



Annual Benefit Report

2025



About Us



Marzano Research is a women-owned small business dedicated to working with educators and system leaders to learn, evolve, and thrive.

We offer sophisticated education research and consulting capabilities with a collaborative, small-business approach. We are experts at working with educators and leaders to use research and evidence to design and enhance educational practices at the classroom, school, district, and state levels.

Our staff members draw from years of experience in education as teachers, school leaders, researchers, and evaluators. Each of us brings a deep commitment to positive change and the success of every student.

Mission

Marzano Research brings expertise in program content, scientific inquiry, and system improvement, combined with a wealth of practical experience, to achieve our mission:

**to support partners
in improving education
systems, practices, and
outcomes for all learners.**

What is a Benefit Company?



[Benefit corporations](#) commit to the triple bottom line, expanding the traditional purpose of a business beyond the financial bottom line to encompass social and environmental impacts.

As a certified benefit corporation, Marzano Research must annually meet third-party standards for social, environmental, and business performance.

Triple Bottom Line



Social Responsibility

Leadership and management principles that support employees, clients, and the community



Environmental Responsibility

Environmental sustainability and workplace green practices



Business Responsibility

Sound and strategic business practices that foster profit and growth

Measuring Our Success

We define our success by our:

Impact in the Field

Creating, innovating, and delivering better solutions for all stakeholders and clients

Growth and Sustainability

Developing new relationships and expanding our portfolio of projects

Thriving Workplace

Nurturing a culture that encourages everyone to contribute and promotes an environment in which the best ideas flourish

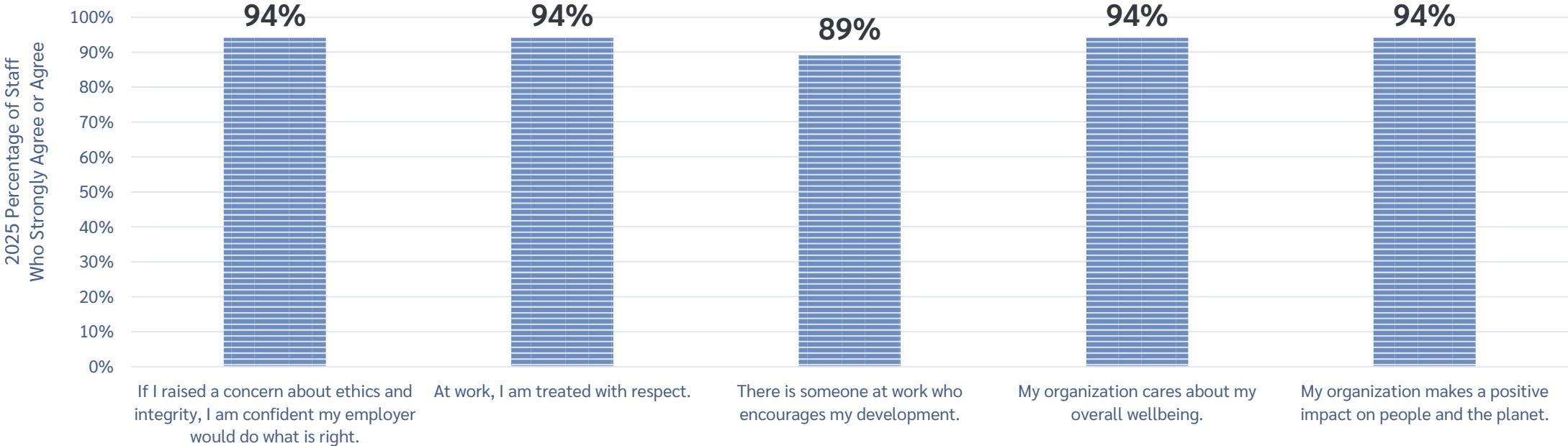
Key Metrics

Gallup Sustainability 5 (GS5) Index

Connection to the United Nations Sustainable Development Goals

Key Metrics: Gallup Sustainability 5 (GS5) Index

On a survey designed to include the voice of employees in strategy and reporting, staff overwhelmingly agree that Marzano Research is committed to people and the planet.





Social Responsibility

Creating a thriving workplace; delivering exceptional services; giving back to our communities

Empowering and Supporting Team Members



Connecting at The Weekly

- Discussed education shifts and trends
- Engaged in staff-led professional learning sessions

Engaging in Strategic Direction Planning for 2026–2028

- Engaged in taking stock of current/past work, making sense of market research, and exploring pathways for business growth and stability
- Presented case examples of long-term engagements
- Explored how our values support our strategic direction

Providing Staff Leadership Opportunities

Staff lead all program work and client relationships, play lead roles in business development, lead professional learning sessions at The Weekly, contribute to strategic direction execution, and lead internal ad hoc and standing committees

Volunteering Time Off (VTO)

Our VTO program provides up to eight hours of paid leave for each team member to volunteer. See slide 19 to read how we showed up for our communities.

Commitments in Action Committee



2025 Highlights

- Review of and reflection on connecting Marzano Research values to the states we serve
- Discussion around strategies for upholding Marzano Research standards in the field
- Activity to build shared understanding of how our Project Execution Playbook supports our work
- Discussion and activity on how our facilitation practices and norms reflect our commitments
- Reflection on strategic drivers to support Marzano Research's next Strategic Direction

Goals

Guide the company's journey to foster broad engagement and cultivate a respectful, healthy environment in how we:

- Operate
- Work together as a team
- Partner with clients
- Communicate about who we are
- Demonstrate our values in practice

United Nations

SUSTAINABLE DEVELOPMENT GOALS



[The 2030 Agenda for Sustainable Development](#), adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries—developed and developing—in a global partnership.

Our work advances and supports several of these goals as seen on the following slides.

SUSTAINABLE DEVELOPMENT GOALS



Goal 4: Quality Education

This goal promotes access to lifelong learning opportunities for all.

- 4.1: Work to ensure access for all children to **quality primary and secondary education**
- 4.2: Work to ensure access for all children to **quality early childhood development, care, and pre-primary education** so that they are ready for primary education
- 4.4: Work to substantially increase the number of youth and adults who have **relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship**
- 4.6: Work to ensure that all youth and a substantial proportion of adults, both men and women, achieve **literacy and numeracy**

Quality Primary and Secondary Education for All – Exemplar Project



STRENGTHENING LITERACY SUPPORT FOR STUDENTS WITH DISABILITIES

Drawing on our expertise in literacy, special education, and systems improvement, Marzano Research partnered with Converse County School District #1 in Wyoming to strengthen literacy support for students with disabilities, including in remote and rural schools. Together with district leaders and staff, we examined the district's literacy-focused special education systems, gathered input from stakeholders, analyzed how services and practices were working across schools, and distilled findings to guide next steps. The district gained clear priorities for improvement, stronger alignment around instruction and support, and a practical path toward better literacy experiences for all students, including those with disabilities.

Quality Early Childhood Development, Care, and Education – Exemplar Project



SUSTAINING EARLY CHILDHOOD INNOVATION AFTER THE CIRCLE GRANT

The CIRCLE Grant provided one-time, flexible funding for 226 projects across all 64 Colorado counties, supporting innovation in early care and education during and after the COVID-19 pandemic. Two years after funding ended, Early Milestones Colorado wanted to understand what had been sustained and what longer-term impact this one-time investment had on providers, community partners, children, and families. Marzano Research conducted a follow-up evaluation to examine which initiatives continued, what factors supported or challenged sustainability, and how the grant contributed to change at the individual, community, and systems levels. The findings gave Early Milestones Colorado, the Colorado Department of Early Childhood, and other partners useful evidence to guide future investments, policy decisions, and efforts to support lasting impact.

Increasing Technical and Vocational Skills – Exemplar Project



BUILDING A FUTURE-READY WORKFORCE

To support development of the U.S. Department of Education's Employability Skills Framework 2.0, Marzano Research conducted a rigorous literature scan to examine current frameworks, workforce trends, skill gaps, and research on how employability skills can be developed from early childhood through postsecondary learning. Our findings revealed where there is strong alignment on core skills across industries, how those skills are evolving in a fast-changing digital economy, and where learners need stronger preparation and access to real-world opportunities. This gave the Department a clear blueprint for shaping a framework that is future-looking, more responsive to learner needs, and better aligned with changing workforce demands.

**SUSTAINABLE
DEVELOPMENT** GOALS

Work to substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship

Literacy and Numeracy for All Learners – Exemplar Project



ADVANCING LITERACY ACROSS SOUTH DAKOTA SCHOOLS

Marzano Research is partnering with the South Dakota Department of Education to help strengthen literacy implementation from early childhood through K–12. This ongoing evaluation is giving state and local leaders a clearer view of how literacy efforts are taking shape, what kinds of support are making the biggest difference, and where more attention is needed to improve reading outcomes for students. Our work includes developing aligned evaluation plans and reports and studying how subgrantees are using coaching, training, curriculum reviews, assessments, and supplemental materials. Together, these insights are helping the state build stronger literacy teams and expand access to high-quality instruction.



Giving Back to Our Communities

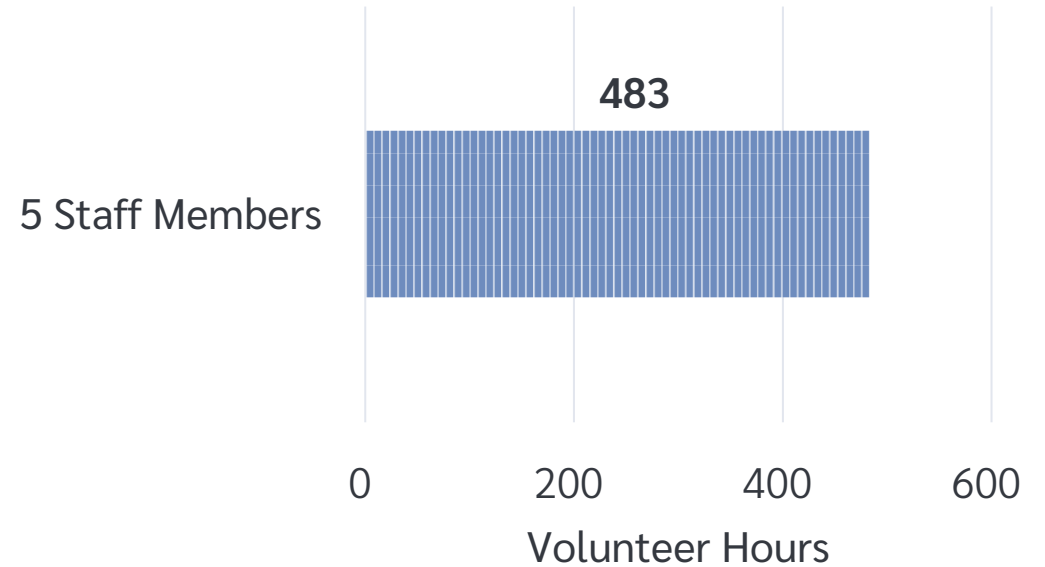
Our community giving program includes volunteer hours and charitable donations. The program targets local nonprofits that provide direct programming and services to children, youth, and families that benefit their education, health, and wellbeing.

Volunteer Hours



Organizations Where We Volunteered

- Arroyo Vista Children's Theater
- Brighton 27J School District
- CASA Multnomah County
- Generation Schools Network
- International Congress for School Effectiveness and Improvement
- Outside In
- Project C.U.R.E.
- Volunteers for Outdoor Colorado



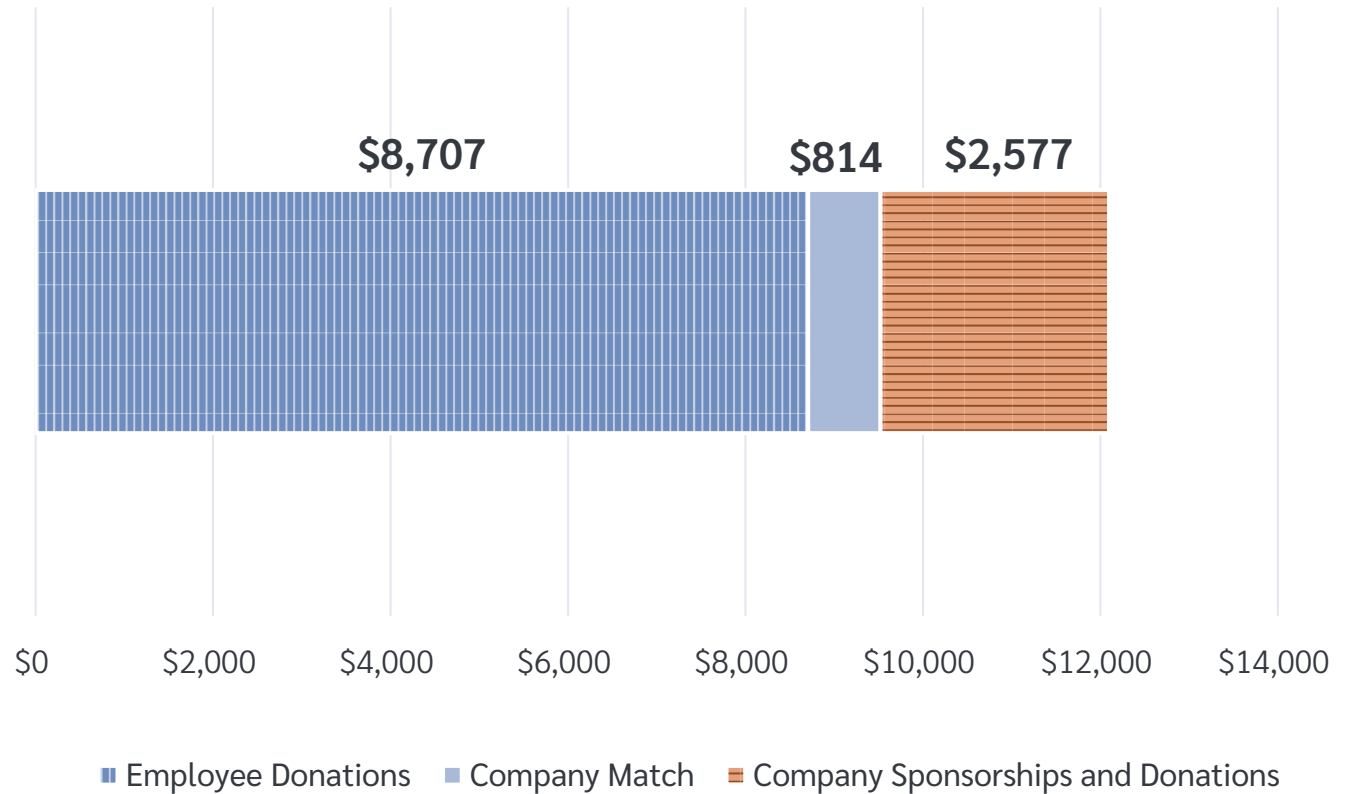
Charitable Donations



The company matches \$100 for each staff member contribution to a local nonprofit in our target sector.

Total charitable donations:

\$12,098



Charitable Donation Recipients



Company Sponsorships and Donations

- Alaska Community Foundation

Organizations to Which Staff Donated

- Active Children Portland
- Admire Teachers
- Alaska Community Foundation
- Anthony's Circle
- Brent's Place
- Bridge of Hope Greater Denver
- Colorado Alliance for Environmental Education
- Colorado Horse Rescue
- Colorado Public Radio
- Denver Post Community Foundation
- Emily Griffith Foundation
- Faithfully K9 Service Dogs
- The Fund for Portland Public Schools
- The GrowHaus
- Humane Colorado
- Littleton Youth Ballet
- Mapleton Education Foundation
- Oregon Public Broadcasting
- p:ear
- Robin's Nest Foundation
- Rocky Mountain Conservancy
- WeeCycle



Environmental Responsibility

Minimizing our footprint

Goals and Actions



Perennial Goals

- Recycle and repurpose
- Remain paperless
- Reduce travel
- Share sustainable practices

Actions

- Use paperless systems for operations (benefits enrollment, timesheets, payroll)
- Follow a company sustainability policy
- Recycle, repurpose, and donate used IT equipment (laptops, monitors, cables)
- For purchases, prioritize items that support efficient use of resources and buy from local businesses



Business Responsibility

Leading with integrity; encouraging staff to lead

Principles



We use sound and deliberate business practices to foster profit and growth.

To drive positive change, we lead business performance with principles of:

- Transparency
- Engagement
- Accountability and responsibility as a team

We work with clients in rural, suburban, and urban areas in states across the nation with a shared focus on improving outcomes for all learners.

Staff Engagement



- Company leaders are proactive in communicating with staff about the financial health of the company. We discuss strategies for mitigating risks and growing our business.
- All staff engage in strategic direction development and implementation. We work as a team to advance strategic priorities, practice areas, and business development opportunities.
- Company leaders use dashboards to review, discuss, and monitor progress against budgets and metrics.
- We provide all staff with regular updates on company financials, stability, and business development efforts.

Looking Ahead: 2026 Priorities



- Reinvigorate the Volunteer Time Off program in support of our community giving program
- Deepen field connections through Inquiry-Driven Practice
- Continue to strengthen our client connections through feedback touchpoints
- Continue investing in our people by creating meaningful ways to engage, collaborate, and contribute