

2019 Annual Report



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LETTER FROM THE CEO/PRESIDENT

September 2019

This is your organization. From its humble beginnings when a few state leaders recognized the need to provide consistent standards and resources based on business and industry needs, MBA Research has always been about you—the teacher, the local CTE director, the state program supervisor, the state CTE director. Our mission of supporting educators in the preparation of students for careers in business and marketing continues to be the focus of our work.



Brenda Clark, Ed.D., CEO/President
MBA Research and Curriculum Center

We have been busier than ever this past year serving local districts and state departments, developing rigorous and relevant resources, working with our national partners, and conducting research with business and industry. Your MBA Research Board of Trustees developed a five-year strategic plan that will continue to position MBA Research as a leader in the field.

Three areas of focus over the past year have been workforce development; assisting states with their work; and identifying how we can support teachers, local CTE Directors, and state leaders with their work on Perkins V.

Futuring panels were held in Oklahoma, Nevada, and Wisconsin. These futuring panels included C-suite level executives who volunteered a day of their time to help us identify trends in each of the three business administration cluster areas. Some of the trends we found that crossed all cluster areas and each of the three states include evolving technologies, big data, and globalization. We continue to use the data and information we collect from these futuring panels to inform

our work on the national standards. Additional research on the high-wage, in-demand careers in business was disseminated at the Leadership Forum and to consortium representatives. Our Executive Network continues to grow with over 300 members.

This past year, we worked with a number of states to provide information or assist with various projects. We provided support and/or professional development in 21 states, sponsored and/or exhibited at 50 conferences, and served as Maryland's Business, Management, and Finance Program Affiliate. Additionally, through our work with the Project Management Institute Educational Foundation (PMIEF), we trained 50 teachers in 28 states to provide project management training in their respective states.

We have completed the fourth of our five-year grant with the Daniels Fund. As of the end of year four, 2,487 teachers had attended ethical leadership training and over 450,000 students have been impacted by our Daniels Fund Ethics Initiative High School Program. During fiscal year 2019 alone, 820 schools downloaded up to 72 modules (LAPs) each, and 2,116 course guides were requested.

Your commitment to, advocacy for, and work with MBA Research help us to continue to grow as an organization. Thank you for your support.

A handwritten signature in black ink that reads "Brenda Clark".

Brenda Clark, CEO/President

Created for your state. Your schools. Your students.

MBA Research and Curriculum Center is dedicated to supporting educators in the preparation of students for careers in the areas of business administration, including Business Management, Finance, and Marketing. We are a not-for-profit operated by a consortium of state education departments.

MBA Research supports a systems approach to the teaching of business that includes:

- Listening to the business community to understand what changes are occurring that impact business skills
- Building industry-validated and research-based national content standards for the clusters of Business Management, Finance, and Marketing utilizing a Business Administration framework
- Curriculum design to identify learning outcomes to help students prepare for real-world careers in business
- Professional development focused on improving teacher effectiveness in the classroom
- Instructional support to help both students and teachers with learning tools that focus specifically on developing key understandings and skills
- Valid and reliable assessments that document proof of learning via industry-based certifications, digital badges, and recognitions

The result is a highly skilled workforce prepared for the economic development needs of the future.

2019 Member States (as of 6/30/19)

Alabama	Georgia	Michigan	Nevada	Ohio	Washington
Arizona	Idaho	Minnesota	New Mexico	Oklahoma	West Virginia
California	Iowa	Mississippi	North Carolina	Oregon	Wisconsin
Colorado	Kansas	Missouri	North Dakota	Pennsylvania	Wyoming
Connecticut	Kentucky	Nebraska			



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Product Development Process



MBA Research's products and services begin and end with the U.S. business community.

Business professionals provide input on the knowledge and skills needed in the workforce. These become the National Standards for Business Administration. Curriculum, instructional materials, assessments, and professional development are then developed to support the learning of those standards. In the end, students enter the workforce and post-secondary education prepared to meet the economic development needs of U.S. business and industry.

In addition to extensive secondary research, the following primary research was conducted during fiscal year (FY) 2019:

Futuring panels provide a forward-thinking perspective on trends and issues impacting the various clusters. They provide input on skill sets, pathways, specializations, emerging occupations, and credentials. During FY 2019, MBA Research conducted futuring panels in partnership with Nevada, Oklahoma, and Wisconsin.

Executive Advisory Network (ExecNet) is an online forum for businesspeople to share their knowledge about what it takes for employees to succeed in the business world. This shared knowledge contributes to work on standards, validation, and instructional resources.

The following work supported ExecNet this year:

- Redesigned ExecNet survey process for greater precision and input
- Received input via 10 surveys from ExecNet members
- Continually adding new members to ExecNet
- Introduced ExecNet to legislators, lobbyists, and business professionals during West Virginia's state DECA competition
- Transitioned ExecNet to MBA Research's new CRM system



Wisconsin Futuring Panel

STANDARDS

MBA Research provides *free* industry-based, industry-validated standards to educators nationwide. These standards are unique in education: They are based on extensive *primary and secondary research* which may include focus groups, interviews, business association standards, and certification criteria. They provide up-to-date information on the skill sets being used every day in the workplace.

During FY 2019, MBA Research conducted the following work on standards:

- 5 state-specific crosswalks (MI [3], CT, AZ)
- Ensured currency of standards via ongoing primary and secondary research, including the Executive Advisory Network
- Conducted secondary research of business materials, including attendance at education- and business-focused webinars and review of online materials
- Wrote objectives for the Maryland *Principles of Accounting and Finance* course

Standards are available for the following business-related subjects:

- Business Management
- Entrepreneurship
- Finance
- Hospitality
- Marketing



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CURRICULUM

MBA Research synthesizes input from **U.S. business and industry leaders** to inform continuous updates to the national standards, curriculum, instructional materials, assessments, and professional development. In FY 2019, this research led revisions of the following course guides:

- *Marketing Applications (significant revisions)*
- *High School of Business™ courses (minimal revisions made to all eight course guides)*

New course guides were also developed as a special project for the Maryland Department of Education. (See story on page 9.)

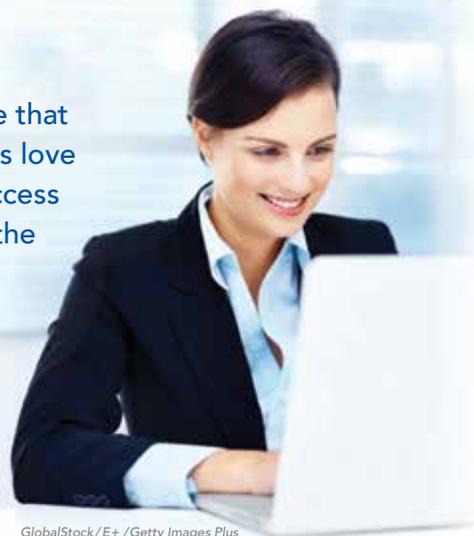
- *Principles of Business Management and Entrepreneurship*
- *Introduction to Marketing*
- *Principles of Accounting and Finance*

Thanks to a grant from the Daniels Fund, certain course guides continue to be available free of charge to all educators. In FY 2019, this resulted in the distribution of 2,116 guides.



Curriculum Builder Database

The MBA Curriculum Builder is a powerful database that puts you, the educator, in the driver's seat. Teachers love Curriculum Builder because it gives them direct access to MBA Research's decades of industry research in the form of standards, activities, vetted resources, and much more. Whether you want information about a specific competency, access to MBA Research's courses, or a means to build your own courses, Curriculum Builder is the tool for you.



GlobalStock/E+ /Getty Images Plus

Special Project: Course guides and professional development for Maryland educators

In 2017, the Maryland State Department of Education (MSDE) identified a growing need to prepare students for careers in business and finance as a means to support state economic development priorities. Soon after, MSDE invited nonprofit organizations, workforce intermediaries, professional associations, colleges, and universities to submit proposals to become a CTE Program Affiliate for the state's Business, Management, and Finance (BMF) programs of study.



MBA Research was chosen as Maryland's BMF Program Affiliate in Spring 2018, and immediately thereafter began work on industry-relevant curricula and instructional tools for Maryland's teachers and students, along with professional development offerings and statewide communication efforts.

In this role, MBA Research has developed three Maryland-specific course guides: *Principles of Business Management and Entrepreneurship*, *Principles of Accounting and Finance*, and *Introduction to Marketing*. Each of the three courses is based on the National Standards for Business Administration and contains a variety of resources for instructors. While some of these resources, such as pacing guides, student activities, and recommended textbooks and online sources, can be found in all MBA Research course guides, other resources are unique to the Maryland

course guides. Materials that have been developed expressly for Maryland include unit projects and multiple-choice exams, student lessons/readings, discussion guides, and PowerPoint presentations.

MBA Research has also assisted MSDE in developing and delivering professional development for Maryland BMF teachers. The multi-day summer conference and the fall conference that MBA Research provided have facilitated implementation of the new course guides, as well as offered opportunities for teachers to take A•S•K certification exams and attend presentations by local business professionals.



INSTRUCTIONAL MATERIALS

Educators count on MBA Research to provide standards-aligned, engaging instructional tools that prepare students for career and post-secondary education. This year, the following tools were developed to support teachers:

Lesson modules (LAPs) are comprehensive, ready-to-use lesson plans designed to help make preparation easy, fast, and relevant. Each provides support and instruction for an industry-validated performance indicator.

- 230 LAP modules are available to educators
- 3 new LAPs were developed and field-tested this year
- 35 LAPs were revised. Business changes fast, and so must instructional tools. Each LAP is revised every five years to ensure relevancy.

MBA Learning Center is a learning management system (LMS) created just for business administration educators. Loaded with 300+ interactive instructional modules, it is accessible to educators and students via PC, laptops, tablet, or smartphone.

40 LAP modules and 24 test-item banks were added to the Learning Center this year. In addition, MBA Research supported Learning Center users with a how-to video, professional development opportunities, phone and email-based customer service, and tips within a weekly newsletter.



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Work-based learning and school-based enterprises are an important part of learning for business administration students. The following resources—all 100% aligned with the National Business Administration Standards and available via State’s Connection to educators in states with Standard, Full, and Enhanced memberships—were created during FY 2019 to support educators in these areas:

- 12 school-based enterprise (SBE) modules. Each activity or project helps teachers integrate their SBEs with core business administration curricula and cluster content for entrepreneurship, finance, management, and marketing.
- 12 work-based learning (WBL) activities. Each WBL activity is designed to strengthen student internships and other work-based experiences and to connect work experiences with in-school curricula.

456,205

HIGH SCHOOL STUDENTS

to date have been impacted through

DANIELS FUND ETHICS INITIATIVE High School Program



"I love how quickly I can grab already formulated situations and have my students engaged in very real conversations, problem-solving with real business-world scenarios."

—Jeff Grebin,
Teacher, Stanton High (MI)

ETHICS RESOURCES DISTRIBUTED

164,160 Instructional modules

7,096 Course guides



In all 50 states
plus 12 countries

NEW! COMPETITIVE EVENT

200+ students proved their ethics smarts at DECA and FBLA competitions in Colorado, Michigan, and Washington.



FOCUSED MARKETING EFFORTS

Multi-pronged approach to drive educators to one simple access point: MBAResearch.org/ethics

73 Education conferences

17,000 Email advertising via Assoc CTE

9,000 Flyers distributed in FY19

20,468 Impressions on  and 

DEMOGRAPHICS OF STUDENTS

51%
Female



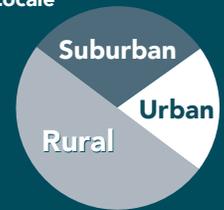
49%
Male

Race

- African American
- Asian
- Hispanic
- White
- Other



Locale



\$11,986,429
saved



By school districts receiving resources
and professional development

HIGH-QUALITY TEACHER TRAINING

32
Ethics Specialists

2,487
High School Teachers

247,800+
High School Students



Our staff
trained



who
trained



who
taught



In addition, MBA Research staff has trained over 387 teachers directly via 1 hr, 1/2 day, and 1 day workshops.

ASSESSMENT

A•S•K Business Institute Certification offerings were expanded:

- Four new A•S•K practice tests
- New website that makes selecting A•S•K exams and study resources easier for educators
- On-site printing capabilities for A•S•K certificates, recognition letters, and press releases (for purchases through NOCTI only)

Key assessment numbers for FY 2019:

- 24 test-item banks were added to the MBA Learning Center.
- 6,099 people sat for an A•S•K exam.
- 43 new exams were developed.



Custom resources for FBLA and DECA

- Competitive events focused on ethics were developed for Colorado FBLA and Michigan DECA.
- Exams were developed for National DECA and DECA Central/Western Region, as well as state-level DECA exams for Georgia, Michigan, and North Carolina.



Zephyr18/iStock /Getty Images Plus

PROFESSIONAL DEVELOPMENT

MBA Research develops and offers professional development opportunities for educators. Although we offer many different kinds of professional development, all of our PD has one thing in common: We focus on improving learning outcomes for all students of business administration. And, we work to find ways to make a teacher's life just a bit easier—or at least to help teachers focus on what matters most: Student performance.



MBA Research Professional Development Team

Professional development topics:

- Project management
- Ethical decision-making
- Building high-quality business administration programs
- Instructional strategies
- Integration of resources with career-technical student organizations
- Project-based learning
- School-based enterprise
- Preparing students for the **A•S•K** certification exam
- State's Connection portal for member states
- Making the most of your state's MBA Research membership (use of resources)

Partnering with states

During FY 2019, we were pleased to partner with state departments of education to develop and deliver customized professional development in Alabama, Connecticut, Iowa, Kentucky, Maryland, Michigan, North Carolina, and West Virginia.

Conclave Curriculum and Teaching Conference

Educators and administrators from across the U.S. gathered in Kansas City, Missouri for three days of energizing professional development. Almost 100 sessions were available to educators, including business professionals from the Kauffman Foundation, Kansas City Royals, and Hallmark.

Leadership Forum

In January, teams of educators representing the states of Alabama, Kentucky, Idaho, Connecticut, Ohio, West Virginia, and Iowa completed a rigorous three-day strategic planning session led by MBA Research staff. The resulting State Action Plans will guide state educational improvements over the next several years.

WORKFORCE

The result of MBA Research's product development process is students who are well-prepared to excel in college and career. Standards, resources, and services developed based on business and industry research and input uniquely qualify MBA Research to prepare students for the current and future workforce.

MORE JOBS

35% of jobs will be in business, marketing, finance, and sales in 2026.

Source: US Bureau of Labor Statistics, 2018

IN DEMAND

More employers seek business majors than any other major.

Source: CareerBuilder.com, May 2018

HIGH GROWTH, HIGH WAGE

7 of the top 10 fastest growing jobs earning \$50k+ are in business, marketing, finance, and sales.

Source: US Bureau of Labor Statistics, 2018

During FY 2019, MBA Research's Business Engagement team worked extensively to support national and state workforce development. Some of these activities included the following:

State Coalitions are made up of leaders from trade associations and are designed to help promote and advocate for business administration programs. During FY 2019, MBA Research supported State Coalitions in the following ways:

- Conducted meetings of established coalitions in Kentucky, Nebraska, and Ohio
- Worked with Nebraska Department of Education and state/national retail federations on Nebraska's adoption of Rise Up Credentials
- Supported Nebraska in business engagement sessions at their state CTE conference

Action Brief Reports highlight business trends and their impact on the workplace and curriculum. Each includes ideas for incorporating the teaching of these trends in the classroom. Action Briefs are available to all educators who teach in states that are members of the MBA Research consortium and are also shared with ExecNet members. This year, five Action Briefs were written on the following topics:

- Crisis Management in the Social Media Age
- Automation and the Future of Business
- The Internet of Things and Business
- Exploring Trends in Marketing: Sell Experiences, Not Products
- Personal Branding

Compilation and analysis of workforce data provides support to member states as they work to understand workforce issues and advocate for business administration programs within their states. Business engagement staff assisted the following states in analyzing and understanding workforce data which is being utilized to advocate for stronger business administration programs: Alabama, Connecticut, Idaho, Iowa, Nevada, Ohio, and West Virginia.

High School of Business™

High School of Business™ is MBA Research's premier business administration program. It brings MBA Research's entire scope of work (standards, curriculum, instructional materials, assessments, and professional development) to participating schools.

Highlights of 2018/19:

- Co-hosted an open house with Iowa Department of Education and Waverly-Shell Rock High School. Twenty Iowa educators saw students working on projects; heard administrators, teachers, and students discuss the program's benefits; and learned how students are earning college credits.
- Expanded efforts to support state program leaders to strengthen and build programs in their states
- Showcased the program during the National Career Academy Coalition Conference in Houston by offering a half-day tour of the *High School of Business™* site at Goose Creek Memorial High School. Over 40 educators and administrators from across the country participated.
- Built program awareness by exhibiting at the National Association of Secondary School Principals Conference in Boston. This was our first time to exhibit and advertise at the event.
- Enhanced continuous improvement processes with the creation of the HSB Teacher Advisory Council. The diverse, six-person council helps staff make improvements based on brief, monthly surveys sent to all HSB teachers.
- Added Gold-Standard Project-Based Learning facilitation skills throughout HSB training experiences, including a new Advanced PBL workshop to be offered annually at Conclave
- Improved and expanded entrepreneurship offerings within the program



- Educators touring Waverly-Shell Rock's HSB Open House observed as students created a financial literacy tutorial video as part of the project in their *Wealth Management* course.

HSB by the Numbers

- ★ 9.5: Average number of college credits HSB students have the opportunity to earn at a participating school
- ★ 3-30: Range of credits available to HSB students at participating schools
- ★ 58% of participating schools have local agreements with 2-year colleges.
- ★ 18% of participating schools have local agreements with 4-year universities.
- ★ 6 national credit agreements are available to all HSB completers.
- ★ 32% of schools recognize HSB courses with honors or weighted grading.
- ★ 97% of HSB completers met their state's requirements for ELA and math.
- ★ 93% of HSB completers met their state's requirements in technical skills.



By MBA Research

Advocacy

MBA Research advocates for education that is for and about business and career preparation. In FY 2019, MBA Research championed the importance of business administration education via presentations and exhibits in:

18 States
35 Conferences

Data proves importance of business administration education.

During the 2019 Leadership Forum, staff taught state teams how to find, synthesize, and present data to justify the importance of their programs. In addition, participants received posters advocating for business administration education (at right). The poster file is available at no cost to all educators at MBAResearch.org/CareerData.

Partnerships advance the mission.

MBA Research proudly partners with other organizations to advance business administration education and career and technical education. Case in point:

President/CEO Brenda Clark, Ed.D., was invited to serve on the SREB Commission on Strategies and Work-Ready Students.



Business Leaders Change (and Run) the World

MORE JOBS	IN DEMAND	HIGH GROWTH, HIGH WAGE
35% of jobs will be in business, marketing, finance, and sales in 2026. <small>Source: US Bureau of Labor Statistics, 2018</small>	More employers seek business majors than any other major. <small>Source: CareerBuilder.com, May 2018</small>	7 of the top 10 fastest growing jobs earning \$50k+ are in business, marketing, finance, and sales. <small>Source: US Bureau of Labor Statistics, 2018</small>

Great careers start in business and marketing classes. See your counselor and MBAResearch.org/CareerData for details.



This poster is available at no cost to promote the value of a business administration education. MBAResearch.org/CareerData.

Operations

The Consortium is a not-for-profit organization governed by its membership. Each member state identifies one individual to represent it in Consortium activities. This member group provides overall guidance in the operation of the organization and elects from its membership six individuals to serve on the Board of Trustees.

The Board of Trustees is the official governing body of the organization. The Board consists of nine members, six of whom are elected from and by the Consortium’s member group. The other three are appointed based on their experience with CTE and/or the business community.

Staff work together to deliver top-quality, research-backed resources effectively and efficiently. In 2019, 24 staff were employed at the Columbus headquarters or remotely.

Operations highlights:

- Ended the year with a projected \$57,000 carryover
- Awarded grant from Project Management Institute Education Foundation (PMIEF)
- Licensed resources to Business U, thus securing an additional revenue stream
- Increased efficiency by moving all systems to QuickBooks
- Completed integration of new customer response management system (Neon)

2018–19 MBA Research Board of Trustees	
Dale Winkler, Ed.D., Chair	Southern Regional Education Board
Kevin Reisenauer, Vice Chair	North Dakota Department of Career and Technical Education
Kelli Diemer, Secretary/Treasurer	Iowa Department of Education
Delores Ali	North Carolina Department of Public Instruction
Carrie DeMuth	Oklahoma State Department of Education
Dwight Johnson	Idaho State Department of Education
Betty Montgomery	Kentucky Department of Education
Dawn Morrison	Alabama State Department of Education



Marketing & Business Administration Research and Curriculum Center
Exhibit of Revenues
For the years ended June 30, 2019 and 2018

	<u>2019</u>	%		2018	%
	-----	----		-----	----
Sales	\$ 412,175	22.35%	\$	408,931	21.56%
Membership	272,458	14.78%		167,923	8.85%
Contracted Services	397,947	21.58%		235,998	12.44%
Commissions and Royalties	65,600	3.56%		100,653	5.31%
Conclave/ Miscellaneous Registrations	106,839	5.79%		52,430	2.76%
High School of Business	202,458	10.98%		261,004	13.76%
Grants and Contributions	379,825	20.60%		665,100	35.06%
Interest Income	6,662	0.36%		5,085	0.27%
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Total Revenues	\$ 1,843,964	100.00%	\$	1,897,124	100.00%

Marketing & Business Administration Research and Curriculum Center
Exhibit of Selling and Administrative Costs
For the years ended June 30, 2019 and 2018

	2019	%		2018	%
	-----	----		---	----
Personnel	\$ 730,032	39.59%	\$	797,297	42.03%
Building & Facilities	27,921	1.51%		31,572	1.66%
Marketing - General	106,429	5.77%		132,682	6.99%
Office	58,246	3.16%		75,941	4.00%
Benefits	152,438	8.27%		150,942	7.96%
Staff development	1,043	0.06%		1,862	0.10%
Conclave	35,402	1.92%		49,397	2.60%
Project development	153,751	8.34%		102,474	5.40%
High School of Business	61,532	3.34%		77,914	4.11%
Governance & Consortium	105,530	5.72%		52,517	2.77%
Interest expense	36,163	1.96%		38,493	2.03%
Depreciation	36,894	2.00%		43,177	2.28%
	-----	----		-----	----
Total Selling and Administrative Costs	\$ 1,505,381	81.64%	\$	1,554,268	81.93%

See Accountants' Audit Report and Notes to Financial Statements

JAMES A. BARSTOW

Certified Public Accountant

6705 Lakeside Circle West
Worthington, Ohio 43085

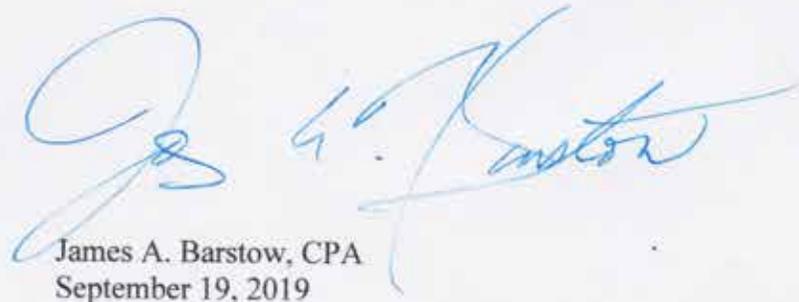
(614) 785-0104

Board of Trustees
Marketing & Business Administration Research and Curriculum Center
1375 King Avenue
Columbus, Ohio 43212

I have audited the accompanying statements of financial position of Marketing and Business Administration Research and Curriculum Center as of June 30, 2019 and 2018, and the related statements of activity, net assets, and cash flows for the years then ended. These financial statements are the responsibility of Marketing & Business Administration Research and Curriculum Center's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of materials misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and substantial estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Marketing & Business Administration Research and Curriculum Center as of June 30, 2019 and 2018 and the results of its operations and its cash flow for the years then ended in conformity with generally accepted accounting principles.



James A. Barstow, CPA
September 19, 2019

Comments about our work:



“In Oklahoma, MBA Research recently facilitated futuring panels with over 40 industry experts to discuss trends and skill sets needed to satisfy our state’s future employment needs within the business management, finance, and marketing career cluster areas. Discussion topics included skills for workplace success, emerging careers and career pathways, and big-picture topics employees should be aware of. We look forward to receiving the final reports that will help refocus our efforts to build relevant career pathways leading to student success in the workplace.”

— Carrie DeMuth
State Program Administrator
Business, Marketing, and Information Technology Education
Oklahoma Department of Career and Technology Education



“Thank you, MBA Research and the Daniels Fund, for the important work you are doing to get ethics curriculum materials in the hands of educators. I believe that our students’ exposure to these materials will build stronger, ethical leaders who will change our world for the better!”

— Jean Wright
Entrepreneurship, Business Management,
Marketing, Business Law & Ethics Teacher
Marion Regional Career Center, Marion, Indiana



“The strategic industry feedback from our futuring panels has built the foundation and vision for our state-endorsed Career Pathway in Business Administration. The insightful emerging trends and required skill sets identified will help close our skills gap in Wisconsin.”

— Tim Fandek
Education Consultant
Wisconsin Department of Public Instruction



“The MBA Research staff’s professional development conference was inspiring, packed with relevant content and amazing resources to help teachers get ready for the upcoming school year. The information shared at the conference prepares teachers to engage students, effectively preparing them to become college & career ready.”

— Tonya Manago
Business and Finance Academy Coordinator
Dr. Henry A. Wise, Jr. High School
Upper Marlboro, Maryland