

**Finishing the Fiscal Year  
with a Budget Surplus?  
Missouri Securities  
Investment Program  
(MOSIP) Can Help**

With the school year ending and summer vacation getting under way, you may already be thinking ahead to fiscal year 2017, which starts July 1. However, before you close the book on the 2016 fiscal year, be sure to do some planning to take advantage of a last-minute cash distribution to Missouri school districts from the foundation formula. Additional formula funds are to be distributed just days prior to the end of the fiscal year on June 30. As a result, many Missouri school districts may find themselves caught off-guard by a financial surplus.

"If your school district has excess revenue over expenses at the end of the fiscal year, then you may want to consider speaking with a representative of MOSIP" said Roger Kurtz, executive director of the Missouri Association of School Administrators (MASA).

With a deep understanding of investors' objectives, MOSIP's team of professionals can help school districts that want to make the most of this delayed cash payout. MOSIP is the local government investment pool with 25 years' experience serving our state's school districts, municipalities,

counties and other political subdivisions.

MOSIP and its various services give investors the opportunity to maximize their income potential and minimize expenses, while maintaining safety, liquidity and yield. Through MOSIP, your school district gains access to a variety of investment options to help you meet your cash flow needs. MOSIP also offers comprehensive investment management services, education and support.

In addition, MOSIP investors benefit from a partnership with PFM Asset Management (PFMAM), which has been MOSIP's dedicated investment advisor for 21 years.

An investment in MOSIP may allow you to earn a relatively higher return on assets than if you invested them elsewhere. Based on a customized analysis of your cash management and investment needs, the MOSIP team can recommend a coordinated cash management solution. MOSIP's dedicated investment professionals will work with you to achieve an optimal allocation for each of these options:

- For daily liquidity, the MOSIP Liquid Series requires no minimum balance and offers unlimited withdrawals so that you can pay your immediate expenses.
- For funds that are not needed for 60 days to a year, the MOSIP Term Series matches your known expenditure streams to a portfolio of fixed-rate investments, helping to optimize and plan around your interest earnings.
- Other fixed-rate investment

options such as FDIC-insured certificates of deposit (CDs) are available to you through PFMAM, and may be offered at terms longer than one year.

As you prepare to receive an influx of funds, we urge your school district to consider an investment in one of MOSIP's investment options.

To learn more, please contact Maria Altomare at (314) 815-5481, or the MOSIP Client Services Group at (877) 696-6747, Option 3.

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**Lead - Develop - Support**

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Gr. St. Louis ..... Mike Fulton  
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[www.masaonline.org](http://www.masaonline.org)

**Task Force Meets with State Board of Education**

Members of the Show-Me Accreditation & Assessment Task Force provided the first of two presentations to the Missouri State Board of Education and Commissioner Dr. Margie Vandeven on May 17, 2016. Task Force Co-Chairs, Dr. John Jungmann, Springfield Public Schools, and Dr. Mike Fulton, Pattonville Public Schools, provided an overview of the work that has taken place over the past year and then shared recommendations regarding accreditation to the State Board.

The recommendations emphasized that a "one size fits all" system does not lead to more effective schools. The presenters recommended local differentiation which can lead to achievement of statewide goals; setting high, attainable expectations for students; empowering local improvement through collaboration and innovation; balanced accountability and support; and the provision of additional



resources for DESE and school districts to meet their goals.

The presentation encouraged a multi-metric approach with district ownership and input. Such an approach mirrors the Teacher Evaluation Process developed by DESE which includes local flexibility to best meet student needs.

The Task Force endorsed measuring success, in part, by the use of standardized and formative/interim assessments. The ranking system would be similar to the teacher evaluation rankings (e.g. exceeds, meets, progressing, needs improvement). Additional measurement would include both DESE-identified and locally-

created measures. The districts would report progress annually to the local board and DESE.

DESE would produce state-level district status reports annually and accreditation would be reviewed on a four-year cycle with a mid-cycle desk review. The end-of-cycle review would include multiple-day site visits from a designated review team.

It is the hope of the Task Force that these recommendations will be considered for the next MSIP cycle and that DESE implements a statewide engagement of all stakeholder groups to get additional input on how to best accredit districts.

A second presentation outlining recommendations for assessment will be held at the June State Board Meeting.

To view the presentation Powerpoint, visit the [www.masaonline.org](http://www.masaonline.org) website and choose the committee tab / Show-Me Task Force / Task Force Documents.

**S MASA SPOTLIGHT**  
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June 2016

**Ziegler Named 2016 Pearce Award Recipient**



Dr. Paul Ziegler, Superintendent of the Northwest School District, is the MASA 2016 Pearce Award recipient. MASA asked Dr. Ziegler to share his thoughts on some of the things that he believes are important to leadership.

**What's the best advice you ever received regarding being a superintendent / leader?**

The best advice I have received as a superintendent is to surround yourself with great people and give them the support necessary to do what you hired them to do. In other words don't micromanage.

**Tell us about a time where a good plan just didn't work out. How did you and your district deal with it?**

We wanted to increase our public's interaction with the Board of Education. We established six Community Coffees at a variety of locations, both mornings and evenings. The public was invited to ask questions on any topic and we also

provided specific topics to spark interest. Each event was well publicized in the schools, website, and social media. It turned out to be a great endeavor of "you can bring the horse to water but you can't make them drink." Basically, other than employees, no one from the public attended. We changed our perception of success from attendance to increased community awareness. While our participation was low, the public knew we were seeking their input and we had opened the line of communication wider. After our evaluation of this program, we learned this is not how our community wishes to interact with us. We considered that knowledge a benefit in and of itself.

**You've held many positions in the field of education, but you also have your law degree. What was the impetus for getting your Juris Doctorate?**

I considered attending law school after completing my initial masters but decided to remain in teaching and pursue an advanced degree in administration. Then through my career, I had the opportunity to work with attorneys representing the District and really enjoyed the opportunity to learn and understand the interaction of the law within the education setting. This prompted me to pursue my Juris Doctorate through the Saint Louis University night program while I worked as an administrator.

**What are three things you think make for a successful superintendent?**

First, you have to be a good communicator. So many problems that leaders encounter can be alleviated or avoided by making sure people understand what the district is doing. I also think a sense of humor is important. Being a superintendent often includes

some really tough challenges. Being able to find humor in the day to day stuff reduces a lot of stress. Finally, I think you have to be creative. By looking at the various challenges we face from different and unique angles, you can get some amazing things accomplished.

**If you were starting a brand new school district, what would be your first area of focus?**

Without a doubt if I were to start a brand new school district, I would focus on the integration of technology for student use. With the more traditional classrooms we have at Northwest, we find it's more difficult to integrate technology. Knowing this, if I were to start a new school district, I would focus on ensuring our facilities and classrooms are optimal for technology integration. Also as I hired staff, I would look for educators who truly integrate technology within the curriculum, not just use it as a tool. I would then offer ongoing and regular Professional Development focused on the best practices of technology integration. Lastly, I would devote the appropriate funding to ensure students are exposed to the latest devices available on an accelerated replacement cycle.

MASA congratulates Dr. Ziegler and all of the Pearce Award nominees including: Craig Eaton, Clinton (West Central); Chris Hon, Poplar Bluff R-I (Southeast); Michael Mason, Reeds Spring R-IV (Southwest); Michael Murphy, St Clair R-XIII (South Central); Bill Nicely, Kearney R-I (Greater Kansas City); John Robertson, Hallsville R-IV (Northeast); and Matt Robinson, Cameron R-I (Northwest).

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**2016 MASA Regional New Superintendents of the Year**



*Congratulations to the 2016 MASA Regional New Superintendents of the Year: Shawn Poyser, Osage Co R-II (South Central); Zack Harris, Lamar R-I (Southwest); Curtis Cain, Wentzville R-IV (Greater St. Louis); Ryan Bergeson, Scotland County R-I (Northeast); Fara Jones, Scott Co R-IV (Southeast); James Finley, Blue Springs R-IV (Greater Kansas City); Tim Jermain, Jefferson C-123, (Northwest); Troy Marnholtz, Chilhowee R-IV (West Central)*



## Sometimes a Little Ranting Is Good for the Soul

Roger Kurtz, MASA Executive Director

I need to do a little ranting at the end of the legislative session and in particular about the education funding

additional funding for early childhood special education, only because the Missouri Supreme Court said several years ago that it was an unfunded mandate and it must be fully funded. The legislature has never replaced the \$37 million that was cut in fiscal year 2012 which was used for the Career Ladder program. (I think they were hoping we would forget about that.) The legislature has provided more sales tax money to schools because voters approved a proposition C in the early 1980's and they cannot change it. They passed a law several years ago requiring school board members to complete a training program, yet cut all funding for that training program in the budget they just approved.

It is unfortunate that Missouri legislators say they value our public schools, but have not demonstrated their commitment to funding and instead focused on a host of legislative proposals that will add additional mandates and requirements and a long list of special interest tax cuts that will make it increasingly difficult to fund Missouri public schools.

In the coming months, these politicians will be out on the road campaigning for another term in office and will undoubtedly talk about how important education is to them. Here

are five questions to ask every candidate for office:

1. If there is a shortfall in gaming, lottery or one of the other sources of funding for the foundation formula in 2016-17, will you support a supplemental budget request to use general revenue to cover the shortfall to ensure that Missouri schools are not shortchanged?
2. Will you work to restore transportation funding for public schools back to the level it was in 2009 (\$167,797,713)?
3. Will you oppose ALL vouchers and tax credit schemes in the future that threaten to divert funding from Missouri public schools to private entities?
4. Will you oppose further expansion of charter schools in Missouri?
5. Will you support local control of Missouri public schools?

If they cannot support these five items, their support for public education is just political rhetoric for the campaign trail. Our students deserve better.

Sorry for the ranting, but I feel better now.

### A Plan for Leadership Change

As members know, Roger Kurtz announced his retirement in April and he will step down at the end of this year.

Just as elected school board members select superintendents, the MASA Executive Board will name the next Executive Director, but they will do this by following a process.

The MASA Executive Committee met on April 21 to begin discussions on the timeline and process for replacing Roger. The Executive Committee has decided to go through a formal selection process. The successful candidate may start anytime after December 31, 2016 but no later than July 1, 2017, depending on his or her availability.

As part of the strategic plan, MASA

## A Capital Welcome for “The New Guy”

Scott Kimble, Director of Legislative Advocacy, MCSA

Being the “new guy” is never easy. Whether you’re a new administrator, new teacher or even a new student, the first year at your new job or school is difficult. Being the new guy at the Missouri Capitol is no different. With 197 legislators (that’s waaay too many by the way), just as many legislative assistants, numerous chiefs of staff and hundreds of lobbyists (some of which are former legislators who don’t particularly care for public education), it’s difficult to keep track of everyone and their different interests. To further exacerbate the issue, bear in mind that education associations have been battling various legislators and special interest groups regarding a number of topics for years with each battle having long, drawn out consequences.

Case in point, during the second day of session this year, I entered a legislator’s office to introduce myself and to discuss a bill that the legislator had worked on which indirectly related to public education. Upon informing the legislator of who I represented (school administrators), I was immediately informed that one of our associations (guess which one) had financially supported the legislator’s opponent in a previous election. As a result of backing the opponent and for other vague alleged misdeeds, our association and, one individual in particular (who will not be named), were not permitted in the legislator’s office. When I asked if the opponent we had supported in the previous election had won, I was informed that the opponent had been “crushed.” The legislator was unamused when I responded, “No harm no foul, right?” Suffice it to say, the rest of the meeting was relatively brief and did not go well.

To add to the difficulty of being new, those who lobby for public education also have the difficult task of opposing legislation that is perceived as being beneficial to students, the elderly, farmers, the business community and just about any other major special interest. For example, this year we opposed legislation that’s stated intent was to provide additional educational options for students with disabilities. Among the reasons for our opposition was that the bill did not provide safeguards to ensure that the students were receiving adequate instruction by licensed special education professionals, or that the institutions in which the students would be attending would be required to follow the Individuals with Disabilities Education Act (IDEA).

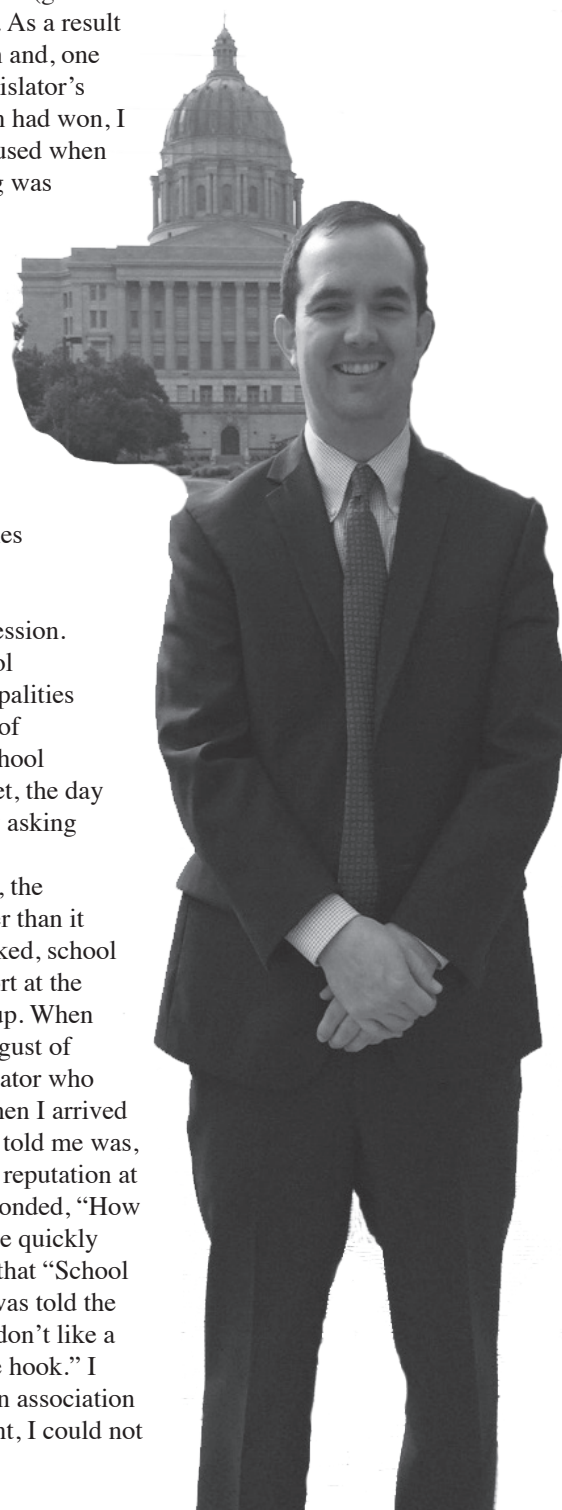
An additional interesting fact I learned very early in session is that school administrators are routinely blamed for the demise of legislation throughout session. For instance, a bill may be completely unrelated to public education, yet school administrators are accused for the bill’s death. Indeed, a bill related to municipalities filing class action lawsuits to collect taxes was soundly defeated in the House of Representatives. No association that was a part of the Missouri Council of School Administrators (MCSA) spoke negatively of the bill or testified on the bill. Yet, the day after the bill’s defeat, I was called by a lobbyist working for the cable industry asking why we had opposed the bill.

While there are a variety of issues that make the lobbying position difficult, the individuals whom I represent (school administrators) make the job much easier than it should be due to the nature of the issues discussed above. To be sure, when asked, school

administrators provide support at the Capitol unlike any other group. When I first took the position in August of 2015, I was called by a legislator who stated he wanted to meet. When I arrived in his office the first thing he told me was, “You don’t have a very good reputation at the Capitol.” To which I responded, “How can that be, I just started?” He quickly corrected himself and stated that “School

administrators don’t have a good reputation at the Capitol.” I asked why and was told the following: “You know, when you all (MCSA staff) put out a bulletin that you don’t like a specific piece of legislation, our email in-boxes fill and our phones ring off the hook.” I couldn’t help but smile. What that legislator admitted to was that our education association is supported by individuals who are not only engaged, but care. At that moment, I could not have been more proud and honored to work for school administrators.

“You know, when you all put out a bulletin that you don’t like a specific piece of legislation, our email in-boxes fill and our phones ring off the hook.”



## MASA President’s Report

### A Heartfelt End to the School Year

Scott Downing, Warsaw R-IX School District, MASA 2015-2016 President

There’s a big difference in the types of things that set your heart to pumping. The old ticker can be calmly going about its business one moment only to be shifted into overdrive the next.

For instance, the other day I found myself sitting in the woods listening to a pair of turkeys consulting one another. I reached into my vest and grabbed my call and began to softly yelp. In turn, I got a fair amount of conversation from the pair of Toms who started their regal strut across the field towards me. My heart began thumping in anticipation, and the moment they came within my range, I pulled the trigger and bagged one of the gobblers.

You see, that was a moment that made my heart pound with excitement and a feeling of terrific satisfaction followed it.

I imagine we can all think back to a time when we were just entering the world of education as teachers, and those first weeks as a greenhorn in front of class elicited another type of heart pounding. Depending on what grade level you taught, you were either entering a classroom where you weren’t much older than the students you were teaching or you were surrounded by wide-eyed people who only came up waist high on you. Either way, it was a bit intimidating and probably made your head swim a little.

Again, that type of heart pumping was, at least during the early days on the job, anxiety and fear driven!

As most of you know, not only is my term as president of MASA coming to an end, but I am also just weeks away from retiring as a superintendent. My time serving



Scott Downing and his hunting dog, Avery

MASA membership has been both enjoyable and challenging. Having the opportunity to work with a great executive board and outstanding leaders has been a privilege and incredibly gratifying. (To extend the analogy, my heart is at ease knowing that the people guiding this ship have it very much under control.)

For those of us who serve as superintendents, you know there are many occasions our blood doesn’t just pump a little faster -- it boils! A short list of things that, once they’re behind me, will no doubt lead to lower blood pressure include:

- Checking roads during inclement weather
- Difficult decisions that impact the welfare of employees
- Any decision that affects the health and safety of students
- Emails from school board

members, phone calls from school board members, board meetings... I think you get the idea!

It’s no secret where my heart is at its happiest: with my family, with my friends and having the opportunity to serve young people. I hope that all of you continue to experience the good things in your vocations and avocations that make your heart happy.

A wise man once said *the best day to fish is any day you can go* and it just so happens that I may have a little more free time to throw a line in. Just the thought of it makes my heart pound a little – in a very good way!

**MASA extends its sincere thanks to President Downing and the 2015-2016 MASA Executive Board for their outstanding leadership!**