

CHALLENGES, TECHNOLOGIES & SOLUTIONS!

***HOW TO MEASURE CULTURAL CHANGE
WITHIN A DIVERSE INSTITUTION?***



The story of an interactive case study



University of
Salford
MANCHESTER

Telling Our Story

- **Exploring ESS Case Study**
- **Advance HE**
- **Collaborative Development Fund**
- **Inclusive Institutions**
- **Enabling and supporting culture**
- **Interactive Case Study**
- **Digital Focus Groups**
- **Using NVivo**
- **Creative technologies**
- **Spatial Platform**
- **SPICED Methodology**



Meet the project team

Jess Power



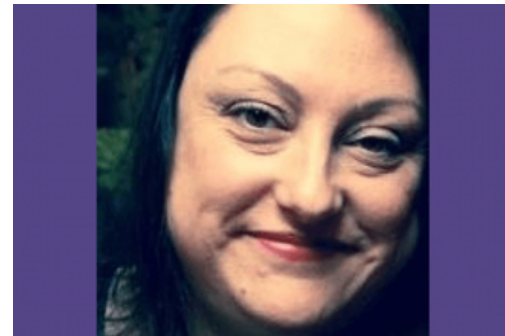
Professor of Teaching
and Learning

Matthew West



Flexible Learning
Facilitator

Davina Whitnall



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Research
Fellow

Pouria Rafati



Researcher

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Researcher

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Associate Dean
Academic (Student
Experience)

John Dermo



Academic Developer

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Academic Developer

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Helen Keegan



Senior
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TELL ME ABOUT...

EXPLORING ESS



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A narrative of exploring cultural change at Salford

The Learning and Teaching Enhancement Centre has utilised Advance HE funding to explore the role of ESS in encouraging a new workplace culture

OPENNESS

OPENNESS

THE STORY OF THE PROJECT....



INCLUSIVE INSTITUTIONS

The project is all about understanding the cultural impact of ESS



ESS?

It stands for Enabling Student Success, a framework to improve student outcomes



What is the project about?

What exactly is ESS then?

FOCUS GROUPS...

To explore the collaborative approaches taken by each school



CHANGE

What are our drivers for change?



PULSE SURVEY

to understand the cultural impact of ESS on all staff



We talked to key managers..

...to learn about each school..

...we also wanted to be inclusive

FOCUS

FOCUS

RECOGNISING RSK

RECOGNISING RSK

COMMUNICATION

COMMUNICATION

COLLABORATION

COLLABORATION

SUPPORT

SUPPORT

THE STORY OF THE FINDINGS...



OPENNESS

SUPPORT

We all need to be heard, understood and valued



COLLABORATION

Working together towards a shared vision helps us feel connected



OPENNESS

What we learnt about staff wellbeing... ... and Salford's sense of belonging

VALUE

Coaching and developing staff to help them realise their goals



FOCUS

A clear direction to keep us moving forward



WHAT NEXT?

A framing blog and management report to identify key learning



How do we value our staff?

A focus on career development...

What does it all mean?

OUR KEY TAKEAWAYS...

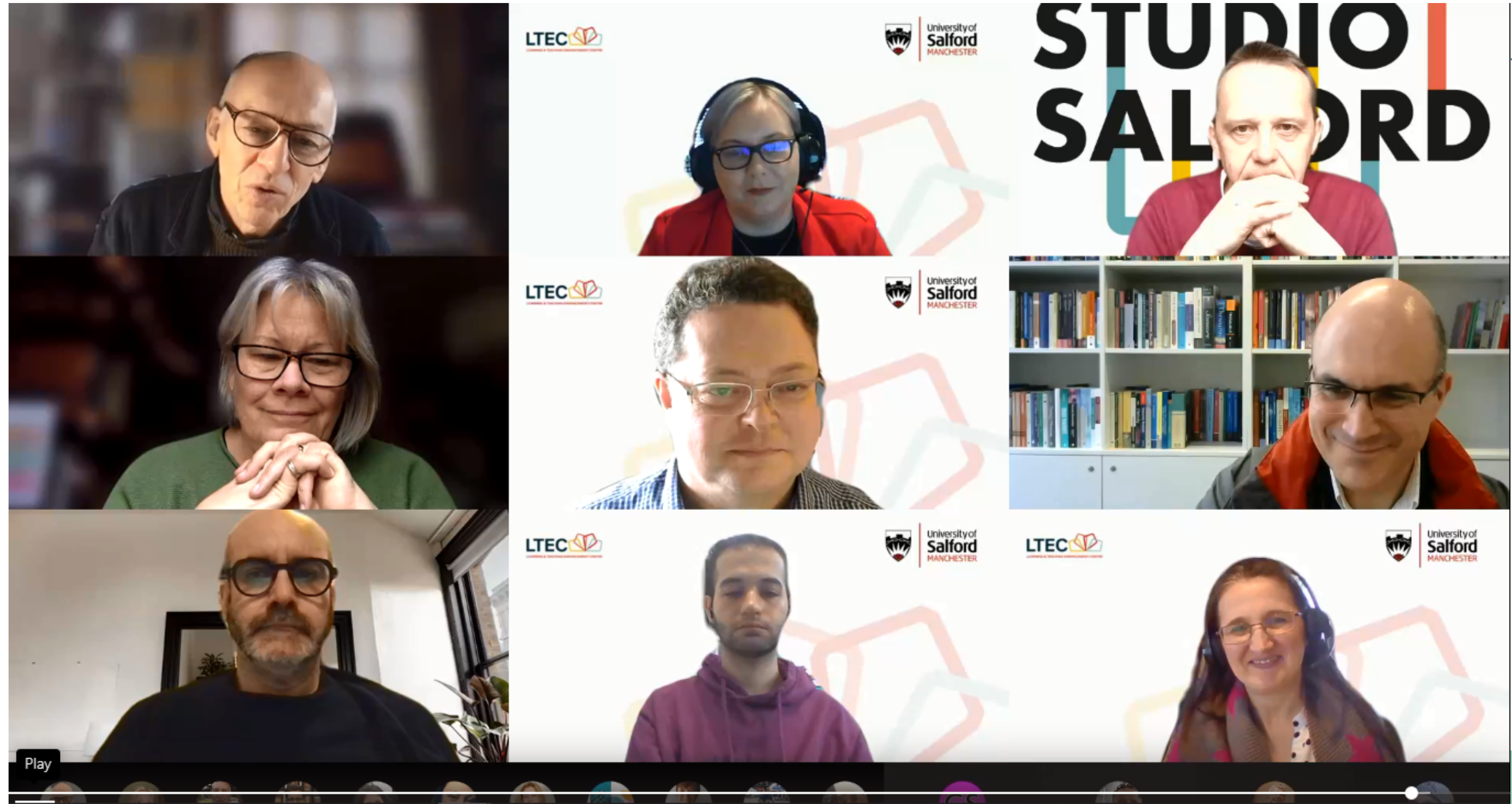
Evidencing the transformational impact of Higher Education change management

The project has helped establish a narrative about how institutions can encourage new cultures to evolve. As well as developing best practice examples it has furthered our understanding of the transformational impact of Higher Education change management



RECOGNISING RSK

Digital Focus Groups



DATA CODING FRAMEWORK



PRELIMINARY

Preliminary data familiarisation with key sources

IN-VIVO CODING

First stage verbatim/literal coding focusing on participant language

PATTERN CODING

Second stage coding to understand patterns in the data

EMERGING THEMES

Reviewing the codes and patterns to determine emerging theme

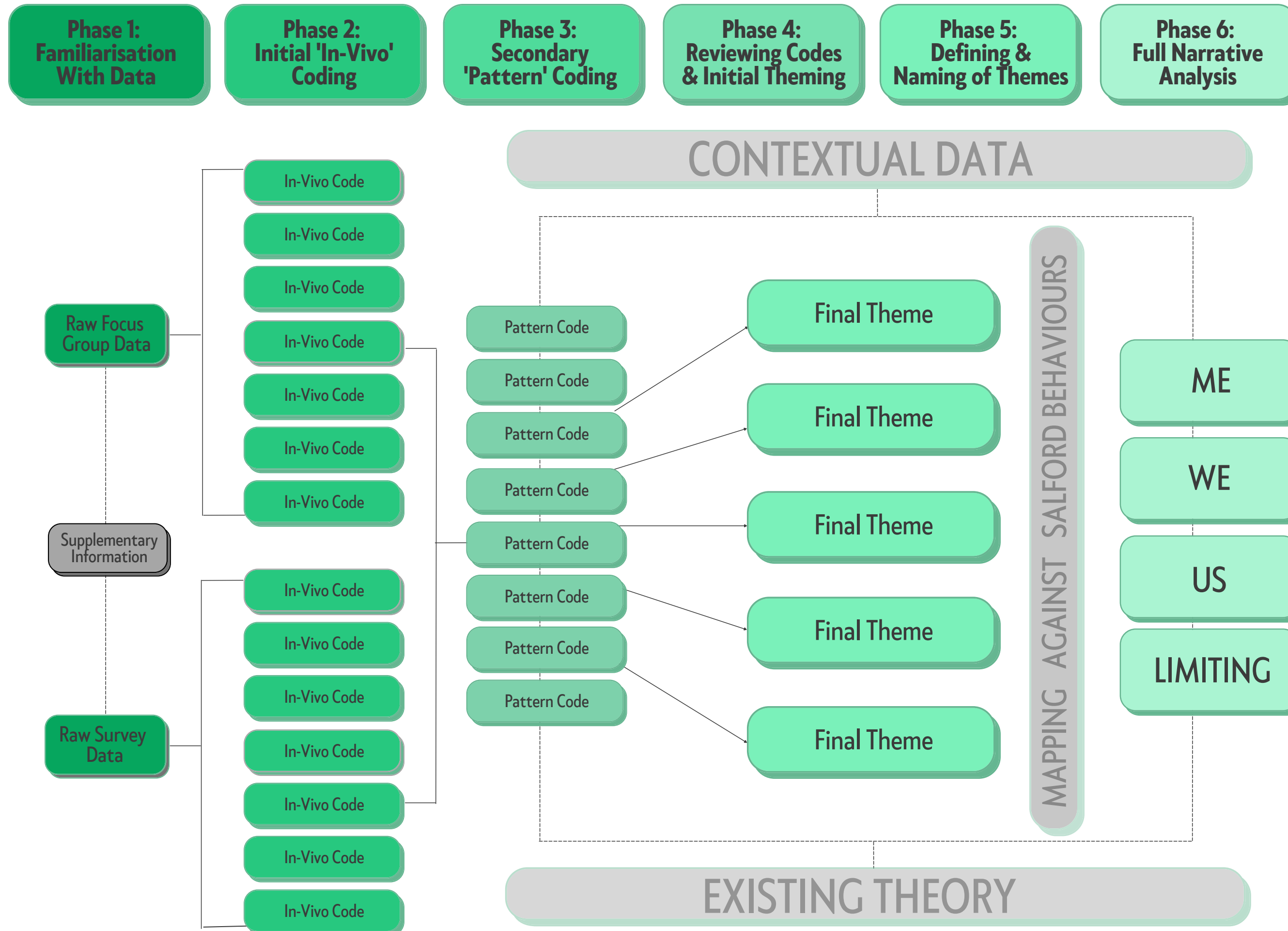
FINALISING THEMES

Finalisation and naming of primary, and if appropriate, secondary themes

WRITING UP

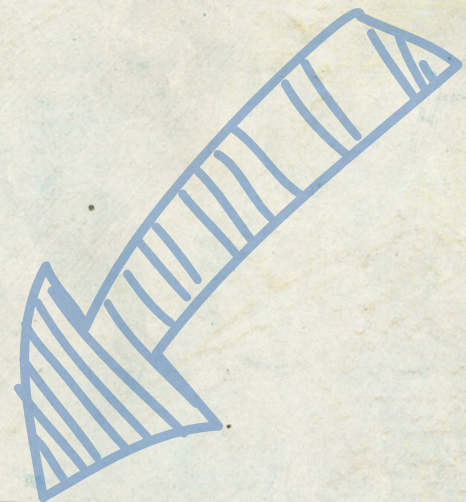
Written thematic analysis to formally write up themes against relevant contextual information

Mapping Values



Getting Creative

Canva



IDEAS!

- ✓ Storyboards
- ✓ Whiteboard
- ✓ Interactive

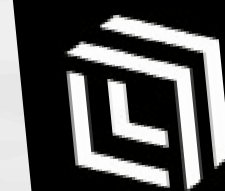
▶ VideoScribe



The swoosh!

THE SPICED
METHOD

Capturing the
story



Spatial

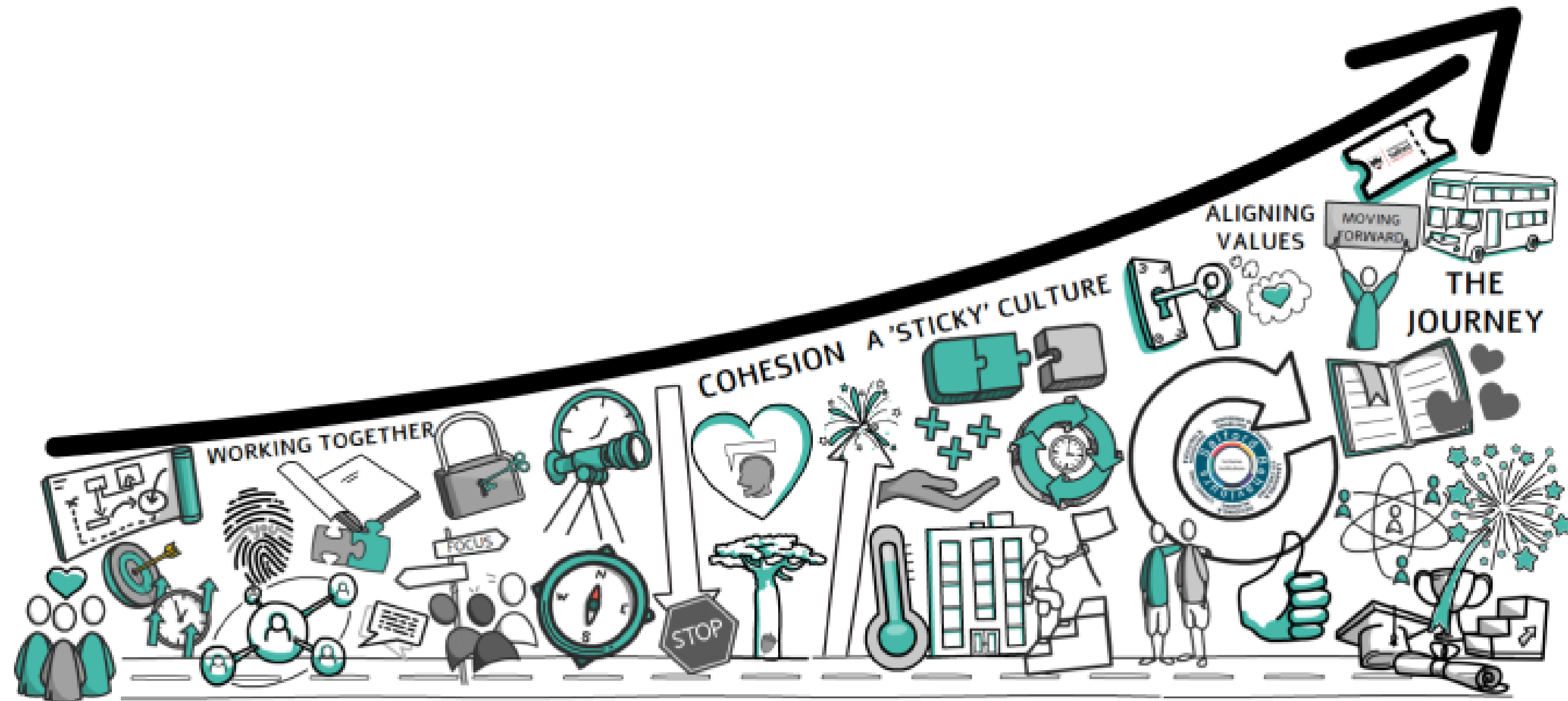
yes!



Whiteboard Video Overview

AdvanceHE  University of Salford
MANCHESTER

THE ENABLING STUDENT SUCCESS CASE STUDY



INCLUSIVE CULTURES DRIVING TRANSFORMATIONAL CHANGE

W A 'STICKY' CULTURE

ALIGNING
VALUES



Taking a tour...



The SPICED Methodology

S SUBJECTIVE

P PARTICIPATORY

I INTERPRETABLE

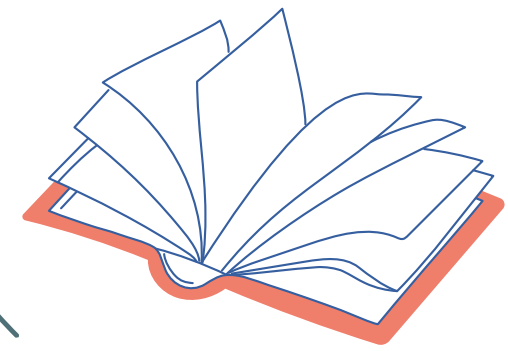
C CROSS-CHECKABLE

E EMPOWERING

D DIVERSE

Our approach to ontological methodology, SPICED is Subjective and Participatory, Recognising that participants have unique insight, Lived experienced perspectives to highlight, SPICED objectives are Interpreted and communicable, Cross-checked and comparable, Empowering, insightful and a compelling case Diverse and deliberate reflective space.

Poetic Licence



TO SHOWCASE OUR OUTCOMES, WE CREATED A VIRTUAL PLACE USING SPATIAL, WE DEVELOPED A DEDICATED GALLERY SPACE A LIBRARY OF VIDEOS AND CASE STUDIES TO EXPLORE A WORLD OF AVATARS, ANIMATIONS AND MUCH MORE PARTICIPATIVE AND REACTIVE ENGAGING AND TRULY INTERACTIVE

WE BEGIN WITH A PLAN AND MAPPING OUT OUR INTENT TO EXPLORE THE THEMES AND WHAT THESE MEANT SALFORD BEHAVIOURS ACTING AS IMPORTANT KEYS PLANNING WITH DECISION CHARTS AND DESIGN TREES UTILISING NVIVO FUNCTIONALITY TO TELL US MORE WITH WORDCLOUDS AS OUTPUTS TO VISUALLY EXPLORE

OUR APPROACH TO ONTOLOGICAL METHODOLOGY, SPICED IS SUBJECTIVE AND PARTICIPATORY, RECOGNISING THAT PARTICIPANTS HAVE UNIQUE INSIGHT, LIVED EXPERIENCED PERSPECTIVES TO HIGHLIGHT, SPICED OBJECTIVES ARE INTERPRETED AND COMMUNICABLE, CROSS-CHECKED AND COMPARABLE, EMPOWERING, INSIGHTFUL AND A COMPELLING CASE DIVERSE AND DELIBERATE REFLECTIVE SPACE.

WHY POETRY?

WHAT CAN IT DO FOR ME?

WE TEND TO REMEMBER WITH RHYME, THE RHYTHM AIDS REFLECTION AS WE THINK IN TIME SOME OF THE DETAILS, WE MAY FORGET BUT THE KEY MESSAGES, WE DO COLLECT HELPING THE PROCESSING OF OUR SHORT-TERM MEMORIES A FACILITATIVE TOOL ACROSS METHODOLOGIES.

FOUR VERSES TO SUMMARISE

SPICED COCREATION AND POETRY TO MEMORISE

SPATIAL PLATFORMS TO EXPLORE

NVIVO FOR ANALYSIS AND TO LEARN MORE

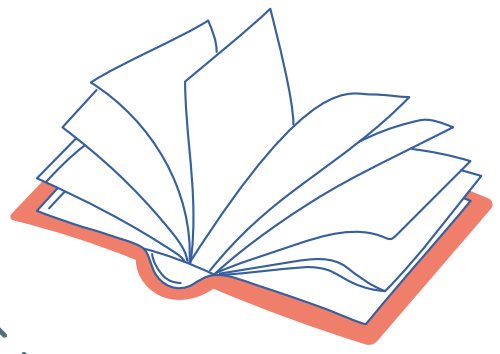
MANY POSSIBILITIES

FROM THESE SIMPLE TOOLS AND TECHNOLOGIES

OPPORTUNITIES FOR TEACHING AND RESEARCHING

TO EVALUATE, INVESTIGATE AND CONTINUE OUR LEARNING.

Poetic Licence



***POETRY HELPS US TO MAKE ASSOCIATIONS
DRAWING FROM EXPERIENCES AND EMOTIONS
IT'S ALL AROUND US IN EVERYDAY LIFE
OFTEN HIDDEN IN PLAIN SIGHT
IN SAYINGS, STORIES AND OUR FAVOURITE SONG
MAKING LINKS AND CONNECTIONS THAT ARE STRONG
PATTERNS IN PROSE THAT ENGAGE AND ALIGN
IN THE RHYTHM OF WORDS, VERSES AND LINES.***

THE LAST WORD

