

## From the Portfolio Manager's Desk at PFM

Jeffrey Rowe, CFA, Managing Director



### “What’s been happening in the market?”

Strong growth in consumer spending and business investment continued to fuel U.S. economic activity over the last few months, propelling corporate profits and pushing consumer and business confidence to 17-year highs. The tax bill passed in December, which lower the corporate rate from 35% to 21% while also lowering individual taxes, is expected to further boost growth and spending. After tripling in value since 2009, U.S. stocks corrected in January falling 10%. Global stock markets also fell. While global stock markets have remained volatile, market corrections are normal and frequent in economic cycles.

### “What is PFM expecting to happen with interest rates right now?”

The Federal Reserve raised the benchmark lending rate a quarter point and forecast a steeper path of hikes in 2019 and 2020 at its March 21 meeting. The markets have priced in two or three rate hikes this year including this most recent rate move. Interest rates continue their rise to the highest levels

since the recession began in 2008. The tax plan will require hundreds of billions of borrowings to balance the tax revenue shortfall further increasing the U.S. deficit and increasing debt issuance.

### “What are PFM’s suggestions for a public investor in this market environment?”

Short term interest rates have increased very sharply over the last year in conjunction with the three rate hikes by the Federal Reserve in 2017, reaching the highest levels in over 10 years. The sharp rise in interest rates presents an opportunity for investors to capture additional interest income. Investors should seek to capitalize on these higher rates while monitoring the potential for additional rate moves by the Federal Reserve this year. Longer term rates have moved higher over the last few months as inflation is poised to rise, albeit modestly and in response to the huge borrowing needs of the Treasury.

To learn more about maximizing your interest income, please contact Trish Oppeau directly at 314-619-1792 / oppeaut@pfm.com or Jason Glidden at 816-642-8552 / gliddenj@pfm.com.

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### MASA Welcomes New Business Associates

The Architects Alliance  
BLDD Architects, Inc.  
CGA Architects (Corner Greer & Assoc, Inc)  
Claim Care Inc  
Commair Inc  
Converged Technology Solutions  
CR2 Engineering  
Curriculum Associates  
Entegrity Energy Partners  
Houghton Mifflin Harcourt  
incite Design Studio LLC  
K12itc  
Kiefer U.S.A.  
Midwest Transit Equipment  
Nabholz Construction  
National Playground Compliance Group (NPCG, LLC)  
Penmac Education Staffing  
SFE - Southwest Foodservice  
Excellence  
Spur  
STARS School Services

## Missouri Academy for New Superintendents Accepting Applications

Dr. Sarah Riss, Program Director



The Missouri Academy for New Superintendents is a joint project of the Missouri Department of Elementary and Secondary Education, the Missouri Association of School Administrators and the Department of Educational Leadership and Higher Education at Saint Louis University. The Academy is a one-year program designed to assist new superintendents in establishing a network that will

promote reflection, communication, the development of interpersonal skills, and a structure program of effective mentoring. The next class of the Academy will begin meeting in November 2018.

There will be three retreats held state-wide in an environment that allows reflection and collegiality. State and national presenters from the field of education will share their knowledge and expertise during these retreats.

A portion of the program costs are underwritten by MASA. However, each participant's school district will be asked to contribute \$1,500 to the cost of the training. The district

contribution covers lodging, meals, and materials. A limited number of partial scholarships are available for those unable to pay the full amount.

Missouri superintendents with at least one year of experience as a superintendent and no more than four years of experience are eligible. The application process is now open. Simply go to the Missouri Academy for New Superintendents tab on the MASA website: [www.masaonline.org](http://www.masaonline.org).

In addition, applicants may either call Sarah Riss at 314-575-8942 or email her at [sarah.riss@mcsa.org](mailto:sarah.riss@mcsa.org).

## Upcoming Workshops

### MASA/MoASBO Workshop: Setting the Tax Rate

July 31 (Immediately following DESE Conference)

This workshop will focus on the process of setting the tax rate for a school district. Jason Hoffman, Chief Financial Officer for the Jefferson City School District, and a member representative from MASA, will walk participants through the process of completing the State Auditor forms. They will discuss how to plan, advertise and conduct a tax rate hearing. Presenters will suggest documents to provide at the hearing. Registration is \$60/person. The registration fee includes workshop handouts and lunch sponsored by OPAA! Food Management and American Fidelity Assurance.

This workshop will be available for those subscribed to the MASA Online Video Library.

For more information on this workshop visit [www.masaonline.org](http://www.masaonline.org) and view under “Conferences & Workshops.”

If you have any questions or need additional information, please contact Doug Hayter at [doug.hayter@mcsa.org](mailto:doug.hayter@mcsa.org) or Ann Ainsworth at [ann@mcsa.org](mailto:ann@mcsa.org). To contact by phone call 573-638-4825.

### Communication Planning Workshops

School districts of all sizes benefit by having a solid communication plan. MASA, in conjunction with MOSPRA, will provide your district guidance in developing the framework of a plan that will help you address big and small communication and PR issues.

The workshop includes a communication planning overview; discussion of communication advisory teams; determining audiences; research options; determining and delivering key messages; comprehensive and project-based plans; and evaluating effectiveness.

The workshop will help you and your district start the process of building a great communication plan.

**There is no charge for the workshop.**

**Want to host or be part of a session?  
Contact David Luther:  
[david.luther@mcsa.org](mailto:david.luther@mcsa.org)  
(573) 638-4825**

[WWW.MASAONLINE.ORG](http://WWW.MASAONLINE.ORG)



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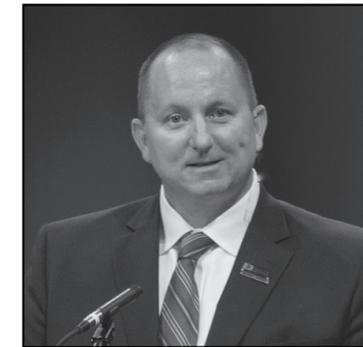


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## Spring Conference Recognitions

### Allan Markley Named Pearce Award Recipient



Dr. Allan Markley, Superintendent of the Raytown C-2 Schools, is the Robert L. Pearce Award recipient for 2018.

Dr. Markley began his administrative career as a principal at Sparta High School. He continued at Sparta as

the superintendent. Markley also served as superintendent at Logan-Rogersville R-VIII before taking the superintendent's position at Raytown.

Dr. Markley has focused on several key areas of leadership in education during his time as a superintendent. At Raytown, Markley has pushed to assure that students from all demographics and socio-economical backgrounds find success. Markley also places tremendous importance in assuring quality professional development, and he is a champion of quality internal and external communications within his district and community.

Dr. Markley is the current president of MASA and he is a member of AASA. He has long served his fellow administrative leaders through work on a variety of committees and board activities.

### Pearce District Nominees



**Top from left:** Timothy D. Hager, Iron County C-4 School District (Southeast); Jeff Marion, St. Charles R-VI School District (Greater St. Louis) Robert Newhart, St. Joseph School District (Northwest); **Bottom from left:** Kevin D. Patterson, Ozark R-VI School District (Southwest); Peter Stiepleman, Columbia Public Schools 93 (Northeast); Wesley Townsend, Pleasant Hill R-III School District (West Central); Lori VanLeer, School District of Washington (South Central).

### 2018 MASA Emeritus

Terry Adams	Gtr. St. Louis
Dennis Fisher	Gtr. Kansas City
Jerry Giger	South Central
Ronald Lankford	Southwest
Bryan McDonald	West Central
James L. Ruse	Northwest
Nicholas Thiele	Southeast
David Tramel	Northeast

### 2018 MASA Friends of Education

Margie Vandeven	Statewide MASA
Scott Goldstein	Southwest
Sue Heckart	West Central
Hollis + Miller	Gtr. Kansas City
Leroy Huff	Northeast
Randy & Veronica McDonnell	Gtr. St. Louis
Neil Nuttall	Northwest
Sen. Gary Romine	Southeast
Sean Siebert	South Central

### 2018 MASA District Outstanding New Superintendents



**Front, from left:** Matt Miller, Moberly (Northeast); Judd Marquis, Belleview R-III (Southeast); Bethany Deal Richwoods R-VII (South Central); Jim Wipke, Fox C-6 (Greater St. Louis); Derek Lark, Santa Fe R-X (West Central); **Back, from left:** Jerry Girdner, Princeton R-V (Northwest); Scott Cook, Mt. Vernon (Southwest); Mark T. Bedell, Kansas City (Greater Kansas City); Allan Markley, MASA President.

# The Days Go Slow, but the Years Go Fast



Doug Hayter, MASA Executive Director

protect and promote public education in our state. Ultimately though, it is your willingness as a member to build relationships and have direct influence with your local legislators as the final culminating piece. Please continue to make the legislative process a key priority and part of your role as a school district leader. Only by each of you doing so can we continue the strong legacy of influence and success at the Missouri Capitol. Your involvement is vital!

With the actions of the Missouri State Board of Education put on hold, I want to remind you about the association's Accreditation & Assessment Task Force work and their current recommendations and actions. John Jungmann (Springfield) and Mike Fulton (Pattonville) led those groups and their leadership and the work of the groups was excellent. One statement was reiterated numerous times throughout the process: "If we continue to do what we have always been doing, we will end up exactly where we are going." Only by being willing to lead in a different direction can we move the conversation to a higher level. Take a moment to read the article below that previews the work being done by the Missouri Assessment Partnership (MOAP), and please continue to monitor and review the information and recommendations regarding the Annual

Performance Report (APR) and the Missouri School Improvement Program (MSIP).

For many of you, reading this year's final edition of the Spotlight, the adage, "The days go slow but the years go fast" is extremely true. There are many of you who are retiring or moving positions across the state. To those of you who are retiring or leaving the profession, my sincere thanks for your support, friendship, leadership, and membership in our state association. Regardless of how it might seem at times, your presence has made a difference in the lives of the students who have passed through your schoolhouse doors. Never underestimate the impact you have had on so many. God's richest blessing to each of you and your families in the next phase of your personal and professional lives.

I also want to extend congratulations to those of you who are finishing your first year as a district leader. As your veteran colleagues will attest, that first year can be incredibly challenging, but it is also so rewarding.

Later in this edition of the Spotlight, you'll read some words from MASA President Allan Markley regarding the ongoing circle of our work in education. It is certainly true that while there may be times during the year when one can take a short moment to catch their breath, the work of public education never stops.

## MASA Executive Committee

President.....Allan Markley  
 President-Elect ..... Ken Eaton  
 Secretary .....Mark Penny  
 Treasurer ..... Susan Crooks  
 Past President ..... Aaron Zalis

## District Representatives

Northwest ..... Paul Mensching  
 Gr. Kansas City .....Michael Reik  
 West Central ..... Aerin O'Dell  
 Southwest ..... Richard Asbil  
 South Central ..... Kyle Kruse  
 Southeast ..... Jeffrey Lindsey  
 Gr. St. Louis ..... Mike Fulton  
 Northeast ..... Tracy Bottoms

# 2018 Legislative Session Recap: It's Been a Weird Year

Mike Lodewegen, Associate Executive Director of Government Affairs



There's really no other way to say it, this has been a weird year.

Dating back to last summer, we have watched as our governor appointed members to the State Board of Education, controversially withdrew some appointees and appointed others. In total, it took the Governor ten tries to find five people that would go along with his agenda to remove Commissioner Margie Vandeven.

These actions alone created a great deal of mistrust and backlash toward the governor from lawmakers. Going into the 2018 session, it was believed these developments would shape the Legislative Session when lawmakers returned to Jefferson City in January. Little did we know that on January 10th a bomb would drop on Jefferson City that would completely transform 2018's political landscape.

On the same day the governor delivered his State of the State address, news broke regarding an extramarital affair the Governor had while he was running for office. The details surrounding this scandal are well documented, so we won't repeat them again, but that revelation was soon followed by allegations and charges regarding the governor's non-profit organization, the governor and his staff's use of a secret texting application, campaign finance violations, and various other scandals.

These developments could have completely derailed the legislative session. In fact, in the midst of the governor's headlines, many believed that the General Assembly would be lucky just to get a budget passed. However, when the gavel fell at 6 p.m. on May 18th the General Assembly had fully funded the foundation formula (+\$98 million); increased funding for school transportation (+\$10 million); passed two massive education omnibus bills that contained nearly 30 separate provisions (most of which MASA supported); modified prevailing wage laws; and rejected the appointments of the five state board of education members that fired the Commissioner. The Legislature did all of that while also defeating of both charter school expansion and vouchers.

While much of what we have witnessed in state government this year is unprecedented, 2018 has been an extremely productive year for public education in Missouri. Clearly, while there are those in Jefferson City that would love to see public education destroyed, it shouldn't prevent us from thanking those that showed that they support their local public schools. As this is an election year, we will lose a number of friendly lawmakers due to term limits. It is clear that as we enter this election cycle, momentum is on our side. I encourage each one of you to make sure you stay engaged throughout this election by getting to know the candidates running for state representative and state senate in your communities. If you like what you hear, support them by helping with their campaign. You have influence in your communities – talk to your friends and neighbors.

If you know of a candidate with promise, please let us know as well so that we can work with Better Schools for Missouri (your political action committee) to financially support them. If you would like to donate to Better Schools for Missouri you can do so online at <http://www.betterschoolsformissouri.com>.

## Contribute to Better Schools for Missouri!

Better Schools for Missouri was formed as a way for supporters of public education to help elect candidates in Missouri who share the value of quality public education.

We encourage MASA members to support the action committee. You may contribute and learn more at [www.betterschoolsformissouri.com](http://www.betterschoolsformissouri.com) or send an email to [betterschools@mcsa.org](mailto:betterschools@mcsa.org). You may reach us by phone at 573-638-2692.



## Lead - Develop - Support Series: Legislative Impact Workshops

MCSA Director of Advocacy, Scott Kimble, and MASA Associate Executive Director of Government Affairs, Mike Lodewegen, will walk participants through recently passed laws that will affect school finances, curriculum and programs. Participants will also gain further insight into the legislative process and the critical role of the school administrator.

Two sessions will be held, both at MASA headquarters in Jefferson City. Session dates are TBA. Sessions will be 10:00 a.m. - 12:00 noon. Cost is \$30. Registration information will be provided in the near future.

# MASA President's Report

## Finished? No, It's Just Beginning.

Allan Markley, Superintendent, Raytown School District

For the majority of Missouri school districts, the school year has come to an end. Elementary-aged students have performed their end-of-year routines of gathering their school supplies and art portfolios and received goodbye hugs from teachers. Older students have taken their final exams, cleaned out their lockers and have shifted into summer mode. Most of the teaching staff has completed their work as well. Papers and tests have been scored, grades have been entered, and classroom materials have been packed up and stowed away.

You know that little clip-clap "wash my hands" thing we do to say "finished!" I feel like our whole district just did that together.

Hold on a second! Finished? We're just getting started.

If your district is like ours, you started planning for the next school year many months ago. Very likely you had committee work taking place to review and update curriculum, evaluate technology needs and future purchases, and an assortment of other group planning sessions.

Naturally, the process of staffing your schools also began some time ago. By March you had a pretty good idea of what positions were going to be opening up and you started the practice of putting feelers out for quality candidates. Furthermore, your schools are probably very much in the stages of interviewing and filling everything from custodial jobs to central office administration.

Now that the students are gone for the summer... Wait, that's not happening either! Summer school planning started long ago and now those classes are taking place. As we all know, summer school is its own beast. It's basically a mini-school year packed into a few weeks and it calls for a lot of attention – hiring staff, determining building leaders, prepping facilities -- the list seems endless.

Meanwhile... you and your team are meeting with building leaders to make sure they have what they'll need to get

the job done come August and... maybe you have construction taking place or new HVAC going in at places around the district and... you're hammering out the final details of the budget and, well, you get the idea.

Let's face it, summer is not the time you put your feet up and relax. That's true for you and it's true for your staff. I won't even go into the *fantasy that teaching is a nine-month job*, other than to say to those who think it is, "Why don't you give it a try?" We know that while teachers may not be in the classroom (unless they are teaching summer school), they are working on furthering their degrees, attending professional development sessions, and putting together the upcoming school year's lesson plans.

The fact is, there is no end or beginning – it's a perpetual cycle. The work being done on behalf of students never stops, nor should it.

All that being said, I do want to encourage you to stop and take a breath. Give yourself some downtime. If you don't take some time for yourself and your family, you will not be as strong a leader as you should be. Get outdoors. Take a trip. Hit some golf balls or take a long bike ride. Find balance.

It has been a pleasure serving as the MASA President this year. I want to thank the Executive Committee and all who have taken time to help make our association stronger. Thank you all for your membership and have a great summer!



**Thank You!**  
 MASA extends its sincere thanks to President Allan Markley and the 2017 - 2018 MASA Executive Committee for their outstanding leadership!