Purpose and Context

The Academic Division collaborates with Schools, other Divisions and external partners to enable and sustain our students' success. Specific responsibilities of the Division include academic quality and standards; academic development support; libraries; student learning support, student retention strategies, practical/laboratory learning support; academic policies and programs; technology-enhanced curriculum and experiential learning transformation; and education for the UN Sustainable Development Goals.

In 2021, the Academic Division will continue to innovate to support the University to deliver agile responses to new curriculum opportunities during our recovery post COVID-19. The Division will offer strategic support and leadership to develop new Divisional service delivery models that encourage student engagement; partnership pedagogy; new approaches to design, development and delivery of educational resources and experiences; and simplified administrative management of quality assurance processes in an increasingly competitive higher education market. These actions will be critical to the University community's resilience, aspirations, and confidence in our future.

The Academic Division will continue to strive for our students' success, by pursuing its key strategic objectives aligned to the University's *Sustaining Success 2021 – 2026* strategic plan values, principles and enablers.

Key Achievements, 2020

- Developed and implemented University-wide, integrated, agile approval processes and supported the University to transition all teaching online in response to the COVID-19 pandemic;
- Pivoted the 21C Project to support our institutional response to COVID-19; leveraged lessons learned to support recovery and continuous improvement in curriculum and teaching;
- Progressed three new strategic collaboration projects with partner universities;
- Completed the Cortex Migration project for consistency of the Learning Management System;
- Contributed to academic planning for three new campuses; and
- Attained a Bronze Award and Athena SWAN accreditation for (SAGE) Action Plan 2019-2023.

Strategic Objectives, 2021

#	Strategic Objectives & Priorities	Alignment to Principles	Enablers	Measure
AD.01	Design and deliver high quality and innovative learning experiences.	Sustainability, **Equity,** Transformation, Connectedness	Learning & Teaching; People; Student Experience	M1, M7, M8, M10
AD.02	Develop and maintain impactful partnerships to support educational innovation.	Sustainability, Equity, Transformation, **Connectedness**	Learning & Teaching; Global Engagement; Place	M7, M8, M9, M10
AD.03	Evidence-based continuous improvement of our teaching and curriculum	Sustainability, Equity**,** **Transformation,** Connectedness	Learning & Teaching; Technology & Systems	M1, M7, M8, M9, M10

2021 Divisional Priorities

1. Strategic Planning
Collaboratively develop the University's new *Education Strategy* under *Sustaining Success*. This will reflect our exploration of new HyFlex pedagogies, development of new campus precincts, new educational partnerships and the transformation and innovation agenda of 21C.

2. Sustainability
Contribute to the University's sustainability commitment by leading engagement with the new Sustainability and Resilience Decadal Strategy and driving the embedding of Education for the UN Sustainable Development Goals in our curriculum and student experience.

3. 21C Project
Lead the University's strategic education transformation and innovation agenda through the three streams of 21C: Transforming Curriculum; Innovating Alternative Credentials; Transforming Teaching.

4. Teaching and Learning Quality
Enhance support for the University community with new ways of working in the Library, Technical Support Services and Learning Futures. Leverage new technologies and systems including Western Now (ESM); enhanced learning analytics, and new data sets and accountabilities for educational quality.

5. Resilience
Nurture a culture of resilience, well-being and the values of *Sustaining Success* within the Division and University as we recover from the disruption of 2020.

Highlighted Risks and Challenges

- Recruit and retain highly skilled staff who are driven to excellence to deliver the Division's priorities in the constrained financial context;
- Delivering University expectations to enhance SDG impact and rankings within resource constraints and with increased competition;
- Escalating Library collection costs due to publisher inflation and exchange rate fluctuation;
- Capacity to identify and realise emerging opportunities in teaching and curriculum and for partnerships;
- Repurposing strategic initiatives for future growth in the context of transition to the 'new normal' of teaching and learning post COVID-19.

Purpose and Context

Learning Futures aims to work collaboratively to equip students for success in a disrupted, digitally-enabled, future of work and society and enable the University to contribute to transforming that future. The core functions of Learning Futures are to build leadership and staff capacity in teaching and curriculum, as well as provide academic support services and experiences for students. In addition, Learning Futures leads and engages with colleagues across the University to design and deliver digital learning, assessment assets, and technologies that engage students in active learning and contribute to the learning and teaching enablers within the University's Sustaining Success 2021 – 2026 strategic plan, and Education Strategy 2021 – 2026.

Throughout 2020, Learning Futures made a significant and proactive response to Westerns Teaching and Learning through the Crisis and Recovery management teams during the COVID-19 pandemic. Learning Futures, working with the 21C Project, has provided the comprehensive student and staff support needed to rapidly transition to fully online teaching, learning and assessment.

Learning Futures is now preparing the pathway for the new HyFlex way of teaching at a University-wide level in 2021. The resources and support developed as a part of this COVID-19 response will significantly contribute to the ongoing capacity of our staff to mobilise new forms of teaching and learning, while concurrently developing a repository of resources available for future use. In addition, in response to COVID-19, Learning Futures will lead on delivering the 7 recommendations in the COVID-19 T&L Continuity Group's Learnings and Reflections reports throughout 2020-21.

Strategic Objectives and Priorities, 2021

#	Strategic Objectives & Priorities	Alignment to Principle	Enabler
LF.01	Develop new and improved curriculum and strategies to deliver it, to support students' academic success.	Transformation	Learning and Teaching Student Experience
LF.02	Develop academic staff capabilities to effectively design and delivery curriculum and recognise excellence in teaching.	Connectedness	People Learning and Teaching Student Experience
LF.03	Lead the implementation of the Dx transformation and resilience in Learning and Teaching.	Transformation	Research and Innovation Technology and Systems
LF.04	Embed sustainability, indigenous and diversity perspectives into curriculum and teaching.	Sustainability	Global Engagement

Key Achievements, 2020

- Delivered 7983 professional development engagements to staff;
- Engaged 11 students in the Students as Partners initiative;
- Assisted in eLearning delivery for 36 units of study;
- Responded to 49 curriculum development and projects;
- Developed 8 Curiosity Pods that enriched the educational experience for students;
- Cross-checked and processed 1290 student placement agreements;
- Ensured student compliance with and participation in 11596 student placements;
- Delivered mathematics and statistics support assisting 4835 students.;
- Increased membership of Indigenous students in The Academy by over 50% (now 100 students);
- 197 students are now registered in the Citizen Scholar Award program
- Developed and delivered additional online programs, including: *Skills for Impact Masterclass series; Conversations with The Academy series; Adaptive Leadership Program;* and developed *Youth Leadership Masterclass* series for High Schools
- Built 433 invigilated exams and supported at-scale delivery of online assessment during the COVID-19 pandemic;
- Produced 641 digital learning assets to support engagement with teaching in flipped, flexible and online modes;
- Won 2 International Awards – International Serious Games for RefQuest, Student Success for Online Assessment Taskforce (Blackboard)
- Facilitated 1205 content recordings in Western One Stop Studios;
- Produced 297 Rich Media digital assets in collaboration with Schools;
- Provided 1444 academic consultations to support technology-enhanced learning and vUWS use; and
- Delivered sustainability professional development to over 100 staff employed in the Division.

Highlighted Risks and Challenges, 2021

- To recruit and retain excellent staff, including sessional staff to enable provision of support for teaching and learning;
- To engage staff contemporary evidence-based teaching and curriculum best practice;
- Capacity to deliver the increased University expectations to enhance SDG impact
- Development of staff and resources to deliver WSU Online requires continued commitment from Schools;
- Schools' transition to partnership pedagogy in rich learning environments requires continuing support;
- Academic workload constraints may limit adoption of new technologies and pedagogies.

Purpose and Context

The Library is committed to being future focussed, client centred, digitally driven and able to demonstrate value. The Library is an integral part of the University community and facilitates excellence for all our users through the physical and virtual environments we manage, as well as the resources and services we deliver. Key strategic objectives of the Library are focussed on enabling and enhancing teaching, learning and research; strengthening and enhancing partnership pedagogies; providing data-driven library resources and services; and, promoting scholarly excellence throughout the Research Lifecyle.

Throughout 2020, the Library provided a range of support for the Universities learning, teaching and research activities. Being an essential service and a place on campus where clients felt safe the Library remained open during lockdown with reduced hours and services. Our Digital Service Desk has been very popular with on-campus students. Staff working from home remained busy with a 50% increase in the use of online librarian services and 17% increase in the use of Study Smart Online.

As more students gradually began to return to campus, the Library continued to be proactive and adaptable in providing our services and expertise to students on their learning journeys.

Building on a number of recent innovations, during 2021, the Library will renew and reshape its frontline service delivery model and its processes to ensure it is fit for purpose. Equally, this process will support the Library in leveraging the full potential of increasingly digital content provision and new online staff and student engagement practices.

Strategic Objectives and Priorities 2021

#	Strategic Objectives & Priorities	Alignment to Principle	Enablers
LIB.01	CLIENT EXPERIENCE - Enable and enhance teaching, learning and research, providing quality scholarly resources and services	Transformation Connectedness	People Learning and Teaching Student Experience
LIB.02	CULTURE – Develop a culture that is reflective of the Library values whilst being adaptive and responsive to client and organisation needs	People Equity	People Place Indigenous Perspectives
LIB.03	FINANCE –Ensuring the delivery of critical client resources is sustained by rigorous and disciplined budgeting process	Sustainability	Financial resilience
LIB.04	INFRASTRUCTURE- Facilitate excellence for all our users through the physical and virtual environments we manage	Connectedness Transformation	Learning and Teaching Technology and Systems
LIB.05	OUTREACH – Strengthening and enhancing partnerships with internal and external stakeholders	Connectedness	Student Experience Global Engagement
LIB.06	RESEARCH - Promote scholarly excellence throughout the Research Lifecycle	Transformation	Research and Innovation

Key Achievements, 2020

- Developed innovative digital service desks and Online Librarian Support services in response to the COVID-19 pandemic which will continue to be leveraged in future;
- Developed a model for zoom support service delivery with librarians and academic advisors;
- Created 3 new Library Guides to support staff and students to engage with COVID-19 Resources; Black Lives Matter and Open Access resources;
- Completed a strategic review of all Library subscriptions, involving significant University-wide consultation, to maximise value and ensure financial viability of the collection;
- Established and disseminated a catalogue of researcher development topics which enhanced staff capacity and encouraged a series of discipline specific presentations and workshops;
- Extended Study Smart support across all College campuses as a safer alternative to the Study Lounge in the pandemic environment;
- Won an International Award for RefQuest, a gamified learning application to develop referencing skills, in partnership with Learning Futures; and
- In collaboration with ITDS and Research Services, developed and delivered the Research Hour Online program.

Highlighted Risks and Challenges, 2021

- Escalating collection costs due to publisher inflation and exchange rate fluctuation
- Insufficient capacity to meet rising user demand
- Recruit, develop and retain excellent staff
- Existing budget is not sufficient to cover ongoing staffing and resource requirements
- Responding to the COVID-19 pandemic in a way that takes into account students' needs whilst ensuring their health and wellbeing as well as the health and wellbeing of staff
- Reviewing of Library services to meet the 'new normal' post COVID and in the context of *Sustaining Success, 2021 - 2026*.
- Developing models of support for new teaching & learning initiatives within the existing copyright frameworks.

Purpose and Context

Teaching and Research Technical Services (TRTS) (formerly known as Technical Support Services, or TSS) aims to provide world class technical services to positively influence the student and academic experience in learning, teaching and research. The key objectives of TRTS are to provide a positive student experience through agile and responsive support of practical teaching and research; a network of visible, reliable and easily accessible technical support systems and resources; and, genuine opportunities for work-integrated training for students and graduates of the University. Teaching and Research Technical Services provides the ability for students to experience relevant and dynamic practical learning experiences and assists academics in pursuit of their research goals. TRTS is organised into five clusters that cover all essential discipline areas, each made up of multiple specialist teams.

In 2020, the COVID-19 pandemic dramatically shifted the way the University delivered education. Labs and practical activities which would normally have been delivered face-to-face had to be redeveloped and delivered online. TRTS offered critical support to academic staff during this period which allowed the University to maintain its high quality in teaching and learning while delivering innovative, accessible and safe alternatives to face-to-face education.

In 2021, TRTS will need to continue to respond to the long-term the impacts of the COVID-19 pandemic. TRTS will look at how lessons learned from online labs can be extended to promote ongoing innovation in learning delivery. TRTS will also review its service delivery model to ensure that the unit can continue to meet the shifting needs of the University's students and academic staff. TRTS also has a number of initiatives planned to support key strategic projects of the University, including the development of technical support operational delivery models for the new Engineering Innovation Hub, Bankstown City Campus and MARCS Institute. These initiatives will extend into 2021 as the University's transition to the post-pandemic 'new normal' unfolds.

Strategic Objectives and Priorities, 2021

#	Strategic Objectives & Priorities	Alignment to Principle	Enablers
TRTS.01	Support and enable Teaching and Learning strategies and objectives of Schools and the University.	Equity Transformation	**Learning and Teaching**
TRTS.02	Support and enable research development & innovation led by Schools & Institutes	Equity Sustainability Transformation	**Research and Innovation**
TRTS.03	Continue to position technical support services as a highly visible, value-adding resource for the University	Transformation Connectedness Equity	**Technology and Systems** People Learning and Teaching
TRTS.04	Continue to develop comprehensive technical support systems to assist data driven decision making	Transformation Connectedness	Technology and Systems
TRTS.05	Reinforce a continuous improvement culture that encompasses processes, people and technology	Transformation	**Technology and Systems** People
TRTS.06	Provide specialist advice and support for the establishment of advanced facilities and technologies vital to the future of teaching and research	Transformation Connectedness Sustainability	**Technology and Systems** Place Research and Innovation

Key Achievements, 2020

In 2020, Technical Support Services:

- Identified and maintained all business-critical operations related to laboratories, workshops and clinical spaces during campus closures
- Ensured continuing compliance of specialised facilities (e.g. Animal research facilities) during the campus closure.
- Have provided critical advice and assistance for Schools & Institutes in navigating hygiene and social distancing requirements during the pandemic.
- Have generated guidelines for research facilities in regard to deep cleaning events.
- Have worked closely with WHS&W to ensure compliance of operations.
- Have assisted in support of other key areas of the University through redeployments.
- Supported all practical learning return to campus activities as well as providing assistance to academic staff in video capture of practical sessions that could not be brought onto campus.
- Have updated/created 434 Standard Operating Procedures
- Are currently in the build phase of ServiceNow elements.
- Are in the final stages of the IRU Workforce Strategic planning pilot and will soon be engaging with the NTDC skills audit survey.

Highlighted Risks and Challenges, 2021

- Capacity to identify and respond to changes in teaching and research programs
- Restricted ability to meet increased demand as a result of new campuses, programs and courses with increasing student load
- Demand for increased support for engagement activities
- Reduced staffing profile as a result of the COVID-19 pandemic will restrict capacity to support non-critical work
- Reduced budget for non-salary expenses will limit capacity to invest in staff development and team resources