From the Classroom to the Boardroom

Working with state leadership and educators to build rigorous business administration programs that prepare students for more high-demand jobs in every state than any other program area.
LETTER FROM THE CEO/PRESIDENT

September, 2018

On my first day as CEO/President, March 1, 2018, I took time to reflect on the incredible opportunity of leading an organization that I have known and worked with for over 30 years. MBA Research is so much more than a nonprofit—the organization is here to support Business Administration teachers with what to teach as well as to assist state and district leaders with program improvement. MBA Research provides professional development to empower teachers in the classroom. Staff work with business and industry to identify the know-how students need to be successful in the workplace. This organization works tirelessly on your behalf to continue to support research-based CTE Business Administration programs. All of these efforts amaze me and make me proud to be associated with such a hardworking group of individuals.

It has been a great year at MBA Research. We completed the third of our five-year partnership with the Daniels Fund. This grant’s support enabled us to finish the last of the LAP modules identified in the contract. Now, teachers can access the two Ethical Leadership course guides and the 72 LAP modules at no cost. Additionally, the Daniels Fund has allowed us to increase our conference presence around the country advocating for Business Administration and Ethics Education.

Through partnerships with the Maryland State Department of Education, the Wisconsin State Department of Education, national CTSOs, and a Nebraska local school district, we are reaching additional CTE teachers and directors. They are now using our Business Administration standards, Entrepreneurship standards, and resources to strengthen their programs.

We continue to focus our mission on supporting educators in the preparation of students for careers in business. To that end, we have expanded our work in digital badging, added practice A•S•K exams, and developed a Fundamentals of Ethics exam. We have also created standards-based resources for School-Based Enterprises and begun releasing Work-Based Learning resources. Eleven course guides have been revised and are available as digital downloads at no cost. Resources in State’s Connection are expanding to provide teachers with research-based resources that support the National Business Administration Standards.

In the spring, I reorganized staff to better reflect the work that we do. The organization now consists of the following departments—Business Engagement, Teaching and Learning, Program Development and Marketing, Publishing, Finance, Customer Service, and IT. This new organizational plan places greater emphasis in two areas—our work with business and industry and advocacy on your behalf through our communication efforts.

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

Brenda Clark, CEO/President
Created for your state. Your schools. Your students.

Operated by a consortium of state education departments, MBA Research & Curriculum Center is your not-for-profit partner. Our mission is to support educators in the preparation of students for careers in the areas of business administration, including Business Management and Administration, Finance, and Marketing.

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-based content standards for the clusters of Business Management and Administration, Finance, and Marketing
- National standards that provide a framework for high-quality business programs
- 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
- Proof-of-learning via industry-sponsored certifications, digital badges, and other assessments, recognitions, and documentations
- Program accreditation, recognizing exemplary high school programs that effectively address all elements of the systems approach

2018 Member States (as of 6/30/18)

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

beer5020/iStock/Thinkstock
Entrepreneurship has been incorporated into the National Business Administration Curriculum Framework.

32 Crosswalks

- State standards crosswalked to national standards
- Student organization events crosswalked to national standards

Hospitality and Tourism Management standards developed

- 4 pathways identified
- Performance Indicators written
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 FY2018, this research led to moderate revisions to 11 course guides and significant changes to four of our course guides:

- Principles of Entrepreneurship
- Advanced Entrepreneurship
- High School of Business™ Principles of Management
- High School of Business™ Business Strategies

Relevant, current, engaging LAPs lesson modules are updated every five years. Research and teacher input informs topic selections of new LAPs. Work completed on LAPs in FY2018 included the following:

- 15 new LAPs developed
- 30 LAPs revised

CURRICULUM & INSTRUCTION

MBA Learning Center

The MBA Learning Center continues to be a successful content delivery system. At this time, 1,450 schools have signed up for Learning Center access, including 2,800 teacher accounts and 9,744 student accounts.

This year, we added test question banks to the Learning Center to support teachers. Each of the 296 banks is aligned to a performance indicator from the National Business Administration Standards and includes anywhere from 5–25 test items. In total, the Learning Center now includes over 4,500 test items. The question banks are ideal for building customized final or midterm exams, creating pretests, or preparing for competition.

“The MBA Learning Center gives students a one-stop spot to get all resources that they can access from anywhere with Internet. Students can utilize it to communicate with me. They can use the calendar on it to track due dates and upcoming quizzes.”

– Allie Holtzer, West Bend High School, WI
ASSESSMENT

A•S•K Business Institute Certification offerings were expanded with the introduction of:

- Fundamentals of Ethics certification exam
- 4 A•S•K practice tests

Key assessment numbers

- 4,855 students took the A•S•K exam
- 44 new exams were developed
- 22 exams were revised
- 1,381 new test items were written
- 6,501 existing test items were reviewed and revised

Custom Exams

Did you know that MBA Research develops custom exams upon request? This year, we created tests for two different state CTSOs: five custom exams for Georgia DECA (including one targeted at middle school students) and two custom exams focused on ethics for Colorado FBLA.

A New Place To Test

Teachers and students had the opportunity to take exams this year at conferences they attended. We were happy to work with states and CTSOs on this new endeavor.

Kentucky

- Teachers took the A•S•K Certification Exam at their summer regional conferences and summer state conference.
- Teachers must take the A•S•K exam to be hired.

Nevada

- Students took Instructional Area exams during FBLA and DECA summer conferences. Those with passing scores received digital badges.

North Carolina

- Teachers took the A•S•K Certification Exam at their summer CTE conference.

Virginia

- Teachers must take the A•S•K exam to be hired.

MBA Research writes the exams for DECA district, state, and international competition. **19,087 students took DECA exams in 2018.**
PROFESSIONAL DEVELOPMENT

Staff and select teacher-trainers (the MBA PD Team) delivered top-tier professional development in 27 states.

Professional development topics:
- Project management
- Project-based learning
- Ethical decision-making
- Building high-quality business administration programs
- Instructional strategies, including integrating CTSO’s and SBE’s
- Preparing for Assessments, including Digital Badging and Credentialing

Conclave Curriculum and Teaching Conference

225+ educators gathered in Vancouver, Washington for 3 days of energizing professional development. This year’s conference was unique for the many forms of collaboration that took place with our educational partners. These included:

- Washington Marketing Educators’ Board Meeting
- Washington DECA New Advisors Meeting
- National Association of Supervisors of Business Education (NASBE) open-discussion forum
- Project Management Institute Educational Foundation’s Ethics Leadership Pilot Project training
- Ethical decision-making training sessions funded by the Daniels Fund
- High School of Business™ training sessions for participating schools

Conclave Snapshot
- 14 presentations from business executives
- 37 sessions led by exemplary educators
- 4 half-day pre-conference workshops
- 30 Quick Stops—15-minute talks packed with ready-to-use classroom ideas
- Tours of Port of Vancouver’s shipping operations
Thanks to a generous grant from the Daniels Fund, MBA Research developed ethics-focused resources and specialized professional development.

**ETHICS RESOURCES DEVELOPED**
- 72 Instructional modules
  - Downloaded 82,290 times to date reaching 202,984 students
- 2 Course guides
  - Downloaded 449 times to date
- Ethics certification exam available to high school students

**DEMOGRAPHICS OF STUDENTS**
- 50% Female
- 50% Male

**SHARING WITH EDUCATORS AT**
- 58 Education conferences and counting

“Kentucky is adopting the Ethical Leadership Course into all Business & Marketing Career Pathways. The adoption is a direct result of feedback from business & industry that exposure to this curriculum is highly desired for entry-level employees and apprenticeship students.”

– Betty Montgomery, Kentucky Department of Education

**POSITIVE FEEDBACK FROM TEACHERS**
- 72 Ethics modules reviewed
- 171 Responses collected

“Students will reap long-term benefits from what they have learned in this instructional module.”

– High school teacher

**ETHICS RESOURCES DEVELOPED**

<table>
<thead>
<tr>
<th>Resource</th>
<th>Downloads</th>
<th>Reach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional modules</td>
<td>82,290</td>
<td>202,984</td>
</tr>
<tr>
<td>Course guides</td>
<td>449</td>
<td>202,984</td>
</tr>
<tr>
<td>Ethics certification</td>
<td>449</td>
<td>202,984</td>
</tr>
</tbody>
</table>

**DEMOGRAPHICS OF STUDENTS**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>50%</td>
</tr>
<tr>
<td>Male</td>
<td>50%</td>
</tr>
</tbody>
</table>

**SHARING WITH EDUCATORS AT**

<table>
<thead>
<tr>
<th>Conferences</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>58</td>
<td></td>
</tr>
</tbody>
</table>

**HIGH-QUALITY TEACHER TRAINING**

<table>
<thead>
<tr>
<th>Role</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethics Specialists</td>
<td>26</td>
</tr>
<tr>
<td>High School Teachers</td>
<td>1,479</td>
</tr>
<tr>
<td>High School Students</td>
<td>132,000+</td>
</tr>
</tbody>
</table>

In addition, MBA Research staff has trained over 293 teachers directly via 1 hr, 1/2 day, and 1 day workshops.
DELIVERY STRATEGIES

High School of Business™

In 2018, the program continued to grow and benefit from a continuous improvement model employed by MBA Research staff as well as participating schools.

- Seven new sites confirmed, including two in states that are new to the program: Texas and California
- Entrepreneurship content was increased within the program based on research with business and industry. During their senior year, students now have more time to operate their own business, increasing the opportunities for hands-on learning.

**High School of Business™: A Look at the Numbers (Fall 2017)**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>92%</td>
<td>Post-secondary enrollment rate of High School of Business™ students</td>
<td>70%</td>
</tr>
<tr>
<td>88%</td>
<td>Post-secondary persistence rate of High School of Business™ students</td>
<td>73%</td>
</tr>
<tr>
<td>9</td>
<td>College credits on average earned by High School of Business™ students</td>
<td></td>
</tr>
<tr>
<td>93%</td>
<td>Alumni who believe participation will increase their ability to succeed in a career</td>
<td>73%</td>
</tr>
<tr>
<td>92%</td>
<td>Alumni who believe participation will increase their ability to succeed in college</td>
<td>80%</td>
</tr>
<tr>
<td>77%</td>
<td>Alumni who believe participation contributes to success in math and English Language Arts</td>
<td>80%</td>
</tr>
</tbody>
</table>

*Statistics citations available on the HSB Report Card at MBAResearch.org/HSB

National Accreditation Initiative

**National Accreditation of Exemplary Programs in Business Administration**

The five-year accreditation is earned through a comprehensive self-assessment based on the five standards, documentation with specific evidence as outlined in the application package, independent review and feedback, and a continuing quality improvement initiative as developed by the review team, school representative (teacher), and MBA Research program development staff.

- Instituted a process to continually update accreditation standards. The review committee is representative of the profession, including ACTE, SREB, NOCTI, FBLA, DECA, BPA, NASBE, and State CTE Directors. Work was completed on Standard 1 with the remaining four scheduled for review in 2019.
- Developed a series of webinars to help educators achieve accredited status
- Note: In 2018, leadership at MBA Research decided to slow the pace of marketing this initiative while a review of the processes for achieving accredited status takes place.
ADVOCACY

MBA Research advocates for education that is for and about business and career preparation for high schools and post-secondary education.

In 2018, MBA Research preached the importance of business administration education via presentations and exhibits in:

| 24 States |
| 34 Conferences |

President/CEO Brenda Clark, Ed.D., was invited to present at the Project Leader Network with the Project Management Institute Education Foundation (PMIef).

Growing Leaders

The 2018 Leadership Forum led state and local education leaders through a series of discussions and workshops resulting in State Action Plans tailored to build exemplary programs and leadership. Pictured are participants from Nebraska, North Carolina, Idaho, Arizona, Kentucky, Ohio, West Virginia, Washington, and Oregon.

2018 Leadership Forum participants
OPERATIONS

Working together to deliver top-quality, research-backed resources effectively and efficiently.

- Ended the year with a projected $45,000 carryover
- Utilized our new conference rooms from a recent renovation for multiple on-site training sessions
- Successfully wrote for and received a three-year grant from Maryland
- Hired the third CEO in MBA Research’s history
- Reorganized the staff to better align with mission and goals

**2017–18 MBA Research Board of Trustees**

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dale Winkler, Ed.D., Chair</td>
<td>Southern Regional Education Board</td>
</tr>
<tr>
<td>Kevin Reisenauer, Vice Chair</td>
<td>North Dakota Department of Career and Technical Education</td>
</tr>
<tr>
<td>Delores Ali</td>
<td>North Carolina Department of Public Instruction</td>
</tr>
<tr>
<td>Laura Arnold</td>
<td>Kentucky Department of Education</td>
</tr>
<tr>
<td>Carrie DeMuth</td>
<td>Oklahoma State Department of Education</td>
</tr>
<tr>
<td>Kelli Diemer, Secretary/Treasurer</td>
<td>Iowa Department of Education</td>
</tr>
<tr>
<td>Tim Fandek</td>
<td>Wisconsin Department of Public Instruction</td>
</tr>
<tr>
<td>Dwight Johnson</td>
<td>Idaho State Department of Education</td>
</tr>
<tr>
<td>Dawn Morrison</td>
<td>Alabama State Department of Education</td>
</tr>
</tbody>
</table>

Your MBA Research team, working every single day to make teaching easier and to ensure best possible learning for all students.
### Exhibit of Revenues

For the years ended June 30, 2018 and 2017

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>%</th>
<th>2017</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$408,931</td>
<td>21.56%</td>
<td>$486,968</td>
<td>24.98%</td>
</tr>
<tr>
<td>Membership</td>
<td>$167,923</td>
<td>8.85%</td>
<td>$206,931</td>
<td>10.61%</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>$235,998</td>
<td>12.44%</td>
<td>$277,835</td>
<td>14.25%</td>
</tr>
<tr>
<td>Commissions and Royalties</td>
<td>$100,653</td>
<td>5.31%</td>
<td>$81,018</td>
<td>4.16%</td>
</tr>
<tr>
<td>Conclave/ Miscellaneous Registrations</td>
<td>$52,430</td>
<td>2.76%</td>
<td>$34,762</td>
<td>1.78%</td>
</tr>
<tr>
<td>High School of Business</td>
<td>$261,004</td>
<td>13.76%</td>
<td>$285,149</td>
<td>14.63%</td>
</tr>
<tr>
<td>Grants and Contributions</td>
<td>$665,100</td>
<td>35.06%</td>
<td>$569,150</td>
<td>29.20%</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$5,085</td>
<td>0.27%</td>
<td>$7,629</td>
<td>0.39%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$1,897,124</td>
<td>100.00%</td>
<td>$1,949,442</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

### Exhibit of Selling and Administrative Costs

For the years ended June 30, 2018 and 2017

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>%</th>
<th>2017</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$797,297</td>
<td>42.03%</td>
<td>$854,819</td>
<td>43.85%</td>
</tr>
<tr>
<td>Building &amp; Facilities</td>
<td>$31,572</td>
<td>1.66%</td>
<td>$28,059</td>
<td>1.44%</td>
</tr>
<tr>
<td>Marketing - General</td>
<td>$132,682</td>
<td>6.99%</td>
<td>$148,875</td>
<td>7.64%</td>
</tr>
<tr>
<td>Office</td>
<td>$75,941</td>
<td>4.00%</td>
<td>$97,964</td>
<td>5.03%</td>
</tr>
<tr>
<td>Benefits</td>
<td>$150,942</td>
<td>7.96%</td>
<td>$153,506</td>
<td>7.87%</td>
</tr>
<tr>
<td>Staff development</td>
<td>$1,862</td>
<td>0.10%</td>
<td>$1,901</td>
<td>0.10%</td>
</tr>
<tr>
<td>Conclave</td>
<td>$49,397</td>
<td>2.60%</td>
<td>$27,739</td>
<td>1.42%</td>
</tr>
<tr>
<td>Project development</td>
<td>$102,474</td>
<td>5.40%</td>
<td>$96,400</td>
<td>4.95%</td>
</tr>
<tr>
<td>High School of Business</td>
<td>$77,914</td>
<td>4.11%</td>
<td>$68,303</td>
<td>3.50%</td>
</tr>
<tr>
<td>Governance &amp; Consortium</td>
<td>$52,517</td>
<td>2.77%</td>
<td>$46,694</td>
<td>2.40%</td>
</tr>
<tr>
<td>Interest expense</td>
<td>$38,493</td>
<td>2.03%</td>
<td>$25,775</td>
<td>1.32%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$43,177</td>
<td>2.28%</td>
<td>$43,210</td>
<td>2.22%</td>
</tr>
<tr>
<td>Obsolete Inventory</td>
<td>$0</td>
<td>0.00%</td>
<td>$5,531</td>
<td>0.28%</td>
</tr>
<tr>
<td>Total Selling and Administrative Costs</td>
<td>$1,554,268</td>
<td>81.93%</td>
<td>$1,598,776</td>
<td>82.01%</td>
</tr>
</tbody>
</table>

See Accountants' Audit Report and Notes to Financial Statements

-4-
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, 2018 and 2017, 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, 2018 and 2017 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 26, 2018
“State membership with MBA Research has saved us money and staff time through the convening of focus groups to create standards that align with the skills and competencies required of employees. Through the business-sponsored A•S•K Institute, MBA Research offers independent proof of learning for and about business, marketing, management, and entrepreneurship. The certification exams are based solely on industry-validated standards and performance indicators. Our state included the A•S•K assessments as a measure of career readiness in the state’s accountability model. The assessments are a great means for measuring students’ skills and competencies upon completion of a business administration program of study.”

—Laura K. Arnold, Associate Commissioner, Office of Career and Technical Education, Kentucky Department of Education

“MBA Research is an invaluable partner with Idaho. We have experienced success with our High School of Business programs and with the ethical leadership curriculum, and we are looking forward to our first Futuring Panel this spring. Business and marketing programs comprise the largest number of CTE programs in Idaho, and with our MBA Research and Curriculum Center consortium membership, we can count on our teachers having access to the highest quality materials, programs, and training.”

—Dwight A. Johnson, State Administrator, Idaho Career & Technical Education

“Wisconsin has truly benefited from the Business Administration industry-validated standards. Since these standards were adopted throughout our K-16 system, we have been able to build a stronger dual enrollment program with our Wisconsin Technical College System. In addition, these research-based standards have provided Wisconsin with the opportunity to develop a statewide Marketing Youth Apprenticeship work-based learning program.”

—Tim Fandek, Marketing Consultant, Wisconsin Department of Public Instruction

“As a business teacher, I saw first-hand how the work of MBA Research could benefit my classroom. As I learned to use their materials, aligned my content to the national standards, and implemented PBL, both my program and my students benefited. The program developed closer relationships with the local business community, and the students saw success on stage in CTSO competitions.”

—Jessica DeVaal, Business Education Supervisor, North Dakota Department of Career and Technical Education

Business administration skills cross every industry.
Professional Learning Network for 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
• Train and develop teachers
• Motivate and reward students with standards-based micro-credentials (digital badges)
• 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 Brenda Clark, Ed.D., President/CEO, at 614-486-6708, or ClarkB@MBAResearch.org.