



University of
Salford
MANCHESTER



The lived experience: driving transformational change within higher education during and beyond the pandemic

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Although Covid-19 was hugely disruptive in so many ways, At Salford we remain resolute in our commitment to transforming lives, helping to solve the productivity puzzle by producing highly skilled, work-ready graduates, and working in partnership to address the major challenges that face our society.



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“We’re on a journey ..and moving at pace”

- Shift in Global HE landscape
- Policy frameworks in England - seismic shift
- Accelerating technology
- Changing how we working “Blended”

“Preparing students for life”

Like many: “re-thing norms post-pandemic”

Enabling Student Success

- University of Salford's strategic priority
- Spring 2020
- UK governments Value for Money agenda
- Designed to bring together various strategic plans under a single framework
- We were not expecting a global pandemic
- However, thanks to the outstanding work of our staff and students KPI improved.
- Fantastic News: but what in Salford's culture enabled this

Case study: driving transformation

- to examine how an institution can encourage a new culture to evolve
- to investigate the differences in the facilitation of cultural transformation between four diverse Academic Schools
- to measure the impact in relation to benefits to staff in terms of wellbeing, a sense of belonging, value, and career development



Formed part of the Advance HE Inclusive Institutions: enabling and supporting culture change project (Ansell, 2022) funded through the Collaborative Development Fund Project 2022 (Advance HE, 2022).

METHODOLOGY

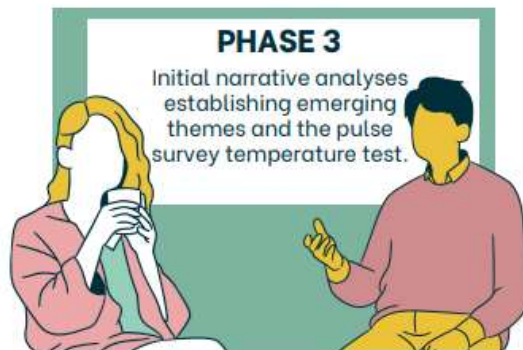
Applying the Research Framework



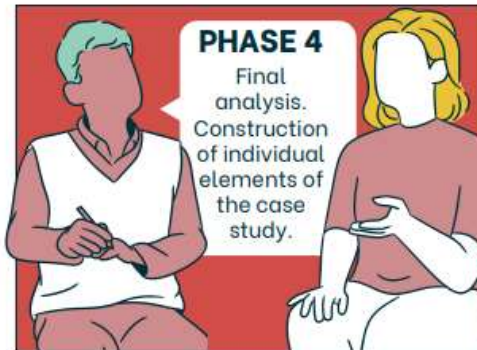
February 2022



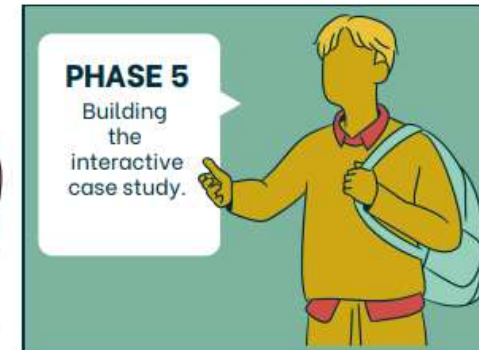
March 2022



April 2022



May 2022



June 2022

Mapping Primary Values Against: The Salford Behaviours



Openness

Being open to change, being open to hearing others and acknowledging risks and vulnerabilities. Openness to innovation.

EVOLVING CONNECTING CO-CREATING DARING



Communication

Genuine, reciprocal and open conversations that are honest, fair and inclusive. This may mean "difficult conversations".

CONNECTING INSPIRING CO-CREATING



Collaboration

Bringing everyone with you, establishing critical connections and effective partnerships. Understanding, planning and actioning together as a school.

CO-CREATING ACHIEVING CONNECTING EVOLVING DECIDING



Recognising Risk

Understanding the risks to the school and future-proofing, especially within the wider HE context

EVOLVING LEARNING ALIGNING



Supporting Staff

Coaching, developing and celebrating staff ensures they are heard, valued and on board.

INSPIRING LEARNING DARING

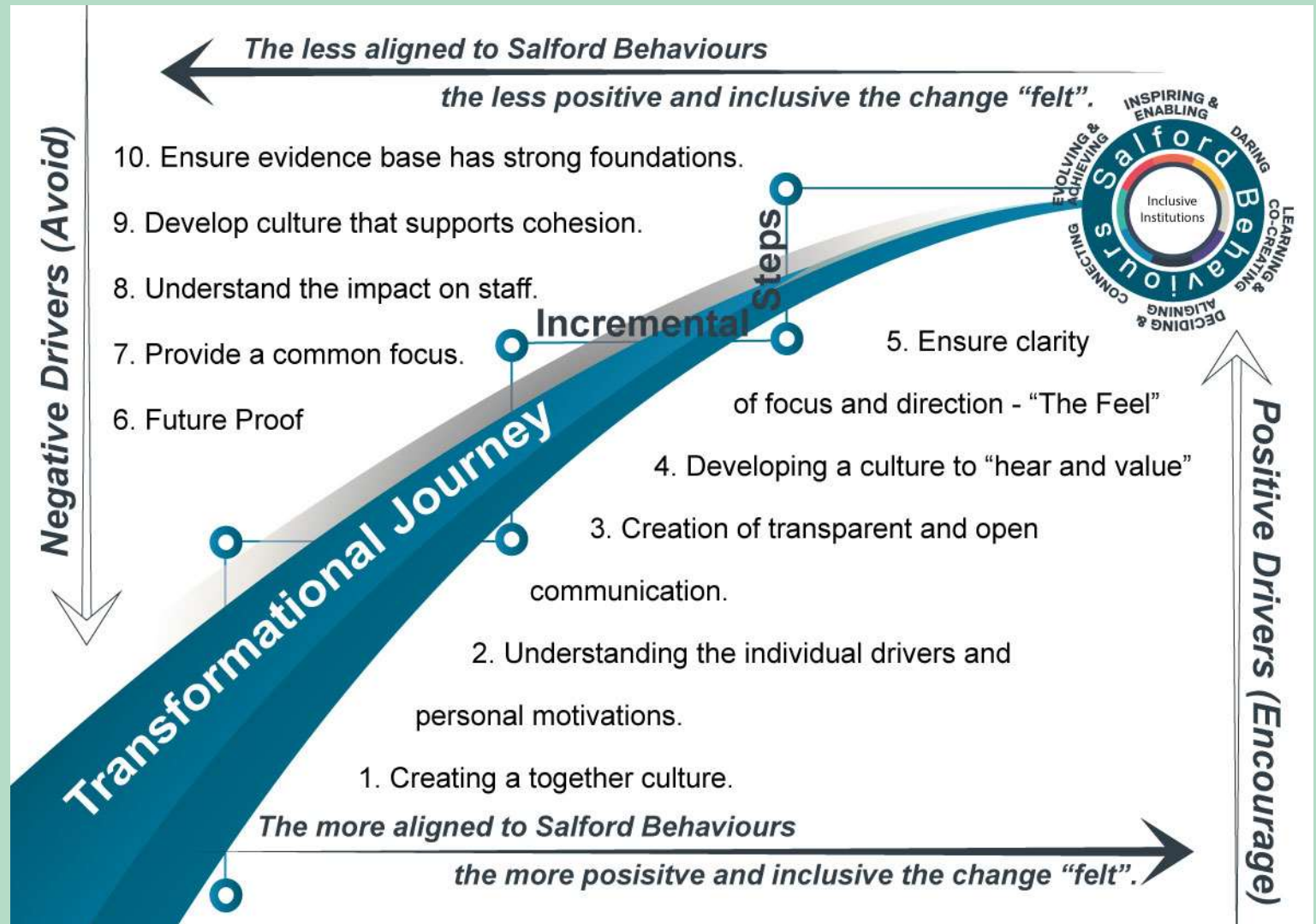


Focus and Consolidation

Incorporating other frameworks and good practice to deliver under ESS as one "single measure".

INSPIRING ACHIEVING ALIGNING

Our Framework to drive transformational change





Project Team

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**Our resources can be found on
the Advance HE hub**

[Collaborative Development Fund | Advance HE \(advance-he.ac.uk\)](https://advance-he.ac.uk)

**Thank you
comments / questions...**