Essentials of Corporate Meetings: The Case of Senior Members of the Registrar’s Department, University of Education, Winneba – Ghana

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Abstract

Regular corporate meetings are essential for the development of organisations such as the type instituted by Senior Members in the Registrar’s Department of the University of Education, Winneba. This paper analyzes the views of Senior Members of the Registrar’s Department of the University of Education, Winneba on the bi-weekly regular meetings. A structured questionnaire was used to conduct a survey on a sample of forty-five (45) senior members of the Registrar’s Department in the University. The paper identified that the day for the meeting and the duration are favourable to members. It also indicates that the agenda for the meetings are always followed and welfare needs of members are catered for. The meetings further serves as platform for sharing ideas, receiving information and socializing with colleagues. It further recommends the need to spend less time on correction of minutes and follow through on decisions taken. The need to allow members enough time to express themselves and the need to encourage members to attend meetings regularly are always highlighted.

Keywords: meeting, university, registrar’s department, organisation, information

Introduction

Holding meetings is a regular feature of an organisational life. Primarily, meetings serve as platforms for brainstorming on ideas. During meetings actions to be taken on decisions made are noted. Meetings are also used for getting information on tasks assigned to individual members. Jarzabkowski and Seidl (2007) admit that effective meetings contribute towards the successful implementation of an organisational strategy. It has been observed, however, that meetings mostly fail to achieve their purpose and objectives. This may be due to lack of proper planning and lack of regular reviews of how meetings need to be organised in an organisation (Conducting Successful Meetings, 2008). Research has shown that many of the meetings that are unproductive and ineffective are toxic, waste of participants’ time and harmful to organisational growth and development (Gaines, 2010; Wellness at Work Partnership Group, 2009; Regenbaum, 1993).
Objectives
This paper seeks to:
1. Compile the views of Senior Members of the Registrar’s Department on the bi-weekly regular meetings held on Tuesdays.
2. Analyze the summarized attendance sheets of the bi-weekly meetings.
3. Suggest ways of improving on the bi-weekly meetings in order to achieve the purpose for which they are meant.

The why, what and how of the Tuesday Morning Regular Meeting of Registrar’s Department

The meetings of Senior Members in the Registrar’s Department started during the tenure of office of the first Registrar of the University of Education, Winneba, Mr. J.N. Aryeetey. Members of the Registrar’s Department saw the need to create a forum where they could meet and share their experiences, give and receive information, find solutions to problems pertinent to the department and the university as a whole, and also take decisions on issues affecting their department. The meeting which started with a few Senior Members at that time has grown to the current strength of 69 as shown in the Table 1.

Table 1. Composition of the Regular Meeting of Members of the Registrar’s Department

<table>
<thead>
<tr>
<th>Administrative positions</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registrar</td>
<td>1</td>
</tr>
<tr>
<td>Deputy Registrars</td>
<td>4</td>
</tr>
<tr>
<td>Senior Assistant Registrars</td>
<td>27</td>
</tr>
<tr>
<td>Assistant Registrars</td>
<td>37</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>69</strong></td>
</tr>
</tbody>
</table>

Registrars’ meeting is composed of senior members of the Registrar’s Department. As at 2015, the meeting is attended by (4) Deputy Registrars, (27) Senior Assistant Registrars and (37) Assistant Registrars who work at administration, Divisions of Academic Affairs, Human Resource and Operations. Members of the Registrar’s Department who function as hall managers, estate officers and senior members at the Planning Unit, Gender Mainstreaming Directorate, Quality Assurance Directorate and Student Affairs section are all members of the meeting. The College Registrars of the Colleges of Technology Education (Kumasi), Agriculture Education (Mampong) and Languages (Ajumako) are also members. The meeting is chaired by the Registrar and in his absence it is chaired by the most senior Deputy Registrar present at the meeting. On gender basis, the Registrar’s Department is made up of 18 Females and 51 Males; a composition considered as gender friendly.

Assistant Registrars in the department serve as secretaries to the meeting in turns. Each Assistant Registrar serves as secretary to the meeting for four consecutive times. The meeting normally takes place every fortnight. Among other things, the Registrars Regular meetings: provide a common platform for important decisions to be taken on issues affecting the
department and the university as a whole; serves as a forum where the Registrar passes on important information to members and members also share administrative and social information among themselves; provides the opportunity for both junior and senior colleagues of the meeting to learn from one another and; creates avenue for the presentation of papers and peer review of papers presented; plans and reviews ceremonies and programmes such as congregation and matriculation; the meeting also discuss the welfare of members and caters for that. Further to these, members make; financial contributions to support bereaved members or members who pass on; The M Ed. in Educational Administration and Management programme, currently run by the Department of Educational Administration and Management of University of Education, Winneba, the renovation of the Libration Square and the Registrar’s annual review meetings are ideas which emanated from the Registrars meetings.

**Review of related literature**
The review throws light on definitions, types of meetings and importance of holding meetings.

**Definitions of meetings**
A meeting is a gathering of a group of individuals in an organisation who share common characteristics and works towards achieving a common goal or objective. This operational definition is supported by the claim of Boden (1994) that meeting is a planned gathering of three or more people who assemble for a purpose that is ostensibly related to some aspect of organisational or group function. This makes a meeting distinct from casual encounters; in the sense that meetings have an organisational purpose, involve multi-party talk and are considered episodic because they include some people and issues during a particular space and time, whilst excluding others (Boden, 1994). An effective meeting according to Taylor (1994) as cited in Anyan (2010) is therefore an efficient communication tool which enables information and ideas to be shared, suggestions and proposals made and decisions taken.

**Types of meetings**
Different organisations hold different forms of meetings. The nature of an organisation dictates the type of meeting that should be organised (Steven, 2010). For instance, meetings in academic institutions may be different from those in financial institutions. There is also marked distinction between scheduled and unscheduled meetings. The degree of formality in unscheduled meetings is low. Such meetings are not formally responsible to any other group (Jarzabkowski and Seidl, 2007). A scheduled meeting, in contrast, takes place at set times. They are comparatively formal and are either formally responsible to another group or a principal (Jarzabkowski and Seidl, 2007). However, certain general types of meetings are held in most organisations. These include: Annual General Meetings, Special Meetings or Extraordinary Meetings, Board Meetings, Management Meetings, Committee Meetings, Departmental Meetings, Steering Group Meetings and Project Team Meetings among others. It is acknowledged by Cohen (2014) that meetings can be categorized into four:

2. Decision-making and problem-solving.
3. Creative and brainstorming.
4. Training and skill-building.
Importance of holding meetings

Meetings are held in every organisation as a way of communicating information to staff members. Anyan (2010) noted that every meeting is called for the purpose of communication by giving out information, collecting, or answering questions, or clarifying issues. In all these, a meeting provides a means of co-ordinating collective knowledge and expertise whose outcome is a collective responsibility. According to Wellness at Work Partnership Group (2009), a meeting is meant to inform, seek ideas, seek clarification, seek feedback, resolve problems, discuss proposals, take decisions, and settle disputes.

Matson (2007) observed that staff meetings matter because that is where an organisation’s culture perpetuates itself. He added that bad meetings make bad companies. It has been observed that the type of meeting to be held determines the purpose for which it is organised. Similarly, Udall and Udall (1982) as cited in Anyan (2010) also noted that various types of meetings are held for various reasons and purposes ranging from an informal exchange of views and ideas to the highly formal structured events that follow strict procedure such as meetings of parliament, company boards and Annual General Meetings among several others.

General Meetings are occasions where managers of the organisation meet with the stakeholders of the organisation to discuss and share ideas on the way forward for the organisation. Special Meetings or Extraordinary Meetings are held between Annual General Meetings to discuss relevant matters of the organisation which could not be exhausted during the Annual General Meeting. Departmental Meetings are periodic meetings held to discuss and address departmental issues. Generally, meetings are held for reviewing purposes, set objectives, report on the outcome of action taken and discuss any other matters in connection with departmental operations (Planning basics, 2004; Gaines, 2010).

Notwithstanding the type of meeting held in an organisation, the following purposes stand out:

1. To provide information to a group of people
2. To report on some activity/experience
3. To co-ordinate and arrange activities
4. To obtain assistance
5. To put forward ideas or grievances for discussion and
6. To create involvement and interest

Regular staff meetings are important for various reasons including those identified by Rozee Team (2010). Rozee Team specifically indicates that meetings:

1. Improve collective performance, encourages higher productivity and boost profits.
2. Strengthens a sense of togetherness, brand-awareness and corporate identity.
3. Develops good communication skills within internal teams – a valuable skill which will be translated into customer or client interaction.
4. Motivates staff to help each other succeed, reinforces their commitment to working towards a common goal.
5. Teaches managers and senior staff the crucial arts of communication, delegation and leadership.
6. Discuss matters concerning changes in office routine.
7. Announces weekly office statistics.
8. Opens discussion on ideas for generating referrals.
9. Contributes to a sense of oneness among co-workers.
10. discourages feelings of isolation that can develop when staff members are given routine work assignments that allow only minimal interpersonal communication during the day
11. stimulates useful ideas about how to deal with problems and how to improve the handling of routine situations
12. reduces friction by giving staff members an appropriate forum to air their differences and seek resolution
13. ensures regular and effective communication

As Matalon, Calo, and Yahpe (2005) puts it summarily that Staff Meetings can be a creative process for growth of staff members and the road to innovative solutions for resolution of problems”

**Ensuring efficiency and effectiveness of meetings**

According to O’Rourke as cited in Farivar (2007), massive amounts of valuable time are wasted simply because managers think that face-time is important. To minimize massive wastage of valuable time, therefore, it is important to ask if a meeting should take place at all. The best way to determine whether a meeting should take place is to ask whether the transfer of information could be one-way or whether feedback is required from all participants. If this shows otherwise, then sending emails or status reports could be a better option. In support of this statement, Eller & Eller (2006) noted that a common culprit of ineffective meetings involves getting the staff, together only to read a list of announcements. It is imperative to consider the time of the day to schedule meetings. This is because energy levels typically dwindle by mid-afternoon. Morning meetings may therefore be best for developing project plans and fostering creativity (Conducting Successful Staff Meetings, 2008). According to Mehermann (2006) and Michael & David (1976) it is also important to stick to theme. This ensures that the purpose of a meeting is maintained.

Holland (2008) identified that failure to encourage and acknowledge staff contributions at a meeting is also common with some meetings. This could lead to poor group dynamics. Status of group dynamics could be a barrier to successful faculty meetings. Eller & Eller (2006) noted that lack of meaningful relationship has a negative impact on the leader’s ability to organize and run effective meetings. For meetings to be efficient and effective Wellness at Work Partnership Group (2009) also recommends that:

1. meetings must start and end on time
2. promote inclusiveness, with questions that encourage participation
3. discussions must be kept on track
4. private conversations must be avoided and a group focus maintained
5. a summary of the discussion to be provided to maintain focus and move forward
6. there must be setting of ground rules at the outset of meetings so as to bring productive outcomes
7. regular evaluation of meetings is carried out
Levin (2007) also established the following ground rules for meeting to proceed in an efficient and orderly manner.

1. Only one person can speak at a time.
2. Involvement and participation is encouraged.
3. Private discussions are not to be held during the meeting.
4. When speaking, stick to the subject at hand.
5. Never criticise others' suggestions or personally attack other team members.

**Methodology**

The study is a descriptive survey that sheds light on the views of senior members of the Registrar’s Department. In all, the views of forty-five (45) members were solicited as a sample using structured questionnaire. The sample was made up of Fifteen (15) Females and thirty (30) Males. The responses received were analyzed using Statistical Package for Scientific Solutions (SPSS) and the responses were presented in charts and tables.
Findings and discussions

Table 2a. Attendance at meeting (2014)

<table>
<thead>
<tr>
<th>Date</th>
<th>No. Present</th>
<th>No. Absent</th>
<th>No. On-Leave</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 March 2014</td>
<td>37</td>
<td>18</td>
<td>9</td>
<td>64</td>
</tr>
<tr>
<td>25 March 2014</td>
<td>40</td>
<td>17</td>
<td>7</td>
<td>64</td>
</tr>
<tr>
<td>1 April 2014</td>
<td>38</td>
<td>17</td>
<td>9</td>
<td>64</td>
</tr>
<tr>
<td>29 April 2014</td>
<td>44</td>
<td>14</td>
<td>6</td>
<td>64</td>
</tr>
<tr>
<td>15 April 2014</td>
<td>39</td>
<td>17</td>
<td>8</td>
<td>64</td>
</tr>
<tr>
<td>13 May 2014</td>
<td>45</td>
<td>19</td>
<td>1</td>
<td>65</td>
</tr>
<tr>
<td>27 May 2014</td>
<td>35</td>
<td>26</td>
<td>4</td>
<td>65</td>
</tr>
<tr>
<td>10 June 2014</td>
<td>51</td>
<td>7</td>
<td>7</td>
<td>65</td>
</tr>
<tr>
<td>24 June 2014</td>
<td>49</td>
<td>13</td>
<td>6</td>
<td>68</td>
</tr>
<tr>
<td>8 July 2014</td>
<td>55</td>
<td>13</td>
<td>2</td>
<td>70</td>
</tr>
<tr>
<td>22 July 2014</td>
<td>51</td>
<td>10</td>
<td>9</td>
<td>70</td>
</tr>
<tr>
<td>29 July 2014</td>
<td>45</td>
<td>20</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>5 August 2014</td>
<td>47</td>
<td>11</td>
<td>12</td>
<td>70</td>
</tr>
<tr>
<td>11 August 2014</td>
<td>42</td>
<td>24</td>
<td>4</td>
<td>70</td>
</tr>
<tr>
<td>12 August 2014</td>
<td>41</td>
<td>26</td>
<td>3</td>
<td>70</td>
</tr>
<tr>
<td>26 August 2014</td>
<td>49</td>
<td>17</td>
<td>4</td>
<td>70</td>
</tr>
<tr>
<td>9 September 2014</td>
<td>43</td>
<td>20</td>
<td>7</td>
<td>70</td>
</tr>
<tr>
<td>23 September 2014</td>
<td>45</td>
<td>20</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>7 October 2014</td>
<td>47</td>
<td>21</td>
<td>1</td>
<td>69</td>
</tr>
<tr>
<td>21 October 2014</td>
<td>55</td>
<td>13</td>
<td>2</td>
<td>69</td>
</tr>
<tr>
<td>4 November 2014</td>
<td>57</td>
<td>9</td>
<td>3</td>
<td>69</td>
</tr>
<tr>
<td>18 November 2014</td>
<td>51</td>
<td>12</td>
<td>7</td>
<td>70</td>
</tr>
<tr>
<td>25 November 2014</td>
<td>53</td>
<td>9</td>
<td>8</td>
<td>70</td>
</tr>
<tr>
<td>9 December 2014</td>
<td>46</td>
<td>32</td>
<td>9</td>
<td>69</td>
</tr>
<tr>
<td>23 December 2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2b. Attendance at meeting (2015)
Attendance statistics for the period March 11, 2014 to July 21, 2015 shows that
The average no. of members absent per meeting =
\[
\frac{\sum \text{of members absent for the period}}{\text{No. of meetings held over the period}} = \frac{699}{39} = 17.9 \text{ (or 18)}
\]

This shows that on the average about eighteen (18) members absent themselves per meeting. This rate compared to the total membership of the meeting of 69 is significant and therefore cannot be overlooked. Members must therefore be encouraged to take the meetings seriously and absenteeism should be considered for sanctioning.
Sixty-seven percent (67%) of respondents were males and 33% of respondents were females. As shown in Fig.1.

**Fig.1. Sex of Respondents**
This composition is considered gender friendly in a ratio of 2:1
All respondents gave a positive response to the question on the day for the meeting being convenient. A response rate of 100% was recorded as shown in Table 2.

Table 2. Meeting day, start time and duration

<table>
<thead>
<tr>
<th>Perceptions</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Favourable (%)</td>
</tr>
<tr>
<td>Meeting day</td>
<td>100</td>
</tr>
<tr>
<td>Time of Starting Meeting</td>
<td>98</td>
</tr>
<tr>
<td>Duration of meeting</td>
<td>80</td>
</tr>
</tbody>
</table>

Table 2. suggests that 98% of respondents found the starting time of the meeting favourable. While, 2% of the respondents indicated the meeting starting time was not favourable.
Other favourable times suggested as starting time for the meeting 7.00 a.m and 9.00 a.m. on the whole 50% of respondents indicated that a starting time of 7.00 a.m will be favourable, whiles the other 50% indicated that a starting time of 9.00 a.m. will be favourable. It is believed that the hotter a weather condition, the less the attention span. This belief is buttressed by the suggestion of 7.00 a.m. and 9.00 a.m. by respondents. This finding affirms the assertion that the time of the day is very crucial in organising meetings as energy levels are high in the mornings but dwindles by mid-afternoon (Conducting Successful Staff Meetings, 2008).
On the duration of the meeting, 80% of respondents noted that the duration of the meeting was normal, whiles the other 20% indicated that the meeting duration was too long.

An assessment of the current Tuesday morning regular meetings
Eighty percent (80%) of respondents rated the conduct of the meetings as good while 18% rated the meetings as excellent. However, two percent (2%) rated the meetings as average and need to be overhauled. On the whole, based on the distribution of responses, the meeting is assessed as good.
Table 3: Grading the conduct of the meeting

<table>
<thead>
<tr>
<th>Grading</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>8</td>
<td>18.0</td>
</tr>
<tr>
<td>Good</td>
<td>36</td>
<td>80.0</td>
</tr>
<tr>
<td>Average</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Suggestions for improving the Registrar’s meeting

The suggestions made by respondents as tallied in Table 4 are that

i. the minutes of the previous meeting should be circulated to members about five working days before the conduct of the next meeting (47%).
ii. decisions taken should be carried out after the meeting (28%).
iii. members should be given ample time to express themselves on an issue (7%).
iv. members with issues to be discussed should make it available to the secretary to be tabled or added to the agenda (7%).
v. meeting should spend less time on minute correction (7%).
vi. meeting could involve or include Senior Administrative and Administrative Staff (2%).
vii. secretaries could do follow-ups of matters arising and report in the agenda even before the meeting commences (2%). As shown in Table 3.
Table 4: Ensuring an improvement in the Registrar’s meeting

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>The meeting should spend less time on minutes correction</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Minutes must be circulated five working days ahead of the next meeting</td>
<td>21</td>
<td>47</td>
</tr>
<tr>
<td>Decisions taken must be carried out after the meeting</td>
<td>13</td>
<td>28</td>
</tr>
<tr>
<td>Involve Senior Administrative and Administrative Staff in the meetings</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Allowing members enough time to express themselves</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Members with issues to be discussed should make it available to the secretary to be tabled or added to the agenda</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Secretaries can do follow up of matters arising and report in the agenda even before the meeting</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>
Agenda of the meeting
Ninety-four percent (94%) of respondents agreed that the agenda of the meeting were followed. While, four percent (4%) disagreed. Two percent (2%) were uncertain and claim that the agenda is sometimes followed. The overall distribution is as shown in Table 5.

Table 5: Meeting agenda is followed

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42</td>
<td>94</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Sometimes</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The overall responses suggest that the agenda of the meeting is followed. Mehermann (2006) emphasizes that to this ensures that the purpose of a meeting is achieved it is essential to follow the agenda strictly.

Perception about the welfare needs
Sixty-three (63%) percent of respondents agreed that the meeting has met the welfare needs of members. Thirty-three (33%) of respondents indicated that they were not certain that the registrar’s meeting has catered for their welfare needs. Four percent (4%) of respondents expressed their disagreement about the catering for welfare needs of members. Boden (1994) suggests that to encourage attendance at regular meetings in a corporate organisation, it is important to incorporate the catering for the welfare needs of members.

Socializing with colleagues
Ninety-one (91%) of respondents agreed that the statement that the meeting has made it possible for them to interact with colleagues in the department. However, nine percent (9%) of respondents were uncertain as to whether that the meeting has helped members to socialize with colleagues or not.

Table 6: Socializing with colleagues

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>41</td>
<td>91.0</td>
</tr>
<tr>
<td>Uncertain</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Rozee Team (2010) noted that one major importance of meetings is to discourage feelings of isolation that can develop when staff members are given routine work assignments that allow only minimal interpersonal communication during the day. Hence, the regular Departmental Meetings of Senior Members in the Registrar’s Department must endeavour to discourage
feelings of isolation that can develop as staff work on their individual assignments. The table 6 summarizes the findings on socializing among colleagues.

**Source of important information**

Eighty-nine percent (89%) of respondents agreed that the meeting serves as a source of important information to them. However, eleven percent (11%) of respondents were uncertain as to whether the meeting serves as a source of important information. The assertion by 89% of respondents is a good recipe for the regular meetings since it is likely to sustain such a meeting into the future. This position is supported by Wellness at Work Partnership Group (2009) which calls for meetings to serve as a source of important information to ensure that members cultivate maximum interest to guarantee future attendance.

**Share ideas with colleagues**

Eighty-six percent (86%) of respondents noted that the meetings have helped them to share ideas and also learn from each other. However, fourteen percent (14%) of respondents indicated that they were uncertain as to whether the meetings have helped them in sharing ideas with colleagues. The majority of the respondents agreed with the assertion that the meeting has offered an opportunity to learn and share ideas. This position is further affirmed by Wellness at Work Partnership Group (2009) about good meetings being a platform of sharing and seeking ideas.

**Improvement in papers/article writing**

Seventy-four percent (74%) of respondents indicated that the meeting has helped to improve on their papers and writing skills. While, twenty-six percent (26%) disagreed as shown in Table 7.

<table>
<thead>
<tr>
<th>Table 7: Improvement in papers/article writing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Responses</strong></td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Disagree</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

**Conclusion**

In conclusion, it can be said that the importance of meetings to an organisation cannot be overemphasized. The paper discusses that corporate meetings serve a major purpose of ensuring and enhancing productivity in organizations. Productive meetings impact on general performances of employees and organisations at large. The paper also emphasizes on the major types of meetings in an organisation. It touches on two major types, namely; Scheduled and Unscheduled meetings. The paper again noted that most meetings fall under four major types such as report and information oriented; decision making and problem solving; creative and brain storming as well as training and skill building. The paper again brings to light the fact that meetings should be organized only when it outcome will be beneficial to an organisation. The paper also noted that general ground rules must be set to guide the conduct of meetings in order to make it more fruitful and worthwhile. Moreso, it has been noted that
meetings that do not follow the agenda or theme do not yield positive impact. The study further revealed that the registrar’s departmental meetings, which was used as the casestudy of the paper, have helped to a larger extent to meet the welfare needs of members, served as a platform for information sharing and helped in shaping papers and articles written for publication. Members again noted that the day and time for the meetings were favourable. However, some few members (2%) noted that a starting time of 7.00 a.m. and 9.00 a.m. would be helpful.

Recommendations
The following recommendations to help improve upon the conduct of the meetings are hereby made:
- the need to spend less time on minutes correction,
- the need to circulate the minutes five (5) working days ahead of the next meeting,
- the need to follow through decisions taken,
- the need to involve or include senior administrative staff or administrative staff,
- the need to allow members enough time to express themselves,
- the need for members with issues to be discussed to make it available to the secretary to be tabled or added to the agenda,
- the need for secretaries to do follow-ups on matters arising and report in the agenda even before the next meeting commences.
- and members should be encouraged to attend meetings at all times in view of the benefits of the meeting to members. Absenteeism should be discouraged.

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