

Looking Back

The object of the National Association of School Accounting Officers was stated in its first manifesto as “the standardization of fiscal, physical, and educational data of school systems for presentation in the form of public reports.”

— GEORGE W. GRILL, *ASBO: The First 50 Years*

To be successful, organizations must evolve, adapting to the changes in the profession and, thus, the changing needs of their members—and that is just what this fledgling group did.

While ASBO’s initial focus was school accounting and reporting procedures, it didn’t stay that way for long. School business management is a complex field, and it soon became clear that school business managers work with a much broader brushstroke than just accounting and reporting. This recognition of the expanding field is reflected to some extent in the topics raised at the association’s annual meetings.

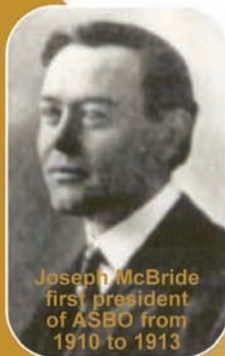
- At the annual meeting in 1913, members argued for the fiscal and legal separation between school districts and municipalities.
- Pensions were first discussed in 1914, followed the next year by a presentation on business administration in smaller districts.
- At the 1917 annual meeting, members presented papers related to fuel, equipment repair and replacement, and school supply standardization.



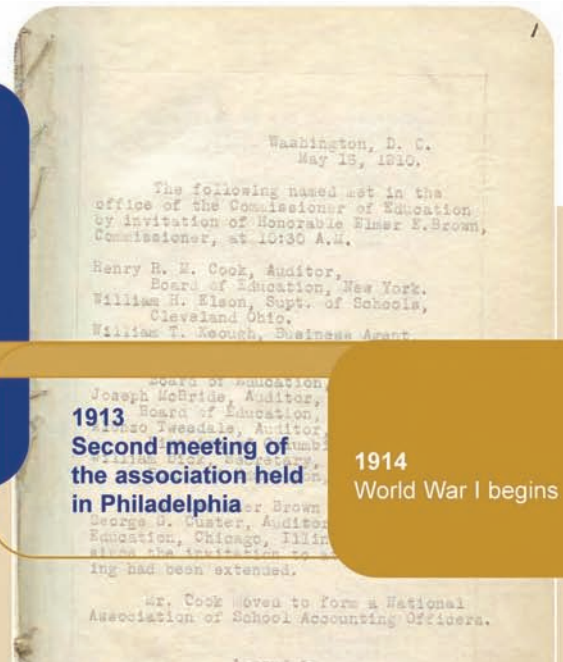
In light of this broadening scope, it was fitting to adapt the organization’s name to better reflect its membership. In 1917, the association’s name changed to the National Association of School Accounting and Business Officials of Public Schools.

In the years that followed the founding of the association, its executive committee sought to reach out and collaborate with other national organizations that were involved in school business administration while continuing to expand its focus beyond budgets. In 1922, after absorbing the National Association of School Building Officials’ membership, the name changed again, this

1910
ASBO launched as the National Association of School Accounting Officers



1912
The Titanic sinks on its maiden voyage after colliding with an iceberg



1913
Second meeting of the association held in Philadelphia

1914
World War I begins

1911
Supreme Court finds Standard Oil Company and American Tobacco Company in violation of Sherman Antitrust Act





1922 COLUMBUS

time to the National Association of Public School Business Officials.

As the profession changed, the association reflected and addressed those changes—nowhere more obvious than at the annual meetings, where through the next decades, topics such as ventilation, waste, and HR emerged.

Many of the issues introduced at annual meetings decades ago are still challenges today, such as public school lunchrooms (1926), the public attitude (1936), the planning of school buildings (1946), differences in state school accounting procedures (1953), and the financing of education (1960). Other topics are relatively “new” considering the association’s long past, but they highlight the changing role of the school business officials. For example, in 2009, annual meeting topics included improving special education services, and ensuring cybersafety.

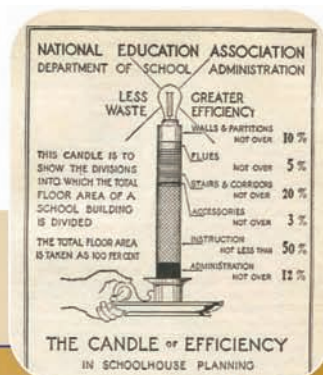
The organization began bridging international borders in its early years; Canadians participated for the first

time at the 1924 annual meeting, and Toronto first hosted the annual meeting in 1926. ASBO was the motivation for provinces in Canada to form their own provincial affiliates. Canadian membership grew steadily in subsequent years, leading to another name change in 1951: the Association of School Business Officials of the United States and Canada. This expansion was natural because, despite differences in education systems around the world, a common factor links all schools: the need for adequate funding

Gradually, school business organizations in other countries showed an increased interest in collaborating with colleagues in the field; international membership and participation in annual meetings continued to rise. Once again, association leaders decided that a name change was needed to reflect the organization’s global span. Since January 1, 1986, the organization has been known as the Association of School Business Officials International (ASBO).

1915
The Committee on Audit finds the associations accounts in good order with a balance of \$60.14

1917
United States declares war on Germany



1916
Montana Republican Jeannette Rankin elected as the first woman to serve in the U.S. Congress

1918
Mary C. O'Farrell becomes first female ASBO member; attends the ASBO Annual Meeting

1919
Dial telephones introduced by the American Telephone and Telegraph Company



Original ASBO logo (left); current logo (right)

GOVERNANCE

At the 1954 Los Angeles meeting . . . an ambitious program was proposed. It called for establishment of a full-time paid secretariat, which would promote the profession through development of literature, setting of performance standards, improved contacts with other professional organizations and universities, and recruitment of competent personnel by providing widespread publicity about job opportunities . . .

. . . In his [1958] convention report, President J. Harold Husband emphasized the development of the office of the executive secretary. The Board of Directors, he said, should be a policy-making body, and the executive secretary's office should be adequately staffed and financed to continuously carry on the important work of the association.

— GEORGE W. GRILL, *ASBO: The First 50 Years*

From its first days, ASBO has been guided by a board of directors. The first board consisted of a president, a vice president, and a treasurer. The treasurer position changed to secretary-treasurer early on. In 1917, the position of immediate past president was added, and in

1922, the secretary-treasurer position was filled by two people. Through the years, as membership continued to grow, additional board positions were created. These positions were, and still are, filled with member-elected volunteers. Today, the ASBO Board of Directors includes the president, vice president, immediate past president, six directors, and the executive director, who serves in a non-voting, ex officio capacity. See page 27 for a list of ASBO presidents.



For the first 41 years, all ASBO's work was carried out by its members on a volunteer basis. As the organization grew, so did its need for a staffed central office. In 1951, ASBO's first headquarters opened in Evanston, Illinois, led by then secretary-treasurer Harley Anderson. Three years later, the position of executive secretary was created. Charles Foster took the helm for the next 22 years, during which time ASBO's headquarters expanded and moved twice: to Chicago in 1962 and to Park Ridge (Illinois) in 1978.

In 1978, the executive secretary title was changed to executive director. The baton was passed three times over the next few years and the headquarters was relocated to its current building in Reston, Virginia, in 1984. The decision to head to the suburbs of Washington,

1920
ASBO membership count reaches 100

R. H. Thomas presents his paper, "The School Cafeteria" at the ASBO Annual Meeting

1922
ASBO's name changes to the National Association of Public School Business Officials (NAPSBO)

1921
ASBO membership more than doubles in one year

U.S. Congress declares end of WWI



1923
At the annual meeting in St. Louis, attendees discuss school architecture and construction

1924
First Canadians attend ASBO Annual Meeting, the same meeting where exhibits debut informally



1960 ST. LOUIS

D.C., stemmed from a desire for the association to become more involved with other education administration associations as well as federal agencies that affected school operations.

See page 32 for a list of ASBO executive directors.

Since its establishment, the association has been guided by a constitution and bylaws. These are living documents and have evolved through the years to meet the needs of the association and its membership. For example, changes to ASBO's constitution and bylaws led to the establishment of a full-time executive secretary and a central office.

In 1987, the board of directors created a policy manual that provides detailed guidelines on administration, business and support services, personnel, membership, programs and services, committees, and liaisons. Reviewed and updated regularly, the policy manual pro-

vides direction while allowing the organization to move forward.

Another important base of ASBO's governance is built of volunteers who serve on committees that oversee such areas as auditing, bylaws, policy and ethics, publications, recognition, and certification. Working with the membership, board, and staff, these volunteers have helped shape the association through the years.



1957 NEW ORLEANS

THE CHANGING MEMBERSHIP

Early workers in the field of school business management were largely recruited from non-educational backgrounds. They were hometown products, chosen by the board of education to relieve the board members of the administrative duties which, in earlier days, they performed themselves.

— GEORGE W. GRILL, *ASBO: The First 50 Years*

The background experience of ASBO members has come full circle since George Grill wrote those words. The “hometown products” from outside the education

1925

Schoolteacher John T. Scopes arrested for teaching evolution

1927

Charles Lindbergh makes first non-stop solo transatlantic flight



1926

The first graduate level course in school business administration offered at Teachers College, Columbia University

1928

California ASBO becomes first state affiliate organization to be established

Alexander Fleming discovers penicillin

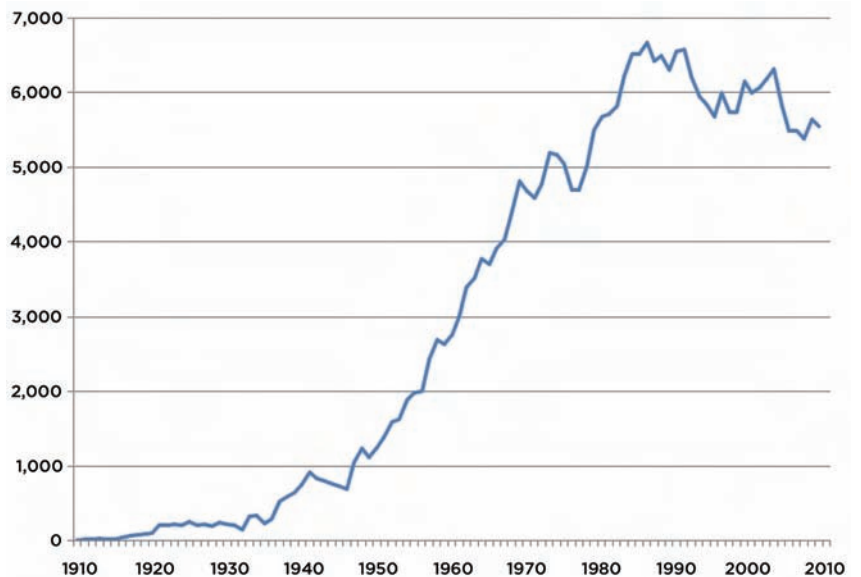
1929

Exhibits become an official part of the ASBO Annual Meeting

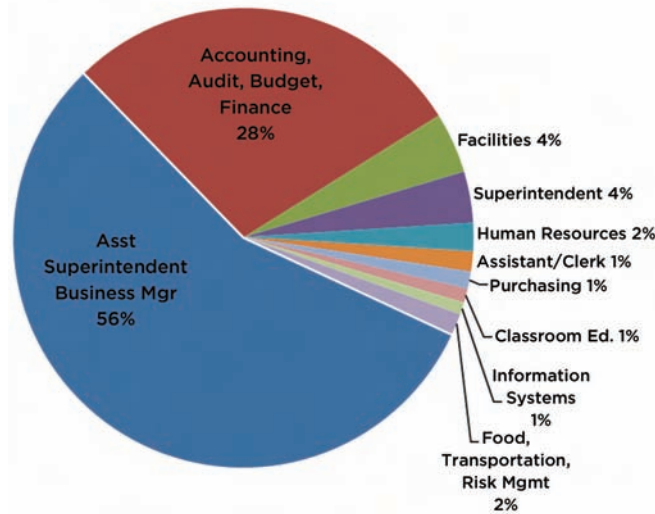
field became the minority, eclipsed by an influx of former teachers who rose through the ranks to become school administrators and then assistant superintendents of finance.

Now, at ASBO's centennial mark, individuals within the profession move from the classroom or school administration to the business side; however, as was the case in the early days, school business officials also come from outside education. In fact, many school districts today deliberately recruit individuals with business backgrounds, such as certified public accountants, banking professionals, and government agency professionals.

Today, as ASBO turns 100 the association has more than 5,330



Number of ASBO Members 1910–2010



Job Titles for ASBO International Members

members—school business management professionals and school districts. An emeritus membership serves approximately 225 retired school business officials and a publications membership provides ASBO publications to more than 165 members and 120 libraries. Nearly 375 companies participate through the corporate membership category.

In 2009, ASBO members reported that before becoming school business officials, they held positions in

- Business (public accounting, banking, insurance, etc.) 37%
- Government 15%
- Education (teacher, principal, etc.) 12%
- Other/private businesses 11%

Not only has the background of school business officials changed through the decades, so have their titles within the district organization. One of the most com-

1930
U.S. foreign trade suffers sharp decline, intensifying the Depression

A paper titled "The Future Outlook in Financing Public Schools" is presented at the 19th annual meeting in New Orleans

1933
Roosevelt inaugurated; launches New Deal

1932
Association research committees include: insurance for school property, training of school janitor engineers, purchasing of school supplies, and pay-as-you-go vs. bond issues

1934
Securities Exchange Act establishes the Securities and Exchange Commission

1935
Roosevelt opens second phase of New Deal



mon professional titles among today's ASBO members is "business manager." In the 1920s, 1930s, and 1940s, members identified themselves as superintendents and assistant superintendents, secretaries, treasurers, financial agents, auditors, heating engineers, maintenance supervisors, purchasing agents, board of education members, directors of personnel, and, of course, business managers.

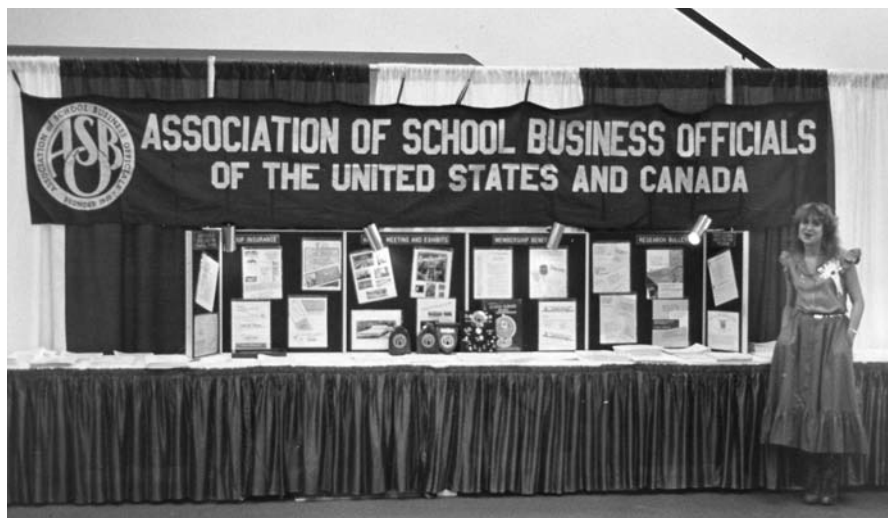
Who is the average ASBO International member as we turn 100?

He is a 52-year-old white male with a master's degree, working in a school district with 3,800 students. He has been in his current position for 10½ years, has more than 18 years of experience in school business management, and just before joining the school business profession, most likely came from a business background, such as accounting or banking.

— From the 2009 ASBO Membership Survey.

AFFILIATE ORGANIZATIONS

Looking into the future, we envisage a time when all parts of the United States and Canada will be included in some one of these state, province, and regional groups. . . . These men and the groups they represent constitute an important pool of



talent that can contribute much to the international picture.

— WESLEY L. BROWN,
ASBO: The First 50 Years

A major factor in the growth of the association can be attributed to the emergence of state and regional affiliates. As Linford Moyer relates in *The ASBO Chronicles*:

Ohio was an early state to set up its own organization after such "affiliated organizations" were authorized at the Los Angeles meeting in 1931 . . .

Other state, province, and regional associations have since been established and membership in both the international and local associations is the pattern rather than the exception.

California ASBO was the first state affiliate, founded in 1928. Michigan,

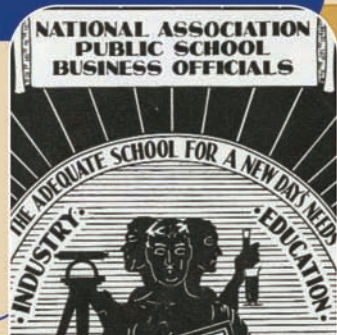
New Jersey, and Ohio followed in the 1930s. The first Canadian affiliate, Alberta ASBO, was founded in 1939.

Most states have established affiliate organizations for school business officials and are a primary source of new ASBO International members. School business officials often choose to join their state, provincial, or regional organizations—which serve them at state and local levels—as well as ASBO International at the national and international level.

Over the years, several other countries have formed school business management associations and added great diversity to ASBO International's membership. They vary greatly in size and scope—some have full-time executive directors and an

1936
Ohio ASBO established

School Business Affairs first published as an eight-page newsletter



1938
Fair Labor Standards Act establishes minimum wage at 25 cents per hour

1937
Michigan SBO and New Jersey ASBO established

ASBO membership surpasses 500

28th Annual
NATIONAL CONVENTION

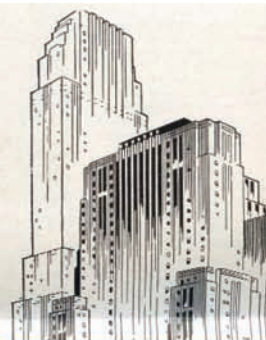
October 16-20, 1939

Cincinnati, Ohio

Plan Now To Attend!

Headquarters Will Be at the

One of America's Finest Hotels
(Shown at the Right)



1939
Alberta ASBO becomes the first Canadian affiliate

World War II begins

THE PIN PHENOMENON

At the conclusion of the ASBO International Annual Meeting and Exhibits, attendees return home with proven strategies to implement in their districts, new colleagues whom they can now call friends, and, surprisingly, a collection of pins.

The pin tradition began in 1978 when Illinois ASBO wanted to get the word out about one of its members who was running for vice president of ASBO International's Board of Directors. (At that time, board elections were held at the annual meeting.) The association's rigid campaign rules didn't allow candidates to distribute self-promoting materials, so they promoted their candidate through a state membership lapel pin. (It must have worked; the candidate won.)

Since then, the pins have evolved into much more than a get-out-the-vote technique; they are the ultimate icebreakers. Affiliates bring specially designed pins to the annual meeting and trade them with other members throughout the meeting. Over the years, hundreds of pins have been created by affiliate organizations, as well as by ASBO International, to commemorate significant moments in its history.

In 1999, Paul Swinford, ASBO's president in 1991, along with a handful of other pin enthusiasts, formed an informal group called the Pin Hunters of ASBO (PHASBO). Since the pin tradition began, they have taken it on themselves to collect as many pins as possible. Their goal is to perpetuate this tradition, in effect perpetuating the start of new friendships among ASBO members.

PHASBO also creates a limited-edition annual pin. Because only 250 are produced each year, the PHASBO pin is quite the collector's item.

At the 2007 annual meeting, Swinford donated his extensive pin collection to ASBO International. While the pins remain at the national headquarters throughout the year, they occasionally travel to the annual meeting for display in the exhibit hall. Here are some of the pins proudly displayed through the years.



1940
First Social Security benefit checks paid out

1942
Declaration of United Nations signed in Washington



1941
Japanese attack on Pearl Harbor brings U.S. into World War II

1943
ASBO's name changes to Association of School Business Officials

Withholding tax on wages introduced

1943-1945
ASBO annual meetings suspended

1944
Ontario ASBO established

Scientists at Harvard University construct the first automatic, general-purpose digital computer



1984 ATLANTIC CITY

office staff while others are run entirely by volunteers. Programs and services also vary, but overall their purpose is the same: to help members with their daily school business responsibilities.

Each affiliate is unique in its service to its members yet all include in their mission/purpose the promotion of the highest standards of school business management practices. Affiliate organizations look to ASBO to complement and expand their resources and services for members, including providing guidance on federal legislation and policy making and offering professional development opportunities that bring together colleagues from around the world.

In 1976, several affiliate executive directors decided that because they had many things in common, they should meet to discuss association responsibilities and functions. They formed the Affiliate Executive Directors' Group to promote the school business management profession on a state, provincial, and international basis.

The founders of the group were Jack Brown of Ohio, Paul Nesper of Indiana, Henry Yankow of Illinois, and Wally Zastrow of Illinois.

See page 41 for a list of ASBO affiliates.



1974 MIAMI BEACH

1945
Saskatchewan
Secretary Treasurers
Association established

Germany surrenders;
May 8 declared V-E Day

1947
Wisconsin ASBO established

British Columbia School District
Secretary Treasurers Association
established

ASBO membership surpasses 1,000

1946
Indiana ASBO and Texas
ASBO established

First meeting of United
Nations General Assembly
opens in London

1948
New York ASBO
established

1949
Twelve nations sign
North Atlantic Treaty,
establishing NATO





1952

1911–1912 or 1943–1945 when the country was at war, but have been held every other year. September 2010 marks ASBO’s 96th Annual Meeting and Centennial Celebration, which will be held in Orlando, Florida.

In the early days, annual meeting activities revolved around attendees presenting papers on topics of growing interest. As years passed and the number of attendees increased, the annual meeting adopted a more structured, more interactive format that now includes general sessions with keynote speakers, concurrent sessions, workshops, targeted small-group discussions, exhibits, and social activities. The association’s professional committees play an

important part in developing programming for the annual meeting. Members contribute their expertise in their respective areas to ensure that the annual meeting offers the highest-quality professional development opportunities for ASBO members.

Through the years, traditions were established and some continue today, including musical performances by local students, entertainment by the ASBO choir, introduction of new association officers, pin swapping, and the president’s address.

The social and networking aspects of the annual meeting are important to attendees. In years gone by, annual meetings typically spanned

THE ANNUAL MEETING: COMBINING KNOWLEDGE AND NETWORKING

One constant through the past century has been the association’s annual meeting—a gathering of members from diverse districts across the country and now around the world—to meet other school business managers, share information, and help shape the profession.

Although the founding fathers’ meeting in 1910 wasn’t a true annual meeting, it is still considered the first. Annual meetings were not held in



1974 MIAMI BEACH

1950
Minnesota ASBO established

Korean War begins when North Korean Communist forces invade South Korea



1952
Illinois ASBO, Missouri ASBO, and ASBO of Maryland and D.C. established



1951
Connecticut ASBO and Southeastern ASBO established

ASBO’s name changes to the Association of School Business Officials of the U.S. and Canada with “ASBO” as the official abbreviation

1953
Colorado ASBO established

Dwight D. Eisenhower inaugurated

1954
Arizona ASBO established

Brown v. Board of Education of Topeka bans racial segregation in public schools

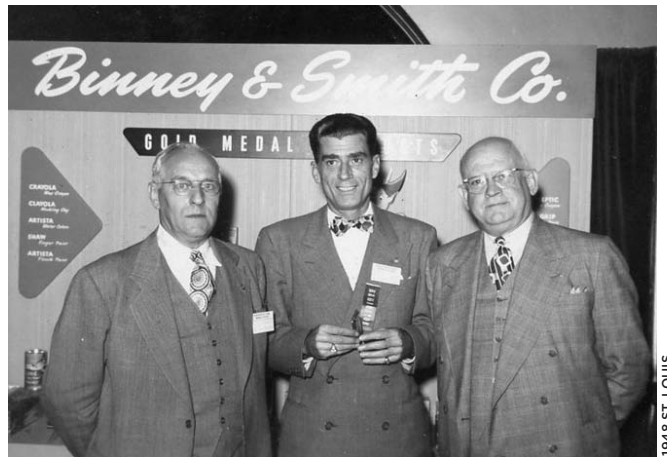


five days, with the first one or two days devoted to time for participants to get to know one another through banquets, sightseeing trips, Sunday afternoon tea, and exhibitor-sponsored functions. Today, all four meeting days focus on professional development—although not at the expense of a variety of formal and informal social activities, such as luncheons, receptions, and opportunities to tour local schools and landmarks.

Exhibits have been a part of the annual meeting since the 1920s, but there was some hesitation. In *ASBO: The First 50 Years*, George Grill recounts:

In 1922 a special committee studied the matter and recommended that no action be taken. A year later exhibits were again voted down. The 1924 convention was held in Indianapolis, with Col. Richard O. Johnson, business manager of the board of education, as local chairman . . . He set up an exhibit area . . . and rented out space to interested exhibitors, getting enough revenue to pay all the expenses of the convention . . .

In his presidential address the following year, R. M. Milligan of St. Louis recommended “that the portals of our convention be carefully guarded and the floor of the convention kept clean and undefiled by propaganda.” Although many purveyors of school furniture, equipment, and supplies attended the meetings and some paid dues as associate members, none was permitted to exhibit his wares, except privately in his hotel rooms, until the convention of 1929 . . .



1948 ST. LOUIS



1982 ATLANTA

1955
The U.S., UK, USSR, and France meet at a summit in Geneva

1957
Massachusetts ASBO and Oklahoma ASBO established

"The Clinic" introduced at ASBO Annual Meeting, features 60 experts in different phases of school business management



1956
Pennsylvania ASBO established

ASBO membership surpasses 2,000

Harley W. Anderson, who was elected in 1951 as ASBO's first full-time Secretary, pictured here with 1955 President Frank J. Hochstetl, Jr.



1958
Former First Lady Eleanor Roosevelt is first woman keynote speaker at ASBO Annual Meeting

1959
Alaska and Hawaii become the 49th and 50th states

ASBO EXHIBITORS

The following exhibitors have participated in ASBO annual meetings for more than 10 years:

50+ years

Virco Manufacturing, Inc.

35-49 Years

American Appraisal
ARAMARK Education
Industrial Appraisal

20-34 Years

American Fidelity Assurance Co.
Johnson Controls, Inc.
Keystone Information Systems, Inc.
Microanalytics
Pin Man
Siemens Building Technologies
Sodexo
SunGard Higher Education

10-19 Years

Chartwells
CLM Group Inc., Mealtime
Educators Preferred Corp.
Foreman Group
Information Design, Inc.
ING
Management Information Group
Maximus
MBIA
MUNIS
Office Depot



1960
Kentucky ASBO established

Colorado, Wyoming, and Utah join
to establish Rocky Mountain
ASBO

School Business Affairs expands
to 24 pages, with a circulation
of 2,300

1962
Iowa ASBO, Oregon
ASBO, and West Virginia
ASBO established



1961
Manitoba ASBO
established

ASBO membership
surpasses 3,000



1963
First professional
code of ethics
adopted at the
ASBO Annual
Meeting

1964
Kansas ASBO and
Washington ASBO
established

ASBO establishes
professional registration
program with RSBA
and RSBO designations

Today, exhibits are a vital aspect of the annual meeting, offering school business officials the opportunity to learn about the latest products and services to help them better serve their districts and students. Many companies have exhibited at ASBO meetings for decades and have become an integral part of the school business community.

See page 46 for a list of ASBO annual meeting locations and themes.

REACHING OUT TO OTHERS

As a professional educational organization, ASBO has demonstrated leadership through participation and collaboration with other major educational organizations in the United States, Canada, and other nations of the world . . .

—LINFORD F. MOYER,
The ASBO Chronicles

During the past century, ASBO has consistently reached out to other education organizations, collaborating to address issues of mutual concern, co-publishing journals and other important resources, and participating in joint action groups. For example, ASBO holds board seats on the Learning First Alliance, the Educational Research Service, and



1966 ATLANTIC CITY

the American Education Finance Association, all of which, like ASBO, are dedicated to improving education.

In addition, and particularly in recent years, ASBO has formed strategic partnerships with companies

that provide products and services to the education market and are committed to the profession of school business management. These relationships have benefited ASBO and its members on a variety of fronts.

Corporate Leaders Award



In 2007, ASBO honored an exhibitor who was attending his 50th consecutive annual meeting. Don Friesz—who began working for Virco Manufacturing on February 15, 1957, the same year that he attended his first ASBO International Annual Meeting and Exhibits in New Orleans—exemplifies the dedication shown by many of ASBO's longtime corporate members.

1965
Florida ASBO, Louisiana ASBO, and Nebraska ASBO established

The federal Elementary and Secondary Education Act is passed

1967
Idaho ASBO, South Dakota ASBO, and Utah ASBO established

ASBO membership surpasses 4,000



1966
Tennessee ASBO established

Medicare begins

1968
Alabama ASBO, Montana ASBO, and East Asia Regional Council of Overseas Schools established

Martin Luther King, Jr., slain in Memphis

1969
New Brunswick ASBO and Virginia ASBO established