

Community Need	Outputs	3 Yr Outcomes	5 Yr Outcomes	Long-Term Goal
<p>Statewide, 3.8 million Texans over age 25 have some college credit but no degree. The demand exists for a college education, but these non-traditional students cannot find a college option that gets them to graduation. This, while the percent of jobs requiring a degree in Texas is steadily rising and expected to be 60% by 2030.</p> <p>Increasingly, the typical college student is not who the traditional system was designed to serve. Today's average college student is older than 24, commuting from home, or attending part-time. These students average a 16% completion rate. These nontraditional students - typically working adults - need a college option that fits their lives, one that is both flexible and supportive. PelotonU's model accounts for the barriers facing these nontraditional students.</p>	<p>Develop three tools to enable PelotonU to build a network of blended higher-education providers who will, in turn, create college opportunities for all and ensure students earn degrees.</p> <ol style="list-style-type: none"> Selection: a process for identifying communities that need a program like ours, finding and developing program founders, and ensuring we select the right partners to provide student support. Training: a PelotonU "starter kit" to train partners. This starter kit will include both tools explaining fixed aspects of the program and ongoing training for partners on how to contextualize the program to their community. Support: a one-year launch framework, systems for ongoing support, and measures to evaluate success for new partners. 	<ul style="list-style-type: none"> Identify 33 partners through 2019. Select, train and support the launch of 33 locations; 3 in 2017, 10 in 2018, and 20 in 2019. 33 total blended higher education locations modeled after PelotonU, serving approximately 3000 students. 	<ul style="list-style-type: none"> 2017 3 New Locations, 3 Total Locations, 180 New Students Served, 180 Total Students Served 2018 10 New Locations, 13 Total Locations, 780 New Students Served, 960 Total Students Served 2019 20 New Locations, 33 Total Locations, 1,980 New Students Served, 2,940 Total Students Served 2020 22 New Locations, 55 Total Locations, 3,300 New Students Served, 6,240 Total Students Served 2021 25 New Locations, 80 Total Locations, 4,800 New Students Served, 11,040 Total Students Served Launch 80 locations serving 10,000 students 	<p>Every student in Texas has access to a college pathway that works for them.</p> <p>PelotonU built a college program in central Texas with an 82% persistence rate for students - approximately 5x the rate of their peers. Our program blends high quality competency-based college programs with highly personalized coaching and support.</p> <p>We believe that empowering and equipping others to launch programs like ours in their own communities plays a vital role in ensuring that any student with the will and drive can graduate from college, no matter their income or where they live.</p> <p>Through our approach to affecting change in higher education, we expect to create a network of college pathways that ensure every student has access to a college degree aligned to the changing workforce, thereby meeting the needs of the Texas economy, increasing the Texas tax base, reversing the cycle of poverty within low-income families and communities, and creating generations of Texans who have a variety of new employment opportunities because of their access to education).</p>

Critical Assumptions:

- Smaller is better than larger. A core component of PelotonU's success is our ability to create an intimate and personalized study space for students. Because of this, we do *not* want to grow to be a large organization but instead think it is best to share our approach and lessons-learned with partners as they launch programs like ours in their own communities thereby preserving the relational dynamic that's often lost with scale.
- There is demand - especially among the 3.8 Texans with some college and no degree - for a college pathway that will lead to their graduation
- We can train enough partners to launch 80 locations serving 10,000 students by 2021
- The success of MATCH Beyond, a model similar to ours in Boston aligned with a charter school network, and other community partners of College for America indicate that a blended higher ed model will be effective in new communities.
- Long term, over 10,000 students earning college degrees in Texas will positively impact each student's family, the percent of Texans living in poverty, and the economy in general.
- A network of like-minded collaborators has been proven effective through the charter school movement, UTeach, and microfinance industry. If one examines the history of KIPP, IDEA, Yes Prep, and Uncommon, each started with an initial campus and then grew beyond that; furthermore, the charter school networks collaborate and share knowledge as it supports all schools in ensuring students get to and through college. A similar approach to growth is also seen in the UTeach initiative, which began at UT and is now at 44 universities and microfinance industry, where a core assumption (small loans are low profit and high risk) was proven wrong, after which hundred of lenders joined the movement.

External Factors:

- CBE is a growing education framework for returning, working adults. In 2014, thirty CBE programs existed. As of 2015, 600 institutions are either offering, developing, or seriously examining the prospect of offering competency-based education. As the CBE higher education space continues to mature, we believe additional universities will expand the degrees to which students have access. If momentum shifts away from the online and direct-assessment framework we currently support, then we will need to shift the institutions we recommend to students, and potentially explore traditional semester-based programs.
- Federal financial aid for students in CBE programs is currently governed by a complex network of accreditation and Department of Education guidelines. We believe CBE is a bipartisan issue, and that the reauthorization of the Higher Education act will offer clarity for CBE funding (particularly in reference to the regular and substantive terminology). It's possible the government could limit federal funding for CBE, which would impact course development and PelotonU's financial model
- A small portion of our students elect to earn an AA through a CBE program and then transfer to a brick-and-mortar institution to earn their BA. Credit transfer from CBE programs is complex, and we believe will become easier as institutions develop reciprocity agreements and clear credit alignment guidelines.
- Employers need staff with an Associate's and Bachelor's credential and the skills learned in post-secondary education. We believe our model is transferable to rural and exurban communities that face different barriers than do students in central Texas.
- The higher education climate in Texas is ripe for innovation, given the Texas Higher Education Coordinating Board's goal of 60% of folks earning college degrees by 2030.