



# 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

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## **Sue Schnorr** **2008 Wisconsin** **School Business** **Official of the** **Year**



WASBO congratulates Sue Schnorr as the 2008 School Business Official of the Year. Wendy Brockert introduced Sue to the WASBO membership at the Joint Convention WASBO luncheon as the "Queen of WASBO", presenting her with a tiara and sash, and thanking her for her contributions to WASBO.

The Green Bay Regional, Northeast Regional and her Superintendent, Gregory Maass, nominated Sue to be the School Business Official of the Year. The WASBO Selection Committee and the WASBO Board heartily agreed. She is now the "Queen of WASBO."

John Williams, Supervisor of Buildings and Grounds says, *"Sue is a business manager unlike any other. Her commitment to the District through her presence on many committees and her ability to see things in a different light is remarkable. She is never afraid to try to let others try new ideas or new ways to do things. She is committed to doing the right thing and holds a high standard for herself and those around her."*

Mike Nault, Director of Human Resources states, *"Sue Schnorr is a true pleasure and delight to work with. Her knowledge base relative to school finance and consensus bargaining negotiations is exemplary. In the three and one-half years that I have worked with Sue, both as a Middle School Principal and Director of Human Resources, I have found her human relations skills and communication skills to be outstanding. Sue is respected by the administrative staff and held in high regard by the Board of Education."*

Hedy Eischeid, President of the Fond du Lac Education

## **Ken Mischler** **2008 Shining Star**



The Shining Star Award recognizes commitment and excellence in service to WASBO through committee or board service, special projects and filling leadership roles.

The Wisconsin Association of School Business Officials is proud to have selected Ken Mischler as our Shining Star for 2008. Ken, as the chair of the Accounting Committee, has provided the WASBO membership with its most popular seminar offered throughout the year. However, Ken credits the members of the Accounting Committee with the success of the seminar and the positive work the committee has accomplished. Ken's leadership has guided the Accounting Committee to provide quality staff development for bookkeepers, school business officials and superintendents. They have continued to be collaborative in their efforts with the Finance Division of the Department of Public Instruction. WASBO members look forward to the annual Accounting Seminar as the must attend seminar of the year.

Through Ken's leadership, the Accounting Committee provides much more than the Accounting Seminar. Their next project is to update the "Budget Cycle" publication for the Wisconsin Association of School Boards. Ken and the Accounting Committee take the Vision of WASBO, *'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,'* very seriously.

Mark Swanson, Superintendent of Manitowoc Public School District writes, *"A quality of Ken which makes him such a valuable director is the fact that he eagerly accepts new challenges. He is a model of professionalism and conveys*

*Continued on page 6*

*Continued on page 6*

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Editor: Woody Wiedenhoeff



# President's Message

## The Leadership Challenge

### Chapter 4

I have had the opportunity over the years to visit many communities throughout our state and talk with people from those communities about their local school district. I generally ask the people I meet what they believe to be the strengths of their school district and what significant challenges their school district is facing. Invariably, the topic of leadership comes up in our discussions. I have been extremely impressed by the many positive comments and high level of respect that is expressed for their District's School Business Official and Director of Facilities. It is evident from these conversations that many of our members are considered successful leaders in their communities. It makes me proud to be part of a profession and an organization where its members are so highly thought of and viewed as leaders.

Becoming a successful leader in each of our local communities is not something that comes automatically with the position we hold in our school district. Successful leadership cannot be achieved without earning the respect and trust of community members. Involvement in our communities outside of our normal work responsibilities is critical to leadership development. Membership in service organizations (such as Optimists, Lions or Kiwanis Clubs), participation in local non-profit organizations that support community-based efforts or address needs in the community, volunteering at church, youth activities or assisting with community projects are just several examples of opportunities to become more involved in your local community in a leadership capacity. Participating in these types of organizations or volunteering is not only doing a good thing for your community, but it also provides an opportunity to feel good about making a difference in other

peoples' lives. Interaction with community members in this type (non-work) of setting also provides a valuable opportunity to gain insight or perspective that you may not become aware of otherwise.

I encourage each of you who have not yet taken the opportunity to become more involved in your community outside of work to explore what is available. I recognize that the responsibilities each of us has in our local districts consumes a great deal of time (and we are frequently asked to go above and beyond). The giving of oneself to become more involved in the community and helping others, however, is a very worthwhile investment that will result in many personal and professional returns.



*Tom Wohlleber*  
WASBO President



WASBO President Tom Wohlleber had several responsibilities at the State Education Convention from introducing Sue Schnorr at Wednesday's General Session as the 2008 Business Official of the Year...

...to presiding at the WASBO Business Meeting & Luncheon on Thursday...



...to introducing Henry Winkler as the keynote speaker for Friday's General Session.

Tom did a great job of representing WASBO! Aaaaaye!





Woody Wiedenhoeff  
WASBO Executive Director

# Exec's Reflections

## Meet the Candidates

In the next few weeks many of us will be thinking about the upcoming spring elections. There are, of course, the national primaries for President in which Wisconsin will have a significant impact. There will be elections for school board members, school referendums and other pertinent issues.

There are also very important elections for WASBO Board Directors and Treasurer. You will be able to vote online in April for the WASBO candidates. You can vote for one Treasurer and two Board Directors.

We are fortunate to have high caliber candidates offer their time to be active

on the WASBO Board. A sincere thank you goes to each candidate for volunteering to help set WASBO policy, direction and vision in moving this organization forward. When you see the candidates at the upcoming conferences, thank them for being willing to serve.

The profiled WASBO candidates are:

Sandy Jacobson  
Chad Trowbridge  
Scott Ecker  
Lynn Knight  
Jeanne Stahl  
Art Beaulieu

Treasurer  
Treasurer  
Director  
Director  
Director  
Director

Please find their resumes and profiles in another section of this issue of *Taking Care of Business*. In addition, the WASBO web page will have the candidate's resumes posted for membership review.

In the April issue, *Taking Care*

*of Business* we will feature our candidates. I have asked each candidate to write a little about his or her background and interest in becoming a WASBO Board Director. I think you will find that our candidates lead interesting professional lives with wide and varied backgrounds. This will also help us know each of them on a more personal basis.

WASBO also has an outstanding candidate for vice president on the ASBO Board. Erin Green has served on the ASBO Board of Directors for two years and is ready to move into the leadership role. WASBO members, if they are also ASBO members, will be able to vote for her in the Fall of 2008. It is our privilege to support her in this endeavor.

On behalf of WASBO, thank you to all the candidates for your willingness to serve and contribute.

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*Ari D. Kaplan*



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## School Business Official of the Year - Sue Schnorr

Continued from page 1

Association said, "I am closely involved with collective bargaining and rely on the District's Director of Business Services for information. Sue is supportive of the collaborative relationship that has developed between the District and the Association. In her tenure in our district, she has worked hard to maintain this relationship and her work throughout the system. Sue is very knowledgeable and performs her duties in a thoughtful, positive and constructive manner. She supports public schools, public school employees and she works to put kids first."

Gregory Maass writes, "It is important to note that while Sue has been very involved in her state-wide organization as well as presenting and teaching at multiple conferences and at multiple institutions, she has done a terrific job as the Director of Business Services for the Fond du Lac School District. She has led the budget reduction process, which resulted in reducing our school budget by more than \$1.5 million for 2005-06, has led the implementation

of a community-based four-year-old kindergarten program, and was the lead person in changing the food service provider for the Fond du Lac School District. Each of these leadership roles requires a great deal of competency and leadership capacity. Sue is a tribute to WASBO's commitment to excellence and a leader of people. Even though the selection committee is not evaluating this recommendation on personal qualities, I have to add that Sue has a great sense of humor and takes great care in making sure that she is always doing the right thing for the students and families within the Fond du Lac School District. I have had the great fortune and opportunity to be a superintendent in three school districts, and Sue Schnorr is in the handful of administrators I would consider at the top of their game."

The WASBO membership is grateful and appreciative that you are our "Queen of WASBO."

## Shining Star Award - Ken Mischler

Continued from page 1

a strong work ethic to whomever he meets. I have seen him in stressful and contentious meetings and he always keeps his mind focused on the goals of our school district and the education of students. It is without hesitation and with great pleasure that I nominate Ken Mischler as a WASBO 'Shining Star.' I cannot imagine a more deserving candidate." The Bay Area Regional and the Northeast Regional unanimously nominated Ken. The WASBO selection committee agreed that Ken Mischler is the most deserving candidate to be our 2008 "Shining Star".

Ken's leadership skills have escalated WASBO to the status of providing the best accounting staff development in the State. Thank you for donating your talents and skills. Moreover, thank you for the wonderful style in which you lead, including your contagious smile.

Congratulations Ken Mischler!



The Queen of WASBO shared what it takes to be the Queen, "It takes the support of your colleagues, co-workers, and family."

President Tom Wohlleber presented Sue with her plaque on behalf of Hutchinson, Shockey, Erley & Co., long time award sponsor.

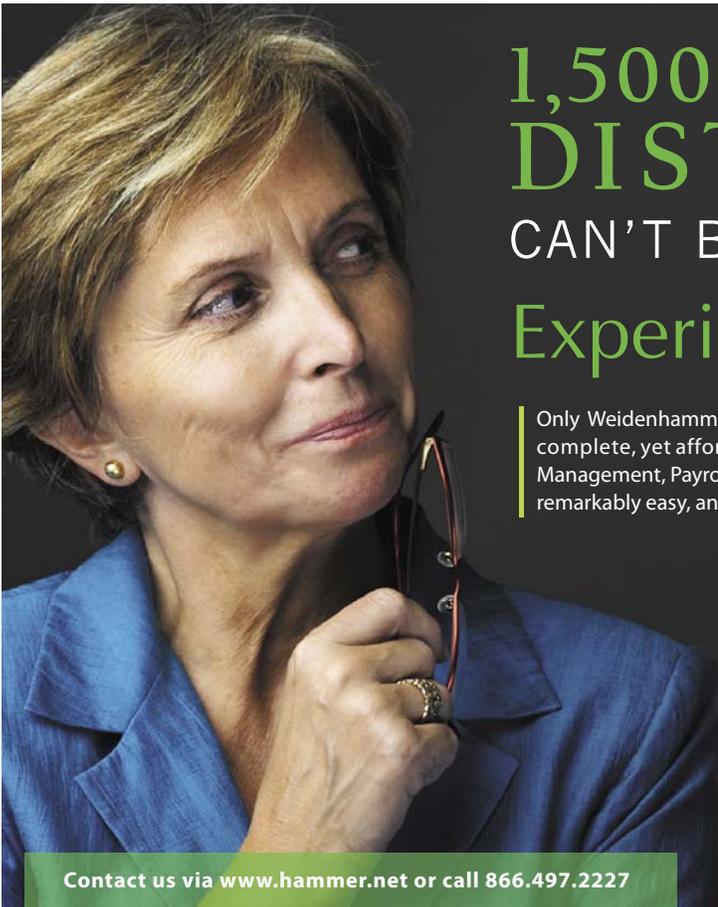


Wendy Brockert, WASBO Director, recognized Sue as the Queen of WASBO after asking all those who had worked with Sue on the Board, a committee, or at a regional to stand. What a standing ovation for Sue!



Julie Ebert of Quarles & Brady presented Ken Mischler with the 2008 Shining Star Award. Quarles & Brady provides a \$750 award for professional development.





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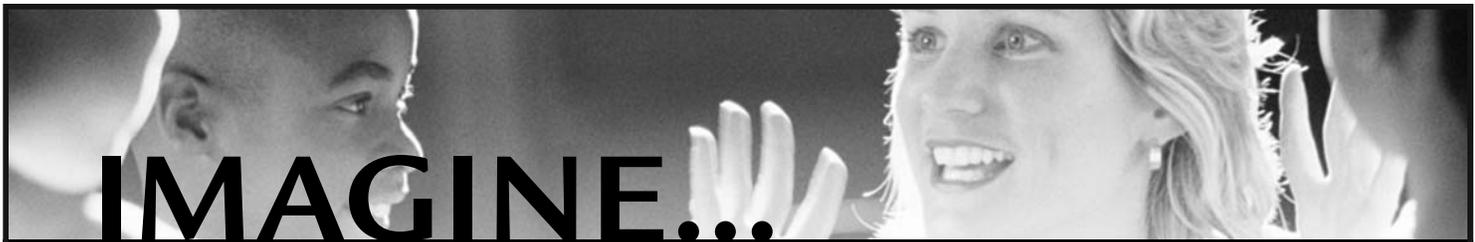
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# In My Opinion

## Adequacy in Funding Plans: Help or Hindrance?

By Todd Gray, Deputy Superintendent for Business Services, Oshkosh Area School District

Do you remember when you were young—or even not so young—and you made a bet with your friend for a “gazillion” dollars? You chose that amount because you knew that, win or lose, you would neither collect nor pay up.

It is kind of the same feeling I get when I see some of the new school adequacy funding plans.

Don't get me wrong: We definitely need public leaders and organizations to promote the need for a revised school funding formula, and I sincerely appreciate these ongoing efforts to make change on behalf on Wisconsin schools. There is no question that the current formula is certainly mathematically flawed and needs an overhaul. When a 75 percent or more of the district expenditure budget increases by 3.8 to 4 percent (the qualified economic offer) and the revenue-control formula provides, on average, 2.5 percent in new revenues (assuming the district is not facing declining enrollment), it does not take a math genius to forecast where we are heading.

We need our governor and state legislators to briefly set aside their party biases and take a very serious look at this problem. But what are we asking them to look at?

When adequacy plans are proposed that call for anywhere from \$1 billion, or even more, in terms of new public school funding, how can our state decision-makers consider this a serious priority? Are we, in fact, forcing our elected officials to avoid even looking at any new funding plans because they are so massively expensive from the start?

We clearly need revisions to our fatally flawed revenue control formula. On the other hand, I am arguing that any plan that the Governor or Legislature can take seriously must be one that appears to be affordable by Wisconsin taxpayers. Asking taxpayers to ante up an additional \$1 billion-plus—via the income tax, local property tax or, even, through an increased sales tax—is simply not going to get the appropriate attention from the folks in Madison.

Moreover, I would have a hard time encouraging my colleagues in districts that have higher per-pupil expenditures to agree to support an adequacy plan that might provide them with potentially less funding so that my district can benefit.

Obviously the best adequacy plan is one that is determined by local boards of education. Unfortunately, the Legislature does not appear ready to give us that level of pre-1994 freedom in addressing our local educational needs. But we need some movement, however small, in the right direction. So where can we go from here? Let's keep it simple for a start. A few modest changes can go a long way in the short term:

1. Develop the annual per-pupil allocation increase based on 3.8 percent of the state-wide average per-pupil expenditure from the prior year. For 2007-08 that amount would be approximately \$418 versus the \$264 that is currently in law. The goal here is to allow the many school districts with flat enrollments to at least maintain budget levels consistent with the minimum contract offers that must be made to their largest employee group to avoid a costly arbitration.

Should a district desire to offer greater than 3.8 percent package, it would be a local decision to fund the difference. The additional funding from the state and property taxes would be roughly \$135 million—a far cry from \$1 billion or more.

2. Maintain special education and English language learner (ELL) reimbursement rates at current levels. Up to now, the reimbursement rates have generally declined based on a sum-certain state budget allocation. Change the state allocation to a sum-sufficient amount to maintain reimbursement rates over the long-term. The impact on the state budget would be minimal, likely less than \$15 million, but it would be very beneficial to districts with significant special education programs.
3. Provide for referendum-exempt long-term borrowing at the greater of \$1 million or 2 percent of the district's general fund budget. The repayment would remain under the revenue caps as it is in current law but it would allow for flexibility in dealing with deferred maintenance or other capital needs in larger districts. It could be pointed out that a district with more than 10,000 students might have greater capital and maintenance needs than a district of 1,000 students, yet the same \$1 million limit applies to both. This provision would have little impact on state funding or local property taxes.

*Continued on page 9*

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## In My Opinion - Adequacy in Funding Plans: Help or Hindrance?

*Continued from page 8*

There are also other areas that could be addressed here that would not necessarily require additional state or local funding, but could in turn provide greater flexibility in how districts can spend their money more efficiently. It is important to go to work on these basic ideas for now.

Some may argue that I am being too conservative—that we really need to roll the dice on this and go for the big money. But can we really afford to take a gamble with the future of public education in Wisconsin? These proposals would provide for a good start—although not the entire answer—to promote improved funding to maintain the remarkable public schools we have in Wisconsin.

*Gray, a certified public accountant and registered school business administrator, is the Deputy Superintendent for Business Services for the Oshkosh Area School District.*

**“You have to see the Big Picture to master the details.”**  
*Anonymous*

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John Gahan  
WASBO Director

# Director's Corner

## Planning Time!

By John Gahan, Director of Business Services, Pewaukee School District

Once again we embark on the January ritual of budget development for each of our districts. As leaders in our respective districts, we are expected to define and direct a process to "make the budget balance" or "allocate the available resources in the most appropriate manner". Too often this focus can lead to short-term thinking. I think of the wisdom of an American Icon, the great orator Yogi Berra when he said "The future ain't what it used to be." We, as leaders need to be reflective of how things were done in the past and not fear suggesting change that could lead to better decisions in the future. In my district we use an extensive planning approach to keep us focused on what will be done in future years. This planning includes community involvement in strategic planning sessions, short term capital improvement and facility maintenance plans, and long range campus development plans. Each of these are reviewed annually. Once again Yogi summed this up when he said, "You've got to be careful if you don't know where you're going' cause you might not get there."

### Strategic Planning

This annual process is completed in February and March, with the end

product being the framework for our budget in the subsequent fiscal year. We bring together forty to fifty members of the community and outline the priorities for the upcoming years in the district. Their input is incorporated into the final document which is published for the community. Most recently, the planning, and ultimately the adoption of four year old kindergarten programming had its genesis from the strategic planning process two years earlier. The program was initially identified as a community priority to research.

### Five Year Plan

Each year in December we present our Board of Education with a plan for what needs to be accomplished in our facilities over the next five years. This plan allocates the resources from within our operating budget. We plan projects such as boiler replacements, roof replacements, and generally all projects with a price of less than \$200,000. This document is understood to be a "living plan" and subject to modification based on what emergencies occur during any given fiscal year.

### Ten Year Plan

This document is presented in June to the Board of Education and is intended to focus on what we envision over a longer term. An example is having a campus environment and a community desire to keep it that way. This document requires that any additions or facility modifications we make to

be carefully planned to gauge their long term impact. The plan focuses greatly on "How will everything fit if we did it all". This plan is truly the master planning for the facilities. Completion of these projects would likely entail a future referendum for financing.

While each of these processes can be time consuming, their value cannot be understated. Through all of these planning processes you begin to build a greater sense of team with your colleagues and members of the community. Decisions that are collaboratively reached are easier to implement when the citizens understand why it had to be made by being involved in the process. As Yogi put it, "I wish I had an answer to that, because I'm tired of answering that question."

The process will be different for each district. My only advice would be to take that step back to reflect on how decisions and direction are identified for your district, and how could it be done better the next time. Each of us, as leaders, have the opportunity to drive change in our districts, not just for the sake of change, but to improve the processes we use daily. These opportunities which we are presented with daily can be summed up in my favorite quote "When you come to a fork in the road, take it." I would add, "Use good planning to make the decisions easier."



The Bowler High School Band gave an outstanding performance at the first general session of the State Education Convention. The WASBO Foundation and Siemens Building Technologies provide support for the music program at the convention through funds raised at the Walk for Kids as part of our Spring Conference.



John Sackett (top) and Keith Lucius (left) attended the Business Meeting and WASBO luncheon.



Tom Helgestad  
WASBO Director

# Director's Corner

## Regulations Affecting Wisconsin Schools

By Thomas Helgestad, Director of Buildings & Grounds, Wisconsin Rapids Public Schools

There are less than 5 acres, the rule does not apply. There are some new regulations affecting all schools in the state. The DNR has a

new administrative rule requirement (NR 151) that requires schools who manage more than 5 acres of fertilized turf to have a written plan in place. This plan is to be site specific for areas where fertilizer is applied and must be based on soil samples taken from the area.

Following is a list of questions and answers about NR 151 from Mr. Doug Soldat of the University Of Wisconsin-Madison Dept. of Soil Science.

On March 10, 2008, the section of NR 151 that deals with large turf grass areas will go into effect. This will have a significant impact on schools that manage five or more acres of fertilized turf. I've written answers to the most common questions regarding the new fertilizer rule below.

### What is NR 151?

NR 151 is an administrative rule written by the Department of Natural Resources (DNR). The purpose of the rule is to protect water quality by reducing nutrient and sediment losses from agricultural areas, municipalities, large turf grass areas, and transportation facilities.

### How does NR 151 affect grounds managers?

NR 151 states that by March 10, 2008 all turf grass areas five acres or larger must be fertilized according to a site-specific nutrient application schedule based on appropriate soil tests. If the fertilized portions of the grounds are

### What is a site-specific nutrient application schedule?

Along with NR 151, the DNR also authored a document called the "Turf Nutrient Management Technical Standard" or "Technical Standard" for short. This document establishes the criteria and documentation required for a site-specific nutrient application schedule based on appropriate soil tests (also called a nutrient management plan). This document is not regulatory, but is meant to serve as a guide for developing a nutrient management plan. The technical standard specifies the maximum allowable amounts of nitrogen and phosphorus that can be applied based on soil properties, hydrology and land use. Developing a nutrient management plan requires obtaining soil tests of the grounds and soil maps from the NRCS web soil survey.

### Who is authorized to write the plans?

The Technical Standard states that a Certified Golf Course Superintendent, a Certified Sports Field Manager, an individual with a bachelor's degree in turf and grounds management, or an individual with equivalent experience or training in turf management may develop a nutrient management plan.

### What happens if I don't have a nutrient management plan by March 10, 2008?

If found guilty of a violation, the landowner may be subject to fines ranging from \$10 to \$5,000. Each day of non-compliance is considered a separate offense. In addition, the state may force the landowner to pay for the cost of the investigation and

prosecution. The landowner may also be required to pay for ameliorating any environmental damage that has been inflicted.

### How will the DNR be enforcing this rule?

It is difficult to say for sure, although it is unlikely that random checks will be conducted. The case is more likely that when a complaint is filed, the DNR will investigate the complaint or at least ask to view the nutrient management plan for the turf grass area.

### What resources are available to help with plan writing?

UW-Extension has held training sessions for writing nutrient management plans during 2007 and will continue to do so in 2008. These sessions will take place beginning in late fall 2007 and continue until the demand for training has ceased. Sign up to receive periodic updates on NR 151 and other turf-related issues at [www.soils.wisc.edu/turf](http://www.soils.wisc.edu/turf).

### Where can I find more information about NR151 and the Technical Standard?

NR 151, the Technical Standard, fact sheets, and PowerPoint presentations are available to download at: [www.turf.wisc.edu](http://www.turf.wisc.edu). Please sign up to receive updates when new information about NR 151 or the Technical Standard becomes available.

With the information available online from the University of Wisconsin Turfgrass web site each school district should be able to develop their plan. Attending one of the UW – Extension workshops would be beneficial to the person developing the plan.

# Where the Credit Markets and U.S. Economy may be Headed in 2008

Provided by John McGowan, Senior Director, Chicago Office Head, Standard & Poor's, Corporate & Government Ratings

Judging by the lively discussions that took place between Dec. 12 and Dec. 21, 2007 among a group of Standard & Poor's U.S. managing directors, there are plenty of reasons to expect tough going in the global credit markets in 2008. The liquidity squeeze may not be over yet, and the possibility (though not probability) of a U.S. recession looms. How bad will credit market conditions get? When can we expect a recovery? Will government intervention help? Will structured finance bounce back? These are some of the questions that CreditWeek editors put to Chief Economist David Wyss and the managing directors who participated: John Chambers of Sovereign Ratings, Jayan Dhru of Financial Services, Tom Gillis of Structured Finance, Steve Murphy of Public Finance, Nick Riccio of Corporate Ratings, and Todd Whitestone of Public Finance.

The answers vary by sector, and the prospects for credit ratings aren't necessarily dire, but a consensus emerged that, except for sovereigns, at least the first half of the year ahead

looks pretty thorny for borrowers, lenders, issuers, and investors in fixed-income securities. Forming opinions of future credit performance is not a science, of course. And as 2007 showed, unexpected events can have a big impact. Still, these forward-looking viewpoints provide plenty of food for thought for anyone interested in how the credit markets may fare in 2008.

**CreditWeek: What are we expecting in 2008 for the credit markets? Do you think there's going to be a recession?**

**David Wyss:** So far the economy has performed better than we expected. The slowdown has been very modest. Growth has averaged 2.6% over the past four quarters, which means that except for housing, things have actually accelerated from where they were the previous few years. We think the next few quarters are going to be the real crunch. And right now we're forecasting growth below 1% in both the fourth quarter of 2007 and the first quarter of 2008.

Up to now, the problems of housing have been largely offset by the improvement in the trade deficit and by strong capital spending, especially nonresidential construction. We see signs of such construction slowing down in recent contract awards data, mostly because of a lot of building in 2007 but also because of more friction in the commercial mortgage market.

The improvements in the trade gap are likely to slow. The next two quarters are going to tell the story as to whether we'll have a recession or just a period of very slow growth. We're expecting, if nothing else goes wrong, to avoid a recession. But we believe there's a 40% chance that we'll have one.

**Jayan Dhru:** I think we get caught up in the semantics of the word "recession." With or without one, there are many potential problems, any one of which could have a domino effect. Among the things that we still need to worry about are an even further weakening in the prime sector, leveraged lending problems, or more macroeconomic

*Continued on page 26*

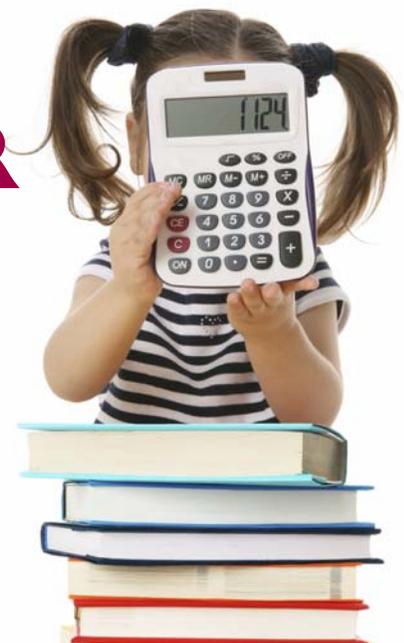


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# BOOK REVIEW

## Ethics 101

*"Ethics 101"*  
written by  
John C.  
Maxwell.  
Maxwell  
has written  
a number  
of books on  
leadership  
including  
*"Becoming a  
Person of*

*Influence," "The Success Journey," "Developing the Leaders Around You," "17 Essential Qualities of a Team Player," "21 Irrefutable Laws of Leadership," "21 Indispensable Qualities of a Leader," "Developing the Leader Within You," and "Failing Forward".* John C. Maxwell, called America's expert on leadership, is founder of INJOY, an organization dedicated to helping people maximize their personal and leadership potential. Maxwell says that "everything rises and falls on leadership".

*"Ethics 101"* is 104 pages in length, divided into seven chapters and demonstrates how the **Golden Rule** works everywhere. *"Ethics 101"* offers stories from history, business, government and sports that illustrate how leaders invoke this timeless principle. John C. Maxwell says *"there is no such thing as business ethics-there's only ethics. People try to use one set of ethics for their professional life, another for their spiritual life, and still another at home with their family. That gets them into trouble. Ethics is ethics. If you desire to be ethical, you live it by one standard across the board"*. Maxwell believes that when people make unethical choices, they do so for one of three following reasons:

1. We do what's most convenient

2. We do what we must to win  
3. We rationalize our choices with relativism

Since the 1960's, situation ethics has become the norm for social behavior. Everyone has their own standards, which change from situation to situation. Where once our decisions were based on ethics, now ethics are based on our decisions. If it's good for me, then it's good. The results are ethical chaos.

One rule for everyone, a version of the Golden Rule exists in just about every culture. The results of some research show how many variations of the Golden Rule exist:

**Christianity:** "Whatever you want men to do to you, do also to them."

**Islam:** "No one of you is a believer until he loves for his neighbor what he loves for himself."

**Judaism:** "What is hateful to you, do not do to your fellow man. This is the entire law; all the rest is commentary."

**Buddhism:** "Hurt not others with that which pains yourself."

**Hinduism:** "This is the sum of duty; do naught unto others what you would not have them do unto you."

**Zoroastrianism:** "Whatever is disagreeable to yourself, do not do unto others."

**Confucianism:** "What you do not want done to yourself, do not do to others."

**Bahai:** "And if thine eyes be turned towards justice, choose thou for thy neighbor that which thou chooseth for thyself."

**Jainism:** "A man should wander about treating all creatures as he himself would be treated."

**Yoruba Proverb (Nigeria):** "One going

to take a pointed stick to pinch a baby bird should first try it on himself to feel how it hurts."

Maxwell believes "there are really only two important points when it comes to ethics. The first is a *standard* to follow. The second is the *will* to follow it."

People who desire to find a good, honest standard of ethical behavior to live by can find it in the Golden Rule for the following reasons:

- The Golden Rule is accepted by most people
- The Golden Rule is easy to understand
- The Golden Rule is a win-win philosophy
- The Golden Rule is a compass when you need direction

Jim Blanchard, CEO of Synovus Financial Corp, a holding company for thirty-eight banks in five states, stated that *"if we had only one rule in this company, it would be the Golden Rule. If we've got that one right, no other rules are necessary."*

One thing leads to another, pursue the development of a strong character first. That will position you to face ethical challenges that may lie ahead. John C. Maxwell suggests that your development plan should consist of:

- Take responsibility for your actions
- Develop personal discipline
- Know your weaknesses
- Align your priorities with your values
- Admit wrongdoing quickly and ask forgiveness
- Take extra care with finances
- Put your family ahead of your work
- Place a high value on people

*Continued on page 19*



# Why ASBO?

By Janice DeMeuse, WASBO Director and Business Manager, Luxemburg-Casco School District

As many of you may already know, Wisconsin is sponsoring Erin Green for the position vice president of ASBO.

A few years ago, ASBO changed their voting procedures to allow all members to be able to vote for national officers. Prior to the change, voting was held at the national convention usually held in October. This meant that only conference attendees were able to vote. This year's voting will take place on-line during September-early October, just prior to the convention in Denver.

The change in the voting process has impacted how campaigns are conducted. For example, WASBO jointly hosted a "meet the candidates" reception along with other states that are sponsoring candidates at the national conference held in Toronto in October, 2007. As we all know from our presidential campaigns, it is important for the candidate to keep a public presence up to the time of the election. To further those efforts, WASBO, the campaign committee and Erin have been very busy. Erin has been to the New Jersey, Pennsylvania, Texas, Illinois, New Hampshire, North Dakota and Kansas state conventions. Scheduled for this year are the state conventions of Colorado, Pennsylvania, Massachusetts, Maryland, DC, New Jersey, and Oregon. Other WASBO leaders will attend conventions in some other key states such as California, Arizona, Texas, and our Midwestern neighbors, as well as possibly Canada.

Obviously, this is a resource-intensive effort by Wisconsin and Ms. Green. When asked why she is making this commitment, Erin replied: *"I am interested in putting my diverse*

*experiences, education and skills to work to serve in this volunteer leadership capacity for the good of the profession, AND to promote the great state of Wisconsin and our highly qualified school business officials and directors of buildings/grounds/facilities! WASBO members do not realize how highly qualified they are compared to the rest of the country's SBO's and facility managers. WASBO has great things to bring to the international/national arena!"*

What does having a Wisconsin ASBO president mean for Wisconsin? Most other states do not have the requirements for education and certification to be a School Business Official that Wisconsin does. WASBO programs, such as the Facilities Manager Certification Program, are some of the most unique and useful in the country. ASBO views Wisconsin as a progressive rather than reactive state with creative ideas and strong leaders. A Wisconsin ASBO President will allow us to help create the future of education and pave the way for WASBO members to develop their full leadership potential.

Many of the issues we confront have been imposed on Wisconsin because of concerns in other states. For example, the national opinion is that education is failing. This view originated in the 1970's in New York and California. In response to this position, Wisconsin developed open enrollment, choice, charter schools, and vouchers. 403B issues and TABOR are other examples of concerns that have been imposed from beyond Wisconsin's borders.

Public education has some difficult challenges ahead. It is likely to be reworked from the one-size-fits-all model to one that is more relevant

to today's needs and workforce. It is better for Wisconsin to be a part of the process of creating the future of education rather than reacting when issues reach Wisconsin. Perhaps the issues will be less challenging if we can be involved and help set a more positive direction for the solutions.

ASBO's mission says *"ASBO will lead the school business profession by providing growth opportunities and a network of support. ASBO will be universally recognized, respected and consulted as the expert in the school business profession."* That virtually mirrors WASBO, only on a national level. Erin has been a part of the ASBO Board during the Mission and Core Values development. The mission and core values reflect the fact that ASBO is a changing organization. The change at the national level is starting to look like Wisconsin and the type of change we want to see locally as well. It is time to stop importing ideas from the world and start exporting our ideas and leadership to the larger society. As ASBO works to further flesh out their vision, mission and goals, Erin can represent Wisconsin to enhance and support our own organization.

Educational change is imminent and ASBO is positioning itself to be on the cutting edge of the changes that will be coming. WASBO and Wisconsin need to be a part of this process to help shape this challenging and exciting future. Erin has served us well as a member of the ASBO board; we need her to provide the leadership to help take ASBO and Wisconsin to the next level.



*Erin Green*  
Director, ASBO International  
Director of Business Services  
Greendale School District

# ASBO Update

## Meet the Candidate, Erin Green

*At the ASBO Leadership Conference in Denver this month Erin will take part in a "Presentation of the Candidates" session. These are her comments for that session.*

I would like to share with everyone my gratitude for your support, and the opportunity to

serve ASBO in a leadership capacity. I appreciate having the chance to tell you a little about myself and my candidacy for the esteemed office of Vice President of ASBO International.

My name is Erin Green. I am currently the Director of Business Services for the Greendale School District in Greendale Wisconsin. The Greendale School District is a Milwaukee area suburban school district of 2500 students, located in a federally planned community developed in the 1930's by the Roosevelt administration. The premise of Greendale was to provide a safe, affordable country-like setting with green space for growing families in the 1930's, close to the city.

I have had the honor of serving as a member of ASBO's Board of Directors for the past two years. I come to you as a colleague who, like you has seen both our profession and professional association grow. Looking back, we have much to be proud of. Looking ahead, we have much work to do. As we look ahead, I humbly come to you and ask for your vote for the office of ASBO Vice President.

The growth of our organization, our expansion in the US and internationally brings us to a crossroads. We face the issue of "what does the "international" in ASBO International mean, and how do we proceed?" This raises many questions without clear answers. Why

should ASBO expand internationally?

First, the European Union has made huge strides in funding, and delivering educational services tied to the economies of their countries. Researching and understanding the international landscape and gleaned from new members may be useful for us. Second, the rocketing economies of India, China and other countries are enormously important to education in the US and Canada, because this is the landscape in which our future generations of children will compete. From my personal background in language studies, working outside the US while in graduate school, and many travels, I am convinced that in order to flourish, ASBO will have to continue growing internationally. Education can and is being outsourced. Educational content and access is becoming global. A large percentage of North American jobs are tied to global activity.

The ASBO Board has valid concerns about avoiding "over committing" ASBO's resources to grow internationally. We must continue to provide balanced, high level service to all members. You can imagine the complexities of doing this worldwide. We have a large contingent in Canada and the UK already. Many other countries are interested in affiliating. I am committed to a fiscally responsible, continued exploration of a truly "international" ASBO. ASBO can only benefit from the collective wisdom of an international group. In the end, we all will be thinking, planning and acting internationally.

As I travel to various state conferences I listen to local ASBO members. I hear

that most states and Canada are struggling to find rational, stable means of funding education. I believe that ASBO members must be positioned to be players in reforming school funding systems and curricula. ASBO must link itself and its efforts to the outcomes of student success and achievement. It's no longer enough to have an "award winning budget" or CAFR. In order to do this, I am committed to, and will support the continued high level of professional leadership development ASBO offers, nationally and in conjunction with our affiliates. Our members can be, and must be, part of solution, people who truly do make a difference in our districts, in people's lives, and in our country's future.

I believe it is critical that ASBO and/or our affiliates be at the table before important educational legislative decisions are made, at the local, state and national levels. The time has come to develop ASBO positions on key issues and to speak with one voice. While this may be difficult, developing core principles on topics such as funding education is a way to start. It is time to promote and support original research by ASBO committees and members, in order to better develop positions.

One of ASBO's top three goals is to promote the profession in a way that people understand what it is we do. This is important because we are not just bean counters; we are the chief financial officers of businesses doing tens, or hundreds of millions of dollars of business annually. We are often the largest employer and the largest provider of payroll dollars in our local community. We are "managers of the

*Continued on page 18*

learning environment", no less.

In addition, ASBO's efforts to investigate an international credential for our profession has my full support.

We, as ASBO members, are some of the most competent and valuable people in our school districts. It is time to have a credential tied to ASBO's "Standards of the Profession". Credentialing is a way to ensure both the continued growth and quality of the profession. It also may be integral to ASBO's continued value and growth. This portable, nationally or internationally recognized credential will be important to our GenX'ers and Millennials, who will be much more mobile than the Boomers were. We need to pay attention to this important and growing segment of our membership, so vital to ASBO's future success. Along the same lines, we need to recognize and foster the increasing diversity within our membership. Our urban minority-based systems have large challenges. Only with increased diversity of leadership at all levels, will these systems succeed.

An exciting and unprecedented meeting was held last June to obtain input from ASBO's committee leaders. Collaboration with the leaders of each affiliate has drilled deeper than ever before. ASBO's professional committee work structure is being changed. We must understand that only through the integration of the work of all of our willing leaders will we achieve our goals. Building through these relationships and connections is the way to make good things happen. I am committed to continuing the excellent initiatives started by the Board and ASBO staff to enhance the work of ASBO's professional committees and the continued collaboration with the affiliates.

You may be aware that ASBO has

laid out an ambitious growth plan for members and headquarter staff. I fully support the direction laid out in ASBO's strategic plan.

Why am I making a bid for the Vice Presidency of ASBO?

Throughout my career I have taken calculated risks, sought creative solutions, and listened to people both inside and outside the organization. My greatest strengths are as a listener, a "connector", a relationship builder, and creative thinker. I work hard to generate excitement about proceeding down our chosen path. I have learned many things from the six superintendents I have served over the years. Among them, treat people with dignity and respect, do my homework before proposing the "creative ideas", do not fear proposing something new or different, be strong and honest for the good of the organization, and view the world through a variety of lenses. I've been fortunate to be part of an outstanding school district in Wisconsin. A district that achieves at the highest levels in our state, in spite of our modest income demographics. Milwaukee Magazine rated the Greendale School District as the best district in metro Milwaukee, with the biggest bang for the buck. That statement was a dream come true for a school business official under siege from anti-tax and anti-spend detractors.

I've recently re-read my family genealogy, written so well by my mother, going back to England in the 1600's. Pursuing education for a better life was the one overriding "nugget of wisdom" advocated by my ancestors. My great grandma attended college in Iowa, my grandfather practiced law in Chicago, and both of my parents are graduates of the University of Chicago Law School in 1949.

I have pursued a diverse course of

studies over my life. My undergraduate degree in psychology has assisted me in working well with organizations and people. My MBA from UW-Madison trained me to lead organizations. My course work in school business management and certification by the Wisconsin DPI has offered me understanding of the complexities of educational administration. A 20 year career in juvenile corrections with an 80% minority clientele, performing business functions, has shown me the high cost to society of a broken educational system. A year in the juvenile system costs more than a year at Harvard. Since then my 11 years in school district operations in rural, and now, a suburban district have given me a wide view of the world.

Associations have held a fascination for me for many years. During college I was heavily involved in an association that arranged foreign internships for business students, taking me to France and Finland to work. As a young professional, I was a charter member of the International Association of Personnel Women. I have been an active ASBO and Wisconsin ASBO member since 1993.

Associations have been an integral part of my life. I am ready to put my diverse experiences, education and skills to work in this leadership capacity for ASBO. You can be assured that the great progressive state of Wisconsin's ASBO members are excited and energized to serve and bring their exceptional skills to the table for ASBO.

In a few days many of you will receive an email from me asking for your participation in an online brainstorming session called EHUDDLE. I will be posing a few questions concerning the direction of ASBO and would greatly value your input. The email will direct you to the site where you

*Continued on page 19*

## Ethics 101

Continued from page 15

John Maxwell believed there are two basic paths to achievement a person can choose. You can go for the gold, or you can go for the Golden Rule.

### People who go for the Gold...

- Ask "What can you do for me?"
- Make convenient decisions.
- Sacrifice family for finances.
- Develop a rationale for their actions.
- Possess a "me-first" mind-set
- Count their dollars.
- Base their values on their worth.

### People who go for the Golden Rule...

- Ask "What can I do for you?"
- Make character decisions.
- Sacrifice finances for family.
- Develop relationships with their actions.
- Possess an "others-first" mind-set
- Count their friends.
- Base their worth on their values.

There's a world of difference between people who go for the gold and those who go for the Golden Rule. Often people who go for the gold trade everything else of importance in their lives for the opportunity to gain it. But then they may lose it. What's your reaction to names like Enron, WorldCom and Adelphia Communications? A feeling of unsettledness, probably outrage. The choice is yours.

"Ethics 101" is an easy and quick read for personal development and a look in the self assessment mirror.

## ASBO Update - Meet the Candidate, Erin Green

Continued from page 18

can participate. I hope you will enjoy learning about a new way to interact and find the outcome valuable! Watch your email!

I appreciate your efforts, value you, and ask for your vote next fall!



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# Meet WASBO Treasurer Candidates



**Sandy Jacobson**



**Chad Trowbridge**

Work Experience			Work Experience		
1983-Present	Viroqua Area SD	Director of Business Services	7/1/02-Present	Chippewa Falls Area Unified SD	Asst. Superintendent for Business Services
1985-1987	WWTC	Teacher-Accounting	7/1/00-6/30/02	Maple School District	Business Manager
1980-1983	ORC Industries	Accountant	12/7/95-6/30/00	New Auburn SD	District Bookkeeper
1978-1980	Litton Industries	Internal Auditor			
Educational Experience			Educational Experience		
1988-1998	UW-Madison	Masters in School Business Administration	1998-2002	UW-Superior	Masters of Science - Education
1981-1981	Chicago, IL	CPA Certification	1989-1993	UW-River Falls	BS - Broad Area Business Administration
1976-1978	University of Illinois-Chicago Campus	BS - Accounting			
1974-1976	Northern Illinois University	Music Education			
Professional Activities			Professional Activities		
WASBO	Board Member 2004-07	Spring Conference Committee Fall Conference Committee Joint Convention Committee Co-Chair P-Card Promotion	WASBO	Board of Directors	Safety Committee
	WCSBO			Wisconsin Investment Series Cooperative - Vice President	
	ASBO			UW-Superior - Ad Hoc Professor	
	Vernon Community Health Care Board				
Community Activities			Community Activities		
	Performing Arts Boosters - Foundation Board Member			Chippewa Valley Family YMCA - President, Child Care Committee	
	Viroqua Lions Club - Secretary			Chippewa Falls Chamber of Commerce - Facilitator/Active Member	
	Viroqua United Methodist Church - Lay Leader, Childrens Choir Director, Administrative Council, Treasurer, Finance Committee, Choir, Youth Leadership Team			City of Chippewa Falls - Board of Review - Tax Incremental Districts	
	Viroqua Hockey Association - Coach, Finance Committee			United Way of Chippewa County - Board Member, Fund Distribution Committee	
	Sunbeam Daycare - Board Member				
Interests & Hobbies			Interests & Hobbies		
	Sing and play keyboard in country gospel duo			Weight Lifting, Biking, Fishing, Snowmobiling, Skiing, Running, Hunting, Competitive Shooting, Family Activities, Snowshoeing	
	Sing and play fiddle in Bluegrass Gospel Band				
	Accompanist for school musical events				



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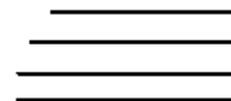
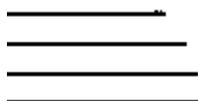
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# Meet WASBO Director Candidates

**Art Beaulieu**



**Scot Ecker**



Work Experience			Work Experience		
Aug. 2003-Present	Platteville SD	Director of Business & Auxiliary Services	2006-Present	West Allis SD	Director of Business Services
May 1995-Aug. 2003	Randolph SD	Bookkeeper/Business Manager	2001-2006	Beaver Dam SD	Director of Business Services
Sept. 1965-Jan. 1992	Northwest Iowa Broadcasting, Storm Lake IA	Announcer/Business Manager/Engineer	2000-2001	Brodhead SD	Business Manager
			1999-2000	McFarland SD	Business & Operations Assistant
Educational Experience			Educational Experience		
1998-2000	UW-Whitewater	M.S. in School Business Management		UW - Whitewater	Masters in School Business Administration
1965-1969	Buena Vista College, Storm Lake, IA	B.A. in Business and Accounting		Eastern Kentucky University	Master of Science Degree
				UW - Madison	Bachelor of Business Administration
Professional Activities			Professional Activities		
WASBO - Member			WASBO - Member		
			Madison Area School Business Officials - President		
			Southeast Wisconsin Area School Business Officials - Member		
			ASBO, International - Registered School Business Administrator		
			Association of Wisconsin School Administrators - Member		
Community Activities			Community Activities		
Westfield Kiwanis, Secretary, Charter Chapter			United Way of Dodge County - Past Vice President, Board of Directors		
			Beaver Dam Noon Kiwanis Club - Board of Directors		
			Annual Boy Scout Fundraising Campaign - Chairperson		
			Dodge County YMCA Budget & Audit Committee - Member		
Interests & Hobbies			Interests & Hobbies		
Musical Theatre - produced and directed many community productions					
Technical Theatre specialist					
Hobbies - Swimming, computers, amateur photography					
Home improvement					

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*Leslie Nielsen*

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# Meet WASBO Director Candidates



**Lynn Knight**



**Jeanne Stahl**

Work Experience		
2005-Present	Stevens Point Area Public SD	Finance Manager
1999-2005	Schenck Business Solutions	Auditor
1997-1999	Associated Banc-Corp	Internal Auditor
1986-1997	Associated Bank	Trust Operations Supervisor

Educational Experience		
2005-2007	UW-Whitewater	School Business/ Masters of School Business Management
1991-1996	Lakeland College	Bachelor of Arts - Accounting & Business Administration
1980-1982	Northeast WI Technical College	Associate Degree - Accounting

Professional Activities
WASBO - Wisconsin Association of School Business Officials WICPA - Wisconsin Institute of Certified Public Accountants AICPA - American Institute of Certified Public Accountants

Community Activities
United Way of Green Bay, WI

Interests & Hobbies
Reading, Biking, Financial Advisor for my two sons in the Navy

Work Experience		
2/15/06-Present	Hayward Community Schools	Business Manager
8/2000-6/2005	Eau Claire Area Schools	Executive Director of Business Services
11/1998-8/2000	Mt.Pleasant Public Schools, Michigan	Business Manager
11/1994-11/1998	Bangor Township Schools, Michigan	Asst. Supt for Business & Personnel; Interim Superintendent
2/1987-11/1994	Bridgeport-Spaulding Schools, Michigan	Director of Business

Educational Experience		
4/1991-6/1993	Saginaw Valley State University, Saginaw, MI	Masters of Education for Chief School Business Official
1/1983-8/1984	Buena Vista College, Storm Lake IA	Bachelor of Arts in Accounting
1/1972-12/1975	UW-Superior	Elementary Education, Accounting
9/1971-12/1971	UW-Eau Claire	Elementary Education

Professional Activities
WASBO - Fall Conference Committee, Safety Committee NW WASBO - Secretary, Treasurer ASBO SAA State and Regional Michigan ASBO - Regional Secretary Computer User Groups - All districts

Community Activities
Eau Claire City County Shared Services Committee Church - Task Force, Sunday School Teacher Scholarship Commission - Bridgeport Schools - Treasurer Athletic Association - Michigan School Districts Exchange Club - Treasurer Spider Lake Condo Association - Secretary, President

Interests & Hobbies
Reading, snowshoeing, Kayaking, Water Skiing, Spending time with grandchildren

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*Bruce Sevy*

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weakening. Even a hint of trouble in any of these areas could set the dominoes in motion. In U.S. leveraged lending, over 60% of new issuances over the past several years have been in the 'B' rating category or below. You have a tremendous buildup of leverage in Corporate America, and the longer it takes for a correction, the more of a pressure cooker effect there is. I think that's what we should be focusing on and not on whether there's a 40% chance of recession. When you see emerging markets as a safe haven, you know the market sentiment is truly skittish.

**CW: What would a significant slowdown mean for bond markets, consumer spending, and credit strength in general?**

*Wyss:* We expect a significant slowdown next year, and consumer spending is going to get hit hard. Consumers are getting squeezed by a combination of falling home prices and higher energy costs. It has become more expensive and more difficult to borrow. So we expect a significant slowdown in consumer spending.

Bond market issuance is likely going to come down under almost any scenario. But what happens to spreads and how bad that is for issuance depends in part on the causes of the slowdown. If it's caused, for example, by higher oil prices, then there probably won't be too much of an impact on credit quality or cost of borrowing or on issuance. But if the economic slowdown is caused, for example, by a continued freeze-up of capital markets, or by international nervousness about putting more money into dollar-based assets, then we're probably looking at a much more dramatic impact—both on credit spreads and on issuance.

**CW: Would that issuance be weak**

**across all sectors?**

*Wyss:* No. I think we're going to see significant differences among sectors. Obviously, the housing market has been very hard hit. We're seeing signs of problems in other sectors, such as auto loans, and some worries about commercial mortgage activity. These sectors are probably going to feel the most pain. The industrial sectors are going to be hurt less than the others. And some sectors will benefit. For example, if high energy prices are the cause, you may actually see more borrowing by energy companies as they try to expand their extraction activity.

**CW: What about public finance?**

*Steve Murphy:*

Clearly, if government balances are drawn down due to a slowing economy, which seems inevitable, it will cause pressure in the public finance sector. Housing activity, related spending, and real estate transaction volume, real estate price appreciation, and consumer spending are significant drivers of municipal revenue because of the importance of sales tax revenue and, to a lesser extent, transaction-related revenue. Home equity has supported retail spending in recent years. Although a slowdown in property tax revenue and collection rates may take a bit longer to materialize, in many areas this impact is appearing more and more likely. Debt secured by dedicated revenue streams that rely on incremental growth will likely come under pressure in a slowdown or recession.

The 20- to 25-year trend in public finance has been increased borrowing as reserve levels have declined, and reserves are generally used to buffer the impacts of a slowdown to avoid an immediate reduction in service levels.

Keep in mind that many of the projects that need funding, such as general infrastructure maintenance, aren't related to economic performance. As a matter of fact, deferring maintenance outlays can end up costing significantly in the long run. Assets deteriorate whether the economy is strong or weak.

*Todd Whitestone:* We're going to come off a near-record year in public finance issuance in 2007, so there is a possibility that 2008 issuance could just be flat. Whereas normally when there's a recession, public finance issuance rises, it may be hard-pressed to do so. In terms of the tax-exempt housing market, there's a proposal from the White House that would allow state housing finance agencies to issue debt for refinancing, whereas they've previously just done the primary lending. So that might cause a lot more issuance on the tax-exempt housing side. Because these proposals are only in the beginning stages, it's difficult for us to know how they will play out.

*Murphy:* Public finance issuance probably hit about \$430 billion in 2007. Putting that in context, in 2000 it was about \$200 billion. Conventional wisdom would say that refinancing of existing debt is up. Well, for 2007 they weren't. The potential for refinancing, which become a more important tool during a slow economy, is an ace in the hole. Refinancing can be utilized not just to save money but also to stretch out and restructure debt maturities. So we could see refinancing pick up in 2008, particularly if rate reductions continue. If this is a short-lived slowdown, most U.S. states are actually in fairly good fiscal shape right now. However, this can and has in the past changed rather rapidly. California has some headwinds developing already.

*Continued on page 27*

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**Where the Credit Markets and U.S. Economy may be Headed in 2008**

*Continued from page 26*

The longer and deeper the general slowdown is, and the degree to which a housing slowdown continues to lead the way, the more property taxes will be affected. One obvious impact will be on value-driven collections, where the tax level is based on recent valuations. The other key issues are how long the economic and housing slowdown lasts and the extent to which they may cause property owners to be delinquent on their taxes.

It's also of concern that subprime lending and 100%-or-higher borrowing on homes has been concentrated in the older urban centers. Those with already-weak economic bases could be disproportionately hit, because that's where the higher default and repossession rates will be. And I'm not just talking about the central cities. Related credits such as school districts, townships, revitalization districts, and counties, to name a few, will also be

affected.

The key issue will be, as has been the case in prior economic slowdowns, the type and timing of actions that management chooses to take in response to deteriorating economic and fiscal conditions. Given the numerous service and public policy responsibilities that public officials are charged with, the importance and impact of effective governance

*Continued on page 32*



# WASBO Strategic Plan Update

Presented at the January 25, 2008 Business Meeting

**WASBO Vision** ~ *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 Mission** ~ *The mission of the Wisconsin Association of School Business Officials is to provide professional growth opportunities for its members, provide a network of support, to work for adequate funding, and to advocate for educational opportunities for the children in the State of Wisconsin.*

The WASBO Vision & Mission Statements form the framework for our strategic planning. By referring back to these statements, we ensure that all of us in the organization are focusing on what is important to us as an organization. Over the last year, the Leadership team has kept these ideals in mind as we set the direction and framework for planning. In the process of planning for the future of WASBO, three goals were stated.

## Goal #1 – Governance

To change or restructure WASBO's governance to enhance the effectiveness and efficiency of our organization.

**Team members:** *Keith Lucius (Leader), Tom Wohlleber, Diane Pertzborn, Chad Trowbridge*

## Accomplishments

The Board of Directors of the Wisconsin Association of School Business Officials exists to provide guidance to the organization's staff and to use its decision making powers to further the mission and vision of the organization. The Board and Leadership Team have revised the agenda format, defined the role of the liaisons to WASBO Committees, simplified budget reporting, and established Goal Action Teams in an effort to share responsibility and increase membership involvement in the accomplishment of our goals. We also made changes in the governance structure in recognition of the time commitment placed on those who hold office on the Board. Our Directors now meet four times a year (September, December, March, and June). In the

remaining months, the Leadership Team, comprised of the President, President-Elect, and Treasurer, meet to discuss progress on goal attainment and other issues. Board agendas and minutes have been posted on the WASBO web site and are available for viewing by the membership.

## Work in Progress

- Review of new Board member and officer orientation
- Executive Director evaluation and board self-evaluation
- Alignment of Policies, Procedures, Constitution/By-Laws to current practice
- Increasing visibility and board support at regional meetings
- Seeking Regional input for Strategic & Long Range Planning
- Enhancement of web site functionality to improve data management and access (Affiniscap)
- Exploration of Career Center to provide broader base for posting/seeking employment opportunities

## Goal #2 – Communications & Technology

To explore and evaluate potential means of communications and use of technologies to better serve the needs of our membership.

**Team members:** *John Gahan (Leader), MaryJo Filbrandt, Wendy Brockert, Larry Dalton, Dan Honoré, Jason Demerath, Bill Barrow, David Betz, Brad Boll, Jan Carlson, Darren Clark, Jerry Dudzik, Gary Kvasnica, Kathleen*

*Maedke, Bill Trewyn, Andy Weiland)*

## Accomplishments

During the past year, this team has been working on forming its membership and developing an organization plan. They will serve the WASBO Board and membership by identifying and researching technology and communications tools that will be useful to WASBO members. This group will also provide direction and guide the Board's decisions regarding the use of technology in our organization. This group held a brainstorming session focused on communication within our organization. They participated in a demonstration of an I-Link meeting and looked at other similar products in the marketplace.

## Work in Progress

- Discussing pros and cons of I-Link
- Determining usefulness of applications for WASBO
- Continuing to respond to needs of members
- Provide technology resource/expertise

## Goal #3 – Member Resources

To develop and implement a comprehensive library or database of resources and best practices available for members to access and share on-line.

**Team members:** *Janice DeMeuse (Leader), Jill Collins, Joyce Smalley, Peter Ross, Tom Helgestad, Jeff Carew, Jenny Goldschmidt, Gail Moesch, Janet Rosseter, Kathleen Maedke, Tom Owens*

*Continued on page 29*



President Elect, Diane Pertzborn, shared with the membership the work the Board and the Goal Action Teams have done so far this year.

**Accomplishments**

During the past year, this team has been working on forming its membership and developing an organization plan. They will serve the WASBO Board by providing feedback as member needs are discussed. This group will also provide direction

and guide the Board's decisions regarding the use of resources to meet identified membership needs.

**Work in Progress**

- Development of vendor referral network through partnership with VeRN
- Development of a depository site for access and submission of salary and wage information

through a partnership with WASB

- Exploring a linkage with Pennsylvania (PASBO) web site to share and contribute to "best-practices" database

**Strategic Planning 2008-2009**

During the next few months, WASBO Strategic Planning will be discussed in your regional. In preparation for our 2008-09 Strategic Planning, we pose these four topics for thought/discussion:

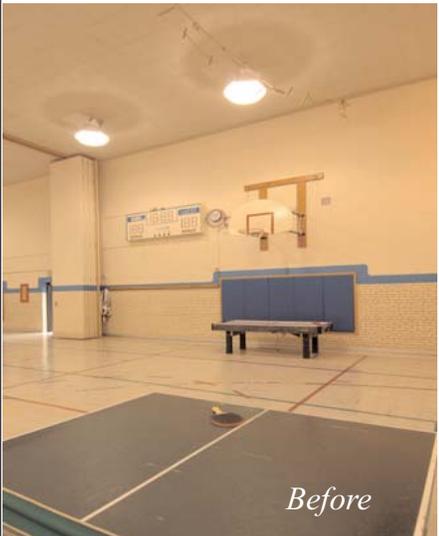
1. What do you value most about your WASBO membership? Or stated in another way, if taken away, what would make you cancel your WASBO membership. Why would you encourage someone to become a member?
2. In what ways do you think

WASBO will need to change to address the diverse needs of its members? What can WASBO do to ensure that new members grow and succeed in this profession?

3. How important do you feel it is for WASBO to work with other school leadership organizations? What can we do to further our position as an influential organization?
4. Looking at WASBO's long-term goals and considering the needs of our membership, do you support the exploration of new revenue sources in order to facilitate the accomplishment of these goals? An example may be dues increase, membership expansion, or revenue streams developed through business partnerships.

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*Before*



*After*

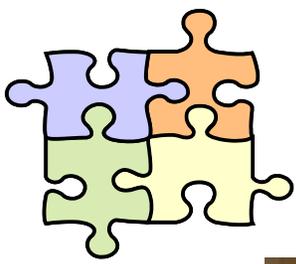
*Whitehorse Middle School shows improved lighting*

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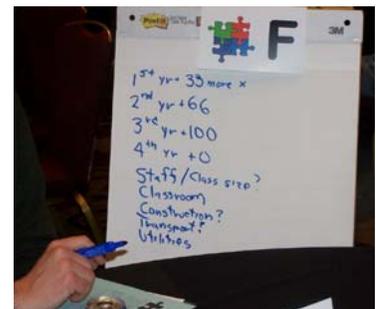
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# January 2008 WASB-WASDA-WASBO State Education Convention School Finance Puzzle Session



Over 75 school board members registered to attend this session which was back by popular demand after last year's convention. Attendees went away with a better understanding of School Finance from revenue limits, to equalization aid, to property taxes and referenda.

The School Finance Puzzle Planning Committee included:

- Kent Ellickson, Sparta
- Karen Kucharz Robbe, DPI
- Bob Avery, Wisconsin Heights
- Bob Borch, Elmbrook
- Jan Carlson, Somerset
- Cathy Cramer, Oak Creek-Franklin
- Janice DeMeuse, Luxemburg-Casco
- Tina Hafeman, WASBO
- Sandy Jacobson, Viroqua
- James King, Stevens Point
- Jim Long, Baraboo
- Diane Pertzborn, De Forest
- Brent Richter, Lodi
- Janet Rosseter, La Crosse
- Andrew Sarnow, Beaver Dam
- Bambi Statz, UW-Whitewater
- Woody Wiedenhoef, WASBO

If you would like to work with this group to create the next session for the School Finance Puzzle please contact the WASBO office.



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continues to grow.

*Wyss:* One of the problems in those cities isn't just the housing problem, but a lack of jobs. In places like Detroit and Cleveland, this is not a subprime crisis—it's a jobs problem. The layoffs in

the auto industry have hit hard, and more people are trying to leave Detroit than move into it. The price of housing is going to go down.

***CW: On Dec. 11, the U.S. Federal Reserve lowered the discount rate, but not by as much as the markets had been expecting and the stock market took a bit of a hit. What impact do you think that action will have on the credit markets?***

*Wyss:* I don't think it will have much impact on the credit markets because the Fed's 25-basis-point cut is pretty much what people expected it to do. The problem is the market had talked itself into believing it was going to be more. It's sort of like a kid at Christmas who only gets one Nintendo instead of two. Where is my other present? We did get another present, however, in the establishment of the new so-called term auction facility that has been set up by the Federal Reserve and the other major central banks to auction off longer-term funds, in an attempt to bring down interbank lending rates. The goal is to try to narrow the spread that has opened up between interbank borrowing rates and the federal fund rates. The Fed has been successful in bringing the federal funds rate down, but actual borrowing costs to banks, individuals, and corporations have risen.

***CW: What could the Fed do that might affect credit markets?***

*Wyss:* Several things have been suggested that would allow the Fed to ease the crunch on credit markets. One obvious thing, which it just did, was to

establish this auction facility to allow it to discount things other than Treasury securities and for terms longer than overnight. It tried opening up the discount window but that didn't work, because banks are still shunning it, although December borrowing seems to have picked up. So one suggestion is to further narrow the spread between the discount rate and federal funds rate and to make the discount window cheaper than borrowing on the interbank market. The Fed may do this if the auction facility doesn't work.

The sooner it can do this, the better. The first move it made back in October was to cut the spread between the discount rate and the Fed funds rate in half, with a 50-basis-point drop in the discount rate. That didn't work. So a month later it lowered the discount rate and Fed funds rate, both by 50 basis points. It has now moved two more times by 25 basis points each, plus it's setting up the auction facility to try to get some control over these markets. So it will try one thing at a time. If that doesn't work, in a month or so it will try something else.

***CW: Should people be worried about the fact that the U.S. Federal Reserve is feeling its way, as opposed to having a better idea of what to do?***

*Wyss:* It's feeling its way because it hasn't seen anything like this for a long time. In many ways, what we're seeing now is similar in theory to a good old-fashioned run on the bank in the old sense that people get scared about the security of their funds, so they just try to be the first to get out and worry later about what they're going to do with the money. They want to be the first one because otherwise they might get left behind. And when everybody starts behaving that way, prices come down much faster and far more than they should. They eventually do correct.

In the Panic of 1907, J.P. Morgan got all of the bankers together and told them to behave themselves and take over the loans that needed to be taken over and unwind things in an orderly fashion. This is pretty much what U.S. Treasury Secretary Henry Paulson did in the subprime loan market by bringing all of the lenders together and saying let's freeze rates for a while because it's going to be cheaper than foreclosing. You need somebody to do that. And between the Treasury Secretary and the Fed, they're basically doing exactly the same thing—trying to channel J.P. Morgan a hundred years later.

***CW: The longer it takes for the Fed to add some stability, the harder it's going to be for the corporate sector, right?***

*Wyss:* We have certainly seen the widening of spreads in the corporate market. The spread has essentially doubled from May to today for speculative-grade corporate bonds. Now, admittedly, a third of this has been offset by declines in Treasury yields. But on the other hand, you also have to say the current spread is a lot more normal than the spread was six months ago. In May, we got down to a record spread of only 260 basis points between speculative-grade corporate bond and Treasury yields. We're now at 505, which is closer to the average of 520 basis points than 260. In a way, it's probably healthy. But not in the short run. And, by the way, the Morgan Solution did work. It got the banks through the crisis in 1907.

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# Mastering Maintenance:

## Facilities Masters Award Recognizes Exceptional Facilities Programs

By Erin Tucker, Marketing Communications Specialist II, SchoolDude.com

With declining budgets still posing a threat to school operations departments, the importance of developing and maintaining highly efficient and effective facility maintenance programs is as valuable as ever. In an attempt to assist operations professionals in this area, ASBO International partnered with SchoolDude.com to create a program that recognizes and rewards districts that meet national standards for excellence in facilities maintenance and operations. The Facilities Masters Award program is designed to provide national accolade for school districts that have achieved exemplary performance in areas such as facility maintenance planning, facility audits, environmental safety, maintenance and management, facility maintenance evaluation efforts and exemplary practices.

The foundation for the Facilities Masters Award program includes national best practices established in the *Planning Guide for Maintaining School Facilities* (School Facilities Maintenance Task Force 2003). Created by the National Center for Education Statistics, the National Forum for Education Statistics, and ASBO International, this informative publication is designed to help educational professionals develop, implement and evaluate a highly successful facilities maintenance plan. Focusing on maintenance as a crucial task, the *Planning Guide* provides practical advice for planning maintenance, ensuring smooth operations, avoiding costly surprises and assessing maintenance efforts. Guidance is offered through recommended "best practices" rather than specific solutions assumed to pertain to all school districts.



Roger Young

Chairman of the ASBO International Facilities Masters Award program Advisory Committee Roger Young, who also chaired the national school facilities

maintenance task force that created the guide, explains, "A key to the *Planning Guide for Maintaining School Facilities* is that no one district is expected to carry out everything in it. However, every district – whether large or small, urban or rural, rich or poor – will be able to use these processes to improve their facilities."

Using these best practices benchmarks as guidelines, educational facility professionals who apply for the Facilities Masters Award can gain valuable insight into how their facility operations programs compare with national standards for excellence. "The purposes of the Facilities Masters Award program are to promote best facilities maintenance practices, to improve the maintenance of school facilities, to help build the skills of plant managers and school business officials, and to recognize school districts that have achieved the highest standards in facilities maintenance," Young says.

Each award applicant receives feedback and recommendations on the district's facility program, and all applicants who meet or exceed the award criteria receive the prestigious Facilities Masters Award. Winners receive a plaque, certificate and letter of accomplishment, in addition to being recognized nationally in ASBO publications. With no limit on

the number of annual winners or the number of times districts may receive the award, applicants are encouraged to reapply each year to be recognized for their exemplary facility management programs.

Since the program's inception in 2005, ASBO International has awarded 24 districts from the United States and Canada with the Facilities Masters Award. In 2007, one of the original three districts, Newark Public Schools, gained recognition for a third time, and eight new districts added their names to the list of winners.

For first-time award winner Douglas Heurich, director of facilities for Northbrook School District 27 in Illinois, participating in the award program provided an opportunity he and his district could not resist. "Having been made aware of the Facilities Masters Award during the last year through ASBO International, it was a logical direction for the school district to submit an application, not only for possible recognition but more importantly for the feedback report regarding our processes."

The Facilities Masters Award application process involves answering questions regarding all aspects of maintenance operations. Tailored from the guidelines outlined in the *Planning Guide*, applicants are asked to describe their compliance with those principles, in addition to listing specific examples about how facilities are maintained and inspected. The application also covers topics such as grounds, HVAC and electronic maintenance management.

"The application process is very rigorous, forcing the applicant to review their facility operations and put in

*Continued on page 35*

Continued from page 34

writing exactly how they conduct their operations," Heurich says. "But, the requirement of submitting a substantial amount of background information and documentation helps validate the process and the school district's operations."

A three-time winner of the Facilities Masters Award, Steve Morlino is very familiar with the rewards that result from what has become a yearly evaluation for his district and is thankful for the tools he uses to continuously meet such high standards. "The annual review and critique of our existing processes during the award application period has helped us improve each time we go through it, and we continue to tweak our operation each time," says the executive director of facilities for Newark Public Schools in New Jersey. "The Planning Guide for Maintaining School Facilities, along with our interactive work order system, has kept us ahead of the pack."

According to Young, the importance of establishing the Facilities Masters Award lies with its impact on facility planning. He notes that successful planning contributes to effective teaching and operations efficiency, and that reduced operational costs and increased safety are additional benefits of a conscientious facility planning effort.

Young also believes that being nationally recognized by an outside group for excellence in facility operations affords a district more credibility. Another bonus of the award, he says, stems from simply filling out an application. "Just by going through the award process, school districts will come across things in the *Planning Guide* that didn't previously come to mind. Maintaining school facilities requires more than just efficient resource management. It is also

essential to provide a clean and safe environment for children by creating a physical setting that is appropriate and adequate for learning. Going through the award process allows applicants to discover additional best practices to implement to further improve their schools. In the end, participants will have better maintained facilities, which support academic achievement."

For Northbrook School District 27, the Facilities Masters Award has also provided an avenue to help those outside the district. Kimberly Arakelian, assistant superintendent for finance and operations for the district, explains, "Being recognized as a leader in the field of best practices for facilities, we hope to be able to share our knowledge with other districts to help them improve facility service delivery."

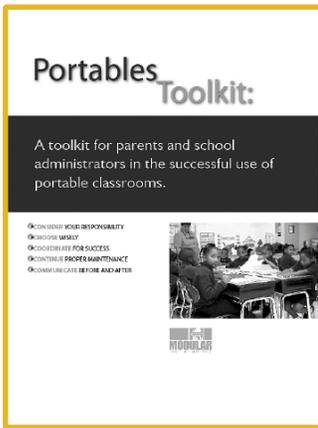
ASBO developed the Facilities Masters Award in partnership with SchoolDude.com, a provider of on-demand operations management solutions designed exclusively for the unique needs of school professionals. Lee Prevost, president and co-founder of SchoolDude, states, "The SchoolDude team understands the need for an award that encourages and promotes accountability within

to all school districts involved, Morlino predicts, "I think the ASBO process will become the benchmark for facilities operations and help standardize methods and procedures that have been proven effective across the country."

Young hopes the Facilities Masters Award encourages all educational facility professionals to strive for excellence in facilities and maintenance operations with a goal of improving academic achievement. To help support this effort, Young is conducting seminars to inform state and regional ASBO affiliate members about the many merits of the award program, as well as to discuss how districts can plan strategically to improve facility maintenance.

To learn more about how the Facilities Masters Award program can help your facilities department and your school district maintain quality facilities for enhancing student performance, visit ASBO International's Web site at <http://www.asbointl.org/FacilitiesAwards> for additional details and to download the application. To learn more about facilities best practices outlined in the *Planning Guide for Maintaining School Facilities*, visit <http://www.asbointl.org> or <http://nces.ed.gov/pubs2003/2003347.pdf> to download a copy.





# Low Cost, High Return Ways to Improve the Performance of Your Portables

## Maintenance is the Key to Healthy School Environments

By Tom Hardiman, Executive Director, Modular Building Institute

The Modular Building Institute (MBI) is a non-profit trade association that represents manufacturers and dealers of portable classrooms. MBI offers a free Portables Toolkit that gives detailed information on the proper maintenance of portables as well as best practices. The resource is free of charge to any parent, teacher or school administrator and can be downloaded at [modular.org](http://modular.org). Modular.org also provides links to other healthy classroom guidelines from EPA and CHPS.

Despite recent advances in portable designs to accommodate energy efficiency, concerns focus on the environmental atmosphere and energy efficiency of the portables that are already in use. It is important to realize that both conditions are dramatically affected at the local level. Portables, like any other facility, require the proper operation and maintenance to sustain a healthy learning environment and improve energy efficiency.

A 2004 study of environmental conditions in public classrooms by the California Air Resource Board and the California Department of Health Services<sup>1</sup> found that both portable and traditional classrooms have some environmental conditions that need improvement. However, the most serious problems occurred only in a small percentage of classrooms. The study concluded that "design capacity did not appear to be a common problem in this study. Improved operation and maintenance would go a long way to address many of the problems identified."

Below are several actions that will improve the performance of today's portables and are measures that will quickly provide results in the form of energy savings, increased student and teacher morale, and improved student performance.

### Protect Indoor Air Quality

First, specify no- and low-emitting building materials and furnishings to

reduce airborne contaminants. CHPS has developed a list of low emitting materials for schools, which can be found at [www.chps.net](http://www.chps.net)

Second, install proper drainage systems and control measures to prevent mold. Some areas to consider are landscaping systems that prohibit water from hitting the actual structure and draining off. It is also important to provide proper grading and drainage systems and mitigation procedures for water leaks. The U.S. Environmental Protection Agency provides an Indoor Air Quality Tools for Schools Action Kit that details more indoor air quality maintenance and control procedures.

### Gains in Energy Efficiency

First, install programmable thermostats in all existing portables and require programmable thermostats for any new portables. Second, choose site placement of portables to maximize the benefits of daylighting. This measure will improve the energy efficiency of the portable and could lead to improved student performance. Finally, for any portables that use a wall-mount HVAC system, specify a Seasonal Energy Efficiency Ratio of 12 vs. 10. The higher the ratio, the more efficient your unit is and the lower your energy bills.

### Improve Room Acoustics

Acoustics are problematic in traditional classrooms as well as portables. MBI has several suggestions on how to provide the best acoustics (measures equally positive for traditional classrooms):

- Assure seating away from highways and busy roads where possible
- Reduce outside noise levels during instruction periods when possible
- Use wireless microphone systems for cost-effective resonance

### Maintenance and Replacement

There are two points that go farther than any of those already mentioned to ensure a positive learning environment in portable classrooms. Retire older portables when they become unserviceable or do not provide an adequate learning environment and properly maintain the portables currently in use. Today's portable classrooms are designed to last up to 30 years. But this timeline is completely dependent on the proper maintenance of the portable in every year of its life. Portables should never be used beyond the recommended life of the unit.

Although some teachers turn off the HVAC unit in an attempt to reduce noise, we advise against this practice. Studies have shown that student comfort and indoor air quality contribute more to a positive learning environment than acoustics. When you turn off the HVAC system, you are actually diminishing the learning environment.

*Tom Hardiman is the executive director of the Modular Building Institute. He can be reached at [tom@modular.org](mailto:tom@modular.org)*

<sup>1</sup> Environmental Health Conditions of California's Portable Classrooms - A joint report submitted by California Air Resource Board and the California Department of Health Services - Nov 2004.

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## Welcome New Members

- **Mike Bos**, Lead Custodian, Waupun Area Schools
- **Frank Crall**, Northland Pines School District
- **Mark Dahlberg**, Solon Springs School District
- **Michael Datza**, Energy Manager, Greenfield School District
- **Tim Diestler**, Facility Manager, Hortonville Area School District
- **Joan Fritzier**, Supervisor of Buildings & Grounds, Swallow School
- **Mica Kohanski**, Accountant, Xavier High School
- **Michael Lipske**, Lead Custodian, CESA #10
- **Charles McPeters**, Director of Facilities, Tomah Area School District
- **Jonathan Mitchell**, Transportation Specialist, Greenfield School District
- **Dean Olson**, Human Resources Specialist, Cameron School District
- **Robert Parent**, Maintenance, School District of New Richmond
- **Brian Peppler**, Supervisor of Buildings & Grounds, Ripon Area School District
- **Patrick Starken**, Building & Grounds Supervisor, Racine Unified School District
- **Judy Van Sluys**, Transportation Supervisor, River Valley School District
- **Bill Wagner**, Manager of Business Operations, Platteville School District
- **Justin Morris**, Account Executive, Big Ass Fans
- **Sharon Uslan**, Existing Building Sales, Chevron Energy Solutions Company
- **Dave Hottenstein**, Manager, Midwest Region, Hottenstein Bus & Charter, Inc.
- **Jeff Mangan**, Director, Marketing Communications, Johnson Controls, Inc.
- **Fred Kolkman**, Larson Engineering, Inc.
- **John Vonder**, President, Providence Capital Network
- **Rochelle Bast**, Riteway Bus Service, Inc.
- **Stuart Johnson**, Stuart's Distribution
- **Scott Kosinski**, Sales Manager, Wausau Insurance Companies

### New Wisconsin ASBO International Members

**Tim Diermeier**, Seymour Community School District  
**Kermit King**, School District of La Crosse  
**Joel Konze**, Sparta Area School District  
**Joe Ledvina**, School District of La Crosse

- **Mary Jo Vollendorf**, Owner, WiscAd
- **Dennis Birr**, Student
- **Kathy Doering-Kilkenny**, Student
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## Winter Greetings

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## WASBO Office Burglary

Burglars broke into our office building Saturday night, February 2nd, and stole numerous pieces of equipment from the offices in the building. The WASBO office specifically lost the computers used by Tina and Woody. Although this slows us up a little, the staff is sharing computers as well as using "personal" equipment. We continue to be up and running. The good news is that we have good insurance and will be able to have new replacements in the next couple of weeks. In addition, there was no vandalism. Many times the staff is in the office on weekends and evenings. Fortunately, the staff was not in the office at the time. This event also clearly points out a need for better security arrangements for equipment and data, as well as the need for addressing issues related to better people security and safety.

## WASBO Strategic Planning and Goal Setting

Members of the Leadership Team are attending each of the WASBO Regional's in order to receive input from the membership as it relates to our future needs and required changes. In Diane Perzborn's article found in this Taking Care of Business, she outlines WASBO's Strategic Plan, Goals and Accomplishments. Very importantly, she ends the article by asking the membership to answer some questions at the Regional meetings. Please review and participate at the Regional discussions as we continue to improve WASBO's services for the membership.

## Award Nominations

All WASBO Awards applications are due March 3. Please consider honoring one of your colleagues by making a nomination. Go to [www.WASBO.com](http://www.WASBO.com) for information and applications.

Call Woody or Tina if there are any questions.

## WASBO Scholarships Applications

are due March 3 for the WASBO Foundation Matching Scholarships (MetLife Resources \$4,000, EMC Insurance Companies \$3,000, and NIS \$1,000) and the \$1,000 WASBO Foundation-Siemens Academic Scholarship. WASBO and the participating Service Affiliates are honored to help take the edge of today's high cost of college education and staff development. Go to [www.WASBO.com](http://www.WASBO.com) for information and applications. Call Woody or Tina if there are any questions.

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## Mark your Calendars for Future Seminars

There are a number of Seminars, Workshops, and Conferences coming up this spring.

- WASBO Facilities Management Conference, March 3-4, 2008
- WASBO Transportation and Bus Safety Workshop, March 3, 2008
- WASBO Accounting Seminar, March 26-27, 2008
- WASBO Foundation Spring Conference and Exhibits, May 20-23, 2008

These are educational opportunities for WASBO members, developed by WASBO members where WASBO members learn and network. Your participation in these professional development opportunities is an important investment for you and your district. See the back cover of this issue for locations or go to [www.WASBO.com](http://www.WASBO.com) to see program information, register and get directions.



## SAA Initiatives John Forester continues to work on a number of education issues.

Specifically, he has received help from the Facilities Committee in regards to possible new legislation about Indoor Air Quality. In addition, our SAA committee has been represented in discussions about open enrollment changes for special education students and changes in claiming costs for guidance counselors, psychologists and social workers. More information will be coming out in future issues of Taking Care of Business or by e-mail if urgent help is needed.

## Meritorious Budget Award

Congratulations to D.C. Everest for winning the ASBO Meritorious Budget Award for Budget Excellence for their 2007-08 school system budget. Tom Owens, Aaron Nelson, and their staff have certainly achieved excellence in their budget presentation.

*Where are They?* - Kit Dailey (First Trust Portfolio to Robert W. Baird & Co.), Maria Putzer (Student to Ripon)

**"There is an excitement in leaving the office and going into the pulse of the operation."**

*Gena Lovett*

# TEACHING THE **FINE ART** OF SUPERVISION.



Things can go haywire fast when a teacher is absent from a classroom, or when supervision is lacking in common areas or during off-site trips. When situations get out of hand, costs can go along for the ride. A recent school study\* of liability claims ranked assault or molestation as the most costly. It is not unusual that inadequate supervision is a factor in these cases. To help control these and other risk-related losses, Wausau and the Wisconsin Association of School Boards (WASB) work with school boards to establish written policies, conduct training on how to handle aggressive behavior, and establish **PRICE  $\neq$  COST<sup>SM</sup>** supervision guidelines and investigative procedures. Our A (Excellent) A.M. Best Rating and 25 years as the WASB endorsed carrier for Wisconsin schools makes us uniquely qualified to help make schools and activities safer. To learn more about Wausau TotalValue<sup>SM</sup> service and how the WASB



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\*Five-year study of 246 Wisconsin schools.



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# WASBO Calendar

## Professional Development

March 3, 2008

**Transportation & Bus Safety Workshop,**  
*Wisconsin Dells, Kalahari*

March 3-4, 2008

**WASBO Facilities Management Conference,**  
*Wisconsin Dells, Kalahari*

March 26-27, 2008

**WASBO Accounting Seminar,** *Wisconsin Dells,*  
*Chula Vista*

May 20-23, 2008

**WASBO Foundation Spring Conference & Exhibits,** *Wisconsin Dells, Kalahari*

June 18, 2008

**WASBO Custodial & Maintenance Summer Conference,** *Baraboo School District*

## Committee Meetings

### Safety Committee - NEW DATE

March 19 (1:30 p.m.) - Madison, WASBO

### School Facilities Committee

March 25 (9:00 a.m.) - Madison, WASBO

### Spring Conference Committee

March 26-(5:00 p.m.) - Chula Vista, Wisconsin Dells

## Board of Directors Meetings

March 12, 2008 - Ashwaubenon SD

June 11, 2008 - Madison, WASBO Office

## Business Meetings

May 23, 2008 - Wisconsin Dells

## Regionals

Each Regional Representative, meeting locations & directions are available at [www.WASBO.com](http://www.WASBO.com) if predetermined.

### Bay Area - Meetings start at 9:00 a.m.

April 11, 2008 De Pere, Jt. Leg. Mtg w/  
NEWASBO, 11:00 a.m. Start  
May 30, 2008 Algoma

### Madison Area

March 6, 2008 Mc Farland  
April 3, 2008 Sun Prairie

### Northeast

April 11, 2008 De Pere - Jt. Leg. Mtg w/  
NEWASBO, 11:00 a.m. Start  
May 30, 2008 Manitowoc

### Northwest - Meetings are usually held at Lehman's Supper Club in Rice Lake

March 12, 2008  
April 9, 2008

### Southeast - Meetings are from 9:45-11:30 am with lunch following.

April 18, 2008 Hamilton

### Southwest - All meetings will be held at the CESA #3 office in Fennimore.

Feb. 20, 2008 CESA 3  
April 2, 2008 CESA 3

### West Central - Meetings are held the first Thursday of the month except January, May & July from 10 am - 1 pm at the Sparta Area School District Administration & Education Center, 201 E. Franklin St., Sparta

March 6, 2008  
April 3, 2008  
June 5, 2008



Go to [www.wasbo.com](http://www.wasbo.com) and click on "Calendar" for updated meeting information, to register or get directions.

### WI Valley - Coffee at 9:00, Meeting at 9:30.

March 14, 2008 Auburndale  
(Note Date Change)  
April 11, 2008 Medford  
Aug. 15, 2008 Antigo

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**"The desire for universities to be great obviously means they need great students. There is a tendency in this country to develop average programs for exceptional students when it seems obvious to me that we need to develop exceptional programs for average students.**

*Lee Dreyfus at his inauguration as chancellor of UW-Stevens Point, 1926-2008*



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