SBDC
PENNSYLVANIA

Small Business Development Centers
Helping businesses start, grow, and prosper.

Section 1. Center Comparative Review
Produced: May 20, 2025
Conducted: Brian Kelly, Associate State Director

Introduction

This year marks a significant evolution in how we assess and support our network of service centers. For the first time, the annual review has been conducted through a unified, comparative analysis of all 15 centers, rather than as a series of individual evaluations. This new format is designed to provide a broader, data-informed perspective that highlights both collective trends and center-specific insights.

Consider this report a Version 1 as we continue to strengthen our data-driven decision-making muscles as a network. The intent is to spark meaningful and sometimes challenging conversations in the year ahead as we make progress towards Strategic Plan implementation and continue to adapt to the changing social, economic, and political landscape facing our Centers, our host institutions, and our entrepreneurs.

Format

This shift is more than a change in format—it is a strategic step forward. As part of the Performance Management pillar of our 2024 Strategic Plan, this report is intended to foster a culture of continuous improvement and accountability. By identifying areas of strength and areas for growth, we aim to equip each center with the insights needed to make informed decisions and to guide the strategic conversations that will shape our work in the year ahead.

- Section 1 of this report presents a series of comparative charts that examine key performance metrics across all centers. These visuals are intended to surface patterns, outliers, and opportunities for shared learning. This section is shared with all Centers.
- Section 2 offers a condensed version of the previous Center Review template, focusing on all of the components that could be conducted during a desk review. This Section is specific to your specific Center.
- Section 3 provides center-specific charts that support and expand upon those observations in Section 2.
- Finally, Section 4 outlines the methodology used to collect and analyze the data, ensuring transparency and consistency in our approach.

NOTE: Some of the data presented here has already begun to shape our leadership discussions. Other elements may be new—offering fresh perspectives or surfacing insights not previously visible. We also recognize that there may be gaps or areas where the data could be improved. This is part of operationalizing our work under the Performance Management Pillar. Your feedback will be essential as we refine this process together and update our Policies and Procedures accordingly.

2025 Center Comparative Review

Section 1

1.1 NAICS Overview

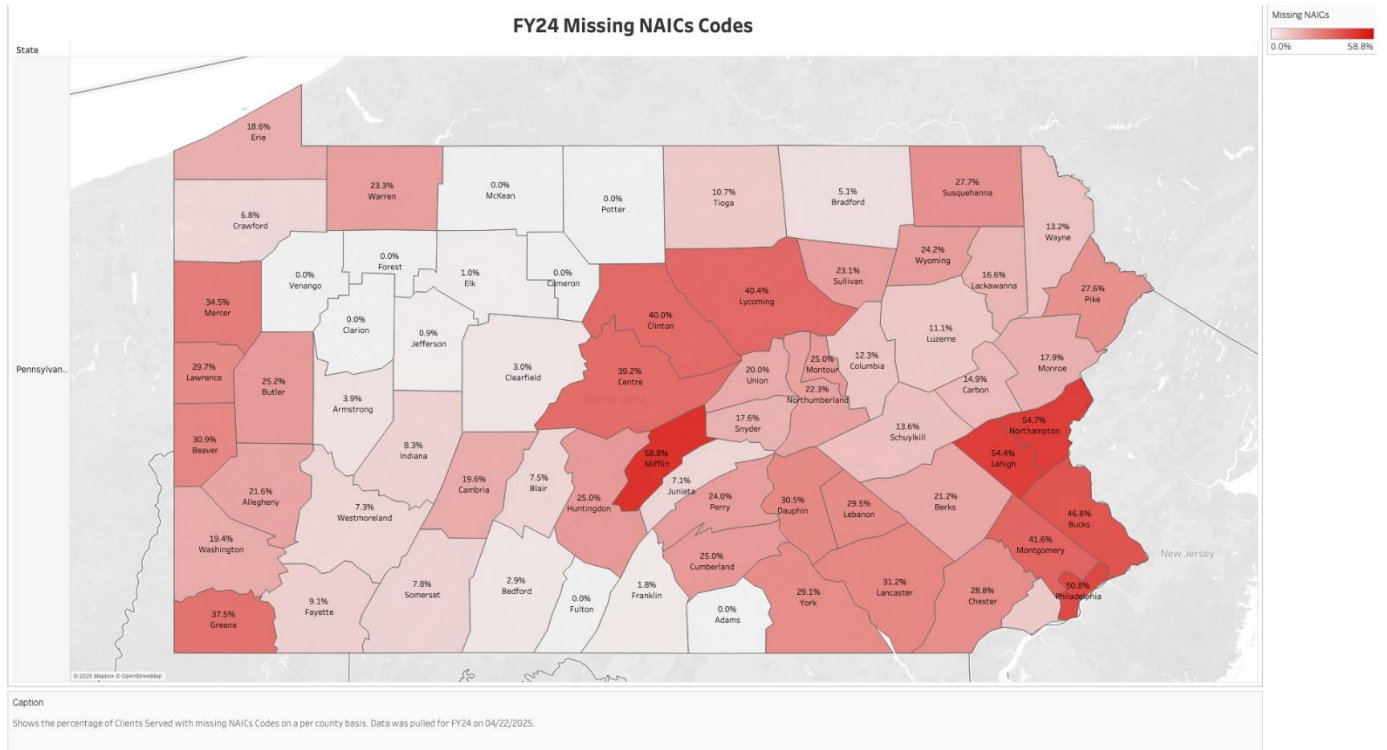## FY24 Clients Served vs. Census Percentages by NAICs Code
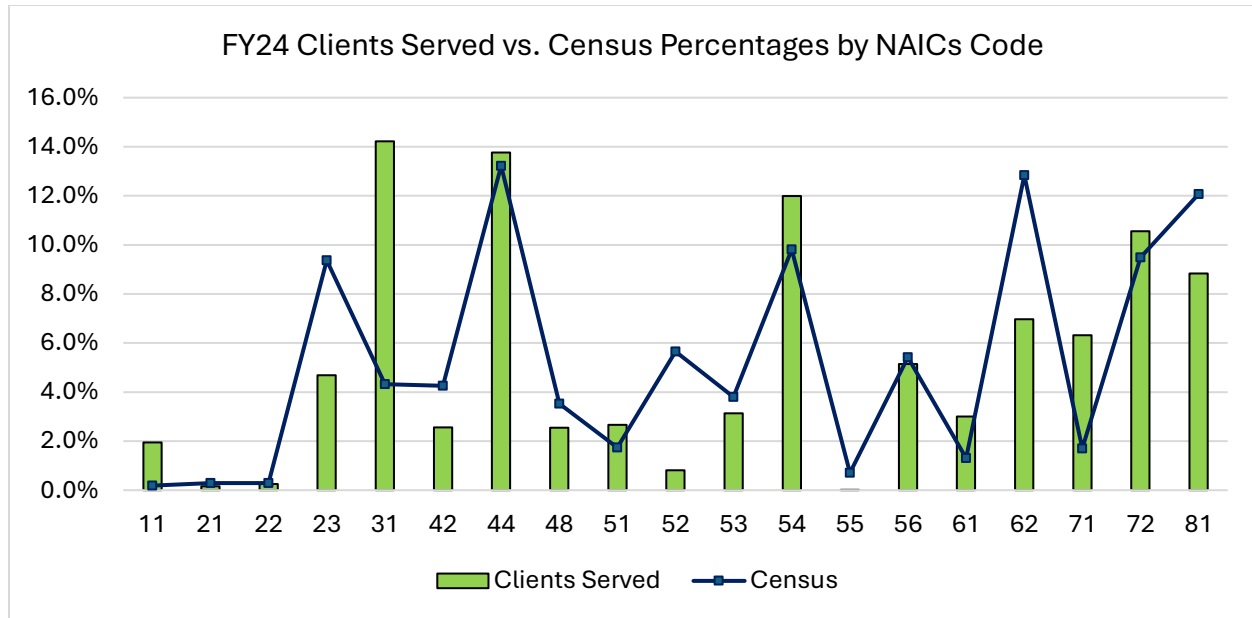
NAICS Code Legend

SECTOR	DEFINITION
11	Agriculture, Forestry, Fishing and Hunting
21	Mining, Quarrying, and Oil and Gas Extraction
22	Utilities
23	Construction
31-33	Manufacturing
42	Wholesale Trade
44-45	Retail Trade
48-49	Transportation and Warehousing
51	Information
52	Finance and Insurance
53	Real Estate and Rental and Leasing
54	Professional, Scientific, and Technical Services
55	Management of Companies and Enterprises
56	Administrative and Support and Waste Management and Remediation Services
61	Educational Services
62	Health Care and Social Assistance
71	Arts, Entertainment, and Recreation
72	Accommodation and Food Services
81	Other Services (except Public Administration)
92	Public Administration

NOTE1: This chart represents an overall analysis of clients served, compared to the relative number of business establishments in that industry at a statewide level. Per Center and per County data is shared in Section 3, as well as the interactive xls shared separately.

NOTE2: The heat maps on the next page represent missing NAICS data per county, with the FY25 to FY24 comparison demonstrating significant improvement since the issue was first raised to Center Directors in November 2024.

FY24 Missing NAICs Codes

Caption
Shows the percentage of Clients Served with missing NAICs Codes on a per county basis. Data was pulled for FY24 on 04/22/2025.

FY24 Clients Served with missing NAICS statewide: **25.8%**

FY25 Clients Served with missing NAICS statewide: **13.8%** (as of 05/07/25)

FY25 Missing NAICS Codes

Caption
Shows percentage of Clinets Served with missing NAICs Codes on a per county basis. Data was pulled for FY25 on 05/07/2025

Section 1.2: RfC Counseling Conversions

Request for Counseling in FY24

A: Requests for Counseling Conversions by Center (number) [FY24]

● Initial ● Follow-Up Only ● No Services Rendered

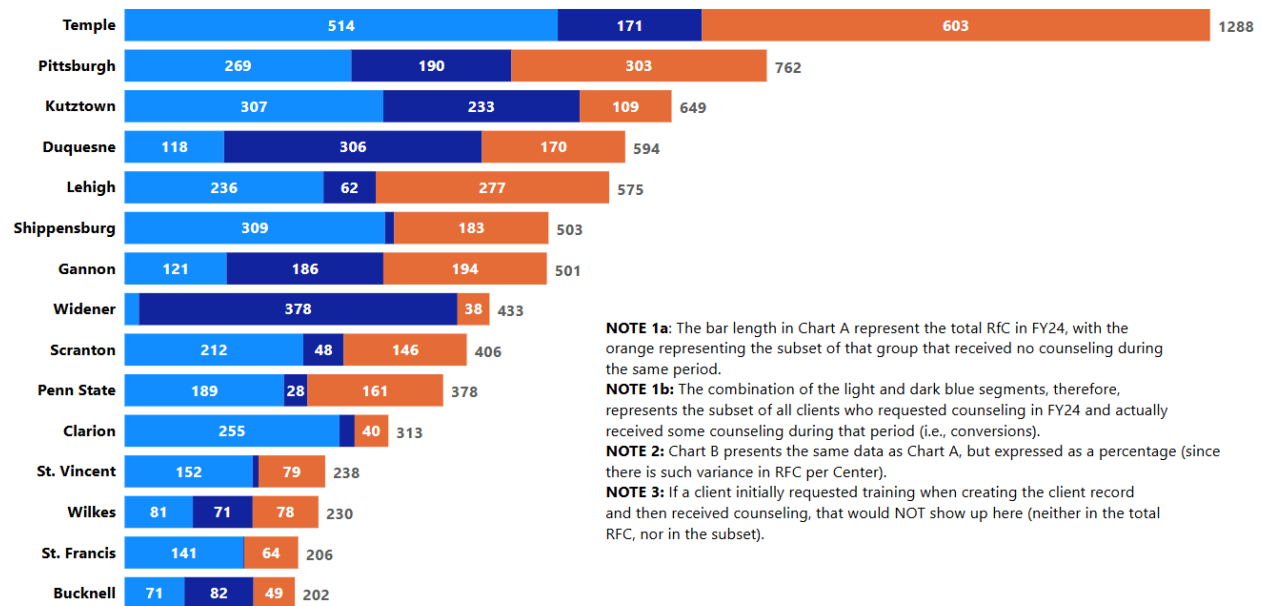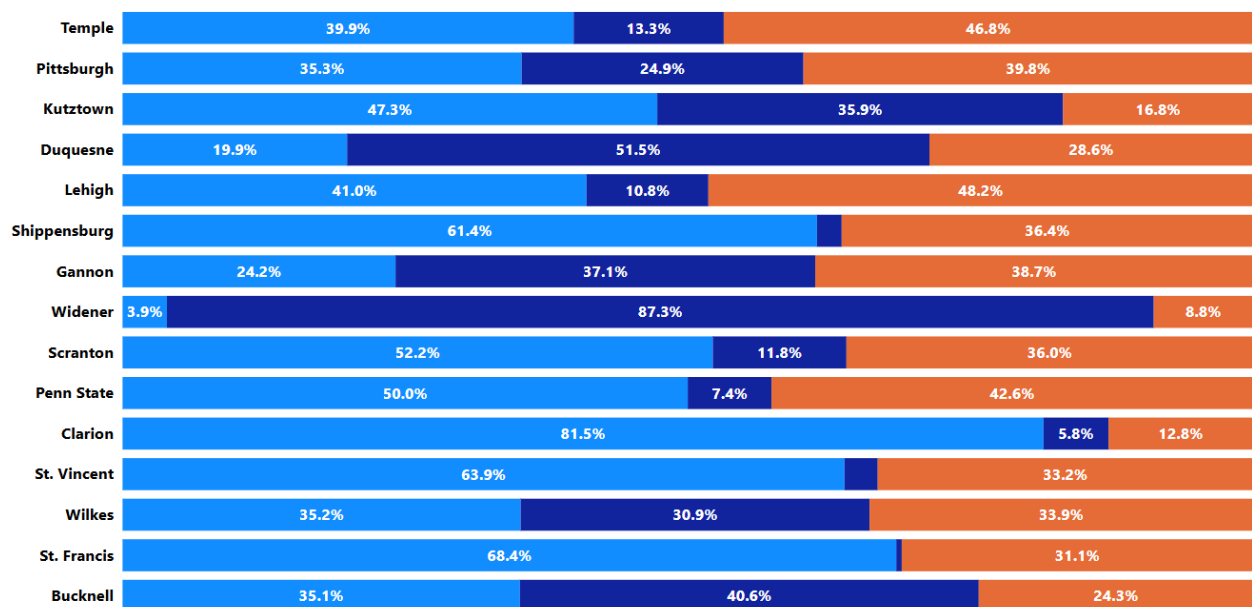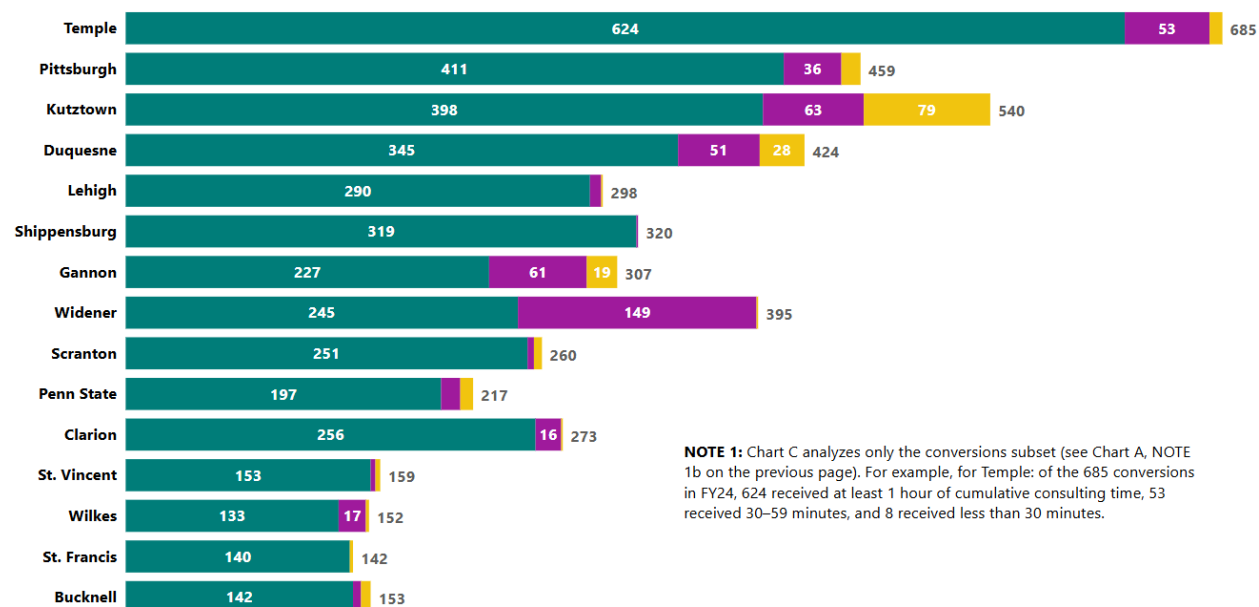| Center	Initial	Follow-Up Only	No Services Rendered	Total
Temple	514	171	603	1288
Pittsburgh	269	190	303	762
Kutztown	307	233	109	649
Duquesne	118	306	170	594
Lehigh	236	62	277	575
Shippensburg	309		183	503
Gannon	121	186	194	501
Widener		378	38	433
Scranton	212	48	146	406
Penn State	189	28	161	378
Clarion	255		40	313
St. Vincent	152		79	238
Wilkes	81	71	78	230
St. Francis	141		64	206
Bucknell	71	82	49	202

NOTE 1a: The bar length in Chart A represent the total RfC in FY24, with the orange representing the subset of that group that received no counseling during the same period.
NOTE 1b: The combination of the light and dark blue segments, therefore, represents the subset of all clients who requested counseling in FY24 and actually received some counseling during that period (i.e., conversions).
NOTE 2: Chart B presents the same data as Chart A, but expressed as a percentage (since there is such variance in RFC per Center).
NOTE 3: If a client initially requested training when creating the client record and then received counseling, that would NOT show up here (neither in the total RFC, nor in the subset).

B: RFC Conversions by Center (%) [FY24]

● Initial ● Follow-Up Only ● No Services Rendered

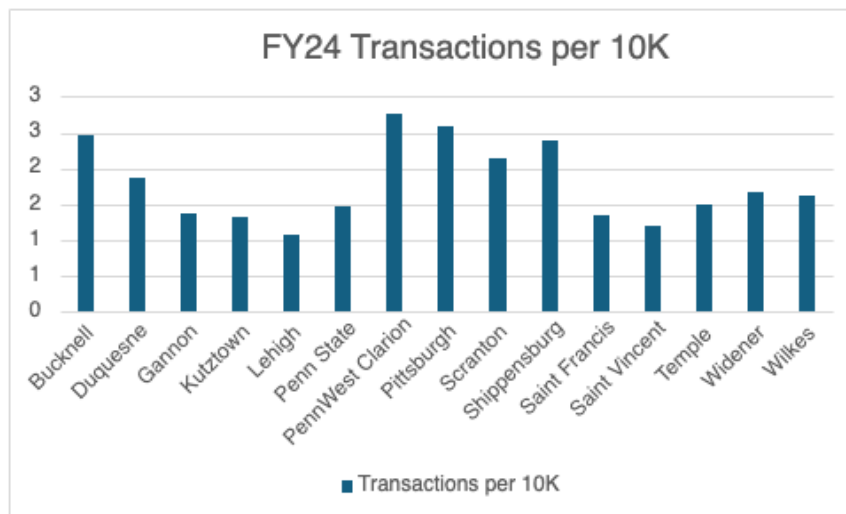| Center	Initial	Follow-Up Only	No Services Rendered
Temple	39.9%	13.3%	46.8%
Pittsburgh	35.3%	24.9%	39.8%
Kutztown	47.3%	35.9%	16.8%
Duquesne	19.9%	51.5%	28.6%
Lehigh	41.0%	10.8%	48.2%
Shippensburg	61.4%		36.4%
Gannon	24.2%	37.1%	38.7%
Widener	3.9%	87.3%	8.8%
Scranton	52.2%	11.8%	36.0%
Penn State	50.0%	7.4%	42.6%
Clarion	81.5%	5.8%	12.8%
St. Vincent	63.9%		33.2%
Wilkes	35.2%	30.9%	33.9%
St. Francis	68.4%		31.1%
Bucknell	35.1%	40.6%	24.3%

C: New Conversions (I/F) by Counseling Time [FY24]

● 1+ Hour Sessions ● 30–59 Minute Sessions ● Under 30 Minute Sessions

Institution	1+ Hour	30–59 Min	Under 30 Min	Total
Temple	624	53		685
Pittsburgh	411	36		459
Kutztown	398	63	79	540
Duquesne	345	51	28	424
Lehigh	290			298
Shippensburg	319			320
Gannon	227	61	19	307
Widener	245	149		395
Scranton	251			260
Penn State	197			217
Clarion	256	16		273
St. Vincent	153			159
Wilkes	133	17		152
St. Francis	140			142
Bucknell	142			153

NOTE 1: Chart C analyzes only the conversions subset (see Chart A, NOTE 1b on the previous page). For example, for Temple: of the 685 conversions in FY24, 624 received at least 1 hour of cumulative consulting time, 53 received 30–59 minutes, and 8 received less than 30 minutes.

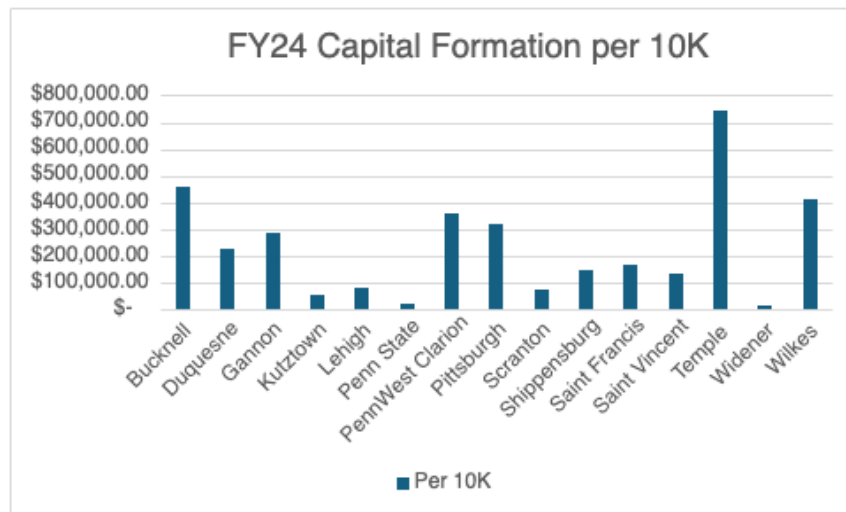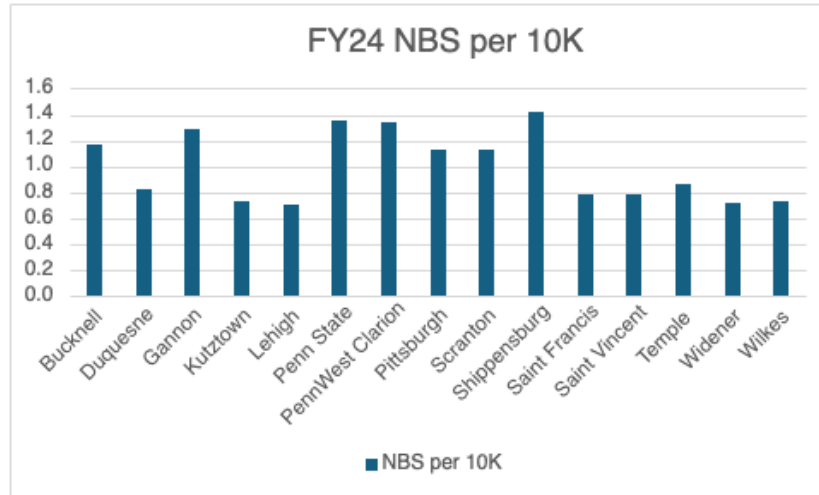## D: New Conversions (I) by Counseling Time [FY24]

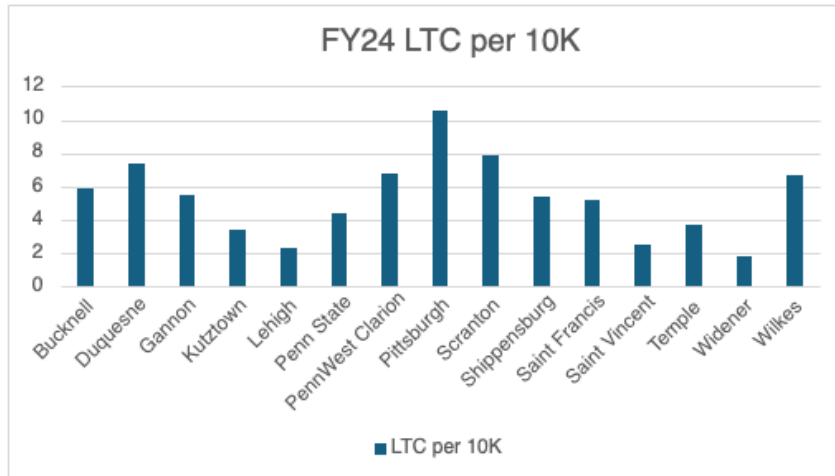● 1+ Hour Sessions ● 30-59 Minute Sessions ● Under 30 Minute Sessions

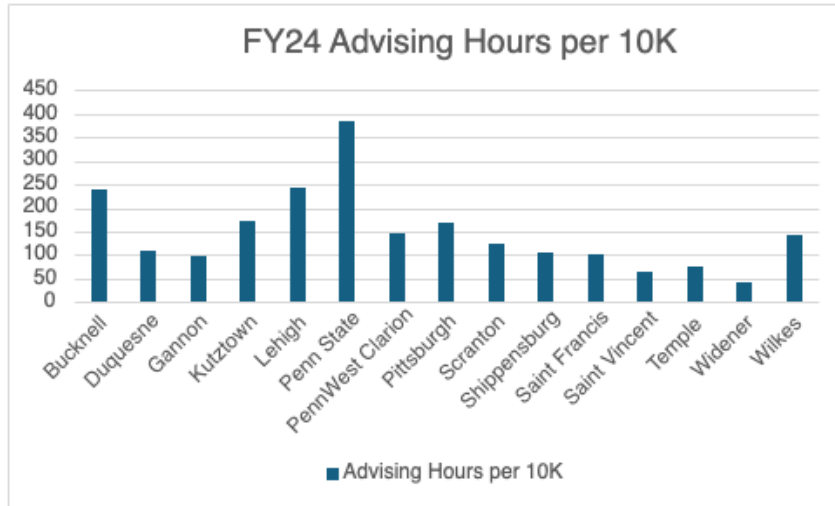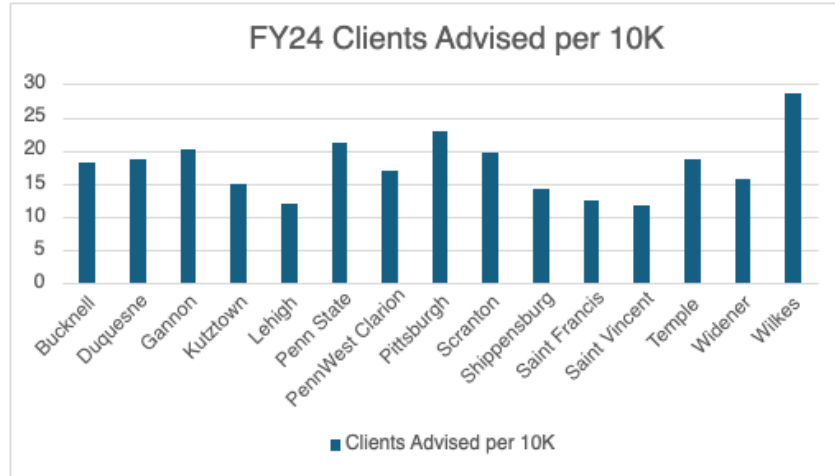| Institution	1+ Hour	30–59 Min	Under 30 Min	Total
Temple	31	481		514
Pittsburgh	237	28		269
Kutztown	150	146	11	307
Duquesne	94	23		118
Lehigh	217	19		236
Shippensburg	287	22		309
Gannon	54	23	44	121
Widener	11			17
Scranton	181	26		212
Penn State	158	27		189
Clarion	122	114	19	255
St. Vincent	145			152
Wilkes	50	13	18	81
St. Francis	134			141
Bucknell	54	11		71
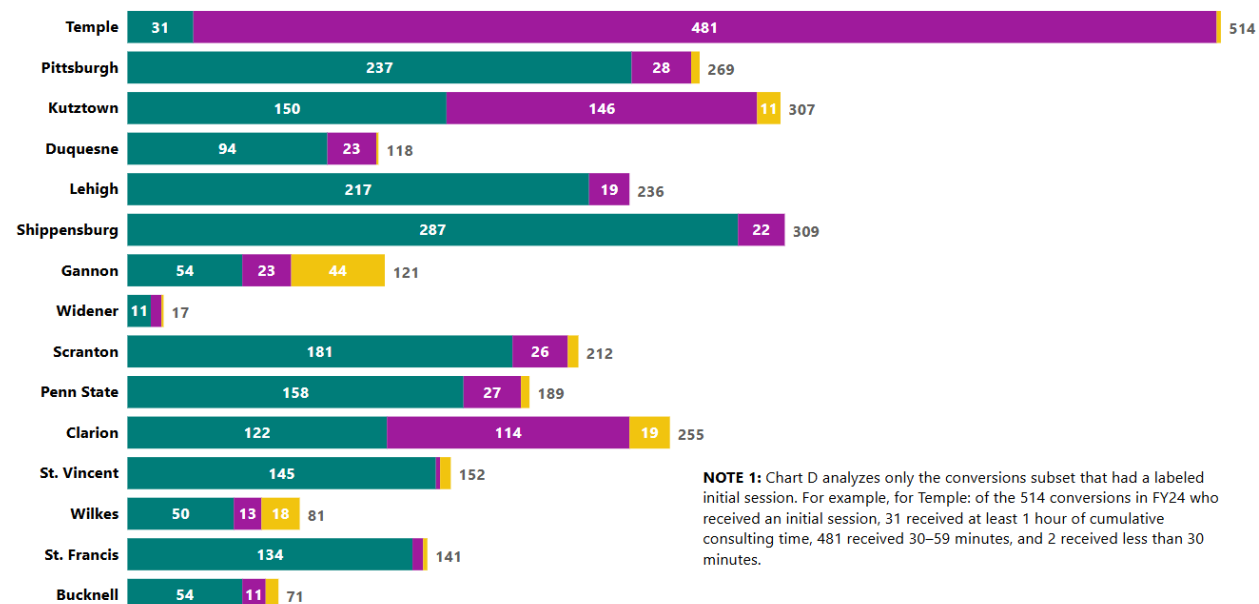
NOTE 1: Chart D analyzes only the conversions subset that had a labeled initial session. For example, for Temple: of the 514 conversions in FY24 who received an initial session, 31 received at least 1 hour of cumulative consulting time, 481 received 30–59 minutes, and 2 received less than 30 minutes.
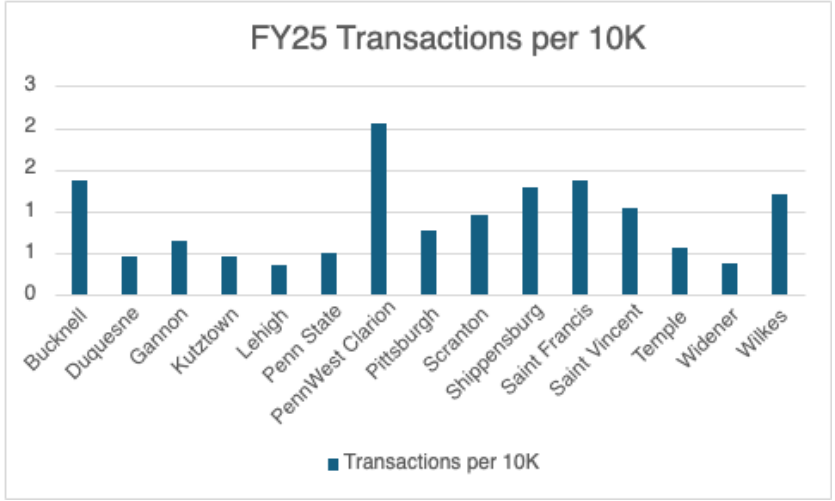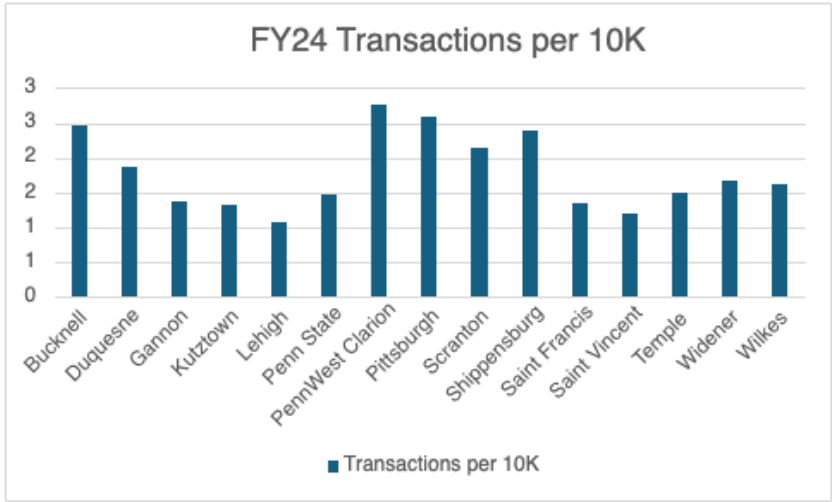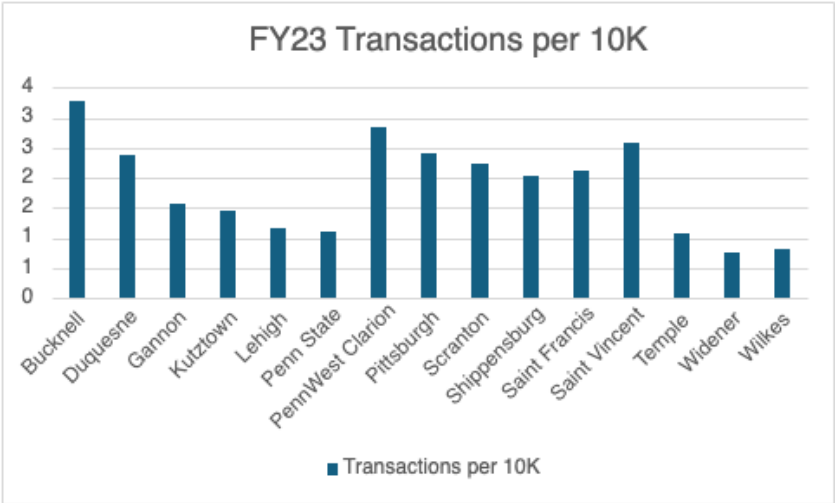
1.3 ROI Analysis
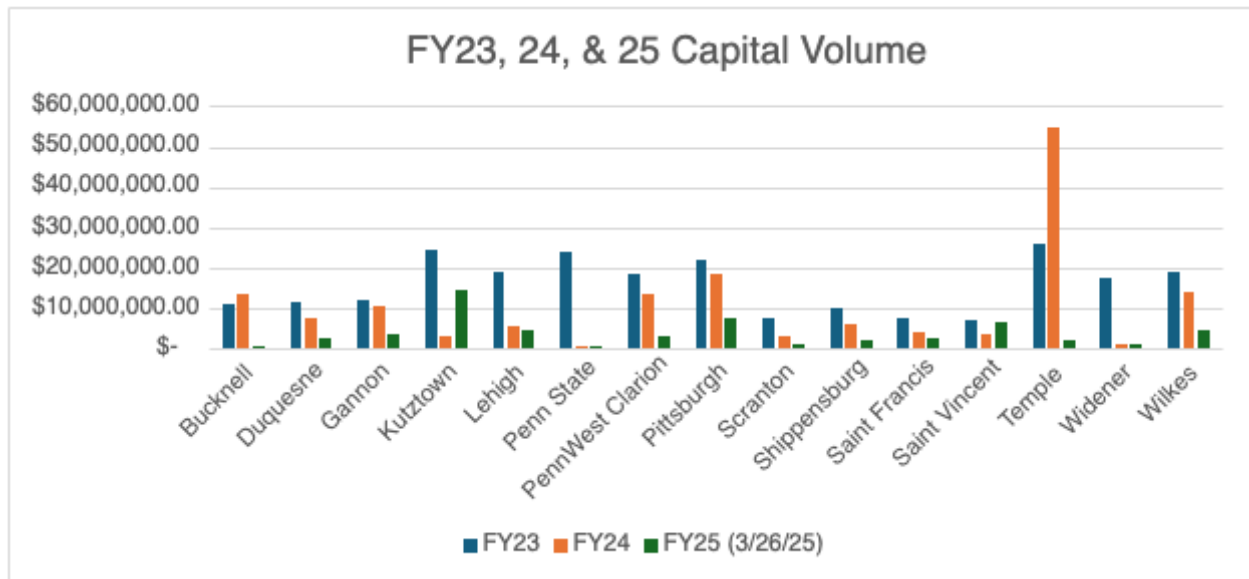
A. KPI's ROI Analysis

FY24 NBS per 10K

FY24 Capital Formation per 10K

FY24 Transactions per 10K

B. Advising ROI

FY24 Clients Advised per 10K

Clients Advised per 10K

FY24 Advising Hours per 10K

Advising Hours per 10K

FY24 LTC per 10K

LTC per 10K

C. Capital Transactions ROI Trend

FY23 Transactions per 10K

Transactions per 10K

Bucknell, Duquesne, Gannon, Kutztown, Lehigh, Penn State, PennWest Clarion, Pittsburgh, Scranton, Shippensburg, Saint Francis, Saint Vincent, Temple, Widener, Wilkes

FY24 Transactions per 10K

Transactions per 10K

Bucknell, Duquesne, Gannon, Kutztown, Lehigh, Penn State, PennWest Clarion, Pittsburgh, Scranton, Shippensburg, Saint Francis, Saint Vincent, Temple, Widener, Wilkes

FY25 Transactions per 10K

Transactions per 10K

Bucknell, Duquesne, Gannon, Kutztown, Lehigh, Penn State, PennWest Clarion, Pittsburgh, Scranton, Shippensburg, Saint Francis, Saint Vincent, Temple, Widener, Wilkes

1.4 Capital Acquisition Trends

FY23, 24, & 25 Capital Transactions

Bar chart showing FY23, FY24, and FY25 (3/26/25) capital transactions for Bucknell, Duquesne, Gannon, Kutztown, Lehigh, Penn State, PennWest Clarion, Pittsburgh, Scranton, Shippensburg, Saint Francis, Saint Vincent, Temple, Widener, and Wilkes.

FY23, 24, & 25 Capital Volume

Bar chart showing FY23, FY24, and FY25 (3/26/25) capital volume in dollars for Bucknell, Duquesne, Gannon, Kutztown, Lehigh, Penn State, PennWest Clarion, Pittsburgh, Scranton, Shippensburg, Saint Francis, Saint Vincent, Temple, Widener, and Wilkes.

*FY25 represents YTD totals through 3/26/25, which is just shy of 6 months worth of data.

FY23 Capital Transactions & Volume

FY24 Capital Transactions & Volume

FY25 Capital Transactions & Volume (3/26/25)
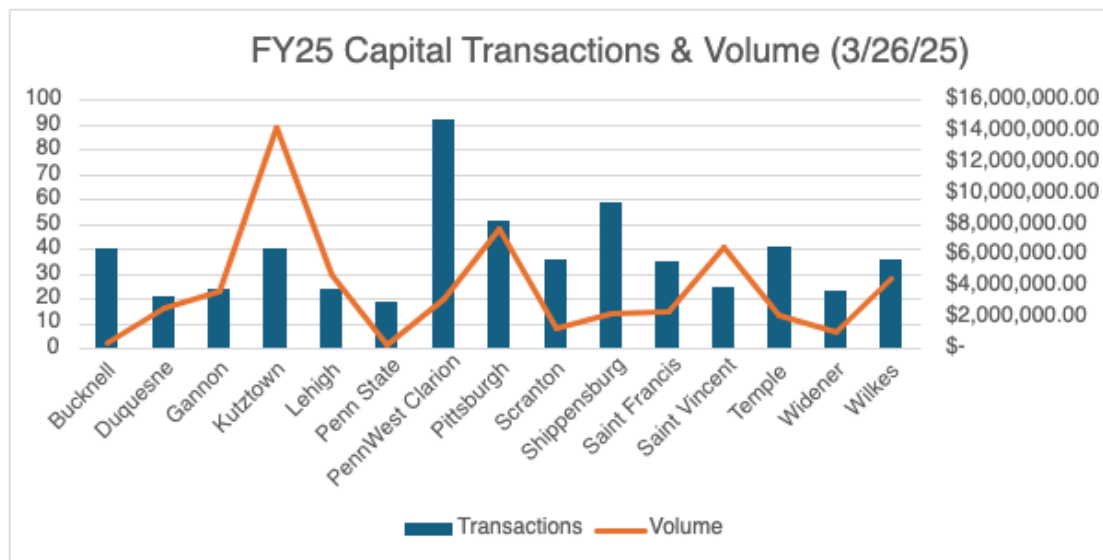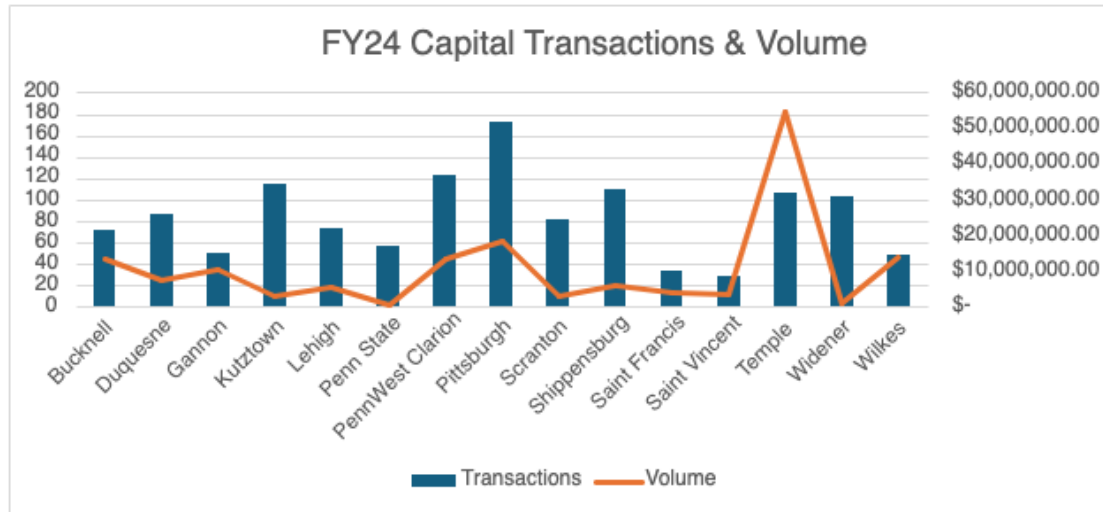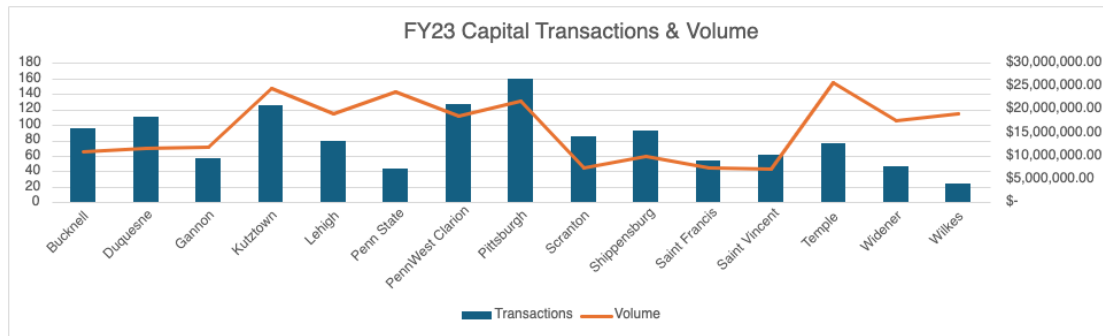
1. Both vertical axes' scales differ across fiscal years.
2. *FY25 represents YTD totals through 3/26/25.
3. Future iterations of this data include comparing the types of capital acquisition, as well as tiering the levels of capital acquisition (ie, Less than $25k, less than $100k, etc.)

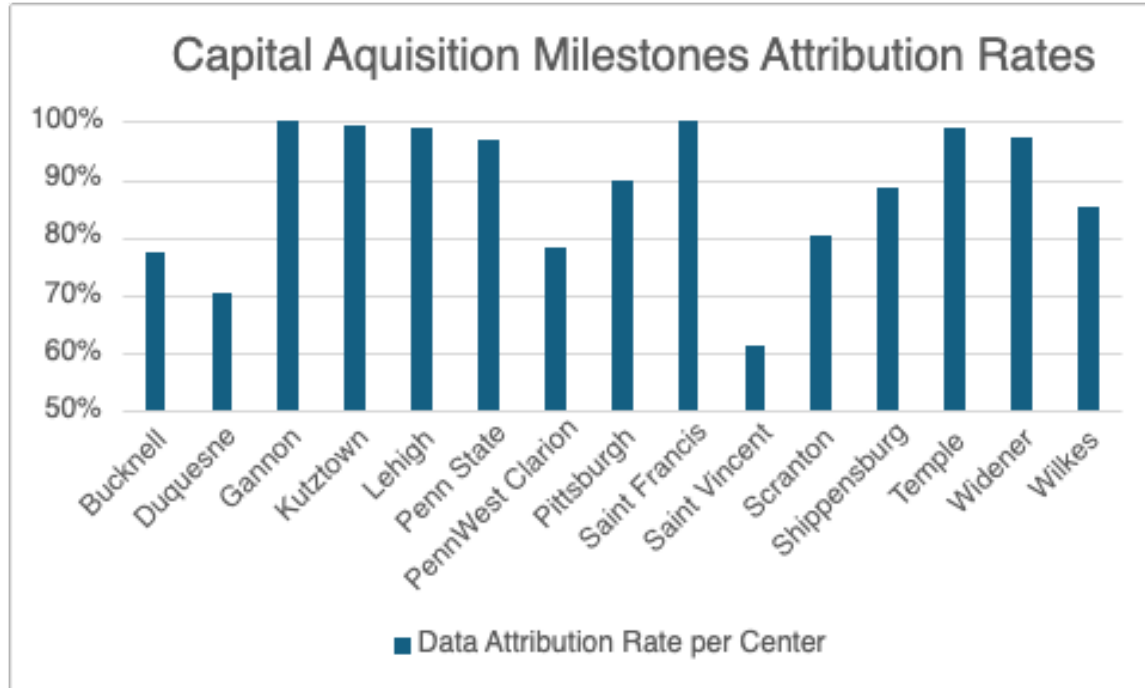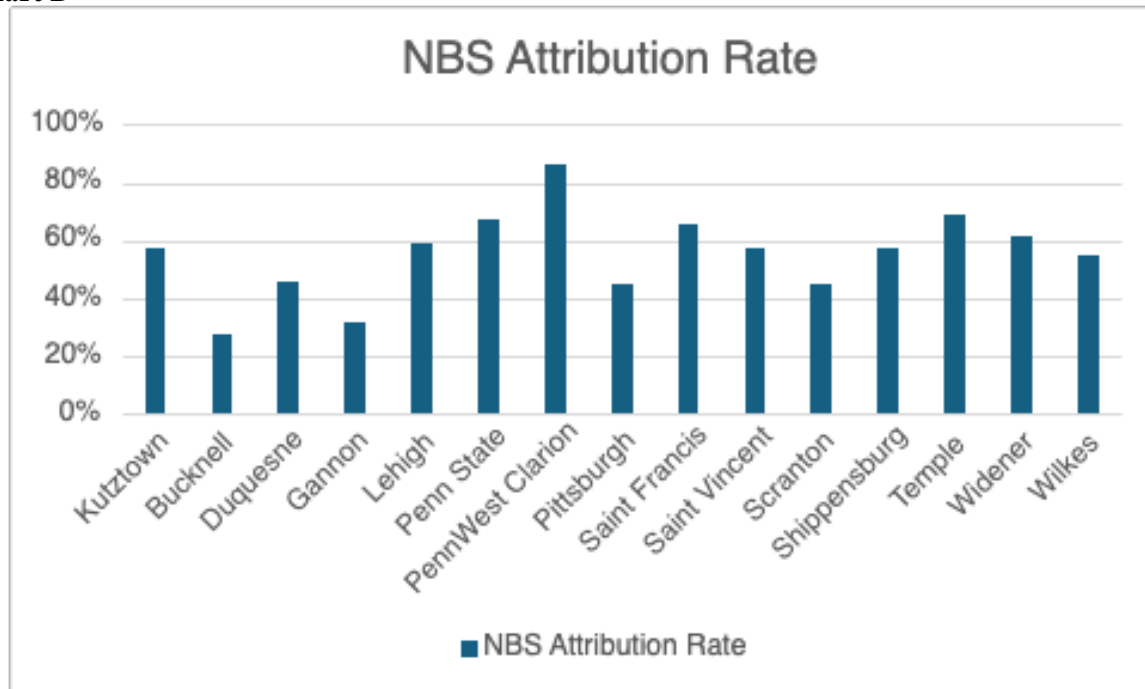# 1.5 Attribution Analysis

Chart A

Capital Aquisition Milestones Attribution Rates

■ Data Attribution Rate per Center

Chart B

NBS Attribution Rate

■ NBS Attribution Rate

***NOTE**: The NBS Attribution Rates shown are slightly distorted, though have been left as is to create a consistency with the data in Section 3. Once the Section 3 data is adjusted, the actual rates will change significantly from what is depicted, and the general cross-center rate differentials should be slightly less pronounced. This issue results from the inconsistent application of the 2024 network policy to use both the NewBus Impact, in addition to the auto-generated Bus Strt Impact, in Neoserra.
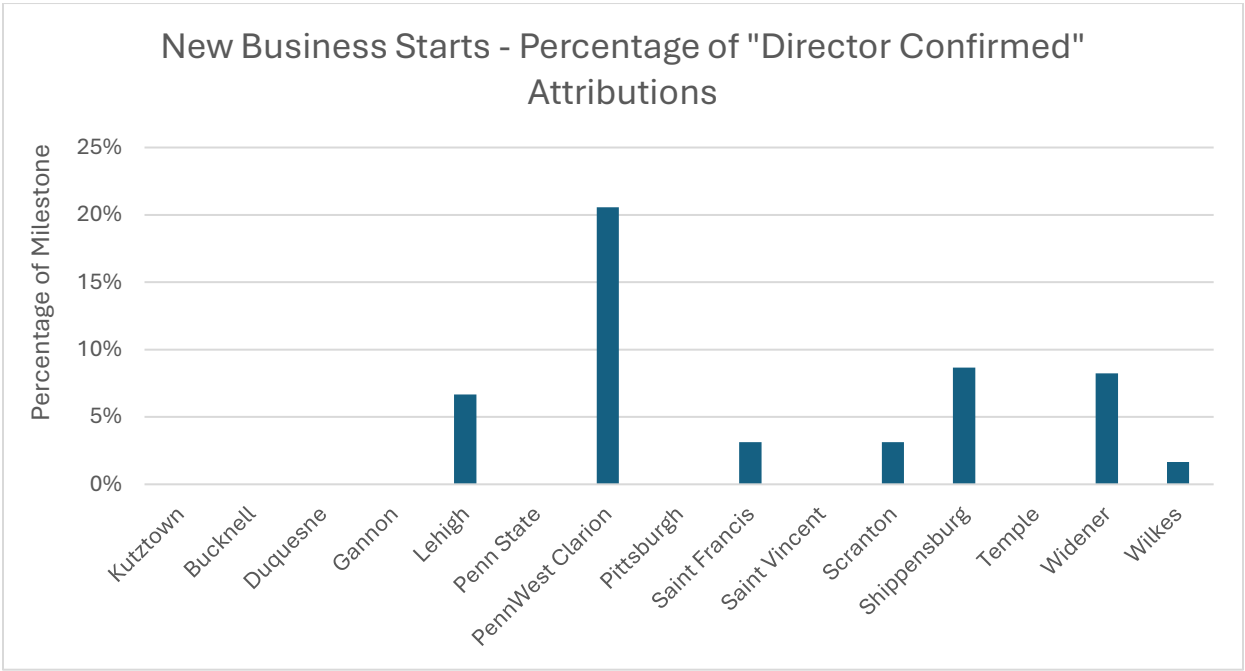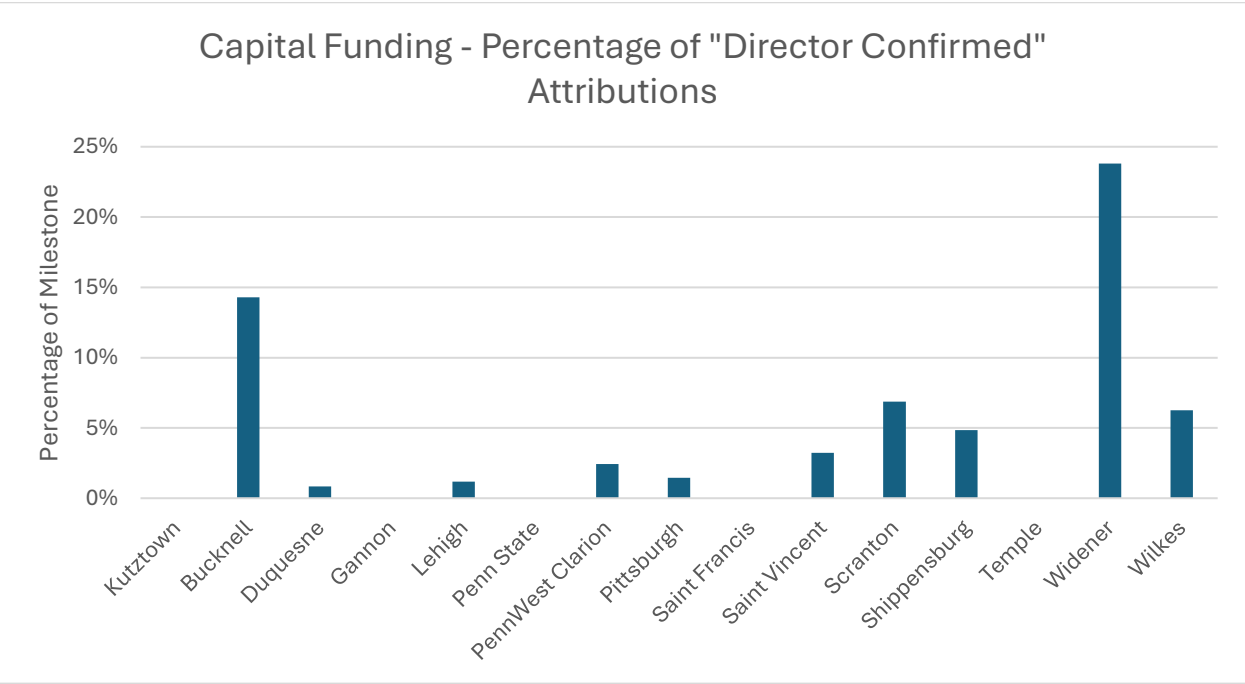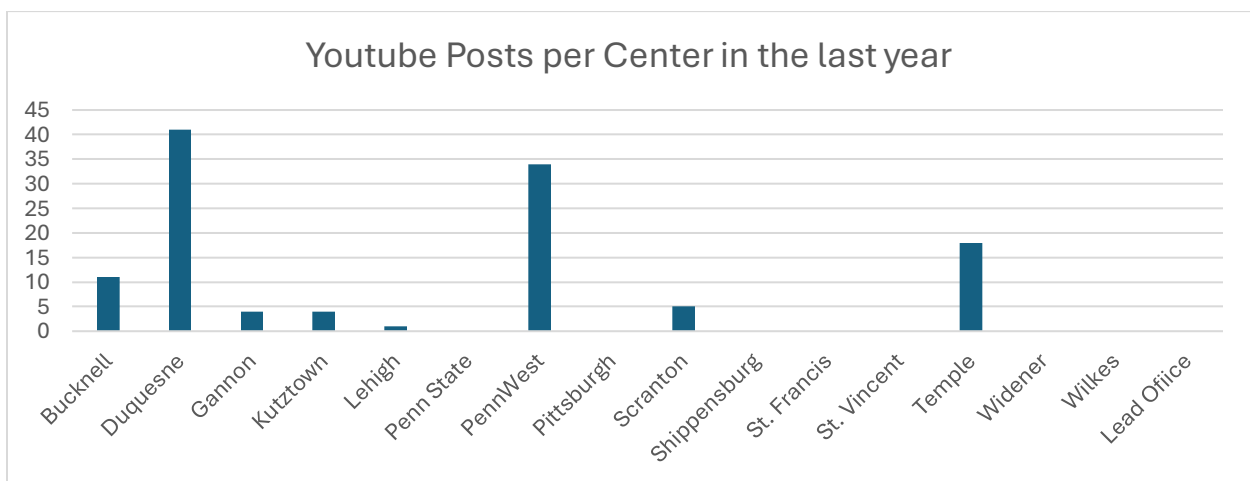
Chart C

New Business Starts - Percentage of "Director Confirmed" Attributions

Percentage of Milestone (y-axis: 0% to 25%)

x-axis categories: Kutztown, Bucknell, Duquesne, Gannon, Lehigh, Penn State, PennWest Clarion, Pittsburgh, Saint Francis, Saint Vincent, Scranton, Shippensburg, Temple, Widener, Wilkes

Chart D

Capital Funding - Percentage of "Director Confirmed" Attributions

Percentage of Milestone (y-axis: 0% to 25%)

x-axis categories: Kutztown, Bucknell, Duquesne, Gannon, Lehigh, Penn State, PennWest Clarion, Pittsburgh, Saint Francis, Saint Vincent, Scranton, Shippensburg, Temple, Widener, Wilkes

Section 1.6 Digital Presence

Social Media Reviews

Facebook Posts per Center in the last year

Instagram Posts per Center in the last year

Youtube Posts per Center in the last year

LinkedIn Posts per Center in the last year

Bar chart showing LinkedIn Posts per Center in the last year. Y-axis ranges from 0 to 200 in increments of 20.

Center	Posts
Bucknell	74
Duquesne	170
Gannon	118
Kutztown	46
Lehigh	3
Penn State	70
PennWest	32
Pittsburgh	173
Scranton	6
Shippensburg	0
St. Francis	0
St. Vincent	0
Temple	25
Widener	94
Wilkes	74
Lead Ofiice	168

X Posts per Center in the Last year

Bar chart showing X Posts per Center in the Last year. Y-axis ranges from 0 to 180 in increments of 20.

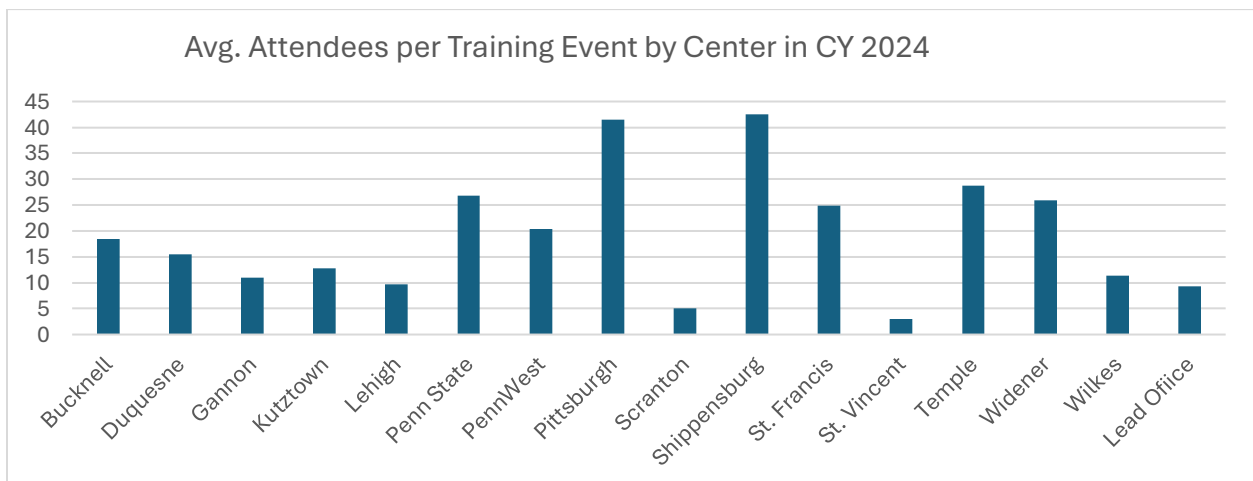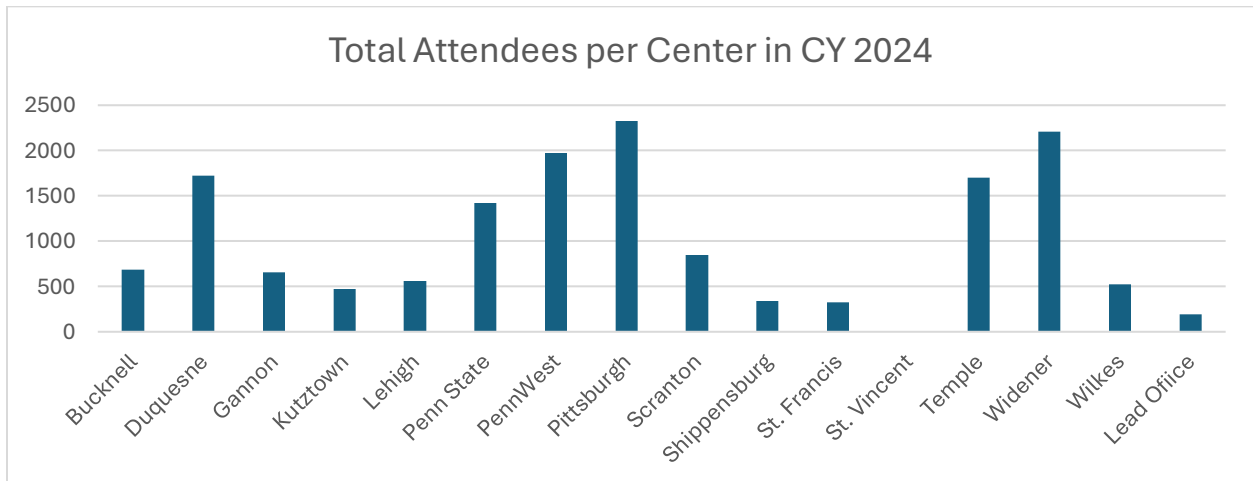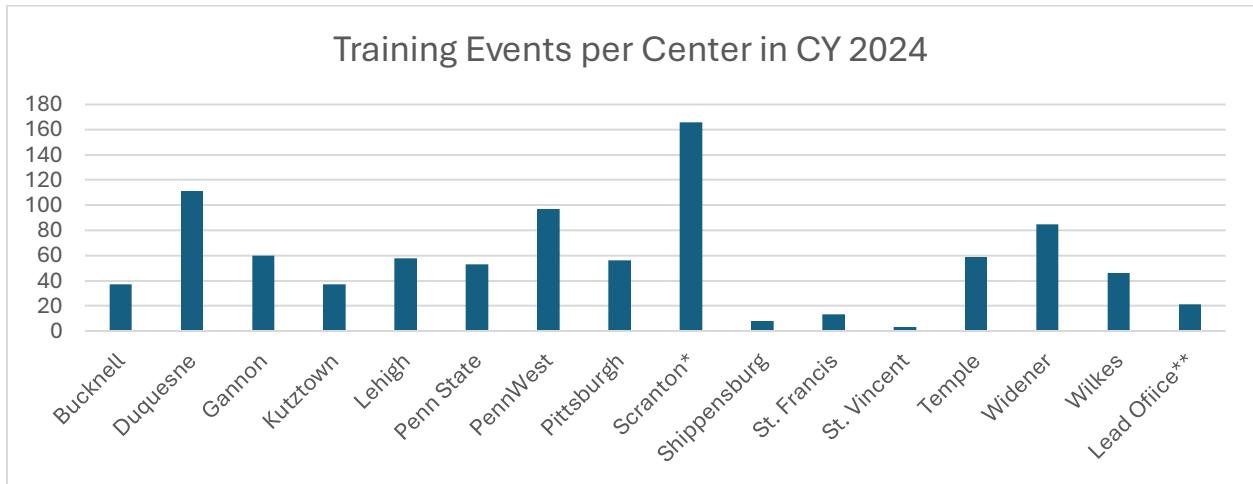| Center	Posts
Bucknell	25
Duquesne	153
Gannon	0
Kutztown	0
Lehigh	0
Penn State	41
PennWest	106
Pittsburgh	0
Scranton	0
Shippensburg	0
St. Francis	0
St. Vincent	0
Temple	0
Widener	33
Wilkes	0
Lead Ofiice	131

SEO Website Reviews

	Bucknell	Duquesne	Gannon	Kutztown	Lehigh	Penn State	PennWest	Pittsburgh	Scranton	Shippensburg	St. Francis	St. Vincent	Temple	Widener	Wilkes
On Page SEO Score	100	68	61	79	68	70	x	91	76	x	79	64	91	83	91
Load Time (seconds)	3.27	2.77	1.35	1.93	2.35	2.81	x	2.59	2.02	x	1.44	5.4	0.24	2.64	1.47
Interactivity (miliseconds)	119	399	20.5	94.5	503	88	x	179	5	x	507	560	0	17.5	79.5
Visual Stability	0.01	0.01	0.01	0.13	0.05	0	x	0	0.19	x	0.8	0.02	0	0	0.01
Broken Links	0	1	2	0	0	5	x	0	12	x	0	0	0	14	0
Organic Monthly Traffic	190	10363*	122	95	32	228	x	201	213	x	11	18	597	9*	82

Key:

- Load Time: The total time it takes for the page's main content to load. The ideal time is less than 2.5 seconds.
- Interactivity: The total time that a page is blocked from responding to user input, such as mouse clicks or screen taps. The ideal time is less than 200 ms.
- Visual Stability: How much your page layout shifts or jumps while it's loading. The ideal measurement is 0.1 or lower.

Training Event Reviews

Training Events per Center in CY 2024

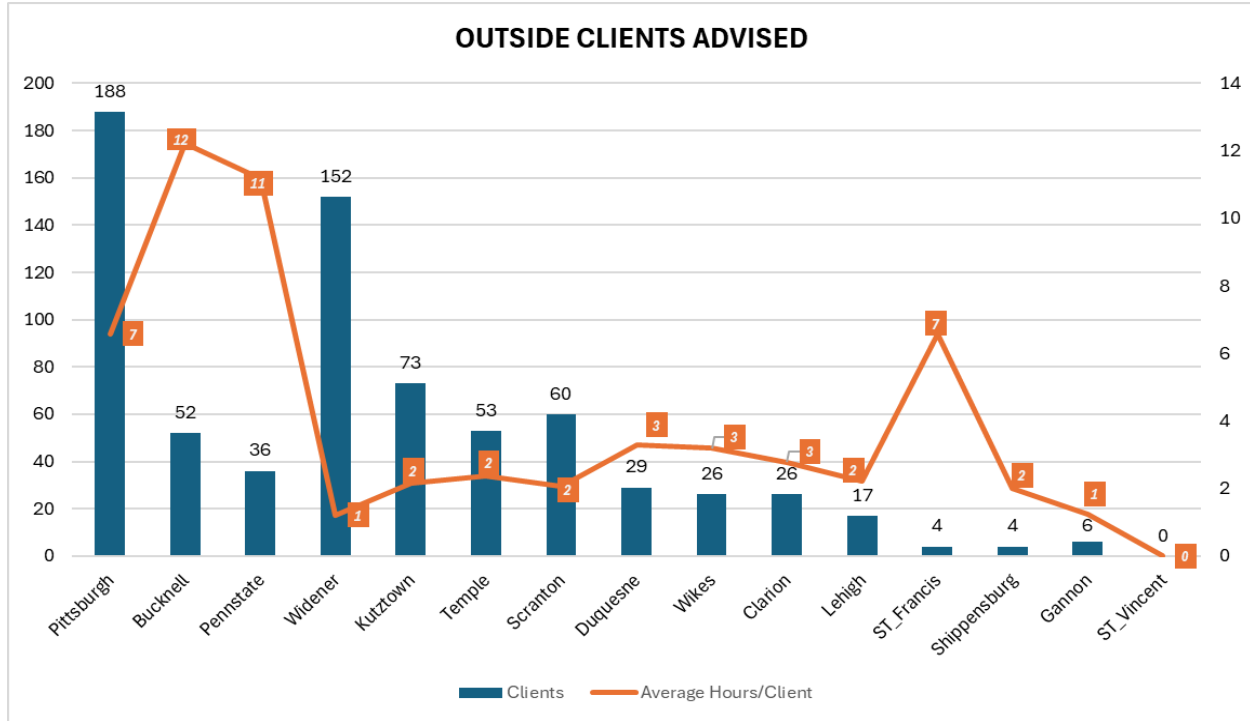## Total Attendees per Center in CY 2024

Avg. Attendees per Training Event by Center in CY 2024

*NOTE: Scranton has a number of on-demand trainings, which show up in this chart as individual events, skewing some of the data trends.

1.8: Clients Served Outside of Territory Analysis

A. CLIENTS SERVED BY CENTER OUTSIDE OF CENTER'S REGION (FY24)

NOTE1: "Outside Clients" denotes any clients that are 'housed' in one Service Center but received some Counseling by a separate Service Center. E.g. In FY24, Pittsburgh provided reportable Counseling sessions to 188 Clients from other Service Centers.

NOTE2: Charts B &C on the following page are a %-based representation of the data presented in Chart A.

- Chart B, therefore, depicts which Centers provided counseling to "outside clients" as a percentage of the total number of clients in FY24 who received "outside" Counseling [on a unique clients advised basis]
- Chart C, correspondingly, depicts which Centers provided counseling hours to "outside clients" as a percentage of the total number of "outside" counselling hours provided in FY24 across all centers {on an hour of advising provided basis].

CHART B:

% OUTSIDE CLIENT ADVICED (FY24)

- Bucknell 7%
- Pennstate 5%
- Pittsburgh 25%
- Widener 20%
- Others 19%
- Kutztown 9%
- Temple 7%
- Scranton 8%

CHART C:

% OUTSIDE CLIENTS (ADVISING HOURS) FY24

- Pittsburgh 39%
- Bucknell 20%
- Pennstate 12%
- Others 10%
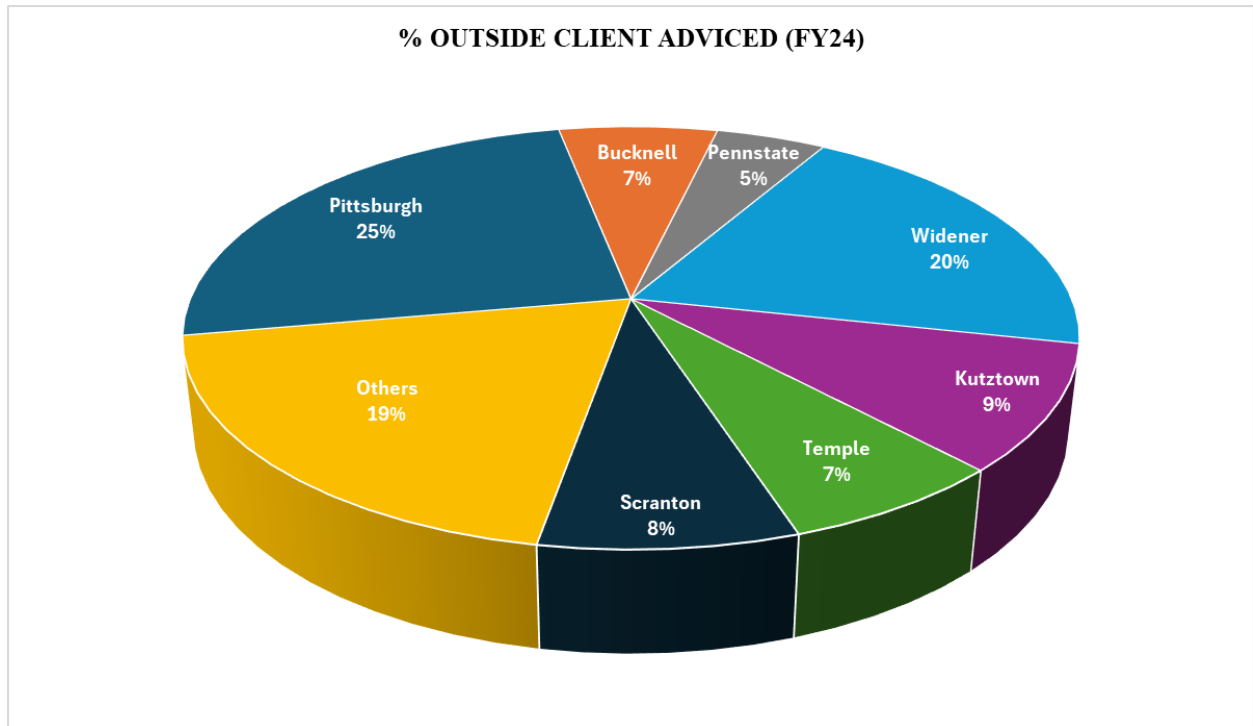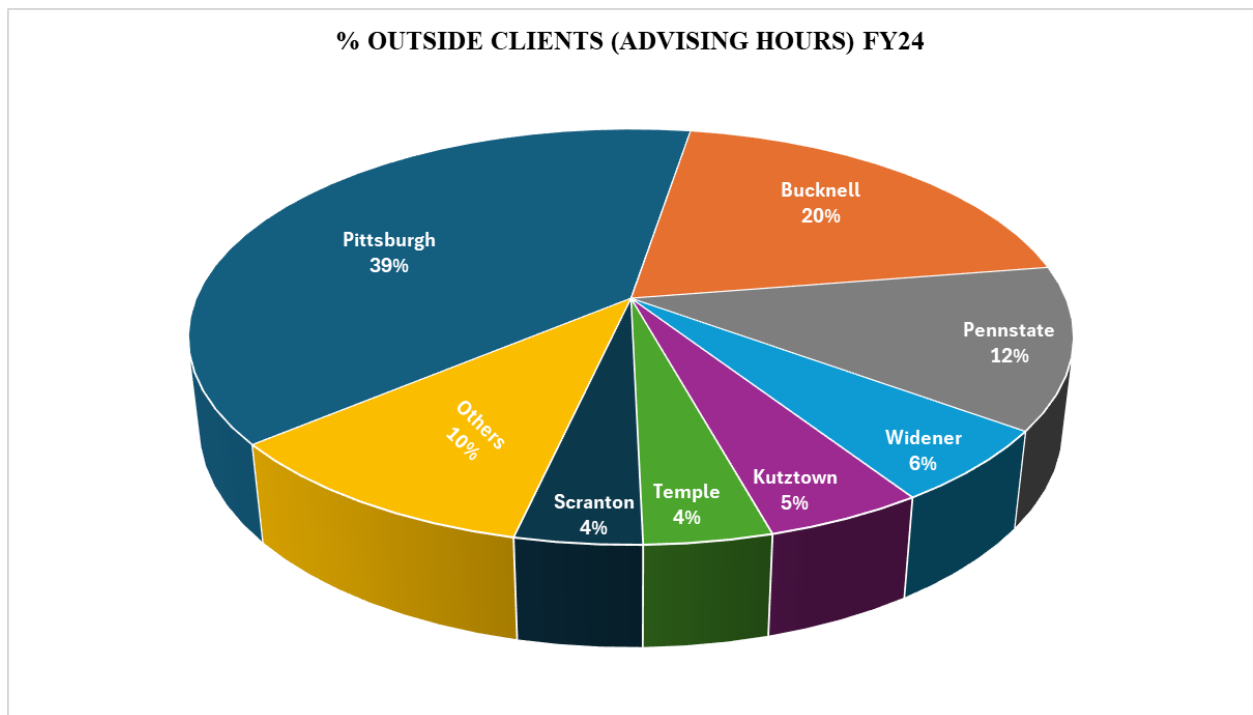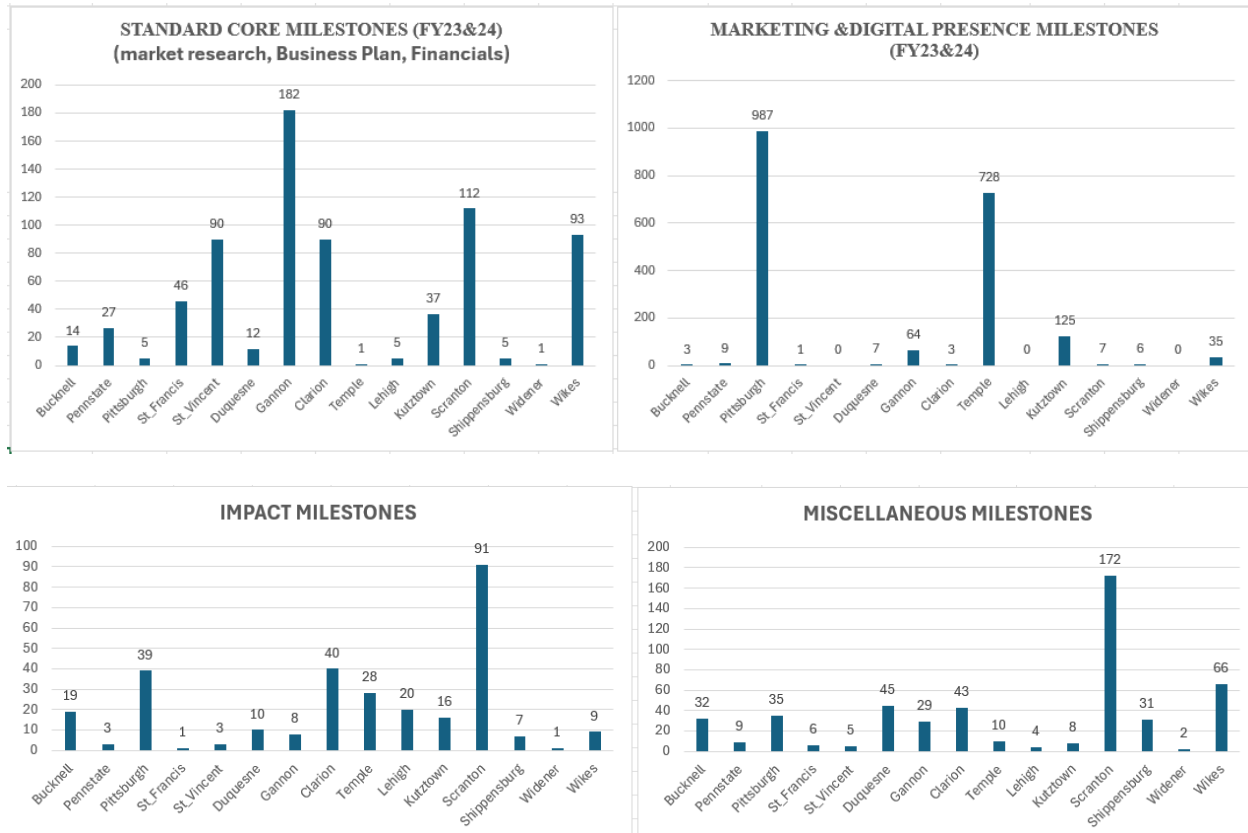- Widener 6%
- Kutztown 5%
- Temple 4%
- Scranton 4%

1.9: Usage of Milestones Analysis

MILESTONES BY CENTER AND CONSULTANT ANALYSIS (FY 23-24)

NOTE1: There are 96 total milestones available in Neoserra to choose from. 77 distinct milestones were utilized in the past 2 years while 24 of them were used 50 times or more.

NOTE2: The top milestones were categorized into 4 major sections (see chart below):
- Change in full-time staff, Change in part-time staff, and Change in business structure were EXCLUDED from the charts above.
- All milestones that were used less than 50 times in the 2-years period were EXCLUDED from the charts above. Collectively they make up 48% of milestone usage in FY23-24 combined.

NOTE:

STANDARD CORE: Business Plan, Market Research, Financial Analysis, Prepare Proformas
MARKETING&DIGITAL: Marketing Plan, Website Launch, SEO, Social Media Audit, Website launch, Marketing Materials
IMPACT: Change in gross sales, Decided NOT to start business, Permanently Closed, Job saved
MISCELLANEOUS: Success story, Grand Opening, New EMAP client, on-site assessment, Research Goal, Women's Ent. Center.

1.10 Client Satisfaction

CHART A. Total Responses
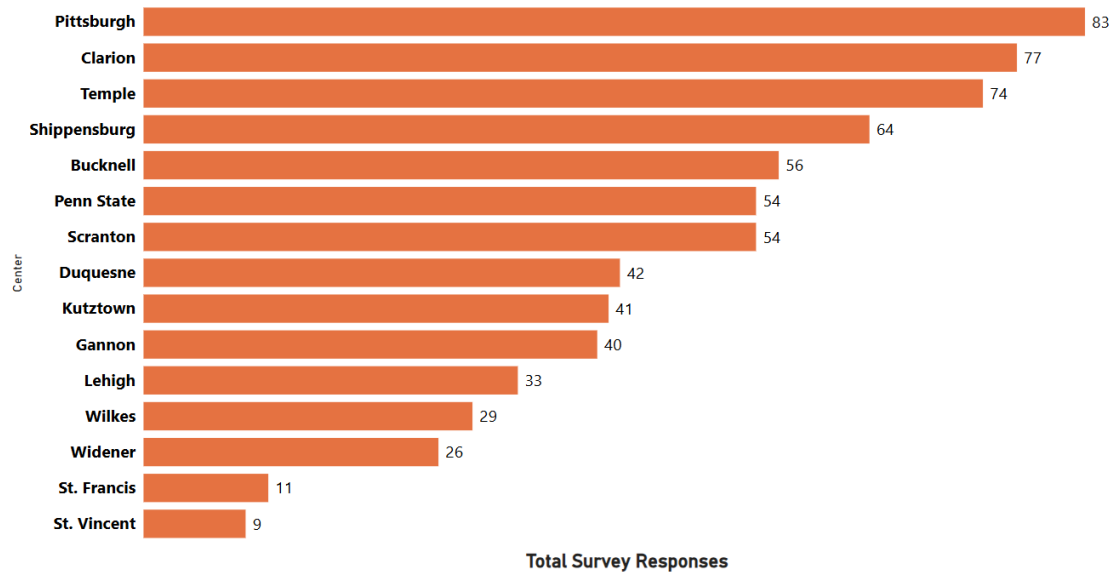
Quarterly Client Satisfaction Survey

Center	Total Survey Responses
Pittsburgh	83
Clarion	77
Temple	74
Shippensburg	64
Bucknell	56
Penn State	54
Scranton	54
Duquesne	42
Kutztown	41
Gannon	40
Lehigh	33
Wilkes	29
Widener	26
St. Francis	11
St. Vincent	9

CHART B. Average Score

How likely is it that you would recommend the SBDC to a friend or colleague? Average (1-10 scale)

Center	Average Score
St. Francis	10.0
Duquesne	9.9
Scranton	9.9
Bucknell	9.7
Shippensburg	9.7
Pittsburgh	9.6
Wilkes	9.6
Clarion	9.4
Penn State	9.4
Gannon	9.1
St. Vincent	9.1
Temple	9.0
Lehigh	8.9
Widener	8.8
Kutztown	8.4

NOTE: The survey methodology was changed in late 2024 so that Client Satisfaction data could be more easily collected and hopefully improve response rates. The data shown in Charts A and B has data from FFY25, and relates directly to the Quarterly Client Satisfaction Survey. Future data may look at response rates.

1.11 Legislative Analysis

Chart A: Total Legislative Letters per 7 Clients Advised

Sum of result by Center

Center	Value
Clarion	1.90
Kutztown	1.40
Temple	1.34
Shippensburg	1.13
St. Vincent	1.12
Duquesne	0.93
Lehigh	0.92
Bucknell	0.80
St. Francis	0.79
Widener	0.77
Gannon	0.75
Penn State	0.71
Scranton	0.66
Pittsburgh	0.66
Wilkes	0.53
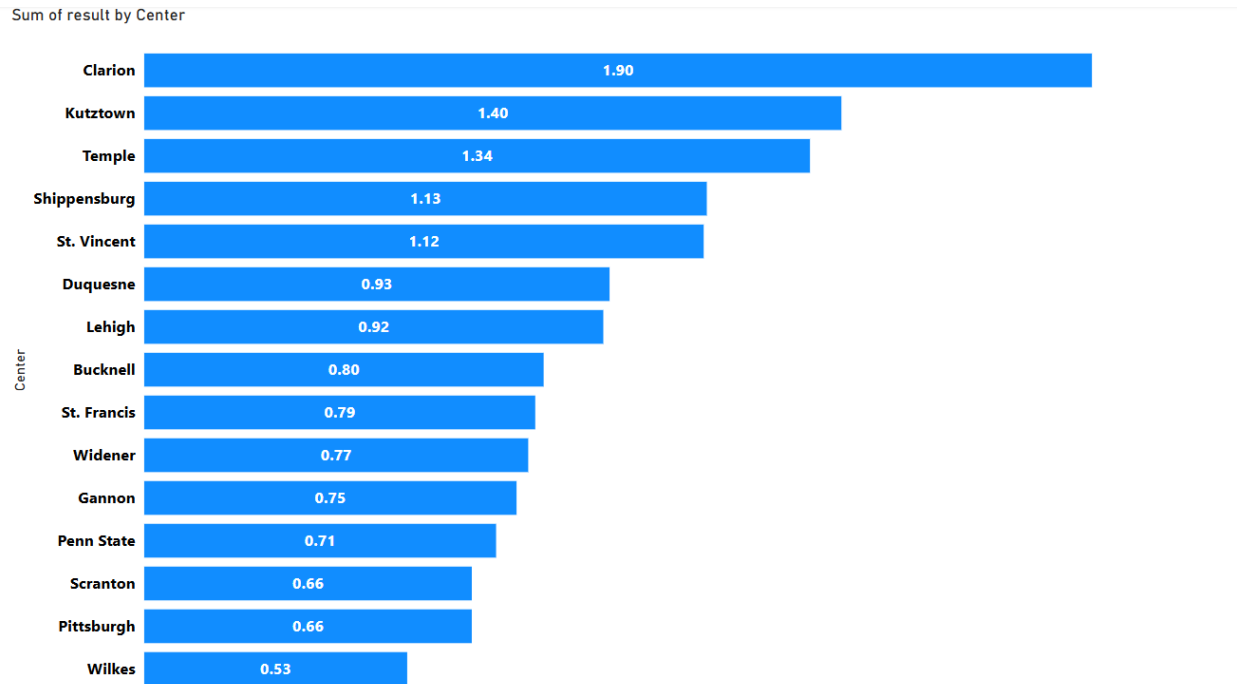
*__Note__: Chart A represents how many Legislative Letters were produced per 7 clients advised during period. 7 represents the network average. Thus, all Centers above 1.0 have above-average Legislative Letter rates. Chart B is the same data, but compared to the level of funding received from Lead Office.

Chart B

LEGISLATIVE LETTER PER $10k RECIEVED

Center	Value
Pennwest Clarion	4.5
Temple	3.5
Kutztown	3.3
Duquesne	2.4
Shippensburgh	2.2
Penn State	1.9
Gannon	1.9
Bucknell	1.9
Wilkes	1.8
Pittsburgh	1.8
Scranton	1.7
St Vincent	1.6
Widener	1.5
St Francis	1.4
Lehigh	1.3

Chart C

LEGISLATIVE VISITS (FY23 & FY24)

Center	Visits
The University of Scranton SBDC	61
PennWest University Clarion SBDC	40
Bucknell SBDC	11
Duquesne University SBDC	8
Penn State SBDC	4
SV - ST. VINCENT COLLEGE SBDC	3
LE - LEHIGH UNIVERSITY SBDC	2
WI - WILKES SBDC	1
University of Pittsburgh SBDC	1

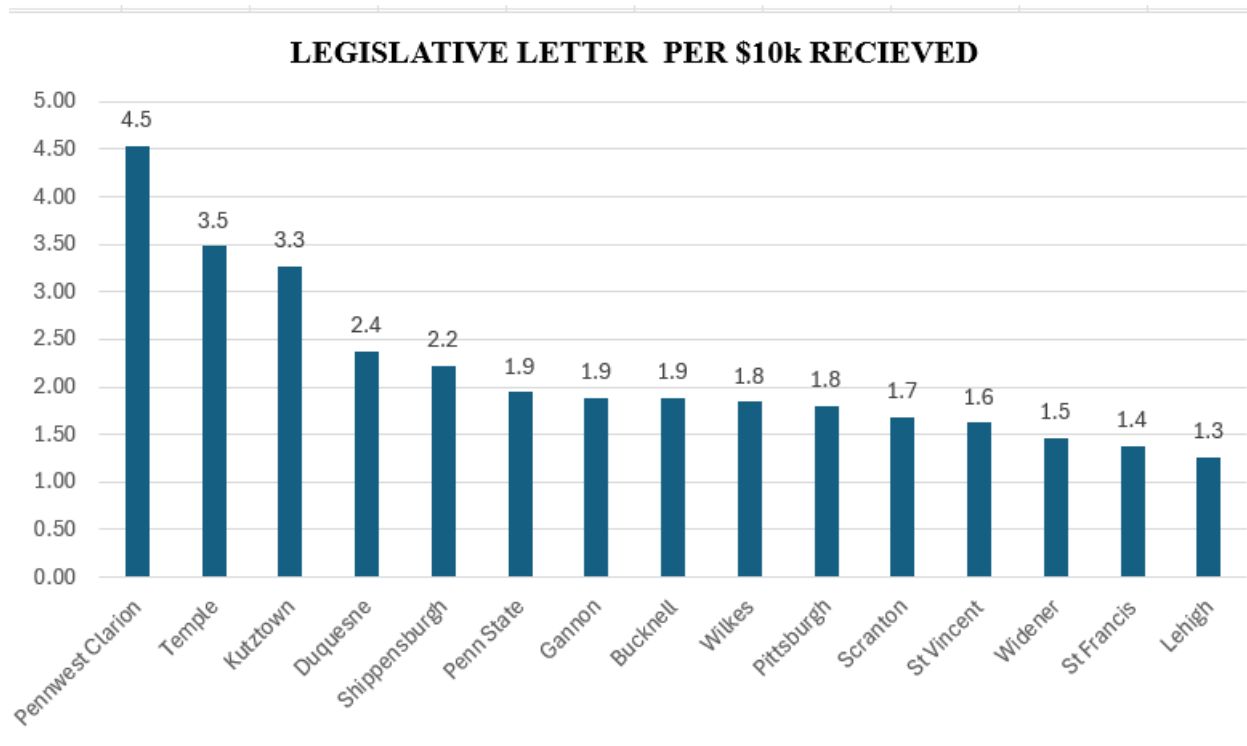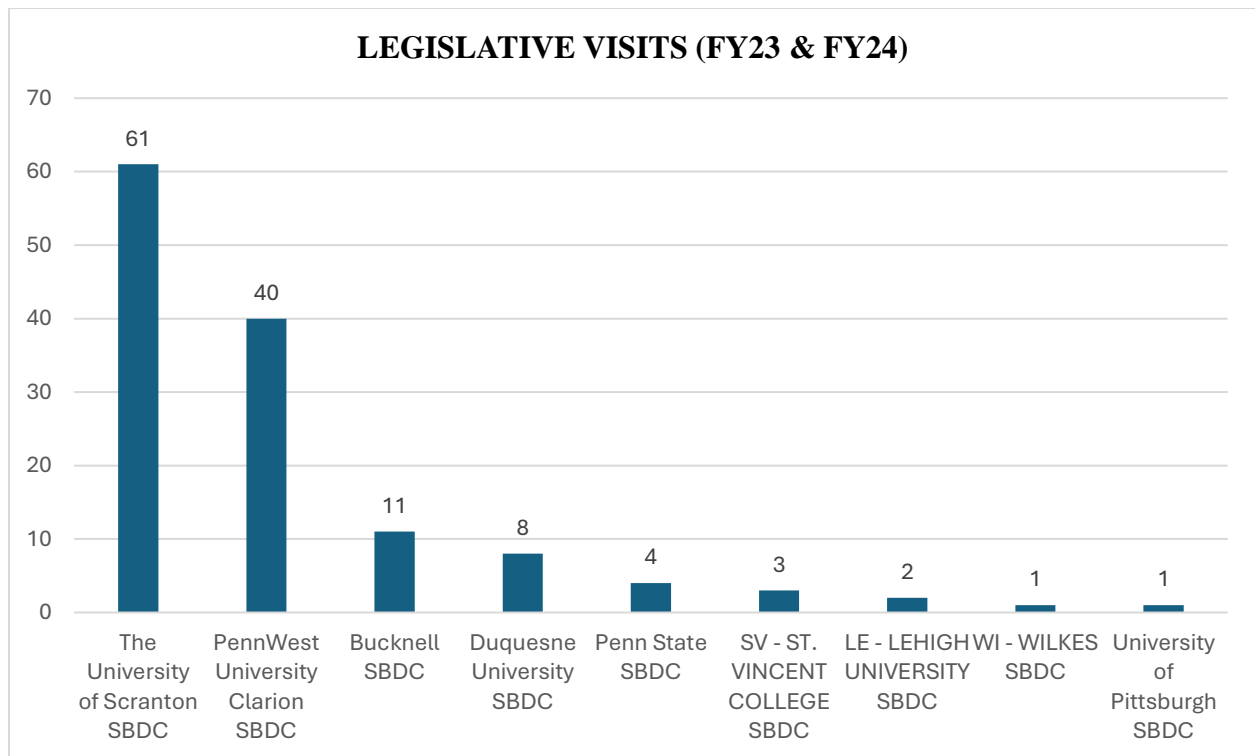**NOTE:** The data covers "10/1/2022 to 3/31/2025". There were no data recorded for centers missing in the chart.