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Accreditation Committee**

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March 27, 2015

Ezra Escudero

State Director

Ohio SBDC

The State of Ohio Development Services Agency

77 South High Street

Columbus, Ohio 43216-1001

Dear Ezra,

The Ohio Small Business Development Center was reviewed during the week of October 13th – 18th, 2014 by Beth Melnik of the Georgia SBDC, Chris Bouchard of the Missouri SBTDC, Barbara Necarsulmer of the Delaware SBTDC and Greg Panichello of the Kansas SBDC. The review encompassed the general accreditation standards developed and deployed in cooperation with our federal funding partner, the U.S. Small Business Administration (SBA).

Attached to this letter is the final report which contains the complete observations and recommendations from the accreditation team. Examples of innovative thinking and actions are detailed within the report, as well as a number of important recommendations for the Ohio SBDC to consider implementing.

Based on the on-site review, final report and presentation by the accreditation team, the Accreditation Committee voted at its March 13, 2015 meeting to accept the recommendation of the team to accredit with nine conditions the Ohio Small Business Development Center. Conditions were cited in the following standards:

Standard 1.2 – Senior Leadership Responsibilities

Standard 2.1 – Strategic Planning Process

Standard 2.2 (a) – Strategic Objectives

Standard 2.2 (b) – Strategy Deployment

Standard 3.2 (b) – Client Relationships

Standard 7.1 – SBDC Service Results and Outcomes

Standard 7.2 – Customer-Focused Service Results and Outcomes

Standard 7.3 – Market Results and Outcomes

Standard 7.5 – Organizational Effectiveness Results and Outcomes

OSBDC concurred with the committee's recommendation. The conditions should be met as quickly as possible, but all conditions must be satisfied within 12 months of March 13, 2015. The Ohio SBDC is expected to provide periodic progress reports to the accreditation team who will update the committee.

Accreditation qualifies you to apply for SBA funds administered by the Office of Small Business Development Centers. Your next scheduled review will be in the year 2019, and your accreditation will expire on December 31, 2019.

ASBDC Accreditation Correspondence

March 25, 2015

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Accreditation is important for each SBDC and is essential for the national SBDC program to be recognized as a high quality economic development organization. Congratulations to you and your staff, hosts, and supporters.

Best regards,



Beth Melnik
Chair, ASBDC Accreditation Committee



Chris Bouchard
Vice-Chair, ASBDC Accreditation Committee

cc: Daryl Hennessy, Chief Business Services Division, The State of Ohio
Carroll A. Thomas, Associate Administrator, U.S. Small Business Administration
Chancy Lyford, Deputy Associate Administrator, U.S. Small Business Administration
C. E. Rowe, President, ASBDC
Martin Golden, District Director, U.S. Small Business Administration
Gilbert Goldberg, District Director, U.S. Small Business Administration
Kate Harvey, ASBDC w/attachment



OHIO SBDC NETWORK ACCREDITATION REPORT

Accreditation Review Conducted October 13-18, 2014

TEAM MEMBERS: Beth Melnik, Barbara Necarsulmer, Chris Bouchard and Greg Panichello

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INTRODUCTION AND OVERVIEW

HIGHLIGHTS OF THE OHIO SBDC NETWORK					
History <i>Program started in 1985 within the Ohio Department of Development</i>	<p>A recent history of changes at the state lead center provides needed perspective for readers. The following is taken from the Ohio SBDC Network 2014 Accreditation Self-Study:</p> <p><i>In 2011 John Kasich was inaugurated as Governor. Besides introducing a new administration, Governor Kasich fulfilled a campaign promise by announcing the launch of JobsOhio, a “new private, nonprofit corporation to replace the Ohio Department of Development and drive job creation.” The JobsOhio launch was ultimately successful, and its network of regional partners dominates the economic development scene across the State of Ohio. However, Department of Development was never truly replaced. Instead, it was renamed as the Development Services Agency and continues as the State Network Host Agency for the Ohio SBDC.</i></p> <p><i>In summary, the upheaval of the last four years finds its origin in the following changes:</i></p> <ul style="list-style-type: none"> • <i>A change in gubernatorial administration (governor and party)</i> • <i>Establishment of JobsOhio</i> • <i>Four directors of the Ohio Development Services Agency – the SBDC State Network Host</i> • <i>Three Ohio SBDC state directors (Shauri, Hennessy, and Escudero) [Note: Escudero now reports to Hennessy]</i> • <i>Multiple state host agency restructuring efforts</i> • <i>Stagnant or declining funding from federal, state and local sources</i> • <i>Ongoing evolution of the marketplace</i> 				
Key Funding Stakeholders	Sources	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Ohio Development Services Agency	GRF	\$1,142,120	\$1,350,960	\$1,396,993	\$1,472,525
SBA		\$3,643,982	\$3,858,395	3,556,415	\$3,420,455
Center Hosts	Cash	\$1,576,830	\$1,413,375	1,321,328	\$1,639,708
	In-kind	486,879	499,279	419,368	333,300
	Indirect	1,250,072	1,069,525	1,137,986	1,422,313
Program Income		\$152,776	\$186,132	140,977	\$197,783
Key Client Segments	Pre-Venture, Start-Up, Existing; Veterans, Minority, Women, New Americans and LEP/Latino				
Staff	132 total staff: 14 State Lead Center staff, 118 Service Center staff. 60 Full Time staff, 72 Part Time staff				
Service Centers	27 core SBDCs, 4 Manufacturing & Technology SBDCs, 7 International Trade Assistance Centers				
Service Area	Full-state coverage: 40,952.6 square miles across 88 counties.				



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Total Clients Served	<u>2011</u> 8,686	<u>2012</u> 8,174	<u>2013</u> 8,320	<u>2014</u> 7,941
Service Hours (C&P)	<u>2011</u> 57,402	<u>2012</u> 54,941	<u>2013</u> 52,552.75	<u>2014</u> 51,012
Special Programs				
STATE ECONOMY				
Population and Economy	11,570,808 – 7 th Largest state in the USA		Industries	
Employment	5,766,000 civilian labor force 5,341,000 employed 425,000 unemployed		<ul style="list-style-type: none"> • Trade, Transportation & Utilities • Professional & Business Services • Education & Health Services • Leisure & Hospitality • Financial Services • Construction • Manufacturing 	
Small Business Environment	730,393 self-employed 190,184 employer firms 48% of non-farm private sector workforce			

1.0 LEADERSHIP AND ORGANIZATIONAL ISSUES

Objective: *Create an environment in which the lead center director and other program leaders routinely address organizational values, ethical behavior and performance expectations.*

1.1 Senior Leadership Authority

SBDC senior leaders must have authority to make key decisions for:

- Guiding and sustaining the SBDC organization to align it with key stakeholders and support organizations,
- Setting strategic direction,
- Managing operations,
- Allocating resources,
- Managing the SBDC budget,
- Determining the appropriate organizational structure and reporting relationships,
- Determining the optimal location of centers,
- Designing personnel requirements and duties
- Negotiating and interacting with key stakeholders, and
- Setting and reviewing performance expectations, including performance expectations that are part of the SBA Cooperative Agreement as well as performance expectations of other key funding sources.

Team Observations:

As part of the new direction, the leadership has made a notable effort to create a work environment within the Ohio SBDC that is respectful and trusting.



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The team observed that instability in the lead center has continued since the last accreditation in 2010 which has generated wariness amongst the staff. Events within the last 1½ years have led to guarded confidence in the future. Employees reported that they had seen positive changes thus far, but can only hope the improvements will continue. Of chief concern was the removal of staff at the lead center by the Ohio Development Services Agency (ODSA), the insertion of others with neither the state director’s concurrence nor explanation of the personnel actions.

While changes may have been justified, the lack of communication to the field network as to the long-term intent of the moves was not well received. In the Spring of 2013 representatives from the SBA’s Office of Small Business Development Centers visited with ODSA leadership to re-affirm that these types of changes are outside the boundaries of the Cooperative Agreement. According to the SBDC leadership, in the aftermath of these personnel “swaps,” personnel left in the SBDC program do not appear qualified for the positions in which they were placed, nor have these staff responded well to the training that was provided.

The team also encountered concerns about the deployment of the cooperative agreement. For example, travel was approved in the overall cooperative agreement budget, but a specific travel request was rejected by the host for reasons other than the availability of funds. Recently, the state director experienced difficulty securing an external facilitator to assist with the creation of a new strategic plan for the organization. Thus, in terms of allocating resources, the state director has implicit authority, but not the full authority to implement specific parts of the Cooperative Agreement.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

The team recommends that the lead center participate in regularly scheduled dialogue with ODSA management to maintain understanding of the Cooperative Agreement and its appropriate deployment, including confirmation that the SBDC state director has full authority to exercise control over the financial and personnel resource of the lead center personnel, as per the guidelines, in order to effectively manage the SBDC program.

1.2 Senior Leadership Responsibilities

The SBDC leadership system creates an environment in which the Lead Center Director and other program leaders routinely guide and sustain the SBDC organization, communicate with the workforce, encourage high performance, advance organizational values, and promote ethical behavior.

SBDC leaders must systematically:

- **Set direction,**
- **Address current and future opportunities,**
- **Set standards for organizational values and promote ethical behavior,**



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- Have processes in place that ensure sound fiscal and contractual management of the SBDC program,
- Communicate and deploy performance expectations, and
- Review performance to understand the health of the organization and to enable translation of performance findings and learning into priorities for improvement and innovation.

SBDC senior leaders must ensure that the SBDC operates in compliance with:

- Federal laws and regulations, and
- The Notice of Award and Program Announcement.

SBDC senior leaders must support and participate in the common interests of the Association of Small Business Development Centers including political objectives, national initiatives and financial obligations.

Team Observations:

The team observed an improved working environment that encourages openness, listening, transparency and mutual respect from the lead center since the current state director was hired. Many center directors and consultants noted how their opinions on organizational matters are sought out, and they appreciate the opportunity to contribute to the decision making process.

The team received multiple accounts of how the lead center is setting direction for the organization through more regular communication and formal reports which are well reviewed. Performance expectations are established through the annual contract process; however, the team confirmed with multiple field offices that they do not know how their goals are determined. Center reviews are regularly conducted by the lead center staff to evaluate performance. The team reviewed center reports that cited less than satisfactory performance; however, there was no formal or informal process for plans of improvement. This lack of accountability and strategy for improvement has resulted in continued sub-par performance in some centers. The lack of overall accountability was seen as a de-motivating force in some of the higher performing centers.

With regard to federal laws and regulations, the Notice of Award, and Program Announcement, the Standards of Conduct are signed annually by SBDC personnel and external consultants. The Ohio SBDC has an active advisory board that meets twice per year. The most recent financial exam conducted by SBA resulted in four findings as documented in its October 25, 2013 report, which have been addressed. The Ohio SBDC Lead Center provided a response letter dated December 20, 2013 which outlined corrective actions for each finding. The most recent SBA Programmatic Review report was issued May 2, 2014. The report noted that no further action was required as a result of this programmatic review. The Ohio SBDC has demonstrated its support of common interests among all SBDCs through its participation in Federal Legislative visits as well as the national conference. Over the past few years, several Ohio SBDC center directors have presented at the national professional development conference.

Evaluation:

	Commendation / Best Practice
	Standard Met / Recommendation
✓	Standard Not Met / Condition



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Condition:

This standard will be met when evidence is presented to the review team demonstrating that the lead center is (1) communicating and deploying performance expectations and (2) reviewing performance to understand the health of the organization and translating performance findings and learning into priorities for planned improvement and innovation across the network.

Recommendation:

It is recommended that when centers exhibit sub-par performance, the state office staff require the center to provide a corrective action plan to improve performance. Utilizing the center review process already in place can help drive performance improvements and encourage problem solving. Timetables for completion and tracking progress (which would include interim measures leading toward desired goals) should aid the lead center in meeting this standard.

2.0 STRATEGIC PLANNING

Objective: *Develop systematic, well defined and well understood decision making processes which focus on long-term sustainability and results in the development of mid to long term strategies and action plans, and aligns the organization in pursuit of its long-term strategies. The strategic planning process may vary based upon the needs, size, challenges and opportunities within the SBDC lead center.*

2.1 Strategy Development

2.1 (a) Strategy Development Process

Strategic planning must demonstrate a systematic (regular and continual) approach to collecting and analyzing relevant data and information to identify key success factors for SBDC sustainability and development of key strategic objectives.

Team Observations:

The most current strategic plan was developed in 2010 and updated in 2012. The team learned that a group of individuals from the various centers and the state lead center, along with advisory board members, assembled for a one-day retreat to draft and develop the 2010 plan. The team did not observe any data that was analyzed nor research information reviewed as part of the planning process. Centers, partners and stakeholders were able to provide input in setting the mission, vision and values.

Transitions in the state lead center have hampered efforts to update the strategic plan. The Accreditation Team found that there was full agreement that the SBDC organizational strategic plan was in need of an overhaul. The state director and others within the lead center discussed their intentions to begin this process at the conclusion of the accreditation visit in order to include findings and recommendations from the review into the new plan.

Evaluation:

	Commendation / Best Practice
	Standard Met / Recommendation
✓	Standard Not Met / Condition



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Condition:

This standard will be met when the Ohio SBDC presents evidence to the review team that it has deployed a repeatable process to collect and analyze relevant data and information aiding in the identification of key success factors for sustainability. This process must be used to develop an overhauled Strategic Plan providing organizational strategic objectives.

Recommendation:

The review team recommends that an outside facilitator be selected to work with the Ohio SBDC on the organizational strategic plan and be familiarized with the requirements of Accreditation Standard 2.0 in order to ensure an efficient use of resources. This section is inter-dependent and builds upon each of the subsections, requiring that they all be addressed in a linear manner.

2.1 (b) Strategic Objectives

The SBDC’s strategic planning process must identify key strategic objectives, measures, timetables for accomplishment, and the most important goals for the strategic objectives.

Team Observations:

The 2010 organizational strategic plan consists of four goals:

1. Provide counseling, educational opportunities and connectivity to needed sources that encourage innovation and growth of small businesses at all stages of development throughout their entire lifecycle
2. Enhance and develop network-wide internal resources and tools that ensure delivery of quality service
3. Create top of mind awareness and understanding of the Ohio SBDC Network and services
4. Build and foster strategic alliances that will invest in and strengthen the Ohio SBDC Network

The 2012 update included this additional goal:

5. Provide leadership teams that create a positive environment that supports achievement of both short and long term goals and objectives to foster program sustainability.

Measures, timetables, and resources required for accomplishment were not developed for these network-wide goals. The plan outline that was included in the self-study showed strategies, key indicators and metrics that related to each of the four goals; however, the strategies read more like objectives that described *what* they wanted to accomplish rather than *how* they were going to meet their goals. Also the indicators and metrics read more like strategies with steps outlining what would be done to meet the goals, and with no quantifiable targets or measures as would have been expected given the headers of “key indicators” and “metrics.” When on-site, the team learned that these three elements were “roll-ups” from the center level strategic plans that are updated annually as part of the Request for Proposal process, and not part of an organizational strategic planning process; thus, the office level activities were not well aligned with the outlined strategic goals. Furthermore, there are no common strategies between offices, resulting in a fragmented approach to serving the state.

Evaluation:

	Commendation / Best Practice
	Standard Met / Recommendation
✓	Standard Not Met / Condition



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Condition:

This standard will be met when the Ohio SBDC presents evidence to the review team that it has collectively developed and deployed a process to establish key network-wide strategic objectives, accompanying measures, timetables and priority goals for each strategic objective as per Standard 2.1 (a)

2.2 Strategy Deployment

A systematic (regular and continual) and well understood process must be in place to:

- Convert strategic objectives into actions,
- Modify actions if circumstances require a shift,
- Define innovations in products and services which are driven by client and stakeholder needs,
- Define key performance measures and indicators for tracking progress, and
- Define requirements in financial, technological and key human resource planning.

Team Observations:

The review team observed that local efforts to deploy the Strategic Plan were inconsistently tracked, and few offices could articulate steps that had been taken to meet the strategic goals. However, there were diligent offices that developed new products and services to meet local market needs and had achieved progress in attaining goals. As noted, local offices have not been held accountable for deployment efforts and the lead center has not engaged in strategic planning necessary for common strategies that can be tracked, reported upon and evaluated.

Evaluation:

	Commendation / Best Practice
	Standard Met / Recommendation
✓	Standard Not Met / Condition

Condition:

This standard will be met when the Ohio SBDC presents evidence to the review team that it has established and deployed a process to convert strategic objectives into action plans that assign personal accountability, drive daily behavior, and ensure each network member is contributing to the fulfillment of the network's long-term goals and vision. The process should facilitate modified actions as local circumstances require; defined innovations in products and services driven by client and stakeholder needs; defined key performance measures and indicators for tracking progress; and defined requirements in financial, technological and key human resources planning.

3.0 CUSTOMER AND STAKEHOLDER FOCUS

Objective: *Identify and segment clients, markets and key stakeholders; determine needs, requirements, expectations and preferences for each; build relationships; and determine satisfaction.*

3.1 Knowledge of Client, Stakeholder, and Market Needs, Requirements, Preferences, and Expectations



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SBDC should demonstrate it has a systematic process or processes to determine needs, requirements, expectations, and preferences of clients, stakeholders and markets to ensure the continuing relevance of SBDC products and services and the development of new SBDC business opportunities.

3.1 (a) Client Requirements, Needs, and Expectations (Preferences)

SBDCs should have a regular and continual process in place to gather and analyze relevant information regarding key needs and requirements, as well as product and service expectations (preferences) of client segments and key clients.

Team Observations:

The team observed various approaches in place to capture small business needs, including input from partners (such as lenders, chambers, and other economic development organizations), and third-party surveys (from the Ohio Business Resource Network), as well as survey responses from SBDC clients and training participants. Offices use this information to enhance local product offerings, but the methods used varied across the state. The team did not observe how this information had been used for organizational strategic planning purposes.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

The Lead Center should consider implementing network-wide processes to collect and integrate the various needs assessment information gathered and process that information into a key needs assessment analysis in support of its strategic planning process.

3.1 (b) Stakeholder Needs, Requirements and Expectations (Preferences)

SBDCs should have a regular and continual process in place to gather and analyze relevant information regarding key needs, requirements, and expectations (preferences) of key stakeholders and resource partners.

Team Observations:

The team met with the upper management of the Ohio Development Services Agency including David Goodman, Director; Andrew J. Pusateri, Chief of Staff; Ryan Burgess, Assistant Director; and Daryl Hennessy, Chief of Business Services Division and to whom the Ohio SBDC State Director reports. All spoke appreciatively of the SBDC and the role it plays as part of the continuum of economic development support services for the state with an overall objective of job creation. The management reported that they receive positive feedback on the work of the SBDC, but expressed a desire for greater awareness of the SBDC services among the citizenry.

Feedback from SBA officials was positive. In Columbus, the team met with District Director Martin Golden and Business Opportunity Specialist/SBDC Project Officer John Renner. In Cleveland, two team members met with District Director Gilbert Goldberg. Support for the new state director was unanimous, and each was able to speak to interactions at various offices. There was one identified concern regarding



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the capital acquisition goal which has not been met in the last few years. While SBA's metrics are part of the Ohio SBDC's list of performance metrics, the capital infusion goal has been unmet. The team did not observe any action plans from the lead center or the field offices as to how they were planning to adjust their approach to meet capital infusion goals, as well as the attribution of assistance from the SBDC in obtaining needed financing.

The service offices were well integrated with local hosts and each office did a good job of attending to host needs. Hosts were a combination of colleges/universities and economic development organizations. While host support did not appear to be an issue at any center visited, it was particularly strong at Lorain County Community College and The Ohio State University where the SBDC was well integrated with outreach programs and creatively customizing services to their respective markets.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

The goal of capital infusion is recommended to be prioritized and analyzed in-depth for the benefit of the entire network through a reporting and documentation process that includes client attribution.

3.1 (c) Market Needs and Expectations (Preferences)

SBDCs should have a regular and continual process in place to gather and analyze relevant information regarding key needs and expectations (preferences) of the broader small business market in order to identify potential new markets, market segments, or other new business opportunities.

Team Observations:

Several offices noted using the survey results issued from the Ohio Business Resource Networks and feedback from local partners. Additional sources included local roundtable groups and hosts. The Engagement and Resource Team is using secondary research to profile the local markets to help evaluate industries that are more prevalent within service areas and could be higher impact client groups yielding greater capital infusion.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

The network consistently indicated that several market segments are important to the state. The team recommends that the network expand key research into industry segments e.g., manufacturing, mining, bioscience, to identify priority needs and challenges for those businesses. The network could use the research and resulting analysis to enhance counselor skills and to develop new services based upon the needs of identified key market segments.



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3.2 Management of Client and Key Stakeholder Relationships and Satisfaction

3.2 (a) Stakeholder Relationships

SBDCs must have a systematic (regular and continual) process for:

- Building relationships with existing stakeholders and acquiring new stakeholders,
- Enhancing the SBDC’s value to key stakeholders,
- Listening to and obtaining feedback from key stakeholders, and
- Assessing, analyzing, and responding to stakeholder satisfaction and/or dissatisfaction. Methodology should capture actionable information for use in meeting or exceeding stakeholders’ expectations. Processes should be in place to integrate feedback as part of a continuous improvement system.

Team Observations:

The Engagement and Resource Team is working to identify potential new hosts. The review team observed a close relationship with the local hosts in all instances. Hosts were supportive of the SBDC’s efforts and highly engaged with complimentary programs that brought local synergies to the service centers. The team observed multiple strategies of using students to work with clients through class projects and assistantships.

The review team met with both SBA district directors and the project officer who were complimentary of the new state director’s efforts to improve the morale/motivation of the SBDC staff. The SBA noted that the capital infusion goal had been missed, despite an improvement in the economy and an overall increase in SBA loans in the state of Ohio. The team heard of a couple of instances where more frequent communication with the district directors would be appreciated.

The team met with agency management who expressed appreciation for the SBDC’s strategy to focus more on existing business clients rather than pre-ventures in order to help the state increase their employment rate with the creation of new jobs. As noted in Standard 1.2, established regular communication with agency management would be helpful.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

The review team encourages the state director to take the necessary steps to enhance communication with both SBA and ODSA agency contacts.

3.2 (b) Client Relationships

SBDCs must have a systematic (regular and continual) process for:

- Building relationships with existing clients and acquiring new clients,
- Enhancing the SBDC’s value to clients,



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- **Listening to and obtaining feedback from clients, and**
- **Assessing, analyzing, and responding to client satisfaction and/or dissatisfaction. Methodology should capture actionable information for use in meeting or exceeding clients' expectations. Processes should be in place to integrate feedback as part of a continuous improvement system.**

Team Observations:

All of the service offices expressed understanding and support of the desire to shift the consulting emphasis to more existing business clients. While some offices described plans and activities they are undertaking to build a more desirable mix of clients; offices seem to be less purposeful in their approach to client management. The Ohio SBDC's Engagement and Resource Development Team uses secondary market analysis and networking with various community level referral sources to help connect the SBDC offices with existing businesses that may be unfamiliar with the services of the SBDC. This dedicated effort of relationship marketing should help the local service offices build awareness and reposition themselves as effective business assistance providers.

The review team received feedback from the state lead center that the process for administering client satisfaction surveys had the centers send out surveys 60 days after the initial meeting. However, this process had dropped off during the leadership transition. At the beginning of 2014 the state lead center took over this process.

Clients from the first six months of the year were sent paper surveys which were returned to the state lead center. Negative comments were acted on by the state office staff, and local service offices were notified of the relatively few instances of negative comments. The team observed from most centers that they do not know how the new process is working and would appreciate seeing the completed surveys from their respective clients. The survey responses are not tallied or analyzed to evaluate overall results network-wide or individual service center results. Thus, processes to integrate feedback as part of a continuous improvement system are not in place.

Evaluation:

	Commendation / Best Practice
	Standard Met / Recommendation
✓	Standard Not Met / Condition

Condition:

The Ohio SBDC can meet this Standard by demonstrating to the review team that they have adopted and implemented a systematic process throughout the Network for collecting feedback from all clients which analyzes the responses and acts upon the feedback to improve the overall organizational client relationships. The survey findings are considered more reliable when the surveys are administered by a third-party (either state office personnel or/and an independent contractor) to remove any potential response bias. Opportunities for performance improvement are enhanced when

- survey questions cover the full scope of the counseling experience
- results are tallied network-wide for comparative purposes with a network average and/or items specific response goals, and
- the counselors are provided access to all responses from their respective clients.



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Recommendation:

As part of the client intake process, the review team recommends that counselors inform clients of the importance of survey participation and implement follow-up tactics in order to encourage responses.

The review team recommends that an online survey method be explored which can improve timeliness and yield more cost-effective evaluation follow-up. Once an adequate sample size is obtained, various break outs of responses may be analyzed for a more detailed understanding of clients' satisfaction with the Ohio SBDC personnel and services. Findings at the organizational, office and individual counselor levels should be presented as feedback for learning opportunities.

Other variables such as industry and market segment can be further analyzed for potential differences in satisfaction. Results can then be trended over time to evaluate the effectiveness of new tactics aimed at improving client satisfaction, as per Standard 7.2.

3.3 Marketing and Promotional Programs

The requirements for designing, managing, and improving the marketing and promotional programs must include:

- A separate and identifiable logo or brand used consistently throughout the network including the SBDC or SBTDC name.
- A clear integration of strategy and image for the SBDC that conveys the SBDC image and identity as a cohesive SBDC network.
- Use of the brand or logo to convey the identity of a cohesive SBDC network on all information, materials, and signage.
- Acknowledgement of being an accredited member of the ASBDC where appropriate, and preferably having the approved ASBDC logo on the website of the lead center. (Note: If an SBDC is not accredited, the standard ASBDC logo is to be used instead.)

Team Observations:

The Ohio SBDC has a network-wide logo and branding standards for the organization that are deployed; the review team witnessed isolated incidents of inconsistent use of the logo on business cards, websites, signage and promotional material among the service offices. The state lead center website includes acknowledgement as an accredited member of the ASBDC and the new America's SBDC logo.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

The review team recommends that the Ohio SBDC continue with their deployment of branding standards. Office reviews could include an examination of marketing materials to ensure consistent application.



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4.0 MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

Objective: *Create a performance management system for driving and managing daily operations and for tracking overall organizational performance. This system includes measurement selection, data collection, analysis, and alignment with key strategic objectives.*

4.1 Development and Implementation of a Performance System

SBDCs must have processes which identify how the organization selects measures, gathers and analyzes data, aligns, reviews, and utilizes its performance data and information at all levels of the SBDC program to enable learning and continuous improvement.

Team Observations:

The Ohio SBDC has about a dozen metrics that it goals and tracks for each center. The metrics are as follows:

1. Capital Infusion
2. Business Starts
3. Long-term Clients
4. Jobs Created
5. Jobs Retained
6. Total Clients
7. Counseling Hours
8. Ratio of Pre-Venture to Start-up/Existing Clients
9. Training Attendees
10. Training Sessions
11. Sales Increase
12. Export Sales
13. Government Contracts
14. Private Contracts

Goals for each metric are established by the state office and communicated during the annual RFP process. Progress is calculated quarterly by the state office and posted within Center IC so that each center can see the progress for their respective office. Network-wide progress is not communicated to the centers, nor did the centers understand how their goals were determined.

The review team noted that the Service Office Reviews conducted by the lead center comment on progress toward goals, but corrective or adaptive action is not required when goals are not met, thereby negating any drive toward continuous improvement. The review team also observed that the lack of consequences of failing to attain goals was having a negative impact on morale in the higher performing centers. Individual performance reviews are conducted by supervisors using the hosts' processes.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition



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Recommendations:

See Condition in Standard 1.2 relating to the deployment of the Service Office Reviews.

The review team recommends that the Ohio SBDC lead center consider

- (1) Re-evaluating how goaled metrics are determined and include center managers in this discussion so that transparency, trust and mutual accountability is enhanced;
- (2) Sharing network-wide progress toward all goals to strengthen the sense of shared responsibility across the organization; and
- (3) Opening the client database to all centers as a means of more efficient tracking of clients who may visit more than one office. This approach would facilitate co-counseling and a regional approach to serving clients when different areas of expertise are required.

4.2 Security and Confidentiality of Data

SBDCs must have a system in place to ensure security and confidentiality of electronic and hard copy data.

Team Observations:

Confidentiality statements are signed by all SBDC staff as well as local host employees with access to client data. Processes are in place to keep client information stored either electronically or by hard copy in a safe and secure environment.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

4.3 Validation and Verification of Key Performance Results

SBDCs must have systems in place to validate and/or verify the accuracy of key performance measures and results.

Team Observations:

The Ohio SBDC has a process to verify all impact reported in Center IC that includes a statement from the client attributing the assistance received from the SBDC has resulted in the outcomes reported.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

4.4 Measurement of Economic Impact

Each SBDC program must participate in the impact studies of the ASBDC and SBA, and should develop a strategy which works towards a statistically significant number of responses.



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Team Observations:

The Ohio SBDC participates in the national impact survey and contracts for a state report each year. Recently, the SBDC deployed a strategy to improve the response rate by having the local service offices pre-notify clients of the upcoming survey and the importance of client feedback.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

The review team recommends that the Ohio SBDC continue efforts to improve the response rate by updating contact information prior to the data collection process, consider utilizing email as an alternative data collection medium, and consider adding an additional wave of disbursement.

5.0 WORKFORCE FOCUS

Objective: *Design work systems that encourage workforce learning and motivation and enable the workforce to develop and utilize their full potential in alignment with the SBDC's overall objectives and action plans. The SBDC's efforts must build and maintain a work environment and workforce support climate conducive to innovation, performance excellence, and to personal and organizational growth. Create and manage human resource systems to achieve high performance. Establish key workforce practices and a support climate that enables personal growth, organizational growth and performance excellence.*

5.1 Work Systems

The SBDC must have work systems, an organizational structure and staffing patterns based on analysis of key needs and strategies of the SBDC. This structure must align with the SBDC's strategic objectives and be designed to enable the workforce to achieve desired results and effectiveness while providing an opportunity to develop its full potential and achieve high performance.

Team Observations:

The Ohio SBDC's 27 field offices are staffed with business advisors and center managers. Offices have full or part-time administrative assistants. Most offices utilize outside consultants with needed specialties for both training and assistance with clients.

University students are incorporated into the program through class projects that assist clients, as well as through assistantships and internships directly with client businesses. There are international trade consultants, manufacturing/technology consultants as well as PTAC consultants located throughout the state at various offices. The offices are organized into regions which encourage sharing of ideas, projects and resources; however, the team observed the differences between regions with some functioning very informally and too often inconsistently.

The lead center includes two primary divisions: centers support and engagement, and, resource development. One of the regional PTAC programs as well as the state's export assistance program report to the Deputy Chief of the Office of Business Assistance, which is an additional title Mr. Escudero holds



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along with State Director of the Ohio SBDC. The SBDC organizationally uses various committees comprised of staff from throughout the organization to update programs, processes, and policies.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

Once the new strategic plan is in place, the review team recommends that the Ohio SBDC examine its structure and staffing patterns to ensure that all current and future resources align with the new strategic objectives.

The review team recommends that the Ohio SBDC analyze office structure and the state director’s span of control. Specific elements to evaluate might include the number of centers, the number of host organizations, and the regional director model. The review team recommends that steps are taken to streamline the work systems in order to deploy the updated strategic plan more effectively and utilize all resources in an efficient manner.

5.2 Key Positions

Objective: *Key positions demonstrate appropriate business or administrative experience, knowledge and abilities to direct, coordinate and manage a multifaceted and multi-location organization. Key positions must have ability and skills to coordinate and manage a human resource system, establish and maintain collaborative relationships and understand business practices and management methods. Key positions and responsibilities, capacity, and salaries must be consistent with 13 CFR 130.460(f) (1).*

Lead Center Director and Associate/Assistant Director

The lead center director and associate/assistant director(s) should have at a minimum a master’s degree in business or other directly related field, or a bachelor’s degree with sufficient and progressively responsible experience, or have appropriate business or administrative experience that demonstrates the knowledge and abilities required to:

- Direct, coordinate and manage a multi-faceted, multi-location organization;
- Direct, coordinate and manage human and administrative resources;
- Understand the full range of business practices and business management methods; and
- Demonstrate skills in establishing and maintaining effective support and working relationships with a variety of public and private stakeholder partners that are needed for alignment with strategic objectives.

The salary of the SBDC lead center director and associate/assistant director(s) should at a minimum be equivalent to the annualized average salary of a full professor or associate professor, respectively, in the institution hosting the SBDC or parallel positions in the agency/organization hosting the SBDC. When the university host is not affiliated with a college, the salaries of the director and associate/assistant director(s) should be comparable to the college of business, college of engineering or equivalent.



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The SBDC Network should have a plan or strategy focused on developing leadership skills and succession for key positions throughout the network.

Team Observations:

The state director possesses leadership skills and experiences necessary to manage the Ohio SBDC. He has experience as an executive director of a network-wide network with a similar structure as well as an advisory board similar to the SBDC. The other key positions include the associate state director, the associate state director of operations and a section manager. All of these positions have the experience and credentials appropriate for their positions. Salaries meet the standard for all positions.

The state director has begun to develop additional leadership skills of key individuals in service leadership principles. In addition, the state director's open communication and efforts to provide transparency are indicative of his capacity to run a complex, multi-faceted organization.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

Though steps have been taken to develop staff skills to enable more individuals to take on greater responsibilities, it is recommended that a more systematic and comprehensive approach to succession planning be put into place.

5.3 Workforce Learning and Growth

Objectives: *Provide a method for determining the professional development needs of the workforce that supports the achievement of the SBDC's strategic objectives and contributes to the organization's performance. Provide on-going professional development and training for the workforce that builds its knowledge, skills and capabilities; contributes to achievement of action plans, organizational effectiveness, and career progression; supports key organizational needs related to the orientation of new members of the workforce, ethical business practices, management, and leadership; and addresses key needs associated with organizational performance and improvement and the changing business and technology environment. Provide an assessment and evaluation process that seeks input and feedback from the entire workforce regarding training needs and evaluation of professional development offerings.*

Workforce education and training must align with and support the achievement of the SBDC's strategic objectives, including the enhancement of workforce knowledge, skills, and leadership capabilities that contribute to organizational effectiveness and performance improvement.

The SBDC must have a systematic professional development program tied to its strategic objectives and provide evidence of its implementation throughout the network. The program must include:

- **Identification of network core competencies for all staff necessary to achieve desired results including specialties such as international trade, technology, and procurement;**
- **A method of determining the professional development needs of the workforce;**



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- **An on-going workforce education and professional development strategy that meets or demonstrates progress toward achieving identified competencies for both network and individual;**
- **A structured training/orientation program for new members of the workforce; and**
- **An assessment system, including opportunities for feedback, to determine effectiveness of the professional development offerings and make changes when warranted.**

Team Observations:

Individual development plans are required each year to detail requested professional development activities. The core of the Ohio SBDC professional development effort is the network's Certified Business Advisor (CBA) process which is well defined and well deployed. All advisors must obtain the CBA within 6 months. After obtaining their CBA, advisors must have an Individual Development Plan with 20 hours of training per year that need to be in appropriate categories. The CBA materials and exams are available electronically. The CBA program is administered by the University of Toledo. Other professional development opportunities are offered including IQa- Integrated Quality Assessment and Probative Counseling. International Trade Specialists (ITAC staff) as well as MTSBDC Counselors (Manufacturing and Technology) are provided professional development opportunities within their specialized fields. Advisors are not required to obtain the CBA but have requirements suited to their specialty.

The professional development process has been improved many times over the years and the accreditation team heard that an Ohio SBDC team is working on improvements to the CBA process, although these improvements have not yet been deployed to the field. Network advisors expressed a number of concerns with the current materials and process.

Common observations were that the material is outdated, and that it contains little content useful to success as a business advisor such as counseling and coaching skills and how to manage client relationships. Several advisors with advanced degrees and numerous years of professional experience expressed frustration that CBA process took away from core functions such as assisting clients or building relationships, with little value received for the effort. Although others noted the positive benefits of everyone obtaining at least a core level of training on a broad range of topics.

The CBA program serves to give all advisors a common language and set of experiences. Advisors did find considerable value from the ongoing professional development required for the IDP. However, perhaps due to the lack of a current strategic plan, the team observed little connection between professional development and strategic business needs.

There is a process for the orientation of new employees which includes time at the state office and mentoring by others in their region.

The team observed that while the resource development team is in the community looking for opportunities, there is no process to match these opportunities with the existing expertise and skills at local centers. This practice could lead to a situation where a demand for services is created without sufficient capability to deliver.



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Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

The review team recommends that the Ohio SBDC consider providing management training to center directors and other leaders within the organization. The purpose of the management training would be to instill a broader understanding of the functioning of centers and departments within the Ohio SBDC, an enhancement of management skills needed for the organization to do well into the future, and a consistent understanding across the state as to *why* the SBDC exists.

Based on comments from the field, the lead center is encouraged to engage with the field offices to conduct a thorough updating and enhancement of the CBA process and materials.

5.4 Workforce Environment and Motivation

Objectives: *Provide facilities that offer a professional environment for confidential client counseling. Assess and develop ways to improve workplace health, safety, security and ergonomics. Create workplace preparedness for disasters or emergencies. Determine specific factors that affect the workforces' well-being, satisfaction and motivation by developing formal or informal assessment methods to determine workforce satisfaction, well-being, and needs.*

Maintain a work environment and a workforce support climate that contributes to the well-being, satisfaction, and motivation of all personnel and:

- Ensures and improves workplace health, safety, security, and ergonomics,
- Ensures workplace preparedness for disaster or emergencies,
- Provides staff an opportunity to periodically give feedback to determine the key factors that affect workforce well-being, satisfaction and motivation,
- Supports the workforce via benefits and policies including items such as compensation, career progression and related practices that enables the well-being of the workforce. and
- Provides facilities that are professional in appearance, adequate for the delivery of services and allows for confidentiality for counseling.

Team Observations:

The work environment in all centers visited was professional and appropriate for training and one-to-one consulting. Additionally, each year's RFP process requires the centers to provide proposals that include meeting space that address state standards, including accommodations for private meeting space and a safe/secure place to store records and equipment.

Ohio SBDC Center facilities and staff disaster and emergency preparedness are primarily the responsibility of the host institutions and providers of office space.

Annually, the Ohio SBDC employees participate in a "Field Satisfaction Survey" to solicit feedback to allow evaluation of satisfaction, motivation and other factors that affect employee well-being. The



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questions generally follow the “Are We Making Progress” survey instrument, but also include some additional open-ended questions. This process was conducted in 2010, 2011, 2012 and 2014. A third-party vendor conducts the study, thereby encouraging an honest assessment of the overall program. The most recent survey was conducted in May 2014 and garnered an 84 percent response rate. Responses to all questions have improved since the survey was first issued four years ago. Comments are collected which provide more depth to the responses and specific areas for action.

Lead Center employees are employed by the State of Ohio with state standards of compensation and benefits. A mix of hosts that include chambers, higher education and non-profit business development organizations also employ SBDC personnel. Several employees noted their low compensation as well as fewer benefits. These comments also appeared on the Field Satisfaction Survey.

All facilities visited were professional and appropriate for training and consulting by the OSBDC. Sites not visited were evaluated based on photos resulting in the same conclusion.

Evaluation:

✓	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Commendation:

The Ohio SBDC is to be commended for its continued use of their employee satisfaction survey. The positive trends indicate that they are using the findings to make necessary improvements in the organization. For service delivery organizations, employee satisfaction is the foundation of an effective organization, and the Ohio SBDC has obviously worked hard to create a more stable and rewarding work environment.

Recommendation:

The responses to the “Field Satisfaction Survey” provide a rich trove of perspectives to explore. The review team encourages the Ohio SBDC leadership team to acknowledge staff for providing the feedback, and utilize the findings to shore up organizational weaknesses as well as capitalize on opportunities for improvement.

6.0 PROGRAM DELIVERY AND MANAGEMENT

Objective: *To design key service delivery processes that maximize client value and satisfaction and drive organizational success and sustainability.*

6.1 Key SBDC Services

Key services must be consistent with the national SBDC mission and align with the SBDC lead center strategy and cooperative agreement. Regular and continual processes for the design, delivery and management of key services must be in place.



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For each key service, systematic processes must be in place to:

- Ensure efficient & effective delivery
- Identify client expectations & preferences
- Link to the strategic plan
- Measure effectiveness
- Assess staff performance
- Obtain client feedback & measure client satisfaction:
- Gather & analyze performance data
- Use data for continuous improvement
- Improve performance & increase value to clients
- Maintain client confidentiality & avoid conflicts of interest

Team Observations:

The self-study outlined the Ohio SBDC's service delivery components as

- Prospect assessment to identify expectations and preferences
- Referrals to specialists or partner organizations
- Business training
- Client advising and counseling

Training is encouraged to “ensure fluency in business skills, knowledge and vocabulary particularly to facilitate a more fruitful engagement with SBDC advisors.” The top areas of counseling for 2013 (based on number of hours counseled) included

- Business Start-up/Business Planning (49%)
- Marketing Planning (10%)
- Access to Capital/Sources of Capital (10%)
- Export Assistance (5%)
- Financial Analysis (4%)

Specialty services include international trade assistance (ITAC) as well as manufacturing/technology (MTSBDC) assistance. However, the team observed that the ITAC and MTSBDC generally operate as separate programs and are not fully integrated into the SBDC.

Feedback is obtained via the assessment interviews, the 60-day satisfaction surveys and post-training surveys. Performance data is recorded in Center IC, and monthly reports are shared with the network in the private library facility for management to review. Additionally, summary data is compiled at the network level and presented in a monthly “performance to goals” spreadsheet for analysis and review. However, the team did not observe a systematic process for performance improvement. Client confidentiality forms are signed annually. Annual ethics training is required of all employees at the lead center, and this practice is replicated to all centers in the network.

Efficiency efforts include: Pre-venture clients are strongly encouraged to attend “how to start” classes prior to a consulting session. Most offices are delivering training programs to attract more existing businesses in order to attain the goal of the ratio of pre-venture vs. existing business clients.



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Effectiveness efforts include the work of the Engagement and Resource Development division to examine the business sectors that comprise a local market in order to tailor services to community needs. Impact surveys and local impact validation methods act as a check to ensure that consulting and training efforts are resulting in the desired outcomes of business starts, capital infusion, increased sales and jobs created.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

Recommendation:

The review team recommends that the Ohio SBDC work to better integrate the ITAC and MTSBDC services throughout the state. Examples of how this can be accomplished include the following:

- Enhance the relationships with ITAC and MTSBDC clients to better understand their requirements and level of satisfaction of the services provided. By enhancing the relationships with these clients, opportunities may be found for traditional SBDC counselors to provide additional services to them. See the condition and recommendation in Item 3.2(b).
- Develop and implement a process to monitor performance of the ITAC and MTSBDC. Communicating how performance measures are established and sharing progress to these goals will establish a sense of shared responsibilities between centers and programs. See recommendation in Item 4.1.
- As performance measures are defined, develop processes to analyze them to determine cause and effect of the results the centers are achieving. This will allow your network to find opportunities to improve. See the conditions and recommendation in Category 7.

With the development and deployment of new/updated strategic plans (see conditions in section 2.1a, 2.1b and 2.2) the Ohio SBDC will have opportunities to more effectively improve its design, delivery and management of key services across the state.

See conditions in 4.1, 3.2(c), 7.1, 7.2, 7.3 and 7.5 to aide in the development of a systematic process for performance improvement.

6.2 Accreditation of Technology Programs

If the SBDC is applying or re-applying for accreditation of a technology program, it must develop its technology program to meet the Guidelines for SBDCs seeking or renewing Technology Accreditation and/or Designation as a Small Business and Technology Development Center (see Appendix A of this document).

Team Observations:

Although it has previously earned the Technology Accreditation, the Ohio SBDC decided not to pursue the designation for this accreditation cycle.



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7.0 RESULTS

Objective: *To develop a routine and continual process to examine trends of SBDC's organizational performance over time (3-5 years) including stakeholder and customer focused outcomes, process effectiveness outcomes, financial and market outcomes, workforce focused outcomes and leadership outcomes.*

For the SBDC to improve quality and performance, the SBDC must utilize a system to document its work performance and outcomes in order to drive continuous quality improvement. This should include an ability to report on the performance measurement elements set forth in Standards 1 through 6. It must also include an ability to report on common data and results. ("Common data" refers here to data collected and utilized by more than one and often all SBDCs.)

Each of the standards below should be evidenced by tables, charts, graphs or other data with narrative analysis describing how the SBDC uses the data to improve performance and the results of its efforts.

7.1 SBDC Service Results and Outcomes

- Define key performance metrics (as identified in Standard 4.1) including those mandated from funding sources.
- Provide trend data for a minimum of three years in either graphic forms or charts depicting the SBDC's current level and trends in key measures or indicators of service performance for the overall organization.
- Describe how this trend data is regularly used to manage performance and explain positive or negative trends. Provide examples of how the analysis of these trends drives improvement or has led to organizational changes that resulted in improved performance.



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Satisfaction

The Ohio SBDC Program uses responses from the National Economic Impact Study (Chrisman) to gauge customer satisfaction for reporting to SBA. The study also provides insight to other key areas: New Jobs, Aggregate Sales Impact as well as State and Federal Tax Revenue generated by the clients surveyed.

National Economic Impact Study (Chrisman) for Ohio

Study Period	Effective Response Rate	Satisfaction	Recommend to Others	New Jobs	Aggregate Sales Impact (in millions)	State Tax Revenue (in millions)	Federal Tax Revenue (in millions)
2011-12	16.5%	86%	93%	1,159	\$134.1	\$6.0	\$3.1
2010-11	23.7%	98%	88%	1,122	\$198.9	\$8.8	\$3.3
2009-10	6.9%	100%	100%	1,106	\$(49.4)	\$(1.8)	\$3.3

Impact

Performance on SBA Goals

Program Year Federal Fiscal Year	Long-Term Clients			Business Starts			Capital Infusion		
	GOAL	Actual	% of GOAL	GOAL	Actual	% of GOAL	GOAL (in millions)	Actual (in millions)	% of GOAL
2013	2,500	2,227	89%	425	565	133%	\$125	\$109.8	88%
2012	2,700	2,527	94%	342	448	131%	\$122	\$115.5	95%
2011	2,700	2,617	97%	330	485	147%	\$122	\$126.9	104%

Key Performance Indicators

Program Year Federal Fiscal Year	Jobs Created and Retained	Sales Increase (in millions)	Export Sales (in millions)	Clients Served	Counseling Hours
2013	17,011	\$179.6	\$14.2	8,320	52,552
2012	13,909	\$129.9	\$35.2	8,174	54,941
2011	3,853	\$133.0	\$47.4	10,141	76,346

Return on Investment

Program Year Federal Fiscal Year	Business Started per working day	Jobs Created and Retained per Hour	New Sales Generated per Hour
2013	2.3	1.94	\$20,492
2012	1.8	1.59	\$14,813
2011	-	0.5	\$128,147



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Team Observations:

The self-study included tables with three years' worth of data for long-term clients, business starts, capital infusion, jobs created and retained, increase in sales, export sales, clients served and counseling hours. The Ohio SBDC network did not indicate how they analyze data trends or how the Ohio SBDC uses the data to improve performance.

Evaluation:

	Commendation / Best Practice
	Standard Met / Recommendation
✓	Standard Not Met / Condition

Condition:

See Condition in Standard 1.2 and Recommendation in Standard 4.1 to ensure that proper metrics are being tracked, analyzed and acted upon for the improvement of key service results. This standard will be met when evidence is presented that the lead center is analyzing key service results to drive improvement and organizational change.

7.2 Customer-Focused Results and Outcomes

- Based on the strategy for segmenting your client market as described in Standard 3.1(a), provide trend data for a minimum of three years in either graphic forms or charts depicting the SBDC's current level and trends in key measures or indicators of service performance for product offerings, client groups or market segments as appropriate.
- Describe how this trend data is regularly used to manage performance and explain positive or negative trends. Provide examples of how the analysis of these trends drives improvement or has led to organizational changes that resulted in improved performance.



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The Ohio SBDC Program measures the ratio of client segments against goals as specified in the annual RFP:

- 35% Pre-venture and 65% Start-up & Existing

The goal was set to drive the activities with start-up and existing clients ---- where historically the most economic impact is gained. Several key measures and indicators are gathered and reported during the annual onsite review process: client needs, client satisfaction and client ratio as well as a measure of percentage to each special emphasis client group.

Client Segment	Program	FFY 2011		FFY 2012		FFY 2013	
Pre-venture	SBDC	4,133	55.6%	3,509	43%	3,748	44.5%
	ITAC	62	0.8%	82	1%	69	0.8%
	MTSBDC	135	1.8%	128	1.6%	78	0.9%
	Total	58.2%		45.6%		46.2%	
Start-up & Existing	SBDC	2,535	34.1%	3,873	47.5%	4,072	48.3%
	ITAC	220	3%	276	3.4%	258	3.1%
	MTSBDC	304	4.1%	248	3%	167	2%
	Total	41.1%		53.9%		53.4%	
Other		46		38		30	
Total Clients		7,435		8,154		8,422	

Top Areas of Counseling

Area of Counseling	FFY2011	FFY2012	FFY2013
0400 Financial Analysis	746	587	399
0600 Buy/Sell Business	298	214	209
0700 Government Contracting	173	86	99
0800 Export Assistance	348	363	447
1000 Marketing Planning	1068	1336	957
1200 Business Start-up	3117	2648	2712
1300 Sources of Capital	648	546	499
1500 Legal Issues	295	341	204
1600 Accounting/Bookkeeping	193	134	136
1700 Other	1332	747	881
1900 SBIR & 3300 Commercialization	187	92	93
2100 Business Planning	2092	1890	2114
3000 Access to Capital	602	490	513
3200 Cash Flow Analysis & Management	123	108	78
3900 Management & Leadership	126	111	87
4100 Operations Analysis & Planning	96	79	117
4200 Strategic Planning	362	258	266



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Client Satisfaction

National Economic Impact Study (Chrisman) for Ohio

Study Period	Effective Response Rate	Satisfaction	Recommend to Others
2011-12	16.5%	86%	93%
2010-11	23.7%	98%	88%
2009-10	6.9%	100%	100%

Team Observations:

The self-study includes a chart with “satisfaction” and the “recommend to others” metric from the National Impact Survey. The self-study states, “In the last few years, the Ohio SBDC has not been utilizing this trend data to manage performance or to address trends. Nor has the Ohio SBDC been using analysis of this trend data to drive improvement or organizational change.”

Evaluation:

	Commendation / Best Practice
	Standard Met / Recommendation
✓	Standard Not Met / Condition

Condition:

See Condition in Standard 3.2(b) to ensure that proper metrics are being systematically obtained, thereby creating a reliable dataset for analysis. This standard will be met when evidence is presented that the lead center is analyzing customer focused results to drive improvement and organizational change.

7.3 Market Results and Outcomes

- Describe peer or aspirant organizations (such as similarly funded or structured SBDCs or other local organizations). Define comparable metrics and data collection sources.
- Benchmark trend data for a minimum of three years in either graphic forms or charts depicting the SBDC’s current level and trends in key measures or indicators of service performance to comparable SBDCs or national averages.
- Describe how this trend data is regularly used to manage performance and explain positive or negative trends. Provide examples of how the analysis of these trends drives improvement or has led to organizational changes that resulted in improved performance.



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National Economic Impact Study (Chrisman) comparison (Ohio & US average)

Study Period		Effective Response Rate	Satisfaction	Recommend to Others	New Jobs	Aggregate Sales Impact (in millions)	State Tax Revenue (in millions)	Federal Tax Revenue (in millions)
2011-12	OH	16.5%	86%	93%	1,159	\$134.1	\$6.0	\$3.1
	US	17.2%	91%	94%	1,223	117.2	5.7	3.2
2010-11	OH	23.7%	98%	88%	1,122	\$198.9	\$8.8	\$3.3
	US	17.5%	90%	89%	1,253	127.6	5.9	3.6
2009-10	OH	6.9%	100%	100%	1,106	\$(49.4)	\$(1.8)	\$3.3
	US	16.3%	88%	93%	1,003	76.9	3.8	3.0

Observations:

The self-study included a chart showing a comparison of Ohio SBDC impact results to the national averages for the previous 3 years. The self-study states, "In the last few years, the Ohio SBDC has not been utilizing this trend data to manage performance or to address trends. Nor has the Ohio SBDC been using analysis of this trend data to drive improvement or organizational change."

Evaluation:

	Commendation / Best Practice
	Standard Met / Recommendation
✓	Standard Not Met / Condition

Condition:

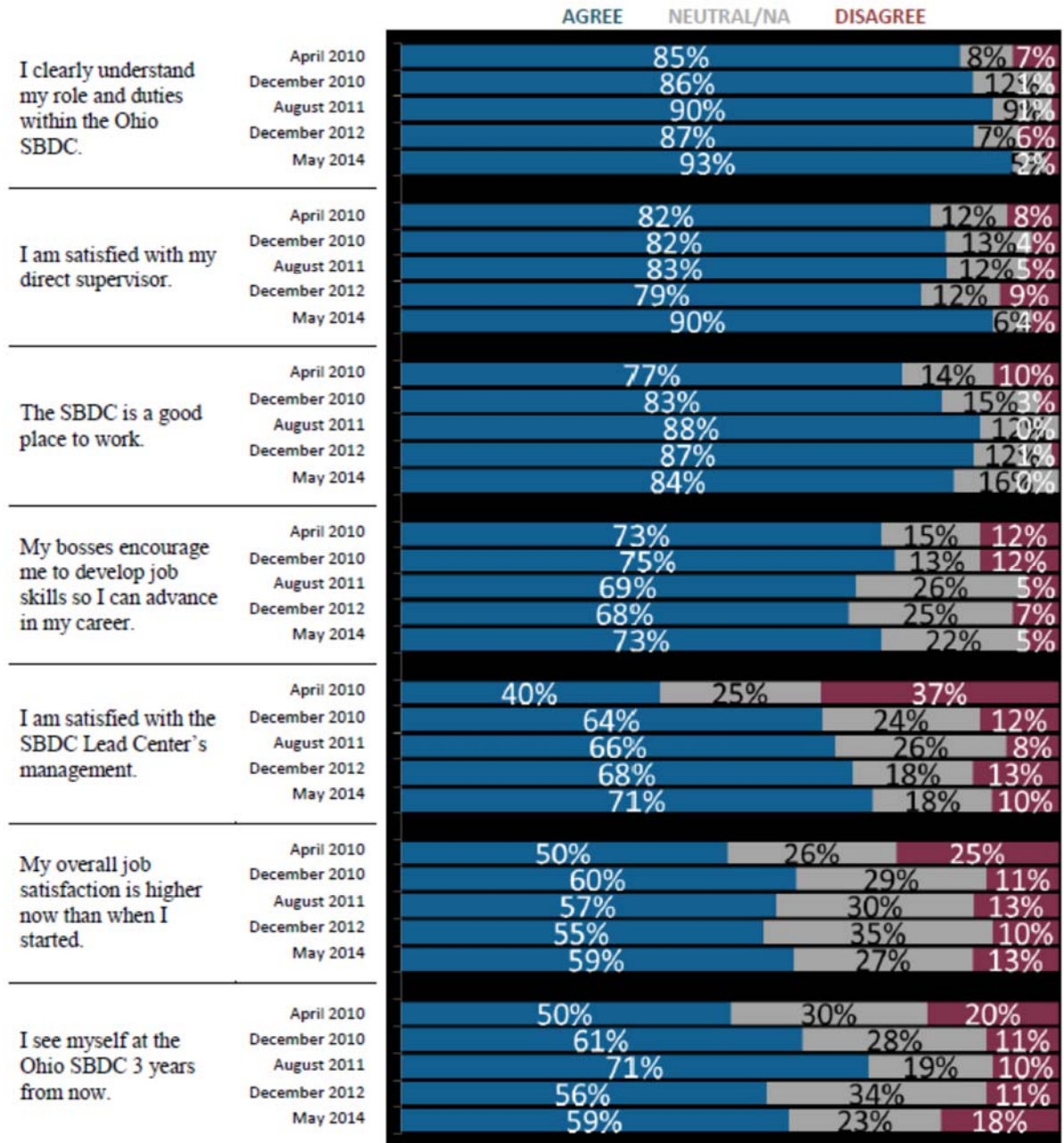
See Condition in Standard 1.2 and Recommendations in Standards 3.1(c) and 4.1 to ensure that proper market metrics are being systematically obtained, thereby creating a reliable dataset for analysis. This standard will be met when evidence is presented that the lead center is analyzing comparable market-focused results to drive improvement and organizational change.

7.4 Human Resource Results and Outcomes

- Describe your key performance measures or outcomes for employee learning, workforce environment and general staff satisfaction (as identified in Standards 5.3 and 5.4).
- Provide trend data for a minimum of three years in either graphic forms or charts depicting the SBDC's current level and trends in key measures or indicators of human resource performance.
- Describe how this trend data is regularly used to manage performance and explain positive or negative trends. Provide examples of how the analysis of these trends drives improvement or has led to organizational changes that resulted in improved performance.

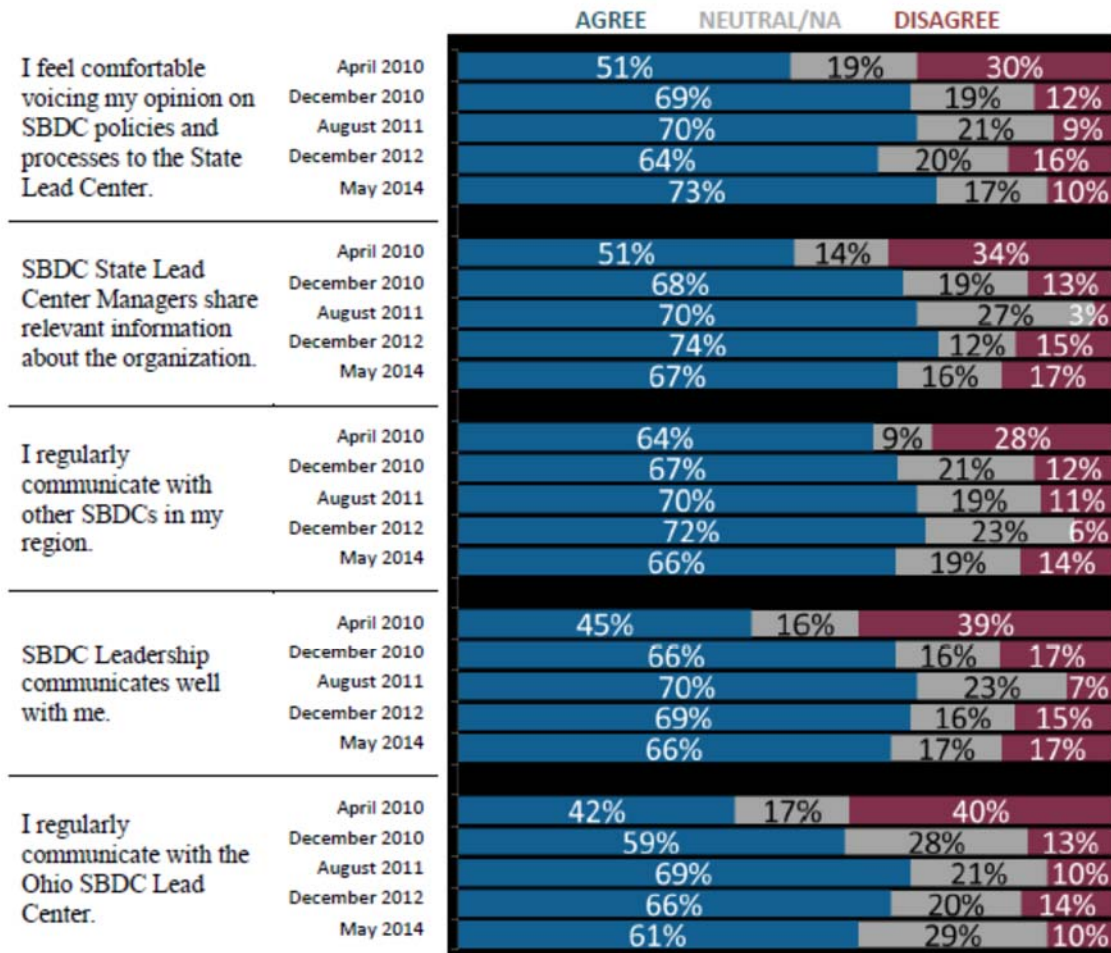


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Team Observations:

Since 2010 the Ohio SBDC has utilized a third party vendor to conduct an annual Field Satisfaction Survey. The results depicted indicate an overall improvement in most of the 12 areas analyzed. However, the last year showed a decrease in satisfaction with the communication process and intent to remain with the program into the future. Based on this finding, the state director has instituted a Weekly Report to improve communication with the field offices and better inform staff. Feedback from the centers indicated an appreciation for this effort.

Evaluation:

	Commendation / Best Practice
✓	Standard Met / Recommendation
	Standard Not Met / Condition

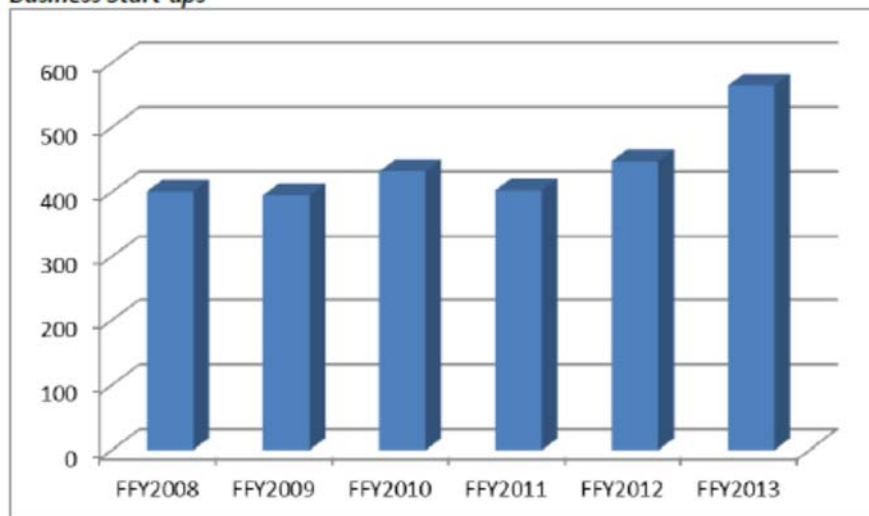


Accreditation Report

7.5 Organizational Effectiveness Results and Outcomes

- Describe key performance measures or outcomes for measuring indicating the return on investment of the SBDC either from the annual impact study or other sources and include any other metrics (i.e., cost per job created or amount of new sales for every dollar invested in the SBDC) which would help evaluate organizational effectiveness.
- Provide trend data for a minimum of three years in either graphic forms or charts depicting the SBDC's current level and trends in key measures or indicators of organizational effectiveness.
- Describe how this trend data is regularly used to manage performance and explain positive or negative trends. Provide examples of how the analysis of these trends drives improvement or has led to organizational changes that resulted in improved performance.

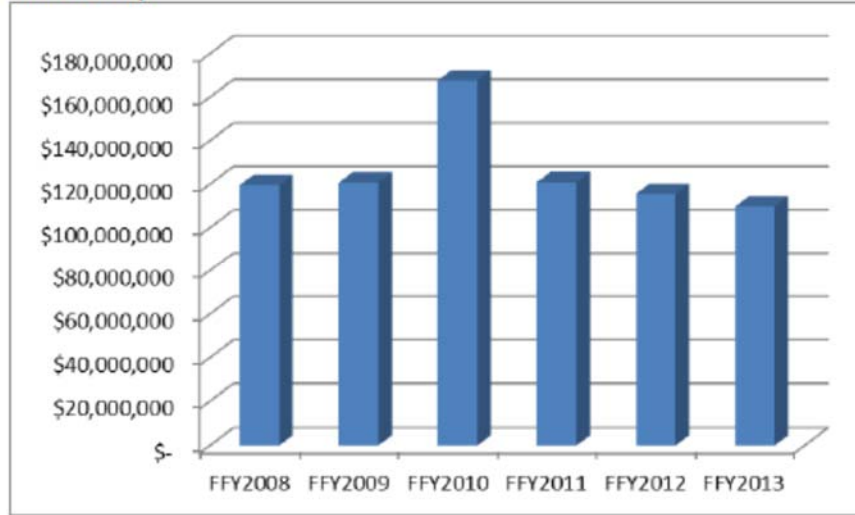
Business Start-ups





Accreditation Report

Sales Activity



Team Observations:

The data provided in the self-study shows a history of sales and business starts, but evidence could not be found describing how the network uses these data to determine organizational effectiveness or how this information is used to drive improvement.

Evaluation:

	Commendation / Best Practice
	Standard Met / Recommendation
✓	Standard Not Met / Condition

Condition:

See Condition in Standard 4.1 to ensure that proper metrics are being systematically obtained, thereby creating a reliable dataset for analysis. This standard will be met when evidence is presented that the lead center is analyzing Return on Investment results to drive improvement and organizational change.