COST Action 15221: Matrix of combined functions of centralised support for teaching, learning, research and writing: common, desirable, existing

	Purposes (What/Why? Goals/Intentions)	Processes (How to? Action)	Knowledge and scholarship	Skills	Values
Teaching	Technology Enhanced Learning (TEL) Needs driven (individual and institutional) Faculty development Quality assurance/improvement – evaluation of teaching Responding to national and/or international agendas – including standards and competencies	Evaluation Scaffolded and progressive Reflective Blended Incentivised, recognised and rewarded Accredited programmes Workshops/seminars Teaching awards Online resources Teaching portfolios Peer observation T&L projects Researching in T&L	Research (including theory) informed Mindful of technology Curriculum design (including new programmes)	Initial and CPD for teachers in pedagogy and methods TEL skills Sharing knowledge with colleagues (communities of practice)	Freedom/Openness Collaboration Autonomy Diversity Collegiality, Quality.

Learning	Collaborative Self-directed Integrative of technology Core skills and critical thinking Needs driven	Across units and in dedicated units Personal advisors Peer mentoring Dedicated programmes e.g. orientation Dedicated modules e.g. critical skills/competencies		Technology Enquiry based Independent learning Critical skills Transition skills English language skills	Diversity – access and participation Individualised
Writing	Focus on quality and on diversity of output (genre, style and publication) Embedded Far-reaching and transcending of borders Publication and dissemination (staff) Securing funding (staff) Assessment of learning (students)	Offered to all – staff and students . Tailored - one-to-one Group – retreats, workshops, writing groups Through a variety of units e.g. careers, Library, Provision of resources and dedicated modules Peer support/tutoring	Mindful of discipline specific requirements and of discourse communities/Writing in the Disciplines Writing Across the Curriculum (WAC) Writing studies	Writing in the discipline Writing for publication English language support Thesis writing Avoiding plagiarism	Free creation and sharing – open access. Freedom Autonomy Creativity Time and support Equality of opportunity Collaboration Collegiality Quality Ethics (research)

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Research	Supporting research communication, collaboration, connection and exchange: within and beyond the institution	Supervision and assistance	Clarity around performance indicators and impact –	Support re funding and grant preparation and management (including systems and admin)	
	Support colleagues professional and career development as researchers (inc. mobility)	Mindful of time and resources	knowing what 'counts' in research	Expert and visible support for publishing and presenting research	
	Source, secure, manage funding Ensure ethics	Internal grants and scholarships	Information around the 'enterprise of research' including funding	Mentorships	
	Respond to national agenda	Research evaluation Workshops/seminars		Project management Research methods	
Underpinning desirable characteristics: proactive; evidence and expertise based; synergistic and context sensitive; collaborative and communicative.					

Drawn from Farrell 2018 and Meyhöfer 2018