

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



It's that time of the year again! With 2020 just around the corner, it is important to start thinking about your financial goals for the coming year, now. As your fall tax revenue starts coming in over the next several weeks, consider taking advantage of the high-quality, short-term investments offered by the Missouri Securities Investment Program (MOSIP).

Investment options offered through MOSIP are designed within permitted under applicable Missouri state law to include:

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 maximize income potential while maintaining safety, liquidity and yield.

MOSIP Fixed-Term Investments

Fixed-rate investments are designed to build upon and complement a Participant's portfolio of investments. Participants can conveniently link their MOSIP Liquid Series account to the fixed-rate investment solutions described below.

- MOSIP Term Series:** Allows investors to lock in a competitive fixed rate of return for a specified timeframe. Term investments are based on a pool of open-market securities similar to those invested in MOSIP Liquid Series and are matched to the dollar 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 and AAAs by Kroll.

- Certificates of Deposit (CDs):** Through MOSIP's investment adviser, PFM Asset Management LLC (PFM), investors have access to Federal Deposit Insurance Corporation (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.

MOSIP Liquid and Fixed-term investments work in tandem to meet both daily liquidity and longer-term needs.

Let MOSIP help you work toward your investment financial goals in 2020. To learn more about the Program, please contact Trish Oppeau directly at 314-619-1792 / oppeaut@pfm.com or Jason Glidden at 816-642-8552 / gliddenj@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 AAAs 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/ratings/>)

funds-main/en/us).

The Term portfolio has received a rating of AAAs from Fitch Ratings ("Fitch") and a AAAs rating from Kroll Bond Rating Agency ("Kroll"). The ratings reflect Fitch's and Kroll's review of the Term program's investment and credit guidelines, the portfolio's credit quality and diversification, as well as the capabilities of PFM Asset Management LLC as investment adviser. The Fitch AAAs rating indicates the highest underlying credit quality (or lowest vulnerability to default). The Kroll AAAs rating is based on the credit quality of the underlying instruments that comprise the portfolio and is influenced by the results of a qualitative assessment of the investment adviser. 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 www.fitchratings.com and www.krollratings.com/ratings/methodologies/rating-scales.

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Women Superintendents Summit

March 5, 2020
10:00 a.m. - 3:00 p.m. (Lunch is included)

MASA's motto is Lead – Develop – Support. As part of this work, the Association will present a special event specifically to address the unique needs of women who serve as superintendents. The summit coincides with National Women in History Month and will include discussions related to collaboration and networking, creating balance, and personal mission statements.

Sarah Riss, Director of the Missouri Superintendent Academy, said, "The goal of the Summit is to provide women leaders with the unique support they need to succeed in their roles. It's important that MASA is there to offer support and professional development to members, and we think this will be a great addition to those offerings."

Commissioner of Education, Dr. Margie Vandeven, will be the keynote luncheon speaker.

Coordinators of the Summit are issuing an attendance challenge: each woman who registers should bring three other women superintendents and "fill their car." The idea: networking begins during travel time together.

The event will be held in the Education Conference Center at MASA headquarters, 3550 Amazonas Drive, Jefferson City.

Registration will open in December and close February 1. There is no charge for the Summit.

Spring Conference, March 25-27

Featuring keynote speakers Bruce Baker and Sean Covell

Be sure to register for the 2020 MASA/MOSPRA Spring Conference, March 25-27, at The Lodge of Four Seasons. The spring conference will provide attendees more than 40 breakout sessions on topics that include important legal issues, school finance, communications and public relations, innovative education practices and workforce development.



Our First General Session will be on March 25 at 2:00 p.m. Our keynote speaker is Dr. Bruce Baker, a Professor in the Graduate School of Education at Rutgers, The State University of New Jersey, where he teaches courses in school finance policy and district business management. Dr. Baker has spoken at past AASA events and is known for his insight into education

finance blended with a sense of humor. Wednesday afternoon will also include several breakout sessions.

The Exhibition Hall will be open Wednesday from 3:30 – 6:30 p.m. On Wednesday night both MASA and MOSPRA will hold their respective receptions and banquets.

On Thursday, March 26, participants will have multiple professional development sessions from which to choose. The Exhibition Hall will be open throughout the morning with a complimentary continental breakfast.

Thursday's Lunch and General Session will feature Los Angeles-based film and television producer, Sean Covell, Sean thinks constantly about how people take in information, and how to make it stick. Doing so is at the heart of being a storyteller,



Sean Covell

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

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MASA SPOTLIGHT

A Publication of the Missouri Association of School Administrators

December 2019

Scott Spurgeon Named Superintendent of the Year



Pictured from left: Trish Oppeau, Director, PFM Asset Management; Dr. Scott Spurgeon; Dr. Doug Hayter, MASA Executive Director

The Missouri Association of School Administrators (MASA) announced the selection of Dr. Scott Spurgeon, Superintendent of Riverview Gardens School District, 2020 Superintendent of the Year, during the MSBA/MASA Annual Fall Conference held September 28, at Tan-Tar-A Resort,

MASA Executive Director, Doug Hayter, stated, "Dr. Spurgeon has been a strong leader throughout his career, but his work with the Riverview Gardens School District has been exceptional. His

passion for helping all students find academic and personal success, and his drive to help his district rise up to meet the unique needs of its community is what sets him apart."

Dr. Spurgeon is in his seventh year as Superintendent of the Riverview Gardens School District in St. Louis, Missouri. Prior to arriving in the Riverview Gardens School District, Dr. Spurgeon served as superintendent of

Belleville Township High School District #201 (Illinois); assistant superintendent in the Rockwood School District; assistant superintendent in the Northwest R-1 Schools District; and middle school principal in the Joplin R-VIII School District.

Prior to Dr. Spurgeon's arrival in 2013, the Riverview Gardens School District saw a significant decline in student academic performance and was fully stripped of accreditation in 2007. Beginning in 2013, the district began

its turnaround. Student mobility rates dropped, assessed valuation began to improve, and the student transfers shifted from a high of 1,400 scholars in 2013 to only 20 in 2019. The district regained provisional accreditation based on improved district report card results and has continued to see improvement.

One of Dr. Spurgeon's mantras is **Literacy is our Leverage**. A major focus in the district is to help all students read at a high level. Students at the K-5 level are required to set and monitor their monthly and yearly reading goals.

With Dr. Spurgeon's leadership, the district has placed emphasis on both communications and community engagement. Clearly articulated procedures are in place for district-staff and district-community interactions.

The ties that Dr. Spurgeon and his district have built with the community have made it possible for the district to weather many challenging matters.

Dr. Spurgeon will be recognized during the American Association of School Administrators National Conference on Education in Los Angeles in February 2020 for his state selection.

AASA Conference: Join Us in San Diego!

The American Association of School Administrators (AASA) has scheduled the 2020 National Conference on Education, February 13-15 at the San Diego Convention Center — San Diego, California.

The Missouri Breakfast, sponsored by Chartwells, American Fidelity Assurance, and L.J. Hart & Co., will be Friday morning, February 14, at 7:30 a.m. in the Coronado Room at the San Diego Marriott Marquis & Marina Hotel.

The MASA President's Reception will be on Friday evening, February 14, beginning at 5:30 p.m. at the Harbor House and is sponsored by; PFM Asset Management; Guin Mundorf, LLC; EdCounsel, LLC; Commerce Bank and Gilmore Bell PC. The Kentucky School Administrators will also be joining MASA members for this reception.

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

The 2020 Missouri Superintendent of the Year, Dr. Scott Spurgeon, will be recognized during the first general session on Thursday, February 13.

Registration and more information is available at www.aasa.org. Contact the MASA Office for information on the Missouri Housing Block at the San Diego Marriott Marquis & Marina Hotel.



By Doug Hayter,
MASA Executive Director

One of the books I have recently read is the #1 New York Times Business Bestseller from Pulitzer Prize Winning writer Doris Kearns Goodwin, titled *Leadership in Turbulent Times*. In her book, she chronicles the history and personal journeys of Presidents Abraham Lincoln, Theodore Roosevelt, Franklin Roosevelt, and Lyndon Johnson. More specifically, she chronicles their leadership and work in times of immense adversity: the Civil War & Emancipation Proclamation (Lincoln), turnaround leadership and reconstruction after the Great Depression (F. Roosevelt), the Coal Strike (T. Roosevelt), and the assassination of President John F. Kennedy and Civil Rights (Johnson). There are great leadership lessons to be learned from each of these men and their associated historical events. That being said, let me specifically focus on some key leadership principles that President Lincoln employed during the Civil War.

When President Lincoln took office in March 1861, the country was fully divided. Several Confederate States had already voted to secede the Union. The country was in unprecedented peril over the sovereignty of the Union as divided by the issue of secession and slavery. How did Lincoln lead in turbulent times and move the country toward unity once again? Some key observations from author Doris Kearns Goodwin:

1. Acknowledge when failed politics demand a change in direction. I have

Leadership in Turbulent Times

always liked the quote, “When the horse is dead, get out of the saddle!” We are all guilty of hanging onto things too long, but as leaders, we must lead for change when the circumstances necessitate it.

2. Exhaust all possibility of compromise before imposing unilateral executive power. I once heard that using power is like pulling your weapon. If you pull it, you better be ready to use it. And if you use it, someone is likely to get hurt! Some situations require unilateral power, but it should be the exception and not the rule. Remember that when you keep shooting, you will eventually run out of bullets!

3. Set a standard of mutual respect and dignity; control anger. Dale Carnegie’s related principles of using people’s names, smiling, listening, etc. exemplify this consistent way of dealing with others. Building a foundation of mutual respect and trust takes time, energy, and a focused mindset. Lincoln’s cabinet was one of the most diverse in political history, but he fostered those differences to lead the country with ultimate unity.

4. Find ways to cope with pressure, maintain balance, replenish energy. We’ve had several colleagues who have recently experienced physical conditions which have gotten their attention. It is easy for all of us to get caught up in our jobs and let it override our own mental and physical health. Covey talks about “sharpening the saw” and making sure we take care of our personal priorities that allow us take care of ourselves and ultimately, the children we serve.

5. Be accessible, easy to approach. I have often said that good public relations is simply “one interaction at a time.” Building relationships and consensus from others is key to any long-lasting change. Only by listening, respecting others, and making them a part of the solution

can we hope to engage them in our way of thinking. Lincoln was a master storyteller and personal relationship builder. That is crucial in getting others to your side of an issue.

6. Put ambition for the collective interest above self-interest. Rick Warren’s first line in his book *The Purpose Driven Church* is, “It’s not about you!” As leaders, we should always strive for the goal of the common good and exemplify that ideal in our actions and words. People are watching and expecting that from each one of their leaders. As a matter of fact, they are pining for it.

It may come as no surprise that the other presidents noted in Ms. Goodwin’s book also exemplified some if not all of these leadership principals when faced with crises. Such leadership characteristics are effective regardless of their setting or time in history. As school district leaders in 2019, we can all utilize the great lessons shared by Ms. Goodwin in *Leadership in Turbulent Times*. I would encourage you to read it as well. It will undoubtedly reinforce and inspire you in your work as a Missouri school district leader.

MASA Executive Committee

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MASA Business Associate Members

The following companies and organizations have joined MASA as Business Associate Members for 2019-20. 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.)

- American Boiler & Mechanical
- American Fidelity Assurance Company
- American Digital Security
- Apple Computer
- Architects Alliance (The)
- Arthur J Gallagher & Co (MET)
- Audio Acoustics
- Avigilon
- Blackboard Inc.
- Boehne Financial Group
- BrockTurf
- Buckeye International Inc
- Care to Learn
- Catapult Learning Inc
- CBIZ Benefits & Insurance Services Inc
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- Claim Care Inc
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- Converged Technology Solutions
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- CrisisGo
- CSD Retirement Trust
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- Edgenuity
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- Entegriy Energy Partners
- ERate Program LLC
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- Facility Solutions Group
- FantasTechs (The)
- FGM Architects
- First State Community Bank
- Fisher Tracks Inc
- Flexible Educators
- Forecast5 Analytics Inc
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- Gallagher
- Gallagher North America
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- GRP Mechanical Company Inc
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- Hellas Construction, Inc.
- Hillyard - Missouri
- Holland Construction Services Inc
- Hollis + Miller Architects
- Horace Mann
- Houghton Mifflin Harcourt- The Learning Company
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- incite Design Studio LLC
- Inter-State Studio & Publishing Co.
- Ittner Architects Inc.
- J W Terrill
- Johnson Controls
- K12itc
- Kid Account LLC
- KPM CPAs & Advisors
- L. J. Hart & Co.
- Lashly & Baer, PC
- Lawrence E Smith and Associates, Inc - KidGuard Student Insurance
- Lindenwood University School of Education
- Lumen Touch
- Lunchtime Solutions Inc
- MarketVolt
- McCownGordon Construction
- McKinstry
- Medical Assault / Accident Group LLC
- Mickes O'Toole LLC
- Mid-America Sports Construction
- Midwest Computech
- Midwest Transit Equipment
- Mike Keith Insurance Inc
- Missouri Health & Educ. Facilities Authority
- Missouri Propane Education & Research Council (MOPERC)
- Missouri United School Insurance Council (MUSIC)
- Missouri Retired Teachers Association & Public School Personnel
- MOREnet
- Musco Sports Lighting
- Nabholz Construction
- National Institute for Excellence in Teaching (NIET)
- Navitas
- Northwest Evaluation Association (NWEA)
- Opaa! Food Management
- Paragon Architecture Inc
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- Porter Berendzen & Associates PC
- Presentation Solutions, Inc.
- Quality Network Solutions
- Raymond James
- S. M. Wilson & Co.
- Sapp Design Architects
- Schneider Electric
- Show-Me Curriculum Administrators Assoc.
- Simply Bright Ideas, Inc
- Socket Telecom
- Software Unlimited Inc
- Southern Bus & Mobility
- Southwest Center
- Springfield Mechanical Services, Inc
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- Stifel
- Techline Sports Lighting
- Therapy Relief at Hope
- Thomas McGee Group
- Thomeczek & Brink LLC
- Thoughtexchange
- TIPS - The Interlocal Purchasing System
- Trane U.S. Inc.
- Tueth Keeney Cooper Mohan & Jackstadt PC
- Turf Etc LLC DBA Synlawn
- Tyler Technologies
- VS America
- Wagner Portrait Group
- William Woods University

MASA President's Report

♪♪ Celebrate good times, come on! ♪♪♪

Mark S. Penny, Superintendent, Lincoln County R-III (Troy)



Dr. Penny serves as Grand Marshall for a parade celebrating Lincoln Elementary's newest class of readers.

As I checked the calendar this week, it did not surprise me that we are already preparing to round out the first semester. So far, like any other, this year has been filled with highs and lows as well as areas for celebration and areas for improvement. Overall, it has been successful. Our students are learning, our staff is growing (in numbers and their craft), and our community is engaged. I hope that the same rings true in your districts as well. Of course, there is still plenty of work to be done, and keeping the good work flowing doesn't just happen. People need to be motivated. They need to be celebrated.

As a school or district leader, it is your job to be sure your successes and areas of growth are celebrated, to set the example for the organization. It seems simple, but the first word in the definition of celebrate is “acknowledge.” In thinking about it further, it almost minimizes the idea. However, in a 2016 online article about the importance of being acknowledged, corpomagazine.com stated, “Studies show that being acknowledged and recognizing others at work does more to boost self-esteem and morale than even

a raise, as an incentive. People tend to know if they are doing a good job or not, yet want to feel their hard work is noticed and their contribution matters. Being acknowledged makes people feel they matter. Acknowledging others is an important aspect of good leadership.”

It is true, acknowledgment takes time. Celebration takes time. Often, we find ourselves wishing for more time. But it doesn't have to take much, and this is vitally important! Make it a point to schedule celebrations into your daily meetings and interactions. Be intentional with the words you use, who you say them to, and how you say them (it's a no-brainer that sincerity is a must). Your presence and your words can do more to recognize hard work than you may think.

Some ways that we acknowledge learning in our district include classroom and grade level celebrations such as the one shown in this photo. Here, Lincoln Elementary kindergarten students have become our newest class of readers. Each year, fellow students, faculty, and family members line the halls to enjoy the Readers' Parade. It is easy to see the pride and excitement

on the faces of each participant. They are being acknowledged and celebrated for the hard work that they have done. Smaller forms of recognition include our Wednesday Why social media posts showing our community why our employees are proud members of our district. Also, our employee-generated shout-outs fill our Human Resources newsletter once a month. These short statements are quick ways for employees to show their appreciation to each other.

A word of warning, not everyone likes to receive appreciation in the same way. In fact, celebrating someone in a way that is uncomfortable for them may do more harm than good. Understand that while one person or group may love public praise, others may prefer a small token or a personalized thank you. A few of our principals have asked their employees how they prefer to receive recognition. With the results that they received, they have been intentional in changing their approach to celebrations. As a leader in your district, how are you celebrating and acknowledging your stakeholders? How do you encourage other leaders in your district to do the same?

As we move through the holiday season and into the second semester, I hope you find the time to enjoy as many celebrations as you can, big and small, professional and personal, with colleagues and with family.

