Before I begin the discussion of organization, may I point out briefly just what, in my opinion and from my experience, I think the office of the registrar is? The office of the registrar is not in itself an organization; that is to say, it is not an entity in itself. It is a facilitative agency, an office that is useful to the institution only in so far as it facilitates the work of the institution.

Mr. Reeves, in one of his surveys, has said that the duty of the registrar's office is to keep the wheels of the institution, the machinery, moving smoothly.

Because of the place it holds in an institution, then, it is rather important that the organization be as complete and as perfect as possible. We realize at the same time that an organization in the registrar's office for one institution may not satisfy the demands of another institution.

I have had experience with two types of institutions only, a small institution where the registrar was indeed and in fact the office of the registrar; and in the second place, in a larger institution where the registrar directs the work of a corps of assistants who, we like to say, do the work of the office.

I have prepared and brought with me this chart, which will indicate to you the organization which we are using at the present time in an institution which during the course of the academic year serves approximately 7,500 students.

The chart that you see before you begins as all academic charts should, with the Board of Trustees or the Governing Body of the institution. Next in order comes the president or nominal head of the institution, to whom the registrar is directly responsible. Under registrar are the various clerks, secretary to the registrar, record clerks, statistical clerks and file clerks.

The secretary to the registrar takes care of all the general matters of information. The record clerks, of course, take care of the registration records, transcripts and diplomas, certificates,