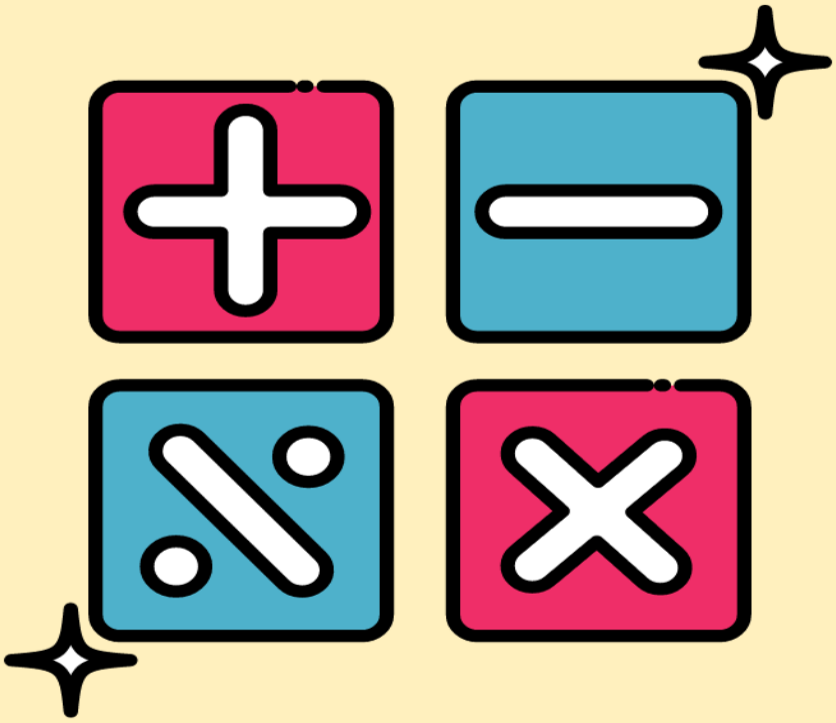


MATH FOR ALL

GEOVANNY PENA RUEDA

Proposed Endeavor

CONTENTS

EXECUTIVE SUMMARY 3
INDUSTRY ANALYSIS 5
INDUSTRY ANALYTICS AND INFOGRAPHICS 10

SWOT Analysis 10

Business Model Calvas 11

Porter's Five Forces Analysis 12

SUBSTANTIAL MERIT 13
NATIONAL IMPORTANCE 22

Economic Impact 22

Advancement in STEM fields 23

Improvements in Public Health 24

Environmental Protection 25

National Security 25

Cultural or Social Benefits 26

SERVICES 27
FINANCIAL FORECAST 28
JOB CREATION 33
APPLICANT IS WELL POSITIONED TO ADVANCE THE PROPOSED ENDEAVOR 37

Educational Background 37

Professional Background 37

STEPS TAKEN TOWARDS ACCOMPLISHING ENDEAVOR 38
ON BALANCE DISCRETIONARY EVIDENCE 40

EXECUTIVE SUMMARY

In the United States, access to advanced mathematics is not uniformly distributed. This discrepancy is particularly noticeable among children from economically disadvantaged backgrounds. These children often lack exposure to advanced math during their formative years, which can limit their future opportunities. As a result, less than 5% of these students apply for STEM programs after school. The quality of math education in schools across the U.S. is a matter of concern for many families. In the latest ranking of top countries in math, reading, and science, the US didn't crack the top 10[1]. Teachers often lack the necessary tools and techniques to effectively teach math. This deficiency can leave students underprepared for higher-level mathematical concepts and can impact their academic and career prospects. In addition, Individuals with cognitive disabilities face additional challenges in developing skills in the field of mathematics. These challenges can limit their potential to contribute to society and find employment. However, with the right educational support, these individuals can overcome these barriers and become valuable contributors to society. The top of the cherry is that underserved communities, including Black and Latino students, face significant challenges in accessing quality math education[2]. These challenges can limit their academic and career opportunities and perpetuate existing inequities.

Geovanny Pena, a professor of mathematics with a master's degree in mathematical sciences, proposes a solution: Math for All LLC. This endeavor aims to provide equal opportunities for advanced math to underserved communities by creating a digital educational platform.

The platform will offer comprehensive math programs with advanced math, using gamification methods to make learning fun and engaging. It will also provide teachers with the tools they need to effectively teach their students.

---

[1] The Organization for Economic Cooperation and Development (OECD), 2022, "PISA 2022 Results: The State of Learning and Equity in Education", https://read.oecd-ilibrary.org/view/?ref=1235_1235421-gumq51fbgo&title=PISA-2022-Results-Volume-I

[2] National Math+Science Initiative, October 12, 2023, "Understanding the Gap: Math and Science Education in Underserved Communities", https://www.nms.org/Resources/Newsroom/Blog/2023/October/Math-Science-Education-Gap-Underserved-Communities.aspx

Math for All LLC. will not only cater to people with learning disabilities but also promote inclusive teamwork. It will provide weekly progress reports and establish continuous improvement strategies.

Geovanny Peña is a professional who has contributed to the field of education. He has participated in the application of formative evaluation strategies in his born country Colombia, through programs created by that Latin-American country government, such as the “Todos a Aprender” program which was an initiative in Colombia that aimed to enhance the quality of education. It did that by offering training and pedagogical support to teachers in preschool, basic, and middle education. The program focused on strengthening the pedagogical competencies of teachers.

Geovanny Peña's qualifications, including a master's degree in mathematical sciences, a diploma in didactic strategies using ICT and the STEM route, underscore his expertise and dedication to enhancing math education. This blend of academic prowess and practical experience positions him as a qualified leader for this transformative endeavor.

INDUSTRY ANALYSIS

Industry Size and Growth

Digital education is the innovative incorporation of modern technology and digital tools to assist the progress of teaching and learning. It is also known as technology enhanced learning (TEL), digital learning, or e-learning. Digital education is the way forward to seeking education through the means of technology and digital devices. Digital education provides various benefits to students, which include low cost of education and specialized course learning. In addition, digital education has become an integral part of most organizations as it enhances the performance of employees. For instance, according to IBM statistics, e-learning can increase productivity by 50%, by utilizing online learning software, to provide employees with an incredible opportunity to engage in their training courses at any convenient time[3].

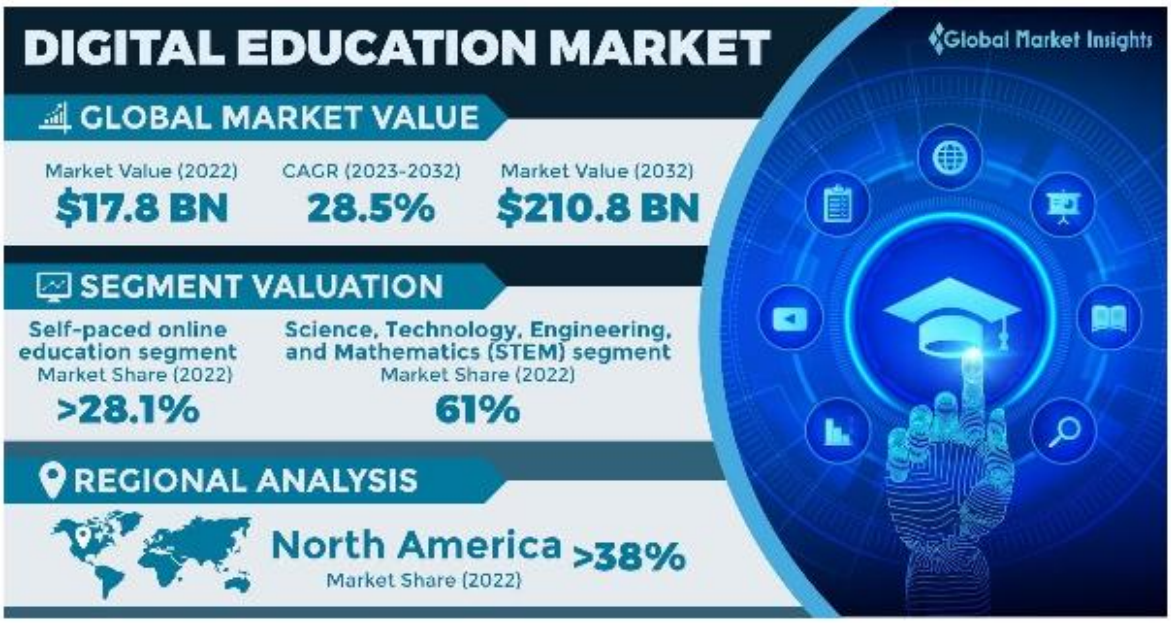
The upward trend in embracing advanced technologies within digital education, coupled with the widespread use of smartphones and increased internet accessibility, is notably propelling market growth. The global expansion is further stimulated by the rising integration of Artificial Intelligence (AI) and machine learning in digital education practices. This surge in technological advancements, however, encounters challenges, including the absence of social interactions in digital learning environments and the substantial costs associated with implementation, both acting as limiting factors for market growth. Contrarily, a promising landscape unfolds with the emergence of various trends such as microlearning, gamification, adoptive learning, and mobile learning. These trends are poised to create lucrative opportunities for market expansion throughout the forecast period, presenting a dynamic and evolving scenario in the digital education sector.

Digital Education Market size was valued at USD 17.8 billion in 2022 and is anticipated to grow at a CAGR of 28.5% between 2023 and 2032[4]. The growing internet penetration is providing access to educational resources and courses, thereby fueling the market revenue. As more people gain internet connectivity, they can easily access e-learning platforms,

[3] Allied Market Research, 2023, “Digital Education Market”, https://www.alliedmarketresearch.com/digital-education-market-A17196

[4] Global Market Insights, July, 2023, “Digital Education Market Size”, https://www.gminsights.com/industry-analysis/digital-education-market

virtual classrooms, and digital education content from anywhere. This increased accessibility has broken geographical barriers, reaching a broader audience including underserved and remote communities.

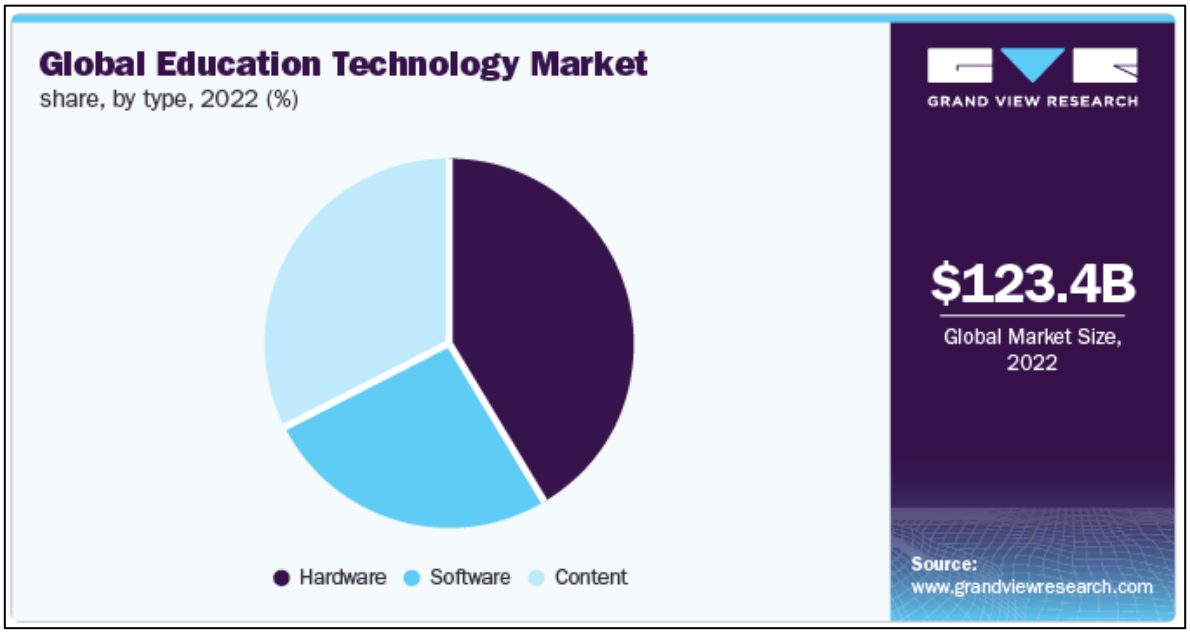


Another report suggests that other related market, the global education technology market size was valued at USD 123.40 billion in 2022 and is expected to expand at a CAGR of 13.6% from 2023 to 2030[5].

Education technology (EdTech) includes hardware and software technology used to educate students on a virtual level to improve learning in classrooms and enhance students' education outcomes. EdTech platforms assist students overcome hurdles to receive a comprehensive education by utilizing technology for learning and teaching. Learners are increasingly shifting toward eBooks that can be accessed online from anywhere across the globe. Digital content is comparatively easier to generate than printed content, which tends to incur higher production costs. Digital books are available in different languages and can be easily translated and retrieved by a wider user base. Moreover, learners, especially those with physical disabilities, can listen to educational content in an audio format to improve their vocabulary and encourage better interpretive reading.

[5] Grand View Research, 2023, "Education Technology Market", https://www.grandviewresearch.com/industry-analysis/education-technology-market

Enhancing student engagement is emerging as a prime concern for educators. Hence, market players respond to such concerns by introducing advanced interactive apps, and whiteboards and shifting from projector-based displays to touchscreen displays.

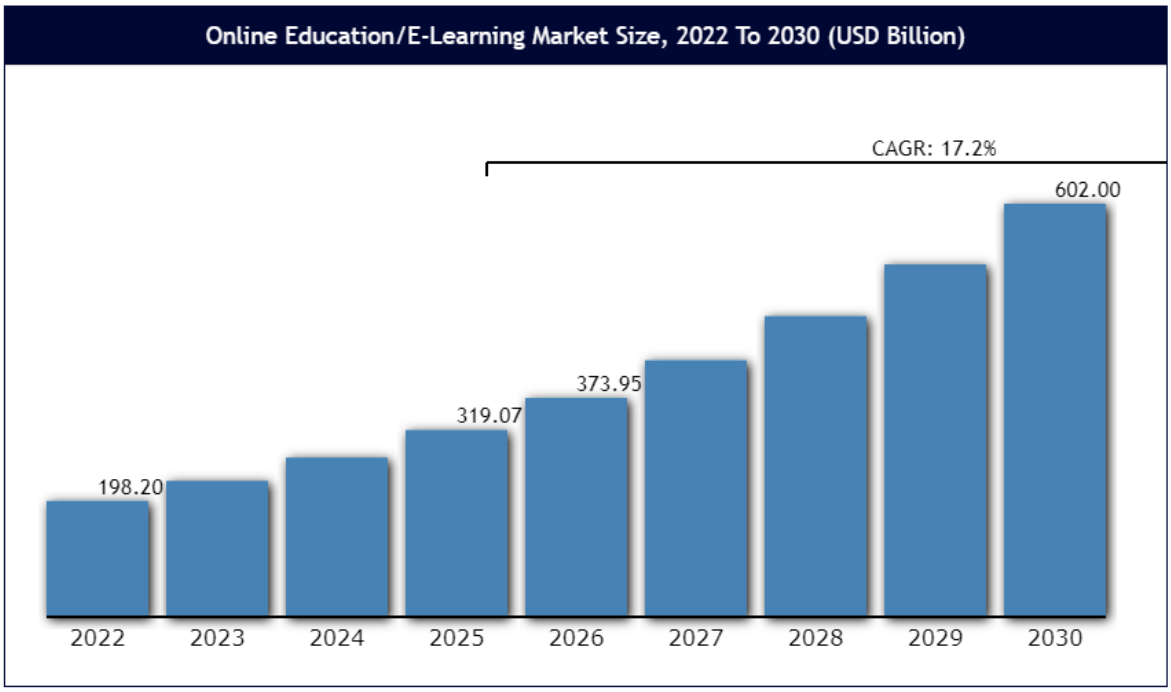


A third market we need to analyze, since is related to the proposed endeavor industry, is the E-Learning market[6].

Global Online Education/E-Learning Market is valued at USD 198.2 Billion in 2022 and is projected to reach a value of USD 602.0 Billion by 2030 by 2028 at a CAGR (Compound Annual Growth Rate) of 17.2% over the forecast period. Online education or e-learning is a methodology that deals with teaching/imparting education with the help of online mediums without using classrooms. E-learning can also be delivered using a network-enabled transfer of skill and knowledge.

The global Online Education/E-Learning market is expected to grow significantly during the forecast period owing to the rising integration of smart solutions such as artificial intelligence (AI), virtual reality (VR), and learning management systems (LMS). Additionally, the pandemic has pushed the market towards an incremental growth pattern as many schools and college institutions were shut off to curb the virus's spread.

[6] Vantage Market Research, 2022, "Online Education/E-Learning Market", https://www.vantagemarketresearch.com/industry-report/online-education-e-learning-market-2028



Major Players

North America led the global digital education market with a share of over 38% in 2022, attributed to several factors such as the presence of a strong technological infrastructure and a high internet penetration that has facilitated the widespread adoption of online learning platforms. Moreover, North America boasts a robust edtech ecosystem with numerous innovative startups and established companies offering diverse digital education solutions. The demand for flexible learning options, personalized content, and upskilling opportunities has fueled the market growth.

Major companies operating in the digital education market include:

- **Udemy Inc.**
- **BYJU's**
- **Coursera**
- **Datacamp Inc.**
- **Pluralsight LLC**
- **Udacity, Inc.**
- **Rosetta Stone.**

These companies focus on adopting new innovative strategies to increase their market penetration and strengthen their position in the market. Also, these companies are emphasizing strategic partnerships and mergers & acquisitions to expand their presence in new regions.

Trends

The digital education industry is witnessing an increasing integration of Artificial Intelligence (AI) and Machine Learning (ML) technologies. AI-powered educational tools & platforms are being used to personalize learning experiences, analyze student performance, and provide real-time feedback. These technologies can identify individual learning gaps and recommend suitable content, making education more efficient & effective. As AI and ML continue to develop, they are expected to play a vital role in shaping the future of digital education, enhancing student outcomes, and revolutionizing the learning process.

Other significant trends are the integration of virtual reality (VR) in eLearning, greater investment in continuous learning, the beginning of nanolearning, increased use of gamification in eLearning, and greater importance to well-being training[7]. Additionally, the use of cutting-edge technology such as augmented reality (AR) is expected to play a significant role in fostering the growth of the digital education market.

Regulatory and Economic Factors

The digital economy poses new regulatory challenges that must be addressed, including issues surrounding the regulation of data, competition issues relating to digital platforms that have emerged as gatekeepers in the digital world, and market concentration resulting from tech giants that resemble natural or quasi-natural monopolies because of economies of scale and network effects associated with digital technologies[8]. Furthermore, security and privacy are significant concerns faced by the digital education market. As students and educators interact through online platforms, sensitive personal data & information are collected and stored. Without robust security measures, there is a risk of data breaches and unauthorized access to sensitive information[9].

---

[7] Neethi Kumar, January 28, 2023, “eLearning Trends: Top 8 L&D Trends To Watch Out For In 2023”, https://elearningindustry.com/elearning-trends-top-ld-trends-to-watch-out-for-in-2023

[8] Zia Qureshi, January 18,2022, “How digital transformation is driving economic change”, https://www.brookings.edu/articles/how-digital-transformation-is-driving-economic-change/

[9] Stella Timotheou, Ourania Miliou, Yiannis Dimitriadis, Sara Villagrá Sobrino, Nikoleta Giannoutsou, Romina Cachia, Alejandra Martínez Monés & Andri Ioannou, November 21, 2022, “Impacts of digital technologies on education and factors influencing schools' digital capacity and transformation”, https://link.springer.com/article/10.1007/s10639-022-11431-8

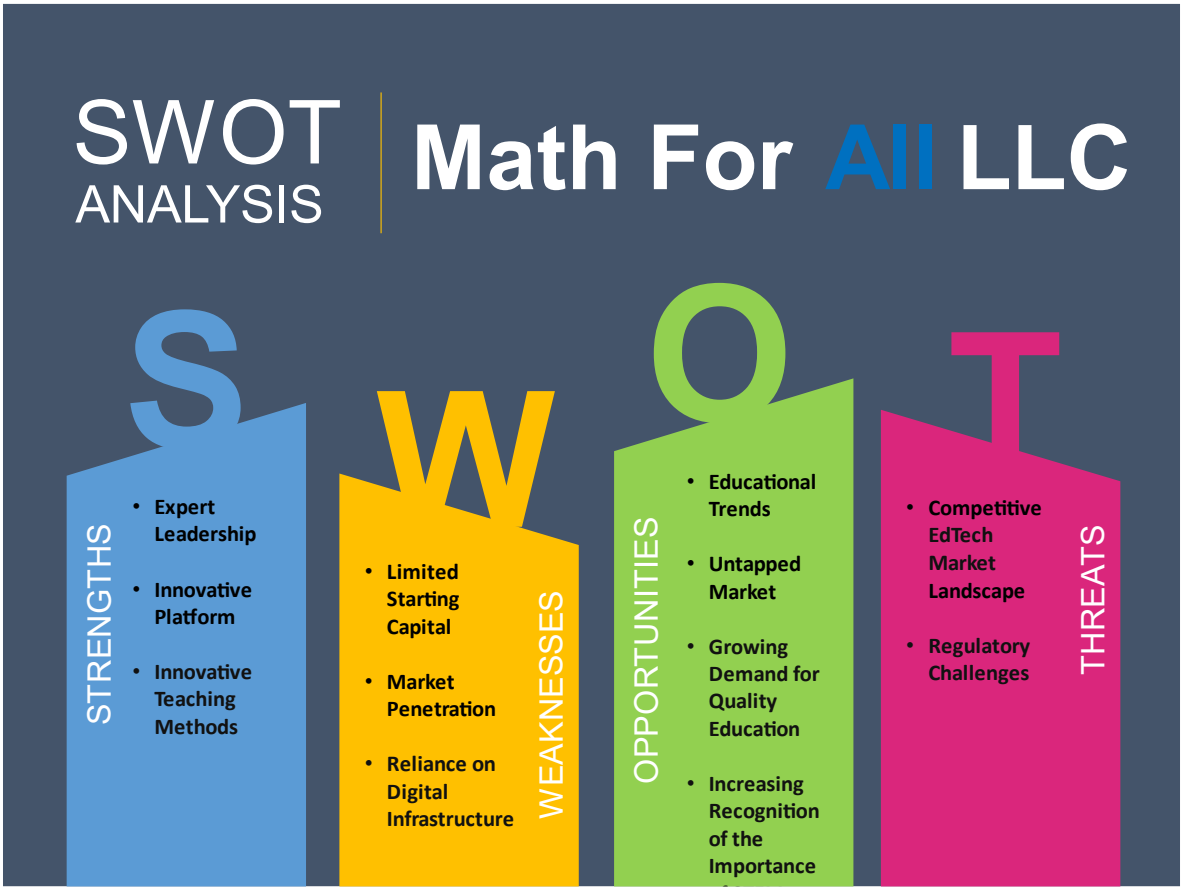
Conclusion: The digital educational platforms industry is a rapidly growing market with several key players. The industry is being shaped by various trends and developments, and it faces certain regulatory and economic challenges that could impact its future growth.

INDUSTRY ANALYTICS AND INFOGRAPHICS

SWOT Analysis

This analysis should provide a good starting point for understanding the potential challenges and opportunities for “Math for All LLC”. It’s important to revisit and update this SWOT analysis as the endeavor progresses and more information becomes available.

This SWOT analysis highlights the endeavor's internal strengths and weaknesses, while also recognizing external opportunities and threats that should be considered for strategic planning and implementation.



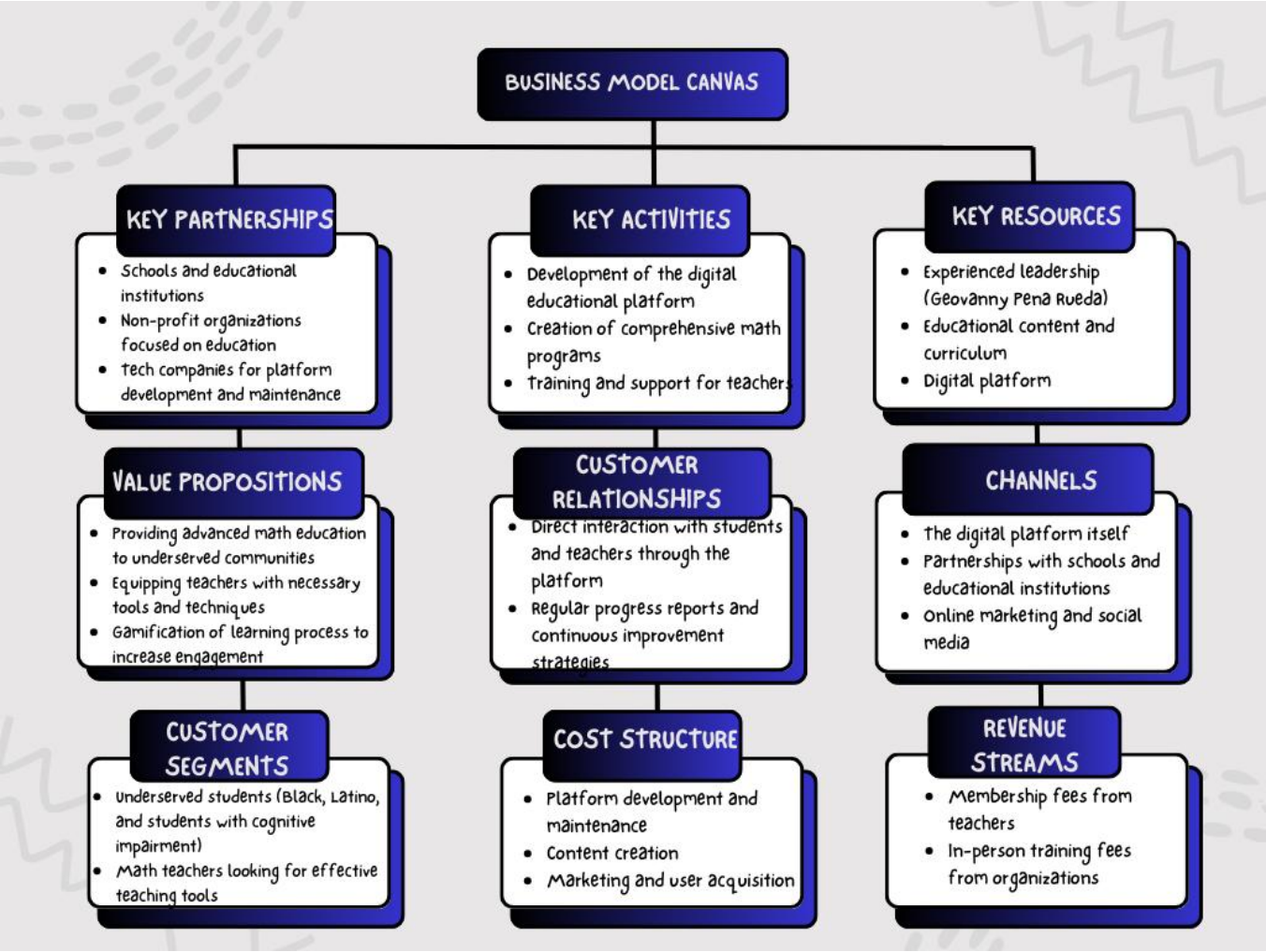
Business Model Calvas

The following Business Model Canvas outlines the core components of the proposed endeavor, emphasizing key aspects such as partnerships, activities, resources, and value propositions. It provides a holistic view of how "Math for All LLC" plans to create, deliver, and capture value in the educational technology market.

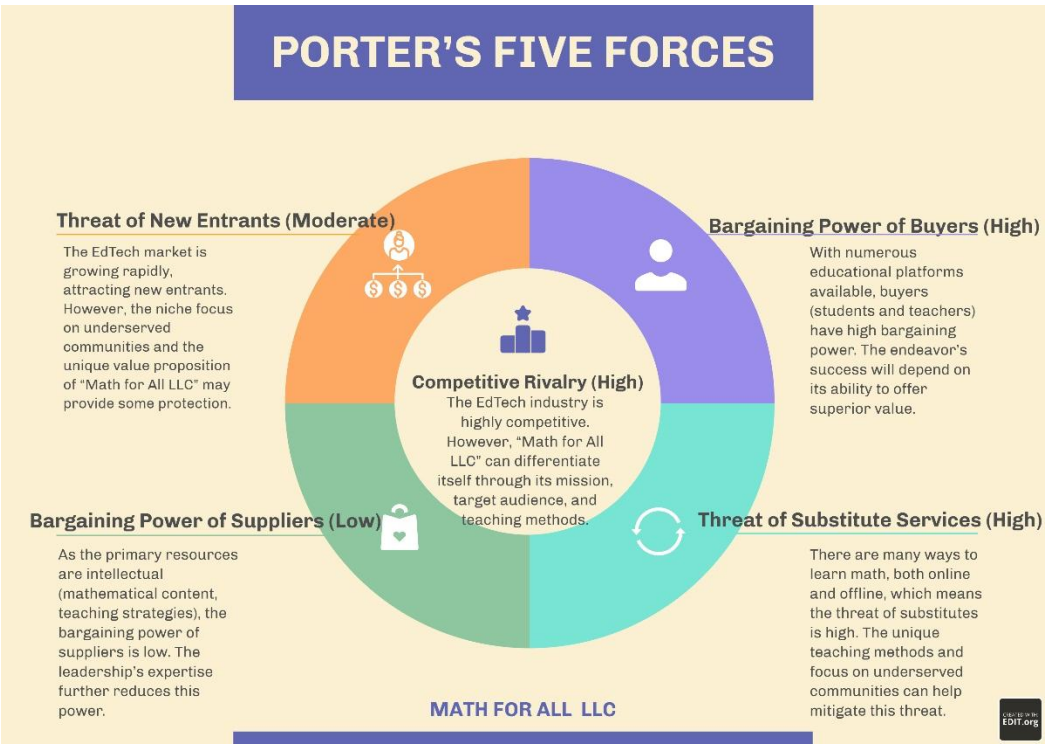
But first, some key metrics to apply to Geovanny Peña's proposed endeavor:

- User engagement and satisfaction on the digital platform.
- Membership sign-ups and retention rates.
- Successful partnerships with educational institutions and content creators.

This endeavor aims to address a significant gap in the current education system by providing quality math education to those who need it most. It's a noble mission.



Porter's Five Forces Analysis



This Porter's Five Forces analysis underscores the competitive dynamics and challenges that "Math for All LLC" may encounter in the digital education sector, emphasizing the need for strategic positioning and differentiation.

This analysis suggests that while there are challenges in the Digital Education industry, “Math for All LLC” has unique strengths that can help it succeed. It’s important to remember that the business environment is dynamic, so it’s important to regularly review and update this analysis.

SUBSTANTIAL MERIT

The proposed endeavor has substantial merit. The endeavor's merit may be demonstrated in a range of areas such as business, entrepreneurialism, science, technology, culture, health, or education. Matter of Dhanasar, 26 I&N Dec. 884 (AAO 2016). Evidence that the endeavor has the potential to create a significant economic impact may be favorable but is not required, as an endeavor’s merit may be established without immediate or quantifiable economic impact. For example, endeavors related to research, pure science, and the furtherance of human knowledge may qualify, whether or not the potential accomplishments in those fields are likely to translate into economic benefits for the United States.

Essentially, Substantial merit may be demonstrated if there is something considered of significant value or worth or possessing the potential to make a significant contribution to a field or society. Accordingly, Geovanny Pena’s proposed endeavor has substantial merit.

The proposed endeavor, “Math for All LLC”, holds substantial merit in the field of education, particularly in the realm of advanced mathematics. This initiative aims to provide equal opportunities for advanced math education to underserved communities, including black and Latino students, and students with cognitive impairment. The endeavor’s mission aligns with the growing recognition of the importance of mathematics in interdisciplinary STEM education[10].

[10] Katja Maas, October 24, 2019, “The Role of Mathematics in interdisciplinary STEM education”, https://link.springer.com/article/10.1007/s11858-019-01100-5

Next are some articles, online publications and research showing the merits of working on the proposed endeavor's field.

- Advanced math education is fundamental for many professions, especially in science, technology, and engineering. It enhances personal scientific literacy, international economic competitiveness, and forms an essential foundation for responsible citizenship. Moreover, mathematical knowledge plays a crucial role in understanding the concepts of other subjects like science, social studies, and even music and art. An article from 2022[11] went further and summarized at least 15 crucial reasons that demonstrate that Math is highly important: Math Is Good For The Brain, Math Helps You With Your Finances, Math Makes You A Better Cook, promotes Better problem-solving skills, Every Career Uses Math, Math can be used for Fitness, improves Time management, among other benefits.

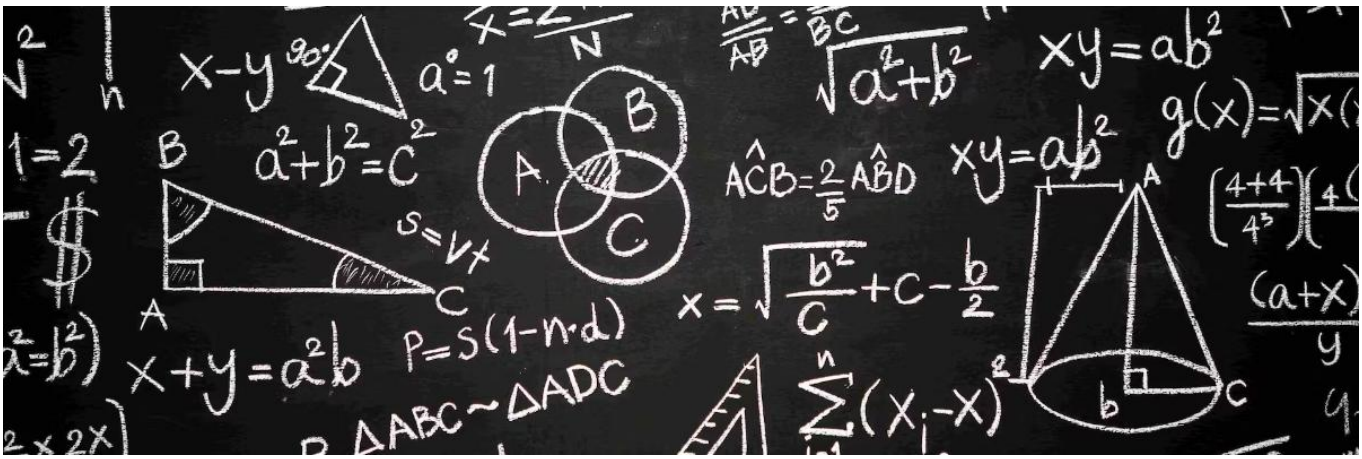
- Math isn't just an important subject in school — it's essential for many of your daily tasks. You likely use it every day to perform real-life skills, like grocery shopping, cooking and tracking your finances.

[11] Rupam Choudhary, September 20, 2022, "Top 15 Importance of Mathematics in Everyday Life", https://statanalytica.com/blog/importance-of-mathematics/

What makes math special is that it's a universal language — a powerful tool with the same meaning across the globe. Though languages divide our world, numbers unite us. Math allows us to work together towards new innovations and ideas.

Studies have shown that routinely practicing math keeps our brain healthy and functioning well[12]. You simply can't make it through a day without using some sort of basic math. Here's why. A person needs an understanding of math, measurements and fractions to cook and bake. Many people may also use math to count calories or nutrients as part of their diet or exercise routine. You also need math to calculate when you should leave your house to arrive on time, or how much paint you need to redo your bedroom walls. And then the big one, money. Financial literacy is an incredibly important skill for adults to master. It can help you budget, save and even help you make big decisions like changing careers or buying a home.

Mathematical knowledge may even be connected to many other not-so-obvious benefits. A strong foundation in math can translate into increased understanding and regulation of your emotions, improved memory and better problem-solving skills.



[12] Ashley Crowe, September 23, 2022, "Reasons Why Math Skills Improve Quality of Life", https://www.prodigygame.com/main-en/blog/why-is-math-important/

- Teaching math in early stages of life brings numerous benefits. Now, if that learning comes mixed with technology, with of the table techniques, and with gamification, the result could not be more desirable.

Early math education helps children develop confidence in their abilities to solve mathematical problems and fosters logical thinking and problem-solving skills[13]. Here are some of the many perks:

1. Building confidence ─ Early math education helps children develop confidence in their abilities to solve mathematical problems. This confidence is a crucial asset as they progress to more advanced math levels.

2. Logical thinking ─ Math education fosters logical thinking and problem-solving skills. It teaches students how to analyze situations, break down problems into manageable steps, and find solutions systematically.

3. Real-world application ─ Early math education connects classroom learning to real-world applications, helping students see the relevance of math in their daily lives.

4. Preparation for advanced studies ─ A strong foundation in mathematics is essential for pursuing higher education and careers in fields like science, technology, engineering, and mathematics (STEM).

[13] Nina Smith, October 19, 2023, "Early Math Education – Building a Strong Foundation", https://scholarlyoa.com/importance-of-early-math-education/

- In our contemporary digital era, the landscape of education is undergoing a transformative shift, breaking free from conventional confines. The domain of math tutoring is a clear example of this evolution, with the emergence of online math tutoring programs wielding substantial influence[14]. These programs stand as robust instruments for not only elevating students' proficiency in mathematics but also instilling a newfound sense of confidence. We will delve into the advantages offered by these programs, delving into their operational mechanisms, and unraveling the reasons behind their growing popularity among both students and their parents.

The internet has transformed the way of accessing information and learning new skills. Online education, in particular, has gained immense popularity in recent years. These programs are a testament to this digital revolution, providing students with a personalized and convenient learning experience. These programs typically begin with assessing a student's strengths and weaknesses. A personalized learning plan is generated based on the findings. This plan targets the specific areas where the student needs improvement, ensuring time is spent efficiently. These programs often offer many resources, such as practice problems, video lessons, and interactive quizzes. These resources supplement the tutoring sessions and give kids more chances to consolidate what they've learned. As students receive targeted support and witness their progress, their confidence in math grows. This boost in self-assurance can extend to other areas of their academic and personal lives. These programs often employ highly qualified math tutors who specialize in various math levels and topics. Students can benefit from the expertise of these professionals.

- If a child is a reluctant math student, gamification might be the way forward. Digital education on Math is big on finding ways to make numbers and problems enjoyable

[14] Write For Us, September 13, 2023, "Unleashing the Power of Online Math Tutoring Programs", https://www.writeforus.org/blog/unleashing-the-power-of-online-math-tutoring-programs/

for students. We believe if kids are having fun, they are more likely to want to keep learning (even a challenging subject like math). This strategy to entice kids to practice math through games is quite impactful, especially if they play video games. For this reason, many teachers and online tutors gamify math in their classrooms and lessons[15].

Apps like Prodigy, Euclidea or DreamBox are successful in helping children in America learn Math in a different way. From school, your child may be already familiar with some of them,or all. Prodigy, for example, the online math game where kids answer math questions to complete epic quests, level up, and earn in-game rewards is probably one of the best examples we could give of math gamification done right, because the leveling system encourages kids to keep playing. Euclidea is all about building geometric constructions the fun way, and the child will learn all the definitions and meanings as you go. There's 120 levels and every construct is inherently dynamic, meaning you can reshape your construct just by moving your fingers on the display.

[15] Teachers on Call, 2023, "Gamification Makes Math Fun", https://www.teachersoncall.ca/site/toronto-tutoring-blog/2022/04/19/gamification-math-fun-apps

- The Education Gamification Market is a dynamic and rapidly expanding sector within the global education industry[16]. It's characterized by the incorporation of game design elements, mechanics, and principles into educational processes and content. The primary goal is to enrich engagement, motivation, and overall learning outcomes for students. This market encompasses a diverse array of educational products, services, and technologies, all strategically utilizing gamification techniques. The aim is to transform the learning experience, making it more interactive, enjoyable, and ultimately, more effective. Education gamification involves the infusion of game-like elements such as points, rewards, competition, and storytelling into educational materials and activities. This innovative approach is applicable to both formal and informal learning environments, marking a significant shift in how we perceive and engage with educational content.

- One of the key advantages of using online platforms and resources for mathematical education is the flexibility and convenience they offer to both teachers and students[17]. These platforms and resources can be accessed anytime, anywhere, as long as there's an internet connection and a device. This means that teachers can design and deliver math lessons that fit their own schedules and preferences, while students can access and review math content and activities at their own pace and level. Online platforms and resources can also provide a variety of formats and modes, such as videos, games, simulations, quizzes, and interactive exercises, catering to different learning styles and preferences.

  Another benefit of using online platforms and resources for mathematical education is that they can provide immediate and personalized feedback and assessments for both teachers and students. Online platforms and resources can track and record students' progress and performance, offering them instant feedback on their strengths and weaknesses, along with suggestions for improvement. These platforms can also generate and automate various types of assessments, such as formative, summative, diagnostic, and adaptive assessments, to measure and monitor the outcomes of mathematical learning and educational objectives.

[16] Ajay Rana and Vishal Sawant, September 1, 2023, "Education Gamification Market", https://www.linkedin.com/pulse/education-gamification-market-size-share/

[17] Jariela Cruz-Cadiz, 2022, "what-benefits-drawbacks-using-online-platforms", https://www.linkedin.com/advice/0/what-benefits-drawbacks-using-online-platforms

Additionally, online platforms and resources can facilitate communication and collaboration among teachers and students, as well as among peers, through features like chat, forums, blogs, and wikis.

- Gamification is more than playing games. It's techniques strive to use people's natural desires for socializing, learning, mastery, competition, status, achievement, self-expression, altruism or closure. Games do a lot to increase motivation through participation[18]. The lack of motivation can lead to a disastrous reaping, such as the high-school student dro p out rates: 62.1 million students in India are out of school. Though organizations do not consider Gamification as a practical source of learning due to reasons such as longer turnaround time and higher costs, it has proven otherwise, with students having a higher retention and incentive.

Then, how does Gamification enhance Learning? Learning isn't only about formal training, but is a combination of three elements:

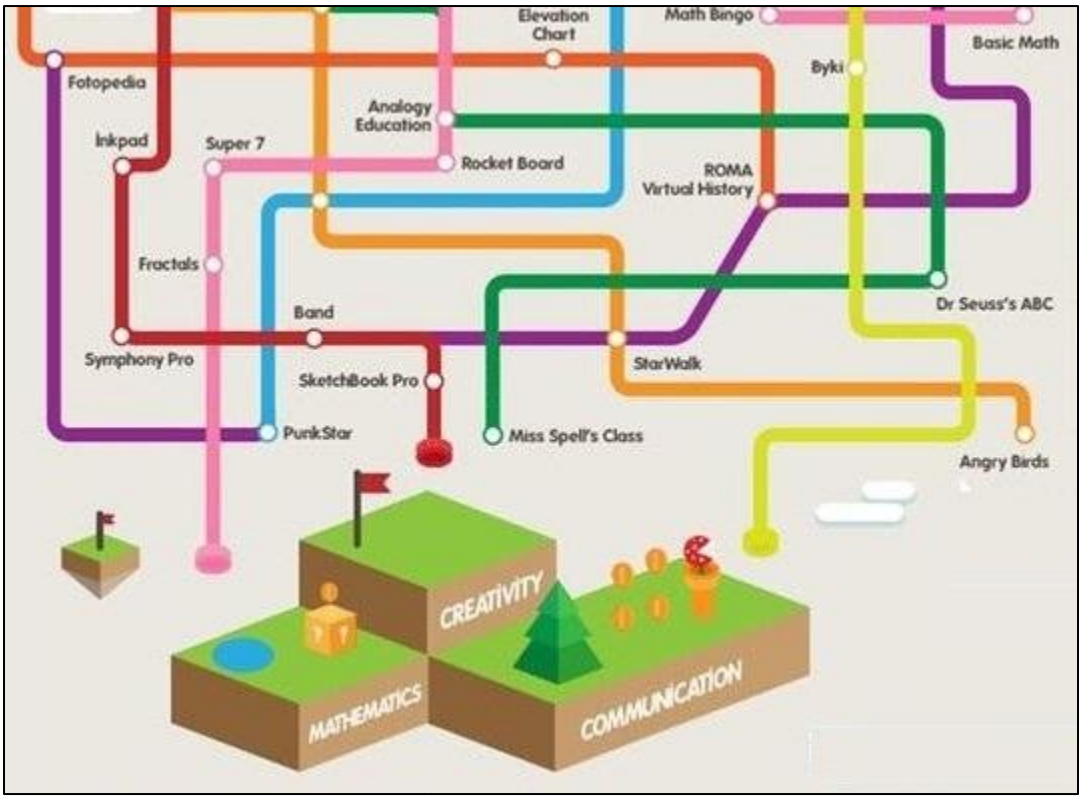
- 70% of learning comes from real life scenarios, on-the-job experiences, tasks and problem solving.
- 20% comes from observing our peers and leaders and the feedback we receive for our work.

[18] Tejaswini Sundar, August 29, 2019, "Gamification: What, and How it benefits Digital Learning", https://edtechpulse.com/innovation/gamification-in-education-benefits

- 10% comes from formal training.

Gamification provides an effective approach to enhance learning. With these built-in features, one understands that:

- Gamification evokes friendly competition.
- Provides learners with a sense of achievement.
- Provides engaging learner experience which leads to behavioral change.
- Encourages learners to progress through content, motivate action and influence behavior.



NATIONAL IMPORTANCE

The proposed endeavor has national importance because it will substantially benefit prospectively the national economy, educational interests, and welfare of the United States as defined in Title 8 of the Code of Federal Regulations, Section 204.5(k)(2).

In determining whether the proposed endeavor has national importance, we consider its potential prospective impact. Matter of Dhanasar, 26 I&N Dec. 884 (AAO 2016). Moreover, in determining national importance, the relevant question is not the importance of the industry or profession in which the individual will work; instead, we focus on "the specific endeavor that the foreign national proposes to undertake." See Dhanasar, 26 I&N Dec. at 889.

Many proposed endeavors that aim to advance STEM technologies and research, whether in academic or industry settings, not only have substantial merit in relation to U.S. science and technology interests, but also have sufficiently broad potential implications to demonstrate national importance. To that end, we submit that Geovanny Pena's Math for All LLC is going to have a positive impact in the United States.

Economic Impact

The proposed endeavor, "Math for All LLC", has the potential to make a significant positive economic impact in the United States. This initiative aims to provide advanced math education to underserved communities.

The endeavor's focus on underserved communities could help address educational inequality, a significant issue in the U.S. By providing quality math education to these communities, "Math for All LLC" could help increase their access to higher education and better job opportunities, thereby contributing to economic growth.

Digital educational platforms have been shown to enhance the quality and relevance of learning, strengthen inclusion, and improve education administration and governance[19]. They can also help close the global education gap. The proposed digital platform of "Math

[19] Unesco, 2023, "Digital learning and transformation of education", https://www.unesco.org/en/digital-education

for All LLC" could therefore have a broad economic impact by improving the quality of education and making it more accessible.

Also, by providing advanced math education to individuals with cognitive disabilities, the endeavor can enhance their skills and employability, contributing to a more diverse and capable workforce.

Advancement in STEM fields

The envisioned initiative, "Math for All LLC," holds the promise of fostering significant advancements in STEM fields across the United States. By specifically targeting underserved communities with an innovative approach to math education, the proposed endeavor has the potential to contribute to the growth and diversity of the STEM workforce in several ways.

Bridging the Gap in STEM Education: Math for All LLC. aims to provide equal opportunities in advanced mathematics to underserved communities, including black and Latino students, and students with cognitive impairments. This aligns with the current need in the U.S. to improve mathematics literacy, where the country ranks 25th out of 37 OECD countries[20]. By focusing on these underserved communities, the endeavor could help bridge the existing gap in STEM education.

Enhancing STEM Learning through Gamification: The endeavor plans to use gamification methods to make learning more engaging and effective[21]. This innovative approach could revolutionize the way STEM subjects are taught and learned, leading to improved understanding and mastery of fundamental concepts in arithmetic, algebra, geometry, statistics, and computation.

Empowering Teachers with Effective Tools: Math for All LLC. also aims to equip teachers with the tools they need to effectively teach their students. This could address the current dissatisfaction among U.S. families with math learning in schools and the perceived lack of preparedness among teachers.

---

[20] Amy Burke, Abigail Okrent, and Katherine Hale, NCSES, January 18, 2022, "The State of U.S. Science and Engineering 2022", https://ncses.nsf.gov/pubs/nsb20221/u-s-and-global-stem-education-and-labor-force

[21] Brigid O'Rourke, November 18, 2021, "Growing gap in STEM supply and demand", https://news.harvard.edu/gazette/story/2021/11/increasing-access-and-opportunity-in-stem-crucial-say-experts/

Potential Impact on the U.S. Economy: By improving access to advanced math education, the endeavor could increase the number of students applying for STEM programs after school. This could ultimately lead to a more skilled workforce, boosting innovation and economic growth in the U.S.

Improvements in Public Health

The proposed initiative, "Math for All LLC," extends beyond the realm of education, holding the potential to bring about tangible improvements to public health in the United States. While the primary focus is on advancing math education, the ripple effects of a well-rounded and inclusive educational approach can positively influence public health outcomes in several ways:

Empowering Health Literacy:

A strong foundation in mathematics correlates with improved cognitive abilities and critical thinking skills. By enhancing math education, "Math for All LLC" indirectly contributes to boosting health literacy. A population equipped with better analytical skills is more adept at understanding health-related information, making informed decisions, and navigating healthcare systems.

Addressing Social Determinants of Health:

The proposed endeavor specifically targets underserved communities, aiming to reduce educational disparities. As education is a crucial social determinant of health, improving access to advanced math education can positively impact long-term health outcomes by addressing underlying social determinants that contribute to health inequities.

Promoting Career Opportunities in Healthcare:

A workforce with strengthened math skills is better positioned to pursue careers in healthcare, including fields that require a strong foundation in mathematics, such as epidemiology, biostatistics, and healthcare analytics. This contributes to a more skilled and diversified healthcare workforce.

Supporting Research and Innovation:

A population with advanced math education contributes to a culture of research and innovation. This, in turn, fosters advancements in healthcare technologies, treatments, and methodologies. The proposed endeavor indirectly supports a landscape where scientific breakthroughs can positively impact public health outcomes.

Enhancing Public Health Communication:

Improved math education contributes to better communication skills. In the context of public health, this can lead to more effective dissemination of health-related information, fostering a population that is better informed and engaged in health-promoting behaviors.

Environmental Protection

While the primary goal of "Math for All LLC" revolves around advancing math education, the initiative carries the potential to yield environmental protection benefits in the United States, contributing to a more sustainable and ecologically conscious society.

• Digital Learning and Paper Reduction	• Reduced Commuting and Carbon Emissions
• Energy Efficiency in Educational Delivery	• Promotion of Sustainable Technologies
• Global Environmental Awareness	• Support for Environmental Science Education
• Encouraging Green Initiatives in Educational Institutions	• Minimization of Physical Resource Consumption

National Security

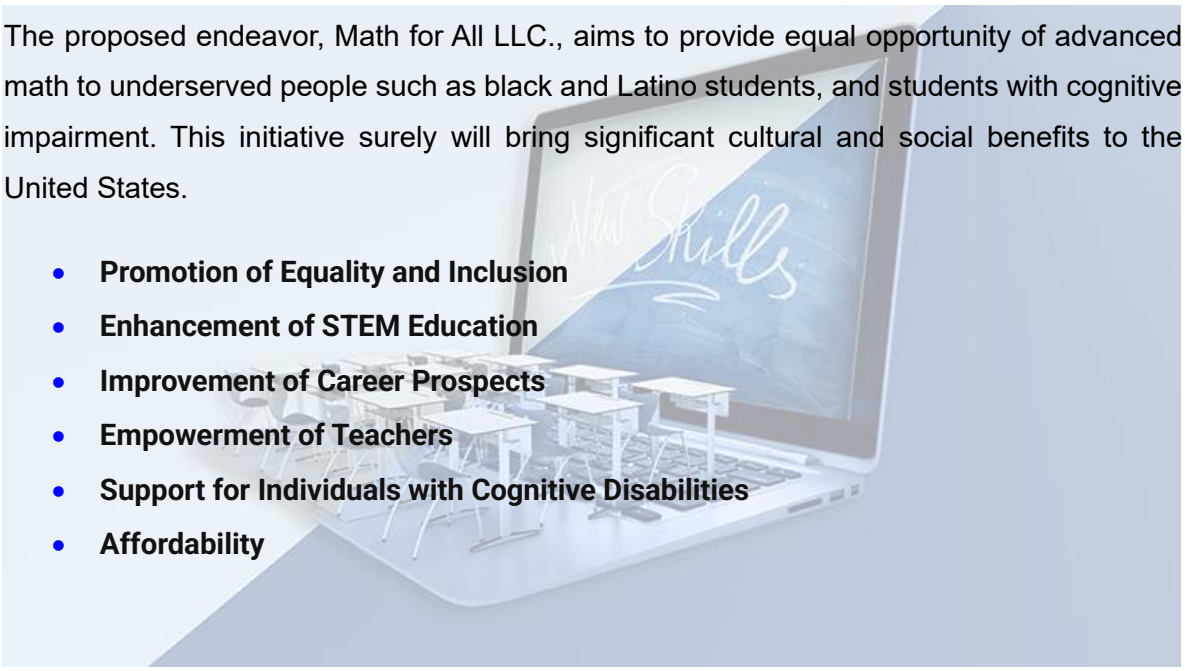
"Math for All LLC" has the potential to make significant contributions to national security in the United States, extending beyond its primary aim of advancing math education. The initiative can play a crucial role in bolstering the nation's security infrastructure through various indirect but impactful pathways.

1) Strengthening National Security through STEM Education: Math for All LLC. aims to provide equal opportunities in advanced mathematics to underserved communities.

By doing so, it could help strengthen national security. Education fortifies defense needs by increasing the capacity of the scientific base, developing the technical understanding of non-technologists, improving resilience to disinformation, and inspiring interest in space and other abstract domains.

2) Enhancing Technological Capabilities: The endeavor's focus on STEM education could enhance the United States' technological capabilities, which are crucial for national security. For instance, a national commitment to a broad, universal STEM education would help with rapidly delivering technologies relevant to space warfighting, improving the ability for policymakers to harness technological capabilities in support of national objectives, and enhancing the United States' resilience to the political and social impacts of space warfare.
3) Fostering a Technologically Skilled Workforce: By improving access to advanced math education, the endeavor could increase the number of students applying for STEM programs after school. This could ultimately lead to a more skilled workforce, which is essential for maintaining America's position internationally and meeting the needs of the modern workforce.

Cultural or Social Benefits



The proposed endeavor, Math for All LLC., aims to provide equal opportunity of advanced math to underserved people such as black and Latino students, and students with cognitive impairment. This initiative surely will bring significant cultural and social benefits to the United States.

- **Promotion of Equality and Inclusion**
- **Enhancement of STEM Education**
- **Improvement of Career Prospects**
- **Empowerment of Teachers**
- **Support for Individuals with Cognitive Disabilities**
- **Affordability**

SERVICES

Geovanny Pena has designed Math for All LLC to offer the following services:

SERVICE OFFERED	DESCRIPTION
Comprehensive Math Program	A complete math program that covers fundamental concepts of arithmetic, algebra, geometry, statistics, and computation at different degrees of difficulty.
Gamified Learning	A unique learning experience where students learn by playing and competing, making the learning process more engaging and enjoyable.
Weekly Progress Reports	Providing weekly progress reports to track the learning journey and establish continuous improvement strategies.
Teacher Support	Offering a membership for math teachers, equipping them with teaching tools and techniques. Teachers will also be able to connect with students through this platform and monitor their progress.
Affordable Learning	A digital platform service specifically designed for underserved people, making advanced math education more affordable.
In-Person Training	Offering in-person training to organizations that are interested in using the services, providing additional support to those who need it.

FINANCIAL FORECAST

5 Years Sales Forecast

		90%	40%	25%	15%
	Year 1	Year 2	Year 3	Year 4	Year 5
	Annual Sales	**Annual Sales**	**Annual Sales**	**Annual Sales**	**Annual Sales**
Comprehensive Math Program (Week)	850	1615	2261	2826	3250
Gamified Learning (Week)	1000	1900	2660	3325	3824
Weekly Progress Reports	730	1387	1942	2427	2791
Teacher Support (Week)	685	1302	1822	2278	2619
Affordable Learning (Week)	960	1824	2554	3192	3671
In-Person Training	660	1254	1756	2195	2524
Platform Subscription (Month)					
Standard Plan	900	1710	2394	2993	3441
Premium Plan	800	1520	2128	2660	3059

5 Years Price Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5
Annual Price Increase		3%	3%	3%	3%
	Units Price	**Units Price**	**Units Price**	**Units Price**	**Units Price**
Comprehensive Math Program (Week)	$ 40	$ 41	$ 42	$ 44	$ 45
Gamified Learning (Week)	$ 40	$ 41	$ 42	$ 44	$ 45
Weekly Progress Reports	$ 20	$ 21	$ 21	$ 22	$ 23
Teacher Support (Week)	$ 65	$ 67	$ 69	$ 71	$ 73
Affordable Learning (Week)	$ 30	$ 31	$ 32	$ 33	$ 34
In-Person Training	$ 200	$ 206	$ 212	$ 219	$ 225
Platform Subscription (Month)					
Standard Plan	$ 150	$ 155	$ 159	$ 164	$ 169
Premium Plan	$ 400	$ 412	$ 424	$ 437	$ 450

5-YEAR FINANCIAL PLAN

FORECASTED REVENUE

	Units sold First Year	Average price per unit	Annual revenue per Service
Comprehensive Math Program (Week)	850	40	34000
Gamified Learning (Week)	1000	40	40000
Weekly Progress Reports	730	20	14600
Teacher Support (Week)	685	65	44525
Affordable Learning (Week)	960	30	28800
In-Person Training	660	200	132000
Platform Subscription (Month)			
Standard Plan	900	150	135000
Premium Plan	800	400	320000

TOTAL OF FORECASTED REVENUE	748,925.00

COST OF GOODS SOLD

	Expected gross margin	Annual cost of Services
Comprehensive Math Program (Week)	30%	10,200.00
Gamified Learning (Week)	30%	12,000.00
Weekly Progress Reports	30%	4,380.00
Teacher Support (Week)	30%	13,357.50
Affordable Learning (Week)	30%	8,640.00
In-Person Training	30%	39,600.00
Platform Subscription (Month)		
Standard Plan	30%	40,500.00
Premium Plan	30%	96,000.00

TOATL COST OF GOODS SOLD	224,677.50

PROFIT AND LOSS PROJECTION

INCOME

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue					
Comprehensive Math Program (Week)	$ 34,000	$ 66,538	$ 95,948	$ 123,533	$ 146,325
Gamified Learning (Week)	$ 40,000	$ 78,280	$ 112,880	$ 145,333	$ 172,147
Weekly Progress Reports	$ 14,600	$ 28,572	$ 41,201	$ 53,046	$ 62,833
Teacher Support (Week)	$ 44,525	$ 87,135	$ 125,649	$ 161,773	$ 191,621
Affordable Learning (Week)	$ 28,800	$ 56,362	$ 81,273	$ 104,640	$ 123,946
In-Person Training	$ 132,000	$ 258,324	$ 372,503	$ 479,598	$ 568,084
Platform Subscription (Month)					
Standard Plan	$ 135,000	$ 264,195	$ 380,969	$ 490,498	$ 580,995
Premium Plan	$ 320,000	$ 626,240	$ 903,038	$ 1,162,662	$ 1,377,173
Total revenue	$ 748,925	$1,465,646	$ 2,113,462	$ 2,721,082	$ 3,223,122
Cost of Sales					
Comprehensive Math Program (Week)	$ 10,200	$ 19,961	$ 28,784	$ 37,060	$ 43,897
Gamified Learning (Week)	$ 12,000	$ 23,484	$ 33,864	$ 43,600	$ 51,644
Weekly Progress Reports	$ 4,380	$ 8,572	$ 12,360	$ 15,914	$ 18,850
Teacher Support (Week)	$ 13,358	$ 26,141	$ 37,695	$ 48,532	$ 57,486
Affordable Learning (Week)	$ 8,640	$ 16,908	$ 24,382	$ 31,392	$ 37,184
In-Person Training	$ 39,600	$ 77,497	$ 111,751	$ 143,879	$ 170,425
Platform Subscription (Month)					
Standard Plan	$ 40,500	$ 79,259	$ 114,291	$ 147,149	$ 174,298
Premium Plan	$ 96,000	$ 187,872	$ 270,911	$ 348,798	$ 413,152
Cost of goods sold	$ 224,678	$ 439,694	$ 634,039	$ 816,325	$ 966,937
Gross Profit	$ 524,248	$1,025,952	$ 1,479,423	$ 1,904,757	$ 2,256,185
TOTAL INCOME	$ 524,248	$1,025,952	$ 1,479,423	$ 1,904,757	$ 2,256,185

EXPENSES

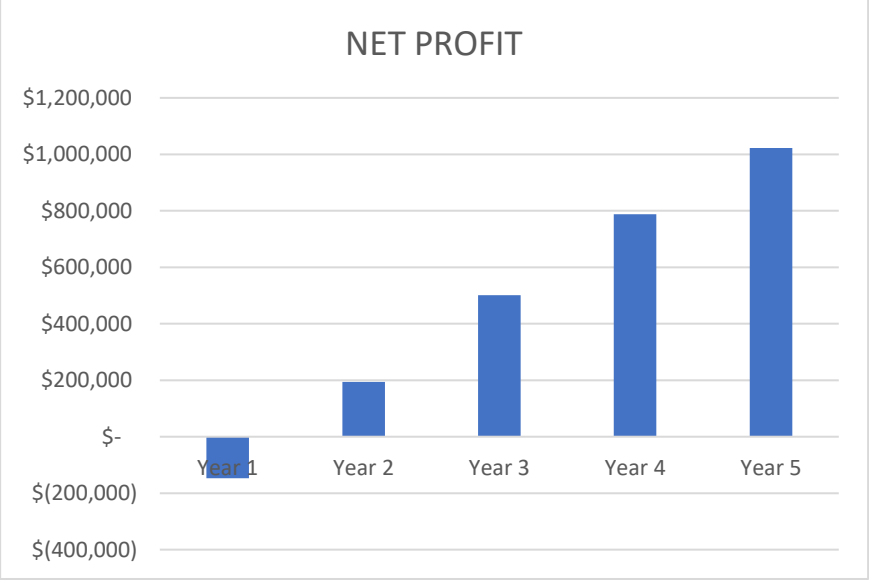
Operative Expenses

5 Years Salary Forecast

CEO	$ 150,000	$ 153,000	$ 156,060	$ 159,181	$ 162,365
Mathematics Content Developer	$ 70,000	$ 71,400	$ 72,828	$ 74,285	$ 75,770
Gamification Specialist	$ 70,000	$ 71,400	$ 72,828	$ 74,285	$ 75,770
Platform Developer	$ 80,000	$ 81,600	$ 83,232	$ 84,897	$ 86,595
Educational Consultant	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946
Customer Support Specialist	$ 40,000	$ 40,800	$ 41,616	$ 42,448	$ 43,297
Marketing and Outreach Coordinator	$ 50,000	$ 51,000	$ 52,020	$ 53,060	$ 54,122
Inclusion and Accessibility Advisor	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946
Training Facilitator	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946
Data Analyst	$ 70,000	$ 71,400	$ 72,828	$ 74,285	$ 75,770
Rent / Mortgage Lease	$ 3,500	$ 3,570	$ 3,641	$ 3,714	$ 3,789
Insurance	$ 1,500	$ 1,530	$ 1,561	$ 1,592	$ 1,624
Utilities	$ 1,000	$ 1,020	$ 1,040	$ 1,061	$ 1,082
Marketing	$ 5,000	$ 5,100	$ 5,202	$ 5,306	$ 5,412
Website / Server Maintenance	$ 500	$ 510	$ 520	$ 531	$ 541
Legal / Consulting Fees	$ 7,000	$ 7,140	$ 7,283	$ 7,428	$ 7,577
Telephone	$ 600	$ 612	$ 624	$ 637	$ 649
Internet	$ 500	$ 510	$ 520	$ 531	$ 541
License / Subscription	$ 1,000	$ 1,020	$ 1,040	$ 1,061	$ 1,082
Office Supplies	$ 500	$ 510	$ 520	$ 531	$ 541
Travel / Lodging	$ 400	$ 408	$ 416	$ 424	$ 433
Other Expenses	$ 500	$ 510	$ 520	$ 531	$ 541
Total operating expenses	$ 732,000	$ 746,640	$ 761,573	$ 776,804	$ 792,340

Non-Recurring Expenses					
Unexpected Expenses	$ 2,000	$ 2,040	$ 2,122	$ 2,249	$ 2,429
Total Non-Recurring Expenses	$ 2,000	$ 2,040	$ 2,122	$ 2,249	$ 2,429
TOTAL EXPENSES	$ 734,000	$ 748,680	$ 763,694	$ 779,053	$ 794,769
TAXES					
Income Tax	$ (62,926)	$ 83,182	$ 214,719	$ 337,711	$ 438,425
TOTAL TAXES	$ (62,926)	$ 83,182	$ 214,719	$ 337,711	$ 438,425
NET PROFIT	$ (146,827)	$ 194,091	$ 501,010	$ 787,993	$ 1,022,991

	Year 1	Year 2	Year 3	Year 4	Year 5
NET PROFIT	$ (146,827)	$ 194,091	$ 501,010	$ 787,993	$ 1,022,991



JOB CREATION

Moreover, Geovanny Pena submits that their proposed endeavor serves the national interest based on their proposal to create the following full-time jobs:

EMPLOYEE FORECAST

JOB POSITIONS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
CEO	1					**1**
Mathematics Content Developer	1	-	-	-	-	**1**
Gamification Specialist	1	-	-	-	-	**1**
Platform Developer	1	-	-	-	-	**1**
Educational Consultant	1	-	-	-	-	**1**
Customer Support Specialist:	1	-	-	-	-	**1**
Marketing and Outreach Coordinator	1	-	-	-	-	**1**
Inclusion and Accessibility Advisor	1	-	-	-	-	**1**
Training Facilitator	1	-	-	-	-	**1**
Data Analyst	1	-	-	-	-	**1**
				TOTAL JOB POSITIONS		**10**

5 Years Jobs Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5
CEO	1	1	1	1	1
Mathematics Content Developer	1	1	1	1	1
Gamification Specialist	1	1	1	1	1
Platform Developer	1	1	1	1	1
Educational Consultant	1	1	1	1	1
Customer Support Specialist	1	1	1	1	1
Marketing and Outreach Coordinator	1	1	1	1	1
Inclusion and Accessibility Advisor	1	1	1	1	1
Training Facilitator	1	1	1	1	1
Data Analyst	1	1	1	1	1
TOTAL	**10**	**10**	**10**	**10**	**10**

5 Years Salary Forecast for Each Position

	Year 1	Year 2	Year 3	Year 4	Year 5
Average Annual Cost Increase		2%	2%	2%	2%
CEO	$ 150,000	$ 153,000	$156,060	$ 159,181	$ 162,365
Mathematics Content Developer	$ 70,000	$ 71,400	$ 72,828	$ 74,285	$ 75,770
Gamification Specialist	$ 70,000	$ 71,400	$ 72,828	$ 74,285	$ 75,770
Platform Developer	$ 80,000	$ 81,600	$ 83,232	$ 84,897	$ 86,595
Educational Consultant	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946
Customer Support Specialist	$ 40,000	$ 40,800	$ 41,616	$ 42,448	$ 43,297
Marketing and Outreach Coordinator	$ 50,000	$ 51,000	$ 52,020	$ 53,060	$ 54,122
Inclusion and Accessibility Advisor	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946
Training Facilitator	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946
Data Analyst	$ 70,000	$ 71,400	$ 72,828	$ 74,285	$ 75,770
TOTAL	**$ 710,000**	**$ 724,200**	**$ 738,684**	**$ 753,458**	**$ 768,527**

5 Years Salary Forecast

CEO	$ 150,000	$ 153,000	$ 156,060	$ 159,181	$ 162,365
Mathematics Content Developer	$ 70,000	$ 71,400	$ 72,828	$ 74,285	$ 75,770
Gamification Specialist	$ 70,000	$ 71,400	$ 72,828	$ 74,285	$ 75,770
Platform Developer	$ 80,000	$ 81,600	$ 83,232	$ 84,897	$ 86,595
Educational Consultant	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946
Customer Support Specialist	$ 40,000	$ 40,800	$ 41,616	$ 42,448	$ 43,297
Marketing and Outreach Coordinator	$ 50,000	$ 51,000	$ 52,020	$ 53,060	$ 54,122
Inclusion and Accessibility Advisor	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946
Training Facilitator	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946

Data Analyst	$ 70,000	$ 71,400	$ 72,828	$ 74,285	$ 75,770
Rent / Mortgage Lease	$ 3,500	$ 3,570	$ 3,641	$ 3,714	$ 3,789
Insurance	$ 1,500	$ 1,530	$ 1,561	$ 1,592	$ 1,624
Utilities	$ 1,000	$ 1,020	$ 1,040	$ 1,061	$ 1,082
Marketing	$ 5,000	$ 5,100	$ 5,202	$ 5,306	$ 5,412
Website / Server Maintenance	$ 500	$ 510	$ 520	$ 531	$ 541
Legal / Consulting Fees	$ 7,000	$ 7,140	$ 7,283	$ 7,428	$ 7,577
Telephone	$ 600	$ 612	$ 624	$ 637	$ 649
Internet	$ 500	$ 510	$ 520	$ 531	$ 541
License / Subscription	$ 1,000	$ 1,020	$ 1,040	$ 1,061	$ 1,082
Office Supplies	$ 500	$ 510	$ 520	$ 531	$ 541
Travel / Lodging	$ 400	$ 408	$ 416	$ 424	$ 433
Other Expenses	$ 500	$ 510	$ 520	$ 531	$ 541
Total operating expenses	$ 732,000	$ 746,640	$ 761,573	$ 776,804	$ 792,340

These roles are crucial to the mission of providing equal opportunity of advanced math education to underserved communities and equipping teachers with the tools they need. The endeavor aims to make a significant impact on math education in the United States.

JOB POSITIONS DESCRIPTION TABLE	
CEO	The CEO will lead Math for All, steering the company toward its mission of providing advanced math education to underserved populations. Responsibilities include strategic planning, decision-making, and overseeing all aspects of the business. $150,000
Mathematics Content Developer	Responsible for creating and curating advanced math content for the digital platform. $70,000
Gamification Specialist	Tasked with integrating gaming elements into the learning process to make it more engaging and effective. $70,000

Platform Developer	In charge of the technical development and maintenance of the digital platform. $80,000
Educational Consultant	Works with teachers to equip them with the necessary tools and techniques for teaching math effectively. $60,000
Customer Support Specialist:	Provides assistance and support to users of the platform. $40,000
Marketing and Outreach Coordinator	Promotes the platform to potential users and partners, particularly in underserved communities. $50,000
Inclusion and Accessibility Advisor	Ensures the platform is accessible and inclusive for all users, including those with cognitive impairments. $60,000
Training Facilitator	Conducts in-person training for organizations interested in using the services. $60,000
Data Analyst	Monitors and analyzes user data to assess the effectiveness of the platform and suggest improvements. $70,000

Creating productive full-time jobs helps to serve the national interest of the United States by providing economic security and stability to the country. Full-time jobs help increase the overall economic output of the country, as well as providing more disposable income for individuals to use for consumption, investment, and savings. Additionally, full-time jobs help to reduce poverty and inequality, helping to create a more equitable society. Finally, full-time jobs also provide more stability for workers, allowing them to plan for their future and providing a sense of security and well-being. All of these contribute to creating a healthier and more prosperous economy, which is beneficial for the entire nation.

APPLICANT IS WELL POSITIONED TO ADVANCE THE PROPOSED ENDEAVOR

When considering whether a foreign national is well positioned, Citizenship and Immigration Services should consider factors including, but not limited to the individual's education, skills, knowledge and record of success in related or similar efforts; a model or plan for future activities; any progress towards achieving the proposed endeavor; and the interest of potential customers, users, investors, or other relevant entities or individuals. Matter of Dhanasar, 26 I&N Dec. 884 (AAO 2016).

Educational Background

Geovanny Pena holds the requisite educational credentials to qualify to advance the proposed endeavor.

Mr. Pena graduated with a Bachelor's Degree in Elementary and Middle School Education Specialized in Mathematics from Universidad del Atlantico (Colombia) in 2010.

Then Mr. Pena went on to complete a Master of Science Degree in Mathematics from Universidad del Atlantico (Colombia) in 2018.

Then he completed an Entrepreneur Certificate from Brigham Young University-Idaho in 2022.

Professional Background

Geovanny Pena is well positioned to advance the proposed endeavor because he possesses extensive experience in the industry that is directly relevant towards furthering the endeavor.

GEOVANNY PENA'S WORK EXPERIENCE

Math Teacher / Area coordinator
Luz del Caribe School (Colombia)
01/05/2015 - 12/27/2019

PTA Tutor

District Secretary of Education (Colombia)

01/06/20 - 12/29/2021

Instructional Designer Assistant

Brigham Young University (Provo, UT)

10/03/2022 - to present

STEPS TAKEN TOWARDS ACCOMPLISHING ENDEAVOR

There may be unique aspects of evidence submitted by an entrepreneurial petitioner undertaking a proposed endeavor, including through an entity based in the United States in which the petitioner typically possesses (or will possess) an ownership interest, and in which the petitioner maintains (or will maintain) an active and central role such that the petitioner's knowledge, skills, or experience would significantly advance the proposed endeavor[22].

Such is exactly the case for Geovanny Pena, who has designed Math for All LLC as an entrepreneurial endeavor, and who has already taken substantial steps forward towards furthering the proposed endeavor, including by presenting the following evidence:

Evidence of ownership and role in the U.S.-Based Entity – Geovanny Pena owns 100-percent of the U.S. based entrepreneurial endeavor, which USCIS expressly states may have probative value in demonstrating that the petitioner is well positioned to advance the proposed endeavor.

Degrees, Certifications, Licenses, Letters of Experience – Geovanny Pena holds numerous degrees and certifications that demonstrate his background in the field of endeavor. Moreover, Geovanny Pena has obtained multiple letters of experience from previous colleagues and employers confirming his experience.

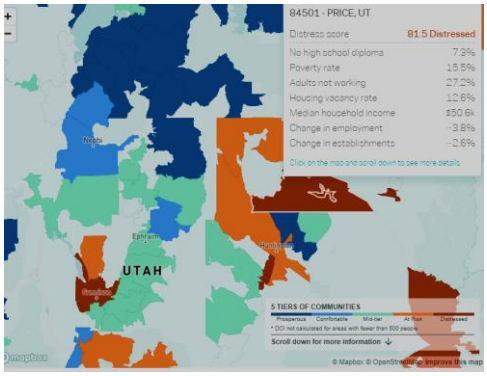
Investments – Per USCIS, “An investment, binding commitment to invest, or other evidence demonstrating a future intent to invest in the entity by an outside investor, consistent with

[22] Chapter 5 - Advanced Degree or Exceptional Ability | USCIS, available online at https://www.uscis.gov/policy-manual/volume-6-part-f-chapter-5

industry standards, may provide independent validation and support of a finding of the substantial merit of the proposed endeavor or the petitioner being well placed to advance the proposed endeavor. This investment may come from persons, such as angel investors, or established organizations, such as venture capital firms. Because different endeavors have different capital needs, USCIS also considers the amount of capital that would be appropriate to advance the endeavor in determining whether the petitioner has secured sufficient investments." To that end, Geovanny Pena has obtained a Letter of Interest to Invest conveying an important binding financial commitment, which, as discussed in the financial projections section, is more than enough to commence operations to begin advancing the proposed endeavor.

Published Materials About the Petitioner, the Petitioner's U.S.-Based Entity, or Both – Geovanny Pena has been the subject of relevant published materials in reputable online press publications in an article titled "Math For All: A Unique Approach". This online publication clearly references the significance of Geovanny Pena's role in the proposed endeavor and discusses the services/plans for the proposed endeavor in the United States.

Revenue Generation, Growth and Revenue – Per this Proposed Endeavor Executive Plan, Geovanny Pena has the commitment of creating several job positions with his company, creating a positive impact in the education of American children and generating important economic revenue for the country at the same time. Moreover, the location of operations and services for Geovanny Pena's proposed endeavor is in an economically depressed area that will benefit from jobs created by the start-up entity. The entity will be operating in the economically distressed zip code 84501 of Price, UT, and aims to infuse needed financial support and gainful employment in this area[23].



[23] 2022 DCI Interactive Map - Economic Innovation Group (eig.org), available online at https://eig.org/distressed-communities/2022-dci-interactive-map/?path=zip/84116

ON BALANCE DISCRETIONARY EVIDENCE

In considering "on balance" discretionary evidence, the adjudicating officer should assess whether the person's endeavor and the person being well-positioned to advance that endeavor, taken together, provide benefits to the nation such that a waiver of the labor certification requirement outweighs the benefits that ordinarily flow from that requirement. For example, in the case of an entrepreneur, where the person is self-employed in a manner that generally does not adversely affect U.S. workers, or where the petitioner establishes or owns a business that provides jobs for U.S. workers, there may be little benefit from the labor certification[24].

In the case at hand, the evidence is clear – Geovanny Pena will be engaged in an entrepreneurial endeavor that will specifically not adversely affect American workers because Geovanny Pena is not competing for jobs – he is creating them.

- *Even Assuming that Other Qualified U.S. Workers are Available, the United States Would Still Benefit from Mr. Pena's Contributions*

As previously discussed, granting Geovanny Pena a national interest waiver will not adversely affect American workers because of the entrepreneurial nature of the proposed endeavor. The record of evidence shows that Geovanny Pena is a highly qualified immigrant entrepreneur whose work in Digital Education Industry holds substantial merit and national importance, particularly given the technological implications of his proposed endeavor.

Ultimately, a vigorous high-technology sector is vital to sustain U.S. prosperity in the 21st century. The new products, services, and business models that the high-tech sector generates differentiate this nation's output from that of the rest of the world and enable capital accumulation, wage gains, and productivity growth[25]. A high level of entrepreneurship, by which we mean the founding of new businesses, makes the high-tech sector vigorous. High-tech entrepreneurs take risks that existing high-tech businesses are afraid to take and recognize opportunities that they fail to spot[26]. Geovanny Pena is well

---

[24] See discussion of the entrepreneurs in Subsection 4, Specific Considerations for Entrepreneurs, [6 USCIS-PM F.5(D)(4)].

[25] Jorgenson, D. W., Ho, M. S., & Stiroh, K. J. (2005). Information technology and the American growth resurgence. Cambridge: MIT Press

[26] Acs, Z. J., Audretsch, D. B., & Strom, R. J. (2009). Entrepreneurship, growth, and public policy. New York, NY: Cambridge University Press.

positioned to take the risk to found and advance the proposed endeavor, from which the United States as a whole stands to benefit.

- *The National Interest in the Foreign National's Contributions are Sufficiently Urgent to Warrant a Foregoing of the Labor Certification Process*

In conclusion, Geovanny Pena submits that the interest in his contributions rise to the standard of "sufficiently urgent" to waive the labor certification process and issue him a national interest waiver.

The benefits are clear – Geovanny Pena is proposing to create an entrepreneurial technology startup based on Digital Education oriented to Mathematics for children, minorities and everyone in general through a cutting-edge platform, which is likely to generate significant economic impact and job creation. This type of endeavor has the potential to benefit not just the foreign national, but the industry as a whole. The foreign national's contribution is thus urgent and beneficial enough to warrant foregoing the labor certification process, and thus justifies granting a national interest waiver.