



University of  
**Salford**  
MANCHESTER

Candidate Pack

# Deputy Vice-Chancellor Provost

March 2024







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# Welcome

**Welcome to the University of Salford. I am delighted that you are interested in our University and keen to understand more about the role of Deputy Vice-Chancellor Provost.**

Having recently joined the University in 2023, I have found Salford to be an extremely welcoming, vibrant and diverse community with students and colleagues from all over the world. Our people bring a wealth of expertise, knowledge and life experiences and there's a strong culture of inclusivity and opportunity for all. The wellbeing of our people is a key priority, ensuring that our people can thrive. Together, we share a passion - to enrich lives through our collaborative approach to education, research and engagement.

Our University has a rich history and an exciting future; we've now been a leading university for over 50 years and are one of the fastest growing universities in the country. Our focus is on producing life-enriching change and innovation through learning experiences that prepare students for life, research that tackles environmental, social and health issues affecting daily living, and pioneering partnerships with industry that drive business growth, sustainability and cutting-edge creative practice.

As we grow, there's an opportunity for a Deputy Vice-Chancellor Provost to join our team. We are looking for a senior academic leader with vision and a passion for people. You will be experienced in driving forward research and education that is interactive and student-centred, fostering cross-institutional engagement and you'll be a champion for Equity, Diversity and Inclusion, which underpins everything that we do.

With responsibility for academic collegiality, collaboration and performance, this role will contribute significantly to our ongoing initiatives and future aspirations to make a real difference in moving the dial on social prosperity, healthy living, sustainability, creativity and innovation.

We are looking for someone who has both excellent achievement in their own field and a track record of substantial leadership and line-management roles. You will lead our PVC Deans of schools and have the opportunity to help shape the academic culture and performance of the University. Seeking collaborative advantage drives our approach, and experience of enabling internal and/or external collaborations will be very helpful. You will work very closely with myself, as Vice-Chancellor, and will play a significant role in establishing a leadership style that is values-driven, embraces innovation and which helps our community have significant impact.

It's an incredibly exciting time to join our University and we hope you can help us achieve our future ambitions. We look forward to hearing from you.



**Professor Nic Beech**  
Vice-Chancellor



# About our University

## Our Purpose

Through education, research and enterprise, we harness the skills, imagination and enthusiasm of our students and colleagues, working in partnership to change people and communities, while delivering lasting economic and social benefits.

## Our Vision

By pioneering exceptional industry partnerships, we will lead the way in real-world experiences that prepare students for life.



## Our Strategy

Our strategy is continuously evolving to meet the need of our students, communities and partners. Our journey so far has focused on the following seven pillars:

### / Preparing our Students for the Future

Ensuring that our students are given the knowledge and skills to succeed in their chosen careers is our biggest priority. This means working with employers to connect them to industry as well as embedding real-world learning into the curricula of a demand led portfolio. It also means putting in place opportunities and support for personal development, through their studies and through extracurricular activity.

### / Local Roots, Global Ambition

We will provide an attractive, accessible, and increasingly flexible portfolio that is responsive to the skills needs of regional, national and international economies, facilitating industry engagement, partnership and flexible learning.

### / Equity, Diversity and Inclusion (EDI)

Our aim is to be a university where, regardless of background, all have equity of opportunity and there is equity in outcomes for all colleagues and students, with EDI at the heart of everything we do.

### / Innovation - Intensifying Industry Collaboration

Through our industry-focused research and innovation, we will harness our expertise across our key areas of excellence and work with partners to address real-world challenges. We will do this by helping businesses to improve their products and services, supporting policy makers to tackle the major issues facing our society and through connecting with our community to share knowledge and expertise.

### / Environmental Sustainability

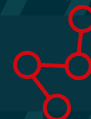
The world has changed, and global environmental challenges faced by humanity are significant and urgent. As a campus university in the city we continue to enhance the environmental benefits of our location and that of our teaching and research excellence that focuses on human interaction with the natural world. We have a commitment to becoming net carbon zero by 2038.

### / People, Digital, Campus

We are committed to ensuring that we have an inclusive and fully diverse colleague community in which each member can feel inspired and motivated to perform at their best. We will transform our campus and the surrounding city district through the Campus Masterplan, creating vibrant, attractive, sustainable and accessible new spaces that will bring together industry, education and innovation. We are continuing to invest in digital technology to connect colleagues, students and our wider communities in new and innovative ways and will transform our University through enabling digital technologies.

### / Financial Resilience

Our aim is to provide long-term financial sustainability that will allow sufficient investment to support our ambitions.



[Find out more about our strategic plan](#)

## Our Community



**26,000** students



**2,800** colleagues



**200,000+** alumni across the world



**4,000** international students



**70%** of students are from groups under-represented in HE

## Our Research



**78%** of our research has been rated as world-leading or internationally excellent REF 2021

## Our Impact

Ranked **12th**

**in England for social mobility**

*(HEPI Social Mobility Index 2023)*

Ranked **23rd**

**in the UK for entrepreneurial impact**

*(Success in commercialising intellectual property through spin-out businesses. Octopus Ventures, 2023)*

Ranked **9th**

**in the UK for environmental and ethical performance**

*(People and Planet league table 2022/23)*

**248**

**small and medium sized enterprises assisted**

*(via ERDF funded projects and partnerships)*

## Financial Performance

Key Highlights 2022/23

**£19.0M** underlying operating surplus

**£19.9M** surplus for the year

**£19.1M** comprehensive income for the year

**£29.9M** cash flow from operating activities

**£205.3M** net assets



## About our Schools

### School of Science, Engineering and Environment



The School of Science, Engineering and Environment is a centre of discovery and innovation. With a broad portfolio across computer sciences, engineering, built environment and human and natural sciences, we are one of the largest schools within the University, home to over 7000 students and over 450 colleagues.

The school's mission is to tackle some of the biggest issues facing society today to include Net Zero, Climate Change and Resilience, Healthy Living and Industry. The focus is on translating pioneering research into real-world impact for people and industry and the school's research is recognised as world-leading. Building a sustainable future is the key priority.

With the largest group of research centres at the University, plus world-class test facilities such as Energy House 2.0, North of England Robotics Innovation Centre (NERIC), and the Acoustics Research Centre, the school is at the forefront of pioneering discovery, nurturing the next generation of industry leaders.

**Careers at the School of Science, Engineering and Environment**

### School of Health and Society



With over 8,000 students, our School of Health and Society is the largest school at the University, with colleagues and students from all over the world. The school is forward-thinking and dynamic, with a commitment to lifelong learning and real-world impact.

The school offers programmes across a range of subject areas including counselling, nursing and midwifery, allied and public health, psychology, sociology, social work and social policy, policing and criminology, and sport. Alongside three leading research centres that focus on improving health, social and individual outcomes.

Part of a global healthcare community, collaboration is key to our delivery and impact, working with a wide range of industry partners locally, regionally and globally.

Award-winning facilities give students real-world experience and there are exciting plans to further develop the school's estate in the near future, to provide world-class facilities to the health professionals, community and social leaders of the future.

**Careers at the School of Health & Society**

**Our School of Health and Society new build development progress**

## School of Arts, Media and Creative Technology



Our School of Arts, Media and Creative Technology is one of the leading centres for practice-based education in the creative disciplines within the north-west. The school benefits from close relationships with industry and is a hub of creativity and innovation. Programmes encompass music, dance, design, media, English and performing arts.

The school delivers research into and across arts, humanities and social sciences and supports the needs of our media industry neighbours, such as ITV, BBC and Dock 10, in developing high impact technologies.

The £55million new Adelphi building is home to the next generation of forward-thinking artists, designers, performers, educators, fashion icons, pop-stars, dancers and musicians. The school also has a dedicated campus at the centre of MediaCity, one of the country's leading digital and media hubs.

The school is a place that nurtures creativity, values talent, and provides a collaborative space in which our colleagues, students and partners can thrive.

**Careers at the School of Arts, Media and Creative Technology**

## Salford Business School



Salford Business School boasts a vibrant international community, with entrepreneurial, innovative students, a dedicated team of expert staff, and a remarkable global network of accomplished alumni.

The school is pioneering in redefining education and its role in shaping the future and world around us – driven by community value, commitment to innovation, and deep-rooted ties with industry.

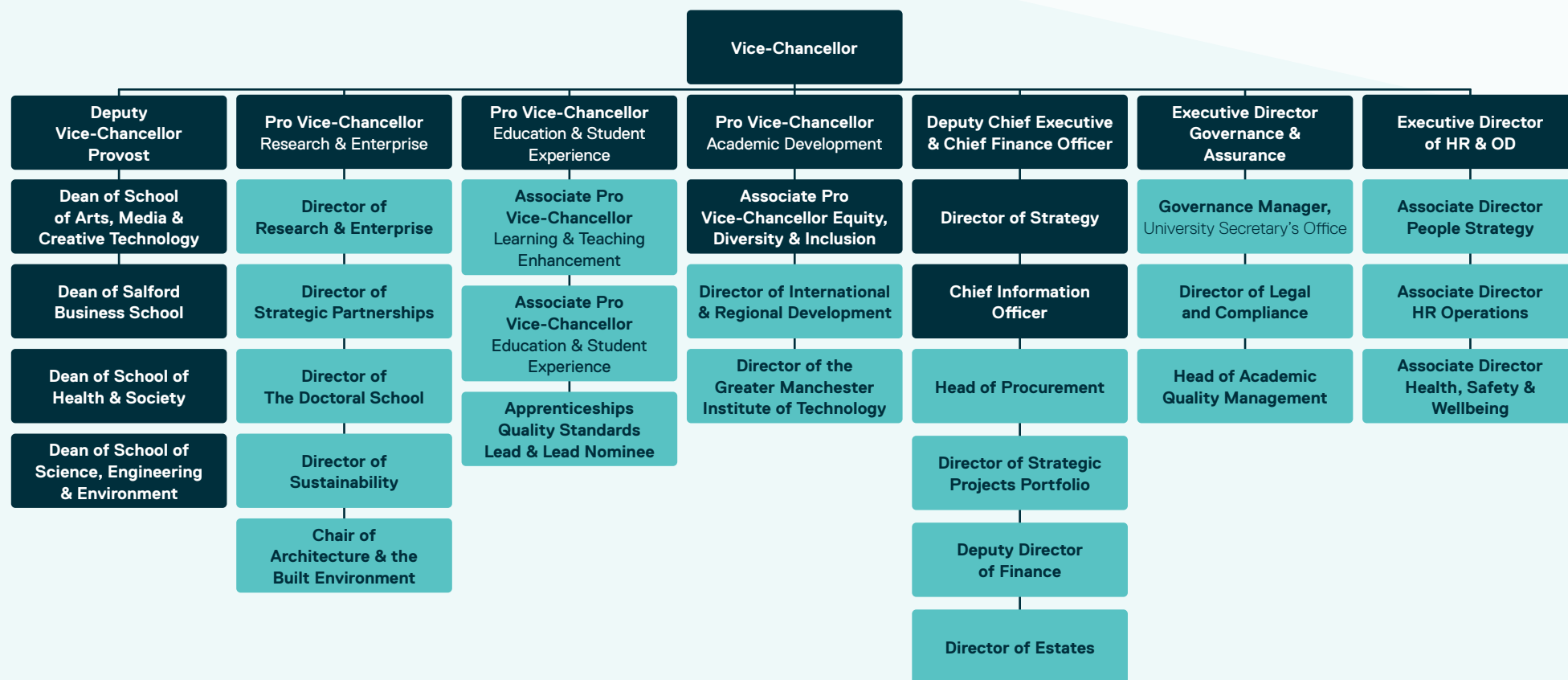
On-campus business enterprises offer real-world experiences for our students, including, Launch@Salford, our business incubation, and SILKS, our law clinic.

The school delivers opportunities across business, law and accounting. Embracing disciplines like edtech and entrepreneurship, the school equips students with the latest tools and methodologies. Along the way, they learn to be curious, adaptable and confident, ready to meet the digital, ethical and sustainability challenges of the 21st century.

**Careers at the Salford Business School**



## Vice-Chancellor's Executive Team



 Attends University Leadership Team

# Opportunities & Challenges



**/ 1** Supporting our students through high quality education which is geared to their needs and diversified to meet the challenges of industry skill shortages



**/ 2** Continuing to advance world-class applied research, capitalising on our recent REF results



**/ 3** Enabling our colleagues to perform at their best through supportive wellbeing and impactful development initiatives whilst having equity, diversity and inclusion underpin all our decision making



**/ 4** Developing and maintaining a campus which is sustainable, accessible and agile to meet our growing community and a flexible approach to the working environment



**/ 5** Building long lasting relationships with partners to ensure a collaborative approach to solving problems







## 1. Preparing our Students for the Future

Ensuring that our students are given the knowledge and skills to succeed in their chosen careers is our biggest priority. This means connecting them to industry from day one of their studies. We work with employers to embed real-world learning into the curriculum, meaning that when our students enter the workplace upon graduation, they are already comfortable and confident in that environment.

We collaborate with employers to ensure our courses are demand-led and we respond directly to the needs of businesses, improving the employability of our graduates. We are customer focused, ensuring the student journey at Salford empowers our learners to focus on what is most important – their studies.

Our focus is on four main priorities for our students:

- / Academic Success**  
Designing inclusive assessment and addressing award gaps. Increasing work-based learning opportunities and placements, preparing students for future careers. Developing and supporting our colleagues to deliver relevant and engaging practice-oriented learning experiences, enabled by new and innovative learning technologies and the Learning and Teaching Enhancement Centre.
- / Student Experience**  
Enhancing seamless, high quality course organisation and communication and a personalised student journey which allows students to focus on their studies. Working with our Students' Union to capture and use the student voice across all characteristics to allow us to develop the University community.
- / Leadership**  
Growing the capability, capacity, and shared consistent culture of practice and recognition of our course leaders to deliver a focus on quality and student success. Our Salford Academic and Salford Professional programmes for colleagues ensure that we are focused on value-added activities, have conversations which give clear direction in a supportive environment and provide development pathways with supporting reward and recognition frameworks.
- / Enabling Environment**  
Creating the right digital, physical and regulatory environment and learning opportunities mean our students, whether residential or commuter, want to come and stay on campus.

## Greater Manchester Institute of Technology



The new Greater Manchester Institute of Technology (GMIoT) opened to students in September 2023.

The GMIoT specialises in advanced Level 4 and 5 qualifications in construction, engineering, health and digital skills and is led by the University with Wigan & Leigh College and University Centre as the lead further education partner, alongside a number of employers in the region, such as Laing O'Rourke, Siemens and TalkTalk.

Capital funding is being invested in a new centre at our Peel Park campus with hubs in place across Greater Manchester. This will provide a pathway for students into highly skilled jobs or to progress into further stages of education.

**[Find out more](#)**





## 2. Our Research

Through our industry-focused research and enterprise, we are working with partners to address real-world challenges. Primed with an ambitious innovation strategy and a transformational campus masterplan, we're creating a hub of research excellence at the heart of Greater Manchester.

Our researchers tackle issues across: environmental change; the need to move to a sustainable model for the economy; achieving net zero; technological transformation; political splintering; conflict; security; maintaining and improving social cohesion and human connection; and meeting increasing physical and mental health needs.

In the REF 2021 exercise, Salford's research was rated overall as **78% world-leading and internationally excellent** (24% 4\* and 54% 3\*). This performance placed us at **65th in the UK** by Grade Point Average - an impressive jump of 22 places, up from 87th in REF 2014 (Times Higher Education).

### Innovation Strategy

To undertake impactful research which is translated into real-world solutions through working in partnership with industry and other potential end-users, whilst also informing our learning and teaching curriculum.

### Overall Aims

There are three main goals:

- ✓ Expanding our reputation for excellence and innovation in research and enterprise
- ✓ Creating added value through strengthening and deepening our partnerships
- ✓ Generating measurable economic, societal, and environmental impact at a local, national and international level



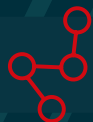
## NERIC

The new North of England Robotics Innovation Centre (NERIC) will be a focal point of the University's commitment to industry collaboration, innovation and skills.

(NERIC) will be a beacon for the University's robotics and automation specialisms, with the £16 million facility serving as a hub for small to medium-sized industries (SMEs) looking to design, test and validate innovation in this rapidly growing area. The centre offers SME's a one-stop-shop for developing and applying robotics and automation alongside other innovative digital technologies into their business.

It offers access to a purpose-built facility, specialist equipment and innovation support services that facilitate new and improved applications and products to be taken forward.

[Find out more](#)



[Find out more about our research](#)





### 3. Our People Plan

We recognise that a great colleague experience enables a great student experience. That's why our People Plan is so important to us, as by shaping our colleague experience to be at its best we can contribute to improving the outcomes for our students.

We want to celebrate the differences we all have and play to everyone's strengths. We want to create an experience that is consistent, not the same, but where there is a clear understanding and expectation of what working at the University of Salford means.

#### Our People Plan Goals



##### Goal 1: Wellbeing is at the heart of everything we do

Wellbeing goes beyond physical health to incorporate aspects of mental, emotional and financial wellbeing. Positive wellbeing is the foundation of colleagues being able to balance work and life responsibilities, be productive and connect with their work.



##### Goal 2: An Inclusive and diverse place to work and study, rooted in equity

We are committed to achieving an inclusive and diverse place to work and study, rooted in equity. A place that recognises that we are all unique and that people with different backgrounds and experiences bring creative, fresh ideas which help both our colleagues and students to thrive. We recognise that our colleague community is not as diverse as our student community and we want to change that.



##### Goal 3: A focus on performance, development, reward and recognition.

The overall performance of the organisation is a representation of our success in providing clear purpose, a focus on contribution, follow up, appropriate development and the right approach to recognition, either through reward, opportunities or acknowledging impact. Getting this right enables our colleagues to be at their best, whatever this looks like for them.



## Equity, Diversity and Inclusion

### Overall aims

For Salford to be a university where regardless of background all have equal opportunity and there is equity in outcomes for all colleagues and students. We aim to hold ourselves to account and ensure that Equity, Diversity and Inclusion (EDI) is at the core of everything we do, developing an inclusive campus that supports our students, colleagues and local communities.

### How will the aim be achieved?

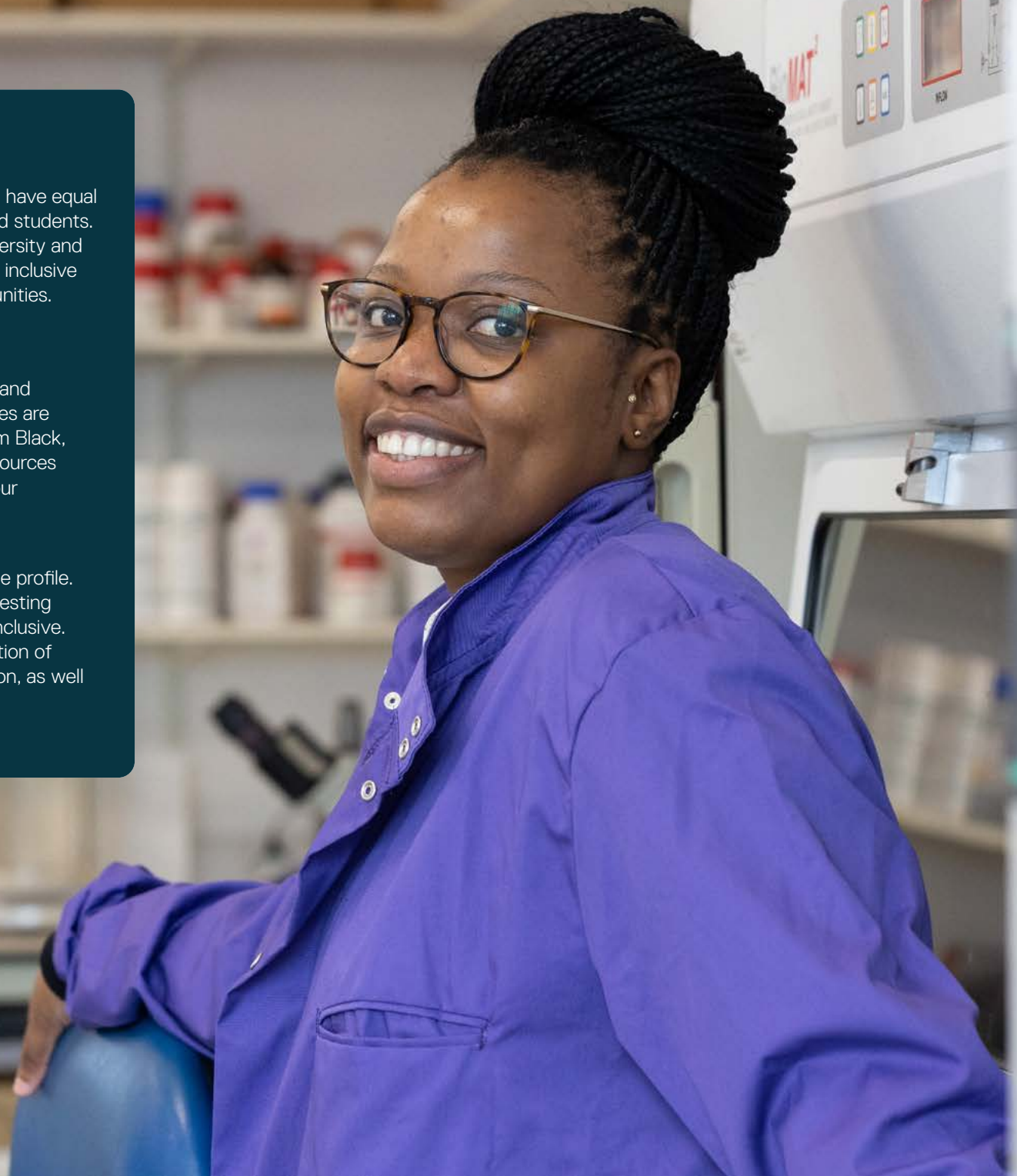
#### / Our students -

Providing an inclusive environment of outstanding teaching and quality of life is our goal. Support and degree award outcomes are still an area of concern for students with disabilities and from Black, Asian and Minority Ethnic backgrounds so we will target resources to understand these patterns better and be transparent in our actions to address the differences.

#### / Our colleagues -

We are committed to increasing the diversity in our colleague profile. Our recruitment team is growing its capacity and we are investing in new approaches to make our recruitment process more inclusive. Our EDI journey is gathering momentum through the education of colleagues and sharing the responsibility across the institution, as well as investing in more roles to drive the change.

### [Find out more about our EDI commitment](#)





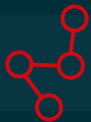
## 4. Our Campus Masterplan

To further enhance our Peel Park and MediaCity campuses, we are investing in our people and our infrastructure to ensure that we have the means to deliver on our ambitions. We will transform our campus and the surrounding city district through the Campus Masterplan, creating a new city district that will bring together industry, education and innovation.

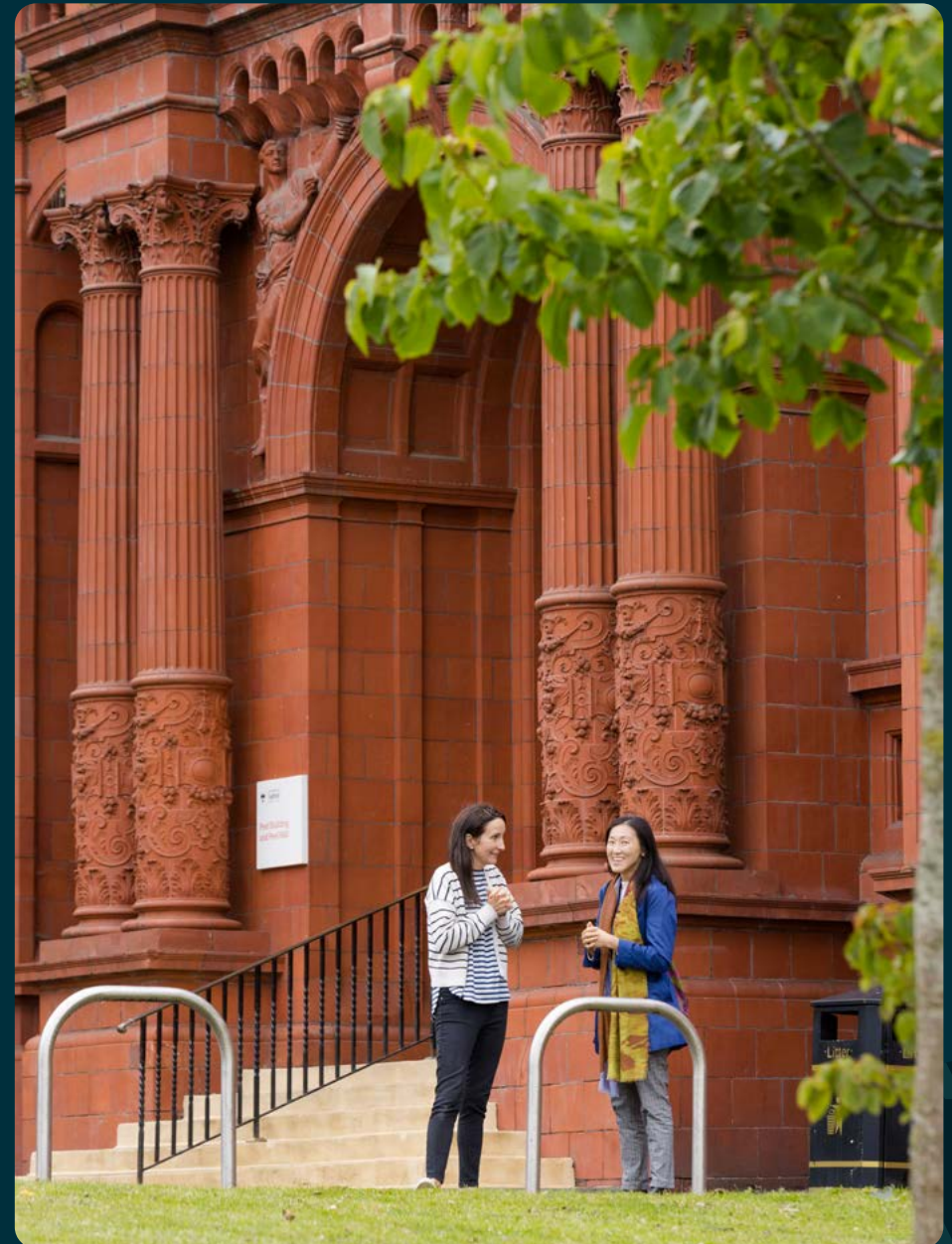
Together with Salford City Council and The English Cities Fund we have committed to a £2.5bn 20-year Crescent regeneration programme which will provide spaces for teaching, innovation, commercial, residential, green space and sustainable travel that will drive economic and social prosperity in the region and reduce carbon emissions. This includes investing in our University estate and facilities to create an integrated campus that provides an exceptional, attractive, accessible and engaging on-campus learning and living environment which facilitates social interaction.

**“The Government’s Levelling Up agenda provided a key opportunity for the Crescent partnership to bid for funding for Salford Rise - a major infrastructure and public-realm project. The £13m scheme will deliver a 11m-wide podium connection over Frederick Road stretching 4.7 acres, creating a new pedestrian and cycle link between Crescent Innovation and the University’s Peel Park campus.”**

**By breaking down the barriers to movement between the new development and the existing campus, Salford Rise will begin to unlock the ambition for Crescent Innovation.”**



[Find out more about Crescent Salford](#)







## Environmental Sustainability

### Goal

Over the next five years through the research we produce, our work with industry, our talented graduates and our green campus we will support industry and Greater Manchester move towards net zero carbon. The University is committed to becoming carbon net zero by 2038.

### Highlights

- Our progress has been recognised with a first-class award in the 2021 People and Planet University League. The independent rankings, published by The Guardian, place us 12th out of 154 UK institutions, an increase of over 50 places since the last league table in 2019. With support from the Public Sector Decarbonisation Scheme we are installing our first retrofit heat pump to replace gas heating in the Clifford Whitworth Library. Together with the addition of solar electricity panels, these measures will result in a 95% reduction in the building's fossil fuel usage.
- We've been awarded the Gold Cycle Friendly Employer award. Run by Cycling UK, the scheme provides a framework for employers to promote and enable cycling at their workplace and helps us to encourage the shift to more sustainable travel by colleagues and students.
- We have received a Green Flag Award for the third year and continue to manage our campus to encourage wildlife. This year we received a Silver Hedgehog Friendly Campus award.
- Together with our partners at City of Trees, students from our BA (Hons) Fashion Image Making and Styling course planted over 200 trees on our David Lewis Playing Fields site.
- As a member of the COP26 Universities Network we worked with our partners to ensure the academic sector had a strong voice for tackling the climate crisis prior to, and during, United Nations International COP26. Our Energy House Laboratories and the IGNITION Living Lab were featured as part of a Climate Innovation Showcase throughout COP26.
- This year's Go Green Salford month included a number of student-led activities including a swap shop, wildlife surveying and live events on social media.



## 5. Our Partnerships

Industrial partnerships and collaboration forms part of the DNA at the University, firmly rooted in our heritage and continuing to serve our local community, as well as national and international projects.

From Knowledge Transfer Partnerships to cutting edge research collaborations, we aim to provide access to world-class facilities, business to business consultancy, and opportunities for our students to get real life experience. We have also invested in growing our own entrepreneurs who will form the partners of our future.

We offer something unique to all our partners. Our contribution to local and regional communities has always been and remains central to our history and identity. We value each and every one of our partners - from the individual entrepreneurs that we work with to major multinationals.





## Launch@Salford

Launch@Salford is our purpose-built incubation space, created to provide students and graduates with valuable skills to help grow and develop start-up businesses.

Launch provides the physical space for budding entrepreneurs to share ideas with like-minded people, organise meetings and seek crucial support from industry experts. Launch entrepreneurs get access to exclusive training from the Growth Company's Business Growth Hub with support from Salford Business School academics and Industry Fellows.

[Find out more](#)





# The Role

## Deputy Vice-Chancellor Provost

### Role Detail

The Deputy Vice-Chancellor Provost (DVCP) will report to the Vice-Chancellor and, along with the Deputy CEO, will deputise for the Vice-Chancellor when they are unavailable.

The DVCP's primary areas of responsibility are for leadership of the PVC Deans, academic affairs of the University, and in cooperation with the Pro Vice-Chancellors for leadership in education and research and knowledge exchange. The DVCP is central to the strategic planning and implementation of the University and to fostering collaboration and performance.

### Responsibilities

- / Be a strategic leader for the University with responsibility for academic collegiality, performance, planning, innovation and collaboration
- / Have overall responsibility for the academic performance of the University
- / Be a full member of the University's Leadership Team (ULT), with responsibility to contribute actively and to the highest standards of corporate behaviour and professionalism, and to the shaping of the University's strategic direction, managing its progress and assuring its success
- / Have line management for the PVC Deans of each school, with overall responsibility for ensuring their day-to-day academic success
- / Deputise for the Vice-Chancellor where necessary, including being an effective ambassador for the institution and representing the institution's best interests at all times
- / Play a central role in delivering institutional change aimed at securing a successful future for Salford
- / Develop and implement integrated plans that underpin growth and diversification of the taught portfolio, ensuring we are well placed to respond to future changes and opportunities through industry led partnerships
- / In collaboration with the Deputy CEO and other members of the ULT, support learning and innovation across the University community
- / Create an environment where scholarly activity can thrive and provide leadership in the of professional development of the University's academic community
- / In collaboration with the PVC Education and Student Experience, work closely with the Students' Union as a partner organisation to achieve the best possible student experience
- / Develop strong external networks that promote the viability and reputation of the University nationally and internationally, proactively engaging with a range of relevant stakeholders to enhance the overall reputation of Salford as a university of academic excellence and community involvement
- / Play a key role in the on-going development of an enterprising university, with a strong applied ethos and with equal commitment to our local community as well as our international activities.

### Salford Generic Responsibilities

- / Perform any other duties appropriate to the grade as may be required
- / Comply with the personal health and safety responsibilities specified in the University Health and Safety policy
- / To engage with the University's commitment to put our students first and deliver services which are student-orientated, represent value for money and contribute to the financial and environmental sustainability of the University when undertaking all duties and aspects of the role
- / Promote equity and diversity for students and colleagues and sustain an inclusive and supportive study and work environment in accordance with University policy
- / To promote environmental sustainability in how we operate

## Person Specification

### Qualifications

The successful candidate should have:

1. Academic and/or professional qualifications and relevant experience which reflects the senior nature of the appointment

### Background and Experience

The successful candidate should have:

2. Demonstrable track record of successful leadership in a higher education institution with experience of working as part of a senior leadership team
3. A proven record of academic leadership and management including line management of academic colleagues, budget responsibility and typically experience at Executive Dean or PVC level.
4. Thorough understanding of HE governance structures and financial management
5. Experience of strategic planning processes, supporting senior managers in the production and realisation of stretching yet realistic plans
6. An outstanding record as an academic in any field

### Knowledge

The successful candidate should have demonstrable knowledge of:

7. The development, implementation and monitoring of University-wide policy and strategy.
8. Detailed knowledge of current and emerging national and global trends in Higher Education policy making

## Skills and Competencies

The successful candidate should demonstrate:

9. Proven ability to promote and deliver enhanced inter-disciplinary working, cross-university collaboration and innovation with external industry partners
10. Evidence of inspirational leadership and strong interpersonal skills including the ability to communicate a clear vision for a wide range of audiences in a variety of media
11. Politically astute showing an ability to negotiate effectively with external and internal stakeholders, funding bodies, Professional, Statutory and Regulatory bodies
12. Skills in change management and enabling change
13. Demonstrate a commitment to supporting the development of others, combined with a strongly collegiate and team oriented working style.
14. An unquestionable track record of integrity, openness and honesty with a strong commitment to support equity, diversity and inclusion throughout the university
15. Enterprising, with the ability and willingness to take calculated risk



# How to Apply

Anderson Quigley is acting as an advisor to the University of Salford. An executive search process is being conducted by Anderson Quigley in addition to the public advertisement.

If you have the qualities and attributes we seek, we would be delighted to hear from you.

To apply, please submit a full CV and a supporting statement.

Your CV should include:

- / educational and professional qualifications
- / full employment history
- / the names and addresses of two referees. Referees will not be approached until the final stages of the selection process and not without prior permission from candidates.

Your supporting statement should demonstrate your ability to meet the person specification (maximum two pages.)

Please submit your documents to **Deputy Vice-Chancellor/Provost, University of Salford, UK | AQ Job** ([andersonquigley.com](https://andersonquigley.com)) using the reference **AQ2533**.

The closing date is noon on **Monday 22 April**.

Should you wish to discuss the role in strict confidence, please contact our advising consultants at Anderson Quigley:

- / Ed Pritchard, 07980 817 927, [ed.pritchard@andersonquigley.com](mailto:ed.pritchard@andersonquigley.com)
- / Carolyn Coats, 07825 871 944, [carolyn.coates@andersonquigley.com](mailto:carolyn.coates@andersonquigley.com)

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## Applications - additional information

All candidates are also requested to complete an online Equal Opportunities Monitoring Form as part of the application process. This will assist the University of Salford in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

## GDPR

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



University of  
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Find out more  
[salford.ac.uk/jobs](https://salford.ac.uk/jobs)



A career that  
works for you

