INTRODUCTION

During the current academic year, the Department of History and Archaeology has proactively responded to the series of long-standing challenges, particularly as it relates to the decline in student enrolment and academic staff shortage. In addition to these issues, that have especially affected the Department since the academic year 2013/2014, this year we also had to contend with a rapid transition in the leadership of the Department. Undoubtedly, the extraordinary effort and commitment by both the academic and administrative staff have been the most positive aspect of the Department's performance through the year. Thanks to this, we have successfully met the Department's numerous commitments and, most significantly, we have made strides to correct some of the internal factors that have contributed to the decline in student enrolment. To this effect, the Department has been engaged in a thorough process of curriculum review that has resulted in the approval of two programme proposals – the new BA History and Journalism and the revised BA History – in addition to 7 new course proposals and the submission of two course proposals that AQAC was not able to review at its June meeting. All of this has also been possible thanks to the leadership of the Dean of the Faculty of Humanities and Education (FHE), Professor Waibinte Wariboko, and the work and support of members of the FHE, particularly Dr Livingston White, Director of the Caribbean School of Media and Communication (CARIMAC), and Dr Saran Stewart, Deputy Dean for Quality Assurance and Undergraduate Matters. We expect that the ongoing process of curriculum review, which will continue over the next two years, will significantly enhance our position and competitiveness. We expected to start seeing positive results in academic year 2020/2021, but, thanks to the FHE initiative to vigorously advertise the BA History and Journalism, positive results were visible as early as September 2019.
ACADEMIC MATTERS

During AY 2018/2019 student enrolment in all the programmes and courses offered by the Department of History and Archaeology was clearly unsatisfactory, as we only saw a marginal improvement compared to the previous academic year. The addition of two new undergraduate courses had somewhat positive results even though total enrolment in either course did not meet our expectations. During AY 2018/2019, the Department continued relying on attractive posters and flyers that were posted across campus and our social media outlets to improve course enrolment, particularly for those courses that have underperformed in recent years. While we believe that this is a useful tool in terms of immediately boosting course registration, overall results are somewhat modest. It is clear that we need to develop a better understanding of what factors determine course registration, especially regarding non-majors, before we can design and implement a more effective marketing strategy for our courses. We expect that the offering of the BA History and Journalism and the revamped BA History will attract more majors, which will in turn attract more non-majors to our courses. Student satisfaction—word of mouth—is undoubtedly the most effective marketing tool that we can rely on.

Undergraduate Programmes

Registration in all undergraduate programmes continued the unsatisfactory trend of the past few years; 27 new students in our five programmes compared to 17 students the year before. This is hardly surprising considering that the Department did not implement any significant change and, fundamentally, relied on social media and departmental activities to improve the visibility and appeal of its academic offering. Low student registration especially affected our North American, Asian, European and Global history courses. This was especially so in the case of two level-II courses—“Peoples, Wars & Revolution: North America to 1815” and “Imperialism Since 1918”—which had to be cancelled due to extremely low registration. Staff shortages also undermined our African and Latin American history courses, as we were only able to offer one level I African history course and no Latin American history course this year. The Department currently lacks a Latin-Americanist and our two Africanists are engaged in administrative responsibilities as faculty dean and acting head of department respectively. The addition of one level I course—“The Origins and Growth of Modern Sport, 1850–1945”—and one level II course that was developed by our colleagues in St Augustine—“Digital History”— contributed to an improvement in our overall course registration numbers, despite not meeting original expectations. We believe, however, that these two courses have potential for growth, particularly in the case of “Digital History”, which is very much in line with the kind of skilled-oriented programmes that the Department is currently developing.
Graduate Programmes

Our graduate programmes suffer from the same lack of student enrolment as the undergraduate programmes. There is no doubt that the dramatic decline in student enrolment at undergraduate level has seriously affected our graduate programmes, as the latter traditionally feed from students completing our BA degrees. In addition, there are some indications that the slow completion by graduate students has deterred prospective students from applying for either MA programmes. Indeed, this has been a concern within the Department, as we realize that students’ slow completion of their programmes is a very poor indicator of our programmes' performance and the worst publicity that we can receive. As in the past two years, the Department organized a series of workshops to help students through the process of developing their research proposals. Admittedly, these workshops need to be more firmly structured and we need to implement changes to make student participation compulsory since, in some cases, our efforts were undermined by poor student attendance and participation.

While the MA Heritage Studies continues to attract more students than the MA History, student enrolment—five in the MA Heritage Studies this academic year—makes both MA programmes inviable as they are. In addition, both MA programmes have been seriously undermined by the Department’s current staff shortage, since we are unable to offer both programmes simultaneously. Thus, despite receiving a similar number of applications for both MA programmes this year, we have been forced to put the MA History on hold and recommend prospective students to apply for the MA Heritage Studies instead.

Overall, our existing graduate programmes are not competitive and need to be thoroughly revised or replaced by more viable, attractive alternatives. We have started preliminary work and we expect to develop graduate programme proposal/s during the first semester of the 2020/2021 academic year.

Curriculum Review

During the current academic year much of the Department’s effort has focused on the development of academic programmes and courses to meet the needs and aspirations of twenty-first century students. We realize that the dramatic decline in student enrolment unequivocally means that the Department’s academic offering is neither attractive nor relevant.

Encouraged by Dean Waibinte Wariboko and with Drs Livingston White and Corinne Barnes’ inestimable support, we developed a BA History and Journalism programme proposal that combines the analytical and research skills of History and the communication strategies and skills of Journalism. In this proposal, History
courses make up nearly two thirds of required courses, whereas Journalism and Communication courses make up the remaining third. In developing this proposal, we did not simply use existing courses from both CARIMAC and our Department, but we also developed new courses, such as level I “Caribbean Media since 1717”, which will be co-taught by both departments. The proposal also includes a level III capstone course that will enhance the skill-oriented nature of the programme. The proposal was approved by the Board for Undergraduate Studies (BUS) at the end of May 2019.

Right at the start of the curriculum review process, it became evident to us that, for the BA History and Journalism or future, similar proposals to be effective, we needed to update our existing BA History programme. Thus, the development of any combined History programme will hinge on an updated and sound BA History programme that should also stand on its own in the years to come. In revising the BA History, we addressed three fundamental issues: the perception of lack of job opportunities for History graduates; the challenging nature of History as a subject; and the unattractive or unappealing nature of History courses. The revised BA History proposal, therefore, emphasizes the development of transferable skills through varied course assignments and, especially, a level III year-long “History Capstone Seminar” course. In addition, the proposal includes two level I courses – “The Study of the Past in the Atlantic World” and “An Introduction to World History” – that will assist students in developing the necessary tools to navigate more effectively history content and assignments. The proposal also includes a new level I survey of Jamaican history – “Out of Many: The Development of Jamaican Society” – that should help students to better relate to historical discussions from either the wider Caribbean or other world regions. In total, we submitted 9 course proposals although only 7 were approved due to AQAC’s busy agenda at the end of AY 2018/2019. We expect to develop new courses over the next few years in an effort to have a more relevant and attractive course offering. The revised BA History will be offered in two versions, one including the regular History requirements, and another that will allow majors to develop a specialization in each of the languages offered by the Department of Modern Languages and Literatures. Students choosing to take on the “Foreign Language Specialization” will have to declare this option at the beginning of year two. This proposal was approved by BUS at the end of May.

STAFF

Over the past few years, eight members of the Department have either retired or resigned. Recently, we learnt of the resignation of Professor Matthew Smith. This news exacerbates the staff shortage that we have experienced for the past few years. Currently, the Department only has five permanent faculty in addition to two junior faculty on temporary contracts. Staff shortage is especially critical in three of the
geographical areas that have been central to the Department’s academic offering. At the moment, the Department has only one senior Caribbeanist, no Latin-Americanist and one Africanist whose current administrative responsibilities prevent him from teaching level II and III African History courses. While the remarkable commitment and effort by both academic and administrative staff has made it possible to meet our regular obligations and develop initiatives, such as the curriculum revision, to improve our current standing, there is little doubt that this situation is hardly sustainable. On the one hand we understand that the Department’s low student enrolment makes the recruitment of academic staff very difficult but, on the other, it is very challenging to develop the necessary responses to the challenges that we face without the required personnel. On a positive note, Dr Oshikiri’s contract was extended for three years, effective August 1, 2019.

Teaching

While low student enrolment has made it difficult in some cases to meet the required 10-contact hours, this has not been as challenging as in previous years due to the Department’s staff shortage.

Publications

Dr Zachary Beier


Dr Enrique Okenve


Public Lectures

Dr Zachary Beier

• “Archaeology and Remembrance: A Black Garrison at the Cabrits, Dominica
A Fortified Sea: The Defense of the Caribbean During the Eighteenth Century and its Precedents, Campus of the University of Seville, Seville, Spain, September 2018.

“Finding Forts and Their Communities: CEO and his Two Cents” (12 pp.), 52nd Conference of the Society for Historical Archaeology, St. Charles, Missouri, USA, January 2019. Paper was presented in an invited session titled “The Transformation of Historical Archaeology: Papers in Honor of Charles E. Orser, Jr.”


“Archaeology inna di garrison: From British Forts to Jamaican Dancehall” (31 pp.), Department of Anthropology Seminar Series, Kenyon College, Gambier, Ohio, USA, February 2019.

Dr Renee Nelson


‘US intervention in: Cuba and Puerto Rico (1898); Panama (1903); Haiti (1915), the Dominican Republic (1916) and Grenada (1983),’ National Museum Jamaica annual CSEC Lecture Series, 1 April 2019.

Dr Enrique Okene


Dr Taka Oshikiri

‘Higher Education for Women in late Meiji Japan’, presented to the 11th International Convention of Asia Scholars (ICAS 11), Leiden University, the Netherlands, 16–19 July 2019.

‘Selling Tea as Japanese History: Culture, Consumption and International Expositions, 1873–1910’, presented to the Research Seminar at the Institute of Caribbean Studies, the University of the West Indies, Mona. 1 November 2018.

‘Noble Daughters of the Meiji Period’, presented to the British Association for
Japanese Studies Annual Conference 2018, University of Sheffield, United Kingdom, 5–7 September 2018.

Professor James Robertson

Dr Karl Watts

Fellowships/Awards

Dr Renee Nelson received a visiting fellowship from the Yesu Persaud Centre for Caribbean Studies at the University of Warwick. From June 10 to June 24, Dr Nelson visited this institution, where she conducted research on the impact of West Indian migration on the United Kingdom during the post-World War II period. During her fellowship she worked under the supervision of Professor Roberta Bivins.

DEPARTMENTAL ACTIVITIES

Confrontations Conference

During much of the month of October DOHA staff was heavily involved in the final preparations and the execution of “Confrontations: UWI Student Protests and the Rodney Disturbance of 1968” This international conference and exhibition served to reflect on the historical conditions leading to the so-called Rodney Riots and the socio-economic changes that both the UWI and the Caribbean region have experienced since this historical event. This conference, held during October 19–20, was a UWI 70 event and the result of a joined effort between the UWI Museum and the DOHA. The conference attracted presenters from the Caribbean Region and elsewhere in the world, including the United States and United Kingdom. Over the two day-long conference, several scholars and social activists engaged in insightful discussions that dealt not only with the historical circumstances surrounding the UWI student protest of 1968 but wider socio-economic issues that still affect the Caribbean youth and wider society. The Conference was generally well attended and it was recorded by UWI TV for rebroadcast.
Elsa Goveia Memorial Lecture

On March 12, 2019 the Department held its 35th Annual Elsa Goveia Memorial Lecture. This year’s lecture was delivered by Professor Emeritus John Rashford who spoke to us about “Human Beings and Baobab and Tamarind Trees in the Caribbean: Ethnographic, Historical and Evolutionary Perspectives on an Ancient African Mimetic Complex”. The lecture, held in the Eon Nigel Harris Council Room of the UWI Regional Headquarters, was well attended and even better received. Professor Rashford’s passion for the topic and engaging personality made the audience easily connect with a subject that many in attendance were not particularly familiar with. The nature of this year’s topic also signalled the Department’s decision to further the exploration and reflection on past human experiences from a cross-disciplinary approach. After the success of this year’s lecture, the Department is looking forward to receiving Professor Rashford’s full lecture for publication. We would like to release the publication of his lecture along with the planting of a baobab tree in the vicinity of the FHE and, thus, enhance the Campus’ rich botanical repertoire.

Staff/Graduate Seminars

Despite staff shortage limitations and the numerous commitments that the Department has been involved in during the 2019/2019 academic year, we continued holding our Staff/Graduate Seminar series regularly. This year, Dr Taka Oshikiri joined Dr Enrique Okenve as coordinator of the Seminar. While Dr Okenve led much of the effort in the initial stages, Dr Oshikiri took over most of the responsibility in the latter part of the academic year, once she transitioned into her new role as seminar coordinator. The Department held 12 seminars, including 5 cross-campus seminars in partnership with sister departments in Cave Hill and St Augustine. As customary for the past few years, MA students were also given the opportunity to present their work at the Staff/Graduate Seminar during one special session held in February and two additional sessions held in May. The improvement in the FHE’s internet infrastructure and the addition of new multimedia rooms significantly improved this year’s experience, particularly as it relates to cross-campus seminar participation. Given these technological improvements, we are considering live-streaming some seminar sessions in the 2019/2020 academic year to widen the reach and visibility of the Department.

Parish Histories of Jamaica Project

For much of the year this project was put on hold due to changes in the management team at the JN Foundation, our partner in this project. Accordingly, Dr Jenny Jemmott, lead researcher, was instructed to complete the writing of St Catherine’s history and put on hold research on any other parish until further notice. Dr Jemmott submitted the first draft of St Catherine’s history on December 2018. Following a
productive meeting with Mrs Onyka Barrett Scott, JN Foundation General Manager, in which JN Foundation reaffirmed its commitment to the Parish Histories of Jamaica, in April Dr Jemmott was given the go ahead to resume research for the completion of additional parish histories. Ongoing research on St Elizabeth and St James will lead to the completion of these two parish histories at the end of 2019. The Department highly values this project, as we believe that it will strongly contribute to the promotion of History, particularly at the high-school level where both teachers and students generally lack reliable information on relevant aspects of local history. To date, the following parish histories have been completed: St Thomas, Trelawny, St Mary and St Catherine. Some of these histories are already available for the general public on the JN Foundation website.

ARCHAEOLOGY FIELD SCHOOL AND WHITE MARL EXCAVATION

The 2019 UWI Mona Archaeological Field School continued collaborative archaeology at the White Marl Taíno village that began in 2016 and which was supported by the New Initiative Grant funding during the summer of 2018. Following a break in excavations at White Marl at the end of July 2018, The UWI Mona team assisted the JNHT with site mapping and archaeological excavations for ten days in January and February 2019. Excavations between summer 2018 and the beginning of 2019 focused on an area that includes the now closed White Marl Taíno Museum along with a large distribution of shell middens and a high frequency of artefacts. The route of the Mandela highway expansion is predicted to impact a large section of this area situated along the current East bound strip.

Archaeological fieldwork between the end of April 2018 and the end of February 2019 involved excavation and documentation of archaeological stratigraphy as well as drone fly overs and site mapping using a total station theodolite (TST) for the creation of accurate maps and 3D models of the current White Marl landscape. The JNHT and UWI Mona team targeted two areas behind the White Marl museum for extensive archaeological investigation, including a large midden/refuse area in the southwestern and north-eastern portions of the site. Excavations began in the summer of 2018 in the southwestern zone and recovered a large quantity of artefacts along with a human burial in a seated or semi-reclined position. Beginning in January 2019, the JNHT and UWI Mona team added approximately 7 more one-metre square extensions in this study area. Along with the recovery of artefacts and extension of excavations to the bedrock/subsoil at approximately 2.5 metres, the JNHT and UWI Mona archaeologists revealed two more human burials approximately 3 metres north of the human burial identified in the summer of 2018. In contrast to the previously discussed seated/semi-reclined burial, these two new burials appear to have been arranged in flexed/foetal position. Additionally, excavations between the summer of 2018 and February 2019 in the north-eastern zone recovered thousands of artefacts.
along with 3 human burials in flexed/foetal position and 2 burial pots, with one of the pots likely including the remains of an infant. The investigation of this burial pot with possible infant is ongoing. The team of JNHT and UWI Mona archaeologists is collaborating with radiologists from the UWI Mona Basic Sciences Medical Complex to carry out a CT-scan of this pot burial for a more complete understanding of this remarkable find.

MEXICAN VISITING CHAIR

On October 1 the Department of History and Archaeology welcomed Dr Ruben Olachea Perez as Mexican Visiting Chair. Dr Olachea’s affiliation with DOHA was the result of a collaborative agreement between the Government of Mexico, through its embassy in Jamaica, and the University of the West Indies, through the Latin American and Caribbean Centre (LACC). Dr Olachea conducted several public lectures on and off the Campus and was a guest lecturer in a few of the courses taught within DOHA. The first lecture was delivered in the UWI Regional Headquarters on October 9. This event was very well received and served to introduce Dr Olachea’s work and the activities planned for his visit. At the said event, Dr Olachea presented on the topic “Discovering Mexican and Jamaican Greatness.” Dean Waibinte Wariboko invited Dr Olachea to submit a final version of his inaugural lecture for publication.

During the second half of his stay Dr Olachea delivered three public lectures. On October 14, Dr Olachea presented at the Staff/Graduate Seminar series. The title of his presentation was “Film Heritage in Mexico: Legitimization of the Mexican State through Cinema.” This was a cross-campus seminar in which our colleagues in St Augustine were also able to participate. On November 5, Dr Olachea presented to fifth and sixth-form students at the Simón Bolivar Cultural Centre. The title of his presentation was ‘Memes in Mexican Media’. This was a very interactive experience in which high-school students were able to share their views about history in relation to memes shared by young Jamaican students. This was the first collaboration ever between the Simón Bolivar Cultural Centre and the DOHA and we expect to have further collaborations in the future, particularly as it relates to outreach activities among non-university students. Finally, on November 6 Dr Olachea delivered his last lecture in Jamaica. Along with the Department of Modern Languages and Literatures, the DOHA hosted a public lecture under the title “Knowing Stereotypes to Transform Them: Mexican Cinema, Past and Present.” Once again, Dr Olachea showed how film can successfully inform discussions about culture and history while engaging students in the process. Dr Rubén Olachea left the country on November 11. His ideas and contribution during the time that he spent with us are greatly appreciated, especially at a time when our department is implementing significant changes regarding the content and delivery of our programmes. We are grateful for the opportunity given by both the Embassy of Mexico and the University of the West
Indies and we will be happy to advise other departments within and outside of the FHE when they are selected to host future Visiting Mexican Chairs.

**RESEARCH DAYS ACTIVITIES**

The Department of History and Archaeology successfully and intensively participated in the 2019 Research Days activities. At the main Research Days exhibition, the Department exhibited a replica of the archaeological excavation at White Marl (St Catherine) that the Department has been involved in for the past year. The exhibition served not only to showcase the research activities of the Department but also to bring awareness about the need to reconcile infrastructural development and the preservation of the country's rich heritage. White Marl is site to an important Taino settlement. In addition, the Department contributed to the Research Days exhibition with an exhibit on the Confrontations Conference that was organized by the Department of History and Archaeology in October 2018. The Confrontations Conference attracted international scholars who, for two days, reflected on the implications of the so-called Rodney riots and the significance of youth activism and activism in general. The Department's exhibit showcased the significance of historical research and discussions on civil society and activism to the framing and articulation of inclusive development policies. Finally, the Department also contributed to the smaller exhibition organized by the Faculty of Humanities and Education in its courtyard. For two days, the Department showcased the entrepreneurial possibilities of the island's rich and diverse heritage through a display and sale of traditional Jamaican dishes as well as cosmetics made with local, natural products.

**ACADEMIC VISITS**

During February 11–14, the Department hosted Professor Claudia Theune and her research team from the University of Vienna (Austria). Professor Theune is a renowned archaeologist whose work has uncovered most valuable information about the daily experiences of interns and political prisoners in interment and concentration camps of the Second World War. As part of her investigation into the extreme and diverse experiences of individuals in in this type of settings, Professor Theune seeks to include the Caribbean to the study of this global phenomenon. As it became evident during her visit to the Mona Campus, archaeological research in the area formerly occupied by the Gibraltar Camp can add valuable insight to the diversity of experiences of displaced and confined people in the context of warfare. The visit of Professor Theune and her team laid the foundations for future collaboration between the Department of Prehistoric and Historic Archaeology at the University of Vienna and the Department of History and Archaeology at the UWI-Mona. As culmination to her visit, on February 13 Professor Theune delivered a public lecture under the title: “Research in
Internment Camps: The Archaeological Contribution”. This public lectured was hosted by the Department of History and Archaeology and the Archaeological Society of Jamaica.

In January 2019, we received the visit of Michael Becker, a PhD Candidate in Caribbean History at Duke University, who became affiliated with the Department as part of his Fulbright Fellowship. Mr Becker regularly attended our Staff/Graduate Seminar series where he also presented a paper, “Whatever Property They May Be Able to Acquire”: Enslaved People’s Claims to Property in Jamaica’s Slave Courts, 1780–1834’ on February 22. Mr Becker will carry out research in Kingston until mid-November 2019.

**CARIBBEAN HISTORICAL RESEARCH UNIT (CHRU)**

The CHRU Room was renovated and rearranged to create a better working environment particularly as we seek to encourage graduate students to do more collaborative work and use the CHRU resources, including bibliographic and archival material.

**Caribbean Foodscapes Project**

The second Caribbean Foodscapes Co-Analysis workshop was held July 10, 2019, in the Ramson room of the Regional Headquarters of the University of the West Indies. The Caribbean Foodscapes research team was joined by international stakeholders from St Lucia, Barbados and Haiti as well as local stakeholders from the fields of spatial planning, health, and history.

The Caribbean Foodscapes project is funded by the UK’s Medical Research Council and Arts and Humanities Research Council Global Public Health Partnership Award [MR/R024324/1].

**OUTREACH AND PROMOTION**

**Social Media and Website**

The Department has continued to make active use of its social media outlets—Facebook, Twitter and YouTube—and website to widen its reach and increase its visibility. While the number of followers continues to increase, it is difficult to assess the impact of these tools as it relates to the promotion of the Department’s programmes and events. Undoubtedly, one of the most challenging aspects to maintain a wide social media footprint is the creation of content. Mrs Rudy-Ann Dennis Copeland has done an excellent job managing both our social media and website, but it is evident that more support is needed in order to improve our content creation. The Department will continue making active use of social media since this is, undoubtedly,
the best way to reach out to existing and prospective students while promoting
departmental events a minimum cost.

**CAPE History Lectures and Workshops**

On April 6 and 13, the Department held its annual Cape History Lectures. Attendance was significantly better than in previous years, particularly on April 13 when unit two topics were delivered. Over the two days a total of five lectures were delivered along with three workshops on each day. The latter were particularly foregrounded this year in order to assist students in three particular areas: Writing history essays using the analytical approach; revising history topics ahead of exams; and the necessary steps to approach document type essays. Both lectures and workshops were generally well received and we were advised to offer the workshop earlier on in the academic year to improve the benefits of the sessions for students. For the first time we made use of zoom to reach participants who could not attend in person and, in addition, we live-streamed unit two lectures on our YouTube channel. Having learnt some valid lessons from this experience, we intend to fully implement the live-streaming of the CAPE History Lectures next year.

**School Visits**

Most of the efforts by the Department’s outreach team focused on visits to schools which is most cases were coordinated by the FHE Outreach Committee. As such, during Semester 1, the Department visited a total of three high schools—St Andrew High, Ardenne and Wolmers Boys. In addition, during Semester 1 the outreach team also participated in activities at Edna Manley and the Taíno Heritage Camp and UWI Information Day. During Semester 2, the following schools were visited: Mona High, Bishop Gibson High, Garvey Maceo High, Black River High and Buff Bay High. These visits served to expose high school students to the programmes offered by the Department as well as the attractive activities and initiatives held by the Department.

**2019 Sankofa**

As part of the Department’s effort to enhance its outreach profile and further collaboration with entities within and outside of the UWI, the Department collaborated with the Liberty Hall: The Legacy of Marcus Garvey in the 2019 Sankofa activities. Sankofa celebration uses history to strengthen the connection between people of African descent and their African roots. This year, Sankofa focused on the topic of apartheid and its legacy and it was held on March 21 to join South Africans as they celebrated their Human Rights Day. The event was a success and we hope that it served to encourage students to either major in History or take history courses as free
electives when they join the UWI. The success of this event would not have been possible without the collaboration of FHE. Its staff and the resources made it possible for us to connect with our guests in South Africa via Zoom video-conferencing.

LOOKING AHEAD

In the upcoming academic year, the Department will have to consolidate the work done for the past twelve months, particularly as it relates to the curriculum review process that will have to be continued and expanded at both undergraduate and graduate levels. While it is not expected that we will be able to immediately reverse the continued decline in student enrolment that the Department has experienced for the past few years, the ongoing curriculum development has provided us with a good-quality academic product that we can market to prospective students from as early as September 2019. No doubt, the work initiated this year will require the recruitment of new faculty to increase our yearly course offering, share departmental duties more efficiently and improve our overall competitiveness at both teaching and research level. In the upcoming academic year, we will also seek to improve our organizational and administrative systems, while boosting collaboration across all levels of the Department. As part of the process of modernization, we will seek to engage in both consultancy and research projects that can generate much needed resources within UWI’s current context of budgetary constraints. Finally, we will need to implement new measures to allow us to become a truly student-oriented Department that can effectively and promptly respond to the needs of our students while encouraging us to become a more dynamic organization.