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22

Annual
Review



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FOREWORDS



VICE-CHANCELLOR

I am pleased to introduce our Annual Review for 2021/22, during which our sector began to emerge from the constraints of the pandemic that had so altered University life for students and staff alike.

With NI Executive direction enabling us to resume face to face teaching from September 2021, we gradually began to welcome back our University community, with comprehensive protective measures in place. By the spring of 2022 - more than two years after the beginning of the pandemic - the time had come to return more fully to the vibrant and inspiring campus environment so central to the identity and purpose of Ulster University. This transition enabled our people to once again come together at the heart of our unique campuses.

Throughout this unprecedented time, our researchers from diverse disciplines applied their considerable expertise to the pandemic. The years of the pandemic served to highlight just what a force for good academic research can be in our society. This real-world research impact came to the fore once again in May when the Research Excellence Framework (REF) assessment independently judged Ulster University as being in the top 10% of UK Universities for 4* or 3* research impact, delivering a positive and long-term impact on societies and economies globally. A performance that reflected seven years of research and partnership in our research community, this well-deserved outcome demonstrated just how powerfully we put our research to work on behalf of society and the economy.

Through rigorous enquiry, sharing findings, formulating recommendations and developing solutions, Ulster University is central to Northern Ireland's research and development ecosystem; informing our teaching and transforming thinking while addressing the challenges of our time. From heart disease to mental health, from renewable energy and emerging technologies to clean water, access to justice and societal issues such as violence and conflict – in these areas and many more, Ulster University is driving life-enhancing outcomes for individuals, communities and economies.

It is always rewarding to see our research leadership mirrored in the achievements of our students. Being joint first in the UK for world-leading research impact in Music, Drama, Dance, Performing Arts and Screen Studies, you can learn more in this annual review about the inspirational journey of a talented cinematic arts student, pursuing career dreams in our collaborative creative hub.

Our sustained commitment to frontline healthcare reached two significant milestones this year in our journey to transform the Derry-Londonderry campus into a hub for Health and Innovation. We welcomed the first 70 students to the new School of Medicine, drawn from backgrounds as diverse as investment banking and politics. Offering a Bachelor of Medicine and Bachelor of Surgery (MBBS) medical degree programme unique in Northern Ireland, our medical school represents a determined collective effort from partners across government, academia, medicine and beyond.

In the culmination of many years of work and close collaboration with the Northern Ireland Ambulance Service, we also welcomed students to the first paramedic sciences degree programme in Northern Ireland. Much like our first medical students, they joined us from a wide range of backgrounds and will go on to deliver an invaluable service in our communities.

Reaching the shortlist for the most prestigious accolade in The Times and The Sunday Times Good University Guide - 'University of the Year' - was all the more rewarding, as the category is not available for entry but based on assessment of performance. Reflecting the dedication of our staff, Ulster was applauded for delivering one of strongest performances of any university in the year's pandemic-affected National Student Survey, with rankings for teaching quality and student experience boosted into the UK top 30. We also achieved our best ever performance in these rankings, rising 7 places to 44th and entering the top 50, out of 135 UK institutions.

Our Students' Union also continued to work tirelessly to provide the best student experience possible and its efforts were recognised when the team won the Students' Union Team of the Year in the Student Achievement Awards Ireland. It's a commitment we share to place students at the centre of everything we do.

Behind these many accomplishments are the people of our University community – resilient, inventive, talented and progressive. 2021/22 was a year of remarkable performance following such extraordinary times. Individual, team and institutional success arises from our firm belief in doing the right thing, delivering on our commitment to our students, our staff and our community, and forging the rich and dynamic partnerships that contribute so much both around our region and around the world.

PROFESSOR PAUL BARTHOLOMEW
VICE-CHANCELLOR

FOREWORDS



CHAIR OF COUNCIL

Within this 2021/22 Annual Review, we have been able to reflect on another memorable year of huge transformation and growth for Ulster University.

During this period, we continued to deal with the ongoing challenges of COVID-19 and with guidance from our Vice Chancellor, Professor Paul Bartholomew, whose strong, clear and progressive leadership has been a source of reassurance for staff and students alike, we have emerged from an extraordinary year for all of society.

This year saw the appointment of our new Chancellor, distinguished Ulster University graduate and globally renowned artist Dr Colin Davidson. We are incredibly fortunate to have someone of such character and commitment to help us guide and inspire the next generation. He has added value and credibility to the mission of the University.

Indeed 2021/22 has been strongly influenced by a range of inspiring people, staff and students, from across the University. The talent, commitment and dedication of our staff has continued to raise the profile of the University, and deliver a rewarding and motivating learning experience for our students.

Both within the University and externally, we have led the way in many fields, and our colleagues continue to be a driving force for innovation and excellence in learning and teaching as well as excellence in research.

In this review, you will be able to read more about these achievements which demonstrate our leadership in both education and research, such as appointments to the Leadership and Management Advance HE Strategic Advisory Group, to Strategy Expert Advisory Panels, involvement in the Comparative and Interdisciplinary Education Research Network, as well as recognition for colleagues in the New Year's Honours List for 2022 for contributions to higher education and the economy in Northern Ireland.

We are proud of our students, and they are at the heart of everything we do. We have an outstanding reputation for enhancing students' knowledge and professional skills, and improving employability, and we have showcased some examples of the many student success stories throughout the year, to highlight the impact they are making during their time at university with us.

We are developing our campuses to ensure that they continue to have the learning spaces, facilities and resources that our students and colleagues need. In preparation for opening its doors to students in September 2022, the new Belfast city centre campus aims to be a welcoming and innovative environment. As a community partner, the new campus will make a lasting impact on the communities of neighbouring North Belfast, and it will offer an accessible pathway into higher education through our contribution to widening access and participation across Northern Ireland. It will also be a catalyst for wider regeneration activity in and around the campus location.

As well as delivering excellent teaching and student experiences, we reflect in this review on our activity locally, nationally and on the world stage. We are building a globally engaged and impactful university by creating and strengthening our focus on building partnerships.

Our advances in innovation include partnering with NUI Galway to lead on the €4 million Atlantic Innovation Corridor project to advance sustainable regional development and establish the region as an internationally recognised centre of excellence for impactful research. We have also partnered with 15 other research institutions from Northern Ireland, Republic of Ireland and the United States through the US-Ireland Research Programme.

Over £250,000 for international student mobility was secured in 2021/22 through the Turing Scheme, offering an exciting range of global opportunities for students to study and work abroad. Ulster University also took the opportunity to partner with other organisations to promote Northern Ireland as a top study destination to the US market.

Reflecting on this past year I feel immense pride in the talent and commitment of the staff and students at Ulster University, who have shown great resilience in the face of ongoing challenges and determination to seize new opportunities. I am grateful to my University Council colleagues for their continued support and dedication to good governance across all areas of the University.

On behalf of Council, I would like to place on record our thanks to the whole University community for contributing so positively to what has been a challenging yet rewarding year, and in ensuring our safe return to campus life.

DR JENNY PYPER
PRO-CHANCELLOR AND CHAIR OF COUNCIL

STUDENT EXPERIENCE

Our student experience stands out. We support students throughout their journey, from before the application stage, to graduation and beyond.



Top Awards for Inspirational Cinematic Arts Student

Aodhán Roberts was awarded two prestigious awards for his inspirational journey in overcoming tragedy and personal barriers in his life and the work he has done within the community. The support he received through the Diana Legacy Award and a Royal Television Society Bursary Scholarship helped him pursue his passion as a Cinematic Arts student at the Derry~Londonderry campus.



Ulster University Provides Free Period Products on All Campuses

In response to the Period Poverty campaign and legislation passed by the Northern Ireland Assembly, which made period products freely available to all in schools, colleges and public buildings; Ulster University now provides free period products in 22 toilet facilities across the University's three campuses.

Ulster University Commits to the White Ribbon Pledge to Support the End of Violence Against Women

On 25 November 2021, Ulster University Wo/Men's Network supported White Ribbon Day and the Women's Aid Federation Northern Ireland by signing the White Ribbon Pledge to share the message that men's violence against women and girls must end.



Belfast School of Art Graduates starred in BBC One Fashion Challenge Series

Four Ulster University textile art graduates went head-to-head in the series "A Stitch Through Time", showcasing their creativity, design and technical skills in the fashion and Ulster textiles history-themed competition. Thomas Irwin, who specialises in sustainable fashion for men, best represented the heritage and influence of the Ulster-Scots pioneers that helped shape the global textiles industry and won the final.



Student Shakira Wins Translink Sustainable Livery Design Competition

Ulster University student, Shakira Kidd from Newtownards, won Translink's student livery design competition which saw Ulster art students challenged to design new bus livery. Shakira entered the design competition as part of a final assignment for her Foundation in Art & Design course and has since enrolled in the BDes Hons Graphic Design and Illustration programme. As part of the prize Shakira was awarded a week's industry placement with a leading design team and a year's free travel pass.

UUSU Wins 'Students' Union Team of the Year' Award



Ulster University came out on top as Students' Union Team of the Year in the Student Achievement Awards Ireland. The Students' Union work tirelessly to provide Ulster University students with the best student experience possible; it strives to improve the lives of students by being an inclusive and supportive community where students can fulfil their potential and ensure their voice is heard.

PIONEERING RESEARCH AND IMPACT

Every day our cutting-edge research and innovation are making a difference to thousands of people and their communities.

Economy Minister Launched Expanded, World-Class Biomedical Sciences Facility on The Coleraine Campus

Ulster University's Biomedical Sciences Research Institute added a new state-of-the-art laboratory within its Mass Spectrometry Centre. Funded by £700,000 from the Department for Economy's Higher Education Research Capital investment fund, the lab is a further boost to the world-class research in the Coleraine campus, creating the first multimodal biomolecular imaging platform on the island of Ireland and enabling increased collaboration with industry.



Research Project to Harness Northern Ireland's Geothermal Resources to Underpin Greener Energy Use

Professor Neil Hewitt, Head of the School of Architecture and Built Environment, was named the Principal Investigator in a new research partnership that will consider all new renewable energy sources like wind and solar while exploring opportunities and barriers to harnessing Northern Ireland's geothermal energy resources.

Professor Victoria Simms Formed Part of a Research Group Leading the Way In Transforming Understanding of Early Years Children's Mathematics Learning

Ulster University has been awarded £8.23m, from the Economic and Social Research Council to embark on a new project which will enhance the teaching of maths in early years education. Professor Victoria Simms, School of Psychology, forms a vital part of this inter-university research team to establish a new Centre for Early Mathematics Learning.

Convocation Postgraduate Students of the Year 2021

Hamid Bakshi, PhD Researcher in the School of Pharmacy and Pharmaceutical Sciences, won the 2021 Doctoral Convocation PG award for his research on developing a 3D printed colon cancer model and evaluation to deliver phytochemical/natural products to various cancers. Rebecca Hume won the Non-Doctoral Convocation Postgraduate Award for designing and developing the UK's first digital non-verbal 999 reporting tool, TapSOS Ltd.



EXCELLENCE IN EDUCATION

We place our students and their experience, passions, and ambitions at the heart of everything we do.



▲ Ulster University welcomes students to the first Paramedic Sciences degree programme in Northern Ireland

▼ Academy, Ulster University Business School



▼ School of Medicine welcomes the first 70 students through the newly refurbished building



◀ Dr Sarah Floyd, one of 14 members of the Advance HE Expert Advisory Group

Ulster University Shortlisted For 'University of The Year' And Achieved Best Ever Performance in Leading Industry League Table

Ulster University was shortlisted in a small pool of five (out of 135) UK Universities for the most prestigious accolade in The Times and The Sunday Times Good University Guide: 'University of the Year.' It also rose seven places to 44th, entering the top 50 out of 135 UK institutions. This shortlisting is excellent recognition for the University and one which truly reflects the hard work of our staff and the support of our student community across all campuses in what was a non-typical year for the sector.

Ulster University Welcomed Students to the First Paramedic Sciences Degree Programme in Northern Ireland

Ulster University marked a historic first for Northern Ireland, welcoming 40 students to the region's first-ever BSc Hons Paramedic Sciences programme on the Derry-Londonderry campus. Previously, students in Northern Ireland had to travel outside of Northern Ireland to complete a BSc Hons programme in Paramedic Science. This programme will ensure Northern Ireland continues to have a sustainable supply of world class paramedics.

Ulster University Business School Launched Academy: The Centre for Food, Drink and Culture

Located on Ulster University's new Belfast city-centre campus, Academy incorporates a state-of-the-art restaurant, culinary school, beverage school and conference and meeting facilities, providing an educational hub to strengthen hospitality and culinary arts management further.

Ulster University opens new School of Medicine

Ulster University made history by opening the doors of a newly refurbished building to welcome the very first 70 students to the new School of Medicine. The first cohort was made up of students with a wide range of related and non-scientific/healthcare backgrounds from politics to investment banking, radiography, management consultancy, optometry, forensic science, nursing and even a previous lecturer in Irish at Magee. The vision for the School of Medicine is to be nationally and internationally recognised for excellence to competitively recruit and retain high quality staff and students; produce doctors able to deliver whole-person care with skill, teamwork, and compassion for the benefit of people across Northern Ireland and beyond.

Dr Sarah Floyd Appointed to Advance HE Expert Advisory Group

Dr Sarah Floyd, Reader in Higher Education Practice, is announced as Fellowship and Accreditation Expert Advisory Group member. Through this membership, she will continue her commitment to creating inclusive professional learning and recognition opportunities that value and support a diversity of educators.

INSPIRING PEOPLE

Our people are inspirational. Ulster's teaching develops skills, raises ambitions and prepares future leaders.



Ulster Alumnae Twins Make a Bid for Gold

Ulster University alumnae sisters Judith and Chloe McCombe are visually impaired athletes who got involved in rowing during their 2nd year studying geography on the Coleraine campus. After graduation, they were selected for the Irish para-rowing team and have represented Ireland at several international events including the 2022 Commonwealth Games.

Professor Karise Hutchison Appointed to Advance HE Strategic Advisory Group

Professor Hutchison was appointed to the Strategic Advisory Group of Advance HE with the role of advising on leadership and management matters to shape Advance HE's work; the group identifies strategic teaching and learning issues, develop confident and capable leaders, and equip them to respond to current and future sector challenges and opportunities.



◀ Professor Karise Hutchison, Ulster University Business School (UUBS), appointed to Advance HE Strategic Advisory Group



◀ Dr Adrian Boyd, awarded prestigious Industrial Fellowship by the Royal Academy of Engineering

Dr Adrian Boyd Awarded Prestigious Industrial Fellowship by The Royal Academy of Engineering

Dr Adrian Boyd, Senior Lecturer in Biomaterials at Ulster University, was awarded an Industrial Fellowship by the Royal Academy of Engineering for research into innovative 3D printed medical devices. 3D printing enables complex and customised medical devices to be manufactured quickly and easily and is expected to revolutionise the medical device industry.

Professor Jackie McCoy and Gareth Hetherington Receive MBE Awards

Professor Jackie McCoy was recognised for her services to Higher Education, Business and the Arts, and Gareth Hetherington for his services to Further Education and the Economy in the New Year's Honours List for (MBE Member of the Order of the British Empire awards).

Professor Jackie McCoy and Gareth Hetherington receive MBE awards ▶



Ulster University Recognises Key NI Figures in Honorary Graduates for 2022

Key figures from across health, sport, business, property and local government in Northern Ireland were recognised by Ulster University as honorary graduates for 2022.

◀ Left to right; Agnes Lunny, Jim Roddy, Dr Patricia Donnelly OBE, Dr Jenny Pyper, Jackie Henry, John Shiels, Dr Karen Weekes, and Patrick McKillen were all recognised for demonstrating hard work, determination, integrity, leadership and public service.



GLOBAL VISION

At Ulster University, we have a global vision. We are building a globally engaged and relevant university that embraces a multicultural community of learners, promoting a strong, internationally relevant curriculum.

Universities North and South Partner on Atlantic Innovation Corridor

NUI Galway and Ulster University were announced as the lead partners on a strategic regional development research project under the Government's North-South Research Programme. This collaborative scheme will create a research team organised in hubs north and south and advance sustainable regional development.



€9 Million Joint Investment Announced For US-Ireland Research Programme

A joint investment of €9 million was announced through a tripartite research and development partnership between the United States of America (USA), the Republic of Ireland (RoI) and Northern Ireland (NI), spanning 16 research institutions, including Ulster University. The funding will support a wide range of research, including energy and sustainability, telecommunications, and quantum networks.

First UU ISRC Autumn School Supported by Local Industry and Global Academia

Academic and industry researchers gathered at the Intelligent Systems Research Centre (ISRC) at Ulster University's Derry-Londonderry campus for the first-ever 'ISRC-CN3 Autumn School'. 140 people from 18 countries and 21 academic institutions participated in a week-long virtual school featuring local and international speakers.



Over £250,000 for International Student Mobility Secured in 2021/22 Through Turing Scheme

Ulster University offered students an exciting range of global opportunities through the Turing Scheme, the successor scheme to Erasmus. This funding supports more than 100 Ulster students to study and work abroad, 50% of whom are from disadvantaged backgrounds and benefit from both the University and the Turing Scheme's commitment to inclusive international experiences for all.

SUSTAINABLE DEVELOPMENT GOALS



Ulster University Launched Its New Sustainability Website

A new sustainability website was launched to support Ulster University's sustainability transition. The new website supports a culture of sustainable thinking and action across our institution and delivers an opportunity for staff, students and other stakeholders to work towards a common global goal based on the values of Ulster University and the 17 UN Sustainable Development Goals.

OUR VALUES

Our Values set the tone for our University, where we are and where we want to get to.

UU VALUES AT THE CORE OF THIS NEW CHAPTER

At Ulster University we are embarking on organisational change that will affect individuals and teams across each of our campuses, both now and in the years to come.

Our core values of Integrity, Inclusion, Collaboration and Enhancing Potential will help to underpin the work of those who have a role in supporting the University's transformation and help to keep the needs of colleagues at the very heart of our thinking, planning and delivery.

Achieving Excellence Together

The co-created nature of our Ulster University Values provides an indication of the culture within our community. They give us direction on how we can Achieve Excellence Together, to enhance our employee and student experience, now and in the future.

We continue to work together to help facilitate and embed values driven activities and further colleague engagement at Ulster University.

Integrity

At Ulster University, we are open and honest, allowing us to develop professional and positive trusting relationships. We strive to make sound judgements, recognise each other's contribution and understand the impact our actions can have on colleagues and students.



▲ Ulster University's values

Collaboration

Working together, we can continually build trust between individuals and teams and commit to actively listening and communicating with each other. As a University we support cross-team working and creating a transparent environment that promotes connectedness and partnerships internally and externally.

Enhancing Potential

This year we have worked to enhance potential and are pioneering in our teaching, research and professional practice. We nurture our strengths and ambitions, empowering each person to become their 'best self', and as a University we have recognised and rewarded excellence.

Inclusion

We are an inclusive University community which celebrates individual differences and encourages inter-cultural respect always. We treat each other fairly, behaving with respect and dignity in our language and actions.

FINANCIAL REVIEW

Financial performance during the year shows a surplus of £13.4m (2021 surplus £54.3m). This includes a net charge of £5.1m (2021: credit £31.6m) due to pension funds activity in the USS and NILGOSC pension liabilities. The balance sheet has strengthened with total net assets increasing to £323m (2021 £310m) reflecting an increase in capital assets and cash surpluses generated during the year.

The financial result for 2021/22 is a testimony to the hard work across all areas of the University and these excellent results will provide cash for strategic and capital investment going forward.

The outlook for the 2022/23 financial year and beyond remains exciting, with the opening of the new campus in Belfast, the successful move of Life and Health Sciences to Magee further consolidating delivery of health provision at Magee and further refurbishment at Coleraine creating opportunities for the University to deliver for staff, students, local communities and Northern Ireland at large. However, the wider economic climate presents challenges, with the University, like many others, having to grapple with increasing energy costs and high inflation rates. These will need to be closely monitored in this coming year as income is not anticipated to rise at the same inflation rate.

FINANCIAL STATEMENTS

The financial statements comprise the financial results of the University consolidated with the results of its subsidiary company. The University is an independent educational charity whose legal status is derived from a Royal Charter granted in 1984. The distinctiveness of the University within the higher education sector places it within a small group of institutions that are research engaged and business focussed with significant commercialisation of research, major knowledge transfer relationships. It has a focus on contributing to economic, social and cultural development in Northern Ireland and its global standing.

FINANCIAL HEALTH

Key performance indicators are set out below with an assessment on progress against the financial strategy target with **red** meaning action required, **amber** more work required and **green** on track. When taken together these measures reflect the strong governance and effective management of the University's resources in sustaining financial health in the short, medium and long term.

| Financial Sustainability Indicators | 2022 Actual | 2021 Actual | Status | Comments |
|---|-------------|-------------|--------|--|
| Surplus as a % of income after deducting pension provision movement | 7.1% | 9.5% | ● | This indicates the level of return necessary for investment in capital. |
| Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA) | £31.5m | £37.3m | ● | This is a measure of operating surplus excluding accounting adjustments and finance charges. It is a good indicator of financial capability to service debt and/or capital expenditure from internally generated cash. |
| Liquidity ratio | 136 days | 165 days | ● | This measures our ability to fund short term cash requirements. |
| Current assets to current liabilities | 2.5:1 | 2.4:1 | ● | An indicator of financial strength to meet short term liabilities |

Summary of Financial Position

Key Performance Indicators from the financial statements

| Year Ended 31 July | 2022 £m | 2021 £m | 2020 £m | 2019 £m | 2018 £m |
|---|------------|------------|------------|------------|------------|
| Total income | 259.5 | 239.2 | 214.6 | 218.3 | 210.0 |
| Surplus/(Deficit) before Gains and Losses | (41.0) | 16.4 | 18.0 | (32.2) | 10.7 |
| EBITDA | 31.5 | 37.3 | 14.4 | 24.9 | 20.9 |
| Net assets | 323.4 | 310.0 | 255.7 | 262.3 | 308.7 |

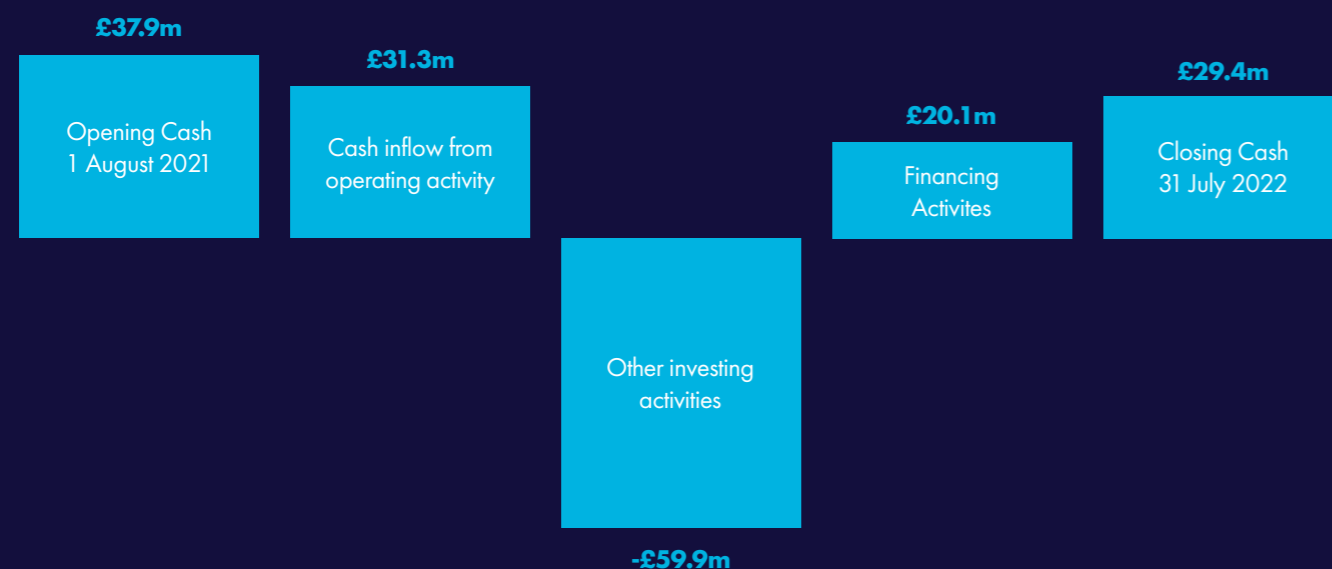
Treasury, Borrowings and Investments

Net cash decreased by £9.6m during the year. The movement in funds is summarised below:-

| | 2022 £m | 2021 £m | Change £m |
|-------------------------------------|------------|------------|--------------|
| Investments and short term deposits | 82.2 | 62.7 | 19.5 |
| Cash at bank and in hand | 29.4 | 37.9 | (8.5) |
| Bank and other loans | (161.1) | (140.5) | (20.6) |
| Net cash | (49.5) | (39.9) | (9.6) |

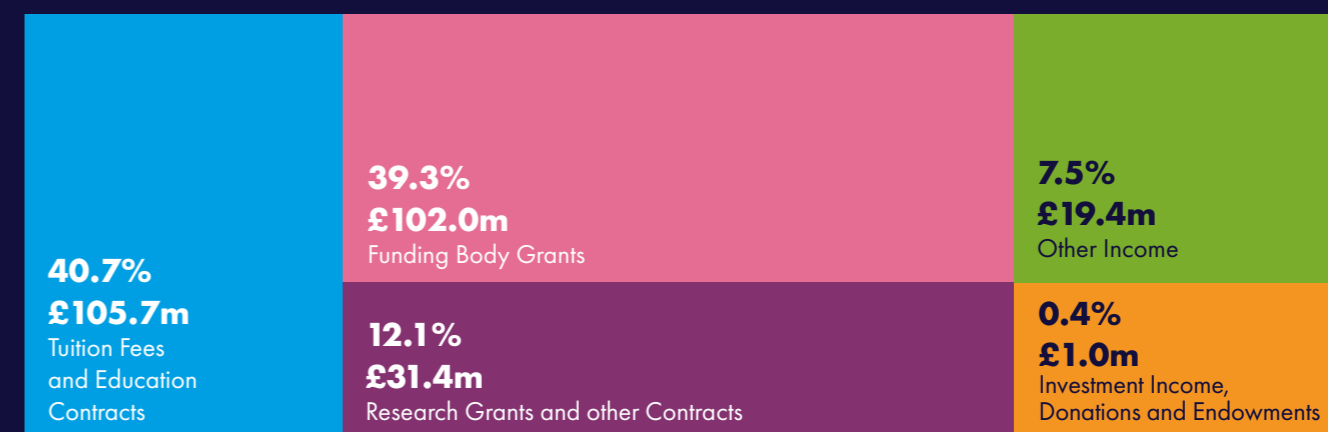
During the year £47.1m cash was spent on acquiring fixed assets against which £7.0m of capital grants were received.

Cashflow Statement 2021-22



These tables provide further information on the University's financial statements.

Sources of Income 2021-22



How we Allocated Our Resources 2021-22



GOVERNANCE 2021-22

Council and the Committees of Council

COUNCIL COMPOSITION

Ex-Officio Members

Pro-Chancellors

Dr J Pyper
Dr E Way

Vice-Chancellor

Professor P Bartholomew

Honorary Treasurer

Mr D Clements

President of the Students' Union

Mr O McCloskey

Appointed Members

*Eight persons not being members
of staff or students of the University*

Mrs M Lindsay
Mr P Lobban
Mr A Moore
Dr P M^cNaney
Mr P Sheridan
Mr R Sloan
Dr J Stuart
Ms J Taggart

Elected Members

Two members of Academic Staff

Professor A Gallagher
Ms G Horgan

One member of Academic-Related Staff

Mr E Friel

COUNCIL COMMITTEE

Audit and Risk Committee

Committee Composition Ex-Officio Members

Dr E Way

Appointed Members

Mr P Sheridan
Mr R Sloan

Elected Member

Mr E Friel

COUNCIL COMMITTEE

People Committee

Committee Composition Ex-Officio Members

Dr J Pyper (Chair)
Professor P Bartholomew (Vice-Chancellor)
Mr D Clements
Dr E Way

Appointed Member

Dr J Stuart

External Independent Members

Mr D Bingham
Mr A Hunter
Ms G M^cAuley

COUNCIL COMMITTEE

Resources Committee

Committee Composition Ex-Officio Members

Mr D Clements (Chair)
Professor P Bartholomew
(Vice-Chancellor)
Dr J Pyper
Mr O M^cCloskey

Appointed Members

Mrs M Lindsay
Mr P Lobban
Dr P M^cNaney

Elected Members

Ms G Horgan
Professor A Gallagher

COUNCIL COMMITTEE

Belfast Campus Development Committee

Committee Composition

Dr P M^cNaney (Chair)
Mr D Clements (Deputy Chair)
Professor P Bartholomew
(Vice-Chancellor)
Mr P Lobban
Mr A Moore
Professor P Gray

Co-opted Independent Members

Mr D Gregory
Mr J Cole

COUNCIL COMMITTEE

City Deals and Special Projects Committee

Committee Composition

Mr P Sheridan (Chair)
Mr E Friel
Mr R Sloan
Dr J Stuart

Statement of Primary Responsibilities

The Council has adopted a statement of primary responsibilities which is available for download at:

<https://ulster.ac.uk/statementofprimaryresponsibilities>



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