

The beginning of a new year is an important time to think about financial goals for the coming months. With tax receipts coming in, consider taking advantage of the short-term investments offered by the Missouri Securities Investment Program (MOSIP).

The past year was defined by rising interest rates; however we are anticipating interest rate cuts in 2024. That said, MOSIP seeks to provide investors with investments that prioritize liquidity and safety of principal in any rate environment. Earning a competitive yield is a secondary objective.

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 optimize 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 obtain a competitive

Optimizing Your Tax Receipts: Make the Most of Your Incoming Funds with MOSIP

fixed rate of return for a specified time frame. Term investments are based on a pool of open-market securities similar to those invested in MOSIP Liquid Series and are coordinated with 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 AAAs by Fitch.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 2024.

To learn more about the Program, please contact Trish Oppeau directly

at 314-619-1792 / oppeaut@pfmam.com, Nick Kenny at 573-234-0814 / kennyn@pfmam.com or Angie Hughes at 816-402-0018 / hughesa@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 The AAAs rating reflects Fitch Ratings' ("Fitch") review of the Term program's investments and credit guidelines, the portfolio's credit quality and diversification, as well as the capabilities of PFM Asset Management LLC as investment adviser. It indicates the highest underlying credit quality (or lowest vulnerability to default). However, it should be understood that this rating is a not "market" rating nor a recommendation to buy, hold or sell the securities. For a full description on rating methodology visit www.fitchratings.com.

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 an affiliate of PFM Asset Management LLC.

Missouri Superintendents Academy For Superintendents Starting Year 2, 3, or 4

The Missouri Superintendents Academy 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 superintendents in their second through fourth year in establishing a network that will

promote reflection, communication, development of interpersonal skills, and enhancement of leadership abilities.

The Academy's purposes include understanding the role of the superintendent in a political and social democracy; demonstrating interpersonal skills; understanding communication techniques; a clear understanding of the planning process; leading in an instructional environment;

and comprehending the importance of relationships, timing, reflection, and team building.

For more information, visit www.masaonline.org and view under the "Leadership Programs" tab, or email program director, Donna Jahnke, at donna.jahnke@mcsa.org. Interested candidates may also call the MASA offices at (573) 638-4825.

MASA Provides Missouri-Based Solution for District Purchasing Cards

MASA partners with Missouri-based financial institution, Central Bank, to offer the MASA Mastercard® Commercial Credit Card. The Commercial Credit Card is a commercial, purchasing, and fleet card all-in-one, providing your district flexibility, control, and advanced reporting at your fingertips. With an embedded EMV chip, and the ability to integrate into almost any accounting system, the MASA Commercial Credit Card provides added protection for your district's public funds and increased efficiency for your faculty and staff.

The MASA Mastercard® Commercial Credit Card is designed for districts requiring ten or more cards. Commercial Credit Cards offer an assigned credit limit with options to add daily or even single transaction dollar restrictions. They can carry a declining balance, a great option for individual staff, departments, and buildings with fixed budgets and grant funded programs. Cards can even be assigned to vehicle or bus drivers to track vehicle related expenses. For districts needing fewer than 10 cards, Central Bank offers the MASA Mastercard® BusinessCard® enabling corporate card functionality while allowing the school district to apply transaction restrictions and credit limits on a per card basis.



Best of all, both cards provide your school district a competitive monthly cash rebate deposited directly into an account of your choosing based on your card spend. Central Bank also returns a rebate directly to MASA, based on total program spend.

Central Bank has earned the banking and purchasing card business of nearly 20% of Missouri's school districts. Find out

why. When you sign up for the program or need assistance, you'll speak to someone right here in the Show-Me State. Central Bank operates over 160 locations in and around Jefferson City, Branson, Lake of the Ozarks, Kansas City, Sedalia, Columbia, St. Louis, Moberly, Audrain County, Springfield, and Warrensburg.

Put the strength and reputation of MASA and Central Bank to work for you, and support the organization that works on behalf of you in Jefferson City. Contact David Meyer at Central Bank: Phone: 573-634-1153 / david.meyer@centralbank.net or Doug Hayter at MASA, 573-638-4825 / doug.hayter@mcsa.org.

PIPER SANDLER

We know Missouri Education Finance

As a national leader on a powerful platform, our team of experts leverage localized knowledge to deliver tailored solutions that meet your unique goals.

Contact us for more information:



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February 2024

MASA/MOSPRA Spring Conference, March 20-22



Be sure to make plans to register for the 2024 MASA/MOSPRA Spring Conference March 20-22, at Margaritaville Resort & Conference Center, Lake Ozark, Missouri. The Spring Conference will provide attendees more than 40 breakout sessions on topics that include attracting and retaining teachers, leadership, important legal issues, school finance, curriculum and instruction, safety, communications and public relations, mental wellness, facility management, innovative education practices and bond/levy referendums

Due to a scheduling conflict, Dr. Margie Vandeven, Missouri Commissioner of Education, will be with us for the annual "Dialogue with the Commissioner" starting at 1:00 p.m., and her session will conclude at 1:45 p.m.

Our First General Session will be on Wednesday, March 20 at 2 p.m. Our keynote speaker is Dr. Lisa Hinkelman and she will share her presentation, "The Confidence Crisis: What 15,000+ Girls Think About Stress, Social Media, School & Their Futures."

Wednesday afternoon will include several breakout sessions. Wednesday evening both MASA and MOSPRA will hold their

respective receptions and banquets.

On Thursday, March 21, participants will have multiple professional development sessions from which to choose. The Exhibition Hall, which is housed in the main lodge, will be open throughout

the morning with a complimentary "grab and go" breakfast.

Thursday's Lunch and General Session will feature Dr. Chad Weinstein, a noted ethics expert, with his presentation, "Leading from the Inside Out."

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 may be found at www.MASAonline.org under the "Conferences and Workshops" tab. For conference inquiries, contact David Luther: david.luther@mcsa.org or Melissa Shannon: melissa.shannon@mcsa.org.

Download the Conference App!

The entire 2024 Spring MASA/MOSPRA Conference will be available on the MASA Conference app. You may read more about sessions and events, and add them to your phone's calendar. Download the app through Google Play or the Apple App Store.

Keynote Speakers

Wednesday Opening Session



Dr. Lisa Hinkelman
"The Confidence Crisis: What 15,000+ Girls Think About Stress, Social Media, School & Their Futures."

Learn the newest insights and practical interventions for educators as Dr. Hinkelman shares original research from the country's largest-of-its-kind national survey with more than 15,000 5th-12th grade girls. From confidence, body image, sexting and social media to school, academics, career planning and leadership, the findings from The Girls' Index™ provide a roadmap for all educators to recognize the specific challenges impacting girls.

Thursday Luncheon



Dr. Chad Weinstein, noted ethics expert, will present "Leading from the Inside Out." Dr. Weinstein notes, "Leadership is sometimes hard,

often rewarding, and always critical to the missions of our public schools and ultimately for the success of our students. This session will consider three interlocking characteristics of effective leaders and educators – moral motivation, moral clarity, and moral courage – and present skills and practices that can help school leaders to maintain, restore, and grow these capacities in ourselves and for those we lead."



By Doug Hayter, MASA Executive Director

Your high school principal enters your office inquiring how to code attendance for seniors on the final days of the school year. You sent seniors home on Monday until graduation ceremonies on Sunday afternoon. Do we count them in attendance or absent for the remainder of the week?

An administrator comes to you after being informed about an unprofessional relationship between two employees in the building. These actions have occurred at school, and they want advice on what action, if any, needs to be taken?

Effective leadership requires good decision-making, management, and leadership skills. As John Maxwell stated, "Leadership is trust." To be an effective leader, a foundation of ethical principles that follow the law, policies, and accepted values of each community must be a part of each decision you make.

In 2009, MASA developed its Statement of Ethics for Educational Leaders. This document was patterned after the American Association of School Administrators (AASA) Ethics Statement and serves as a foundation for our members in ethical decision-making. It states the following:

MASA's Statement of Ethics for Educational Leaders

An educational leader's professional conduct must conform to an ethical code of behavior, and the code must set high standards for all educational leaders. The

Ethics in School Leadership: What Guides You?

educational leader provides professional leadership across the district and also across the community. This responsibility requires the leader to maintain standards of exemplary professional conduct while recognizing that his or her actions will be viewed and appraised by the community, professional associates and students.

The educational leader acknowledges that he or she serves the schools and community by providing equal educational opportunities to each and every child. The work of the leader must emphasize accountability and results, increased student achievement, and high expectations for each and every student. To these ends, the educational leader subscribes to the following statements of standards.

The educational leader:

1. Makes the education and well being of students the fundamental value of all decision making;
2. Fulfills all professional duties with honesty and integrity and always acts in a trustworthy and responsible manner;
3. Supports the principle of due process and protects the civil and human rights of all individuals;
4. Implements and complies with all local, state and national laws;
5. Advises the school board and implements the board's policies and all administrative rules and regulations;
6. Pursues appropriate measures to correct those laws, policies, and regulations that are not consistent with sound educational goals or that are not in the best interest of children;
7. Never uses his/her position for personal gain through political, social, religious, economic or other influences;
8. Accepts academic degrees or professional certification only from accredited institutions;
9. Maintains the standards and seeks to improve the effectiveness of the profession through research and continuing professional development;
10. Honors all contracts until fulfillment, release or dissolution mutually agreed upon by all parties;

11. Accepts responsibility and accountability for one's own actions and behaviors;
12. Commits to serving others above self; and
13. Adheres to commonly accepted business practices aligned with audit standards that are in compliance with all applicable statutes, rules and regulations.

Someone once said, "I can't hear what you're saying because your actions speak way too loud!" As school district leaders, my challenge is for each of us to continue to apply the MASA Statement of Ethics for Educational Leaders in every decision we make and in everything we do.

MASA members are encouraged to further explore ethics and ethical leadership. During the Spring Conference, Dr. Chad Weinstein will discuss "...moral motivation, moral clarity, and moral courage" during his Thursday Keynote. Dr. Weinstein will follow that with a breakout session entitled "Ethical Mentorship on Leadership Teams." We will also have a "Leadership & Ethics Roundtable" session late Thursday afternoon.



MASA Executive Committee

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Open Enrollment and Teacher Salaries Key Among Education-Related Issues for 2024 Legislative Session

The 2024 Legislative Session opened on January 3, and it appears this will be a challenging five- month stretch both for the elected officials at the Capitol and for the School Administrator's Coalition. Central to the work to be done are two matters that may make legislative action difficult. The newly formed Freedom Caucus will doubtlessly have a voice in many bills; likewise, the fact that many representatives and senators are running for statewide offices could create further contentiousness among the Republican supermajorities. What does this mean for education? The question is difficult to answer, but for now, several bills certainly have the means to change the educational landscape in Missouri.

Open Enrollment

House Bill 1989, filed by the former superintendent of the Sedalia School District, Representative Brad Pollitt (R – Sedalia), will create a "voluntary" open enrollment program in Missouri. While the bill says it is a voluntary program, it does not preclude a student from leaving their resident district to attend a non-resident district that is accepting open enrollment students. The bill is almost identical to Representative Pollitt's version filed last year. School leaders need to understand the impact this bill will have on

their district's funding, transportation, special education, and athletics. MASA members are encouraged to follow this bill closely to determine its potential impact on their district.

Teacher Recruitment and Retention

Several bills have been filed related to teacher recruitment and retention. There appear to be two primary camps and they are similar in their desire to increase the minimum teacher's salary from \$25,000 to \$38,000 and to establish increases for those holding master's degrees and at least ten years of experience. The key differences between the various bills is how funding will occur. The bills being considered have significant bipartisan support. If MASA members have questions about the bills, they need to speak with their representatives. If members believe these bills may cause financial harm to their districts, they are encouraged to gather data to illustrate to legislators how they will be negatively impacted.

Expanding Vouchers

Members should pay close attention to Senate Bill 727 sponsored by Sen. Andrew Koenig (R – Manchester). The bill seeks to expand the current Education Savings Account Program by increasing the cap on the eligible tax breaks for donations to scholarship granting organizations from \$50 million to \$75 million and creates triggers for

that number to grow depending on funding levels for public school transportation. The bill would also increase the income levels of families eligible for scholarships from 200% to 400% of the federal poverty level. The current program is limited to students who live in a charter county or a city with at least 30,000 inhabitants, SB 727 removes these geographic limitations, making the program statewide.

There are many other bills filed this year that will be of interest to education leaders. MASA strongly urges all members to read the weekly *Legislative Updates*. MASA superintendent members are encouraged to participate in the Monday Legislative Zoom calls.

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 value quality public education.

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



Aspiring Superintendent Workshop

March 20, 2024

Each year, MASA offers opportunities for those interested in becoming a superintendent. For many people, the starting point is the "Aspiring Superintendent Workshop." As in the past, this year's workshop will take place just prior to the start of the Spring Conference, Wednesday, March 20, 8:30 a.m. - 1:00 p.m. in Parasol II at Margaritaville Resort, Lake Ozark, Missouri.

The workshop will include presentations on job expectations of the superintendent, contract issues, and the superintendent application and interview process. Previous participants have given the workshop excellent reviews and many of today's superintendents participated in the program.

Please share this opportunity with members of your staff you believe have leadership promise.

To learn more and to register, go to www.MASAonline.org and view under the "Conferences and Workshops" tab.

Cost of the workshop is \$75 which includes lunch.



Phone
(573) 638-4825

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www.masaonline.org

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MASA President's Report A Time for Competition - A Time for Collaboration

By Jenny Ulrich, Superintendent, Lonedell School District



Competition is at the heart of the American spirit. It has driven industry, sports, and politics in our nation for centuries. It is how we decide who the best

athletes are, and it's how we decide who the worthiest political candidates are (often with the aid of some very expensive political campaigns). In industry, competition has delivered some of the most amazing inventions, upgrades, and luxuries. In short, competition has provided our nation with wonderful triumphs, entertainment, outcomes, and inventions, and nearly everyone loves a good competition!

Taken a step further, competition is why ranking systems were born; so, we can know who has the top spot and who has the bottom. Our world is filled with rankings. *Car and Driver* rankings, NCAA rankings, high school football rankings, and political rankings, to name just a few. Being at the top means you have dominated the field, while being at the bottom means you have essentially failed. Think about that for a minute -- you could be a world-class athlete, competing at the Olympic level, but if you are ranked last within an elite class of other Olympic athletes, it's viewed as failure. Conversely, you could rank first among the most infamous people in history, but you still hold the title of number one. You are effectively the best of the worst. For reasons such as this, I begin to wonder if ranking is always an *accurate* depiction of success or failure. This leads to my real question: *is ranking appropriate in education, and, more specifically, is ranking needed in the area of accreditation?*



I am certain we all agree that we owe the very best to our students and our stakeholders, and that we are all striving to give the best educational experience to the young people in our schools. How to quantify that work is an age-old question and not an easy one at that. Federal requirements in the *Every Student Succeeds Act* (ESSA) include identifying low-performing schools within each state. School accreditation in Missouri (MSIP 6) also uses a form of ranking with results from the Missouri Growth Model by comparing one district's performance to the performance of other districts scoring in the same designation range (i.e., Below Average, Average, Above Average) and then assigning a point value based on district rank.

The trouble lies therein. I would suggest that most people would not think that awarding points for the growth of one district should be **dependent** on the growth of another district as a fair way to evaluate districts. Instead, I would argue that growth is typically thought of as progress towards a goal or standard, regardless of how well others are doing. The Merriam-Webster Dictionary defines growth as "progressive development." In my opinion, when growth is measured by how a the neighboring district performs, an unnecessary system of competition is created, and competition typically doesn't include collaboration. The St. Louis Cardinals don't share their playbook with the Kansas City Royals, Ford doesn't give its latest design to Chevy, and Biden and Trump don't share a campaign manager. They are obviously working for the top rank, and it would be counterproductive to share.

Student academic growth is not the place for competition, but rather a place where educators, students, and parents should be able to collaborate to achieve

the best outcome. Schools may then measure those outcomes against a set of agreed-upon standards. Resources become shared, playing fields begin to level, and access to a larger network of educators is created. Missouri has amazing professionals working hard for students and their futures. Opening doors, sharing resources, working collaboratively, and measuring growth as progress towards a standard pave the way for more access, more growth, and more resources for all Missouri students. I am excited about the collaborative conversations happening in our state to reach these goals. My hope is that we can continue to build upon the continuous improvement mindset in our state as part of MSIP 6 and utilize a reimagined APR to get there.



The Superintendent Helpline is operated by MASA and members of other professional organizations based on inquiries. The service is available to superintendents needing support with board relations, budget and finance, and communications/public relations questions.

Helpline calls or text messages received between 7:00 a.m. and 8:00 p.m. will be responded to within two hours. Any additional information needed will be acquired through a follow up call with the superintendent. The call or text will be assigned to an experienced professional based on the identified topic or questions.

When calling or texting, please provide the following information: name, cell phone number, school district, district enrollment, and topic/question.

(573) 415-6996