



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 Bi-Monthly Publication of the Wisconsin Association of School Business Officials - Volume 11, Number 1 - February 2007

Excellence in Leadership

Bob Buchholtz was selected as the Wisconsin School Business Official of the Year and Sue Schnorr was selected as the WASBO Shining Star for 2007. Congratulations to Bob and Sue for representing WASBO so well!



2007 Wisconsin School Business Official of the Year Robert Buchholtz

Bob's highlight in receiving the School Business Official Award was having his six protégés'

(The Waukesha Six - Doug Linse, Mark Powell, Karen Dvornik, Cathy Cramer, Darren Clark, and Erik Kass) present their heartfelt thank



you. Bob served as a leader and mentor while they each worked as his assistant in Waukesha. Five of the six are the leading school business officials in other districts and one will take over the reins at the Waukesha District when Bob retires. Cathy Cramer said the following, "He (Bob), by far exemplifies the strong qualities that WASBO preaches and that we should all strive for as school business managers. Many business managers in this area look to Bob for advice as we try to meet the many challenges we face in our districts, as we know he will always offer support and knowledge and force us to think of all sides of the issues. Most importantly, he will always ask and encourage us to answer the question – and how does this make it better for kids?" Darren Clark noted, "...Though Mr. Buchholtz and I no longer work together on a daily basis, he continues to be a source of sound advice and guidance. As I reflect on my approach to the issues facing my current district, I

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2007 WASBO Shining Star Sue Schnorr



The Shining Star Award recognizes commitment and excellence in service to WASBO through committee or board service, special projects and filling leadership roles. Sue Schnorr epitomizes these attributes. Sue has given to the WASBO organization from the very first day she joined WASBO. She has served on the School Administrators Alliance and has provided leadership as its chairperson. She co-chairs the successful Spring Conference Planning Committee. She has been active leader on the Mentorship Ad Hoc Committee, Accounting Committee, and Nominating Committee. Her current and prior superintendents



endorsed her recommendation. She also received the full recommendation of the Northeast WASBO Regional and the Fox Valley Business Managers. Roger Erdahl,

Superintendent, Rhinelander Schools, writes "I found her to be extremely competent and a consummate professional." Gregory Maass, Superintendent, Fond du Lac School District says "I am finishing my 30th year in education and can tell you that Sue Schnorr is in the top handful of all the professionals with whom I have worked and I find her involvement always

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Taking Care of Business is issued bi-monthly by the Wisconsin Association of School Business Officials. Send address changes to: Taking Care of Business c/o WASBO, 4797 Hayes Rd, Suite 101 Madison, WI 53704

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Editor: Woody Wiedenhoef

A Message from the President

Our Greatest ASSETS

Staff - Professional & Support

Our theme for 2006-07 is "Our Greatest Assets".

- A. Association—WASBO, ASBO, Regionals
- S. Students
- S. Staff—Professional & Support
- E. Educational Opportunities—Seminars, Conferences**
- T. Team Work & Networking
- S. Service Affiliates



Gail Moesch
WASBO President

This is the fourth newsletter for 2006-07 and we continue down the list for the theme of my messages. The theme of this message will be "**Educational Opportunities—Seminars, Conferences**".

Educational opportunities are a huge part of WASBO and ASBO. The committees and the staff do an awesome job to be sure that we come away from each conference, seminar, or workshop with new ideas that we can put into use right away or store them in the back of our minds for when the situation is right to implement them.

We have Fall and Spring Conferences which offers us two days of sectionals, a main speaker, and several learning activities. In addition, we have an opportunity to network with our co-workers. Often we learn new and exciting ideas by just discussing our work with fellow members. This gives us an ideal learning environment.

During the course of the year we offer at least eight conferences that cover a wide range of topics from human resources, facilities management, transportation, public relations and safety, to the most popular two-day accounting seminar. Even though I have been in this business for many, many years, I look forward to the seminars as a learning experience. I always come back to my district with new ideas that I want to implement to make our school district even better. I consider learning and educational opportunities as a life-long experience and sincerely hope that you look at these opportunities in the same light.

Involvement on the various committees is also a great learning experience. You can learn from the expertise of other committee members. You also have an opportunity to learn first hand what it takes to put on a seminar or conference. This is great experience that you can take back to your district to organize an event at the local level.

If you have had an opportunity to go to an ASBO annual conference, you know that you get an opportunity to meet with business officials from all over the U. S., Canada and other countries. The sessions, exhibits and learning opportunities come from all over the U. S. This is an experience that everyone should have. Business management, facilities management, etc. is not that different even though we are from different parts of the world.





Exec's Reflections

Meet the Candidates

In this issue, *Taking Care of Business* features our candidates for the WASBO Board of Directors. I asked each candidate to write a little about their background and their interest in becoming a WASBO board director. As our membership has grown, it has become more difficult for all of us to know each other on a personal basis. You will find

our candidates lead not only interesting professional lives, but they also have wide and varied backgrounds. In the past, the WASBO web page has posted the candidates' resumes for membership review. This will continue. Resumes of the candidates will be posted in March. Enjoy what you learn about your fellow members. A sincere thank you goes to each candidate. You have volunteered to help set WASBO policy, direction, and vision by serving as a director.

The profiled WASBO candidates are:

Keith Lucius	Treasurer
Sandy Jacobson	Treasurer
Peter Ross	Board Director
Larry Dalton	Board Director
Cathy Mark	Board Director
Janice De Meuse	Board Director

Members will be able to vote on-line in April for WASBO candidates. You can vote for one treasurer and two board directors.

We are also privileged to have an outstanding Wisconsin candidate for vice president on the ASBO board. Erin Green has already served a year as an ASBO board member. WASBO members will get to vote for her in the Fall of 2008. We are profiling her in this issue as well. You will find her vision for ASBO invigorating.

Our membership is humble and modest in talking about themselves, so this writing task was difficult for the candidates. Their dedication to the WASBO tradition of sharing and caring is unquestioned. They all offer both professional and personal attributes

that will help grow the strength of our organization. We are fortunate to be surrounded by colleagues of such caliber. When you see the candidates at one of the upcoming conferences, thank them for being willing to serve the WASBO and International ASBO organizations in this important capacity. On behalf of WASBO, thank you to all the candidates for your willingness to volunteer the time and energy to move this organization forward!

New to *Taking Care of Business* Meet your Fellow WASBO Members

Each future issue of *Taking Care of Business* will profile two WASBO members. This new feature is intended to help us better know our WASBO members. It will be a great way for all of us to learn about the excellence of our peers. It is also intended to be a catalyst for additional sharing and networking among peers.

The two members featured in each issue will be selected randomly. Woody will contact the selected members. The following is a list of tentative questions. Please feel free to provide feedback on the questions to make this a valuable feature of *Taking Care of Business*.

- Tell us a little about yourself personally.
- Tell us a little about yourself professionally.
- Tell us a little about your current district/employer.
- What do you see as your district's/employer's most significant challenges?
- What recent accomplishment are you most proud of in your district/employer?
- What is your motto to live by?
- What is your one indulgence?
- If money was no object I would...?

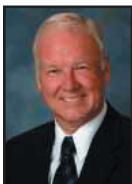
Please look forward to the phone call that may be coming your way.

WASBO Shining Star - Sue Schnorr

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constructive. Finally, it's important to note that Sue also has a great sense of humor and an infectious smile." We can attest to her expertise and can verify that indeed that laugh is infectious. Congratulations Sue! Thank you for your service and generosity.

The WASBO Shining Star Award is sponsored by Quarles & Brady, LLP



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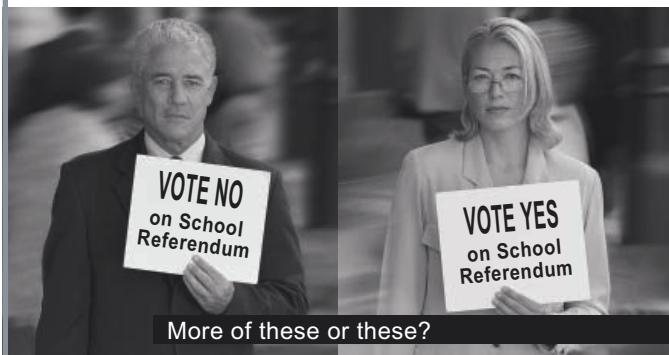
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Business Official of the Year - Bob Buchholtz

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am continually amazed by the impact Mr. Buchholtz has had on my career and management philosophy." David Schmidt, Superintendent, Waukesha Schools tells us this about Bob, "He is constantly seeking positive change for continuous improvement. Bob Buchholtz is an excellent school business leader. He has trained numerous quality school business managers and continues to gain respect of those who work with him." Erik Kass makes the following comments. "Abraham Lincoln once said, 'Whatever you are, be a good one.' This doesn't just describe Mr. Buchholtz over the past year, but for his entire career...through the good times and the bad times, he always seems to keep his eye on what is important, and in his mind that is providing the most opportunities for the children we serve." Bob is now moving into retirement. WASBO members hope he visits us regularly to continue to share his expertise, sly smile, and dry wit. Thank you Bob for all you have done for the WASBO organization over the years. Congratulations!

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A New Kind of Integration Sustainable Design and Student Learning

By Mike Pieper, RSBA, Johnson Controls, Inc.

All school administrators have a great deal on their minds. From special education to student testing, administrators face many issues. One thing most of us don't want to think about is our buildings.

But consider rising energy costs: an April 2005 *American School and University* survey estimates the nation's public and private K-12 schools spent approximately \$9.9 billion on energy for the 2004-05 school year alone.

On top of that, as the May 2005 *School Business Affairs* quoted the National Center for Education Statistics of the Department of Education 1999 report that 43% of America's public schools—about 33,800 schools—reported at least one unsatisfactory environmental condition. Indoor air quality was reported to be unsatisfactory in about 20% of our nation's schools.

In the beginning, like many administrators I threw up my hands, called in an architect, used an off-the-shelf plan, chose the low bid – and went back to looking at test scores. It's understandable why administrators turn to outside experts to help them make decisions. Many school administrators would say their job is ensuring intelligent students, so they don't have time to pay attention to this talk about intelligent buildings.

A new movement in school facilities, however, is prompting administrators to take the time to examine how a building's design might not only contribute to test scores, but also addresses budget and indoor air quality issues.

It's called sustainable or high performance design. High performance buildings use energy and water efficiently, assure indoor environmental quality and employ environmentally friendly operational practices. The U.S. Green Building Council recognizes buildings that meet the highest performance standards through environmentally conscious design and energy efficiency with the Leadership in Energy and Environmental Design (LEED®) certification. Analysts across the country and throughout the world are looking at these buildings because they can affect student learning and save money at the same time. Those are two items that will make any administrator's ears perk up.

In 1997 as a young Wisconsin school business official, with an endless amount of facility related work in my future, I decided to learn as much as I could about facility management and intelligent design. So I started down this life long learning path by enrolling in a number of facility related courses at the University of Wisconsin Madison. Over the last 10 years I have taken advantage of every opportunity to better understand facilities and their relation to student achievement.

I became committed to providing buildings that created the best learning environments for students – and the best accountability for taxpayers.

The Green Path

Short and long-term success requires education of your school board and the community, technical assistance, equipment evaluation, cost monitoring, and financial solutions.

School boards should go on record directing their districts to develop performance goals for school facilities, which include indoor air quality (IAQ).

Life-Cycle Path

A design team should employ a life-cycle program management approach to address both the technical and financial aspects of the projects while still seeking opportunities to take up-front cost out of the projects. Considering the cost of a project over its life is akin to the classic definition of sustainability: Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Districts should be committed to creating a better learning environment for students while saving money, reducing energy and water use, and protecting the environment.

Districts that have achieved LEED certification are demonstrating the fact that you can build a better building, improve the learning environment, and save energy at the same time at no additional construction cost.

Some of my sustainable elements included:

Fresher Air

A building ventilation system that pumps fresh air in at floor level and exhaust it through ceiling vents. Air

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Sustainable Design and Student Learning

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doesn't travel from room to room, cutting down on the spread of illnesses.

The comment I hear most often is that the air is different, it feels fresh.

Reduced Energy Use

Use a heating system that uses warm air exhaust to heat incoming fresh air, without mixing the two.

Use a lighting system that automatically turns off some lights in the school on sunny days, when less artificial light is needed.

Reduced Water Use

Use low-flow urinals and faucets that reduce water use by more than 30 percent.

Natural Daylight

Use outside views available from virtually anywhere in the school, with natural daylight that bathes nearly every corner of the building. Studies suggest use of daylight in schools results in better student attendance, more positive moods and higher grades and test scores.

In one California district, students in classrooms with the most daylight scored 20 percent higher on math tests and 26 percent higher on reading tests compared to students in classrooms with lower levels of daylight.

Principals have even stated that the students are better behaved and quieter because they can see outside.

Student Leadership

Student learning can be integrated into the operation of high performing schools. Children can do research on different building features for science and math projects

A report from the Department of Energy's National Renewable Energy Laboratory noted that "school districts are learning that energy efficiency and renewable energy technologies not only affect the bottom line, they are also useful vehicles for increasing math and science scores and teaching today's students about tomorrow's energy future."

Reduced Costs

Best of all, high performing buildings cost no more to build than a standard school. That's in keeping with Kats (2003) report which dispels the perception that building green costs more. The report looked at 33 LEED projects, and the average reported cost

premium for all 33 buildings is somewhat less than 2 percent.

Administrators DO have a lot on their minds, and it's just common sense to take a look around and see how facilities can contribute to solving problems. Unless you're in a rapidly expanding district, you probably don't have to build a new building more than once every 20 years. When you build it, do it right – use LEED as a guideline, or look at LEED-EB (existing buildings) to see how you can operate your current facilities even better. Even an additional two percent in upfront costs can result in tremendous life-cycle savings.

Keeping within budget was my promise to district taxpayers. Providing excellent learning opportunities was my mission and my promise to students. Administrators in districts across the country can provide the environment to do both.

Mike Pieper, R.S.B.A., has more than 10 years of experience in public school administration and is currently a Solutions Account Executive in Wisconsin for Johnson Controls Inc. Mike provides consulting services to public school districts, including Life Cycle Program Management and can be contacted at michael.c.pieper@jci.com.

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"Those who bring sunshine to the lives of others cannot keep it from themselves."

James Barrie



Meet WASBO Treasurer Candidate Keith Lucius

On January 15 just before 5:00 p.m., I received an email from WASBO Executive Director Woody Wiedenhoeft. I barely noticed the email, since this was the week of the Joint Convention in Milwaukee, I assumed it was information on the WASBO lunch on Thursday. When I opened the email, I was surprised that it had nothing to do with the convention. Instead, Woody was asking candidates for the WASBO Board and WASBO Treasurer to write an article about themselves and why they are running for the Board.

I have to admit that I was not excited about writing an article. While I am comfortable talking in front of a group, writing an article for the WASBO newsletter does not come easy to me. At heart I am a numbers person, so usually I have a numeric focus to my written reports. As the saying goes, "no pain no gain," it's time to stop procrastinating and write the article.

A logical place to start is to tell you about me. My wife, Susan, and I have been married for 14 years. We have two daughters ages seven and ten. Since 1999, I have been the Director of Business Services for the Ashwaubenon School District. Before working in Ashwaubenon, I was the Controller for the Oshkosh Area School District for five years. I received a Master's degree in school business management from UW-Whitewater and an MBA from UW-Oshkosh.

What do I have to offer the WASBO Board and membership? This is a difficult question, particularly when you consider the excellent leaders that are currently on the WASBO Board and the long list of outstanding Past Presidents and former board members. While I have been on the WASBO Board for the past three years, I believe that I have represented the WASBO membership well. I pride myself on asking a lot of questions. I will not support something until I feel that I (and the rest of the Board) have a complete understanding of the issue and that all options have been explored. In addition, I feel that I am very approachable. If you have an issue that you feel WASBO should address, I would be happy to talk with you about it.

What are the challenges and priorities for WASBO in the upcoming three years? A major challenge facing

schools in Wisconsin is the State budget. WASBO needs to be a leader in calculating the impact of proposed budget changes and needs to have a communication strategy to get this information to

taxpayers and elected officials. Another priority for WASBO is to increase membership in districts currently without a WASBO member. These districts typically are small districts where the superintendent acts as the business official. WASBO has a wealth of knowledge to share that will benefit these districts and WASBO must find a way to reach them. Finally, I believe that we have to find ways to use technology to become more efficient. Technologies such as web-casting and online databases can be used to share best practices and can give easy access to RFPs and other commonly shared documents.

In summary, I feel that WASBO is a great organization. If elected, I will work very hard to maintain the quality and to continue to build on the distinguished history. I would be honored if given a chance to take a leadership role in the organization.

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School Business Official of the Year
New School Business Official of the Year
School Facilities Manager of the Year
Business Services Award
Shining Star Award
Friend of WASBO

Application Deadline
March 1, 2007



Meet WASBO Treasurer Candidate Sandy Jacobson

Hi! My name is Sandy Jacobson and I am the Director of Business Services for the Viroqua Area School District. Viroqua is located in the southwest corner of the state – about 35 miles southeast of LaCrosse and the Mississippi River. I have been working in the school district for over 23 years and greatly enjoy both the district and the community.

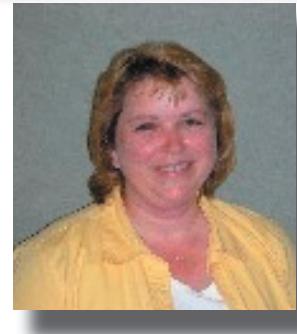
Originally from Chicago, I received my bachelor's degree in business administration from the University of Illinois – Chicago Campus. Go Bears!! (oops, did I say that?) I earned my Master's Degree in School Business Administration from UW-Madison. I have three wonderful daughters – two in college and one in high school – that provide me with unending challenges as well as joy. I also have an old German Shepherd and, in a weak moment, agreed to get a Golden Lab puppy (who now has eaten several pairs of my best shoes).

I am involved in several community groups such as the Viroqua Lions Club and am very active in my church. I try to help out with the girls hockey team and have also worked with the middle school musical. I even tried to help work on a house for Habitat for Humanity last year...let's just say that construction is not my specialty.

I currently sing in a bluegrass gospel band called the DisChords. The band members decided that we should have a fiddle player so, about a year ago, I decided to try to learn how to play fiddle. It's hard to learn something new at the age of 50. My kids say my fiddle playing no longer sounds like a dying cat and the dog has finally stopped howling when I play. So, I keep plugging along and hopefully, one day, will actually be good at it. The DisChords generally play church services, community events and bluegrass festivals. I also made a website for the band – check it out at www.dischords.org.

WASBO is a wonderful organization! I can honestly say that being on the WASBO Board has really helped me to grow professionally. It's great to be able to meet so many dedicated people. I am always impressed

by how hard the organization works to bring in and involve different groups of people – such as service affiliates and facilities managers. We have grown a lot in the last few years and I think one of the challenges of WASBO in the future will be to continue to grow, but also to keep the close ties and networking that have developed over the years between the members.



I think that WASBO's size and influence have made us a powerful group at the state level and we want to continue to push for improving educational opportunities for children, as well as improving the state and federal funding available to school districts. The SAA, under John Forester, has done a wonderful job of making our organization visible, but we need to encourage all of our members to get involved. I believe that our organization has the responsibility to provide important information to legislators so they can make informed decisions.

I believe that my experience and leadership skills will help make me an integral part of the WASBO leadership team. I have been involved with several WASBO committees and have learned a great deal about planning and organization. I also have a genuine interest in the politics of education at the state level and look forward to playing a bigger role in that area. I think we are very close to our vision of being the most influential organization on significant Wisconsin school business management issues by the end of the decade. I look forward to helping WASBO continue that vision and plot a course for the next decade.

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608.249.8588.



Meet WASBO Director Candidate Peter Ross

For those of you who know me, I apologize as this may be a bit redundant. Additionally, like many of you, I do not enjoy talking or writing about myself. Most of us have entered the education profession to give of ourselves and are not in this vocation to receive recognition. I am of that calling. With that in mind, I will make this as brief as possible in an effort, for those of you who do not know me, to become somewhat acquainted. You can thank Woody for this.

I graduated from Menomonie High School in 1980. At the time I had no intention of going to college. I began working in the lumber industry during my senior year of high school and continued immediately after graduation. During that time, I found my soul mate, married her and we started a family. After nine years as a lumber inspector, I decided college looked pretty good. With the support of my wife, Peggy, and two children, Megan and Kyle, we moved from Menomonie to Whitewater so Peggy and I could attend college. Peggy earned her teaching degree in May of 1993 and was hired at Beaver Dam Unified School District. For the next ten years we made Beaver Dam our home. Our children graduated from BDHS and have since finished college and Peggy is employed by Green Bay Public School District as Principal at Martin Elementary.

In May of 1994 I earned a BSE in math and economics and was hired to teach children in those subjects at Hartford Union High School. HUHS is a great school and I loved my teaching job. Teaching was very exciting and I thoroughly enjoyed the students, their families and my colleagues. During my years at HUHS, our district administrator, Richard Zimmerman, encouraged me to begin classes that would lead to a masters in educational leadership. In May of 2002 I earned a MA in Educational Leadership Principal (51) and finished the Business Manager (08) requirements in December of 2003. I am currently taking classes in the Green Bay doctoral cohort through UW Milwaukee.

In January of 2003 I was hired by Seymour Community School District to fill the Assistant Administrator vacancy. Leaving the classroom was a difficult decision. I will always miss the day to day student

contact. However, I love what I am doing. Seymour Community School District is a great place to be. I have found work as a school business official to be both challenging and fulfilling. Getting to know and working with the school business officials in Northeast



Wisconsin has been a definite plus. I view these men and women as colleagues and I continually utilize their expertise. The human connectedness, both here at work and in the greater area, has become a source of strength in my position. It is through these connections that the job of school business official becomes manageable. I know my job performance has been enhanced by the collegial relationships I've been so fortunate to have established. WASBO has played a huge roll in this respect.

Over the next several years and into the not so distant future, WASBO has a huge roll to play. It has been an organization that has fostered interconnectedness and must continue to do so with diligence. During the next decade, a tremendous turnover in educational positions including both classroom and administrative positions will occur. Working in education at a time of great turnover will present significant challenges. WASBO has a unique opportunity to assist in creating a climate that will assist in this inevitable transition. I view WASBO's roll as both educational and communicative in this respect. WASBO will continue to lead in the development of building and office staff personnel. Our organization must also continue to reach out to districts that have no representation within WASBO. These are big challenges, no doubt. However, the biggest challenge of all may be for WASBO to continue to enhance networks already thriving that will connect our membership to each other and the greater educational system.

I have no magic wand. The next decade will pose great challenges. WASBO will be an exciting organization to be part of.

Pete



Meet WASBO Director Candidate Cathy Mark

My name is Cathy Mark and I am the Business Manager for the Boscobel School District. I returned to my hometown of Boscobel and began working at the School District's business office in the fall of 1993 after having lived in Colorado for over sixteen years. When I am asked why I left Colorado to move back to Boscobel, my response is often "temporary insanity". All joking aside, Southwestern Wisconsin is a wonderful place to raise a child and the beauty of this State competes very well with that of Colorado.

While I was in Colorado, I completed my undergraduate degree in Business Administration at the University of Northern Colorado and worked in the business office at the school districts in Greeley and Estes Park. After returning to Wisconsin I completed UW-Whitewater's School Business Management program and became a licensed Business Manager. In my free time I enjoy spending time with my family, helping out at my church and in my community, reading, hiking, traveling, and doing crafts.

I feel truly honored to have been asked to run for a seat on the WASBO Board. Our organization has a history of phenomenal leadership and I would be proud to be part of that team. A strength I would bring to the WASBO Board table is in-depth knowledge of the challenges we face, as well as the opportunities we have in smaller school districts. Although Boscobel's enrollment is only about 925 students, we are among the larger Districts in this part of the State. I achieved one of my professional goals in December of 2005 when I organized the first meeting of the Southwest Wisconsin WASBO regional group. I have been the coordinator for that group for the past year and our meetings have provided a great opportunity to share information, concerns, and resources without a lengthy drive.

In this time of financial constraints, the strength of our organization becomes even more important to all districts, large or small. As resources are cut within our own districts, we rely more heavily on each other for support, expertise and knowledge. I see a continuation of WASBO's high level of professional

development opportunities as a top priority for our organization. Another critical area is continuing to work with our legislators, and advocating for adequate school funding. Politics are not my strongest area, but in the short time that I have served as one of the WASBO representatives on the School Administrator's Alliance Legislative Committee, I have learned a great deal. I look forward to learning more as I continue my work on this committee.

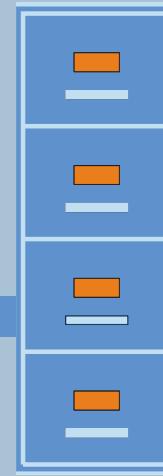
Thank you for considering me for your WASBO Board. I would be honored to serve on the Board, however, I know that with the quality of our membership any one of the candidates will be committed to doing a great job for our organization.



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Meet WASBO Director Candidate Janice DeMeuse

My career in school districts began in 1977 as the bookkeeper for Southern Door County School District. Since that time I have worked for the Unified School District of DePere, the Appleton Area School District, and I am currently the Business Manager for the Luxemburg Casco School District.

I have three adult children—Mark lives in Ft Lauderdale, Gina and her husband live in Menominee MI, and Mike and his wife live in Green Bay. My husband, John, is from Oshkosh and we met while I was working for Appleton Schools. I enjoy antiquing, scrapbooking, camping, walking, painting, decorating for Christmas, and Green Lake. I am the WASBO Bay Area regional contact, a member of the WASBO Accounting Committee and have presented at the Accounting Seminar, ASBO member, and a Certificate of Excellence in Financial Reporting and Meritorious Budget reviewer. I belong to several volunteer organizations: board member of Luxemburg Casco Scholarships Inc. and Evergreen Theater, Kiwanis, Habitat for Humanity, and Salvation Army bell ringer.

In the fall of 1996 my daughter was completing her Masters degree and I was once again discussing college with her. I had married and started a family right out of high school, but thought and talked about college for myself over the years. On that day my daughter must have been tired of hearing it as she took me by the collar and said, "Mom, you have talked about going to school for years—GO. I will sit here at one end of the dining table and do schoolwork and you can sit at the other end and do your schoolwork." She gave me the push I needed, but in those few words she also told me she would be there to support my efforts.

That sunny fall day proved to be a turning point in my life. Through five and one-half years of major life changes, I managed to complete both a bachelor and master degree. I learned many lessons but one significant lesson was that experience is an excellent teacher. I would like to use my experience to cultivate and help shape the future of the profession to which I have devoted so many years. I bring a broad-based background and experience in a variety of situations and differently-sized school districts to help WASBO take

the steps necessary to propel it to its mission of being "the most influential organization on significant Wisconsin school business management issues."

In the future business managers will face the same challenges that have been roadblocks in the past. Dealing with uncertain funding and public scrutiny of what we do is always there. WASBO's support of its members, such as the seminars and networking opportunities, is crucial to the membership. To be able to continue to provide this kind of support, WASBO should expand its embrace of a membership with diverse backgrounds and specialties.

As more and more members of our profession reach retirement age and school districts that currently do not have business managers realize the necessity of the position in their districts, demand for well-trained individuals will increase. Universities can give students the tools they need to perform the job but I believe it is the duty of those of us currently in the business to pass on the "art" of school business management. Likewise these new business managers have enthusiasm and technical skills to share. WASBO can be the vehicle to blend these ingredients together to create a vital, healthy organization that is better able to meet the differing needs of those at different stages of their careers.

It is difficult for "outsiders" to see the influence that business managers have on the education of students and many do not see us as advocates for children. They do not realize that without all the support functions we provide there would be very little education occurring in schools. They would not be clean, safe and healthy environments equipped with the tools teachers need. Kids are why we all do what we do. While it may be difficult to remember that when we are involved in contentious negotiations or some other distasteful situation, we owe it to future generations to always keep the goal of providing the best educational opportunities for all our students at the forefront of our efforts.





Meet WASBO Director Candidate Larry Dalton

My name is Larry Dalton, and I am a candidate for the WASBO Board. I'm in my 11th year as Director of Finance of the School District of Onalaska. Prior to this, I served 6 years as the Business Manager of the Ladysmith-Hawkins School District. My first work with schools was at the Northland Pines School District as an instructional aide, and then as an accounts payable bookkeeper. Before entering education, I had a 12-year career as a professional musician, mostly on the West Coast. I received my bachelor's at Michigan State University and master's at UW-Superior.

My wife Barb is an elementary guidance counselor in the School District of La Crosse. This year is our 35th anniversary. We have three children, ages 24, 21, and 17.

I have served as the contact person for the West Central School Business Officials for the past 10 years, and was one of those responsible for re-establishing an active WASBO regional in our part of the state. In addition, I have been involved in the Coulee Region Alliance for School Healthcare and in the Coulee Area Regional Employers Health Action Cooperative. I am a past president of the Onalaska Area Business Association, and of my church council. I am active in the Onalaska Safe Bicycling Association, and the La Crosse Sailing Club. I play bass fiddle in a bluegrass band and with various other groups.

I believe WASBO's greatest value is as an educational organization – to develop and share school business information – to share it with both seasoned and new school officials, school board members, policy makers, and the press. I applaud the WASBO and DPI team who developed the pre-convention workshop for the Milwaukee Joint Convention called "The School Finance Puzzle: How the Pieces Fit Together". This is a solid step in the initiation of a school finance curriculum that can serve as a tool for Board development. Also strengthening WASBO's educational efforts is the integration of service affiliates into the organization. Our private sector partners often have high degrees of expertise in areas of school business and are willing to teach us.

Of the challenges that face WASBO, I think one of the most significant is time. All of us are faced with an increase in the number and complexity of our job responsibilities, yet we need to tend to our own professional development. WASBO serves us best when it delivers quality topical programming with the minimum of time away from our districts. I would support further efforts to share information through webcasts, streaming, and podcasts, as well as e-mail publications. These efforts could supplement our existing menu of well-planned conferences and seminars.



WASBO has been a treasured resource for me, both at the regional level and as a statewide organization. The sharing of knowledge, the common struggles, the stories, the commiseration, the humor – these all have supported my career. The wisdom, integrity, and dedication of my colleagues is something I have come to rely upon. I would be honored to serve our organization as a member of the Board of Directors, and would give my best effort toward improving an already great association.

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BOOK REVIEW

Good to Great

Orvin R. Clark, EdD, RSBA
EDAD Chair
University of Wisconsin-Superior

former faculty member of the Stanford University Graduate School of Business and now works from his management research laboratory in Boulder, CO. *Good to Great* is 218 pages in length and is an interesting read.

The study of twenty-eight companies involved two major questions:

- (1) Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority?
- (2) And if so, what are the universal distinguishing characteristics that cause a company to go from good to great?

The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good-to-great. Why did one set of companies become truly great performers while the other set remained only good? The team analyzed the histories of all twenty-eight companies over a five year period and used strict benchmarks to identify a group of eleven elite companies that made the leap from good-to-great and sustained that greatness for at least fifteen years.

The research steps involved (each with a set of benchmarks):

1. Coding Company Documents into 11 categories
2. Financial Spreadsheet Analysis of 22 variables
3. Interview questions on management style & processes
4. Special Analysis Units on Acquisitions and Divestitures, Industry Performance Analysis, Executive Churn Analysis, CEO Analysis,

Good to Great, written by Jim Collins, presents the findings of over five years of research and analysis of twenty-eight companies which disprove most of the current management hype. Jim Collins is coauthor of *Build to Last*, a national bestseller with millions of copies in print. Jim is a

Executive Compensation, Role of Layoffs, Corporate Ownership Analysis, Media Hype Analysis and Technology Analysis

5. Comparative Analysis Framework

The screening process for selecting good-to-great companies involved four cuts:

- ❖ **Cut One** from universe of companies to 1,435 companies selected from the Fortune 500
- ❖ **Cut Two** from 1,435 companies to 126 selected into full CRSP data pattern analysis
- ❖ **Cut Three** from 126 companies to 19 selected into industry analysis
- ❖ **Cut Four** from 19 companies to 11 selected into good-to-great set

The researchers selected two sets of comparison companies. The first set consisted of “direct comparisons”-companies that were in the same industry as the good-to-great companies with the same opportunities and similar resources at the time of transition, but that showed no leap from good-to-great. The second consisted of “unsustained comparisons”-companies that made a short-term shift from good-to-great but failed to maintain the sustainability. Jim Collins’ driving thought is expressed in his quotation, “Don’t let the comfort of being good keep us from being great.”

The researchers developed a framework and concept they called the “flywheel,” think of the transformation from good-to-great as a process of buildup followed by breakthrough. Breakthrough is divided into three broad stages: disciplined people, disciplined thought, and disciplined action. Within each of the three stages there are two key concepts:

- ❖ **Disciplined People – Level 5 Leadership and First Who... Then What**
- ❖ **Disciplined Thought - Confront the Brutal Facts and Hedgehog Concept**
- ❖ **Disciplined Action – Culture of Discipline and Technology Accelerators**

One of the most surprising results of the research of good-to-great companies was in the discovery of the type of leadership required to turn a good company into a great one. One might think that such companies are led by high profile leaders with big personalities, those who make headlines and become celebrities.

Continued on page 22

Are You Prepared to Answer Why Your Buses Do Not Have Safety Belts?

By Ron Olson, Business Manager, Monroe School District and WASBO Transportation Committee Chair

A generation of our students has grown up with seat belt laws and correspondingly we have had a generation of parents who have always driven with seat belt laws. Wisconsin's seat belt law is now twenty year's old and we have all heard about seat belt safety for even longer than that. It is little wonder that we now have a growing number of parents and students asking why we do not have seat belts on our buses. Advocates across the nation are pushing for legislation to require safety belts on buses. The media often points out the lack of school bus safety belt laws after accidents involving buses. So what are the issues? Why do we not require safety belts on Wisconsin buses? What issues might we face if safety belt laws are required?

These are a few of the questions that Robin Leeds, a bus industry specialist with the National School Transportation Association, will address during her presentation at the February 28, 2007 WASBO Transportation and Bus Safety Workshop.

Whether your district contracts your bus services or has your own fleet of buses, you can count on parents and media coming to the school for answers in the unfortunate event of a school bus accident. Because of my interest in transportation, I could explain that school buses have been proven to be the safest mode of transportation for students. I could also explain how compartmentalization and school bus framing work to protect students and absorb energy much like an egg carton does. In other words, I believe I could explain why our buses don't have seat belts while being extremely safe and designed to operate without them.

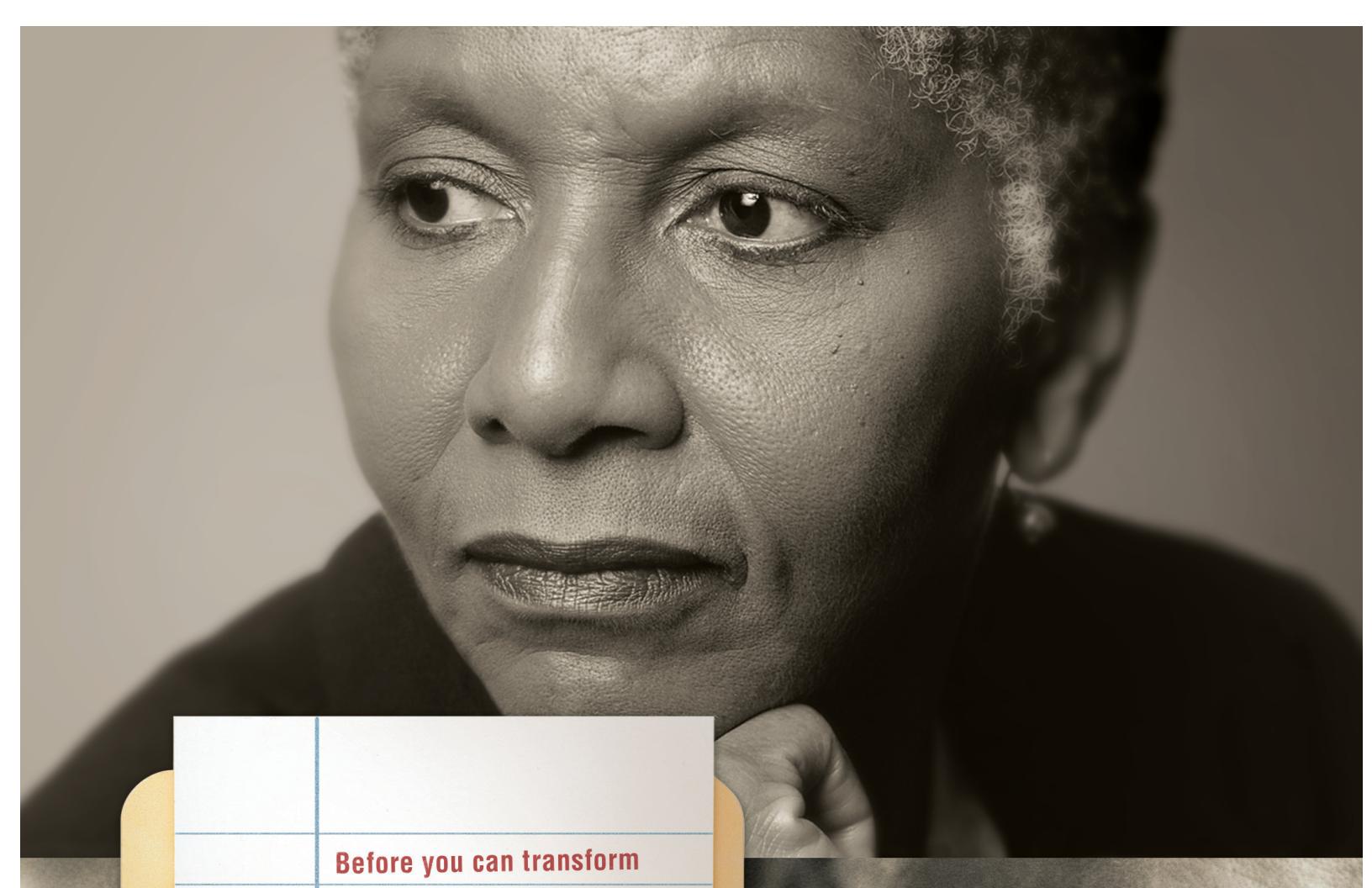
If those same parents or media came to me and asked about proposed school bus safety belt legislation, I'm not sure I could provide a good answer. The issues can be extremely complex and lead to as many questions as answers.

Some states have put forth lap belt laws. Many studies have shown lap belts are more dangerous than standard bus compartmentalization without lap belts. Three-point shoulder harnesses have proven to be much safer than lap belts, but they come with some questions. Who pays for the increased costs to retrofit existing

buses or the additional cost when purchasing new buses? Much of the bus capacity will be limited to two students per seat. Where will the money for extra bus routes come from? How do I explain to a parent that until we have a chance to phase in all school buses that their student will be on a bus without safety belts while other students ride buses with safety belts? How do the bus drivers ensure that all students are wearing their safety belts correctly? Do the drivers stop the bus to check belts or deal with students who refuse to wear their belts properly? What will the District liability be if an accident occurs and a student wasn't properly wearing a safety belt? What do safety studies show as the hazards to our students who improperly wear their belt? How might lap belts affect evacuation of the bus in the event of an accident?

I hope some of my thoughts and questions may have piqued your interest. I encourage you to attend the February 28 WASBO Transportation and Bus Safety Workshop. In addition to Ms. Leeds discussing this issue, other topics include Bullying on the Bus, GPS technology for tracking your buses and their activities, and Ultra-Low Sulfur Fuel. There will also be a presentation by the Wisconsin Department of Corrections on the new sex offender registry and how schools can utilize it. It will be followed by a roundtable discussion of the impacts of having this information. I hope to see many of you there.





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John Forester
SAA Director of
Government Relations

released its projections on January 30th. According to LFB figures, the state will have about \$40.7 million more in the general fund than previously expected in the current fiscal year, but shortfalls in four areas that need to be addressed will likely wipe out much of the state's gross balance for 2006-07.

The Public Defender's Office, BadgerCare, Corrections, and W-2, child care and related programs face a total shortfall of \$99.3 million through June 30. LFB projects the state will have a gross balance of \$110.7 million.

LFB director Bob Lang said he believes those shortfalls will have to be taken care of in some fashion before the fiscal year ends. "The public defender is going to run out of money very soon," he said.

LFB's projections for the three-year period ending June 30, 2009, are within \$12.8 million of the estimates the Department of Administration released in November. Both estimates project revenue growth of about \$1.2 billion for the biennium, leaving a budget deficit of \$1.6 billion. LFB projected \$51.7 million more in tax collections for 2006-07, \$400,000 less in 2007-08 and \$64.1 million less for 2008-09.

But those numbers come with one caveat: LFB did

Legislative Update



LFB Releases Revenue Estimates

Interest groups and state budget watchers that were hoping for more robust revenue projections than those issued by the Department of Administration on November 20th were disappointed when the Legislative Fiscal Bureau

not factor in the potential costs of an appeals court decision last week that a custom software program Menasha Corp. purchased was not subject to the state sales tax.

LFB estimates the fiscal impact of that decision could be \$277 million in 2007-09 with lost revenue of up to \$30 million a year going forward. Lang said it was difficult to project the exact impact because it is not yet known whether the state will appeal the decision and how many companies may apply for a refund on tax revenue they paid in similar cases.

Republicans seized on the news to insist the revenue projections show the state will have enough money to balance the budget without raising taxes. One thing remains certain – Governor Doyle and Wisconsin legislators face a challenging 2007-09 state budget.

State of the State Education Highlights

Governor Doyle's State of the State address on Tuesday, January 31st was dominated by health care proposals, tobacco initiatives and investments in the UW System. However, several K-12 proposals were highlighted, as noted below. The Governor's complete budget plans for K-12 education will have to wait until his budget address scheduled for February 13th.

K-12 Education Proposals

- Make a third year of math and a third year of science mandatory for high school graduation.
- Triple the state's support for school breakfast programs.
- Provide a major investment to reduce class sizes from kindergarten to grade three.
- Double funding for the Youth Apprenticeship Program.



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Legislative Council Study Committee

Special Committee on Review of State School Aid Formula

By Luther Olsen, State Senator

Last summer, the Joint Legislative Council (JLC) a legislative committee of members from both the Senate and Assembly established a study committee to review the school funding formula, and make recommendations to the legislature.

Study committees are comprised of legislative and citizen members who have expertise in the area being studied. The study committee meets, usually over a period of time when the legislature is not in session, multiple times, and tries to develop consensus on ideas that are typically drafted as legislation, and forwarded to the JLC. If the JLC approves the bill draft, it is then introduced as sponsored by the JLC.

The last time a study committee examined the school aid formula was in 1997. Because about 40% of the state budget goes to fund public education in Wisconsin, it represents a major issue of concern, and a significant topic of debate not only in the legislature, but also in schools, homes, and the media.

When I was appointed to chair this Legislative Council Study Committee, I had a couple of hopes for the group. First, I hoped we would have a lively and open debate about the issues facing schools in terms of funding. Second, I hoped whatever recommendations we might advance would do no harm – in other words, that we would not help some schools to the detriment of others. Finally, I hoped we would not simply seek change for the sake of change, and toss out the many good things that our formula does.

I believe we achieved those goals. Over the course of our meetings, I believe that all the members learned a great deal about how Wisconsin funds schools, and it is even fair to say that some folks who thought the whole formula would be tossed aside came to learn that there are in fact many strengths of our formula. Having said that, there was clear agreement that there are problems, and we sought to address those.

The committee was comprised of 21 people including 10 legislators, the remainder including representatives from school boards, district administrators, business administrators, a taxpayer group and the university.

This group met monthly over the course of 6 months and, in that time, took testimony from schools across the state on the struggles they face, learned about the proposed DPI budget, heard an overview of an ongoing school adequacy funding study, and went through the funding formula in detail with the non-partisan Legislative Fiscal Bureau.

After this initial learning phase, the committee developed a list of the areas on which we wanted to focus our efforts. Those areas included declining enrollments, low revenue ceiling aids, transportation aid, information on consolidation benefits and the call for some local flexibility to address school needs.

The recommendations of the committee are being drafted and include:

Declining Enrollment Adjustment – The committee recommends a change to the current declining enrollment adjustment. In the first year of an enrollment decrease, the school would receive 100% of allowable revenues the decline generated. In the next year, the district would receive 75% of the first year adjustment, and in the following year, a 50% adjustment.

Low Revenue Ceiling Proposal – This would increase the low revenue ceiling by \$400 per year, from \$8,400 to \$8,800 in 2007-08 and to \$9200 in 2008-09.

Transportation Aid Adjustment – The committee elected to voice their support for the transportation proposal included in the DPI budget proposal. The DPI plan calls for an increase of 20% for aid for districts transporting students over 12 miles to and from school each day.

Consolidation Study Funds – The committee heard that often schools had interest in investigating whether consolidation would save districts money. Currently, there is no easy way for districts to determine if this is a cost-effective option. The committee recommends setting aside \$250,000 for a grant program districts could access to study consolidation feasibility.

Continued on page 21

Revenue Limit Authority Flexibility – The consensus of the committee was to advocate a plan that would allow districts to increase their revenue limit by 1% of the statewide average per pupil, by a two-thirds vote of the school board. This increase would not be aidable with state funds; in other words, the state would not add additional state aid into the school funding formula because of such an increase. Any referenda passed would continue to be aided by the state.

It is important to note that although the recommendations of the committee were based on consensus, that there was not unanimous agreement on the issue of allowing schools to exceed their revenue limit authority without going to referendum to seek taxpayer approval.

It bears mentioning that the committee recognized that one of the major strains on school budgeting is the interaction between revenue limits and the QEO. Many of the complaints heard about the ‘formula’ were in fact not about the formula itself, but rather the problems that occur when the revenue caps are overlaid with the QEO. Because those factors were beyond the scope of the committee charge – which was to review the funding formula itself – the recommendations of the committee do not reflect this concern.

At this point, these are only recommendations of the study committee, and are in the process of being drafted. They must still clear the JLC, and be introduced before they will be heard in committee and have the potential to become law.

The committee gave unstintingly of their time and energy serving the state in this capacity, and we all owe the members a debt of gratitude. This is one of the weightiest subjects that a study committee is called upon to address, and I feel that the combined expertise and commitment of the members was key in reaching the consensus recommendations that were put forth.

For more information on this committee go to <http://www.legis.state.wi.us/lc/committees/study/2006/SSAF/index.htm>.

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President's Message

Continued from page 3

Regional meetings are one of the most important learning experiences. They are held anywhere from four to eight times each year. At the regional level, we have an opportunity to learn from other school districts in our area. We have presentations from professionals on urgent items that need our attention. We also have a cracker barrel discussion to exchange ideas. The cost to go to the regional meetings is nominal since they are held in our neighborhood.

As you can see, the educational opportunities from WASBO and ASBO are many. We owe it to ourselves and to our districts to attend as many of these conferences as possible. We need these new ideas to keep our school districts on the “cutting-edge” of education. Our community, staff and students deserve nothing short of the best.

As I think of educational opportunities, I think of the awesome prospects in our chosen field of employment. Since we are in an educational facility, every day is an educational promise. We need to be aware of this fact and not miss out on an opportunity. At the school level, we share professional development with fellow administrators, teachers, support staff; and most importantly, we learn from our students. Students have that sincerity and innocence about them that makes every single day a real learning opportunity. Get down on the floor with a kindergarten student and you will be amazed how they communicate with you in a manner that you have long forgotten. They are sincere and refreshingly honest. We can share these experiences with any student in our schools, whether it is in an elementary or secondary school. Take time to celebrate our calling to education each day.

Some Quotes:

“The Most Important part of teaching is to teach what it is to know.” Simone Weil

“Whatever you teach, be brief; what is quickly said the mind readily receives and faithfully retains, while everything superfluous runs over as from a full container. Who knows much says least.” Proverb

“Education is not received. It is achieved.”

Unknown Source

Book Review

Continued from page 15

Level 5 leaders are those who combine extreme personal humility with intense professional will. The first stage is disciplined people and the Level Five Leadership hierarchy consists of the following:

- ❖ **Level 5: Executive** – builds enduring greatness through a paradoxical blend of personal humility and professional will.
- ❖ **Level 4: Effective Leader** – Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, simulating higher performance standards.
- ❖ **Level 3: Competent Manager** – Organizes people and resources toward the effective and efficient pursuit of pre-determined objectives.
- ❖ **Level 2: Contributing Team Member** – Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.
- ❖ **Level 1: Highly Capable Individual** – Makes productive contributions through talent, knowledge, skills and good work habits.

The eleven good-to-great companies had to have experienced 15-year cumulative stock returns that were at or below the general stock market, punctuated by a transition point, then cumulative returns at least three times the market over the next fifteen years. Each company had to demonstrate the good-to-great pattern independent of its industry. Each company had to demonstrate a pattern of results. Each company was compared to other similar companies that either never made the good-to-great leap or made it but did not sustain it. When the good-to-great companies were identified, the researchers found distinct patterns of behavior in those who lead each company that concerned disciplined people, thought and action.

The eleven good-to-great companies are:

Abbott	Circuit City
Fannie Mae	Gillette
Kimberly-Clark	Kroger
Nucor	Philip Morris
Pitney Bowes	Walgreens
Wells Fargo	

I hope that *Good to Great* will assist all of us to remember that **good** is on the road to **great**, but it takes disciplined people, thought and action to reach the end of the road and maintain sustainability.

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John Gahan
WASBO Director

Director's Corner

What is Your New Year's Resolution?

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

WASBO Members - welcome to another new year! This time of year is filled with resolutions about how to become a better person, and work harder to be the best you can be. If you need evidence of this phenomenon, visit a health club on a Monday evening. You will see many people exercising off their guilt from the weekend after driving endlessly around the lot to find the closest parking spot to the doors.

This particular year each of us is faced with a biennial resolution of building a better budget in the face of the uncertainty of the State budget, and beginning (or still finishing) the collective bargaining process. Both of these issues are significantly linked by one common thread, the arduous spring ritual of getting the health insurance renewal estimate for the District and wondering how you will ever make it work in the collective bargaining and budget development process.

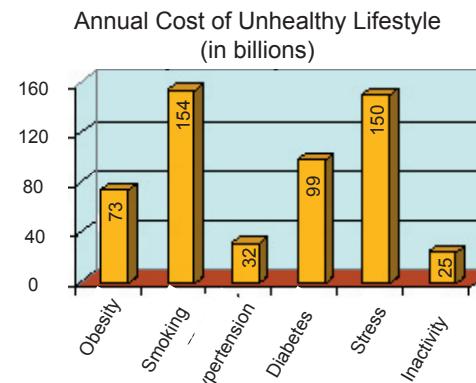
This is where I would challenge you to use an additional tool from your toolbox to address the problem. Traditionally, we have focused on what cost-shifting or cost-sharing mechanisms can be incorporated into the health plan design to reduce premiums. These included increased deductibles, adding office visit copays, or reducing benefits. In the meantime, you hope that you don't foster a disincentive to seek care, which could lead to higher cost problems in the future. All of this neglected to focus on one simple, yet significant, solution: *Why do we not encourage members to just live a healthier lifestyle?*

Many of our employees are feeling fine and neglect to notice the signs of significant future problems, which are growing under the surface. There are several significant risk factors that have a huge impact on the cost of our plans. In fact, the Wellness Council of America estimates that chronic disease related to lifestyle accounts for 70% of the nation's medical costs.

Some of these risk factors include:

- Depression
- Stress
- Obesity
- High cholesterol
- Tobacco use
- Seatbelt use

The best news is that all of these risk factors are manageable through a proactive approach - *A Lifestyle Change*. The following table illustrates the impact on health care costs of these manageable risk factors:



The 80/20 Rule tells us that 80% of our costs are generated by 20% of our plan participants. One key function of an effective wellness program is to prevent people who are in the 80% health group from moving into the 20% high cost group. What can you do to help mitigate this problem? Be a leader in your District and set an example for the rest of the staff. Make the wellness plan come alive! Don't let it collect dust on the shelf. Wellness activities should go beyond the fitness challenge that often lasts two weeks. Suggested strategies for implementing your wellness plan are below:

- Raise the awareness of people to the conditions they potentially suffer from, including weekly or monthly health information bulletins
- Use the collective bargaining process to incorporate Health Risk Assessments into the lives of your staff
- Incorporate wellness activities and health initiatives

All of these resources are available to you at a reasonable cost and the ROI is significant. For the cost, the savings are both financially and emotionally immense especially when you hear of the first cardiac arrest that was avoided in your group because the person had no idea they were at risk. With that being said, this year make a new resolution to proactively approach wellness in your District. You may not see the immediate impact on the cost of your insurance, and you may not reach everyone, but over the long haul the renewal savings will add up to a substantial amount and the wellness momentum will grow.

Happy New Year!

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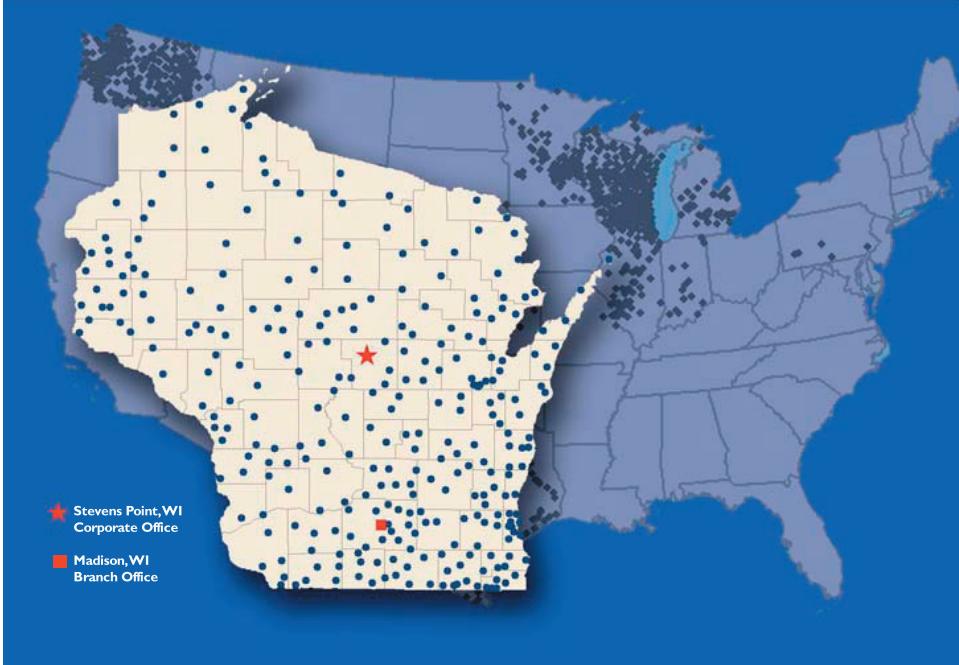
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Marcel Proust

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ASBO Update

A Report from the ASBO Board

2008 is just around the corner! It's hard to believe that the second year of my three year ASBO Board service is here. Our WASBO Board has decided to support my candidacy for Vice-President of ASBO International at the election at the ASBO Annual Meeting in

Denver, Colorado, in 2008! Due to the timing of the voting before the 2008 Annual Meeting, campaign season is here!

I didn't grow up wanting to be a School Business Official, or a leader in an international association. It is, however, the direction my life has taken. I am asking for your vote, one more time, to help me continue the tradition of Wisconsin progressive leadership at the national level.

During my thirty year career in public service, from corrections work to K-12 education, I've learned that I have the passion, ability and energy to serve and lead associations. Beginning with my college days at UW Madison- where I earned an MBA; worked in an association that sent me to Finland, France and Germany for work experience; to charter membership in the International Association of Personnel Women; to Board membership, and as President, in the Wisconsin School Safety Coordinators Association; to service on the WASBO Board as chair of the Membership Committee, member of the Safety and Facilities Committees; to serving in ASBO's volunteer leadership structure for the past eight years; and, on the ASBO board, I have been an *active* member and *volunteer* leader.

Some of the work I have enjoyed most lately is:

- Serving on the Board of SIRMC (Schools Insurance Risk Management Cooperative), a great success story of districts collaborating to buy various insurances and practice proactive loss control and risk management, saving budget dollars.
- Continuing to promote innovative ways to contain health care costs for school districts, including health promotion programs to avoid costly diseases, implementing a consumer-driven high deductible health plan paired with

a Health Reimbursement Account, making plan design changes to enhance better consumerism, educating staff and other districts as to the possibilities, and bidding insurance leading to carrier changes.

- Penning articles for WASBO and ASBO publications; giving presentations at WASBO and ASBO and in other venues.
- Continuing to work with groups and organizations interested in stabilizing school funding in Wisconsin for education.

ASBO, like most associations, faces challenges in an era of competition for member's time and money. While ASBO remains fiscally sound, staying so requires ever increasing creative programming, partnerships, and on-going dialogs with affiliates and members. Determining the most effective value ASBO can bring to members is key.

Help me lead ASBO to:

- Grow from 6,000 to 15,000 members in order to make ASBO the "GO TO" organization for school boards, educators, and law makers and policy makers before educational legislation is written, in order to stabilize the environment we work in and bring rational, sound funding methods to education.
- Provide innovative world class professional development and leadership training for members and affiliates around the world, including an international credential worthy of our important work.
- Practice inclusiveness and diversity in all ASBO does, continuing to provide the network of support that is our tradition and hallmark.

Our collective power can be a catalyst shaping the future of education globally. After all, who better than an SBO understands leveraging and allocating scarce resources to give next generations better opportunities in a rapidly changing world?

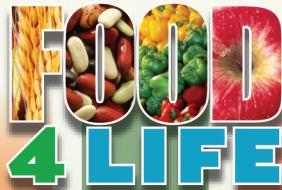
If you are not an ASBO member, why the heck not? Please consider joining! We welcome and encourage you to join an ASBO committee.. and an added bonus is that WASBO may assist ASBO committee members with conference expenses, to help level the playing

Continued on page 29

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Grand Plans for Grand-boomers

How Grandparents Can Give the Gift of Higher Education

By John Cummings of Merrill Lynch

Today, AARP estimates that there are 70 million grandparents in the U.S., and this number is expected to reach 74 million by 2010 as older grandparents live longer and as more and more baby boomers – or grand-boomers – join the ranks of grandparenthood. And just as baby boomers have transformed every stage of their lifecycle, it's likely that their new role as grandparent will be no different.

In fact, studies predict that the affluent boomer generation will influence how and how much their grandchildren save for college. Moreover, according to a 2002 survey from AARP, more than half of these grandparents say they have helped or will help pay for their grandchild's higher education expenses.

The proliferation of Section 529 plans have caused many grand-boomers to inquire whether or not a Section 529 is the right option for them to not only pass along their wealth, but also as a means to pass along their educational values to their grandchildren and future generations to come.

Why Save Now?

Given the rising cost of college today, one of the most important things a grandparent can do is to help save for their grandchildren's educations. According to the College Board, the average cost of a four-year private college for the 2005-06 academic year is \$21,235 (up nearly six percent from last year) and a four-year public college averages at \$5,491 (up more than seven percent from last year)¹. Although these costs sound high, statistics from the U.S. Census Bureau suggest that the cost of *not* attending college can be considerably higher. In fact, individuals with a bachelor's degree earn 62 percent more on average than those with only a high school education and, over a lifetime, the gap in earning potential between a high school graduate and a college graduate can be more than \$1,000,000².

Why Choose a Section 529 Plan?

The main reason Section 529 plans are attractive to the beneficiary, as opposed to other savings vehicles, is that earnings in a Section 529 plan grow federal income tax-deferred and are currently tax-free upon withdrawal, as long as the withdrawals are used for qualified higher education expenses such as tuition, room and board, books and other higher education-

related expenses³. A Section 529 plan also offers high contribution limits, thus enabling families to save a large sum of money to pay for the growing cost of higher education.

On the other side of the spectrum, Section 529 plans also are attractive to grandparents because it enables them to reduce their estate taxes – as assets in a Section 529 plan are considered completed gifts and, therefore, are not part of a taxable estate. This enables the grandparent to experience significant tax advantages while still making a generous gift. If the grandchild is still a baby, a grandparent can gradually contribute \$12,000 annually without incurring gift-tax penalties. Under a special five-year gift rule, each couple may be eligible to make a special gift-tax election of \$120,000, or \$60,000 per individual, per beneficiary, as long as no additional contributions are made during the following five-year period.

Furthermore, another attractive feature to Section 529 plans is that anyone – including family members and friends – can contribute without restriction on income level or age. Additionally, most plans have no residency requirements and are open for contribution from anyone in the U.S.⁴ and the beneficiary can attend almost any college or university in the country – including in-state and out-of-state, or public and private institutions.⁵

Flexibility ... Just in Case

Every new grandparent hopes their grandchild will be the next great scientist, CEO or educator, but sometimes grandchildren have a mind – and vision – of their own. So what if the grandchild doesn't want to go to college, or a better scenario, what if the grandchild gets a scholarship - what happens to the money already saved in the Section 529 plan? There are several options to help parents and grandparents prepare for the unexpected ... just in case.

Foremost, unlike some educational savings vehicles, where control of an account is surrendered when a child reaches a certain age, a grandparent retains control of the Section 529 plan until withdrawals are taken. This enables grandparents to change the beneficiary at any time and allows them to transfer all or a portion of the account to another grandchild or qualified family member with no tax or withdrawal penalties. Secondly, if this is not a viable option, the

Continued on page 29

Grand Plans for Grand-boomers

Continued from page 28

grandparent can take back the money and pay income tax on the appreciation, plus a 10 percent penalty on the earnings. In the case of a grandchild receiving a full or partial scholarship, the withdrawal penalty is waived for the scholarship amount.

Leave a Legacy that Keeps on Giving

Today's grand-boomers are in a unique position to help future generations afford a college education. They have increased knowledge and awareness of investment vehicles that can make a difference in their lives and in the lives of future generations. They care about leaving a legacy and they place a lot of value on youth. Today's grand-boomers should work with their financial advisor to evaluate how a Section 529 plan can not only fit into their total financial picture, but also how it can fit into the financial futures of their grandchildren too.

For more information, please contact:

Peter J. Cavi, CFM, CFP, CRPC

Assistant Vice President

Financial Advisor

Merrill Lynch Private Client Group

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Madison, WI 53703-2103

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e-mail: peter_cavi@ml.com

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Before you invest in a 529 plan, request an official statement and read it carefully. The official statement contains more complete information, including investment objectives, charges, expenses and risks of investing in the 529 plan, which you should consider before investing.

Any information presented about tax considerations affecting your financial transactions or arrangements is not intended as tax advice and cannot be relied upon for the purpose of avoiding any tax penalties. Neither Merrill Lynch nor its Financial Advisors provide tax, accounting or legal advice. You should review any planned financial transactions or arrangement that may have tax, accounting or legal implications with your personal professional advisors.

John Cummings is Head of Corporate & Diversified Financial Services Group, Global Private Client at Merrill Lynch.

(Footnotes)

¹ The College Board, "2005-06 College Costs."

² U.S. Census Bureau, "The Big Payoff: Educational Attainment and Synthetic Estimates of Work-Life Earnings." July 2002.

³ Unless extended by Congress, the availability of tax-free withdrawals will end after December 31, 2010, and the earnings portion of qualified withdrawals would be taxed at the designated beneficiary's tax rate.

⁴ You should consider whether your home state or your designated beneficiary's home state offers any state tax or other benefits that are only available for investments in such state's 529 plans.

⁵ Institutions must be eligible to participate in federal student financial aid programs.

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The Wisconsin sub block of the ASBO Room Block for Toronto will be available in April. Contact the WASBO office if you would like a room.

ASBO Update

*Continued from page 26
field among districts.*

I value, want and need your support **and vote** to help me lead our organization as President of ASBO International!

Erin Green

*Director of Business Services
Greendale School District
ASBO International Director, 2005-2008*



National Insurance Services and Children's Health Education Center Team up to Help Youth Take Control of Their Health

By Carolyn Sikes

- In 2005, 23 percent of high school students smoked cigarettes.¹
- The proportion of overweight children ages 6 to 18 increased from 6 percent in 1976 to 18 percent in 2004.²
- 13 to 23 percent of sixth graders have gone 24 hours or more without food as an attempt to lose weight.³

If these trends continue, today's children are expected to die prematurely from smoking-related illness⁴, and suffer from heart disease, type II diabetes, anorexia and bulimia. While early education on nutrition, exercise and drug abuse can help solve this health crisis, many schools lack the time and resources to implement a full health-based curriculum.

To help fight this problem, National Insurance Services (NIS), a national leader in public sector insurance solutions, partnered with Children's Health Education Center (CHEC), a member of Children's Hospital and Health System, to help Wisconsin schools bring a new online health course to the classroom: BlueKids.org e-learning programs. "As a leader in health education, CHEC is pleased to partner with NIS to offer our innovative e-learning programs to an even broader base of students at a significantly reduced price," said Theresa Reagan, Executive Director of CHEC. "Through its donation, NIS will bring CHEC programming to up to 12,500 students throughout the state."

Developed by highly qualified educators, the interactive programs dovetail both fun and learning, building upon children's love of technology, games and creative activities. For example, one activity includes a "Create your own comic strip." Another activity features a virtual "Food Fight." These engaging multimedia pursuits bring important health and science concepts to life as well as encourage children to use critical thinking and decision-making skills.

BlueKids.org e-learning programs also meet teachers' needs for incorporating the Web into lesson plans (No Child Left Behind technology standards) and help satisfy the National Health Education requirements.

Each program includes a comprehensive Teacher's Guide and an easy online system to track students' pre- and post-test scores. The programs are designed to be flexible, allowing teachers to incorporate them into their timetables.

Presently, Bluekids.org online programs include two semester-long courses: *Alcohol, Tobacco and Other Drugs Prevention* for grades 6 through 8 and *Energy Extreme* for grades 4 through 5. The newest program – *4 UR Health* – is currently in the testing phase. This program covers nutrition, physical activity and body image for middle school students. Throughout 2007, the BlueKids.org curriculum will grow to include 10 distinct courses for grades 1 through 8.

BlueKids.org online learning programs currently are offered to districts for \$9 per student. With NIS's sponsorship, districts will be able to take advantage of BlueKids.org e-learning programs for only \$5 per student. NIS will pick up the rest of the tab for a limited time on a first-come, first-served basis.

NIS's philanthropic mission is simple: To do the right thing for the community it serves. Bruce Miller, President of NIS, said, "Our company has been dedicated to serving schools since 1969 and we are well aware of the many challenges facing our children and schools today. We are pleased to help schools affordably implement this important health curriculum that educates children to take control of their lives and health. Our focus at NIS has been doing the right thing for our clients, employees, partners and the community. Our gift to CHEC will do the right thing for the school children of Wisconsin."

For more information, visit www.BlueKids.org. For information on how your school can benefit from NIS's donation to CHEC, contact Hope Liu at HQLiu@chw.org, (414) 390-2167 or toll-free (866) 228-5670, ext 2167.

(Endnotes)

¹ CDC. *Youth Risk Behavior Surveillance – United States, 2005. Morbidity and Mortality Weekly Report 2006; 55 (SS-5):1-108.*

² ChildStats.gov

³ 2003 Center for Disease Control Middle School Youth Risk Behavior Survey

⁴ CDC. *Office of Smoking and Health, 2002 calculations based upon: Smoking attributable mortality and years of potential life loss – United States 1984. Morbidity and Mortality Weekly Report 1997, 46:444-451*



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- **Lisa Green**, Woods School
- **Jeffrey Grove**, Manager of Buildings & Grounds, Hamilton SD
- **David Hoh**, Maintenance Supervisor, Kimberly Area SD
- **Craig Hulbert**, Education Development Manager, Tremco Manufacturing
- **Lisa Laquinta**, Graduate Student
- **Craig Johnson**, New England Financial
- **Sandra Langer-Wood**, District Accountant, Spring Valley SD
- **Jeff Lankey**, District Bookkeeper, Royall SD
- **Mae Magnuson**, Business Manager, Mt. Horeb Area SD
- **Polly Manske**, Green Lake SD
- **Dana McGlynn**, Bookkeeper, La Farge SD
- **Jimmy Pobel**, Director of Business Development, GCA Services, Inc.
- **Robert Pocza**, Facilities Director, Brown Deer S.D./Johnson Controls
- **Peter Pomerening**, Transportation Director, Wauzeka-Steuben SD
- **Jim Riehn**, Buildings & Grounds Coordinator, Kiel SD
- **Brad Stacey**, Director of Buildings & Grounds, Waterloo SD
- **Veronica VanDerhyden**, Business Manager, Wautoma Area SD
- **David Velcheck**, Owner/Vice President, Velcheck & Finger Roof Consulting & Service
- **Dan Viste**, Transportation Director, Southern Door County Schools
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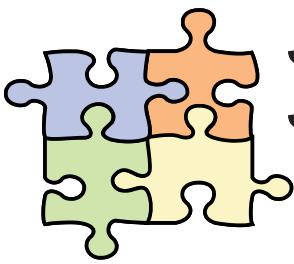
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2. The bull is stronger, but the donkey is stubborn.
3. The bull tires of dragging the donkey along and soon goes where the donkey wants to go.
4. You know a donkey when you see one. Don't let it attach itself to your career.
5. Manage like a good herdsman.



January 2007 WASB-WASDA-WASBO Joint Convention

WASBO members proudly and professionally shared their expertise with board members and administrators by leading various workshops. The following members represented WASBO.

- Pete Balzer, Kevin Clougherty and David Carrell: Health Benefit Cost Containment
- John Forester: SAA Legislative Update
- Pat Finnemore and Troy Miller: School Buildings & Ground Requirements & Funding
- John Sackett, Bob Buchholtz, Pete Balzer and Dennis Mudler: The Ultimate Paradigm Shift – Retirement
- Joe Bellomo, Jodi Traas and William Freeman: Safety - 20 Areas of Concern & Responsibility
- Kathy Johnson: Insurance 101

In addition, WASB, DPI and WASBO partnered to provide a pre-conference workshop titled “The School Finance Puzzle: How the Pieces Fit Together.” Tom Wohlleber (WASBO), John Ashley (WASB), and David Carlson (DPI) met last summer to brainstorm ideas to provide school board members with a better understanding of school finance. Jointly, DPI personnel, business officials, and Bambi Statz developed a board member curriculum to build foundational school finance concepts that can be applied to policy decision making. The goal was to give school board members confidence in communicating with the community.



The Ultimate Paradigm Shift - Retirement was presented by (clockwise) Pete Balzer, Bob Buchholtz, Dennis Mudler and John Sackett.

The training was composed of four parts: Revenue Limit calculation, State Equalization Aid calculation, Tax Levy calculation, and Referendum basics. A hypothetical hands-on example (investigating a four-year-old-kindergarten program) was used to tie the concepts together. The training format proved successful. A team member presented the concepts. A facilitator was at each table to reiterate concepts if needed and guide the participants through the application of the skills learned. Finally, Bambi Statz facilitated large group sharing to once again reinforce the concepts learned. Board members came to understand that each district could have different results. Different decisions were depicted through nine different scenarios involving different enrollment trends, status of districts in the revenue limit formula, status of the districts in the state aid formula and different affects of referenda.



L to R - Nancy Hendrickson (Pecatonica) Kent Ellickson (Sparta), Janet Rosseter (La Crosse) Ric Erickson (Campbellsport), Diane Pertzborn (Sauk Prairie), Karen Kucharz (DPI), Jim King (Stevens Point), Cathy Cramer (Oak Creek-Franklin), Bob Borch (Elmbrook), Bambi Statz (UW-Whitewater), Tom Wohlleber (Middleton-Cross Plains), Lori Ames (DPI), and Tina Hafeman (WASBO). Holding the camera - Woody Wiedenhoeft (WASBO).

WASBO President Gail Moesch presided over Friday's general session. Right - she accepts a proclamation from Governor Jim Doyle. Below - she thanks Olympic speed skater, Apolo Anton Ohno for his inspirational address.





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2005 Wisconsin Act 99

Understanding Your Fiduciary Duty

By Patrick Hull, Citigroup Institutional Consulting

Sponsors of OPEB trusts are required to comply with specific guidelines set forth in the Uniform Prudent Investor Act (UPIA), Section 881.01 of the Wisconsin Statutes. The individuals responsible for compliance are known as “fiduciaries” and their duties include government reporting, trust administration and many others. Fiduciaries are also responsible for selecting and monitoring trust investments.

A lapse in performing any one of UPIA’s requirements may subject the trust sponsor to participant and beneficiary complaints and increased regulatory scrutiny. Fiduciaries may also face potential liability for any damages caused to the trust; lapses may also result in civil penalties.

Finally, fiduciaries may also be held liable for another fiduciary’s breach. In order to limit fiduciary exposure, sponsors should understand their responsibilities and be knowledgeable of the standards of conduct in administering OPEB trusts today. Only then can they form an effective fiduciary strategy.

Fiduciary Conduct Standards

UPIA requires a high standard of fiduciary conduct. In discharging fiduciary duties with respect to a trust, a fiduciary must comply with the following:

- Act solely in the interest of trust participants and their beneficiaries.
- Act for the exclusive purpose of providing benefits to trust participants and their beneficiaries and defraying reasonable expenses of administering the trust.
- Exercise the same care, skill, prudence and diligence that a prudent person acting in a like capacity and familiar with such matters would exercise in the conduct of an enterprise of a like character and with like aims.
- Act in accordance with the documents and instruments governing the trust.

One of the most effective defenses against any allegation that a fiduciary has breached his or her fiduciary duties is to demonstrate a prudent process under the guidelines. An understanding of the issues surrounding OPEB and the investment of trust assets will help plan sponsors prepare written documentation.

This process—and the written documentation that backs it—is often the most compelling evidence of compliance with fiduciary obligations in today’s environment. The process should encompass each of the following “best practice” components.

Know the standards, laws, and trust provisions

Investments must be managed in accordance with applicable laws, trust documents, and a written Investment Policy Statement. In addition, fiduciaries should be aware of their duties, responsibilities, and follow a due diligence process in selecting service providers and administering trust assets.

Diversify assets – Allocate portfolio

The first step is to document the timing and distribution of cash flows and the payment of liabilities. Then, identify the appropriate risk level, return requirements, time horizon, and appropriate assets classes. Make sure to identify an expected modeled return designed to meet investment objectives.

Prepare investment policy statement

The investment policy statement will outline all relevant administrative aspects of the investment of trust assets. It should contain all relevant actuarial information and define due diligence criteria for selecting investment options. In addition, the policy should define the duties and responsibilities of all parties involved.

Use “prudent experts” and document due diligence

Once the due diligence framework is in place, rely on experts in the field for advice and guidance. All duties and responsibilities should be outlined in the investment policy statement. Then make sure the investment strategy is implemented in compliance with the required level of prudence.

Account for all investment expenses

Make sure all fees for investment management are consistent with agreements and the law. The investment policy statement should define the procedures for controlling and accounting for investment expenses. A fiduciary may incur only costs that are appropriate and reasonable under the circumstances.

Continued on page 36

YEAR TEST NUMBER

1 Is your insurance program backed by the Midwest's largest insurer of schools?

YES NO

2 Does your insurance program provide free comprehensive loss control services?

YES NO

3 Does the insurance company that protects your school have a fully-staffed branch office in Wisconsin?

YES NO

4 If you have a claim, is it handled through a local claims office?

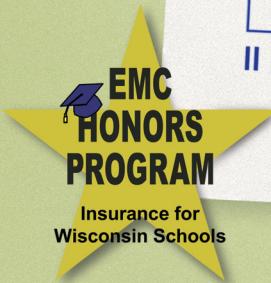
YES NO

5 Does your insurance program provide you with traditional replacement cost values or more accurate reconstruction costs?

YES NO

6 Does the insurance company that protects your school enjoy a reputation for close to 100 years of continuous service to policyholders throughout the Midwest?

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Continued from page 34

Monitor the activities of “prudent experts”

Fiduciaries should adhere to control procedures and periodically review all administrative policies. When examining investment managers, review quantitative and qualitative investment management criteria. In addition, conduct in-person reviews on an on-going basis where appropriate.

Avoid conflicts of interest

Service agreements and contracts should be in writing, and must not contain provisions that conflict with fiduciary standards of care. Trust sponsors and other fiduciaries should use the investment policy statement to define appropriately structured investment strategies.

Conclusions

It requires a great deal of thought, care and management to properly discharge fiduciary duties as an OPEB trust fiduciary. While implementing a prudent process may be the most effective way to adhere to fiduciary guidelines, there are several additional ways to limit fiduciary liability.

- Establishing an internal committee to regularly review and monitor plan investments and conduct periodic review of all trust service providers.

- Enlist the assistance of an independent investment consultant.
- Find consultants that will acknowledge, in writing, their own fiduciary liability under the trust.

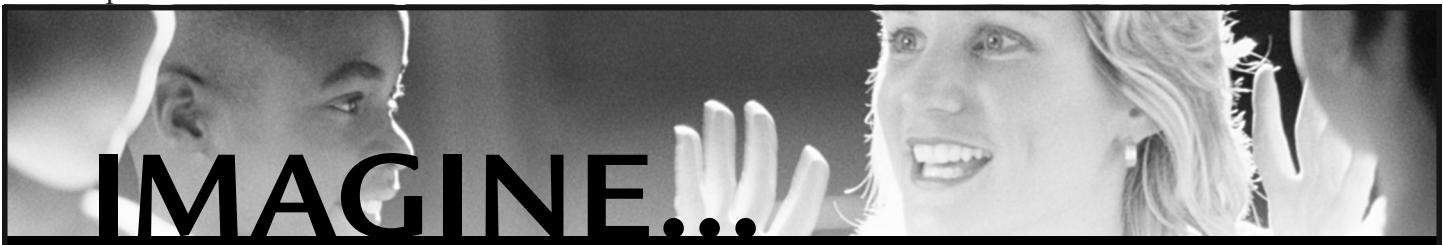
A number of additional tools and investment services to help demonstrate a prudent process also are available to plan sponsors. Services include extensive analysis of investment management firms, extensive asset allocation models and liability analysis, and specialized materials and reports for plan fiduciaries. Each of these services can help demonstrate a prudent process. As a final thought on fiduciary duty, remember to follow the primary rule: Pay twice as much attention to managing fiduciary affairs as you would your own.

For more information, please contact:

**Patrick Hull, AIF
Second Vice-President – Investments
Financial Advisor
Citigroup Institutional Consulting
1 S. Pinckney Street Suite 300
Madison, WI 53703
Phone: (608) 283-2318
(800) 383-8334
Email: patrick.hull@citigroup.com**



Continued on page 37



IMAGINE...

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WEA Trust Member Benefits is not your typical insurance company or investment firm. We were created over 30 years ago to help Wisconsin public school employees become financially secure by offering them financial education, unbiased advice, and quality alternatives to high-cost commercial insurance and investment products.

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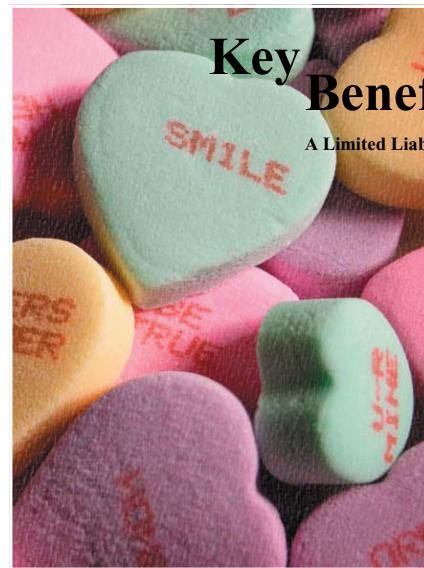
Disclaimers

Although the statements of fact and data in this report have been obtained from, and are based upon, sources that the Firm believes to be reliable, we do not guarantee their accuracy, and any such information may be incomplete or condensed. All opinions included in this report constitute the Firm's judgment as of the date of this report and are subject to change without notice. This report is intended for informational purposes only and is not intended as an offer or solicitation with respect to the purchase or sale of any security. Past performance is not a guarantee of future results.

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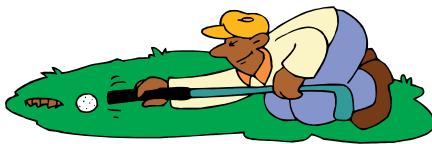
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jennifer.siemers@mjcare.com.**



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School-Based Medicaid Billing

Short Shots



Reminder --Networking Opportunity!

Erin Green is bringing us together for the FIRST ANNUAL WASBO SKI TRIP! Bring yourselves, your skis, snowshoes, snowboards up to the U.P! Erin Green will be at the Porkies Feb 22, 23, 24, 25th, the legendary snow capital of the Midwest with a 700-foot vertical mountain overlooking Lake Superior. The Porkies is under new management, with many new runs, and offers two for one lift tickets this winter, making the cost about \$18/day! Also offered is outstanding cross-country skiing, through the tall virgin hemlock forests. If you snowmobile, bring that along too! There are many excellent trails at your door! To find it, head straight north until you hit Lake Superior (or take hwy 51 north). To sign on, make your own reservations for lodging. Suggested is the RAINBOW, a well-managed, remodeled small establishment near the hill, in Silver City, Michigan. Rates are reasonable, hot tub center, some have kitchens. The kitchenette suites are great. Let Erin know if you plan to come!
Rainbow: www.rainbowlodging.com

Declining State Reimbursement for Special Education and ELL Students - If reimbursements for Special Education and ELL students had remained at 1993-94 levels, school districts in Wisconsin would receive over \$180 million additional dollars in categorical aid today according to the Legislative Fiscal Bureau.

WASBO Board to Vote on SAA Legislative Agenda in February - The SAA Legislative Agenda is found at <http://www.wsaa.org/advocacyleg.aspx>. Please communicate with your legislator on a regular basis.

Gaps - A new Education Trust analysis shows less spending per pupil for "poor" students than for "affluent students." The gap in Wisconsin is \$742 per pupil. There are also significant differences in Title I funding. For example, the allocations for Wyoming and Wisconsin respectfully are \$ 2,957 per pupil and \$ 1,577 per pupil. In the age of NCLB and talk of narrowing achievement gaps, should we be thinking about narrowing the funding gaps? Go to www2.edtrust.org.

Where Are They? Mike Pieper, RSBA, will be part of Johnson Controls' K-12 Solution Team starting January 1, 2007. Mike has been the Business Official in a number of Wisconsin Districts and has just moved to Johnson Controls from the Rochester MN District. Also on the move - Ed Butzen from Plymouth to Green Bay and Jason Demerath from Deerfield to Oshkosh. Erik Kass will follow Bob Buchholtz in Waukesha.

We Remember - WASBO will sadly miss WASBO members, Allan Bostad and Jim McManus who passed away in January.

WASBO Scholarships Applications are due **March 1st** for the WASBO Foundation Matching Scholarships (MetLife Resources \$3,500 and EMC Insurance Companies \$3,000 scholarships) and the \$1,000 WASBO Foundation-Siemens Academic Scholarship.

Award Nominations - All WASBO Awards applications are due **March 1st**. Please consider honoring one of your colleagues by making a nomination. Go to www.wasbo.com for information and applications. Call Woody or Tina if there are any questions.

Interim Assignments - The WASBO office gets numerous requests from school districts in need of immediate interim assistance or project work and we would like to be of assistance. To be considered for such service, please send a one-page resume and any other pertinent details to the WASBO office.

Mark Your Calendars for Future Seminars where WASBO members learn and network. See the back cover of this issue for dates or go to www.wasbo.com for dates, online registration and directions. Your participation in these professional development opportunities is an important investment for you and your district.

Safe School Threat Assessment Workshop - This free training opportunity is being held February 23, 2007 at the Middleton Performing Arts Center from 10:00-3:00. RSPV to jack.leskovar@usss.dhs.gov or 608.264.5365. Additional information can be found on the WASBO calendar at www.wasbo.com.

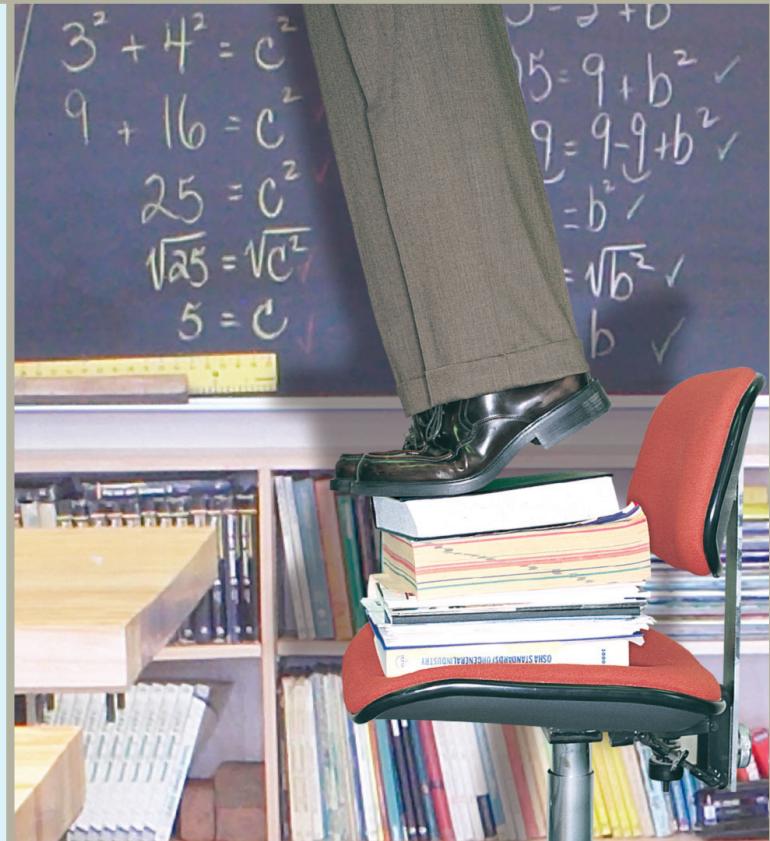
"For it is in giving that we receive."

Saint Francis Assisi

THERE ARE BETTER WAYS TO REACH YOUR WORKER SAFETY GOALS.

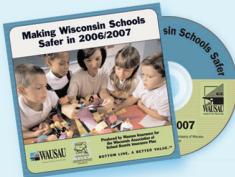


When a Wausau-insured school district experienced a big rise in its workers compensation claims, our Loss Prevention consultant was there to help put a stop to it. With an emphasis on safety education, prompt claim reporting, and a return-to-work program, both the number and the costs of the districts' workers compensation claims dropped 30 percent. With a five-year Wausau study of Wisconsin schools' most costly injuries and illnesses, Wausau and the Wisconsin **PRICE ≠ COSTSM** Association of School Boards can offer guidelines to enhance your district's safety programs and cut risk-related financial losses. Wausau has earned an A (Excellent) A.M. Best Rating and has been the WASB endorsed carrier for Wisconsin schools for 25 years. To learn more about the benefits of Wausau TotalValueSM



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WASBO Calendar

Professional Development

February 27-28, 2007

WASBO Facilities Management Conference, Kalahari Resort & Conference Center, Wisconsin Dells

February 28, 2007

WASBO Transportation & Bus Safety Workshop, Kalahari Resort & Conference Center, Wisconsin Dells

March 21-22, 2007

WASBO Accounting Seminar, Chula Vista Resort & Conference Center, Wisconsin Dells

May 15-18, 2007

WASBO Foundation Spring Conference & Exhibits, La Crosse

June 20, 2007

Custodial & Maintenance Summer Workshop, DC Everest & Watertown

Do you have expertise to share with WASBO members? This could be sharing your opinion or special knowledge on a topic in an article or a presentation at WASBO conference or seminar. If yes, please call or email Woody Wiedenhoeft or Tina Hafeman.

WASBO Foundation
4797 Hayes Rd., Suite 101, Madison, WI 53704
Phone 608.249.8588
Fax 608.249.3163
www.wasbo.com
wwiedenhoeft@wasbo.com
hafeman@wasbo.com

Regionals

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

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

March 16, 2007 Ashwaubenon

June 21, 2007 Seymour

Madison Area

Feb. 16, 2007 Middleton-Cross Plains

March 16, 2007 Monona Grove

April 20, 2007 Middleton-Cross Plains

Northeast

Feb. 9, 2007 Fond du Lac

April 13, 2007 Manitowoc

June 21, 2007 Seymour

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

Feb. 14, 2007

March 14, 2007

April 11, 2007

May 9, 2007

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

Feb. 9, 2007 Glendale

April 20, 2007 Hamilton

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

Feb. 21, 2007 - 12:30-3:30 p.m.

April TBA (Same date as DPI Spring Finance Workshop - 1:00-4:00 p.m.)

"We learn with pleasure, we never forget."

Alfred Mercier



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

West Central - Meetings are held from 10 am - 1 pm at the Sparta Area School District Administration & Education Center, 201 E. Franklin St., Sparta

Feb. 1, 2007, March 8, 2007

April 5, 2007, June 7, 2007

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

Feb. 2, 2007 D.C. Everest

March 16, 2007 Auburndale

April 20, 2007 Wausau

Committee Meetings

Safety Committee

March 7 (1:30 p.m.) - Madison, WASBO

Spring Conference Committee

March. 20 (4:00 p.m.) - Wisconsin Dells, Chula Vista

Board of Directors Meetings

February 22, 2007 - Stevens Point

March 20, 2007 - Wisconsin Dells

April 19, 2007 - Madison

May 15, 2007 - La Crosse (if needed)

June 15, 2007 - Madison

Business Meetings

May 18, 2007 - La Crosse

January 24, 2008 - Milwaukee



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