

# + SUPERINTENDENT'S **GUIDE**

to School Business Official Recruitment, Hiring & Evaluation



# ILLINOIS

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Association of School Business Officials

# TAP INTO THE INVALUABLE **EXPERTISE OF SCHOOL BUSINESS OFFICIALS**

**School business officials (SBOs)** are multi-faceted leaders whose knowledge base reaches far beyond the budget. They are an indispensable member of your district leadership team and an investment in creating educational opportunities for children.

**This guide is a compilation of Illinois ASBO resources to help superintendents in their relationship with SBOs from start to finish — from your decision to hire, to the selection and evaluation process, to ensuring the continued success of your school business official.**

At Illinois ASBO we advocate that districts can't afford NOT to utilize the expertise of an SBO. As you will see within, our data shows that SBOs more than pay for themselves in a given year by fine-tuning the operations and finances of a district.

Whether you already have one or more SBOs in your district, or are considering adding a dedicated school business official to your team, I hope you will keep this resource and use it to help guide your processes.



A handwritten signature in black ink that reads "Michael A. Jacoby".

**Michael A. Jacoby, Ed.D., SFO, CAE**  
Executive Director / CEO  
Illinois ASBO

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# SCHOOL BUSINESS OFFICIALS: **AN INDISPENSABLE INVESTMENT**

## MORE THAN SCHOOL FINANCE...

### **Partners in Leading the District**

*“The role of the superintendent has changed dramatically. There are not enough hours in the day to do it all and be all things to everyone. If sound finances are a priority of the district, hiring an SBO is crucial.”*

**- Dr. Melissa Kaczowski, Superintendent, Roselle SD 12**

With the increased pressures related to accountability, mandates and a host of other responsibilities, superintendents today have a lot on their plate. For that reason, it is essential for every district to have a leader with a focus and expertise in financial management. Having this dedicated partner helps the superintendent to focus on the organizational and instructional leadership.

### **Partners in Strategic Planning**

*“Being a CSBO is a commitment to education. Understanding that you have a commitment to all stakeholders to provide the best educational opportunities, while ensuring financial stability, is key to success in this role.”*

**- Nicole Stuckert, CFO, CSBO, Sycamore CUSD 427**

Another major role of an SBO is to coordinate with the superintendent, board and community to support the vision and the mission of the district. A school business official brings a long-range financial vision and strategic thinking that is invaluable to a superintendent who comes from a primarily education-focused background.

You can look to your SBO to provide financial strength, vision and guidance. The board looks to the SBO to “make the complicated understandable” and lead them through the long-term ramifications of their decisions. SBOs often sit on the superintendent’s cabinet and present to the board on district financial issues.

Together with the superintendent and board of education, SBOs are ultimately accountable to the community that every dollar invested in the district is well spent.

## Partners in School Operations

*“While providing leadership in the areas of transportation, capital improvements, food service and facility operations, it is essential a CSBO offers servant leadership to assist staff in effective school operations.”*

**- Michael Schroeder, Chief School Business Official, Channahon SD 17**

The skill and knowledge base of school business officials reach far beyond the budget. Chief School Business Official (CSBO) certification requires knowledge of all these complex areas of school operations:



**Cash management, investments and debt management**



**Collective bargaining**



**Facility operations and maintenance services**



**Food service**



**Transportation**



**Legal issues and influencing public policy**



**Payroll and HR functions**



**Promoting safe learning environments**



**Purchasing best practices**



**Technology infrastructure**

Beyond the administrative work and “putting out fires” to keep the district running, their daily responsibilities include budgeting, educational performance accountability and creative brainstorming to identify underutilized resources or opportunities for the district.

Hiring a CSBO school business official or “growing your own” through a CSBO certification program ensures that you are getting a professional who has demonstrated an understanding and ability in all of these key areas of school operations.



**BOTTOM LINE:** THE WIDE-RANGING EXPERTISE A SCHOOL BUSINESS OFFICIAL BRINGS IS INDISPENSABLE TO THE DISTRICT.

# RESUME OF A **SCHOOL BUSINESS OFFICIAL**

## COMMON TITLES INCLUDE:

Assistant Superintendent for Business  
Business Manager  
Chief School Business Official

Chief Financial Officer  
Director of Business Services  
Director of Finance

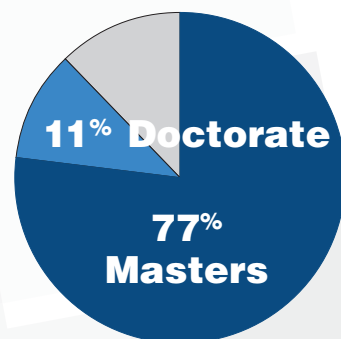
*See page 10 for more on how to choose an appropriate title when hiring a school business official.*

## EDUCATION\*

Beyond earning a Bachelor's degree, the majority of school business officials have completed further education.

77 percent have a **MASTER'S DEGREE** as their highest education level.

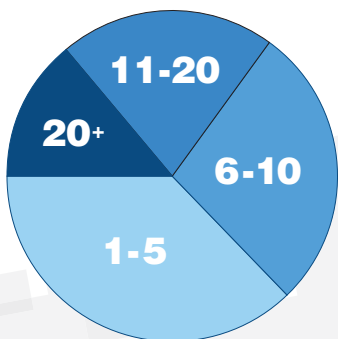
11 percent have earned their **DOCTORAL DEGREE**.



*\*Based on current Illinois ASBO member data. CSBO certification requires completion of a Master's Degree. Master's degrees typically include: Finance, Accounting, Business Administration, Education or School Business Management.*

## EXPERIENCE\*

The pool of school business officials in Illinois continues to grow, representing all experience levels:



14 percent have been in the profession more than **20 YEARS**  
21 percent have been in the profession **11 - 20 YEARS**  
28 percent have been in the profession **6 - 10 YEARS**  
37 percent are in their **first five years** in the profession

*\*Current industry data for Illinois ASBO members only.*



## ROI of a School Business Official

Surveyed school business officials reported saving an average of 1.75% of their district budget on an annual basis, equating to \$604,795 on average statewide, by simply doing their job. This is three to six times the average salary of a school business official.\*

*\*See page 10 for salary ranges of school business officials.*



## Real SBO Savings Success Stories

“After three meetings with a new health and wellness committee, we have submitted to the board a change in RX manager that has an estimated savings of \$500,000 a year, reducing insurance costs going forward and reversing a 22% increase trend that we were experiencing.”

**Todd R. Drafall, Asst. Superintendent for Business, Downers Grove SD 58**

“We have achieved \$900,000 of savings in the past year through coordinating and managing construction projects, negotiating rates for the renewal of contracts and eliminating contracts no longer being used.”

**Dr. Nicole Terrell-Smith, Dir./Business Services, Hazel Crest SD 152**

“My district’s ISBE Financial Profile Score rose from 2.45, Financial Watch, for FY17 to 3.25, Financial Review, in FY18. Along with a referendum and state categorical payments, this was a huge improvement due to my efforts as the new CSBO to rein in spending, transparency and accountability, as well as the board’s emphasis on increasing our fund balance.”

**Diana R. McCluskey, Asst. Supt./Finance, CSBO, LaGrange Elem. SD 102**

**FIND MORE SUCCESS STORIES  
AT [WWW.IASBO.ORG/WHYHIRE](http://WWW.IASBO.ORG/WHYHIRE)**

# SBO RECRUITMENT & SELECTION **MAKING THE RIGHT CHOICE FOR YOUR DISTRICT**

Congratulations on your decision to bring the experience and expertise of a school business official to your district!

Illinois ASBO is committed to walking with you step by step through the process of finding the right person for your district. Once they are hired, we are dedicated to the continued success of your school business official in realizing their potential, as they connect to a vast array of resources and a network of fellow professionals.

## **Six Steps to Selecting and Hiring a School Business Official**

### **1. Determine the Role of Your SBO**

Begin by filling out the SBO Task and Function Checklist on page 9 to understand the scope of duties that you are looking for your school business official to perform. From there, you will have a framework to refer to as you continue on to the next steps in the process.

### **2. Determine, Title, Qualifications and Salary Range**

Based on what you would like your SBO to do, use the chart of typical titles and qualifications on page 10 to guide you in deciding what to title your SBO position and what key things you are looking for in a qualified candidate.

### **3. Create a Job Description**

Use Illinois ASBO's sample job descriptions as a springboard to create a description that matches specifically with the tasks and functions you have chosen for your school business official.

### **4. Find Qualified Candidates**

Whether you choose to do your search externally or decide to "grow your own" through a Master's or certification program there are a plethora of resources available to you to bring the right candidate to your district.

### **5. Interviewing and Selection**

Understanding whether a candidate is for you can come down to asking the right questions! Use the compiled list of interview questions to get started as you narrow down the right candidate.

### **6. Commit to their Professional Growth**

Illinois ASBO provides an array of resources and opportunities to help your newly hired SBO reach their potential.



# STEP ONE: DETERMINE THE ROLE OF YOUR SBO

## WHAT DO I WANT MY SCHOOL BUSINESS OFFICIAL TO DO?

Task and Function Checklist – Check all that apply

TASKS	FUNCTIONS		
	Perform Specific Tasks (i.e. payroll)	Direct, Oversee and/or Supervise	Key Decision Maker and/or Evaluator
Financial Planning/Budgeting			
Accounting & Finance Systems			
Debt Services & Capital Fund Management			
Auditing			
Purchasing & Supply Management			
School Facility Planning & Construction			
Facility Operations			
Insurance/Risk Management			
Cost Analysis			
Reporting & Compliance			
Collective Bargaining			
Data Processing			
Cash Management & Investments			
Food Service			
Legal & Policy Management			
Personnel Management			
Grant Writing & Management			
Office Management			
Community Relations			
Property Management			
Campus Security			
Staff Development			
Student Activity Funds			
Transportation Services			
Health and Safety			

## STEP TWO: DETERMINE TITLE, QUALIFICATIONS AND SALARY RANGE

### WHAT TITLE SHOULD I CHOOSE FOR MY SCHOOL BUSINESS OFFICIAL?

Below is a set of typical titles and qualifications of SBOs based on their scope of responsibilities. Refer to the School Business Official Task and Function Checklist to understand what responsibilities you would like your school business official to perform. For example, if you checked “Key Decision Maker and/or Evaluator” and/or “Directs, Oversees and/or Supervises” for a wide scope of functions, consider a title that reflects this.

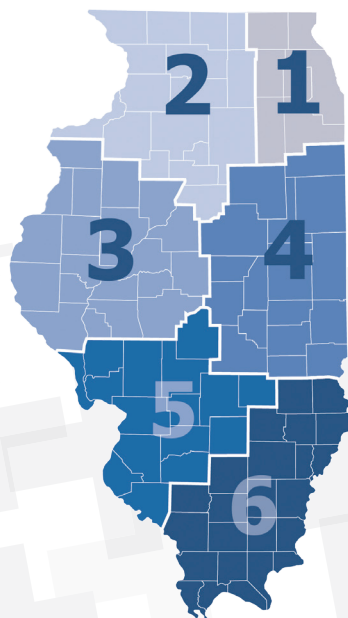
*Please note that titles and scope of responsibilities vary significantly from district to district. This is not intended for the purposes of re-classifying current school business professionals.*

Typical Titles	Scope of Responsibilities	Typical Qualifications
Assistant Superintendent for Business or Finance	Oversees, supervises and/or is a key decision maker for all finance and operational aspects of a school district.	<ul style="list-style-type: none"> <li>Professional Education License with Chief School Business Official (CSBO) endorsement*</li> <li>Master's Degree Required</li> </ul>
Business Manager or Director	Oversees and/or supervises some or all financial and operational aspects of a school district.	<ul style="list-style-type: none"> <li>Master's Degree Required</li> <li>CSBO preferred*</li> </ul>
Chief Financial Officer or Comptroller	Oversees school finance and accounting functions and/or performs specific tasks (some operational oversight may apply).	<ul style="list-style-type: none"> <li>CPA or Master's Degree in Finance or Accounting</li> </ul>

*\*Note: To comply with TRS Guidelines, please add /CSBO to the title of any position requiring a CSBO endorsement.*

### WHAT ARE THE SALARY RANGES FOR SCHOOL BUSINESS OFFICIALS?

Based on the 2017 Employment Information System (EIS) data and job categories, the annual salary ranges based on title only are:



#### ASSISTANT SUPERINTENDENT

	Low	High	Average
Zone 1	\$97,500	\$263,100	\$153,780
Zone 2	\$90,000	\$182,451	\$122,975
Zone 3	\$66,858	\$142,760	\$117,371
Zone 4	\$74,122	\$159,101	\$128,042
Zone 5	\$80,519	\$158,875	\$117,158
Zone 6	\$107,699	\$134,367	\$118,773

#### CHIEF SCHOOL BUSINESS OFFICIAL

	Low	High	Average
Zone 1	\$54,200	\$250,000	\$141,951
Zone 2	\$40,607	\$179,603	\$114,452
Zone 3	\$73,500	\$111,574	\$89,184
Zone 4	\$91,855	\$162,728	\$108,297
Zone 5	\$78,890	\$138,350	\$107,321
Zone 6	\$93,737	\$93,737	\$93,737

## STEP THREE: CREATE A JOB DESCRIPTION

For a starting point you can use to create a job description that fits the role you want your SBO to play, we have sample descriptions available for titles including:

- Assistant Superintendent for Business
- Business Manager/Director
- CFO/Comptroller

**You can download these sample descriptions at: [www.iasbo.org/recruitmentguide](http://www.iasbo.org/recruitmentguide)**

## STEP FOUR: FIND A QUALIFIED CANDIDATE

Once you have decided the role of your school business official and selected your desired qualifications, you have many options to find the best possible candidate for the position.

### Option 1: Recruiting and Posting the Position Online

A great place to start is by using the job banks that are available through Associations in Illinois that serve school business administrators:

#### **ILLINOIS ASSOCIATION OF SCHOOL BUSINESS OFFICIALS JOB BANK —**

[www.iasbo.org/jobbank](http://www.iasbo.org/jobbank)

Illinois ASBO updates their job listings on a regular basis and is a go-to resource for business officials who are in the job market. As the premier Association in Illinois for school business management, this is your best place to start.

#### **ILLINOIS ASSOCIATION OF SCHOOL BOARDS (IASB) EXECUTIVE SEARCHES —**

[www.iasb.com/executive](http://www.iasb.com/executive)

IASB can help you facilitate a search for candidates for assistant superintendent and business manager positions and work with your board throughout the process.

#### **ASBO INTERNATIONAL CAREER CENTRAL —** <https://careers.asbointl.org/employers>

For a broader search of candidates from in-state and out-of-state, consider posting through ASBO International's career site.

#### **ILLINOIS EDUCATION JOB BANK —** [www.illinoiseducationjobbank.org](http://www.illinoiseducationjobbank.org)

This more comprehensive education jobs site hosted by the Illinois Association of School Administrators (IASA) allows you to post a position as well as search for candidates who meet all your qualifications.

### Option Two: “Growing Your Own” School Business Official

Do you already have someone on staff that you think could excel in a school business management position?

Statewide, many districts located in areas where school business officials are not as readily available have taken the opportunity to “train their own” through enrolling them in the Master’s Degree Program in School Business Management that is offered through a partnership between Northern Illinois University and Illinois ASBO. Those who already possess a Master’s Degree and the required experience can study for their Professional Educator License with Chief School Business Official Endorsement.

**Learn more about this opportunity at [www.iasbo.org/universityprograms](http://www.iasbo.org/universityprograms)**

## STEP 5: INTERVIEWING AND SELECTION

Refer to the Sample Interview Questions available online to get a starting point to determine what questions you would like to have answered at different stages in the interview and selection process.

**For a link to a version of this document that you can use and manipulate, visit [www.iasbo.org/recruitmentguide](http://www.iasbo.org/recruitmentguide)**



Once you have selected your school business official **ILLINOIS ASBO'S SCHOOL BUSINESS OFFICIAL CONTRACT CHECKLIST** is a perfect starting point to making sure all your bases are covered and the contract accurately reflects the work they will do within the district. You can find it online at **[www.iasbo.org/contractchecklist](http://www.iasbo.org/contractchecklist)**.

## STEP SIX: COMMIT TO THEIR PROFESSIONAL GROWTH

Once you have invested in a school business official as a member of your administrative team, continue to invest in their success through their development and training. This ensures that your investment will return the highest possible dividends.

Illinois ASBO has resources and education offerings to help SBOs succeed throughout their career. Learn more about how Illinois ASBO can partner in the career of your SBO on page 19 of this guide.



“A school business official is an invaluable management and leadership resource. They provide excellent fiscal management in the context of understanding and supporting the district’s priorities.”

**- Illinois Superintendent**

# EVALUATING YOUR SCHOOL BUSINESS OFFICIAL

Developing an evaluation system for a school business official can be an effective way to increase the performance and productivity of a key employee. In many school districts, there are typically evaluation processes, forms and methodologies that apply to instructional and operational personnel, but they fall short in providing appropriate summative and formative feedback for school business personnel.

## In the following pages, you will find:

- A brief summary of potential methods for conducting effective employee evaluations.
- FAQs regarding statutory evaluation guidelines for school business personnel.
- Sample Goal Setting Worksheet.
- Sample Leadership Competencies Evaluation Instrument applicable to all positions.
- Sample Role Competency Evaluation Instrument for school business officials.

*Note: Your evaluation should be modified to apply specifically to the role your SBO plays.*

## To use these tools effectively, an evaluator should take the following steps:

1. Determine the method of evaluation that is to be applied. **See the Methods of Conducting Employee Evaluations on the next page.**
2. If using the **Leadership Competency Evaluation** method along with goal setting or role competency, download the resource and make modifications as necessary based on the job description to reflect the expectations for the individual in the school business role.
1. If using a method other than simple goal setting, use the **Role Competency Evaluation** to access position requirements. Download the evaluation and make modifications based on your job description for the position.



## Download these resources for use in your district!

All of the evaluation documents included in this guide are available on the Illinois ASBO website and can be downloaded as Microsoft Word files. Please feel free to modify and change the sample documents to meet the specific needs of the position and the district. **Access these documents at [www.iasbo.org/evaluationguide](http://www.iasbo.org/evaluationguide)**

*Note: The documents associated with this resource are samples and Illinois ASBO assumes no responsibility for legal liability for the use of the materials by a school district. Please consult a qualified attorney on questions related to the legal implications of evaluation and subsequent or accompanying employment.*

## Methods of Conduction Employee Evaluations

There are many ways to conduct an evaluation. Some common methods that can be incorporated into the evaluation process for school business officials may include:

### Goal Setting

This allows both the supervisor and the employee to supply goals for the coming year. In subsequent years, these goals are reviewed and new goals are created.

### Standardized Scale

In this method, the supervisor rates the employee using a scale system. This can be combined with goal setting.

### Self-Assessment

This can be incorporated into most methods and gives the employee an opportunity to objectively reflect on their performance, consider what they have done well and where they have fallen short, and then share their perspective with their supervisor.

### Gap Analysis

Recognizing the value of self-evaluation, in this method both the supervisor and employee fill out the standardized scale evaluation. Gaps are identified between the employee and supervisor's view of the employee's role and leadership competencies. These "gaps" can then become areas as a focus for discussion and goal setting.



## Frequently Asked Questions Regarding the Statutory Evaluation Guidelines for School Business Personnel

### Who evaluates a school business official?

A school business official is typically evaluated by the superintendent. There are no statutory requirements that stipulate the method of evaluation (unlike the evaluation of teachers and principals).

### How do school business official evaluations relate to the Performance Evaluation Reform Act (PERA) laws?

According to Illinois State Board of Education, PERA requires all schools in Illinois to design and implement performance evaluation systems that assess teachers' and principals' professional skills, as well as incorporate measures of student growth. As PERA evaluations relate only to instructional personnel, there are no requirements for the method or type of evaluation used for school business officials.



# GOAL SETTING WORKSHEET

**Employee Name:**  
**Supervisor Name:**  
**Date:**

## Goals Suggested By Employee:

## Goals Suggested by Supervisor:

## Goals Approved for the Next Fiscal Year:

## Comments:

Download a full, customizable worksheet at [www.iasbo.org/hiring-training](http://www.iasbo.org/hiring-training)

# ROLE COMPETENCY EVALUATION

*This is intended as a sample. Choose the competencies specifically referenced in the job description of the employee.*

For each item, based on your knowledge of the performance of the employee, circle on the scale between 1 and 10. The scale is described below.

**Does Not Meet Expectations** ← 1 2 3 4 5 6 7 8 9 10 → **Exceeds Expectations**

A comments section is included on the online form. Comments are encouraged, but are required for any competency with a ranking below 5.

## 1. BUDGETING AND LEVYING.

Prepares the budget, presentation and justification to the Board of Education, including the annual levy.

## 2. FINANCIAL PLANNING.

Prepares enrollment and long-range plans to meet the student and financial needs of the district. This may include multi-year projections of revenues and expenses and the feasibility of long-term funding for special projects and instructional improvement.

## 3. CLAIMS AND REPORTING.

Oversees the preparation of GSA and transportation claim as well as claims for other state and federal categorical programs. Oversees implementation of grants.

## 4. ACCOUNTING AND FINANCE SYSTEMS.

Performs functions related to accounting and reporting, which may include but is not limited to bills payable, transfer of funds and management of activity funds.

## 5. BANKING AND INVESTMENTS.

Manages banking relationships and ensures appropriate and effective investment of school district funds.

## 6. AUDIT PREPARATION AND ANNUAL FINANCIAL REPORTING.

Files a financial report annually for audit and implements audit suggestions on a timely basis.

## 7. PURCHASING AND SUPPLY MANAGEMENT.

Coordinates or oversees the purchase, maintenance and inventory of all supplies, including purchase by competitive bidding and management of contracts as directed by the Illinois School Code and Board Policy.

## 8. PERSONNEL MANAGEMENT.

Supervises the staff accounting, payroll benefits and all related data in the area of personnel administration.

## **9. COLLECTIVE BARGAINING.**

Prepares pertinent fiscal data for negotiations, including data related to benefit programs.

## **10. RECORDS MANAGEMENT.**

Oversees procedures and maintenance of district property, finance records and the annual financial audit.

## **11. PROGRAM MANAGEMENT.**

Oversees the operation of the total school business services program including day-to-day district finance and business operations, recruitment and evaluation of staff.

## **12. INSURANCE AND RISK MANAGEMENT.**

Represents the district's interests in all insurance and risk management programs.

## **13. TRANSPORTATION SERVICES.**

Administers or oversees the district transportation program and prepares and administers the budget.

## **14. FACILITY OPERATIONS.**

Administers a program of plant operation and maintenance, security and property protection and community use of school facilities.

## **15. PLANNING AND CONSTRUCTION.**

Participates in decision-making process and selection of professional services. Works with architects and contractors to ensure desired project results in construction and remodeling of facilities and understands and carries out the legal responsibilities of the district.

## **16. FOOD SERVICE.**

Oversees all operations and contracts. Applies State and Federal guidelines for free/reduced meal subsidies. Takes part with regulatory agencies in the planning and reporting of food service program.

## **17. HEALTH AND SAFETY.**

Develops and implements a process for assessing potential safety hazards. Assists in the preparation of a district disaster preparedness and recovery plan.

## **18. COMMUNITY RELATIONS.**

Prepares enrollment projections and financial information for referendums. Effectively communicates financial and operational issues to the public. Represents the mission and goals of the district to the community.

## **19. GENERAL ADMINISTRATION.**

Acts as advisor to the superintendent concerning financial affairs and matters of general importance to the educational program. Participates in decision-making and policy development.

## **20. PROFESSIONAL DEVELOPMENT.**

Sets goals and participates in activities to maintain knowledge and skills and stay abreast of school finance related issues.

**Download a full, customizable worksheet at [www.iasbo.org/hiring-training](http://www.iasbo.org/hiring-training)**

# LEADERSHIP COMPETENCY EVALUATION

*This is intended as a sample. Choose the competencies specifically referenced in the job description of the employee.*

For each item, based on your knowledge of the performance of the employee, circle on the scale between 1 and 10. The scale is described below.

**Does Not Meet Expectations** ← 1 2 3 4 5 6 7 8 9 10 → **Exceeds Expectations**

A comments section is included on the online form. Comments are encouraged, but are required for any competency with a ranking below 5.

1. **RESPECT.** Establishes and maintains a reputation of respect with the key stakeholders of the district.
2. **FOLLOW THROUGH.** Follows through on all commitments and promises with an appropriate sense of urgency.
3. **INNOVATION.** Values and actively encourages creative and innovative ideas from staff and key stakeholders. Anticipates and seizes new opportunities.
4. **PRIORITIZING.** Manages time and resources effectively according to district and professional/personal goals. When necessary, makes personal sacrifices to assure results.
5. **DELEGATION.** Broadly shares both responsibility and accountability with individuals or groups based on their skills, experience and available time. Clarifies roles amongst staff.
6. **EXPRESSING IDEAS.** Writes clearly, concisely and persuasively. Speaks in a clear and articulate manner, adapting content and style to different audiences and venues.
7. **MAKING A CASE.** Appeals to emotions and/or reason using data, concrete examples and demonstrations when talking with board of education, community members and the media.
8. **MEETINGS.** Effectively prepares for board of education meetings, including setting clear objectives, agendas, advance materials and appropriate time management. Provides opportunities for input.
9. **TRUST.** Gains the trust of all stakeholders by actively listening and seeking to understand their views and needs. Avoids bureaucratic responses.
10. **INSIGHT.** Understands his/her strengths and weaknesses and circumstances in which they become most important.
11. **SEEKING GROWTH.** Actively seeks constructive feedback and other opportunities for self-development. Takes responsibility for his/her own behavior, mistakes and results and learns from successes and failures.
12. **CONFLICT.** Models appropriate responses to conflict, encouraging others to manage conflict openly and productively. Settles disputes fairly.
13. **VISION, MISSION, VALUES AND GOALS.** Effectively establishes and articulates a compelling vision that aligns with the district's broader mission, vision and values. Cascades these goals and values throughout the district.
14. **NETWORKING.** Seeks opportunities to work with a wide range of individuals and organizations inside and outside of the district to achieve better outcomes.
15. **MANAGING CHANGE.** Effectively manages change by setting new direction, seeking to understand the effects of change on the district and stakeholders.
16. **RESILIENCE.** Demonstrates tenacity in the face of adversity, persevering through significant challenges to reach long and short-term goals.

**Download a full, customizable worksheet at [www.iasbo.org/hiring-training](http://www.iasbo.org/hiring-training)**

# INVEST IN THE SUCCESS OF **YOUR SCHOOL BUSINESS OFFICIAL**

With all the challenges facing school districts, in order to get the most from your school business official it is important for you to support their ongoing growth in the profession.

The **Illinois Association of School Business Officials** is devoted to success of your school business official and provides them with the opportunity to continue their professional development and exchange ideas with fellow SBOs.

## **Commit to their Professional Development**

In a constantly changing field, keeping up to date with industry best practices is vital. Through Illinois ASBO's professional development offerings, your school business official can keep up their certification and keep abreast of all the changes coming down the line.

You can find a recommended path of professional development for your SBO(s) at **[www.iasbo.org/roadmaptosuccess](http://www.iasbo.org/roadmaptosuccess)**

## **Connect them to a Community of Professionals**

Illinois ASBO also facilitates invaluable networking opportunities for school business officials such as serving on a committee, attending a conference or regional organization or sharing solutions through our online community. By encouraging your SBO to get involved, you are investing in the success of your district.

## **In the Words of School Business Officials**

"For me, leaning on the Illinois ASBO network has been a tremendous support. Many vendors that we did not know are now fantastic partners for our district thanks to Illinois ASBO. Other local business officials have helped us think in ways we never did before, come up with solutions to problems we could not solve and provided templates to save us time in building our own."

**Anthony R. Arbogast, Dir./Business Services, CSBO, Roselle SD 12**

"The biggest challenge as a school business official is juggling all the different hats we have to wear. The networking within Illinois ASBO has provided me the opportunity to discuss some of these issues with those at the same point in my career or others that have already arrived where I am looking to go."

**Daniel Oberg, Dir./Business Services, Wheeling CCSD 21**



**BOTTOM LINE:** Illinois ASBO is committed to partnering in your success by connecting your school business officials to indispensable professional development, resources, networking and advocacy. **Learn more today at [www.iasbo.org](http://www.iasbo.org)**



**Illinois ASBO**

108 Carroll Ave., DeKalb, IL 60115  
(815) 753-1276 | [www.iasbo.org](http://www.iasbo.org)