

Proposal for NBER Productivity, Innovation and Entrepreneurship (PIE) Program

Entrepreneurship Education in the United States: A Changing Landscape

**NATIONAL SURVEY
OF
ENTREPRENEURSHIP
EDUCATION**

**From The George Washington University Center for
Entrepreneurial Excellence**



School of Business

THE GEORGE WASHINGTON UNIVERSITY

February 1, 2015

Project Overview

The National Survey of Entrepreneurship Education is the most comprehensive survey on small business management and entrepreneurship education in the United States, dating back to the initial survey conducted in 1979 by Dr. George T. Solomon. Dr. Solomon is the Co-Founder and Director of the Center for Entrepreneurial Excellence (CFEE) and Associate Professor of Management at The George Washington University.

The survey features five key sections:

1. Background information on survey respondents and a profile of their respective institution
2. Pedagogies, subject matter and materials used in the classroom
3. Technological trends in the industry
4. External program components and partnerships
5. The impact of program initiatives on student success and anticipated trends

In the past 10 years, two waves of surveys have been distributed to US entrepreneurship educators collecting information on their programs and trends in the field. Specifically, the survey was distributed in 2003 and then again in 2013-14. Analysis on both survey data sets have been completed separately but with these data, we also have the opportunity to conduct a comparative study to identify how the landscape has changed for entrepreneurship education. CFEE proposes to conduct a research project to measure the growth and changes in the landscape of entrepreneurship education in the United States.

In addition to this research analysis, CFEE will simultaneously interview 5-10 key leaders in the entrepreneurship education field in Canada to get their perceptions on trends in the field. These qualitative data will be used to compare against the quantitative findings and will be incorporated into the final report. These qualitative interviews will strengthen the findings, allowing us to provide specific examples from individuals who have been in the academic field of entrepreneurship education for a number of years and have watched it evolve. The following are 5 identified individuals who will be interviewed:

1. Dr. Erik Winslow – Co-Founder of CFEE and Professor Emirates, The George Washington University
2. Dr. Jeff Cornwall - Jack C. Massey Chair in Entrepreneurship and Professor of Entrepreneurship, Belmont University
3. Dr. Donna Kelly – Professor of Entrepreneurship, Babson College
4. Dr. Charles Matthews – Distinguished Teaching Professor of Entrepreneurship and Strategy, University of Cincinnati
5. Dr. Mark Weaver – Ben May Chair of Entrepreneurship, Founding Director of the Carl and Jewel Melton Center for Entrepreneurial Studies and Distinguished Professor, University of South Alabama

Project Milestones

Activity	Details	Date Due
Comparison Data Analysis	Using survey results from 2003 and 2013, conduct a comparison review to determine changes in the entrepreneurship education landscape	May 2015
Interview Design & Scheduling	Using outcomes from the data comparison analysis, put together a list of interview questions to ask the identified entrepreneurship education leaders	June 2015
Interviews	Conduct interviews with identified entrepreneurship education leaders	July 2015
Report Generation	Summarize findings and conclusions into a dynamic report that includes tables, graphics and images	August 2015
Final Report Submission	Final report and materials due to NBER	August 31, 2015

Project Budget

Item	Total Cost
Salaries	
Lead Faculty	\$10,000
Research Coordinator	7,500
Administrative Expenses	2,500
Total	\$20,000

Lead Faculty CV – Dr. George T. Solomon

Curriculum Vita
George Thomas Solomon

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Alexandria, VA 22315-3948
(703) 922-7526**

**The George Washington University
School of Business
Department of Management
Funger Hall Suite 315-D
Washington, DC 20052
202 994-3760**

EDUCATION

**THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF BUSINESS AND PUBLIC MANAGEMENT
Washington, DC**

1974-
1982 **Doctor of Business Administration (DBA).** Fields of study included Small Business Management and Entrepreneurship; Organizational Behavior & Development; and Management Theory and Practice. Completed the National Training Laboratory for Organizational Behavior's Graduate Student Professional Development Program (GSPDP) 1975-77.

**SUFFOLK UNIVERSITY
GRADUATE SCHOOL OF MANAGEMENT
Boston, Massachusetts**

1971-
1972 **Master in Business Administration (MBA).** Founder and editor of the *M.B.A. Newsletter*. Vice-Chairman of the MBA task force assigned to conduct legislative research on Domestic International Sales Companies (DISC) for the Small Business Association of New England (SBANE).

**CENTRAL CONNECTICUT STATE UNIVERSITY
SCHOOL OF BUSINESS
New Britain, Connecticut**

1969
1971 **Bachelor of Science in Business (BSB), Magna cum Laude.** Major Field of study: Marketing.

**NORWALK COMMUNITY COLLEGE
DEPARTMENT OF BUSINESS
Norwalk, Connecticut**

1967-
1970 **Associate of Science (AS), Cum Laude.** Major Field of study: Marketing.

ACADEMIC APPOINTMENTS

**THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT
Washington, DC**

2009-
Present **Associate Professor** - Tenured member of the Management faculty. Taught graduate courses in: Entrepreneurship, Small Business Management; New Venture Initiation and Human Dynamics in Organizations. Also taught Entrepreneurship and New Venture Initiation to students enrolled in Executive and STAR MBA. Designed the core MBA Entrepreneurship course .

**THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT
Washington, DC**

2004-
2009 **Assistant Professor** – Tenure track faculty member of the Department of Management . Taught graduate courses in: Entrepreneurship, Small Business Management; New Venture Initiation and Human Dynamics in Organizations. Designed, Developed and Taught Interdisciplinary Projects A & B for the EMBANET online Health Care Masters program.

**THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF BUSINESS
CENTER FOR ENTREPRENEURIAL EXCELLENCE (CFEE)
Washington, DC**

2005-
Present **Co-Director** – Responsible for center activities including managing the “Howard Hoffman Endowed Lecture Series,” outreach activities with NFTE, DECA and Delta Epsilon Chi and directing research studies and projects dealing with a wide range of topics including, entrepreneurship education, human resource management issues affecting small entrepreneurial businesses and entrepreneurial leadership. In addition, manage the university-wide "Pitch George" elevator pitch competition. Also assist in the university-wide “Business Plan Competition."

**THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF BUSINESS AND PUBLIC MANAGEMENT
ENTREPRENEURSHIP AND SMALL BUSINESS PROGRAM
Washington, DC**

2005-
2006- **Program Director** – Responsible for course assignments, curriculum development and interface with full and part-time faculty and students.

**THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF BUSINESS
COUNCIL FOR ENTREPRENEURIAL EXCELLENCE (CFEE)
Washington, DC**

1996-
2005 **Deputy Director**– Responsible for conducting entrepreneurial and family business research for the Council for Entrepreneurial Excellence (CFEE). Developed and wrote grants to fund special projects, research and outreach activities resulting in the Center being awarded grants totaling \$ 130,000. As director of Research and Special Programs, I coordinated the National Survey of Entrepreneurial Education and the Development of a National Entrepreneurship Program for the Distributive Education Clubs of America (DECA).

**THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT SCIENCE
Washington, DC**

1976-
2003 **Adjunct Professor** - Member of the Management Science faculty. Taught graduate courses in: Entrepreneurship, Small Business Management, Individual and Group Dynamics and undergraduate courses in: Introduction to Management and Sales Management. Developed and taught undergraduate Organizational Behavior course.

**GEORGETOWN UNIVERSITY
SCHOOL OF NURSING
Washington, DC**

1983-
1995 **Professorial Lecturer** - Taught courses in: Management, Human Resource Management and Organizational Behavior to students enrolled in the graduate administration, mid-wifery and adult health programs in School of Nursing.

**THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF BUSINESS
OFFICE OF PROFESSIONAL DEVELOPMENT
Washington, DC**

1985-
1988 **Faculty Member** - Designed and taught sessions on "Entrepreneurship and its role in Retailing" and "Training and Development for Retail Managers" to mid and senior-level managers.

UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE

College Park, Maryland

1980-
1987 **Small Business Area Coordinator** - Reported to the Dean, Undergraduate Programs and the Chancellor's Office of the University of Maryland's University College. Designed the small business management curriculum for both the overseas and stateside undergraduate programs. Determined all faculty staffing assignments and coordinated all course offerings and scheduling of classes, recommended textbooks and teaching formats in all the proposed courses.

**GEORGETOWN UNIVERSITY
SCHOOL OF BUSINESS ADMINISTRATION
Washington, DC**

1982 **Director of the Business Internship Program** - Supervised seniors working with Washington, D.C. metropolitan area organizations for a period of sixteen weeks. Interviewed prospective students and organizations visited and consulted with managers and directors of participating organizations on student performance.

**GEORGETOWN UNIVERSITY
SCHOOL OF BUSINESS ADMINISTRATION
Washington, DC**

1979-
1982 **Lecturer** - Taught undergraduate courses in: Business Policy, Human Resource Management, Promotional Policy, Marketing Management, and Introduction to Business.

**THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF BUSINESS
Washington, DC**

1974-
1975 **Small Business Institute Director (SBI)** - Served as the university coordinator of the SBI program. Managed program and all contractual requirements for the university as well as interfacing with the Small Business Administration's Washington, D. C. office. Supervised graduate and undergraduate student consultants. I was responsible for an annual budget of \$10,000.

**BENTLEY UNIVERSITY
Waltham, Massachusetts**

1973-
1975 **Small Business Institute Director (SBI)** - Served as the college's coordinator of the SBI program. Managed program and all contractual requirements for the college as well as interfacing with the Small Business Administration's Boston, district office. Supervised undergraduate student consultants and visited the small business clients. I was responsible for an annual budget of \$20,000.

**BENTLEY UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING**

Waltham, Massachusetts

1972-1974 **Assistant Professor of Management** - Taught undergraduate courses in: Marketing, Marketing Research, Sales, Retailing, Personnel, Human Behavior, Introduction to Management, Small Business Consulting Seminar and Small Business Management. I was responsible for developing and designing the marketing major.

GOVERNMENT EXPERIENCE [See back of vita]

CONSULTING AND TRAINING EXPERIENCES

- American Speech and Hearing Association
- Federal Aviation Administration
- Department of Transportation
- Department of the Navy Naval Civilian Personnel Command Senior Line Executive Institute
- U.S. Coast Guard
- Department of Transportation
- Georgetown University
- Environmental Protection Agency Regulatory Division
- Georgetown Midwifery Associates
- Point of Purchase Advertising Institute (POPAI)
- Distributive Education Clubs of America (DECA)
- National SCORE Association
- University of Texas at El Paso, Center for Entrepreneurial Development Advancement, Research and Support (CEDARS)
- Ewing Marion Kauffman Foundation, Global Scholars Program

SUPPORTED RESEARCH/TRAINING/DEVELOPMENT GRANTS

- 2013 Awarded a \$18,800 grant from the Kauffman Foundation for the dissemination and analysis of the 2013-2014 National Survey of Entrepreneurial Education
- 2012 Awarded a \$15,000 grant from the Kauffman Foundation for the analyzing the state of the art in entrepreneurial training in the US.
- 2008 Received \$29,000 grant from National SCORE Foundation to conduct research linking SCORE volunteer's values to their performance and evaluating impact of SCORE's Online Consulting to small businesses.
- 2006 Awarded a \$12,000 grant from the Distributive Education Clubs of America (DECA) and Delta Epsilon Chi to develop an online national website 3-E Learning designed to capture the best in experiential exercises used in entrepreneurship classes.
- 2003 Awarded a \$25,000 grant from the Kauffman Foundation for the dissemination and analysis of the 2003 National Survey of Entrepreneurial Education

- 2001 Awarded a \$50,000 grant from the Coleman Foundation to complete and update the development of a national entrepreneurship curriculum targeted to high school students involved in Distributive Education Clubs of America (DECA)
- 1999 Awarded a \$15,000 grant from the VUBiz.org for the development of two online course in community development
- 1999 Awarded a \$20,000 grant from the Kauffman Center for Entrepreneurial Leadership for the collection, dissemination and analysis of the 1999-2000 National Survey of Entrepreneurial Education
- 1998 Awarded a \$25,000 grant from the Coleman Foundation for the development of a national Entrepreneurship curriculum targeted to high school students involved in Distributive Education Clubs of America (DECA)

AWARDS AND HONORS

Professional

- 2014 Elected as Faculty Advisor and elected to Sigma Nu Tau (ENT) National Entrepreneurship Honor Society
- 2013 Selected to receive the Peter B. Vaill Faculty Member of the Year, The George Washington University.
- 2012 Received President's Award, International Council for Small Business for role as Editor-in-Chief, Journal of Small Business Management
- 2012 Nominated for Peter B. Vaill Faculty Member of the Year, The George Washington University. I was also nominated in 2007, 2010 and 2011
- 2012 Reelected Chair Wilford L. White Fellows, International Council for Small Business
- 2011 Awarded the Max S. Wortman, Jr. lifetime achievement in entrepreneurship award by the United States Association for Small Business and Entrepreneurship (USASBE)
- 2009 Emerald Literati Network Best Paper for published article
- 2009 Academy of Management Outstanding Leadership and Service Award
- 2009 Awarded by the Thomas and Dorothy Leavey Award for Innovative Teaching in Free Enterprise and Entrepreneurship
- 2009 Awarded National Innovative Entrepreneurship Pedagogy - United States

Association for Small Business and Entrepreneurship (USASBE)

- 2008 Emerald Literati Network Highly Commend Award for published article
- 2008 Acton Foundation Excellence in Entrepreneurship Education Award
- 2007 Academy of Management Outstanding Leadership and Service Award
- 2007 Selected Editor, Academy of Management Best Paper Proceedings 2007-2009
- 2007 Received President's Award, International Council for Small Business
- 2007 Selected as Conference Best Paper Finalist, 53rd World Conference of the International Council for Small Business, Turku, Finland
- 2007 Selected by The Princeton Review and Entrepreneur Magazine as a member of National Advisory Board on Entrepreneurship Education
- 2007 Elected Global Register's Who's Who in Executives and Professionals
- 2007 Elected Chair, Justin G. Longenecker Fellows, United States Association for Small Business and Entrepreneurship (USASBE)
- 2007-2011 Served as Co-Director United States Association for Small Business and Entrepreneurship (USASBE) Doctoral Consortium
- 2002 Selected as one of twelve scholars, researchers and leaders in the field of entrepreneurship education to serve on the Kauffman Center for Entrepreneurial Leadership National Advisory Board on Entrepreneurship in Higher Education
- 2001 Selected to receive the "Entrepreneurial Advocate Award" from Entrepreneurship Division of the Academy of Management
- 1999-2001 Selected as a National Judge, North American Collegiate Entrepreneur Awards
- 2001 Finalist for National Pedagogy/Innovative Teaching Award United States Association for Small Business and Entrepreneurship (USASBE)
- 2000 Selected as one of five best paper finalists by the Journal of Small Business and Enterprise Development
- 2000 Finalist for National Pedagogy/Innovative Teaching Award United States Association for Small Business and Entrepreneurship (USASBE)
- 1999 Awarded Coleman Scholarship for 13th Annual National Conference -United States Association for Small Business and Entrepreneurship (USASBE)

- 1994-1998 Served as a member of SUCCESS Magazine's National Advisory Board on Entrepreneurial Education.
- 1997 Selected as the Entrepreneurial Educator of the Year from the United States from the United States Association for Small Business and Entrepreneurship (USASBE)
- 1997 Recipient of Presidential Award from the International Council for Small Business
- 1997-1994 As a member of The George Washington University School of Business and Public Member of Management Faculty, selected by SUCCESS Magazine as one of the ten up and coming graduate programs in Entrepreneurship (1994-1997).
- 1996 Elected as a Fellow of the Small Business Institute Director's Association
- 1996 Awarded Best Entrepreneurship Program in the United States from the United States Association for Small Business and Entrepreneurship (USASBE)
- 1996 Selected for Inclusion to Who's Who Worldwide
- 1996 Elected as a Sam Walton Fellow by Students in Free Enterprise (SIFE)
- 1994 Selected for Sterling's Who's Who
- 1993 Awarded the George Washington Honor Medal in Economic Education from the Freedom Foundation
- 1992 Selected for Inclusion to Who's Who Worldwide
- 1990 Distinguished Service Award--International Council for Small Business
- 1989 Distinguished Service Award--Small Business Institute Director's Association
- 1989 Elected President of the International Council for Small Business
- 1984-1987 Selected as Chairman of the Board of Directors, International Council for Small Business
- 1986 Elected as a Fellow of the United States Association for Small Business and Entrepreneurship (USASBE)
- 1986 Awarded the George Washington Honor Medal in Economic Education from the Freedom Foundation

- 1986 Selected as a Wilford H. White Fellow of the International Council for Small Business
- 1985 Elected a Colleague of the Creative Education Foundation
- 1985 Selected as a National Judge for the Arthur S. Fleming Award.
- 1984 Selected to Beta Gamma Sigma, National Business Honor Society
- 1980 Selected to Delta Mu Delta, National Business Honor Society
- 1977-1974 Awarded a Graduate Teaching Fellowship, George Washington University School of Government and Business Administration
- 1976 Selected to Omicron Delta Kappa (ODK), National Honor Leadership Society
- 1971-1972 Awarded a Graduate Research Assistantship, Suffolk University, School of Business
- 1971 Awarded the American Marketing Association Student Award, Central Connecticut State University
- 1969 Selected to Who's Who in American Junior Colleges

Federal Government

- 2003 & 2001 Awarded Mid-Year Performance Award from the U.S. Small Business Administration
- 1996 Awarded the U.S. Small Business Administration's Quality Step Increase in 1996
- 1996 Awarded the U.S. Small Business Administration's Meritorious Service Award in 1996, 1993 and 1986
- 1992 Awarded Special Achievement Awards from the U.S. Small Business Administration in 1992, 1988, 1986, 1985, 1983
- 1992 Awarded Certificates of Commendation from the U.S. Small Business Administration in: 1992, 1985, 1984, 1982
- 1984 Awarded the Arthur S. Fleming Award. This award is presented annually to the top U.S. Federal Government Employees. I was one of only four SBA employees to ever be honored.

1984 Awarded the U.S. Small Business Administration's Distinguished Service Award

1980 Selected as U.S. Small Business Administration's Suggestor of the Year

PUBLICATIONS AND RESEARCH

Refereed Articles

Solomon, G., Perry, V., Bryant, A. and May, K. (2014) Survival of the Fittest: Technical Assistance, Survival and Growth of Small Businesses: Public Policy Implications, Technovation.

Seo, J., Tomczyk, D., Perry, V. and Solomon, G. (2014). Looking out for the little guy: The Effects of Managerial Assistance on Small Business Performance. *Journal of Business Research*,

Solomon, G & Perry, V. (2011). Looking Out for The Little Guy: The Effects of The U.S. Small Business Administration's Entrepreneurial Development Resource Partners Technical Assistance on Small Business Financial Performance": *Journal of Marketing Development and Competitiveness*.

Dickson, P., Solomon, G. & Weaver, M (2008). Entrepreneurial Selection and Success: Does Education Matter? *Journal of Small Business and Enterprise Development*. Vol 15. #2, p.239-258

Solomon, G. (2008). Entrepreneurship in the 21st Century: From Pedagogy to Practice. *Journal of Small Business and Enterprise Development* Vol 15. #2, p.235-238

Solomon, G. & Tomczyk, D. (2008). The Impact of Age and Reading on the Desire For Training Of Managers in Entrepreneurial Ventures. *International Journal of Business & Globalisation* Vo. 2, No. 2

Solomon, G. (2007). An Examination of Entrepreneurship Education in the United States. *Journal of Small Business and Enterprise Development*, Volume 14 Issue 2 (Highly Commended Award).

El Tarabishy, A, Solomon, G. & Sashkin, M. (2005). The Entrepreneurial Leaders Impact on the Organizational Performance in Dynamic Markets. *The Journal of Private Equity* Vol. 8 No. 4, 20-30.

Fernald, L.W., Solomon, G. & Tarabishy, A. (2005). A New Paradigm: Entrepreneurial Leadership. *Southern Business Review*. Vol. 30 Number 2, 1-10.

Fernald, L.W., Solomon, G., & Doshna, G (2003). Small Business Training and Development in the United States by Years in Business. *International Journal of Organisational Behaviour*, Vol. 6 January-June

Solomon, G., Fernald, L.W., & Dennis, W. (2003). Self Identified Management Deficiencies of Entrepreneurs. *Journal of Private Equity*. Vol. 6 No. 4, 1-10

Solomon, G., Duffy, S & Tarabishy, A. (2002). The State of Entrepreneurship Education in the United States: A Nationwide Survey and Analysis. *International Journal of Entrepreneurship Education* 1 (1): 00-00, 2002.

King, S, Solomon, G. & Fernald, L. (2001). Issues in Growing a Family Business: A Strategic Human Resource Model. *Journal of Small Business Management*, Volume 39 Number 1,

Fernald, L.W., Solomon, G. & Bradley, D. (2000.). Small Business Training and Development in the US. *Journal of Small Business and Enterprise Development*, Vol. 6 No. 4 [journal best paper finalist]

Fernald, L. W. & Solomon, G. (2000). Inhaber/geschäftsleiter Von Kmu und Ihre Bereitschaft Zurakzeptanz Von Lebenszyklusbezogenen Beschränkungen. *Zeitschrift für Klein-und Mittelunternehmen, Internationales Gewerbearchiv*,

Fernald, L.W. & Solomon, G. (1996) Entrepreneurial Leadership: Oxymoron or New Paradigm? *Journal of Management Systems*, Vol. 8, No 1-4.

King, S, Solomon, G. & Winslow, E. (1996). Entrepreneurial Leadership: An Interrelationship among Adult Development, Leadership and Organizational Life-Cycles. *Journal of Management Systems*, Vol. 8, No 1-4.

Solomon, G, Weaver, K.M. & Fernald, L.W. (1993). A Historical Examination of Small Business Management and Entrepreneurship Pedagogy. *Gaming and Simulation*, Volume 25, Number 3.

Solomon, G. & Winslow, E. K. (1993). Entrepreneurs: Paradigm Pioneers, Architects of Innovation and Change. *Journal of Creative Behavior*, Volume 26 Number 2.

Solomon, G. & Fernald, L.W. (1993). Innovative Approaches to Meeting Entrepreneurial Informational Needs: SBA Enters the XXI Century. *Journal of Creative Behavior*, Volume 26 Number 2.

Solomon, G. & Fernald, L.W. (1991). Trends in Small Business Management and Entrepreneurship Education in the United States.. *Entrepreneurship Theory and Practice*.

Winslow, E.K. & Solomon, G. (1990). Further Development of a Descriptive Profile of Entrepreneurs. (Abstract) *The Journal of Product Innovation Management* Volume 7 Number 3,

Fernald, L. W. & Solomon, G. (1990). A Comparative Analysis of Values between Entrepreneurs and College Business Student. *Journal of Creative Behavior*, Volume 24 Number 4.

Winslow, E & Solomon, G.(1989). Further Development of a Descriptive Profile of Entrepreneurs.

Journal of Creative Behavior, Volume 23 Number 3,

Solomon, G. (1989). A Preliminary Analysis and Overview of the Young Entrepreneur Seminars. *Journal of Private Enterprise*.

Solomon, G. & Winslow, E.K. (1988). Toward a Descriptive Profile of the Entrepreneur. *Journal of Creative Behavior*, Volume 22. Number 3.

Solomon, G. (1988). Small Business Management and Entrepreneurial Education in America: A National Survey Overview." *Journal of Private Enterprise*.

Fernald, L.W. & Solomon, G. (1988). Comparisons of Entrepreneurs and College Business Student Values: A Preliminary Investigation. *Journal of Private Enterprise*,

Fernald, L.W. & Solomon, G. (1988). Comparative Analysis of Male and Female Values. *International Journal of Small Business*.

Fernald, L.W. & Solomon, G. (1988). Value Profiles of Male and Female Entrepreneurs. (Abstract) *Sociological Abstracts, Inc*.

Winslow, E.K. & Solomon, G. (1987). Entrepreneurs are More than Non-Conformist: They are Mildly Sociopathic. *Journal of Creative Behavior*, Volume 21 Number 3,

Fernald, L.W. & Solomon, G. (1988). Value Profiles of Male and Female Entrepreneurs. *Journal of Creative Behavior*, Volume 21 Number 3.

Solomon, G. & Carney, M. (1985). United States Overview of Small Business Training. *International Journal of Small Business*,

Solomon, G. (1985). Does the SBA Satisfy the Informational Needs of Small Business? *Journal of Small Business Management*,

Weaver, K.W. & Solomon, G. (1983). Economic Impact of the Small Business Institute. *American Journal of Small Business, [now ET&P]*

Solomon, G. and Carhart, D.(1982). Management Training in Small Business. *American Journal of Small Business, [now ET&P]* Vol. VII, No. 2,

Solomon, G. (1982). The All-Star World Series Dream Team: An Experiential Exercise Dealing with the Issue of Purposeful Organizational Structures. *Exchange: The Organizational Behavior Teaching Journal*, Vol. VII, No. 2.

Solomon, G. (1979). A Computer Simulation Exercise to Acquire Interpersonal Competence. *Exchange: The Organizational Behavior Teaching Journal*, Vol. 4, No. 2.

Burr, P & Solomon, G. (1977). The SBI Program: Four Years down the Academic Road. *Journal of Small Business Management*,

Solomon, G. (1975). Is the Small Business Institute Helping? *Journal of Small Business Management*,

Books

Solomon, G. (2005). Associate Editor, *Keystones of Entrepreneurial Knowledge*. Blackwell Publishing, Malden MA.

Solomon, G & Whiting, B. (1999). *Creativity, Innovation and Entrepreneurship: Key Elements to Business Success*. Creative Education Foundation, Buffalo, NY.

Whiting, B & Solomon, G. (1989). *Key Issues in Creativity, Innovation and Entrepreneurship*. Bearly Limited, Buffalo, NY.

Book Chapters

Liguori, E. W., Koutroumanis, D. A., & Solomon, G. T. (2012). Public policy: Government stimulation of start-ups. In M. Marvel (Ed.), *Encyclopedia of New Venture Management* (pp. 386-389). Thousand Oaks, CA: Sage Publishing.

Solomon, G. (2011). The Curricular Confusion between Small business and Entrepreneurship. In R. Varela (Ed.), *Development, Innovation and Entrepreneurial Culture*, Vol. 2, Center for Development and Entrepreneurial Spirit, Universidad ICESI

Solomon, G. (2010). Training Programs For Fledgling Entrepreneurs. In F. Kiesner (Ed.), *Creating Entrepreneurs - Making Miracles Happen*, Singapore, World Scientific (forthcoming)

Solomon, G. & Tomczyk, D. (2009). The Impact of Age And Reading On The Desire For Training Of Managers In Entrepreneurial Ventures. In M. Fink and S. Kraus (Eds.) *The Management of Small and Medium Enterprises*. New York, New York, Routledge.

Solomon, G. (2009). Entrepreneurship education in the United States: National Survey Results. In J. Potter (Ed.) *Fostering Entrepreneurship: The Role of Higher Education*. Paris, France, Organization for Economic Cooperation and Development

Solomon, G., Weaver, K.M.W. & Fernald, L.W. (2007). A historical examination of small business management and entrepreneurship pedagogy. In P. Greene and M. Rice (Eds.) *Entrepreneurship Education*.

Weaver, K.W., Dickinson, P. & Solomon, G. (2006). Entrepreneurship and Education: What is known and not known about the links Between Education and Entrepreneurial Activity. In Chad Moutray (Eds.) *The Small Business Economy for Data Year 2005: A Report to the President*. Washington, DC: GPO

Solomon, G. (2005). Pedagogical Methods of Teaching Entrepreneurship: An Historical Perspective. In S. King, R. Van der Horst and S Duffy (Eds.) *In Keystones of Entrepreneurial Knowledge*, Malden Mass: Blackwell Publishing.

Solomon, G., Duffy, S. & Tarabishy, A. (2005). The State of Entrepreneurship Education in the United States: A Nationwide Survey and Analysis. In S. King, R. Van der Horst and S Duffy (Eds.) *In Keystones of Entrepreneurial Knowledge*, Malden Mass: Blackwell Publishing.

Hindle, K. & Solomon, G. (2005) Best Papers in the field of Entrepreneurship Education an Introduction. In S. King, R. Van der Horst and S Duffy (Eds.) *In Keystones of Entrepreneurial Knowledge*, Malden Mass: Blackwell Publishing.

Solomon, G. & Fernald, L.W. (2002). Why Entrepreneurs Don't Ask for Help." in Tan Wee Liang (Ed.). *The Dynamics of Entrepreneurship*, Singapore: Prentice Hall.

Solomon, G. (2002). Entrepreneurship Education and Training in the United States: Policy, Strategy or Disjointed Incrementalism." in Tan Wee Liang (Ed.) *The Dynamics of Entrepreneurship*, Singapore: Prentice Hall.

Fernald, L.W. & Solomon, G. (2000). The Relationship among and between the Characteristics of Small Business Owner-Managers and their Willingness to Accept Limitations Based on Lifecycle Considerations. In Emil Brauchlin and J. Hans Plienter (Eds.) *Unternehmer und Unternehmensperspektiven für Klein- und Mittelunternehmen*. Berlin/St. Gallen: Duncker & Humblot.

Solomon, G. & Fernald, L.W. (1999). Why Entrepreneurs Don't Ask for Help? In G. Solomon & B. Whiting (Eds.) *Creativity, Innovation and Entrepreneurship: Key Elements to Business Success*. Buffalo, NY: Creative Education Foundation

Winslow, E.K. & Solomon, G. (1999). Entrepreneurs are More than Non-Conformist: They are Mildly Sociopathic. In G. Solomon & B. Whiting (Eds.) *Creativity, Innovation and Entrepreneurship: Key Elements to Business Success*. Buffalo, NY: Creative Education Foundation

Kopka, D & Solomon, G. (1996). A Comparison of Self Reported Marketing Behaviors among Polish Entrepreneurs and American Entrepreneurs and Managers. In Gerald E. Hills, Richard Teach and Gus M. Geursen, (Eds.), *Research at the Marketing/Entrepreneurship Interface*. Chicago, IL.: Institute for Entrepreneurial Studies.

Solomon, G. (1989). Characteristics of Entrepreneurs. In B. Whiting & G. Solomon (Eds), *Key Issues in Creativity, Innovation and Entrepreneurship*. Buffalo, NY, Bearly Limited

Solomon, G. (1984). Small Business Management Development Model. In (Eds) G. Lippitt and B. Taylor, *Training and Development, 2nd. ed.*. McGraw- Hill.

Manuscripts under Review or in Preparation

Solomon, G., Mathews, C. (2014). The Curricular Confusion between Entrepreneurship Education and Small Business Management: A Qualitative Analysis. **Annals of**

Entrepreneurship Education and Pedagogy. Edward Elgar Publishing. To be published in 2014

Yoon, Jeewhan and Solomon, G. (2014). **"Entrepreneurial Orientation Gone Risky: An Investigation of the Moderating Role of Psychological Safety"** submitted to **Entrepreneurship Theory and Practice**

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Solomon, G. & Whiting, B (1980). *The Role of the SBI in the Teaching of Small Business Courses: A Report on a Nationwide Survey*. Proceedings 5th Annual Small Business Institute Directors Association Conference, Miami, FL.

Solomon, G. (1979). *Summary of the National Pre-Business Workshop Study*. Proceedings 24th Annual World Conference of the International Council for Small Business, Quebec City, Canada.

Solomon, G. (1979). *The Use of an Integrative Computer Simulation Exercise in Teaching Interpersonal Competence*. Proceedings: Association of Business Simulation and Experiential Learning

Solomon, G. & Smith, M. (1979). *A Proposed Integrated Approach to Minority Training*. Proceedings: 4th Annual Small Business Institute Directors Association Conference, Las Vegas, NV.

Solomon, G. & Whiting, B (1978). *Casualties of Ignorance: Dilemma of Small Business*. Proceedings 3rd Annual Small Business Institute Directors Association Conference, San Antonio, TX.

Other Publications

Solomon, G. (1989). *Entrepreneurs Are Not What You Think*. American Vocational Association Journal, Vol. 64, Number 8.

Solomon, G. (1988). *New Horizons for Small Business*. Society of American Florist Magazine, Vol. 5, No.9.

Solomon, G. (1986). *Small Business Management Development Model*. Appalachian Reporter, Vol. 8 Number 1.

Solomon, G. (1979). *The Dilemma of Small Businesses in the USA*. Acton Society Trust Occasional Papers, Siena Series, No. 16.

Solomon, G. (1976). *Sources of Capital Available to Small Businesses in the Washington, D.C. Metropolitan Area*. Small Business Institute Review.

PRESENTATIONS

Plenary/Keynote /Invited

Solomon, G., Linton, J. Walsh, S., Jackson, W. and Smallbone, D. (2013). *Insights into Getting Published: A View from the Editors*, 58th World Conference of the International Council for Small Business, Ponce, Puerto Rico.

Solomon, G. (2012). *US Eco-System for SME's: Reflection and Comment*. Seoul, Korea. Korean Small Business Association monthly meeting

Solomon, G. (2012). *Elements of a Great Article, What's important: Observations from the Editor-in-Chief Journal of Small Business Management*. Seoul, Korea. Annual Korean Small Business Educators' Conference.

Solomon, G. (2011). *Successful Business Expansion through Export Markets: The Case of the United States*, International Visitor Leadership Project for Ireland on "Minority Entrepreneurship. Washington, DC.

Solomon, G (2011). *The Curricular Confusion between Entrepreneurship Education and Small Business Management: A Qualitative Analysis*, Facolta di Economia "Giorgio Fau" Scuola di Dottorato PhD Programme, Ancona Italy

Solomon, G (2011). *Global Trends in Small Business and Entrepreneurship Education*, Universita di Napoli Federico II Naples, Italy

Solomon, G (2011). *The Entrepreneurial Climate*, Universita Salerno, Salerno, Italy

Solomon, G (2011). *Entrepreneurship Education and the new Egypt*. Entrepreneurship and Egypt :Reflections and Observations, Washington, DC

Solomon, G (2011). *The Role of Entrepreneurship Education in Stimulating Economic Development*. Promoting Innovation and Entrepreneurship Education in Egypt and the Middle East, Cairo, Egypt

Solomon, G and Smallbone, D. (2010) *Journal of Small Business Management (JSBM) Reviewer Workshop for Younger Researchers*, 55th World Conference of the International Council for Small Business, Cincinnati, OH

- Solomon, G (2010). *Global Trends in SMEs and Entrepreneurship- Entrepreneurship Summit 2010*, University of Puerto Rico-Mayaguez, Mayaguez, PR
- Solomon, G (2010). *Research and Publication in a Global Business Environment*. Doctoral Seminar, Pontifical Catholic University of Puerto Rico-Ponce, PR
- Solomon, G. (2006). *The Economic Impact of SCORE Face-to-Face Counseling on Small Business Clients*. National SCORE Association's National District Directors Meeting San Diego, CA.
- Solomon, G. (2005). *The 2004-2005 National Survey of Entrepreneurship Education in the United States: A Preliminary Report*. International Conference on Fostering Entrepreneurship: The Role of Higher Education, Trento; Italy.
- Solomon, G. (2004). *The Impact Of SCORE Counseling Related To On-Line Counseling Of Small Businesses*. National SCORE Association's National District Directors Meeting Las Vegas, NV.
- Solomon, G. (2004). *Innovative Approaches to Providing Management and Technical Assistance to SMEs*. International Symposium on the Development of SMEs in Taiwan. Taipei, Taiwan, 1998
- Solomon, G. (1998). *E-Teams and their Role in Fostering Innovation and Inventions*. 2nd Annual National Collegiate Inventors and Innovators Alliance. Washington, DC.
- Solomon, G. (1997). *The Role of Government in Support of SMEs*. 20th Annual Institute for Small Business Affairs. Belfast, Ireland
- Solomon, G. (1997). *Growing Your Business from \$10 to \$100 Million Annually*. Point of Purchase Advertising Institute's Marketplace, New York City, November 1997.
- Solomon, G. (1997). *Preliminary Results of the 1997 National Survey of Entrepreneurship Education*. 8th Annual ENDEC World Conference on Entrepreneurship, 1997, Los Angeles, CA.
- Solomon, G. (1996). *Technological Advances in Management and Technical Assistance to Small and Medium Enterprises in the United States*. Toronto, Canada
- Solomon, G. (1994). *The Importance of Small Business*. Bell Atlantic Small Business Group's Kickoff Seminars
- Solomon, G. (1992). *The Role of the U.S. Small Business Administration in Support of Small Business Development*. Bell Atlantic Success 92,
- Solomon, G. (1989). *An Overview of the U.S. Small Business Administration's Young Entrepreneur Seminars (YES)*. Fourth Annual United States Association for Small Business and Entrepreneurship, Cleveland, OH.

Conference Presentations (not in Proceedings)

Kang, J., Phillips, Mark J. and Solomon, G. (2014). From Passion to Performance: Multilevel Effects of Leadership and Entrepreneurial Orientation Academy of Management Annual meeting, Philadelphia, PA

Kang, J., Solomon, G and Choi, D. (2013). *Leadership and Innovative Behavior: Intervening Effects in an Entrepreneurial Context* Academy of Management Annual meeting, Orlando, FL

He, Fang, Siren, Charolttta, Singh Sheetal and Solomon, George, von Krogh, G (2013). *Offsetting the Diminishing Returns of Failure Experience: The Role of Emotion Regulation* Academy of Management Annual meeting, Orlando, FL

Solomon, G., Matthews, C. and G. Dale Meyer (2013). *Past-Forward: The Evolution of Entrepreneurship Education* 27th Annual United States Association for Small Business and Entrepreneurship.

Kim, K., Matthews, C., Kerr, G. & Solomon, G.(2012). *The State of the Art of Entrepreneurship Education*. 57th Conference of the International Council for Small Business Wellington, NZ.

Solomon, G. and Michael Battaglia (2012). *How to Get Published in a top Tier Journal: Insights from the Editor of- JSBM*. 57th Conference of the International Council for Small Business Wellington, NZ.

Solomon, G. and David Smallbone (2010). *How to Get Published in a top Tier Journal: Insights from the Editor of- JSBM*. 55th Conference of the International Council for Small Business Cincinnati, OH.

El Tarabishy, A & Solomon, G. (2003). *Measuring Entrepreneurial Leadership*. Professional Development Workshop (PDW), Academy of Management, Seattle, WA.

Duffy, S., King, S. Solomon, G. & Nixdorff, J. (2002). *Family Business Issues and Integration of Theory and Practice*. Professional Development Workshop (PDW), Academy of Management, Denver, CO.

Solomon, G., Duffy, S. & D'Onofrio, S. (2002). *The New Entrepreneurs: Creating an Online Internet-Based Youth Entrepreneurship Curriculum*. 47th Conference of the International Council for Small Business San Juan, PR.

Winslow, E., Solomon, G., Camp, M. & Crawford, R. (2002). *Creating an Entrepreneurial Climate* 3rd Annual Conference & Expo of the Staff Exchange Program, the World Bank Group.

Solomon, G. (2001). *Innovation in Business Support for Starters*. 46th Conference of the International Council for Small Business Taipei, Taiwan.

Solomon, G. (2001). *Elements of a Successful Feasibility Plan*. National Conference Distributive Education Clubs of America Anaheim, CA.

Solomon, G. (2000). *Preliminary Results of the 1999-2000 National Entrepreneurship Education Survey*. Professional Development Workshop (PDW), Academy of Management, Toronto, Canada.

Solomon, G. (2000). *Entrepreneurship Education in the United States: What's New?* 1st Annual Joint United States Association for Small Business and Entrepreneurship and Small Business Institute Directors' Association Conference. San Antonio, TX.

Solomon, G. (2000). *Training and Development Needs of US Small Business Entrepreneurs: An Overview*. Caribbean Summit on Entrepreneurship. San Juan, PR.

Solomon, G. (2000). *North American Collegiate Entrepreneurs Award: A Judges Perspective*. Caribbean Summit on Entrepreneurship. San Juan PR.

Solomon, G. (1999). *Smart Communities: Reflections from Practitioners and Researchers*. 26th Conference of the International Small Business Congress Toronto, Canada.

Solomon, G. (1999). *Training and Development Issues Confronting US Small Business Entrepreneurs*. 26th Conference of the International Small Business Congress Toronto, Canada.

Solomon, G. (1999). *Is Your Idea A Business?* National Conference Distributive Education Clubs of America Orlando, FL.

Solomon, G. (1999). *Best Practices Symposium II: What Works Particularly Well for Successful Entrepreneurship Programs in Various Settings*. 13th Annual United States Association for Small Business and Entrepreneurship. San Diego, CA.

Solomon, G. (1999). *Entrepreneurship Education: Some Examples of Innovative Programs*. 13th Annual United States Association for Small Business and Entrepreneurship. San Diego, CA.

Solomon, G. (1999). *Is Your Idea A Business?* Northeastern Regional Conference Distributive Education Clubs of America Boston, MA.

Solomon, G. (1998). *A National Entrepreneurship Program for DECA Members: A Joint George Washington University/DECA Project*. Northeastern Regional Conference Distributive Education Clubs of America Boston, MA.

Solomon, G. (1998). *Is Your Idea A Business?* Southern Regional Conference Distributive Education Clubs of America Nashville, TN.

Solomon, G. & Winslow, E. (1998). *A National Entrepreneurship Program for DECA Members: A Joint George Washington University/DECA Project*. Nashville, TN.)

- Solomon, G. (1998). *Entrepreneurial Education for the Next Millennium: Issues, Concerns and Observations*. Academy of Management Professional Development Conference San Diego, CA.
- Solomon, G. & Bradley, D (1998). *VUSME: Distant Learning for Small Business Entrepreneurs*. 43rd World Conference of the International Council for Small Business, Singapore.
- Solomon, G. (1998). *Marketing Tips, Tricks and Traps*. 52nd Annual Conference Distributive Education Clubs of America (DECA), Denver, CO.
- Solomon, G. (1998). *E in the year 2000: Developmental Directions*. 12th Annual United States Association for Small Business and Entrepreneurship. Clearwater, FL.
- Solomon, G. (1997). *Entrepreneurship Education in the United States: Trends and Findings*. Pre-Conference on Entrepreneurial Education, United States Association for Small Business and Entrepreneurship. San Francisco, CA.
- Weaver, K.M., Gibson, B., Wingham, D., Hoy, F., Solomon, G., Barnes, J., Dickson, P., Kannellopoulos, C., Martin, F., Hultman, C & Castaldi, R. (1997). *Multi-Country, Multi-Industry Entrepreneurship Research Parts 1 & 2*. 42nd World Conference of the International Council for Small Business, San Francisco, CA.
- Bradley, D., Solomon, G. & Ernst, J. (1997) *Internet Marketing*. 42nd World Conference of the International Council for Small Business, San Francisco, CA.
- Solomon, G., Winslow, E & Toftoy, C. (1997). *Entrepreneurship Education through Student Teams*. 42nd World Conference of the International Council for Small Business, San Francisco, CA.
- Solomon, G. (1996). *Strategies for Small Business Success*. Regional Conference of the Distributive Education Clubs of America (DECA). Washington, DC.
- Bradley, D. & Solomon, G. (1996). *Small Business Development over the Internet*. 41st World Conference of the International Council for Small Business, Stockholm, Sweden.
- Solomon, G. (1996). *Using the Internet to Serve the Needs of Small and Medium Enterprises: A Tool for Integrating Colleges and Universities Seeking to Aid their Local Economic Development*. The Columbus Group, Stockholm, Sweden.
- Solomon, G. (1996). *Developing an Award Winning Entrepreneurship Education Program*. 50th Annual Conference Distributive Education Clubs of America (DECA), Orlando, FL.
- Solomon, G. (1996). *The Use of the Information Superhighway in Entrepreneurship Education*. 50th Annual Conference Distributive Education Clubs of America (DECA), Orlando, FL.

Bradley, D. and Solomon, G. (1995). *Small Business Education and Training on the Information Superhighway*. 40th World Conference of the International Council for Small Business, Sydney, Australia, **Awarded Conference Best Workshop**.

Solomon, G. (1995). *The Role of the Information Superhighway and SME Training and Development*. Workshop on SMEs and Italian Economy. Washington, DC.

Solomon, G., Weaver, K.M., Bradley, D., Flesher, M. (1994). *Entrepreneurial Education and Training: A World-Wide Perspective*. 39th World Conference of the International Council for Small Business, Strasbourg, France.

Solomon, G., Weaver, K.M. & Bradley, D. (1994). *Education and Training of Small Business Owners and Managers- Needs and Recommendations for Government Action*. 39th World Conference of the International Council for Small Business, Strasbourg, France.

Solomon, G. (1993). *Exploring Strategies Small and Medium Enterprises should adapt to Link Training with the Overall Performance of the Business. Strategic Issues For Business and Government*. The Organization for Economic Cooperation and Development, Sydney, Australia.

Solomon, G., Weaver, K.M. & Fernald, L.W. (1993). *Entrepreneurial Business Development Enters the 21st Century*. 38th World Conference of the International Council for Small Business, Las Vegas, NV.

Solomon, G. (1993). *The Role of Government in Support of Entrepreneurial Education*. 47th Annual Conference Distributive Education Clubs of America (DECA).

Solomon, G. & Fernald, L.W. (1993). *Assessing the Need for Small Business Management/ Entrepreneurship Courses at the University Level*. 18th Annual Small Business Institute Director's Association Conference, San Diego, CA.

Solomon, G. & Bebris, J. (1993). *SBA Enters the 21st Century with a National Bulletin Board System for Small Businesses*. 18th Annual Small Business Institute Director's Association Conference, San Diego, CA.

Solomon, G., Weaver, K.M. & Fernald, L.W. (1991). *Small Business Institute Consulting: Relationships of Student Values to Client Values*. Academy of Management, Miami, FL.

Solomon, G., Weaver, K.M. & Fernald, L.W. (1991). *Strategic Alliances for Small Business Entrepreneurs*. 36th World Conference of the International Council for Small Business, Vienna, Austria.

Solomon, G., Weaver, K.M. & Brazeal, D. (1991). *University Linkages for Small Business Assistance*. 36th World Conference of the International Council for Small Business, Vienna, Austria 1991.

- Solomon, G. (1991). *The Role of the U.S Small Business Administration in Supporting Entrepreneurial Education*. Eighth National Entrepreneurship Education Conference, Philadelphia, PA.
- Solomon, G. (1991). *Marketing's Role in Improving Entrepreneurial Success for a Small Business*. Washington Post Professional Development Series. Washington, D.C.
- Solomon, G. (1991). *An Overview of Small Business Management and Entrepreneurship in the United States*. Small Business Workshop for Polish and Romanian Free Enterprise. Washington, D.C.
- Solomon, G. (1990). *Small Business Management and Entrepreneurship Education In The United States*. 35th World Conference of the International Council for Small Business, Washington, D.C.
- Solomon, G. (1990). *The Role of the U.S. Small Business Administration in Stimulating Business Development in the United States*. 35th World Conference of the International Council for Small Business, Washington, D.C.
- Solomon, G. & Weaver, K.M. (1990). *Innovative Programs to Stimulate Business Development in North America*. U.S. Canada Showcase Conference on The Role of Business Development in North America, Washington, D.C., 1990.
- Solomon, G. (1990). *Entrepreneurship after Retirement: Prospects, Pitfalls, Possibilities*. 15th Annual Small Business Institute Director's Association Conference, Houston, TX.
- Solomon, G. (1989). *Entrepreneurial Behavior and Starting a Small Business*. University of Dayton, School of Business. Invited Speaker
- Solomon, G. (1989). *Youth of America: A National Initiative to Stimulate Young Entrepreneurs*. Fourth Annual United States Association for Small Business and Entrepreneurship, Cleveland, OH.
- Solomon, G. & Fernald, L.W. (1989). *Management Success and Small Business: A Preliminary Investigation*. Fourth Annual United States Association for Small Business and Entrepreneurship, Cleveland, OH.
- Solomon, G. & Weaver, M. & Fernald, L.W. (1989). *Creativity, Innovation and Entrepreneurship: A Discussion of Interrelationships*. Academy of Management, Washington, D.C.
- Solomon, G., Weaver, M. & Fernald, L.W. (1989). *Creativity, Innovation and Entrepreneurship: An Interdisciplinary View*. 34th World Conference of the International Council for Small Business, Quebec City, Canada June, 1989.

Solomon, G. (1989). *Business Creation: A Report on the Gateway Series*. 34th World Conference of the International Council for Small Business, Quebec City, Canada.

Solomon, G. & Fernald, L.W. (1989). *Training and Development Needs of Home-Based Entrepreneurs*. 34th World Conference of the International Council for Small Business, Quebec City, Canada.

Solomon, G. & Fernald, L.W. (1989). *YES: The Young Entrepreneur Seminars*. 43rd Annual Conference Distributive Education Clubs of America (DECA), Orlando, FL.

Solomon, G. & Fernald, L.W. (1989). *The Role of the U.S. Small Business Administration in Stimulating Youth Entrepreneurship*. 43rd Annual Conference Distributive Education Clubs of America (DECA), Orlando, FL.

Solomon, G., Weaver, K.M. & Fernald, L.W. (1989). *The Role of Government in Small Business Development*. 33rd World Conference of the International Council for Small Business, Boston, MA.

Fernald, L.W. & Solomon, G. (1988). *Value Profiles of Male and Female Entrepreneurs*. 33rd World Conference of the International Council for Small Business, Boston, MA.

Solomon, G., Weaver, K.M., Fernald, L.W. & Whiting, B. (1988). *Creativity, Innovation and Entrepreneurship: A Discussion of Interrelationships*. 33rd World Conference of the International Council for Small Business, Boston, MA.

Solomon, G. & Weaver, K.M. (1988). *The Results of a National Survey on Small Business Exporting Issues*. Fifth National Entrepreneurship Education Conference, Boston, MA.

Solomon, G. & Weaver, K.M. (1988). *The Role of the Federal Government in Stimulating Entrepreneurial Education*. Fifth National Entrepreneurship Education Conference, Boston, MA.

Solomon, G. (1987). *The Role of Government in Stimulating Private Sector Projects*. Second National Privatization Conference, Washington, D.C.

Solomon, G. (1987). *A Response to Work in America*. National Entrepreneurship Education Conference, Washington, DC.

Fernald, L.W. & Solomon, G. (1987). *An Exploratory Investigation of Female Entrepreneur Values*. 32nd World Conference of the International Council for Small Business, Vancouver, British Columbia, Canada.

Solomon, G. & Weaver, K.M. (1987). *An Overview of International Franchising*. 32nd World Conference of the International Council for Small Business, Vancouver, British Columbia, Canada, June, 1987.

Solomon, G. (1987). *Public and Private Sector Partnerships: The Experience of the U.S. Small Business Administration*. 32nd World Conference of the International Council for Small Business, Vancouver, British Columbia, Canada.

Solomon, G. (1986). *National Overview of the U.S. Small Business Administration's Office of Business Development Programs*. 31st World Conference, International Council for Small Business, Denver, CO.

Solomon, G. & Fernald, L.W. (1985). *National Overview of Small Business Training*. 30th World Conference, International Council for Small Business, Montreal, Canada.

Solomon, G. (198). *An Examination of Selected Characteristics of Small Business Owner-Managers and Entrepreneurs to their Business' Organizational Life Cycle*. Babson Entrepreneurial Research Conference, Philadelphia, PA.

Solomon, G. (1985). *Matching Public and Private Business Education Resources to Incubators*. Small Business Incubator Conference: New Directions in Economic Development.

Solomon, G. (1984). *Education and Training: Where Are We Since The White House Conference on Small Business?* National Entrepreneurship Education Conference, Columbus, OH.

Weaver, K.M. & Solomon, G. (1984). *How to Measure Management Assistance: A Methodological Examination*. 29th World Conference International Council for Small Business, Chicago, IL.

Weaver, K.M. & Solomon, G. (1984). *A Perceptual & Economic Evaluation of the Small Business Institute Program*. Small Business Institute Directors Association National Conference, Denver, CO.

Solomon, G. (1982). *Methodological Issues in Small Business Management Research*. Entrepreneurship Interest Division, Doctoral Consortium, Academy of Management, New York, N.Y.

Solomon, G. (1980). *The Results of a Nationwide Survey of Women Attending SBA Sponsored Pre-Business Workshops*. Academy of Management Annual Meeting, Atlanta, GA.

Solomon, G. (1980). *The Use of Computer Assisted Training for Small Business Owner-Managers*. 25th World Conference of the International Council for Small Business, Asilomar, CA.

Solomon, G. (1980). *The Differences and Similarities in Training Women Small Business Owner-Managers*. Annual Conference of the Small Business Institute Directors Association, Miami, FL.

Solomon, G. (1978). *Nationwide Results of the Course Co-Sponsored Evaluation*. 23rd World Conference of The International Council for Small Business, Cullowhee, N.C.

Solomon, G. (1978). *The Role of Marketing to the Success of a Small Business*. Washington District Office Small Business Administration's Pre-Business Workshops, Washington, DC.

Solomon, G. (1976). *The Role of Small Business in Contemporary Society*. The Annual Conference of the Financial Management Association, Montreal, Canada.

Solomon, G. (1976). *The Small Business Institute Program*. The Annual Conference of the Academy of Management - Entrepreneurship Interest Group, Kansas City, MO.

Solomon, G. (1976). *Results of the Nationwide Survey of the Small Business Institute Program*. 21st Annual Conference of The National Council for Small Business Management and Development, Phoenix, AZ.

Solomon, G. (1976). *The Wizard of O.D.* Eastern Association of Humanistic Psychology, Atlantic City, N.J.

Solomon, G. (1975). *The Role of Professionalism in the Small Business Institute Program*. 20th Annual Conference of The National Council for Small Business Management and Development, San Antonio, TX.

Solomon, G., Fernald, L.W. Aurellio, J, Breden, L (1975). *Alice in O.D. Land* Annual Conference of N.T.L. O.D. Network, Washington, D.C.

TELEVISION & RADIO PRESENTATIONS

Solomon. G. (2006). *Keys to Entrepreneurial Success*, Tomorrow's Business Radio Show

Solomon. G. (1992). *Small Business Development*. USIA WorldNet Television Program

Solomon. G. (1992). *Small Business Promotion*. USIA WorldNet Television Program.

Solomon. G. (1992). *Community Economic Development*. USIA WorldNet Television Program.

Solomon. G. (1989). *Small Business Development Resources: Help for America's Small Businesses*. Business Radio Network

Solomon. G. (1983). *Oxygen for Innovation*. Flanders' Conference on Innovation, Satellite Teleconference

PROFESSIONAL MEMBERSHIPS

Academy of Management

United States Association for Small Business and Entrepreneurship (USASBE)

International Council for Small Business (ICSB)

Global Consortium of Entrepreneurial Centers (GCEC)

Beta Gamma Sigma
Omicron Delta Kappa
Sigma Nu Tau

PROFESSIONAL ACTIVITIES

2011- Present	Coordinated the Annual “GW Pitch George” elevator pitch competition
2012 2013	Selected to serve on World Bank Advisory Council on Entrepreneurship Education and Training
2013	Selected to serve as an Administrative Consultant to the annual Arthur Flemming Awards
2013	Selected to serve as a Judge for the annual GW BizPlan Competition
2012- 2013	Invited to serve as a mentor to the Doctoral Consortium students at the 27 th annual United States Association for Small Business and Entrepreneurship (USASBE) National Conference
2012	Invited to serve as a judge for the NFTE Regional Elevator Pitch Competition
2012-2013	Editor, Journal of Small Business Management
2007-2011	Coordinator of Doctoral Consortium at 22 nd to 25 th USASBE National Conference
1996-2011	Chair, Wilford White Fellows, International Council for Small Business
2009 –2010	Deputy Conference Chair for the 55 th International Council for Small Business World Conference
2007-2008	Member, Advocate Committee, Academy of Management’s Entrepreneurship
2007-2009	Editor, Academy of Management Best Paper Proceedings
2005-2006	Deputy Conference Chair for the 50 th International Council for Small Business World Conference
2004-2006	Director of Exhibits, Annual Meeting of the Academy of Management
2003-2004	Immediate Past President United States Association for Small Business and Entrepreneurship (USABSE)

- 2002-2003 President United States Association for Small Business and Entrepreneurship (USABSE)
- 1998-2004 Member of International Council for Small Business Strategic Vision Committee
- 2001-2003 Deputy Director of Exhibits, Annual Meeting of the Academy of Management
- 2003 International Track Chair for Entrepreneurship Education for the 48th annual World Conference of the International Council for Small Business (ICSB)
- 2001 Conference Co-Chair, UIC Entrepreneurship and Marketing Symposium
- 2001-2002 President-Elect United States Association for Small Business and Entrepreneurship (USABSE)
- 2000-2001 Conference Chair 2001 Joint USASBE/SBIDA Annual Conference
- 1998-2000 Member of Academy of Management Entrepreneurship Strategic Vision Committee
- 1999 Senior Vice President Elect Programs United States Association for Small Business Entrepreneurship (USASBE)
- 1999 Chair, Best Workshops United States Association for Small Business and Entrepreneurship (USASBE) Annual Conference
- 1998 ICSB Vice-President for External Relations
- 1991-1998 Board of Directors, International Council for Small Business
- 1996-1997 Senior Vice President for the Small and Family Business Division for the United States Association for Small Business and Entrepreneurship
- 1997 Finance Chair for the 42nd World Conference of the International Council for Small Business
- 1995-1996 Program Chair - Small and Family Business Division, United States Association for Small Business and Entrepreneurship.
- 1994 Conference Co-Chair for the 39th World Conference of the International Council for Small Business
- 1993 Deputy Conference Chair for the 37th International Council for Small Business World Conference
- 1989 Conference Co-Chair for the Academy of Management's Pre Conference held at The George Washington University on "The Political and Social Environment for Entrepreneurship."

- 1989 Competitive Papers Chair for the United States Association for Small Business and Entrepreneurship (USASBE) National Conference.
- 1989 Track Chair for the Eastern Academy of Management's Small Business and Entrepreneurship track.
- 1986 Board of Directors, International Council for Small Business 1986-1988
- 1983-1993 Conference Chair and Organizer for the ten annual Creativity, Innovation and Entrepreneurship Conferences
- 1985 - 1991 Competitive Paper Reviewer for the Academy of Management, USASBE and the International Council for Small Business.

UNIVERSITY SERVICE

Faculty Committees

Doctoral Program Implementation Task Force	2014
Chair, Faculty Recruitment Committee, Department of Management	2012-2013
Chair, Faculty Recruitment Committee, Department of Management	2010-2011
Doctoral Committee, School of Business	2009-2013
Entrepreneurial Round Table, The George Washington University	2006-2011
Graduate Curriculum Review Committee, School of Business	2007-2010
Undergraduate Curriculum Review Committee, School of Business	2006-2007
Chair, Faculty Recruitment Committee, Department of Management	2006-2007
Program Director, Small Business and Entrepreneurship, Department of Management Science	2005-2006

MBA Program

Developed online graduate courses in health care for EMBANET	2004
Served as faculty advisor for the graduate entrepreneurship club	2006
Redesigned core required MBA course in Entrepreneurship	2008-2010

Student Advising

- PhD Primary Field, David Tomczyk (Entrepreneurial Learning Pedagogies)
- PhD Primary Field, [Jaehyeung Kang](#) (Entrepreneurial Climate)
- PhD Primary Field, Fang He (Entrepreneurial Learning and Failure)
- PhD Primary Field, Kevin May (Entrepreneurial Networks)
- PhD Secondary Field, Jonathan Mark Phillips (Corporate Entrepreneurship)
- PhD Secondary Field, Susan Duffy (Entrepreneurial Learning: Exploring Unexpected Key Events in Post Start-up)
- PhD Secondary Field, Janet Nixdorff (Opportunity Recognition)
- PhD Secondary Field, Ayman Tarabishy (Entrepreneurial Leadership)

PhD Secondary Field, Sandra King Kauanui (Managerial Leadership Capabilities and Organizational Performance: The Relationship Between Precessors' and Successors' Potential Capability and Organizational Performance Following Succession in Family-Owned Businesses)

Doctoral Thesis Committees

Advocate

Fang, He. (2013). *Learning from Failure: The Making of Entrepreneurial Leaders*. Committee: G. Solomon, J. Bailey, S. Singh, C. Kayes, R. Giridharadas,

Jae Hyeung Kang (2012). CEOs' Transformational Leadership and Managers' Innovative Behavior: The Investigation of Intervening Effects in Entrepreneurial Context. Committee: Dr. George T. Solomon, Dr. Sheetal Sing, Dr. Erik Winslow, Outside Dr. Ayman ElTarabishy, Dr. Sharon Hill

Tomczyk, David (2011). The Relationship between Long-Term Video Game Playing and Individuals' Entrepreneurial Traits and Intent: An Exploratory Study Committee: G. Solomon, E. Winslow, J. Artz, S. Hill, A. El Tarabishy, S. Kanungo

Committee Member

Jeewhan Yoon (2013) *Team Learning and Financial Performance: The Effects of Psychological Safety and Team Supervisor Support - Committee* Dr. D. Chris Kayes, Dr. George Solomon, Dr. Pat McHugh, Dr. Sharon Hill, Dr. Lynn Offermann,

Jonathan Mark Phillips (2011). *Professional Service Entrepreneurship: The Effect Of Transformational Leadership Upon Entrepreneurial Climate And Performance In Professional Service Firms* Committee Dr. Erik K. Winslow, Dr. James Bailey, Dr. George Solomon, Dr. Ayman Tarabishy Dr. Sharon Hill

Junghyun Lee (2011). *The Effects of Leadership Behavior On Workplace Harassment, Employee Outcomes, And Organizational Effectiveness In Small Businesses*. Committee: Jaclyn M. Jensen, Ph.D., George T. Solomon, D.B.A. Tjai M. Nielsen, Ph.D. Outside Examiners: M. Susan Taylor, Ph.D. Lynn R. Offermann, Ph.D

Nixdorff, J (2008) *Unraveling the Process: A Qualitative Study of Entrepreneurial Cognition in Opportunity Recognition*). Committee: Erik Winslow, George T. Solomon, Ted Rosen

Duffy, S. (2007). *Entrepreneurial Learning: Exploring Unexpected Key Events in Post Start-up*, Committee Erik Winslow, Mary Gowan, George T. Solomon.

Tarabishy, A. (2006) *An Exploratory Study Investigating the Relationship between the CEO's Leadership and the Organization's Entrepreneurial Orientation*. Marshall Saskin, Erik Winslow, George T. Solomon

Kopka, D. (1995). *A Comparison Among Polish and American Entrepreneurs and Managers on "Selected Market Culture" Characteristics*. Erik Winslow, George T. Solomon

Sarfraz A. Mian (1992). *An Assessment of University-Sponsored Business Incubators in Supporting the Development of New Technology-Based Firms*. William Wells, Richard Donnelly, George T. Solomon

Doctoral Thesis outside Examiner

Mary G. Schoonmaker (2013). *An Examination of the Effect Of Marketing Efforts On The Survivability Of Early Stage Innovations*. Committee: Dr. Pradeep Rau, Advocate, Dr. Alexander Krasnikov, Dr. Vanessa Perry, Dr. Elias Carayannis, Dr. Phyllis Langton, Dr. George Solomon

Crystal Han-Huei Tsay (2012). *A Understanding Students' Adaptation to Graduate School: An Integration of Social Support Theory and Social Learning Theory*. Committee: C. Kayes, E. Winslow, S. Hill, G. Solomon, R. Giridharadas,

Zeliff, Michael (2009). *The Effect of Personality and Value Systems on Sales Productivity*. Committee - Dr. Dr. Vanessa G. Perry, Dr. Salvatore F. Divita, Dr. Philip W. Wirtz, Dr. George Solomon and

Ivanov. S (2006). *Investigating the Optimum Manager-Subordinate Relationship of a Discontinuity Theory of Managerial Organizations: An Exploratory Study of a General Theory of Managerial Hierarchy*. (School of Business)

Stavrou, E. (1996). *Intergenerational Transitions in Family Enterprise: Factors Influencing Offspring's Intentions to Seek Employment in Family Business*. (School of Business)

INTERNATIONAL SCHOLARS MENTORED

2004-2005

Yamashiro Hideichi
Professor of Money & Banking
College of Law
Nihon University, Japan

2006-2007

ChunWu Lai
Secretary to the Vice Chairman
General Office of the Standing
Committee of Guangxi People's Congress

2005-2006

Zhelyu Vladimirov
St. Kliment Ohridski University of Sofia
Faculty of Economics and
Business Administration

ONLINE COURSEWARE DEVELOPED

VUBIZ Community Development I & II 1999

EMBANET Interdisciplinary Project A 2004 Interdisciplinary Project B 2005

GWUDECA Developed with three colleagues 12 unique entrepreneurship modules targeted at high school teachers and students. Projected was funded by Coleman Foundation. 2001-2005

GOVERNMENT EXPERIENCE (RESEARCH)

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF BUSINESS & COMMUNITY INITIATIVES
Washington, DC**

2004
2012

Senior Policy Advisor - Developed the methodology, secured a review panel of leading researchers in the field of entrepreneurship, and obtained OMB approval of a three year time series impact analysis of the Office of Entrepreneurial Development resource partners – Small Business Development Centers, SCORE and Woman’s Business Centers, face-to-face counseling activity. Managed and developed the request for proposal (RFP) and served as the contracting officer’s technical representative (COTR). These studies examined the impact and performance of the Office of Entrepreneurial Development programs face-to-face counseling. In addition to managing the process, coordinated with senior managers on the dissemination of results by the contractor to major stakeholders.

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF BUSINESS DEVELOPMENT
PLANNING AND EVALUATION BRANCH
Washington, DC**

1983-
1986

Program Analyst - Served as a Program Analyst in the Planning and Evaluation Branch, Office of Program Support and Evaluation, Office of Management Assistance. Responsible for developing and recommending research projects on various Office of Business Development outreach programs. Initiated, developed, conducted, and coordinated a number of internal and external research studies for the management assistance program delivery areas. Among the major duties are the creation and field testing of data collection instruments and the formulation of appropriate research designs. Managed and developed the request for proposal (RFP) and served as the contracting officer’s technical representative (COTR).

Responsible for recommending to senior level managers national program policies based on various research studies. Suggested future directions and study efforts to all levels of management especially as they impact on national program delivery and briefed members of the professional staff of the Office of Business Development, Branch Chiefs, Office Directors, Deputy Associate Administrators, Associate Administrators and the Administrator and others both in and outside of the Federal government on the results of the research and its impact on the small business community.

Recommended and consulted with educational, scientific and other organizations concerning their research efforts in the small business management area.

Participated in professional conferences, meetings and symposiums to stimulate the growth of small business management research by publishing articles, monographs and reports. Served as an advisor to organizations on the development of research and survey methodologies in the small business management area.

Among my major accomplishments were:

Small Business Management Resource Guides

Based upon recommendation to the AA/A and the AA/D created and developed a national survey of all two and four year colleges and universities to obtain relevant course syllabi, descriptions and printed materials in the small business area in 1983 and 1985. Edited and brought together the materials into a logical grouping. Developed a private sector agreement with the American Association of Community and Junior Colleges (AACJC) and the International Council for Small Business (ICSB), to print and distribute these materials as a four volume reference set entitled "Small Business Management Resources Guides." Private sector agreement saved the Federal Government approximately \$45,000 in printing and distribution costs. These resource guides are the largest compilation of course material on small business in the United States. Over 300 colleges, university, community and junior colleges, federal, state and local government agencies and foreign countries have used these guides.

National Overview of Small Business Training

Based upon recommendation to the Deputy Associate Administrator or Management Assistance, DAA/MA and the Chief of Planning and Evaluation, served as team leader for a major study undertaken by the Office of Management Assistance to perform a managerial overview and field examination of SBA's national training effort. Designed the methodology, developed all the data collection instruments, conducted pre-test study and I trained all eight personnel, (GS 9-14), on proper interviewing techniques. Participated in the data collection and coordinated all data collection activities and the writing of the final report. Briefed the Chief, Planning and Evaluation Branch and DAA/MA. As a result of this effort, a number of national policies effecting SBA's training effort nation-wide were modified and changed.

Small Business Development Center Economic and Cost Study

At the request of the AA/MA developed and managed the major economic impact and cost studies of the Small Business Development Center Program as mandated in PL 96-302. Designed the overall study approach of this 30 million dollar program into a contract work statement. Managed the contractor's performance and served as advisor to the contractor on the final written report. Prepared the final report in response to P.L. 96-302 to Congressional committees on Small Business. Prepared and gave briefings to senior-level staff and the Administrator on the study's findings.

SBDC Measuring and Evaluating Project

Requested by the DAA/MA/SBDC, to formulate a methodological plan in response to PL 98-395 calling for not only on-site peer review but, for qualitative and quantitative measurements of the SBDC program. Coordinated my efforts in managing this project with the Chief of Planning Evaluation, the DAA/MA/SBDC and the president of the ASBDC's. Met with Congressional staffs, internal SBA managers, executives from the Association of SBDC's and external individuals involved in qualitative and quantitative measurements of government programs. Briefed the Association of SBDC directors and prepared and delivered the final report to the Congressional staffs on Small Business on January 31, 1985.

National Women's Presidential Initiative Program

At the request of the Director of the SBA's Office of Women's Business Ownership (OWBO) I was asked to assist in the design of evaluation forms for the President's National Initiative Program Conferences for Women Business Owners and the program evaluation of the American Women's Economic Development Corporation project.

National Surveys on the Small Business Institute and Small Business National Training Network

Designed and managed the national studies of the Small Business Institute program and the Small Business National Training Network (SBNTN). Developed the methodology and data-collection plan and consulted with the contractors on the study's statistical analysis.

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF MANAGEMENT ASSISTANCE
Washington, DC**

1977-1983 **Research & Development Specialist** - Developed, conducted, coordinated and directed internal and external research studies and methodologies for the Office of Management Assistance Served as National Program Manager for a number of innovative training programs including the Small Business National Training Network (SBNTN) and computer assisted small business training (PLATO).

GOVERNMENT EXPERIENCE (MANAGEMENT)

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF BUSINESS & COMMUNITY INITIATIVES
Washington, DC**

2004 **Deputy Associate Administrator (Acting)** - Reported directly to the Associate Administrator for Business and Community Initiatives (AA/OBCI) and formulated and recommended policies, plans, operating procedures, standards, and goals in consultant with the AA/OBCI. Managed a staff of twelve professionals and annual

operating budget of \$5.5 million. Developed plans, operating procedures, and standards to effectively strengthen and improve the SBA's small business management education, training and counseling programs and services.

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF BUSINESS & COMMUNITY INITIATIVES
OFFICE OF SPECIAL INITIATIVES
Washington, DC**

1994-
2004

Director - Reported directly to the Associate Administrator for Business and Community Initiatives. Managed a staff of twelve professionals and annual operating budget of \$5.5 million. Responsible for developing and recommending policies, plans, operating procedures, standards, and goals. Assisted in leveraging resources through a variety of programs, including utilizing the private sector to meet the needs of the small business community.

Developed plans, operating procedures, and standards to effectively strengthen and improve the SBA's small business management education, training and counseling programs and services. Provided management oversight to the SBA's national programs and brief SBA's senior-level officials with respect to business development opportunities, and Agency programs involving partnerships with the private sector. Solicited and maintained a close liaison with other SBA organizational components, other Federal agencies, and with various state local and professional organizations on matters relating to small business education and training.

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF BUSINESS INITIATIVES, EDUCATION AND TRAINING
Washington, DC**

1992-
1994

Deputy Associate Administrator - Reported directly to the Associate Administrator for Business Initiatives, Education and Training. Managed a staff of forty and an annual budget of \$12 million. Responsible for developing and recommending policies, plans, operating procedures, standards, and goals and leveraging resources through a variety of programs, including utilizing the private sector to meet the needs of the small business community. Developed plans, operating procedures, and standards to effectively strengthen and improve the SBA's small business management education, training and counseling programs and services. Also, responsible for expanding the use of SBA's leveraged resources -- SCORE (Service Corps of Retired Executives), the Small Business Institute (SBI) Program and the private sector including such groups as for-profit entities and trade associations.

Provided management oversight to the SBA's national programs and brief SBA's senior-level officials with respect to business development opportunities, and

Agency programs involving partnerships with the private sector and solicited and maintained close liaison with other SBA organizational components, other Federal agencies, and with various state, local and professional organizations on matters relating to small business education and training. Created, developed and provided management oversight for special small business management counseling, educational and training initiatives including the SBA's Business Information Centers (BICs) and the national bulletin board system --SBA On-Line, and the Small Business National Training Network (SBNTN).

Prepared for Agency management, briefing papers, Congressional testimony and executive summaries pertaining to the Office of Business Initiatives, Education and Training Programs and was responsible for assuring that Business Initiatives, Education and Training Programs were fully integrated into Agency priorities and measures of employee and organizational performance. Prepared Agency's management, briefing papers, Congressional testimony and executive summaries pertaining to the Office of Business Initiatives, Education and Training Programs.

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF BUSINESS INITIATIVES, EDUCATION AND TRAINING
Washington, DC**

1991-
1992

Acting Associate Administrator - Reported directly to the Associate Deputy Administrator for Business Development. Managed a staff of forty and an annual budget of \$12 million and responsible for developing and recommending policies, plans, operating procedures, standards, and goals for leveraging resources through a variety of programs, including utilizing the private sector, designed to promote and foster business development activity to meet the needs of the small business community. Developed plans, operating procedures, standards of performance to effectively strengthen and improve the SBA's small business management education, training and counseling programs and services. Responsible for expanding the use of SBA's leveraged resources -- SCORE (Service Corps of Retired Executives), the Small Business Institute (SBI) Program and the private sector including such groups as for-profit entities and trade associations.

Provided management oversight to the SBA's national programs and brief SBA's senior-level officials with respect to business development opportunities, and Agency programs involving partnerships with the private sector and solicit and maintain a close liaison with other SBA organizational components, other Federal agencies, and with various state and local and professional organizations on matters relating to small business education and training. Ensured that staff offered marketing assistance to all Agency programs, in coordination with the Office of Public Communications. Ensured that studies were conducted to measure the impact of counseling and training on the small business community to determine effectiveness and benefit of SBA program activities. Assigned staff to conduct market research studies designed to identify highlight and target the specific needs of the small business community.

Proposed legislative initiatives designed to promote and foster business development activity, and increase private sector involvement in small business assistance and other Agency programs. Assure that the accomplishment of the Business Initiatives, Education and Training Programs are fully integrated into Agency priorities and measures of employee and organizational performance. Prepared for Agency senior management, briefing papers, Congressional testimony and executive summaries pertaining to the Office of Business Initiatives, Education and Training Programs.

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF BUSINESS DEVELOPMENT
OFFICE OF BUSINESS EDUCATION AND RESOURCE MANAGEMENT
Washington, D.C.**

1986-1992 **Director** - Managed a staff of ten and an annual budget of \$8 million. Provided guidance to the SBA field offices regarding the management of various Business Development resource partners and was responsible for the overall program direction and policy formulation of SBA's 13,000 volunteer Service Corps of Retired Executives (SCORE). Provided policy overview and direction for the 530 Colleges and Universities who consult small businesses through their involvement in the Small Business Institute (SBI) Program. Finally, provided policy formulation and program direction to the numerous community based organizations who train small business people and the SBA's business development publications program providing information to prospective small businesses.

I reviewed qualifications and recommend the selection of personnel to fill vacant positions in the office. Initiate action for the reassignment, promotion, etc., of staff for maximum utilization of skills and capabilities. Reviewed completed assignments for adequacy, provided advice and guidance as required, and took final action within established policies.

GOVERNMENT EXPERIENCE (PROGRAM AND TRAINING DEVELOPMENT)

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF BUSINESS & COMMUNITY INITIATIVES
OFFICE OF SPECIAL INITIATIVES
Washington, DC**

1994-2004 **Director** - Reported directly to the Associate Administrator, Office of Business and Community Initiatives (AA/OBCI). Managed a staff of five federal employees and two contractors and an annual budget of \$500,00. Created, developed and provided management oversight for special small business management counseling, educational and training initiatives including the SBA's Business Information Centers (BICs). My major responsibility was the overall program management of the Business Information Center Program, recommending policies and procedures to

better manage the BIC program to the AA/OBCI. Created the "BIC Book." a procedural manual for new installation and current BIC sites. Program grew from five BICs nationally to over 100 BICs in 2004.

Trained the members of the BIC team and interacted with the Office of Information Resource Management (IRM) to coordinate the use of outside contractors to assist in the installation of the 58 BIC sites. Coordinated the installation of twenty One Stop Capital Shop BICs and eighteen Tribal BICs. Negotiated most of the contracts securing hardware, software, reference materials and computer peripherals valued in excess of \$1 million.

Assisted in the development of the content and format for the national bulletin board system --SBA On-Line. Assure that Business Initiatives programs are fully integrated into Agency priorities and measures of employee and organizational performance. Prepared for Agency management, briefing papers, Congressional testimony and executive summaries pertaining to the Office of Business Initiatives programs.

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF BUSINESS DEVELOPMENT
OFFICE OF BUSINESS EDUCATION AND RESOURCE MANAGEMENT
Washington, D.C.**

1986-
1992

Director - Provide guidance to the field regarding the management of various Business Development resource partners.
Among my major responsibilities were:

Business Development's Management Information System (BDMIS)

Developed the Office of Business Development's PC-oriented field based integrative management information system (BDMIS). I managed the overall system and ensured distribution to the field offices of the (BDMIS) reports. Also responsible for formulating budgets and new program thrusts for these programs as well as developing innovative programs designed to assist small businesses while minimizing federal expenditures.

Young Entrepreneur Seminars

Developed and managed the SBA's Young Entrepreneur Seminars (YES). This one day training program, held in 116 locations nation-wide, attracted over 11,000 young people and was the SBA largest single day training event in history. I solicited over \$200,000 in private sector support and designed all the training materials. Coordinated all marketing and training support materials for the 116 locations including the development of a 20 minute film on young entrepreneurs donated by Bell Atlantic. Responsible for coordinating through local businesses, the creation of scholarships to allow students who could not afford the seminar fee.

Creativity Innovation and Entrepreneurship Conference

Served as the conference chair for the Annual Creativity, Innovation and Entrepreneurship Conferences. These conferences, supported through private sector support, were attended by over 1,500 entrepreneurs, educators, government officials and students. During the ten years the conference existed, I secured all the keynote speakers including : Stew Leonard, Founder and CEO of Stew Leonard's; Wally "Famous" Amos, Founder of Famous Amos Cookies; Fred DeLuca, Co-Founder and CEO, Subway Sandwich and Salad Co; Arthur Lipper, III, Chairman British Far East Holdings; Edward Lowe, CEO and Founder of Kitty Litter; William C.W. Mow, Founder and CEO of Bugle Boy; Neil Balter, Founder and CEO, California Closet Co; Max DePree, CEO-- Herman Miller CO. In addition to serving as conference chair, also served as the senior editor for the conference proceedings from 1984-1992.

Computer Assisted Training (Plato)

Based upon my recommendation to the DAA/BD, I developed with Control Data Corporation an agreement to provide PLATO training to small businesses using personal computers. This project is a user fee program and allows the Agency to leverage many community based resource partners. This agreement also required Control Data to invest over \$20,000 in developmental costs to convert the existing software to the personal computer format at no cost to the Agency.

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF BUSINESS DEVELOPMENT
PLANNING AND EVALUATION BRANCH
Washington, DC**

1983-
1986 **Program Analyst** - Served as a Program Analyst in the Planning and Evaluation Branch, Office of Program Support and Evaluation, Office of Management Assistance.

Among my major accomplishments were:

Rural Assistance for Small Business

Requested by the AA/BD to modified a proposal from the National Association of Developing Organizations (NADO) and developed the statement of work and scope of delivery to conduct a pilot effort to provide counseling and training to rural small businesses with use of a "Circuit Rider" concept. Served as the Contracting Officer's Technical representative to (NADO). Managed the contract during Stages I and II in which management and technical assistance was provided to rural small businesses. Over 2,500 small businesses were assisted through this effort.

Presidential Management Intern (PMI) Program

Requested by the Director of SBA's Presidential Management Intern (PMI) Program to developed and conduct a year-end workshop for the SBA's PMI's on topics ranging from Team Building to Interpersonal Dynamics at no cost to the Federal Government for FY 1982-1985. Coordinated with the SBA's Director of the PMI program on the design and selection of all the handouts as well as securing current management films. Served in an advisory capacity to the SBA's Director of the PMI Program and worked closely with many of the PMI's. Over 50 PMI's attended the training.

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF MANAGEMENT ASSISTANCE
Washington, DC**

1977-
1983

Research & Development Specialist -Created, advised, and developed the initial package presented by the SBA and Control Data Corporation entitled "Building Your Own Business (BYOB)." to small businesses. Managed the national program through its pilot and early developmental stages from 1979-1982 in which over 14,000 small business people received computer-assisted training. Developed a Pre-Test Module used to screen and assess the business acumen of the small business owner-managers, including loan applicants. Responsible for initiating and developing new program development including creating and developing the Small Business National Training Network (SBNTN) which was designed to provide specific training to targeted small business people. Created the evaluation methodology capable of providing the SBA with valid client feedback on the effort.

Created, developed and implemented a cost reduction centralized publication distribution system at the Federal Correctional Institution at Fort Worth, Texas. This effort was the first attempt undertaken by the federal government to distribute printed materials using the federal prison industries. Served as technical advisor to contractors conducting the Small Business Institute Attitudinal and Impact Studies, National Readership Survey, and National Cosponsored Course Study as well as managing the contracts.

**U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF MANAGEMENT ASSISTANCE
OFFICE OF MANAGEMENT INFORMATION AND TRAINING
Washington, DC**

1976-
1977

Education Specialist - Appointed to a one year faculty-staff position in the Small Business Management Training Division, Office of Management Information and Training. Developed procedures for a nationwide program of management education for owners and managers of small business. Also developed and managed a series of national conferences designed to bring together interested community and junior colleges into SBA management training programs.