

Inflation poses a significant challenge to school district construction projects, throwing a wrench in the budgeting and planning process. With the rise in the general price level of goods and services related to construction, districts face difficulties of completing construction projects within the constraints of inflated costs.

Defining Inflation

At its core, inflation reflects the diminished purchasing power of currency - a dollar today won't stretch as far tomorrow. The Consumer Price Index (CPI) and Personal Consumption Expenditures (PCE) index are the two primary measures of inflation, monitoring the cost of consumer goods and services, respectively.

Current Landscape

Recently, the conversation on inflation has shifted as its relentless upward trend shows signs of cooling. The CPI reports a dip from a 9.1% peak in June 2022 to 3.7% as of September 2023. Yet, despite the decrease, costs remain high due to

persistent factors such as energy prices and housing costs.

Impact on School Construction Projects

Inflation can affect every aspect of construction, from material costs to labor. A spike in prices for key materials like steel, wood, and plastic, compounded by higher costs for machinery and transportation, disrupts budgets and planning. The cost of skilled labor has also increased, leading to more challenges districts must face.

Strategic Considerations for Districts

The unpredictable nature of inflation and material costs, along with Federal Reserve policy shifts, makes planning challenging. However, districts can adopt strategies to mitigate risks, such as flexible budgeting, phased project timelines, and contract negotiations to safeguard against price volatility. Work with your architect to make design choices that optimize available materials or choose easier-to-get materials. Include alternatives in the

bid package to control the final cost of the project, allowing the district to pare back if needed. Work with your investment advisor to anticipate future cash flows and invest in a way that makes higher short-term rates work for you.

To learn more, please contact Trish Oppeau directly at 314-619-1792 / oppeaut@pfmam.com or Nick Kenny at 573-234-0814 / kennyn@pfmam.com.

PFM Asset Management LLC ("PFMAM") is an investment adviser registered with the U.S. Securities and Exchange Commission and a subsidiary of U.S. Bancorp Asset Management, Inc. ("USBAM"). USBAM is a subsidiary of U.S. Bank National Association ("U.S. Bank"). U.S. Bank is a separate entity and subsidiary of U.S. Bancorp. U.S. Bank is not responsible for and does not guarantee the products, services or performance of PFMAM. NOT FDIC INSURED : NO BANK GUARANTEE : MAY LOSE VALUE



Dr. Lisa Hinkelman and she will share her presentation, "Creating a Safe and Supportive Environment for Girls." In her session summary, Dr. Hinkelman notes, "Today's students are navigating an increasingly complicated world, and

and networking event possible: American Fidelity, Apptegy, Claim Care, Coryell Roofing, Curriculum Associates,

DLR Group, EdCounsel, FGM Architects, Forrest T Jones & Company, Hand2Mind, LJ Hart & Company, Incite Design Studio, Just Right Reader, Mickes O'Toole, Performance Services, PFM Asset Management, Piper Sandler, Saint Louis University, SM Wilson, Step Up Consulting, Stifel, TRANE, Tueth Keeney, and Veregy.

MASA members may register for the summit by going to their MASA FinalForm site. Those needing assistance with registration, please call or email MASA Administrative Assistant, Melissa Shannon, (573) 638-4825 or melissa.shannon@mcsa.org.



Spring Conference, March 22-24 Moving to Margaritaville

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 workforce development.

Our First General Session will be on Wednesday, March 20 at 2:00 p.m. Our keynote speaker is **Dr. Lisa Hinkelman**

and she will share her presentation, "Creating a Safe and Supportive Environment for Girls." In her session summary, Dr. Hinkelman notes, "Today's students are navigating an increasingly complicated world, and

girls, specifically, experience unique challenges. Facing devastating drops in self-confidence, turbulence in their friendships and relationships, and a never-ending quest for perfection, girls struggle to reach their full potential. Participants will leave this workshop equipped with a deeper understanding of the key issues facing adolescent girls, as well as school/district-wide approaches for creating safe and supportive learning environments that foster girls' confidence, competence and effective decision-making".

Wednesday afternoon will also include several breakout sessions. On Wednesday night 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 continental breakfast.

Thursday's Lunch and General Session will feature **Dr. Chad Weinstein**, noted ethics expert, with his presentation, "How Ethical Leaders

Build Trust and Ignite Engagement to Deliver Extraordinary Results." Chad knows how to make ethical leadership positive, entertaining, imaginative and highly relevant to today's work environments. Chad will share real-world examples of ethics-driven workplace transformations, plus ethical practices and principles that you can use every day.

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

Complete registration information, a program schedule, and a list of breakout sessions will be emailed to all members (including emeritus members) in January.

Lodging:

Margaritaville Resort - Lake of the Ozarks
Reservations: 1-800-826-8272 (The group code is: MASA.)



Dr. Chad Weinstein

December 2023

Kenny Rodriquez Named 2024 Superintendent of the Year



Dr. Kenny Rodriquez, 2024 MASA Superintendent of the Year

The Missouri Association of School Administrators (MASA) announced the selection of Dr. Kenny Rodriquez, Superintendent of Grandview C-4 Consolidated School District, as the 2024 Missouri Superintendent of the Year. Dr. Rodriquez was honored during the MSBA/MASA Annual Fall Conference held November 4, 2023, at the Kansas City Convention Center, Kansas City, Missouri.

MASA Executive Director, Dr. Doug Hayter, stated, "Kenny Rodriquez is not only an outstanding leader for the Grandview C-4 School District, but he is a dynamic and respected colleague in the Greater Kansas City area. Kenny can see the big picture of school leadership, but just as importantly, he knows how to access the details of how to get the most out of his staff and students."

In his application, Dr. Rodriquez noted his district's focus on improving student

achievement included work in the areas of conducting root cause analysis, addressing cultural competence, implementing behavioral intervention support teams, and developing a high-quality and inclusive curriculum.

Dr. Rodriquez has put significant emphasis on building and maintaining connections. In his application, he wrote, "My ongoing goal is to develop a high level of trust throughout the organization as well as throughout the Grandview community. A main tenant of developing trust centers around being highly communicative with all levels of the organization and community."

Dr. Rodriquez will be recognized during the American Association of School Administrators National Conference on Education in February 2024 for his state selection.

2024 AASA Conference February 15-17

The American Association of School Administrators (AASA) will hold their 2024 National Conference on Education on February 15-17 at the San Diego Convention Center. The theme this year is "Here for the Kids."

The Missouri Breakfast, sponsored by Chartwells, American Fidelity Assurance, Audio Enhancement, and Veregy (formerly CTS), will be Friday morning, February 16, at 7:30 a.m. at the Marriott Marquis San Diego Marina.

The MASA President's Reception will be on Friday evening, February 16, from 5:00-6:30 p.m. at the Malibu Farm and is sponsored by: PFM Asset Management; Guin Mundorf, LLC; EdCounsel LLC; Stifel; Gilmore Bell PC; Schneider Electric, Just Right Reader; Varsity Tutors; and Coryell Roofing. The Kentucky School Administrators will also be joining MASA members for this reception.

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

The 2024 Missouri Superintendent of the Year, Dr. Kenny Rodriquez, will be recognized during the first general session on Thursday, February 15.

Registration and more information are available at www.aasa.org. Contact the MASA Office for information on the Missouri Room Block at the Marriott Marquis San Diego Marina.

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:



Todd Goffoy
MANAGING DIRECTOR
todd.goffoy@psc.com
+1 314 726-7532 | +1 913 345-3373



Matt Courtney
VICE PRESIDENT
matthew.courtney@psc.com
+1 913 345-3355



Hannah Snyder
VICE PRESIDENT
hannah.snyder@psc.com
+1 913 345-3302



**By Doug Hayter,
MASA Executive Director**

Earlier this fall, Missouri Commissioner of Education, Dr. Margie Vandeven, announced her resignation effective June 2024. In consideration of her announcement, here is a brief history of the Missouri Commissioners of Education. To date, there have only been seven individuals to hold the position in the 76 years of its existence. Each of those individuals have their own interesting story.

Hubert Wheeler (1947-1971)

The first Missouri Commissioner of Education was Mr. Hubert Wheeler. During his career in education, Mr. Wheeler served as a teacher and principal at several Missouri schools, including Aurora, Lawrence County, Butler, and Marshall. In 1945, the Missouri Constitution created the Commissioner’s Office and the Missouri State Board of Education. Mr. Wheeler served as Commissioner from 1947-1971 and on another interesting note, was the father-in-law of former Missouri Attorney General and Governor Jay Nixon.

Dr. Arthur Mallory (1971-1987)

Dr. Arthur Mallory served as president of Southwest Missouri State College from 1964 until he was appointed Commissioner of Education in 1971. Amazingly, Dr. Mallory was only 31 years old when he assumed the Presidency at Southwest Missouri State College! His father, D.A. Mallory, served as superintendent at Dallas County in Buffalo for 32 years and

Missouri Commissioners of Education: A Brief History

his mother was a teacher as well. Dr. Mallory was, and still is, a very motivating and inspiring public speaker.

Dr. Robert Bartman (1987-2000)

Born in St. Louis, Dr. Robert Bartman graduated from Eureka High School. In 1966, he graduated from the University of Missouri before joining the United States Marine Corps, where he served as a platoon commander and was awarded two purple hearts. Later, Dr. Bartman served as an English teacher while earning his post-graduate degrees. Dr. Bartman joined DESE in 1973 as an intern. He became Deputy Commissioner in 1986 and Commissioner in 1987. Later in his career, Dr. Bartman became superintendent of the Center School District.

Dr. D. Kent King (2000-2009)

Dr. King began his career as an English teacher at Houston High School. He served as junior high principal in Houston and later the superintendent of the Licking School District. From 1977 to 1996, he served as superintendent of the Rolla School District. He joined DESE as coordinator of the Missouri School Improvement Program. He served as Deputy Commissioner for a year before being appointed Commissioner in 2000. Dr. King was a long-time superintendent and active MASA member. One of Dr. King’s school board members at Rolla was Missouri Governor Mel Carnahan.

Dr. Chris L. Nicastro (2009-2014)

Dr. Chris Nicastro began her career in education as a high school social studies teacher in House Springs, Missouri, in 1976. From 1984-1995, Dr. Nicastro served in district leadership roles at the Ritenour, Riverview Gardens and Hazelwood School Districts. Dr. Nicastro became Commissioner of Education in 2009. During her tenure as superintendent, Dr. Nicastro served as President of MASA in 2005-2006. I served with her and followed her as President of MASA in 2006-2007.

Dr. Margie Vandeven (2015-2017, 2019-2024)

Dr. Margie Vandeven is serving as Missouri’s sixth Commissioner of Education. Dr. Vandeven first served as Commissioner from January 2015 through December 2017. During an interesting period for Missouri education, Dr. Vandeven was removed as Commissioner in December 2017 during Governor Greitens’ administration, but she returned to the leadership role in 2019. Dr. Vandeven’s accomplishments are many, but perhaps none more important than leading educators through the Covid pandemic. We want to thank Dr. Vandeven for her leadership and service, and we will certainly take the opportunity to do so in more detailed and formal manner this spring.

Dr. Roger Dorson (2017-2018)

It is important to note that Dr. Roger Dorson also served as the Missouri Commissioner of Education. Dr. Dorson was appointed to the position on December 1, 2017, by the Missouri State Board of Education. He replaced former Commissioner Margie Vandeven per the circumstances noted above. Dr. Dorson began his career in education teaching social studies in Macon, Mo. He was a principal and superintendent in Princeton and superintendent in Salisbury for 18 years. Dr. Dorson served as MASA President and worked for DESE in a variety of roles, including coordinator of school financial and administrative services and as deputy commissioner for the division of financial and administrative services.

Each of these individuals played a key role in the history and evolution of Missouri public education. It is important for us to recognize and share our appreciation for their leadership and service to our profession and Missouri’s public school students.

Credit: The Missouri Department of Elementary and Secondary Education provided information used in this article.

MASA Business Associate Members

The following companies and organizations have joined MASA as Business Associate Members for 2023-2024. Please consider these companies when your district is making purchases or seeking professional assistance. MASA has established a link to the websites of most of these businesses at www.masaonline.org. (Choose the Business/Associate Members tab.)

Abre
American Bus Sales, LLC
American Fidelity
Apptegy
ATG Sports Industries, Inc. / ATG-Ram Industries, LLC
Audio Acoustics
Audio Enhancement
Avila University
Azimuth Renewables
Boardworks Education
Boehne Financial Group, Inc.
Byrne & Jones Sports Construction
Capstone Insurors
Capturing Kids Hearts
Catapult Learning
CBIZ Benefits & Insurance Services Inc
Central Bank
Cherry Road Media
Claim Care, Inc.
Scott Rice
Color Art
Common Goal Systems
Compass Health Network
Conscious Discipline
Corner Greer & Associates, Inc.
Coryell Roofing
CoxHealth
Curriculum Associates
Dake Wells Architecture, Inc.
DLR Group
EdCounsel, LLC
EdUCater
Educational Consulting Services (ECS)
EducationPlus
ESCO Recycling
ESS
Evangel University
Facility Solutions Group
Fantastechs (The)
FGM Architects Inc.
FinalForms/AMP
Finalsite
FiredUP Consulting Group / Kevin Daniel
Fisher Tracks, Inc.
Flexible Educators
Forrest T. Jones & Company
Frontline Education
Filament Essential Services - SOCS
Gilmore & Bell, P.C.

Globe Life Family Heritage
Great Southern Recreation
GRP WEGMAN
Guin Mundorf LLC
Hand2Mind
HBS
Health Plan Management Group
Healthier Generation
Heartland Seating, Inc.
Hoener Associates, Inc.
Holland Construction Services, Inc.
Hollis + Miller Architects
Honeywell - Energy Solutions Group
HopSkipDrive
Horace Mann Companies
iLearn LLC
Imagine Learning
IMS Technology Group
incite Design Studio
Inter-State Studio & Publishing Co.
jmc
Johnson Controls, Inc.
Just Right Reader
KEY Apparel
KPM CPAs & Advisors
L.J. Hart & Company
Lashly & Baer, P.C.
Launch Virtual Learning
LegalShield
Lindenwood
Lumen Touch
McKinstry
Mickes O’Toole, LLC
Mid-America Sports Construction
Midwest Bus Sales
Midwest Transit Equipment, Inc.
Missouri Educators' Trust (MET)
Missouri Health and Educational Facilities Authority
Missouri United School Insurance Council (MUSIC)
MMA-St Louis (Marsh & McLennan Agency)
MOCAAT/PMA
MOREnet
Multistudio
Musco Lighting
Nabholz
NAVIGATE Building Solutions
Navitas

Network for Educator Effectiveness
Northwest Evaluation Association (NWEA)
Opaa! Food Management
Paragon Architecture
ParentSquare
Penmac Education Staffing
PEPCO, Inc.
Performance Services
PFM Asset Management LLC - MOSIP
Piper Sandler & Co.
Play & Park Structures
Quality Network Solutions
Raymond James
REJIS
Retention Matters, LLC
RethinkEd
S. M. Wilson & Co.
Safe Haven Defense
Saint Louis University
Sapp Design Associates Architects, Inc.
Schneider Electric
School Status
Show-Me Curriculum
Administrators Assoc.
SIC Roofing
SimparaHR
Simply Bright Ideas
Software Unlimited
Southern Bus & Mobility
Southwest Center for Educational Excellence
STEP Up Consulting
Stifel
The Garland Company, Inc.
Trane U.S. Inc.
Transportant
Tueth Keeney Cooper Mohan & Jackstadt, P.C.
Tyler Technologies
United Healthcare
USI Insurance Services
Varsity Tutors
Veregy
Virco Inc.
W. Schiller & Co., Inc.
Wagner Portrait Group
Waterford Institute

MASA President’s Report

Collective Efficacy is Not Just for the Classrooms

By Jenny Ulrich, Superintendent, Lonedell School District

Collective efficacy is defined in the Encyclopedia of Human Behavior as, "the perception of a group that they can successfully work together to accomplish valued goals." According to John Hattie’s work, Collective Teacher Efficacy has an effect size of 1.57, making it the second highest influence on student achievement, second only to Teacher Estimates of Learning. This work emphasizes what we likely already know -- when groups of committed people give of their time and talents around a common goal, great things can happen. We see it play out in teams across all contexts daily. Whether that be a sports team, a drama club, a military team, a medical team, or nearly any other group. Collective efficacy is a beautiful thing that plays out daily in high performing teams across many contexts.

In the field of education, we often think of collective efficacy in terms of teachers and the instructional process, but have you ever thought about collective efficacy in your role as a district leader? You are a central cog in multiple types of teams that have the potential to make a great impact in not only your community, but also our state and nation. As district leaders, we have many opportunities to contribute to and experience collective efficacy.

If you take the concept of collective efficacy and apply it across all of the roles in which district leaders serve, the impact is quite profound. As district leaders, we get the opportunity to experience collective efficacy in many forms including:

- The professionals that we work with in our respective districts. Whether you are working with an instructional team or an operational team, districts have multiple teams of talented people collaborating around a common goal and you are likely involved in all aspects of those teams.
- The Board of Education is an

extremely important team that without collective efficacy can quickly become distracted from progress. District leaders play an important role on this team in keeping focus on what matters most and helping to bind the team around a shared mission and vision. Boards that experience high levels of collective efficacy achieve great things for their schools and communities.

- State or national level work, such as serving on committees or governing and/or advisory boards. This work



allows us a platform to share our perspective, talents, skills and insight to contribute to education on a broader scale. We have so many talented people in Missouri who come from various backgrounds, regions and experiences. When that level of diversity comes together around a shared goal or outcome, the potential for success is amplified.

• Lastly, and possibly the most important, as we enter the legislative session, along with an election year, is our advocacy work. The collective efficacy of MASA members along with other professional state associations is so important to the shared goal in our state of improving lives through education and providing access to opportunity. Public education is seemingly under attack each legislative session. Every year we find ourselves on the defensive and in the midst of bills that insinuate ineffectiveness by Missouri’s public education system. Missouri has roughly 66,000 educators

working in our schools. This number does not include retired educators. Can you imagine the type of effect we could have if 66,000 active and retired educators engaged in a thoughtful conversation with legislators, as well as staying abreast of candidate platforms and voting records on education topics? What we do is important and protecting it is paramount to the future of our state and local communities. Our collective voice is strong, meaningful, warranted and necessary. Together, we truly can make a difference.

My husband’s Grammy used to say, “Many hands, make light work.” That gets to the heart of teamwork and collective efficacy. It is true in all aspects of our job and lives. Together, our impact is far greater than if we try to do the work alone.

I am honored to serve with each of you, and humbled to be on your team as an educator in Missouri. I wish you all a wonderful holiday season with lots of time with your family, friends and all the things important to you. Thank you for all that you do in your school, your community, and our state.



MASA Executive Committee

President Jenny Ulrich
President-ElectJeremy Tucker
Secretary Jerry Girdner
Treasurer.....Adam Friga
Past President Brad Swofford

Regional Representatives

Northwest Dan Wiebers
Gtr. Kansas City... Jason Snodgrass
West Central Steve Ritter
Southwest.....Scott Cook
South Central.....Jana Thornsberry
Southeast Chris Wilson
Gtr. St. Louis.....Kevin Carl
Northeast..... Aaron Vitt