



LOOKING to 2021: MOSIP IS WITH YOU ALL THE WAY

Looking back on 2020 we experienced many international shockwaves with a global pandemic, a volatile economy and a historic election. During this time the Missouri Securities Investment Program (MOSIP) has been committed to staying connected. As 2021 approaches, we know your financial goals for the coming year are front of mind.

MOSIP provides Investors an opportunity to maximize their income potential while maintaining safety, liquidity and yield as their primary investment objectives. MOSIP offers:

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 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 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 AAAM1 by Fitch and AAAM1 by Kroll.²

- Certificates of Deposit (CDs): Through MOSIP's investment advisor, PFM Asset Management LLC (PFM), 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 2021.

To learn more about the Program, please contact Trish Oppeau directly at 314-619-1792 / oppeau@pfm.com or Nick Kenny at 573-529-9245/ kennyn@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. 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 Effective March 2017, all new Term Series have received a rating of AAAM1 from Fitch Ratings ("Fitch") and a AAAM1 rating from Kroll Bond Rating Agency ("Kroll"). The ratings reflect Fitch's and Kroll's review of the Term program's investment and credit

Women in Leadership Summit Set for March 5

Be sure to make plans to attend the Women in Leadership Summit scheduled for March 5, 2021. The Summit is part of MASA's goal of providing support for women who are in leadership roles in public education. The Summit coincides with National Women in History Month and will include discussions related to working with Boards of Education, developing connections to maintain mental wellness, and creating a mindset of Purpose, Creativity and Resilience.

Sarah Riss, Director of the Missouri Superintendent Academy, said, "This is our second summit, and we are excited to continue providing women leaders the support they need to be successful in their roles. The feedback we have received in this area has been overwhelmingly positive."

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

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

The event will be held in at the Isle of Capri in Boonville, Missouri, and is sponsored by American Fidelity, EdCounsel, Mickes O'Toole, and Tueth, Keeney, Cooper, Mohan & Jackstadt.

Cost is \$30. Register at www.masaonline.org under "Conferences and Workshops."

guidelines, the portfolio's credit quality and diversification, as well as the capabilities of PFM Asset Management LLC as investment adviser. The Fitch AAAM1 rating indicates the highest underlying credit quality (or lowest vulnerability to default). The Kroll AAAM1 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.

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.

Spring Conference, March 24-26

Be sure to make plans to register for the 2021 MASA/MOSPRA Spring Conference, March 24-26, at The Lodge of Four Seasons. The spring conference will provide attendees more than 40 breakout sessions on topics that include virtual learning, important legal issues, school finance, communications, innovative education practices and workforce development.



Dr. Bruce Baker, 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 25, 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 Covei. 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, filmmaker and educator. He abides by



Sean Covei

one philosophy: "Get people to laugh and you can shove a bunch of information in there while their mouths are open!" Learn more about Sean: <https://www.redroadmotionpictures.com>.

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

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.

It is our hope that we will be able to hold the conference in person; however, we are also looking at contingency plans.

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

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A Publication of the Missouri Association of School Administrators

December 2020

Peter Stiepleman Named Superintendent of the Year



The Missouri Association of School Administrators (MASA) has announced the selection of Dr. Peter Stiepleman, Superintendent of Columbia Public Schools, as the 2021 Missouri Superintendent of the Year. Dr. Stiepleman was honored during the MSBA/MASA Annual Fall Conference held virtually on September 26, 2020.

Dr. Stiepleman stated, "It is an honor to be named the MASA Superintendent of the Year. I am focused on tackling educational issues related to poverty and equity in our public schools, and each of the positions I have held has deepened my commitment to public education. Our nation's children are depending on us to break cycles of generational poverty and public education is the key. It is a privilege to be the superintendent of the Columbia Public Schools."

MASA Executive Director, Doug Hayter, stated, "Peter Stiepleman is not only an exemplary leader for the Columbia Public Schools, but he is also a leader and trusted voice for school superintendents in Missouri and beyond. During his tenure, his community and school district has experienced much

change, student growth, and other demographic and economic challenges. There is no question his leadership philosophy has helped guide the successes achieved in one of our state's largest schools."

Dr. Stiepleman is in his seventh year as Superintendent of the Columbia Public Schools. Previously, Dr. Stiepleman served the Columbia Public Schools as the Assistant Superintendent for Elementary Education; as Principal of West Boulevard Elementary School; as Assistant Principal, West Boulevard Elementary School; and as an Assistant Principal at Garfield Elementary School in the Oakland (California) Unified School District.

Dr. Stiepleman shared that the Columbia Public Schools have an incredibly diverse student body, but only 14 percent of the staff identify as being teachers of color. Research shows it is important that children of color be taught by teachers who look like them. Knowing that the district was struggling to hire teachers of color, Dr. Stiepleman, the administrative team, and Board of Education developed the CPS COMOEEd Grow Our Own Teacher Development Program. Working with four local universities and colleges,

Dr. Stiepleman will be recognized during the American Association of School Administrators National Conference on Education in February 2021 for his state selection.

2021 AASA Virtual Conference, February 18-19

The AASA Virtual National Conference on Education, to be held February 18-19, will combine peer-to-peer networking with other superintendents from across the country, world-class education from seasoned practitioners, opportunities to interact with game-changers from outside the education field, and the NCE Exhibit Hall, which is filled with innovation.

Typically, MASA will bring members together for two events, including the President's Reception. The association is considering options for these events, especially in light of our wish to honor Missouri Superintendent of the Year, Dr. Peter Stiepleman. We will keep members updated on our plans.

To register for the AASA Virtual Conference, please visit this website: nce.aasa.org.



By Doug Hayter,
MASA Executive Director

Many of you are familiar with the Greek myth of Sisyphus, the ancient king who was reprimanded by the gods for being overly proud of himself. As his punishment, he was forced to roll an immense boulder up a hill only for it to roll down every time it neared the top, a process which was to repeat for eternity. Today, a Sisyphian task equates to hard labor that bears no result, and this may sound very familiar at the moment. Our rock: providing a quality education to students during a pandemic. The punishment: we begin to make progress and start feeling more confident, just to watch all the factors change and feel ourselves backsliding.

This is disheartening and deflating, but I encourage you to not get so discouraged that you begin to believe there are no cases where we are reaching the top and the rock is staying put.

It's easy to make a list of all of the new challenges school leaders have faced over the course of the last nine months. Closing schools, virtual learning, feeding students when they are not on our campuses, creating processes that make it possible to have in-person classes (with masks, socially distancing, and perpetual handwashing), creating hybrid schedules, considering disease transmission while figuring out transportation strategies. This is just a small sampling of what you have had to consider, all the while knowing every decision you make will be scrutinized and second-guessed. Big boulders, indeed. But I encourage you to take a

Pushing the Rock to the Top

look at what you, your leadership team, your teachers, and your students have accomplished along the way. You may be pleasantly surprised to find many boulders firmly in place.

When first confronted with the monumental impact of the virus, you found yourself scrambling, putting out fires, and learning the hard way all the things you had no way of knowing about educating students during a pandemic. School personnel at every level were putting in incredibly long hours trying to determine how best to serve students and families. Every day presented new challenges and the word “pivot” became ubiquitous for good reason. And your troops were wearing down fast. Now compare the dizzying pace of the spring to what, by most accounts, has been an organized, coordinated effort of starting school. Is it perfect? No, but you learned from the early efforts and tapped into the collective brainpower of your administrative team and your colleagues across the state and nation.

Think about the level of communications you and your staff have provided. At a time when there was so much to share and both internal and external communications could have easily teetered close to being too much or too little, you worked to find balance and to make expectations much more clear. Again, there is no perfection to be found, but in most communities, most of the time, your staff, students and parents are getting the information they need to function and make decisions. They might not like what they are hearing, but they are getting the message!

You have also built a whole new appreciation for education — public and otherwise — from those who never had to give it much thought. For as long as anyone alive can remember, the vast majority of school-aged kids simply got up and went to school 175 (more or less) days each year. During that time, they learned, they were fed, had new experiences and learned social skills. Sometime during the afternoon, they returned home and families began the next part of their day. Our world is now fully aware of the challenges — both very big and very small — that our entire society faces when that doesn't happen and of the dedication required of the people who have made it seem so effortless for so long.

I am certain each one of our members could point to successes they have achieved in the face of the pandemic. In fact, I hope all of you will take a bit of time to reflect on this and encourage your staff, students and families to do the same. In light of all we have faced, take stock of the little wins, and celebrate them. We are too often reminded by others, as well as our worst critics — ourselves, of any shortcomings, real or perceived. It is only fair for us to take a long hard look at the other side of the coin.

Sisyphus may have never successfully pushed the rock to the top, but remember you are not Sisyphus. This will *not* last forever, there *is* light at the end of the tunnel, and there will be successes you will look back upon and have every reason to feel proud. As you continue to tackle the additional hurdles you are sure to face, know you are up to the challenge and that your association is here for you.

As we approach the holiday season, I want to personally wish you, your families and your districts the very best.

Take care,
Doug

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Gr. Kansas CityMichael Reik
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SoutheastChris Wilson
Gr. St. LouisScott Spurgeon
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MASA Business Associate Members

The following companies and organizations have joined MASA as Business Associate Members for 2020-2021. 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.)

ACI Boland Architects
American Fidelity Assurance Company
Arthur J Gallagher & Co (MET)
Artisun Solar / EduSee
Audio Acoustics
Audio Enhancement Inc
Benchmark One (formerly MarketVolt)
Blackboard Inc.
Boehne Financial Group
Buckeye International Inc
Care to Learn
Catapult Learning Inc
CBIZ Benefits & Insurance Services Inc
Central Bank
Central States Bus Sales, Inc.
Claim Care Inc
Common Goal Systems, Inc
Corner Greer & Assoc, Inc (CGA Architects)
CoxHealth
CSD Retirement Trust
CTS Group (A Veregy Company)
Curriculum Associates
Dake Wells Architecture
Dickinson Hussman Architects
DLR Group
EdCounsel LLC
Edgenuity
Educational Consulting Services
EducationPlus
EduOptimus
FGM Architects
Filament Essential Services - SOCS
Fisher Tracks Inc
Fix A Field LLC
Flexible Educators
Forecast5 Analytics Inc
Forrest T. Jones & Co.
Thoughtexchange (Fulcrum Mang. Solutions, Inc)
Gallagher
Garland Co., Inc. (The)

Gilmore & Bell PC
Group Benefit Services, Inc. (GBS)
GRP Wegman Company Inc
Guin Mundorf LLC
Hillyard - Missouri
Holland Construction Services Inc
Hollis + Miller Architects
Horace Mann
HTK Architects
IMS Technology Group
incite Design Studio LLC
Inter-State Studio & Publishing Co.
Ittner Architects Inc.
K12itc
KPM CPAs & Advisors
L. J. Hart & Co.
Lashly & Baer, PC
Lawrence E Smith and Assoc, Inc- KidGuard Student Insurance
Lunchtime Solutions Inc
Marsh & McLennan Agency- St Louis (formerly J W Terrill)
McCownGordon Construction
McKinstry
Medical Assault / Accident Group LLC
Mickes O'Toole LLC
Mid-America Sports Construction
Midwest Bus Sales
Midwest Computech
Midwest Transit Equipment
Mike Keith Insurance Inc
Missouri Educators' Trust (MET)
Missouri Health & Education Facilities Authority
Missouri National Education Association
Missouri Propane Education & Research Council (MOPERC)
Missouri Retired Teachers Assn & Public School Personnel
Missouri United School Insurance Council (MUSIC)

MoreAble
MOREnet
Musco Sports Lighting
Nabholz Construction
Navitas
Northwest Evaluation Association (NWEA)
Opaa! Food Management
Paragon Architecture Inc
Penmac Education Staffing
Performance Services Inc.
PFM Asset Management LLC
MOSIP
Piper Sandler & Co.
Porter Berendzen & Assoc PC
Quality Network Solutions
Raymond James
S. M. Wilson & Co.
Sapp Design Architects
Satchel
Schneider Electric
School Telecom LLC
Show-Me Curriculum Administrators Assoc.(SMCAA)
Simply Bright Ideas, Inc
Socket Telecom
Software Unlimited Inc
Southern Bus & Mobility
Southwest Center
St Louis Electrical Connection
STARS School Services
Stifel
Techline Sports Lighting
Thomas McGee Group
Thomeczek & Brink LLC
TIPS - The Interlocal Purchasing System
Trane U.S. Inc.
Tueth Keeney Cooper Mohan & Jackstadt PC
Turf Etc LLC DBA Synlawn
Tyler Technologies
United Healthcare of the Midwest
Wagner Portrait Group

MASA President's Report

Mental Wellness and Effective Leadership

Susan Crooks, Superintendent, Leeton R-X School District



As I sit in my office contemplating my “President’s Report,” on mental health, I have to wonder about my own. Nine months of COVID-19 feels like a decade to me. I began my teaching job under some very difficult circumstances 25 years ago. I showed up like an eager first-year high school teacher to learn that the superintendent had been let go and the high school principal was missing in action, only to be found months later in Texas. That year, the counselor filled in for the principal, and the district had six interim superintendents. At this point, I think I would happily trade my first year in education for what we’re experiencing now.

Let’s just analyze why our mental health might be pushed to the limit:

- Distance learning
- Masks
- Overwhelmed educators
- Safety of our staff and students
- Face-to-face, hybrid, virtual. Rinse and repeat.
- Waiting for back-ordered items
- No substitutes
- QUARANTINE

This is just a shortlist of items that school leaders are dealing with daily. Oh, and guess what, now you can try to focus on the “regular” day-to-day

issues. This is the reason for taking time for yourself as a leader to avoid mental fatigue. As we prioritize the importance of tasks at hand, first and foremost, put supports in place for yourself. Schedule a weekly meeting with colleagues. With virtual meetings being so common, we can network without taking large periods out of our days. A quick 30-minute check-in with other school leaders will help you to stay connected and recharge. It is always reassuring to know others are experiencing the same challenges.

Second, take care of your faculty and staff. Recognize members of your staff for their outstanding accomplishments. Be flexible and realize they are experiencing high anxiety over the pandemic as well. Look for opportunities to give them the gift of “time.” Professional development days may be designed to help with mental fatigue and burnout, not the latest instructional strategy.

Third, reassure parents and students decisions are being made with the health and wellbeing of everyone involved. If you do not tell your story and why you are making certain decisions, someone will tell it for you. Stay calm even amid the chaos to ensure students this too will pass.

Please remember, even the best of leaders cannot fix everything. This is especially true during a pandemic. Everyone is dealing with added stress, fatigue, and uncertainty. You are not in this alone. It is ok to let some things go or ask for help.

My thoughts reflect some of what Doug Hayter penned in his greeting for this edition of the Spotlight, so let me echo his thoughts on celebrating the very good work that you and your staff have accomplished under incredibly challenging circumstances. I encourage you to write down some of the “wins” you have experienced and ask your team to do the same. Your school is successful because of your effective leadership.

Enjoy the holidays and step away from the external noise when you can. Have a wonderful holiday season and I’ll see you in 2021.

-- Susan



A great way to relieve stress is to spend some time in the schools with your students. It works for me!

