



A meeting of the Undergraduate Studies Committee was held on 21 May 2024 at 2.00 pm in the Boardroom, Trinity Business School.

Present: Professor David Shepherd, Senior Lecturer/Dean of Undergraduate Studies (*Chair*)
Ms Patricia Callaghan, Academic Secretary
Professor Richard Porter, Dean of Students
Professor Stephen Smith, Senior Tutor
Professor Fraser Mitchell, Associate Dean of Undergraduate Science Education (ADUSE)
Professor Jake Byrne, Academic Director of Tangent
Professor Norah Campbell, Trinity Business School
Professor Miranda Fay Thomas, School of Creative Arts
Professor Ann Devitt, School of Education
Professor Julie Bates, School of English
Professor Anna Chahoud, School of Histories and Humanities
Professor Martin Worthington, School of Languages, Literatures and Cultural Studies
Professor Sarah Hamill, School of Law
Professor Margaret Walshe, School of Linguistic, Speech and Communication Sciences
Professor Clare Kelly, School of Psychology
Professor Dino Hadzic, School of Social Sciences and Philosophy
Professor Derek Nolan, School of Biochemistry and Immunology
Professor Goetz Botterweck, School of Computer Science and Statistics
Professor Juan Pablo Labrador, School of Genetics and Microbiology
Professor Jan Manschot, School of Mathematics
Professor Matthew Saunders, School of Natural Sciences
Professor Cormac McGuinness, School of Physics
Professor Heather Reilly, School of Dental Science
Professor Richard Deane, School of Medicine
Professor Aileen Lynch, School of Nursing and Midwifery
Professor Astrid Sasse, School of Pharmacy and Pharmaceutical Sciences

Apologies: Professor Mark Sweetnam, Associate Dean of Undergraduate Common Architecture (ADUCA)
Professor Phillip Curry, School of Social Work and Social Policy
Professor Jacob Erickson, School of Religion, Theology, and Peace Studies
Professor Valeria Nicolosi, School of Chemistry
Mr Eoghan Gilroy, Student Representative
Professor Kevin Kelly, School of Engineering

In attendance: Ms Ciara Conlon, Academic Affairs; Ms Siobhán Dunne, Library Representative; Ms Rima Fitzpatrick, Assistant Academic Secretary: Academic Affairs; Dr Pauline Rooney, Director of Academic Practice; Ms Breda Walls, Director of Student Services, Professor Vincent Wade, School of Computer Science and Statistics; Vice Provost /Chief Academic Officer and Ms Fedelma McNamara, Executive Director Academic Services Division (for item USC/23-24/090); Dr Liz Donnellan, Academic Affairs, (for item USC/23-24/091 & 092(i)); Mr Martin Mc Andrew, Postgraduate Student Support Officer (for item USC/23-24/092(ii)); Ms Beibhinn Coman, Director of Marketing (for item USC/23-24/093); Ms Aoife Kelly, Programme Administrator, PG Renewal and Mr Ronan Hodson, Head of Admissions, Academic Registry, (for item USC/23-24/094); Ms Sorcha Mulcahy, Acting Director of Careers (for item USC/23-24/096).

The Senior Lecturer/Dean of Undergraduate Studies welcomed Professor Vincent Wade to the meeting as an observer.

USC/23-24/087 Minutes of the meeting of 23 April 2024

The minutes of the meeting of 23 April 2024 were approved., subject to the following amendment to the item on Education for Sustainable Development (USC/23-24/081):

“A member expressed concern about the content of the module, and in particular the narrowness of the focus, the Eurocentric rationale for the proposal, a thin engagement with the arts and humanities, the lack of power analysis, and the lack of deep recognition of the research and work already going on in this area within Trinity. The member expressed the view that the module does ~~which did~~ not seem to take sufficient account of a range of perspectives on the issue of sustainability. Another member who was involved in the development of the module sought to reassure USC that the content was sufficiently broad and inclusive.”

USC/23-24/088 Matters arising

- i. **USC/23-24/080(i):** The Senior Lecturer/Dean of Undergraduate Studies confirmed that the proposal to introduce admissions criteria for the South African National Senior Certificate (NSC) was approved by Council.
- ii. **USC/23-24/080(ii):** The Senior Lecturer/Dean of Undergraduate Studies confirmed that the proposal to amend the admissions criteria for the Indian Standard XII exam was approved by Council.
- iii. **USC/23-24/080(iii):** The Senior Lecturer/Dean of Undergraduate Studies confirmed that the proposal to extend the mapping of the Foundation Course and TCD Partnership CDETB grade requirements to a five-year average from 2017 to 2023 (excluding 2020 and 2021) for a three-year period, after which it will be remapped to a new five-year average, was approved by Council.
- iv. **USC/23-24/086:** The Senior Lecturer/Dean of Undergraduate Studies confirmed that the New FET Route to Social Studies (TR084) was approved by Council.

USC/23-24/089 Senior Lecturer's Updates

- i. The Senior Lecturer/Dean of Undergraduate Studies advised that work is continuing on the development of an institutional statement on Generative AI in relation to teaching, learning and research. The draft statement presented at USC in March 2024 has been amended based on feedback from that meeting, as well as from the Academic Integrity Steering Group, and will be considered at GSC in May 2024 and also the Research committee, in light of the importance of research in teaching and learning and the relevance of the guidelines developed by the European Research Area Forum on the responsible use of generative AI in research.
- ii. The Senior Lecturer/Dean of Undergraduate Studies drew attention to the proposal for a dual degree with the University of Sydney from the School of Social Work and Social Policy which was withdrawn from the agenda of the USC meeting held on 23 April 2024. He advised that complications had arisen due to the proposed January start and further clarification is being sought from DFHERIS regarding fee arrangements. Alternative programme structures are also being explored.
- iii. Providing an update on the dual degree programmes with Columbia, the Senior Lecturer/Dean of Undergraduate Studies advised that a recalibrated grade conversion table has been developed following approval of the removal of the additional 30 ECTS and changes to the parchment at USC in December 2023. He advised that the programme director and academic advisors wish to consider the inclusion of credits from the Fresh years in Trinity in the dual degree calculation and because of this and the need to discuss

such changes in light of other students earning degree credits elsewhere (i.e. outbound exchange students), this will come to USC in 2024/25.

- iv. The Senior Lecturer/Dean of Undergraduate Studies thanked those who responded to the request for further feedback on Education for Sustainable Development in the UG curriculum. Recognising that many did not get an opportunity to fully consult within their Schools due to the busy assessment and progression period, he stated that the deadline has been extended until 15 June. He agreed that the form should be sent out to all academic staff, and also to non-academic members of USC.
- v. The Senior Lecturer/Dean of Undergraduate Studies advised that a report on the activities of the Academic Integrity Steering Group will be circulated for the Council meeting on 5 June 2024.

USC/23-24/090 Consultation on Strategic Plan 2025-2030

A memorandum from the Vice Provost /Chief Academic Officer (VP/CAO), Professor Orla Sheils and Ms Fedelma McNamara, Executive Director Academic Services Division was circulated, dated 10 May 2024, and the Senior Lecturer/Dean of Undergraduate Studies welcomed them both to the meeting.

Speaking to a presentation, the VP/CAO explained that the consultation process has commenced regarding Trinity's next five-year strategic plan (2025-2030), which will include a variety of both internal and external stakeholders, as per requirements set out by the Higher Education Authority (HEA). As part of the consultation with internal stakeholders, a questionnaire has been distributed which she encouraged members to respond to, noting that it will remain open until 3 June 2024. The survey seeks to gather input from the College community with respect to strategic actions that they would consider to be transformative, how this could be achieved and what obstacles they anticipate. Giving a brief insight into responses collated to date, she reported that four themes have emerged: digital and systems infrastructure, how Trinity can cherish and retain staff, enhancing the student experience, and sustainability and climate challenges. She indicated that the results from the consultation process will be made available in September 2024 and that the strategic plan is expected to be finalised in July 2025.

The Senior Lecturer/Dean of Undergraduate Studies invited questions and comments.

In response to a query on the methodology utilized to analyse the responses, the VP/CAO advised that while frequently recurring themes will be given particular consideration, editorial oversight will also be exercised to determine the relevancy of the particular issue and if it resonates with the ethos of Trinity. In response to one member highlighting IT infrastructure as one area of concern, the VP/CAO confirmed that a lack of interoperability and agility has been highlighted in the responses to the survey thus far; she concurred that it is necessary to address this if more innovative methods of delivering teaching are to be embraced. In response to questions regarding both current and former student input into the plan, Ms McNamara confirmed that the Student Union will have input and input will also be solicited from both current students and alumni, amongst other external stakeholders.

A discussion of the funding model utilized in Trinity ensued, and a member pointed out that the model incentivises student growth, which creates pressure on Schools who face challenges arising from large class sizes. The VP/CAO acknowledged these challenges, noting that the last strategic plan focused on increasing student numbers as a way of generating income and stated that exploring a more creative approach may be necessary. She advised that an admissions strategy is under development and that funding models will be examined in the upcoming academic year.

Wrapping up the discussion, the Senior Lecturer/Dean of Undergraduate Studies thanked the VP/CAO and Ms McNamara for their presentation.

USC/23-24/091 Calendar Changes for 2024/25

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A memorandum from Dr Liz Donnellan, Academic Affairs, dated 14 May 2024, was circulated along with the following sections of the Calendar Part II for 2024/25:

- i. General Regulations
- ii. Common Architecture
- iii. Trinity Joint Honours
- iv. Faculty of Arts, Humanities and Social Sciences
- v. Faculty of Health Sciences
- vi. Faculty of Science, Technology, Engineering and Mathematics
- vii. Foundation Scholarship
- viii. Validated Courses

The Senior Lecturer/Dean of Undergraduate Studies welcomed Dr Donnellan to the meeting for the item. He drew attention to the memorandum in Section C of the agenda in relation to the degree calculation of the dual degree programmes with Columbia, which is also reflected in the Calendar changes, advising that these changes are necessary to ensure equitable treatment of students due to the flexibility students can avail of while in Columbia. He advised that current students will be able to choose between the current calculation model and the proposed one, where 32 credits are available from which to choose. Noting a comment raised by a member before the meeting regarding the removal of the reference to accommodation being made available to students during the reassessment session, he advised that this was simply an elimination of a duplication in the Calendar and confirmed that the practice will continue.

Dr Donnellan brought the meeting through some other key changes, including amendments to the General Regulations in relation to attendance, as discussed by USC in previous meetings. The other substantial changes to the General Regulations are concentrated in the sections on Academic Integrity, while other small changes fall under the rubric of general housekeeping. In relation to the Faculty Sections, it is proposed that Calendar entries for the ceased named joint honours programmes in History and Political Science, Political Science and Geography, Law and Political Science and Law and Business are removed for 2024/25, but that the title is retained in individual School sections with a referral note to the Trinity Joint Honours Programme section.

Commenting on the high-level nature of the Calendar, a member stated that information can be difficult to find and suggested that links to processes are embedded, and that consideration should be given to making the regulations more transparent and accessible. She also wondered if the metrics of readership of the Calendar are available. Dr Donnellan agreed that the Calendar Part II can be difficult to navigate but noted that the Calendar is the primary source of regulations governing undergraduate studies and is referred to in student cases or appeals, which means that the language used must follow a certain protocol, however she acknowledged a balance is needed. Further clarity was sought on the reference to the recording of lectures and Dr Donnellan advised she will look into this.

The Senior Lecturer/Dean of Undergraduate Studies stated that details around procedures and processes are often pointed to by the regulations, as with the Academic Integrity section. A member highlighted the webpage developed for Academic Integrity processes, stating that is an excellent example of making information on regulations accessible and easy to navigate. In response to a suggestion to make the Calendar a HTML file that enables linking to specific sections, Dr Donnellan advised she will pass this on to the Secretary's office. The Senior Lecturer/Dean of Undergraduate Studies suggested that in future, USC could be invited to provide comments on the Calendar earlier in the academic year.

Action/Decision

091.01: USC noted and approved the proposed Calendar changes for 2024/25.

USC/23-24/092 Academic Policies and Procedures

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i. Student Attendance

A memorandum from the Senior Lecturer/Dean of Undergraduate Studies, dated 11 May 2024 was circulated and Dr Donnellan stayed in the meeting for this item.

The Senior Lecturer/Dean of Undergraduate Studies drew attention to the work of Dr Donnellan and the Assistant Academic Secretary: Academic Affairs on the proposal. He explained that further changes to sections 17 -25 of the General Regulations are proposed, which address the feedback from USC at the April meeting.

The DUTL from the School of Dental Science highlighted that they deliver teaching across three terms instead of two, and the Senior Lecturer/Dean of Undergraduate Studies requested with USC's approval, that Dr Donnellan ensure that the final regulations are adjusted to allow them to be appropriately applied in that case.

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ii. Revisions to the Fitness to Study Policy

A memorandum from the Dean of Students, dated 14 May 2024 was circulated and the Senior Lecturer/Dean of Undergraduate Studies welcomed Mr Martin Mc Andrew, Postgraduate Student Support Officer to the meeting.

Speaking to the item, the Dean of Students brought the meeting through the purpose and scope of the policy and gave an overview of the procedures and three associated levels, noting that level 3 cases are rare. He stated that the policy has been reviewed by Mr McAndrew in consultation with primary stakeholders and through this process, areas where further clarity was required were identified. He noted that a flowchart and guidelines are being developed to make the information more accessible to students and that further discussions will take place regarding the storing and recording of information. The revisions have been reviewed by the Student Life Committee and will be considered at GSC later this week.

The Senior Lecturer/Dean of Undergraduate Studies invited questions and comments.

A member suggested that Microsoft Power Automate would be a useful tool for recording data. In response to a query on whether or not a certificate is required for a student to return after going off books for medical reasons, Mr McAndrew advised that this is the case, and that the Academic Registry are developing a common form for returning to studies for all relevant student cases. He confirmed that incoming exchange students are within the scope of the policy, but our outbound students are subject to the regulations of the host institution.

Referencing the conversation around readability of policies and regulations, a member queried if links to the appropriate section of the Statutes could be provided within the policy and suggested that a common approach to the presentation of policy and procedure would be useful. Mr McAndrew stated that as this policy is pursuant to the Statutes, the procedure is required to be outlined within the policy, but that more accessible resources will be made available. Wrapping up the discussion, the Senior Lecturer/Dean of Undergraduate Studies thanked members for their input.

iii. Student Extensions

A presentation from the Senior Tutor was circulated and the Senior Lecturer/Dean of Undergraduate Studies invited him to speak to the item.

The Senior Tutor explained that after consulting with tutors on the matter via survey, it has become apparent that a policy to simplify and harmonize the process of a student

requesting an extension for assignments may be warranted. He explained that there are a variety of practices currently in place, which results in an onerous and stressful burden being placed on both staff and students. He reported that many tutors felt penalties for late submission should be implemented, but caution would be needed to prevent disadvantaging students. He suggested that consideration needs to be given to the process of applying for an extension, noting that SITS currently does have functionality to facilitate this but that other options should be explored. If members are in favour of the proposal to develop a policy on the issue, he indicated that work will be undertaken on this in the next academic year.

USC agreed in principle to the development of a policy and process for student extensions. The Senior Lecturer/Dean of Undergraduate Studies suggested that consideration is given by the Senior Tutor as to how USC might best input into the policy.

Action/Decision

092.01: USC approved the proposed changes to the student attendance sections of the Calendar Part II.

092.02: USC approved the proposed revisions to the Fitness to Study Policy and recommended them to Council.

092.03: USC agreed in principle to the proposal to develop a policy and process on student extensions.

USC/23-24/093 Trinity Spring Open Day

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A memorandum from Ms Beibhinn Coman, Director of Marketing, dated 10 May 2024 was circulated and the Senior Lecturer/Dean of Undergraduate Studies welcomed her to the meeting to speak to the item.

Speaking to a presentation, Ms Coman stated that the 2024 Spring Open Day was successful, with a high satisfaction rate reported by attendees. She explained that holding a second Open Day brings Trinity in line with other Irish HEIs' practices and addresses health and safety risks that arise due to the oversubscribed Open Day held in the Autumn. She stated that it is proposed that the Open Day in 2025 will be held over four hours on either Saturday, 1 March 2025, or on Tuesday 4 March 2025, which falls during reading week. She noted that finding available slots on campus for the event is extremely difficult and a lot of effort has been spent to identify suitable dates which will avoid clashing with the Leaving Certificate oral exams. The Senior Lecturer/Dean of Undergraduate Studies noted that those Unions which have expressed a preference, have indicated that Saturday, 1 March 2024 is preferable. He invited questions and comments from the meeting.

A member inquired about Trinity's absence at Higher Options and Ms Coman confirmed that no decision has been made regarding attendance at the event in 2024/25 but noted that the Institute of Guidance Counsellors and University College Cork have indicated that they will not attend. The Senior Lecturer/Dean of Undergraduate Studies pointed out that academic colleagues will be asked to participate in the Spring Open Day instead of Higher Options. Ms Coman noted that separate on campus events aimed at Guidance Counsellors will be held.

Members debated the merits and drawbacks of both proposed dates and members who spoke in favour of a Saturday 1 March Open Day made the points that professional staff often take annual leave during reading week and that a Saturday Open Day will facilitate caregivers, parents and guardians attending. One member who favoured the Tuesday 4 March Open Day pointed out that holding another Open Day on a Saturday is not inclusive for some staff for whom it is a day of religious observance. The difficulties of getting staff to attend on Saturdays was mentioned, as well as the need for staff to stay late on the Friday evening to prepare.

A member pointed out that in the past, campus was shut down on Wednesday afternoons and wondered if this possibility had been explored. Ms Coman stated that all efforts have been made to find a suitable date but that the campus is extremely busy.

The Senior Lecturer/Dean of Undergraduate Studies conducted a straw poll, but USC was quite evenly divided in its preferences. He stated that he would convey the views of USC to the VP/CAO, VP for Global Engagement and Council.

USC/23-24/094 English Language Requirements for Admission

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A memorandum from Professor Ashley Clements and Professor Richard Reilly, Co-Leads of Work Package 1 (Postgraduate Taught), Postgraduate Renewal Programme and Mr Ronan Hodson, Admissions Officer, dated 13 May 2024 was circulated and the Senior Lecturer/Dean of Undergraduate Studies welcomed Ms Aoife Kelly, Programme Administrator, PG Renewal and Mr Ronan Hodson to the meeting to speak to the item.

Presenting on behalf of the PG Renewal Work Package 1 (WP1) Co-Leads, Mr Hodson explained that, in collaboration with a range of stakeholders, an English Language scaled system has been developed which sets out the minimum score for all accepted proficiency tests. There are three bands: pre-sessional, standard and higher entry, the utilization of the latter of which will require approval by USC/GSC as necessary. The new system provides more granularity, due to the inclusion of sub-scores that were not provided previously. Mr Hodson explained that if approved, it is expected to be implemented for the 2025 recruitment cycle.

A member suggested that the table might be presented in a simpler manner for presentation purposes and Mr Hodson thanked her for her observation.

Action/Decision

094.01: USC approved the proposed scaled system for English Language requirements for admission and recommended it to Council.

USC/23-24/095 Senior Lecturer Annual Report 2022/23

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The Senior Lecturer's Annual Report for 2022/23, dated April 2024, was circulated. The Senior Lecturer/Dean of Undergraduate Studies brought the meeting through the report by way of a presentation, which covered data in relation to the undergraduate admissions and the student lifecycle and post-admissions in 2022/23. Commenting on applications, he noted that there was a small decrease in CAO applicants, and he underlined the importance of the development of an admissions strategy to ensure Trinity remains attractive to Irish applicants. In relation to the decrease observed in students entering Trinity through alternative access routes like HEAR, he stated that this is a sectoral programme and that targeted resources are needed. He also noted that the VP/CAO is considering how to ensure that Trinity continues to develop in relation to access, which is an area in which Trinity has historically taken a lead within the sector. He remarked that the number of appeals may reflect the lingering culture of accommodations which arose in response to the COVID-19 pandemic. In relation to data on plagiarism, he stated that the work carried out on Academic Integrity will be reflected in the report for 23/24 and he noted the recent improved efforts of Schools in recording cases. In relation to examination sittings and accommodations, he commended the efforts of Student Services and Academic Registry in bringing exams to campus but that challenges are posed by the rising number of requests for exam accommodations. Commenting on Foundation Scholarships, the Senior Lecturer/Dean of Undergraduate Studies stated that a more comprehensive review may be necessary.

The Senior Lecturer/Dean of Undergraduate Studies invited comments and questions from members.

A member commented on how useful the report is for collating data required when it comes to applying for external accreditation. In response to a suggestion to include a financial

analysis of the total cost of delivering teaching to an undergraduate student in the report, the Senior Lecturer/Dean of Undergraduate Studies agreed that this would be useful.

Action/Decision

095.01: USC noted and approved the Senior Lecturer Annual Report 2022/23.

USC/23-24/096 HEA Graduate Outcomes Survey Report 2022/23

A memorandum from Ms Sorcha Mulcahy, Acting Director of Careers, dated 14 May 2024 was circulated and the Senior Lecturer/Dean of Undergraduate Studies welcomed her to the meeting to speak to the item.

Ms Mulcahy explained that the report is based on a survey conducted on Trinity graduates nine months after they graduate from their studies, to ascertain their current employment status. She noted that the proportion of Trinity graduates working overseas is higher than for other Irish institutions, with most Trinity graduates going to the UK or the US, although there is an increasing number staying in Ireland since the pandemic. There was an increase of those in full time employment, the highest proportion of which came from the Faculty of Health Sciences, while STEM graduates are more likely to report being engaged in full time education.

In response to queries regarding the areas of study that students' progress to and whether disaggregated data is available, Ms Mulcahy advised that this can be made available.

A member commented on the survey design, noting that it would be desirable to obtain a more rounded approach of what students gain from higher education beyond employment opportunities. Ms Mulcahy confirmed that there is scope to ask additional questions along with the questions required by the HEA, but that the survey is already quite lengthy. The Senior Lecturer/Dean of Undergraduate Studies invited members to send suggested additional questions to Ms Mulcahy if they wished.

USC/23-24/097 Suspension of the UG Certificate in Innovation and Entrepreneurship

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A memorandum from Dr Michelle Olmstead, Chief Innovation and Enterprise Officer, dated 16 May 2024 was circulated. Speaking to the item, the Senior Lecturer/Dean of Undergraduate Studies explained that it is proposed to suspend the Certificate in Innovation and Entrepreneurship, which is delivered by Tangent and leads to a special purpose level 7 award on the National Framework of Qualifications for 2024/25. He explained that this is to allow for alternative sources of funding to be identified in order that it might be resumed in the future or delivered in a different way.

Action/Decision

092.01: USC approved the suspension of the Certificate in Innovation and Entrepreneurship for the academic year 2024/25.

USC/23-24/098 Any other business

The Senior Lecturer/Dean of Undergraduate Studies thanked members for their work over the year, particularly those who are concluding their term as DUTL, and the Secretary of USC for her support, noting that his term as Senior Lecturer has come to an end. The Academic Secretary thanked the Senior Lecturer/Dean of Undergraduate Studies for his enormous contribution to Trinity and the leadership he has shown over his three-year term, remarking on his collegial and diplomatic approach to working through difficult issues.

USC/23-24/099 Minutes (Section B)

USC noted and approved the following set of minutes:

- i. Undergraduate Common Architecture Governance Committee**
Minutes of the meeting of 9 April 2024.
- ii. MIE Associated College Degrees Committee**
Minutes of the meeting of 2 May 2024.
- iii. RIAM Associated College Degrees Committee**
Minutes of the meeting of 1 May 2024.

USC/23-24/100 Items for noting (Section C)

USC noted and approved the following items:

- XX i. Designated Open Modules for 2024-25**
Memorandum from Ms Eilís Dunne, Undergraduate Common Architecture Office, dated 9 April 2024.
- ii. Approval of new Programme Outcomes for the MPharm programme (BSc Pharm and MPharm)**
Memorandum from the School of Pharmacy and Pharmaceutical Sciences, dated 23 April 2024.
- XX iii. Academic Integrity Policy and Procedures (Revised Plagiarism Policy)**
Memorandum from Ms Lizzie Whitcher, Academic Affairs, dated 14 May 2024. The Senior Lecturer/Dean of Undergraduate Studies expressed his appreciation to Ms Whitcher for her work on the policy and procedures, the benefit of which may already be seen.
- XX iv. Columbia Dual B.A. Degree Calculations and Derogations for 2024/25**
Memorandum from the Dual Degree Programme Director, dated 9 May 2024.
- XX v. Request for additional Examination Type**
Memorandum from Professor Goetz Botterweck, School of Computer Science & Statistics and Professor Kevin Kelly, School of Engineering, dated 23 April 2024.
- vi. Amendments to Trinity Electives**
Memorandum from Professor Fraser Mitchell, Associate Dean of Undergraduate Science Education, dated 13 May 2024.
- vii. USC Dates for 2024/25**
Memorandum from Ms Ciara Conlon, Academic Affairs, dated 9 May 2024.
- viii. USC Self-Evaluation for 2023/24**
Memorandum from Ms Ciara Conlon, Academic Affairs, dated 14 May 2024.