



MAKING THE MOST OF A HEALTHY CHANGE IN EDUCATION CATALYTIC CONVERSATIONS

"Like *The Social Network* but actually important." —HANK GREEN

EPIC MEASURES



One Doctor. Seven Billion Patients.

JEREMY N. SMITH



HEALTH

MAY 4 2016, 2:49 PM ET

Could Medical Errors Be No. 3 Cause of Death?

by MAGGIE FOX and LAUREN DUNN

Clamps, scissors and other surgical instruments are seen in the operating room at Johns Hopkins Hospital on June 26, 2012 in Baltimore, Md. © AFP - Getty Images file



Medications

simvastatin
(ZOCOR), 40 mg tablet

Take 1 tab by mouth nightly.

REFILL

albuterol
(PROVENTIL, VENTOLIN), 90 mcg/act inhaler

Inhale 2 puffs every 6 hours as needed for wheezing.

REFILL

levothyroxine
(SYNTHROID), 100 mcg tablet

Take 1 tablet by mouth once daily.

REFILL

diltiazem
(CARDIZEM CO), 240 MG ER capsule

Appointments

NEXT 7 DAYS

SEP 19 2016 **Chiropractic**
Monday, September 19, 2016
7:40 AM
Stan Winston, D.C.
West Bluff Clinic

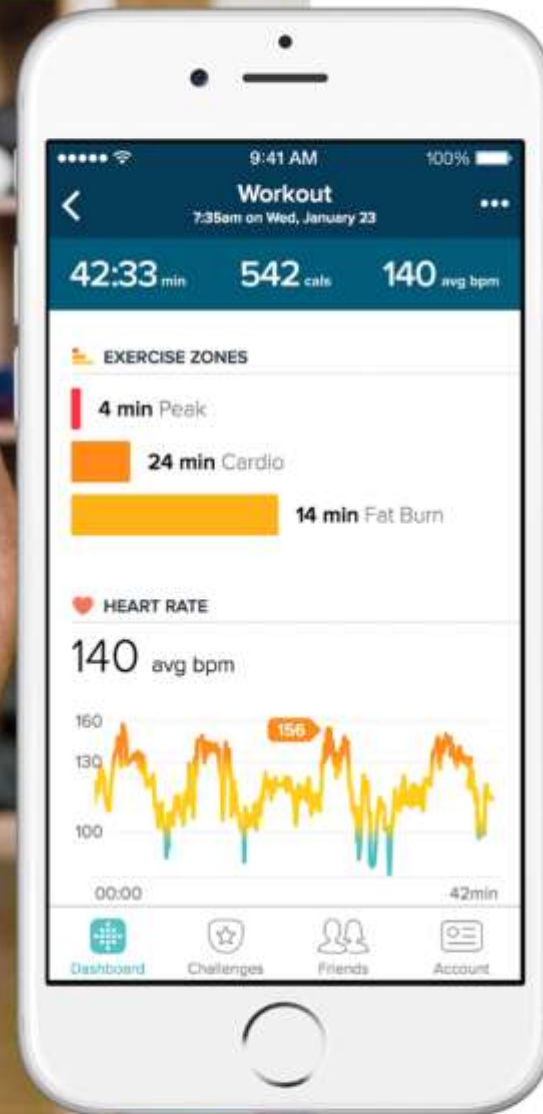
☒ CANCEL ☒ CHECK-IN

SEP 20 2016 **Office Visit**
Tuesday, September 20, 2016
12:15 PM
Marty Seeger, M.D.
Maple Ridge Family Practice

☒ CANCEL ☒ CHECK-IN

PAST

AUG 18 2016 **Chiropractic**
Stan Winston, D.C.
West Bluff Clinic







GE's Adventure Series redesigns imaging equipment including MRIs, X-ray machines and CT scanners like the pirate-themed machine pictured here to make the procedures less scary for kids.



Still a virtual reality skeptic? Here's why you shouldn't be

Posted 4 hours ago by [Ian Hetherington](#)



Ian Hetherington

CRUNCH NETWORK CONTRIBUTOR

Ian Hetherington is a co-founder and chairman of eeGeo Limited.

[How to join the network](#) ►

The original PlayStation console, launched when I was the managing director of Sony Computer Entertainment for Europe, shook the gaming world. The 3D environment was unfamiliar to gamers, and some in the industry at large were initially reluctant to adopt such a new technology. But with time, 3D gaming became



AdChoices

CrunchBase

Meta

FOUNDED
2012

OVERVIEW

Meta offers users a total augmented reality (AR) experience: - See, create, and interact with virtual objects and apps inserted in the real environment - Display with wearable glasses - Control with hand gestures Meta's goal is to lead the next evolution of personal computing through augmented reality, replacing desktops, laptops, tablets, and smartphones with a more natural-to-use system set ...

LOCATION
Portola Valley, CA

CATEGORIES



It's your world, explore it.



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Now available on [Glass](#)

"It's a life changer" - [Today Show](#)

"Discover something new" - [Scratch Wireless](#)



POKÉMON
GO PLUS

EXPLORE

POKÉMON



TEAMS
AND GYMS

PHOTOS

IN-APP
PURCHASES

GET UP AND GO

Catch Pokémon in the Real World with Pokémon GO!



WATCH THE POKÉMON GO TRAILER



AVAILABLE NOW



Download on the
App Store



GET IT ON
Google Play

35 MILLION AMERICANS HAVE SOME COLLEGE BUT NO CREDENTIAL

Their stories are captured in the diverse data footprints left behind in the institutions through which they travel. If we pull these footprints together—coupled with the stories of those who succeed—we can tell a coherent story of striving-student learning journeys. More important, we can improve their likelihood of successfully completing the journey!

Let's Turn On the Lights!



NO SHORTAGE OF ACTION ON STUDENT SUCCESS

ACADEMIC ADVISING 27

First year students
4 initiatives

Sophomore/Second Year students/
Accelerated freshman
2 initiatives

Transfer students
3 initiatives

Student Athletes
5 initiatives

Students within individual colleges
who have declared a major
3 initiatives

Honors College students
2 initiatives

Students interested in pursuing careers
in the health and legal professions
10 initiatives

FINANCIAL SUPPORT

All students – Financial Assistance
1 initiative 4

All students – Scholarship
1 initiative

All students – Alumni Scholarship
1 initiative

All students – SGA Scholarship
1 initiative

ACADEMIC/SUPPORT SERVICES 30

All students – General
7 initiatives

All undergraduate students – Writing
1 initiative

All undergraduate students – Math
1 initiative

All undergraduate students – Research
5 initiatives

All undergraduate students – Testing
1 initiative

All undergraduate students
with disabilities
5 initiatives

All student veterans
3 initiatives

Culturally and first generation college
students/undergraduate
5 initiatives

Non-traditional students
1 initiative

Out-of-state students (First Year)
3 initiatives

Graduate students
1 initiative

CAREER AND GRADUATE SCHOOL PREPARATION 20

All students – Career Services
7 initiatives

All students – Experiential Learning
3 initiatives

Students interested in pursuing careers
in the health and legal professions
10 initiatives

CAMPUS INVOLVEMENT, ENGAGEMENT, INTEREST GROUPS 26

All students – Student Involvement
7 initiatives

All students – Leadership Development
4 initiatives

First Year/Transfer student
6 initiatives

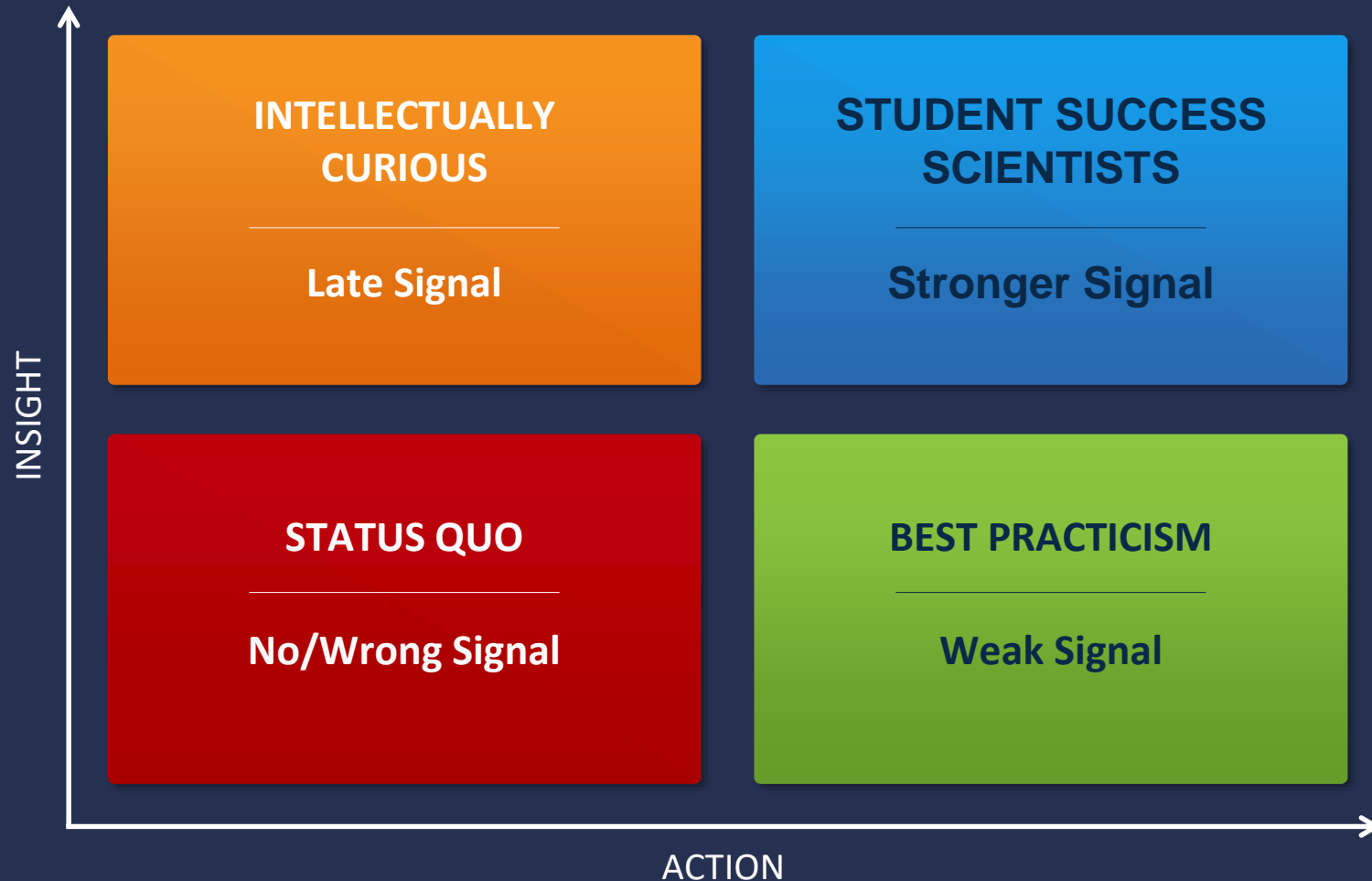
All students interested
in fraternity/sorority life
4 initiatives

All students – Student Government
5 initiatives

INITIATIVE
FATIGUE

DATA IMPACT MATRIX

A THEORY OF WORK



CIVITAS LEARNING NETWORK

300+ PARTNER INSTITUTIONS & SYSTEMS

7 M+ STUDENTS | 200 M+ STUDENT RECORDS

PUBLIC 4-YEAR



PUBLIC 2-YEAR



PRIVATE



SYSTEMS



PROPRIETARY



PERSONALIZED INSIGHTS DRIVE ACTION ACROSS THE STUDENT LIFECYCLE

USERS



President



Faculty



IR



OUTCOMES



Advisors



Provost's Office



Student

IMPACTFUL APPLICATIONS, ACTIVITIES & FLEXIBLE API'S



ACTIONS



INSTITUTION-SPECIFIC APPROACH – 1500+ MODELS IN PRODUCTION



MODELS



DEPTH OF DATA – 95% OF PREDICTIVE POWER COMES FROM DERIVATIVES



DERIVATIVES

ACTIVITY

LMS engagement score
LMS activity streak
LMS relative-to-section average

ACADEMIC

Blended modality features
GPA consistency features
Terms attempted/completed ratio

LIFE & LOGISTIC

Degree program alignment scores
Credits withdrawal patterns
Financial aid change variables

BREADTH OF DATA – CROSS-SYSTEM & CROSS-INITIATIVE



DATA



SIS



LMS



FINANCIAL AID



CRM



ADMISSIONS



TUTORING



HEALTHY CHANGE IMPACT AREAS



Profile

Degree Progress

Explore Degrees

Explore Careers



ARIZONA
George Stephanopoulos
 Student ID: FA0307
 Program: Liberal Arts Undergraduate
 Catalog: Fall 1997



Progress in Major (Spanish BA Fall 1997)



Progress in Major (Fine Art BA Fall 1997)



Progress in Minor (Computer Science Fall 1997)



[View More >](#)

Degree Progress

Plan Course

Print/Email Progress

COMPLETED

2016 Fall

BIOLOGY -121	3
BIOLOGY -225	3
BIOLOGY -400	3
CHEM -302	3

Credits 12

COMPLETED

2017 Spring

BIOLOGY -300	3
BIOLOGY -325	3
CLAS -343	3
CLAS-358	3

Credits 12

CURRENT TERM

2017 Winter

Credits 0

[Show Planned Courses](#)



Filter Requirements By

All Requirements



Remaining



Planned



Registered



Completed



ARIZONA
George Stephanopoulos
Student ID: FA0307
Program: Liberal Arts Undergraduate
Catalog: Fall 1997



Progress in Major (Spanish BA Fall 1997)



Progress in Major (Fine Art BA Fall 1997)



Progress in Minor (Computer Science: Fall 1997)

[View More >](#)

Compare Degrees

Compare your progress in a different academic major, explore minors to add and see a list of certificates you may be able to claim.

I want to compare my progress in a different academic major



A.T.D. Pharmacy Technician x

Computer Science x



Results

Filter Results

Pharmacy Tech
Major - MBA

ARCID

Estimated Degree Progress



[Evaluate in my current plan >](#)

Computer Programmer
Major - MBA

ARCID

Estimated Degree Progress



[Evaluate in my current plan >](#)

Pharmacy Tech
Major - MBA

ARCID

Estimated Degree Progress



[Evaluate in my current plan >](#)

Computer Programmer
Major - MBA

ARCID

Estimated Degree Progress



[Evaluate in my current plan >](#)

Pharmacy Tech
Major - MBA

ARCID

Estimated Degree Progress



[Evaluate in my current plan >](#)

Computer Programmer
Major - MBA

ARCID

Estimated Degree Progress



[Evaluate in my current plan >](#)



Profile

Degree Progress

Explore Degrees

Explore Careers

Salary

San Francisco Metro Area



Based on experience and education

Job Demand

HIGH

3,543

Posting Volume

Jobs Posted

In the selected location in the last 12 months

UI/UX Designer

Make This My Career Goal

What will I do?

Assist with technology design to make products easier for people to use. Determine user preferences and assess the process that users follow to access product functions; develop and test new design models, and incorporate findings in to improved product design. Research the behavior of internet users and consumers, compile information about the target audience for a site, and develop website layout, design and technology features that improve accessibility and value for users.

Most UI / UX Designer job postings require a Bachelors Degree

What skills will I need?

Software

- JavaScript
- JQuery

Specialized

- User Interface (UI) Design
- Visual Design

Foundation

Similar Careers

Graphic Designer/Desktop Publisher

[IT Project Manager](#)

Mobile Applications Developer

Multimedia Designer

Software Developer

Product Designer

Interactive Designer

UX Designer



**COLLEGE
SCHEDULER**
BY CIVITAS LEARNING™

[Features](#) [Benefits](#) [SIS Integration](#) [Clients](#) [Testimonials](#) [Partners](#) [Contact](#)

Helping Students Create The Perfect Class Schedule Since 2005

Watch Our Video

	Monday	Tuesday	Wednesday	Thursday	Friday
8:00am	ACC-111-04		ACC-111-04		
8:30am					
9:00am					
9:30am		MUS-140-03		MUS-140-03	
10:00am					
10:30am					
11:00am					
11:30am					
12:00pm	Sports Practice	Sports Practice	Sports Practice	Sports Practice	
12:30pm					
1:00pm					
1:30pm					
2:00pm					
2:30pm					
3:00pm		MTH-160-11X	HST-201-05	MTH-160-11X	
3:30pm					
4:00pm					
4:30pm					
5:00pm					
5:30pm					



ASU
ARIZONA STATE
UNIVERSITY

O
THE OHIO STATE
UNIVERSITY

THE UNIVERSITY OF
ALABAMA

PENNSTATE

WISCONSIN
UNIVERSITY OF WISCONSIN-MADISON

FIU
FLORIDA
INTERNATIONAL
UNIVERSITY





Sam Jones

123456

Degree Map Degree

Major

Environmental Science –AA

Catalog: 2015

[Log Session](#)

Plan Courses

[Print/Email](#)

+ **Fall 2016**

ACC 101	3
BIO 100	3
ALG 102	3
ENG 101	3

Create a schedule

CREDITS 12

+ **Spring 2017**

CE 210	3
CE 214	3
ENGL 265	3
PHYS 241	3

CREDITS 12

+ **Fall 2017**

CE 251	3
GEOS 212	3
SPAN 104	3

CREDITS 9

☒ Hide summer terms

[Expand All](#)

REQUIREMENT NAME

COMPLETION

► **Tier One: Natural Sciences**













Remaining

Completed


4/8

Courses

[+ Add Course](#)

<input checked="" type="checkbox"/>				
<input checked="" type="checkbox"/>	ACC 101 Accounting Principles I	 Options		
<input checked="" type="checkbox"/>	BIO 100 Introductory Biology	 Options		
<input checked="" type="checkbox"/>	BIO 102 Biological Science II	 Options		
<input checked="" type="checkbox"/>	ENG 101 English Composition I	 Options		

Schedules



[Generate Schedule](#) Generated[View 1](#) [View 2](#) [View 3](#) [View 4](#) 

	M	T	W	Th	F
8am					
9am					
10am					
11am					
12pm					
1pm					
2pm					
3pm					
4pm					
5pm					
6pm					
7pm					
8pm					
9pm					
10pm					

WORK, ACC-101-002, BIO-100-002, BIO-102-006, BIO-102-017, ENG-101-009

Breaks

[+ Add Break](#)

<input checked="" type="checkbox"/>			
<input checked="" type="checkbox"/>	Work MTWThF - 11:00am to 2:00pm	 Edit	

5 Things to Know About Your Schedule

Course Combination Alert

Taking ACC 101, BIO 100, and ALG 102 in the same semester is not recommended. Think about swapping one of them with HUM 103.



8am	<div>ACC-101</div> <div>Lecture - PK 142</div> <div>Mattison, Brenda Lee</div>				<div>ACC-101</div> <div>Lecture - PK 142</div> <div>Mattison, Brenda Lee</div>
8:15	<div>✓ Your schedule results have narrowed from 102 to 14</div>				
8:30					
8:45					
9am	<div>BIO-100</div> <div>Lecture - MK 207</div> <div>Sparace, Kathryn Francine</div>				<div>BIO-100</div> <div>Lecture - MK 207</div> <div>Sparace, Kathryn Francine</div>
9:15					
9:30					
9:45					
10am					
10:15					
10:30					
10:45					
11am					
11:15					
11:30					
11:45					
12pm					
12:15					
12:30					
12:45					
1pm					
1:15					
1:30					
1:45					
2pm	Job				
2:15					
2:30					
2:45					
3pm					
3:15					
3:30					
3:45					
4pm	<div>BIO-102</div> <div>Lecture - FP 320</div> <div>McRae, John A</div>				<div>BIO-102</div> <div>Lecture - FP 320</div> <div>McRae, John A</div>
4:15					
4:30					
4:45					
5pm	<div>ENG-101</div> <div>Lecture - OC 114</div> <div>Tindal, Henry D</div>				<div>ENG-101</div> <div>Lecture - OC 114</div> <div>Tindal, Henry D</div>
5:15					
5:30					
5:45					
6pm					
6:15					
6:30					
6:45					

See courses that influence:

Overall graduation rates ▾

These are the courses where a lift in the average course grade would provide the biggest improvement in institutional persistence rates. (These tend to be [More ▾](#)

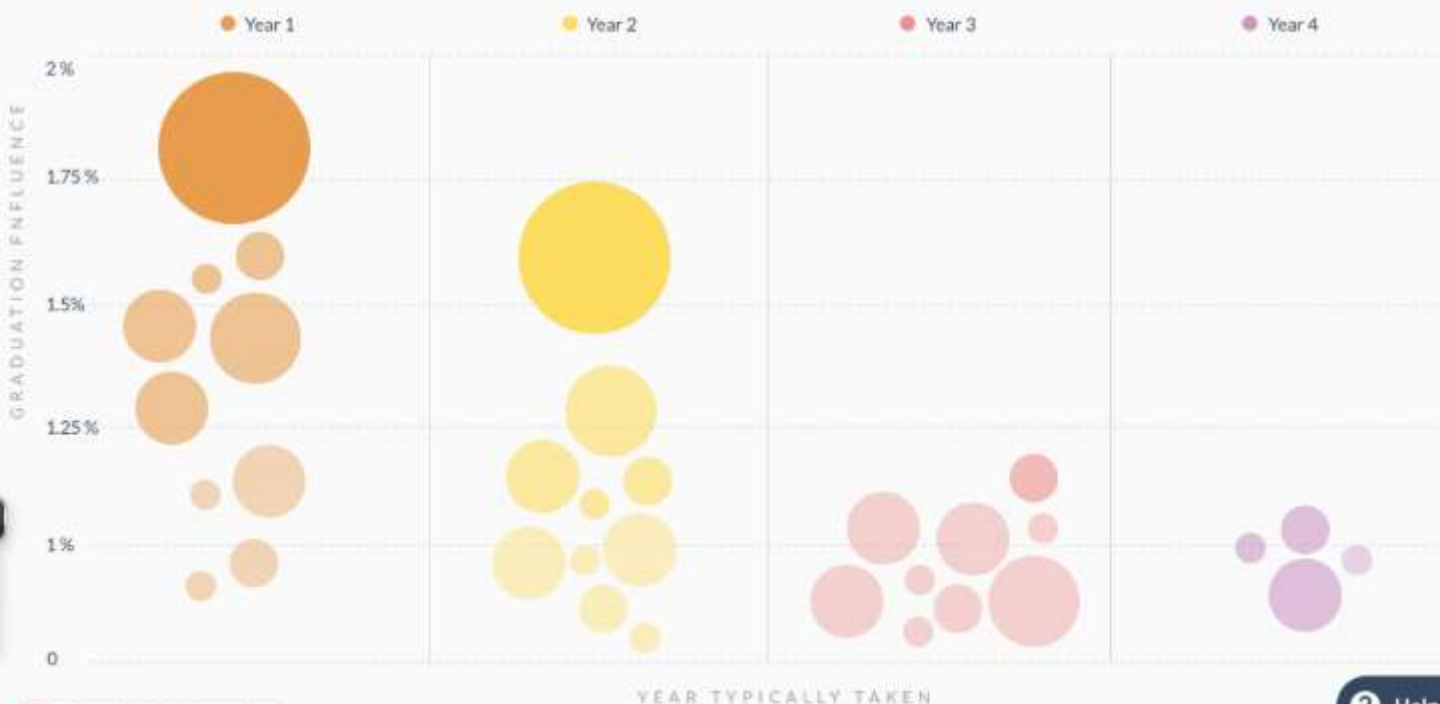


Majors Psychology BS X

+ Add Filters

62 of 112 Courses

Export



Largest Graduation Influence

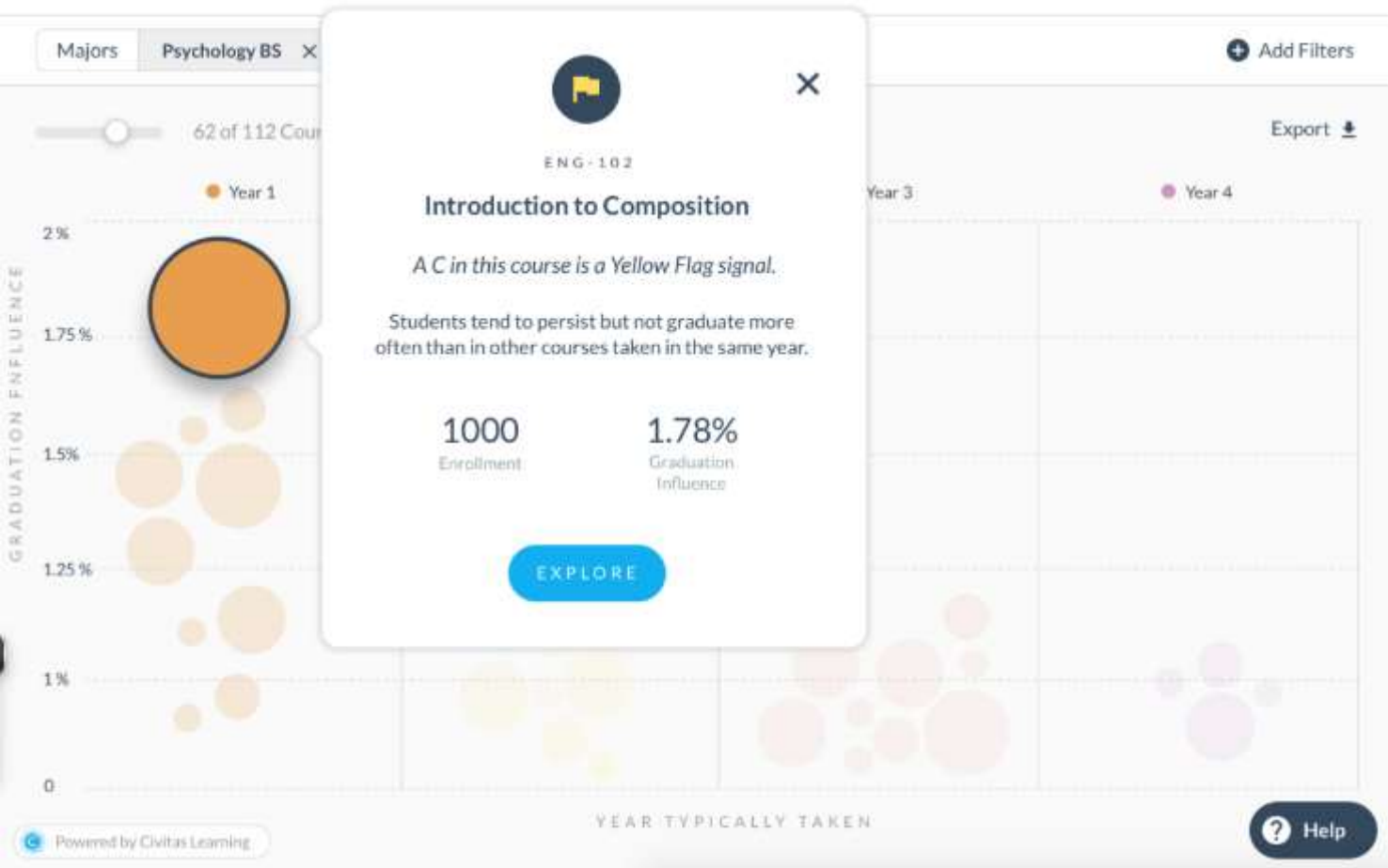
- ENGL-102: Introduction to...
- HIST-100: Introduction to Civil...
- GEN-100: Student Success
- PSYC-101: Language
- SPAN-102: Introduction to Spanish
- ENGL-101: Introduction to Comp...
- PSYC-102: Relationships
- CHEM-120: Introduction to Chem...
- PSYC-103: Society
- CHEM-120L: Lab Techniques of...



See courses that influence:

Overall graduation rates ▾

These are the courses where a lift in the average course grade would provide the biggest improvement in institutional persistence rates. (These tend to be [More ▾](#))



Largest Graduation Influence

- ENGL-102: Introduction to... >
- HIST-100: Introduction to Civi... >
- GEN-100: Student Success >
- PSYC-101: Language >
- SPAN-102: Introduction to Spanish >
- ENGL-101: Introduction to Comp... >
- PSYC-102: Relationships >
- CHEM-120: Introduction to Chem... >
- PSYC-103: Society >
- CHEM-120L: Lab Techniques of... >





Yellow Flag Signal

Students who earn “C” in an early term courses tend to persist **but not graduate** when compared to other courses taken in the same year.

In this English Composition and Rhetoric Course, students that receive a C are 94.4% likely to persist, but are only 52% likely to graduate, compared to an average graduation rate of 70%.

The graduation rate of students with a grade better than a C is 80%



HEALTHY CHANGE IMPACT AREAS



COMMUNITY INSIGHTS REPORT

ISSUE 2



The Research Continues. We've Doubled the Number of Student Records.

- Aggregated intelligence across **4 million active student records**
- Deeper dive into initial insights
- Shared knowledge that empowers partner institutions to drive improvement for student success



LMS ACTIVITIES THAT MATTER MOST

85%

OF THE INSTITUTIONS HAD LMS ACTIVITY

in their **Top 10**

PREDICTIVE VARIABLES

.....*For First-Year*.....

STUDENTS

All the most predictive LMS features are derived variables, not raw data or counts directly from the LMS.

- **Relative Variables:** Comparison of the student to their peers in the same section at the same time (e.g. unique days visiting the course, LMS grade average, etc.)
- **Consistency Variables:** How consistent the student is in their different types of activity in the course (e.g. posting assignments, engaging in course material, etc.)
- **Min and Max Variables:** Measure the predictive power of the highest and lowest values for grades and other activities for each student.
- **Average Variables:** Average values across the student's courses for different activity types (e.g. discussion posts, grades, course material activity, etc.)



THE LMS ACTIVITIES THAT MATTER MOST

PARTNER INSIGHT

At this institution

First-year students persist at 77%

Above average LMS activity

Raises persistence to 80%

Less than average LMS activity

Drops persistence to 62%

Significantly less than average LMS activity

Drops persistence to 37%

Three of the top 10 predictors for *on-ground students* are LMS activity.

- Number of days they visited the LMS compared to their peers... #2
- Their LMS grade averages compared to their peers... #6
- Consistency in posting to discussion boards for their classes... #8

Note: This insight is from a community college partner for students taking on-ground courses.



Campaign: Low Engagement

Outreach Goal

- Connect with advisor, commit to goals, increase daily LMS activity

Students Targeted

- Undergraduate, FTF, 0-1 Terms, Very Low and Low Persistence Predictions

Outreach Owner

- Illume Working Group pulls student list, creates case for advisors

Strategy

- 3 waves of communication

Sample Email:

Hi <student first name>,

How have your first two weeks of spring been? I know that this can be a challenging time as you and our other first-year students continue learning to navigate campus and your classes. You're at XXXXXX College for a reason. Take a moment to remind yourself of the goals you had prior to the start of school. If you are willing to share, I'd love to hear them - just respond to this email.

<Advisor Name>



GAINING DEEPER UNDERSTANDING OF HIGH GPA DEPARTURES



98% of institutions in this study are losing more students above 2.0 GPA than below it.

This benchmark is based on a data set of 4 million students from 62 institutions.



Campaign: High GPA, Low-Moderate Persistence

Outreach Goal

- Come to advising, persistence

Students Targeted

- Undergraduate, GPA 3.0-4.0

Outreach Owner

- Illume Working Group pulls student list, creates case for advisors

Strategy

- Sent before spring midterms

Sample Email:

Hi <student first name>,

I wanted to send you a note to see how your semester is going. College can be challenging this time of year and even the most successful students can struggle. Common challenges for students include job commitments, family responsibilities, financial pressures, transportation issues, or a combination of these and other issues. Do any of these sound familiar to you?

If you are experiencing any of these issues, or other things, I am here to help!

I am proud of your progress and excited to support your continued success.

Sincerely,

<Advisor Name>



Campaign: Finish Line

Outreach Goal

- Catalyze completion among students more than 75% of way

Students Targeted

- Students who had accumulated 75% of credits on ANY degree path, segmented by persistence likelihood

Outreach Owner

- Student success team

Strategy

- Identify optimal student group, segment outreach by persistence quartile – top/email, middle/calls, lowest/face to face

⋮

'Nudge campaign' yields big jumps at Del Mar



Del Mar College students celebrate their graduation.

BY DAILY STAFF | JUNE 20, 2017 | [PRINT](#)

Over the past year, [Del Mar College](#) in Texas has doubled down on identifying and supporting students who were close to earning a degree but at risk of not completing.

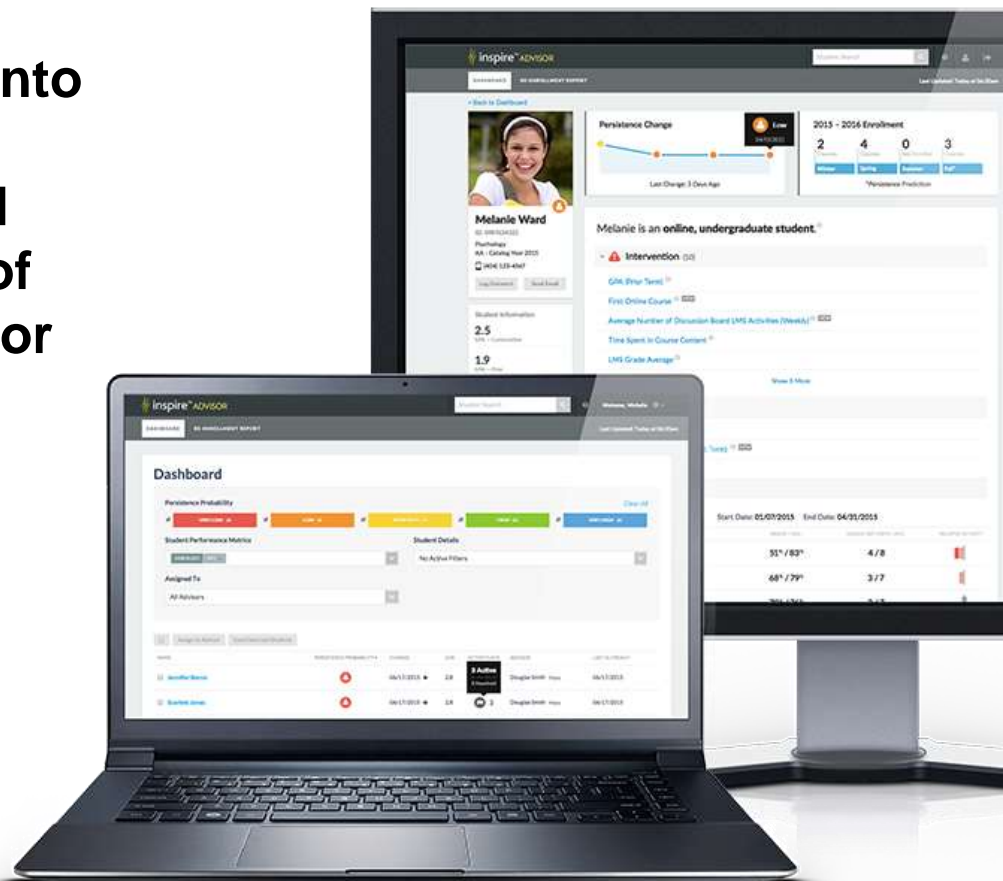
"We educate a diverse, and typically underserved population of students, including adult learners and commuters," said Rito Silva, the college's vice president of student affairs. "We knew that many of these students were close to completing their degree, but still dropping out due to academic or life challenges. We needed to find a way to identify those students earlier."





Empower advisors with insight into student learning journeys, opportunities for inspiration and intervention, and effectiveness of outreach strategies, campaigns or innovations

- Identifies and helps optimize student success trajectories
- Workflow based tool — can be delivered through integration with existing advisor CRM or through Web interface
- Catalyzes relevant conversations
- Facilitates collaboration with faculty



Engagement Overview

1 Student



Withdrawals 0 Very Low 8 Low 8 Moderate 6 High 8

Recommended Outreach

- 6 students have low engagement and have not been contacted recently
- 1 student has low gradeable submissions and low engagement
- 2 students have low grades and comment checks and low engagement
- 4 students have high engagement and a low grade average
- 1 student has low engagement and a low grade average

Filtering 15 of 32 students

Engagement Score

☐ VERY LOW ☐ LOW ☐ MODERATE ☒ HIGH ☐ VERY HIGH [Clear All](#)

Smart Selected Students

NAME	ENGAGEMENT SCORE	LAST CHANGED	ACTIVE PLANS	GRADE	LAST OUTREACH
Sam Jones	5	04/09/2016	3	42.0%	03/19/2016
Marcia Daugherty	5	04/10/2016	—	19.8%	—
Kennedy Gay	5	04/11/2016	2	94.5%	—
Brian Richardson	5	04/10/2016	—	9.7%	—

Hi Sam,

I can see that you are really engaged in my course. The effort you are showing is so important for success. You, and others, struggled with the last exam but I know you can do it and I am here to help. Can we schedule a half hour to connect?

Dr. Rees
Professor of Psychology



New Initiative

45 Currently active initiatives

4,236 Students in active initiatives

12 Initiatives with positive lift

Top Initiatives



Terms:

Spring 2012 to Spring 2015



Writing Center

This is a description of the initiative. This would be the text entered when the initiative is created.

+2.2%

Brief description of the positive or negative lift number to the left.

Lift in Persistence

Flipped Classroom Pilot

This is a description of the initiative. This would be the text entered when the initiative is created.

+3.3%

Brief description of the positive or negative lift number to the left.

Lift in Persistence

Math 150A Course Initiative

This is a description of the initiative. This would be the text entered when the initiative is created.

+0.2%

Brief description of the positive or negative lift number to the left.

Lift in Persistence

Inspire for Faculty Pilot

This is a description of the initiative. This would be the text entered when the initiative is created.

+3.0%

Brief description of the positive or negative lift number to the left.

Lift in Persistence

Math Tutoring Office Hours

This is a description of the initiative. This would be the text entered when the initiative is created.

+1.6%

Brief description of the positive or negative lift number to the left.

Lift in Persistence

College Success Course

This is a description of the initiative. This would be the text entered when the initiative is created.

-0.6%

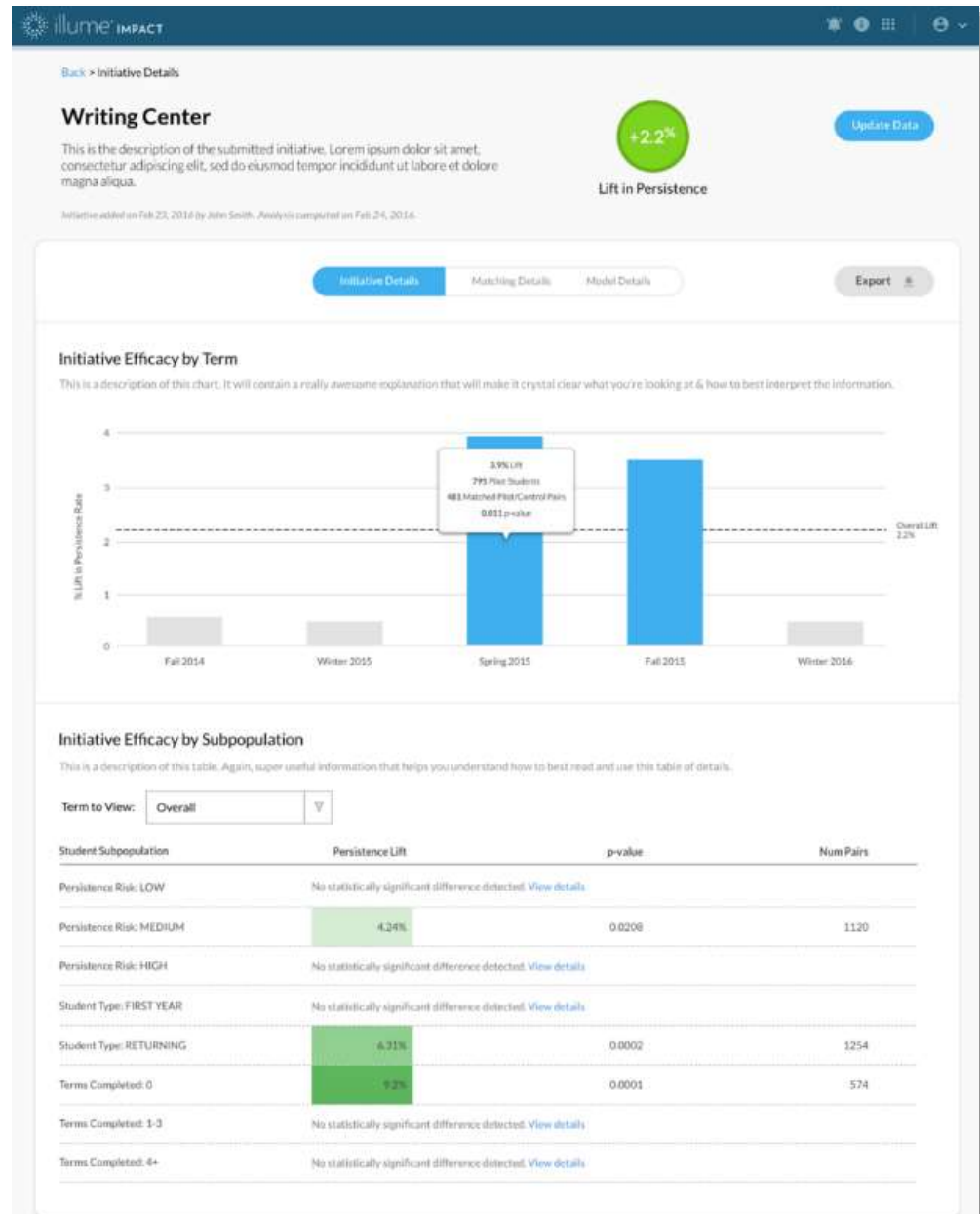
Brief description of the positive or negative lift number to the left.

Lift in Persistence

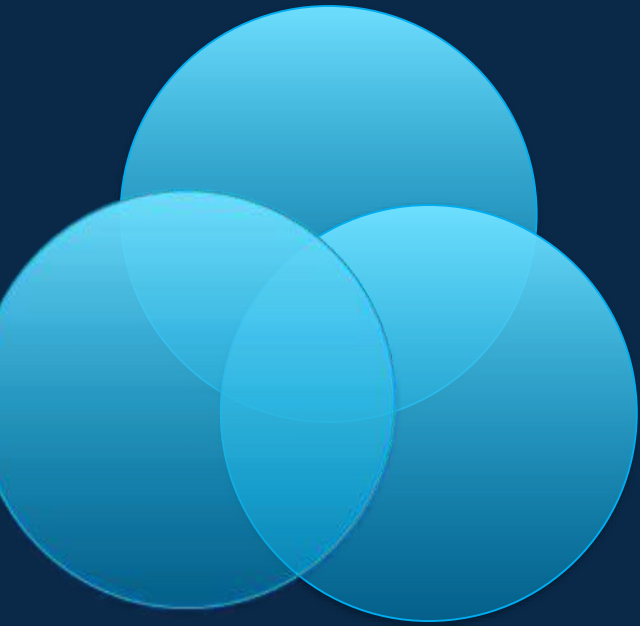


Measure the impact of programs, policy changes and interventions

- Identify comparable control groups
- Leverage prediction-based propensity score matching
- Measure true intervention efficacy
- Meets What Works Clearinghouse guidelines



ACCESS, EQUITY & COMPLETION ISSUES

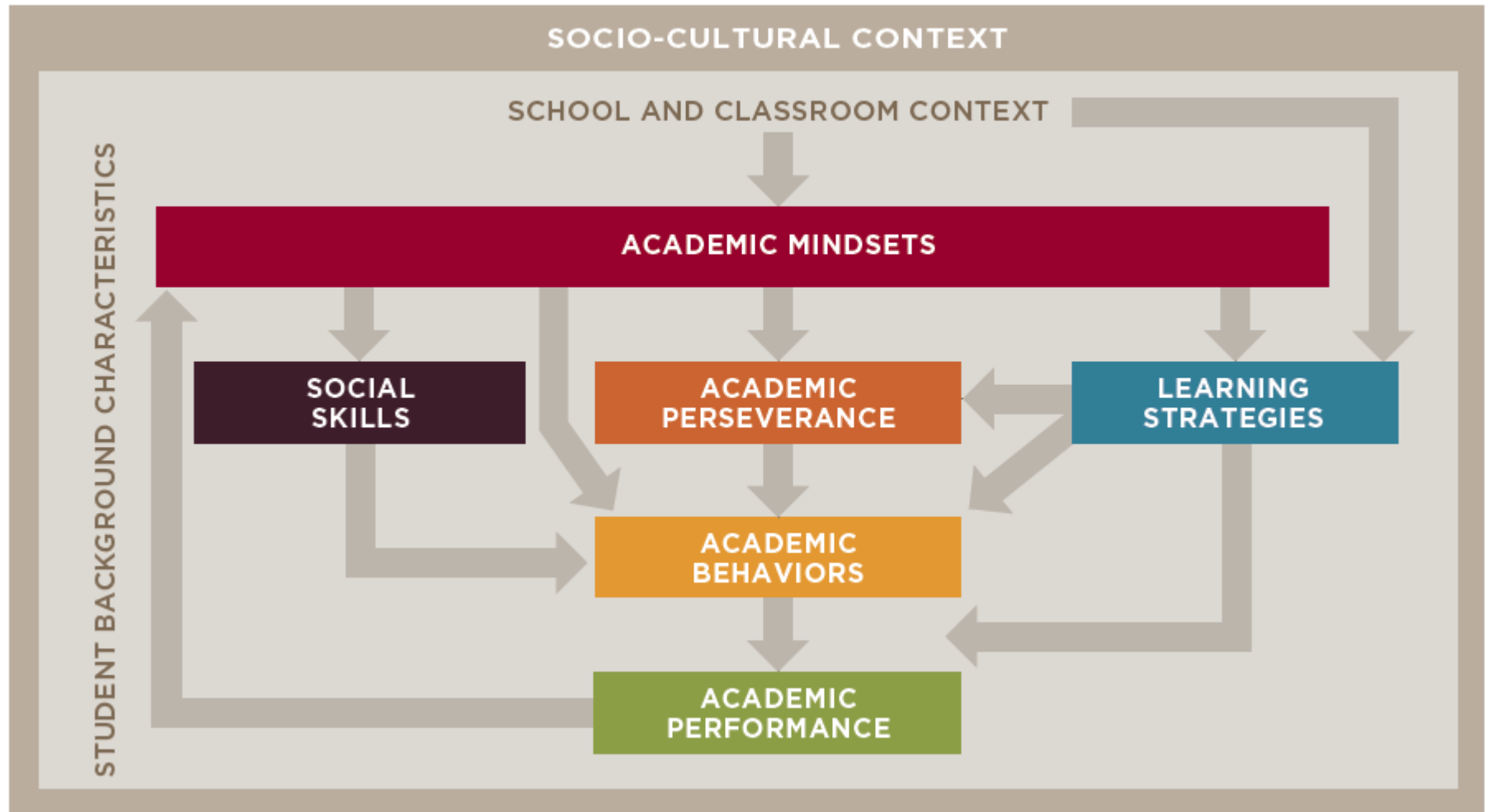


- Type 1: Academic
- Type 2: Psycho-Social
- Type 3: Life and Logistics



FIGURE 2.1

A Hypothesized Model of How Five Noncognitive Factors Affect Academic Performance within a Classroom/School and Larger Socio-Cultural Context



SEVEN STRATEGIES



TURN ON YOUR
OWN LIGHTS



DEVELOP, TRY &
TEST MINDSETS



ACCEPT ANALYTICS
AS MISSION
CRITICAL



USE DESIGN
THINKING ON THE
FRONT LINES



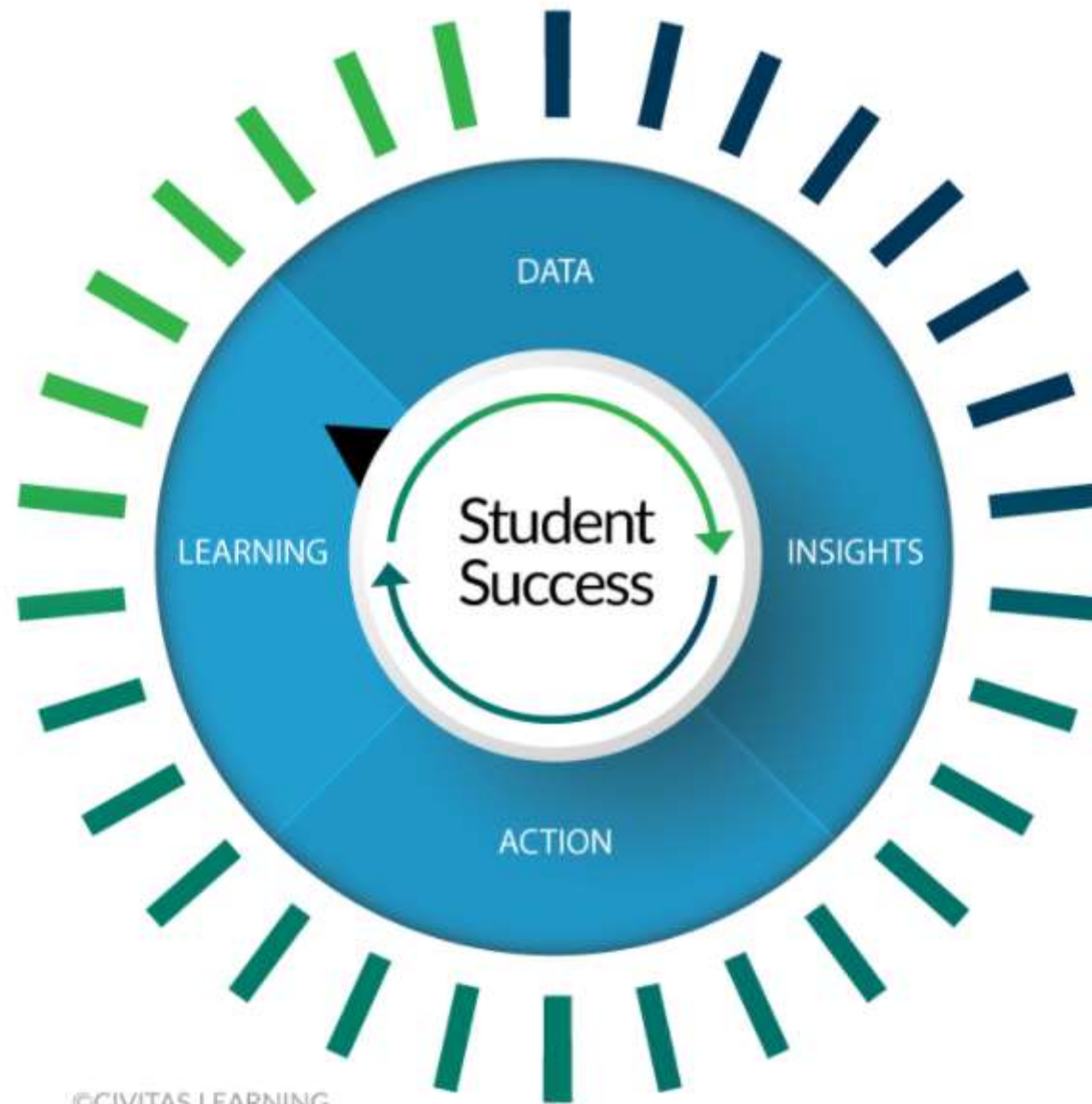
CATALYZE
CONVERSATIONS ABOUT
ANALYTICS



TAKE SYSTEMS &
CULTURE SYNC SERIOUSLY



LEAD IN THE AGE
OF ANALYTICS



©CIVITAS LEARNING



SEVEN STRATEGIES



TURN ON YOUR
OWN LIGHTS



DEVELOP, TRY &
TEST MINDSETS



ACCEPT ANALYTICS
AS MISSION
CRITICAL



USE DESIGN
THINKING ON THE
FRONT LINES



CATALYZE
CONVERSATIONS ABOUT
ANALYTICS



TAKE SYSTEMS &
CULTURE SYNC SERIOUSLY



LEAD IN THE AGE
OF ANALYTICS

EDUCATION ANALYTICS: THE SEVEN DEADLY SINS & COMPELLING VIRTUES

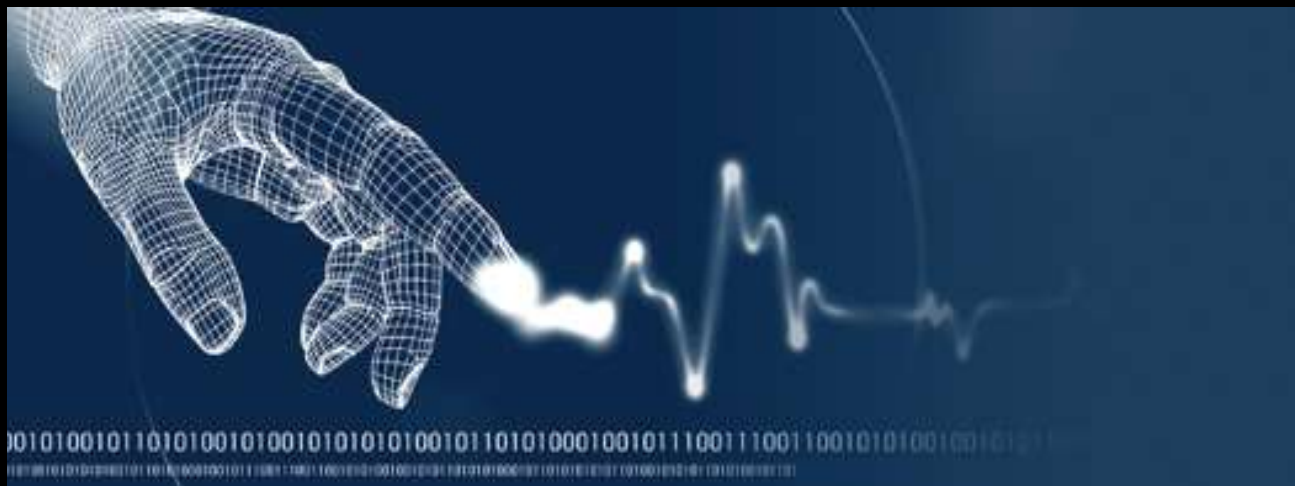
- Deadly Sins

- ❖ Self-Interests
- ❖ Denial
- ❖ Blame
- ❖ Perfection
- ❖ Temerity
- ❖ Timidity
- ❖ Decoupling

- Compelling Virtues

- ❖ Student-Interests
- ❖ Courage
- ❖ Wonder
- ❖ Perfecting
- ❖ Humility
- ❖ Willingness
- ❖ Immersion





Making the Most of a Healthy Change in Education: The Emerging Student Success Platform

A new white paper from Dr. Mark Milliron, Co-Founder and Chief Learning Officer, Civitas Learning



Mark David Milliron
mark.milliron@civitaslearning.com