



## **Definitions**

**Benchmark(ed)**: The NMSBDC Program has benchmarks for the five measures from external sources (State and SBA), so we know if we are performing at an average level. Think of a benchmark as the equivalent of par when playing golf. When a measurement outcome is at, above, or below the benchmark it helps us to evaluate if adjustments in how we accomplish daily activities are appropriate. Benchmarks are based on the fair share of the total NMSBDC Program goals from the State and the SBA and can be used as comparative data to determine strengths, gaps and opportunities.

**Client**: A NMSBDC Program Client is an individual or business that has registered through eCenter and has been accepted as a client in Neoserra by an NMSBDC Network Service Center. The client is the business, if it exists. In the case of a prospective business, the client is the individual. During the initial counseling session, the Service Center identifies and selects if the client is “Verified to be in business.” Clients are classified with a permanent Initial Business Status as either Pre-Venture/Nascent, Start-up (in business < 1 year), or In Business (> 1 year). Pre-Venture/Nascent clients are individuals who have taken one or more active steps to form a business which includes individuals seeking assistance from SBA and/or one of its resource partners, but who are not “Verified to be in Business.” “In business” is defined as a client that has completed required registration(s), with the local, state, and/or Federal government (e.g., DBA registration, get a business license, agency issued tax identifications, etc.) **AND** at least one of the following:

- Has documented a transaction from the sale of a product or professional or personal service for the purpose of gain or profit.
- Has acquired debt or Equity Infusion to pursue business operations, for example, to purchase inventory, equipment, building, business, etc.
- Has hired and/or compensated an employee(s) including the business owner/sole proprietor or contracted with an independent contractor(s) to perform essential business functions.
- Has incurred business expenses in the operation of a business.

If during the initial session the Service Center has reviewed the SBA definition for “in business” with the client and confirmed that the client meets the standard “Verified to be in Business”, i.e. already in business when they requested services from the SBDC, then the Initial Business Status should be marked as either Start-up (in business < 1 year) or In Business (> 1 year) based upon the date provided by the client as the date their company was originally established. The “company status” should be reflective of the “Initial Business Status” and the “Date Company Established” entered. The verified to be in business checkmark box should also be checked without entering a reportable business start date.

NMSBDC Program training attendees who do not meet the definition of a client should not be accepted in Neoserra as a client. (IE: lenders, partners, hosts, individuals attending training to improve work skills, etc.)

**Client Growth Assessment**: The paper form that the NMSBDC Program uses to prove to stakeholders that the economic impact we reported actually occurred, is correct and was attributed to the NMSBDC Network’s assistance. The SBA requires SBDC programs to have a systematic, understood, and documented method for attribution, verification, and validation of economic impact. Attribution is the client’s confirmation that SBDC assistance significantly contributed to the result. The NMSBDC Program fulfills the attribution requirement when clients sign the Client Growth Assessment (Attachment I) which contains an attribution statement. Validation is assuring that the impact achieved is reasonable and fair based on services rendered by the SBDC. The NMSBDC



Program fulfils the validation requirement when the center director and assigned associate state director (if required) reviews the client record and signs the Client Growth Assessment (Attachment I) attesting that the claimed impact is reasonable, and fair based on the counseling notes and attachments in Neoserra. Verification is assuring that data are correct. The NMSBDC Program fulfils the verification requirement by having the client, counselor, and center director and assigned associate state director (if required) signature(s) on the Client Growth Assessment (Attachment I) indicating that data on the form has been checked and are correct. Economic impact should only be entered into Neoserra after the Client Growth Assessment (Attachment I) has been signed by all required parties indicating that all three components including attribution, verification, and validation have been fulfilled.

The Client Growth Assessment is not seen by stakeholders except during programmatic reviews and audits. In instances where obtaining a physical signed Client Growth Assessment is not possible a client email response to the NMSBDC Lead Center's approved Client Growth Assessment template will be accepted. If so, a Client Growth Assessment signed by the counselor, center director and/or or assigned associate state director must be attached as a cover sheet to the client email when uploaded to the milestones in Neoserra. In rare cases such as the client's death, where obtaining a physical signed Client Growth Assessment or email verification is not possible, an email from the NMSBDC Executive State Director (ESD) indicating that the impact occurred and the ESD obtained verbal attribution from the company or estate, will be accepted. A Client Growth Assessment must be attached to each milestone or investment within Neoserra.

**Client Segments:** The specific types of clients we want to find and keep by aligning our tools, resources, processes and marketing efforts to attract and serve their needs. Segmenting Program clients into logical groupings based on common characteristics allows us to tailor our Key Services to meet their needs and expectations and better analyze how well we are performing at meeting those needs and expectations.

**Client Surveys:** The NMSBDC Client Surveys are instruments used to obtain and measure client needs, expectations and satisfaction with NMSBDC counseling and training services. The survey instruments are reviewed and updated annually by the Lead Center and the new survey is activated in January each year.

- **Client Survey for Counseling:** The Client Survey for Counseling is automatically emailed to clients by Neoserra as soon as the SBDC Network Service Center enters the second reportable counseling session. Responses are automatically collected by Neoserra and attached to the client record once the client completes the survey.
- **Client Survey for Training:** A printed Client Survey for Training (Attachment M) is used to manually collect client satisfaction during in person trainings and a Zoom quiz version of the Client Satisfaction for Training is used to collect client satisfaction during synchronous online trainings. The completed survey responses are manually transferred into Neoserra for each training attendee by the NMSBDC Network Service Center and the paper survey or Zoom quiz is attached to the training record for data verification purposes.

Survey data is reviewed regularly by Service Center directors when meeting with their assigned ASD. If a survey indicates that a client is dissatisfied with the counseling or training services they received it is the responsibility of both the NMSBDC Network Service Center director and the assigned ASD to ensure contact is made with the client and/or training attendee to diagnose the concern, attempt to address it, and document the resolution within the client file in Neoserra.



**Community:** People living in the same place in New Mexico or having a particular characteristic in common.

**Contact Hours:** The amount of time spent directly counseling a business or individual client. In the case of electronic counseling the time spent writing the email to the client should be counted as contact time. Example: During our meeting we discussed the importance of having a bookkeeping system and I recommend that you explore the following...

**Counseling:** No fee services provided to an individual and/or business that are:

- substantive in nature and require assistance in the formation, management, financing, and/or operation of a small business enterprise; AND
- specific to the needs of the business or individual; AND
- is one-on-one, in person (face-to-face), on the telephone or electronic; AND
- requires eCenter registration.

**eCenter:** The Outreach Systems' website used by individuals to request counseling services by selecting "New Client Sign Up" and/or view and sign up for training services by selecting "Training Events." Once their request is processed, they will receive confirmation and a login password for their future use. eCenter is accessed via the Internet at <https://nmsbdc.ecenterdirect.com>. The eCenter registration process serves as an approved electronic substitute for the SBA Form 641.

**Executive State Director:** The Executive State Director (ESD) is the full-time senior manager who is tasked to direct and monitor the program activities and financial affairs of the NMSBDC Program to deliver effective services to the small business community, ensure the NMSBDC's Networks compliance with applicable laws, regulations, OMB circulars and Executive Orders, implement the SBA/SFCC Cooperative Agreement and serve as the principal contact point for all matters involving the NMSBDC Program. The Code of Federal Regulations requires the ESD to have clear and complete control of all SBDC Program funds and the authority necessary to control all personnel, budgets, and expenditures under the cooperative agreement. In addition to the NMSBDC Network the ESD directs and monitors the program activities and budgets of the various programs and projects that are part of the NMSBDC Ecosystem.

**Face-to-face Counseling (in person):** An in person counseling session with a client that meets the definition of "counseling".

**Foundational Documents:** The Foundational Documents are the focus of the Program Year; they are designed to move the Network towards fulfilling our mission, vision and values.

**Host Institution:** An organization selected by the ESD and contracted via a cooperative agreement with SFCC to have an SBDC Network Service Center at their location to provide NMSBDC Key Services to new and existing small businesses and pre-venture individuals in a designated service area.

**In-Business:** See Client definition.

**International Business Accelerator (IBA)** – The International Business Accelerator is a statewide resource Program offered through the NMSBDC Lead Center and Western New Mexico University that provides education and counseling for New Mexican businesses and individuals wishing to introduce their product or service into the global market. The IBA is not an SBDC Network Service Center but operates collaboratively as part of the NMSBDC Ecosystem.



**Key Services:** The main services as listed in the Network Business Plan provided to Program clients at every NMSBDC Network Service Center are Counseling and Training. While not all NMSBDC Network Service Centers deliver trainings directly, all Service Centers should provide Program clients access to training through SBA Resource Partners, host institutions, partners, and NMSBDC online training offerings.

**Lead Center:** The entity established by the SBDC Recipient Organization (SFCC) that has a current Cooperative Agreement with SBA to administer and operate the SBDC Program within the state. The Lead Center is responsible for establishing an SBDC Program for the state and for overall program development and management, service coordination, financial management, reporting, promotion and public relations, evaluation, assessment and internal quality control over Network services.

**Lead Center Leadership Team:** The full-time staff at the Lead Center that are direct reports to the ESD.

**Legacy Business:** A longstanding small business that is of significant value to their community and should be preserved.

**Mission:** Our ultimate purpose or a brief statement that explains why the NMSBDC Program exists. Think of the mission as what you are ultimately trying to accomplish through your daily work.

**Neoserra:** Outreach Systems' management informational system that the NMSBDC Network uses to record the Key Services we provided to Program clients, record our measurement outcomes, and store our client data.

**Network Business Plan:** A strategic plan intended to be easily understood and executed by every NMSBDC Network Service Center and their SBDC Program funded staff.

**NMSBDC Ecosystem:** The NMSBDC Ecosystem is a group of programs and projects with various funding sources under the purview of the ESD. The NMSBDC Ecosystem includes the NMSBDC Program and Network, New Mexico APEX Accelerator Program, International Business Accelerator Program, eCommerce project, and the incarcerated individuals training project.

**NMSBDC Network:** The NMSBDC Network delivers the SBDC Key Services to NMSBDC Program clients across the state. The SBA definition of "Network" is just the SBDC Program, meaning the NMSBDC Network is a term used for referring to the contracted SBDC Network Service Centers, NMSBDC Service Center satellite locations and the NMSBDC Lead Center as a whole. The New Mexico APEX Accelerator, International Business Accelerator (IBA), eCommerce project and incarcerated individuals training project, are all separate Programs or projects under the purview of the NMSBDC Lead Center and are part of the NMSBDC Ecosystem (See NMSBDC Ecosystem).

**NMSBDC Program:** The Federal grant Program awarded by the SBA to Santa Fe Community College via cooperative agreement, under the direction of the ESD and operated by the Lead Center to serve small businesses and pre-venture individuals in New Mexico with SBDC Key Services. The NMSBDC Program fulfills delivery of the required SBDC Key Services to the Program's clients through the NMSBDC Network.

**Online Counseling:** An online or email counseling session that meets the definition of "counseling".



**Partner:** Key organizations or individuals who are working in concert with the NMSBDC Network to help entrepreneurs start new businesses, grow existing businesses and stay in business; or who are working in concert to communicate the NMSBDC Program's value to stakeholders, partners, clients and the community.

**Prep Time:** The amount of time spent writing counseling session notes, preparing, and researching information for a business or individual client should be recorded in Neoserra as prep time. The time SBDCNet spends conducting research for your client may be captured as prep time as long as a copy of the research is attached within Neoserra.

**Pre-Venture/Nascent:** See Client definition.

**Program Data:** The information captured concerning numerous aspects of the Program to include client, stakeholder and staff data as well as overall Program and service center results.

**Program Funded Staff:** The staff positions at the Lead Center and at the contracted service centers funded by cooperative agreements.

**Program Year:** The SBA grant award time period for the Program, which is the same as the calendar year January 1 – December 31.

**SBA Community Navigators:** An SBA grant to fund a program consisting of a Hub and Spoke network that allows trusted, culturally knowledgeable groups and individuals to connect underrepresented and underserved entrepreneurs to entrepreneurial service providers.

**SBA Resource Partners:** Organizations that provide services through SBA funding or through another recognized relationship with the SBA. Resource partners include SBDCs, Service Corps of Retired Executives (SCORE), Veterans Business Outreach Centers (VBOCs), Women's Business Centers (WBCs), U.S. Export Assistance Centers (USEACs), the SBA Microloan Program micro-lenders and non-lender technical assistance providers, Small Business Investment Companies (SBICs), Certified Development Companies (CDCs), SBA Community Navigators and SBA Co-sponsorship and Memorandum of Understanding partners.

**SBDC Net** – The National Information Clearinghouse for the SBA that provides research assistance directly for SBDC counselors at no charge.

**SBDC Program:** The SBA SBDC Program is the U.S. Small Business Administration's (SBA's) largest matching grant-funded program providing quality service to the small business community. The SBA SBDC Program has 63 Recipient Organizations - one in each state (with the exception of four regional SBDC networks in Texas and five Recipient Organizations comprised of six regional SBDC networks in California), the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa and Northern Mariana Islands. The Recipient Organization (SFCC) is responsible for establishing a Lead Center and a network of Service Centers to cover its designated area of service. The SBDC Program links the resources of Federal, state and local governments with the resources of the educational community and the private sector to provide assistance to the small business community. In partnership with SBA's Office of Small Business Development Centers (OSBDC) and District Offices, SBDCs develop business counseling and training programs, informational tools and other services that enhance the economic development goals and objectives of SBA, in their respective service areas and their local funding partners.





**Service Center:** An SBDC Network Service Center designated by the ESD and contracted via a cooperative agreement by SFCC with the host institution, to serve Pre-Venture/Nascent individuals, Start-Up (in business < 1 year) and In Business (> 1 year) small businesses.

**Skilled Entrepreneur:** An individual that is motivated to work on their business and continuously enhances their skills towards starting, growing and sustaining their specific business. Mission fulfillment hinges on how successful we are at building and maintaining long term mentoring relationships with our clients so we can motivate them to keep working on their business and enhancing their skills.

**Small Business:** A business entity as defined by the SBA:

- i) That is independently owned and operated, is not dominant in its field of operation, is organized for profit with a place of business located in the United States, and operates primarily within the United States; and
- ii) That does not exceed the applicable size standard for its industry as established under 13 C.F.R. § 121. In general, the most common size standards are:
  - 500 employees for most manufacturing and mining industries;
  - \$45 million in average annual receipts for most general & heavy construction industries;
  - \$19 million in average annual receipts for all specialty trade contractors;
  - \$9.0 million in average annual receipts for most retail and service industries; and
  - \$2.0 million to \$5.0 million in average annual receipts for most agricultural industries.

**Stakeholder Segments:** The key decision makers who financially support the NMSBDC Program through direct or indirect contributions.

**Start-up:** Individuals (entities) who have been in business up to 12 months.

**Strategic Priorities:** What the NMSBDC Program must achieve to remain or become effective and ensure its long-term sustainability. Strategic priorities established by the Lead Center set longer-term directions for the overall Program and guide resource allocation. Strategic priorities are translated into Wildly Important Goals in order to provide direction for NMSBDC Network Service Centers on their role in executing the Network Business Plan.

**Strong Business:** A sustainable business that fulfills the specific personal and financial needs of its owner or owners.

**Telephone Counseling:** A telephone counseling session with a client that meets the definition of "counseling".

**Training:** An SBDC Program workshop and/or offering is an activity or event in which a counselor from the NMSBDC Network, and/or a third-party activity delivers a structured program of knowledge, information or experience on a business-related subject. The training must include two or more contacts in attendance and documented via SBA Form 888. The completed SBA Form 888, advertisement of the training event describing the program content on the NMSBDC template, the training event attendee report for online events or the attendance sign in sheet for in person events, and the completed Client Survey for Training (Attachment M) must be attached to the Neoserra training record. The Client Survey for Training completed by each attendee should be



manually transferred/completed electronically in the training file by the NMSBDC Network Service Center. For further details review the cooperative agreement.

**In-Person Training:** These offerings by service centers must be of a quality and substantive nature and include registration via eCenter.

**On-Line Training/Distance Learning:** These offerings by the Lead Center or service centers must be of a quality and substantive nature and include registration via eCenter. Online Training/Distance Learning can be synchronous or asynchronous by connecting clients with remote and multiple resources using print, video, audio, computer, satellite and audio-graphic technologies.

**Travel Time:** The time spent traveling to a client's location to provide key services. Travel time does not count toward counseling time and is tracked separately in Neoserra.

**Values:** Think about our values as a moral compass for how the NMSBDC Program operates. While circumstances may change, ideally our values do not. Our values are the cultural foundation of our Program and Network that serve as a decision-making tool that guides our behavior in our daily interactions with clients, stakeholders, partners, community and each other. **The program values are listed in an ideal priority order.**

**Vision:** Think of this as the NMSBDC Program's aspirations, or if the NMSBDC Program was a person, what we want to be when we grow up, etc. The word "effective" should be viewed in how we fulfill our mission of developing skilled entrepreneurs and strong businesses as unique individuals and not as a number.

**Wildly Important Goal (WIG):** The Wildly Important Goals are derived from the Strategic Priorities set by the Lead Center, in order to align all of the Program efforts with accomplishing our mission.

**WIG Meeting:** WIG stands for Wildly Important Goals. The New Mexico SBDC holds a quarterly Network and Ecosystem WIG meeting to review the NMSBDC Network and Ecosystem results. These meetings serve to identify learning opportunities and improvements. This methodology informs the Program, based on available data, what is working and what is not in order to determine what actions may need to be adjusted.