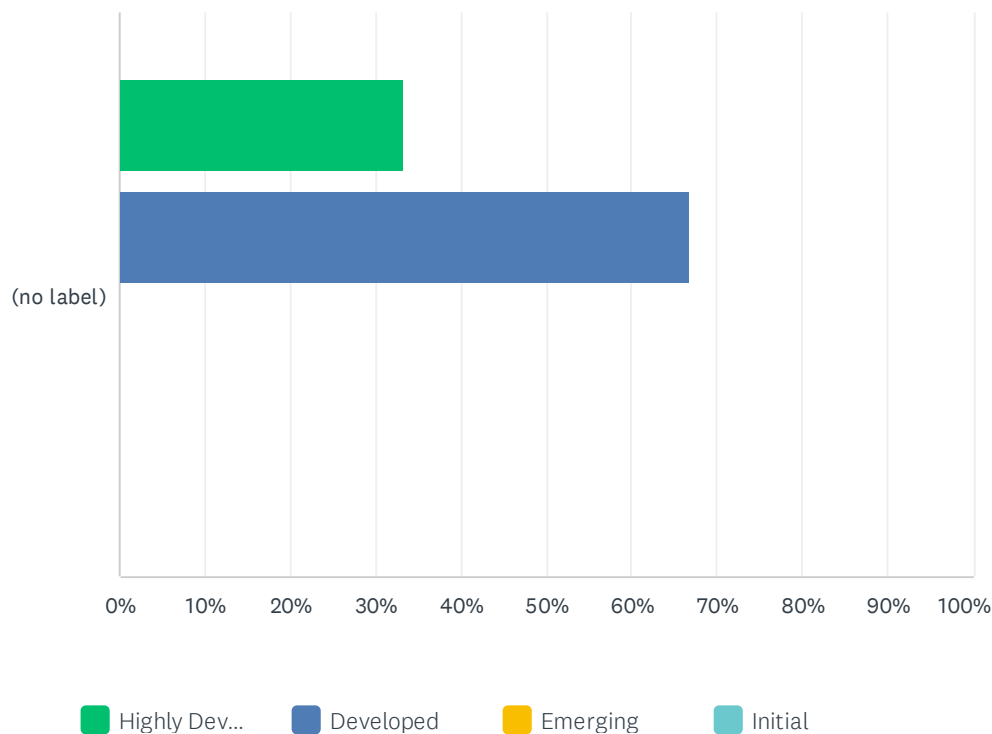


**Q1 SUPPORT OF THE COLLEGE MISSION** Highly Developed: Exhibits ongoing and systematic evidence of mission achievement. Developed: Exhibits evidence that planning guides program and services selection that supports the college's mission. Emerging: Evidence that planning intermittently informs some selection of services to support the college's mission. Initial: Minimal evidence that plans inform selection the of services to support the college's mission.

Answered: 15 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	33.33%	66.67%	0.00%	0.00%	15	3.33
	5	10	0	0		

#	FEEDBACK:	DATE
1	It is wonderful to have the SBDC associated with the college and serving the local community, but it is difficult to read that you have to scale back your services to those that are the most efficient use of the center's time.	5/11/2022 10:48 AM
2	Very well presented in the review.	5/6/2022 8:57 AM
3	Regional Focus on Community, great.	5/5/2022 2:44 PM
4	The SBDC is a critical part of serving the community.	5/5/2022 2:22 PM
5	The KCC Small Business Development Center provides quality, essential, and accessible services to a key Klamath Community College population – small business owners.	5/2/2022 4:06 PM

**Q2 ACCOMPLISHMENTS IN ACHIEVING STRATEGIC GOALS**

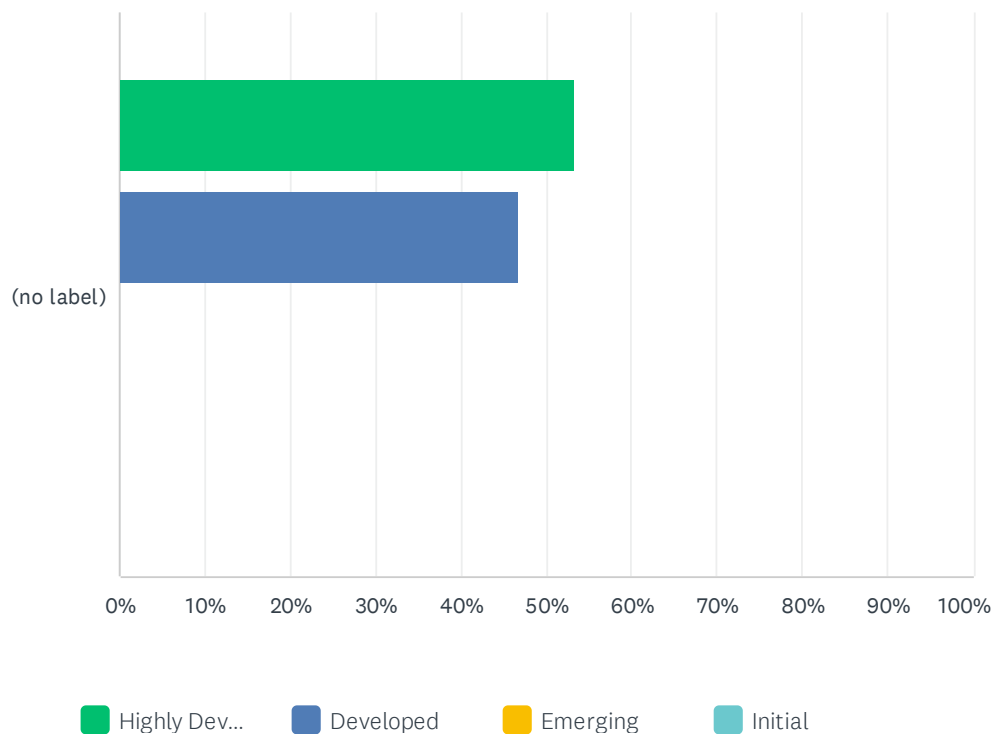
**Highly Developed:** Exhibits ongoing and systematic evidence of goal achievement.

**Developed:** Exhibits evidence that planning guides services selection that supports goal achievement.

**Emerging:** Evidence that planning intermittently informs some selection of services to support the goal achievement.

**Initial:** Minimal evidence that plans inform selection of services to support goal achievement.

Answered: 15   Skipped: 0



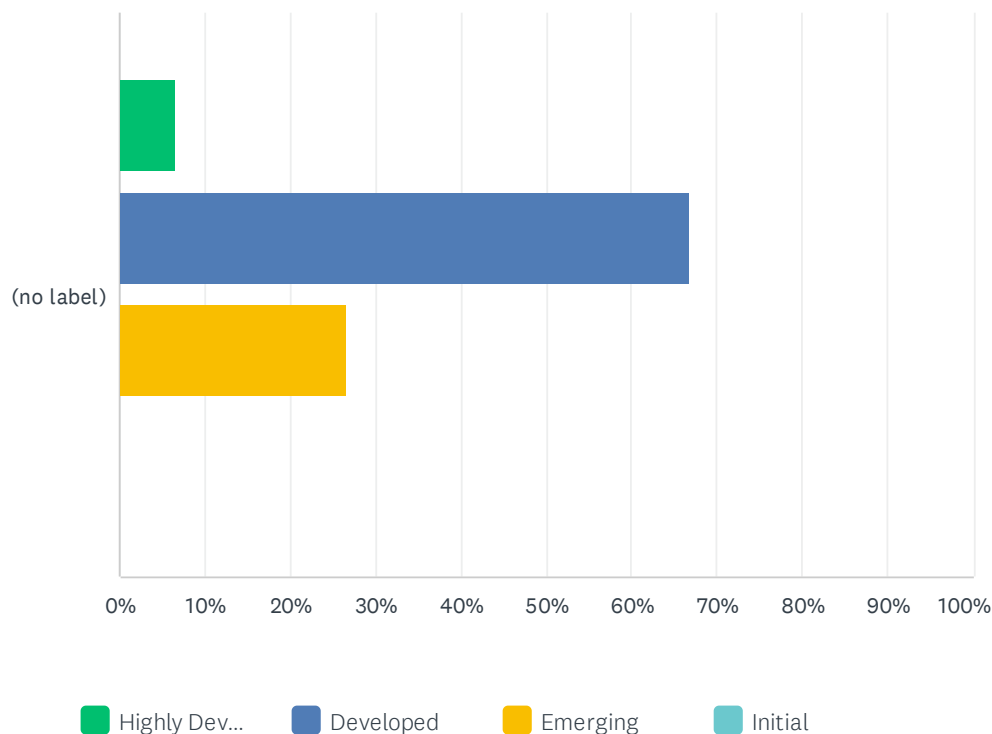
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	53.33%	46.67%	0.00%	0.00%	15	3.53
	8	7	0	0		

#	FEEDBACK:	DATE
1	Well done. The SBDC has exceeded goals presented.	5/11/2022 12:14 PM
2	Basic evidence of meeting your goals.	5/11/2022 10:48 AM
3	Indication of reaching milestones is noted	5/6/2022 3:26 PM
4	Has met all the goals.	5/6/2022 8:57 AM
5	Measurable goals provided. Progress toward goals regularly tracked.	5/5/2022 4:58 PM
6	Allot of focused comes from funding requirements.	5/5/2022 2:44 PM
7	The SBDC has specific, measurable goals that they have met.	5/5/2022 2:22 PM

8	The SBDC set and accomplished high-reaching goals that align with KCC's Strategic initiatives of prosperity, access, excellence, community, and planning. KCC's Badger Venture is a great way to bring together student entrepreneurs, and successful business owners together.	5/2/2022 4:06 PM
9	There were clear, measurable goals provided and evidence of meeting (or exceeding) those goals over time.	4/19/2022 11:18 AM

**Q3 PERSONNEL SUMMARY** Highly Developed: Employs a sufficient number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect duties, responsibilities and authority of the position. Developed: Employs an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position. Emerging: Has a plan to employ an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position. Initial: Staffing is insufficient to meet the needs of the program.

Answered: 15 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	6.67%	66.67%	26.67%	0.00%	15	2.80
	1	10	4	0		

#	OTHER (PLEASE SPECIFY)	DATE
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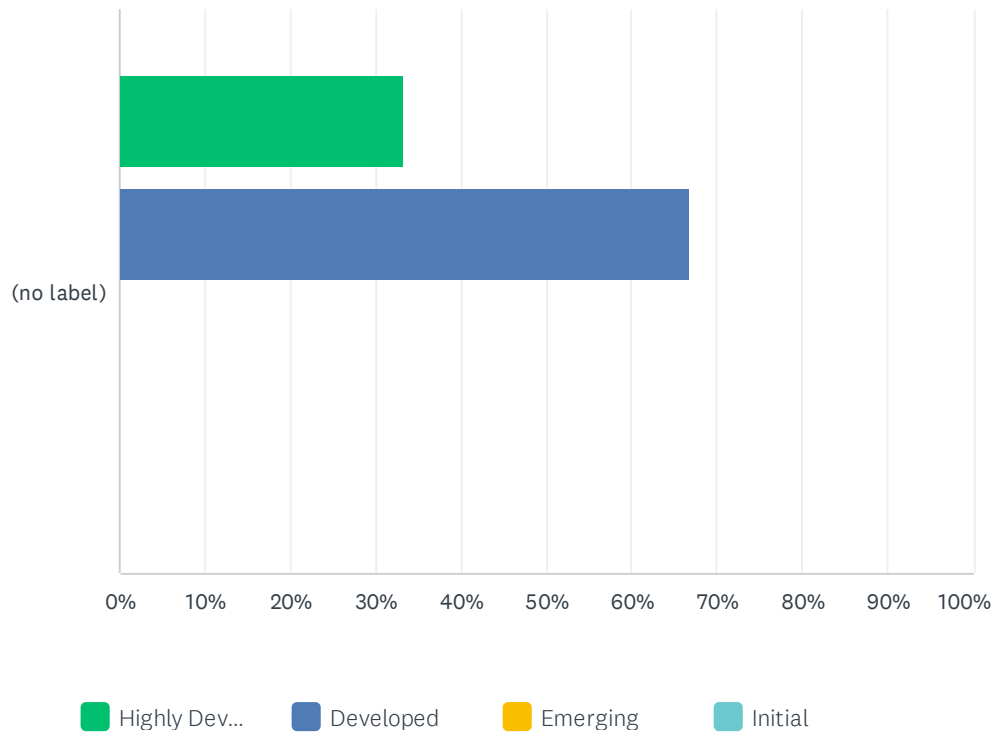
## Small Business Development Center's Program Review Feedback

1	The SBDC provides more services than they have support for.	5/11/2022 12:14 PM
2	Looks like staff levels are not sufficient to meet the needs of the community, but you are using your staff efficiently.	5/11/2022 10:48 AM
3	The center has the capacity to be a leader when fully staffed and the business climate is consistent.	5/6/2022 3:26 PM
4	Staffing is a clearly understood need, and should be supported by the College in order to take advantage of FTE potential and NOT MISS GRANT OPPORTUNITIES.	5/6/2022 9:03 AM
5	States that they could use more staff.	5/6/2022 8:57 AM
6	Good descriptions of staff responsibilities. However they report being understaffed at the moment. Good strategies were suggested to improve the situation.	5/6/2022 7:49 AM
7	Staff described. Nice brochure highlighting staff provided. Job duties provided.	5/5/2022 4:58 PM
8	Could always use new folks and more help but she knows her team.	5/5/2022 2:44 PM
9	The SBDC is undergoing personnel transitions at a time when there is more need in the community for the center's services. The center needs more staff, and is forward thinking in seeking solutions to encourage longevity, and answers for tight payroll budgets.	5/2/2022 4:06 PM
10	There is a clear need for more staffing.	4/19/2022 11:18 AM

**Q4 STAFF DEVELOPMENT** Highly Developed: Exhibits ongoing and systematic support of professional development opportunities. Developed: Exhibits support of regular professional development opportunities. Emerging: Evidence of intermittent professional development opportunities. Initial: Minimal evidence of professional development opportunities.

Answered: 15   Skipped: 0

## Small Business Development Center's Program Review Feedback



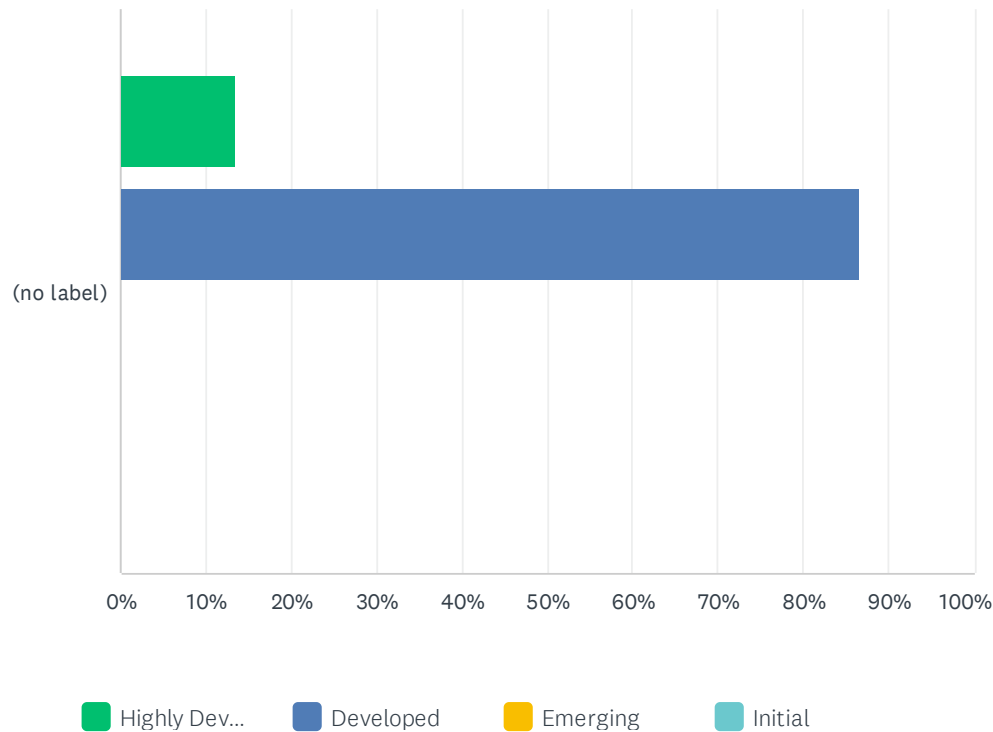
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	33.33%	66.67%	0.00%	0.00%		
	5	10	0	0	15	3.33

#	FEEDBACK:	DATE
1	Good professional development is in place.	5/6/2022 3:26 PM
2	The professional development was well documented.	5/6/2022 8:57 AM
3	Professional development is ongoing and a contractual requirement.	5/6/2022 7:49 AM
4	List of professional development and professional enrichment activities provided. I like your professional development survey.	5/5/2022 4:58 PM
5	good	5/5/2022 2:44 PM
6	The SBDC utilizes a professional development plan: Planning for success. This is an effective model, with strategic development opportunities provided.	5/2/2022 4:06 PM

**Q5 FACILITIES AND EQUIPMENT** Highly Developed: Facilities and resources meet current and future needs of the college. Developed: Facilities and resources meet current needs of the college. Emerging: Evidence of a plan to have facilities and resources meet current and future needs of the college. Initial: Minimal evidence that facilities and resources meet current and future needs of the college.

Answered: 15 Skipped: 0

## Small Business Development Center's Program Review Feedback



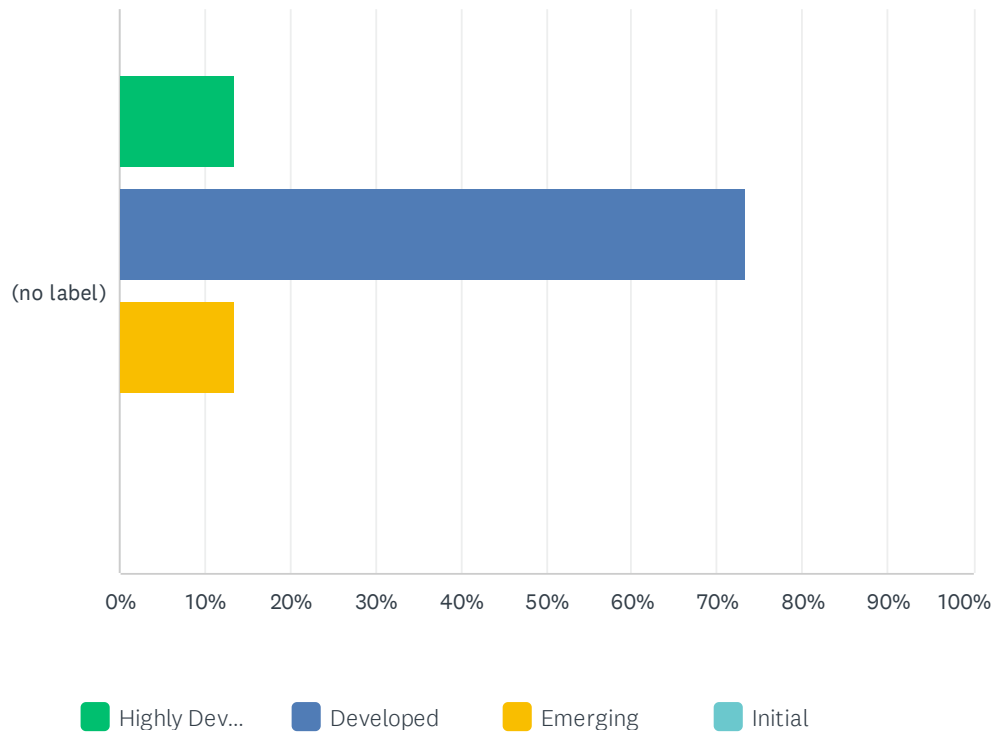
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	13.33%	86.67%	0.00%	0.00%	15	3.13
	2	13	0	0		

#	FEEDBACK:	DATE
1	Noted as sufficient in the report with no details.	5/6/2022 3:26 PM
2	Detailed description provided.	5/5/2022 4:58 PM
3	As more staff is needed, there will be more need for office space.	5/2/2022 4:06 PM

**Q6 BUDGET** Highly Developed: Financial resources meet current needs and are projected to meet future needs. Developed: Financial resources meet current needs. Emerging: Evidence of a plan to acquire financial resources to meet current needs. Initial: Minimal evidence that financial resources meet current needs.

Answered: 15 Skipped: 0

## Small Business Development Center's Program Review Feedback



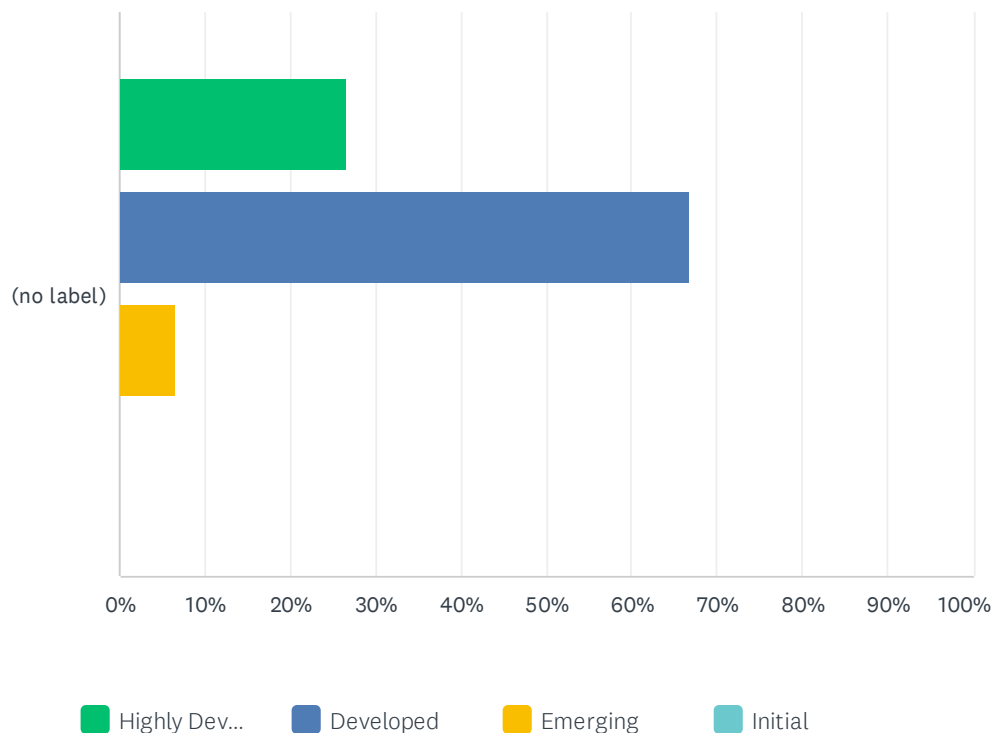
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	13.33%	73.33%	13.33%	0.00%		
	2	11	2	0	15	3.00

#	FEEDBACK:	DATE
1	To retain staff with experience, the college needs to provide cost-of-living and incentive based increases.	5/11/2022 10:48 AM
2	Challenges are noted in the personnel area.	5/6/2022 3:26 PM
3	"The Center Director must manage within these allocations so, going over budget has never been perceived to be an option." The college has missed funding opportunities as a result of inflexible budget practices. The College needs to step forward and improve its support to the community's economy via SBDC general fund allocations and change its supplemental budget practices to be proactive in supporting SBDC growth.	5/6/2022 9:03 AM
4	Issues are identified There isn't a clear path to resolution mentioned however.	5/6/2022 7:49 AM
5	Budget challenges highlighted	5/5/2022 4:58 PM
6	The SBDC director is to be applauded for staying within budget. However, solutions need to be found to fit COLAs within the budget, as well as provide for additional personnel.	5/2/2022 4:06 PM
7	I am so impressed with the impact they have given the limited budget.	5/2/2022 12:12 PM
8	Very interesting funding.	4/19/2022 11:03 AM

**Q7 STRENGTHS AND WEAKNESSES** Highly Developed: Strengths and weaknesses are described accurately and thoroughly. Developed: Most strengths and weaknesses are described accurately and thoroughly. Emerging: Some strengths and weaknesses are described

accurately and thoroughly. Initial: Minimal evidence that strengths and weaknesses are described accurately and thoroughly.

Answered: 15 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	26.67%	66.67%	6.67%	0.00%	15	3.20
	4	10	1	0		

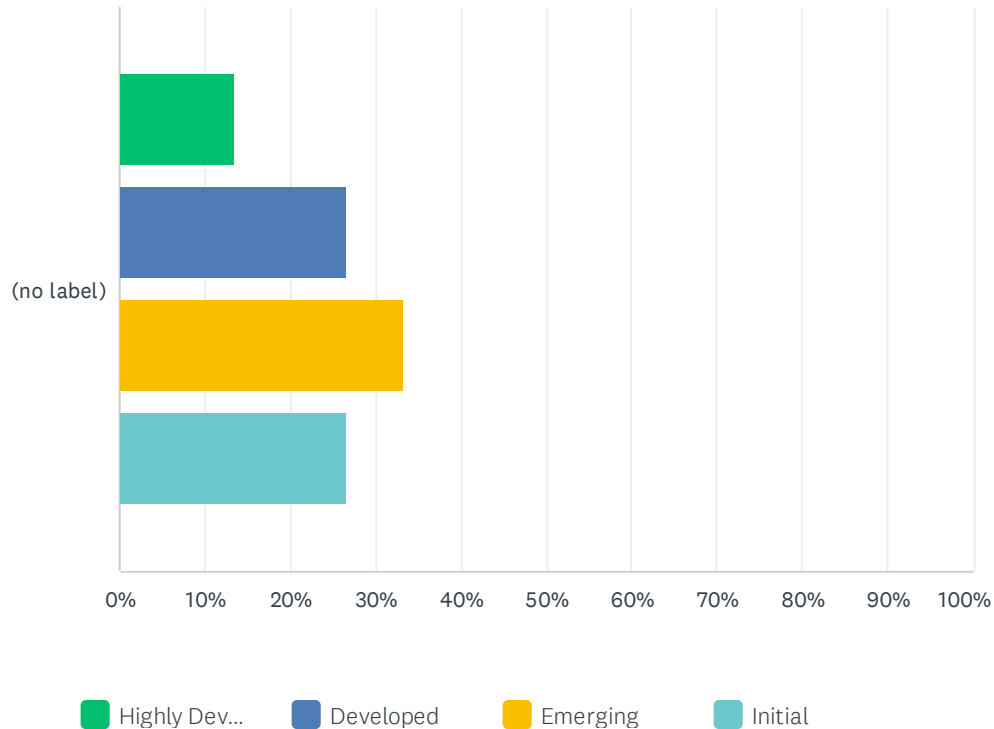
#	FEEDBACK:	DATE
1	Is there any other need other than staff?	5/11/2022 12:14 PM
2	Information provided is a bit brief.	5/11/2022 10:48 AM
3	Program has well developed metrics. High degree of data collection. High customer service supports. Well organized, very thoughtful and intentional programming.	5/5/2022 4:58 PM
4	The descriptions given in the report were much more robust. The program review document would have benefitted from more thoroughly developed descriptions.	5/5/2022 2:22 PM
5	The director recognizes sustainability and longevity concerns. Hopefully these will be high priority items in the department's new goals.	5/2/2022 4:06 PM

**Q8 NEW GOALS AND PLAN**  
 Highly Developed: Multiyear planning process with evidence of use of assessment data in planning.  
 Developed: Multiyear planning process with some assessment data.  
 Emerging: Short-term planning process recently implemented.  
 Initial: Minimal evidence of planning process.



## Small Business Development Center's Program Review Feedback

Answered: 15 Skipped: 0



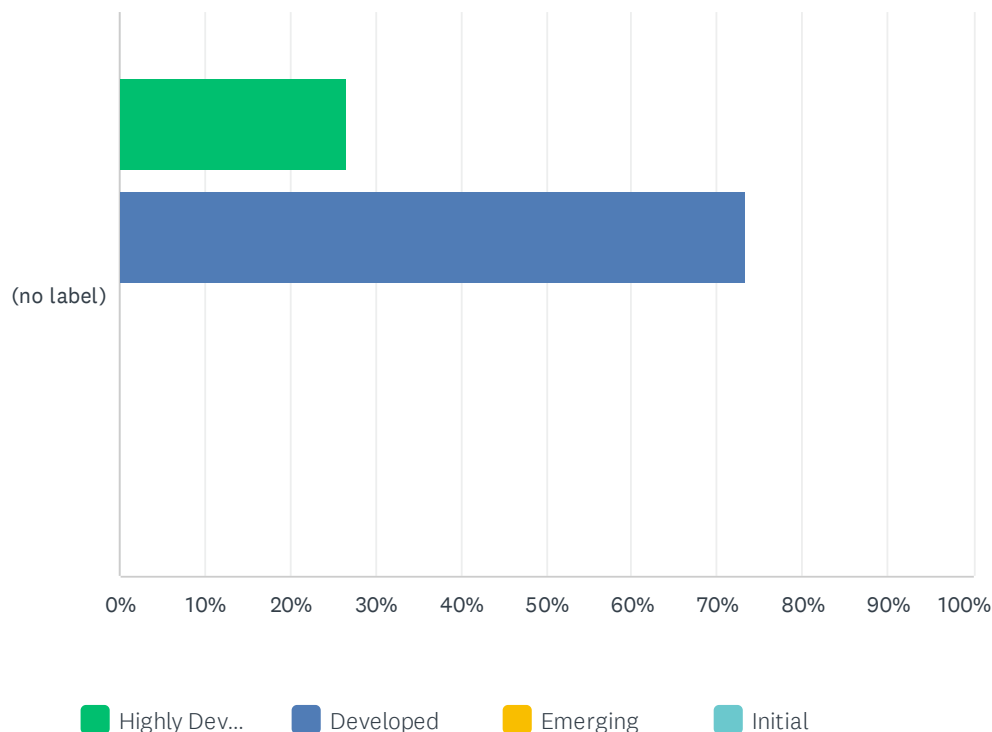
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	13.33%	26.67%	33.33%	26.67%	15	2.27
	2	4	5	4		

#	FEEDBACK:	DATE
1	No goals were identified. Even though the director wanted to get two employees settled, I feel there could have been some initial talk about what the director would like for future goals.	5/11/2022 12:14 PM
2	Not stated.	5/11/2022 10:48 AM
3	noted as upcoming	5/6/2022 3:26 PM
4	New plan will be developed in May. SBDC is very well practiced in formulating strategic plans, and goals so no worries here.	5/6/2022 9:03 AM
5	None were stated in the program review.	5/6/2022 8:57 AM
6	To be set out May 6	5/6/2022 7:49 AM
7	New goals will be developed after new staff are onboarding.	5/5/2022 4:58 PM
8	No new goals were listed in the program review.	5/5/2022 2:22 PM
9	Noted in evaluation that new goals will be set, and were unavailable for this evaluation.	5/2/2022 4:06 PM
10	The plan has not yet been established.	4/19/2022 11:18 AM

**Q9 OVERALL PROGRAM EVALUATION** Highly Developed: Evidence of ongoing systematic use of planning in selection of programs and services. Developed: Program exhibits evidence that planning guides program and services selection that supports the college. Emerging: There

is evidence that planning intermittently informs some selection of services to support the college. Initial: Minimal evidence that plans inform selection the of services to support the college's mission.

Answered: 15 Skipped: 0



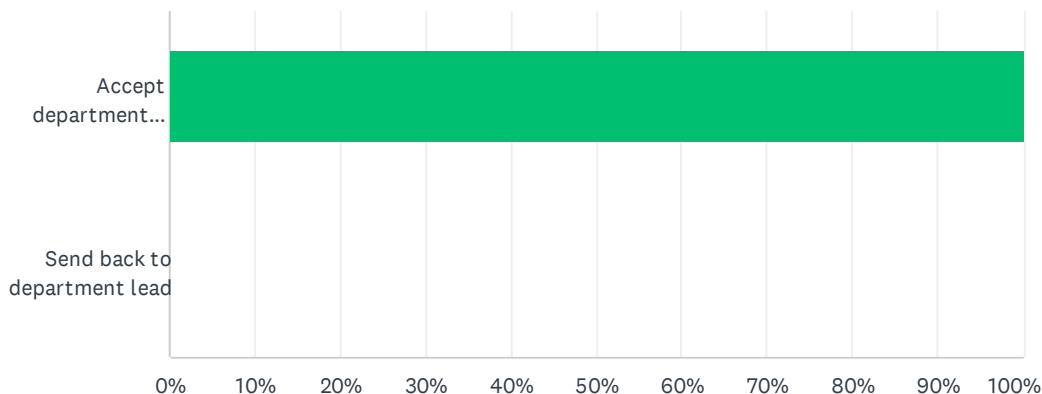
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	26.67%	73.33%	0.00%	0.00%		
	4	11	0	0	15	3.27

#	FEEDBACK:	DATE
1	Well done. The SBDC has been vital in our community.	5/11/2022 12:14 PM
2	The program review was well written.	5/6/2022 8:57 AM
3	Well organized. All the requirements for the program review met or exceeded the standards.	5/5/2022 4:58 PM
4	Overall, this program review is well written and supported, but the end sections seem rushed and not complete. It does seem as if precise planning dictates their actions even when they aren't described thoroughly.	5/5/2022 2:22 PM
5	The SBDC accomplishes great things, with significant economic impact, for our students, and the greater Klamath and Lake counties communities.	5/2/2022 4:06 PM

Q10 Should this non-instructional department review be accepted by CIIC or sent back to the department lead for further work?

Answered: 15 Skipped: 0

## Small Business Development Center's Program Review Feedback



ANSWER CHOICES	RESPONSES	
Accept department review document	100.00%	15
Send back to department lead	0.00%	0
TOTAL		15

### Q11 Please highlight the strengths of the department.

Answered: 15 Skipped: 0

#	RESPONSES	DATE
1	Community involvement, economic impacts.	5/11/2022 12:14 PM
2	Personnel and their experience. Resilience and adaptability to external factors (economic, COVID, etc.)	5/11/2022 10:48 AM
3	The ability to coordinate and respond to all of the various initiatives of the federal, state, and KCC as overarching organizations.	5/10/2022 11:58 AM
4	Consistent leadership. There is a lot to be said for the reputation of the SBDC which would be compromised if the area had leadership turnover.	5/6/2022 3:26 PM
5	Incredibly dedicated director.	5/6/2022 9:03 AM
6	The impact is has on the local community, and the many small businesses.	5/6/2022 8:57 AM
7	SBDC is very important to the development of Klamath and Lake counties, by advising small businesses and helping people start businesses. They are an important source of funding and counseling in these areas.	5/6/2022 7:49 AM
8	Experienced Director	5/6/2022 7:23 AM
9	Strong leadership Great management Clear and measurable program and performance metrics.	5/5/2022 4:58 PM
10	The leader of this center is a huge plus for community.	5/5/2022 2:44 PM
11	The center serves our community and drives prosperity in the Basin.	5/5/2022 2:22 PM
12	The SBDC is a tremendous resource providing effective community services. It has a dedicated and knowledgeable director and growing staff.	5/2/2022 4:06 PM
13	The director is so dedicated to helping the community. I was impressed with all the aspects of this department.	5/2/2022 12:12 PM
14	The employees (especially the Director) have excellent skills and experience to help the	4/19/2022 11:18 AM

## Small Business Development Center's Program Review Feedback

community.

15	Proactive, experienced and organized Director	4/19/2022 11:03 AM
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### Q12 Please outline weaknesses of the department.

Answered: 15 Skipped: 0

#	RESPONSES	DATE
1	Not enough staff. No new goals provided.	5/11/2022 12:14 PM
2	Reliance on the director and personnel changes due to progressive funding of the center.	5/11/2022 10:48 AM
3	Turn over in employees due to various situations.	5/10/2022 11:58 AM
4	very reliant on external funding which is out of the control of KCC	5/6/2022 3:26 PM
5	The SBDC's relationship to the College budget is of great concern.	5/6/2022 9:03 AM
6	Questionable sustainability in both funding and staffing.	5/6/2022 8:57 AM
7	Funding and staffing are the challenges they are facing.	5/6/2022 7:49 AM
8	Understaffed	5/6/2022 7:23 AM
9	I wish this program was on our campus.	5/5/2022 4:58 PM
10	More help from community.	5/5/2022 2:44 PM
11	There are some budgetary difficulties caused by the federal system.	5/5/2022 2:22 PM
12	The department needs sustainability and longevity plans to be successful for the long run.	5/2/2022 4:06 PM
13	Budget and time/staff. With so many ways to help the community, finding the time and manpower to complete all their programs is daunting.	5/2/2022 12:12 PM
14	There are financial challenges related to staffing.	4/19/2022 11:18 AM
15	Keeping support staff	4/19/2022 11:03 AM

### Q13 Please make recommendations for department improvement.

Answered: 15 Skipped: 0

#	RESPONSES	DATE
1	Not at this time.	5/11/2022 12:14 PM
2	Finding a way to keep staff and provide them with cost-of-living increases.	5/11/2022 10:48 AM
3	Find new ways to recruit employees who can be retained to support the program's longevity and important work in our community.	5/10/2022 11:58 AM
4	Potentially more cross training to ensure there is a width of people who can step up if extra supports are needed.	5/6/2022 3:26 PM
5	Changing or improving messaging to Cabinet, President and Board is vital for the ongoing viability of the SBDC. How the Center is regarded as part of, but ancillary to the College is a great concern. Changes to improve this community are an important part of the college's written mission and the SBDC is at the forefront of the economic effort.	5/6/2022 9:03 AM
6	With the lack of knowledge outside of the director, making sure processes are well documented.	5/6/2022 8:57 AM

## Small Business Development Center's Program Review Feedback

7	Good strategies were mentioned in the report to improve staffing. Funding sources need to be identified.	5/6/2022 7:49 AM
8	Write down the institutional knowledge of the Director and continue to work on acquiring enough staff.	5/6/2022 7:23 AM
9	New short time and long term strategic plan and goals will need to be developed.	5/5/2022 4:58 PM
10	Continue to work closely with KCC to find additional funds and or Individuals with talents that can be used.	5/5/2022 2:44 PM
11	The College needs to continue to make a commitment to supporting the SBDC through the general fund.	5/5/2022 2:22 PM
12	More staff is needed, as the community business leaders are busy recovering from the pandemic.	5/2/2022 4:06 PM
13	None at this time.	5/2/2022 12:12 PM
14	Collaboratively establish a plan for sustainability of the SBDC. The Director appears to do a substantial amount of work and has a wealth of knowledge, but I am concerned about burnout and overworking employees due to the SBDC being "over-utilized and under-staffed".	4/19/2022 11:18 AM
15	The director should write down the institutional knowledge she has.	4/19/2022 11:03 AM

### Q14 Please enter your name.

Answered: 15   Skipped: 0

#	RESPONSES	DATE
1	Edis	5/11/2022 12:14 PM
2	David Edgell	5/11/2022 10:48 AM
3	Jo Cochran	5/10/2022 11:58 AM
4	Bill Jennings	5/6/2022 3:26 PM
5	Tom Nejely	5/6/2022 9:03 AM
6	Paul Breedlove	5/6/2022 8:57 AM
7	Janice Silvestri	5/6/2022 7:49 AM
8	Rick Ball	5/6/2022 7:23 AM
9	Jamie Jennings	5/5/2022 4:58 PM
10	Chris Stickles	5/5/2022 2:44 PM
11	Jeanne LaHaie	5/5/2022 2:22 PM
12	Holly Owens	5/2/2022 4:06 PM
13	Joni Hansen	5/2/2022 12:12 PM
14	Rochelle Daniel	4/19/2022 11:18 AM
15	Rick Ball	4/19/2022 11:03 AM