ASBDC ACCREDITATION STANDARDS 2004

Italicized text is language added to guide the accreditation team in applying criteria standards and to assist them with recommendations on the next steps to enhance the SBDC's ability to manage for performance and results.

*(**Note**: Categories of 1, 2 and 3 comprise the leadership triad and are very integrated. Experience has taught us that it is easier to think through the leadership triad by starting with category three and then to move to category 2. Upon the completion of categories 2 and 3, many issues in category 1 will have become self-evident or at least much clearer.)*

1.0 Leadership and Organizational Issues

Objective: *Create an environment in which state directors and other program leaders routinely address organizational values and performance expectations; establish a clear focus on customers and other stakeholders; empower employees; stimulate learning and innovation; and set organizational directions.*

1.1 Status and Recognition

1.1.1 Leadership System

The SBDC leadership system creates an environment in which state directors and other program leaders:

- **Establish a clear focus on customers and stakeholders – a focus that sets and communicates direction and considers all stakeholders.**

  Normally established from needs assessment in the SBDC Strategic Plan.

- **Routinely communicate and reinforce values and performance expectations.**

  Leadership's central role is to set values and directions and ensure they are communicated in the form of performance expectations. Identify what communications are used within the system that support this item.

- **Maintain a climate conducive to learning in which people who deliver services are being trained and systematically learn from local, state and national SBDC organizational knowledge.**
  Identify how staff systematically learns from others and are encouraged to evaluate and adopt more effective processes, products and procedures. One

important part is likely to be the presence of a professional development and training program.

- **Establish and reinforce an environment for employee empowerment and innovation.**

- **Encourage and use results of feedback from employees, customers, clients and stakeholders.**

- **Use a system to nurture individuals to be future leaders in the system.**

   The state director should identify the leadership system, including the identification of leaders. The leadership system should include opportunities for employees to take on additional responsibilities and receive recognition of performance.

1.1.2 Management Expectation of Leadership

SBDC leaders should systematically set direction, address current and future opportunities, communicate and deploy performance expectations.

SBDC leaders should systematically review performance to understand the health of the organization and to enable translation of performance findings into priorities for improvement and innovation.

1.1.3 State Director Reporting Relationship

The SBDC State Director within an educational institution must report to the school or college dean or an equivalent or to a higher-level administrator. In a non-educational organization, the SBDC State Director must report to an individual who is no lower than the third level of management or administration within the host institution or agency and must function at the same level.

Evidence of SBDC's participation in policy deliberations.

1.1.4 Budget

The SBDC must have a separate budget and identity and must not be an indistinguishable part of a larger unit. The SBDC must demonstrate that it has systems and a structure capable of overseeing and managing its budgets. The SBDC director must be in control of these budgets. The SBDC must have systems in place that ensure sound fiscal and contractual management of its programs. To be eligible for accreditation, the SBDC must have taken

appropriate actions to correct any substantive issues identified by the latest SBA financial Programmatic Examination. (Moved from 6.2.2)

1.1.5 Direct Funding Support

Financial Support must be documented as follows:

- **Support for the SBDC should be demonstrated by the direct funding from state government, local government or the SBDC network, including host institutions or the private sector. The SBDC must document that there is direct match from eligible sources.**

- **There should be evidence that attempts have been made to obtain contracts and grants, personnel, dollar or equipment contribution from sources other than SBA. An SBDC should be able to demonstrate a strategy for seeking supplemental funding that is consistent with the SBDC strategic plan. (Moved from 6.2.3)**

1.1.6 Chief Administrator Support

The SBDC must show that the participating institutions and the chief administrators understand and support the SBDC and that the SBDC has become an acknowledged component of the participating institutions' educational and/or economic development efforts.

Accreditation team looks for:

A leadership system that addresses values, performance expectations and client and stakeholder needs and effectively communicates to all appropriate personnel, partners and stakeholders.

A leadership system of interlocking elements that guides and aligns an SBDC by:

- *Developing strategy and plans using a defined planning process directly involving state directors and other program leaders.*

- *Using multiple methods of communication of information from leadership to all parts of the organization and to allow for communication from the organization back to leadership.*

- *Seeking information on new and improved methods of doing business by state director and other leaders and encourage all employees to do the same.*

- *Having multiple methods to gather and review information on the effectiveness of the leadership system and to identify opportunities for improvement.*

- *Having leaders review results regularly pertaining to key organizational measures and use such reviews to set and prioritize improvement options.*

- *Allocate resources through a formal method for leadership to support plans and improvement priorities.*

- *Establishment of a formal structure that provides clear lines of authority, responsibility and communication and fosters strong organizational relationships.*

1.2 Network Delivery System

Organizational Structure

1.2.1 The SBDC's organizational structure must be consistent with the SBDC's mission, goals and funding ability. The SBDC must be capable of supporting the strategic plan.

1.2.2 The SBDC director must demonstrate sufficient authority and direct oversight over all SBDC units as established by contractual arrangement or agreements. The lead center should demonstrate the availability of sufficient resources to manage the SBDC.

1.2.3 Standard management functions of the lead center include, at a minimum, grants management, financial management, resource development, communications, program development, program management, ~~and~~ quality control and MIS management. (From 5.1)

1.2.4 The service delivery system and geographic coverage must be consistent with the organizational structure and effectively relate to the changing needs of the small business community. (Moved from 6.2.4)

1.2.5 The SBDC must report and explain significant changes in its organizational structure from that in place at the time of the prior review. The SBDC also should report any significant planned changes in its structure.

2.0 Strategic Planning

Objective: Implement a well-defined method to establish long-term strategy and short-term action plans to achieve that strategy. Align the organization in pursuit of its long-term strategy.

2.1 Strategic Planning Process

The SBDC must have a written strategic plan and evidence its use in guiding the SBDC's future development and current operations. Development of the plan should be a systematic, inclusive process that provides for the:

- Development of a vision for the future.
- Development of a mission statement.
- Evaluation of customer needs.
- Evaluation of stakeholder needs.
- Input of employees.
- Development of an environmental scan, including a SWOT analysis.
- Development of a long-term strategy (2-5 years).
- Development of short-term goals (12 months or less); these goals should be aligned with and prioritized from long-term strategy.
- Development of action plans.

2.2 The Strategic Plan

To meet accreditation standards, the strategic plan must contain:
- Vision for the future.
- Mission statement.
- Identified markets segments (customers) and delivery levels of key services to those markets.
- Clear identification of strategic objectives with short-term goals and action plans to meet strategic objectives.
- Role of the SBDC in its state's economic development effort.
- Appropriate objectives of SBA, the host institution and other funding partners.
- Role of the SBDC within host institutions.
- A list of services offered by the SBDC, including
- Focus of services relative to customer needs
- The proportion of resources allocated to each service
- Quality improvement and control system.
- Short- and long-term goals.
- Integration of appropriate elements of the national delivery system program into the operation of the system.

2.3 Strategic Plan Deployment

The strategic plan must be deployed throughout the network. If there is a separate operating plan, there should be evidence that the operating plan is in alignment with the strategic plan and other management decisions and policies. There must be evidence of:

- **An effort to meet short-term goals and action item deadlines including measures, targets, schedules and resource allocations. An understanding and commitment from persons at all levels of the organization regarding their role in the strategic plan.**

A systematic process to track and monitor progress and make changes as necessary.   This may occur in strategic or operational documentation.

Accreditation team looks for:

Methods to gather, analyze and review customer, market, operational, organizational and employee data through a defined process.

An analysis methodology that will allow for an understanding of the potential financial impact of organizational strategy and action plans.

A method to establish action plans at each level of the SBDC so that it is aligned in pursuit of its strategy, including measures, targets, schedules and resource allocation.

An understanding at all levels of the organization of how his or her work contributes to achieving organizational goals and plans.

3.0 Client and Stakeholder Focus

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

3.1 Knowledge of Client Needs and Expectations

The SBDC should demonstrate it has a systematic process or processes to analyze the needs of its small business community. Further, the SBDC must demonstrate it utilized the results of the analyses to develop and deliver programs to meet identified needs. The needs analysis need not be a formal research effort, nor must it be a state or regional-wide analysis. It must, however, be designed to obtain information from relevant public, private and education institutions, as well as from owners of small businesses, in order to identify and develop valuable services for the SBDC to offer.

Research on client needs and expectations should include a systematic process for gaining customers' knowledge. The process should:
- Use multiple listening posts.
- Determines key customer requirements.
- Determines product/service features of most importance to customers.

Accreditation team looks for:

Information the SBDC gathers on client and customer needs and drivers of satisfaction; how both internal and external information are analyzed to draw conclusions for necessary actions steps.

The objective is to identify and segment customers, markets and key stakeholders and to determine requirements, expectations and preferences for each.

The team will review:

- *Needs assessment documents or description of process.*
- *Utilization of needs assessment(s) in the development of the work process and strategic plan.*
- *The SBA's level of involvement in needs assessment. Evidence should exist that the district directors were provided an opportunity to be involved.*

3.2 Stakeholder Satisfaction and Relationship Enhancement

3.2.1 Stakeholder Feedback

There must be a system to provide financial and other supporters of the SBDC with information regarding the results of the SBDC's efforts. Stakeholders include, but are not limited to the SBA District Office, host institution, state government, Congressional offices and other financial supporters.

Research on stakeholder satisfaction and relationship enhancement should determine the drivers of stakeholder funding decisions to enable analysis and appropriate actions. At a minimum the SBDC should:
- Gather information on stakeholder relationships and satisfaction.
- Analyze data collected and draw conclusions.
- Act on conclusions and align to actions.

The objective is to build stakeholder relationships and to determine stakeholders' level of satisfaction.

3.2.2 Relationship with SBA and SBA Supported Resources

The SBDC director must demonstrate a commitment to establishing and continuing a mutually supportive relationship with the SBA through the district director(s) having responsibility for the center's service area. The SBDC must be knowledgeable about and utilize all appropriate SBA supported resources in providing assistance to its clients.

Accreditation team looks for:

Both the state/regional director and the district director will be interviewed to evaluate the partners' perceptions of the nature of the relationship. The team will review relevant documentation and interviews to determine:
1. The nature of the relationship between the state/regional director and the SBA district director(s).
2. The extent to which the actions of the SBDC director represent a deliberate effort to establish a mutually supportive and collaborative relationship with the district director(s).
Note: If the district director is unwilling to talk to the team, the SBA Office of Small Business Development Centers should be notified at the earliest convenient time.

Note: "District director(s) having responsibility" means responsibility for SBA operations in a geographic area (not of the SBDC).

A systematic process for gaining customers' and stakeholders' knowledge that:
- *Uses multiple listening posts.*
- *Determines key customer and stakeholder requirements.*
- *Determines product/service features of most importance to customers.*

A systematic process for translating customer and stakeholder requirements into product/service designs.

Key access mechanisms to facilitate customers and stakeholder conducting business and seeking assistance and information, including contact standards.

Relationships are enhanced through:
- *Providing results to key stakeholders.*
- *Promoting programs and services.*
- *Providing material to small business.*

Methods that identify the:
- *Key customer and stakeholder requirements.*
- *Customer requirements most important in creating value for customers.*
- *Stakeholder requirements most important in creating value for stakeholders.*
- *Service features that will satisfy the most important requirements.*

3.2.3 Professional Standards

There should be evidence of production and distribution of publications, pamphlets, brochures, audio-visual aids and other materials for use by small business. Materials should convey the identity of a statewide network.

3.2.4 Advisory Boards

- **Advisory boards shall represent the service area and shall be composed of a predominant number (greater than 50 percent) of small business owners and representatives of the small business community.**

- **While optional, where centers have established local advisory boards, their membership shall be composed predominately (greater than 50 percent) of small business owners and representatives of the small business community.**

The SBDC should have explicit description of functions and evidence of deployment.

4.0 Program Performance Standards

Objective: Create a performance management system to permit an understanding of overall organizational performance and performance in daily operations.

4.1 Analysis and Review of Performance

4.1.1 Development of a performance system

There must be clear definition of performance measurements to enable an understanding of the need to measure, analyze and continuously improve performance and results. At a minimum, measurement and analysis must be in place in the following areas
- Quality of products and service and customer and client satisfaction.
- Budget management and cost-effectiveness of results achieved.
- Achievement of action plans, short-term goals and strategy.
- Outcomes and economic impact using consistent data methodology and collection.

4.1.2. Implementation of a Performance System

There must be an internal evaluation system within the SBDC that monitors each of the performance standards and provides for corrective action. This performance system should be institutionalized within the SBDC. The lead center must undertake oversight and evaluation activities consistent with a continuous improvement and total quality management approach. A system of center reviews and corrective action follow-up should be in place.

Key strategies should have identifiable measures that enable understanding of whether the strategy is being accomplished as planned.

4.1.3 Measurement of Economic Impact

The SBDC must participate in the periodic national SBDC impact surveys. Additionally, state economic impact studies should be developed as necessary to ensure state-based comparison capability for the SBDC.

4.1.4 Information Transfer Actions

At a minimum, SBDCs will record the number of requests to which they respond as information transfer actions.

Accreditation team looks for:

A systematic process for selection and collection of data to gauge the extent and effectiveness of the operation in management education and training, consulting with individual clients and information transfers.

Evidence that the data is aggregated, analyzed and used in SBDC reviews to understand performance, determine cause and effect relationships and establish improvement actions.

A clearly defined set of measures that reflect overall performance of the organization in areas critical to the success of the program.

Well-defined and consistent methods to collect data pertaining to those measures.

Results analysis that permits an understanding of organizational performance and identification of improvement priorities for program management within alignment of the strategic plan.

A systematic process for selection and collection of data to gauge the extent and effectiveness of the operation in
- *Management education and training.*
- *Consulting with individual clients.*

5.0 Staffing and Resource Utilization

Objective: *Enable employees to develop and use their full potential to support the organization's objectives; create a work climate that is conducive to performance excellence, full participation and organization growth.*

5.1 Staff Focus

The staffing pattern of the SBDC must be adequate in size and appropriately organized to effectively manage the program. The staff focus must be designed to motivate and enable the staff to develop and utilize its full potential to work for the network's overall objectives and action plans. A work climate should be evident that is conducive to performance excellence and to personal and organizational growth.

5.1.1 Key Positions

Many SBDCs utilize an associate/assistant director to meet the requirement to effectively manage the program. Typically SBDCs include sub-center directors. Neither position is required, but the SBDC must demonstrate that its staffing pattern is appropriate and adequate.

State/Regional Director

The state/regional director should have at minimum a master's degree in business or other directly related field <u>or</u> 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 (1) direct, coordinate and manage a multi-faceted, multi-location business development program; (2) direct, coordinate and manage human and administrative resources; (3) understand the full range of business development and business management methods; and (4) demonstrate skills in establishing and maintaining effective support and working relationships with a variety of public and private stakeholder partners that are needed for a successful SBDC.

The salary of the SBDC director should at a minimum be comparable to the annualized average salary of a full professor in the institution hosting the SBDC or parallel positions in the agency/organization hosting the SBDC and the area it services.

Note: The state director must be able to operate at the master's level through his/her combined education and experience.

Associate/Assistant State Director

Associate/assistant state director should have substantial relevant work experience and education in the area for which they will be responsible (e.g., administrative, MIS, specific programmatic responsibilities, etc.). The SBDC associate/assistant state director should have as a minimum a degree in business or another appropriate field.

The salary of the SBDC associate/assistant state director should be comparable to the annualized salary of an assistant professor in the business school or the equivalent in a state agency.

Center Director

The SBDC center director should have as a minimum a master's degree in business or a bachelor's degree in an appropriate field and small business administrative experience that demonstrates the knowledge and ability to (1) direct, manage and market a program to a geographically dispersed client base; (2) apply business management principles, practices and techniques; (3) design small business education programs; (4) identify problem areas within a small business; (5) develop diversified outreach assistance programs; (6) leverage outside public and private sector resources; and (7) measure and evaluate impact of program delivery.

The salary of the SBDC center director should be comparable to annualized salaries established for similar positions in the area served by that particular center with comparable responsibility. In educational institutions, a suggested level is that of the annualized salary of an assistant professor, taking also into consideration the longevity of the director in the program and the professional background of the person who would occupy that position.

Other SBDC Professional Staff

Business advisors/counselors, research assistants, program directors, etc., should have appropriate qualifications and experience. Salaries should be comparable to similar positions in the host organization.

5.1.2   Staff Cooperation and Team Building

An organizational culture should exist that establishes team concepts, community knowledge, and sharing so as to expand and enrich effectiveness of job performance. An approach should be in place for managers and

supervisors to coach, encourage, support, recognize and mentor employees and provide them with development opportunities.

A process should be in place to capture and recognize employee input on employee satisfaction, operational concerns, and health and safety concerns.

An atmosphere should exist that promotes cooperation and teamwork that promotes excellent performance. Motivational mechanisms should be in place to help staff attain job and career related development objectives. This performance management system should support high performance and a customer and stakeholder focus.

5.1.3 Approach for mutual benefit of host and SBDC

SBDCs should demonstrate a mutually beneficial relationship for both the host and SBDC, for the host through the SBDC contributions to the mission of the institution and for the SBDC through the resources available through the host. This is likely to include but not limited to the faculty, students, research, related programs and other unique resources. Recognition of host goals from the SBDC program and resulting satisfaction should be evident.

What value is being derived from the host institution?
What value is being derived from the SBDC?

5.1.4 Networking of Private Sector Resources and Public Entities

To foster broad development and delivery of small business assistance services and to avoid duplication of effort, there should be evidence of extensive networking, linkages, cooperation and integration with the chambers of commerce, business and trade associations and economic development entities, etc. Where called for in the strategic plan, appropriately qualified volunteers, including business firms, associations and ~~other~~ SBA resource partners, should provide a portion of SBDC services. Documentation of private sector involvement should be documented when it occurs. Recognition systems for volunteers and partners who contribute to the work of the SBDC should be present.

5.2 Professional Education, Training, and Development

Staff education and training support should support the achievement of the network's overall objectives, including the enhancement of staff knowledge, skills, and capabilities and contributing to high performance. Professional development should include staff needs determination, training to improve job performance, effectiveness measurement through feedback and utilization to enable enhancement of the employee.

The SBDC must have a formal, implemented, professional development program tied to the strategic plan. The program must include:
- **A method of determining the educational needs of staff,**
- **Ongoing staff education and professional development,**
- **A structured training/orientation program for new employees,**
- **An assessment system, including opportunities for feedback, to determine effectiveness of the educational offerings and make changes when warranted.**

Accreditation team looks for:

Job and work design align with center objectives, including volunteers, faculty/students and paid consultants.

Managers and supervisors systematically encourage and support employees to achieve their full potential.

SBDC should demonstrate extensive networking with organizations, both public and private.

Education and training needs of staff are linked to the strategic plan.

Explanation of employee reinforcements and subsequent deployment of values and plans.

If appropriate, describe any special recognition or employee motivational techniques utilized.

6.0 Program Delivery and Management

Objective: *Establish a focus on work processes. Establish methods to design, manage and improve work processes on a continuous basis.*

6.1 Core SBDC Services

Describe how your SBDC manages key processes for service design and delivery for all the following core SBDC services.

6.1.1 Counseling[1]

Counseling is a core SBDC service. The following requirements for designing, managing, and improving this service must be in place:

- **Definition. Define the service, how it is delivered, how it links to the strategic plan and how each of the following systematically occur:**
  - ➢ **High-quality counseling supported by systematic approaches for managing and maintaining quality.**
    - *Counseling records must indicate high quality counseling as the review team will use file write-ups and file examples of work preformed to judge the quality of counseling service.*
    - *Policies governing counseling and/or consulting must be defined.*
  - ➢ **Procedures to preserve confidentiality**
    - *Procedures must be documented and deployed.*
  - ➢ **Clients must receive timely counseling.**

- **Key Requirements. Identify the key requirements of these services based upon input from clients and stakeholders and upon assessment of organizational needs.**

- **Measurements. Establish performance measures that reflect the key requirements of this service and its delivery system. Include:**
  - ➢ **Evaluating the quantity and quality of counseling.**
  - ➢ **Analyzing the quality and impact of counseling.**
  - ➢ **Providing counselor-based client feedback.**

- **Monitoring. Establish methods for monitoring performance of the delivery system associated with this process and actions to be taken when**

indicators are present establishing that this service *as defined* is not being delivered in a manner that meets all requirements.

- **Improving. Establish methods for evaluating the quality of this service and actions to be taken to improve this service when indicators are present that this service, *even when properly delivered*, is not meeting all requirements.**

Accreditation team looks for:

Narrative descriptions on SBA Forms 1062 (or their electronic equivalents) must contain at least the following information:

- *A description of what occurred in the session. The description must be sufficient so that someone unfamiliar with the case could read the description(s) and be able to understand what occurred in the session(s) and to continue high quality counseling based upon the description(s).*

- *An analysis of the problem to be solved.*

- *Actions taken to solve the problem identified.*

- *Follow-up actions to be taken prior to the next session by both the client and consultant.*

The purpose in writing high-quality narrative descriptions includes the following:

- *Narrative descriptions are the only means that other counselors have to familiarize themselves with a case, should that become desirable or necessary.*

- *The process of writing narrative descriptions is an important part of the consulting process, for in writing the narrative, the counselor takes the time to assimilate and organize what occurred in the session, which is important for planning and understanding the on-going case and maintaining focus on problem-solving.*

- *Narrative descriptions are the primary evidence of the quality of counseling being delivered by a counselor and are key to establishing accountability.*

6.1.2 Training and Education

Management education and training is a core SBDC service. The following requirements for designing, managing, and improving this service must be in place:

- **Definition.** Define the service, how it is delivered, and how it links to the strategic plan. Include:
  - A basis for decisions made in developing educational programs.
  - Usage of the strategic plan to develop management education and training.
  - Documentation of policies governing management education and training.

- **Key Requirements.** Identify the key requirements of these services based upon input from clients and stakeholders and upon assessment of organizational needs.

- **Measurements.** Establish performance measures that reflect the key requirements of this service and its delivery system. Include:
  - Evaluating the quantity and quality of educational and training activities.
  - Analyzing the quality and impact of educational and training activities.
  - Providing trainer-based attendee feedback.

- **Monitoring.** Establish methods for monitoring performance of the delivery system associated with this process, and actions to be taken when indicators are present establishing that this service *as defined* is not being delivered in a manner that meets all requirements.

- **Improving.** Establish methods for evaluating the quality of this service and actions to be taken to improve this service when indicators are present that this service, *even when properly delivered*, is not meeting all requirements.

6.1.3 Information Transfer Actions

Information Transfer Actions are a core SBDC service. The following requirements for designing, managing, and improving this service must be in place:

- **Definition.** Define the service, how it is delivered, and how it links to the strategic plan.

- **Key Requirements.** Identify the key requirements of these services based upon input from clients and stakeholders and upon assessment of organizational needs.

- **Measurements.** Establish performance measures that reflect the key requirements of this service and its delivery system.

6.1.4 Special Programs

The SBDC should develop additional programs that respond to small business community needs. For each of these programs, the following requirements for designing, managing, and improving these programs must be included:

- **Definition.** Define the service, how it is delivered, and how it links to the strategic plan.

- **Key Requirements.** Identify the key requirements of these services based upon input from clients and stakeholders and upon assessment of organizational needs.

- **Measurements.** Establish performance measures that reflect the key requirements of this service and its delivery system.

- **Monitoring.** Establish methods for monitoring performance of the delivery system associated with this process, and actions to be taken when indicators are present establishing that this service *as defined* is not being delivered in a manner that meets all requirements.

- **Improving.** Establish methods for evaluating the quality of this service and actions to be taken to improve this service when indicators are present that this service, *even when properly delivered*, is not meeting all requirements.

6.1.5 Accreditation of Technology Programs

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

6.2 Specialized and Support Services

6.2.1 Research Projects

The SBDC must conduct research projects that have direct benefit and service to clients and, where appropriate, that link with state, regional, or local agencies or organizations that can provide this research. For the research program, the following requirements for designing, managing, and improving this program must be included:

- **Definition. Define the service, how it is delivered, and how it links to the strategic plan.**

- **Key Requirements. Identify the key requirements of these services based upon input from clients and stakeholders and upon assessment of organizational needs.**

6.2.2 Access to Informational and Key Support Services

The SBDC should identify informational and other key support services that contribute significantly to the delivery of the core services. For each of these informational and other key support services, the following requirements for designing, managing, and improving these services must be included:

- **Definition. Define the service, how it is delivered, and how it links to the strategic plan.**

- **Key Requirements. Identify the key requirements of these services based upon input from clients and stakeholders and upon assessment of organizational needs.**

6.2.3 National Delivery System Projects.

The SBDC should participate, to the extent appropriate and practicable, in initiatives undertaken as a part of the National Delivery System.

- **Definition. Define the service, how it is delivered, and how it links to the strategic plan. Reasons for participating, or not, in elements of a National Delivery System program should be explained in the context of needs assessment and the strategic plan of the SBDC.**

- **Key Requirements. Identify the key requirements of these services based upon input from clients and stakeholders and upon assessment of organizational needs.**

6.2.4 Marketing Programs

6.2.4.1 Promotional Programs.

The SBDC must promote its programs and services to the general public and particularly to the small business community. For

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

➢ **Definition.** Define the service, how it is delivered, and how it links to the strategic plan. Include:
➢ A common brand or logo for the program must be evident throughout the state or region.

➢ Appropriate mention of the SBA and other significant partners and usage of the SBA logo and those of other significant partners must be evident throughout the state or region.

➢ **Key Requirements.** Identify the key requirements of these services based upon input from clients and stakeholders and upon assessment of organizational needs.

6.2.4.2   Publications, Etc.

The SBDC must produce and distribute publications, pamphlets, brochures, audio/video aids, web site and/or other information and materials for use by small businesses. For these production and distribution programs, the following requirements for designing, managing, and improving these programs must include:

➢ **Definition.** Define the service, how it is delivered, and how it links to the strategic plan.
   • Information and materials must convey the identity of a statewide or regional network.
   • Information and materials must provide appropriate mention of the SBA and other significant partners and must include SBA-required disclaimers.

➢ **Key Requirements.** Identify the key requirements of these services based upon input from clients and stakeholders and upon assessment of organizational needs.

6.2.4.3 Facilities and equipment

Facilities and equipment should be adequate. Each service location should be "customer friendly," inviting the entrepreneur or small business owner to the site as a professional source of assistance.

- ➢ **Key Requirements. Identify the key requirements of these services based upon input from clients and stakeholders and upon assessment of organizational needs.**

- ➢ **Definition. Define how facilities are selected and managed to meet key requirements and how it links to the strategic plan. Include how facilities:**
  - • **are designed to be customer friendly,**
  - • **build the image and capability envisioned in the strategic plan,**
  - • **support the needs of staff.**

- ➢ **Improving. Establish methods for evaluating the quality of the facilities in meeting the key requirements indicated above.**

7.0 Measurement of Performance and Outcomes

Objective: *Establish a system for documenting and reporting work performance and economic development outcomes.*

The SBDC must have a system in place to document its work performance and outcomes. This must 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 (e.g. SBA reporting elements and Chrisman Study results).

Accreditation team looks for:

A systematic process for selection and collection of data to gauge program performance, quality, cost-effectiveness and outcomes.

Evidence that data is actually analyzed and used in the management of the SBDC and as a basis for action to make improvements as necessary.

Ability to consistently report core program data.

Evidence that the SBDC network understands the performance, cost-effectiveness and outcome measures and expectations being utilized.

7.1 Leadership and Organization

7.1.1   Budget and Financial Performance

The SBDC must report total current funding and associated data from all sources that are a part of its Cooperative Agreement with SBA or reported as "Other Programs Managed" in the SBDCs continuation proposal to SBA. Also to be reported is the SBDCs current status with respect to audit process, including action taken, if any, to address substantive issues identified in the recent examinations.

7.2 Strategic Planning

7.2.1 Monitoring Progress Against Plan

Standard 2.3 requires the SBDC to have a process in place to track, monitor and report on progress in implementation of its strategic plan. Provide your

SBDCs key results and trends from the approach and deployment described in category 2.0.

7.3 Client and Stakeholder Focus

7.3.1 Client Needs Assessment

Standard 3.1 asks for an approach to research client needs and expectations that is a systematic process for gaining customers' knowledge. The process should:

- Use multiple listening posts.
- Determines key customer requirements.
- Determines product/service features of most importance to customers.

The SBDC must report on the results and trends of the products and services designed to meet the identified needs, features and key customer requirements.

7.3.2 Stakeholder Satisfaction

The SBDC must report on stakeholder satisfaction results as described in standard 3.2.

7.4 Program Performance

7.4.1 Performance measurement system

The SBDC must have a performance measurement system in place. At minimum, this must include measurement, analysis (including trend analysis) and regular reporting of the following:

- quantity and quality of core programs and services
- customer and client satisfaction
- cost-effectiveness of core programs and services
- outcomes and economic impact

7.4.2 Measurement of Economic Impact

The SBDC must provide its most recent national impact study. Additionally, it must provide any impact results, trends or other analysis that are collected and reported separately from the national studies.

7.5 Staffing and Resource Utilization

7.5.1 Human Resource Management System and Compensation

As described in category 5.0 the SBDC must report results and trends of its human resource management system designed to lead to high performance and improved results.

* *Include data on the SBDC salary structure and how it compares to similar host institution positions.*

7.5.2 Effective Use of Host Capability

As describe in 5.1.3 the SBDC must be able to report results on the value being derived by the mutually beneficial relationship for both the host and the SBDC.

* *For the SBDC this could include direct/indirect/in-kind funding, and leveraging of students, faculty, professionals or other special resources of the host.*

* *For the host institution(s) this could include contributions to the mission or outreach of the institution.*

7.6 Program Delivery and Management

Core SBDC Services
Core services are defined as your SBDC defined core services in category 6.0.

7.6.1 Counseling

The SBDC must provide the most recent annual SBA reported counseling data and year-to-date data. It must also report on recent past counseling performance and trends.
The SBDC must report on client satisfaction with counseling.

7.6.2 Training and Education

The SBDC must provide the most recent annual SBA reported training and year-to-date data. It must also report on recent past training performance and trends.

The SBDC must report on attendee satisfaction with training.

7.6.3 Information Transfers

The SBDC must report the number and trends of information transfer actions.

7.6.4 Special Emphasis and Special Programs

The SBDC must report the level of service, quality and impact of its special programs.

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