

New Analysis of Data on Women in Business and the Labor Force

The number of women-owned firms increased by nearly 20 percent over the 1997–2002 period, according to a new analysis of Census data from the Office of Advocacy. According to the report, *Women in Business: A Demographic Review of Women's Business Ownership*, women owned 6.5 million or 28.2 percent of nonfarm U.S. firms in 2002.

More than 14 percent of the women-owned firms—916,768—had employees: these firms employed 7.1 million workers and paid \$173.7 billion in annual payroll. They are responsible for about 86 percent of the receipts of women-owned firms.

Most women-owned businesses are very small—more than 79 percent had receipts of less than

\$50,000 in 2002. The receipts of these small firms totaled about 6 percent of all women-owned business receipts in both 1997 and 2002.

The 7,240 women-owned firms with 100 employees or more accounted for \$275.0 billion in gross receipts or 34.2 percent of the total receipts of women-owned employer firms in 2002.

The largest shares of women-owned business receipts were in wholesale and retail trade and manufacturing in both 1997 and 2002.

The report is full of data not only about the demographic, industrial, and geographic characteristics of women-owned businesses, but also about women in the work force, their self-employment, and their economic well-being. Women

Continued on page 2



The Chicago Conservation Center, a leading private art restoration and conservation laboratory, is a woman-owned business. In August, Chief Counsel for Advocacy Thomas M. Sullivan traveled to Chicago, where he visited the center and discussed small business issues with Chief Executive Officer Heather Becker.

In This Issue

Message from the Chief Counsel

Colleges and Universities Focus on Entrepreneurship 3

Regulatory News

SEC Proposes Sarbanes-Oxley Relief for Small Public Companies 2

Economic News

New Analysis on Women in Business 1
The Economy and Small Business in Second Quarter 2006 5-6

News Items

Articles by Advocacy Legal Staff Published 4
Assistant Chief Counsel Janis Reyes Comes Aboard 7
Mercatus Fellow Jamie Belcore 7
Remembering One of Advocacy's Earliest Champions, Lewis Shattuck 8

Regulatory News

Smaller Public Companies Gain Relief from Sarbanes-Oxley Deadlines

On August 9, the Securities and Exchange Commission (SEC) proposed an extension to the deadlines by which small public companies must come into compliance with the internal control reporting requirements of the Sarbanes-Oxley Act's Section 404.

The proposed extension gives these companies a five-month extension for the management report and a 17-month extension for the auditor's attestation report; companies with less than \$75 million worth of equity would not be required to submit a management report on internal controls with their annual report until the first fiscal year ending on or after December 15, 2007. These entities would not be required to submit an auditor's report attesting to these internal controls until the next year's annual report, or the fiscal year ending on or after December 15, 2008. The deadline for public comment on the proposed rule is September 14, 2006.

In April 2006, the Office of Advocacy wrote a comment letter urging the SEC to provide flexibility in Section 404 compliance for smaller public companies whose internal control reporting costs were likely to be disproportionately higher than larger public companies'

costs. Advocacy's letter warned that high compliance costs would pose major barriers to smaller public companies seeking capital. The SEC's Advisory Committee on Smaller Public Companies also advised the SEC to defer implementation of the new Section 404 internal control audit requirement for small companies until there was an adequate framework in place to account for differences in size between smaller and larger companies.

In response to these small business concerns, the SEC proposed the extensions to defer the more expensive costs associated with the auditor attestation reports for a year after the submission of the initial management report. This extra year provides cost savings to these companies, an opportunity to learn from submitting their management report, and a chance to benefit from forthcoming SEC guidance. The proposed rule follows the July 11 publication of a concept release in which the SEC asked for public comments on guidance for management to aid companies in assessing their internal controls. The SEC is seeking public comments for this concept release by September 18, 2006.

Women in Business, *from page 1*

constituted 51 percent of the American population and nearly 47 percent of the labor force in 2004, the report notes.

Many women work in management, business, and financial occupations. Almost 24 percent of women in the labor force hold professional and related occupations.

The percentage of women working more than one job (either in wage-and-salary work and/or self-employment) is small, but roughly the same as for men: 2.4 percent of the women and 2.9 percent of men are "moonlighters."

As has been true in the past, women are more likely than men to be poor: of women in the United States, 14.5 percent were in poverty. They also carry a large share

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Advocacy's April comments are online at www.sba.gov/advo/laws/comments/sec06_0427.pdf. For further assistance, contact Assistant Chief Counsel Janis Reyes at (202) 619-0312 or via email at janis.reyes@sba.gov.

of the responsibility for caregiving: nearly one in four families was headed by a single mother caring for children younger than 18.

To view the full report, visit www.sba.gov/advo/research/rs280tot.pdf.

Message from the Chief Counsel

Colleges and Universities Focus on Entrepreneurship

by Thomas M. Sullivan, Chief Counsel for Advocacy

As students across the nation return to classes this fall, a growing number of them will be learning about the importance of the small business sector. Many of them will even be learning how to become successful entrepreneurs.

In 1986, only 586 institutions offered courses in small business management or entrepreneurship. By 1992, the number had nearly tripled. With an ever-increasing focus on small business ownership and strategy, professors recognize that many of their students will not follow the traditional path toward employment in a Fortune 500 company. With half of all Americans employed by a small business, it is equally likely that a student's ultimate destination will be either working for or becoming an entrepreneur. In fact, many business students start their careers in large firms only to pursue self-employment later. Therefore, intertwining the curriculum with lessons geared toward small business can be beneficial for both an appreciation of the entrepreneurial sector and the practical lessons that such coverage will instill for those who pursue small firm ownership.

According to George Solomon, a senior policy advisor with the Small Business Administration and a faculty member at George Washington University who has studied college-level entrepreneurship programs over the years, the expansion has been impressive. Solomon notes that there were approximately 1,600 two- and four-year colleges and universities with 50,000 total students enrolled in at least one course on small business management or entrepreneurship in 2002. And according to Professor Jerome Katz of St. Louis University, the number

of endowed chairs in entrepreneurship has grown from 237 in 1999 to 406 in 2003.

The Office of Advocacy publishes economic research and data documenting the importance of small businesses and examining various issues relevant to entrepreneurs. The goals of this effort are to advance general knowledge on these subjects, to provide sound information as the basis for public policy, and to further academic research. To this end, the office works hand-in-hand with other entities that sponsor research in this arena, such as the Ewing Marion Kauffman Foundation.

Advocacy research can be used in the classroom to supplement lectures and as a citation or springboard for new research. Professors utilize such Advocacy publications as the *Frequently Asked Questions (FAQ)*, *Research Resources*, *State and Territory Small Business Profiles*, and *The Small Business Economy* in their classrooms. Each

of these publications is an excellent reference source for textbooks, lectures, speeches, and general research factoids. As such, academics tell us that their students appreciate them and gain further insights into the scope of small businesses. In 2004, Patricia Greene, now the provost at Babson College, commented, "We frequently use research and data from Advocacy in both our curriculum and our research. We find these materials invaluable and only wish there could be more."

One of Advocacy's greatest strengths in its academic outreach is the network of regional advocates. These 10 men and women work to ensure that the office's research products are widely disseminated and that research suggestions emanating from around the country receive serious consideration. Moreover, the regional advocates—along with the chief counsel, chief economist, and others—make

Continued on page 4

For More Information

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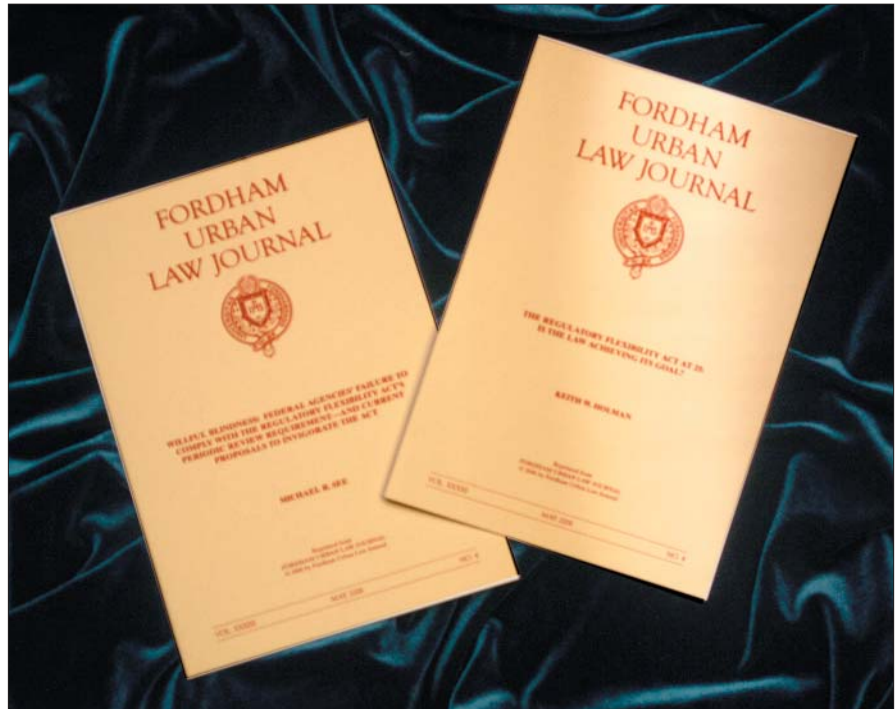
Advocacy's Legal Staff Published in Fordham Urban Law Journal

by Cindy Prieto, Office of Advocacy Intern

Assistant Chief Counsel Keith Holman and former Assistant Chief Counsel Michael See have joined the handful of Advocacy staff who have been published in prominent law journals. Their papers were written in connection with a *Fordham Urban Law Journal* symposium celebrating the 25th anniversary of the Regulatory Flexibility Act (RFA). The event took place in February 2006 at the Fordham University School of Law. The articles were subsequently published in the May 2006 issue of the *Fordham Urban Law Journal*.

Holman's paper evaluates the effectiveness of the RFA, explaining that its success was limited before two major accomplishments in the past decade. The first of these was the enactment of the Small Business Regulatory Enforcement Fairness Act (SBREFA) in 1996, which allowed small entities to seek judicial review of an agency's failure to meet its RFA requirements. This measure ensured that federal agencies properly analyze the impact of a rulemaking on the regulated small business community. The second improvement was President Bush's Executive Order 13272, signed in 2002, which gave new tools to the Office of Advocacy to help bolster RFA compliance. Holman points out that a proper RFA analysis creates more efficient rules that avoid unnecessary collateral damage for the small business community.

See's paper focuses on Section 610 of the RFA, which requires



Two articles by Advocacy's legal staff appeared in the May 2006 issue of the *Fordham Urban Law Journal*. The articles contribute to the published legal literature on the Regulatory Flexibility Act.

federal agencies to review existing rules periodically and consider reducing the regulatory burden on small business. See explains the basic requirements of the RFA and Section 610's periodic review requirement. He presents research showing remarkably low agency implementation rates of Section 610, and he details problems with agency compliance—issues that have continued to be discussed in congressional hearings earlier this year. Finally, the paper proposes several methods for improving agency compliance and reducing small entity regulatory burdens

including strengthening penalties faced by agencies for noncompliance and improving transparency of the Section 610 review process.

These two articles have added to the store of regulatory knowledge from an academic perspective. They have a practical application as well, since the articles represent another concrete step toward a better understanding of the RFA, heightening its potential for success.

Colleges and Universities, from page 3

themselves available as guest lecturers in graduate and undergraduate settings.

The next time you set foot on a college campus, do not be surprised if you run into an Office of Advocacy employee, see a reference to our *FAQ* on the syllabus of an entrepreneurship course, or note

a citation to one of our other studies in a professional journal. This is proof that Advocacy's research and data are accompanying students as they trek back to school this fall.

SECOND QUARTER 2006: THE ECONOMY AND SMALL BUSINESS

Trends

- The American economy moderated its growth in the second quarter of 2006, growing 2.5 percent, down from 5.6 percent in the first quarter. Slower growth in real gross domestic product (GDP) mirrored similar slow-downs in real personal consumption and real gross private fixed investment. Real exports grew faster than real imports, though both figures were lower than in the first quarter. The second quarter of 2006 was the 19th consecutive quarter of real GDP growth, and industrial output continued to rise. In addition, the Institute for Supply Management's Purchasing Management Index has had a reading above 50 (which signifies growth in the sector) in every month since June 2003—for 38 consecutive months.
- Overall business and consumer confidence has fallen, according to the National Federation of Independent Business (NFIB) Optimism Index and the University of Michigan's Consumer Sentiment Survey. In June, the NFIB survey stated that fewer small businesses considered the next three months a good time to expand or to hire new workers relative to previous months.
- The unemployment rate in May and June 2006 was 4.6 percent, the lowest rate in five years. There were 865,000 nonfarm payroll jobs added in the first half of 2006, with 336,000 stemming from the second quarter. This net job growth is less than the pace set during the previous two years (first half). All major industries, except for the retail trade and information sectors, experienced employment gains in the second quarter. Industries with the largest shares of small business employment—construction, other services, wholesale trade, and leisure and hospitality—added 89,700 net new jobs during the quarter. Unincorporated self-employment increased to 10.7 million; incorporated self-employment remained at 5.5 million.* Employee wages and salaries increased at a similar rate as employee benefits.
- Interest rates continued to rise, with the prime rate averaging 7.9 percent in the second quarter of 2006, up a half percent from the first quarter. Other interest rates rose similarly, and the result has been slower growth in small business lending now versus one year ago, according to the Senior Loan Officers' Survey. Venture capital investment remains steady.
- Core consumer inflation, which excludes energy costs, increased an annualized 3.4 percent during the quarter. With the price of West Texas crude averaging \$70.96 per barrel in June 2006, up \$8.06 from March 2006, the annualized increase in the consumer price index including energy costs was up 5.1 percent for the quarter. Each suggests that inflationary pressures in the economy have returned after a long absence. According to the University of Michigan survey, consumers expect inflation to increase at 3.3 percent over the next twelve months, comparable with their expectations in 2005.

Small Business Indicators

	Last five years					Last five quarters				
	2001	2002	2003	2004	2005	Q2-05	Q3-05	Q4-05	Q1-06	Q2-06
Business bankruptcy filings (thousands)	40.1	38.5	35.0	34.3	39.2	8.7	9.5	12.8	4.1	--
Proprietors' income (billions of current dollars)	771.9	768.4	811.3	911.1	970.7	965.8	967.3	996.8	1008.3	1017.3
Prime bank loan rate	6.9	4.7	4.1	4.3	6.2	5.9	6.4	7.0	7.4	7.9
Rates for smallest loans (less than \$100,000):										
Variable rate loans, repricing terms of 2-30 days	7.4	5.1	4.4	4.4	6.0	5.7	6.1	6.7	7.2	7.7
Variable rate loans, repricing terms of 31-365 days	8.7	6.6	6.4	6.2	7.1	7.1	7.1	7.7	8.3	8.1
Senior loan officers (percent of respondents):										
Net small firm C&I lending standards (those whose standards were eased minus those tightened)	-39.4	-20.0	-7.1	13.1	9.0	22.7	0	4.2	4.8	7.0
Net small firm demand for C&I loans (those whose demand was stronger minus those weaker)	-36.6	-40.0	-14.7	25.9	27.3	45.5	33.4	16.7	5.3	3.5
Venture investment: number of deals	4460	3066	2884	3013	3071	804	762	795	818	856
Venture investment: total invested (billions of dollars)	40.5	21.8	19.6	22.0	22.6	6.3	5.6	5.7	6.2	6.3

Note: The second quarter figure for the Senior Loan Officers Survey is for April, which measures from January. C&I loans refers to commercial and industrial loans. Sources: Administrative Office of the U.S. Courts; Board of Governors of the Federal Reserve System; National Venture Capital Association; U.S. Department of Commerce, Bureau of Economic Analysis.

	Last five years					Last five months (2006)				
	2001	2002	2003	2004	2005	Feb	Mar	Apr	May	June
NFIB Small Business Optimism Index (1986 = 100)	98.4	101.2	101.3	104.6	101.6	101.5	98.0	100.1	98.5	96.7
NFIB: next 3 months "good time to expand" (percent of respondents)	12.3	14.3	15.7	22.3	20.6	20	19	18	18	13
NFIB: net percent planning to hire in the next 3 months	11.6	10.8	10.2	15.3	14.4	16	9	16	14	9
Self-employed, incorporated (millions)	4.5	4.6	5.0	5.2	5.3	5.5	5.5	5.5	5.4	5.5
Self-employed, unincorporated (millions)	10.1	9.9	10.3	10.4	10.5	10.4	10.4	10.5	10.6	10.7

Sources: National Federation of Independent Business; Current Population Survey, U.S. Bureau of Labor Statistics.

* In May 2006, the Ewing Marion Kauffman Foundation released a study by Robert Fairlie stating that over the past decade, about 0.3 percent of adults per month became primarily self-employed using the Kauffman Entrepreneurial Index. For more information, see www.kauffman.org/items.cfm?itemID=703.

Employment by Major Sector (millions)

	Percent small business	Last five years					Last five months (2006)				
		2001	2002	2003	2004	2005	Feb	Mar	Apr	May	June
Goods-producing industries	56.35	23.87	22.55	21.81	21.88	22.14	22.37	22.38	22.42	22.41	22.43
Natural resources and mining	50.71	0.61	0.58	0.57	0.59	0.62	0.65	0.66	0.67	0.67	0.68
Construction	85.99	6.83	6.71	6.73	6.97	7.28	7.49	7.50	7.51	7.50	7.50
Manufacturing	43.18	16.44	15.26	14.51	14.31	14.23	14.23	14.23	14.24	14.23	14.26
Service-producing industries	49.52	107.96	107.79	108.18	109.54	111.32	112.36	112.52	112.60	112.71	112.81
Trade, transportation and utilities	45.98	25.99	25.50	25.29	25.53	25.91	26.05	26.08	26.05	26.04	26.05
Wholesale trade	62.08	5.77	5.65	5.61	5.66	5.75	5.81	5.82	5.83	5.84	5.85
Retail trade	43.08	15.24	15.02	14.92	15.06	15.25	15.29	15.31	15.26	15.23	15.22
Information	25.60	3.63	3.39	3.19	3.12	3.07	3.07	3.07	3.07	3.06	3.06
Financial activities	40.91	7.81	7.85	7.98	8.03	8.14	8.27	8.28	8.31	8.32	8.31
Professional and business services	44.63	16.48	15.98	15.98	16.39	16.88	17.16	17.20	17.21	17.28	17.31
Education and health services	48.03	15.65	16.20	16.59	16.95	17.34	17.59	17.62	17.65	17.68	17.70
Leisure and hospitality	61.81	12.03	11.99	12.18	12.49	12.80	12.96	12.98	12.99	13.01	13.04
Other services	86.38	5.26	5.37	5.40	5.41	5.39	5.40	5.40	5.40	5.41	5.40
Government	0	21.12	21.51	21.58	21.62	21.81	21.88	21.90	21.92	21.92	21.94

Notes: Seasonally adjusted. See <http://www.bls.gov/ces/cessuper.htm> for NAICS code equivalents for each sector. The small business percentage by sector is based on 2003 firm size data. See http://www.sba.gov/advo/research/us_03_n6.pdf. Due to data suppression, the number of small utility firms is estimated using 2002 data. Sources: U.S. Small Business Administration, Office of Advocacy, using data from the U.S. Department of Commerce, Bureau of the Census; U.S. Department of Labor, Bureau of Labor Statistics.

Macroeconomic Indicators

	Last five years					Last five quarters				
	2001	2002	2003	2004	2005	Q2-05	Q3-05	Q4-05	Q1-06	Q2-06
Annual change, real gross domestic product (percent)	0.8	1.6	2.5	3.9	3.2	3.3	4.2	1.8	5.6	2.5p
Real personal consumption expenditures (billions)*	6910.4	7099.3	7295.4	7577.1	7841.2	7819.8	7895.3	7910.2	8003.8	8053.0
Real gross private fixed investment (billions)*	1598.4	1557.2	1613.1	1770.6	1866.3	1832.6	1855.9	1927.0	1963.6	1971.7
Federal government surplus or deficit (billions)	46.7	-247.9	-372.2	-382.0	-309.2	-289.6	-396.1	-263.5	-164.7	--
Real exports of goods and services (billions)*	1036.7	1013.3	1026.1	1120.4	1196.1	1191.0	1200.5	1228.4	1269.3	1279.6
Real imports of goods and services (billions)*	1435.8	1484.6	1545.0	1711.3	1815.3	1797.1	1808.1	1865.0	1905.9	1906.7
Corporate profits after tax (billions)	563.2	693.7	749.9	882.5	931.4	950.1	887.5	968.9	1112.1	--
Nonfarm business sector output per hour for all persons (1992 = 100)	118.6	123.5	128.0	131.8	134.9	134.3	135.8	135.8	137.2	137.6
Employment Cost Index: private sector wages and salaries (2005 = 100)	88.8	91.6	94.2	96.8	99.2	98.8	99.4	100.1	100.8	101.7
Employment Cost Index: private sector benefits (2005 = 100)	80.1	83.7	88.8	94.8	99.2	98.8	99.6	100.4	100.8	101.5

*Chained 2000 dollars.

Notes: Seasonally adjusted; p= preliminary data. The employment cost index data reflects a switch to a new base of December 2005 = 100.

Sources: U.S. Department of Commerce, Bureau of Economic Analysis; U.S. Department of Labor, Bureau of Labor Statistics.

	Last five years					Last five months (2006)				
	2001	2002	2003	2004	2005	Feb	Mar	Apr	May	June
Unemployment rate (seasonally adjusted)	4.8	5.8	6.0	5.5	5.1	4.8	4.7	4.7	4.6	4.6
Civilian employment—16 years and older (millions, seasonally adjusted)	136.9	136.5	137.7	139.2	141.7	143.3	143.6	143.7	144.0	144.4
Civilian unemployed—15 weeks and over (millions, seasonally adjusted)	1.8	2.9	3.4	3.1	2.6	2.5	2.3	2.4	2.3	2.1
Nonfarm payrolls (millions, seasonally adjusted)	131.8	130.3	129.9	131.4	133.5	134.7	134.9	135.0	135.1	135.2
Producer Price Index (1982 = 100)	134.2	131.1	138.1	146.7	157.4	161.8	162.0	163.8	165.3	165.9
Consumer Price Index (seasonally adjusted, 1982 = 100)	177.0	179.9	184.0	188.9	195.3	199.1	199.8	201.0	201.9	202.3
Univ. of Michigan Consumers' Sentiment (1966 = 100)	89.2	89.6	87.6	95.2	88.6	86.7	88.9	87.4	79.1	84.9
Univ. of Michigan Consumers' Expected Inflation (median expected price change for the next 12 months)	2.4	2.5	2.5	3.0	3.3	3.0	3.0	3.3	4.0	3.3
Spot oil price per barrel: West Texas intermediate crude	25.92	26.10	31.14	41.44	56.47	61.63	62.90	69.69	70.94	70.96
ISM Purchasing Managers Index—manufacturing composite (seasonally adjusted)	43.9	52.4	53.3	60.5	55.5	56.7	55.2	57.3	54.4	53.8
Industrial production (2002 = 100, seasonally adjusted)	99.9	100.0	100.6	104.7	108.1	110.7	111.2	112.2	112.3	113.2
M2 money stock (billions, seasonally adjusted)	5213.4	5999.6	5989.2	6265.9	6537.8	6752.2	6767.5	6790.0	6796.5	6828.1
3-month Treasury bills (secondary market rate)	3.39	1.60	1.01	1.37	3.15	4.43	4.51	4.60	4.72	4.79
10-year Treasury note (constant maturity rate)	5.02	4.61	4.02	4.27	4.29	4.57	4.72	4.99	5.11	5.11

Sources: Board of Governors of the Federal Reserve System; Dow Jones Energy Service; Institute for Supply Management; U.S. Department of Labor, Bureau of Labor Statistics; University of Michigan's Survey of Consumers.

For previous quarterly indicators, visit www.sba.gov/advo/research/sbei.html. Note that historical data are revised periodically, and this version reflects such changes.

Janis Reyes Joins Advocacy's Legal Team

Janis Reyes has joined the Office of Advocacy as assistant chief counsel for land use, labor, and securities policy. Reyes is a recent graduate of George Mason University School of Law. She has worked in many aspects of small business, labor, and securities law in Washington, D.C. As a legal fellow with the National Federation of Independent Business, she worked on small business issues and contributed to a published article on small business compliance with Title III of the Americans with Disabilities Act. Reyes also has a strong background in employment and labor law. She worked on employment policy as a law clerk

to one of the commissioners at the Equal Employment Opportunity Commission and assisted with litigation as a law clerk for a small employment law firm in Virginia. Prior to law school, Reyes worked on securities compliance matters as a paralegal for a publicly traded corporation, and she was also an editor of publications for the American Bar Association's Section of Individual Rights and Responsibilities. She received her bachelor's degree in political science from the University of California at Los Angeles. Reyes can be reached at (202) 619-0312 or via email at janis.reyes@sba.gov.



Mercatus Fellow Assists with Regulatory Review, RFA Documentation

Jamie Belcore has spent the summer at the Office of Advocacy as the second Mercatus Fellow. This regulatory studies fellowship is the result of a partnership between the Mercatus Center at George Mason University and Advocacy. The program offers second- and third-year law students who are interested in public policy and small business issues the opportunity to work at Advocacy in such

areas as environmental law, occupational safety and health, telecommunications, tax, labor, agriculture, procurement, health care, and economic regulation.

Belcore, a California native, completed her undergraduate education at George Washington University. This fall she begins her final year at George Mason University School of Law. There she is an enthusiastic member of the *Journal of Law, Economics and Policy*, and she will be participating in the school's regulatory law clinic in the fall. This summer, Belcore split her week between Advocacy and the Nature Conservancy in Arlington, where

she has been a law clerk since January 2006.

During her time with Advocacy, Belcore helped review the small business impacts of several regulations, including the Federal Communication Commission's proposed regulation on the children's television obligations of digital television broadcasters. She has also had the opportunity to see the Small Business Regulatory Enforcement Fairness Act (SBREFA) in action—she participated in preliminary meetings for an upcoming SBREFA panel on a regulatory proposal by the Occupational Safety and Health Administration on cranes and derricks in construction. She has also helped compile a digest of significant cases under the Regulatory Flexibility Act.

Belcore intends to remain in the Washington, D.C., area after finishing law school and looks forward to continuing to work in the regulatory policy arena.



Remembering One of Advocacy's Earliest Champions, Lewis Shattuck

The Office of Advocacy lost one of its earliest and most important advocates when Lewis Shattuck, former head of the Smaller Business Association of New England (SBANE) died in early August. Shattuck grew up in a small business (his father was the publisher of a weekly newspaper), and his first job after college was with the Chamber of Commerce of Lowell, Massachusetts.

Shattuck started making a real small business impact when he moved to SBANE in 1965. By the time he resigned as president of SBANE 25 years later, the organization had 2,000 members and a budget of more than \$1 million. Shattuck was a believer in grassroots advocacy and constantly urged small business owners to

get involved—whether at the local level or walking the halls of Congress, reminding politicians of the importance of small business to the nation.

In September 1970, Shattuck helped broker a meeting (one week before his wedding!) between small business leaders and President Richard Nixon. At that meeting each leader was given a few minutes to raise the issues they considered most important. Among the issues raised by SBANE was the need for an advocate to be the voice of small business within the federal government.

The idea started gradually taking hold and became part of the grassroots efforts led by Shattuck and others to increase the clout of small business in Washington. By 1976,

legislation was passed by Congress and signed by President Gerald Ford that formally set up the Office of Advocacy within the U.S. Small Business Administration. The wisdom and foresight of Lew Shattuck was truly instrumental in planting the seeds which became Advocacy as we know it today. Information about Shattuck's life and ways to remember him can be found at www.lewshattuck.com.

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