

COMPREHENSIVE PROGRAM REVIEW 2002-2003  
UNIVERSITY PROGRAM REVIEW COUNCIL'S EVALUATION  
for the

Small Business Development Center in the Coles College of Business

SERVICE/RESEARCH CENTER

I. COUNCIL'S GENERAL OBSERVATIONS ABOUT THE CENTER

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
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PRODUCTIVITY INDICATORS

II Summary of Center's Overall Productivity	Very Strong	Strong
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Council's Observations:

**The KSU Small Business Development Center (KSU/SBDC) makes an important contribution to small businesses by providing consulting services, access to information about capital assistance and educational programming at no fee or very reduced fees. 1400 business men and women or businesses were served in 2002 in 60 programs.**

II A. Fulfillment of the Center's Purpose & Attainment of Goals Council's Observations:	Very Strong	Very Strong
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**Center goals are defined as:**

- **To support entrepreneurship and business expansion by providing services at no or low cost.**
  - **To address regional economic development needs for information by providing applied economic development research to communities and regions**
  - **To assist in the expansion of international trade by educating new exporters**
  - **To deliver in-house managerial and employee training for small businesses**
  - **To support minority entrepreneurs**
  - **To assist existing businesses in taking advantage of state and local incentives for job creation, employee training, and other expansion**
1. **During the year ending December 31, 2002, the Center provided 11,149 hours of direct consulting assistance at no charge to 195 entrepreneurs and business owners/managers.**
  2. **The Center provided assistance to both Paulding County and the City of Marietta in the area of planning for economic development. As the early stages of planning continue, research is an option that will be included as the need arises.**
  3. **The Center sponsored two programs entitled "How to Get Started in Import/Export" that included information on how to generate import/export profits, find suppliers, negotiate in foreign cultures, protect interests in deal-making, use the middle-man approach, and other shortcuts. The programs were attended by 25 individuals.**
  4. **Center consultants developed and provided sales and marketing training to groups of employees from the same business. Multiple employees from individual companies attended educational programs, and consulting was frequently with multiple employees of the same company. Actual numbers of these clients, however, were not retained.**

- 5. **Of total new clients served in 2002, 28.2% were minorities. Minority numbers for those clients who were served in the previous year and again in 2002 were not tracked.**
- 6. **Professional consultants of the Center assisted businesses with loans in the total amount of \$3,090,5000, and the large majority of the amount was for business expansion.**

II B. Services Rendered by the Center to the Campus Community **Very Strong Very Strong**  
 Council's Observations:

**Program development and presentation opportunities for faculty members were provided by the Center's sponsorship of continuing education programs for CPAs. Twelve 4-hour programs were available in 2002, and five KSU faculty members participated.**

**The Center employs two part-time students – one undergraduate and one graduate research student. The undergraduate has been trained to discuss basic business needs with inquirers and to refer callers to proper sources (such as the Secretary of State and numerous county agencies) for information. The Center also provided the opportunity for a student to participate in a co-op program through the Career Services Department.**

**The Center cooperated with Professor Rick Mathesen to provide business clients for graduate student marketing projects. Four teams of six students each participated with four businesses referred by the SBDC.**

**Although records of program attendance for 2002 have been transferred to the SBDC office in Athens, approximately 40 students and staff members attended SBDC programs on a complimentary basis.**

**Dr. Dorothy Brawley requires graduate students in Entrepreneurship, Innovation, and Creativity program to be present for a three-hour preventure course presented by the Center's Director each term.**

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
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II C. Services Rendered by the Center to External Communities Council's Observations:	<b>Very Strong</b>	<b>Very Strong</b>
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**The Center cites as services rendered to the external community:**

- **Economic development planning;**
- **Programs and speeches;**
- **Business consulting;**
- **Business/civic organization participation.**

**Economic development planning requires specific expertise. The Center drew upon resources available from different areas of the State to assist Paulding County in the early stages of feasibility for economic development planning. Representatives from the Carl Vincent Institute at the University of Georgia and from the Georgia Department of Community Affairs assisted as well. The Center also assisted as the City**

of Marietta planned to establish a revolving loan fund for area businesses.

In addition to programs described in other sections of the document, the Center presented programs to community, business and civic groups as follows:

- Governor's Economic Summit for Women and Girls
- Lenders from United Community Bank
- Georgia Department of Labor personnel
- Society of Human Resource Management
- Kennesaw Business Association

As stated previously, Center consultants provided 1,149 hours of consulting services to 195 entrepreneurs and business owners. Exceeding state-wide performance, the Center also assisted to convert 21% of clients from pre-venture to existing business status.

II D. Grants & Contracts Acquired by the Center Very Strong Satisfactory  
Council's Observations:

The KSU/SBDC receives \$130,000 annually as a Small Business Administration grantee. KSU provides a small matching amount and contribution. The fact that the Center is an annual grantee of the Small Business Administration is a satisfactory indication of support for the work of the Center but not necessarily a very strong. How does the allocation of this center compare with others?

II E. Center Publications, Reports, & Professional Presentations ? Satisfactory  
Council's Observations:

The Center offered no self-evaluation on its publications, reports, and professional presentations. The 2002 *FasTrac® Planning for Women Business Owners* program developed by the Center Director and based on the model of the Kauffman Center for Entrepreneurial Leadership at the Ewing Marion Kauffman Foundation, was presented for the first time in Georgia in 2002 with impressive sponsorship from the Wachovia Foundation, the Kauffman Foundation, Georgia State University SBDC and the Georgia Women Entrepreneurs. The Center 's Director has written numerous newspaper articles. These activities justify an evaluation of satisfactory.

II F. Sponsorships, Endowments & Gifts Acquired for the Center ? Satisfactory/Strong  
Council's Observations:

The Center offered no self-evaluation as to sponsorships, endowments, and gifts acquired for the Center. In view of the sponsorships listed in II E. above, as well as other sponsorships for programs that include Wachovia/First Union Bank, Smith Moore, Time Plus Payroll Services, Advantage Payroll, and Bank of America., an evaluation of satisfactory/strong is justified.

II G. Sales, Service Fees, & Income Generating Activity Very Strong Satisfactory  
Council's Observations:

In 2002, the Center presented 60 programs attended by almost 1,400 and generated \$29,202.47 in revenue.

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
II H. Return on Investment Council's Observations:	<b>Very Strong</b>	<b>Strong</b>

**KSU’s contribution represents only a part of the total budget of the KSU/SBDC, which includes the annual grant from the Small Business Administration and revenues generated by educational programs. The benefit that KSU derives from the Center is great, especially considering the level of investment. The other aspect which is not measurable is the outreach from the university and my opinion is the result is quite positive.**

II I. Contribution to Achieving KSU's Mission Council's Observations:	<b>Very Strong</b>	<b>Very Strong</b>
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**The public service focus of the KSU/SBDC is very consistent with KSU’s mission which is outreach to serve the community’s needs. This is the mission of a public university.**

QUALITY INDICATORS

III. Summary Conclusions About the Strength of the Center's Overall Quality Council's Observations:	<b>Very Strong</b>	<b>Very Strong</b>
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**The Center cites development of a cooperative professional education course *CPEs for CPAs 2002* with the Georgia State University SBDC; referrals from business professionals around the state; and requests to participate in professional education programs as evidence that the Center’s overall quality is very strong.**

**As an indication of quality of consulting services provided, evaluations are collected and analyzed frequently. Feedback from clients indicate that the center exceeded state-wide averages with a score of 93% in the “very good” and “good” categories.**

**Evaluations for training programs are also consistently good. On the rare occasion that a program falls short of expected levels, the Center director evaluates follow-up information and adjusts future programs appropriately.**

III A. Public Recognition, Honors & Awards Received by the Center Council's Observations:	<b>Satisfactory</b>	<b>Weak</b>
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**The Center cites recognition by the Cobb Chamber of Commerce and others and media coverage as evidence of public recognition, honors, and awards .**

**In the last nine months, the Center has been re-structured to include a new director and all new personnel. Public recognitions and accolades are anticipated in the future, but structure and client service will continue to be priorities as the Center builds upon existing strengths.**

III B. Stakeholder Satisfaction with the Center's  
Work & Accomplishments  
Council's Observations:

**Very Strong   Very Strong**

**The SBDC's reputation for excellent work is widely known and recognized. Consulting clients and program attendees consistently give high marks in evaluations of the Center's services. See Section III Summary above.**

Focus of Evaluation

Self-Study Eval

Council's Eval

III C. Other Assessments of the Quality of the Center's Work  
Council's Observations:

**?**

**Weak**

**The Council cannot evaluate the Center's quality according to this indicator because of a lack of supporting detail.**

III D. Center's Responsiveness to State Needs & Changing Conditions  
Council's Observations:

**Very Strong**

**Satisfactory**

**The success of the Georgia SBDC Network clients exceeded that of other businesses in Georgia. In expansion measured in terms of employees added, the Georgia SBDC Network clients increased 6.5 % while the average Georgia business lost employees at the rate of 3%. Sales of SBDC clients increased 20% as compared to sales of the average Georgia business, which increased only 6%. Pre-venture clients also surpassed the sales and employment growth of the average Georgia business. The Georgia SBDC Network consulting services resulted in 936 jobs and \$142,904,382 in revenue for CY2000 clients.**

**These impressive figures show that the Georgia SBDC network's impact in Georgia's economy is indeed very strong. The Council was unable to tell how much of this impact can be ascribed to the KSU/SBDC.**

III E. Quality of the Faculty & Staff Supporting the Center  
Council's Observations

**Very Strong**

**Very Strong**

**The faculty and staff of the KSU/SBDC appear to be very strong with good academic credentials and impressive backgrounds in business.**

III F. Quality of KSU Facilities & Equipment Supporting the Center  
Council's Observations:

**Satisfactory**

**Satisfactory**

**The KSU/SBDC is housed in the Burruss Building in space that the Center considers adequate for its present needs. Access to KSU technology is considered adequate and the SBDC's technology needs are**

**being met, or seem to be.**

III G. Quality of the Overall Annual Financial Investment in the Operation of the Center	?	<b>Satisfactory</b>
Council's Observations:		

**The Center receives \$130,000 annually from Georgia SBDC, receives a small matching grant from the university and, in 2002, generated approximately \$29,000 in revenues. This is a very modest sum. In order to expand services, assuming the center is a sound operation, to expand will require a greater investment. Operating with such a restricted budget limits the activities of the center.**

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
III H. Quality of Advanced Technology Available to the Center Council's Observations:	<b>Satisfactory</b>	<b>Satisfactory</b>

**KSU provides access to networks and the Internet. Additional reporting databases and contact management capabilities are available through the state office of the SBDC Network in Athens. This access to technology is satisfactory for the present.**

III I. Leadership Position of the Center Council's Observations:	<b>Very Strong</b>	<b>Satisfactory</b>
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**The KSU/SBDC is part of a statewide SBCD Network that is making an important contribution to the state's businesses. The work of the KSU/SBDC is an important part of KSU's outreach. No concrete evidence of this center providing leadership for the state. Possibly moving to such a position?**

IV. CENTER'S VIABILITY AT KSU Council's Observations:	<b>Absolutely Viable</b>	<b>Viable</b>
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**The KSU/SBDC is providing an important public service that enhances the reputation of KSU in the community and in the state. This is accomplished with very little contribution from KSU. The Center 's viability is very strong and should be encouraged.**

V. MODEL CENTER POTENTIAL Council's Observations:	<b>Satisfactory</b>
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**The KSU/SBDC has the potential to become a model center on the KSU campus.**

VI. COUNCIL'S OBSERVATIONS ABOUT THE PLANS FOR IMPROVING QUALITY & PRODUCTIVITY

**The KSU/SBDC's self-evaluation indicates that its primary improvement goal is to increase collaboration with KSU faculty to begin new initiatives and enhance service to business clients. What about the plan to extend the SBDC to a larger community audience outside faculty involvement? What other strategic plans are there? Not enough information.**

VII. EXPAND, MAINTAIN CONSOLIDATE, OR DISCONTINUE

**Maintain**

Council's Observations:

**Maintain until strategic planning takes place.**

COUNCIL'S RECOMMENDED FOLLOW-UP