

# Student Personalised Academic Road to Success (SPARS)

Creating interconnections between student support, academic learning and technologies *for students, for student success*

Dr Megan Kek

Learning, Teaching and Quality, Academic Services

*Inaugural Student Experience Conference*

*4 & 5 Dec | Sydney*

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“ Students who learn are the finest fruit of teachers who teach. Teachers possess the power to **create conditions** that can help students learn a great deal or keep them from learning much at all”

Source: Palmer, P. J (1998), *The Courage to Teach*, San Francisco: Jossey-Bass

# What is Student Success?



Persistence

Progression

Timely  
Completion

Graduation



# Outline of presentation

- What is SPARS?
- Where did we get this idea?
- How is it done?
- Where is the proof?

# Are these the challenges at your institution/context?

- More external/regulatory quality demands – threshold standards, outcomes XYZ...
- More/widening participation/access to HE – increase student numbers, increased diversity ...
- More efficiencies/constraints – budget cuts, staffing cuts, research funding cuts ...

# About USQ ...



Study wherever you are ...

On-campus



Online



Study online or with one of our partners.

[USQ Fraser Coast](#) ▶

[USQ Toowoomba](#) ▶

[USQ Springfield](#) ▶

[Online](#) ▶



# USQ is a part of RUN

- Regional Universities Network
  - Central Queensland University
  - Southern Cross University
  - University of Ballarat
  - University of New England
  - University of Sunshine Coast

# RUN students

- Over 100,353 higher education students across 29 campuses
- •25% of all regional and remote students
- •34% of all distance students
- •16% of all low socio-economic students
- •15% of all Indigenous students
- •32% of all students in enabling courses
- •Many students first in family and/or mature age.

Source: Perkins (2012)

# USQ students



20% international student load

25% on-campus

101 countries

75% external



23% low SES

First in family to attend uni.



60% over 25 yo

26 median age

Study PT

23% low SES

Work FT

Personalised  
learning

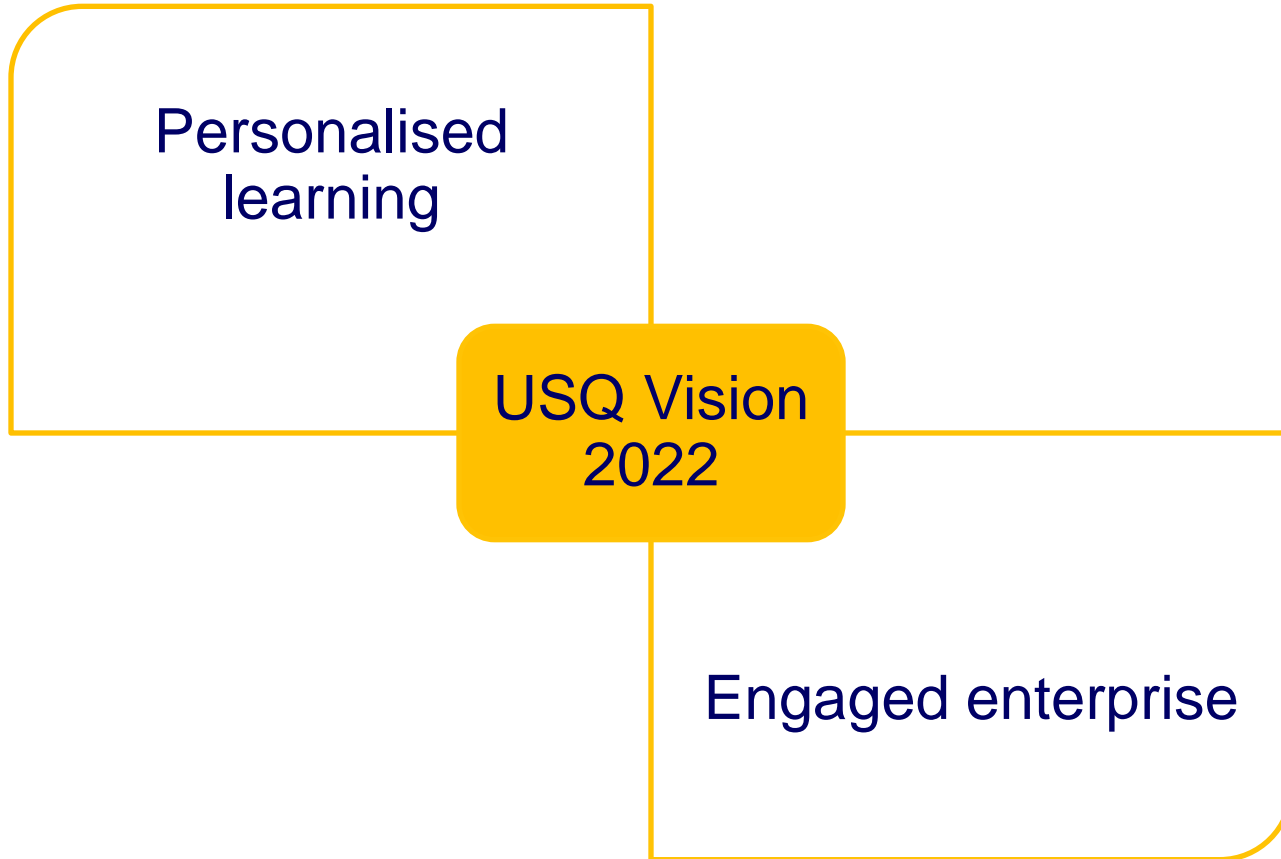
Focused research

USQ Vision  
2022

Enriched  
communities

Engaged enterprise

# Internal drivers





You As A Machine, Peeble pathway outside Nitobe Japanese Garden UBC Vancouver, used under a Creative Commons Attribution Licence, from: <http://www.flickr.com/photos/82815184@N03/7672187048>

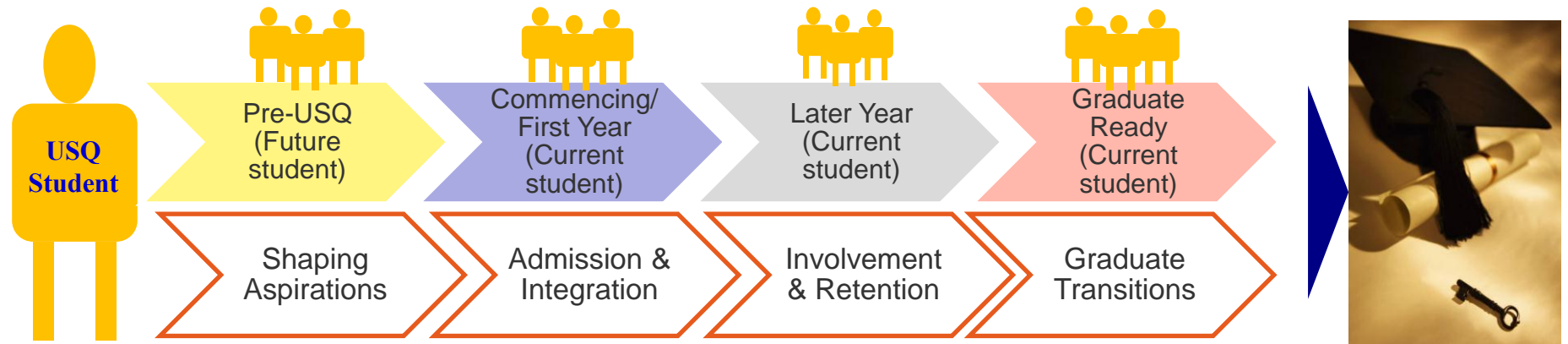
*“The whole is greater than the sum of parts”*  
- Aristotle -

Marrying as many parts of learning together  
to form the **interconnections**  
that are more likely to produce  
**more effective educational experiences**  
**for students**

(Pascarella & Terenzini, 2005)



# Connector idea 1



**Support** between students & university environment  
**throughout student academic journey**  
(Bronfenbrenner, 1979)

**More satisfied with educational experience,**  
(Coates & Ransom, 2011)

**More likely to stay in the institution**  
(Coates & Ransom, 2011)





## Connector idea 2

Different developmental 'highways' of learning  
(Chickering & Reiser, 1993)

Presence of learning processes in interactions of the  
immediate environments  
(Bronfenbrenner & Ceci, 1993)



Just-in-time & messy learning (different vectors),  
enmeshed, in a student's academic learning journey



# Academic Student Support Learning Environment

TLC  
Resources

Learning  
Centres

Student  
peer  
learning

USQ Open

USQ Other  
Services  
Resources e.g.  
Library,  
Psychological  
Support,  
Career Devt,  
SROs

Programs  
Schools  
Courses  
OAC

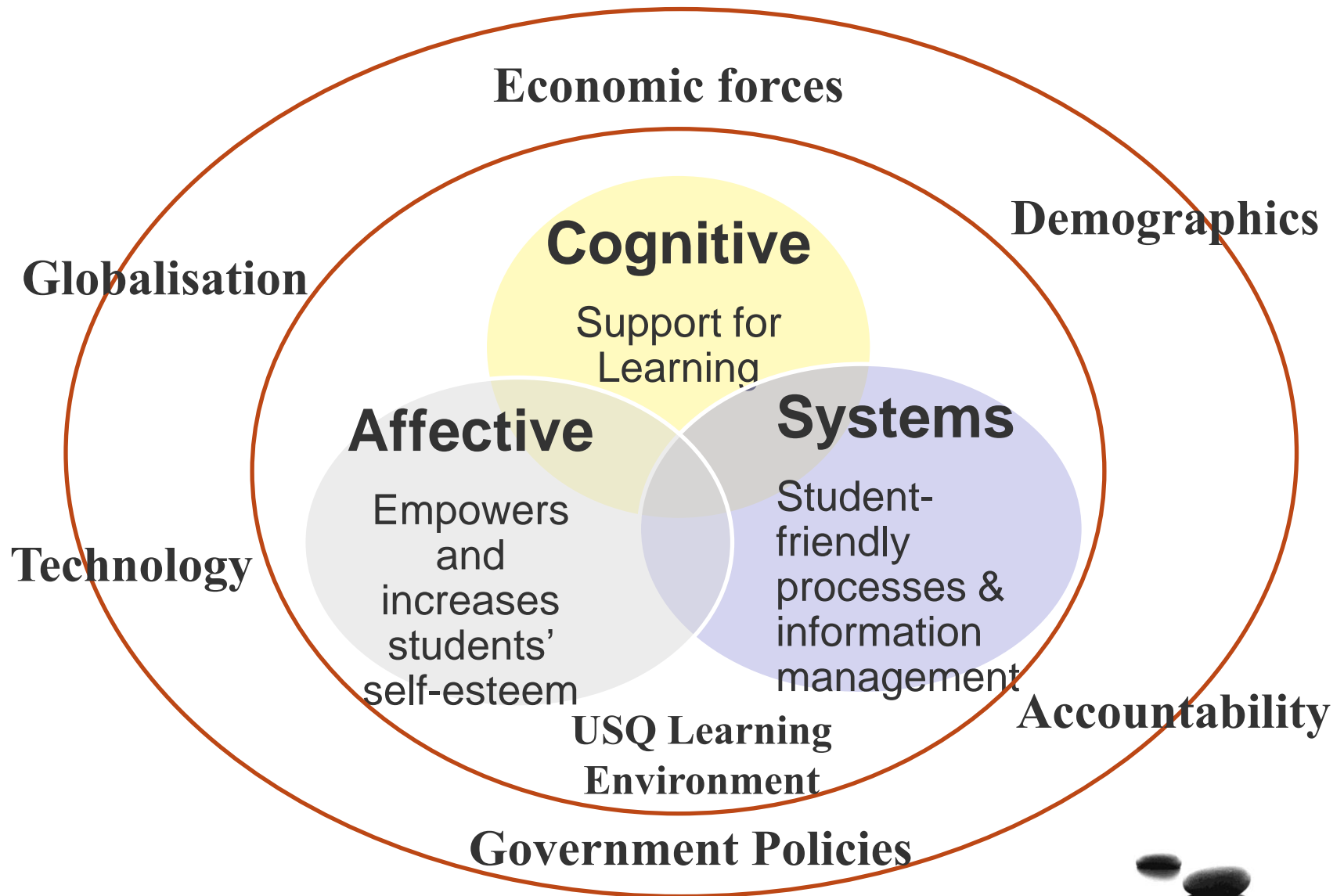
The World beyond  
USQ  
- MIT, iTunes U,  
Other Universities,  
Khan Academy,  
MOOCs

Abundant

Disconnected,  
Silos



# Connector idea 3



Adapted from: Bronfenbrenner (1979), Tait (2000), Kuh et al (2007)



# It's also about the 'elephant in the room': TEQSA

## ■ Of primary importance

PRS 6.5 The higher education provider identifies and adequately meets the varying learning needs of all its students, including:

- the provision of orientation courses and transition support; and,
- ongoing academic language and learning support.

PCS 2.7 The higher education provider offers an extensive range of student services, including student academic and learning support, and extensive resources for student learning in all disciplines offered.

PCS 2.9 The higher education provider has systematic, mature internal processes for quality assurance and the maintenance of academic standards and academic integrity.

PCAS 4.4 The higher education provider has effective mechanisms to identify and support students who are at risk of not progressing academically.

## ■ Of secondary importance

PRS 4.1 The higher education provider's objectives for its higher education operations include the cultivation in students of critical and independent thought and the capacity for learning throughout life.

PRS 7.3 The higher education provider ensures that all students, regardless of mode of study, have access to one or more contact people who can respond to queries in a timely manner and has effective arrangements to actively maintain contact with and support students who are remote from or away from its locations.

PCAS 2.2 The higher education provider ensures that all students readily have access, directly through the higher education provider or arranged by the higher education provider, to electronic and/or physical library and information resources required to achieve the learning outcomes of the course of study.

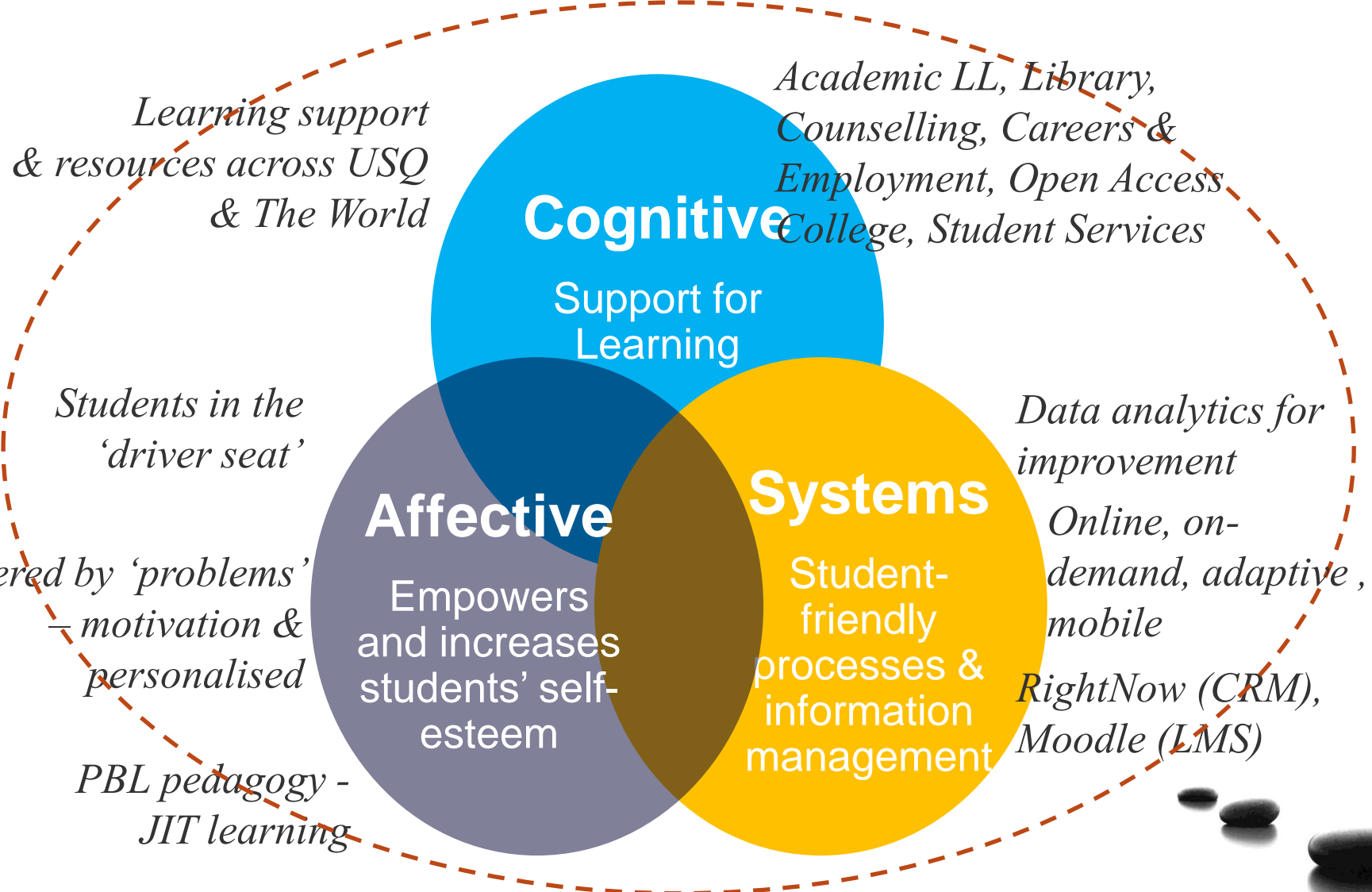


# Interconnecting the pieces of puzzle

**TEQSA PR 4.1, 6.5, 7.3**

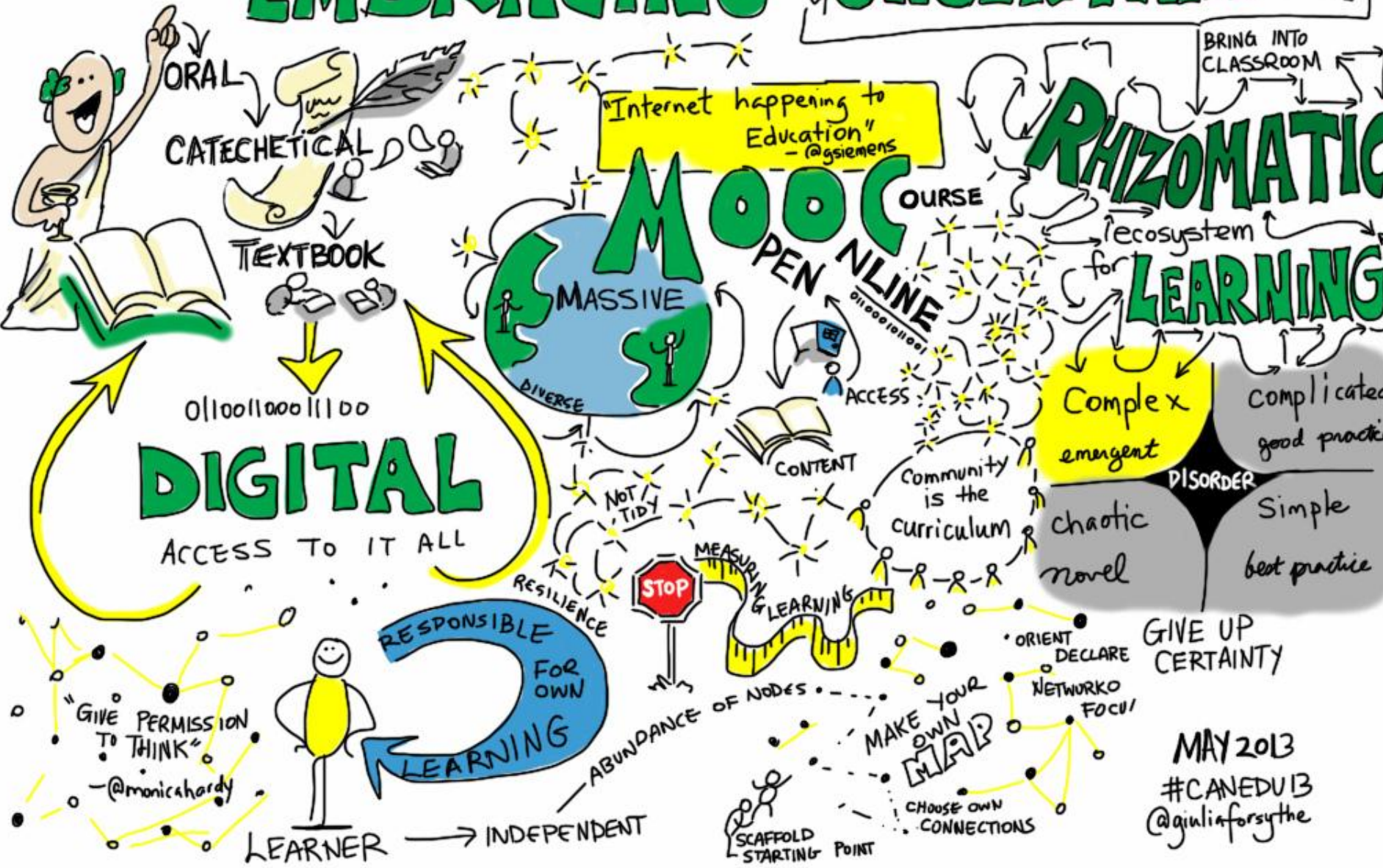
**TEQSA PC 2.3**

**TEQSA PCA 4.4**



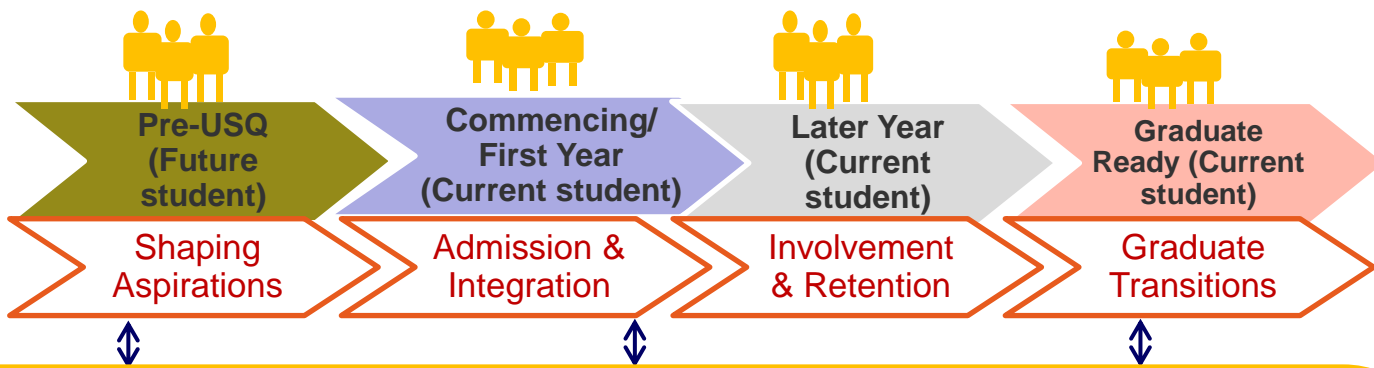
@davecormier xp4.ca

# EMBRACING UNCERTAINTY



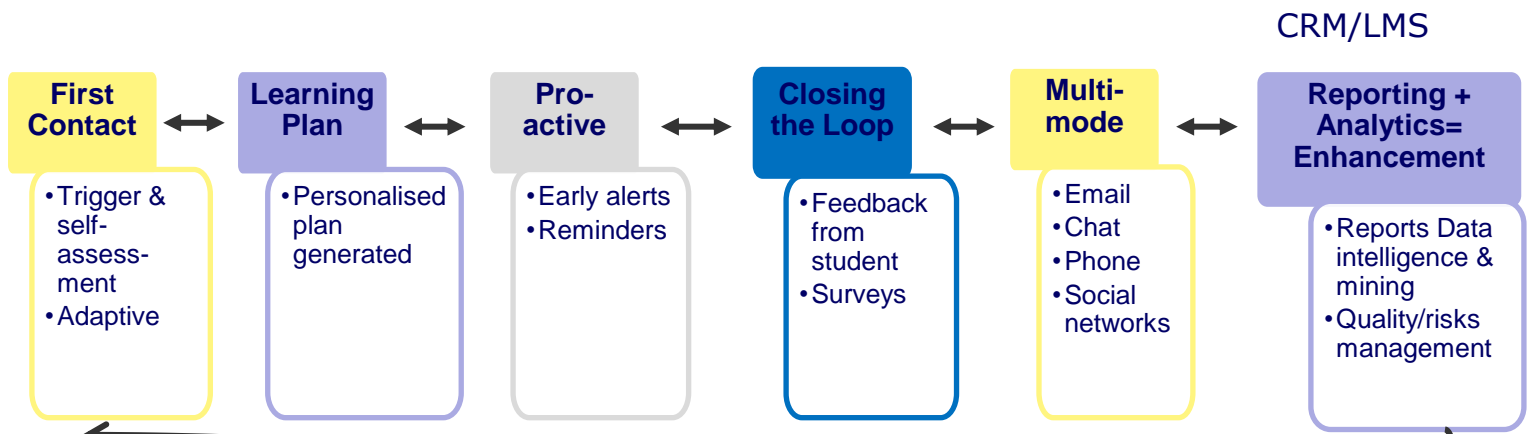
# the connected learner





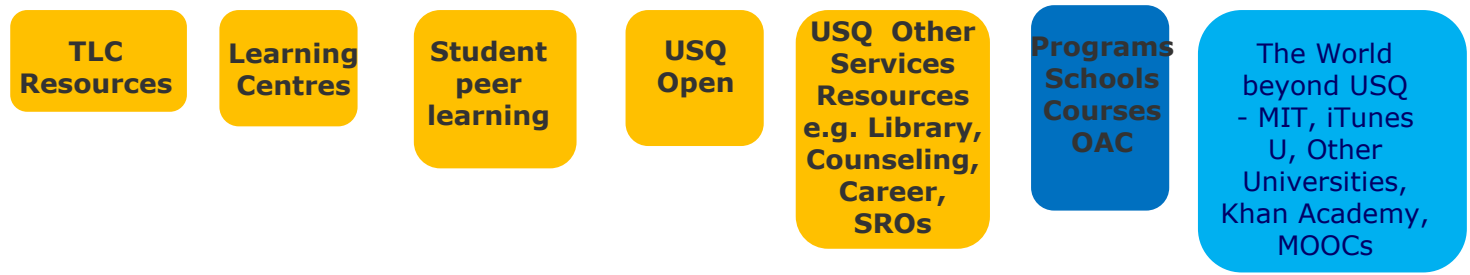
Connects students throughout student academic journey to successful career

**Student Personalised Academic Road to Success**



**Inter-Connections**

**Academic Student Support Environment**



Connects academic learning resources and support



# **A look at the Academic Success Planner**

# Need help with your studies?

**Create your  
own study  
plan for:**

- Exams
- Assignment writing
- Working together
- Managing information
- Presentations
- Mathematics
- English proficiency



**Academic  
Success Planner**

Planner home

Megan, welcome to your Academic Success Planner

You may be concerned about your success in aspects of your university study.

By completing a few short questions, you can work with your own plan to help you achieve success in your academic study.

It only takes 2 minutes!



Username:

Password:

Logon

Cancel

Let's get started, what do you need help with?

- Exams
- Assignment writing
- Working together
- Managing information
- Presentations
- Mathematics
- English proficiency

Which course is this for?

*Eg.: ACC1001*

Contact the  
Learning Centre ▶

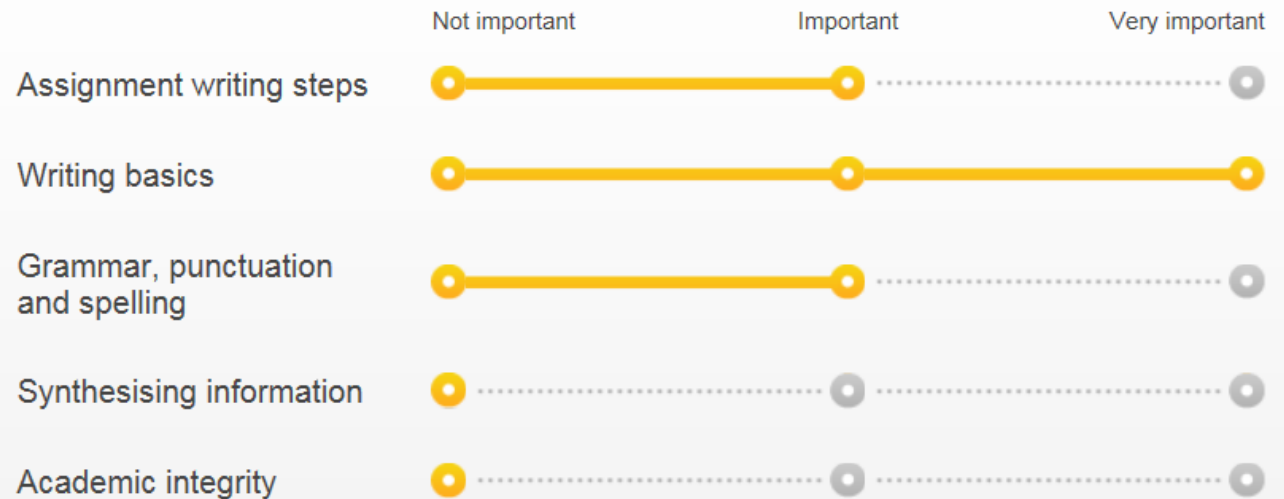
Start now ▶



Planner home

Megan, you have chosen Assignment Writing

How important are each of these to you at the moment?



Contact the Learning Centre ▶

Next ▶

Planner home

Success plan

## Megan, here is your Academic Success Plan

This has also been mailed to you at [megan.kek@usq.edu.au](mailto:megan.kek@usq.edu.au)



### Analysing information

Analysis of information is the process of categorising and evaluating sources. It involves reflecting on the worth of the information to the task and to forming ideas.



### Academic integrity

Academic integrity is about honesty and trust. It is about acting fairly in the use of the words, ideas and creative work of others and not being misleading about your knowledge or the originality of your work.



Sometimes it's difficult to know where to start. Your Student Relationship Officer is always available to support you.

Didn't find what you were looking for?

Start again



Frequently asked questions



Contact The Learning Centre



### Have you also thought about...

- ▶ Attending workshops from the Learning Centre
- ▶ Dropping in or booking a student consultation at the Learning Centre
- ▶ Catching up with a student leader online at the Meet -Up Student Community (MUSC)
- ▶ Looking up Library help to find information
- ▶ Looking up Library help with referencing
- ▶ Planning ahead and managing your time to study? Check out Student Services - Counselling video on time management

### Other resources that may help...

- ▶ Critical thinking activity (University of Wollongong, UniLearn)
- ▶ Critical reading checklist (University of Wollongong, UniLearn)
- ▶ Using brainstorming techniques to organise ideas (University of North Carolina, The Writing Center)
- ▶ Using Excel tables to manage information (Microsoft.com)
- ▶ Using EndNote to manage references (EndNote.com)

# Interconnecting Cross-institution Student Support



## Grammar, punctuation and spelling

Correct grammar, punctuation and spelling is needed for the reader to comprehend your intended meaning.



## Assignment writing steps

Find out exactly what you need to do, how and when it needs be done. Analyse the question and brainstorm to guide your research. Record source details. Plan before your write. Write several drafts. Allow time to proof your work.



Sometimes it's difficult to know where to start. Your Student Relationship Officer is always available to support you.

## Have you also thought about...

- ▶ Attending workshops from the Learning Centre
- ▶ Dropping in or booking a student consultation at the Learning Centre
- ▶ Catching up with a student leader online at the Meet -Up Student Community (MUSC)
- ▶ Looking up Library help with assignment research
- ▶ Looking up Library help with referencing
- ▶ Juggling your assignments with work and life in general? Check out Student Services - Counselling tips for finding the balance
- ▶ Getting ready for the world of work? Check Student Services - Careers & Employment's tips on writing a great job application

## Other resources that may help...

- ▶ A complete guide to improve university-level writing (Writing Commons)
- ▶ Tips on editing and proofreading for student writers (Deakin University)
- ▶ A vodcast by Turnitin.com on how to run an originality report to check for improper referencing and identify potential plagiarism

## Didn't find what you were looking for?

Start again ▶

Frequently asked questions ▶

Contact The Learning Centre ▶

Planner home

Success plan

Writing basics

## Assignment writing basics

The style and structure of your writing is as important as the content. Write in a simple, yet formal manner using sentences and paragraphs that are clear concise and logical.

### Paragraphs

Paragraphs are the building

### Academic language

writing is usually al than other writing are several is to follow. Use al voice, be ind write clearly, l concisely

### Sentences

A sentence is a group of words that express a complete idea. Simple sentences can be joined to form compound and complex sentences using conjunctions and punctuation.

Learn more ►

ore ►

If you can write a well structured academic paragraph, you will produce a well written assignment.

Planner home

Success plan

Trigonometry

## Trigonometry

Trigonometry focuses on the relationships between angles and the lengths of the sides of a right angle triangle. You may remember SOH CAH TOA to calculate the sin, cos, and tan, or Pythagoras' Theorem for calculating the length of an unknown side. This module extends to work with the trigonometric functions and radian measure.

### The Trigonometric Ratios

Trigonometric ratios, finding the angle within a given domain, a real world example of using the trigonometric ratios and the exact values for angles: 30°, 45° and 60°.

Learn more ►

### Radian measure

How to convert between radians and degrees. How to calculate arc length.

Learn more ►

### Graphs of trigonometric functions

Showing the graphs of  $\sin x$ ,  $\cos x$  and  $\tan x$  and their properties including an application of the general form of the sine function  $y = \sin B(x-C) + D$ .

Learn more ►

### Other Trigonometric rules

Using Pythagoras' theorem and the trigonometric identities, the sine and cosine rules, area of any triangle and the compound angles rules.

Learn more ►

When problem solving, determine what is required, draw a diagram and break the problem into smaller parts.

Planner home

Success plan

Writing steps

Research the topic

Planner home

Success plan

Logarithms

Expo Laws & Rules

## Exponent La

1

### Use the exponential rules to solve equations

- In any equation, if the unknown is inside a power, you can use roots (e.g. square roots) to remove the power
- Remember to follow the rules and principles of algebra.

For example:

James invested \$100 in an account. After 20 time periods, the investment returned \$180, what was the interest rate per period for the investment.

We need to use the compound interest formula

$$A = P \left( 1 + \frac{r}{100} \right)^n$$

## Research the topic

1

2

3

4

### Finding information

- Start with background reading e.g., lecture notes, core texts
- Move onto more detailed sources e.g., journal articles, specific texts, and credible websites
- Use the Library search engine, other relevant databases, Google Scholar
- Look for sources that are current, authoritative and relevant
- Contact a librarian for help

#### To do

- ▶ Background reading (USQ Library)
- ▶ Finding information (USQ Library)
- ▶ Evaluating information (Monash University)
- ▶ Library Search (USQ Library)
- ▶ Knowing Databases in USQ (USQ Library)

#### To do

- ▶ Transposing formulae: Diagnostics (mathcentre)
- ▶ Transposing formulae: Exercises (mathcentre)

#### More info

- ▶ Rearranging formulas 2 quick reference (mathcentre)



From:  The Learning Centre  
To:  Megan Kek  
Cc:  
Subject: USQ - Managing Information Academic Success Plan - Need more help?

Sent: Thu 28/11/2013 6:19 PM



Hi Megan

Now that you have created your Managing Information Academic Success Plan, we want to ensure that you have all the help you need to achieve success in your studies.

Remember you can go back to [your plan](#) at any time, or [create a new plan](#) with different priorities.

[The Learning Centre](#) offers a range of services and assistance so if you have any questions, please contact us.

Good luck with your studies!

Kind regards

**The Learning Centre**  
tlc@usq.edu.au | + 61 7 4631 2751

# Multiple entry points



UNIVERSITY OF SOUTHERN QUEENSLAND

Library | Jobs | Staff directory | Contact us | Need help? Ask USQ | UConnect

SEARCH

Home | Future Students | International Students | Current Students | About USQ | Research | Alumni

Home > Current students > Your assessment > Exams

## Current Students Exams

Your exam timetable  
Changing your exam centre  
Exam procedures  
Preparing for your exams  
Applying for deferred exams  
Exam results



Your exam timetable  
Accessing your exam timetable.



Changing your exam centre  
Change your exam centre for distance (online) courses.



Exam procedures  
Become familiar with exam procedures.



Preparing for your exams?

### Featured FAQs

Where are the exam centres for students living in Brisbane?  
What topics will be covered in the exam?  
Don't believe there is an exam centre within 100kms of my home, where will I sit my exam?

1800 007 252

usq.edu.au

## Prepare for your exams

Getting Started > Enrolment > Assignment > Exams > Results

Hi student

With the examination period just around the corner, I want to wish you all the best for your exams this semester. Don't forget to check your exam timetable before exams begin on 29 January 2013. You can view your exam dates and times in your Student Centre by navigating to [UConnect](#) > UDo > Student Centre > Other Options > Exam timetables.

### Exam preparation

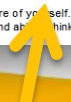
Good preparation is essential for success. Ensure that you check your StudyDesk for materials and resources provided by your lecturer, as these give you invaluable direction for your revision. If you are uncertain about any of the material, be sure to contact your lecturer for clarification.

### Need some help?

The [Learning Centre](#) offers a range of services and assistance if you are experiencing difficulty.

We understand that every student learns differently, and it is important to determine the most effective method for studying. Our [Academic Success Planner](#) can help you identify a range of techniques that may be useful for improving the effectiveness of your study and preparation for exams.

Above all, remember to take good care of yourself. Ensure that you get a good night's rest and drink plenty of water so you are well hydrated and able to think clearly.



Student Relationship Officer communique

## USQ Web



Ask USQ  
CURRENT STUDENTS

Home | Future Students | International Students | Current Students | About USQ | Research | Alumni

Home > Current Students > Ask USQ

Ask USQ

FAQs

Ask a question

My account

Home | A - Z Directory

exam timetable

SEARCH Refine your search

### When is the exam timetable released?

Published 14/01/2011 09:46 AM | Updated 01/05/2013 03:26 PM

Your exam timetable is released:

- approximately 6 weeks before the beginning of Semester 1 and Semester 2 exam periods, and
- 4 weeks before the beginning of the Semester 3 exam period.

You can [view your exam timetable](#) online through your student centre.

Preparing for your exams?



Above all, remember to take good care of yourself. Ensure that you get a good night's rest and drink plenty of water so you are well hydrated and able to think clearly.

### Working during exam periods

Please be aware that some exam centres can be quite busy which can make car parking difficult. Allow yourself plenty of time to arrive, so you can relax and gather your thoughts before commencing your exam.

Ask us!

If you need help, you can search for an answer or ask me a question via [Ask USQ](#). Alternatively, you can contact me on +61 7 4631 2285 or free call number 1800 007 252. If I don't know the answer I'll find someone who does.

Wish you all the best with your assignments and exams!



Kind Regards,  
**Clinton**

usq.support@usq.edu.au | + 61 7 4631 2285

Preparing for your exams?



Try our Academic Success Planner



Exam timetable

Check your exam timetable

## Search/FAQ

# Multi-mode communication



## MEET YOUR STUDENT RELATIONSHIP OFFICER

GETTING STARTED ENROLMENT > ASSIGNMENT > EXAMS > RESULTS

### Hi Clinton

. We hope you enjoy your journey with us and we look forward to sharing the experience with you!

Your Student Relationship Officer

My name is Mary and I will be your Student Relationship Officer. I'm here to make sure your time at USQ is as stress-free as possible.

You can call or email me about any questions you may have. If I don't know the answer, I'll find someone who does.

I'm here to support you, help you through challenges and celebrate your successes.

Getting started

The start of semester is fast approaching and to help kick-start your degree we've created an [Online Orientation Program](#). You will receive important information about your study, learn about what support services are available to you, and find that starting university is not as scary as it may seem.

Our [enrolment checklist](#) is also a great place to start going through your important enrolment information.

We know university is challenging and we don't expect you to do it alone. So talk to me, I'll be right here with you.



Kind Regards,

Mary

usqsupport@usq.edu.au | +61 7 4631 2285

Library Tours

TAKE A TOUR OF OUR LIBRARY

### Online Orientation

GET THE BEST START, ATTEND ORIENTATION

USQassist

Find an answer or send us a question

## COMPLETING YOUR ASSIGNMENTS

GETTING STARTED ENROLMENT ASSIGNMENT EXAMS > RESULTS

### Hi student

Welcome to week 10!

You are now over half way through the semester, and I am sure you have been busy working on assignments and beginning to prepare for your exams.

#### Need help?

Please remember that if you need assistance with your assignments, you have many options available. The [Learning Centre](#) has a range of academic support services available online or through personal consultation. If you need help finding information for your assignments the Library can help you. Alternatively you can contact your Course Examiner or your Faculty Librarian for further assistance.

#### Assessment marks

You might be receiving some feedback and marks for assignments submitted earlier in the semester. To view your marks or to check your assignment has been received, please navigate to [UCconnect](#) > UQ > Student Centre > Other Options > Assignments and Grades. Feedback for assignments submitted electronically can be accessed through the ULearn tab of [UCconnect](#).

#### Exams

Now is the time to start thinking about your [exam preparation](#). Exam timetables are now available to view in your Student Centre by navigating to [UCconnect](#) > UQ > Student Centre > Other Options > Exam timetable. It is important to make a note of your exam dates on your USQ 2012 Student Calendar.

If you are enrolled in external or online courses in Semester 1, 2012, you have the option of [changing your exam centre](#). Changes to your exam centre must be made before 16 May 2012.

#### Ask us!

If you need help, you can search for an answer or ask me a question via [Ask USQ](#). Alternatively, you can contact me on +61 7 4631 2285 or free call number 1800 007 252. If I don't know the answer, I'll find someone who does.

I wish you all the best with your assignments and exams!



Kind Regards,  
Clinton

usqsupport@usq.edu.au | +61 7 4631 2285

Thinking of changing programs?

FIND OUT MORE

The Learning Centre

DEVELOP YOUR ACADEMIC SKILLS

## CHECK YOUR SEMESTER 1 RESULTS- 9 JULY 2012 AT 4PM

GETTING STARTED ENROLMENT ASSIGNMENT EXAMS RESULTS

### Hi student

Your exam period has now finished!

Exams can be a daunting experience for anyone, particularly if you are in your first year of study. You can now relax over the semester holiday, enjoy a well deserved break, retreat and take on Semester 2, with new found energy and enthusiasm.

Your results

You will be able to view your Semester 1 results from 9 July 2012 at 4pm (AEST). Those will be available on the [UCconnect](#) homepage as soon as you log in. Instructions on [how to access your individual assessment results](#) are also available.

Need help? Strategies to enhance your performance

If you experienced difficulties preparing for your exams, or feel your academic performance wasn't at a level you would have liked, there are several things you can do next semester to optimise your studies.

- Talk to your lecturers
- Make an appointment with a Learning Centre lecturer to discuss your assessment and get help to prepare for your next exams
- Make an appointment with the relevant Student Services counsellor
- Attend Learning Centre workshops

You can also access [AWARE](#), which is an online self-evaluation exercise that is available to all undergraduate students. [AWARE](#) helps you address the concerns you have identified, and devise an action plan to improve.

Tell us how we can improve our courses and teaching

Do you have an opinion on the semester's courses? Do you have any feedback for the teaching staff? Let us know how we can improve our courses and teaching by completing the student evaluation of [UCconnect](#).

Enrol for Semester 2

You may have enrolled for your Semester 2 courses, but if you haven't now is the time to secure a spot in your chosen class. To enrol go to [UCconnect](#) > UQ > Student Centre. You will need to be aware of [semester enrolment dates](#). If you find you need some help with the enrolment process, [a site to site guide](#) is available online.

Ask us

If you need help, you can search for an answer or ask me a question via [Ask USQ](#). Alternatively, you can contact me on +61 7 4631 2285 or free call number 1800 007 252. If I don't know the answer I'll find someone who does.

Have a safe and fun break.



Kind Regards,  
Clinton

usqsupport@usq.edu.au | +61 7 4631 2285

Understanding your GPA

FIND OUT MORE

HOW TO CHECK YOUR RESULTS

HOW TO CHECK YOUR RESULTS

# Self-booking system



[Library](#) | [Jobs](#) | [Staff directory](#) | [Contact us](#)



[Home](#)

[Future Students](#)

[International Students](#)

[Current Students](#)

[About USQ](#)

[Home](#) > [The Learning Centre](#) > [My Bookings](#)

## Bookings for Vivienne Counter

I would like help with

Academic Language

I would like to book

-- Please choose --

-- Please choose --

A group workshop

A one-on-one consultation

Online – 24/7 Smarthinking

You could also [view your current bookings](#)

# Proof of Concept?

# Pilot findings

- Online survey, summative (post experience)
  - Small numbers, less than 30
  - 58% response rate (opened emails)
  - 72% Ext, 28% On-campus
  - 78% UG, 22% PG
- Student interviews
  - 12 students
  - 75% Ext, 25% Oncampus

# Polling (during experience)

Please take a moment to tell us what you think of the Academic Success Planner. ✕

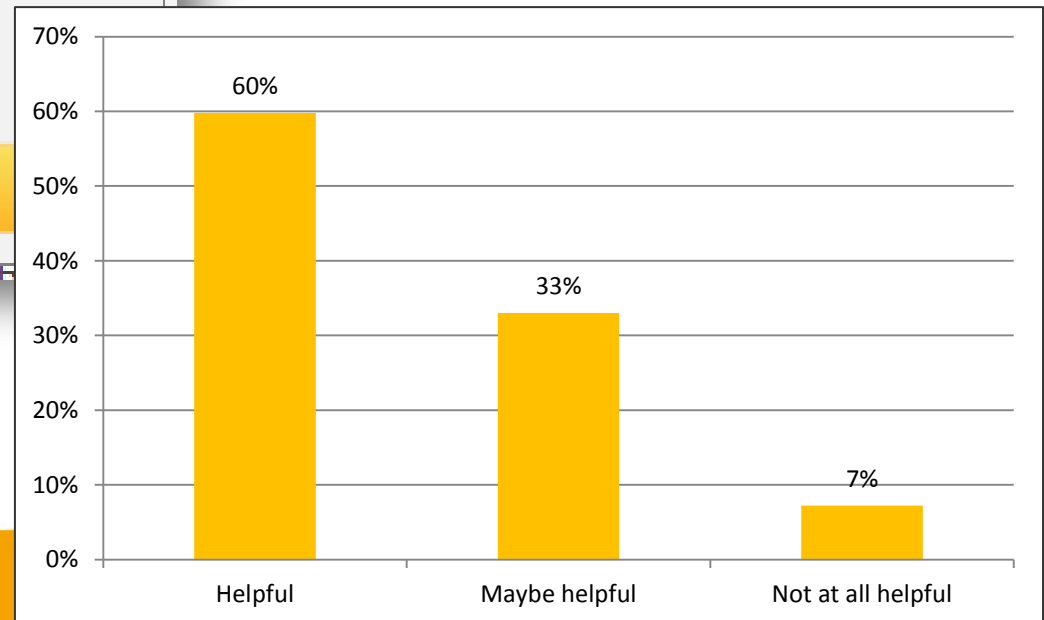
Helpful

Maybe helpful

Not at all helpful

**Submit**

fficult to know where to start. Your student e





# What about personalisation and adaptivity?

- Easy to navigate
  - 55.6% agree
  - 44.4% strongly agree
- Ease of use
  - 50% agree
  - 50% strongly agree



# Student experience (survey)

- Students were asked to rate their experiences with ASP from a little, a moderate amount, a great deal, not yet ...
  - Helped me achieve the results I wanted (77.8%)
  - Helped me with my studies (89%)
  - Increased my confidence to successfully learn what I was studying (89%)
  - Provided me with the support I needed to successfully complete my course/s (83%)

# Student voice (interviews)

## ■ Empowering/ Affordances

*"...giving me opportunity to do the best I can .." (High GPA)*

*"I found that very helpful in like self-esteem " (Low GPA)*

## ■ Confidence

*"..give me more confidence ..I can do that" (Avg GPA)*

*" More confident .. a little more insight into basic things about how .."  
(Low GPA)*

## ■ Reassuring

*"..little reminder is really good .. little bit more edge" (Avg GPA)*

*" ...helped to calm me a bit.. really value resources...an interactive process like that is much better ..." (High GPA)*

*" I felt relieved ... I was stressing out .. just the hints and tips on there ... good thing to use as a refresher ..." (Avg GPA)*

# Student voice (interviews)

- Sense of belonging

*" Because in classroom .. you've got people you can show ideas ...talk and discuss ... whereas when you're external .. your're on your own .. work things out for yourself .. Having [ASP] ... that has knowledge that can also help you ..you've got that third party there like classroom sort of support .." (Avg GPA)*



# What about 'learning'?

- " .. the things that pop out there are ... find techniques that work for you ...**I think** well ...no brainer" (Average GPA)

"...coming back ... **I did more** things specifically" (Average GPA)

" ...I was heading the **right direction** and **doing the right things** .." (High GPA)

"...one day later I **go back over it** and then within 48 to 72 hours I then go over it a third time ..bit **more guidance** ..."  
(Low GPA)

" ..just **takes** you from one topic to another ..tells you **what to do** (Low GPA)

# What about 'learning'? (2)

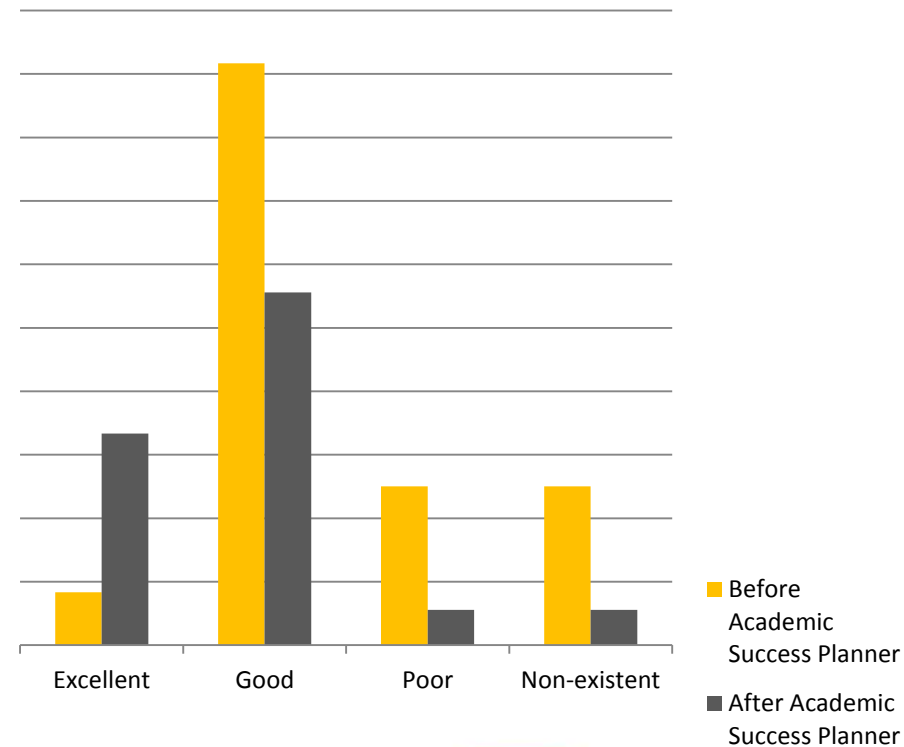
*“just simple, practical and **apply** them to whatever you are studying ...that's great” (High GPA)*

*“..they were perfect ..every student take different things .. you actually worked through it yourself ...and figure what is **relevant** and wasn't ” (Average GPA)*

# Any impact? (survey)

- Statistically significant increase in **knowledge** following ASP support
- $z = -2.598, p < 0.01$
- Large effect size ( $r = 0.59$ )

## My knowledge



# Enterprise voice (collaborators)

- Genuine collaboration between professional/ administrative, academic and technologies staff – cross-disciplinary, team based, working together
- Strengthened reciprocal communications – minimise 'silo' effects
- Growing awareness of student success from student development approach VS transactional and deficit approach

# Summary

- Flipping student support
  - student success/student development NOT retention
  
- LESS is More
  - Interconnecting the different eco-systems of student support
    - less silos, more seamless, more connections
    - less student co-dependency, more empowering students
    - less 'mass' student support, more adaptive, more personalised





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**Thank you.**

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