

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

	Purposes (What to do? Goals/Intentions)	Processes (How to? Action)	Knowledge and scholarship	Skills	Values
Teaching	Collaborative Integrative of technology Needs driven (individual and institutional)	Scaffolded Progressive Evaluated Reflective Integrative of technology Blended Incentivised, recognised and rewarded	Research (including theory) informed Mindful of technology Embedded	Initial and CPD for teachers provided in a variety of ways Technology Sharing knowledge with colleagues (communities of practice) Incentivised skill development	'Freedom' Autonomy
Learning	Collaborative Self-directed Integrative of technology Core skills and critical thinking Needs driven			Enquiry based Independent learning Technology	Individualised Access
Writing	Focus on quality and on diversity of output (genre, style and publication) Embedded Far-reaching and transcending of borders	Offered to all – staff and students . Tailored	Mindful of discipline specific requirements and of discourse communities	Expertise across the disciplines For staff and students Workshops	Free creation and sharing – open access. Freedom Autonomy Creativity Time and support









Research	Communicative and collaborative settings Exchange: interdepartmental and interdisciplinary Development oriented	Supervision and assistance Mindful of time and resources	Clarity around performance indicators	Expert and visible support for publishing and presenting research Mentorships Training on systems and admin Support re funding	Equality of opportunity
Frontier and Borderlands	Contributes to individual and institutional development Promotes synergistic development and exploit existing provision Facilitates Sharing of practice between staff and students Behaves and considers in a strategic, contemporary and relevant (and prescient?) manner	Involve all stakeholders and all supports working in a collaborative manner Evaluated and monitored Adequately resourced between central support and department support Promoting of discipline specificity and individual responsibility	Evidence based Dedicated expert staff Drawn from models of good practice Capturing and sharing of local knowledge and good practice Access to relevant information and scholarship Complemented by expertise in systems, admin and accountability Evaluation	Monitoring Multi-professional teams Collaboration and inter-disciplinarity Ongoing development Incentivised	Autonomy Fair allocation of support Visible and accessible Personal responsibility and investment Transparent Mutual trust Mindful of difference Contribution within and beyond the institution Empowering

Underpinning desirable characteristics: proactive; evidence and expertise based; synergistic and context sensitive; collaborative and communicative.

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