

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

With 2017 just around the corner, consider making a New Year's resolution seeking to optimize your entity's interest earnings. The Missouri Securities Investment Program (MOSIP) can help you on the path to achieving your investment goals in the year to come. MOSIP provides public entities throughout the state with an alternate investment opportunity that stresses safety of principal, liquidity and yield as its primary objectives.

October 2016 marked the 25th anniversary for MOSIP which was founded in 1991. MOSIP is sponsored by associations across Missouri including the Missouri School Boards' Association (MSBA), Missouri Association of School Administrators (MASA), Missouri Association of School Business Officials (MoASBO), Missouri Association of Counties (MAC) and Missouri Municipal League (MML).

As your funds start arriving in the coming weeks, consider investing in MOSIP. Investment options through MOSIP are permitted under applicable Missouri law and include:

MOSIP Liquid Series

The MOSIP Liquid Series is rated AAAM1 by Standard & Poor's and is designed to help investors maximize income potential while maintaining safety, liquidity and yield.

MOSIP Fixed-Term Investments

In addition to the Liquid Series, MOSIP offers options that can help make the most of your cash by lining up investments with their date of expected use at relatively competitive interest rates.

MOSIP Term Series

The MOSIP Term Series provides investors with an opportunity to receive a competitive fixed rate of return for a specified timeframe. A minimum \$1 million investment is required, and the investment period ranges from 60 days to one year with interest paid to investors upon maturity. MOSIP's Term Series is rated AAAf1 by Standard & Poor's.

Certificates of Deposit (CDs)

Through MOSIP's investment adviser, PFM Asset Management LLC (PFMAM), investors have access to FDIC-insured 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.

As a MOSIP investor, you also benefit from a partnership with PFMAM, investment adviser to MOSIP for 21 years. PFMAM is an independent firm and an industry leader dedicated to providing objective investment advice to the public sector.

Let MOSIP help you work toward your investment financial goals in 2017. To learn more, please contact Maria Lawlor (Altomare), Managing Director, directly at 314-815-5481 or email lawlorm@pfm.com. You can also call MOSIP's Client Services Group (CSG) at 1-877-MY-MOSIP option 3 (1-877-696-6747).

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 and the AAf rating signifies

that a portfolio's holdings provide extremely strong protection against losses from credit defaults. However, it should be understood that these ratings are not "market" ratings or 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).

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.

PFMAM is registered with the Securities and Exchange Commission under the Investment Advisers Act of 1940. A copy of our Form ADV, Parts 2A & 2B is available upon request.

AASA Conference: Join Us in NOLA!

The American Association of School Administrators (AASA) has scheduled the 2017 National Conference on Education, March 2-4 in New Orleans.

The Missouri Breakfast, sponsored by Chartwells and American Fidelity Assurance, will be Friday morning, March 3, at 7:30 a.m. at the Embassy Suites Hotel

The MASA President's Reception will be on Friday evening, March 3, beginning at 5:30 p.m. and is being sponsored by George K Baum and Co; PFM Asset Management; Guin Mundorf, LLC; EdCounsel, LLC; Commerce Bank and Bryan Cave

Law Firm. The Kentucky School Administrators may also be joining us for this reception.

There is no cost to attend either event and spouses are invited to attend.

Also during the conference, Missouri Superintendent of the Year John Jungmann will be recognized during the first general session at 10:15 a.m. on Thursday, March 2.

The conference also features nationally renowned speakers and a wide variety of workshop sessions.

Registration and more information is available at www.aasa.org.

Spring Conference, March 29-31

Featuring keynotists Fred Bramante and Scott Friedman, pre-conference sessions, great professional development and colleague connections!

Be sure to get registered for the 2017 MASA/MOSPRA Spring Conference, March 29-31, at the Lodge of Four Seasons. This year's conference will be exceptional with more than 40 breakout sessions on topics ranging from student mental health and school finance to communication strategies and important legal issues that affect your schools.

On Wednesday, March 29, the conference will offer pre-conference sessions for aspiring superintendents, strategic planning and an EdCamp for superintendents and communications professionals. Wednesday's General Session will feature Fred Bramante, President, National Center for Competency-Based Learning. Mr. Bramante's story is one you won't want to miss!

Wednesday afternoon will include several breakout sessions. The Exhibition Hall will be open



Fred Bramante

receptions and banquets.

On Thursday, March 30, participants will have multiple professional development sessions from which to choose. The Exhibition Hall will be open throughout the morning.

Thursday's Lunch and General Session will feature humorist Scott Friedman who will fire us up with his presentation "Celebrate! Lessons Learned from the World's Most Admired Organizations."

Thursday night everyone is invited to the MASA Fun Event.

Wednesday from 3:30 – 6:30 p.m. Wednesday night both MASA and MOSPRA will hold their respective

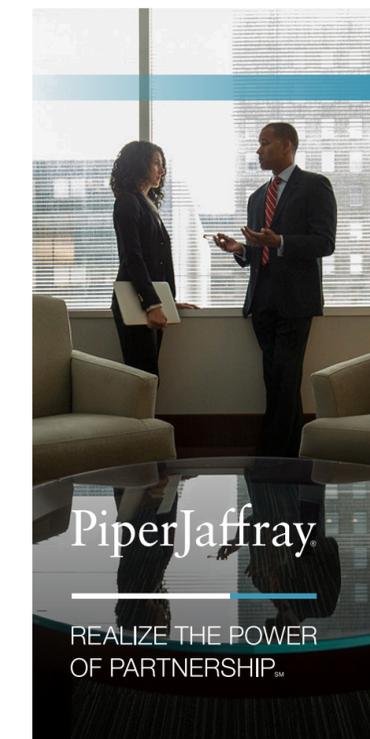
On Friday morning, the MASA Business Meeting will be held. We will also have an annual legislative update on Friday morning.

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.



Scott Friedman

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



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S MASA SPOTLIGHT

A Publication of the Missouri
Association of School Administrators

December 2016

Jungmann Named Superintendent of the Year



Dr. John Jungmann, Superintendent of Springfield Public Schools, was named Superintendent of the Year by the Missouri Association of

School Administrators during its annual fall conference held Sept. 29 - Oct. 2 at Tan-Tar-A Resort, Osage Beach, Missouri.

MASA Executive Director, Roger Kurtz stated, "John Jungmann is one of the go-to educational leaders both in Missouri and beyond. Dr. Jungmann is committed to providing outstanding educational opportunities for the students of his district and he has made a priority of effectively collaborating with staff, parents and community members to assure

high quality education for all students." Jungmann was selected for the honor in part because of his commitment to moving the Springfield Public Schools (SPS) toward a focus on understanding and addressing opportunity gaps for all of SPS' 25,000 students. Throughout the process, he has engaged numerous stakeholder groups in conversations to identify priorities and solutions. When he became superintendent in 2014, he launched the community engagement process, culminating with the development of the district's new strategic plan.

Additionally, Dr. Jungmann's leadership with the "Imagine SPS" initiative challenged SPS, parents, students, business leaders and school personnel to dream of ways to make learning more engaging, relevant and personal. Their creativity was the

catalyst for many of the innovative programs and initiatives now being implemented, including the redesign and expansion of summer learning opportunities, deployment of technology, flexible schedules and furnishings, and creation of collaborative learning spaces.

"I am honored to accept this award as recognition of the innovative work being done at SPS and would like to acknowledge the support of more than 4,000 SPS employees who work each day to make learning more engaging, relevant and personal for our students," said Dr. Jungmann.

Dr. Jungmann will be recognized during the AASA National Conference on Education in New Orleans in March for his state selection and will be considered for AASA's National Superintendent of the Year.

Hayter Selected Executive Director



Dr. Doug Hayter has been selected the new Executive Director for the Missouri Association of School Administrators. MASA President Aaron

Zalis stated, "Dr. Hayter is a recognized and respected leader. He possesses the vision, the integrity and the collaborative skills necessary to build capacity in others and move MASA forward as we accomplish the goals outlined in our strategic plan."

As Executive Director of MASA, Dr. Hayter will head an association of more than 900 school superintendents and central office administrators. Chief among his duties is to carry out the

association's long-range strategic plan, including maintaining a strong membership and financial stability; providing leadership development; and building allies and partnerships to advance public education.

Dr. Hayter said, "It is a privilege and an honor to lead MASA into the future. I am humbled by the appointment and am excited about serving in this role to help lead our organization to the next level."

President Zalis noted that the process of selecting a new leader was executed in a manner consistent with membership expectations: "Through surveys and personal interaction, our members let the selection committee know what qualities they wanted to see in their executive director. We were pleased to have several high-quality candidates vying for the position and I sincerely

believe our interview team and the executive committee represented the membership during this selection process"

Dr. Hayter will follow Roger Kurtz as the Executive Director. Kurtz, who has lead MASA since 2007 and been with the association since 2000, announced his retirement in April. He will officially retire December 31.

Dr. Hayter said, "I have had the unique privilege of working with both previous MASA Executive Directors, Dr. Gary Sharpe and Mr. Roger Kurtz. Both have left their marks on this organization. Most recently, I have seen first hand not only the quality of his leadership, but the ability of Roger Kurtz to take a collaboratively-developed vision and help make it a reality. It is truly an honor to follow him."



Take A Chance On Me

By Roger Kurtz, MASA Executive Director

In 1978, the Swedish pop group ABBA released the song “Take A Chance

On Me” which became a huge hit. The song was later included in the hit Broadway play “Mamma Mia!” The lyrics included these lines: “Take a chance on me, gonna do my very best and it ain’t no lie, If you put me to the test, if you let me try.”

Over the years, there have been several people who have taken a chance on me to whom I will be forever grateful. Each taught me something different; each enriched my life in ways I did not foresee. Some of these people you may know, some you may not. There is a saying that some people enter your life as a blessing, others as a lesson. I can truly say that each of these individuals was a blessing.

In 1976, **Robert Slater**, managing editor of the St. Joseph News-Press took a chance on me and hired me as a staff photographer and regional reporter. It was my first job out of college and it proved to be a valuable lesson on the inner challenges, deadlines, and functions of a large daily newspaper.

In 1977, **Lowell Mohler**, the Executive Secretary of the Missouri Farm Bureau took a chance on me inviting me to move to Jefferson City and edit a monthly publication for the organization. I will never forget that one of his recruitment points was that Jefferson City had fantastic public schools and it was a great place to raise a family. My eight years at Farm Bureau (a building I can see out my office window) taught me a lot about association management and member service.

In 1985, **Jim Anderson** a former debate teacher at Jefferson City High School and former Director of School Community Relations for the district was serving as President of the local Chamber of Commerce when he recruited me to switch from agriculture to education. And it was

Jim who also talked **Larry Folkins**, then superintendent of the Jefferson City School District to take a chance on me. Larry taught me a lot about education and administration for three years before retiring. And then it was **Chris Straub**, who took over as Superintendent. Chris took a chance on my ideas and spent hours explaining school administration and school finance. And eight years later, it was **Bert Kimble’s** turn to take over as Superintendent and Bert took a chance on me to help him continue to move the district forward.

And then it was **Gary Sharpe**, who in 2000, spent one entire evening while attending a Missouri basketball game trying to convince me to go to work for MASA. And if you know Gary, he does not take no for an answer. He was willing to take a huge chance on me and taught me an incredible amount about politics, the legislative process, representing school administrators and standing up for public education.

And then there was the **MASA Executive Committee**, which in 2007 decided to take a chance on me and allowed me the opportunity to serve as the MASA Executive Director. A job that I could not have done without **Ann Ainsworth, Penney Rector, Chris Straub, Lonnie Schneider, Elaine Hagan, Larry Rowe, Mike Lodewegen, David Luther, Scott Kimble, and Doug Hayter** each of whom also took many chances on me by following my lead.

But the person who took the ultimate chance on me was none other than my wife **Jean**. She took a chance on me twenty-five years ago and a chance that together we could raise four children and care for aging parents. She has put up with lots of my crazy ideas and has

taught me the values of commitment, love and understanding. She is truly responsible for any success I have had over the years.

Each day, your school buildings are filled with students who are hoping that someone will take a chance on them. A chance to explore, a chance to follow their dreams, a chance to be successful in their chosen field: a chance to grow emotionally, spiritually and mentally; and a chance to be loved and appreciated.

You, the members of MASA, have given me those chances and I will be forever grateful.



Roger, Jean and some of the reasons he's retiring.

MASA Executive Committee

President..... Aaron Zalis
President-ElectAllan Markley
Secretary Ken Eaton
TreasurerMark Penny
Past President John Jungmann

District Representatives

Northwest Paul Mensching
Gr. Kansas CityMichael Reik
West CentralAerin O’Dell
SouthwestMike Mason
South CentralKyle Kruse
SoutheastJeff Lindsey
Gr. St. LouisMike Fulton
NortheastTracy Bottoms

MASA Business Associate Members

The following companies and organizations have joined MASA as Business Associate Members for 2016-2017. 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. and click on the Business/Associate Members tab at the top of the page.

ACI Boland Architects
AdvancED Missouri
American Boiler & Mechanical
American Digital Security
American Fidelity Assurance Company
Apple Computer
Arthur J Gallagher & Co (MET)
Arthur J Gallagher & Company
Blackboard Inc
Boehne Financial Group
CBIZ Benefits & Insurance Services Inc
Central Bank
Claim Care Inc
Classrooms Inc
Commenco Inc
Commerce Trust Company (The)
ConEdison Solutions
CTS Group
Dake Wells Architecture
Dickinson Hussman Architects
DLR Group
EdCounsel LLC
Educational Consulting Services
EduOptimus
EduSee
Facility Solutions Group
FGM Architects
First State Community Bank / FS Leasing, LLC
Fisher Tracks Inc
Flexible Educators
Forecast5 Analytics Inc
Forrest T. Jones & Co.
Foundation for Educational Services SOCS
Gilmore & Bell PC
Gordian Group (The)
GRP Mechanical Company Inc
Guin Mundorf LLC
Holland Construction Services Inc
Hollis + Miller Architects
Horace Mann
Imagine Learning Inc
IMS LLC
Inter-State Studio & Publishing Co.
Ittner Architects Inc.
J W Terrill
Johnson Controls Inc
JR & Co Inc Roofing Contractors
KPM CPAs & Advisors
L E Smith & Assoc.Inc.- KidGuard Inc

L. J. Hart & Co.
Lunchtime Solutions Inc
MarketVolt
McKinstry
Mercer
Mickes O’Toole LLC
Midwest Bus Sales
Midwest Computech
Midwest Digital Systems
Midwest Transit Equipment
Mike Keith Insurance Inc
Missouri Health & Educ. Facilities Authority
Missouri United School Insurance Council (MUSIC)
MO Retired Teachers Assn & Public School Personnel
MOREnet
Navitas
Northwest Evaluation Association (NWEA)
Opaa! Food Management
Paragon Architecture Inc
Performance Services Inc.
PFM Asset Management LLC – MOSIP
Piper Jaffray
Porter Berendzen & Associates PC
Quality Network Solutions
S. M. Wilson & Co.
Sam A Winn & Associates Architects PC
Sapp Design Associates Architects PC
Schneider Electric
School Innovation & Achievement
Select Imaging
Service Group 360
Show-Me Curriculum Administrators Assoc.
Siemens Industry Inc
Socket Telecom
Software Unlimited Inc
Southern Bus & Mobility
Southwest Center
Springsted Incorporated
St Louis Electrical Connection
Stifel
SubTeach USA
Techline Sports Lighting
Thomas McGee LLC
Thomeczek & Brink LLC
TR.i Architects
Trane
Tueth Keeney Cooper Mohan & Jackstadt PC
YellowFolder LLC

MASA President’s Report

Leading Calmly Through the Maelstrom

Aaron Zalis, Superintendent of the Rolla School District



For nearly 50 years, my grandfather owned the ferry that crossed the Mississippi River at Lock and Dam 20 near Canton, Missouri.

It was one of the last remaining ferry boats on the Mississippi and now it is no longer. Back in August of this year, my wife and I spent time at the riverside RV park near the lock and dam. I found myself reflecting on my time working on that ferry. I worked with my grandfather from the time I was a kid all the way up to when I started college. I learned a lot of lessons from my grandfather and the interesting characters that came to us to journey across the river.

Working that riverboat ferry was hard and there were times I let my frustrations get the better of me and I’d gripe and argue and complain, but my grandfather – always calm – would say, “You’ll figure it out. Make it work.”

I share this story for a couple of reasons, both having to do with the importance of facing challenges with an air of calm and to understand that work is very often not easy, but as leaders in our community, we must find a way to get it done and make it work.

August was a tough month for my family. My wife’s brother-in-law passed away just after the first week of school and we had to travel north (hence, the brief stop along the river in northeast Missouri). I knew I was going to miss the first day of classes for the very first time in my professional career.

Thankfully, I was able to be with our staff a few days before at Opening Session. I had spent a fair bit of time thinking about what I needed to say to staff. Eventually, I settled on a theme

based on all of the amazing things that had recently transpired to help our district pass a bond and levy.

The rallying cry was “Appreciate the Enormity!” I urged our staff to recognize the greatness of what they do in the schools, and just as importantly, how our efforts are part of the greater community. We asked staff to appreciate what it takes to build relationships and stimulate academic and social growth in their students, and we asked staff to take time to show appreciation for our first responders, our parents, and our community leaders. Just as importantly, we asked our employees to take time to appreciate each other.

We as community leaders have to share our appreciation for the enormity of it all, because even though the work we in education do is often gratifying and



worthwhile, it is not easy. It’s not easy for the cooks to get up early and prepare 3,000 meals during the day. It’s not easy for the teacher to spend endless hours preparing for, and then working with the children who come to their classrooms. It’s not easy for the custodian or the principal, and it’s not easy for those of us at the central office. But if we appreciate the enormity of finding a way and making it work, the end results can taste pretty sweet. The week after what may have been

the most tumultuous election of all time, I was moved by the comments of NBA analyst, Ernie Johnson of the Turner Broadcast Network. Johnson was using his platform to be a calming force. He said he was hopeful that recently elected officials would mature from campaign rhetoric to a new leadership reality. He stated that he is hopeful that our leaders are “all in.” Johnson stated that he wanted to be a part of the solution, and that he wants to be a better man, a better neighbor, a better citizen, and a better American. He encouraged all of us to “be a fountain, not a drain.”

MASA members are leaders, and as leaders must be ready to tackle the tough issues and find ways to make it work. As Johnson said, “We have to be better.” When our world – be it our schools and community or our nation–

becomes anxious, agitated or confused, we must present ourselves as calm, caring and thoughtful. Such behavior will create that same calm in others.

As we near the Christmas holidays, I want to say to my fellow MASA members, be the ones who calmly make it work and get it done.

Happy Holidays and Merry Christmas!