	Approved Policy	2024	DR: G&P	Policy Working Group
	3.1.2 Develop new and review existing divisional policies and procedures to be in line with the reviewed Policy Development Framework.	Approved Policies	2025	ALL	Governance & Policy
	3.1.3 Develop a Delegation of Authority Matrix based on the reviewed UFS Statute and Institutional Rules.	Approved DoA Matrix	2024	Registrar	Policy Working Group
	3.1.4 Review and reconsideration of the Student Discipline and Mediation guidelines/rules.	Approved Rules	2024	DR: LS&C	Student Affairs
	3.1.5 Development and approval of Institutional Rules.	Approved Rules	2025	DR: G&P	Registrar
	3.1.6 Develop a governance instrument for the management of the academic structure, or qualification management.	Approved Policy	2024	DR: SAS	DIRAP/ Faculties
	3.1.7 Develop a procedure and process for litigation and/or settlement of legal matters.	Approved Procedure	2024	DR: LS&C	VC's Office
	3.1.8 Review of the effectiveness of the Delegation of Authority Matrix and Policy Framework by compliance function.	Compliance Report	2026	DR: LS&C	Internal Audit

3.2 Ensuring appropriate structures, as well as management and leadership capacity.	3.2.1	Development of a Registrar's Division Strategic Plan aligned to Vision 130.	Approved SP	2024	Registrar	VC's Office
	3.2.2	Develop and implement a measuring instrument for performance, as well as continuous evaluation to create a high-performance culture.	Performance Monitoring Tool	2024	Registrar	SPDM/ICTS
	3.2.3	Review of the current and development of new Directorates' strategic plans to be in line with the Division and UFS Strategic Plans.	Approved SP	2024	DRs/Directors	Registrar/UFS SP
	3.2.4	Development of the Registrar's Division Risk Register based on the strategic plan priorities.	Approved Risk Register	2024	Registrar	Compliance & Risk Officers
	3.2.5	Review of the committee structure, with periodic evaluation of the statutory structures, committees and relevant officials.	Evaluation Tool	2025	DR: G&P	Chair of Council/VC
	3.2.6	Develop training and development programmes for Council members.	Training programmes	2025	DR: G&P	Chair of Council/VC
	3.2.7	Develop a model for the academic administration function.	Approved Procedure	2025	DR: SAS	DIRAP/ Faculties
	3.2.8	Review of the Registrar's Division Strategic and Implementation Plans.	Revised SP	2026	Registrar	VC's office

3.3 Leveraging the use of digital technologies to improve efficiency and effectiveness across departments.	3.3.1	Online case management system (student discipline and legal cases).	Online system	2024	DR: LS&C	SPMD/ICTS
	3.3.2	Fully-fledged automated online compliance management system and reporting tool.	Online system	2024	DR: LS&C	SPMD/ICTS
	3.3.3	Finalisation of the plans for implementation of the 1 <sup>st</sup> phase of the Systems Renewal Project.	Approved Job Spec	2024	Director: SPMD	ICTS
	3.3.4	Finalisation of the plan for the implementation of the Chatbot by the relevant Directorates.	Approved process	2024	Director: SRS	SPMD/ICTS
	3.3.5	Online contracts and policy management system.	Online system	2025	DR: LS&C DR: G&P	SPMD/ICTS
	3.3.6	Automation of graduation processes and promotion/progression of students.	Online system	2025	DR: SAS	SPMD/ICTS
	3.3.7	Implementation and review of the 1 <sup>st</sup> phase of the Systems Renewal Project.	Review Report	2025	Director: SPMD	Registrar/ICTS
	3.3.8	Development and finalisation of the plan for the 2 <sup>nd</sup> phase of the Systems Renewal Project.	Approved Plan	2025	Director: SPMD	Registrar/ICTS
	3.3.9	Implementation of the 2 <sup>nd</sup> phase of the Systems Renewal Project.	Review Report	2026	Director: SPMD	Registrar/ICTS
	3.3.10	Development of the plan for the Student Information System (SIS) / Cloud System.	Approved Project Plan	2026	Director: SPMD	Registrar/ICTS
	3.3.11	Initiate, develop and implement the fully automated customer relations management tool.	Approved tender specs	2025	Director: SPMD	Registrar/ICTS
	3.3.12	Develop and implement Board Management Tool software to streamline and enhance meeting management and governance processes.	Approved tender specs	2025	DR: G&P	Registrar/ SPDM/ICTS

## FINANCIAL PERSPECTIVE

### UFS Goal 4: To promote stewardship and prioritisation of institutional resources for strategic intent

STRATEGIC PRIORITIES	ACTIVITIES	MEASURE	TIMELINE	RESPONSIBLE	ALIGNMENT
4.1 Develop accurate financial forecasts and plans that guide resource allocation, decisions and performance expectations.	4.1.1 Develop a framework for budgeting linked to the strategic priorities.	Approved Framework	2024	Registrar	Finance Division
	4.1.2 Ensure optimal utilisation of financial resources and implementation of cost-saving measures.	Reports on budget process	2024 - 2026	DRs/Directors	Finance Division
4.2 Enhancing the return on investment by prioritising projects and initiatives that deliver the highest value and are aligned with the strategic objectives.	4.2.1 Develop guidelines for the prioritisation of projects and initiatives within the Division.	Approved criteria for assessment of projects	2024 - 2026	Director: SPMD	Registrar/ICTS

## COMMUNICATION AND INTEGRATION STRATEGIES

- a) Implement a comprehensive induction programme for new staff members within the Registrar's Division.
- b) Annually review and evaluate the Division's Strategic Plan at the end-of-year function.
- c) Create and maintain the overall Registrar's Division website with web pages for each Directorate/Department.
- d) Conduct quarterly extended management meetings to discuss progress towards strategic objectives and direction, consider achievements and point out challenges.
- e) Establish a divisional newsletter to publish milestones, achievements and extraordinary staff achievements.



# Interconnectedness

"In a real sense all life is inter-related.  
All men are caught in an inescapable network of mutuality, tied in a single garment of destiny.

Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you ought to be, and you can never be what you ought to be until I am what I ought to be...  
This is the inter-related structure of reality."

Martin Luther King Jr., Letter from Birmingham Jail: Martin Luther King Jr.'s Letter from Birmingham Jail and the Struggle That Changed a Nation

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