

Vice Chancellor, I have the honour to present this, my farewell tribute, *carpe vinum*, to Registrar Emeritus Elect, Hugh Theodore Amoore.

Contrary to popular belief, sheep are not stupid. “They rank just below the pig and on par with cattle in intelligence among farm animals”^[1]. Sheep fear the unknown, can be aggressive when threatened and like to maintain a “safe zone” between themselves and other sheep. This makes the job of shepherd a complex one. (In some ways, quite similar to the job of a Registrar). On the outside, all looks peaceful. On the inside, the shepherd (Registrar) is drawing on many years of dedication and experience, passion and love for his flock as well as a deep understanding of sheep. Hugh Amoore has spent his professional life shepherding the staff, students and indeed, the very institution of UCT. But why would somebody take on this difficult and potentially unrewarding job, and what would make this work meaningful?

In the 1970s, Edward Deci investigated the secret of meaning and happiness at work^[2] and found that three things are critical: **autonomy, mastery and purpose**.

Autonomy: or the desire to be self-directed. The Registrar has taken a job that is laughably defined as “*the official in an academic institution who handles student records*”, and has made it entirely his own. He has fully expressed his autonomy and crafted a unique position that includes everything from delivering a Summer School course to being the chair of the Works of Art Committee, the Retirement Fund expert as well as (thank you so much, Hugh) being the mentor to the Orator.

Mastery: or the itch to keep improving at something that’s important to us. Hugh has a mastery that rivals that of Serena Williams and Yo Yo Ma. Every rule, every statute, every precedent and verdict – he has these at his fingertips. Hugh’s whiteboard with the long list is now famous and Ruth, sorry about the many more than 10 000 long hours spent at Bremner, but mastery takes time.

Purpose: the sense that what we do produces something transcendent or serves something meaningful beyond ourselves^[3]. Hugh has injected the ultimate sense of purpose into his position. Perhaps it is having a bishop as a father^[4], or having imbibed the very spirit of UCT into his veins after so many institutional years, or perhaps just that Hugh finds real meaning and purpose in everything from philately to the care and pride that he takes in his carefully crafted calligraphic works of art. *When Hugh scribbles a little note that arrives in the internal mail, it is usually worth framing.*

In summary, worrying about happiness and motivation at work has never been of much bother to Hugh Amoore. He has famously never been interviewed for a position and has patently and obviously relished each one of his 42 years at UCT. He has been described by Professor Mike Shattock as the “finest registrar in the Commonwealth^[5]”, and by Stuart Saunders as “an outstanding man and probably more knowledgeable about university administration in South Africa than anyone else” (a typical understatement).

I get the idea that happiness, for Hugh, is being the Registrar at UCT, guiding us through policy and precedent, interpreting the rules and correcting our errors of fact and interpretation. Metaphorically, shepherding the institution to areas of good forage and keeping a watchful eye out for predators and poisonous plants^[6]. On 31 December, when Hugh leaves his Bremner office after his last day as UCT Registrar and begins his official retirement, an historic era will come to an end. We will never be the same without you Hugh.

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Professor Alison Lewis

12 December 2015

[1] Cobb, R. *An Introduction to Sheep Behavior*. 1999 [cited Wednesday 9 December 2015]; Available from: <http://livestocktrail.illinois.edu/sheepnet/>

[2] Deci, E.L. and R.M. Ryan, *Intrinsic Motivation and Self-determination in Human Behavior*. 1985: Springer Science & Business Media.

[3] Pink, D.H., *Drive: The Surprising Truth about what Motivates Us*. 2011: Canongate.

[4] Wilson, F., *Personal Communication*. 2015: 4 December 2015.

[5] Shattock, M., *Personal Communication to Prof Cyril O'Connor*, during the AIMS project.

[6] Greenwood, B., *What are the Duties of a Shepherd?* 2015 [cited Wednesday 9 December 2015]; Available from: <http://workchron.com/duties-shepherd-23576.html>