



## DEPARTMENT OF HISTORY & ARCHAEOLOGY

**Dr. Enrique Okenve** · Head Of Department

### OVERVIEW

The 2021/2022 academic year culminated the strategic plan that was put in motion four years ago and that sought to: (1) redefine the Department of History and Archaeology (DoHA) as a twenty-first-century sustainable and efficient department; (2) offer attractive and internationally competitive academic programmes; and (3) conduct research and outreach activities that show the relevance of history, archaeology and heritage to the construction of a viable future for the region. While the results of this ambitious strategic plan are mixed and there is certainly room for improvement in some areas, particularly as it relates to the Department's research throughput, the Department is particularly satisfied with the successful culmination of the curriculum development process undergone over the past four years. The recent approval of its MA in Public History and Caribbean Heritage proposal, as well as the approval of four new graduate courses, signals the culmination of the ambitious curriculum development process of the past four years, which has seen the approval of two new joint undergraduate programmes, thorough revision of its flagship BA History, and approval of the above-mentioned MA programme. In addition to the approval of four programme proposals since AY2018/2019, the recent approval of the four graduate course proposals brings to 19 the tally of newly developed courses to 19 in the past four years alone. Indeed, this has been a strenuous effort that has demanded much time and energy from all members of the Department of History and Archaeology under unfavourable circumstances. Like the rest of Departments at the UWI-Mona, the Department has continued delivering its courses remotely and holding meetings remotely to mitigate the effects of the COVID-19 pandemic. In addition, during the academic year that is about to end, the Department

lacked the presence of its two most senior faculty members, was not able to fill the vacancy for a lecturer in Caribbean History that was approved at the end of last academic year and lost a valuable member of its administrative staff who has not been replaced to date. The latter has proven to be especially challenging since, for the past four years, the administrative staff has played a more active role in the department, being more closely integrated with its academic structure and some of the activities and decisions regarding the offering and promotion of the Department's programmes and courses. As such, during this academic year the Department has not been able to energetically engage in promotional activities that were deemed integral to curriculum development or to further necessary administrative changes to improve the Department's efficiency and customer service.

Despite some of the above-mentioned difficulties, the Department has been able to meet most of the main goals stated at the start of AY2021/2022; namely the completion of the postgraduate review, delivery of UG and PG courses and hosting the 53rd Annual Conference of the Association of Caribbean Historians, which this year featured the 37th Annual Elsa Goveia Memorial Lecture that, for the first time since 2019, was also held in-person. Unfortunately, the Department has not been able to make much progress with regards to the Quality Assurance Review, which was tabled as one of the main items for the year and is long overdue. This and other shortcomings are partly a reflection of the growing workload that small departments like History and Archaeology must carry, while operating within a burdensome and sluggish bureaucratic framework, and without being able to rapidly fill vacancies. All this combined exacerbates the Department's inefficiencies and contributes to staff burnout. This makes it all the more commendable the work and contribution of the members of the Department of History and Archaeology who continue to demonstrate a strong work ethic and significant commitment to our students, the Department and the University at large

## **Financial Challenges and Income Generation**

In keeping with the rest of Mona departments and units, the Department was forced to operate under serious financial constraints during the current academic year. Its operating budget, which for the past few years has been approximately JA\$1.3 million (approx. US\$8,400), was slashed by

more than half this year. As a result, the Department had to rely more than usual on the funds of its self-financing programmes, particularly the History and Journalism programme. This is likely to remain the same in the coming academic year and the foreseeable future. The Department's financial woes were further exacerbated by the Campus Bursary's decision to charge the previous year's expenses, namely the purchase of two desktops, on this year's budget as well as the lack of University and Campus support for the hosting of the Elsa Goveia Memorial Lecture and the need to partly subsidise this year's conference of the Association of Caribbean Historians, hosted by the Department.

The DoHA was not able to develop an income-generation specific activity during AY2021/2022 due to some of the challenges mentioned above, particularly as it relates to the combination of workload and staff shortage. The Department, however, developed its third self-financing programme which will grant us greater control over tuition fees and, hopefully, will contribute to the improvement of the Department and Campus's finances. The proper promotion of the recently approved MA Public History and Caribbean Heritage programme during the coming academic year should serve to attract students from outside the region and improve the programme's income prospects for AY2023/2024. Furthermore, the Department has developed a draft proposal for an archaeology field school course that should be offered as an independent course during 2023 Summer School and should also target international students and significantly improve the Department's income generation on a yearly basis. A significant portion of the potential earnings generated by the future international Archaeology Field School should revert to the Archaeology Lab to improve and upgrade its infrastructure and operations. In addition, the offering of courses during Summer School continues to be a modest source of income to pay for some of the Department's capital expenses. The combination of self-financing programmes, the Archaeology Field School and Summer School offerings should contribute to make the Department self-sustainable without taking too much away from teaching and research which continue to be our main responsibilities. All of this, however, will require greater focus and investment on marketing strategies by the Department and the support of the Faculty of Humanities and Education and Campus administration.

## **Employee Engagement & Development**

Professor James Robertson is to be appointed as Head of Department on August 1, 2022. Professor Robertson's appointment is for one year as he is due to retire at the end of AY2022/2023. Professor Robertson is replacing Dr Enrique Okenve who has served as HoD for the past four years, the first one in an acting capacity. During the current academic year, the Department had an academic roster of 7 full-time faculty (six lecturers, including the Head of Department, and one assistant lecturer), five of which have either tenure or regular contracts. Professors James Robertson and Kathleen Monteith were on sabbatical and relieved of teaching duties respectively during the academic year. In August 2021, Dr Julian Cresser re-joined the Department after his appointment was recommended by the Mona Campus Vacancy Monitoring Committee and the Appointments Committee. Dr Armando García was first expected to join the Department in August 2021, but the processing of his work permit delayed his appointment till January 2022. By then, however, Dr García declined the offer to join the Department and a new offer was extended to Dr Dexnell Peters, as proxy. Dr Peters is expected to join the Department in August.

The Department expects that Dr Peters's assumption of duties will contribute to some stability and, above all, instil greater energy to consolidate the work undertaken for the past four years. His contribution will be especially welcomed since the Department will lack the contribution of three of its current staff in AY2022/2023. Drs Enrique Okenve and Taka Oshikiri will be on sabbatical leave during the coming academic year and Dr Zachary Beier, the Department's sole archaeologist, has been granted unpaid leave. The Department has received approval to fill these three vacancies and stands in good grounds to meet its obligations in the coming academic year. All courses have been assigned instructors except for two that will require adjunct contracts. While Drs Okenve and Oshikiri are expected to resume duties in August 2023, it is unlikely that Dr Beier will do the same. Furthermore, Professor Robertson, the Department's sole Europeanist is retiring at the end of AY2022/2023. Therefore, the Department is likely to request the filling of these vacancies right at the start of the academic year to give itself enough time to successfully fill them ahead of the 2023/2024 academic year. In November 2021, Mrs Rudy-Ann Dennis Copeland, Administrative Assistant, left the Department after being recruited by the Campus Secretariat. Her departure left a significant gap since Mrs Dennis Copeland had been largely responsible for the promotion of the Department's programmes and courses, as well as for updating our website and social-media content. The Department rapidly saw this as an opportunity to redefine the existing admin vacancy more in keeping with the needs of

the Department as well as the main responsibilities that Mrs Dennis Copeland had been carrying for the past few years. Accordingly, the Department requested the reclassification of the post as a Digital Marketing Assistant post and the filling of the vacancy. After a long and arduous process, the post was reclassified, and the filling of the vacancy was approved. The vacancy has been recently advertised and the Department expects to fill this post within the next few weeks. The successful filling of this post should be crucial to the Department's need to capitalise on the intensive curriculum development that now needs to be properly advertised and promoted. Furthermore, Mrs Claudine Walker Robinson, Senior Secretary, will be on Assisted Passage Leave from early July to early October and Mr Clive Grey, Lab Technologist, will be on special leave to receive training from the Digital Archaeological Archive of Comparative Slavery (DAACS) from July 15 to August 15. The latter will significantly contribute to Mr Grey's professional growth while contributing with necessary skills and experiences to the important work of the Archaeology Lab. Requests have been made to replace both Mrs Walker Robinson and Mr Grey, but it is not clear if they will be granted given the Campus current financial constraints. The potential lack of replacements is likely to impact the Department negatively, putting a further strain on the administrative staff and putting the Lab's work on hold.

## **Undergraduate Teaching,** **Learning & Student Development**

At the start of AY2021/2022, the Department launched its newly developed BA History and International Relations, which was offered in addition to the BA History, BA History and Archaeology and BA History and Journalism. As part of this programme offering, the Department offered a total of 34 UG courses during AY2021/2022, 16 in Semester 1 and 18 in Semester 2 (four more in total than the previous academic year). Overall, the Department had 647 students enrolled in all of its UG courses. The negative impact of the COVID-19 pandemic was more evident this academic year than the previous one. This was reflected in lower number of new students in each of the UG programmes offered. Thus, History and Journalism registered 30 new majors, compared to 45 the previous year, the BA History only attracted 4 new majors and the BA History and Archaeology attracted 6 new majors in the programme. Despite the Department's expectations,

the recently launched BA History and International Relations only attracted 5 registered majors. While registration in this programme was undermined by the failure to add it to the system until June 2021, there are indications that the programme might not be as appealing as initially anticipated and more active promotion might be necessary. Overall, course registration was sustained throughout both semesters, having only 5 UG courses with fewer than 10 students, 4 of which are level II and III archaeology courses that traditionally tend to attract a limited number of students. The Department also offered, for the first time, its two capstone courses. Overall, the offering of these courses was positive, but some lessons will need to be carried over to make the delivery smoother, particularly as it relates to the Semester 2 offering.

For a third year in a row, the Department had to cancel the 10-12 days of fieldwork on a Jamaican archaeological site, which is a requirement in the HIST2801 Methods and Practice in Archaeology, due to COVID-19 restrictions. This activity was replaced with alternative activities and assignments as well as voluntary in-person work at the Lab. The Department is already making plans to offer an archaeology field-school experience for AY2022/2023 and will invite students who were not able to benefit from this in the past two years, as well as students doing the methods course during the upcoming academic year. As far as UG curriculum development is concerned, the Department focused on correcting some of the issues identified with the offering of the BA History and Journalism and, particularly, the recently approved BA History and International Relations. While the former simply required correcting some of the information presented in the Department's Handbook and meeting the students to clarify requirements, the latter required the submission of a revised proposal to correct the problems identified with the structure of foreign language course offerings. The overall structure of the programme will be barely changed but the foreign language course requirements in Year 1 need to be changed to adjust to the sequential offering of these courses by the Department of Modern Languages and Literatures. Unfortunately, the solution was identified late in the academic year and The University has no emergency mechanism in place for programme amendments. While the Department takes full responsibility for this error, it must regret that lack of room to implement quick solutions to minor changes that, in the meantime, negatively impact students in the programme. The revised programme proposal will be offered for review at the start of AY2022/2023 so the amended programme can be offered in September 2023. In addition, during the coming

academic year, the Department will have to develop, alongside the Department of Government, a level-III course proposal which is a core component of the BA History & International Relations.

## **Postgraduate Teaching & Learning**

After putting the offering of PG programmes on hold the previous academic year, the Department resumed its offering of the MA Heritage Studies, as a bridge to the new MA programme that will be available for students to transfer to at the start of the coming academic year. Due to staff constraints and limited demand, the Department took the decision of suspending the offering of the MPhil History right before the start of the academic year. During this academic year, the Department offered 4 PG taught courses, 2 in Semester 1 and 2 in Semester 2. The four PG courses had at least 10 students, experiencing a significant recovery from past years due to greater enrolment in the MA Heritage Studies and higher than expected enrolment from students in other programmes. The latter might be a result of the recent renewal of our PG course offerings and the fact that all the taught courses offered are 3 credits, making registration more appealing/feasible for students who are used to 3 credit courses in their PG programmes. During the current academic year, two MA Heritage students, Thelma White and Roxanne Silent, successfully completed their programme. Mr Curtis Wallace was upgraded from MPhil to PhD after successfully meeting the expectations of the independent assessors and his supervisors. Mr Wallace's research project, "Securing the Colonial State: The Jamaica Constabulary Force and British Colonial Control, 1867-1945", is certainly promising and relevant and he is expected to complete it within the next two years.

## **5. Innovation, Research & Publication**

As in the past two years, research is the area in which the Department needs to improve the most. While staff were able to continue delivering presentations, especially thanks to the new opportunities for remote participation, the number of publications has declined significantly. It is expected that the end of the challenges posed by the pandemic, including limited access to archives and libraries, and the demands of online teaching and curric-

ulum development, should provide a greater opportunity to improve the Department's research record in the years to come. This is also expected as Professor Robertson has enjoyed a sabbatical break during the current academic year and Drs Okenve and Oshikiri are about to go on sabbatical as well. During his sabbatical, Professor Robertson was awarded a one-month fellowship to carry out research in Philadelphia (USA) to conduct research at both the Historical Society of Philadelphia and the Library Company of Philadelphia. Dr Oshikiri has received visiting researcher affiliation from the University of Bologna (Italy) for AY2022/2023.

## **Publications**

- Taka Oshikiri, "Selling Tea as Japanese History: Culture, Consumption and International Expositions, 1873–1910", in J. Leerssen and E. Storm (eds.), *World Fairs and the Global Moulding of National Identities: International Exhibitions as Cultural Platforms, 1851–1958* (Leiden: Brill, 2021).

## **Conference Presentations:**

- Taka Oshikiri, "Being Fūryū in Modernising Japan: Tea and Aesthetic Sensibility in the Meiji Period", International Conference of the Nordic Association for Japanese Studies, Oslo (Norway), May 12, 2022.

## **Virtual Seminar Presentations:**

- Adisa Vera Beatty (Visiting Fulbright Researcher), "The Reverse Migrations of Afro-Jamaican Garveyites: Liberia, 1920-1964", Staff/Graduate Seminar, DoHA UWI-Mona, November 12, 2021.
- Peter Siegel (Visiting Fulbright Scholar), "Confronting Caribbean heritage in an archipelago of diversity", Staff/Graduate Cross-Campus Seminar, DoHA UWI-Mona, December 3, 2021.
- Kathleen Monteith, "Commercial and Industrial Enterprise in the British Colonial West Indian Economy in the Late 19th and Early 20th Century". 3rd International Seminar of the Project Historical Atlas of America, 19th and 20th Centuries
- History Commission of the Pan American Institute of Geography and History, Lima (Peru), December 10, 2021.

## **Virtual Panel Discussions:**

- James Robertson, "Jamaica's Sevilla La Nueva: The successive rediscoveries of a forgotten Spanish capital and the continuing challenges of communicating a historical site's pasts", Jamaica Historical Society, virtual panel discussion, December 10, 2021.
- Renee Nelson, "West Indies Federation", History Fest 2022: For the Love of Liberty: Trinidad & Tobago's Journey to 60 Years of Independence – Department of History UWI-St Augustine, April 20, 2022.

## **Organization/Chairing of Virtual Presentations**

- Zachary Beier, Archaeological Society of Jamaica webinar featuring the work of Dr. Philip Allsworth-Jones. October 22, 2021.

## **Virtual Guest Lectures**

- Enrique Okenve, Training Session for US State Department Officials Assigned to Central Africa, virtual session, December 16, 2021.
- Enrique Okenve, Training Session for appointed US Ambassador to Equatorial Guinea, virtual session, April 22, 2022.
- Workshops
- Enrique Okenve, "Memoria histórica y sociedad civil en Guinea Ecuatorial", organised by Guinea es nuestra (civil society platform) – Madrid (Spain), March 28, 2022.
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## **6. International Collaboration and Partnership**

### **Research Projects**

During much of the year, the Department, through the Archaeology Lab and Dr Zachary Beier in particular, collaborated with the Reich Lab at Harvard University in a project to study ancient DNA (aDNA) from Jamaican pre-Columbian human skeletal collections. Dr Beier was responsible for coordinating the project in Jamaica, leading in the process of cataloguing pre-Columbian human remains from the DoHA's Archaeology Lab collections as well as the Jamaica National Heritage Trust (JNHT) and Institute of Jamaica (IOJ). As part of this project, several meetings with research

partners and other stakeholders were led by Dr Kendra Sirak from Harvard University and Dr Beier. In addition, Dr Sirak visited Jamaica, conducting several site visits and training sessions. The final signature of an agreement between The UWI-Mona and Harvard and the JNHT and Harvard culminated in the export of human remain samples for lab analysis that should shed significant light on migration patterns, social ties and dietary habits, among other things, of Jamaica's First Peoples. The scientific study of Jamaica's original inhabitants has been, to date, neglected compared to studies of indigenous peoples in other parts of the Caribbean basin. Once the first results are shared at the end of the year, it is expected that Dr Beier and other research partners will publish these results in several papers and share them at different academic and public fora.

### **Visiting Scholar**

During the current academic year, the Department enjoyed the visit of Professor Peter Siegel as a visiting Fulbright Scholar. Professor Siegel's visit has been extremely beneficial to the Department having engaged in an active research agenda, focusing on the study of the types of clay used across different parts of the island, particularly in the St Catherine area, for the manufacturing of pots historically and in the present. In addition, Professor Siegel collaborated with Dr Beier in the delivery of archaeology and heritage management courses and delivered two seminar paper presentations during his visit. Professor Siegel has taken advantage of the time among us to establish ties with other members of the academic and research community inside and outside the Mona Campus and has plans to return to the island and continue his collaboration with the Department for a wider study of the research conducted this year.

### **2022 ACH Annual Conference**

The Department successfully hosted the 53rd Annual Conference of the Association of Caribbean Historians (ACH) which was held virtually on June 6-9, 2022. In early September, the Department announced its decision for the meeting to be held virtually due to the constant uncertainty created by recurrent waves of COVID-19 infections. The Conference featured 6 panels organised by the ACH Executive, in addition to two local panels organised by the Local Organising Committee. The Conference made use of the Pheedloop platform which integrated the Zoom application for video-conferencing and interpretation in English, French and Spanish. The two local

panels were also live-streamed through the Department's YouTube channel for the benefit of the wider public. In addition, the 37th Annual Elsa Goveia Memorial Lecture was included as one of the key events in the conference's programme. The organization and hosting of the Conference faced more difficulties than originally anticipated. The economic downturn created by the COVID-19 pandemic as well as the social needs that it created across all levels of society made it particularly challenging to secure the necessary funding to host the conference. In the end, however, contributions by Grace Kennedy, Sagicor, Jamaica Producers and Guardian Group lessened the burden and made it feasible to deliver a successful conference that met the requirements of the ACH. Nonetheless, both the ACH and the Department had to contribute some of their funds to subsidize some of the Conference expenses that were not covered by conference fees or sponsors. Despite these challenges, the Department is particularly satisfied having delivered a successful experience for those attending the 53rd Annual ACH Conference.

### **Parish Histories Project**

The Department secured the collaboration of three additional lead researchers to complete the writing of the four outstanding parish histories (Clarendon, Manchester, St Andrew and St Ann). Both the Department and the JN Foundation expect to complete the histories of these parishes by September 2023 and, thus, bring to an end a project that has experienced numerous delays. The Department trusts that further collaboration will facilitate the promotion of the parish histories while benefitting CSEC students in particular.

### **Time Capsule Project**

In December 2021, officers of the Ministry of Culture, Gender, Entertainment and Sport collected the time capsules that had been commissioned to the Department to commemorate Jamaica 50 over a decade ago. While the Department invested much time and enthusiasm towards the completion of this project, changes in the government resulted in the loss of interest in the project. At the start of the academic year, the Ministry resumed contacts with the Department and the capsules were eventually collected. It is expected that they should be put on display at the Bank of Jamaica at a date yet to be determined. While the Department would have liked to see this project completed in a timely manner, it is happy to see this project closed once and for all.

# **Outreach**

## **Radio Programme**

On April 23, 2022, the Department of History and Archaeology took over responsibility for hosting and producing the radio programme “Talking History”, previously hosted by Professor Verene Shepherd. “Talking History” is broadcast live on Saturdays (9-11 am) on Nationwide 90FM and it is live-streamed on YouTube and Facebook. In addition, there is a rebroadcast of the show on Mondays (9-11 pm). The Department expects that the radio show will contribute significantly to expanding its visibility, helping us to change the public’s general perception of history, heritage and archaeology, and, ultimately, increase the Department’s enrolments in its programmes. “Talking History” should play a major role in consolidating the collective efforts of the academic and administrative staff of the Department, particularly as it refers to the intensive curriculum development of the past four years. The show is produced and presented by a team made up of recent graduates of the Department, in addition to Dr Enrique Okenve, and interns from the History and Journalism programme. The DoHA expects to sign a two-year commitment with the station once The UWI Mona and Nationwide agree on the terms of the agreement.

## **Elsa Goveia Memorial Lecture**

On June 7, the Department successfully hosted its 37th Annual Elsa Goveia Memorial Lecture as a hybrid event. This year’s lecture, “Seeds of Nationhood: Electoral Politics in Free Jamaica, 1830-1865”, was delivered by Dr Swithin Wilmot, former Head of Department and Dean of the Faculty of Humanities and Education. As mentioned above, the Lecture was included in the programme of the ACH Conference, and it was held in-person for the first time since 2019. Dr Wilmot’s presentation focused on the history of representative politics and particularly the efforts of coloured and black Jamaicans to gain political representation through their participation as candidates or through the support of their candidates in the immediate post-emancipation period. These efforts and the promise of change that they could bring partly explain some of the colonial authorities’ decisions that led to the Morant Bay Rebellion and especially the ensuing brutal repression and suspension of representative politics. Not surprisingly, Dr Wilmot’s presentation sparked a vivid discussion on the ties with and relevance of political representation in the post-independence era. In addition

to an in-person attendance of some 60 people, including the Vice Chancellor of The UWI and Principal of the Mona Campus, the event was also followed remotely through the UWI tv webpage and its Facebook account. This year the Department did not benefit from the usual contributions of the University Headquarters and the Mona Campus, and the event had to be almost exclusively paid for by the Department.

### **CAPE History Lectures**

The Department's Annual CAPE Lecture Series was held in April 2022 on Zoom and livestreamed on YouTube. CAPE Unit 1 was held April 7 and consisted of three lectures done by Dr. Dave Gosse from the Institute of Caribbean Studies (ICS), Dr. Karl Watts from the DoHA and Dr. Dian McCallum from the School of Education. The first two sessions focused on content, while the last one focused on preparation for the document-based questions. Dr. Julian Cresser also had a segment promoting the Department. CAPE Unit II was delivered on April 21 and consisted of three lectures done by Dr. Renee Nelson from the DoHA, Dr. Candia Hall-Mitchell from the ICS and Dr. McCallum. The first two focused on content, while the last focused on preparation for the document-based questions. Dr. Cresser also had a segment promoting the Department. For both Units, there was fair attendance by students and teachers. This year's CAPE Lecture Series was coordinated by Dr. Renee Nelson and all sessions are available on the Department's YouTube channel, where the students can view them at any time in preparation for their upcoming exams.

### **CSEC History Lectures**

The Department's Annual CSEC Lecture Series was held on April 14, 2022, on Zoom and livestreamed on YouTube. This year's Lecture Series consisted of two lectures delivered by Dr. Nelson and Ms. Jeanette Corniffe. Dr. Cresser also had a segment promoting the Department. The Lecture Series was coordinated by Dr. Renee Nelson and all sessions are available on the Department's YouTube channel, where the students can view them at any time in preparation for their upcoming exams.

## UWI 75th Anniversary

Through the Head, the Department is represented on the Campus Committee for the commemoration of the 75th anniversary of the foundation of the UWI and the Mona Campus. Dr Enrique Okenve proposed two contributions for a series of events that will feature in the anniversary activities: (1) a series of podcasts recalling the experiences and benefits of ordinary Jamaicans who graduated from The UWI through the decades; and (2) a QR Code guided tour of the Campus. DoHA staff and students will be working on these two initiatives to properly celebrate the University's anniversary while highlighting the skills and expertise of DoHA students and staff. These two projects should also allow for collaboration with other Departments of the Faculty of Humanities and Education.

The end of the 2021/2022 academic year not only brings to an end the emergency measures under which The UWI-Mona Campus has been operating since March 2020, but also the conclusion of strategic plan that the Department has implemented since August 2018. Whether for the past four years the Department has worked arduously and relentlessly to renew its academic offerings, restructure some of its administrative areas and strengthen its customer-care service, there is still work to be done to consolidate its standing within The UWI and larger society. In particular, the Department will need to focus on the marketing of its recently developed academic programmes and courses and the improvement of public perceptions on the disciplines of history, heritage and archaeology, and the relevance of its research agenda. The Department will also need to introduce measures to facilitate research and publication which is an area where members of the Department have underperformed for the past few years. Despite working under challenging circumstances and lacking in experience, the Department has capitalised on the good disposition and collaboration among its members, strengthening the synergies between academic and administrative staff and, thus, creating a more cohesive unit. The Department should also congratulate itself for becoming a more student-oriented organisation, being more attentive and responsive to the needs of its students.