

**Unadjusted
= 13.72**

**8.39
Education**

This part was NOT the program!
New-program employees had more
education, which boosted their scores.

**5.33
Program**

This is the unique program effect!
What remains after removing
the education advantage.

The unadjusted coefficient was a MIX of program effect + education effect.
Adjusting 'removes' the education portion, leaving only the program effect.