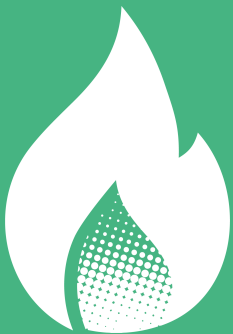
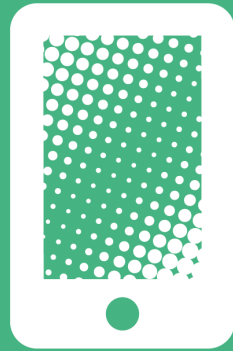




What's Next for StudentSurvey.ie?



**student
survey.ie**

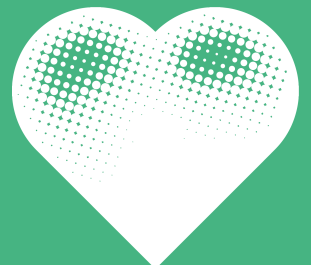
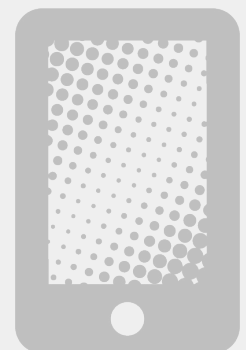
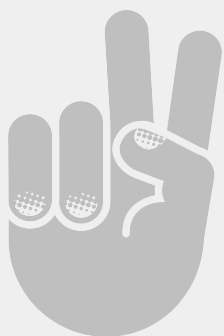


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Introduction

Project Outline

Maynooth Innovation Lab (Mi:Lab) were approached by the StudentSurvey.ie Steering Group and key working groups as part of their future planning for this nationally funded project. Mi:Lab were requested to investigate the following questions related to the future of StudentSurvey.ie:

1. *What's next for StudentSurvey.ie in terms of achieving impact?*
2. *How does the Higher Education Authority recognise 'excellence' in this space?*
3. *Is StudentSurvey.ie working for your institution?*

Research Methods

Using a Strategic Design in Education (SDxE) approach to addressing these questions, Mi:Lab hosted a series of design-thinking workshops to help understand the challenges currently faced by StudentSurvey.ie. The first workshop was informed by a pre-workshop survey, which was tailored to help the Steering Group and key working groups articulate their aspiration for the future of StudentSurvey.ie, with the intention of understanding the purpose of this national survey from the perspective of those involved in its creation, promotion and direction. Secondly, Mi:Lab hosted a design-thinking workshop with members of the Quality Qualifications Ireland Conference, where participants were asked to consider how StudentSurvey.ie could become further integrated with Higher Education policy and decision making.

Finally, Mi:Lab hosted a design thinking workshop with wider members of Higher Education community who are involved in StudentSurvey.ie at an institutional level.

The quantitative data from a pre-workshop survey was analysed at a high level to understand the predominant sentiment and perspectives of the Steering Group and key working groups. Additionally, all of the qualitative data from the workshops were coded using a Grounded Theory approach, to allow important themes to emerge from the conversations the workshop participants had with each other.



Findings

The findings from this piece of research are presented in the following format.

Section 1 is dedicated to unpacking the research completed with the StudentSurvey.ie Steering Group and key working groups, focusing on the key elements of the discussion which can inform the future of the project.

Section 2 presents the combined findings from the workshop with participants of the Quality Qualifications Ireland Conference, allowing for a deeper understanding into what StudentSurvey.ie needs to do to further its influence in the policy making space.

Section 3 shows the perception of the future of StudentSurvey.ie in the wider Higher Education community, focusing on how what 'Excellence' looks like in a research project.

Section 4 combines the findings from the previous three sections to present three 'Insights' into the current status of StudentSurvey.ie.

These insights have been constructed by Mi:Lab to help shift the direction of StudentSurvey.ie in line with the needs of students, the Steering Group and key working groups, and members of the wider Higher Education community. Each insight into the current status of StudentSurvey.ie is complemented with five 'How Might We' questions, which aim to propose new strategic directions for the project.

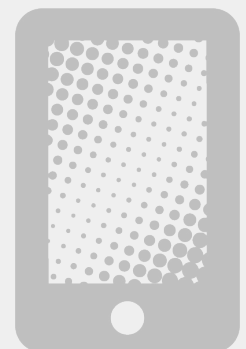
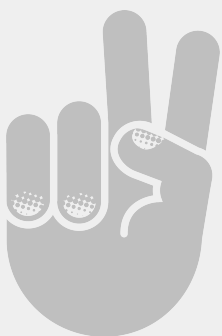
Finally, **Section 5** indicates the 'Next Steps' for this work, emphasising the need for a co-creation approach in designing future initiatives for StudentSurvey.ie.

It should be noted that this Book of Discovery is intended as just one part of the strategic reflection on the StudentSurvey.ie project; it is hoped that this Book will act one of the many inputs that will inform the future strategic direction of StudentSurvey.ie.

Acknowledgement:

On behalf of the Maynooth Innovation Lab and StudentSurvey.ie, thank you to everyone who participated in the research that made this strategic reflection possible.

Maynooth Innovation Lab would like to acknowledge funding from the Higher Education Authority's Innovation and Transformation Fund, as well as support from Maynooth University.



Section 1: Findings from StudentSurvey.ie Steering Group and Key Working Groups

Mi:Lab engaged with the StudentSurvey.ie Steering Group and key working groups to understand how the project currently operates, and their ambitions for its future.

Through a survey, which blended quantitative and qualitative questions, the Steering Group and key working groups were asked for their hopes for the future of the project. In addition to this, Mi:Lab facilitated a design- thinking workshop with the Steering Group and key working groups, where the intention was to create alignment and a shared vision of the future of StudentSurvey.ie.

1.1.1 Aspiration for StudentSurvey.ie

Through the pre-workshop survey with the Steering Group and key working groups each participant was asked to identify a 'winning aspiration' for the StudentSurvey.ie project. All of these aspirations were shared with the Steering Group and key working groups through a piece of software called 'Dotstorming', where each member of the Steering Group and key working groups was asked to vote for the aspiration they felt most represented the future direction for StudentSurvey.ie.

The following aspirations received the highest number of votes during this exercise, and as a result, have been used by Mi:Lab to shape a number of winning aspirations for StudentSurvey.ie as it moves into the future.



1.1.2 Results from Aspiration voting exercise

10
votes

SS.ie should genuinely lead to a better outcome for students - it should have and be able to demonstrate real impact.

10
votes

Getting every institution to dedicate time after the publishing of the report to consider the impact it has on their strategic plan, internal policies and priorities for the year.

9
votes

I think since Student Unions are autonomous and it is their members who answer the survey they should be given the results of the survey to help them lobby for improvements in their institution. It would also be important that the department of higher education links with the student survey more, when trends appear across campuses in Ireland it's important that the HEA and the department work together with the results to bring about effective change to improve third level experience for students.

9
votes

To achieve impact going forward, interaction initially with a wider pool of staff within institutions needs to happen in order to gain confidence in what the survey can achieve.

Studentsurvey.ie can work better for my institution by showcasing the outcomes/improvements implemented following the analysis of the student voice within the survey.

Excellence would mean that the students are enthusiastic about completing the survey annually as they see that their voice is being heard and many initiatives put in place.

Institutions could share best practice so excellence is to the fore at all times.

6
votes

An "after the results" agenda/initiative- this work has been started; but opportunities to develop innovative ways to respond to the challenges presented by Studentsurvey.ie would help embed it further in practice throughout the institution- it would further unearth sectoral good practice.

6
votes

For it to feature as a priority in HEI senior management discussions at all phases of the annual cycle, with institutional expectation and motivation to collect, understand and act on the results, and to communicate that action, closing the feedback loop.

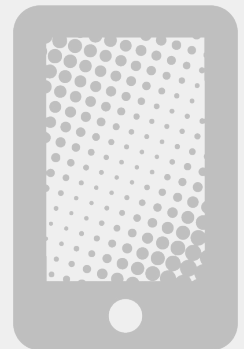
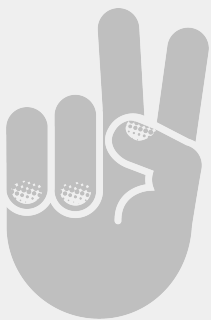
6
votes

A root and branch review of the relevance of the questions and length of the survey for 21st century Irish HE students and institutions and, the means by which it is disseminated.

1.1.3 Synthesis of Aspiration voting

MiLab's goal in synthesising the top ranked aspiration statements generated by the StudentSurvey.ie Steering Group and key working groups is to shape a vision for the future of the project which will "add value" for all stakeholders, better than any other independent institutional survey could. The following is a draft of an aspiration statement for the future of StudentSurvey.ie:

StudentSurvey.ie will become the primary resource for understanding student engagement, and the primary source of evidence for decision makers in Higher Education Institution's Senior Management, the Higher Education Authority and the Department of Further and Higher Education.



1.2 Key Challenges Facing StudentSurvey.ie

In the pre-workshop survey, the Steering Group and key working groups were asked to identify the main challenges facing StudentSurvey.ie in the future. Similar to the aspiration exercise, member of the Steering Group and key working groups were asked to vote for the challenges they felt would have the most impact of StudentSurvey.ie in the future. The following section presents the list of the top ranked challenges in descending order.

9
votes

The key challenge is to keep the survey relevant for students and to maintain their interest in it annually.

8
votes

The instrument is designed for full-time, campus-based student experience; the relevance of this experience to large groups of students in the future may risk the credibility of the survey.

7
votes

Having the data really embedded in institution's decision making.

7
votes

Student participation may plateau or decline if feedback is not timely and transparent to a large body of students. The same issue exists for staff relating to their efforts to promote and engage with the resulting data.

6
votes

How to ensure StudentSurvey.ie is mainstreamed with other institutional and national developments and initiatives, rather than it being a stand-alone project.

5
votes

Students not engaging with the survey in future because they don't see that the time that they have taken to answer the survey is manifesting itself into improvements on their campus.

5
votes

There appears to be a mismatch between what students report on certain questions and experience on the ground. We are frequently challenged to answer the question - do the studentsurvey.ie questions accurately evaluate the student experience?

1.3 Key findings from engagement with Steering Group and key working groups

StudentSurvey.ie is part of the active citizenship of being a student

Much of the language used in the discussion of to students' participation in StudentSurvey.ie possessed a distinct similarity to that which might be heard during the period of an election. Workshop participants spoke of StudentSurvey.ie being "democratic," "effect change," "being part of a system that is bigger than ourselves" and even the participation in the survey being described "part of the active citizenship of being a student." However, the language used is where the similarities end – instead of the opportunity to influence change being the motivation for participation, workshop participants explained that the incentivisation of students in the short term seemed to take priority for students. A valuable contribution from members of a Students Union body heavily involved in the promotion of the survey explained that students "don't care" about participating in the survey. The students are neither excited or in anticipation of participating in this survey.

Understanding the role of StudentSurvey.ie

StudentSurvey.ie data has many potential uses for Individual Higher Education Institutions, of which the Steering Group and key working groups are acutely aware. This group clearly view the role of StudentSurvey.ie as improving student experience through data inclusion at the decision-making table.

The "autonomous" nature of the Students' Unions associated with each Institution means that they cannot directly act on the data.

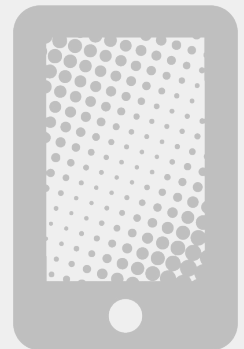
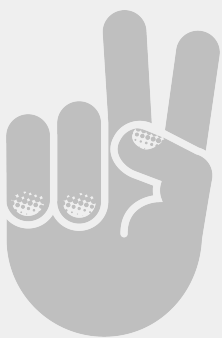
Currently, StudentSurvey.ie offer bursaries to stakeholders interested in conducting analysis on their institutions' data.

Finally, from the Higher Education Authority's perspective, the data collected through StudentSurvey.ie is vital for making cross-Institution comparisons.

Data analysis is time consuming

There is a strong desire to move away from spending large amounts of time processing the data collected, to placing increasing emphasis on the impact that this data can have. With so much of stakeholder time dedicated to data analysis, there is little opportunity to create a dedicated space for understanding the data before it is time to begin the data collection phase again. There is a desire to move towards 'Transformative' impact, as might be seen at the top layer of the Business Maturity Model.

Steering Group members see the findings from the analysis of StudentSurvey.ie data as "indicators" of the challenges faced by students. A clear desire exists in the Steering Group and key working groups to spend additional time "lifting the bonnet" on these results, as is reflected in the following statement:



“We need to start asking ‘Why.’ When you sit with students and lift the bonnet on the results you get a rich description of the why. The conversation leads to a triangulated pattern which indicates the real cause of the challenge. It prompts local discussion.”

Steering Group Member



Section 2: Influence in the Higher Education policy space

With findings from engaging with the Steering Group and key working groups in mind, Mi:Lab took the opportunity to investigate StudentSurvey.ie's future in the policy and decision making space at the Quality Qualifications Ireland Conference in October 2022.

With a large audience of Higher Education specialists from different backgrounds, it was believed that engaging this audience in planning for the future of StudentSurvey.ie's integration into the local and national policy and decision making arenas would produce unique data that would offer an insight into the vision of the wider Higher Education community for StudentSurvey.ie.

By employing a method to strategic development founded by Roger Martin (2022), Mi:Lab asked 40 members of the Higher Education community at the QQI conference:

What would need to be true for StudentSurvey.ie to have a real impact on policy and the future of Higher Education?

To help workshop participants identify what would need to be true for StudentSurvey.ie to have a real impact on policy and the future of Higher Education, participants were divided into groups and asked to respond to three prompts, each of which fed into the overarching question they were responding to. Through co-creation, each group responded to the prompts to shape a vision which the StudentSurvey.ie team might use when considering the sustainability and long-term impact of the project. The following sections combined responses to each of the prompts, which will further shape the insights which will be presented later in this Book of Discovery.



Prompt 1: How would StudentSurvey.ie need to define and measure 'impact' in this [the policy] space?

Clear definitions of 'impact' would need to be developed by StudentSurvey.ie, to include ambitions for the project as a whole in the influence it has in the Higher Education policy space. More generally, there was some agreement that StudentSurvey.ie questions and data would need to address the current gaps in national Higher Education policy, leading to alignment between the survey and local and national policy goals. A need to 'balance' local impact and impact on the national policy was noted.

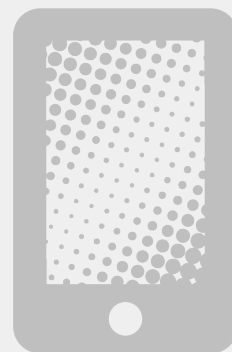
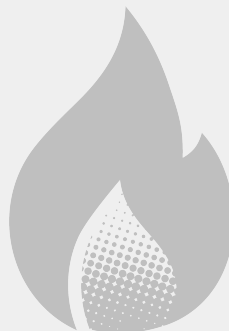
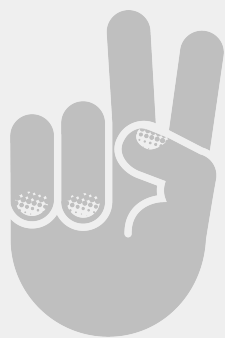
The number of references of StudentSurvey.ie data in future local and national Higher Education policy was seen as a potential way to measure the survey's impact on decision making. Another way participants suggested measuring the impact of StudentSurvey.ie was by considering qualitative and quantitative data related to the self-reporting of the student experience. Finally, the inclusion of StudentSurvey.ie data in individual Higher Education Institutions' annual review processes was seen as an important way to impact the wider Higher Education sector.

Prompt 2: What would StudentSurvey.ie need to offer to have a place in Higher Education policy and decision making?

A high response rate across all Higher Education Institutions would need to be offered for the results of StudentSurvey.ie to be used to inform policy decisions. One way which was identified to do this was by setting up teams at different levels of each Higher Education Institution for implementation of results and recruiting students. In addition to this, the suggestion for other formats for engaging with the topics addressed in the survey (such as focus groups) in addition to a review of the accessibility of the language used in the survey could help towards increasing the response rate. Additionally, it was suggested that StudentSurvey.ie would need to shape a set of key pillars for policy change, based on the needs of students and staff across the Higher Education community. Arising from impact under these key pillars, it was stated that StudentSurvey.ie would need to offer guidelines for utilising the data in policy-related decisions, along with case studies where policy change was driven by StudentSurvey.ie data.

Prompt 3: Who would need to place more value on StudentSurvey.ie?

Whilst it was resoundingly stated that the entire Higher Education community would need to place more value on StudentSurvey.ie for it to have an impact on policy and decision making, it was noted that different stakeholders would need to be prioritised at the different stages of data collection, dissemination and engagement. Government, external funding bodies and the general public outside of Higher Education were noted as needing to place more value on StudentSurvey.ie, with the hope that more recognition from these wider bodies and organisations would lead to positive change in the sector for students.



“Policy makers should be using this [StudentSurvey.ie] data as the Holy Grail.”

Steering Group Member



Section 3: A more general view of StudentSurvey.ie

The final workshop conducted in the *Research* phase of this study was with a selection of staff and Students' Union members from across Irish Higher Education Institutions.

In general, the participants in this workshop had a good familiarity with StudentSurvey.ie, as Institution leads for the project, or members of the community who promoted it to students during the fieldwork phase each year. It was necessary to 'zoom out' during this workshop, and look at StudentSurvey.ie in the wider Higher Education landscape, offering workshop participants the opportunity to draw on their experience of successful projects within Higher Education to suggest a way forward for StudentSurvey.ie.

During this workshop, participants first engaged with an exercise termed the 'Sailboat,' where they were **asked to consider four following areas in the future of StudentSurvey.ie:**

1. *What is the overall 'Goal' for StudentSurvey.ie?*
2. *What is the 'Wind' driving StudentSurvey.ie forward?*
3. *What are the 'Anchors' holding StudentSurvey.ie back from making progress?*
4. *What are the 'Rocks' that pose a risk for the future of StudentSurvey.ie?*

In the pages that follow a thematic presentation of the responses to each of these questions will be presented, showing the main themes arising which may play a part in the future of StudentSurvey.ie.

Secondly, participants were asked to reflect on the concept of 'Excellence' in terms of Higher Education. To do this, each participant was guided through an exercise which allowed them to reflect on a successful Higher Education project or initiative they had been involved in previously, by asking them to consider what made the project successful from *functional, social and emotional perspectives*. In addition, they were asked to explain how this project measured impact, in an attempt to understand how other successful project addressed this topic. Similar to the previous two sections of this Book of Discovery, the intention for this section is to learn from the experience of members of the Higher Education community to suggests a way forward for the future of StudentSurvey.ie.



3.1.1 Findings from 'Sailboat' Exercise

What is the overall 'Goal' for StudentSurvey.ie?

Co-creation between students and staff

There was a call for a more co-creation based approach to the solutions which arise from data collected through StudentSurvey.ie. This was resoundingly the most common aspiration for the future of the project in this exercise. There was a real desire for collaboration both in the feedback of survey results and the creation of solutions, leading to StudentSurvey.ie becoming an exemplar of student partnership in the Higher Education setting and the primary resource of student engagement on a national level.

Merging with Institutions' local surveys

Throughout this exercise, it became evident that a sticking point for StudentSurvey.ie is the fact that it is seen to compete with each Higher Education Institution's local survey on student experience. An ambition for the future of StudentSurvey.ie which was proposed here involved StudentSurvey.ie providing high-level data to each institution, which they could then follow up through their own individual survey.

Where does the future lie?

Co-creation of impact with students and staff of individual Higher Education Institutions was seen as the main goal for the future of StudentSurvey.ie. One participant framed this co-creation between students and staff as "a truly collaborative process." Others expressed the desire to make StudentSurvey.ie "the primary resource for understanding student engagement across the Higher Education sector."

In this call for a goal for StudentSurvey.ie, some participants expressed concern for the future of the survey, questioning whether it still holds relevance and if it delivers value for money in the long term.



What is the 'Wind' driving StudentSurvey.ie forward?

Buy-in

Overwhelmingly, the main factor driving StudentSurvey.ie forward was recognised to be the buy-in from partners, such as the Higher Education Authority, and the inclusion of the survey in the national strategy for Higher Education up to 2030. This buy-in is believed to lead to more senior management buy-in within Higher Education Institutions and the potential for comparisons on a national level.

A trusted 'brand'

The StudentSurvey.ie 'brand' has developed trust over time, and awareness of the survey itself is strong across all Higher Education Institutions, for both the student and staff stakeholders. The project team leading StudentSurvey.ie were recognised as important in driving the project forward, by developing good relationships with staff within the Higher Education Institutions across the country.

Student participation

Students who are willing to spend their time participating in the survey were also seen as important in driving StudentSurvey.ie forward. It was believed that the more visible action that is made based on the findings from the data, the more student participation will increase.



What are the anchors holding StudentSurvey.ie back from making progress?

Survey length and question structure

Participants believed that the main aspect preventing StudentSurvey.ie from making progress was the 'intensity' of the survey itself. Specifically, this group commented that there were too many questions and it took too long for students to complete. Regarding the questions posed by the survey, participants stated that there was a disconnect between 'the reality on the ground' and the questions asked by StudentSurvey.ie.

Statistical Significance

Whilst the national response rate to the survey was recognised as being good, it was stated that the response rates in individual institutions are often not sufficient for action to be justified in specific problem areas. Participants in this group expressed a desire for openness regarding the statistical significance of the data collected.

"Might be used as a stick rather than a carrot"

It was expressed by participants in this group that there is sometimes a fear of the results at the local, Institutional level, leading to inaction. Additionally, it was stated that the perception that StudentSurvey.ie is more valuable than the individual Institutions' own survey may be holding it back from making progress and having impact in the sector.



What are the 'Rocks' that pose a risk for the future of StudentSurvey.ie?

"Task becomes too onerous"

Overwhelmingly, the main risk for the future of StudentSurvey.ie is the disengagement with HEI and Students' Union staff members who support the rollout of the survey across institutions. Participants in this group stated that a risk would be that the survey would become incrementally demanding each year, leading to staff choosing to withdraw their voluntary participation in the promotion and processing of the survey. Specifically, there was reference made to the challenges Students' Unions face when rolling out the survey. The annual changeover in Students' Union representatives, the increasing demands on their voluntary involvement in the survey, and the lack of a guarantee of Students' Union buy-in on an annual basis all pose risks for the future of StudentSurvey.ie.

Students could lose interest

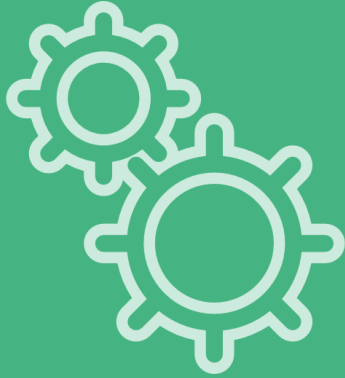
A risk which would challenge the foundations of StudentSurvey.ie was expressed as students losing interest in the survey, for a number of reasons. Survey fatigue was cited as one reason students might lose interest. Additionally, it was expressed that if students are not seeing action during their time in the Higher Education Institution, they may be reluctant to complete the final year version of the survey. Finally, participants believed that the diversity of modern Higher Education students (including ethnic, racial, religious, and learner type [full time, part time, micro credential etc.]) is not represented in the survey, which could potentially lead to students not viewing it as relevant for their experiences.

Becoming a ranking mechanism

The term "be careful what you wish for" was used here. There is a fear that increased engagement might lead to the survey becoming another mechanism to measure Higher Education Institutions against each other.



3.1.2 What makes an 'Excellent' Higher Education Project?



What 'functional' qualities did it have?

The obvious elements were expressed here, such as clear communication, a dedicated project team and adequate resourcing. While some participants expressed the core functional priority of a successful project in Higher Education as ensuring "Buy-In" from stakeholders, a more human-centred, co-creative approach to stakeholder involvement was expressed as follows:

"Involving the key stakeholders from the beginning and taking their feedback on board."



What social need did it meet?

Creating opportunities for real human connection was overwhelmingly the core social need met by excellent projects in Higher Education. This real human connection was seen in creating networks to address a challenge, reigniting old friendships, and providing feedback in a constructive way. Participants also believed that an 'excellent' research project would be shaped by open dialogue, in a safe space, with people trusted to act on the issues which arose.

3.1.2 What makes an 'Excellent' Higher Education Project?



What emotional need did it meet?

Empowering people and giving them “a sense of relevance” by making them feel like they were making a difference in the lives of others was seen as an important emotional need which is met by excellent research projects. Caring for staff and students’ mental wellbeing, and helping develop students’ confidence in their abilities was also seen as an important emotional benefit.



What tangible impact did it have?

A direct correlation between the research findings and the actions implemented are important when considering the success of a research project, according to this specific group of participants. A positive change in the status quo was seen as an important impact: for example, a streamlining or prioritisation of decision making. Finally, long term engagement and interest in the project was seen as a measure of its impact.

Section 4: Insights

“An insight is an an unexpected shift in our understanding. Insights are more than just interesting observations as they challenge our existing assumptions and shift our perspectives in new directions. If an insight is about something we care about... it will inspire us to act and introduce change.”

(Klein & Dykes, 2022)

It's all about the students... isn't it?

The voice of the students is essential in the creation of 'StudentSurvey.ie data.' However, there exists a preoccupation within the StudentSurvey.ie community with proving to the student population that "something is being done" as a result of the data collected through the survey. This preoccupation, along with the branding and communication style, alienates the *true* audience of StudentSurvey.ie – policy makers and decision makers.

5 Questions for Further Exploration Ranked by Priority

- 1** How Might We make StudentSurvey.ie the 'Holy Grail' for every Higher Education decision maker in Ireland?
- 2** How Might We build a new audience of decision-makers eager to use StudentSurvey.ie data in making change?
- 3** How Might We bring Higher Education decision-makers 'along' on the entire StudentSurvey.ie journey, allowing them to be part of the process and make connections with students on the ground?
- 4** How Might We make understanding and utilising the data as easy as possible for those with differing levels of quantitative data literacy?
- 5** How Might We meaningfully showcase 'Excellence' in change to policy and decision making driven by StudentSurvey.ie data?

Stepping out of the 'fieldwork – analysis' loop

HEI staff and Students Unions responsible for driving the promotion and uptake of StudentSurvey.ie in their individual institutions. These staff are tired of StudentSurvey.ie, feeling that their “goodwill” towards the project is running out. So much time is spent on data collection and analysis that staff feel like they are caught in an endless cycle of ‘fieldwork and reporting.’

5 Questions for Further Exploration Ranked by Priority

- 1** How Might We build teams of people within each Higher Education Institution impassioned by StudentSurvey.ie's new aspiration to lead its delivery?
- 2** How Might We automate as much of the quantitative data processing as possible?
- 3** How Might We recognise the goodwill of staff and Students' Union members in a way that is mutually beneficial?
- 4** How Might We make more opportunities for meaningful interactions and collaboration between staff on the ground, the students completing the survey and the decision makers using the data to inform their actions?
- 5** How Might We live our new aspiration for StudentSurvey.ie by embedding it into every interaction and communication about the project?

Enabling the shift from *onerous* to *prestigious*

A common perception of StudentSurvey.ie for some participants in a workshop group was that *'The survey is too long and the questions are too complicated.'* The length of the survey and complexity of the questions are the targets for most of the blame for difficulty in recruiting students to participate. A knock-on effect of this is supposedly decision-makers viewing the sample size as too small, and the data as non-representative, leading to inaction.

5 Questions for Further Exploration Ranked by Priority

- 1** How Might We 'lean into' the rigorous nature of the survey questions in the promotion of this data to Higher Education decision makers?
- 2** How Might We make being a StudentSurvey.ie staff or Students' Union ambassador prestigious, not onerous?
- 3** How Might We make StudentSurvey.ie more applicable to the changing dynamic of the Higher Education student profile, including full-time, part-time, blended and micro certificate learners?
- 4** How Might We recognise, in a rigorous way, students' need for additional personal reflection space in the StudentSurvey.ie process?
- 5** How Might We replicate the passion students have for speaking up for what is right, as shown through the #hometovote campaign for marriage equality, with the subject of this passion being Higher Education student experience?

Section 5: Next Steps

The purpose of this piece of work has been to inform the overall strategic reflection on the next steps for the entire StudentSurvey.ie project. It is the intention that the insights and suggestions proposed in this Book of Discovery will be seen as prompts in considering and planning the future for StudentSurvey.ie.

As an immediate 'Next Step,' Maynooth Innovation Lab suggest prioritising responses and activity around the following questions:

1. *How Might We make StudentSurvey.ie the 'Holy Grail' for every Higher Education decision maker in Ireland?*
2. *How Might We build teams of people within each Higher Education Institution impassioned by StudentSurvey.ie's new aspiration to lead its delivery?*
3. *How Might We 'lean into' the rigorous nature of the survey questions in the promotion of this data to Higher Education decision makers?*



