WORK SESSION FEBRUARY 17, 2022

SUBJECT

Financial Literacy Instruction

REFERENCE

August 2018 Board discussed possible high school graduation

requirement amendments, including specific

requirements regarding financial literacy.

October 17, 2018 Board received an update on the requirements for

financial literacy instruction at the K-12 level.

October 2019 Board received an update on financial literacy

instruction as part of the mastery education update

from the Department.

APPLICABLE STATUTE, RULE, OR POLICY

Idaho Administrative Code, IDAPA 08.02.03.

BACKGROUND/ DISCUSSION

From time to time, the Board receives requests to consider adding a high school graduation requirement specific to a minimum number of credits required in Financial Literacy. The minimum high school graduation requirements are established by the Board through the negotiated rulemaking process and are currently codified in IDAPA 08.02.03.105.

School districts and charter schools are currently required to include history, government, geography, economics, current world affairs, citizenship, and sociology as part of their Social Studies instruction. This requirement has been in place since 1997. Students are required to earn a minimum of five credits in social studies; one of those credits must be in economics to graduate from high school. Additionally, students are required to earn at least six credits in mathematics to graduate. Courses that may be used to meet the mathematics credit requirement include applied mathematics and business mathematics or other courses in mathematical problem solving and reasoning. Financial literacy is identified as part of the social studies – economics standards and often incorporated into applied mathematics courses by school districts and charter schools.

The Idaho Content Standards describe the knowledge, concepts, and skills that students are expected to acquire by the end of each grade level in each content (subject) area. The Board adopts minimum content standards as a way of meeting Idaho's constitutional requirement for a uniform and thorough system of public, free common schools. School districts and charter schools are responsible for assuring all students meet the minimum content standards prior to graduating from high school. The Idaho Content Standards are also established in administrative code, IDAPA 08.02.03, through the negotiated rulemaking process as incorporated by reference documents. School districts and charter schools may use any curriculum they choose for teaching the various content areas.

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Representatives from CapEd Credit Union, Idaho Central Credit Union and Junior Achievement will provide a brief update to each of the programs they currently make available to Idaho school districts and charter schools as examples of some of the financial literacy programs that are currently being used in Idaho public schools.

IMPACT

This informational item will provide the Board with an update on the requirements for financial literacy in our public schools and examples of programs that are currently available to Idaho school districts and charter schools.

ATTACHMENTS

Attachment 1 – CapEd Credit Union Financial Literacy Program

Attachment 2 – Idaho Central Credit Union Financial Literacy Program

Attachment 3 – Junior Achievement Financial Literacy Program

BOARD STAFF COMMENTS AND RECOMMENDATIONS

How the standards are implemented varies by school district and charter school. Some schools have a financial literacy course in high school as a standalone financial literacy course while others have it embedded in one or more of their economics courses or a math course. Additionally, the College and Career Readiness competencies the Board adopted in 2017 and incorporated by reference into IDAPA 08.02.03, require financial literacy as one of the competencies ("possess knowledge and understanding in the following areas: earning income, buying goods and services, using credit, saving and protecting assets and insuring"). Some school districts have included financial literacy aspects as part of the senior projects requirement. Personal finance or financial literacy is also part of two CTE programs:

- High School Business (HSB) Wealth Management CTE Financial literacy
- CTE Business and Marketing includes Personal Financial Literacy as part of the Marketing component

Additionally, as part of the Elementary and Secondary Education Act, as amended by the Every Student Succeeds Act, 21st Century Community Learning Centers require students to be offered financial literacy programs (https://www.sde.idaho.gov/student-engagement/cclc/) — Idaho has 34 21st Century Community Learning Centers around the state, 25 of them are at/in schools.

Finally, Advanced Opportunities also covers the Center for Financial Responsibility Personal Financial Literacy Certification Exam.

A sampling of resources available for schools regarding financial literacy include the three programs identified in Attachments 1 through 3 as well as:

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- Idaho Financial Literacy Coalition's Jump Start National Educator Conference: http://www.idahoflc.org/jumptart-national-educator-conference/ or https://www.jumpstart.org/what-we-do/nec/
- Idaho Central Credit Union is partnering with school districts and charter schools to provide a grant for each high school in the state of Idaho so that students may experience Stukent's Mimic Personal Finance simulation and curriculum free for the next few years (https://www.stukent.com/iccu/). There were over 100 different schools in Idaho that participated in this program (pre-pandemic).

BOARD ACTION

This item is for informational purposes only.



Hands-on Financial Well-being & Budgeting Simulation for Middle - High School Students.

Provided by



At no charge as a part of our commitment to Idaho's students and education community.

Mad City Money gives middle and high school aged students a taste of the real world. Students take on the role of an adult in futuristic Mad City. They're given jobs, income, a family, and debt. The challenge? Visit merchants (staffed by volunteers) to select housing, transportation, food, household necessities, clothing, childcare, and other needs and wants while building a budget. CapEd Credit Union has an office in town to help students with their financial decisions.

This hands-on, experiential learning allows participants to make mistakes – and suffer the consequences of their decisions – in a realistic, but safe, environment. Most participants are surprised to learn "I can't have a big house and a new truck on my salary and still pay for childcare and groceries." Once the shock wears off, they reevaluate choices and manage their money effectively with an opportunity for input from CapEd volunteers.

After the simulation, participants and facilitators review their decisions and draw conclusions. Once they leave Mad City, participants are almost sure to have more insight into how money works in the real world!

CapEd Credit Union provides all materials, volunteers and facilitator to run the 1.5-to-2.5-hour simulation. Time requirements and facility needs are based on the size of the group. Mad City Money can be used for small (20-50) to larger (250+) student groups.

To schedule a Mad City Money event please contact Lisa Hamilton, Brand Engagement Manager at 208-855-4606 or lisa.hamilton@capedcu.com.



Current & Prior Participants:

Caldwell-Middleton-Nampa Youth
Advisor Council
Idaho Association of City –
Youth Advisory Council Conference
Kuna High School
Nampa Pathways in Education
Meridian Mayor's Youth Advisory Council
West Ada High Schools & Student Councils





Idaho Central is proud to provide financial education to high school and college students throughout Idaho.



Idaho Central's partnership with Stukent, a digital financial literacy platform, continues to be successful. Stukent is available to any high school in Idaho, free of charge, thanks to the grant from ICCU.

- Idaho Central will spend over \$3m to provide the Mimic Personal Finance Simulation to every high school in Idaho
- 183 schools currently signed up
- 78% of students currently have access
- 112 teachers currently using
- Predicted to have 213 teachers using it by end of 2021/2022 school year
- Through Fall 2021 semester, 3023 students had used the simulation
- Over 500 students have already started using Mimic in the first 2 weeks of the Spring 2022 semester

"The MIMIC program is extraordinary! My class roster has jumped 200% since I started teaching this just last fall! Our district, because of the success of this simulation and the feedback from our seniors, is looking at making this class a graduation requirement. That's the goal! For our seniors, this class is the most important, relevant, and hands-on class they could possibly take. I am so, so thankful for ICCU for their forward-thinking and dedication to our youth."

Melissa Smith, Clearwater Valley HS



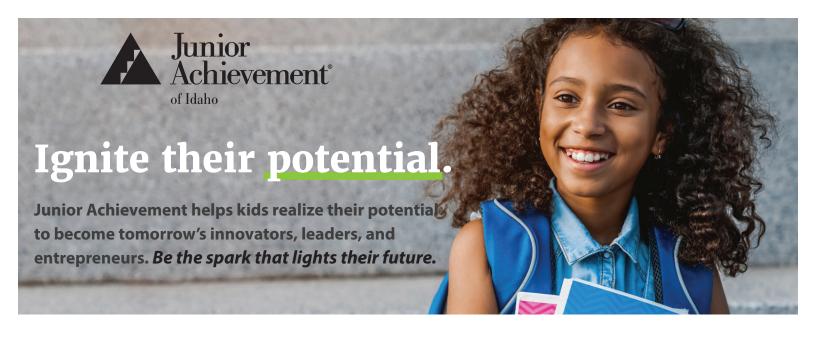
"My students love this program and so do I. It gives them real work experience and teaches them the importance of personal finance in a fun and engaging way. ICCU's support of my students is amazing. We would not be able to afford this opportunity without them. Their support is making a difference and helping me prepare my students to be in control of their finances and become productive members of society. Thank you so much!"



More testimonials available on www.stukent.com/iccu

EVERPI

Idaho Central's partnership with EVERFI provides financial education to university students in Idaho. The University of Idaho, Idaho State University, College of Idaho, College of Southern Idaho, and Boise State University are currently using the program with their students; some are considering making the completion of EVERFI modules a required part of the process of accepting financial aid.



Junior Achievement History

Serving over 12 million students each year in more than 100 countries throughout the world, JA works with educators to equip young people with the employment and entrepreneurship skillsets and mindsets they need to succeed. By building abilities and nurturing self-belief, JA prepares youth for the future of work, ensures they have the tools to be financially capable adults, and teaches them to think entrepreneurially. Founded in 1919, Junior Achievement is the world's largest business/education partnership supported by nearly half a million volunteers and the number one financial literacy program in school districts across the country with 104 area offices.

Junior Achievement of Idaho was established as an area office in 1955 and is currently reaching 9,500 Idaho students annually. JA programs correlate to the Idaho State Achievement Standards for social studies for grades K-12 as well as the Common Core State Standards in English/ Language Arts and Mathematics.

Current JA of Idaho Programs

- K-12 Volunteer-led In-Class Programs
- JA Middle School STEM Camps
- JA Middle and High School Inspire
 Virtual Career Expo
- JA High School Stock Market Challenge

51% of JA alumni report going into the same field as one of their JA volunteers

Volunteer Impact

At the heart of Junior Achievement's success are the dedicated volunteers and sponsors generously investing in the lives of Idaho children. JA brings volunteers from the business community face-to-face with Idaho students. In the classroom, volunteers serve as role models and mentors making economic concepts relevant, fueling the entrepreneurial spirit, and challenging students to excel as they prepare for careers in the world of work.

Program Impact

Research from an independent evaluation demonstrates that the effect of JA programs on our students and our communities is significant, and therefore ongoing investment in JA programs provides a significant positive return.

More specifically, a recent study indicates that JA alumni:

- Graduate at higher rates (93%) than their peers (83.2% national average)
- Are 30% more likely to have a bachelor's degree than the general population
- Are 67% more likely to have an advanced degree than the general population
- Secure employment at higher rates than their peers
- Incur less debt than their peers
- Use credit and debit appropriately
- Know how to create and manage a realistic budget
- Earn 20% more than the general population and are more likely to be better off than their parents
- Have a positive view of the American economic system
- Start businesses at a rate 2.5 times higher than the general population
- Are socially mobile, with more than 60% shifting from low-income areas in their youth to middle- and highincome areas in adulthood

| | | *JA Pathways signify a program's primary focus. K—12 Kit-Based and B | Y | Junior Achievement [®] | Pat | JA athways | |
|---|--|--|---|--|--------------------|----------------|--------|
| Minimal | Moderate | | Visit ja.org to learn more. | | Financial Literacy | Work Readiness | |
| | K– | | it-Based and BI | ended | Entrepreneurship | Financia | Work R |
| about the role of m Concepts: Buying, values Skills: Counting, d | oney in society and ga choices, costs, earnin ecision making, drawii | in practical info g, entrepreneu ng conclusions, | sonal economics and the choices consumers make ormation about earning, saving, and sharing mone r, giving, goals, goods and services, interests, mon following directions, graphing and graph interpre sessment, sequencing, social skills, teamwork, ver | ey. Five volunteer-led sessions required. (Grade K) ney, needs and wants, saving, society, spending, tation, listening, matching and classifying, | • | • | • |
| in which businesse Concepts: Businesshelter, skills, spend Skills: Analyzing ir | s provide goods, servings, earning, employmed, symbols, work | ces, and jobs font, entrepreneun nking, decision | o the concepts of families, neighborhoods, money or families. Five volunteer-led sessions required. ((arship, family, fill a need, goods and services, incomaking, differentiating, following directions, lister expreting symbols, verbal communication, working | me, job, money, needs and wants, neighborhood, ning and responding, making observations, map | • | | • |
| how citizens benefi Concepts: Busines taxes, voting | t from and contribute tases, careers, citizensh | to a community nip, coins, comr | lents to work readiness and early elementary grace's success. Five volunteer-led sessions required. munity, goods and services, government, innovation making, idea development, making choices, mag | (Grade 2) on, jobs, production, needs and wants, skills, | | • | • |
| JA Our City® introduces students to the choices people have with money. Students learn about the importance of economic exchange in a city and how entrepreneurs promote a healthy economy. Five volunteer-led sessions required. (Grade 3) Concepts: Banking, business, business decisions, circular flow of money, city, consumer, currency, deposit, donate, economic development, earn, entrepreneur, goods, government, income, interdependence, jobs, money choices, producer, save, savings, savings account, services, spend, taxes, withdrawal Skills: Brainstorming, conceptualizing, critical thinking, decision making, developing ideas, drawing conclusions, evaluating payment types, following directions, listening, making choices, making observations, mapping information, planning a business, problem solving, reading, teamwork, verbal communication, working in groups, writing | | | | | | • | • |
| Students are provide Concepts: Advertise innovation, interdeption supply chain, trade Skills: Analyzing a | led with a practical ap sing, business fundam pendence, loss, manuf , traits, transportation diagram, analyzing info | proach to starti entals, capital r acturing, natura ormation, assen | ng a business. Five volunteer-led sessions require resources, entrepreneur, expense, finance tracking al resources, price, products, profit, region, resour | g, goods and services, human resources, ces, revenue, risk and reward, services, supply, , decision making, evaluating alternatives, following | • | • | • |

| | | KE | Υ | Junior Achievement [®] | Pat | JA hwa | ays* |
|---|---|---|---|---|------------------|--------------------|----------------|
| Minimal | Moderate | High | *JA Pathways signify a program's primary focus. | Visit ja.org to learn more. | Entrepreneurship | Financial Literacy | Work Readiness |
| | K- | -12 K | it-Based and Bl | ended | Entrep | Financ | Work |
| for businesses and | careers. Students ex | amine the need | ractical information about the U.S. free market sys for entrepreneurial and innovative thinking to med d sessions required. Optional: Sixth session supple | et the requirements of high-growth, high-demand | | | |
| employees, employ | vers, entrepreneur, fre | e market econo | oration, communication, competition, competitor, comy, global economy, goods and services, human of the resume, skills, technology, work readiness | consumer, critical thinking, engineering, capital, innovation, invention, interdependence, job | | | |
| written instructions | | interpreting eco | pnomic issues, map reading, organizing information | ve thinking, decision making, estimating, following n, prioritizing, problem solving, reasoning, | | | |
| practical approach school) Concepts: Adverti financial institution | to starting a business sing, bank account, b | s and making sr ousiness, busine s, identify persor | udents about money-management, goods and semant decisions about managing money. Five volunt ss loan, business plan, consumer, deposit, earn, enal interests and goals, imports, income, market re | teer-led sessions required. (Grades 3–5, also after mployee, entrepreneur, ethics, expenses, exports, | | | |
| reasoning, empath | y, following directions | , matching and | nation, comparing and contrasting, computation, co classifying, presentation, problem solving, reading ninking, using vocabulary in a meaningful way | | | | |
| | | | provides practical information about personal fina and values. Six volunteer-led sessions required. (G | | | | |
| Concepts: Budget, credit, credit card, credit score, co-pay insurance, debit card, decision making, deductible, goal setting, gross income, higher education, interest, interests, needs and wants, net income, opportunity cost, policy, premium, risk, self-knowledge, skills, values, world of work | | | | | | | 0 |
| | | | kills, interpreting data, math calculations, oral and g, self-assessment, working in groups and pairs | written communication, organizing information, | | | |
| between producer | rs and consumers in t | the global marke | nstrates why and how countries buy and sell from etplace and the effect of free enterprise in an econ divanced (Sessions One–Six volunteer-led; Session | | | | |
| norms, culture, cuinterdependence, | ırrency, customer, edu international careers, | ucational and leg international tra | on, communication, cultural awareness in internati gal requirements, etiquette, exchange rate, export, ade, market, marketplace, migration, product, prod trade barriers, trade embargo | free trade, immigration, import, innovation, | | | |
| innovation, entrep identifying interna decisions, negotia | reneurial thinking, exitional job requiremen tiong, reading a spread | amining resourd ts, identifying po dsheet, reading | nalyzing human behavior, categorizing data, decision ces, following instructions, identifying business respositive and negative traits, interpreting charts and comprehension, recognizing and applying terms, real etiquette, using a currency convertor | ponsibilities, identifying foreign currency, graphs, making customer-based product | | | |

| | 2 | KE | Υ | Junior Achievement [®] | Pat | JA hwa | ys* |
|---|--|---|--|---|------------------|--------------------|----------------|
| Minimal | Moderate | High | *JA Pathways signify a program's primary focus. | Visit ja.org to learn more. | Entrepreneurship | Financial Literacy | Work Readiness |
| | K– | 12 K | it-Based and Bl | lended | | Financi | Work B |
| school students into | o their futures. The pro | ogram consists | ngs together the business community and local scl of three segments: 1) in-class sessions presented aspire expo, students participate in hands-on activ | by the classroom teacher; 2) the hands-on JA | | | |
| Concepts: Introspe | ection, self-knowledge | , research, map | oping skills to potential careers, goal-setting | | | | |
| | ment, utilizing career loyment trends and jo | | evelop a career plan, explore post-secondary educa areer planning | ation options, explore various careers, | | | |
| as a problem-solvi sessions required. Concepts: Busine | ng process and provion Fifteen-minute option ss, consumer feedbace | des students an nal extension ac ck, design, entr | n authentic entrepreneurial experience that builds to tivities are provided for use in after-school implementes. The epreneur, entrepreneurial characteristics, funding, | nentation. (Grades 6–8) innovation, innovative, investor, market, market | | | |
| | oduct, passion, persis , speaking skills, surve | | e, pitch, presentation visuals, product, product ske | tches, prototype, risk-taker, self-confident, self- | | | |
| Skills: Analyzing of information throug | data from a variety of h design, deduction, e | media sources, empathy, evalua | applying terms, brainstorming, collecting data, creating alternatives, group presentation, group work, eas, problem solving, self-evaluation, teamwork | | | | |
| JA It's My branding and job-h | / Future® off nunting skills needed | ers students pr to earn a job. S | actical information to help prepare them for the waix volunteer-led sessions required. (Grades 6–8) | orking world. Students develop the personal- | | | |
| growth careers, int | terests, job application | n, job growth, jo | er clusters, career mapping, career paths, commu- bb hunting, job interview, job outlook, logo, making ne, teamwork, technical skills, transferable skills, v | a good impression, maps, personal brand, | | | |
| and sorting options | s, group discussion, ic | dentifying perso | s, analyzing data from media, applying cause and onal skills, identifying strengths and weaknesses, lo lts, role-playing, self-evaluation, teamwork, using | 0 0 0 | | | |
| JA Career | Exploratio | n Fair™ | introduces students to a range of career options a | across multiple career clusters. (Grades K–12) | | | |
| JA Career Exploration Fair [™] introduces students to a range of career options across multiple career clusters. (Grades K–12) Concepts: Abilities, business, careers, choices, community, earn, goals, goods, guest speakers, interests, job, pay, resume, services, skills, talent, work values | | | | | | | |
| Skills: Decision ma | aking, formulating que | stions, listeninç | g responsively, making observations, note taking, r | easoning, social skills, verbal communication | | | |
| JA Career work, and education | Speakers on experience. (Grades | Series ™ K–12) | brings a volunteer guest speaker into the classro | om to share information about his or her career, | | | |
| Concepts: Busines activities | s, career clusters, car | reer speaker, ca | areers, choices, community, earn, education, interes | ests, knowledge, job, pay, skills, talent, work | | | |
| | ing, decision making, | formulating qu | estions, making observations, online research, rea | soning, social skills, verbal and written | | | |

| | | KE | Υ | Junior Achievement [®] | | JA hwa | ıys* |
|---|---|---|--|---|------------------|--------------------|----------------|
| Minimal | Moderate | High | *JA Pathways signify a program's primary focus. | Visit ja.org to learn more. | Entrepreneurship | Financial Literacy | Work Readiness |
| | K- | 12 K | it-Based and Bl | ended | Entrepr | Financi | Work B |
| JA Excelled | ence throug ce of ethics in the wo | gh Ethic rkplace and in | allows students to meet and interact with a everyday life. (Grades 6–12) | local executive or business professional and learn | | | |
| | ethical standards, inte | | e values, decision-making, employee ethics, ethica nterpersonal skills, professional attitude, rights of c | | | | |
| Skills: Analyze situexamine the compe | ations and decisions | ung people, exp | al considerations, apply guidelines for ethical decisoress why ethical standards are important to societ roblems | | | | |
| JA It's My nore employable to | Job (Soft of future employers ac | Skills) TM ross multiple ca | allows students to learn the value of professional areer clusters. (Grades 9–12) | communication and soft skills, making them | | | |
| Concepts: Cell pho bb interview, positi | one behavior and fund ve attitude, professior | ction in the work | kplace, character development, career preparation a good impression, manners, relationships with oth ity, workplace communication | | | | • |
| | es, examining forms, | | on, collaboration, critical observation, decision-makin communication, presenting information, role-playing | | | | |
| JA Be Ent | repreneuria venture while still in h | al [®] introducting high school. Sev | es students to the essential components of a pract ven volunteer-led sessions required. (Grades 9–12) | ical business plan and challenges them to start | | | |
| Concepts: Advertisement, business plan, competitive advantages, customer, demographic, entrepreneur, entrepreneurial spirit, ethical dilemma, ethics, financing, franchise, long- vs. short-term consequences, management, market, market needs, marketing, nonprofit business, product, product development, profits, social entrepreneur, social responsibility, stakeholder, voting | | | | | | | |
| Skills: Analyzing information, business planning, categorizing data, decision making, evaluating alternatives, expressing multiple viewpoints, graphic presentation, oral and written communication, presenting information, reading for understanding, weighing consequences, working in groups and pairs | | | | | | | |
| JA Career olunteer-led session | Success® ons required. (Grades | equips student 9–12) | ts with the tools and skills required to get and keep | a job in high-growth career industries. Seven | | | |
| Concepts: Career clusters, career planning, career preparation, collaboration, communication, conflict management, critical thinking, education and craining, employer expectations, high-growth jobs, high-performance teams, interests, inventory and ordering, job interviews, job outlook, job retention, post-secondary options, problem-solving techniques, skills, soft skills, STEM, technical skills, the 4Cs, work priorities, workplace skills | | | | | | | |
| kills: Analyzing danaking, following w | ata, collaborative disc vritten instructions, fo | ussions, conflic | ct resolution, communication, competition, creativity vers from personal experiences, goal setting, identifi- lf-assessment, time management, working collabor | y and innovation, critical thinking, decision fying behaviors, interpersonal skills, organizing | | | |
| JA High S lementary schools Grades 9–12) | chool Hero | es [™] provid | es leadership development opportunities to high so | shool students who deliver JA programs in | | | |
| • | | ivic leadership, | conflict resolution, flexibility, leadership, verbal and | d nonverbal cues to communicate meaning and | | | |
| | | | o work-based problems, assessing personal skills, a skills, listening to others, negotiation, problem sol | | | | |

| KEY Junior Achievement | | | | | | | ays' |
|--|---|--|---|---|------------------|--------------------|----------------|
| Minimal | Moderate | High | *JA Pathways signify a program's primary focus. | Visit ja.org to learn more. | Entrepreneurship | Financial Literacy | Work Readiness |
| | K- | -12 K | it-Based and E | Blended | Entre | Finar | Work |
| eeded in demandi equired after the v concepts: Career | risit. (Grades 9–12) assessment, career (| g workplaces. Iv clusters, career p | planning, elevator pitch, infographic profile, int | | | | |
| kills: Analyzing a xperience, identify | nd applying data, bus ring behaviors, intervi | siness communic ewing, oral and | | ten instructions, formulating answers from personal n, presenting information, researching a variety of | | Û | |
| tarting a company Concepts: Capital, | and the entrepreneu | rial journey. (Grass of the entrepre | ades 9–12) eneurial experience (motivation, inspiration, pre | eparation, expectations, and challenges), | • | | |
| | | | tion, steps to becoming an entrepreneur, prob | lem solving | | | |
| Money-managemerisk management, volunteer-led; Ses | ent strategies include and investing. Two insions Six–Eight teach | earning, employ nplementation on ner- or volunteer | options are offered: Basic (Sessions One–Five virled). (Grades 9–12) | and debt, consumer protection, smart shopping, volunteer-led) and Advanced (Sessions One–Five | | | |
| Concepts: Benefits versus costs, budgeting, compound interest, consequences, cost of living, credit, credit card fraud, credit reporting and rating, debt, delayed gratification, earnings, education, expense tracking, financial management, identity theft, income, information mining, interest, investing, job skills, limited resources, maximizing earnings, opportunity cost, priorities, rent-to-own, return on investment, reward, risk, saving, savings plan, unlimited wants, variable and discretionary expenses | | | | | | | |
| Skills: Analyzing a decision making, options, evaluating proactive planning | and evaluating data f disputing unauthorize g personal skills, groo | d charges on a derry shopping, in cognizing scams | credit card, estimating, evaluating risks and re nterpreting analogy, long-term planning, persor s and fraud, requesting and checking credit re | son shopping, creating savings plans, critical thinking, wards, evaluating online resources, evaluating nal inventory, planning, presentation skills, prioritizing, ports, research, saving and investing, sorting, | | | |
| enerator. Students | s enter decisions abo | ut price, produc | | in the highly competitive industry of the fictional Holo- rch and development. The impact of their decisions -12) | | | |
| concepts: Busines narketing, marketi | ss management, capi ng research, price, pr | tal investment, coduct life cycle, | charitable giving, demographics, fixed costs, for production, research and development, target | our Ps of marketing, law of diminishing returns, t marketing, variable costs | | | |
| skills: Analyzing ir eamwork | nformation, critical thi | nking, data anal | lvsis, decision making, mathematical skills, pla | inning, reading charts and graphs, researching, | | | |