



End-of-Year Planning: Make the Most of Your Incoming Funds with MOSIP

As we head into 2022, it is important to start thinking about your financial goals for the coming year, now. With tax receipts starting to come in over the next several weeks, consider taking advantage of the high-quality, short-term investments offered by the Missouri Securities Investment Program (MOSIP or the Program).

While interest rates remain low, MOSIP continues to focus on its primary investment objectives - safety, liquidity and yield. MOSIP offers:

MOSIP Liquid Series

The MOSIP Liquid Series is a daily liquidity vehicle that requires no minimum balance and is rated AAAM1 by Standard & Poor's. It is designed to help Investors maximize income potential while maintaining safety, liquidity and yield.

MOSIP Fixed-Term Investments

Fixed-rate investments are designed to build upon and complement an Investor's portfolio. Investors can conveniently link their MOSIP Liquid Series account to the fixed-rate investment solutions described below.

• MOSIP Term Series: Allows Investors to lock in a competitive fixed rate of return for a specified timeframe. Term investments are based on a pool of open-market securities similar to those invested in the MOSIP Liquid Series and are matched to the dollar commitments and maturities selected by the individual Investor. A minimum investment of \$1 million is required and the investment period ranges from 60 days to one year with interest paid to Investors upon maturity. MOSIP Term Series is rated AAAf by Fitch and AAAfk by Kroll.2

• Certificates of Deposit (CDs): Through MOSIP's investment advisor, PFM Asset Management LLC (PFMAM), Investors have access to Federal Deposit Insurance Corporation (FDIC) insured Certificates of Deposit (CDs) from a network of banks

nationwide. FDIC-insured CDs offer fixed competitive rates and flexible terms, typically ranging from 60 days to one year. Both principal and interest are FDIC-insured up to the allowable limits.

MOSIP Liquid and Fixed-term investments work in tandem to meet both daily liquidity and longer-term needs.

Our commitment remains steadfast. MOSIP can help you work toward your investment financial goals for 2022.

To learn more about the Program, please contact Trish Oppeau directly at 314-619-1792 / oppeaut@pfmam.com or Nick Kenny at 573-234-0814 / kennyn@pfmam.com. You can also call MOSIP's Client Services Group (CSG) at 1-877-MY-MOSIP option 3 (1-877-696-6747).

¹ Standard & Poor's fund ratings are based on analysis of credit quality, market price exposure and management. According to Standard & Poor's rating criteria, the AAAM rating signifies excellent safety of invested principal and a superior capacity to maintain a \$1.00 per share net asset value. However, it should be understood that these ratings are not "market" ratings nor a recommendation to buy, hold or sell the securities. For a full description on rating methodology, visit Standard & Poor's website (http://www.standardandpoors.com/en_US/web/guest/home).

² Effective March 2017, all new Term Series have received a rating of AAAf from Fitch Ratings ("Fitch") and a AAAfk rating from Kroll Bond Rating Agency ("Kroll"). The ratings reflect Fitch's and Kroll's review of the Term program's investment and credit guidelines, the portfolio's credit quality and diversification, as well as the capabilities of PFM Asset Management LLC as investment adviser. The Fitch AAAf rating indicates the highest underlying credit quality (or lowest vulnerability to default). The Kroll AAAfk rating is based on the credit quality of the underlying instruments that comprise the portfolio and is influenced by the

results of a qualitative assessment of the investment adviser.

However, it should be understood that these ratings are not "market" ratings nor a recommendation to buy, hold or sell the securities. For a full description on rating methodology visit www.fitchratings.com and www.krollratings.com/ratings/methodologies/rating-scales.

This information is for institutional investor use only, not for further distribution to retail investors, and does not represent an offer to sell or a solicitation of an offer to buy or sell any fund or other security. Investors should consider the investment objectives, risks, charges and expenses before investing in any of the Missouri Securities Investment Program's portfolios. This and other information about the Program's portfolios is available in the Program's current Information Statement, which should be read carefully before investing. A copy of the Information Statement may be obtained by calling 1-877-MY-MOSIP or is available on the Program's website at www.mosip.org. While the MOSIP Liquid Series seeks to maintain a stable net asset value of \$1.00 per share and the MOSIP Term portfolio seeks to achieve a net asset value of \$1.00 per share at the stated maturity, it is possible to lose money investing in the Program. An investment in the Program is not insured or guaranteed by the Federal Deposit Insurance Corporation or any other government agency. Shares of the Program's portfolios are distributed by PFM Fund Distributors, Inc., member Financial Industry Regulatory Authority (FINRA) (www.finra.org) and Securities Investor Protection Corporation (SIPC) (www.sipc.org). PFM Fund Distributors, Inc. is a wholly owned subsidiary of PFM Asset Management LLC.



HAPPY HOLIDAYS!

from the
MASA Executive
Committee &
MASA Staff



Women in Leadership Summit, March 4

Please mark your calendars for the Annual Women in Leadership Summit scheduled for March 4, 2022 at Margaritaville Lake Resort at Lake of the Ozarks. This year's theme is *Women in Leadership Flock Together*.

Topics for this event will include grit, mindfulness, and women in leadership needs and solutions. Speakers include Dr. Sharonica Hardin providing *Mindful Moments*; Drs. Shonda Ambers-Phillips and Jennifer Bardot, two of the authors of *Owning Your G.R.I.T.*; Drs. Sharonica Hardin and Sarah Riss on *How the Flock can Foster & Support Diverse Females in Higher Level Leadership*; and Commissioner of Education Dr. Margie Vandeven.

There will also be time for open discussion in small groups facilitated by Dr. Donna Jahnke and others. Thursday evening will include a fun trivia night with desserts and a cash bar for those participants coming the night before.

The Summit is \$90 and registration information is posted online at www.masaonline.org under Leadership Programs.



Spring Conference, March 23-25

Be sure to make plans to register for the 2022 MASA/MOSPRA Spring Conference March 23-25, at The Lodge of Four Seasons. The spring conference will provide attendees more than 40 breakout sessions on topics that include leadership, virtual learning, important legal issues, school finance, curriculum/instruction, safety, communications and public relations, mental wellness,



Dr. Paul Imhoff

facility management, innovative education practices and workforce development. Our First General Session will be on Wednesday, March 23 at 2:00 p.m. Our keynote speaker is Dr. Paul Imhoff, AASA President, and Superintendent of the Upper Arlington City Schools

(Virginia). Dr. Imhoff is a nationally known school leader, writer, and speaker. Those who read the AASA School Administrator journal have encountered Dr. Imhoff's work on "Leading Through Change" and "Soul Care."

Wednesday afternoon will also include several breakout sessions and the Exhibition Hall will be open from 3:30 – 6:30 p.m. On Wednesday night both MASA and MOSPRA will hold their respective receptions and banquets.

On Thursday, March 24, participants will have multiple professional development sessions from which to choose. The Exhibition Hall will be open throughout the morning with a complimentary continental breakfast.



Will Bowen

Thursday's Lunch and General Session will feature humorous motivational speaker, and #1 International best-selling author, Will Bowen. Will is the World Authority on Complaining — why people complain, what's wrong complaining, and how to get ourselves and others to stop. Will has brought his message to many audiences including those of us in the education world. Be sure to join Will for a great keynote.

On Friday morning, the MASA Business Meeting will be held and MOSPRA will hold a special breakfast and extended PR session.

Complete registration information, a program schedule, and a list of breakout sessions will be mailed to all members in January. Rooms at the Lodge will fill quickly so make your room reservations now. Just call 1-888-265-5500 and ask for the MASA meeting room rate.

Carry the Conference on your phone! Download the MASA App at either the Apple App Store or Google Play.

SMASA SPOTLIGHT

A Publication of the Missouri Association of School Administrators

December 2021

Dr. Curtis Cain named 2022 Superintendent of the Year



The Missouri Association of School Administrators (MASA) announced the selection of Dr. Curtis Cain, Superintendent of the Wentzville School District, as the 2022 Missouri Superintendent of the Year. Dr. Cain was honored during the MSBA/MASA Annual Fall Conference on November 6 in Kansas City, Missouri.

Dr. Cain has served as Superintendent of the Wentzville School District (WSD) since 2013 and is responsible for the educational performance and wellbeing of more than 17,300 students and 2,600 staff members. Dr. Cain previously served as the Interim Superintendent for WSD. Before his tenure in Wentzville, he was the Associate Superintendent of Education Services at Shawnee Mission School District (Kansas) and the Director of Curriculum and Professional Development at Park Hill School District.

MASA Executive Director Doug Hayter stated, "Dr. Cain is personable, accessible, and well-respected by his colleagues and peers. As the leader of one of the fastest-growing school districts in the state of Missouri, Dr. Cain has spearheaded avenues for growth in

facilities, staffing, and communication. He recognizes and continues to address disparities in the achievement gap, providing leadership for learning at WSD. The Missouri Association of School Administrators is pleased to honor Dr. Cain as the 2022 Missouri Superintendent of the Year."

In 2000, WSD served approximately 6,000 students. The cumulative student growth experienced by the district only partially accounts for the expansion of the district profile. Academically, the WSD also experienced improvement and the broadening of efforts in meeting the needs of students. Challenges presented as part of the achievement gap are mitigated through goals in building school improvement plans and embedded into the principal evaluation process. Dr. Cain and his educators believe in meeting the instructional needs of the most diverse generation this country has ever seen.

Dr. Cain shared, "We've purposefully brought diverse opinions to the table. I have a Superintendent's Roundtable which brings PreK-12 parent representatives from each school as well as community members to the table to converse with and inform me on critical issues in our school and the greater community." Dr. Cain also works with faith-based partners to meet student needs and collaborates with first responders on community projects. Internal communication efforts reinforce student learning through the Faculty Advisory Committee and a Student Advisory Committee, where sharing a voice is critical and encourages a safe and supportive environment for students and staff.

Dr. Cain will be recognized during the American Association of School Administrators (AASA) National Conference on Education in February 2022 for his state selection.

2022 AASA Conference, February 17-19

The American Association of School Administrators (AASA) will hold their 2022 National Conference on Education on February 17-19 at Music City Center in Nashville, TN.

The Missouri Breakfast, sponsored by Chartwells, American Fidelity Assurance, and Vergey (formerly CTS), will be Friday morning, February 18, at 7:30 a.m. in the Omni Hotel.

The MASA President's Reception will be on Friday evening, February 18, from 5:00-6:30 p.m. at Honky Tonk Central and is sponsored by: PFM Asset Management; Guin Mundorf, LLC; EdCounsel LLC; Stifel; and Gilmore Bell PC. The Kentucky School Administrators will also be joining MASA members for this reception.

There is no cost to attend either event, and spouses are welcome to join us at the MASA President's Reception on Friday evening.

The 2022 Missouri Superintendent of the Year, Dr. Curtis Cain, will be recognized during the first general session on Thursday, February 17.

Registration and more information are available at www.aasa.org. Contact the MASA Office for information on the Missouri Room Block at the Omni Nashville or Hampton Inn & Suites Nashville Downtown.



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Todd Goffoy
Managing Director
Public Finance
+1 913 345-3373
todd.goffoy@psc.com

Chris Collier
Managing Director
Public Finance
+1 314 726-7535
chris.collier@psc.com

Matt Courtney
Vice President
Public Finance
+1 913 345-3355
matthew.courtney@psc.com

Hannah Draper
Associate
Public Finance
+1 913 345-3302
hannah.draper@psc.com

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By Doug Hayter,
MASA Executive Director

I recently had conversations with several people during which this question was asked, “What is your course of action when things don’t go the way you planned?” The answers were varied in specifics, but all of them centered around getting back to the fundamentals of what we do and are about.

A few years ago, I shared some thoughts from a book I read from Pulitzer Prize Winning writer Doris Kearns Goodwin, titled *Leadership in Turbulent Times*. In her book, she chronicled the history and personal journeys of Presidents Abraham Lincoln, Theodore Roosevelt, Franklin Roosevelt, and Lyndon Johnson. In today’s stressful times, and as we enter the holiday season, let me take us back to three “basics of leadership” that stood out to me from that book that may resonate as you deal with issues today.

1-Acknowledge when failed politics demand a change in direction. The Covid world has certainly changed many things. What have we learned? What change of direction can we navigate to continue to be successful as we move forward? As leaders, we must lead for change when the circumstances necessitate it. I can’t think of any other time in our lives when this is truer than now.

2-Set a standard of mutual respect and dignity, control anger. There may have never been a more important time for us to do just that. Heightened emotions and unparalleled anger seem

Back to the Basics of Leadership

to permeate our world. But as leaders, we must set the example and develop mutual trust and respect. It is not easy and certainly takes time, energy, and a focused mindset to accomplish it.

3-Find ways to cope with pressure, maintain balance, replenish energy.

We’ve had several colleagues who have experienced physical or emotional conditions over the past two years which have definitely gotten their attention. It is easy for all of us to get caught up in our jobs and let it override our own mental and physical health, especially with all the specific issues that have come our way.

As leaders, I want to challenge you to think about change, leading by example, and making sure you take care of yourselves so that you can take care of others. Take some time this holiday season to reflect and set that course for you, your district, and your community for 2022.

I want to close this edition of the Spotlight and extend a special thank you to two MASA employees, David Luther and Ann Ainsworth. Let me start with MASA Communications Director, David Luther.

As of November 1, David began working part-time for MASA and will culminate his employment at the end of the MASA Spring Conference in March 2022. David has been the consummate communications professional and is respected not only here in Jefferson City, where he served so many years, but across Missouri and the country as well. As I have gotten to know him better, I have grown to appreciate and respect his thoughts about a variety of topics, both those of an important nature and those of a more mundane manner. Items such as his musicianship and knowledge of music and artists, one I enjoy discussing with him. David’s willingness to continue to assist with the spring conference, especially with the retirement of Ann Ainsworth, is a testimony to his professionalism and dedication to MASA and his profession. You will continue to see David through March. I would encourage you to share your thanks and appreciation with him as well.



David Luther

What can I even begin to say about Ann Ainsworth? Ann has spent the past two decades serving the members of MASA with all three of MASA’s Executive Directors--Gary Sharpe, Roger Kurtz, and myself. She has been the first point of contact for countless MASA members over those years. I knew Ann during my tenure as MASA President over a decade ago and witnessed her courteous demeanor, willingness to help others, strong work ethic, and her pride in working at MASA. Those traits are true and have only been more deeply confirmed during my time as executive director. Ann officially retired as of November 30, and we will sorely miss her in many ways. If you would like to reach out to Ann, please send cards or notes to our office, and we will be glad to see that she receives them.



Ann Ainsworth

Our sincere “Thank You” to both David and Ann for their service and example. We wish them both the very best and appreciate their immense contributions to MASA and education in our state.

MASA Executive Committee

President..... Curtis Cain
President-Elect..... Brad Swofford
Secretary Toni Hill
Treasurer Jenny Ulrich
Past President..... Susan Crooks

District Representatives

Northwest..... Roger Schmitz
Gr. Kansas City Mark Bedell
West Central..... Jamie Burkhart
Southwest..... Richard Asbill
South Central Randy Caffey
Southeast..... Chris Wilson
Gr. St. Louis Scott Spurgeon
Northeast..... Aaron Vitt



MASA Business Associate Members

The following companies and organizations have joined MASA as Business Associate Members for 2021-2022. Please consider these companies when your district is making purchases or seeking professional assistance. MASA has established a link to the websites of most of these businesses at www.masaonline.org. (Choose the Business/Associate Members tab.)

ABBCO Service Corporation
ACI Boland Architects
American Fidelity Assurance Co.
Apple Computer
Artisun Solar/EduSee
Audio Acoustics
Audio Enhancement Inc
Benchmark One
Blackboard Inc.
BJG Solutions
Boardworks Education
Boehne Financial Group
Capstone Insurers / OSBA
Catapult Learning Inc
CBIZ Benefits & Insurance Services Inc
Central Bank
Central States Bus Sales, Inc.
Claim Care Inc
Coffee Chat Network
Common Goal Systems, Inc
Corner Greer & Assoc, Inc (CGA Architects)
CoxHealth
CrisisGo Inc
CSD Retirement Trust
Curriculum Associates
Dake Wells Architecture
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Econergy LLC
EdCounsel LLC
Educational Consulting Services
EducationPlus
Filament Essential Services - SOCS
Fisher Tracks Inc
Flexible Educators
Forecast5 Analytics Inc
Forrest T. Jones & Co.
Garland Co., Inc. (The)
Gilmore & Bell PC
Globe Life Family Heritage Rogers Agency
Group Benefit Services, Inc. (GBS)
GRP Wegman Company Inc
Guin Mundorf LLC

Hazel Health
Heartland Seating, Inc
Hillyard - Missouri
Holland Construction Services Inc
Hollis + Miller Architects
Horace Mann
HTK Architects
IMS Technology Group
incite Design Studio LLC
Inter-State Studio & Publishing Co.
Ittner Architects Inc.
JMO Modular LLC
KPM CPAs & Advisors
L. J. Hart & Co.
Lashly & Baer, PC
Lawrence E Smith and Associates, Inc
- KidGuard Student Insurance
LegalShield
Lock Now
Lunchtime Solutions Inc
McCownGordon Construction
McKinstry
Medical Assault/Accident LLC
Mickes O'Toole LLC
Mid-America Sports Construction
Midwest Computech
Midwest Transit Equipment
Missouri Educators' Trust (MET)
Missouri Health & Educ. Facilities Authority
Missouri National Education Association
Missouri Propane Education & Research Council (MOPERC)
Missouri Retired Teachers Assn & Public School Personnel
Missouri United School Insurance Council (MUSIC)
MMA-St Louis (Marsh & McLennan Agency)
MOREnet - University of Missouri-System
Navitas

Newkirk Novak
Construction Partners
Opaa! Food Management
Paragon Architecture Inc
Paric Corporation
Patron Insight Inc.
Pearson Virtual Schools (aka Connections Education)
Penmac Education Staffing
PFM Asset Management LLC - MOSIP
Piper Sandler & Co.
PMA Financial Network, LLC
Porter Berendzen & Associates PC
Quality Network Solutions
Raymond James
S. M. Wilson & Co.
Sapp Design Architects
Schneider Electric
Show-Me Curriculum Administrators Assoc.
Simply Bright Ideas, Inc
Socket Telecom
Software Unlimited Inc
Southern Bus & Mobility
Southwest Center
St Louis Electrical Connection
STARS School Services
Stifel
Techline Sports Lighting
Therapy Relief at Hope
Thomas McGee Group
Thomeczek & Brink LLC
Thoughtexchange (Fulcrum Mang. Solutions Inc)
Trane U.S. Inc.
Tueth Keeney Cooper Mohan & Jackstadt PC
Tyler Technologies
United Health Care of the Midwest
Veregy (formerly CTS Group)
Virco Inc.
VS America
Wagner Portrait Group

MASA President’s Report

Getting Off Our Heels and Back on Our Toes

Curtis Cain, Superintendent, Wentzville R-IV School District



Over the duration of the COVID-19 pandemic, education has found itself in a constant state of reaction.

At first, students and staff went home unsure of when they’d be back in school. Administrators worked an incalculable number of hours to determine the best course of action for staff and students; all without a playbook on how to do so. School districts reacted to everything the virus threw their way – virtual learning, masks, cleaning protocols, additional mitigation measures, county expectations, state regulations, federal guidelines, and the list goes on.

That’s in addition to the hardship it created in our personal lives. I can’t believe that we juggled helping coordinate second-grade zoom calls for our son and online AP tests for our daughter, yet I still made it to my own virtual meetings on time. I know other parents can relate.

We did it – did it well – and in many ways, we are still doing it.

As we quickly approach the year 2022, it’s hard to believe this has been our reality for nearly two years. But working in this state of reaction is not sustainable for our districts and the future of public education.

It’s time to get off our heels and back on our toes. But here’s the real question ... how?

Let us start with our why. When we firmly place students at the center of every decision, our focus becomes clear. Recently, our Cabinet team did an extensive exercise that reminded me of what we have accomplished.

We went through every goal, focus area, and supporting action step laid out in our 2019 Comprehensive School Improvement Plan (CSIP) also known as our strategic plan. In a matter of minutes, we clearly saw remaining targets that still need to be achieved, but also highlighted our district’s incredible progress over the past few years, despite the pandemic, and in some cases, because of it.

At the Wentzville School District, the pandemic magnified our need to become a one-to-one district when it comes to technology in all of our schools. Even under the pressures from the outside world, we accomplished this with great speed and efficiency.

Additionally, our district used our ESSER III funding to address our need for increased academic intervention, mental health staffing support, and counselors. It set us up in those areas for both short and long-term success, and it will be a huge victory for our students and community.

I’d be remiss if I didn’t mention the fact that we added a completely new way to serve our students with an online option – our Virtual Academy – that will benefit families who prefer this method of learning long after the pandemic comes

to an end.

We can’t eliminate the questions and concerns from the outside. There are those that have merit, and it’s important to not just place value on the voices that happen to align with our own line of thinking or vision. We need to be considerate and reflective enough to consider if we are falling short or missing the mark. Ultimately, we have to keep the main thing, the main thing, and focus on what’s happening in our classrooms. That’s how students win.

I’m not suggesting we ignore the pandemic and the obstacles it continues to place in our way, but instead, step back and put students at the center of every discussion and decision. It’s time to shift our focus back to our districts’ strategic plans. And start playing offense.

Because the defense can’t win a game without at least one shot from the offense.

We can’t afford to stop moving. I say, let’s purposefully and proudly do so in a forward direction.

The clock is ticking ... It’s game time, let’s go to work!

~ Curtis



"The clock is ticking...it's game time, let's go to work!"