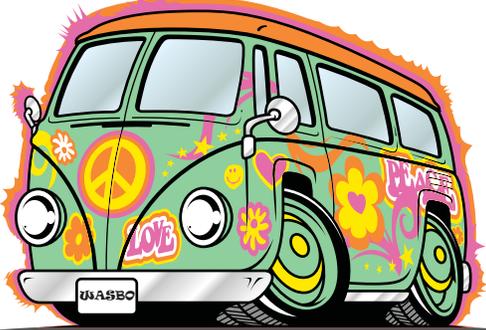




Taking Care of Business

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

A Bimonthly Publication of the Wisconsin Association of School Business Officials - Volume 12, Number 4 - August 2008



Feeling Groovy

By Jill M. Collins, Director of Business Services, School District of Black River Falls and Jennifer Buros, Business Manager, Westby Area Schools Co-Chairs – Fall Conference Planning Committee

We have all been inundated with enough personal wellness programs, initiatives, speakers, and meetings to know it is important to stay not only physically fit, but also financially and emotionally fit. It is equally important for us to stay "professionally healthy" in our various positions at our school districts in order to provide the best opportunities for the children we serve. We live and work in the age of ever-changing policies, regulations, and mandates. How does one stay current? By staying professionally healthy and attending the conferences that WASBO has to offer.

The Fall Conference Planning Committee has worked hard to develop a program that we feel best meets the needs and interests of our members. It addresses the current issues in our world of school business and provides a preview of what is yet to come. We believe that it is

Staying Professionally Healthy Practice Remaining "Realistically Optimistic"

important for you to stay "professionally healthy" and make a commitment to your professional development by getting away from work and its distractions. This year's Fall Conference will return to Elkhart Lake at the beautiful Osthoff Resort, September 24th-26th. The Osthoff Resort is a wonderful place to allow yourself time to focus on your needs, open your mind to new ideas and network with friends and colleagues.

We are excited to have as our keynote speaker, Barbara Braunstein, who is an internationally acclaimed speaker with an energetic, fast-paced and humorous style. Barbara uses her life experiences in the airline industry, hospital administration, and as a business owner to relate to just about everyone. The keynote "Make Your Mind Up, Not Down!" will be a great way to have a positive start to the conference. The focus will be on accepting change, dealing with disappointments, staying motivated and overcoming negativity because they are all professional and personal success skills. Barbara will show us why we will be healthier, happier, more peaceful and more successful with a "realistically optimistic" attitude and how we can achieve it.

The educational sessions are sure to help keep you "professionally healthy" by reviewing how employee discipline/evaluations can be used as performance improvement tools, learning more about risk management strategies, budgeting for technology, staying on top of 403(b) requirements and what new audit requirements are out there for districts. The Facility Manager Certification sessions will again be offered. The team building activity is sure to be a hit and always brings out the best in us. Practice working with a team and developing a strategy to attain the final goal. The team building activity is a surprise that you definitely will not want to miss.

Networking is what makes WASBO strong and the Fall Conference provides a great opportunity to exercise it. Quite often information shared with colleagues through networking confirms previously known information or offers another lens to through which to view the challenge. It is our hope that you will come away from the Fall Conference feeling energized and motivated to use one or many of the new concepts you've learned and that you will remain "realistically optimistic" and stay healthy in your professional life.

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Phone (608) 249-8588
Fax (608) 249-3163
wasbo@wasbo.com
www.wasbo.com

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Editor: Woody Wiedenhoeff



President's Message

You Are a Teacher

WASBO
RISE to the Challenge



If your summer was like my summer, it flew by in a hurry. But looking back on the past few months, I'll admit I did have a lot of fun, spent some quality time with family and friends, and even managed to meet a few new people.

When you meet someone new, what's the first question they ask when they find out you work for a school district? I mean after they tell you how lucky you are to have summers off. People always ask me if I am a teacher and my standard response is "no". But I have come to believe that we should start answering "yes".

Okay, okay, maybe not in the same way others define a teacher which is, from a very narrow point of view, teachers are people whose jobs require them to instruct students and work in an educational institution. Like most people, when we hear "teacher", we envision a classroom filled with one adult and many eager little learners. Is that the kind of work you do? No, but you are still a teacher.

A teacher is a guide or helper in the process of learning. The process of teaching and learning takes place not only in a school setting, but can also take place in a family, office, religious or community setting, teaching things like craftsmanship, civics, or life skills. Many times throughout the day, we are called upon to coach, tutor,

train, or help others to develop their skill or knowledge. This requires us to develop a systematic, structured method of teaching. The structure we develop depends on who we are teaching and what we are trying to teach. And a lot of thought goes into figuring out when our most teachable moments will be there. That's one thing you can't always predict.

When we are teaching staff, colleagues, community or board members, one big difference between the teaching we do and the teaching that takes place in K-12 classrooms is that we are usually working with adult learners. Compared to children and teens, adults have special needs and requirements as learners. Think about the teaching you do in relation to these characteristics of adult learners as identified by Malcolm Knowles:

- **Adults are self-directed.** They like to work on projects that reflect their interests. Have you tried to get people to work on things that they are just not interested in? Or on the other hand, have you ever been told "Please don't take that part of my job away, I LOVE it"?
- **Adults have accumulated a foundation of life experiences.** This affects the way they relate to different topics and other individuals. You know "Men Are From Mars...", generational differences, etc. People are who they are. We might not be tapping into their individuality enough.
- **Adults are goal-oriented.** They need to know how any new information will help them attain their goals. Have you considered whether or not their



Diane Pertzborn
WASBO President

Continued on page 6



Woody Wiedenhoeff
WASBO Executive Director

Exec's Reflections A Vote for Wisconsin!

As long as we are in the political season, why should you vote for Erin Green to be Vice President (and future President) of ASBO International?

ASBO's newest Vision and Mission are the same as WASBO's, except with a national focus. Erin as an ASBO Board member, helped guide this course. "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."

ASBO's Core Values that were developed with Erin's leadership on the Board are as follows:

1. Committed to meeting the needs and differences of every child, everyday
2. Focus on members
3. Committed to absolute integrity and accountability
4. Values ethnic, cultural, gender, and age diversity
5. Embraces change, innovation, and new ideas
6. Encourages involvement, collaboration and community

ASBO is changing significantly and that change is looking a lot like Wisconsin. We must continue to export our ideas, in addition to importing new ideas into Wisconsin. Erin represents us well and our ideas have helped strengthen the professional organization at the

national level. This obviously positively impacts Wisconsin.

ASBO is now putting "meat on the bones" of its vision, mission and goals. Erin can help create something Wisconsin members can use that enhances WASBO's mission and vision.

For years, I have heard politicians say while they are running for election that they will ask the "hard questions". Enough questions. Erin will move forward epitomizing another politician's famous quote, "some men see things as they are and say why. I dream things that never were and say why not." I believe Erin will be a part of influencing the "hard answers".

Please, remember to vote for Erin between October 1 and October 15.



"The best leaders focus on getting the best ideas and then doing something with them."
Allan E. Goodman

We are a global society. In order to provide positive influence in Wisconsin, we must be part of the global discussion. Many of the challenges we face did not originate in Wisconsin. By influencing and understanding issues at a national and global level, our Wisconsin constituency will be served more effectively. This allows us to be proactive rather than reactive when the issues reach Wisconsin. I believe we can set a positive course on emerging issues before they impact us.

Some past examples of educational change that have affected Wisconsin from national level are vouchers, charter schools, choice, open enrollment, TABOR, NCLB, Adequacy Funding, green schools/environment and TSA changes.

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goals aligned with yours? Yours with theirs?

- **Adults are relevancy-oriented.** They must see a reason for learning something. You know how to spot the ones who are missing the connection. How can you change, what can you do to bring them into focus?
- **Adults are practical.** For the most part.
- **Adults need to be shown respect.** They need to be acknowledged and treated as equals and allowed to voice their opinions freely. It is important to develop a culture at home, at the office, and in the community where this respect is present.

The next time you are working with adults, planning a presentation or training session, it might help to keep some of these things in mind. Your

audience, for lack of a better word, might be missing the link between what you are trying to teach and what they are ready to learn.

President's Notes: When you run for President, there are a lot of things you don't know. Some of it you like and are ready to take on; some of it you don't like, but it goes with the territory, so you put on your big girl pants and deal with it. One thing I learned that I knew would be a struggle was the responsibility for six newsletter articles over the next year (actually, it's down to five after this one).

I recently read (in a fortune cookie) that to be a teacher you need to be a student first. As an adult learner, I tried to make the connection between what Mr. Knowles said and how I reacted to what I was learning about my new job description. To get excited about

it, I picked a subject that reflects my interests which is teaching and learning. Then I tried to incorporate a foundation of my life's experiences even though that might not be worth much. To address goal satisfaction, I know writing will help me in my goal to develop better written communication skills (already got the talking part down pat). But, I also have a real lazy interest in avoiding writing altogether. And finally, I know the reason we do this; we want to maintain a strong connection between the WASBO leadership and our membership. It's important, I get it and I respect the strong traditions we have established. WASBO is happy, I am happy, goals are aligned.

So let's close with the practical... if writing is your favorite pastime and you are capable of high quality work, I am willing to pay the going rate for a few pages of well-written text.

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For more information on how to make a connection with your colleagues contact the WASBO office or go to www.WASBO.com!

It is Dues Renewal Time for Membership Year

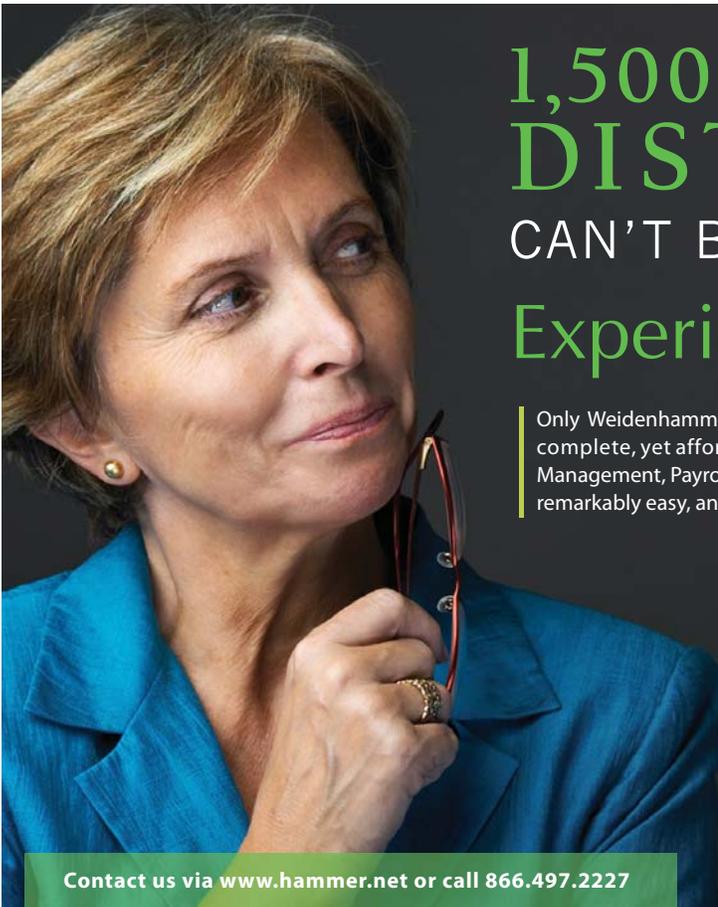
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WASBO Member Spotlight

Bob Borch



Most of us in WASBO have seen Bob

presenting at Educational Workshops and Conferences for many years. Alternatively, we have known Bob for years as the Assistant Superintendent at Elmbrook. We know he is an expert in School Business and Finance and an expert teacher and mentor for all of us. So how did Bob grow into this situation and fine-tune his skills in our profession? The answer is after earning his Bachelors Degree in Economics and Business Administration from North Park College in Chicago, he became an Aircraft Maintenance Officer in the Air Force for three years during the Vietnam Era. As Bob explained, life takes us on some strange twists and turns.

After leaving the Air Force, Bob became a seventh grade teacher in Glen Ellyn, IL, during which time he continued his education under the GI Bill. He received his Masters Degree from NIU in Educational Administration and then went on to receive his Specialist Degree in School Business Management. Kewaskum hired Bob to his first Business Manager position in 1978. He moved on to South Milwaukee in 1983. In 1986, his dream job became open with the retirement of Don Siegfried. Throughout Bob's career, he had hoped to work in Elmbrook in the capacity of Assistant Superintendent and his dream came true. In the entire history of the Elmbrook School District, they have had only two business administrators, Don and Bob.

What Bob finds most perturbing in today's educational environment is that the state finance system simply does not provide for children's needs.

Bob has provided Elmbrook with a solid maintenance program, a Moody's Aa1 rating and a district that is in good financial condition. Bob's leadership was apparent in the passing of the Elmbrook building renovation referendum for \$62,000,000. Even with the passing of a referendum, Bob still sees the biggest challenge to be Revenue Caps and how they lack the wherewithal to provide for children.

Bob is the consummate professional by participating regularly in activities that enhance the profession beyond just getting the job done at home. Presently, Bob is on the School Finance Network, is president of the Board of the Fair Aid Coalition, Chair of the Board of Commissioners for the Wisconsin Investment Series Cooperative (WISC) and co-chair of the SAA Finance Team. He has recently been on the Wisconsin School Finance Adequacy Initiative and the State of Wisconsin Finance Task Force. The last four summers, Bob has co-taught a class on school finance for aspiring superintendents at Cardinal Stritch University.

Besides being an instructor at numerous WASBO Conferences, Bob is presently Chair of the WASBO Constitution Committee. Over the years he has served on several other WASBO committees, served on the WASBO Board for seven years and was WASBO President from 1993-1995. He is the only person to have been President for two years. He has also received the distinguished WASBO Zastrow Award.

Bob is married to Linda. He has a son, Dave who lives in Cincinnati. When visiting, Bob gets to spoil his two grandchildren, Keller and Samara,

ages three and two respectively. Bob's daughter, Cindy, lives in Madison and is working on her graduate degree in order to be a history teacher. Bob also has two stepsons, Mark and Erik. Mark is a freshman at UW-Eau Claire and Erik is a sophomore in high school.

Bob and Linda enjoy traveling with Mark and Erik. Bob pointed out that the family has been to every state in the union except Maine and Alaska. When not working or traveling, Bob and Linda enjoy the arts and the symphony in the Milwaukee area.

Bob also gives of himself to the local community. He participates in United Way as a financial reviewer and is on the Self Sufficiency Team. He is active in his local church and is a member of the church investment committee. He is also involved in the local Optimist Club.

Bob lives life giving of himself to his family, community and profession. His motto is to "stay informed, tell the truth, live with the outcome and move on". He expressly wanted to share with his colleagues his desire to see everybody active in their community, school and WASBO.

Bob was asked to dream about what he would do if money were no object. The answer was quick. "I want to drive a Porsche 911 Carrera!"

Although it was not part of the interview, I want to share one other belief Bob has shared with me on frequent occasions. "We are here for the kids. We have numerous challenges, but we are really here to serve our children." We are very fortunate to have Bob Borch as one of our leaders and mentors.



WASBO Member Spotlight

Charlie Kramer



For 24 years, Charlie Kramer's focus kept the Uniroyal tire plant in Eau Claire operating efficiently and effectively. The start of school was about helping his children grow. Then the Uniroyal plant closed and Charlie found himself finishing college with his son and daughter. There were some "tough times" Charlie said, "but it all worked out for the best". Charlie went on to work with the Menomonie Area School District and Rhinelander School District before being hired at the Eau Claire Area School District as the Director of Buildings and Grounds. During all of this, Charlie also spent 30 years in the Army Reserve, primarily in the Engineer branch.

Charlie married Lana in 1969 and smiles thinking of the 39 years of "wedded bliss". They have two sons, one daughter and six grandchildren, ranging in ages from one to fifteen. Charlie's children have followed him in his career. They are successful, landscape contractors, architects and engineers.

Charlie enjoys traveling and spending spare time outdoors hunting and fishing. Given a little push, Charlie will share stories of his trips to see his son in New York City and trips to Alaska and Glacier National Park. When you see him, ask him how he enjoyed driving the narrow mountain roads going through Glacier. Charlie spends much of his spare time south of Lac du Flambeau at his "shack". The "shack" was built; start to finish, as a family project. It was a great learning experience and a lot of fun. He has enjoyed taking his sons and daughter fishing and hunting and now is able to share the same experience with

his grandchildren. He also shares his annual fishing experience in Canada with his grandchildren.

Charlie is extremely complimentary of the people he works with on a regular basis. He points out that he can compare the private sector with the public sector first hand. In the school setting, "people are motivated to serve in their niche, serving the community and its children. The people I work with are Eau Claire's greatest asset". "Yes, things are difficult with cuts in maintenance and operation budgets." However, he adds, "the money available must be used to continue giving kids choices and options with good programs. It is important that we give our children a chance to improve all of our lives. That is what we are here for, that is our business. Our job is to put the pieces together, and keep the quality in our organization. The facilities and grounds will stay in good condition because our staff is willing to make the extra effort and are conscientious. We have a commitment to performing as a professional staff."

Today, Charlie is a leader in Eau Claire advocating for environmental correctness. He is proud they have a LEED certified school (Flynn Elementary). He points out they are using green cleaning, renewable energy, and have received Energy Star Ratings in the district. "This needs to be the norm in the future. Eau Claire is working on recycling food waste for compost. We must get every thing we can out of the garbage stream", Charlie said.

Charlie's motto to live by is to "always strive for the best, work diligently, make the most of your chance to do it right. Never strive for mediocrity. The older I become the more sensitive I am about doing things correctly for our children. It is our chance to do it right."

When asked what his one indulgence might be in life, Charlie quickly answered "an occasional scotch". His most enjoyable time is being outdoors during autumn with family and close friends.

I asked Charlie what he would do if money were no object. Charlie responded that he "would want to help somebody else, bring somebody else along, let them catch the glimmer. That is the name of the game. We don't need our names in the lights."



"Children are one-third of our population and all of our future."
Select Panel for the Promotion of Child Health, 1981



Chad Trowbridge
WASBO Treasurer

Director's Corner

Software Conversions - How?

By Chad Trowbridge, Business Manager, Chippewa Falls Area Unified School District

At some point in your career, you will likely have to change financial software systems.

The reasons may be that your current software is no longer being supported or upgraded. You may be ready for a change. Or, you may find that your current software is not meeting the needs of your district. Whatever the reason, make sure you have a clear process outlined to help you get through the transition. Here are some suggestions that may help:

Step 1 – Identify who the potential providers are. You can find information out about software vendors from the Joint Convention in Milwaukee, the WASBO Spring Conference, other WASBO members, surrounding School Districts, or just about anywhere.

Step 2 – Select Vendors whose product you would like to view. There is no limit on how many different software programs you can look at, but a manageable number like 3-4 might be a good place to start.

Step 3 – Establish a committee of key stakeholders to participate in the process. Include representatives from Payroll, Accounting, Human Resources, Technology, and other Central Office Administrators and Support Personnel. Get them together and explain the reason for looking at a different software system, and let them know what their commitment level will be for the process. Establish some dates to view the available software products.

Step 4 – See demonstrations of the selected software products. Allow ample time to see the product inside and out, and allow plenty of time for questions and answers from your committee members.

Step 5 – Get together with the committee and get a feel for what products rise to the top of their list. Narrow the focus down to two vendors and schedule a follow up demo. Gather cost data to make sure the products fit within your budget. View the products and make a decision about which product to proceed with.

Step 6 – Contract with the selected vendor for the services that you want. Most software products today come in components or modules. Make sure that you are purchasing the components that you need. Included in your contract will be one-time investments for the software, annual license fees, annual support fees, and conversion costs. Review the contract to make sure that it is clearly outlined what is and is not included in your new program. Go over the contract with your sales representative. You don't want to find out half way through your process that you have to pay extra for something you thought you were going to receive. You also don't want to pay for something the District doesn't need or is not going to use.

Step 7 – Set up an implementation timeline. Set up and training are very time consuming. Not only are you and your staff trying to stay on top of the current things going on, but also preparing necessary data to load into the new software. Select a realistic date to implement. Most conversions take place at the change of a calendar

or fiscal year. However, they can be done at any time if need be. It is critical to get training dates on your calendar so staff can prepare accordingly.

Step 8 – Train your staff. Most initial trainings take place off site in a classroom setting. Training may seem expensive, but is one of the best investments that you can make. Take the time to train, it will prove to be a wise investment once you go live.

Step 9 – Implement. Once you implement the new software system, sever the ties to the old system as soon as possible. It is most difficult to make a change if your staff is flip-flopping between the old and new system. They will gain much more system and user knowledge if they use the new system.

Step 10 – Adjust. You may discover that some things didn't go quite as planned. You need to be flexible enough to extend timelines, and provide additional training as necessary. Some things will also need to be entered by manually, so prepare for that.

Step 11 – Review. Take to time to get the original group back together and talk about all of the ups and downs. Celebrate the victories, and hash out the problems. Then compare how you do business now with how you used to do it on your old system. You will find that you are much more efficient, and are doing things much better than before.

This is never an easy change, but if you establish and follow a clearly defined process, you may find that things go much better than you had expected.



*John Forester
SAA Director of
Government Relations*

Legislative Update

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



SAA Testifies Before School Safety Committee

On Tuesday, July 22nd SAA Director John Forester

for the Port Washington-Sauville School District; Terry Milfred, former superintendent of the Weston School District; Luke Valitchka, Principal at Green Bay West High School; as well as school safety professionals from the Milwaukee and Madison school districts.

The committee's next meeting is scheduled for Tuesday, September 9th in Madison. The SAA is following the work of this committee very closely. We have also offered the committee the full informational resources of the SAA as well as the expertise of our membership. We will keep you informed of any developments.

SAA Legislative Committee Meets, Anticipates Tough Budget

At the most recent meeting of the SAA Legislative Committee, held on Monday, June 16th in Stevens Point, the Committee began the important process of developing the SAA's 2009-10 Legislative Agenda. Crafting the SAA's agenda will be especially difficult this year given the growing financial distress that so many districts are experiencing coupled with the state's dismal fiscal condition and economic outlook.

You might recall that Governor Doyle has told state agencies to plan for a "no growth" budget. Even though Doyle declared that K-12 school aids will be exempted from the zero growth policy, it is clear he will face severe challenges in balancing this budget and funding his priorities. In early July, the state also lost a high profile sales tax case that

will cost the state nearly \$300 million and make the prospect of an already difficult 2009-11 biennial budget even tougher. All this is taking shape against a backdrop of an economy that may have slipped into recession, Wisconsin tax collection growth that is currently far below historical benchmarks, and stubborn inflationary trends.

The buzz among many veteran Capitol insiders is that this has the makings of perhaps the toughest state budget we have seen in a very long time.

The SAA Legislative Committee will continue its important deliberations on the 2009-10 Legislative Agenda at its next meeting tentatively scheduled for Monday, October 6th in Stevens Point.

Thanks for listening and, as always, thank you for your efforts on behalf of Wisconsin school children. For up-to-date reports on legislative activities, please visit the SAA's website at www.wsaa.org.

"If you are perceived as someone willing to openly share information and enjoy educating your market, you gain credibility and trust."

Richard Nacht

presented testimony before the Legislative Council Study Committee on School Safety. His testimony focused on two major issues: 1) the challenges school districts face in funding school safety programs in a time of competing educational needs and limited resources; and 2) the school safety challenges posed by students with mental health needs. This important study committee is directed to review means by which school safety can be improved by examining the relationship between maintaining a safe and secure physical environment and fostering a safe and secure learning environment. The committee is directed to focus on best practices relating to school discipline, including suspension and expulsion, programs for disciplined students, creation and implementation of bullying prevention and other school conduct enforcement measures, and interagency coordination with mental health, law enforcement, and other relevant agencies. The committee may also review means by which information can be disseminated and assistance can be provided. The DPI, WASB and WEAC also presented testimony at this meeting.

Several school administrators are members of this committee including Gary Myrah, Pupil Services Director



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BOOK REVIEW

You Don't Need a Title to Be a Leader

"You Don't Need a Title to Be a Leader",

authored by Mark Sanborn. Mark Sanborn is an internationally acclaimed keynote

speaker, bestselling author, and noted authority on leadership. He is also president of Sanborn & Associates, Inc., an idea lab dedicated to developing leaders in business and life. Mark has written numerous books, including the Wall Street Journal best-seller, **"The Fred Factor: How Passion in Your Work and Life Can Turn the Ordinary into the Extraordinary."**

"You Don't Need a Title to Be a Leader"

is 102 pages in length and divided into three parts. Part I describes what a leader is; Part II explains the six principles of leadership and Part III tells about making a positive difference. Mark Sanborn has an ability to explain fundamental business and leadership truths through simple stories and anecdotes. This book offers an inspiring message for anyone who wants to take control of his or her life and make a positive difference.

What are the key characteristics of titled and untitled leaders? They:

- Believe they can positively shape their lives and careers.
- Lead through their relationships with people, as opposed to their control over people
- Collaborate rather than control
- Persuade others to contribute, rather than order them to
- Get others to follow them out of respect and commitment rather than fear and compliance

Despite popular myth, leaders-whether titled or untitled aren't born. They learn to lead. The real test of leadership is if you had no title or ability to reward or penalize others, could you still get them to follow you? You aspire to lead if you want to:

- Take control of your life
- Make your organization better
- Seize new opportunities
- Improve the service your customers receive
- Influence others to be their best
- Solve problems
- Contribute to the betterment of others
- Make the world a little better And you don't need a title to do it.

Leadership is power with people, not power over people. What makes a leader different from a manager? Review the following comparison:

Managers have employees	Leaders win followers
Managers react to change	Leaders create change
Managers have good ideas	Leaders implement them
Managers communicate	Leaders persuade
Managers direct groups	Leaders create teams
Managers try to be heroes	Leaders make heroes of everyone around them
Managers take credit	Leaders take responsibility
Managers exercise power over people	Leaders exercise power with people

Half of the book is dedicated to the following six Principles of Leadership. Probably the best way to summarize the contents of each chapter is with a quote.

Principle 1: The Power of Self-Mastery

"The hardest victory is over self."

- Aristotle

Principle 2: The Power of Focus - "Energy and persistence conquer all things."

--Benjamin Franklin

Principle 3: Power with People

- *"Leadership is the art of getting extraordinary performance from ordinary people."* - Anonymous

Principle 4: The Power of Persuasive Communication

- *"We have too many high sounding words, and too few actions that correspond with them."*

- Abigail Adams

Principle 5: The Power of Execution

- *"Execution is the chariot of genius."*

- William Blake

Principle 6: The Power of Giving

- *"If you truly desire happiness, seek and learn how to serve."* - Albert Schweitzer

The Power of Giving is the most rewarding principle. Consider the following:

- Giving is a gift that gives back.
- Giving teaches us to look beyond ourselves.
- Giving teaches us to be of greater service in helping others
- Giving makes the world a better place.
- Giving makes us feel good. If you don't have extra money to give, you can give of your time, expertise, or skills.

Make a difference by leaving a leadership legacy. The question is: Are you building a resume or preparing to leave a legacy?

Continued on page 21

Green School Facilities

By Charlie Kramer, Director of Buildings & Grounds, Eau Claire Area School District

On January 29, 2008, Flynn Elementary School in Eau Claire obtained LEED (EB) Certification as an existing building. It is the first school in the United States to receive the (EB) certification. LEED stands for Leadership in Energy and Environmental Design and is an award recognizing the whole system concept to sustainable building design and operation. The certification process is administered by the United States Green Building Council (USGBC). They are a national coalition of professionals representing every sector of the building industry and dedicated to transforming the way facilities are built and operated. Their benchmarks and rating systems set standards that ensure new and existing buildings are designed and operate in a fashion that is environmentally and socially responsible.

The LEED certification process has a number of pre-requisites that must be met and documented. Samples of these are listed below:

- Environmental site access – bicycle, mass transit, hybrid car
- Site design to minimize runoff
- Commissioning of building HVAC systems
- Refrigerant and mercury management
- Storage and collection of recyclables
- Indoor air quality performance – fresh air, air filtration and exhaust
- Ventilation of custodial closets
- Use of materials that do not give off toxic vapors – carpets, linoleum
- Cleaning chemicals that are “Green Seal” certified
- Preventative maintenance schedules for building systems

- Preventative maintenance schedules for all custodial equipment
- Purchase of custodial equipment complying with “green standards”

As you can see by the partial list above, LEED certification is a very involved process. You are probably asking “What can I do that would help the environment, make a difference to building occupants and be easy to implement”? The short answer is that there are many things you can do, no matter what the size of your district.



Benefits

As with any new program the “what’s in it for me?” question is often asked. In a period of diminishing resources, added costs can be the largest decision factor. Think of a green program in global terms. Approximately 20% of our population or almost 60 million people learn and work in our school facilities. If we are exposing our children and staffs to toxins, chemicals, pesticides, gases from building materials, or poor lighting, can we expect world class achievement? Maintenance staffs often have to be retrained that less is more when it comes to cleaning chemicals and cleaning techniques. With green cleaning the best smell in our facilities is often no smell. Using systems that ensure the proper dilution rates will save dollars over time with the added benefit of a healthier environment. These are key points to consider at each step when embarking on a green program.

Making Your School Green

One of the first steps I recommend is

to form a District/Building team and please don’t forget our students. They are the engine that powers many of the behavioral items such as recycling, cleaning or energy reduction. A health issue such as an effective hand-hygiene program would involve many student leaders. Many of the initiatives of green schools can serve as excellent learning opportunities for students of all grades. The team approach also helps with the “why factor” as various members communicate back to their peers the direction of your Green Program.

List all of the issues you would like to address and then concentrate on what is really important. Keep the projects in manageable bites so that you do not become overwhelmed. If you are focusing on custodial issues, take the time to learn what it really takes to effectively clean your school. Use the team approach to conduct a custodial audit. There are many resources that address custodial staffing and if you find you are understaffed, look at ways that all the users of the school can help maintain a clean and healthy environment. You will find that selection of green chemicals is only the beginning of your journey to a green and healthy school.

Don’t Reinvent the Wheel

Programs such as LEED and Energy Star are leaders to the green way of life but there are many other resources available for anyone to use. One of the best is a kit called The Quick & Easy Guide to Green Cleaning in Schools. It is available free of charge at www.greencleanschools.org This kit outlines steps you can take in five easy steps. Another program that will get you started and has excellent student involvement is the Wisconsin Green and Healthy

Continued on page 18



ASBO Update

Campaign Website - Check it Out!

www.forwardwisconsininfo.com

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

As the campaign for the Vice Presidency of ASBO for Wisconsin comes to a close, as do my three years of

service to the ASBO Board, I would like to extend a heartfelt thank you to all of you for your consistent and excellent support and friendship over the years. In addition, a huge THANK YOU to the WASBO staff, Tina Hafeman and Woody Wiedenhoef (and Don Mrdjenovich before him) for all the effort extended to make the Wisconsin presence at ASBO a highly regarded one. Wisconsin has a reputation for well qualified, progressive School Business Managers due to our Masters Level certification program that is unparalleled in the US (and world).

The campaign team has run a fiscally responsible campaign, using only dollars raised for this purpose from the Silent Auctions over the years. Funds remain to run the next candidate down the line, a worthy cause for the future, as Wisconsin has some of the most qualified and progressive leaders around.

This year alone I have visited State Conferences in Iowa, Colorado, New Jersey, Massachusetts, Maryland/DC, Pennsylvania, and Oregon, I also had the great opportunity to attend the premier leadership event, the Eagle Institute in Annapolis, Maryland as an ASBO representative, along with Keith Lucius, our WASBO Treasurer. We came away with some inspiring leadership lessons from the Civil War battlefields and visited the Naval Academy, which hosted our visit. This

event is open to any ASBO member, but space is limited to 45 people. In addition to these travels, WASBO members have traveled to other state conferences for the first time: Keith Lucius to Texas ASBO (as big as it gets!), Diane Pertzborn to New York (they loved her-go figure!), and Woody and Joel Green to Illinois ASBO. Many ideas are brought back from these visits which benefit WASBO. We also have the opportunity to share Wisconsin ideas with other states. WASBO needs to continue this type of visitation, as is commonly done on the East and West coasts.

Thanks to the leadership efforts of Woody, our Executive Director, and the WASBO Facilities Committee, we are now planning our region's first ever multi-state Midwest Facility Masters Conference for this fall in Milwaukee, further showcasing our progressive and competent affiliate.

As an ASBO Board member, I have had the privilege of attending many fine professional development sessions and gained access to thought provoking reports. ASBO recently commissioned a report concerning the "Globalization of Education" that I found timely and useful. If you would like to read this, drop me an email: erin.green@greendale.k12.wi.us.

ASBO is moving forward:

- Gaining members as most associations are losing members
- Moving towards a "credentialing effort" for our profession
- Struggling with the question of globalization/internationalization of ASBO
- Continuing to promote the

profession in positive ways

- Adopting a new sponsorship model developed to help ASBO mine the world of corporate support to our full potential
- Finding new ways to bring you cost and time effective professional development.

I would encourage each of you to consider joining ASBO at this time, if you are not yet a member, as **every** vote will count in this closely contested election. Beyond the power of the "vote", you will not be disappointed in the "value added" you will gain from your ASBO association, whether it is the professional development you can now access at your desk, to the worldwide network of support available to you as a member. Contact WASBO for the Two Dues/One Invoice plan to join.

Let's set the bar high and make WASBO the fifth largest affiliate, after Pennsylvania, Illinois, New York and New Jersey! We are currently eighth, after Pennsylvania, Illinois, New Jersey, New York, Minnesota, Ohio, and Michigan!

See you in Denver, for the best annual meeting yet, in a location perfect for professional development and recreation, so plan on some of both!

Erin Green
 Director of Business
 Greendale School District
 Greendale WI
 ASBO Director 2005-2008

Green School Facilities

Continued from page 16

Schools Program. You can access this information at <http://www.dnr.state.wi.us/org/caer/ce/greenschools/>. There are many professional organizations dedicated to facility maintenance. Last but not least, talk with your district Focus on Energy representative.

Don't Wait for Mandates

Several states (New York and Illinois) have mandated green programs and many more are considering legislation. Performance steps covered in many of the programs listed above make good common sense which is another reason to take action before being faced with another directive. There is research that points to increased student learning in schools that are green and healthy. Increased student achievement and healthy learning surroundings are two of the best reasons for starting your own program.

Our schools are examples of our values and often serve as an extension of

many community services such as daycare, adult education and community arts. A well thought out green program drawing on all of the resources available to protect our environment and our facility users can only help to build support for our schools.

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Women Serving ASBO

By Erin Green, Director of Business Services, Greendale School District

and Janice DeMeuse, Director of Business Services, Luxemburg-Casco School District

From the founding of ASBO International in 1910 until 1989 the organization's presidents had one common characteristic; they were male. In 1989, Donna Gloschen (Nebraska) broke the barrier to preside over the association. Since that breakthrough, there have been three women who have provided leadership to ASBO, Pam Deering (Oklahoma), Linda White (New Brunswick), and Melody Douglas (Alaska). These ground breakers recently looked back at their tenure as president and shared some thoughts about their experience.

Donna Gloschen (1989) spoke of her time as ASBO's president with great fondness. Her tenure was a year of transition for the organization. The executive director was terminated and Donald Tharpe served as interim leader (he was subsequently chosen as executive director on a permanent basis). Because of this changeover, Donna was more involved in the day-to-day operations than most presidents. Melody Douglas also dealt with a changeover in ASBO Executive Directors. Like all former presidents, she had to rely heavily on the staff in her district to keep things moving there and the support of her husband and family at home. These women agreed that the ASBO staff were very dedicated and helpful during their tenures.

What was it like to be the first woman president following years of tradition with a male at the helm? Donna felt she was out there for the entire world to see. She had been very involved with ASBO before her presidency. She was accepted by her peers for her accomplishments and her leadership talents. Her being a "woman" president didn't make a difference to her. Although,

she recognized that it affected other women.

In the 1980's ASBO board members, their families and particularly spouses were very involved in planning the annual meeting. Spouses planned the guest activities for the annual meeting. Donna's presidency presented a new twist for this committee as well—her husband was the first male on the spouse's committee. Other committee members commented that he brought a different perspective to the committee, as usually happens when there is diversity within a group, that made their decisions better for annual meeting attendees. Husband and wife proved to ASBO and the membership that this new configuration not only worked, but also improved the organization.

“Career success isn’t about learning the textbook answers to the pop quiz that never comes. It’s about generating innovative, creative ideas and solutions that make people say, ‘Wow!’ and moving the organization to the next level. It’s about strategic thinking to solve problems and knowing how to apply what you know to the real world. It’s about leadership as opposed to management.”

In talking about the successes of her tenure, Donna highlighted several items. The largest and probably most demanding of her personally was the transition in executive directors. Donna's role in planning the annual meeting was vastly increased because of that transition, but she was proud

of the success of the meeting, which was the largest ASBO International Annual Meeting at the time. Equally as important, was the future planning of activities by the Board that have helped shape where ASBO is today.

Donna modestly explains that she has accomplished other things as the first "woman". In addition to being ASBO's first female president, she was Nebraska's first female commercial hot air balloonist, the first woman chair of the Nebraska Council of School Administrators, and the only female member of the Board of Trustees of the Nebraska School District Liquid Asset Fund. In achieving any of these "firsts", Donna's goal was not to be the first woman to achieve the position; she thought more about what she had to offer to the organization in terms of her professional and personal leadership.

Linda White and Pam Deering brought firsts to the ASBO presidency as well. They were the first back-to-back female presidents, with Pam serving in 2000 and Linda presiding in 2001. Linda was also the first Canadian female president of the organization. They recently reminisced about their presidential terms.

Pam, Linda and Melody cite similar techniques to balance their multiple responsibilities. During their presidencies, cell phones were not as prevalent as they are today. There were no Blackberries or any of the communication devices we use so much today, yet it was imperative for them to remain in contact with ASBO, their school districts, and the home front. Faxes and phone calls at all hours became the norm. For Melody, using email communication was a lifesaver. Each of them credits the

Continued on page 20

support of their spouse and family members in being able to manage the myriad of tasks. Husbands filled the void in meal preparation, homework, and school events. Linda splurged on a housekeeper to give her time to spend with her family. The staffs in their districts were proud of their accomplishments as well and pitched in to help as much as they could.

On being "firsts", these women say they felt respect from their colleagues and approached the position of president of the organization as having responsibilities to fulfill, regardless of the gender of the office-holder. There are always individuals who have a different point of view and will resist change. They were determined to have continuity through their tenures that focused on what was best for the organization. With that goal, they were able to work in concert with the rest of the board to move the organization forward to meet the changing needs of the members of the organization.

The former presidents were reluctant to take individual credit for any successes during their time in office. They felt they were part of a team that reached out to ASBO membership to strengthen the alliances between the affiliates and the international organization.

One united response from the three past presidents was their answer to the question of the single largest challenge facing school districts today. The issue has not changed from 1989 when Donna first took office to today. The issue, as we all know, is money. Parents, the public and government expect schools to be good stewards of their educational dollars. The public perception of schools is that they are failing in their mission. There is the ever-increasing expectation to set higher standards, get better and faster

results and to do all of this with fewer resources.

All three women offered similar advice to ASBO women who may be thinking of becoming more involved in their state and/or international organizations. Donna phrased it this way, "Forget you are a woman and go after what you know you can do." Linda said, "Just do it. There is nothing to lose, so much to gain, to learn, to gain broader perspectives, to grow professionally, to help others, to expand networks. We are responsible for our own lives, our own situations; we have the ability to choose and achieve goals. A good plan, built with many little components, will work every time." Pam responded, "Build credibility by becoming active in whatever organization that you choose. Contribute through leadership roles and volunteer for projects. Do what you say you are going to do . . . be reliable and responsible."

"Forget you are a woman and go after what you know you can do."

ASBO will once again have back-to-back female presidents presiding over the organization. Angela Peterman will serve as president in 2009 and one of the two women who are seeking election in September, Erin Green or Terry Haas, will preside in 2010.

As Kate White explains in *"Why Good Girls Don't Get Ahead But Gutsy Girls Do"*, there are nine secrets every working woman must know. In reviewing this advice, it applies equally to well both genders:

1) Break the rules! Rule breaking is a sensitive topic for SBO's since law and code regulate our actions. The kind of rule breaking you need to do is generate creative and innovative ideas that "wow"

people. Do something that isn't in your job description. Find a novel approach to old problems! Solve a nagging issue that no one else will address. Share the glory and take responsibility for the flops. Learn and move on!

2) Plan a brilliant career for yourself, don't sit around and wait for it to happen! Yes, women in particular

have detours and gaps in our career (we're doing the real work of having and raising the next generation!). However, today's generation of fathers also are dedicating time to family. Women tend to attribute their success to outside forces, while men attribute it to their effort. Even though you might be on the "long and winding road" path to success, have a long term plan, with eyes always open to opportunity. Timing can be everything!

2) Master the art of streamlining and delegation! Don't handle things

you should delegate. Women tend to hesitate to delegate. Men are masters at delegation. Learn it! Do the essential things that add value to your district and save some energy for lifelong learning. This is called "passing the torch", not "dumping" work on others.

3) Don't worry if people like you. In

the complex environments and multifaceted groups we work in, you can count on the fact that someone won't like you. Give up being the pleaser and don't take things personally. If your idea gets shot down, think "we need to go in another direction", not "it's all my fault".

4) Forge relationships up and down the organization and outside of it. Relationships will get you

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You Don't Need a Title to Be a Leader *Continued from page 15*

Resume'

What have you accomplished
Results
The money you've made
The impression you leave
Your career
Self-improvement

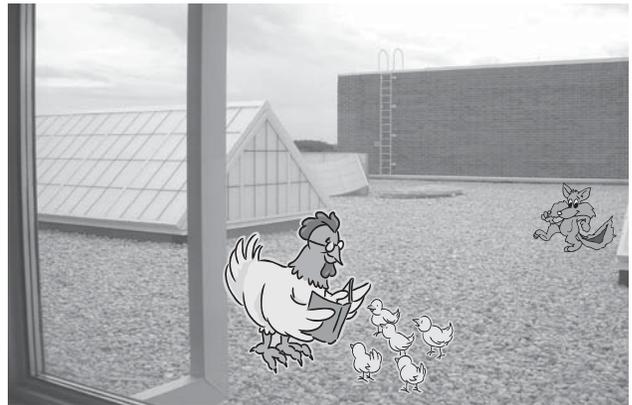
Legacy

What you've contributed
Relationships
The difference you've made
The impact you have
Your family,
organization,
and community
Helping others improve

"Let us endeavor to live that when we come to die even the undertaker will be sorry." - Mark Twain

What good is a title? They suggest that one has achieved power, position, prestige and privilege. Now consider reading **"You Don't Need a Title To Be a Leader."**

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through. The gatekeepers in a school district may be the school secretary, or even the head custodian. They know what is going on. Network with smart, talented and progressive thinkers outside your district to expand your horizons. Think ASBO professional development and service to take it to a whole new level! Don't be afraid to ask for a favor and write thank you notes. Don't be afraid to direct your staff. People like clear direction and leadership. Younger generations don't want to be micro-managed. Give them the goal and let them figure out the "how". Run tight meetings and always end with a summary of key decisions and next steps.

- 5) **Don't hesitate to show off your star qualities!** Modesty gets you nowhere. In the real world "packaging" does matter. Dress for the job you want, not the one you have. Avoid hedging phrases, like "kind of", and ending statements with an intonation pattern of a question. Battle the tendency to apologize for everything, especially things beyond our control. Your success and ideas are not due to "luck" but rather to your hard work and abilities to lead a team. Be your own PR agent- no one else will. Assume volunteer leadership roles in ASBO or your state association. Have a bio and professional photo ready to go at all times.
- 6) **Ask for what you want and need to accomplish your goals.** You feel you shouldn't have to ask, your work stands on its merits, cream rises to the top. Baloney! Ask for membership and support to attend state and ASBO conventions in your employment agreement or contract. In this profession, you

are in the driver's seat, with the shortage of qualified SBO's evident in all states and countries. Go after the projects that will expand your experience and background, and provide you more influence and exposure to key decision makers.

- 7) **Face trouble head on.** It's bound to come in this profession. Make sure superintendents and boards understand the downsides and troubles ahead. You cannot fix it yourself. What they need is honest and real feedback about the situation. Resolve problems through conversation, if possible, to head off confrontation. Discuss issues rationally, not emotionally. Don't tolerate bad behavior in your staff, morale will suffer. Catch problems early and resolve them. Never completely trust anyone. Secrets are usually betrayed. Give your bosses a "heads up" on trouble brewing, rather than leave them blind sided.
- 8) **Trust your instincts.** Avoid the "paralysis of analysis". Make the best decision possible at the time and move on.
- 9) **Take smart risks.** Know what is at stake. Cover the bases first, and tell the right people. Boards and superintendents don't like surprises. Brief them thoroughly and be ready to answer objections. Never be afraid to

take the next job, or move to the next level. Don't be afraid to take a new job where on-the-job training is needed, and you are not an expert in all things. This is where your vast networks of support in your state affiliates and ASBO come into play. Learn from mistakes and move on.

To all the women out there who have been thinking about offering their leadership capabilities, knowledge and expertise to this end, listen to Linda White . . . **JUST DO IT!**

" I have always viewed my career as a journey, not an endgame."
Liz Smith

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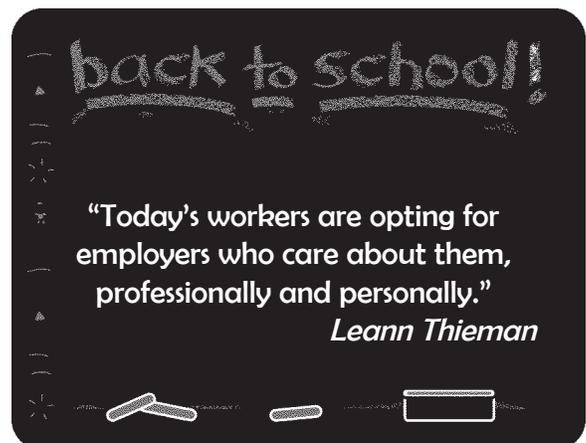
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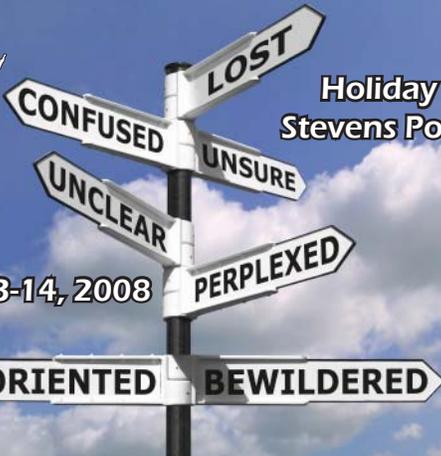
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Council of Educational Support Professionals Summer Conference Stevens Point - August 8, 2008

WASBO and AWSA annually sponsor the CESP Summer Conference. This year's conference, "Fresh Approaches to a New School Year", was kicked off by Kinza Christenson. Kinza provided a high energy presentation on mastering the intangibles in your life, dealing with stress and learning to bridge communication gaps. As you can see from the pictures, this session involved active participation! Additional topics included a legal guide to parental requests and problems, WSLS/ISIS Reporting, Coping with School Tragedy, Adapting to Changes in Your Work Environment and De-escalating Crisis Situations. 160 educational support professionals and para educators took part in this professional development and networking opportunity. Thank you to Office Depot for providing gifts for attendees.





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Finding their way at the WASBO New School Administrators & Business Support Staff Workshop



Sue Schnorr, Director of Business Services for the Fond du Lac School District shared her tips for saving money in school district budgets.



Kathy Guralski of the DPI School Finance Team provided the session, Accounting Transactions. Attendees were provided a brief overview of WUFAR and all the general coding issues where questions arise.



Lori Ames, a DPI School Finance Consultant and former business manager, kicked off the workshop with "A Fiscal Year at a Glance."



Two experts in School Business, Bob Borch (Elmbrook) and Tom Owens (DC Everest), took time to share the importance of networking with your colleagues at regionals and at conferences.



Karen Kucharz-Robbe, DPI School Finance Consultant, thoroughly covered the Revenue Limit and Equalization Aid.

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Midwest Facility Masters Conference

Taking it to the Next Level

By Dale Zabel, Director of Buildings & Grounds, Kettle Moraine School District & Co-Chair, WASBO School Facilities Committee and Jim Beckmann, Director of Buildings & Grounds, Glendale-Maple Dale School Districts & Co-Chair, WASBO School Facilities Committee

The WASBO School Facilities Committee is proud to host the upcoming Midwest Facility Masters Conference. This conference series is the next step in facility management. As you know, WASBO already has the popular and successful Facility Manager Certification Program for its members. Now, with the cooperation of ASBO, SchoolDude.com, and our Midwest neighboring states, the committee has decided to initiate a regional program that will recognize entire school districts for their efforts to manage facilities. There are standards and qualifications set by ASBO that must be met in order for a district to receive the award.

Last Fall, members of the WASBO School Facilities Committee traveled to Texas to attend the Texas Facility Masters Conference. There is a similar conference held on the east coast as well, so the next logical step was to start a conference in the Midwest. The conference will include over 50 individual sessions over 2 days. There will be vendors displaying the latest in

technology, maintenance equipment and services and facility management tools. This will be an educational conference with plenty of networking opportunities with professionals from surrounding states as well as our own WASBO colleagues. Lunch entertainment will be provided by Comedy Sportz reminding us that a sense of humor is required to do our jobs.

Multiple topics will be addressed including, but not limited to, "Green" technology, LEED certification, alternative energy, safety, and energy savings. There will be sessions for the WASBO Facility Manager Certification Program.

The conference will be held at the Wyndham Milwaukee Airport Hotel & Convention Center October 23-24, 2008.

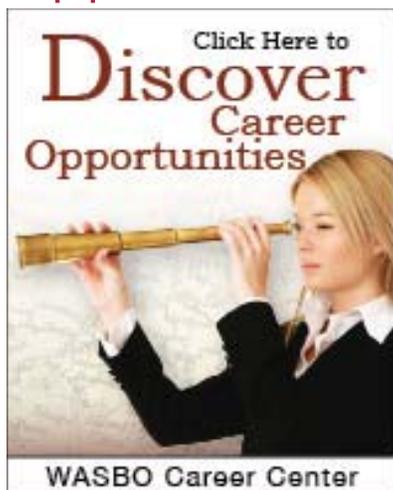
The committee has been working hard to make this inaugural

conference a success. It will be held on an annual basis throughout the Midwest to promote facility improvement and energy conservation. Contact WASBO for more information. This is one conference you will not want to miss.

Other exciting news from the Facilities committee.

Module 1 of the Facility Manager Certification Program will be offered at the WASBO Fall Conference at Elkhart Lake. This Module includes the first five hours of certification sessions: Intro to Facilities Management and Custodial Operations. If you need any of these sessions this would be a great event to attend.

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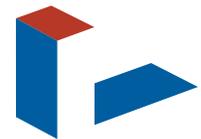
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In Public Finance, There's No Escape From High-Cost Energy

By Standard & Poor's

The recent stunning run-up in energy prices is creating shockwaves throughout the U.S. economy—including the public finance sector. While it's still too early to say whether the soaring cost of energy will directly lead Standard & Poor's Ratings Services to change any public finance credit ratings, previous history tells us it's not too soon to start scanning the public finance landscape for possible effects.

Broadly speaking, the types of public finance issuers directly exposed to higher energy prices include credits that rely on revenues derived from fuel sales as well as those where oil prices are a key input to costs of materials or can influence overall demand levels. For example, reduced gasoline consumption and higher road construction costs may hurt issuers that depend on gas taxes. Public power utilities, which rely on volatile natural gas and oil, will have to raise rates or possibly suffer lower margins and coverage. And less automobile driving and fewer airline passengers will crimp revenues for transportation-sector credits such as toll roads and airports. Reduced domestic travel could also lower sales and hotel taxes in communities dependent on those visitors.

On the other hand, some issuers stand to benefit from costlier energy. Positive economic and tax revenue effects could flow to resource-rich states that produce oil, gas, and coal.

Although all sectors will feel the impact as higher energy prices inflate operational costs and capital expenditures, analyzing the actual change in credit quality for public finance issuers is not

necessarily simple. Complex factors could offset what might otherwise prove to be the negative effects of high energy costs. For example, after Sept. 11, 2001, tourist areas such as Orlando, Fla., that had a high percentage of visitors arriving by air were adversely affected, and it would be natural to assume this pattern would repeat. However, the recent rise in the value of foreign currencies will provide a boost from foreign tourism that could potentially offset a decline in domestic visits to Orlando. Similarly, high diesel costs may hurt rural school

districts that must transport student's long distances. But rising food prices and ethanol production could also provide an economic boost to agricultural economies.

Nevertheless, the current state of energy prices is a significant abrupt event, and many sectors are moving into unknown territory. If Americans spend a higher-than-historical proportion of after-tax income on energy and transportation, the broader effects on population trends and property values—as well as consumer behavior—could be wide-reaching.

Following is a review of how a world of permanently higher energy cost could affect various public finance sectors—for better or worse.

Regional Economic Effects

Resource-rich states may experience a windfall. In particular, Wyoming, with its large coal deposits and oil and gas production is enjoying very strong tax revenue growth and is building a permanent fund from severance taxes derived from extraction of minerals. Wyoming was recently upgraded to 'AA+' from 'AA', in part due to its build up of permanent funds from severance

taxes. Other states well-endowed with energy resources and thus likely to benefit include Alaska, Montana, Colorado, Texas, and Louisiana. Eastern Utah is seeing significant shale oil development—an expensive proposition that makes sense only if energy prices stay high.

But higher energy prices will likely hit Hawaii and Puerto Rico particularly hard because they're wholly dependent on imported oil. Plus, rising air fares may suppress their important tourism activity. In addition, they have to import a large proportion of goods, and transportation expenses larger than on the mainland will raise the cost of living. Puerto Rico is already experiencing an extended recession, which the higher cost of oil may aggravate.

Rural school districts are already finding large unplanned increases in costs to transport student's long distances. Suburbs that require long driving times may suffer a double whammy. Falling home prices have hit areas such as Riverside County, Calif., particularly hard. Residents with commutes of up to two hours into Los Angeles now have greater incentive to move closer to their jobs (plus, homes are suddenly becoming more affordable in the Los Angeles area).

Northeastern states, where oil is often used to heat homes, may also find family budgets stretched, which could result in reduced consumer spending and lower sales tax receipts. Overall, governments at all levels will have to pay more for heating and cooling, fleet transportation, and more.

Public Power Utilities

Aside from hydroelectric systems or those heavily dependent on nuclear

Continued on page 30

power, the majority of the retail cost of electricity is generally the variable fuel cost, either directly through production, or indirectly embedded in purchased power. While hedging contracts can smooth peaks and offer short-term protection, rising commodity prices are steadily raising retail electric bills. Utilities with more diverse power portfolios, or those that have an abundance of "green" power, will be better off in the long run than those that rely on natural gas or oil. Utilities with more flexible rate schedules can more easily maintain their historical debt service coverage levels by essentially transferring the risk of volatile fuel costs to the consumer. Additionally, utilities that have established rate-stabilization reserves tend to maintain sound coverage and higher liquidity levels, compared to those utilities that don't.

The run-up in energy prices may have two opposite effects on green power. First, the public will increasingly call for greater investment in renewable energy, such as wind, solar, and geothermal, with so-called "free fuel," and utilities may be more willing to add renewable to their portfolios. On the flip side, some consumers have opted to pay a premium to be served with green power in certain markets, and it's possible that consumers' demand for it will decline as gasoline and food take bigger chunks of their monthly budgets.

Airport Revenue Bonds

After several years of passenger growth that fueled improved credit metrics and ratings, U.S. airport operators are headed into uncertain times. Among the problems are unstable airlines and broader macroeconomic factors that affect air travel. Longer-term issues abound as well, including regulation, security, and the continual evolution of the airline business model. Indeed, with the exception of growth in international

traffic at key U.S. hubs, positive trends are difficult to come by as airlines respond to an unprecedented increase in fuel prices by cutting flights and raising fares and fees, producing ripple effects across the aviation industry.

We expect these ripples to include lower airport passenger traffic beginning this fall, and that will directly influence airport operations, financial performance, and capital planning. These factors led Standard & Poor's to move the ratings of all major 10 U.S. airlines to Credit Watch with negative implications (see "Ratings On U.S. Airlines Placed On Credit Watch Negative; Fuel Prices Cited" published on RatingsDirect on May 22, 2008). The Chapter 11 bankruptcies of several low-cost carriers have yet to create any credit implications for airports. However, the current difficulties in the airline sector are raising the specter of more airline bankruptcies, mergers, and rationalization of hubs, increasing uncertainty for many airport operators over the longer term.

Historically, the U.S. airport sector has adapted well to a wide variety of financial pressures due to strong business positions that allow management to increase fees. Success in containing costs, increasing revenues, reducing capital spending, and restructuring debt have also contributed to credit stability during challenging times. In the near term, we anticipate that operators will apply prudent risk-management techniques to avoid erosion in credit quality should the current airline instability continue well into the future. For example, we expect both the Metropolitan Washington Airports Authority, which operates Washington D.C.'s National and Virginia's Dulles International, and Denver International Airport to slow elements of their capital programs in response to passenger declines.

We also expect covenants in standard general airport revenue bonds to be enforced despite the airlines' lower credit quality. Airport debt instruments generally have solid debt service coverage (DSC) or mechanisms in place to adjust fees if volume declines. Many operators often try to limit cost increases to airlines in times of financial stress, leading to lower DSC levels if results from cost savings or non-airline revenue enhancing initiatives are limited. While holding airline rates and charges relatively fixed may provide some temporary relief to airline tenants—particularly for airports with higher airline cost structures—sustained lower DSC levels is likely to have negative rating implications.

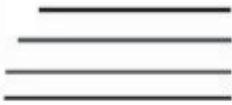
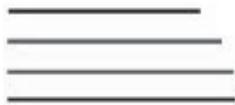
Hotel And Car Rental Taxes

Along with the airlines and airports, tourist destinations may also suffer—and not just from the falloff in domestic air travel. Tourists are also likely to make fewer trips by car. However, higher foreign tourism, due to favorable exchange rates, could offset potential declines. Conventions and conferences greatly boost hotel tax revenue in some cities, such as Denver and Phoenix, while air travelers largely generate car rental tax income, which could see greater percentage declines than hotel taxes alone. It's unclear to date the degree to which high energy prices will suppress hotel and car rental taxes, but some decline is likely.

Toll Road Revenue Bonds

Many toll road operators, particularly in Northeast and Mid-Atlantic regions, have seen slower traffic growth in the past 18-24 months, thanks to a softening economy and rising fuel costs. U.S. Department of Transportation data now show that Americans are driving fewer miles than they did in 2005 and 2006. That's likely to hurt the larger,

Continued on page 31



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In Public Finance, There's No Escape from High-Cost Energy

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statewide toll operators as well as the urban congestion-reliever systems. But fast-growing regions with expanding systems and bridge and tunnel operators are less likely to see dramatic traffic declines in the near term.

Unlike the aviation industry, which experiences more cyclicity, toll road operators aren't accustomed to falling roadway usage and have fewer levers to pull to enhance revenues than, say, airport operators. Additionally, because many public toll road owners are accountable to elected or appointed governing bodies, toll rate hikes have historically been slow. Therefore, revenues and DSC levels are likely to suffer. However, toll road bondholders have protective rate covenants.

One example of this trend is the New

Jersey Turnpike Authority, whose revenue has weakened in first quarter on the back of 0.8% fewer toll transactions. The political willingness to increase tolls has been a long-standing credit concern because the state's governor can overrule a board-approved toll hike, which mutes the covenant to raise rates. If the authority does eventually raise tolls, it would be the first increase in many years. Turnpike tolls haven't gone up since 2003, while those on the Garden State Parkway (which the authority also runs) haven't risen since 1989

Highway User Tax Revenue Bonds

Higher fuel costs and fewer miles driven have other effects on road-related bonds. Standard & Poor's

currently rates about \$33 billion of outstanding debt secured by highway user tax revenues, which include at least in part a per-gallon gas tax as a major component. But the decline in sales of gallons of gas is still relatively small and can be easily covered with a remaining large safety margin that most highway user tax bonds display. The 'AA' highway user tax bond median DSC level was 3.5 xs at the time of our last sector wide review. In addition, the security behind many highway user tax bonds also includes a significant component from motor vehicle registration fees and other taxes that don't depend on gallons sold. Also, highway user tax revenues typically benefit from the statewide collection of pledged revenues: Localities that issue highway user tax bonds typically

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pledge a portion of the aid they get from the state.

The recent sharp increase in gasoline prices—up 35% in a year as of mid-June—has caused a rare actual drop in gallons of gasoline purchased in the U.S, although oil price spikes, gas shortages, and recession did create temporary declines in 1974 and 1979-1982. However, gas consumption in May was down only 1.4% versus the year-earlier period, and 1% less for 2008's first five months—the first five-month drop since 1991, according to the American Petroleum Institute. Diesel fuel consumption fell less, due to the greater inflexibility of the trucking industry.

But the higher prices may yet prompt Americans to finally make a permanent move to smaller vehicles that could have long-lasting and continuing impact on gas consumption. The U.S. Department of Transportation department reported SUV sales were down 38% in May 2008 compared to a year earlier, while passenger cars went from under half of all vehicle sales to 57%. Nevertheless, road infrastructure needs that require new bonding will remain, while gas taxes funding road-related debt drop. Likewise, mass transit is gaining new popularity, but will also face a strain on its limited resources. The American Public Transportation Association reported that the number of trips on public transit was up 3.4% nationwide for the first quarter of 2008, and Amtrak set a record in May both in passengers carried and revenues.

Finally, states have typically raised gas tax rates when needed to counteract falling revenues. Now could be one of those times. But even that's not a panacea: DSC dilution from new debt might offset the higher revenue produced as states bond more to cover

the higher costs, and because the Federal Highway Trust Fund has less money to distribute.

Transportation Grant-Secured Bonds

Standard & Poor's maintains public ratings on 22 bond transactions secured by federal aid transportation grants. Nineteen states and two territories have issued \$7.3 billion in such transactions since 1998. The pledged funds come from the longstanding Federal Aid Highway Program, which has been the primary funding source for the national highway system for the past 40 years. Congress appropriates the grants annually and distributes them to the states and territories as reimbursement for various federal-qualified highway and transit projects that the states funded via something known as a "GARVEE"—a grant anticipation revenue note or vehicle. Ninety percent of the money in the Highway Trust Fund comes from the 18.4 cents per gallon tax on gasoline sales and 24.4 cents per gallon tax on diesel. These rates have been in place since 1993.

Currently, the Highway Trust Fund's balance is declining as outlays exceed deposits, and both the Office of Management & Budget and the Congressional Budget Office highway account balances will be negative before the end of fiscal year 2009. Consumers' recent turn away from gas-guzzling pickup trucks and SUVs will likely exacerbate the problem because more fuel-efficient replacements mean lower gasoline sales. Like many state gas taxes, the federal tax isn't based on a percentage of sales and therefore doesn't increase as pump prices climb. Congress could avert a deficit in the various federal highway funds if it takes action. However, the proposals, which include raising the federal gas tax and other structural changes, will require

considerable political consensus. Even if the Highway Trust Fund were drawn down to zero, authorized federal gas tax revenues would still flow to it. So, in our view, federal revenues would still be available to states, although likely at reduced authorization levels. The states, in turn, would reduce or slow spending on other projects but continues to pay obligations, including debt service on GARVEEs.

For many states, GARVEE debt service represents a relatively low percentage of their federal revenue receipts. While states would likely experience reductions to authorization levels and non-obligated balances, this factor mitigates some concerns regarding the less-than-historical levels of federal revenues available to pay debt service. Standard & Poor's is closely monitoring the federal highway funding situation, including commission proposals and possible legislative changes that would alter the current funding methodology.

Affordable Housing Bonds

In the affordable housing sector, increased energy costs are most likely to affect un-enhanced project financings, where bonds are ultimately paid from net operating income. These include unsubsidized and subsidized low-income apartment financings, as well as military housing privatizations. A large increase in any ongoing expense, such as utility costs, can take a healthy bite out of debt service coverage. Of course, rising revenues and other decreased expenses can offset that. And in some situations, such as military housing, some level of utility costs may be included in the Basic Allowance for Housing, which service members use to cover housing costs. Whether the allowance can rise to cover the increase in utility costs, everything else being equal, is still a question.

In our 2008 reviews of unsubsidized affordable housing projects, 2007 audits did not show an appreciable increase in utility costs. However, the picture could change dramatically in 2008. It's possible that the strong DSC exhibited in many of these financings can absorb utility increases and that project owners will proactively manage the situation.

A related sector where we are seeing such proactive management is public housing. Public housing authorities can finance the lease or purchase of energy-saving equipment for their properties when the equipment manufacturer guarantees the savings. Such equipment purchases have, in some cases, been financed through Capital Fund Financing Program bonds that we rate, or CFFP direct loans from financial institutions.

In a secondary impact, rising energy costs are increasing out-of-pocket expenses for homeowners, which could ultimately hurt their ability to make mortgage payments. This could affect single-family whole loan bond programs that housing finance agencies across the country issue. Standard & Poor's keeps a close watch on loan performance under these programs and has not seen an appreciable increase in delinquencies and foreclosures to date. In addition, the transactions include significant support for projected loan losses based on conservative estimates of foreclosures and market value declines.

Higher Education

American campuses went through a building boom beginning in the late 1990s that continues to fuel the construction of new dormitories, new research facilities, new classrooms, recreation facilities, and athletic facilities. The good news is that many of the new facilities replaced older, obsolete facilities that were extremely energy intensive and

fuel inefficient. The bad news is that campuses remain physically intensive spaces that are extremely dependent on energy. Therefore, rising gas and energy prices could represent budget risk for institutions in fiscal 2009 and beyond.

An increasing number of institutions are moving to "green technology" to reduce their carbon footprint and hundreds of institutions have made a pledge to become carbon neutral in the future. An increasing number of campus shuttle systems are running on hybrid fuel technologies and innovative fuel reuse programs are becoming increasingly common. Some institutions are investing their own endowments in wind farms, bio fuel programs, and other renewable energy programs. LEED certification of buildings is a standard practice.

In general, a great deal of attention has been spent on this area both for public policy reasons and the expectation that rising energy prices could have a great effect on future budgets. The problem for many is that the newer programs won't begin rapidly enough to ease near-term budget stress that will result from higher energy prices. Over the long-term, though, given the capital-intensive nature of American campuses, the investment is worth it.

Some of the largest institutions in the U.S. have been able to participate in fuel pre-purchase programs that will hedge rising energy prices. Many are the largest consumers of power in their localities, and have been able to negotiate special pricing arrangements such as off-peak usage.

Over the long term high energy prices could even affect the locations and ways in which higher education is offered. Some institutions are rethinking their master plans—i.e., looking at energy use across a widespread

campus versus a densely built one. Satellite campuses built closer to rural populations will provide access to more students who have to travel less to a single campus. More commuter campuses are looking at developing residential capacity to provide closer access to students who are looking at overly expensive commutes. Students might make the decision to commute closer to home than spend more gas money on attending a college farther from home. Over time, the American college campus could change its physical characteristics and location in response to high energy prices.

A Changed Landscape

Clearly, a new world of dramatically higher energy costs is already taking shape across all areas of public finance. While the impact is uneven—and even still unknowable in some particular areas—no area will go untouched. One thing for sure, however, is that Standard & Poor's will be closely watching these developments and how they unfold in terms of their impact on credit, for the losers and for the winners.

Article submitted by

John McGowan
Senior Director
Chicago Office Head
Standard & Poor's
130 East Randolph St., Suite 2900
Chicago, IL 60601
Phone: 312-233-7019
Fax: 312-233-7041
john_mcgowan@sandp.com



*Jeff Carew
WASBO Service Affiliate
Director*

Director's Corner

WASBO and Its Service Affiliates: Creating a Culture for Business

By Jeff Carew, Director - Wisconsin, PMA Financial Network, Inc./WISC

I sincerely appreciate and look forward to continuing to serve on the WASBO Board as the Service Affiliate representative. Since the WASBO leadership made the strategic decision to allow Service Affiliate Members a bigger role in the organization, I think WASBO truly became a model for other professional organizations to duplicate.

Embracing the Service Affiliate members has created a culture that seems to be mutually beneficial to both school members (Active Members) and the Affiliates. In other organizations, the normal level of access is a couple hours in a 10x10 booth and a hope for high traffic. At WASBO, we are invited to networking events, asked to present at conferences, participate in golf outings, write newsletter articles and more. WASBO encourages us to serve on committees where we can lend our expertise and experience. We have representation at the Board level that gives us involvement in the organization's overall direction.

The connection this atmosphere creates is both a personal and a professional type of relationship that fosters great business – we better understand you and your district's challenges; and you can become comfortable with us and our products and/or services. A mutual respect of each other's time and a true understanding of the district's needs is the direct outcome.

As with school district business, we must constantly monitor the return on our investment. The culture WASBO has created makes this easy and enables us to measure on a much longer-term cycle. Far too often a new vendor will measure their investment during one session at the booths and determines whether to return. The culture at WASBO is such we can discover and honestly sense that our product and/or services are a solution for schools and strategically initiate conversations when appropriate.

We can tailor our products and services to meet the needs of school districts because we better understand them. The relationship is more of a partnership than vendor/customer. It allows us to add value to each contract;

ultimately, we can serve the district better. We understand the decision making process and respect all that needs to be considered. We also feel that we are better organized, better informed, and better prepared when a new opportunity arises.

I don't know if the WASBO leadership expected such a cultural shift when this transition took place or how powerful this organization would become, but I am appreciative that they went against the norm.

Again, thank you for the opportunity to serve. On behalf of the Service Affiliates enjoying this relationship with WASBO, I want to commend the leaders that had the vision to change, and thank current membership and leaders who are embracing and nurturing this culture.

“Managing is truly a race with no finish line. We must keep moving, learning, listening, acting, and growing if we are to fulfill our role.”

Jay Bertram

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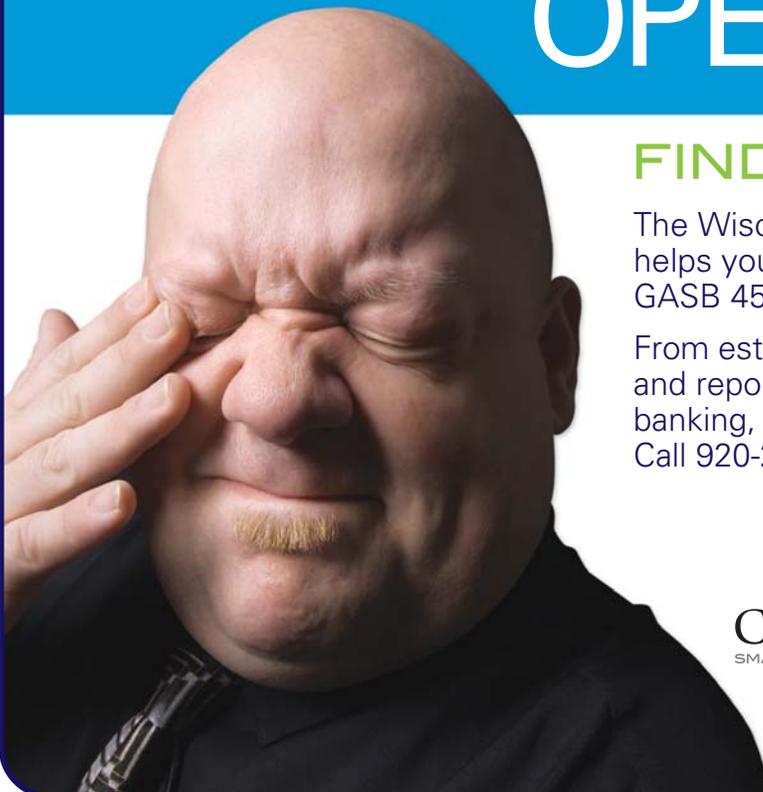
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- Michelle Olszewski, Lead Accounting Specialist, Franklin Public Schools
- Mary Randall, District Administrator, Bloomer School District
- Margaret Rose, Director of Business Operations, Portage Community School District
- Jerry Roth, Middle School Principal, Edgerton School District
- Tom Seidl, Principal, Wauwatosa School District
- Lisa Skoyen, Finance Manager, Osseo Fairchild School District
- Steven Smolek, District Administrator, Mauston School District
- Kim Sommers, Bookkeeper, Pardeeville Area School District
- Janna Stevens, Assistant Superintendent, Superior School District
- David Strudthoff, District Administrator, De Soto Area School District
- David Strudthoff, District Administrator, DeSoto School District
- Patricia Sullivan, Superintendent, Port Edwards School District
- Peter Vanney, Engineering Services Manager, Appleton Area School District
- Steve Wilkiewicz, Supervisor of Operations, West Allis West Milwaukee School District



Display of Flag 24 Hours a Day

It is the universal custom to display the flag only from sunrise to sunset on buildings and on stationary flagstaves in the open. However, when a patriotic effect is desired, the flag may be displayed 24 hours a day if properly illuminated during the hours of darkness. **4 U.S.C. § 6(a)**

Flying the Flag During Inclement Weather

The flag should not be displayed on days when the weather is inclement, except when an all weather flag is displayed. **4 U.S.C. § 6(c)**

Flying the Flag at Half-Staff

Customary Dates to Fly Half-Staff

- Peace Officers Memorial Day, May 15
- Memorial Day, Last Monday in May (Flag raised to full staff at noon)
- Patriot Day (September 11)
- Pearl Harbor Remembrance Day, December 7

The President has authority to order flags to be flown at half-staff upon the death of a principal figure in U.S. Government or the death of a Governor. Additionally, the Governor of a state may order that the U.S. Flag be flown at half-staff upon the death of a present or former government official or a member of the Armed Forces of that jurisdiction. These provisions are a guide only. Private individuals or organizations are not prohibited from flying the flag at half-staff.

Destruction of Worn Flags

The flag, when it is in such condition that it is no longer a fitting emblem

Flag Rules and Etiquette

Some Common Questions

for display, should be destroyed in a dignified way, preferably by burning. **4 U.S.C. § 8(k)**

Display of U.S. Flag with Flags of States

No other flag or pennant should be placed above or, if on the same level, to the right of the flag of the United States of America. **4 U.S.C. § 7(c)**

To view Presidential Proclamations go to <http://www.whitehouse.gov/news/proclamations?>

To view the Governor's Executive Orders for the State of Wisconsin go to:

http://www.wisgov.state.wi.us/media_list.asp?catid=5&name=Executive%20Orders&locid=19

Source: *The United States Flag: Federal Law Relating to Display and Associated Question, Congressional Research Service, April 14, 2008*



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Rates:

1 Seminar Day	\$140	4 Seminar Days	\$450
2 Seminar Days	\$255	5 Seminar Days	\$525
3 Seminar Days	\$360	6 Seminar Days	\$630

Here are the Rules:

1. First, send in your money to the WASBO office to purchase your coupons. WASBO will mail the coupon book to you in the shortest time possible not to exceed one week. Coupons will not be mailed until payment is received. The WASBO office will preprint your name, the school district name, and the date of purchase. The coupons will also be numbered.
2. Attach the coupons to your registration form when you submit it to the WASBO office. Fax registrations using a coupon will be accepted. On the coupon please fill out the attendee's name and the name of the seminar. WASBO must receive the original coupon to have it credited to the seminar. The coupon cannot be used instead of a registration form. You will not be registered for a seminar unless the registration form for that seminar is received.
3. Coupons can ONLY be transferred between individuals at the same school district.
4. Coupons are valid only for the above noted seminars and dates. No coupons can be used after June 30, 2009, the end of the fiscal year. No refunds will be given for unused coupons by a school entity.
5. If you do not cancel prior to one week before to the seminar, the coupon will be considered used and void.
6. Once an invoice is paid in full, a refund cannot be generated by replacing the payment with a coupon.
7. If you lose your coupons, you must notify the WASBO office in writing. WASBO will issue you replacement coupons with the same numbers as the first coupon book previously purchased, not including the coupons already used, for an administrative fee of \$25.

←----->

WASBO Seminar Coupon Order Form

Name: _____ Title: _____

School District/Company: _____

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Phone: _____ Fax: _____

Email: _____

Number of Coupons: _____ Amount Enclosed :\$ _____

Coupons will not be mailed until payment is received. Return to: WASBO, 4797 Hayes Rd., Suite 101, Madison, WI 53704.

Payment Options:

Check # _____ enclosed

Invoice using Purchase Order # _____

Charge to MasterCard _____ VISA _____ AmerExpress _____ Discover _____

Card # _____ Exp. Date _____ Name on Card _____

Billing Address _____ Signature _____

Completed by WASBO:

Total coupons ordered _____ Coupon start number _____ Coupon end number _____



Meet Joyce!

Joyce Hamm is no stranger to WASBO. Many of you have probably received your SAA Capitol Report emails from Joyce for several years.

day was July 30, 2008 and she has jumped right in!

Joyce comes to us after serving the School Administrators Alliance (SAA) as Administrative Assistant for the past 14 ½ years. A Madison Business College graduate and the former Office Manager for Wisconsin PTA, Joyce brought to the SAA extensive office administration experience and exceptional organizational skills. Joyce's role at the SAA was that of administering the office, from answering the telephone to maintaining the SAA's

web site and multiple database systems.

At WASBO and WCASS Joyce will be handling membership and seminar and conference registrations for starters. We look forward to her expertise as we upgrade our current web page and database to Members 360.

Joyce and her husband John live in Monona and have two sons, Taylor, a sophomore at Monona Grove High School, and Kyle, in his second year at University of Wisconsin Platteville.

Short Shots



Interim Assignments

The WASBO office gets requests from school districts in need of immediate interim assistance. If you would like to be considered for such service, please send a one page resume and any other pertinent details and parameters to the WASBO office. Some school districts find themselves in desperate need and we would like to be of assistance.

Make Your Reservations Now

ASBO International Annual Meeting and Exhibits will be in Denver November 7-10. Last February we were told that more than enough rooms were set aside at the Sheraton (the official conference hotel) to accommodate everyone. For some reason, many more members are attending than what had been projected and the Sheraton is full. They are taking names for a waiting list, but we are not hopeful that this will be helpful. It is becoming problematic to reserve rooms close to the convention center at the other hotels also. It is suggested that room reservations be made as soon as possible.

Where Are They Now

Deb Rouse, promoted to Director of Business in West Allis-West Milwaukee, Patty Sprang from Manitowoc to Mishicot, Jerrud Rossing from Prairie Farm to Hudson, Lynn Knight from Stevens Point to Nekoosa, Scott Altmann returned to Oshkosh, Wayne Kolzow - retired from Sheboygan, Dave Albright promoted to Coordinator of Facilities Services in Sheboygan, John Kasha from Watertown Athletic Director to Seymour Business Manager, Mark Powell from Cedarburg to Waukesha.

New ASBO Members

James Froemming - Port Washington-Saukville

Congratulations to these Recipients of the 2008 MetLife and ASBO Bridges to the Future Award

The Bridges to the Future Scholarship Program is an opportunity for new and aspiring school business officials to network with colleagues, participate in professional development, and explore the variety of

school business management resources ASBO International offers. ASBO International and MetLife award 20 scholarships of \$2,000 for attendance to the association's Annual Meeting and Exhibits and Leadership Conference. WASBO is proud to have four recipients!

Mary Blaha, Sheboygan Falls

James Froemming, Port Washington-Saukville

Gail Haack, Algoma
Kathleen Maedke, Cambridge

Contribute to Taking Care of Business

Do you have expertise to share with your fellow WASBO Members? WASBO members in their districts throughout the state are implementing fresh ideas and creative plans. Please feel welcome to share your ideas by submitting an article to **Taking Care of Business**.

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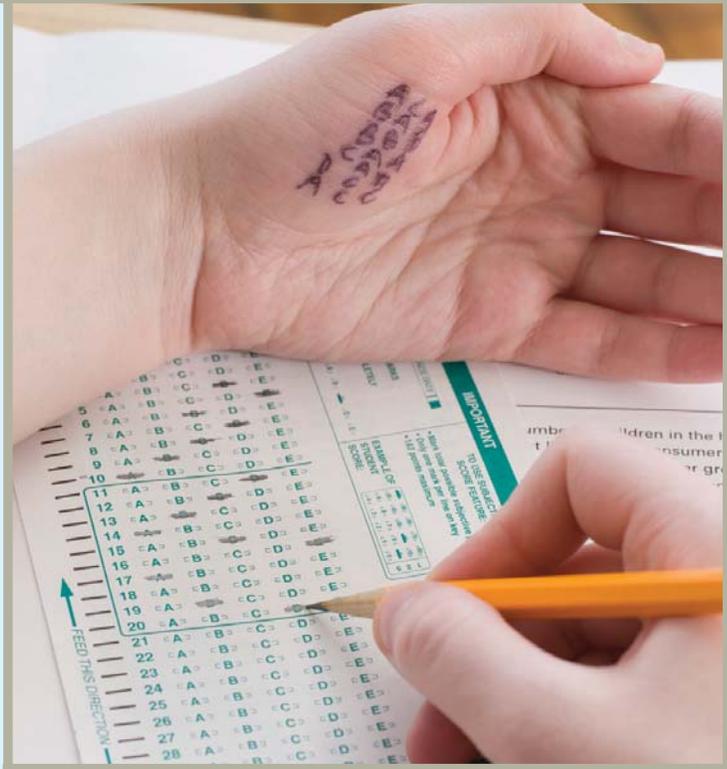
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Insurance Plan can help your school district make the grade in safety, visit wausau.com or contact a Wausau representative near you.

PLAN TO ATTEND THIS UPCOMING SCHOOL WORKSHOP:

October 7 & 8, 2008 School Safety Institute Madison, Wisconsin

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WASBO Calendar

Professional Development

September 24, 2008

WASBO Foundation Scholarship Golf Outing,
Valders, Autumn Ridge Golf Course

September 25-26, 2008

WASBO Foundation Fall Conference, Elkhart Lake,
The Osthoff Resort & Conference Center

October 23-24, 2008

Midwest Facility Masters Conference, Wyndham
Milwaukee Airport Hotel & Convention Center

November 8-10, 2008

ASBO International Annual Meeting & Exhibits,
Denver, CO

December 9, 2008

WASBO/WASPA School Personnel Academy,
Madison, Radisson

December 10, 2008

WASBO Taking Care of Business Seminar, Madison,
Radisson

January 21-23, 2009

WASB-WASDA-WASBO State Education
Convention, Milwaukee, Midwest Airlines Center

March 2-3, 2009

WASBO Facilities Management Conference,
Wisconsin Dells, Kalahari

March 2, 2009

WASBO Transportation & Bus Safety Workshop,
Wisconsin Dells, Kalahari

March 25-26, 2009

WASBO Accounting Seminar, Wisconsin Dells,
Chula Vista Madison, Radisson

May 26-29, 2009

WASBO Foundation Spring Conference & Golf
Outing, Green Bay, KI Convention Center

Regionals

Each Regional Representative, meeting locations & directions
are available at www.WASBO.com if predetermined.

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

Sept. 12, 2008 CESA #7
Dec. 12, 2008 Machine Shed (Hosted by
NEWASBO)
Feb. 13, 2009 DePere
May 22, 2009 Shawano

Madison Area

Oct. 3, 2008 Sun Prairie (9-noon),
Creekside Elementary
1251 O'Keefe Ave.

Additional meetings will be held the first Friday of
the month for November, December, February,
March and April. Locations TBD.

Northeast

Sept. 12, 2008 High Cliff
Dec. 12, 2008 Machine Shed (W/ Bay Regional)
April 17, 2008 Fond du Lac
May 15, 2009 Manitowoc

Northwest - Meetings are usually held the 2nd
Wednesday of month beginning at 10 a.m. except July,
August and January at Lehman's Supper Club in Rice
Lake. Dates may be subject to change.

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

Oct. 10, 2008 TBD
Nov. 14, 2008 TBD
Dec. 12, 2008 Franklin
Feb. 13, 2009 Oak Creek
April 17, 2009 Sussex Hamilton

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

Sept. 4, 2008, Oct. 2, 2008, Nov. 6, 2008, Dec. 4,
2008, Feb. 5, 2009, March 5, 2009, April 2, 2009,
June 4, 2009, Aug. 6, 2009



Go to www.wasbo.com and click
on "Calendar" for updated meeting
information, to register or get
directions.

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

Check www.WASBO.com for future dates

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

Oct. 17, 2008 Mosinee
Nov. 14, 2008 Merrill
Dec. 19, 2008 Marshfield
Feb. 6, 2009 D.C. Everest
March 13, 2009 Auburndale
April 17, 2009 Wausau
Aug. 14, 2009 Antigo

Committee Meetings

School Facilities Committee

September 11, 2008 (9:00 a.m.) - Madison,
WASBO Office

Spring Conference Planning Committee

September 25, 2008 (6:00 p.m.) - Elkhart
Lake, The Osthoff (at Fall Conference)

Safety Committee

October 8 (1:30 p.m.) - Madison, WASBO

Board of Directors Meetings

September 17, 2008 - Madison, WASBO Office

December 17, 2008 - Milwaukee

February 18, 2009 - Stevens Point

April 15, 2009 - Chippewa Falls

June 17, 2009 - Madison, WASBO Office

Business Meetings

January 22, 2009 - Milwaukee

May 28, 2009 - Green Bay



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