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**MBA Research and Curriculum Center**

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# Annual **2023** Report

# LETTER FROM THE PRESIDENT/CEO

**Mission: To support educators in the preparation of students for careers in business and marketing**

Dear Colleagues in Education, September 2023

It is with heartfelt pride and gratitude that I present a compilation of our **shared** progress and achievements in advancing our mission over this past year. The word **shared** is emphasized here—as a not-for-profit organization, governed by our Consortium and our Board of Trustees, much of this work has been accomplished in collaboration with YOU, in addition to our many partners across the country.

Your dedication to developing our future workforce, and your drive to develop the very best business and marketing programs, is what fuels our work and our quest for excellence.

This past year, our focus has been on creating enhancements to our online learning options, developing innovative curriculum, and strengthening our industry-driven A\*S\*K certificate program. Additionally, our commitment to providing meaningful and pertinent professional learning, in-depth primary and secondary research, and deep engagement with the business community to inform our National Business Administration Standards remains central to our work.

Thank you for your unwavering support as we continue to provide resources to states and teachers to help prepare students with the skills and knowledge necessary to succeed beyond high school.

As we move into this next year, we continue to dedicate ourselves to supporting high-quality CTE. Our goals include fostering innovation and best practices for business, marketing, finance, and entrepreneurship programs; providing significant member ROI; and continuing to learn from our community of partners and collaborators.

With deep gratitude for your unwavering commitment to our leaders of tomorrow,



*Holly Atha*

Holly Atha, President/CEO

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## MBA Research Consortium of States

**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 Business Management, Finance, Marketing, Hospitality and Tourism Management, and Entrepreneurship. We are a not-for-profit operated by a consortium of state education departments. Membership in the Consortium provides benefits at the state level and for local schools and teachers.

We utilize a systems approach to product development that supports the teaching of business which focuses on research, industry-validated standards, curriculum, instructional resources, assessments, and professional development.

**The Consortium** is 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.

### 2023 member states (as of 6/30/23)

|             |          |             |                |              |               |
|-------------|----------|-------------|----------------|--------------|---------------|
| Alabama     | Georgia  | Maryland    | Nebraska       | North Dakota | Washington    |
| Arkansas    | Idaho    | Michigan    | Nevada         | Oklahoma     | West Virginia |
| California  | Iowa     | Minnesota   | New Hampshire  | Oregon       | Wisconsin     |
| Colorado    | Kansas   | Mississippi | New Mexico     | South Dakota | Wyoming       |
| Connecticut | Kentucky | Missouri    | North Carolina |              |               |

**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.

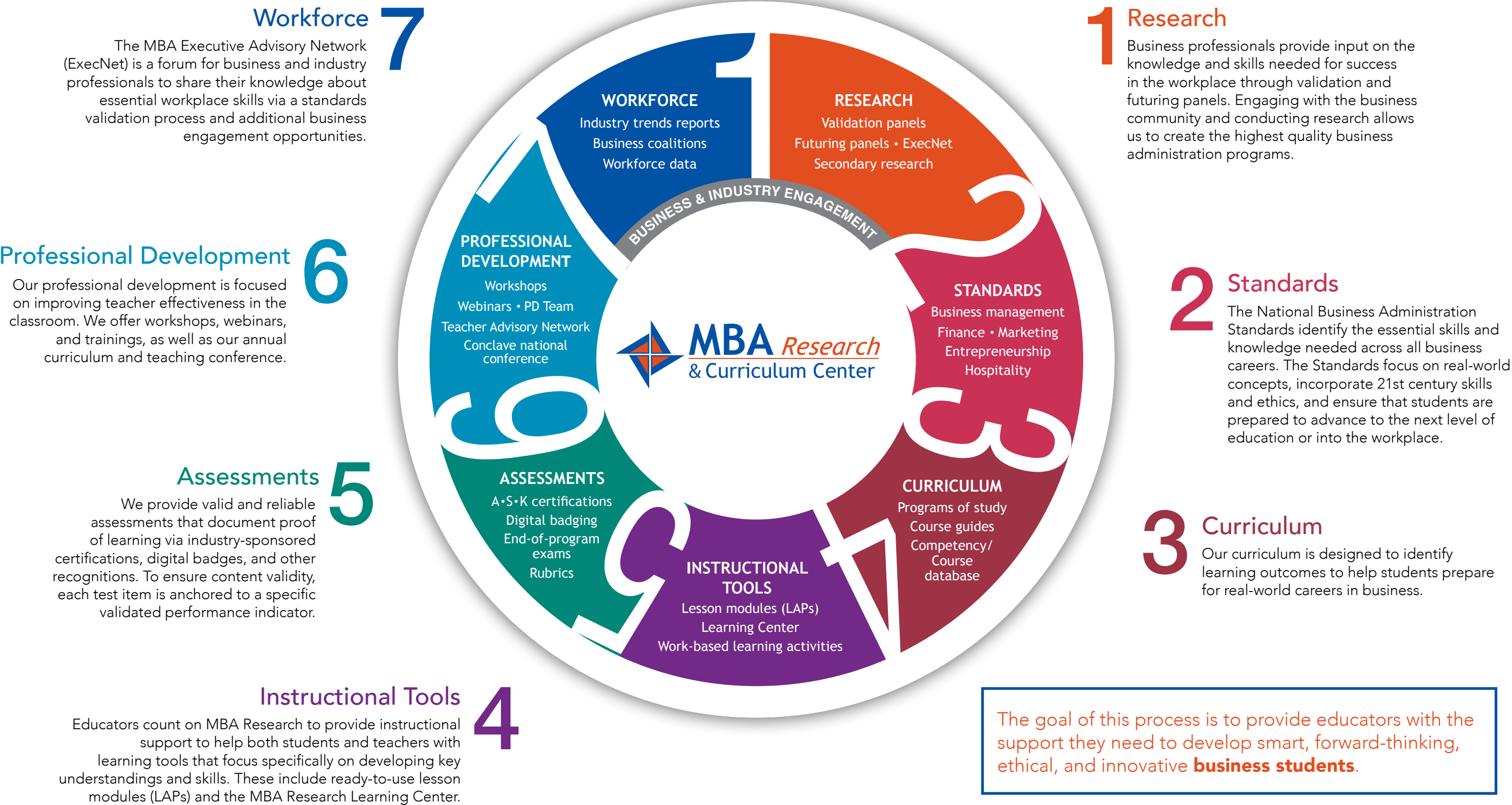
“MBA Research and Curriculum Center is the **leading provider of business and marketing curriculum, as well as a superb resource of ethics education materials and credentials.** They have proven time and again that they are a true part of the CTE family as they work to fulfill their mission to educators in the classroom.”

—Michael Connet, Associate Deputy Executive Director – Outreach & Partnerships, Association for Career and Technical Education, VA

## 2022–2023 MBA Research Board of Trustees

|   |   |  |
|---|---|--|
| <b>Brian Pyles, Chair</b><br>State CTE Director,<br>Michigan Department of Education                    | <b>Michael Connet</b><br>Associate Deputy Executive Director,<br>ACTE                         | <b>Kevin Reisenauer</b><br>Marketing Education Supervisor,<br>North Dakota Department of CTE                 |
| <b>Tim Fandek, Vice-Chair</b><br>Program Consultant,<br>Wisconsin Department of Public Instruction      | <b>Katie Graham</b><br>State CTE Director,<br>Nebraska Department of Education                | <b>Ashleigh Wagoner</b><br>Business, Finance & Marketing Consultant,<br>NCDPI Career and Technical Education |
| <b>Molly Anderson, Secretary/Treasurer</b><br>Program Consultant,<br>California Department of Education | <b>Maggie Hardiman</b><br>Business Pathway Supervisor,<br>Mississippi Department of Education | <b>Shauna Williams</b><br>Business/Marketing Program Manager,<br>Idaho State Department of Education         |

# PRODUCT DEVELOPMENT PROCESS





# RESEARCH

## ENGAGING BUSINESS TO INFORM OUR STANDARDS

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

We conduct extensive primary and secondary research with our network of business professionals, including focus groups, interviews, business speakers, webinars, and now, additional support from the Business Advisory Council.

This input from business is translated into the National Business Administration Standards which then becomes the basis for curriculum development and resources available to and used by grades 6–12 and postsecondary educators across the United States.

### Highlights From 2022-23:

- We conducted four supply chain management futuring panels facilitated in three states (OH, KY, ID) and virtually.
- We developed six new [Action Briefs](#) to support teachers in translating business trends for the classroom. We paired performance indicators and LAP modules with each brief in response to feedback from the Teacher Advisory Network.
- Nine Business & Industry Speakers presented at Conclave 2022 in Minneapolis. Company highlights included Target, Best Buy, and Raising Cane's! Attendees "loved hearing from business leaders as they spoke about their challenges and wins."



# BUSINESS ADMINISTRATION STANDARDS

The standards are the basis of a curriculum framework that is organized from simple to complex, thereby enabling students to acquire foundational understanding and skill before they acquire more advanced management-level skills.

Standards are available for the following business-related subjects:

- Business Management
- Entrepreneurship
- Finance
- Hospitality and Tourism Management
- Marketing

In addition to secondary research, we developed objectives for the following course guides during FY23:

- *Personal Finance*
- *Introduction to Management*

At the state level, we developed objectives for 15 Nebraska business and marketing courses.



“The team at MBA Research is a master of convening futuring panels. They have a unique ability to collect the voices of workforce stakeholders on topics such as credentials of value and the skills and knowledge needed for entry-level supply chain management positions. **This information has been essential in shaping the curriculum and learning outcomes of the new pathway.**”

—Tom Thompson, Director, Division of Student Transition and Career Readiness  
Office of Career and Technical Education, KY

We're proud to announce the formation of the Business Advisory Council (BAC), which is comprised of nine ExecNet members. The BAC supports our initiatives around business engagement and research within the business community via outreach, expertise, and advocacy.



“I've been a volunteer with MBA Research & Curriculum Center and the Executive Advisory Network for about 8 years. I've thoroughly enjoyed the opportunity to help the team test and **validate their research with real-life business experience and feedback.**”

—Kevin Chorniak, COO, BTC Capital Management; Senior Managing Director, Institutional and Wealth Management Services, Bankers Trust



Kentucky Supply Chain Management Futuring Panel participants, May 2023



# CURRICULUM

We synthesize input from U.S. business and industry leaders to inform continuous updates to the national standards, curriculum, instructional materials, assessments, and professional development.

In FY23, this research led to revisions of the following course guides:

- *Personal Finance*
- *Introduction to Management*
- *Introduction to Finance*
- *High School of Business™* courses (revised and updated annually)

We made significant changes to the *High School of Business™* (HSB) Leadership course to increase its emphasis on ethical decision-making as well as leadership skills. At the encouragement of veteran HSB teachers, four new projects were also added to the course.

At the state level, we developed curriculum models for nine Missouri marketing courses.

Thanks to a grant from the Daniels Fund, certain course guides continue to be available free of charge to all educators. In FY23, this resulted in the distribution of **5,575 course guides**.



# ASSESSMENT

All MBA Research assessments are based on the industry-validated National Business Administration Standards. We utilize reliability, discrimination, and other statistical measures to ensure that all MBA tests meet the highest standards for best practice assessment of student performance.

Key assessment metrics for FY23:

- **8,562** people sat for an A\*S\*K exam.
- **9,538** students sat for a *High School of Business™* exam.
- **46** new exams were developed.

Also, we worked in partnership with NOCTI to develop two micro-credential modules, complete with video scripts and exams. Topics included types of business ownership and internal accounting controls.

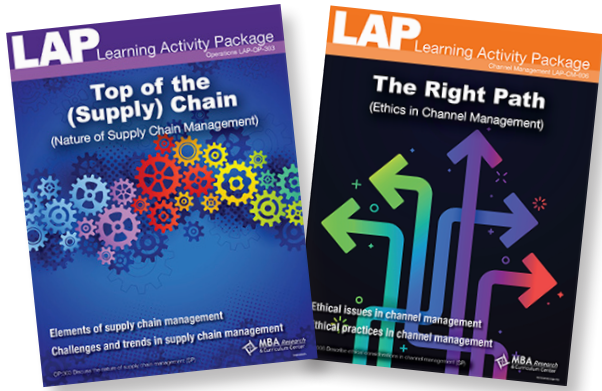


# INSTRUCTIONAL MATERIALS

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

**Learning Activity Packages (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.

- 241 LAPs are available to educators.
- 7 new LAPs were written:
  - Concept of Supply Chains
  - Nature of Supply Chain Management
  - Nature of Digital Marketing
  - Ethics in Digital Marketing
  - Ethics in Channel Management
  - Ethics in Pricing
  - Ethics in Quality Management
- 61 LAPs were revised. Business changes fast—and so must instructional tools. Each LAP is revised every five years to ensure relevancy.



We also rolled out a new LAP design this year!

# LEARNING CENTER

The **Learning Center** is a curriculum management system created just for business administration educators. Loaded with 300+ comprehensive, research-based instructional modules, it is accessible to educators and students via PC, laptop, tablet, or smartphone. During FY23, we added 68 LAPs to the Learning Center.

In FY23, we added several new courses to the Learning Center. Each Learning Center Course Guide (LCCG) combines traditional course guide content such as a sequence of instruction, briefings, performance activities, projects, and exams with LAP instructional module content to support course learning outcomes. We created the following LCCGs:

- |   |  |
|---|--|
| • <i>Digital Marketing</i>                              | • <i>High School of Business™ Principles of Management</i> |
| • <i>Principles of Accounting</i>                       | • <i>High School of Business™ Business Strategies</i>      |
| • <i>High School of Business™ Principles of Finance</i> | • <i>High School of Business™ Leadership</i>               |

We also revised seven existing LCCGs based on teacher feedback, LAP and course revisions, and enhancements of interactive lessons.

“The MBA Learning Center has completely **redirected the way I teach in the most positive ways!** The faith that I have in the **rigor and value of the lessons** and the layout is above any I have used... This system is exactly what I needed to relieve the burnout that was on its way!”

—Amber Florence, Harrison County Area Technology Center, Cynthia, KY



# PROFESSIONAL DEVELOPMENT

We develop and offer various professional development (PD) opportunities for educators. All of our PD has one thing in common: It focuses on improving learning outcomes for all business administration students. We work to find ways to make teachers' lives just a bit easier—or at least to help teachers focus on what matters most: Student success.

### Professional development topics include

- Project Management
- Navigating the Learning Center
- Digital Marketing for the Digital World
- Trends in Business
- Project-Based Learning
- Ethical Decision-Making
- State's Connection Portal for Member States
- Top 10 Resources Used in the Classroom
- National Business Administration Standards
- Understanding A\*S\*K Certification Exams

### Partnering with states

- During FY23, we were pleased to partner with state education departments to develop and deliver customized PD in Arkansas, Iowa, Ohio, Missouri, North Carolina, and South Dakota.
- We worked with individual school districts to provide training and resources in Maryland and Nevada.

### Presented at

**19**  
State & regional  
level conferences

**16**  
National level  
conferences/meetings



The national **MBA Conclave Curriculum and Teaching Conference** is designed specifically for teachers and administrators of Career and Technical Education (CTE) programs in Business Administration.

Educator sessions included engaging presentations on cultural awareness, using CTSOs to build relationships, tips for teaching Generation Z, and much more.

“Within business and marketing, we have plenty of opportunities for PD. **What Conclave provides is the real-world business and industry knowledge that we don't really get anywhere else.** It's imperative that educators, and state leaders, have a chance to learn from business and industry as we work to prepare our future business leaders.”

—Shauna Williams Ed.S, Business/Marketing Program Manager, Idaho State Department of Education

# High School of Business™

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



### Celebrating 15 Years

- ★ In 2022, we celebrated our 15-year anniversary with a special HSB luncheon at MBA Conclave, where we recognized outstanding teachers, students, and programs across the country.
- ★ Teachers were recognized for their years of service in the program for 5-15 years, as well as Consortium Representatives with HSB programs in their state.
- ★ Thirty-nine schools were recognized for having one or more students score in the top 10% on the national HSB end-of-course exams. Seven schools had 50 or more top-scoring students.
- ★ We looked back at our journey with a slideshow video of memories from the last 15 years—we wouldn't be where we are today without our amazing programs and support from the community!
- ★ We premiered a new video titled *What is High School of Business?* The video provides an overview of the program and includes testimonials from teachers, an administrator, a student, and an alumnus of the program.

### Highlights for FY23

- ★ We added five new schools to the program, bringing us to a total of 65 programs in 14 states and the District of Columbia. We welcomed two new states—Connecticut and Wyoming.
- ★ We provided PD to 71 teachers from 14 states through the HSB Summer and Fall Training Institutes. We continued a hybrid model of training, with training for first-year teachers being in person while the remaining training was held online via Zoom and the Learning Center.
- ★ We completed the redesign of the HSB Learning Center Course Guides (HSB LCCG), which serves as both a reorganization and a refreshment of the traditional HSB Course Guides.

For teachers, this means streamlined modules organized by project and an organized “digital file cabinet” with the essential course content. For students, this means interactive reading material and activities through Articulate Rise lessons.

### HSB by the Numbers

- ★ **9.5** is the average number of college credits HSB students have the opportunity to earn at a participating school.
- ★ **50%** of participating schools have local agreements with two-year colleges.
- ★ **43%** of participating schools have local agreements with four-year universities.
- ★ **6** national credit agreements are available to all HSB completers.
- ★ **76%** of HSB students participated in a CTSO community service event.
- ★ **70%** of HSB completers met their state's requirements for technical skill assessment.
- ★ **93%** of schools report improved relationships with local businesses.

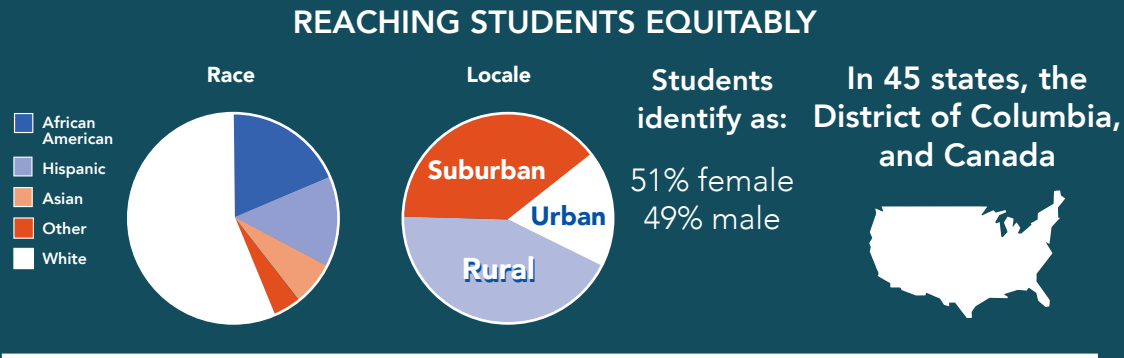


# Daniels Fund Ethics Initiative High School Program

## Measuring Reach: 2022-23 School Year

DANIELS FUND  
ETHICS INITIATIVE  
High School Program

Measuring students reached by DFEI High School Program (July 2020–June 2025)



REACHING STUDENTS ECONOMICALLY

\$47,344,664 saved

By school districts receiving resources and professional development

REACHING TEACHERS AND ADMINISTRATORS VIA COMMUNICATIONS AND PROFESSIONAL DEVELOPMENT

12,553 Reached via MBA Research newsletter weekly

Regular posts on Facebook, Twitter, Instagram, and LinkedIn



32 Education conferences (exhibits, presentations, and/or sponsorships)

REACH THROUGH STUDENT ORGANIZATIONS

We currently partner with four career-technical student organizations (CTSOs) to advance ethics education. In Y3, these organizations offered ethics-related competitions/challenges, hosted an Ethics Summit, invited us to present at their state and national conferences, and had their staff members trained to be Ethics Specialists.



REACH THROUGH ETHICS SUMMIT

Over 150 students participated in the *Ethics All the Way: High School Ethics Summit* as part of the FBLA National Fall Leadership Conference in Denver.



[MBAResearch.org/EthicsSummit](https://MBAResearch.org/EthicsSummit)



REACH THROUGH RESOURCES

"I use them to supplement my curriculum. The case studies [Gray Zone ethical dilemmas] are the best!"

—D. Gonzalez, Marketing Teacher, Shorecrest HS, WA

"[Students] learned to think from both sides before jumping into a decision. All students really stepped up their leadership skills as well."

—J. Keenan, Business Teacher, Woburn Memorial HS, MA

## DANIELS FUND ETHICS INITIATIVE

FY23 has been one of continued success for the Daniels Fund Ethics Initiative High School, Middle School, and Community College Programs. From expanding our relationships with several CTSOs to training a new cadre of Ethics Integration Specialists to serve as ambassadors in ethics education, the programs are experiencing tremendous growth. Highlights include:

- Administering **1,705** A\*S\*K Fundamentals of Ethics Certification Exams, including **282** tests taken during the FBLA National Leadership Conference. The passing rate has gone up significantly in the last year, which can be attributed in large part to the greater focus on ethics in the classroom and in CTSO activities.
- Hosting a regional ethics summit during the FBLA National Fall Leadership Conference, which featured business speakers, discussions, and hands-on activities.

### Middle School Program

- We developed 10 middle school career exploration modules. Each module begins and ends with an ethical dilemma; topics include money management, communication skills, job search strategies, and more.
- We also designed a middle school ethics handbook intended to help principals, guidance counselors, and other educators incorporate ethics school-wide. The comprehensive handbook includes introductory ethics lessons, academic connections, engaging activities, bell ringers, exit tickets, a service-learning project, and communications for the classroom and beyond.

"I liked this [Job Search Strategies module] - allows students to think about the **honesty** and **integrity** that will go into their resume and applications and the importance of starting young to build their skills."

—Middle School Teacher, Canada



### Ethics Integration Specialist Training

In March 2023, 20 middle and high school educators from across the country participated in Ethics Integration Specialist training. This training allowed them to network, collaborate, and strategize with one another to determine how to use these resources in the classroom. Participants will now train other teachers in their states.

"The Ethics Integration Specialist Training held by MBA Research and funded through the Daniels Fund has given me a **new outlook on teaching**."

—Sarah Preston, Patrick Henry High School, Ashland, VA

## College and Career

MBA Research will support business administration programs of study that prepare all students for college and in-demand careers.

- Strategy 1:** Encourage and promote the value of a business administration education as a viable career option for all students.
- Strategy 2:** Provide high-quality, innovative, relevant curriculum and instructional resources for business administration programs of study that shall include authentic work-based learning experiences that prepare students for successful transition into college and careers.
- Strategy 3:** Provide proof of learning through assessment tools including industry driven credentials where appropriate.
- Strategy 4:** Analyze ongoing feedback from stakeholders on resources provided.

## Learning Standards

MBA Research will develop and maintain research-based standards that are business and industry validated.

- Strategy 1:** Implement best practices for standards research and development processes.
- Strategy 2:** Monitor workforce needs to maintain an up-to-date curriculum framework.

## Partnerships

MBA Research will engage business and industry and other stakeholders to leverage partnerships that support high-quality business administration programs.

- Strategy 1:** Conduct business focus groups to identify industry trends to inform standards development and state leaders regarding state workforce needs.
- Strategy 2:** Develop relationships with business/industry and other external stakeholders to support business administration programs at the local, state, and national levels.

## Professional Development

MBA Research will provide research-based, focused professional development.

- Strategy 1:** Provide professional learning opportunities for new traditionally- and alternatively-licensed teachers.
- Strategy 2:** Develop professional development courses and materials.

## Advocacy

MBA Research will advocate for business administration education and Career and Technical Education.

- Strategy 1:** Communicate the importance of functional business skills and ethics needed in the workforce across all career clusters/industry sectors.
- Strategy 2:** Communicate data, information, and outcomes from business engagement activities.
- Strategy 3:** Equip consortium members with resources for advocacy efforts.
- Strategy 4:** Create a clearinghouse of advocacy resources.

**Mission:** To support educators in the preparation of students for careers in business and marketing

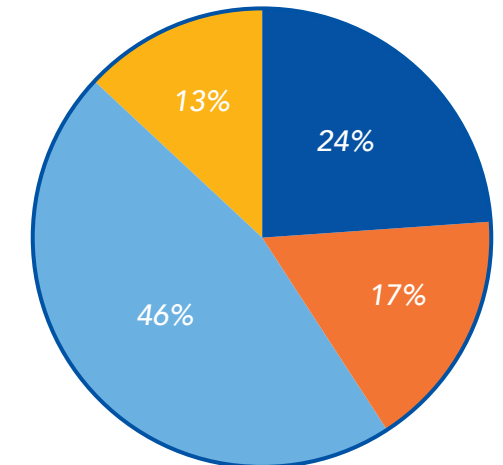
**Vision:** MBA Research shall be the recognized leader in the development of programs, strategies, and curricula to prepare students for career-oriented, leadership positions in business and marketing.

## Financials

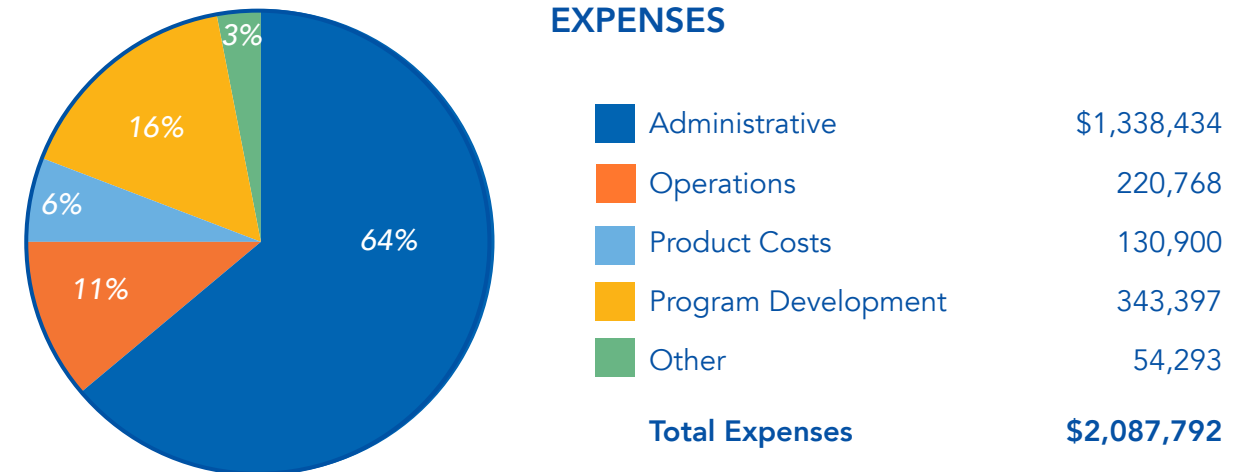
Finances and financial data are maintained in-house and reviewed annually by an independent CPA. Working budgets and budget reports are shared regularly with the Board of Trustees and are available for review by the membership at any time. An annual financial review and related IRS data are compiled by the CPA and are available on request. The following data represent operations for the year ended June 30, 2023.

### REVENUE

|                              |                    |
|------------------------------|--------------------|
| Instructional Support        | \$537,579          |
| Membership                   | 377,632            |
| Contracts/Grants/Commissions | 1,012,852          |
| Program Development          | 276,988            |
| <b>Total Revenue</b>         | <b>\$2,205,051</b> |



### EXPENSES



### Five-Year History (Revenue/Expenses)

|                         | 2023        | 2022      | 2021      | 2020      | 2019      |
|-------------------------|-------------|-----------|-----------|-----------|-----------|
| <b>Revenue</b>          | \$2,205,051 | 2,206,323 | 2,158,581 | 1,405,565 | 1,843,964 |
| <b>Expenses</b>         | 2,087,792   | 1,822,456 | 1,703,496 | 1,470,090 | 1,505,381 |
| <b>Revenue/Expenses</b> | 117,259     | 383,867   | 455,085   | (64,525)  | 338,503   |



# A consortium of state departments of education

State leaders, join your peers as we work together to prepare students for the business careers of tomorrow. MBA Research helps state leadership:

- Design a comprehensive, Perkins-ready program of study
- Provide standards-based curricula
- Offer certification exams
- Deliver research-based instruction based on industry needs
- Provide professional learning opportunities for teachers
- Engage students with project-based learning and online interactive instructional tools
- Connect with business and industry leaders
- Network with education leaders across the country
- Share research and resources with educators in their state



## Learn More

We invite you to learn more about us by contacting Holly Atha, President/CEO, at 614-486-6708 or [HollyA@MBAResearch.org](mailto:HollyA@MBAResearch.org).