



Taking Care of Business

“The Wisconsin Association of School Business Officials shall be the most influential organization on significant Wisconsin school business management issues.”

WASBO Vision

A Bimonthly Publication of the Wisconsin Association of School Business Officials - Volume 14, Number 6 - December 2010

“Fair Funding for Our Future”

A Powerful First Step in Fixing School Funding for Wisconsin’s Children

A ‘Fair Funding’ Editorial by State Superintendent Tony Evers

My 2011-13 budget proposal, “Fair Funding for Our Future,” is a comprehensive package that will bring long-overdue reforms to how Wisconsin pays for its public schools.

As your elected state superintendent of public instruction, I have talked to people all over Wisconsin about the inequities of our school finance system. I met with many school business officials and your association leadership, as well as participated in a dialogue at your state conference in October. I am thankful for your hard work and commitment in this current challenging fiscal environment.

No matter where you live in the state, our current school funding system is broken. It short changes our children by forcing school boards to increase class sizes, cut programs, and limit educational opportunities. We can fix this. We can do better.

I am ready to work with the citizens of this state and elected officials at the



local and state level to make school funding fair, sustainable, and transparent. There is no better time. There is no better day coming. In good times and bad, our current funding system has penalized taxpayers by relying only on property values to distribute state school aid. That may have made sense 50 years ago when the school aid formula was developed, but it no longer works today. It’s time for change.

My “Fair Funding” proposal is based on good public policy. For the first time, we will provide school aid for every child no matter where they live. The formula will consider family income in addition to property value in funding schools. It

will provide some additional aid for districts that serve low-income students, and it will help districts provide services to all students who are learning English. Over the two years of the 2011-13 budget,

the proposal seeks a modest increase in state aid to restore funding to 2008 levels and will tie future budget increases to inflation or 2 percent, whichever is higher. This proposal will protect districts from wide swings in state aid from year-to-year. It also

targets some money to areas of highest need, such as special education costs and improving graduation rates.

Finally, the “Fair Funding” proposal offers transparency, while providing property tax relief to homeowners.

Continued on page 6



Inside This Issue

- School Risk Manager Certification ...3
- Global Education.....7
- State Education Convention.....11
- Legal and Ethical Standards.....14
- November 3rd Referenda Results...19
- Thinking Referendum Next Year....21
- Why Incorporate p-Cards.....23
- User Fees and the School Budget...24
- E-Cycle Wisconsin.....28
- Member Spotlight - Bob Avery.....29
- WASBO Facilities Manager Certification Program.....31
- Teacher & Coaches Liability.....32
- EPA Guidelines for Selecting Safe School Locations.....38
- Open Meetings and Public Records Resources Available.....40

Our schools invest in the future.



We'll help
you protect
that investment.

Community Insurance Corporation

provides insurance coverages for school districts, as well as cities, towns and villages.

- General Liability
- Auto Liability
- School Board Legal Liability
- Public Officials Errors and Omissions

We help you control insurance costs through a unique risk management and aggressive claims philosophy. And because we are local government, we always keep the end goal of saving taxpayer dollars in mind.

Take control of your insurance needs with Community Insurance Corporation.
It just makes sense.



To join us, please contact Kim Hurtz, Aegis Corporation,
1.800.236.6885, www.communityinsurancecorporation.com

WASBO

Board of Directors

Chad Trowbridge - President
Wendy Brockert - President Elect
Janice DeMeuse - Treasurer

Directors At-Large

Jeff Carew
Lynn Knight
Jeanne Stahl
Jim Long
Scot Ecker
Charlie Kramer
Jill Collins
Dave VanSpankeren
Betty Zimdars

Executive Director

Woody Wiedenhoef

Taking Care of Business is issued bimonthly by the Wisconsin Association of School Business Officials. Send address changes to:
Taking Care of Business c/o WASBO
4797 Hayes Road, Suite 101
Madison, WI 53704
P 608.249.8588 F 608.249.3163
wasbo@wasbo.com
www.wasbo.com

WASBO Inc. and the WASBO Foundation do not endorse or stand behind any claims or products advertised in *Taking Care of Business*.

Publication Policy: *Taking Care of Business* is distributed by the Wisconsin Association of School Business Officials. The ideas and opinions expressed do not necessarily represent the beliefs and policies of WASBO or its members. Neither WASBO nor any of its members or representatives accepts liability for the contents or use of the articles appearing in this newsletter. Materials that appear in *Taking Care of Business* may not be reproduced in any manner without written permission.

Editor: Woody Wiedenhoef

© 2010, Wisconsin Association of School Business Officials (WASBO)

President's Message

School Risk Manager Certification

Working Together for the Children of Tomorrow

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



Chad Trowbridge
WASBO President

At the November 17th WASBO Board Meeting, the Safety and Risk Management Committee presented the Board with a proposal to advance our strategic goal of providing additional certification offerings for our membership.

This committee has worked extremely hard and has been very efficient in coming up with a way to provide this certification. The proposal was to offer a Certified School Risk Manager (CSRM) program to WASBO members. The program is provided by The National Alliance for Insurance Education & Research. This certification could benefit:

- School Risk Manager and/or Safety Coordinator
- School Business Official
- Superintendent or Administrator
- School Nurse
- Employee Benefits Coordinator
- Workers Compensation Coordinator

The course program consists of 5 courses and provides training and background in the following areas:

- Fundamentals of risk management
- Risk management process, risk ID and risk manager responsibilities
- Handling school risks
- Developing safety and health plans, loss control fundamentals, mitigation, claims handling
- Measuring school risks
- Developing, forecasting and trending losses to determine retentions and deductibles
- Funding school risks
- Various loss funding techniques
- Administering school risks
- Implementing and monitoring the risk management program, allocating costs, RFPs, and ethics

The Board approved the committee moving forward with the plan. The School Risk Manager Certification would be a WASBO program, where WASBO members would be trained as instructors, then deliver the course to our members. We will seek certification recognition from the Department of Public Instruction, similar to the Facilities Management Certification. The Safety & Risk Management Committee will look to find the best venue for delivery of the program. Possible options include stand-alone sessions, as pre or post conference sessions in conjunction with current conference dates, or as tracks that coincide with conference offerings.

School Risk Manager Certification may not have been your number one priority, but for many WASBO members it was an area of need. Should you decide that this is an area that you could use some additional skills, it will provide an opportunity for you to do that.

There will be more information on this topic coming over the next few months.

Thank you to the Safety and Risk Management Committee for the work they have done to accomplish this. I would also offer additional thanks to Committee co-chairs Joe Bellomo and Jodi Traas.

Coming Soon!

**School Risk Manager Certification
Program Information
and Course Registration.**

**March 1-2, 2011
Madison**

**Course 1 - Fundamentals of Risk
Management
Course 2 - Handling School Risk**





We've added new energy to help power the WASB Insurance Plan.

Liberty Mutual Group brings new power to our partnership with the WASB Insurance Plan. Cost-effective property and casualty insurance is now offered through Liberty Mutual and Pewaukee, Wisconsin-based Indiana Insurance™ — a unique combination of national strength and regional expertise to back the coverage endorsed by the WASB Insurance Plan.

With Liberty Mutual Group, Wisconsin public school entities of all sizes have access to one of the Midwest's leading school insurance providers. Together, we are committed to providing cost-effective risk management solutions to the complex issues school districts face today. Factor in our safety training, fast and efficient claims handling, and industry-leading loss control programs, for a plan that delivers results. It's a responsibility we take seriously.

For more information, visit the WASB Insurance Plan's Web site at:
www.wasb.org/cms/wasb-insurance-plan.html

©2010 Liberty Mutual Group



Programs endorsed by the Wisconsin Association of School Boards Insurance Plan.



Exec's Reflections

Resolve to be an Advocate for Education

Woody Wiedenhoeff
WASBO
Executive Director

The School Administrators Alliance Legislative Committee will be finalizing its legislative agenda for 2011-13 on December 6th. Keith Lucius

chairs this committee, which has met twice this year. At those meetings, they developed the philosophical and strategic approach they plan to advance to the Legislature and Governor's Office. You can find information about those meetings on the SAA website at www.wsaa.org. On December 6th, the committee will add specific endorsements and tactics to their recommendations. Committee membership includes representation from the following four school administrator organizations: WASBO, WASDA, AWSA and WCASS. This collaboration provides a united front when advocating for children throughout the State.

The final SAA Legislative Agenda will be submitted to each of the organizations' Boards for approval. Once endorsed by each Association, the Legislative Agenda will be promoted and lobbied for by John Forester, Executive Director of SAA, as well as the lobbyists of each of the administrator organizations.

Areas addressed by the SAA Legislative Agenda have included balancing structural deficit issues beyond the equalization formula, providing improved professional student assessments, creating better professional teacher and administrative assessments, making enhanced opportunities for student learning, and working for more efficient laws dealing with labor and management relations

and fiscal realities.

John Forester has always proclaimed that the real strength of the SAA is the action and involvement of its members from WASBO, WASDA, AWSA and WCASS in influencing positive change for educating Wisconsin's children. We have tremendous opportunities ahead of us in this Legislative session, but this will also include more heavy lifting than we have ever experienced. John and your association lobbyists will need everybody's help in offering proactive influence with Legislators and the Governor's office. As John identifies specific activities and tasks for helping our cause, please continue to respond over the coming months as you have in the past.

These activities will focus on supplying accurate information, accountability and transparency. This could include:

- Meeting with reporters, publishers and editors
- Sending news releases and editorials
- Holding local community organization meetings, citizen forums and explaining to Board members the effects of proposed changes
- Inviting the local community into our schools
- Showing local legislators exactly what we are doing to educate our children at the local level and explaining the ramifications of specific proposals.

Accountability only comes with accurate information and transparency. The strength of our democracy is that citizens do make wise decisions if they have knowledge and transparency. The strength of the SAA and WASBO members is that we can provide the necessary information and transparency

for education's stakeholders including citizens and elected officials.

John Forester and your lobbyists are ready to participate. When the call for help comes, please respond proactively and with purpose. This is about the children in each of our communities and we have an opportunity to influence the results.

Please let me switch gears and offer a reminder on a different, but timely topic. February 1 is an important legal contractual date. WASBO members work hard to be productive, servant leaders in their school districts. Nevertheless, in rare circumstances, there can be contractual issues that need to be addressed by February 1. The best approach to assure the parties' expectations align, is to review them now. Make sure there is clarity and understanding about the contractual expectations by both parties. Put it all in writing. This will allow you, your supervisor and the School Board to move forward with the work of educating children effectively.

Finally, it is time to enjoy the holidays. The WASBO office staff, Tina, Jeanne, Deb, Erin and Woody, wishes all WASBO members a joyous Holiday Season filled with time to enjoy family, friends and a little time off to reflect on our blessings. Happy Holidays and have a great new year.



The WASBO
Staff Wishes
You a Joyful Holiday
Season
— Woody, Tina, Jeanne,
Deb and Erin

Fair Funding for Our Future

Continued from page 1

Taxpayers deserve to know what money pays for schools and what money doesn't. By moving school levy credits into the school aid formula, we make sure this ends the current shell game. This shift will also significantly reduce school districts' gross tax levies across the state.

"Fair Funding" is a comprehensive plan that works best as a package. For more information about "Fair Funding for Our Future," visit <http://fairfundingforourfuture.org>. There is no question that we are in difficult economic times, but budgeting is about setting priorities. So even now, we must invest in our children's education. That is my unwavering commitment: to fight for the education of our children. Please help establish "Fair Funding" for our children. They are our future.



Say "Yes" to Dual Benefits

When you renew with your affiliate ASBO, check the box for ASBO International Membership. With one payment, you can participate in both organizations—doubling the tools, resources, and colleagues you can call on to help you in your everyday responsibilities. Together, we can effectively manage resources to give every child the power of education.

With the increasing responsibilities and fewer staff, the help and expertise that I gain through ASBO membership is priceless.
Peter Wilcoxon Sr., RSBA, White Bear Lake Area Schools (MN)

 Association of School Business Officials International www.asbointl.org

2011

WASBO's Professional Recognition Program

Recognizing Excellence in Wisconsin's School Business Officials

Nominations accepted through March 1, 2011 at www.WASBO.com

Wisconsin Association of School Business Officials
4797 Hayes Road, Suite 101, Madison, WI 53704
(P) 608.249.8588 (F) 608.249.3163 www.WASBO.com



Erin Green
President
ASBO International

ASBO Update

President's Message - Global Education

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



Today, I would like to advance the idea that we must pay attention to the world outside of North America. It is important for ASBO, ourselves, and the students we serve. Education is on the verge of tremendous transformation in both content and delivery methods. Outsourcing is happening as United States papers are being graded in Bangalore, India. With teaching resources available online, content is drawn from around the world. Many students have already taken online courses, and those who have not are likely to in the near future. We will no longer struggle over which languages to offer in our schools; students will have access to a hundred either online or with Rosetta Stone.

I strongly believe that ASBO must advance our international collaboration now. Schools everywhere are struggling with the impact of the recession, current changes, culture shocks that are occurring with teacher unions, scaling down salary and benefits to fit current economic times, and educational transformation. The fact that our students must understand the globalized society where they will soon work, means that we, as masters of the resource universe, must also understand it. It could be that instead of shrinking our programs, we will open them up to use worldwide resources, allowing students to follow their interests and abilities, rather than trying to shoe-horn all students into a one-size-fits-all curriculum. Instead of standardization advocated by No Child Left Behind, perhaps it is diversification we should be seeking. ASBO collaborating with

the wide world can help.

Today I spoke (electronically) to the professor heading up the School Business Official program at the National College for Leadership in Manchester, UK, the President of the Association of Business Managers in Victorian State Schools, Australia, an Australian University professor writing a book coming out in 2011, **"Above and Beyond the Bottom Line: The Extraordinary Evolution of Education Business Management"**, a Director of Finance and Administration Programs in Cape Town, South Africa, and a United States School Business Official. Is there something to be learned by opening up the borders? You bet! Here are three comments from these international colleagues.

"From the ABMVSS (Victoria, Australia) perspective, the opportunity to be part of a wider international collegiate networking group is fantastic. Our Association is a statewide organization and we are trying to lift the profile of the business manager profession within our state, as well as nationally and internationally.

Australia is a far off land from the northern hemisphere and Victoria is just one state in our great land. The ABMVSS engages with our colleagues across Australia's states and territories to share knowledge and best practice, so the opportunity to engage with our international colleagues can only strengthen the collegiate spirit of the business manager profession."

"The global networking and sharing of knowledge is a wonderful opportunity for everyone, challenging thinking, what we are doing, how and why we are doing it and are we doing it the

most effective way. If working environments may differ, we all want to provide every child with every opportunity in life and the best experience in their school environments.

To truly be an international organization (and not just USA and Canada), ASBO International needs to embrace all opportunities, to reach out to colleagues across the international date line and celebrate the unity of the business management profession.

We want our students to be global citizens, so we need mentors and leaders who understand the global perspective."

"The expansion of any network internationally opens the way for the sharing of knowledge and new ideas. I will never forget my first official visit to the UK in 2008. It was an awakening for me. It opened my mind and gave me a new and exciting perspective about working in a school. At last I had something more than the school in my own area, in my own state to compare myself to and learn from.

The journey has kept on and now having met with you all I have made this amazing discovery that we all have the same concerns and the same common goals - to make the most of our resources in this economic climate and provide quality education for our students - it is now an international bond. This bond will need to continue and grow to ensure we are all working smarter and delivering the best possible service to our school community. How wonderful to have access to the experiences and knowledge of countries like the US, Canada, South Africa and the UK. I know it has empowered me in

Continued on page 8

my role."

The visionaries who set up ASBO International chose the term International for a reason. I'm sure they were aware, even then, that for a profession to be a true profession it must have an international dimension. Yes, we may have our cultural and political idiosyncrasies, but there is a commonality of what school business managers do.

That is why the International perspective is so important, because it allows us to share good practice, reflect on why we do things, the way we do them, and yes, question and challenge why we and stakeholders do the things they do.

I am absolutely convinced that the international element will take on a greater level of importance for ASBO because much of what we do requires international cooperation. Just think of sustainable development and environmental issues. Ten to twenty years ago they hardly got a mention. Now, it is center stage in political terms and an area where the SBM/SBO in England is certainly dominant. But we all know that sustainable development requires cooperation at an international level.

Furthermore, while SBOs have been around for 100 years in many countries, England included, school business management is a fledgling profession. ASBO has a real opportunity to take the lead and drive the profession forward. In doing so it will enrich SBOs in the US and Canada, help drive forward the profession in England, South Africa, Australia, Canada and elsewhere, as well as raising its global profile.

As we continue to develop our profession for the benefit of children and our successors we have a duty to continue to improve ourselves as individuals and

within our schools, countries and the world."

Life is not fair. There is a huge disparity between developed and undeveloped countries.

We need to be cognizant of the huge power of our role which is improving children's lives. We support the most important work on this planet - education. By us doing our job more efficiently and effectively we directly impact the success of our children throughout the world.

School Business Management is truly a calling that makes an investment in the future of mankind and is a profession that "keeps on giving" way beyond our contribution.

ASBOI has the privilege of being the only organization in the world that I am aware of that has a global vision for school business managers. Consequently, we have a concomitant responsibility to show leadership. This is demonstrated by the Board of Directors.

There are many reasons why we need an international body that traverses areas beyond collegiality:

- Pursuit of international best practices
- Research and development – academic rigor supporting the profession
- Development of standards
- Strengthening and supporting each other
- Developing and creating professional bodies in developing countries
- Collaboration on projects that enhance our roles
- Clarification of our roles
- Being the public face of our profession
- Advocacy

I believe that by focusing on our profession and always asking the question "even better if" we will continue to be relevant and support teaching and learning at a higher level. This in turn creates greater accountability.

Why should ASBO make international expansion a priority?

While growing any organization has its challenges, the further expansion of ASBO in conjunction with our international partners not only makes good business sense, but allows members access to the exponential growth of the "global learning-community."

If taking advantage of global learning opportunities is proven to be advantageous for our students and faculty, why not school business officials? I truly believe that NOW is the time to embrace such an opportunity rather than using the current climate as a barrier to entry."

The real question is who will do this if not ASBOI?

To expand your horizons in the US, plan to attend the ASBO Executive Leadership Forum in Grapevine, Texas, February 22-24, 2011 at the Gaylord Texan. The program is top notch.

- American Airlines Flagship University will talk about 911 and their comeback while dealing with unions with a new reality
- Candace BelAir is an award winning journalist on communications
- Cowboy Stadium Tour highlighting facilities and safety management
- Gaylord Company on customer service

With a limit of only 300 SBO's, register early!



John Forester
SAA Director of
Government Relations

Legislative Update

SAA Legislative Committee Meets to Finalize Legislative Agenda

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



As I am writing this update, it is still a few days before the SAA Legislative Committee meets on

Monday, December 6th at the Holiday Inn in Stevens Point. In the nearly nine years that I have served as your director of government relations, I don't believe there has been a more important meeting of an SAA Committee. Why? Because the purpose of this committee meeting is to finalize the SAA's 2011-13 Legislative Agenda and the committee will be deliberating against the backdrop of the political upheaval we experienced on November 2nd, the challenging state fiscal condition we face, the introduction of the State Superintendent's Fair Funding plan and the likely rebalancing of the school labor-management relationship.

Republicans rule the political world in Wisconsin after sweeping to victory in the governor's race and securing comfortable majorities in both houses of the state legislature. Given the state's fiscal situation, Governor-elect Walker and legislative Republicans are unlikely to provide schools with a pile of new money. They are likely, however, to provide us with much needed operational flexibility and to reverse many of the pro-labor changes made this past legislative session...and then some.

Currently, state lawmakers face a \$3 billion structural deficit – give or take. The state will be challenged to maintain it's current level of funding for schools (62.7%) as well as the current \$200/

pupil revenue cap adjustment. The 2011-13 budget will likely be the worst budget for K-12 education I have ever seen in my 25 years in and around Wisconsin state government. One thing to keep in mind – there will be revenue growth and that money will be spent on something. Budgets are all about priorities, and kids are our priority.

That brings us to the State Superintendent Evers' Fair Funding plan. As you know, I think it is an impressive piece of work and I appreciate the State Superintendent's leadership on this issue. In a nutshell, the plan is about fairness, transparency and maintaining a \$200/pupil cap increase for public schools. In my estimation, it is a great first step for school finance reform. It also faces a challenging political future. The SAA is 100% behind the plan.

Finally, we will likely witness a sea of change in school labor relations this legislative session. Governor-elect Walker and legislative Republicans have openly discussed changes to mediation/arbitration, permissive/mandatory subjects of bargaining, health insurance, alignment of compensation and revenue growth, teacher effectiveness and much more.

The SAA's 2011-13 Legislative Agenda has been the most challenging of the five SAA agenda's that I have helped craft. Our greatest challenge is two-fold – making this agenda both representative of the SAA's diverse membership and effective in the State Capitol.

By the time you read this update, the SAA Legislative Committee will

have finalized the 2011-13 Legislative Agenda and perhaps a labor relations reform package. I look forward to sharing these documents with you and receiving your feedback. This promises to be an unpredictable legislative session. Buckle up.

As always, thank you for your attention and thank you for all your efforts on behalf of Wisconsin school children.

**“Change is inevitable ...
adapting to change is
unavoidable, it's how you do
it that sets you together or
apart.”**

- William Ngwako Maphoto



Enjoy winter!

Bold Steps

Vision. Passion. Action. Innovation.

Convention 2011

January 19-21, 2011 - Milwaukee, Wisconsin

Frontier Airlines Center (Formerly the Midwest Airlines Center)



Highlights of the 90th State Education Convention

Connect with school leaders from across the state, hear ideas that work in Wisconsin districts, and see internationally renowned keynote speakers at the 90th State Education Convention.



Sir Ken Robinson - Friday, Jan. 21th

Sir Ken Robinson is an internationally recognized leader in the development of creativity, innovation, education and human resources. He has worked with national governments in Europe and Asia, with international agencies,

Fortune 500 companies, not-for-profit corporations and some of the world's leading cultural organizations. For 10 years, he was Professor of Education at the University of Warwick in England and is now Professor Emeritus.

Robinson is in high demand as an inspirational speaker with a unique talent for conveying profoundly serious messages with enormous humor and passion and wit. His book, *Out of Our Minds: Learning to be Creative* is described by *Director* magazine as "a truly mind opening analysis of why we don't get the best out of people at a time of punishing change."

In 2003, he was knighted by Queen Elizabeth II for services to the arts. His newest book, *The Element: How Finding Your Passion Changes Everything*, explores how when people are "in their element," doing something they love, they are insulated against unpredictable changes, which leads to a more flexible and productive society.



Dr. Yong Zhao - Wednesday, Jan. 19th

Dr. Yong Zhao—University Distinguished Professor at the College of Education, Michigan State University—will be the featured speaker at the opening general session of the 90th State Education Convention. His research and insight into

public education and the changing world will help school leaders see how their students fit into the global community and what skills and knowledge they need to participate in that community.

Zhao is a professor at the College of Education, Michigan State University, where he also serves as the founding director of the Center for Teaching and Technology, executive director of the Confucius Institute and the US-China Center for Research on Educational Excellence.



Jeannette Walls - Thursday, Jan. 20th

Best-selling author Jeannette Walls headlines Thursday's general session. Her memoir, *The Glass Castle*, has been hailed as "spectacular," "extraordinary," "incredible," and "riveting." It has been a *New York Times* best-seller for

more than three years, has sold more than two million copies, been translated into 16 languages, and is being made into a movie by Paramount. It was named one of the "Top 10 Books of the Decade" by Amazon, and has won numerous awards. Her follow-up to *The Glass Castle*, *Half Broke Horses: A True Life Novel*, was released in October 2009, and was an immediate *New York Times* best-seller. It has been selected by Independent Book Sellers as their "Best Read" for October, and was called "essential reading" by *Library Journal*.

Complete information and registration at WASB.org/convention



**John Powers - WASB
Breakfast Keynote Speaker
Thursday, Jan. 20th
7:30am - 9:15am**

Pre-registration Required, \$30
(Check the WASB breakfast box
on the registration form)

Hear about school from the
perspective of the worst kid
in class...John Powers. In high

school, he graduated in the bottom three percent of his class. Said Powers, "Which made me feel quite superior to that two percent." But once he got into college, the momentum changed. As an adult, Powers has taught on the elementary, junior high, and university levels. He holds a Ph.D. in Communications from Northwestern University and has worked extensively in public television. He has written four books and a Broadway musical about the experience of going to school. Learn about the adults who made the difference.



**Networking Reception – Thursday, Jan. 20th – 5:30pm - 7:00pm
Hilton Milwaukee City Center**

Connect with colleagues and meet new friends. Enjoy hors d'oeuvres and a cash bar while comparing learning experiences with school board members, administrators and business officials from all over the state.

Higher Learning School Tours - Thursday morning, Jan. 20th

Check the MIAD or MSOE Tour box on your registration form to take one of the tours.



The **Milwaukee School of Engineering (MSOE)** prides itself on being at the forefront of professional education with an emphasis on theory and technology, coupled with intensive laboratories and career practice.



The **Milwaukee Institute of Art & Design (MIAD)** abounds in creative possibility where every hall is an art gallery and every project is a show. Visual communication and critical dialogue challenge students to grow, rethink, revise and succeed.

See What's New at the WASB

The WASB will be featuring several new products at the WASB Commons in the Exhibit Hall.

Demonstrations will be held on the soon-to-be-released **Policy Resource Guide**. The guide is web-based and full of detailed information on a variety of policy topics, including policies required by law and hot policy topics.



The WASB is also updating its **School District Employee Compensation Database** and will be launching the new database by the end of the calendar year. The WASB Commons will be featuring demonstrations on the newly the revised compensation database.

Make sure you stop by the WASB Commons in the Exhibit Hall to pick up a **Free Flash Drive** featuring the WASB logo. It will be pre-loaded with information on the Policy Resource Guide and other WASB services and products.



We Thank Our WASBO Foundation
Fall Conference,
Bowl-A-Rama & Casino Night
Sponsors



Platinum Sponsor

HSE & CO HutchinsonShockeyErley&Co
1110 N Old World Third Street
Suite 630
Milwaukee, WI 53203

Gold Sponsors



Silver Sponsors



Bronze Sponsors



Friend Sponsors



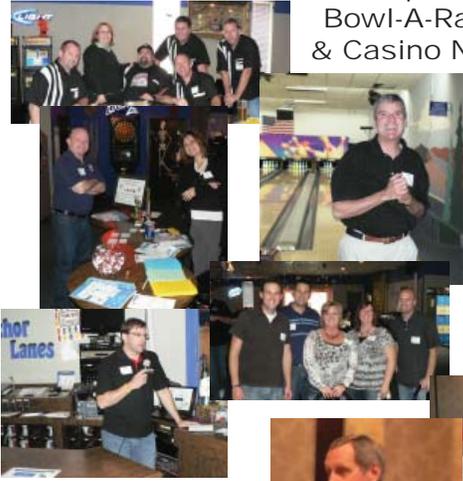


Fall Conference

Reaching Out and Making Connections

October 21-22, 2010 - Elkhart Lake, Wisconsin

Scholarship Fundraiser
Bowl-A-Rama
& Casino Night



Fair
Funding
for Our
Future



The LaughingStock
Comedy Company



Concurrent
Sessions

State
Budget
Picture



Team
Building



The WASBO Foundation Fall Conference brought over 190 attendees to Elkhart Lake looking for answers on school finance, new technology, and communication. The conference was kicked off by The LaughingStock Comedy Company who reminded us not to be too serious in these challenging times and that some humor can be found in everything. State Superintendent Tony Evers and Assistant State Superintendent Brian Pahnke shared information on their proposal for an equitable and transparent school finance formula. Senator Luther Olsen (R-Ripon) provided a frank analysis of the state's fiscal outlook. Twenty-four concurrent sessions were offered

over the two-day conference with a focus on communications. The team building activity forced attendees to think carefully about the words they choose when communicating, solving a challenge and working together. In addition to the educational activities at the conference, attendees had a new opportunity to come together a day early and focus on supporting WASBO's student scholarship program. Given the later dates this year and taking into consideration the results of a member survey, the planning committee chose to host a bowling event and casino night. Those in attendance had a great time networking with colleagues. We thank everyone who came out to support student scholarships.

Legal and Ethical Standards Related to Attendance at the State Education Convention

Many school districts will be sending administrators and school board members to Milwaukee to attend the annual State Education Convention in January 2011. School district administrators and school board members may have concerns about their obligations to comply with the legal and ethical standards established for local public officials that affect their participation in Convention-related events. This Legal Comment will discuss the Open Meetings Law and the Code of Ethics for Local Public Officials as these laws relate to and govern the actions of administrators and school board members while in attendance at the Convention.¹

Open Meetings Law

Convention participants whose school districts send more than one school board member to the Convention should consider how Wisconsin's Open Meetings Law may impact their ability to participate in Convention-related activities.² The Wisconsin Attorney General has issued a number of opinions that offer guidance to school board members and administrators with regard to their attendance at conferences, workshops, seminars, and conventions, including, but not limited to, the State Education Convention.

As the Attorney General explained within these opinions, the fundamental purpose of the Open Meetings Law is to ensure that the public has access to full and complete information regarding governmental affairs.³ In order to advance this purpose, generally speaking, all meetings of state and local governmental bodies, including school boards, must be held in locations reasonably accessible to members of the public and must be

open to all citizens at all times unless otherwise expressly provided by law. The Wisconsin Supreme Court has held that a "meeting" of a governmental body, including a school board, occurs whenever: (1) there is a purpose to engage in governmental business, and (2) the number of members present is sufficient to determine the governmental body's course of action (i.e., a quorum, including a walking quorum, negative quorum, etc.).⁴

In one of the opinions on this topic, a writer specifically asked the Attorney General whether the social nature of many activities offered at the Convention allow participants to be exempt from the Open Meetings Law.⁵ It is well-established that a "social or chance encounter" of members of a governmental body is not a meeting of the body requiring public notice and accessibility pursuant to the Open Meetings Law.⁶ Any presumption that the members are present to engage in governmental business is rebutted when members meet in a social setting or by chance. However, according to the Attorney General, the attendance of school board members and administrators at a conference, convention, or seminar, does not constitute a chance encounter because such attendance is pre-planned. Moreover, such attendance is not a purely social gathering because such conferences, conventions, and seminars are designed for school board members to discuss issues related to the responsibilities, authority, power, or duties delegated to or vested in the school district.

Nevertheless, the Attorney General also concluded that attendance at the Convention did not necessarily

constitute a "meeting" of the school board. According to the Attorney General, the discussion at the Convention, generally, involves concerns common to all school districts, rather than a discussion about a particular school district's business. As such, even if the number of school board members present is sufficient to determine the school board's course of action, the purpose of the gathering is not to engage in the business of the particular school district, but to take advantage of the Convention-related activities. Therefore, the Attorney General has concluded that, by itself, attendance of a quorum of the school board at the Convention does not result in a "meeting" of a governmental body, as defined in the Open Meetings Law.

The Attorney General has warned, however, that, during the Convention and all related activities, including the ride to and from the Convention, when a quorum of the school board or any committee or subunit is present, the members must not discuss business specifically related to the school district.⁷ Moreover, the school board members should not formally attempt to convene during any of the Convention-related activities.

In order to avoid the perception that a school board is violating the Open Meetings Law, many school districts choose to post a notice, in accordance with the board's policies, that is designed to communicate to the community that a certain number of school board members and/or other school district officials will be attending the Convention. The notice should explain that the school board will not conduct any school board business during the trip or at the Convention.

Continued on page 15

Regardless of the number of school board members and/or school district administrators being sent to the Convention to represent the interests of the school district, the Code of Ethics for Local Public Officials should be considered in order to determine how this law may restrict the activities and events in which the school board members and/or school district administrators participate during the trip.⁸

Generally speaking, the Code of Ethics for Local Public Officials prohibits officials (e.g., school board members, district administrators, business managers, etc.) from accepting: (a) items or services of substantial value for private benefit, or for the benefit of the official's immediate family or associated organizations, if offered because of one's public position; (b) anything of value that could reasonably be expected to influence the official's vote, official action(s) or judgment; and/or (c) anything of value that could reasonably be considered a reward for official action(s). The Code of Ethics for Local Public Officials is enforced by the Government Accountability Board.⁹

The Government Accountability Board has opined that an official may attend conventions and participate in convention-related activities, by and large, without violating the Code of Ethics.¹⁰ Specifically, while attending a convention authorized by and on behalf of a municipality, including a school district, a local public official may accept meals, refreshments and the like without charge that are provided, sponsored, and/or sanctioned by the event organizer. According to the Government Accountability Board, when a school board authorizes a school district official's attendance at the Convention, it is fair to presume that the official's attendance is in furtherance

of a public purpose or benefit and that the school board contemplates that the official will partake fully in all the Convention has to offer, including forums and receptions that are sponsored by the event organizer. Given this interpretation, as long as the school board has authorized the school district official's attendance at the Convention, he or she is not required to pay the cost of meals, refreshments and the like offered during the Convention by its organizers i.e., WASB, the Wisconsin Association of School District Administrators, and/or the Wisconsin Association of School Business Officials, in order to remain in compliance with the Code of Ethics.¹¹

However, during the Convention, school district officials must be cautious about accepting food, drinks and/or entertainment, without charge or at less than fair value, that are offered at social events sponsored by entities or organizations other than the event organizers when the entities or organizations may be current or prospective school district vendors. According to the Government Accountability Board, beer, wine, liquor, meals, buffets, and the like have more than token value, and a purely social event, such as a hospitality suite, a happy hour, or a dinner, provides a primary benefit to the official, rather than to the school district that authorized his or her attendance. School district officials, who are responsible for making or approving purchasing decisions for the school district, should not accept food, drinks and/or entertainment, without charge or at less than fair value, from current or prospective vendors because receipt of such items of value could serve as the basis for an allegation that the items influenced the officials' decisions regarding the purchase of goods or services from the vendor.

Thus, a school district official is advised to avoid attending an event that is purely social, sponsored by a current or prospective vendor of the school district, and provided to the official without charge or at less than fair value. This is true even if the event is identified in the Convention program or in the Convention materials. That said, the school district official may attend such an event and avoid a Code of Ethics violation, by paying the vendor for the full cost of the meal, refreshments and the like offered at the event.

Finally, while attending the Convention, a school district official may accept educational or informational materials, prizes or other giveaway items for the purpose of conveying the item to the school district for the use or benefit of the school district. However, if the school district official wishes to keep the item for himself or herself, the item must be of nominal or insignificant value, in contrast to an item of merchantable value, in order to remain compliant with the Code of Ethics. The statute does not establish a specific dollar value as a "merchantable" value. The determination of whether an item has more than token or inconsequential value is left to the official's discretion. That said, the Government Accountability Board has opined that some tote bags, caps, t-shirts, mugs, pens, rulers, refrigerator magnets, and key chains containing a company logo are likely to be of inconsequential value; while other items, including jackets and watches, are likely to have more than inconsequential value, i.e., merchantable value.

Furthermore, school district policies may address the issue of the receipt of gifts by school district officials. Accordingly, before the official accepts a prize or other giveaway item from a vendor exhibiting at the Convention, it

Continued on page 16

Continued from page 15

is important for the school district official to review and apply the school district's policy on the subject to determine whether he or she may keep the item.

Conclusion

The Convention offers the opportunity for school district administrators and school board members to obtain new information about the latest products, services, and developments in education. However, in doing so, it is important for them to be aware of the rules and requirements of the Open Meetings Law, as well as to understand and recognize how the Code of Ethics for Local Public Officials regulates when they may accept food, drink, or other items of value, without charge or at less than fair value, and when such acceptance will be problematic.

Moreover, under no circumstances should receipt of any such items influence the decisions of the school district officials. Finally, it is also important for school district administrators and school board members to review local school board policies for additional, more restrictive rules about Convention attendance and participation, and to direct any additional questions or concerns to the school district's legal counsel.

References

1. For additional information on related topics, see Wisconsin School News: "Compliance with Wisconsin's Open Meetings Law, Part I" (September 2004); "Compliance with Wisconsin's Open Meetings Law, Part II" (October 2004).
2. Wis. Stat. s. 19.81 et seq.
3. See, e.g., Office of the Attorney General, Informal Opinion to Clifford Miller (May 25, 1977).
4. State ex rel. Newspapers v. Showers, 135 Wis. 2d 77, 97, 398 N.W.2d 154 (1987).
5. Office of the Attorney General, Informal Opinion to Donald MacTaggart (May 25, 1977).
6. Wis. Stat. s. 19.82(2); see, also, Wisconsin School News: "Meeting or Chance Encounter? The Wisconsin Supreme Court Interprets the Open Meetings Law" (September 1993).
7. Office of the Attorney General, Informal Opinion to Beatrice Weiss (January 20, 1981).
8. Wis. Stat. s. 19.59 et seq.
9. On January 10, 2008, pursuant to 2007 Wisconsin Act 1, the Government Accountability Board replaced the Wisconsin Ethics Board and, almost immediately, began the process of reviewing, reconsidering and, in many cases, reaffirming the formal opinions and other guidance issued by the Wisconsin Ethics Board.

Since that time, the Government Accountability Board has explicitly reaffirmed the various opinions and other guidance issued by the Wisconsin Ethics Board concerning local public officials' attendance at conventions and participation in convention related activities. See Wisconsin School News: "The Government Accountability Board" (March 2008).

10. At its January 2009, meeting, the Government Accountability Board reaffirmed 1992 Wis. Eth. Bd. 31 (November 25, 1992), wherein the Ethics Board concluded that a vendor should not sponsor a river cruise for local public officials if more than an insignificant number of the officials attending are responsible for making or approving purchasing decisions that could involve the vendor's goods. At that same meeting, the Government Accountability Board indicated an intention to revisit that opinion in the future; however, to date, the no further action with regard to this opinion has been taken and there are no plans to do so in the immediate future.
11. 1993 Wis. Eth. Bd. 8 (November 1993).

This Legal Comment was written by Michael J. Julka, Shana R. Lewis and Todd J. Hepler of Lathrop & Clark LLP, WASB Legal Counsel. November 2010

Reprinted with permission. **Wisconsin School News**, Wisconsin Association of School Boards, November 2010

Midwest Facility Masters Conference

Continued from page 17

Dedicated time was scheduled for attendees to network with vendors. Exhibitors represented many facets of facility maintenance including security, flooring, energy controls, construction management, roofing, building automation, lighting, plumbing, pavement, air quality, site maintenance, playground and athletic field equipment, performance contracting, restoration and remodeling, lockers, janitorial supplies, theatrical supplies, boilers, purchasing, doors, whiteboards,

electrical design and installation and more.

We recognize Stalker Flooring for providing a pair of Packer vs Bears tickets to raise funds for scholarships for attendees who could not otherwise attend this conference. Both Abe Singh of Addison, IL and Holly Burr of Gresham, WI received scholarships to attend this year's conference. This year's scholarships were made possible because of Steve Stalker's donation of

Packer tickets at the 2009 conference.

We would like to thank the following companies for their support of the Midwest Facility Masters Conference.

- SchoolDude.com**
- Stalker Flooring**
- Inspec**
- Rinderle Door Company**
- PBBS Equipment Corporation**
- InterfaceFLOR**
- Ingersoll-Rand**



MIDWEST
Facility Masters
CONFERENCE

November 11-12, 2010
Wisconsin Dells, Wisconsin



WASBO was pleased to host the 3rd Annual Midwest Facility Masters Conference with SchoolDude, Illinois ASBO, Minnesota Educational Facility Management Professionals, Iowa ASBO and Minnesota ASBO. This year's conference grew in attendance to 178 attendees from Wisconsin, Illinois, Minnesota, Iowa and Missouri. The conference also had a record 62 vendors in attendance.

Sergeant Bryan McLaughlin, a recruiter for the United States Marine Corp, opened the conference with a message on leadership. Sergeant McLaughlin's company was the first one to arrive in Sri Lanka after the 2004 tsunami where they worked to provide food, water and rebuild. He also served in Africa where their job was to protect citizens from Somali pirates, build villages, maintain schools and protect ports. He noted that when in Iraq the people want the US military there because they feel safe and have more freedom. He is currently serving as a recruiter in Baraboo, Wisconsin.

He then shared the traits of leadership that the Marine Corp trains leaders to possess and how these traits can be applied to civilian life. Leadership is a way of life. To be a leader you must be decisive, have integrity, be knowledgeable, know yourself and seek self improvement. You must also keep

your personnel informed, set the example, make sound and timely decisions, seek responsibility and take responsibility for your actions. You should know why you are doing something and appreciate it.

Melissa Vernon, Director of Sustainability for InterfaceFLOR, shared the story of Mission Zero™, "InterfaceFLOR's promise to eliminate any negative impact it may have on the environment by the year 2020." To achieve this mission the company has worked to eliminate waste in production, achieve benign emissions, use renewable energy, close the loop by doing business with suppliers who are also focused on sustainability, using resource efficient transportation, and recycling carpet for reuse. Their mission is fully embraced by their employees creating a ripple effect as they also live by the same values.

Industry experts from across the Midwest provided sixty-four concurrent sessions on a variety of topics including safety and security, green and sustainable initiatives, construction, indoor environmental quality, facility management, financial planning, legal issues, grounds maintenance, facility planning and instruction and SchoolDude training.

Continued on page 16



We listen to your vision.

Ehlers is an independent financial advisory firm providing sound, objective advice based solely on our clients' needs.

- Bond issues
- Debt management and post-issuance compliance
- Operating referendums
- Creative financing of capital projects
- Financial planning and analysis

Contact Financial Advisors Jeff Seeley or Kristin Hanson

www.ehlers-inc.com • 800-552-1171



e~Funds for Schools is a fully PCI/NACHA Compliant secure web based service/program. Schools can accept online payments from parents (via **checking account** or by **credit card**) through your school district's own website for lunches, registrations, and all other school items or activities.

This service is **FREE** to the school. It does not cost the school anything to set up or to use throughout the year. **e~Funds for Schools** interfaces with school lunch systems and other school programs so that all funds collected do not require manual entry of funds received.

Contact Richard Waelti @ 262-377-8306 or email: rwaelti@wi.rr.com

Wisconsin Referenda Results

November 3rd, 2010

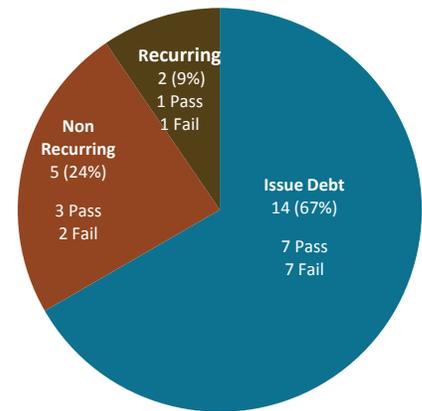
By Baird Public Finance School Team, Robert W. Baird & Co., Incorporated

Sixteen school districts requested twenty-one referendum questions on Tuesday, November 2nd, totaling over \$163.2 million in funding.

- Ten school districts requested their communities vote on fourteen debt questions for facilities totaling over \$147.9 million.
- Five districts asked questions to increase their revenue limit authority for non-recurring purposes by approximately \$13.4 million.
- Two districts requested permission to increase their revenue limit on a recurring basis for \$1.9 million.

52% of the referendum questions were approved in the November 2nd election. Overall, that brings the 2010 total referenda questions to 88 with a 53% approval rate.

November 2010 Referendum Breakdown



Debt Referenda Results

- Seven of the fourteen (50%) debt referendum questions received approval for over \$45.6 million.
- Pewaukee School District was the largest amount approved for \$16.45 million.

Non Recurring Referenda Results

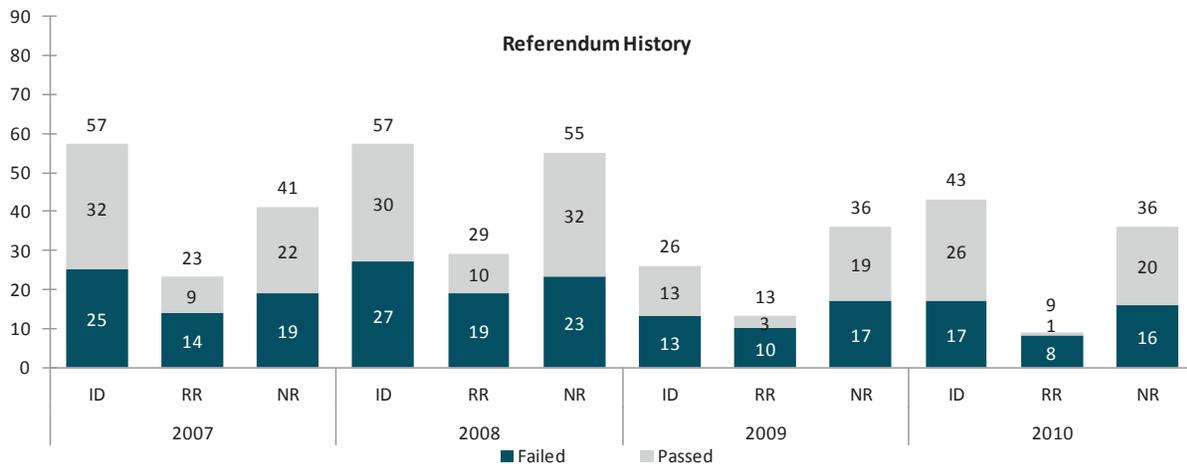
- Three of the five (60%) non-recurring revenue limit referendum questions received approval for nearly \$35 million.
- School District of Gibraltar Area secured the largest amount for over \$5.7 million for the next two years.

Recurring Referenda Results

- One (River Valley School District) of the two recurring revenue limit referendum questions narrowly received approval by 15 votes.

Multiple Questions

- Four school districts asked voters to consider multiple ballot questions, three of the questions consisting of multiple debt referenda questions and the other consisting of debt and recurring.
 - o Mount Horeb was the only district that passed both debt questions (\$9.9 million and \$600,000).
 - o Hartford and Luxemburg-Casco both passed smaller of the two debt amounts; Hartford by a narrow 30 votes.
 - o Both Waunakee Community questions (one debt and one recurring) failed.



Baird School Finance Team
 800-792-2473 ext. 3827
www.rwbaird.com

www.rwbaird.com.com/WisconsinSBS

Brian C. Brewer
 (414) 298-7030
bbrewer@rwbaird.com

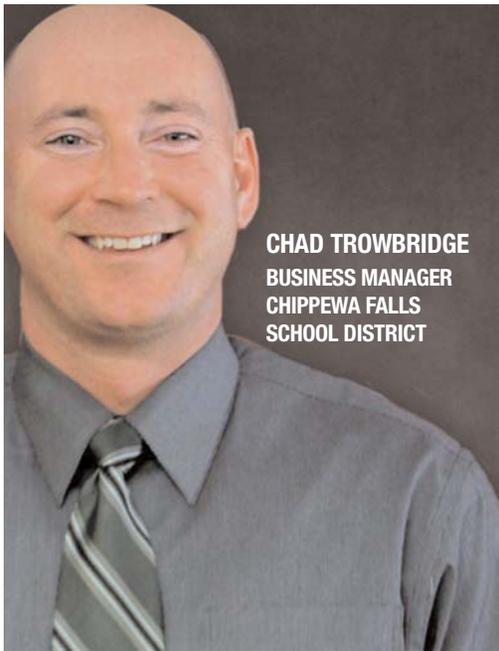
Michel D. Clark
 (414) 765-7326
mdclark@rwbaird.com

Lisa M. Voisin
 (414) 765-3801
lvoisin@rwbaird.com

Debby A. Schufletowski
 (715) 877-1772
dschufletowski@rwbaird.com

Robert W. Baird & Co. Member SIPC. First Use: 11/3/2010

Chippewa Falls School District counts on EMC for responsive claims service.



With 5,100 students and 12 buildings, Chad Trowbridge has a lot to keep tabs on.

Fortunately, he counts on his insurance agency and EMC Insurance Companies to help keep tabs on any claim activity. Over the years, his insurance partners have demonstrated their ability to take charge in every type of claim situation, including a major motor coach accident the district suffered in 2005. In addition, Chad values the financial stability of EMC Insurance Companies, a company that has a proven track record of serving the needs of Wisconsin school districts like Chippewa Falls.



TRICOR, Inc. is proud to serve the insurance needs of Chippewa Falls School District through EMC Insurance Companies.

877.468.7426
tricornet.com

EMC
Insurance Companies

www.emcins.com

Milwaukee Branch: 800.236.1800

Home Office: Des Moines, IA

© Copyright Employers Mutual Casualty Company 2010 All rights reserved



Thinking Referendum Next Year:

Be Sure to Check the Election Schedule First! Odd Calendar Years Provide Only Two Regularly Scheduled Elections at Most

By Kit Dailey, Public Information Specialist, Eppstein Uhen Architects

When it comes to preparing for a referendum, timing is everything. This is particularly important when evaluating upcoming elections as not every year provides the same voting opportunities. In even-numbered years (like 2010), districts can present referenda questions on the two regularly-scheduled General Election dates held in April or November. If a race is contested and a primary is required, two additional Primary Elections will also be scheduled for February or September. In odd-numbered years (like 2011), districts only have the winter/spring voting dates (February and April) available as regularly-scheduled elections. General Elections are not held in the fall of odd years. It's also important to note that a Primary Election, no matter even or odd-numbered year, is dependent on the need for one locally, statewide, or nationally; it is not a guarantee each year.

So why does this matter? While it's true that school districts can essentially schedule a special election nearly any time of any year, 100% of the costs associated with this election are the district's responsibility if your resolutions are the only items on the ballot. Costs include preparing and printing the ballots, all legal notices and official publications, programming the machines, and the cost of staffing the polls at all times with a minimum of three workers per polling place. Depending on the size of your district, the financial implication of a special election could be significant.

Yet possibly more important than assessing the cost of a special election is the need to carefully evaluate how your community will react to one. Referenda

success is driven by public perception; unfortunately, special elections are often perceived negatively as an attempt to "slip one by voters" during an off election cycle. Your district

For more information on elections and voting, check out the Government Accountability Board website at www.gab.wi.gov.

Future Election Dates: 2011 - 2014

| | 2011 | 2012 | 2013 | 2014 |
|---------------------------|------------|------------|------------|------------|
| Legal Resolution Deadline | 01/01/2011 | 01/07/2012 | 01/05/2013 | 01/04/2014 |
| Spring Primary Election | 02/15/2011 | 02/21/2012 | 02/19/2013 | 02/18/2014 |
| Legal Resolution Deadline | 02/19/2011 | 02/18/2012 | 02/16/2013 | 02/15/2014 |
| Spring General Election | 04/05/2011 | 04/03/2012 | 04/02/2013 | 04/01/2014 |
| Legal Resolution Deadline | | 07/28/2012 | | 07/26/2014 |
| Fall Primary Election | | 09/11/2012 | | 09/09/2014 |
| Legal Resolution Deadline | | 09/22/2012 | | 09/20/2014 |
| Fall General Election | | 11/06/2012 | | 11/04/2014 |

may have incredibly valid reasons for going to special election and this rationale needs to be clearly communicated to all voters as soon as possible.

If you ARE considering a special election, you may want to target the most traditional voting day of the year – the first Tuesday (after the first Monday) in November. Scheduling a special election on a "normal" voting day and conducting a comprehensive public information effort about the proposed referenda can help you proactively counter criticism from opponents. This approach could help your district find success at the polls, regardless of the election cycle.

P B B S
EQUIPMENT CORPORATION

Boilers, Hot Water Heaters, Burners and Controls
Complete Boiler Service
– All Makes –

24 / 7
262-252-7575 or 800-236-9620

- Boilers – Cleaver-Brooks, Raypak, Columbia
- Hot Water Heaters – Armstrong, Raypak
- Controls – Cleaver-Brooks, Autoflame, Hays Cleveland
- Burners – Cleaver-Brooks, NatCom, Webster, Limpfield

– Engineering Services –

www.pbbs.com

Milwaukee | Madison | Green Bay
Stevens Point | Twin Cities | Fargo

Since 1955

A leading insurance agent of Wisconsin's schools, R&R Insurance is the only agency that can provide the knowledge, experience and in-house, full-service capabilities to meet your coverage, safety and claims needs.

800.566.7007

myknowledgebroker.com



School Practice Group

"It is paradoxical that many educators and parents still differentiate between a time for learning and a time for play without seeing the vital connection between them."

— Leo F. Buscaglia



Imagine
un-matched
Customer Service

Get help the way you want it, when you need it. You can rely on Skyward to provide the support options and follow-up you need to keep your district running.

- A complete district-wide solution
- Inclusive state reporting
- More than 98% customer retention rate
- Dedicated to K-12 schools
- More than 1,400 districts trust Skyward



Powerful Student, Finance and Human Resources administrative software exclusively for K-12 schools - public and private.

"Skyward is always willing to assist and make sure we understand the solution before the case is closed. I truly appreciate Skyward's commitment to ensure their customer service is top-notch."

Lynn Knight, Business Manager
Nekoosa School District, WI

Contact us today to get the best customer service in the industry:
email: info@skyward.com
call: 1.800.236.7274



Why Incorporate p-Cards into Your Current Procedures?

Need more reasons to incorporate p-Cards into your current procedure? How about transparency in reporting, data interpretation, and actual program management?

The Wisconsin ASBO p-Card partnership with Illinois ASBO provides a management information system that is a state-of-the-art administrative tool called "Details Online". This is the smart way to work. Details online is accessible using the internet on a 24/7 basis. MasterCard/Details Online was specifically selected during a due process procedure because it provides an experienced implementation team and superior live support at all hierarchy levels down to the individual cardholder. Dedicated support begins during the application period and continues through initial implementation to daily program administration assistance. A school district is never thrown into the deep end of the pool and left to sink or swim.

Once an application is approved the district is assigned an implementation officer who schedules training for the local p-Card administrator who will walk them through the process of setting program parameters so that it is customized to ensure that the design will meet the initial expectations of the district. This includes help and guidance throughout the implementation phase. Access to Web site documents and sample policies and procedures in use by other districts are also available.

The Web site also includes a list of districts already in the program so that a user network is instantly available. Sample cardholder agreements are also shared.

- **Technical Support** - The program's trainers are experts in implementation set-up, training and other assistance. Help desk and client services are also available.

- **Cardholder Help** — p-Card administration and everyone holding a card will have 24/7 toll free assistance for account related questions, i.e. questions about account balances, etc.
- **Ongoing Education** — following initial online training, refresher training can be scheduled, weekly webinars are available, and innovation gatherings like regional meetings, workshops, conferences, tutorials on the Web site and additional tools and settings used for continuing p-Card education.

Details Online simplifies reporting, data management and approvals. It supports your administrators, managers, and cardholders by delivering daily transaction up-dates on demand, line item detail, and the advantages described below:

- **Comprehensive Reports** — nearly 80 reports are available to help you consolidate program management, policy compliance and vendor negotiation. You are able to review purchasing and spending more effectively across the entire organization with these and other reports:
 - Card spend analysis
 - Program analysis
 - Cost allocation analysis
 - Merchant summary and details
 - Account management analysis
- **General Ledger Transaction Coding**—General ledger (G/L) codes can be linked to a specific merchant category, a specific merchant, and/or card account. Online reconciliation of each cardholder's monthly statement eliminates the manual entry of transaction data into the general ledger.
- **Integrated Transaction Data** — Every transaction becomes part of a database (current and historical) which puts it in the Details Online

management information system, which allows for in depth analysis that helps create better decisions. Details Online and the in-house accounting system used by the district provide two powerful touches for better fiscal management of the district. Better audit information is also created.

- **Enhanced Program Administration** - Details Online makes management of resources easier with complete online transaction review. Based on parameters customized for each cardholder, new card requests, address changes, spending limits, transaction limits, preferred supplier settings, and the like can be altered 24/7 for any transaction. All that is needed is an internet connection.

Finally, great measures have been taken to create superior security controls that help ensure that only the employees authorized to use a card can do so. Information about card usage is also protected through the use of unique PIN's, passwords, and access codes.

The p-Card system available through the Wisconsin ASBO/Illinois ASBO partnership was designed specifically to benefit schools. The best features of private sector p-Cards were the foundation of the program when it started seven years ago. The program has evolved as districts using the system suggest ways to make it better. For example, the reporting system which had 34 reports when we started, has grown to over 80 unique reports. Many ideas for improvements are generated by requests from school business managers. One such improvement was increased compatibility with Skyward which Andy Weiland (Oregon) and Sandy Malliet (Viroqua) worked on. These ideas have kept our p-Card program at the cutting edge of current best practices in procurement and accounts payable.

User Fees and the School Budget

By William R. Loss, Interim Principal, Baraboo High School and Thomas R. Owens, Ph.D.



Thomas R. Owens,
Ph.D.



William R. Loss

School districts across the nation search continually for more money to meet the challenge of delivering a quality education. User fees, or student fees, are a supplemental revenue source available to school district leaders that provide limited relief. Expanding or increasing the amount charged

in user fees does, however, come with consequences. Philosophical principles should guide those who determine which activities to assess a user fee and what amounts are appropriate to impose on parents who pay on behalf of their children.

Philosophy

Article X, Section 3 of the Wisconsin Constitution states, "The legislature shall provide by law for the establishment of district schools, which shall be as nearly uniform as practicable; and such schools shall be free and without charge for tuition to all children between the ages of 4 and 20 years;..." At the time the state constitution was written, books and supplies were not considered in the types of services that fell under the "free" concept. Consequently, courts have held that charging for textbook rental is as legitimate as charging for co-curricular (clubs and social groups) and extra-curricular activities (sports). However, books, supplies and advanced placement testing expenses for indigent children are to be provided at no cost to the parent/student.

Educational leaders face the philosophical quandary of when is

it appropriate to tack on more cost to parents already burdened by the expense of raising a family and who face tough times in this economy. Questions asked are, "What activities are appropriate to charge a user fee?" and "How much of a charge or an increase is enough?" There are those who believe that participants in athletics should pay a fee. Some would go so far as to say that each individual should be asked to pay the entire cost of participating. Others think the benefits derived from participation in sports are far too great to prohibit students from participating whose parents are not able to pay high user fees, especially when the family may have several children who want to engage in more than one sport. This gets at the basic question of the mission of a school district and to what financial extent should a school district extend opportunities to children.

While user fees may help the school district's financial bottom line, consideration must be given to the impact of user fees on the family. Parents of students assessed user fees end up paying twice, once in the form of property taxes and again in the form of user fees. Some view this as contradictory to the concept of a "free" public education. User fees may create an issue of inequity among students whose parents are unable to pay the fees. Dr. Bambi Statz, a University of Wisconsin – Whitewater business professor, asserts that "Although districts will usually waive fees for families that identify themselves as unable to pay, that does not solve the problem. Many families are not willing to fill out the required forms to declare themselves poor." (1999) Statz goes on to identify the impact of fees on the middle class. "A lot of families fall between free and reduced eligibility

and affluence, and those families are not provided for. They simply can't afford to pay these fees over and over again, and kids don't have equal access to that programming." (1999) These are important factors to consider and educational leaders and residents of each school ultimately have to settle this issue on a district by district basis.

Types of Student Fees

In Wisconsin, user fees cannot be charged, for example, for resident tuition or instructional costs, teacher salaries or benefits, building additions, remodeling or repair and transportation to and from school. However, it is permissible to sell or rent textbooks, or charge a user fee for school supplies, social and extracurricular activities, gym suits, towels, band instruments, meals, before and after-school day care, transportation for extracurricular activities, and for classes that are not required for graduation and are not awarded credit.

An informal survey of fifteen Wisconsin school districts in the CESA 9 area showed that some manner of registration fee, ranging from \$5 to \$45, is being assessed at all grade levels and that driver's education fees, ranging from \$50 to \$395, and parking fees, ranging from \$10 to \$55, were prevalent. Athletic user fees were also common and ranged from \$5 per sport to \$40 per sport, with some school districts capping the maximum annual limit on fees at a range of \$40 to \$60. Only two of the fifteen districts reported user fees for non-athletic activities, such as instrument rental.

Impact of Student Fees on the Overall Budget

School districts may become increasingly dependent on user fees. The Wisconsin Taxpayers Alliance

Continued on page 25

User Fees and the School Budget

Continued from page 24

(WISTAX) found that school budgets in 2002-03 included \$26.0 million in user fees. This equates to a \$30 per student user fee and reflects a 151% increase between 1989-90 and 2001-02.

Some argue that such fees can result in lower local taxes and increased services for students (2008). To assess the impact of increased fees on school financing it is necessary to study their impact on state equalization aid, the school equalized tax levy, the school equalized mill rate and the budget. One would suspect that an increase in student fees would reduce shared cost and the equalization aid payment, thereby increasing the levy and its associated mill rate. If this were true, the goal of reducing costs through user fees would not be realized and no district would likely impose them. This raises the question - what is the effect of assessing user fees?

To gain a better understanding of what happens to the school district budget when user fees are assessed, data from nine school districts were collected from the Wisconsin Department of Public Instruction (DPI). The data for nine K-12 school districts were collected and shown in Tables A and B and categorized into three groups: 1) those receiving both positive secondary and tertiary aid; 2) those receiving positive secondary but negative tertiary aid; and, 3) those receiving both negative secondary and tertiary aid. K-8 and Union High School districts were not sampled, so results for them remain unaddressed.

Table A identifies the district type, district code, school district name and the 2008-09 TID OUT Equalized value of each district, and shows the result of multiplying a hypothetical \$50 user fee times the total membership of the school district. A user fee is not

| Table A | | | | | | |
|--|---------------|-----------------|---------------------------------|------------------------|----------|-----------------------|
| 2008-09 Demographic and User Fee Calculation | | | | | | |
| District Type | District Code | School District | 2008-09 TID OUT Equalized Value | 2007-08 Aid Membership | User Fee | Membership x User Fee |
| Positive Secondary and Tertiary Aided District | | | | | | |
| K-12 | 280 | Baraboo | \$ 1,691,522,883 | 2,978 | \$ 50 | \$ 148,900 |
| K-12 | 336 | Beaver Dam | \$ 1,659,673,558 | 3,377 | \$ 50 | \$ 168,850 |
| K-12 | 4970 | D.C Everest | \$ 2,181,079,760 | 5,836 | \$ 50 | \$ 291,800 |
| Positive Secondary and Negative Tertiary Aided District | | | | | | |
| K-12 | 721 | Brown Deer | \$ 1,110,473,800 | 1,610 | \$ 50 | \$ 80,500 |
| K-12 | 3381 | McFarland | \$ 1,153,890,499 | 2,054 | \$ 50 | \$ 102,700 |
| K-12 | 4060 | Oconomowoc | \$ 5,303,838,768 | 4,770 | \$ 50 | \$ 238,500 |
| Negative Secondary and Tertiary Aided District | | | | | | |
| K-12 | 2114 | Gilbraltar Area | \$ 3,660,504,362 | 605 | \$ 50 | \$ 30,250 |
| K-12 | 1526 | Northland Pines | \$ 3,756,179,822 | 1,396 | \$ 50 | \$ 69,800 |
| K-12 | 5130 | Sevestopol | \$ 1,449,993,034 | 629 | \$ 50 | \$ 31,450 |

assessed against every member of the school district in this manner, but for the purposes of this review it was done in order to generate enough revenue to measure an effect.

Table B shows each district's shared cost, equalization aid, tax levy and equalized mill rate before and after the application of a user fee. The table also shows, as a result of imposing this hypothetical user fee, the increase or decrease in the levy, the net gain realized from the user fee and the percent of user fee realized. The DPI October 15, 2008 Certification of 2008-09 Equalization Aid - Simplified Percentage Method Worksheet was used to calculate the budgetary effect of the user fee. As noted by the DPI, the Percentage Method Worksheet is not the methodology required by statute, but it does provide the pedagogical methodology appropriate for estimating purposes. The total user fee generated for each district was subtracted from its shared cost to create a revised shared cost. This in turn generated a new equalization aid payment amount. Changes in equalization aid payments were assumed to inversely change the equalized levy which in turn generated

a revised equalized mill rate.

The findings by grouping are as follows: (Please note that primary aid is ignored in this sampling since districts qualify for this aid based upon their equalized value per pupil and qualified districts are guaranteed the aid regardless of any factors being discussed herein.)

School districts receiving both positive secondary and tertiary aid:

These school districts saw a reduction in their shared cost and in their equalization aid that resulted in an increase in their levy ranging from just over \$4,500 to just over \$103,000. However, the actual impact on the levy rate showed no change for Baraboo, two cents for Beaver Dam and five cents for D.C. Everest. A five cent increase in the equalized mill rate equates to a tax increase of \$10 on a \$200,000 home. Even with the loss in equalization aid and an increase in equalized levy, the districts in this grouping realized a net increase in revenue ranging from just over \$139,000 to just over \$188,000. Districts receiving both positive secondary and tertiary aid can expect to realize a net gain from any user fee they assess.

Continued on page 26

School districts receiving positive secondary aid and negative tertiary aid:

These school districts are prone to producing conflicting results. Depending upon how far into the negative tertiary aid range a district is, the effect from user fees could be the same as that of the positive aided districts as seen in group one, or the effect could be to actually lower the levy and increase net revenue.

In the case of Brown Deer and Oconomowoc, their equalization aid payments actually increased resulting in a lower levy and reduced equalized mill rate. Brown Deer's aid increased over \$21,000 and Oconomowoc's aid increased over \$226,000 causing a corresponding reduction in the levy. McFarland on the other hand played out the same as if it were a school district in the first grouping. Their equalized aid dropped just over \$4,500 with an

increase in the levy. Like the first grouping of school districts, these types of school districts derive increased revenue from assessing user fees. What is markedly different with school districts in this grouping, however, is that by reducing their shared cost they can generated even greater revenue than what was directly raised by the user fee itself, Brown Deer realized 127% of its user fee and Oconomowoc realized 195% of its user fee.

Districts receiving negative secondary and tertiary aid:

These school districts saw no change to their equalization aid payment, levy, or equalized mill rate. Because these school districts receive no equalized aid to begin with the assessment of user fees has no effect on their aid payment. Gibraltar, Northland Pines and Sevastapol realize the full value, dollar for dollar, of any user fees assessed.

In conclusion, the methodology used in the analysis of this data is straightforward and general. The indications of likely outcome are useful. School districts can experience a net increase in revenue by assessing user fees regardless of their aid status. However, the philosophical question of what can families afford or tolerate remains and school district educational leaders must cope with that aspect of the user fee issue.

School district leaders also need to examine what impact, if any, student fees have on participation in educational and co-curricular programming. They must consider each student's access to opportunity, regardless of ability to pay because the higher the user fee the more likely low income families will be excluded from participation.

| Before User Fee Applied | | | | After User Fee Applied | | | | Change | | | |
|--|-----------------------------------|----------------------------------|--------------------------|-------------------------------|----------------------------------|---------------------------------|-------------------------|--------------------------|------------------------------------|--|--------------------------------|
| School District | Total Shared Cost - Before | Equalization Aid - Before | Tax Levy - Before | Mill Rate - Before | Total Shared Cost - After | Equalization Aid - After | Tax Levy - After | Mill Rate - After | Increase (Decrease) in Levy | Net Gain from User Fee Increase | Percent of Fee Realized |
| Positive Secondary and Tertiary Aided District | | | | | | | | | | | |
| Baraboo | \$27,261,367 | \$16,147,951 | \$12,697,799 | \$ 7.51 | \$27,112,467 | \$16,143,404 | \$12,702,346 | \$ 7.51 | \$ 4,547 | \$ 144,353 | 97% |
| Beaver Dam | \$32,151,694 | \$20,350,879 | \$13,963,276 | \$ 8.41 | \$31,982,844 | \$20,321,697 | \$13,992,458 | \$ 8.43 | \$ 29,182 | \$ 139,668 | 83% |
| D.C Everest | \$57,300,723 | \$40,226,760 | \$20,761,064 | \$ 9.52 | \$57,008,923 | \$40,123,043 | \$20,864,781 | \$ 9.57 | \$ 103,717 | \$ 188,083 | 64% |
| Positive Secondary and Negative Tertiary Aided District | | | | | | | | | | | |
| Brown Deer | \$19,086,024 | \$ 5,766,584 | \$13,009,422 | \$11.72 | \$19,005,524 | \$ 5,787,944 | \$12,988,062 | \$11.70 | \$ (21,360) | \$ 101,860 | 127% |
| McFarland | \$22,196,995 | \$11,394,703 | \$12,227,738 | \$10.60 | \$22,094,295 | \$11,390,159 | \$12,232,282 | \$10.60 | \$ 4,544 | \$ 98,156 | 96% |
| Oconomowoc | \$45,048,478 | \$ 6,760,282 | \$42,905,394 | \$ 8.09 | \$44,809,978 | \$ 6,987,111 | \$42,678,565 | \$ 8.05 | \$(226,829) | \$465,329 | 195% |
| Negative Secondary and Tertiary Aided District | | | | | | | | | | | |
| Gibraltar Area | \$ 8,789,592 | \$ - | \$ 9,409,597 | \$ 2.57 | \$ 8,759,342 | \$ - | \$ 9,409,597 | \$ 2.57 | \$ - | \$ 30,250 | 100% |
| Northland Pines | \$18,468,660 | \$ - | \$19,638,536 | \$ 5.23 | \$18,398,860 | \$ - | \$19,638,536 | \$ 5.23 | \$ - | \$ 69,800 | 100% |
| Sevastopol | \$ 6,905,373 | \$ - | \$ 7,306,342 | \$ 5.04 | \$ 6,873,923 | \$ - | \$ 7,306,342 | \$ 5.04 | \$ - | \$ 31,450 | 100% |

User Fees and the School Budget

Continued from page 26

User fees do appear to help offset shrinking budgets and in today's economic times such fees are likely here to stay. Finding the appropriate balance among the philosophical questions surrounding user fees, the economic ability of families to pay and the pressing financial needs of the school district will remain a challenge to school district leaders. Administrators should know that by increasing their net revenue through the imposition of user fees a net gain in revenue will result regardless of equalization aid status. Of course, each district is responsible to verify this on their own and educational leaders have to ascertain the best way to fund and/or modify their instructional plan to maintain critically needed public support and deliver a high quality education for our children.

Definitions:

Equalized Aid - Also referred to as general aid, equalized aid is paid to qualifying school districts based upon their relative property wealth to other school districts for the purpose of distributing the money determined by the legislature to be paid in support of K-12 public education as general

aid. General aid can be used for any purpose determined by the school board. Equalization aid is divided into primary, secondary and tertiary aid payment levels. The greater a given school district's equalized property value per pupil, the less equalization aid is paid to that given school district. The range of participation in receiving equalization aid is great, on the low end some school districts receive no equalized aid and on the high end some school districts can receive as much as 70% of their revenue from this source.

Revenue Limit - Specific legislation created to limit the amount of money a school district can levy its residents. Basically, each current year limit is determined by subtracting from the previous year's limit, after some adjustments are made for enrollment and other factors, the certified equalization aid (general aid) resulting in the maximum allowable levy.

School Equalized Tax Levy - A tax levied by a school board upon municipalities lying wholly or partially within the boundary of a school district apportioned on the basis of all equalized property constituting the school district.

School Equalized Mill Rate - The school equalized tax levy divided by the school district's total equalized property value, excluding property growth realized by active tax incremental finance districts (TID-Out).

User Fee - An amount of money charged for participation in an activity or for other purposes such as rental, towel use, books, etc.

References

(2008, September 3). DPI Information Sheet - School Fees. Retrieved June 28, 2009, from Wisconsin Department of Public Instruction Web site: <http://dpi.wi.gov/sfs/fees.html>

(2003, September 10). Two growing exceptions to school revenue limits. Retrieved June 25, 2009, from Wisconsin Taxpayers Alliance Web site: http://www.wistax.org/news_releases/2003/2003_20rel.pdf

(1999, September 28). Student Fees Burden Families. Retrieved June 25, 2009, from Wisconsin Education Association Council Web site: http://www.weac.org/news_and_publications/education_news/1999-2000/studentfees.aspx

The Wisconsin Constitution, Retrieved November 6, 2009, from Wisconsin Legislature web site: http://www.legis.state.wi.us/rsb/unannotated_wisconst.pdf

Informal survey of several CESA 9 school districts by D.C. Everest, Aaron Nelson, October 2009.

Would your nutrition services benefit from the support of professionals in the field?

A'viands
FOOD & SERVICES MANAGEMENT

Specializing in providing schools with customized food service management solutions to

Reduce Costs
and
Increase Participation

Purchasing Power • Staff Development & Leadership Training
Nutrition Education • Financial Expertise

888-872-3788 www.aviands.com



Computers, printers, televisions and other electronics are a daily part of our lives. But the more electronics we use, the more electronics we need to get rid of. While Wisconsin schools have not been able to send their old electronics to the landfill for some time, it may have been difficult for some to find reputable electronics recyclers at a price they could afford.

That has changed under a new electronics recycling law, passed in October 2009. Wisconsin residents, K-12 public schools and Milwaukee Parental Choice Program schools now have the opportunity to recycle their electronics more easily and inexpensively.

The E-Cycle Wisconsin program, created to implement the new law, provides a network of electronics collectors and recyclers throughout the state. During the first six months of the program, about 10.5 million pounds of electronics were collected in Wisconsin and we project that in the current program year almost 30 million pounds will be collected.

This is good news because of the materials used to make electronics. Electronics can contain harmful chemicals like mercury, lead, cadmium and other heavy metals, as well as chemical flame retardants. When disposed of improperly, these pollutants can pose a risk to human and environmental health. Electronics also contain valuable reusable materials, including steel, gold, silver, copper

and plastic. Properly recycling these materials reduces the need for mining new materials.

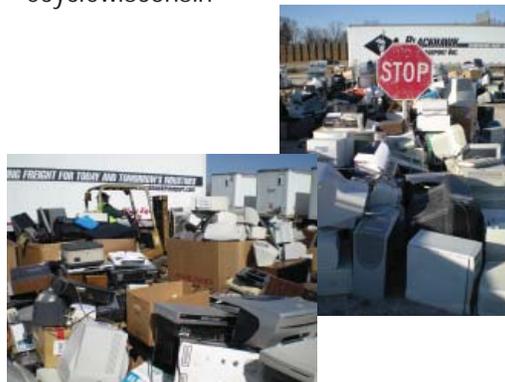
If your school already has a relationship with a reputable electronics recycler, you don't need to change. However, contracting with a collector or recycler registered with E-Cycle Wisconsin may save you money on electronics recycling. E-Cycle Wisconsin registered collectors and recyclers collect and recycle electronics on behalf of manufacturers. Because manufacturers cover some of the costs for recycling old electronics, the cost to schools should be lower than before.

We recommend that you talk with at least two or three recyclers or collectors so you can find the best fit for your needs. Questions to ask include:

- Which electronics will the recycler take?
- What will be the cost for recycling different types of electronics?
- Will the recycler pick up the electronics when you need them to?
- What does the recycler do to ensure data security (such as wiping or destroying hard drives)?

- What happens to the electronics? Are some refurbished for reuse? Where does the recycler send materials?

For more information on the E-Cycle Wisconsin program, including lists of registered electronics recyclers and collectors, see <http://dnr.wi.gov/ecyclewisconsin>



City of Milwaukee electronics recycling event on March 14, 2009.

Public Sector Advisors



Springsted Provides Public Education Clients with Broad and Sophisticated Planning Tools for Revenue Cap and Facility Referenda

Springsted's Public Education Team:

| | | |
|----------------|--------------|-------------------------|
| Don Lifto | 651-223-3067 | dlifto@springsted.com |
| DeeDee Kahring | 651-223-3099 | dkahring@springsted.com |
| Jim Schmitt | 651-223-3028 | jschmitt@springsted.com |



Springsted

springsted.com
800-236-3033



Member Spotlight - Bob Avery

"What I Did on My Summer Vacation - The Ride of a Lifetime"

By Bob Avery, Director of Business & Operations, Somerset School District

As many of you know, because I hit you up for financial support, I spent a week this past summer riding the back roads of Iowa, crossing from the Missouri River to the Mississippi. This was part of an annual event called the (Des Moines) Register's Annual Great Bike Ride Across Iowa, or RAGBRAI. 2010 was the 38th edition of the ride and my first.



Wisconsin Awesome takes on the Hawkeye

I chose to ride primarily to get into better shape. My doctor has been nudging me to drop a few pounds and exercise more to keep my cholesterol in check. I have found it too easy to let that part of my life, my physical health and fitness, be ignored as I try to balance work, family, and everything else. So this past spring, I decided I needed to do something to get a little healthier. I chose riding. But to keep at it, I needed a goal. That's when I heard this year's RAGBRAI was ending in the town I grew up in, Dubuque. I registered to ride with a couple I know and their friends and set about to train.

This year's version of RAGBRAI was one of the flattest and shortest, only 442 miles, since the ride began in the early 70s. The seven-day route took us from Sioux City to Dubuque, with overnight stays scheduled in a town each night. There are 10,000 registered riders for the week, plus many more registered day riders, plus countless riders who don't register. Throughout the week, I don't think I was any more than 150 feet away from at least one other rider! Now committed to riding, I was determined to make the ride about

more than just me getting across Iowa on a bike. RAGBRAI itself is not a fundraiser, though through RAGBRAI groups like the Iowa Bicycle Coalition get some support. How could I transform my ride into something more? I was able to hook up with the Lance Armstrong Foundation (LAF) and became a member of Team LIVESTRONG. Over 100 riders committed to riding RAGBRAI and raising money for LAF. I was honored to join them.

Through the Team LIVESTRONG website, I was able to raise money to be used to fight cancer. I chose LAF because cancer took my sister's life when she was only 21 and because of the obvious connections between fighting cancer and riding a bike that LAF represents.

My goal when I started the fundraising was to raise \$4420, or \$10/mile of this year's RAGBRAI. I am thrilled to report that with the support of many of you, I raised \$5,876.80 for LAF! This was the second highest total of Team LIVESTRONG. I especially want to thank Lisa Voisin and the Baird Foundation for their support. The Baird Foundation responded positively to my request to sponsor my ride and



Riding in the rain.

fundraising efforts by contributing over 25% of the total raised as well as providing me with some cool jerseys to wear during the week. I was honored to be styling the Baird blue across Iowa.

I also want to thank other major donors: Health Partners Insurance and National Insurance Services each contributed \$1/mile of the ride. A'viands Food Services, JA Counter & Associates, Key Benefits, and Providence Capital Network all sponsored my ride with significant contributions, as did many individuals. Thank you all!

A few highlights of the ride itself:

- Dipping the back tires into the Missouri River on day 1.
- Meeting a couple of other Team LIVESTRONG riders from Minnesota in one of the towns over a bloody mary and discovering we knew people who knew each other. Small world!
- Doing a century ride (100+ miles) for the first time ever.
- Seeing Pocahontas in Pocahontas.
- Having a Plover hamball.
- Spaghetti dinner at Algona HS.
- Seeing the National Hobo Museum in Britt.
- Jumping into Clear Lake at the end of a long hot ride.
- Surrounding Herkie the Hawkeye in Rockwell and threatening to beat him up. (Go Badgers!)

Continued on page 41



Wind power and pedal power in Iowa



Don Mrdjenovich

A Sensitive Nerve

By Don Mrdjenovich, Retired WASBO Executive Director

In the classic 1961 film "Judgment at Nuremberg," which was based on an actual historical event, three German judges were on trial for alleged war crimes. The charges were based upon their giving the Nazis access to the legal system to conduct sterilization and cleansing policies on the developmentally disabled, criminals and other "undesirable" elements of the population. A scene in the film had the Chief American Judge sitting on the case visiting the prison cell of the Chief Judge of the Germans on trial. He asked the German judge, Dr. Ernst Janning, how a man known internationally for his scholarly legal writings could bring himself and his fellow judges to legitimize and condone such inhumane treatment of their fellow citizens. Janning replied, "They (the Nazis) threatened our pensions." The control of pensions remains a sensitive issue.

More recently, in 1987, former Governor Tommy Thompson needed money to retrain auto workers in Janesville and Kenosha to accommodate the auto industry's introduction of robots and computer controlled assembly equipment. He decided to withdraw \$84 million from the Wisconsin

Retirement System pension fund. He was meeting the demands of the auto makers to keep them in the state. A good intention led to lengthy and costly litigation resulting in a 1997 ruling by the Wisconsin Supreme Court that the employees were the owners of the fund, not the state. The money was paid back with interest, amounting to about \$215 million, but the sensitive nerve it struck still stings a bit and has caused all pension participants to be ever more vigilant.

The assets of any public pension fund continue to draw the attention of those who would use it for purposes other than that for which they were created. The funding of public employee pensions is now receiving a heavy dose of scrutiny by politicians nationwide. This is not a new development. In the past there have been efforts to use the fund to support political ends. A few examples that come to mind would be giving preferential loans to in-state businesses to spur economic growth, in spite of the fact that the risk may be perceived to be outside of acceptable investment parameters. Another would prohibit investments in countries that some may have viewed with displeasure because of their human rights practices or other undesirable policies or activities.

I suppose arguments of merit could be made by individuals, groups or governments who would like to use the assets and investment power of public pension funds to serve their own philosophies and agendas. However, the major focus should always be the welfare of those who earned those assets. If I may borrow from the Marines, I stress, "the benefits were earned, not given."

A pension is far more than a current or future check in the mail. For most, it is a major contributing factor to a person's quality of life after one's work years are over. It can influence where and how well you will live. It can be a godsend to those who survive you. All of what I have mentioned is far too important than to be subjected to prevailing political winds. From what I am perceiving from recent political campaigns, another strong wind is coming. Time to batten down the hatches again and be thankful that our professional organizations, unions and the Wisconsin Retired Educators Association are on the job protecting one of the best public employee retirement funds in the world. Be thankful.

Don the Elder

WASBO Facilities Manager Certification Program

Continued from page 31

electives offered at events including the Midwest Facility Masters and WASBO Facilities Management Conferences. Typically an individual should be able to complete the continuing education requirements by attending one conference per year which is a benefit both in knowledge and networking.

There is no additional enrollment fee to

participate in the continuing education program at this time. Those previously certified will receive additional information on the Continuing Education Program in late December.

The WASBO Facilities Manager Certification Program continues to grow in importance for both WASBO and its members. Wisconsin has set

the standard for facilities management and other state affiliates are looking to the leadership of the WASBO School Facilities Committee to formulate similar programs. WASBO and the DPI are pleased to be able to enhance this program and we thank the many WASBO members who are actively participating as attendees and instructors.

WASBO Facilities Manager Certification Program Revamped for Relevancy and Continuing Education

Submitted by the WASBO School Facilities Committee

In mid October a sub-committee of the School Facilities Committee set out to review the current WASBO Facilities Manager Certification Program, and to formalize the continuing education process for those who have completed the certification. With the program nearing its seventh anniversary, the sub-committee was tasked with evaluating content to ensure core certification sessions are addressing the critical facilities issues of the day. A second component of the review was to quantify continuing education requirements for the 95 program participants who have already earned their certifications.

Core Certification

For those individuals currently enrolled in the certification program who are still working toward initial certification, certification requirements have been grandfathered by default. Changes

to the initial certification impact only those who enroll after January 1, 2011. Should a current participant wish to earn the certification under the new Core Program, they may also elect to do so.

The Core Program will continue to require 32 session credits. The two largest changes to the program are:

- Elimination of electives so that all participants attend the same core sessions for certification. With this shared baseline of information, continuing education sessions may then be developed to build on this core program knowledge.
- The addition of a seventh module, School Safety and Security, to address this critical component of facilities management.

Those currently enrolled and working

toward their initial Facility Manager Certification should watch for a mailing in late December with more specifics on the new program and how to opt into the new standards if they wish.

WASBO Facilities Manager Certification Continuing Education Program

Beginning January 1st the clock will also begin ticking for all previously certified participants. In order to enhance their Facility Manager Certification, previously certified participants will need to earn twelve continuing education credits over three years (by 12/31/2013). For those earning their certifications after January 1, 2011, the three year continuing education period will begin on the date that their final credit is earned. The 12 credits for the continuing education program can be earned from the tremendous variety of

Continued on page 30

acterragroup.com

Powerful Resources



acterra
GROUP

renewable energy fleet fueling bus washes

Contact: Jerry Schueller
800.289.7371 x 311 or jes@acterragroup.com

Design-build Construction
Project Feasibility Studies
General Construction
Construction Oversight

Offices in Wisconsin, Iowa, and Illinois



Ted Hayes

Teacher and Coaches Liability Concerns

By Ted Hayes, CSP, MSE, Senior Risk Manager, M3 Insurance Solutions for Business

Submitted by the WASBO Safety & Risk Management Committee

When a student is injured on school premises or during a school sponsored event, the student, their parents, or both can initiate a lawsuit to recover medical costs as a result of the student's injuries. Additionally, the suit may include a request for payment for pain and suffering as a result of the injury.

The suit will be made against the school district, however, the teacher may be named in the lawsuit. Attorneys representing the injured student/parents hope that the school district/teacher has allowed the injury to occur or the teacher has failed to do something that resulted in the injury - in other words, acts of commission or acts of omission.

Supervision Concerns

An important area of concern when dealing with liability is proper supervision. Supervision is the first area and generally the most common area where recovery is sought. An attempt may be made to show that the school district/teacher failed to supervise adequately. This may entail determining if there were not enough supervisors present or the supervisor(s) were doing an inappropriate job of supervision. The following concerns should be addressed when developing your district's supervision guidelines:

- Number of students to be supervised. There is no magic number as to how many students one teacher may adequately supervise. It goes without saying that when the numbers of students increase, so should the number of supervisors.
- Size of the area to be supervised. Are your teachers supervising a

- small classroom or a large outdoor play area?
- Age of the students. Younger students may require more supervision.
- Nature of the students. Are there special needs or handicapped students involved?
- Nature of the activity. Are the students quietly working at their desks or are they using power tools in a technology class?
- Teachers should be positioned so they can see the entire area; avoid turning their back to the majority of the students.
- Do not leave students in a hazardous area (technology class) unsupervised for any amount of time.
- Keep supervision mobile and moving around the supervised area.

The Importance of Instruction

The next important area of teacher liability deals with "instructions, warnings, and equipment inspections." In many liability cases, recovery will be attempted to show that the school district/teacher failed to properly instruct or warn students of a hazard or danger. Recovery may also attempt to show that a piece of equipment failed and that failure was because the school district/teacher failed to properly inspect or maintain the equipment to ensure that it was in proper working condition. The following should be remembered in this regard:

- Have complete instructions been given? It doesn't matter if it is an activity in gym class or instructions on how to use a table saw - proper instructions must be given to all students involved.

- What books, manuals, and instructional papers have been used to serve as the basis for these instructions? If it involves using a piece of equipment or machinery, always utilize the instructional materials provided by the equipment manufacturer.
- Were safety tests used with a mandatory 100% grade? Only when students answer all questions correctly can they be allowed to use certain types of equipment or machinery.
- Are written rules posted on and around the equipment or machinery?
- What is the nature of the activity relative to the students that are to perform it?
- How safe is the activity?
- Have all recommended safety measures been taken?
- Never force a student to do something they are scared of or do not want to do.

As you can see, proper supervision and proper instructions are critical in all school activities. I encourage your school district to constantly review your procedures throughout the year.

Coaches Liability

It has been established in high school athletics that the school district and the district's coaches generally are not responsible for ensuring the health and safety of the student-athletes. Additionally, school districts and coaches have not been held strictly liable for the injuries sustained by student-athletes in the course of participating in athletic practices or events. The voluntary nature of athletic participation usually allows the district and coaches to avoid liability from

Continued on page 34



Jeanne Stahl
WASBO Director

Director's Corner Winter Wellness

By Jeanne Stahl, Business Manager, Hayward Community School District

With the passing of fall and the approach of winter and the Thanksgiving and Christmas holidays, I am ready for my annual resolution to exercise regularly through the winter months. It is so much easier for me during the warm weather to do some activity after work. I recently heard about injuries for the "weekend warriors"—those who overdo their activities on the weekends because they don't get enough exercise during the week. I cannot claim to be one that goes to the extreme of being a warrior on the weekends, but that does tend to be the time when I get my exercise in the winter due to the lack of daylight after work.

I was reminded of my annual resolution (which tends to last as long as the New Year's resolution that many people make) when I heard the commercial on the radio about the guy being stopped by an officer for littering (dropped his thunder thighs while walking). Though my daughter reminds me that we need to talk about being healthy and not talk about weight, my indicator that I am not being healthy is watching the scale at home. It lets me know when I am lagging on the exercise routine and consuming too many of the unhealthy foods. With the onslaught of the family feasts and other temptations that collaborate with my winter inactivity to promote a reduction in healthiness, I need to come up with a way to make my resolution last.

So I looked at the website www.smallsteps.gov that the commercial directed me to. There are many things that I am doing: #18--drink diet soda (those of you that have rarely seen me

without my TAB can will confirm that I do this one well), #37 don't skip meals, #83--snack on fruits and vegetables, and there are a few others. Though I am not going to be able to implement #10--skate to work instead of driving, this site has over 150 ideas to promote good health.

In my search for motivation to assist me with my resolution, I came across this statement on www.mindtools.com: "When you think hard, the neurons of your brain function more intensely. As they do this, they can build up toxic waste products that can cause foggy thinking (you may have experienced the feeling that your brain has "turned to cotton wool"). By exercising, you speed the flow of blood through your brain, moving these waste products faster." I always thought thinking would

exercise my brain; I didn't realize it was toxic. The site also stated that being fit enables us to handle the long-term effects of stress, helping to prevent burnout.

So with the reminder that I need to eliminate toxic waste and the assistance of some of the small steps, hopefully I can maintain my resolution.

WASBO Foundation Scholarships

Application Deadline March 1, 2011
Materials will be mailed in December.

WASBO FOUNDATION 2011 MATCHING SCHOLARSHIPS

- MetLife \$4,000 Scholarship
- EMC Insurance Co. \$3,000 Scholarship
- Stalker Flooring & SchoolDude \$2,000 Scholarship
- National Insurance Services & Miron Construction \$1,000 Scholarship

Dr. Bambi Statz Academic Scholarship
Sponsored by Ehlers



listen.DESIGN.deliver



Troy Miller, REFP
tmiller@dlrgroup.com
612/977-3500
dlrgroup.com

Architecture Engineering Planning Interiors

Learning and knowledge is only the beginning...

EXPERIENCE MATTERS.



Specialists in Public Funds

Bond
Proceeds

Tax &
Segregated
Funds

Operating
Funds



American Deposit Management Co.



Powered by Trust

American Deposit Management, LLC

414.961.6600 americandeposits.com

Teacher and Coaches Liability Concerns

Continued from page 32

injuries that are considered part of a normal practice or athletic event.

With this said, it is important that the school district and coaches understand that they have a duty to their student-athletes and must do everything practical to minimize or eliminate the risk of injury to athletes. The duty owed to the student-athlete includes:

- ensuring that adequate instruction is provided
- supplying proper personal protective equipment
- ensuring a reasonable selection/matching of participants
- providing proper supervision of the practice or event
- following proper post-injury controls to guard against aggravation of injuries

Coaches may breach their duty to the student-athlete if the coach intentionally

injures the athlete or engages in conduct that is totally outside the normal realm of the ordinary activity involved in coaching/teaching the sport. For example, a few years ago, I observed a basketball coach who concluded the daily practice by rolling a basketball across the center of the court. When the whistle was blown, selected players would race to the center of the court and dive head first for the ball. The 'loser' of the activity was required to run wind sprints. I think it is easy to see that having two student-athletes run full speed and dive head first at each other is a serious injury exposure. Activities such as this should never be allowed.

At a minimum, the coach must provide proper supervision, training and instruction. Coaches must warn of all known dangers of the sport or dangers that could be discovered with reasonable care. The more dangerous

the sport – the greater responsibility to provide supervision, training and instruction.

Lastly, coaches must ensure that proper personal protective and safety equipment is provided. The coaches must also ensure that proper instruction is provided regarding the use of the equipment.

Conclusion

Teachers and coaches may never be totally free of all potential liability, but they can protect themselves by always using reasonable care and ensuring that all students or athletic participants under their supervision are prepared (instruction and training) and protected (personal protective equipment and instruction) before an activity begins.



Orvin R. Clark, EdD, RSBA
Educational Leadership
Department Chair
University of Wisconsin-
Superior

Book Review

"The No Asshole Rule: Building a Civilized Workplace and Surviving One that Isn't" Dr. Robert I. Sutton, Ph.D., Author

Review by Orvin R. Clark, EdD, RSBA

The No Asshole Rule: Building a Civilized Workplace and

Surviving One that Isn't was written by Robert I. Sutton, PhD. Dr. Sutton is the author of **Weird Ideas That Work** and coauthor of **Hard Facts, Dangerous Half-Truths, and Total Nonsense**. Dr. Robert Sutton is a professor of management science and engineering at Stanford University. He also has contributed articles to the Harvard Business Review and CIO **Insight**. This book was published in February 2007 and is 186 pages in length. The book is divided into seven chapters. There are other less obscene words to use which are considered more civil such as bullies, creeps, jerks, weasels, tormentors, tyrants, despots, backstabbers or egomaniacs. For use in this review I will substitute "jerk" for "asshole" to describe these nasty people.

What Workplace Jerks Do and Why You Know So Many

Consider the dirty dozen (common everyday actions that jerks use)

- Personal insults
- Invading one's "personal territory"
- Uninvited physical contact
- Threats and intimidation, both verbal and nonverbal
- "Sarcastic jokes" and "teasing" used as insult delivery system
- Withering e-mail flames
- Status slaps intended to humiliate their victims
- Public shaming or "status

- degradation" rituals
- Rude interruptions
- Two-faced attacks
- Dirty looks
- Treating people as if they are invisible

There are also volumes of scholarly research that identify bullying, interpersonal aggression, emotional abuse, abusive supervision, petty tyranny and incivility in the workplace.

The Damage Done: Why Every Workplace Needs the Rule

Factors to consider when calculating the Total Cost of Jerks to Your organization:

- **Damage to Victims and Witnesses** – such as distraction from tasks, reduced psychological safety, loss of motivation and energy at work, and absenteeism.
- **Woes of Certified Jerks** – such as retaliation from victims and witnesses, job loss and long term career damage.
- **Wicked Consequences for Management** – such as time spent appeasing, calming, and counseling jerks, employees and customers.
- **Legal and HR Management Costs** – Such as Legal costs for inside and outside counsel, settlement fees and successful litigation by victims.
- **When Jerks Reign: Negative Effects on Organization** – Such as reduced innovation, creativity, and dysfunctional internal cooperation.

How to Implement the Rule, Enforce It, and Keep It Alive

- Say the rule, write it down and act on it.
- Jerks will hire other jerks.
- Get rid of jerks fast.
- Treat certified jerks as incompetent employees.
- Power breeds nastiness.
- Embrace the power-performance paradox.
- Manage moments-not just practices, policies and systems.
- Model and teach constructive confrontation.
- Adopt the one jerk rule.
- The bottom line: link big policies to small decencies.

How to Stop Your "Inner jerk" from Getting Out

- Know Thyself
- Don't join the jerks
- Walk out – stay away as much as you can
- Seeing coworkers as rivals and enemies is a dangerous game
- See yourself as others do
- Leonardo da Vinci said, "It is easier to resist at the beginning than at the end."

When Jerks Reign: Tips for Surviving Nasty People and Workplaces

- Reframing: Change How You See Things – in an optimistic light.
- Hope for the Best; Expect the Worst.
- Develop Indifference and Emotional Detachment.
- Look for Small Wins.
- Limit Your Exposure.
- Build Pockets of Safety, Support,

Continued on page 36



FOCUS ON ENERGY. STRETCH YOUR BUDGET.

Save energy and money with FREE services and cash incentives from Focus on Energy.

Now more than ever, energy efficiency is a smart investment for Wisconsin schools. Let Focus on Energy show you how to save energy and money while improving comfort, productivity and enhancing your reputation as an environmentally friendly organization.

Focus on Energy offers your school:

- **FREE information, services and technical assistance** to help you identify energy-saving opportunities
- **Cash incentives** to help you pay for energy efficiency improvements
- **Educational opportunities** to help your staff learn about energy-saving technologies and practices

Start saving today! Call Focus on Energy to find out how we can help you stretch your budget further!

800.762.7077 focusonenergy.com



©2009 Focus on Energy BP-8076-0409

Book Review

Continued from page 35

and Sanity.

- Fight and Win the right Small Battles.
- Upshot: You Might Be able to Take It, But Are You Really Trapped?

The Virtues of Jerks

- Expressing anger, even nastiness, can be an effective method for grabbing and keeping power.
- Nastiness and intimidation are especially effective for vanquishing competitor.
- If you demean your people to motivate them, alternate it with (at least occasional) encouragement and praise.
- Create a "toxic tandem" (good cop-bad cop)
- Being all jerk, all the time, won't work.

The No Jerk Rule as a Way of Life

- A few demeaning creeps can overwhelm the warm feelings generated by hordes of civilized people.
- Talking about the rule is nice, but following up on it is what really matters.
- The rule lives-or dies- in the little moments.
- Should you keep a few jerks around?
- Enforcing the no jerk rule isn't just management's job.
- Embarrassment and pride are powerful motivators.
- Jerks are us.

If you want to build a jerk-free environment, you've got to start by looking in the mirror. When have you been a jerk? When have you caught and

spread this contagious disease? What can you do, or what have you done, to keep your inner jerk from firing away at others? The most powerful single step you can take is follow "da Vinci's rule" and just stay away from nasty people and places. Wouldn't it be wonderful if we could travel through our lives without encountering people who bring us down with their demeaning remarks and actions?

With lively language, wit and solid case studies, **The No Asshole Rule** is a compelling inquiry into the difficult challenge of having to work with other human beings...and what you can do about it. Read the book and find out if you are part of the problem...or part of the solution.

Is it Worth Your Money

By Harold Steenbock, Director of Transportation, Hortonville Area School District
Submitted by the WASBO Transportation Committee

In this time of budget cuts, and possible layoffs, school districts have to look hard at the priorities for the limited funds. Everyone needs to look not only at the present situation but into the future (what if). We need to not only look at what it takes to give the children the best education possible, but to include what is necessary to protect the district.

Most districts have had a situation where a student/parent reports an issue on the bus. A call is made to the transportation department to pull the video off the bus to see what the problem is, only to find out the camera is either not in the bus or it was not working, or that it is out of tape. Which brings up a point, why would you only have video on the route buses? How do you determine when something is going to happen? I have been fortunate to be able to upgrade

our video systems on the route buses, along with the trip buses. When looking at the trip buses, you should have video on them for a couple of reasons. If someone would get hurt on the bus, you will have the best tool to show what happened, and how it was handled. Video systems will assist you if the bus would be in an accident, with the ability to see what happened on the bus before and after the accident without having fifty students giving fifty different versions. The ability to use video for training of other drivers to learn proper procedures would be a huge asset to the district. With more students and chaperones having health issues, anything can happen on any route. School districts need to be prepared for what might happen. Schools always look for ways to protect the kids. Why not protect kids and the district while the kids are on the bus?

With all of the different systems on the market today, school districts are able to find a system that fits their budget and will allow them to upgrade their current systems. Factors that need to be considered are the manpower you have to view the video, how often you will be viewing the video, where the buses are parked, how long you will keep the video, and how many cameras you need on a bus. With proper research, the school district can find a system that fits their needs.

CHEF-INSPIRED DINING

Nourishing the Minds of the Future™

TAHER

Committed To Serving Fresh Wholesome Foods

FOOD 4 LIFE

CHEF-INSPIRED DINING

STAFF DEVELOPMENT AND TRAINING

IMPROVE FINANCIAL RESULTS

tel. **952-945-0505** • sales@taher.com
www.taher.com

Call or email us for a personal and discrete assessment of your current food service followed by our proposal with specific recommendations to help you be more successful.

EPA Releases New Draft Voluntary Guidelines for Selecting Safe School Locations

EPA Provides New Tools for Communities Making School Siting Decisions

The U.S. Environmental Protection Agency (EPA) today released draft voluntary guidelines to help communities protect the health of students and staff from environmental threats when selecting new locations for schools.

More than 1,900 new schools serving approximately 1.2 million children and costing more than \$13 billion opened in the 2008-2009 school year.

Major investments in our children's schools can be compromised if environmental hazards are not fully understood prior to selecting a school site. The voluntary guidelines also provide tools to help communities ensure that new locations for schools are accessible to the students they are intended to serve.

"EPA is offering tools to local officials and community residents looking to build schools that foster healthy, productive learning environments," said EPA

Administrator Lisa P. Jackson. "This guidance will help address the pressing environmental issues that parents, school boards and local residents often consider when making investments in their local schools. By offering guidance on long-term environmental and health concerns, it will also help local communities plan ahead and reduce the risk of costly changes down the road."

The potential impacts on children's health and education, as well as the damage to the community when school environmental hazards are later identified, are significant. In some cases, schools have been closed and in other cases have undergone costly remediation.

The new draft voluntary guidelines will give local communities tools to help them consider environmental health issues in establishing school site selection criteria and in conducting effective environmental reviews of

potential school sites. The draft guidelines recommend involving the public in the site selection process from the beginning to help ensure community support for these decisions.

EPA developed the draft guidelines in consultation with other federal agencies, states, school districts, community organizations, health care professionals, teachers, as well as environmental justice leaders, and children's health and environmental groups, among others.

The draft school siting guidelines are being made available for public comment for 90 days. Comments will be accepted until 4 pm EST on February 18, 2011.

To view and comment on the draft guidelines: <http://epaschoolsiting.icfi.com/>. More information on the draft school siting guidelines and on protecting children's health in existing schools: <http://epa.gov/schools/>

WASBO Member and Pulaski Facilities Director Butch Reimer Passes

Everett "Butch" Ernest Reimer, 58, Little Suamico, peacefully left his family on Tuesday, Oct. 19 in Milwaukee after a brief fight with leukemia. The son of Harverda (Burmeister) Reimer and the late Ernest Reimer was born on March 28, 1952, in Green Bay. He graduated from Green Bay West High School and NWTC. He was employed as the Facilities Director for the Pulaski Community Schools for more than 33 years.

Butch served as coach of the UWGB Nordic Ski Team, the UWGB Women's Fast Pitch Team, and the Pulaski Varsity Boys' and Girls' Soccer Teams.

In addition, he volunteered his time as a coach to the United Soccer of Allouez for more than 10 years.

Butch accomplished much in his short life, both professionally and personally. Most recently, Butch was named the 2010 Midwest Nordic Ski Coach of the Year. Butch served as a coach for the USA Nordic Ski Team at the World University Games in Spain. Additionally, he sent more than 44 student athletes to the NCAA Nordic Ski Championships. Athletically, Butch was also gifted. He was a World Class Fast Pitch Softball Pitcher who competed in elite leagues around the

state. In addition to coaching Nordic skiing, Butch was also a talented skier himself, having participated in thirteen American Birkebeiners, finishing 51st in the Elite Group. Butch kept himself fit by running or roller skiing daily.

Most of all, Butch was a devoted family man. More than anything, he enjoyed coaching and mentoring his children, Jake and Hannah. He lovingly cheered on his children with his adored wife, Jill. Butch enjoyed Friday night fish fries with his mother, Harverda, tinkering with brothers Mark and Wayne, playing cards with his sister Cindy and spending time with his beloved lab, Wilson.



Welcome New Members

Regular Members

- **Tessa Christel**, Accountant, South Milwaukee
- **Bryan Davis**, Superintendent, Columbus
- **Scott Pierce**, Superintendent, Westosha Central High School
- **Robert Schafer**, Financial Officer, Kaukauna Area School District
- **Lisa Snyder**, Superintendent, Merrill Area
- **Randy Staubli**, Director of Buildings and Grounds, Cambridge
- **David Stutzman**, Director of Building Maintenance & Energy Management, Tomah Area
- **Jennifer Wild**, White Lake

Service Affiliate Members

- **Bruce Marne**, Principal, Eppstein Uhen Architects
- **Darrell Beeksma**, Energy Advisor, Focus on Energy
- **Tad Beeksma**, Energy Manager, Focus on Energy
- **Nate Curell**, Energy Advisor, Focus on Energy
- **Don Hron**, Service Sales, Monona Plumbing

and Fire Protection, Inc.

- **Adam Leffel**, Service Account Executive, Honeywell International
- **Steve Neidermire**, Field Team Leader, Focus on Energy
- **Jerry Olson**, VP Sales & Marketing, Kleen Air Service Corp.
- **Bobbi Rongstad**, Energy Advisor, Focus on Energy
- **Lee Schwebs**, Energy Advisor, Focus on Energy
- **Ali Wolf**, Complete Control, Inc.

Student Members

- **Michael Gerlach**, Almond-Bancroft Schools

ASBO New Members in October 2010

- **Ken Kietzke**, Verona

ASBO 5 Year Anniversary in November 2010

- **John T. Stellmacher**, Waupun

Will OPEB wreak havoc on your finances?



THE WISCONSIN OPEB TRUST CAN HELP.

By establishing a Wisconsin OPEB Trust fund, you can fund liabilities incurred today, today.

With flexible investment options, professional investment management and a corporate trustee, we can help you find a solution that fits your district's goals. Call to learn how we can help you turn a liability into an asset.

Wisconsin OPEB Trust
www.wiopeb.com | (920) 236-0518





Scot Ecker
WASBO Director

Director's Corner Peer to Peer Resource a Success

By Scot Ecker, Director of Business Services, Muskego-Norway School District

In mid October WASBO launched our new Peer to Peer Communication Forum as an improved way

for us to share ideas and communicate. Early indicators show that this has been a successful venture. As of this writing there have been thirty-five questions posted in twenty-one categories. Generally questions are garnering about two to five responses each, with some questions getting as many as sixteen responses. Many members are also responding with helpful attachments.

Recent users have shared positive experiences with the forum. Margo Smith of Northland Pines School District posted a question about profitability of fund 50 and has received more than

a dozen responses. Margo says that "the responses will get me on the right track. In my case, the responses provide documentation as to what is a reasonable goal. I think this system is a great idea."

Mark Worthing, our colleague in Edgerton, is considering an RFP for transportation services and is using the forum as a way to gather sample RFP's. Mark reports that he is having a very positive experience with the system and "it was nice to get feedback so quickly and it was convenient that attachments could be included with responses. I received enough information from the responses to accomplish what I needed to do."

Nathan Jaeger, a newer WASBO member is in a unique position. He is transitioning from the classroom to

his new role as Whitewater's business manager on January 1, 2011 but he has already begun using the peer to peer resource. Nathan says, "I have found the peer to peer resource to be an incredibly valuable tool. It allows me to tap into the expertise of colleagues from around the state. As a new business manager it is reassuring to know that this resource is available. Not only do I have access to the advice and experience of others, but also a wealth of documents which are located in the online database."

The beauty of this resource is that it will grow in its robustness and depth as we continue to use it. Margo says that because she received so much help via the responses, she is planning on returning the favor. "We have a lot on our shoulders and it's great when we can all help each other."

New Open Meetings and Public Records Resources Available Online

Announced by Attorney General J.B. Van Hollen

Video recordings of a three-hour video conference seminar on the open meetings and public records laws are now available online. The two part series, consisting of a 90 minute program on open meetings and a 90 minute program on public records, includes material from statewide seminars held earlier this fall.

These seminars are important in promoting a better understanding of Wisconsin's open meetings and public records laws. "The information contained in these seminars are an essential component of effective citizen oversight of the workings of our democratic government," said Attorney

General J.B. Van Hollen.

The videos are available at <http://www.doj.state.wi.us/site/ompr.asp>.

The free seminars are only a part of the Wisconsin Department of Justice's campaign to promote compliance with public records and open meetings laws. In addition to the seminars, the Department of Justice publishes the Open Meetings Compliance Guide and the Public Records Compliance Outline.

The Open Meetings Compliance Guide is available at:

http://www.doj.state.wi.us/dls/OMPR/2010OMCG-PRO/2010_OML_Compliance_Guide.pdf.

The Public Records Compliance Outline is available at:

http://www.doj.state.wi.us/dls/OMPR/2010OMCG-PRO/2010_Pub_Rec_Outline.pdf.

In addition, the Wisconsin Department of Justice has created a new online public records resource guide, which is available at http://www.doj.state.wi.us/dls/pr_resources.asp.

Member Spotlight - Bob Avery

Continued from page 29

- Farm Boys breakfast burrito.
- Being inspired by a blind bicyclist.
- Suffering through rainy 68F conditions for 40 miles (in July!)
- Buying a pirate flag to help fight juvenile diabetes.
- Riding a bike that was way too small across town to pick up supplies for the night.
- Going down Girl Scout Rd (at 50, or more, mph).
- Climbing up Potter Hill.
- Riding past my high school alma mater.
- Arriving at the Port of Dubuque to see my wife, daughter and parents and dipping the front tire into the Mississippi River.

This was a really memorable week. I had a blast and met some really



Potter's Hill

6% average gradient, 19% on the steep part

There were two guys on old-time (circa 1900) bikes, folks on recumbent bikes, tricycles, and tandems, and riders in costumes. There was even a family of six on one bike with five wheels (a three-person tandem + a child tandem attached + a toddler trailer with two children)!

If you are at all interested in reading more about my week, or seeing more photos, I wrote a blog over at <http://bobaroderagbrai.blogspot.com>. Please check it out and leave

comments.



The Banana Man

I will be returning to Iowa this July. If you'd like to join me for part or all of the week, shoot me an e-mail. I will again be raising money for LAF and will appreciate any support that you can provide.

SUCCESS!
great folks along the way. There were all sorts of people on the ride and everyone made it their own. Riders of all ages and fitness levels participated.



Baird Jersey

Get Involved! Committee Membership and Presentation Opportunities

WASBO is a professional association that depends on the willingness of its membership to play an important role in planning and carrying out its numerous functions. We do not rely on an expensive dues structure or numerous salaried staff. We divide our activities and services into manageable pieces. A lot of people have to pitch in their time and talents to keep WASBO a responsive and healthy organization.

Please consider serving on a WASBO committee or sharing your expertise at a conference during this upcoming fiscal year. Interest forms for both can be found on-line at www.wasbo.com. Whether you are new to WASBO or have been involved for years, please submit committee membership requests and/or calls for presentations today and help keep your professional organization strong.

Call for Presentations

WASBO provides programming for at least 11 conferences every year and is therefore continually considering presentation topics. If you are interested in presenting at one of WASBO's professional development activities please complete the online form at www.wasbo.com. Please note that final programming decisions are made by the appropriate planning committee for each event.

Selection Criteria includes:

- Presenter is a WASBO member in good standing
- Presentation is informative in nature (not a marketing pitch)
- Presentation fits the educational criteria of the seminar/conference planning committee

Call for Committee Participation

WASBO offers a variety of committees which plan conferences, develop policy positions with the SAA, manage aspects of governance and bylaws, and provide direction on membership needs. With these numerous options there is sure to be a committee that matches your interest as well as your available time. For additional details on each committee's responsibilities and expectations, and to indicate your interest in a committee, please visit the WASBO website at www.wasbo.com.

Committees are:

- Accounting
- Constitution
- Fall Conference
- Joint Convention
- Membership
- Nominating
- Retirement
- Safety and Risk Management
- School Facilities
- Spring Conference
- SAA Legislative Committee
- Service Affiliate
- Transportation
- Professional Development Goal Action Team
- Member Resources & Technology Goal Action Team

ARE YOU ESTABLISHING YOUR FIRST OPEB TRUST? OR EVALUATING YOUR EXISTING OPEB TRUST?

NIS Has the Flexibility You Need...



Fixed or Variable... Or Both Options in One Account!

- Funds are completely liquid when used to pay for retirement benefits
- Trustee services comparable with other WI providers, but at no additional cost
- Quarterly fund review, actively managed portfolios

Getting 1.00% or less on your fixed trust? Ours has a minimum rate of return of not less than 3.00% through 2013! Currently yielding 3.50%



Call today to review your options!

Ken Zastrow
Sales Representative
kzastrow@NISBenefits.com
800.627.3660

NATIONAL INSURANCE
SERVICES
250 South Executive Drive, Suite 300
Brookfield, WI 53005, ph: 800.627.3660
www.NISBenefits.com

For Employer Use Only. 3.50% effective 1/1/10. Rate subject to change. Rate changes may be declared at any time.

Securities offered through **GWN Securities Inc.** 11440 Jog Road, Palm Beach Gardens FL 33418 866.650.0132
Member FINRA, SIPC. National Insurance Services is not affiliated with GWN Securities, Inc.

Get Connected with WASBO

As a WASBO Service Affiliate you have several opportunities to connect with the key people responsible for the finance and operations of Wisconsin's K12 School Districts. We appreciate the partnership of our Service Affiliate Members. It is with your support that we are able to offer timely and quality professional development opportunities to our members. It is our goal to provide the tools our members need to do their jobs and benefit the education of Wisconsin's children. Your support also provides over \$17,000 in student scholarships, professional recognition to outstanding school business officials and professional development grants to members in need. In these tight fiscal times, our members appreciate your support more than ever.

Sponsorship – As a sponsor at one of WASBO's several professional development seminars and conferences enhance learning opportunities for attendees. If you attend our seminars and conferences you can network and attend sessions to enhance your own learning about the issues facing school districts. Sponsorships include ads in conference programs, prominent signage at the conference and recognition in the WASBO newsletter, Taking Care of Business. To learn more about sponsorship contact the WASBO office at 608.249.8588. To register as an exhibitor or an attendee at any of these conferences watch the WASBO website at www.WASBO.com.

Upcoming Sponsorship Opportunities:

March 15-16, 2011 - WASBO Facilities Management Conference

Kalahari Resort & Conference Center, Wisconsin Dells

March 16, 2011 - WASBO Transportation & Bus Safety Workshop

Kalahari Resort & Conference Center, Wisconsin Dells

March 23-24, 2011 - WASBO Accounting Seminar

Chula Vista Resort & Conference Center, Wisconsin Dells

May 24-27, 2011 - WASBO Spring Conference, Exhibits & Scholarship Fundraiser

La Crosse

Advertising – WASBO's newsletter, Taking Care of Business, is published bi-monthly in both hard copy and electronically. Ads can be printed in color or black and white. The newsletter circulates to about 1,200 WASBO members. Rates and publication dates can be found at www.WASBO.com or by contacting Jeanne Deimund at Deimund@wasbo.com.

Articles – To submit an educational article for consideration in the WASBO newsletter, email it to Woody Wiedenhoef at wwiedenhoef@wasbo.com.

Presentations – Planning Committees for each conference consider potential sessions from all WASBO members. If you are interested in making a presentation, please submit your presentation using the form at www.WASBO.com. Sessions will be forwarded to the appropriate planning committee for consideration. All presentations must be informational and educational. Marketing presentations will not be considered.

Please contact the WASBO Office with any questions at 608.249.8588.



Where can you find sample RFP's, Budget Documents, Job Descriptions, Policies, Practices, Spreadsheets and more?

Electronic Resource Center (ERC)

Found at www.WASBO.com

SHARE YOUR EXPERTISE and EVERYONE BENEFITS!

Best Practice Documents in All School Business Management Areas can be submitted at any time!

To submit a document email it to lynett@wasbo.com with ERC Document as the Subject.



SUPPORTING SCHOOL LEADERS. ADVANCING CAREERS.

Find the best jobs and qualified school administrators and support services professionals Wisconsin has to offer.

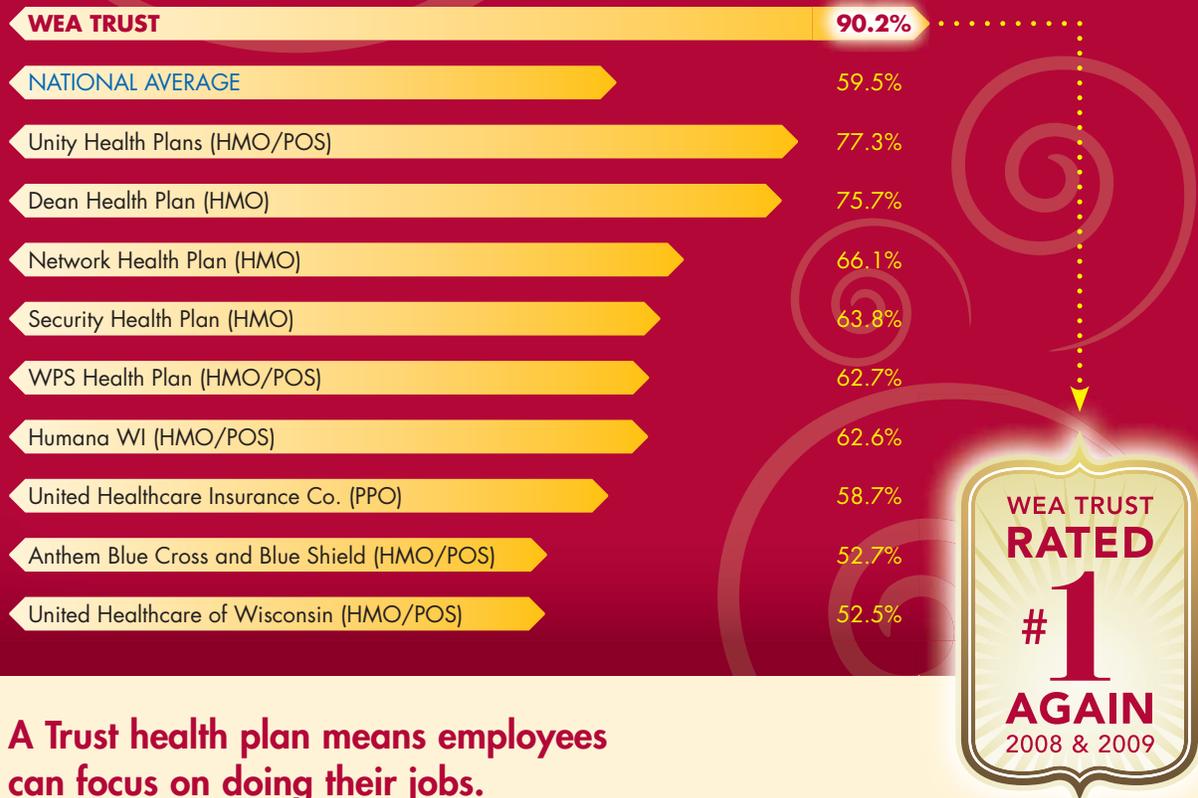


ONLINE CAREER CENTER
www.wasbo.com/jobs

First rate

The WEA Trust earned the No. 1 health plan rating in Wisconsin in the Consumer Assessment of Healthcare Providers and Systems (CAHPS®) survey. It's the second straight year the Trust earned the state's top score. Health plan members were asked to rate their plan on a 10-point scale and more than 90% rated their plan an 8 or higher.

CAHPS HEALTH PLAN RATING (PERCENTAGE RATING THEIR PLAN 8 OR HIGHER ON 10-POINT SCALE)



A Trust health plan means employees can focus on doing their jobs.

School district employees enjoy the peace of mind and security of knowing they won't have to waste time with customer service issues or claims hassles. They can spend their time at work focusing on their jobs, not insurance issues. With a Trust health plan, employees come first. While other health plans often say they can match the Trust's benefits, the results from the CAHPS survey show there is a difference.

Insurance is NOT a commodity, and our CAHPS rating has proven it... two years in a row.

CAHPS® is a registered trademark of the Agency for Healthcare Research and Quality (AHRQ). The source for data contained in this publication is Quality Compass® 2009 and is used with the permission of the National Committee for Quality Assurance (NCQA). Any analysis, interpretation, or conclusion based on these data is solely that of the authors, and NCQA specifically disclaims responsibility for any such analysis, interpretation, or conclusion.



Our commitment to provide quality insurance, financial security, and exemplary service to Wisconsin's public school employees speaks for itself.

Defining Excellence. Delivering Value. THE TRUST DIFFERENCE.

800.279.4000

weatrust.com

Unleashing Your Genius: How to SCARE Yourself (and Your Organization) into Magnificence™

By Mark Towers

We are living in times that do not lend themselves to complacency. This article will provide an easy-to-use model for “breaking the chains of the comfort zone” and making radical leaps forward. The five simple steps of the **SCARE** acronym are meant to be used by you as well as your team/organization. Consult them often as you shed old habits, set new goals and consistently embrace the all-important process of re-invention.

Here’s the powerful **SCARE** acronym in a nutshell: **S**tart, **C**ourageousness, **A**ction, **R**esilience and **E**levate.

“S” is for Start.

Perhaps you want to run a marathon, publish an article, or take your team to a much higher performance level. There is awesome power in getting started. To get started on anything you must be somewhat clear (don’t get paralyzed by perfectionism) about your purpose/intentions and what you want to be, do, or feel when you have completed the Transformative Process™. The Transformative Process is the human journey of what happens in the animal kingdom. It is about moving from a caterpillar to a cocoon (getting through the resistance) and emerging as a butterfly.

A fantastic lady once shared with me, “Look back at your life and identify at least two times that you chose to get started on an important project, challenge, etc. Feel the pride well up in your soul as you remember these key turning points in your life. The ability to overcome inertia, move forward and accomplish terrific things is of paramount importance in your life. Life is about hellos and goodbyes, and you can’t say hello to anything new without saying goodbye first. That is the joy and the uniquely human exhilaration in

getting started—taking the first step.”

As Goethe said, “Whatever you can do, or dream you can do, begin it. Boldness has genius, power, and magic in it. Begin it now.” Keep this quotation close at hand and use it as needed.

“C” is for Courageousness.

Study history. It is peppered with great men and women who conducted themselves with courageousness. As Sir Winston Churchill once noted, “Courage is rightly esteemed the first of human qualities, because it is the quality which guarantees all others.” Over the past few years, I have been interviewing highly effective and ethical people. It occurred to me that each of them succeeded at making magnificence (both personally and organizationally) by using the FBO Formula™. This formula breaks down the concept of courage into three foundational concepts—Faith, Belief and Optimism. Let’s look deeper at each of these.

Faith. Behave and act on what you know and feel—make decisions out of faith and not out of fear.

Belief. Manage change with unchanging values. Have a set of core values and use them to navigate the future.

Optimism. It’s possible to be both a realist and an optimist. Simply look for the highest good and learning in every situation.

Stop, think, choose and use the FBO Formula. It is the essence of courageousness.

“A” is for Action.

There are three kinds of people. The kind you forget. The kind you forgive. And the kind you remember. Memorable folks live lives of directed, meaningful and concerted action.

When my late father was sixty years of age, he chose to quit a comfortable job, move to another city and start a new business! He lived in a not-so-nice motel and created a solid business within a year. I will always respect him for that. He believed in making his reality magnificent. I wish the same for you.

I saw a person wearing a button once that said, “Grow for it!” Be memorable by unleashing your genius with a bias for action and a Compulsion for Completion™—even if it means finding a partial solution.

“R” is for Resilience.

I was a high school teacher and counselor for sixteen years. I learned a lot by studying highly resilient teenagers.

Jason was a sixteen-year old who was cut from the football and basketball teams. He could not sing well enough to be in the high school show choir. He could not get elected to the student council. Yet, he kept searching for ways to express himself. Finally, he joined the cross country team. Even though he was not a very gifted runner and almost always finished last, he relished every opportunity to compete and be part of his team. One Saturday morning, I met his parents at a cross country meet. I complimented his parents and asked them how they instilled resilience in Jason.

They told me that they have a saying in their family and they used it a lot around the supper table. It was this: “What? So what? Now what?” They raised their three children with this simple concept and it truly paid high dividends. All three went on to be highly successful and well-adjusted adults.

I never forgot the simplicity of those

Continued on page 46

Unleashing Your Genius

Continued from page 45

three questions and how they instilled resilience. I still use them often.

“E” is for Elevate.

Life is about elevating others. The best way to do that is with an attitude of

Elisabeth Kubler Ross, a Swiss researcher, dedicated her life to studying the process of death and dying. After forty years of research, she noted that all people ask a rendition of the same three questions as they approach the end of their lives:

- Did I become all that I could be?
- Did I leave the planet a little better off than I found it?
- Did I give and receive love?

Those three questions are about elevating others with your servanthood and humility via your personal effectiveness. Use them as guideposts for your life.

In summary, it is my invitation and request that you use the **SCARE (Start, Courageousness, Action, Resilience and Elevate)** acronym in your personal and working life. As Oscar Wilde once said, “Be who you are. Everyone else is taken.” Don’t follow any guru. Remember that success dies. Significance never dies. Your life and your efforts are never to be discounted--they are significant!

© Mark “Tenacious” Towers
817 421 4744



I'm dreaming of a white Christmas...

At Key Benefit Concepts, we take privacy seriously. All of our employees are trained in HIPAA guidelines and we protect personal health information in our possession. We shred so many documents, it sometimes feels like it's Christmas all year 'round!

If you need a HIPAA refresher at your District, actuarial services, or benefit consulting, please contact us today.

www.keybenefits.com
262-522-6415
info@keybenefits.com

Add benefits, not cost.

Here are three things that won't add a penny to your bottom line, but you'll feel like they should.



***The Trust Advantage program** provides employees the benefit of using payroll deduction to make smaller, easier-to-manage personal insurance premium payments and IRA contributions. Over 160 districts are currently offering this no-cost benefit.*

***Financial education** gives employees the tools to manage and improve their financial situation and increases productivity in the workplace. Everybody wins.*

***Value-Added 403(b) Plan Administrative Services** will help your district stay on top of 403(b) regulations and IRS audit issues. Free to districts offering the WEA TSA Trust 403(b) plan.*



For more information about these no-cost programs and services, call 1-800-279-4010.

weabenefits.com

Short Shots



WASBO Scholarship Applications

will be mailed in December and are due March 1, 2011 for the **WASBO Foundation Matching Scholarships** which are open to high graduating seniors. Four scholarships are available:

- MetLife Resources \$4,000
- EMC Insurance Companies \$3,000
- Stalker Flooring & School Dude \$2,000
- National Insurance Services & Miron Construction \$1,000

If you are currently working for a degree and certification in school business management in Wisconsin, you will be able to apply for the **WASBO Foundation Dr. Bambi Statz \$1,000 Scholarship** (funded by Ehlers & Associates). Applications will be mailed in December and are due March 1, 2011.

It is also a good time to think about your activity in ASBO. The **WASBO Foundation provides Professional Development Grants** to WASBO members who serve on ASBO professional committees. These applications can be submitted at any time.

WASBO and the participating Service Affiliates are honored to help take the edge off today's high cost of staff development and college education.

All materials will be mailed in December. Contact the WASBO office if you have any questions.

Mark your calendars for future seminars - There are a number of seminars, workshops and conferences scheduled after the first of the year. Each offers valuable learning opportunities, networking and Viterbo University graduate credit for updating state certification.

- January 19-21, 2011
WASB-WASDA-WASBO State Education Convention
Frontier Airlines Center, Milwaukee
(Viterbo Credit Offered)
- March 1-2, 2011
Fundamentals of Risk Management FUN Handling School Risk
Wisconsin School Leadership Center, Madison
(Viterbo Credit Offered - pending approval)
- March 15-16, 2011
Facilities Management Conference
Kalahari Resort & Conference Center, WI Dells
(Viterbo Credit Offered)
- March 16, 2011
WASBO Transportation & Bus Safety Workshop
Kalahari Resort & Conference Center, WI Dells
(Viterbo Credit Offered)
- March 23-24, 2011
WASBO Accounting Seminar
Chula Vista Resort & Conference Center, WI Dells
(Viterbo Credit Offered)
- May 24-27, 2011
WASBO Foundation Spring Conference, Exhibits & Scholarship Fundraiser
La Crosse (Viterbo Credit Offered)
- July 13, 2011
WASBO Custodial & Maintenance Conference
Sun Prairie High School, Sun Prairie
- July 20, 2011
WASBO Custodial & Maintenance Conference
La Crosse

These are educational opportunities for WASBO members, developed by WASBO members, where WASBO members learn and network. Your participation in these professional development opportunities is an important investment for you and your district. Go to www.WASBO.com for program information, registration, and direction.

WASBO Professional Recognition Program

Please recognize one of your colleagues by nominating them for one of the WASBO Professional Recognition Awards. The nomination brochure will be mailed in December and will be available at www.WASBO.com. Nominations are due March 1, 2011. Winners receive cash awards or funding for professional development as well as recognition at either the State Education Convention or the WASBO Spring Conference. The following awards are made possible by the generous support of these Service Affiliate Members: Johnson Controls, Inc., WISC, Robert W. Baird & Co., Hutchinson, Shockey, Erley & Co., Quarles and Brady, LLP, and Liberty Mutual Insurance.

- 2011 Wallace E. Zastrow Award (includes student scholarship)
- 2011 New School Business Manager of the Year
- 2011 Facility Manager of the Year
- Friend of WASBO
- 2012 School Business Manager of the Year (includes student scholarship)
- 2012 Shining Star Award

SAVE MONEY on PRICELESS KNOWLEDGE!

Purchase Coupons for WASBO Professional Development Days at Savings of up to 25% off the Member Rate!

\$\$\$

Order your Coupons at www.WASBO.com.

\$\$\$



Wisconsin Association of School
Business Officials
4797 Hayes Road, Suite 101
Madison, WI 53704

PRSR STD
US POSTAGE
PAID
MADISON WI
PERMIT NO 801

RETURN SERVICE REQUESTED



Please
share me with
a prospective
member!

WASBO Calendar

Professional Development

Register at www.WASBO.com

January 19-21, 2011

State Education Convention

Frontier Airlines Center, Milwaukee
(Viterbo Credit Offered)

March 1-2, 2011

Fundamentals of Risk Management FUN

Handling School Risk

Wisconsin School Leadership Center, Madison
(Viterbo Credit Offered - pending approval)

March 15-16, 2011

Facilities Management Conference

Kalahari Resort & Conference Center, WI Dells
(Viterbo Credit Offered)

March 16, 2011

WASBO Transportation & Bus Safety Workshop

Kalahari Resort & Conference Center, WI Dells
(Viterbo Credit Offered)

March 23-24, 2011

WASBO Accounting Seminar

Chula Vista Resort & Conference Center, WI Dells
(Viterbo Credit Offered)

May 24-27, 2011

WASBO Foundation Spring Conference, Exhibits & Scholarship Fundraiser

La Crosse (Viterbo Credit Offered)

July 13, 2011

WASBO Custodial & Maintenance Conference

Sun Prairie High School, Sun Prairie

July 20, 2011

WASBO Custodial & Maintenance Conference

La Crosse

Regionals

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

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

| | |
|-------------------|-------------|
| December 10, 2010 | Ashwaubenon |
| February 11, 2011 | DePere |
| May 13, 2011 | Shawano |

Bay Area Buildings & Grounds

January 13, 2011
March 31, 2011

Madison Area

Meetings will be held the first Friday of the month and begin at 9:00 a.m.

| | |
|------------------|-------------|
| February 4, 2011 | Sun Prairie |
| March 4, 2011 | Stoughton |
| April 1, 2011 | Lodi |

Northeast

Meetings start at 11:00 a.m.

| | |
|-------------------|--------------------|
| February 11, 2011 | DePere (9:00 a.m.) |
| April 8, 2011 | Fond du Lac |
| May 13, 2011 | Manitowoc |

Northwest - Meetings are usually held the 2nd

Wednesday of month beginning at 10 a.m. except July, August and January at Lehman's Supper Club in Rice Lake. Dates may be subject to change.

February 2, 2011
March 2, 2011
April 6, 2011
May 4, 2011

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

| | |
|-------------------|-----------------|
| December 10, 2010 | Whitnall |
| February 11, 2011 | St Francis |
| April 8, 2011 | Hamilton-Sussex |

Southwest - Meetings will be held at the CESA #3 office in Fennimore at 12:30 p.m.

February 16, 2011
April 20, 2011



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

West Central - Meetings are held the first Thursday of the month except July & August from 10 am - 1 pm at the Sparta Area SD Administration & Education Center

January 6, 2011
February 3, 2011
March 3, 2011
April 7, 2011
May 5, 2011
June 2, 2011

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

| | |
|-------------------|------------------|
| December 10, 2010 | Merrill |
| February 18, 2011 | D.C. Everest |
| March 11, 2011 | Mosinee |
| April 8, 2011 | Wisconsin Rapids |
| August 19, 2011 | Antigo |

Committee Meetings

School Facilities Committee (Meetings held at the WASBO Office, Madison at 9:30 a.m.)

January 11, 2011, April 12, 2011, August 2, 2011

Transportation Committee

December 9, 2010, 10:00 am, Kobussen Bus Sales, Sun Prairie

Safety & Risk Management Committee

January 11, 2011, 12:00 pm, WASBO Office

Spring Conference Committee

December 17, 2010, 10:00, Wisconsin Dells
January 20, 2011, Time TBD, Milwaukee

Board of Directors Meetings

| | |
|-------------------|-----------------|
| December 15, 2010 | Milwaukee - PMA |
| February 16, 2011 | Madison - WASBO |
| April 6, 2011 | Madison - WASBO |
| June 15, 2011 | Nekoosa SD |

Business Meetings

January 20, 2011 - Milwaukee, State Education Convention
May 26, 2011 - La Crosse, Spring Conference



Printed on Recycled Paper
Made with 100%
Post Consumer Waste.