



Taking Care of Business

"By the end of the decade, the Wisconsin Association of School Business Officials shall be the most influential organization on significant Wisconsin school business management issues."
WASBO Vision

A Bimonthly Publication of the Wisconsin Association of School Business Officials - Volume 13, Number 2 - April 2009

TOP SECRET

Who? What? Where? How? When? The Spring Conference Committee is attempting to answer these questions by bringing you some of the best presenters and addressing dozens of topics important to school business officials. Taking the "mystery" out of being a school business official who is responsible for budgets, building and grounds, transportation, personnel, and more is what this year's conference is all about. Our keynote speaker, Walter Bond, will deliver a solid message of personal accountability, overcoming adversity and how to gain the power of confidence. Mr. Bond has moved his career from the NBA to becoming a professional speaker with a national reputation to inspire and motivate his audiences.

Once motivated, your journey will continue with the ability to explore services and products from the numerous vendors scheduled to appear at the exhibit show. We've spiced the vendor visits up a bit by adding ... but wait. Not so fast. I almost gave it away. That's part of the mystery. You'll hear more about this later. Believe me, it'll be WORTH the wait and the effort you put into it.

Take advantage of the educational sessions being offered. There are timely topics given by qualified presenters. Make connections with fellow business officials. Compare notes and see if that "mystery" that has been plaguing you might have an answer discovered by someone else.

Yes, there will be time to cavort with fellow sleuths. The silent and live auction will return on Wednesday night. It will share the stage with our entertainment for the night – dueling pianos. We'll find out who really can sing or who wasted their parent's money on music lessons. Some of our shyer members may have to be "encouraged" to participate. On Thursday, after a hard day of attending sessions, stay with us and enjoy the "Mystery Theatre" Dinner.

The educational sessions promise to have something for everyone. If you are still in doubt, check out the session list enclosed. The committee has worked hard to bring you an educational opportunity deserving of your attendance. Please consider joining us in Green Bay on May 26-29, 2009.

*John Sackett, Co-Chair
Spring Conference Committee*



The Problem Solver

By Walter Bond

"The Accountability Leader"

*2009 WASBO Spring Conference Keynote
Speaker*

When I think about business and its most common denominator, you can basically sum up business as a problem solving organization. All businesses survive because they solve problems for consumers. Microsoft has solved a ton of problems for a ton of people, that is why Bill Gates is so rich. In fact, I am writing this article because of Microsoft. Another example is Oprah. People flock to her show because they believe they can get some answers to their life challenges. Pizza Hut survives because they solve problems for hungry people. Therefore, the more problems you solve for more people the more successful your organization will be. The better you are at solving problems the more money you will make. I have a simple question for you, how well does your organization solve problems? Better yet, how good are you at solving problems? If you are worried about being laid off, you better start solving more problems at work, in a hurry.

I think our current economic situation is a phenomenal time in history because there are a multitude of problems our society is faced with right now. Companies are struggling to stay in business and people are struggling to keep their jobs and homes. Unemployment rates are approaching staggering numbers. Pay attention to the world around you. You shouldn't just see despair. You should see opportunities to help solve some problems, which can assure your prosperity.

There is never a bad time in life. Actually, this recession can be a blessing if we take advantage of it. There should be a revolution of new millionaires leading us out of this recession that start solving the problems that face our society. Become known as the problem solver and money won't be an issue. Have you ever seen a poor person and wondered what happened to their life? Where did they get derailed financially? Don't ponder long, the answer is simple, they never learned how to solve problems. If you want to be rich, start solving problems.

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at the WASBO Spring Conference
May 26-29, 2009**



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Editor: Woody Wiedenhoeff



President's Message

The Comparative Pain Scale

WASBO
RISE to the Challenge



This month I have to start out with big praises for the Accounting Committee members who shared the responsibility for pulling together a conference that was both relevant and informative. Looking over the brochure, it was easy to tell which topics are on the minds of everyone involved in school finance and accounting. Financial planning, OPEB, Special Education and the one I was involved in, the dreaded IRS audit, were all on the minds of the attendees.

We started out the IRS audit presentation by using some visual aids. Gary K (I'll call him that because nobody knows how to pronounce his last name) brought out a few large paper bags that he said we could use to disguise ourselves as presenters. We already had our audits, so we didn't think we needed to use them ourselves. We decided we could offer them to the audience during the Question & Answer session in case someone was worried that the IRS had bugged the room and would soon be on their doorstep. During the session, I recommended that people could camouflage 'iffy' practices by making the disclaimer that it "doesn't happen in MY district, but I know of a district where...". We all knew you would be talking about yourself, but at least you weren't making it too obvious.

The second visual aid was something you would have seen if you or a family member



Diane Pertzborn
WASBO President

has been to visit a doctor last 15 years. It was the Comparative Pain Scale which has a smiley face on one end and a face in tears on the other. The scale goes from '0' meaning no pain at all to '10' meaning unbearable, unimaginable, unspeakable pain.

What we wanted was to be able to take people who anticipated an IRS audit as producing pain on the higher end of that scale to become comfortable enough with the process and outcomes to bring the pain anticipation down to a more manageable level.

IRS audits come only once in a career (hopefully), but there are a number of issues, situations, and sometimes people who can have us looking at the pain scale and seeing our life drifting from the moderate pain zone to the more severe. The minor pains are those that bring very mild discomfort; most of the time you never think about them. Perhaps you can identify some of the things in your work environment that would fall into this category. We recognize that people react differently to these kinds of pains; some people will fly off the handle while others can become used to them, adapt, and let those minor irritations roll off their back. How do you handle these day-to-day issues and irritations? The expectation is that professionals are able to function at a high level and prevent minor pains from impacting or impairing their performance. We know that isn't always easy.

More challenging are the moderate workplace pains that interfere with other activities. Has a work situation interfered with the way you approach the rest of your day or your time at home? These situations

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Woody Wiedenhoeff
WASBO Executive Director

Exec's Reflections

Networking is Alive and Well

Providing a professional network for WASBO members is alive and well. The reason it works is that WASBO members believe it is their ethical and professional calling to help

other WASBO members whenever the opportunity avails itself.

The following are examples we have seen since the last **Taking Care of Business** newsletter.

WASBO members have organized five different conferences in February and March for their colleagues. WASBO members developed the Taking Care of Business Seminar (Improving Communication and Leadership Skills), the Facilities Management Conference, the Transportation and Bus Safety Workshop, the Accounting Seminar and worked with the Wisconsin Association of School Personnel Administrators in providing the School Personnel Academy. Besides the opportunity to share with fellow WASBO members in a formal setting, informal networking sessions also allowed WASBO members to share ideas and possible solutions to school issues.

Any individual WASBO member is able to e-blast a question or issue to the entire membership through the WASBO Office. There have been 60 such requests for information that have gone out in the months of February and March from WASBO members, with each request receiving numerous responses from their colleagues.

WASBO members have communicated with a number of organizations at various venues in order to provide School Business Management expertise. In addition, WASBO has been influential on school

issues. Examples of such organizations are:

1. International Association of School Business Officials and its State Affiliates
2. Department of Public Instruction
3. Legislature (state and federal)
4. The Governor's Office and Department of Administration
5. The Wisconsin Association of School Boards
6. The School Administrators Alliance and its Affiliates
7. The Wisconsin Education Association Council

These relationships do not always provide a "Single Voice" because of the diversity of the organizations. However, WASBO members are respected and asked for their input. WASBO members provide a very important and broad perspective pertaining to school issues. The WASBO networking system provides a very important venue for individual members to share their expertise and opinions with each other and other school stakeholders.

The WASBO Board believes they must serve the membership and their needs. They have organized three Goal Action Teams made up of a large number of WASBO members:

The Resource Team, The Technology Team and the Governance Team. Over the last two years, we have seen additional resources provided to the membership on the WASBO

web site, have actively sought out membership suggestions for improvement and implemented new strategies for positive changes. In addition, at the Spring Conference Business Meeting the Board will be providing a setting for asking members for additional input. In order to provide better resources, please be thinking about what changes can be suggested. The Board will be listening carefully and wants to use these suggestions as new goals for WASBO. To get ready for the Business Meeting, WASBO members may also want to brainstorm at their Regional meetings about what improvements may be suggested.

WASBO members have organized themselves into eight Regional organizations that usually meet monthly for staff development and networking with each other. In addition to a wide range of topics being discussed at each of the Regionals, WASBO used "Go to Meeting" software at their last meeting, allowing members to participate from their offices if they could not make it to the meeting location.

Yes, WASBO networking is alive and well.



WASBO Attendees at the ASBO Leadership Conference held in Chicago, February 5-7, 2009: Front Row L to R: Woody Wiedenhoeff - WASBO, Jeff Carew - PMA Financial Network, Jim Froemming - Port Washington-Saukville, Roger Dickson - New Berlin. Back Row L to R: Tina Hafeman - WASBO, Mary Blaha - Sheboygan Falls, Gail Haack - Algoma, Janice DeMeuse - Luxemburg-Casco, Bambi Statz - UW-Whitewater, Erin Green - Greendale (ASBO Vice President), and Diane Pertzborn - DeForest.

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President's Message

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can be so distressing and intense that you can not completely adapt to them. You can become so preoccupied with managing those pains that your normal work style is curtailed. Temporary personality disorders have been known to occur! Your thinking can be impaired; maintaining normal work or social relationships can be a challenge. Work becomes work and you start counting the days until you retire. These situations can leave us wondering if our efforts are worthwhile. The expectation is that professionals address and manage these pains by searching for a remedy or cure.

We hope we never encounter severe pain in the workplace. Workplace pains that leave you temporarily disabled or have side effects that take the joy out of life need to be addressed immediately. Many of us have dealt with shrinking budgets, unhappy staff, overworked administrators, and community members who are struggling with

economic uncertainty. While most WASBO members are managing quite well, I have observed many others who need support and strategies for leading during times of high stress. Is there a doctor in the house?

What can we offer as best practice to manage workplace pains? First, we try to eliminate them. We can't always accomplish that so we try to reduce the frequency or lessen the severity. If you encounter minor workplace pains, treat them like the first signs of any other illness or condition. The longer you put off addressing the pain, the likelihood that it will grow into something more serious exists. Treatment can be sought by having discussions with colleagues, retirees and friends, reading professional literature, attending leadership conferences, making use of WASBO resources, and when needed, seeking legal advice. If none of those things work for you, take two aspirin and call me in the morning.

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Director's Corner What They Say About Us

By Jeanne Stahl, Business Manager, Hayward Community School District

Jeanne Stahl
WASBO Director

One of the resources that WASBO provides us with is the **Wisconsin Education News**. I appreciate the

articles that are gathered so that we can keep up with what is going on in education around the state. Reading these articles provides us with the knowledge that we are not alone in the struggles we are facing in each of our districts. The budget cutting themes are recurring throughout the state and even the nation.

Sometimes though, I cannot resist the temptation to read the blogs posted on the education articles. I should know better. Once in a while, a poster will write a well thought out comment and even have a positive thing to say. But the bulk of the comments tend to be riddled with misinformation and negative opinions, directed at a target that seems to be pasted on the back of K-12 education. All of that negativism can really get to you if you let it. We need to remember that people need a forum to vent their frustrations and the blog is an easy outlet to blast away at our positions, enabling some people to fling hostility without acknowledging that we in our positions are also people and not some nameless objects.

As President Obama said in his inaugural address, "Starting today, we must pick ourselves up, dust ourselves off, and begin again the work of remaking America." The beginning of that sentence isn't so difficult. But the challenge at the end is daunting. Even the idea of remaking K-12 education or simply changing the funding formulas, just one piece of the American pie, seems impossible.

So how will I work on our piece? I will continue to keep informed and turn to the resources our great organization provides for us through the newsletters, the online resources, or our members. I will keep an open mind in the hopes of finding innovative solutions to the problems we are facing. In addition, I will maintain a positive attitude in spite of the negativity that can be thrown our way, whether it is in my

district or in the districts of my colleagues.

"The future arrives an hour at a time."
Author unknown

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Meet WASBO Treasurer Candidates



Wendy Brockert



John Gahan

Work Experience			Work Experience		
1991 - Present	Lake Mills Area School District	Business Manager	2005-Present	Pewaukee School District	Assistant Superintendent
1986-1991	Johnson Creek School District	Business Manager	2005-2008	Pewaukee School District	Business Manager
			1992-2005	Greenfield School District	Business Manager
Educational Experience			Educational Experience		
1985-1986	UW-Whitewater	School Business Management-M.S. Ed	1992	UW-Whitewater	MSE - School Business Management
1983-1985	UW-Whitewater	Business-Bachelor of Business Administration	1987-1991	UW-Whitewater	Bachelors Degree - Finance Emphasis in Personal Finance Planning
1981-1985	UW Center - Sheboygan	Business-Associate of Science Degree	1983-1987	Port Washington High School	High School Graduate
Professional Activities			Professional Activities		
WASBO	Board of Directors, Director Nominating Committee, Chair & Member Membership Committee Spring Conference Committee		WASBO	Board of Directors, Director 2006-2009 Technology Committee, Chair Goal Action Team Leader	
	ASBO, International - Member Phi Delta Kappa - Member			ASBO International - Member SWASBO - Secretary/President SWSA	
Community Activities			Community Activities		
Lake Mills Optimist Club - Member & Octagon Club Liaison Lake Mills Moravian Church - Treasurer, Trustee, Budget Committee Moravian Ministries Foundation of America - Director Mount Morris Camp & Conference Center - Board Member			Knights of Columbus - Member Pewaukee Chamber of Commerce - Member Greenfield Education Foundation - Board Member Pewaukee Park & Rec Department - Volunteer Coach (Girls Softball, Flag Football) Pewaukee Youth Baseball - Assistant Coach (3 years)		
Interests & Hobbies			Interests & Hobbies		
Cross Stitching, Golf, Puzzles of all sorts, Reading			Fishing, Hunting, Golf, Exercise (Limited), Coaching Youth Sports, Competing in Adult Softball Leagues, Spending Time Traveling with Family		

“The man who trusts other men will make fewer mistakes than he who distrusts them.”

Count Di Cavour



Meet WASBO Director Candidates



Scot Ecker



Charlie Kramer

Work Experience		
2008-Present	Muskego-Norway SD	Director of Business Services
	West Allis SD	Director of Business Services
	Beaver Dam SD	Director of Business Services
	Brodhead SD	Business Manager
	Eastern Kentucky University	Physical Education Instructor & Basketball Coach
Educational Experience		
	UW-Whitewater	Masters in School Business Administration
	Eastern Kentucky University	Master of Science Degree
	UW - Madison	Bachelor of Business Administration
	Wisconsin DPI	Licensed School Business Manager
Professional Activities		
WASBO	Madison Area School Business Officials, Past Chair	
	Southeast Wisconsin Area School Business Officials, Member	
ASBO International - Member, Registered School Business Administrator		
Greendale School District Strategic Planning Committee, Member		
Community Activities		
Waukesha County United Way, Member, Operations Committee		
Interests & Hobbies		

Work Experience		
1998-Present	Eau Claire Area SD	Director of Buildings & Grounds
1997-98	Rhineland SD	Supervisor of Buildings & Grounds
1994-97	Menomonie SD	Assistant Director of Buildings & Grounds
1969-1992	Uniroyal-Goodrich	Maintenance
Educational Experience		
2006	WASBO	Facilities Manager Certification
1994	UW-Stout	Business Administration, Training & Human Resource Development
1992-94	UW-Stout	BS - Vocational, Technical, Adult, Education
Professional Activities		
WASBO	School Facilities Committee - Presenter, Facilities Certification	
Wisconsin Association of Physical Plant Administrators (WAPPA) - Newsletter Editor		
Wisconsin Sports Turf Managers Association (WSTMA) - Board of Directors		
Community Activities		
Clear Vision Eau Claire - Sustainability Committee		
Public Health Emergency Preparedness Committee - Emergency Response, Mass Clinics, Logistics		
Interests & Hobbies		
Grandkids, kids, and all outdoor activities		



Meet WASBO Director Candidates



Jim Long



John Stellmacher

Work Experience		
1989-Present	School District of Baraboo	Director of Business Services
1985-88	Sound World - Green Bay	Business Manager
1980-85	Sound World - Green Bay	A/V Consultant/Floor Manager
1979-80	First Wisconsin Bank - Green Bay	Loan Officer/Customer Service Manager
Educational Experience		
1989-Present	UW-Whitewater, UW-Madison, Viterbo University	Continuing Education and License Renewal
1988-89	UW-Whitewater	MSE - School Business Management DPI Certification #08
1974-78	UW - Green Bay	BA - History/Education DPI Certification #27, 701/710/725
Professional Activities		
WASBO	Member since 1989 SAA Legislative Committee Joint Convention Planning Committee, Co-Chair	
	ASBO International, Member since 1989	
	MASBO, Member since 1989, Officer Rotation	
Community Activities		
	Baraboo Chamber of Commerce - BOD, Local Government Representative	
	Baraboo Kiwanis - Member since 2003	
	BHS Agriculture Education Advisory Council - Admin. Rep., Member since 1999	
	BHS FFA Alumni - Fund Raising (Tree Sale, Sweetheart Dance), Member since 1998	
Interests & Hobbies		
	Hobby Farming - raising Newfoundland & "Westie" dogs & Paint Horses	
	Being "Grandpa" to our 8 year old granddaughter who loves dogs and horses and staying at our "Triple B Ranch"	
	Audio & Video Equipment, Sound Equipment, Music & Guitars	

Work Experience		
2007-Present	Barron Area SD	Business Manager
2005-06	Candidate for State Representative	Candidate for the 43rd Assembly District (2006 Election Cycle)
2005-06	UW-Whitewater	Graduate Assistant for Dr. Bambi Statz (UWW SBM Program)
Educational Experience		
2005-06	UW-Whitewater	MSE - School Business Management 08 Licensure
2002-05	UW-Whitewater	BBA-Finance (Actuarial Science)
Professional Activities		
WASBO	Member since 2005 WASBO Legislative Committee School Finance Puzzle Facilitator	
	School Administrators Alliance - School Finance Network 2007-present	
	NW Wisconsin WASBO Regional - 2007-present	
Community Activities		
	Kiwanis International Monthly Program Director, Fund Raiser Chair	
	Barron High School Basketball - Head Coach, Freshmen Team	
Interests & Hobbies		
	Minnesota Tri Club Barron Area Nordic Trail Association	

Preventing Crime Through Environmental Design

By: Dave Young, CSP, Risk Improvement Manager, EMC Insurance Companies

Submitted by the WASBO Safety Committee

Crime Prevention Through Environmental Design (CPTED) is based on a theory that the proper design and effective use of a facility can increase a feeling of safety and improve the quality of life for the staff and volunteers, and ultimately reduce the occurrence of crime. CPTED takes crime prevention to a higher level by studying the site design and working with security professionals, architects, city planners, and landscape and interior designers to create safer designs in new and existing facilities. Good design can be safe design.

CPTED Concepts and Strategies

CPTED considers how people behave in an environment, how that environment lends itself to productive and safe use, and how crime prevention may be applied under the circumstances. Issues such as the natural observation, building orientation, entrances/exits, parking lot location, lighting, landscaping, fences, sidewalks, and signage are just a few examples of what is considered when a location is reviewed under CPTED principles. Interior elements like colors, lighting, ceiling heights, reception area design, hallway size, and counter placement make environments feel safe, yet still pleasing, to staff and service recipients, while at the same time deterring would-be criminals.

Adaptation

Most school districts have existing buildings constructed before CPTED concepts were developed. These locations can also use CPTED approaches to help reduce crime. For example, lowered ceilings, softer and lower-wattage lighting, and calming paint colors reduce anxiety that can

lead to shouting, acting out, and other violence. Narrowing the hallway as it leads from the main entry doors to the reception area naturally slows people down and directs them. Customer service counters constructed wider than the comfortable reach of a tall person's arm protects employees and volunteers without caging them behind steel bars or bulletproof plastic. Not only do these solutions tend to de-escalate situations for those with crime on their minds, they make the site welcoming for the majority of people coming into the facility.

Four Key Concepts

CPTED is much more than placing dead bolts on doors and locks on windows. The principles can be applied easily and inexpensively to new buildings or remodeling and have been implemented in communities across the nation. CPTED applies four key concepts, all of which are interrelated.

1. **Natural Surveillance** — The placement of physical features, activities, and people in such a way as to maximize visibility, such as:
 - Raised entrances
 - Low-level landscaping
 - Windows facing parking lots
 - Exterior of building well lit
2. **Natural Access Control** — The physical guidance of people coming and going from a space that denies access and challenge unwanted visitors by the judicious placement of:
 - Entrances and exits
 - Fencing
 - Landscaping
 - Lighting

3. **Territorial Reinforcement** — The use of physical attributes that express ownership and make intruders feel unsafe and unwelcome, such as:

- Fencing
- Signage
- Landscaping
- Pavement treatments

4. **Target Hardening** — Features that prohibit entry or access, such as:

- Window locks
- Dead bolts for doors
- Interior door hinges

The way we react to an environment is more often than not determined by the cues we are picking up from that environment. Those things which make normal or legitimate users of a space feel safe (such as good lighting) make abnormal or illegitimate users of the same space feel unsafe in pursuing undesirable behaviors (such as stealing from motor vehicles).

Basic Safety & Security

The following are some specific safety and security precautions you can take without rebuilding, remodeling, or moving your facility:

- Allow a security professional to conduct a security assessment of your facility. An assessment helps determine if you've implemented reasonable countermeasures to secure your premises and provide for the safety of your students, staff, and visitors. The security professional will provide you with a list of improvements you can use to improve the safety and security of your premises.
- Regularly remove graffiti from walkways, walls, and pavement.
- Pick up litter and debris from the

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Preventing Crime Through Environmental Design

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- grounds.
- Cut back foliage from windows, entrances, and exits.
- Use a buddy system to walk employees to their cars.
- Provide good quality locks on building entrances and windows.
- Offer classes in street smarts to employees and volunteers.
- Ensure adequate lighting exists around buildings, and clean light fixtures at least annually.

Additional Information

International CPTED Association:
www.cpted.net

CPTED Watch: www.cpted-watch.com
International Clearinghouse on Crime Prevention Through Environmental Design: www.thecptedpage.wsu.edu

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*Jerome Dudzik, Director of Business Services
School District of Hartford Joint No. 1 &
Hartford Union High School SD, WI*

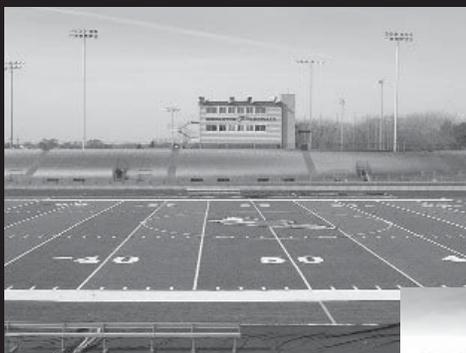
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Orvin R. Clark, EdD, RSBA
EDAD Chair
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BOOK REVIEW

The Tipping Point

By Malcolm Gladwell

The next three book reviews will be a trilogy on **The Tipping Point**, **Blink** and **Outliers** written by Malcolm Gladwell. Book reviews for **Blink**

and **Outliers** will be in the June and August issues of **Taking Care of Business**.

Malcolm Gladwell was a reporter for **The Washington Post** from 1987 to 1996, working first as a science writer and then as New York City bureau chief. Since 1996, he has been a staff writer for The New Yorker.

The first in the series is **The Tipping Point**. **The Tipping Point** is 280 pages in length and divided into eight chapters and an afterword. **The Tipping Point** describes the social process by which innovative diffusion can begin...how little things can make a big difference. The idea of **The Tipping Point** is that it is that dramatic moment when little causes drive the unexpected to become expected and propel the idea of radical change to certain acceptance. It is a social epidemic of sorts, requiring contagious agents to spread the message; i.e., word of mouth. The people who study epidemics are called epidemiologists. The phrase "Tipping Point" comes from the world of epidemiology. It's the name given to that moment in an epidemic when a virus reaches critical mass (boiling point). Gladwell is convinced that ideas, behaviors, and new products move through a population very much like a disease does.

Gladwell states that the "Tipping Point" (an epidemic) is a function of three

things:

- **The Law of the Few:** A tiny percentage of people do the majority of the work to build momentum.
- **The Stickiness Factor:** Stickiness means that a message make an impact-it's memorable.
- **The Power of Context:** Human beings are a lot more sensitive to their environment than they seem.

The Law of the Few – The success of any social epidemic is heavily dependent on the involvement of people with particular and rare set of social gifts which Gladwell calls the Connectors, Mavens and Salesmen.

- **Connectors:** People with a special gift for bringing the world together. Gladwell describes such people as:
 - We don't seek out friends. Proximityoverpowers similarity; we associate with those who occupy the same spaces we do
 - A very small number of people are linked to everyone else in a few steps, and the rest of us are linked to the world through those special few
 - They manage to occupy many different worlds and subcultures
 - The acquaintance (weak tie)-a friendly but casual social connection
 - The strength of weak ties represent a source of social power
- **Mavens:** Information specialists or "Market Mavens". Gladwell describes such people as:
 - Often pay close attention to price/quality differences in

products

- Mavens want to help-which turns out to be an awfully effective way of getting someone's attention
- Mavens are databanks-they provide the message
- **Salesmen:** Those with the skills to persuade us when we are unconvinced of what we are hearing. Gladwell describes such people as:
 - Salesmen often employ non-verbal persuasion, but this is not necessarily intentional
 - On some level, salesmen cannot be resisted
 - To make sense, salesmen must be present or very near the arrival of new information, or else they would be too late to be effective

The Stickiness Factor

- How retainable is the idea or desired behavior?
- Is it memorable?
- Is it practical and personal- how does the idea fit in one's life?
- Is it novel?
- Is there a simple way to package information that, under the right circumstances, can make it irresistible?

The Power of Context

- Behavior is a product of social context - in an unkempt environment, people are more apt to misbehave than in formal settings
- Character redefined- character is a bundle of habits, tendencies and interests loosely bound and dependent on circumstances and contexts
- In groups we're all more

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John Forester
SAA Director of
Government Relations

Legislative Update

SAA Releases Analysis of Collective Bargaining Proposals

By John Forester, Director of Government Relations,
School Administrators Alliance



The SAA is concerned about Governor Doyle's collective bargaining proposals. Among other changes, the Governor has

School Officials Are Right To Be Wary of QEO Lobbying Efforts

Kirk Strang, Chair
School Practice Group
Davis & Kuelthau, S.C.

proposed repealing the Qualified Economic Offer (QEO) and removing school district revenue limits and local economic conditions as factors for arbitrators to consider in settling teacher contract disputes. The SAA has long advocated a sustainable school finance system that balances allowable revenue growth and fixed cost increases, including staff compensation. Our concern is that the Governor's collective bargaining proposals will further destabilize an already unbalanced system and make it more difficult for local school officials to manage their budgets and maximize educational opportunities for children.

As you can imagine, in their respective lobbying efforts, school management (SAA and WASB) and the teacher's unions have been advancing different interpretations of the impact of these proposals. In an effort to provide clarity, the SAA asked Kirk Strang, Chair of the School Practice Group at Davis & Kuelthau, S.C., to provide us with his interpretation which appears below. The SAA would like to thank Kirk and Davis & Kuelthau, S.C. for this valuable analysis.

The Governor's budget proposal for 2009-11 has again proposed abolishing the Qualified Economic Offer ("QEO") in teacher negotiations. To be sure, there's plenty to be said about a budget that would remove the QEO limits on teacher salary increases, without reforming school financing, against the backdrop of an estimated 5.7 billion dollar state deficit, at a time when economic recession has taxpayers pressed to their limits. But while public debate is often focused on whether the QEO should stay or go, an equally compelling and perhaps more immediate issue is winding its way through the state capitol: if the QEO is repealed and teachers' access to interest arbitration is restored, how will the state's binding interest arbitration law be structured?

Currently, Wisconsin law provides county, municipal, and non-professional school employees with access to interest arbitration as a means of settling labor contracts. As a result, if these employees cannot reach an agreement with their employer, they are entitled to have an arbitrator break the deadlock by choosing one of the parties' final offers. The Governor's proposed budget would repeal the QEO and provide teachers' unions with access to interest arbitration as well. While this aspect of the budget proposal represents an important issue to school districts, it isn't exactly surprising news, since the Governor has supported similar proposals in the past.

But there is more. Under current law, an arbitrator is required to give the "greatest weight" to state limits on expenditures that a local government employer can make or revenues that it can collect. An arbitrator is also required by current law to give "greater weight" to local economic conditions than to a series of other factors that appear in the statute, such as wages paid to employees performing similar services, wages paid to public employees in the same or comparable communities, and the government's ability to pay the costs of any proposed settlement. Arbitrators' decisions are based on how they weigh these and other factors.

The Governor's proposal would eliminate the "greatest weight" and "greater weight" factors, but only in cases that involve "school district employees." Moreover, the term "school district employees" covers both school teachers and school district support personnel, meaning that these factors would be eliminated in any arbitration case involving school employees. School boards and administrators—already bracing for the possible return of interest arbitration for teachers without any corresponding reforms to the state's school finance scheme—have expressed concern that these structural changes may add insult to injury by preserving revenue limits, while compromising school districts' ability to identify and prove their impact in arbitration.

Lobbyists for these changes to the arbitration law dismiss school boards' and administrators' concerns as inconsequential. They maintain that, even under these modifications to the law, school districts can still argue that

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"Wise men understand that every day is a day of reckoning."

John Gardner

revenue limits and economic conditions should be considered by arbitrators under the statutory factor concerning districts' ability to pay the cost of the union's proposed settlement. And they're at least partially correct, since revenue limits and local economic conditions undeniably influence school districts' ability to pay employee wages and benefits and, in any event, arbitrators' discretion to apply the statutory factors as the see fit is quite broad, to the point of being virtually unreviewable. As a result, if arbitrators were asked to consider these matters -- even under the newly-proposed law -- they probably could if they chose to. The implication that this means school officials have no real cause for concern, however, is a misleading half-truth.

For openers, the proposed changes don't eliminate the "greatest weight" and "greater weight" factors for everyone: these factors would be specifically retained for cases that don't involve school district employees. Since the proposed statute would make an express distinction between cases where revenue limits and economic conditions can be considered and cases where they cannot, unions representing school employees will undoubtedly maintain that these factors cannot be accounted for in arbitration decisions involving their members.

In addition, the history of a statute can be important to how it is applied. The Wisconsin Supreme Court recently pointed out that "A review of statutory history is part of a plain meaning analysis' because it is part of the context in which we interpret statutory terms." *Dane County v. LIRC*, 2009 WI 9. It seems unlikely that advocates for school employees in arbitration would concede that such deliberate changes to the statute mean nothing to how their cases should be decided.

Certainly this assurance would not be given as readily in arbitration as it has been given to encourage legislators to adopt these changes to the law in the first place.

The issue of how much weight arbitrators can give factors such as revenue limits would also be joined if the proposed changes to the arbitration law are adopted. In fairness, arbitrators do not always give equal weight to the remaining statutory factors in arbitration decisions and are probably well within their authority to find some factors more compelling than others in specific cases. That said, even if the proposed changes to the law were adopted and, as school employee advocates maintain, arbitrators then did consider revenue limits under an "ability to pay" analysis, there would no longer be a statutory mandate that arbitrators give "greatest" or "greater" weight to school districts' ability to pay. As a result, even if concerns such as revenue limits could still be advanced in arbitration by school districts, these realities would not have to be given the weight in arbitration decisions that they actually have in the day-to-day operation of Wisconsin school districts.

If the Governor's proposed budget is

adopted, will arbitration counterparts still be able to debate whether and to what extent school district revenue limits and local economic conditions should be considered by arbitrators?

Certainly; they can and they will.

But if the Governor's proposed budget is adopted, will unions claim that arbitrators' legal authority to consider revenue limits and local economic conditions in cases involving school employees has been repealed by the legislature?

Count on it.

**"Like and equal are two entirely different things."
Madeleine L'Engle**



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What Do I Want to be When I Grow Up?

By Gail Haack, Business Manager, Algoma School District

WHAT A YEAR!

For those of you who don't know me, my name is Gail Haack, and

I am the Business Manager of the Algoma School District. Algoma is a small city located on the shores of Lake Michigan, four miles south of Door County and 30 miles east of Green Bay. I was born and raised in Algoma, married my husband John in 1974, and we have three children - Jason, Amy and Jodi. I came to the District in 2001 as the Administrative Assistant to the Superintendent and became the Business Manager in June 2005. I received my Masters of Art in Education from Silver Lake College, Manitowoc, which gave me my 08 License in 2004. Before coming to the District, I worked at a local bank for over 23 years. I started as a teller, went through most of the departments, and ended my career as the Compliance Officer and Marketing Coordinator.

Life's been good to me, but this year it got even better. What a year!! It started one day in March 2008 when I received a call from our director Woody Wiedenhoefft telling me I had been named WASBO's New School Business Official of the Year. It was a good thing I was sitting down because if I hadn't been I surely would have fallen over. After yelling something incoherent in Woody's ear, I think I might have actually become speechless - something that doesn't happen very often. The next thing I remember is Woody telling me that the award would be presented at the Spring Conference in Wisconsin Dells in May and that I needed to make sure I could attend. You bet I was willing to show up, and I invited my daughters to join me to help

celebrate this humbling and exciting event. What a great time! In addition, I received \$1,000 that could be used for continuing education, attendance at conventions, seminars and workshops for my professional development. WOW.....I thought I might be able to go to the National Convention in Denver! The award was sponsored by WASBO and Johnson Controls, Inc.

As the reigning New School Business Official of the Year and with some friendly nudging from Janice DeMeuse and Erin Green, I thought why not keep on a roll; I applied for the Bridges to the Future Scholarship, which is sponsored by ASBO and Met Life. The due date to apply was July 1, and I made sure all information was gathered and sent in a timely manner. On July 24, I was notified by Vee Boehringer, ASBO Recognition Programs Manager, that I was to be one of the 20 recipients of the Bridges Scholarship. YIPPEE!!! I knew this meant for sure that I was headed to Denver and would be attending my first National Convention. The scholarship was worth \$2,000 to attend the National Convention and Leadership Conference. I also found out that three other winners were from Wisconsin, and they were Kathy Maedke - Cambridge School District, Mary Blaha - Sheboygan Falls School District and Jim Froemming from Port Washington School District. What a great representation from our State!

The ASBO National Convention ran from November 7th - 10th and I was in awe to all ASBO and Denver had to offer during our short stay. Great networking, workshops, and camaraderie within our ranks, plus a wonderful town to share these experiences with my fellow WASBO members and my newfound Bridges friends. An added bonus was

that my son Jason, who lives in Las Vegas, joined me for the weekend. It was all such a great opportunity, and I look forward to being part of the experience again in the future.

In January 2009, I attended the State Convention in Milwaukee with my seven Board Members and Superintendent, Ron Welch. The highlight for me was the reception sponsored by Community Insurance Corporation, Wisconsin School Insurance Savings Plan (WISISP), and WCA Group Health Trust at the Hilton on Thursday January 22nd honoring Dr. Jon Bales - Superintendent of the Year, Ardell Wiederhoefft - Business Official of the Year, Gary Rosploch - School Facilities Manager of the Year, Gail Moesch - The Zastrow Award winner, John Sackett - The Shining Star Award winner, Kim Hurtz - Friend of WASBO, and me as New Business Official of the Year. We all were invited to become musicians with the superb band called Bottom Line. The words to "Hang on Sloopy" came pouring out much to everyone's surprise. Go-go dancers also appeared to make this musical fiasco a hit. Go-go's included Sue Schnorr, Tina Hafeman, and Wendy Brockert.

Also in January, I completed the application to ASBO for the designation of becoming a Registered School Business Administrator (RSBA). ASBO approved my application, and I officially became a professional who has overall administrative responsibility for the school system's business functions. Another goal accomplished in my whirlwind year!

And last but not least, as part of the Bridges Scholarship, I attended the National Leadership Conference in

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