



NEW MEXICO PUBLIC EDUCATION DEPARTMENT

Management & Entrepreneurship

FUTURING PANEL REPORT

July 9, 2025

New Mexico Public Education Department

MBA Research and Curriculum Center Management & Entrepreneurship Report

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Introduction and Project Overview

On July 9, 2025, the New Mexico Public Education Department and MBA Research and Curriculum Center partnered together to convene a Futuring Panel in Albuquerque, New Mexico. Participants included management and entrepreneurship professionals in leadership roles and with at least three years of experience in their career field.

Futuring Panel participants were asked to provide their perspectives on forward-thinking trends and issues affecting their specific industry sectors. They also provided input on related skill sets, emerging occupations, and certifications of value and discussed ethical dilemmas in the workplace. Lastly, they reviewed and validated New Mexico’s curriculum standards for the Management and Entrepreneurship pathways.



New Mexico Workforce Data

As a part of developing this report, MBA Research conducted extensive research on the current and future New Mexico workforce to assess the demand for business administration-related occupations in the state. Our research clearly indicates that maintaining strong business administration programs is important to New Mexico's economy. Many of the largest and fastest-growing occupations in New Mexico are business administration-related. What follows is an overview of our workforce-related findings.

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The State of Management Occupations in New Mexico

Within the confines of the Bureau of Labor Statistics (BLS), management roles fall primarily under Management Occupations. As of 2024, management roles are among the highest paying in the state and in the top half in terms of total employment.

- The annual mean or average wage (\$121,270) for management roles exceeds the average for all occupations (\$60,290).
- 2024 employment for management roles (47,450) ranks 10th in the state out of 22 occupational fields.

The table below shows 2024 mean wage data as well 2024 employment for management roles compared to all occupations in New Mexico.

New Mexico Management Occupations Wage and Employment Data

Occupational Field	Annual Mean Wage (2024)	2024 Employment + State Rank
All Occupations	\$60,290	860,880
Management Occupations	\$66,872	72,910 (10 th in the state)

New Mexico BLS 2024 data:

<https://data.bls.gov/oes/#/area/3500000>

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High-Wage and In-Demand Management Occupations in New Mexico

The table below is based on data from the New Mexico Department of Workforce solutions which presents the management occupations that meet the criteria for [high wage](#) and in-demand. The definitions for each criterion below are based on New Mexico's criteria for [in-demand occupations](#). The bullets below outline the definitions for each set of criteria and the state average for New Mexico in each benchmark.

- High Wage: Exceeding the median wage in New Mexico (**\$45,870**)
- In-Demand Criteria 1: Job growth exceeding the state average (**13.1%**)
- In-Demand Criteria 2: Projected annual openings exceeding **90** openings

New Mexico, High-Wage, In-Demand Management Jobs

Occupational Title	Median Wage (2024) (High-Wage)	2022-2032 Job Growth % (In-Demand)
All Occupations	\$45,870	13.1%
Medical and Health Services Manager	\$112,810	42.2%
Computer and Information Systems Managers	\$128,270	24.1%
Financial Managers	\$115,000	21.2%
Project Management Specialists	\$91,960	15.7%
Food Service Managers	\$57,540	14.5%
Construction Managers	\$93,370	14.3%
General and Operations Managers	\$98,990	14.2%
Social and Community Service Managers	\$75,360	14.2%

Link for full long-term projection data and in-demand occupations:

<https://jobs.state.nm.us/vosnet/analyzer/resultsNew.aspx?enc=L3Rx1LKHF+xq6eiD/TQsJZZmZQCIt7fjphgyF0SSW5Q=>
https://www.dws.state.nm.us/Portals/0/DM/LMI/2022_2032_InDemand_New_Mexico.pdf

Long-Term Projections and Wage Data

Business administration occupations present strong indicators both in the short term and in the long term, as evident when exploring projections through 2032 in the tables on the following page using BLS data.

- Marketing and Sales (\$66,872), Management (\$121,270), and Business and Financial Operations (\$83,650) exceed the annual mean wage of all jobs in New Mexico (\$60,290).
- When looking at projected 2032 employment, Office and Administrative Support, Marketing and Sales, Management, and Business and Financial Operations rank in the top 10 of New Mexico's largest occupational fields.
- Management is expected to add 18,329 jobs in New Mexico through 2032. That number represents a very strong 38.6% increase in job growth which nearly triples the state average job growth (13.1%).

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New Mexico Wage & Job Growth Data Across Core Business Functions

	Annual Mean Wage [^]	2024 Projected Employment + State Rank*	2032 Projected Employment + State Rank
All Jobs in New Mexico	\$60,290	860,880	998,769
Marketing & Sales	\$66,872	72,910 3 rd in the state	83,355 3 rd in the state
Management	\$121,270	47,450 10 th in the state	65,779 7 th in the state
Business & Financial Operations	\$83,650	47,650 9 th in the state	49,588 10 th in the state

It's clear that whether it's wages, job growth, or total employment numbers, business and marketing careers are both the present and future of **high-wage** and **high-demand** occupations in New Mexico.

Research conducted by the U.S. Bureau of Labor Statistics
[^] Jobs requiring at least a high school diploma or equivalent
 * Rank out of 22 occupational fields in New Mexico

New Mexico Occupational Fields Ranked from Largest to Smallest

1. **Office and Administrative Support**
2. Food Preparation and Serving Related
3. **Marketing and Sales**
4. Healthcare Support
5. Transportation and Material Moving
6. Construction and Extraction
7. **Management**
8. Healthcare Practitioners and Technical
9. Educational Instruction and Library
10. **Business and Financial Operations**
11. Installation, Maintenance, and Repair
12. Building and Grounds Cleaning and Maintenance
13. Production
14. Computer and Mathematical
15. Architecture and Engineering
16. Protective Service
17. Personal Care and Service
18. Community and Social Service
19. Arts, Design, Entertainment, Sports, and Media
20. Life, Physical, and Social Science
21. Farming, Fishing, and Forestry,
22. Legal

Based on 2032 Projections
 Research conducted by the U.S. Bureau of Labor Statistics

The information above comes from our Making the Case flyer, which serves as an advocacy tool in gathering support for business and marketing education. To access the full flyer, please use [this link](#).

Trends Discussion

Panelists were asked to identify trends that are affecting the way they do business or how they plan for the future. Group facilitators stressed the importance of identifying trends evident in the participants' industries and any related skill sets needed to address the trends.

Futuring Panel members were also encouraged to think about trends from a business/workplace perspective rather than from an educational/teaching perspective. Participants were given six general trend categories to think about as they identified trends.

Trend Categories

Cultural: The major elements of culture, including material culture, language, aesthetics, education, religion, attitudes, values, and social organization

Environmental: Any forces that impact how businesses interact with the environment and use their natural resources (e.g., fresh water, air, living organisms, metal ores, oil, most forms of energy)

Global/Political: The impact of a political ideology (e.g., capitalism, socialism, communism), nationalism, stability, and international relations on business

Governance: Factors that impact the principles and standards that govern business decision-making and business oversight. Governance refers to all processes and decisions that seek to define actions, grant power, and verify performance

Regulatory/Legal: The full breadth of laws, rules, and regulations that businesses are subjected to by governing bodies, whether through civil or common code, domestic or international law, or governmental entities, agencies, or jurisdictions

Technological: The direct and indirect impact of technology on any aspect of business, from strategy to operations to tactics

Full Trends List

In addition to identifying the top trends, Futuring panel participants were asked to share the skills needed in a changing workplace based on the trends identified. Immediately following each trend and its related skills, teachers will find curriculum resources that are applicable to teaching the skills.

As a reminder, New Mexico teachers have free access to all MBA Research LAP modules and course guides via their Learning Center account (login required). Simply search in Commons for the LAP and course titles that you would like to use. Don't have an account set up? Contact MBA Research to get started.

Trend: Increasing Demand for Transparency From Companies

Consumers Seeking More Transparency From Businesses

One panelist in the beauty and wellness industry noted that consumers are becoming more informed about the ingredients in their makeup and skin care products. Transparency by larger beauty and skin care corporations has typically been limited to an acknowledgment that their products lack more well-known chemicals such as sulfates. Yet many other ingredients that go into these products are still difficult to understand. As a result, more consumers are starting to learn about these less well-known chemicals such as [formaldehyde](#) by conducting their own research. An NSF survey found that [74%](#) of consumers consider organic ingredients important in personal care products, while 65% of consumers want a clear ingredient list to identify potentially harmful ingredients.

Demand for Transparency Internally

Calls for further transparency are not only coming from consumers, participants shared, but from employees in the workplace as well. A study conducted by [Slack](#) found that over 80% of workers want more insight into company decision-making, and 87% of job seekers actively seek transparency in future employers. The growing demand for transparency in the workplace isn't just limited to sharing company financials or high-level strategy, but also transparency around performance. Panelists signaled that employees feel they are treated more fairly and have a stronger understanding of how their work aligns with their organization's vision when there is greater transparency within the workplace.

Related Skill Sets

- Written and verbal communication skills
- Identifying and communicating product ingredients
- Discerning between information to be shared with employees and information that should be kept confidential
- Selecting proper communication channels to share information with employees

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-HR-410 People Pusher (Nature of Human Resources Management)
- LAP-HR-411 Moral Mediators (Ethics in Human Resources Management)
- LAP-PM-917 Protect and Serve (Consumer Protection)
- LAP-PM-019 Raise the Bar (Grades and Standards)
- LAP-PM-040 Safe and Sound (Ethics in Product/Service Management)

Trend: More Consumers Want to Know Why a Company is in Business

According to panelists, consumers are increasingly connecting with businesses based on the companies' missions and purposes. Consumers are becoming more savvy in identifying whether a business is driven purely by profits. If consumers feel that a business is operating strictly for financial gain, they may be more inclined to move to another brand whose mission is viewed as authentic and relatable to the customers. A 2022 study from HawkPartners indicated that [77%](#) of consumers are willing to spend money to support an authentic brand over one that's not.

Related Skill Sets

- Developing an impactful business mission
- Communicating a company's mission and brand promise

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-CR-001 Share the Promise (Identifying Brand Promise)
- LAP-SM-013 Plan for Success (Creating a Business Plan)
- LAP-SM-065 Dream Team Maker (Staffing)

Trend: Challenges in Navigating a Meeting-Focused Culture

Decline in Communication Skills Outside of Meetings

Panelists expressed difficulties in employee communication and progress on work projects outside of scheduled meetings. Some companies have taken steps to create an environment where employees can feel comfortable communicating and progressing in their work outside of meetings. One such method

involves implementing one or more days in the work week when meetings are not allowed to be scheduled to foster more creative and independent thinking.

Building Towards Intentional and Purposeful Meetings

Several panelists noted that business and industry workers are oftentimes not well-versed in how to optimize the value of meetings. Suboptimal meetings then create a cascading effect of creating even more meetings due to prior inefficiencies. Panelists recommended training employees to develop well-defined meeting agendas and to produce more consistent and efficient meetings.

Related Skill Sets

- Communication skills
- Running a meeting
- Building a meeting agenda

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-EI-140 More Than Just Talk (Effective Communication)
- LAP-EI-021 Make the Honor Role (Acting Responsibly)
- LAP-EI-077 Commit to It! (Managing Commitments in a Timely Manner)

Trend: Rising Need for Empathetic and Understanding Leaders in the Workplace

Panel participants noted that today's work culture seems more disconnected interpersonally than in the past. A 2025 survey found that [44%](#) of workers feel lonely at work "always" or "often." This is especially alarming, as for some, the workplace is the only consistent connection that they have with other people. It is important for leadership in business to understand the toll that this takes on their employee's mental health, and in turn, their productivity. [Loneliness](#) can lead to reduced job performance, lower job satisfaction, and increased turnover in the workplace. This development has driven the need for empathetic leaders who understand the heightened isolation that their employees may be feeling. Panelists noted that while being a mission-driven leader is important, being an empathetic leader can be often be a key part of what gets employees to buy into the culture of the organization.

You'll get mission-driven employees if you support them and understand their struggles.

— Dave Landis, Wenjulan Whole Body Care

Related Skill Sets

- Empathy
- Emotional intelligence
- Leadership skills

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-EI-001 EQ and You (Emotional Intelligence)
- LAP-EI-909 Lead the Way (Concept of Leadership)
- LAP-EI-030 Have a Heart (Showing Empathy for Others)
- LAP-EI-036 Everyone's Worthy (Treating Others With Dignity and Respect)
- LAP-HR-493 Take the Lead! (Leadership in Organizations)
- LAP-SM-066 Take Action (Managerial Directing)

Trend: Ongoing Developments in Cybersecurity

Growing Need for Cybersecurity Awareness

Employees need to be well-versed in how their company's technology can be examined, both internally and externally, to further develop it and keep it safe. Panelists noted that internally, some employees are being tasked with breaking the technology they've created to identify potential security risks associated with the product. Panelists also highlighted security risks associated with sharing company information such as evaluations with large language models (LLM). This is because LLMs can be [cloud-hosted](#), which means that information may be stored indefinitely without companies ever being made aware of the data leak.

Educating Employees on Cybersecurity Risks

Panelists emphasized the need to educate employees on different cybersecurity risks in the workplace. In some companies, employers intentionally send out fake phishing emails to see who is clicking on them so they can help employees identify fraudulent emails. Some companies educate their employees on data privacy risks that come from using their personal devices when working. Employees don't always realize that connecting their personal phone or laptop to a company server can sometimes lead to their personal data becoming available on the server. Sensitive information including login and bank

information can become available on a company server, leading to updated onboarding processes to warn employees about risks associated with connecting their personal devices to company servers.

Related Skill Sets

- Strong technology skills
- Understanding of cybersecurity principles
- Innovation skills
- Critical thinking

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-NF-003 TECH-tastic (Technology's Impact on Business)
- LAP-PD-126 Ideas in Action (Innovation Skills)

Trend: Challenges with AI in the Hiring Process

Job Applicants Struggling to Get Resumes Past AI Filters

Panelists warned that AI is filtering out more job applicants than ever before, with a high percentage of resumes being screened out automatically. This is primarily due to the widespread adoption of automated screening tools by companies seeking to manage a high volume of applications. A [2023 IBM survey](#) of more than 8,500 global IT professionals showed 42% of companies were using AI screening. A [2024 survey](#) from Resume Builder of 948 business leaders found that 83% of companies plan to use AI to screen resumes in 2025.

Increased Difficulty in Vetting Applicants Early in the Hiring Process

Panelists noted that even for those candidates able to get their resumes past the AI filters, vetting those candidates early in the hiring process, such as during or before a phone screening, has become more difficult. One reason for this development is the rise of AI-generated resumes that flood applicant pools, homogenize candidates, and make it harder to discern genuine qualifications. Additionally, HR is not always well-versed in the jobs the company is hiring for, despite sometimes serving as the initial screener. These factors have led to a rise in unqualified candidates advancing further in the hiring process, which becomes an unnecessary strain on company resources. More qualified candidates may also be at greater risk of being filtered out as the line between more and less qualified applicants blurs due to AI-generated resumes.

Related Skill Sets

- Resume writing
- Best practices for using AI when applying for positions
- Understanding of methods used to screen applicants

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-HR-410 People Pusher (Nature of Human Resources Management)
- LAP-NF-003 TECH-tastic (Technology's Impact on Business)

Trend: Evolving Views of Career Ladders

In some workplaces, panel participants have seen employees promoted to managerial positions because it is the only path available to them to move up the career ladder. However, some employees do not possess the right skills or even the desire to be in management positions.

A 2025 survey from Robert Half found that [40%](#) of Gen Z workers and 31% of all surveyed professionals expressed interest in a promotion that would not involve becoming a manager. A 2024 survey from Randstad found that [56%](#) of workers consider themselves ambitious, yet 34% of respondents indicated they never want to take on managerial roles. The stark contrast in these numbers demonstrates how modern-day definitions of ambition in the workplace do not always align with traditional career progression.

Panelists noted the value of employees who excel as individual contributors but are not interested in progressing up the career ladder and taking on substantial managerial responsibilities. The earlier Randstad survey also found that 47% of workers are willing to stay in a role that they like, even if there's room to progress. To develop and retain talent, panelists indicated that companies should provide alternative pathways that focus on skills and experience, in addition to maintaining a strong work-life balance for individual contributors.

Related Skill Sets

- Understanding of methods to advance and progress in a career
- Human resource management skills

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-EC-103 Designed to Work (Organizational Design of Businesses)

- LAP-SM-001 Manage This! (Concept of Management)

Trend: Changes in Federal Level Mandates are Generating Uncertainty for Businesses

Panelists noted that the rapidly shifting federal mandate landscape is generating critical, unanswered questions for the business community regarding the status and future of federal programs and contracts. This uncertainty instills a caution impacting revenue, expenses, hiring, and initiative longevity.

Related Skill Sets

- Adaptability
- Tolerating ambiguity
- Awareness of changes to federal government agencies/departments

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-EC-016 Regulate and Protect (Government and Business)
- LAP-EI-006 Go With the Flow (Demonstrating Adaptability)
- LAP-EI-092 Embrace the Unknown (Developing a Tolerance for Ambiguity)

Trend: A Growing Need for Financial Literacy

Panelists emphasized the growing need for financial literacy, particularly among younger generations. A 2024 small business owner survey from [Xero](#) found that 60% of Gen Z and 59% of Millennials reported having financial challenges because of limited financial literacy, whereas only 22% of Boomers reported the same issue. Beyond panelists, the Ohio Department of Commerce recently announced a [609%](#) increase in applications for their financial literacy grants, highlighting the growing demand from both public and private institutions to develop financial literacy among younger workers.

Related Skill Sets

- Personal financial literacy skills
- Developing a personal budget
- Controlling debt

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP module:

- LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)

Review of New Mexico CTE Standards

Based on an analysis of the validation panel results, New Mexico's standards for its Management and Entrepreneurship Cluster are strong. While individual participants had differing views regarding the criticality of the standards, most standards within the cluster were recognized as critical or recommended by more than half of all respondents.

New Mexico CTE Standards Analysis

Management and Entrepreneurship Cluster

In digging into the standards identified by panelists as being most critical, patterns begin to take shape. Strong verbal and written communication skills are essential for careers in Management and Entrepreneurship. Critical thinking, problem-solving, and decision-making skills also rank high across the cluster, as do teamwork, job search skills, and responsible use of technology. Standards ranking lowest across the cluster include those pertaining to OSHA 10 and the structure of certifications. Drilling down to individual subclusters, we can also discern the highest-ranked skills and knowledge identified by business and industry.

Project Management Subcluster

In the Project Management Subcluster, stakeholder engagement, project management tools, and critical-path analysis are among the most critical learning outcomes, as is using Excel to create project budgets and track finances. Employees are expected to work in teams to plan, execute, and evaluate projects. Developing a project plan, managing resources, and evaluating financial statements are also highly rated skills within the subcluster. At the other end of the continuum, three standards were not deemed critical by any of the participants. Those outcomes include analyzing the components of the PMI Talent Triangle, reflecting on personal contributions and areas for growth, and designing an organizational chart.

Regulation Subcluster

The Regulation Subcluster did not garner as much excitement or approval among the panelists as some of the other Management and Entrepreneurship Subclusters. The range of feedback on the Regulation standards was broad and inconsistent. While standards focusing on compliance, workplace safety, and inspections and audits were identified most often as being critical, 46 of the 64 standards were noted as not needed by at least one individual. Standards that were the least relevant or necessary among the group include preparing a PowerPoint presentation on renewable energy policies, developing a recycling initiative proposal, and using pivot tables in Excel.

Based on the research findings, one or more of the following conclusions may be made: a) The Regulation Subcluster standards require additional review and revision by curriculum developers before implementation in the classroom; b) The Regulation Subcluster is less relevant to the Management and

Entrepreneurship Cluster than the other subclusters; or c) Additional business and industry members should be recruited to assess the criticality of the Regulation standards, as collecting feedback from a greater number of individuals could provide additional information about the subcluster.

Business Information Management Subcluster

Within the Business Information Management Subcluster, a strong understanding of ethical implications of managing business information is critical. Effective use of Microsoft Excel, Word, Outlook, and PowerPoint is also key, as is the application of best practices for protecting data. Project management skills were also deemed critical for success in business information management. On the other hand, knowledge of Microsoft Access and OneNote are among the least important standards as indicated by panelists.

Entrepreneurship and Small Business Subcluster

The Entrepreneurship and Small Business standards were generally ranked high by panel participants. Creating a simple business budget to track income and expenses is essential, as are communication skills intended to ensure positive interactions with customers. Other standards rated as critical by most respondents include recognizing market gaps and customer needs to determine business opportunities, defining a target market, developing a sales pitch, and identifying potential business risks. An understanding of loyalty programs, e-commerce, email marketing tools, and pivot tables ranked lowest in terms of criticality for the subcluster.

Leadership Operations Subcluster

Panelists' responses were mixed on the Leadership Operations Subcluster standards. Thirty-nine of the standards were indicated to be either critical or recommended by the group, but 64 standards were rated as not needed by at least one person responding to the survey. The most critical standards included understanding cash flow management, developing a profit and loss statement, and financial literacy skills. Establishing organizational goals, identifying elements of legally binding contracts, financial planning, forecasting, strategic planning, budgeting, developing a code of ethics, and setting performance indicators were also rated highly. At the other end of the scale, the least critical standards included employee development plans, environmental sustainability practices, and SWOT analyses.

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Business Information Management Validation Results

Business Information Management	Critical	Recommended	Not Needed
Standard 1: Foundations of Business Information Management			
Define Business Information Management to understand its role in supporting business operations	38%	62%	0%
Explain how technology is used to collect, process, and store business information	69%	31%	0%
Identify different types of business information, and how they contribute to decision-making	62%	31%	8%
Describe how information systems support business functions to enhance efficiency	46%	54%	0%
Understand data collection methods used in business to gather information for decision-making	54%	31%	15%
Explain the importance of digital literacy in business operations to establish foundational technology skills	46%	38%	15%
Describe how data quality impacts business decision-making and overall operations	69%	31%	0%
Analyze the role of information management in improving business performance	38%	54%	8%
Standard 2: Business Software Applications			
Use Microsoft Word to create and format business documents for communication purposes	77%	15%	8%
Utilize Microsoft Excel to create basic spreadsheets for organizing and analyzing business data	85%	8%	8%
Apply formulas and functions in Microsoft Excel to automate data calculations and analysis	69%	31%	0%
Use Microsoft PowerPoint to create visually engaging presentations for business communication	46%	54%	0%
Apply formatting tools in Microsoft Word to improve the readability and professionalism of documents	46%	46%	8%
Use Microsoft Outlook to manage email communications and schedule meetings effectively	54%	46%	0%
Organize data using tables and charts in Microsoft Excel for better visualization of business information	54%	46%	0%
Incorporate multimedia elements into Microsoft PowerPoint presentations to enhance engagement	15%	62%	23%
Collaborate using Microsoft Word's track changes and comment features to facilitate document review	46%	54%	0%
Use Microsoft Outlook to create and manage contact lists for professional communication	33%	50%	17%
Create and use templates in Microsoft Excel for recurring business tasks to improve efficiency	31%	54%	15%
Standard 3: Information Systems and Data Collection			
Define information systems used in business to manage and process data	62%	38%	0%
Identify common data collection methods in Microsoft Excel to organize and analyze data	46%	46%	8%

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Business Information Management	Critical	Recommended	Not Needed
Describe the components of an information system, including hardware, software, and data	31%	54%	15%
Explain how information systems support decision-making processes in business	46%	46%	8%
Use Microsoft Forms or other tools to collect data and import the results into Microsoft Excel	31%	31%	38%
Demonstrate how to create and manage databases using Microsoft Access to store and retrieve business data	8%	67%	25%
Analyze the effectiveness of data collection methods to ensure data accuracy and reliability	69%	23%	8%
Integrate data collected from multiple sources into Microsoft Excel to prepare for analysis	46%	54%	0%
Standard 4: Database Management Systems			
Explain the purpose of a database in managing business information	46%	46%	8%
Define relational databases and describe their use in organizing data	54%	23%	23%
Use Microsoft Access to create and manage a simple database for storing business records	17%	58%	25%
Demonstrate how to add, edit, and delete records in Microsoft Access to maintain accurate data	17%	67%	17%
Identify and create relationships between tables in Microsoft Access to establish data connections	18%	45%	36%
Query data using Microsoft Access to retrieve information that supports business decisions	25%	50%	25%
Organize and filter data using Microsoft Excel to create an ad hoc database	25%	42%	33%
Apply database management techniques to ensure data integrity and consistency	54%	38%	8%
Standard 5: Data Analysis and Visualization Techniques			
Use Microsoft Excel to create basic charts to visualize business data	69%	31%	0%
Apply basic data sorting and filtering tools in Microsoft Excel to organize data	69%	23%	8%
Analyze data trends using line and bar charts in Microsoft Excel to support decision-making	54%	46%	0%
Use pivot tables in Microsoft Excel to summarize and analyze large datasets	25%	58%	17%
Create dashboards in Microsoft Excel to provide a comprehensive view of business performance	23%	46%	31%
Use conditional formatting in Microsoft Excel to highlight key trends and anomalies in data	23%	54%	23%
Apply statistical functions in Microsoft Excel to perform advanced data analysis	23%	54%	23%
Create visual data presentations using Microsoft PowerPoint to communicate business insights	46%	46%	8%
Standard 6: Operations and Technology Integration			
Describe how technology is integrated into business operations to streamline processes	46%	54%	0%
Use Microsoft Excel to track inventory and manage stock levels for operational efficiency	38%	38%	23%
Demonstrate how CRM software supports customer relationship management and business growth	54%	46%	0%

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Business Information Management	Critical	Recommended	Not Needed
Integrate Microsoft Outlook with Microsoft Teams to enhance communication in business operations	31%	46%	23%
Explain the role of ERP software in managing multiple business functions	17%	58%	25%
Understand how Microsoft Excel can be used to automate payroll and budgeting processes for operational efficiency	23%	38%	38%
Analyze how technology impacts productivity and efficiency in a business environment	69%	23%	8%
Standard 7: Decision-Making and Strategic Planning Using Data			
Use Microsoft Excel to compile data that informs business decision-making	58%	42%	0%
Explain how data-driven decision-making supports strategic planning in business	67%	33%	0%
Develop basic financial projections using Microsoft Excel to support strategic decision-making	67%	33%	0%
Apply "What-If Analysis" in Microsoft Excel to assess different business scenarios	17%	67%	17%
Create a SWOT analysis to evaluate business opportunities and risks	42%	50%	8%
Use historical data to create trend analysis in Microsoft Excel for strategic planning	58%	42%	0%
Develop business reports using Microsoft Word to present data-driven recommendations	42%	50%	8%
Standard 8: Communication and Collaboration Technologies			
Use Microsoft Outlook to send and receive business emails effectively	75%	25%	0%
Schedule and organize meetings using Microsoft Outlook's calendar feature	58%	25%	17%
Collaborate in real time using Microsoft Teams to facilitate business communication	67%	8%	25%
Share and co-author documents using Microsoft Word to enhance team collaboration	58%	33%	8%
Create professional business presentations using Microsoft PowerPoint to communicate ideas effectively	58%	33%	8%
Use Microsoft OneDrive to store and share files securely with team members	42%	42%	17%
Demonstrate how Microsoft Teams can support remote collaboration in a business setting	42%	42%	17%
Apply Microsoft SharePoint to facilitate document sharing and streamline team workflows	36%	36%	27%
Standard 9: Project Management and Workflow Tools			
Define project management and its importance in business operations	75%	25%	0%
Use Microsoft Excel to create a project timeline and track task completion	50%	42%	8%
Apply basic project management principles using Microsoft Project	42%	50%	8%
Organize project resources using Microsoft Excel to assign tasks and allocate responsibilities	33%	58%	8%
Demonstrate how to use Gantt charts to visualize project progress and milestones	25%	75%	0%
Integrate Microsoft Teams with Microsoft Outlook to coordinate project meetings	33%	50%	17%
Use Microsoft OneNote to document project progress and ensure team collaboration	17%	58%	25%
Track and report project outcomes using Microsoft Word to summarize project achievements	25%	75%	0%
Standard 10: Cybersecurity and Ethical Considerations			

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Business Information Management	Critical	Recommended	Not Needed
Describe basic cybersecurity practices to protect business information	75%	25%	0%
Understand the importance of password management to secure applications	75%	25%	0%
Explain how data privacy regulations affect the use of business information systems	67%	33%	0%
Apply best practices for protecting data	83%	17%	0%
Understand the ethical implications of managing business information to ensure compliance with privacy standards	92%	8%	0%
Recognize the importance of using secure email practices to prevent phishing attacks	83%	17%	0%
Explain how encryption is used to protect sensitive business information	25%	75%	0%
Standard 11: Global Business Environment and Technology			
Describe how technology enables businesses to operate globally by connecting different regions	33%	50%	17%
Understand the role of cloud-based services in managing business information across different locations	25%	75%	0%
Explain how cultural differences impact global communication in business environments	42%	42%	17%
Conduct virtual meetings across different time zones to support global collaboration	50%	42%	8%
Analyze the benefits of cloud computing in enabling a global workforce and improving efficiency	17%	58%	25%
Use Microsoft Excel to create basic spreadsheets, applying mathematical principles to automate calculations for business data analysis	58%	42%	0%
Develop financial projections using Microsoft Excel, including the use of formulas and functions to calculate growth rates and analyze budgetary needs using mathematical operations	58%	42%	0%
Create and format business documents in Microsoft Word to effectively communicate ideas, integrating literacy skills such as proper grammar, formatting, and structure	58%	42%	0%
Compile and summarize data in Microsoft Excel using pivot tables, including statistical methods to understand data trends and support business decision-making with a quantitative approach	33%	50%	17%
Use Microsoft PowerPoint to create presentations, incorporating visual literacy skills to effectively convey business insights and data trends through appropriate charts and graphs	75%	17%	8%
Create a project timeline in Microsoft Excel to track task completion, using mathematical calculations to allocate resources and estimate project milestones accurately	33%	58%	8%
Apply conditional formatting in Microsoft Excel to visualize key business metrics, using mathematical comparisons to identify outliers and trends within the data	17%	67%	17%
Integrate Microsoft Outlook and Microsoft Teams for business communication, emphasizing literacy skills to ensure clear, professional email correspondence and meeting organization	67%	25%	8%
Develop and present data-driven recommendations using Microsoft Word, including scientific analysis to explain data findings and propose solutions to business challenges	42%	50%	8%
Analyze business inventory and track stock levels in Microsoft Excel, applying mathematical formulas to calculate inventory turnover and manage stock efficiently	17%	58%	25%

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Entrepreneurship & Small Business Validation Results

Entrepreneurship & Small Business	Critical	Recommended	Not Needed
Standard 1: Introduction to Entrepreneurship			
Define entrepreneurship and describe its role in economic development	69%	31%	0%
Identify the characteristics and skills of successful entrepreneurs to understand what contributes to entrepreneurial success	77%	23%	0%
Explain different types of entrepreneurship, including startups, small businesses, and social enterprises	46%	38%	15%
Recognize the risks and rewards of starting a business to evaluate feasibility	77%	23%	0%
Analyze case studies of successful entrepreneurs to understand diverse pathways to business success	62%	38%	0%
Describe the role of innovation in entrepreneurship and its impact on the market	62%	38%	0%
Develop a self-assessment to evaluate entrepreneurial readiness and identify areas for growth	31%	62%	8%
Understand the importance of resilience and adaptability in managing a business	69%	31%	0%
Explain the characteristics of gig economy work	23%	54%	23%
Evaluate the opportunities and challenges associated with freelance and contract work to determine its viability as an entrepreneurial path	38%	46%	15%
Standard 2: Business Opportunity Exploration			
Explain the process of identifying business opportunities in local and global markets	62%	38%	0%
Recognize market gaps and customer needs to determine business opportunities	85%	15%	0%
Use creative thinking techniques to generate innovative ideas for products or services	62%	38%	0%
Conduct a SWOT analysis to assess the feasibility of a business idea	45%	45%	9%
Identify trends and emerging technologies that may present entrepreneurial opportunities	62%	31%	8%
Evaluate the impact of competition on business opportunities to gain a competitive advantage	69%	31%	0%
Apply market research methods to gather data about customer preferences and behaviors	54%	38%	8%
Standard 3: Business Planning and Strategy Development			
Identify the components of a business plan and their purposes	54%	38%	8%
Develop a mission and vision statement to define the direction of the business	69%	31%	0%
Describe different business models and select one that aligns with your business idea	31%	62%	8%
Establish SMART goals for short-term and long-term business objectives	33%	58%	8%
Create an organizational chart to outline roles and responsibilities within a business	31%	54%	15%
Develop a marketing strategy that addresses target market, branding, and promotional tactics	54%	46%	0%
Design an operational plan outlining daily activities, workflows, and timelines	31%	62%	8%

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Entrepreneurship & Small Business	Critical	Recommended	Not Needed
Draft a simple financial plan that includes startup costs, cash flow projections, and profit margins	77%	15%	8%
Standard 4: Microsoft Office Tools for Entrepreneurs and Small Businesses			
Understand the importance of contingency planning to prepare for unforeseen circumstances	46%	46%	8%
Use Microsoft Word to create and format business documents such as proposals, reports, and meeting agendas	46%	31%	23%
Apply formatting tools in Microsoft Word to enhance readability and professionalism of business materials	46%	31%	23%
Develop business presentations using Microsoft PowerPoint to incorporate visual elements such as images, charts, and transitions	31%	54%	15%
Use Microsoft PowerPoint to organize content effectively to create slides, speaker notes, and integrate multimedia components	31%	46%	23%
Create and manage spreadsheets in Microsoft Excel to track finances	46%	46%	8%
Utilize formulas and functions in Microsoft Excel to calculate key financial metrics and analyze data	46%	31%	23%
Use pivot tables in Microsoft Excel to summarize business data and generate insights for decision-making	0%	75%	25%
Manage emails and appointments in Microsoft Outlook to maintain effective communication and time management	54%	23%	23%
Integrate multiple Microsoft Office applications to streamline business processes	31%	38%	31%
Apply best practices for document collaboration in Word and Excel to track changes and share files	38%	38%	23%
Standard 5: Marketing and Sales			
Define a target market and explain the importance of understanding customer demographics and behaviors	85%	15%	0%
Develop a brand identity, including logo, tagline, and brand messaging	62%	38%	0%
Describe different marketing channels and their effectiveness for reaching target audiences	38%	54%	8%
Use social media platforms to create a marketing campaign that builds brand awareness	46%	46%	8%
Understand the principles of digital marketing, SEO, email marketing, and online advertising	38%	54%	8%
Develop a sales pitch to present the value of a product or service to potential customers	85%	8%	8%
Implement customer relationship management (CRM) techniques to build and maintain customer loyalty	23%	69%	8%
Standard 6: Financial Management and Budgeting			
Explain the purpose of budgeting in managing a business	85%	15%	0%
Create a simple business budget to track income and expenses	92%	8%	0%
Identify fixed and variable costs and explain their impact on business profitability	77%	15%	8%
Calculate break-even points to understand when a business will start making a profit	77%	15%	8%
Develop a cash flow statement to monitor cash inflows and outflows over time	77%	15%	8%

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Entrepreneurship & Small Business	Critical	Recommended	Not Needed
Explain different funding sources for small businesses	54%	31%	15%
Prepare a financial forecast to estimate future sales and expenses	62%	31%	8%
Analyze basic financial statements to evaluate business performance	77%	23%	0%
Understand the fundamentals of business credit to support business growth and financial stability	54%	38%	8%
Understand the basics of business taxes, including sales tax, payroll tax, and income tax to ensure compliance with local, state, and federal tax regulations	69%	31%	0%
Standard 7: Legal and Ethical Considerations			
Identify the legal requirements for starting a small business	58%	33%	8%
Explain the importance of choosing an appropriate business structure	58%	42%	0%
Understand the basic components of a business contract, including terms and conditions	58%	42%	0%
Explain intellectual property (IP) rights and the importance of protecting IP for small businesses	58%	17%	25%
Describe the importance of maintaining ethical business practices to foster trust and credibility	58%	42%	0%
Identify common business liabilities and methods for managing them through insurance and risk management	42%	50%	8%
Understand the implications of consumer protection laws on business operations	50%	25%	25%
Standard 8: Operations Management			
Describe the role of operations management in day-to-day business activities	42%	50%	8%
Develop a workflow to ensure efficient completion of key business tasks	42%	50%	8%
Create inventory tracking systems that support business operations	42%	58%	0%
Identify criteria for selecting suppliers	33%	58%	8%
Implement quality control measures to maintain product or service standards	67%	33%	0%
Use project management tools to track progress on business projects and meet deadlines	33%	67%	0%
Understand the principles of lean management to minimize waste and improve operational efficiency	17%	67%	17%
Develop strategies to optimize the use of time, labor and material resources to enhance effectiveness	58%	33%	8%
Standard 9: Risk Management			
Identify potential risks that a business may face to include financial, operational, and reputational risks	83%	17%	0%
Develop a risk assessment to evaluate the likelihood and impact of identified risks	33%	50%	17%
Create a contingency plan to address unexpected business disruptions	25%	58%	17%
Understand the role of business insurance in risk management and identify different types of insurance policies	55%	36%	9%
Implement cybersecurity measures to protect business data and maintain customer trust	75%	25%	0%
Evaluate risk mitigation strategies to minimize negative impacts on the business	45%	36%	18%
Develop crisis management strategies to ensure business stability during emergencies	45%	36%	18%

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Entrepreneurship & Small Business	Critical	Recommended	Not Needed
<i>Standard 10: Customer Relations and Service</i>			
Explain the importance of customer satisfaction for business success	83%	17%	0%
Develop strategies to provide excellent customer service and handle customer complaints effectively	82%	18%	0%
Create a customer database for tracking interactions and feedback	33%	58%	8%
Implement customer feedback systems to gather insights for improving products or services	42%	42%	17%
Explain the role of CRM software in managing customer relationships and driving repeat business	18%	73%	9%
Explore loyalty programs and how they impact repeat business to promote a dependable customer base	9%	55%	36%
Develop communication skills to ensure positive interactions with customers in person, online, and over the phone	91%	9%	0%
<i>Standard 11: Digital Tools and Social Media</i>			
Identify key social media platforms used by businesses to connect with customers	25%	75%	0%
Develop a social media marketing strategy to promote products or services	33%	67%	0%
Create a content calendar for managing social media posts and campaigns	17%	67%	17%
Use analytics tools to track the performance of social media campaigns and make data-driven adjustments	27%	64%	9%
Understand the principles of e-commerce to explore and/or increase an online presence	8%	67%	25%
Explore email marketing tools to communicate with customers and nurture leads	8%	92%	0%
Utilize graphic design tools to create engaging social media content	33%	58%	8%
Develop a risk assessment to evaluate potential business risks, using critical thinking skills to determine the likelihood and impact of those risks	64%	27%	9%
Use Microsoft Excel to create inventory tracking systems, applying mathematical functions to maintain accurate records and optimize business operations	18%	73%	9%
Develop a marketing strategy that addresses target market and branding, applying literacy skills to create promotional tactics that effectively reach customers	67%	33%	0%
Develop business presentations using Microsoft PowerPoint, integrating literacy skills to effectively communicate business ideas through images, charts, and visual transitions	30%	70%	0%
Create a business budget using Microsoft Excel to track income and expenses, applying mathematical principles to develop accurate financial projections	50%	40%	10%
Use social media platforms to create a marketing campaign, applying literacy skills to craft compelling messages that build brand awareness and engage target audiences	45%	55%	0%
Create and format business documents, applying literacy skills to develop professional proposals, reports, and meeting agendas	73%	18%	9%
Create and manage spreadsheets in Microsoft Excel to track finances, using mathematical calculations to monitor sales, expenses, and budgeting for a small business	50%	40%	10%
Analyze basic financial statements to evaluate business performance, utilizing math and critical thinking skills that will provide insight for business success	64%	36%	0%
<i>Standard 6: Industry-Informed Employability Skills</i>			

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Demonstrate financial literacy skills to make informed personal and business financial decisions	75%	25%	0%
Utilize financial or accounting software, e.g. QuickBooks, Xero, to manage and track business financial transactions	50%	50%	0%

Leadership Operations Validation Results

Leadership Operations	Critical	Recommended	Not Needed
<i>Standard 1: Introduction to Leadership and Business Operations</i>			
Define the role of a business leader and describe the key responsibilities in overseeing business activities	70%	30%	0%
Identify different leadership styles to understand how each style impacts a team	50%	50%	0%
Explain the importance of strategic planning to align organizational goals with long-term success	70%	20%	10%
Describe resource forecasting to manage resources for business operations	80%	10%	10%
Understand how engaging with boards and stakeholders supports organizational objectives and growth	40%	60%	0%
Analyze organizational structures to determine the effectiveness of different leadership approaches	20%	70%	10%
Recognize how administrative support roles contribute to function of operations	30%	50%	20%
Evaluate decision-making processes to understand how effective leadership supports outcomes	50%	40%	10%
<i>Standard 2: Strategic Planning and Organizational Goals</i>			
Identify the components of a strategic plan and their significance in business success	80%	10%	10%
Establish long-term and short-term organizational goals to create a roadmap for growth	80%	20%	0%
Conduct a SWOT analysis to assess internal and external factors that impact business objectives	11%	78%	11%
Develop mission and vision statements that reflect the company's core values and future aspirations	70%	30%	0%
Use data analysis to inform strategic decisions and enhance industry competitiveness	70%	20%	10%
Understand how to set performance indicators to measure progress toward organizational goals	80%	10%	10%
Analyze market trends and forecast future opportunities for business growth	50%	50%	0%
Develop contingency plans to address potential challenges	60%	30%	10%
Define marketing and explain its role in achieving business goals	40%	50%	10%
Explain the importance of digital marketing in modern business and how it contributes to growth	40%	50%	10%
<i>Standard 3: Resource Management</i>			
Define the different types of resources within an organization, including human, financial, and physical resources	60%	40%	0%
Describe the resource allocation process to ensure ideal use of available resources	40%	60%	0%

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Leadership Operations	Critical	Recommended	Not Needed
Develop a resource budget to manage expenses	80%	10%	10%
Explain the role of inventory management to maintain smooth business operations	50%	50%	0%
Understand the principles of efficient supply chain management to reduce costs and increase efficiency	40%	60%	0%
Create a scheduling plan to allocate employee work hours effectively for maximum productivity	30%	70%	0%
Apply time management techniques to optimize the use of personnel and financial resources	20%	70%	10%
Standard 4: Microsoft Office Tools for Business Managers			
Analyze the relationship between resource allocation and organizational performance	50%	40%	10%
Use Microsoft Word to create and format leadership documents such as meeting agendas, strategic plans, and project briefs	50%	40%	10%
Develop organizational charts using Microsoft PowerPoint to represent company structure and roles effectively	20%	80%	0%
Create and manage spreadsheets in Microsoft Excel to track business metrics, applying calculations to analyze resource use	20%	80%	0%
Use Microsoft Outlook to schedule meetings, manage emails, and improve communication within teams	50%	40%	10%
Apply Microsoft Excel functions to create budgets, calculate financial projections, and optimize operational costs	50%	50%	0%
Integrate Microsoft Office tools to streamline documentation, presentations, and team collaboration for effective leadership	20%	70%	10%
Standard 5: Engaging with Boards, Stakeholders, and Constituents			
Explain the role of corporate boards in guiding organizational strategy and decision-making	40%	30%	30%
Develop effective communication skills for engaging with boards, stakeholders, and shareholders	60%	30%	10%
Identify the expectations and concerns of different stakeholders to create mutually beneficial strategies	50%	30%	20%
Describe how transparency and ethical practices foster positive relationships with stakeholders	70%	30%	0%
Implement feedback from stakeholders to improve business practices and align with organizational goals	50%	40%	10%
Develop a stakeholder engagement plan that addresses key touchpoints and communication strategies	50%	30%	20%
Analyze case studies to understand successful stakeholder management practices	40%	40%	20%
Standard 6: Human Resources Management			
Understand the responsibilities of HR in managing employee recruitment, training, and development	70%	30%	0%
Develop job descriptions that outline the roles, responsibilities, and qualifications for different positions	60%	40%	0%
Understand legal issues and how they impact business	70%	20%	10%
Describe the recruitment and selection process, including job postings, interviews, and assessments	30%	70%	0%

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Leadership Operations	Critical	Recommended	Not Needed
Implement onboarding strategies to integrate new employees into the organizational culture	60%	40%	0%
Explain the importance of employee training and professional development for overall business success	50%	40%	10%
Develop strategies to maintain high employee morale and a positive work environment	60%	40%	0%
Analyze different compensation and benefit models to motivate and retain employees	50%	40%	10%
Identify the impact of effective HR management on business performance and employee satisfaction	50%	50%	0%
Develop programs related to health and safety to ensure compliance with regulations and employees	70%	10%	20%
Standard 7: Employee Development and Performance Management			
Develop an employee development plan that includes training and career growth opportunities	40%	50%	10%
Set clear performance objectives for employees to ensure alignment with organizational goals	70%	30%	0%
Provide constructive feedback to employees to support their growth and enhance productivity	60%	40%	0%
Use performance evaluation techniques to assess employee achievements and areas for improvement	40%	60%	0%
Develop succession plans to prepare future leaders and ensure continuity within the organization	40%	40%	20%
Implement coaching techniques to foster individual and team growth	30%	50%	20%
Standard 8: Administrative Support and Business Operations			
Explain the role of administrative support in maintaining business operations and supporting leaders	30%	60%	10%
Maintain and create meeting schedules, contact lists, and project timelines for efficient organization	60%	30%	10%
Develop standard operating procedures (SOPs) to document workflows and ensure consistency in operations	60%	30%	10%
Describe office management techniques to optimize space, resources, and communication	20%	60%	20%
Understand how administrative support staff contribute to overall business productivity and success	40%	50%	10%
Implement effective filing systems to manage company records and documents	50%	40%	10%
Use scheduling tools to coordinate meetings, manage calendars, and optimize leaders' time	60%	30%	10%
Standard 9: Ethics and Social Responsibility			
Define business ethics and explain its importance in decision-making for business leaders	70%	30%	0%
Identify ethical dilemmas in business and apply decision-making models to resolve them	60%	40%	0%
Understand the concept of corporate social responsibility (CSR) and its impact	40%	40%	20%

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Leadership Operations	Critical	Recommended	Not Needed
Analyze how businesses can contribute to their community to create positive social impact	20%	70%	10%
Explain the role of transparency in promoting trust with stakeholders and the public	70%	30%	0%
Describe environmental sustainability practices and their impact	10%	80%	10%
Develop a code of ethics for a business, outlining principles for guiding employee conduct	80%	10%	10%
Understand the importance of ethical leadership in promoting a positive organizational culture	70%	30%	0%
Develop policies that align with ethical standards to ensure accountability across an organization	70%	10%	20%
Standard 10: Business Law			
Define business law and its role in guiding business practices	70%	20%	10%
Explain different types of business structures and their legal implications	40%	50%	10%
Identify the key elements of a legally binding contract and the importance of contract law in business	80%	20%	0%
Understand employment laws and regulations, including employee rights and employer responsibilities	50%	50%	0%
Describe intellectual property laws and their significance in protecting business innovations	60%	30%	10%
Explain consumer protection laws and their impact on business operations	40%	40%	20%
Describe the legal processes involved in starting and dissolving a business	30%	50%	20%
Understand the role of regulatory compliance and its importance for business operations	70%	30%	0%
Explain the impact of international trade laws on businesses operating globally	30%	30%	40%
Standard 11: Financial Management			
Define financial management and its role in ensuring business success	80%	10%	10%
Explain the importance of financial planning in creating business stability and growth	80%	20%	0%
Develop a business budget to allocate resources effectively	80%	10%	10%
Understand cash flow management and how it impacts a business's ability to operate	90%	10%	0%
Explain different types of funding options available for businesses	40%	50%	10%
Develop a profit and loss statement to understand the financial health of a business	90%	10%	0%
Analyze financial statements to assess a company's profitability, liquidity, and financial stability	78%	22%	0%
Understand the concept of financial risk and develop strategies to manage financial risk	60%	30%	10%
Explain the role of credit in business finance and understand how to manage business credit effectively	60%	30%	10%
Understand the importance of setting financial goals to ensure the long-term success	60%	30%	10%
Create a resource budget using Microsoft Excel, applying mathematical skills to calculate and allocate financial resources effectively	40%	50%	10%
Develop a stakeholder engagement plan, using literacy skills to communicate strategies effectively to different stakeholders	40%	50%	10%

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Leadership Operations	Critical	Recommended	Not Needed
Use Microsoft Word to create and format leadership documents, applying literacy skills to develop professional-quality meeting agendas and strategic plans	40%	50%	10%
Analyze market trends and forecast future opportunities, utilizing mathematical skills to interpret data and make informed strategic decisions	50%	50%	0%
Create and manage spreadsheets in Microsoft Excel to track business metrics, using mathematical principles to analyze resource usage and identify inefficiencies	40%	50%	10%
Conduct a SWOT analysis, applying critical thinking to identify the internal and external factors impacting business objectives	50%	30%	20%
Develop job descriptions, using literacy skills to clearly articulate roles, responsibilities, and required qualifications	60%	40%	0%
Conduct a SWOT analysis, applying critical thinking to identify the internal and external factors impacting business objectives	13%	63%	25%
Set clear performance objectives for employees, applying literacy skills to articulate goals that align with business strategy	70%	20%	10%
Use data analysis to inform strategic decisions, applying mathematical skills to interpret data trends and enhance competitiveness	60%	30%	10%
Develop an employee development plan, using critical thinking to align training opportunities with business goals	10%	70%	20%
Standard 6: Industry-Informed Employability Skills			
Demonstrate financial literacy skills to make informed personal and business financial decisions	90%	10%	0%
Utilize financial or accounting software, e.g. QuickBooks, Xero, to manage and track business financial transactions	40%	60%	0%

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Management & Entrepreneurship Shared Standards Validation Results

Management & Entrepreneurship Shared Standards	Critical	Recommended	Not Needed
<i>Standard 1: Career Exploration</i>			
Match career opportunities with personal career goals and interests that leads to the development of a personalized career and education plan	67%	33%	0%
Explore opportunities for management and entrepreneurship in the industry, identifying the skills and qualifications needed to lead a team or start a business	44%	56%	0%
Investigate post-secondary education programs or certification paths that support career advancement	44%	56%	0%
<i>Standard 2: Certifications</i>			
Articulate the benefits and requirements of key certifications and supplemental certifications in the subcluster, showing an understanding of how certifications enhance employability and career advancement	44%	56%	0%
Demonstrate an understanding of the OSHA 10 – General requirements and the significance of maintaining a safe workplace while applying safety protocols in the technical education environment	22%	56%	22%
Describe the structure of certifications, analyzing how each certification level impacts career opportunities that lead to advancement	22%	78%	0%
Develop the skills and knowledge required to pass industry-recognized certifications	67%	33%	0%
<i>Standard 3: Resume Writing & Digital Portfolio</i>			
Identify the key components of resume, demonstrating the ability to create an effective resume that highlights skills, certifications, and experience resulting in placement	78%	22%	0%
Explore best practices for creating a professional digital portfolio for the industry that showcases skills, projects, and certifications	56%	33%	11%
Update the resume and digital portfolio as new certifications and experiences are obtained, ensuring alignment with current industry needs and trends to enhance employability	67%	33%	0%
<i>Standard 1: Health & Safety Standards</i>			
Demonstrate key industry-based health-related practices, safety protocols, and requirements	75%	25%	0%
Demonstrate an understanding of promoting a safe and healthy workplace that reduces workplace hazards	50%	50%	0%
Articulate the industry's role in complying with laws and regulations that promote safety and minimizes a negative environmental impact	63%	25%	13%
<i>Standard 2: Security Standards</i>			
Practice industry-specific data security practices to ensure the protection of private customer or business information	75%	25%	0%
Practice proper internet use by using the Internet appropriately in the workplace to reduce digital risks	88%	13%	0%
Implement physical security protocols, including securing access points, understanding alarm systems, and monitoring surveillance cameras to manage physical security risks	50%	50%	0%

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Management & Entrepreneurship Shared Standards	Critical	Recommended	Not Needed
<i>Standard 3: Ethical & Legal Standards</i>			
Demonstrate an understanding of the legal responsibilities associated with various roles and functions in the industry, ensuring compliance with industry regulations and standards	78%	22%	0%
Compare the differences between ethical and legal responsibilities in the workplace, demonstrating an understanding of how to navigate situations where ethical considerations may differ from legal requirements, and ensuring compliance with both	44%	56%	0%
Apply ethical reasoning to real-world workplace scenarios, analyzing and resolving ethical dilemmas, while demonstrating professionalism and integrity	56%	44%	0%
<i>Standard 1: Communication</i>			
Utilize oral and written communication skills to maintain accurate records and effectively deliver and interpret information to staff and customers using proper grammar, punctuation, and industry-specific terminology	89%	11%	0%
Demonstrate the ability to use active listening skills to accurately obtain and clarify information from colleagues, supervisors, and customers, ensuring clear communication and understanding in the workplace	100%	0%	0%
Research and apply professional communication practices by dressing appropriately, using proper language, and exhibiting behaviors suitable for the workplace, ensuring students demonstrate professionalism and a positive self-image in all workplace interactions	89%	11%	0%
<i>Standard 2: Teamwork & Leadership</i>			
Develop and demonstrate collaborative work by contributing to team projects, completing assigned tasks on time, and showing respect for the diversity and strengths of all team members, creating a positive work environment	89%	11%	0%
Enhance leadership skills by organizing and delegating responsibilities of a project, fostering a sense of accountability and initiative among team members	67%	33%	0%
Apply teamwork and leadership skills by actively engaging in a CTSO with full participation and contribution, preparing for real-world workplace scenarios	29%	71%	0%
<i>Standard 3: Critical Thinking and Problem Solving</i>			
Analyze, synthesize and evaluate complications independently and in teams, using creative and innovative methods to resolve problems, enhancing the ability to approach complex challenges from multiple perspectives	100%	0%	0%
Demonstrate conflict resolution skills by negotiating diplomatic solutions to interpersonal and workplace issues and use the information to evaluate and verify the appropriateness of the solution, fostering positive relationships	89%	11%	0%
Conduct research to gather relevant information, analyze the data, and make informed decisions, demonstrating the ability to solve problems, ensuring information is properly assessed	67%	33%	0%
<i>Standard 4: Customer Service</i>			
Demonstrate the ability to clearly and professionally communicate with customers to solve a question, complaint, or challenging situation, leading to higher customer satisfaction	78%	22%	0%

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Management & Entrepreneurship Shared Standards	Critical	Recommended	Not Needed
Demonstrate the ability to build rapport and foster positive relationships with customers by engaging in friendly, professional connections, contributing to repeat business and client retention	56%	44%	0%
Develop and demonstrate thorough product or service knowledge, providing accurate information and recommendations to customers, improving credibility and enhancing customer trust	78%	22%	0%
Standard 5: Digital Citizenship			
Demonstrate responsible use of technology in the workplace by adhering to company policies on cell phone and internet usage, social media, and data protection, minimizing risks	89%	11%	0%
Practice and apply professional online communication skills, including email etiquette, enhancing effective and professional communication	89%	11%	0%
Demonstrate an understanding of how to maintain a positive and professional digital footprint by assessing an online presence, updating personal profiles, ensuring all digital content reflects workplace and personal professionalism	67%	33%	0%

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Project Management Validation Results

Project Management	Critical	Recommended	Not Needed
<i>Standard 1: Foundations of Project Management</i>			
Understand the fundamental concepts and terminology of project management to establish a solid foundation	75%	25%	0%
Identify the phases of a project lifecycle to understand the progression of projects from initiation to completion	63%	38%	0%
Describe the roles and responsibilities of project team members to understand team dynamics and collaboration	75%	25%	0%
Explain the importance of stakeholder engagement to ensure alignment with project objectives	88%	0%	13%
Recognize common project management methodologies to understand different approaches to managing projects	63%	38%	0%
Identify the key knowledge areas and processes of project management to establish a foundational understanding of project execution	25%	75%	0%
Explain the role of project managers in ensuring alignment with organizational goals and objectives	25%	75%	0%
Describe the characteristics of predictive project management methodologies to manage projects with clear and stable requirements	13%	75%	13%
Explain the principles and values of Agile methodologies to apply adaptive project management practices	38%	50%	13%
<i>Standard 2: Project Ready Skills</i>			
Define the essential components of a project to distinguish project work from operational work and project work	50%	50%	0%
Analyze the components of the PMI Talent Triangle to understand the core competencies	0%	88%	13%
Describe the phases of the project lifecycle to demonstrate comprehension of project flow	38%	50%	13%
Compare predictive and Agile project methodologies to evaluate their use in different project environments	38%	38%	25%
Identify key Agile concepts to apply adaptive thinking in project scenarios	50%	25%	25%
Analyze stakeholder needs and business requirements to demonstrate foundational business analysis techniques	38%	50%	13%
Explain how strategic alignment influences project prioritization to support organizational goals	50%	25%	25%
Identify and apply effective communication, collaboration, and ethical decision-making strategies as part of power skills	63%	38%	0%
Create and interpret basic project management tools to visualize scope, schedule, and requirements	88%	13%	0%
<i>Standard 3: Planning and Scheduling</i>			
Develop a project plan to outline objectives, tasks, and timelines for project completion	75%	25%	0%

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Project Management	Critical	Recommended	Not Needed
Create a Work Breakdown Structure (WBS) to define and organize project deliverables in predictive project environments	25%	63%	13%
Use a project management tool to create and manage a Gantt chart for visualizing project schedules	38%	63%	0%
Apply critical path analysis to identify dependencies and prioritize tasks	88%	0%	13%
Estimate project resources and allocate them efficiently to ensure timely completion	50%	50%	0%
Create a risk management plan to identify potential risks and develop mitigation strategies	63%	25%	13%
Develop project baselines for scope, schedule, and cost to ensure effective project control in plan-based methodologies	50%	38%	13%
Identify and document stakeholder requirements to define project scope and objectives effectively	63%	25%	13%
Develop use cases and process diagrams to visualize project requirements and solutions	13%	63%	25%
Use Microsoft Excel to create a budget for a project, applying mathematical principles to calculate costs and forecast expenses	88%	13%	0%
Standard 4: Team Collaboration and Communication			
Identify effective communication strategies to facilitate collaboration among team members	75%	25%	0%
Utilize a project management tool to assign tasks and monitor team progress	38%	63%	0%
Explain the importance of cultural awareness in fostering inclusive team dynamics	13%	63%	25%
Demonstrate conflict resolution techniques to address challenges in team collaboration	38%	63%	0%
Facilitate daily stand-ups and retrospective meetings to ensure continuous team communication and improvement	25%	63%	13%
Develop meeting agendas and reports to document and communicate project updates	75%	25%	0%
Use email tools to send professional project updates and track communications	75%	25%	0%
Standard 5: Resource Management			
Track project progress using performance standards to ensure support with objectives	63%	38%	0%
Manage resources efficiently to avoid overallocation or shortages during project execution	75%	25%	0%
Explain the importance of maintaining quality standards to ensure project deliverables meet expectations	63%	25%	13%
Use project management tools to update task statuses and adjust schedules as needed	38%	63%	0%
Apply problem-solving techniques to resolve issues that arise during project execution	50%	50%	0%
Monitor project performance using earned value management techniques to assess progress against predictive plans	13%	63%	25%
Apply backlog prioritization techniques to manage evolving project requirements in Agile environments	25%	50%	25%
Standard 6: Risk and Quality Management			

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Project Management	Critical	Recommended	Not Needed
Identify potential risks during project initiation to prepare proactive mitigation strategies	50%	38%	13%
Use risk matrices to assess and prioritize risks based on their likelihood and impact	25%	63%	13%
Develop quality assurance processes to ensure project outcomes meet standards	75%	13%	13%
Monitor and control project risks to minimize negative impacts on objectives	50%	38%	13%
Analyze business processes to identify areas for improvement and align project deliverables with business needs	63%	38%	0%
Evaluate project deliverables to verify they align with quality bench	50%	25%	25%
Standard 7: Closing and Evaluation			
Conduct a project review to identify lessons learned and areas for improvement	50%	50%	0%
Develop a project closure report to summarize key outcomes and deliverables	38%	63%	0%
Use reflective practices to assess personal contributions and areas for growth in project management	0%	88%	13%
Archive project documents and resources to maintain organizational records	50%	38%	13%
Evaluate project success using predefined metrics to measure effectiveness and alignment with goals	63%	38%	0%
Evaluate the success of project outcomes using Key Performance Indicators (KPIs) and feedback from stakeholders	88%	13%	0%
Standard 8: Microsoft Office Tools for Project Managers			
Use Microsoft Word to create and format business documents such as proposals, reports, and meeting agendas	63%	38%	0%
Apply formatting tools in Microsoft Word to enhance readability and professionalism of business materials	38%	63%	0%
Develop business presentations using Microsoft PowerPoint to incorporate visual elements such as images, charts, and transitions	38%	63%	0%
Use Microsoft PowerPoint to organize content effectively to create slides, speaker notes, and integrate multimedia components	38%	63%	0%
Create and manage spreadsheets in Microsoft Excel to track finances	88%	13%	0%
Utilize formulas and functions in Microsoft Excel to calculate key financial metrics and analyze data	75%	25%	0%
Use pivot tables in Microsoft Excel to summarize business data and generate insights for decision-making	25%	63%	13%
Manage emails and appointments in Microsoft Outlook to maintain effective communication and time management	63%	38%	0%
Integrate multiple Microsoft Office applications to streamline business processes	50%	50%	0%
Apply best practices for document collaboration in Word and Excel to track changes and share files	50%	50%	0%
Use Microsoft Excel to create a budget forecast, applying mathematical principles to calculate expenses, revenue, and profit margins	75%	13%	13%
Develop a project timeline using Gantt chart tools, applying mathematical calculations to estimate task durations and identify critical paths	38%	63%	0%
Analyze Agile sprint data using basic statistical methods to evaluate team performance, identify trends, and inform decision-making in project cycles	25%	50%	25%

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Project Management	Critical	Recommended	Not Needed
Use Microsoft Word to draft employee training materials, applying literacy skills to write clear, concise, and engaging instructional content	50%	50%	0%
Develop a resource allocation plan, utilizing mathematical skills to calculate resource distribution for optimal efficiency	50%	38%	13%
Use Microsoft PowerPoint to create a presentation on strategic planning, applying literacy skills to structure and deliver key organizational messages	38%	63%	0%
Design an organizational chart, applying mathematical concepts such as hierarchy levels and proportional representation to illustrate reporting structures	0%	63%	38%
Conduct a market analysis report, using literacy skills to summarize findings and communicate recommendations clearly	13%	75%	13%
Evaluate financial statements, applying mathematical concepts to calculate key financial ratios and assess organizational performance	75%	13%	13%
Use mathematical reasoning to analyze project data such as budgets, timelines and risk	88%	0%	13%

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Regulation Validation Results

Regulation	Critical	Recommended	Not Needed
Standard 1: Foundations of Regulatory Compliance			
Define the role of regulatory agencies to understand their impact on business and public safety	64%	27%	9%
Identify the purpose and scope of corporate responsibility to align business practices with ethical and legal standards	64%	36%	0%
Explain the importance of compliance in maintaining industry standards and public trust	82%	18%	0%
Understand the historical development of major regulatory frameworks to appreciate their significance in modern industries	18%	73%	9%
Recognize the role of workplace regulations in promoting employee safety and well-being	64%	36%	0%
Use Microsoft Word to create compliance documentation, demonstrating proficiency in professional formatting and language standards	36%	45%	18%
Examine the ethical considerations involved in regulatory practices to understand decision-making impacts	64%	36%	0%
Standard 2: Legal and Compliance Operations			
Define the role of compliance in protecting businesses from legal and regulatory risks to understand its importance in corporate governance	82%	9%	9%
Explain the relationship between legal compliance and ethical standards to know the difference between required and voluntary practices	64%	27%	9%
Identify key employment laws and regulations to ensure workplace policies are created and followed	73%	27%	0%
Develop an internal audit plan to assess adherence to corporate policies and regulatory standards	45%	36%	18%
Explain the role of contracts in regulating business relationships to understand their impact on legal protections	55%	36%	9%
Conduct a basic risk analysis to identify potential legal and compliance risks	64%	27%	9%
Create a policy to communicate reporting procedures	70%	10%	20%
Standard 3: Health and Safety Considerations			
Identify workplace hazards and understand their potential impact on health and safety	82%	18%	0%
Explain the purpose of Occupational Safety and Health Administration regulations to ensure workplace compliance	45%	55%	0%
Develop a basic workplace safety plan to communicate safety protocols	64%	27%	9%
Develop policies for managing workplace stress and mental health for employee well-being	45%	45%	9%
Standard 4: Environmental Considerations			
Identify key environmental regulations and their role in protecting ecosystems and public health	73%	27%	0%
Analyze the role of renewable energy policies in promoting sustainability and reducing environmental risks	36%	45%	18%

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Regulation	Critical	Recommended	Not Needed
Explain the role of the Environmental Protection Agency (EPA) in enforcing environmental standards and promoting sustainability	27%	64%	9%
Analyze workplace conditions to identify potential environmental and safety hazards and recommend mitigation strategies	64%	36%	0%
Use case studies to analyze the consequences of non-compliance with environmental and public safety regulations	9%	91%	0%
Conduct a basic risk assessment to prioritize potential safety hazards and recommend corrective actions	45%	45%	9%
Standard 5: Financial Considerations			
Explain the importance of financial transparency to build stakeholder trust	55%	27%	18%
Identify key financial compliance laws to understand corporate accountability	73%	18%	9%
Examine the role of audits in verifying financial accuracy and compliance	64%	36%	0%
Explain the purpose of anti-money laundering and fraud regulations and their impact on business practices	55%	27%	18%
Analyze the impact of non-compliance on financial performance and legal standing	64%	18%	18%
Explain the importance of maintaining accurate financial records for compliance and legal accountability	73%	27%	0%
Analyze the impact of tax regulations on business operations and financial planning	55%	45%	0%
Explain the principles of data privacy in financial systems to ensure compliance with regulations	73%	18%	9%
Standard 6: Audits			
Define the purpose of inspections and audits in ensuring compliance with regulations	82%	18%	0%
Explain the role of audits in maintaining operational transparency and accountability	55%	45%	0%
Identify the key steps in conducting an internal audit to evaluate adherence to organizational policies and procedures	45%	36%	18%
Explain the role of third-party audits in maintaining credibility and accountability for regulatory compliance	27%	73%	0%
Describe the process for addressing non-compliance issues identified during inspections and audits	45%	55%	0%
Explain the role of risk assessments to prioritize high-risk areas	64%	27%	9%
Analyze case studies of failed audits to develop strategies for effective compliance management	36%	45%	18%
Standard 7: Ethical Practices			
Explain the role of ethics in regulatory practices to promote fairness and accountability	73%	18%	9%
Identify common ethical dilemmas in regulatory enforcement and propose solutions	45%	45%	9%
Develop a code of ethics	64%	27%	9%
Analyze case studies of regulatory failures to understand the consequences of unethical practices	36%	64%	0%
Evaluate the importance of “whistleblowing” policies in maintaining accountability	64%	27%	9%
Explain how cultural and social factors influence regulatory decision-making	36%	55%	9%
Standard 8: Microsoft Office Tools			

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Regulation	Critical	Recommended	Not Needed
Use Microsoft Word to create and format business documents such as proposals, reports, and meeting agendas	55%	27%	18%
Apply formatting tools in Microsoft Word to enhance readability and professionalism of business materials	45%	27%	27%
Develop business presentations using Microsoft PowerPoint to incorporate visual elements such as images, charts, and transitions	36%	45%	18%
Use Microsoft PowerPoint to organize content effectively to create slides, speaker notes, and integrate multimedia components	36%	36%	27%
Create and manage spreadsheets in Microsoft Excel to track finances	55%	36%	9%
Utilize formulas and functions in Microsoft Excel to calculate key financial metrics and analyze data	45%	36%	18%
Use pivot tables in Microsoft Excel to summarize business data and generate insights for decision-making	10%	60%	30%
Manage emails and appointments in Microsoft Outlook to maintain effective communication and time management	55%	27%	18%
Integrate multiple Microsoft Office applications to streamline business processes	36%	45%	18%
Apply best practices for document collaboration in Word and Excel to track changes and share files	45%	36%	18%
Develop a report analyzing the effectiveness of safety protocols, applying literacy skills to summarize findings	36%	45%	18%
Draft a code of ethics for a regulatory body, applying literacy skills to structure and articulate ethical standards	55%	36%	9%
Analyze workplace inspection data, applying statistical methods to identify trends and prioritize areas for improvement	45%	45%	9%
Develop a recycling initiative proposal, using scientific principles to measure environmental impact and savings	0%	55%	45%
Create a compliance checklist in Microsoft Word, applying literacy and organizational skills to ensure thoroughness	0%	91%	9%
Conduct a basic risk assessment, applying mathematical principles to quantify and rank potential hazards	64%	27%	9%
Prepare a presentation on renewable energy policies using Microsoft PowerPoint, integrating literacy and design skills to communicate effectively	0%	45%	55%
Write an environmental compliance report, applying literacy skills to explain findings and recommendations clearly	9%	73%	18%
Use Microsoft Outlook to schedule and track compliance inspections, applying organizational skills to ensure timeliness	36%	55%	9%

New Mexico Work-Based Learning Discussion

NMPED provided an overview of the state of work-based learning (WBL) in New Mexico. NMPED presented alongside the New Mexico Department of Workforce Solutions, who shared their role in facilitating WBL in New Mexico. Panelists learned about different methods of participating in WBL in New Mexico, with an emphasis on pre-apprenticeship and apprenticeship programs. NMPED is in the process of creating a toolkit that provides guidance on setting up WBL for industry partners with schools. After the presentation, panelists asked clarifying questions for businesses wishing to participate in WBL. Listed below are the questions and barriers to entry for WBL identified by attendees across both panels for management and entrepreneurship on Wednesday, July 9th, and marketing and sales on Thursday, July 10th.

Questions from Panelists About WBL

- Are there any worries about boxing students into something they don't like by getting them into WBL earlier?
- What does a typical program of study look like?
- How long is a typical program of study?
- Can you switch from one program of study to another?
- What are some additional points of entry for WBL?
- Who does an employer reach out to if they want to participate in WBL?
- How does the WBL process work for students?
- What does the schedule look like for students?
- When do students begin taking part in WBL?
- Are there additional opportunities for employers to participate in WBL?

Barriers to Entry for WBL

- Difficulty finding interns due to stigmas and perceptions about some industries such as construction
- Challenges connecting with students in rural areas
- Lack of knowledge about CTSOs and their programming
- Uncertainty from employers about who to reach out to at schools or government agencies for WBL participation
- Schools are not always able to offer WBL opportunities that are as flexible as they, the students, or the business community would like due to federal funding requirements being tied to having concentrators.
- Students do not always understand what options are available to them in WBL.
- Opportunities for paid WBL experiences are not always available.
- Employers and students are not always aware of grants that are available to fund WBL experiences.

Cross-Cutting Skills for Management & Entrepreneurship Professionals

The need for skills across industries has always been recognized but has been growing as careers are becoming increasingly complex and interdisciplinary. Advance CTE's [National Career Clusters Framework](#) looks at industry-aligned skill-building based on 14 career clusters organized by industry. The framework features cross-cutting clusters which highlight essential functions and transferable skills that are distinct to their industry sector, but also foundational to success across all industries. There are three cross-cutting clusters in the modernized framework:

- Digital Technology
- Management & Entrepreneurship
- Marketing & Sales

Panelists examined cross-cutting clusters and identified skills of interest across marketing and sales that would be beneficial for management and entrepreneurship professionals.

Marketing & Sales

- [Need satisfaction selling methodology](#)
- Internal sales
- Closing a sale
- Data analysis
- Drawing conclusions from data
- Understanding how social media is leveraged for marketing
- Using language in marketing that meets legal and regulatory requirements
- Customer retention
- Customer service

Observations and Recommendations

Based on feedback from Futuring Panelists, MBA Research and Curriculum Center recommends the following:

1. Provide teachers with tools and resources, including continuing education, to help them understand the vast implications and applications of **artificial intelligence (AI)** in the workplace so that they can help students do the same. For teachers interested in developing a knowledge of AI, we recommend:
 - Articles such as IBM's [What Is Artificial Intelligence \(AI\)?](#) and McKinsey & Company's [What Is AI \(Artificial Intelligence\)?](#). Both provide detailed practices on the growth and application of AI.
 - Lund University's [AI, Business, and the Future of Work](#), available for free via Coursera. The course includes an overview of AI, the role of AI in the workplace, and risks associated with it.
 - IBM's [AI Foundations for Everyone Specialization](#), also available from Coursera. This certification has a small cost attached but would be beneficial to any teacher wanting to grow their expertise in AI and prompt engineering. The certification, which is designed for individuals with little to no background in AI, includes four courses:
 - Introduction to Artificial Intelligence (AI)
 - Generative AI: Introduction and Applications
 - Generative AI: Prompt Engineering Basics
 - Building AI Powered Chatbots Without Programming
2. Provide teachers with resources to teach students about navigating the job hunt in the age of AI. AI can be both an obstacle in the job search as well as a tool to aid in a candidate's job search. Understanding both sides of that dynamic is crucial for success in today's hiring process. Many universities offer tips and resources on getting resumes past AI filters and using AI to help polish a resume and prepare for common interview questions.
 - Articles such as [NYU's Five Tips for Outsmarting AI in Your Job Search](#) provide a quick overview of how AI can be used both by companies and job applicants.
 - [UNLV's Using AI in Career Readiness](#) provides a more in-depth look at how AI can be used to improve resumes, cover letters, and help prepare for interviews.
3. Provide teachers with tools to help students explore **career options in management and entrepreneurship**, the training and education required for those careers, and methods to effectively search for and attain a job in management and entrepreneurship. We recommend the following free career search resources, all sponsored by the U.S. Department of Labor:
 - [Career Solutions](#), which is the New Mexico Department of Workforce Solution's comprehensive career exploration and planning hub for New Mexico students to identify careers and develop long-term plans for career goals.

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- [CareerOneStop](#), which provides easy-to-understand employment information and tools for anyone to explore careers, identify needed education, and develop job search skills needed to prepare resumes and cover letters, interview for a job, and more.
 - [GetMyFuture](#), which offers career, training, and job search resources to young adults ages 14 to 24.
 - [My Next Move](#), which is an interactive tool for job seekers and students to learn more about their career options. My Next Move has tasks, skills, salary information, and more for over 900 different careers.
4. Support teachers with tools and opportunities to develop long-term **partnerships with the business community** so that they and their students can learn from real-life business situations and scenarios. For instance, in a trusted partnership with a business, students and teachers could:
- Explore the use of technology and data analysis
 - Get insights on the use of soft skills and collaborative techniques in the workplace
 - Examine ethical dilemmas and get real feedback on potential solutions
 - Develop insight into how businesses respond to governmental regulations
 - Gain a realistic understanding of expectations in the workplace

Another aspect of these partnerships between educators and businesses is the involvement of the local business community in classroom activities, as well as student involvement in real-world learning experiences. Activities such as guest speakers, student presentations to and judging by business partners, mentorships, worksite tours, and internships will help provide students with a more realistic understanding of business and its expectations, as well as giving them opportunities to develop portfolios that show their involvement in authentic business situations. It also gives the business community a realistic understanding of the business-related programs, students, and student capabilities.

Many of the Futuring Panelists were there because of their dedication to education and would likely be willing to engage further with teachers and students in their districts. MBA Research can help facilitate connections between teachers and panel members at your request

5. MBA Research recommends developing a Frequently Asked Questions (FAQ) page to answer common questions that members of the New Mexico business community have about WBL. The WBL discussion during the Futuring Panel generated numerous questions from interested attendees about the specifics of WBL in New Mexico. This in-depth conversation signals that while business and industry professionals are eager to participate in WBL, they may not be fully aware of the complexities and logistics of WBL nor where to go to have their most pressing questions answered in a succinct manner. Panelists' questions can serve as a starting point for building a FAQ page that helps inform and guide interested individuals and organizations towards the correct WBL resources.

6. Beyond an FAQ, the WBL discussion signaled a need for additional resources to inform the business community about WBL in New Mexico. The questions asked by panelists indicate that they have a strong desire to remain part of New Mexico's WBL pipeline. Panelists expressed the desire for guidance on taking part in WBL as they are not always certain about who to reach out to or where to begin. Panelists expressed great interest in the WBL toolkit that is currently in development by NMPED. The toolkit can serve as a great starting point for getting interested members of the business community up to speed on requirements for participation, contacts, and additional information they need to be lifelong active participants in New Mexico WBL.
7. Provide professional development and resources for teachers focused on the development of students' interpersonal skills. Futuring panelists shared that teamwork, collaboration, and communication skills are essential for success in the workplace, yet they are skills that younger employees often lack. While still in school, students should learn how to resolve conflict, shoulder responsibility, and effectively communicate inside and outside of meetings, among other "soft" skills. These skills should be part of the fabric of the classroom, work-based learning, and student organizations, since future success for students in the workplace will hinge on these skills. In the MBA Research Learning Center, teachers can access numerous resources ideal for growing students' interpersonal skills. Top among those resources are the Ethical Leadership course guide as well as 50+ Emotional Intelligence (EI), Communication Skills (CO), and Professional Development (PD) learning activity packages (LAPs).
8. New Mexico Futuring Panel participants placed a strong emphasis on the need for ethics in the workplace. In the MBA Research Learning Center, teachers can access a wealth of resources ranging from course guides to lesson modules and videos to help integrate ethics into the classroom. Sources of additional free ethics-focused instructional materials include:
 - [MBA Research's Ethics Education webpage](#), where teachers can access additional ethics resources such as an Ethics Service-Learning Project, an Ethics Boot Camp, and more.
 - [Ethics Unwrapped](#), developed by the McCombs School of Business at the University of Texas at Austin. Ethics Unwrapped offers a treasure trove of free videos, case studies, and other curated resources about behavioral ethics, organizational ethics, and more.
9. Offer educators formal training in **project management**. A project management approach in the classroom can help prepare students for the workplace and help foster the teamwork and communication skills needed for success.

Educators can visit the MBA Research [Project Management page on our website](#) to access resources available to build project management skills into their curricula. Free LAPs available on [MBA Research's website](#) to help teachers bring project management into the classroom include:

 - LAP-OP-001 Chart Your Course (Developing a Project Plan)
 - LAP-OP-003 Get What You Need (Identifying Project Resources)
 - LAP-OP-158 Projected To Win (Nature of Project Management)
 - LAP-OP-519 Plan On It! (Planning Projects)

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- LAP-OP-520 Check Your (Project) Pulse (Monitoring Projects and Taking Corrective Actions)
 - LAP-OP-521 Making the Grade (Evaluating Project Success)
10. Provide teachers with tools and resources for raising student awareness of common cybersecurity issues. Many panelists indicated that members of the workforce across all ages are highly susceptible to practices that are cybersecurity risks. While cybersecurity risks will continue to evolve over time as technology changes, teaching students about key signs and indicators to look for can help ensure that they keep strong cybersecurity practices and habits top of mind when they enter the workforce.
- The Cybersecurity & Infrastructure Security Agency's [Creating a Password Tip Card](#) provides best practices for creating strong passwords that keep your accounts and information safe.
 - The National Cybersecurity Alliance's (NCA) [How To Avoid Scams And Fraud](#) provides an overview of common online scams, their telltale signs, and what you can do to protect yourself from them.
 - The NCA's [What is Multifactor Authentication \(MFA\) And Why You Should Use It](#) provides an overview of MFA and the different types of MFA available.
11. Provide teachers with resources for instructing students on financial literacy. Panelists from business and industry as well as public institutions such as government agencies have emphasized the need to develop financial literacy among younger generations. As such, it is important to not only build financial literacy among students but also to begin the financial literacy journey at a young age to ensure that both its skills and importance stick with students into the workforce. Helpful resources for financial literacy education include:
- [Practical Money Skills](#), which provides tools and resources to help students K-12 develop money management skills. Provides information on the basics of credit, budgeting, investing, and more. Resources for teachers include lessons, teaching guides and student activities.
 - The Federal Deposit Insurance Corporation's [Money Smart for Young People](#), which provides free curricula on financial literacy, broken down into four age groups (PreK-2, 3-5, 6-8, and 9-12). The curriculum includes educator guides, slides, handouts, and learning objectives for each lesson. Parent and caregiver guides are also available to summarize what students are learning about financial literacy, in addition to conversation starters and guidance for answering questions their children may have as they navigate their financial journey.
 - [Hands on Banking](#), which is an online program that guides people of all ages in managing their finances. It includes courses and resources on building credit, budgeting, investing, obtaining loans, and many more topics that are essential knowledge for anyone who is striving to reach financial goals.
12. Provide opportunities for educators to access and utilize **workforce data** that can aid them as they articulate the importance of business administration programs and advocate for stronger ones. This is especially important as schools develop their local needs assessments in response to Perkins V requirements. O*NET OnLine is a great resource for workforce data for Business

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Management & Administration, Finance, and Marketing occupations. Educators can also access Projections Central or the U.S. Bureau of Labor websites to analyze workforce data in New Mexico and across the U.S. See the Career Data page on MBA Research's website for more national- and state-level resources.

13. New Mexico Public Education Department staff did a wonderful job of connecting with business executives at the Futuring Panels and learning as much as possible from them during the time we spent together. MBA Research encourages you to continue to leverage the connections made with the attendees and engage them with students and teachers to maximize learning experiences designed to prepare students for careers in management and entrepreneurship.

Thank You and Recognition of Contributors

MBA Research and the New Mexico Public Education Department would like to thank the participants of the Management and Entrepreneurship Futuring Panel who shared their expertise with us. Panel participants presented their own views based on their professional experiences and not necessarily those of their companies.

We are always grateful to meet with and hear directly from business and industry about what's going on in the workplace. Thank you for your time and commitment to New Mexico workforce development and business administration education.

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New Mexico Partnership

MBA Research and Curriculum Center would like to acknowledge our strong partnership with and support from the New Mexico Public Education Department, a member of the MBA Research and Curriculum Center consortium.

New Mexico Public Education Department

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