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Development of a seminar for women starting a business as instructional development consultants in the audiovisual industry

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Development of a seminar for women starting a business as instructional development consultants in the audiovisual industry

Abstract

The last decade has witnessed many changes in the business community. Small businesses have emerged as the thriving force in the U.S. economy and the increased percentage of women in this area is too great to ignore. Today women enter the small business arena for various reasons but it initially began with the women's movement in the 1970's. According to Jones (1991), the 1980's found women going into business for themselves after encountering the "glass ceiling," a barrier that kept them from advancing to upper level management. The problem is that since many women did not advance up the ladder of management, they are not properly trained or do not have the proper experience to venture out on their own.

Development of a Seminar for
Women Starting a Business as
Instructional Development Consultants
in the Audiovisual Industry

A Graduate Project

Submitted to the

Department of Curriculum and Instruction

In Partial Fulfillment

or the Requirements for the Degree

Master of Arts

UNIVERSITY OF NORTHERN IOWA

by

Denae E. Harder

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as Instructional Development Consultants in the Audiovisual
Industry

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Master of Arts.

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Introduction

The last decade has witnessed many changes in the business community. Small businesses have emerged as the thriving force in the U.S. economy and the increased percentage of women in this area is too great to ignore. Today women enter the small business arena for various reasons but it initially began with the women's movement in the 1970's. According to Jones (1991), the 1980's found women going into business for themselves after encountering the "glass ceiling," a barrier that kept them from advancing to upper level management. The problem is that since many women did not advance up the ladder of management, they are not properly trained or do not have the proper experience to venture out on their own.

One cannot just start up a business in any industry, however. There must be a need present and the person must have numerous experiences in the related field. It also helps to focus on developing industries that are in early stages of growth and tend to have ample technological change. One such area is in audiovisual technology used for instructional purposes.

Society today is sensory. We are constantly being bombarded by images and sounds whether it is to entertain, inform, or instruct. From this, a concern has risen about the retention of information and whether more technology is really better. Do people retain more

if we use more audiovisual technology simultaneously? A study by Wilkinson (1980) indicated that impressions created by a combination of pictures, words, and sounds have been shown to be retained by viewers significantly longer than when they are only heard or read. From this, we can see the importance of an instructional development consultant who is knowledgeable in the proper hardware and software of today's audiovisual technologies.

Even though we live in an audiovisual age, Meall (1988) feels the business world as a whole has yet to harness the full power of audiovisual technology. There is a great need for people who know how to organize, plan, and utilize this technology to its fullest potential.

A comprehensive seminar for women who want to start a small business in Iowa as an instructional development consultant for audiovisual technology would include three subjects: basic business instruction, discussion of the instructional development process and its importance, and the instructional development process in relation to audiovisual technology. The goal of this curriculum development project is to concentrate on the business section of the seminar. The end result will be: introduction to the steps necessary to start a business, instructional emphasis in the areas which experienced women entrepreneurs felt were necessary, and

a collection of resource information. It is not intended to make successful business women out of all who attend. It is intended to let them know what they were getting into and show them where to start.

Analysis of Factors

Main (1990) feels entrepreneurship is emerging as the new economy of the 1990's. Computers and other technology have allowed the entrepreneur to have the power of big business. An increasing number of classes are offered from schools and universities about entrepreneurship. Entrepreneurs have begun to organize themselves in order to offer advice to each other and those who wish to follow in their footsteps. The result of all this: the number of nonfarm businesses increased about 50% in the 1980's, to some 20 million.

Another noteworthy change in the last decade has been the increase of women in the small business industry. According to Plitt (1989), between 1972 and 1982, the number of businesses owned by women in the U.S. increased from less than 5% to 25%. Nelton (1989) found that between 1980 and 1986, there was a 62.5% jump in businesses owned by women during a period when the number of male-owned businesses increased only 33.4%. Plitt (1989) also noted that the 1988 U.S. Congressional Hearing on "The Rise of Women Entrepreneurs" predicted that by the year 2000, women will own 50% or more of all businesses. This clearly demonstrates that women are becoming a driving force in the economy.

Specific reasons for starting a business vary with every woman. They range from frustration experienced in a previous job to self-fulfillment to flexible hours.

The service industry offers the most flexibility and also requires a low amount of start-up money. Becoming an instructional development consultant in the audiovisual industry is a prime area for women.

Over the last ten to fifteen years, the development of good instructional materials has evolved into a complex, multi-faceted industry. Fading are the days when handouts were the only media accompanying a lecture. Today's consumer is a visual one in which multi-image presentations, laser disc demonstrations, and videos are offered as the best visual communication devices. The technology will not automatically turn a bad communicator into a good one, though. One needs competent instructional development consultants to produce successful audiovisual materials.

Synthesis of Factors

Before curriculum can be developed, the need(s) of the student(s) or audience must be determined. In this situation, the first step is to determine what women need to know in order to start their business. Do they need to be taught differently than men? What are their weaknesses when it comes to business? What do they need to know in order to survive in what has been in the past a male-dominated business world?

Research indicates a variety of results. Hisrich and Bowen (1986) found that women would enter specific fields due to their lack of business or technical skills even though they were generally well-educated. For example, a woman with a college degree would only apply secretarial or teaching job. They have a degree but the education was not in management skills.

Grant (1988) felt women made especially good leaders and managers because of their unique personal qualities. The women's qualities of affiliation, attachment, cooperativeness, nurturance, and emotionality were excellent qualities for a successful manager. This was contrasted to the male qualities of independence, competitiveness, forcefulness, and analytical thinking.

Fried (1989) suggested that men and women differ in their work motivation. The need for self-fulfillment, the desire to achieve, and interest in helping others motivate women more than what motivates men, the quest

for profits. She feels "A New Breed of Entrepreneur" is emerging. Since men and women differ on many other factors, the characteristics of an entrepreneurial woman cannot be generalized with those of an entrepreneurial man.

Hisrich (1989) suggested that the risk of starting and operating a business is greater for women entrepreneurs. They experience problems of being in male-dominated arenas, having few role models, and lacking track records in using their business skills. He quotes one woman entrepreneur as saying:

The biggest roadblocks to women's success are their lack of experience and thus lack of development of business related skills, such as independence, self-confidence, assertiveness and drive (skills men learn growing up) and the relative absence of a defined women's network for referral of business, inroads to other successful businesses (p. 3).

Other studies found results indicating similarities between men and women entrepreneurs. A study by Birley, Moss, and Saunders (1987) found that if either men or women had past experience, it helped in providing the technical and managerial skills necessary for start-up of businesses. They also found that there was little difference between their education, borrowing/financing routes, and proportions of external finance used.

A study conducted by Kalleberg and Leicht (1991) found no evidence that men were more confident of their business abilities or that women were less apt than men to innovate in their business. They also found that the women's businesses were no more likely to fail - and were just as successful as the men's.

The results of a study conducted by Scherer, Brodzinski, and Wiebe (1990) revealed no significant differences in education and training aspirations between males and females. In fact women actually had stronger education and training aspirations for entrepreneurship than men.

Research conducted by Chrisman, Carsrud, DeCastro, and Herron (1990) compared several other studies and found that in addition to a lack of business education and experience, and a need for outside assistance, women have problems in marketing, obtaining financing, and business planning (Aldrich, 1989). However, these problems are not very different from the ones faced by male entrepreneurs (Kazanjian, 1988).

Powel (1990) suggests that organizations should not assume that male and female managers differ in personal qualities. They should be recommending training and development programs to individuals according to their needs rather than their sex.

Age could partly explain the differences in the results of the previous studies. The Birley, Moss, and

Saunders (1987) data stated that the women involved in the study tended to have a significantly lower age profile than the men. Plitt (1989) states that since the women's movement is still relatively new, many older women have not had the business training or experience of their male competitors. If some studies indicate little difference between younger female entrepreneurs and male entrepreneurs, then the result could be due to educational experiences. The younger women had more opportunities in their education to enroll in business and management classes than the women who went through school before the 1970's.

The targeted audience will, therefore, be older women who have experience in the field of instructional technology but need more information on the business and management side of opening a business.

Implementation Plan

Since there is conflicting data on whether men should be trained differently than women, the focus will be in the areas that women have expressed needs. The gaps will be filled in with general business information that anyone would need no matter what the age.

Cox (personal communication, June 3, 1991), Director of the Small Business Development Center at the University of Northern Iowa, stated there four important characteristics or factors affecting all entrepreneurs. First, they have to know everything about their business. Second, they must have a strong work ethic. Adequate equity is the third factor. In order to start a business, one must have at least 30 to 50 percent of the capital. Last, but not least, one must be willing to take risks. All of these characteristics forces the person to take a good look at themselves before going forward into a new venture.

The first area to be covered will, therefore, be an evaluation of oneself and the area of opportunity. It saves a lot of time, money, and hardship if one discovers at the beginning that they really are not cut out for entrepreneurship or that their business would never succeed because the product is not something that would sell. Successful entrepreneurs possess certain characteristics that one can compare to themselves. Plitt (1989) listed several: motivation to achieve,

habit of working hard, non-conformist, strong leader, and street smart. She continued with a list of qualities not found in successful entrepreneurs: compulsive gambler, high risk taker, and compulsive hip shooter. Experience is also a key factor in the success of any business. You must know your product and its market inside and out before you can even think about going into business.

Women must make the switch from subordinate to boss and leader. According to Wojahn (1986), women need to realize that human relations skills alone won't build the bottom-line results that assure visibility, credibility, and survival in the dominant business culture.

Once the decision to go into business has been made, the next step is to seek professional help. Since the women are all ready at a seminar seeking help, this step has been partially accomplished. According to Cox (1991), there are several organizations who provide help: Small Business Administration (SBA), Small Business Development Center (SBDC), local community college, local CPA, or the Center for Industrial Research and Service (CIRAS). Other sources of information are a Small Business Institute (SBI), State Economic Development Agencies, Chambers of Commerce, local colleges, public libraries, manufacturers and suppliers of small business technologies and products,

and the Service Corps of Retired Executives (SCORE). All addresses to resources, both organizational and printed, will be made available, can be found in Appendix A.

A study conducted by Nelson (1987) surveyed a sample of 50 women in the Dallas Women Entrepreneur's Association. One item reviewed was the ranking of information items needed at start-up. The top five are as follows (in order): how to prepare a budget, tax advice and information, how to prepare and package a business plan, how to define and forecast the market, and financial book- and record-keeping. They also ranked information sources according to usefulness, usage, and cost. The top five are as follows (in order): networking, significant other, accountant, business/professional organizations, and public seminars.

The next area to be covered will be designing a business plan. The business plan is a document that clearly defines the goals of a business and outlines the methods for achieving them. It describes what a business does, how it will be done, who has to do it, where it will be done, why it's being done, and when it has to be completed. Major issues to consider when developing a business plan are the characteristics and size of the market segment, the marketing plan, the production plan, the financial plan, and the

organization plan (Hisrich, 1989). These areas will be covered as well as the areas added by Hisrich and Peters (1989): positioning and strategy for entry.

The next area of discussion will be networking which really should start before the organization of a small business. Before the thought of venturing out on your own, there lies a need to network among people within the industry. The success of a business can be determined by who you know and by who knows you. It is important to join and be active in professional associations and subscribe to publications that will be educational in your field (Appendixes B and C). "Don't waste your time doing what others can do faster for you" (Plitt, 1989, p. 163). There are also programs which are available for women. If you do not have a mentor to pattern your business after or to learn from, the SBA has started a program which could help: Women's Network for Entrepreneurial Training (WNET). WNET matches successful women entrepreneurs to new business owners in an ongoing mentoring relationship.

The next major concepts to be covered in the seminar will be start-up money and how to manage money. As stated in previous studies, different areas related to money need to be reviewed by both male and female entrepreneurs. The area of finance tended to be weak for women so a great amount of emphasis will be placed on it. In the state of Iowa, the Iowa Department of

Economic Development provides some assistance programs in financial and technical areas. In order to qualify for the programs, you must be certified by the Department of Inspection and Appeals. Cox (1991) stated there is also a Self Employment Loan Program (SELP) that aids low income people who do not have adequate equity to receive a loan.

There are very few people who have all the money they need in their own savings to start a business. Plitt (1989) stated that, in general, women have been brought up thinking financial risk-taking is bad. They tend to use up their own savings before they would go to a bank for a loan. The topics of discussion in this section, therefore, will be the different sources of financing and also the steps needed to be taken in order to apply for a loan. The primary sources of capital that will be reviewed are friends and family, private investors, merchant banking, strategic alliances, public market, mergers/buyouts, and venture capital.

Harper (1991) developed the "six c's of commercial lending" which will help you prepare for application of a loan. The following criteria are what loan officers use when they evaluate loan requests: Character, Capability to manage the business, business Capacity to pay off the note, the Conditions (or terms) of the loan, the Context of the proposed business, and Collateral.

The study conducted by Nelson (1987) found managing

money to be at the top when asked to rank information items needed at start-up. This has partially been reviewed already in the business plan section but more specific details will be covered at this time. The U.S. Small Business Administration has published a book called For Women: Managing Your Own Business (1983). It mentions several topics which should be addressed in this area of discussion: bookkeeping systems, management information and control systems, financial statements, financial ratios and analysis, tax recording, and a professional relationship with a Certified Public Accountant. Estimations need to be made for short, intermediate, and long range planning.

After acquiring the resources, the entrepreneur must begin the implementation of the business plan. Managing is another major section which will be discussed. Hisrich and Peters (1989) touched on some of the topics: management styles and structures, key variables for success, identifying problems and potential problems, and implementing a control system.

Other areas of discussion in the management section will be personnel and what women need to do in order to go from employee to employer. According to Plitt (1989), women need to separate the personal from the personnel. The caring qualities of warmth, understanding, and empathy related to women are often useful in supervising and motivating staff but, when

carried to the extreme, they can be debilitating.

The final area discussed in the business section of the seminar will be about growth. There comes a time in the history of most businesses when a decision has to be made on whether to grow or not to grow. The upper limit of growth is established at the beginning when selecting the market niche of the business. If growth and possibly a saleable commodity is in the future, it is important to be able to separate the business from yourself in order to make this transition easier. Plitt (1989) found that women tend to liken their business to a baby and "cutting the umbilical cord" can be painful. Discussion in this area will be about the different growth models and preparation for growth (Sexton, 1989).

The other two major topics of discussion will be the instructional development process and its relation to audiovisual technology. These areas will not, however, be developed in this project.

Evaluation

Formative

A formative evaluation is an ongoing process during the entire development of curriculum. It is a constant check to make sure you are headed in the right direction. The "first draft" should never be considered the "final draft." There is always room for improvement in at least one area.

The best procedure for this circumstance is to give a copy of the curriculum to someone who counsels women entering small business regularly. It could be a Small Business Administration (SBA) representative or a Small Business Development Center (SBDC) representative. They would know first-hand what women need to know and what areas need to be covered in a seminar. Setting up a field test would take too much time and money.

Summative

In order to conduct a formative evaluation, a copy of the curriculum was given to someone familiar with the subject. There was not a need to spend the time and money setting up a field test population. Advice was given which improved the weak areas.

The intended outcome of this curriculum development project is to educate female instructional development consultants who wish to enter the world of small business in the audiovisual industry. It is not intended to make successful business people out of all of them. It may, in fact, discourage some from venturing out on their own. This is good, if they decide they really are not cut out for it or that they need more experience before they invest too much time and money into it. It is intended to give them an overview of what they are getting into, where to start, and who to contact.

The evaluation tool used is a questionnaire filled out by all the participants at the end of the seminar. Questions will be about whether they decided to go through with the business, what business they are going into, what they thought was helpful and not helpful, and what they would recommend for the next seminar. A sample of them will be asked to fill out follow-up questionnaires in the following year to chart their progress, find out how the instructional development

process has helped them, see if they have any more advice for future seminars, and check if there is interest in follow-up seminars about new technology. The same sample will be asked to fill out questionnaires after five years and then again after ten years. Each year the seminar is conducted, the same pattern of evaluation will be followed. This will provide information for future research on female instructional development consultants in the audiovisual industry.

Summary

The goal of this project was to develop the business section of a seminar for women starting a small business as instructional development consultants in the audiovisual industry. Other area that will need development for the seminar are the instructional development process and its relation to the audiovisual industry. The end result of this project was introduction to the steps necessary to start a business, instructional emphasis in the areas which experienced women entrepreneurs felt were necessary, and a collection of resource information. It was not intended to make successful business women out of everyone. After attending, some may even decide to not go into business at all. If they learned that they were not cut out to be an entrepreneur before they started, they saved themselves a lot of time and money. It was intended to let them know what they were getting into, show them where to start, and who to contact.

The studies reviewed described different areas of weakness for experienced female entrepreneurs. The contrasting results of specific weak areas is an indication that business start-up knowledge is situational. The best way to deal with this circumstance would be to have one main lecture with basic information given and then to group the participants for individualized sessions. Classes would

be conducted on the top five most common weak areas in business and also on the instructional development process and its relation to audiovisual technology. The attendees can then choose which classes they feel they need to attend. They will have the option of attending all of them, if they wish.

The seminar is intended to be given more than once. A survey of a random sample of attendees will be sent out after one year. It is an assessment on success and to collect any suggestions for improving the seminar. Records will be kept about the different businesses and their success rates to encourage future attendees. The women will also be asked to make themselves available as mentors for new female entrepreneurs.

The process used for designing the curriculum was introduction, analysis of factors affecting the curriculum, synthesis of factors into a needs statement, implementation, evaluation, and summary.

In conclusion, the steps taken to form the curriculum were well worth the time and effort. If it helps women succeed in the present male-dominated business world, it was worth designing.

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Appendix ABooks:America's New Women Entrepreneurs: Tips, Tactics, and Techniques of Women Achievers in Business

Patricia Harrison
Acropolis Books
Washington, DC

Big Marketing Ideas For Small Service Businesses

Marilyn and Tom Ross
Dow-Jones Irwin, 1990
Homewood, IL

Entrepreneurial Behavior

Barbara J. Bird
Scott Foresman and Company, 1989
Glenview, IL

Entrepreneuring: The 10 Commandments For Building A Growth Company

Steven Brandt
Addison Wesley, 1982

Entrepreneurship: Starting, Developing and Managing A New Enterprise

Robert D. Hisrich and Michael P. Peters
Richard D. Irwin, 1989
Homewood, IL

Her Own Business: Success Secrets of Entrepreneurial Women

Joane Wilkens
McGraw-Hill
New York, NY

How To Write A Winning Business Plan

Joseph R. Mancuso
Prentice-Hall, 1985
New York, NY

Insider's Guide to Small Business Resources

Doubleday, Inc.
501 Franklin Avenue
Garden City, NY 11530
(212) 294-4561

Managing The Small Business

Cynthia C. Ryans
Prentice Hall, 1989
Englewood Cliffs, NJ

New Venture Creation

Jeffry A. Timmons
Richard Irwin, 1989
Homewood, IL

New Venture Strategies

Karl Vesper
Prentice-Hall, 1990
New York, NY

Risk to Riches: Women and Entrepreneurship In America

Edited by Edie Fraser
Institute for Enterprise Advancement, 1986

Small Business Management

Longenecker and Moore
South-Western, 1991
Cincinnati, OH

The Entrepreneurial Mind

Jeffry A. Timmons
Brick House Publishing, 1989
Andover, MA

The McGraw-Hill Guide to Starting Your Own Business

Stephen C. Harper
McGraw-Hill, 1991
New York, NY

The Small Business Sourcebook

Gale Research Company
835 Penobscot Building
Detroit, MI 48207
(313) 961-2242

The Woman Entrepreneur: Starting Financing and Managing A Successful New Business

Robert D. Hisrich and Candida G. Brush
Lexington Books, 1986

Women-Owned Businesses

Edited by Oliver Hagen, Carol Rivchun, and
Donald Sexton
Praeger, 1989
New York, NY

Development Companies:

Black Hawk County Economic Development Committee,
Inc.

Don Wade
8 West Fourth Street
Waterloo, IA 50701
(319) 232-1156

Bi-State Business Finance Corporation

Jill Guth
1504 Third Avenue
Rock Island, IL 61201
(309) 793-1181

E.C.I.A. Business Growth, Inc.

Jerry Schroeder
Suite 330, Nestler Centre
Post Office Box 1140
Dubuque, IA 52004-1140
(319) 556-4166

Iowa Business Growth (can operate statewide)

901 Insurance Exchange Building
Des Moines, IA 50309
(515) 282-2164

Organizations/Information Centers:

Business License Information Center
Iowa Department of Economic Development
200 East Grand Avenue
Des Moines, IA 50309
(515) 281-8310

Center for Industrial Research and Services (CIRAS)

Iowa State University
Engineering Annex, Room 205
Ames, IA 50011
(515) 294-3420

Office of Women's Business Ownership

U.S. Small Business Administration
1441 L Street, NW, Room 414
Washington, DC 20416
(202) 653-8000

U.S. Small Business Administration

373 Collins Road NE
Cedar Rapids, IA 52402-3118

SCORE Centers:

Burlington
 216 Federal Building
 300 North Main Street
 Burlington, IA 52601
 (319) 752-2967

Cedar Rapids
 Small Business Administration
 373 Collins Road NE
 Cedar Rapids, IA 52402
 (319) 393-8630

Clinton
 Chamber of Commerce
 333 Fourth Avenue South
 Clinton, IA 52732
 (319) 242-5702

Dubuque
 Chamber of Commerce
 770 Town Clock Plaza
 Dubuque, IA 52001
 (319) 557-9200

Iowa City
 Post Office Box 1853
 210 Federal Building
 Iowa City, IA 52240
 (319) 338-1662

Northeast Iowa
 Chamber of Commerce
 102 East Water Street
 Decorah, IA 52101
 (319) 382-3990

Waterloo
 Chamber of Commerce
 215 East Fourth Street
 Waterloo, IA 50703
 (319) 233-8431

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Marshalltown, Iowa 50158
(515) 752-4643

Iowa Western SBDC
Ronald Helms, Director
Iowa Western Community College
2700 College Road, Box 4C
Council Bluffs, Iowa 51502
(712) 325-3260

Northeast Iowa SBDC
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Dubuque Area Chamber of Commerce
770 Town Clock Plaza
Dubuque, Iowa 52001
(319) 588-3350

North Iowa Area SBDC
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500 College Drive
Mason City, Iowa 50401
(515) 421-4342

Southwestern SBDC
Paul Havick, Director
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1501 West Townline
Creston, Iowa 50801
(515) 782-4161

University of Iowa SBDC
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106 Technology Innovation Center
Iowa City, Iowa 52242
(319) 335-4057

Kirkwood Branch Office
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2901 Tenth Avenue
Marion, Iowa 52302
(319) 377-8256

University of Northern Iowa SBDC
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Business Building, Suite 5
Cedar Falls, Iowa 50614-0120
(319) 273-2696

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551 PHBA
University of Iowa
Iowa City, IA 52242
(319) 353-4960

Appendix BProfessional Associations:

American Women's Economic Development Corporation
The Lincoln Building
60 East 42nd Street, Suite 405
New York, NY 10165
(212) 692-9100

National Association of Female Executives
120 East 56th Street
New York, NY 10022
(212) 371-0740

National Association of Women Business Owners
600 S. Federal Street, Suite 400
Chicago, IL 60605
(312) 922-0465

National Federation of Business and Professional
Women's Clubs Inc.
2012 Massachusetts Avenue, NW
Washington, DC 20036
(202) 293-1100

National Women's Economic Alliance Foundation
1440 New York Avenue, NW
Washington, DC 20005
(202) 638-1200

Women's Network for Entrepreneurial Training
U.S. Small Business Administration
409 Third Street, SW
Washington, D.C. 20416

Appendix CJournals:

Directory of Business Development Publications
SBA-PUBLICATIONS
Post Office Box 30
Denver, CO 80201-0030

Entrepreneurship: Theory and Practice
Baylor University, Hankamer School of Business
The John F. Baugh Center for Entrepreneurship
Speight Avenue at 5th Street
Waco, TX 76798-8011

Journal of Small Business Management
Editors JSBM, Bureau of Business Research
College of Business and Economics
West Virginia University
Morgantown, WV 26506-6025

Journal of Business Venturing
Elsevier Science Publishing Co.
655 Avenue of the Americas
New York, NY 10010

Family Business Review
Jossey-Bass Inc.
350 Sansome Street
San Francisco, CA 94104

Magazines:

American Demographics
Post Office Box 58184
Boulder, CO 80322-8184

Corporate Report
MCP Inc., Suite 800
5500 Wayzata Boulevard
Minneapolis, MN 55416

Entrepreneur
2311 Pontius Avenue
Los Angeles, CA 90064
(213) 477-1011

In Business
Post Office Box 351
Emmaus, PA 18049
(215)967-4135

Inc.

38 Commercial Wharf
Boston, MA 02110
(617) 227-4700

Savvy

111 Eighth Avenue
New York, NY 10011
(212) 255-0990

Success

Success Magazine Company
Post Office Box 3038
Harlem, IA 51537

The Entrepreneurial Woman

2392 Morse Avenue
Irvine, CA 92714

The Futurist

World Future Society
4916 Saint Elmo Avenue
Bethesda, MA 20814

Venture

521 Fifth Avenue
New York, NY 10175
(212) 682-7373

Working Woman

342 Madison Avenue
New York, NY 10036
(212) 599-2030

Newsletters:Boardroom Reports

Post Office Box 58415
Boulder, CO 80322

Entrepreneurial Manager's Newsletter

Center for Entrepreneurial Management Inc.
180 Varick Street Penthouse
New York, NY 10014-4606

Future Survey

World Future Society
4916 Saint Elmo Avenue
Bethesda, MA 20814