

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

The final months of 2024 saw the Federal Reserve cut its benchmark three times, bringing it to a target of 4.25-4.50%. Additional rate cuts are expected in 2025, although the pacing is uncertain.1 MOSIP seeks to provide investors with investment options that prioritize safety of principal and liquidity, while also focusing on providing a competitive yield.

MOSIP Liquid Series

The MOSIP Liquid Series is a daily liquidity vehicle that requires no minimum balance and is rated AAAM by S&P Global2. It is designed to help investors optimize income potential while maintaining safety of principal and liquidity of funds.

MOSIP Fixed-Term Investments

Fixed-rate investments are designed to build upon and complement an investor's portfolio. Investors can link their MOSIP Liquid Series account to the fixed-rate investment options described below.

- MOSIP Term Series: Allows investors to seek a competitive

Optimizing Your Tax Receipts: Consider Investing Your Incoming Funds with MOSIP

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 coordinated with commitments and maturities selected by the individual investor. A minimum investment of \$1 million is required and the investment period ranges from 60 days to one year with interest paid to investors upon maturity. The MOSIP Term Series is rated AAAf by Fitch Ratings.3'

- Certificates of Deposit (CDs): Through MOSIP's program administrator, PFM Asset Management (PFMAM)*, investors have access to Federal Deposit Insurance Corporation (FDIC) insured Certificates of Deposit (CDs) from a network of banks nationwide. FDIC-insured CDs seek to 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 can work to meet both daily liquidity and longer-term needs.

Our commitment remains steadfast. MOSIP can help you work toward your investment financial goals for 2025.

To learn more about the Program, please contact Trish Oppeau directly at 314-619-1792 / oppeaut@pfmam.

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

The Missouri Superintendents Academy is a joint project of the Missouri Department of Elementary and Secondary Education, the Missouri Association of School Administrators, and the Department of Educational Leadership and Higher Education at Saint Louis University. The Academy is a one-year program designed to assist superintendents in their second through fourth year in establishing a network that will

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

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

com, Nick Kenny at 573-234-0814 / kennyn@pfmam.com or Angie Hughes at 816-402-0018 / hughesa@pfmam.com.

You can also call MOSIP's Client Services Group (CSG) at 1-877-MY-MOSIP option 3 (1-877-696-6747).

* PFM Asset Management is a division of U.S. Bancorp Asset Management, Inc., which serves as administrator and investment adviser to MOSIP. https://www.federalreserve.gov/newsevents/pressreleases/monetary20241218a.htm. 2 S&P Global AAAM Rating: S&P evaluates a number of factors, including credit quality, market price, exposure, and management. Please visit SPGlobal.com/ Ratings for more information and ratings methodology. 3 Fitch AAAf Rating: portfolios with this rating indicate having the highest underlying credit quality. Please visit fitchratings.com for more information and ratings methodology.

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 Fund are distributed by U.S. Bancorp Investments, Inc., member FINRA (www.finra.org) and SIPC (www.sipc.org). PFM Asset Management is a division of U.S. Bancorp Asset Management, Inc., which serves as administrator and investment adviser to the Fund. U.S. Bancorp Asset Management, Inc. is a direct subsidiary of U.S. Bank N.A. and an indirect subsidiary of U.S. Bancorp. U.S. Bancorp Investments, Inc. is a subsidiary of U.S. Bancorp and affiliate of U.S. Bank N.A.

MASA Provides Missouri-Based Solution for District Purchasing Cards

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

The MASA Mastercard® Commercial Credit Card is specifically designed for districts requiring ten or more cards. It provides an assigned credit limit with options to add daily or single-transaction dollar restrictions. The card can operate on a declining balance, which is ideal for individual staff, departments, and buildings with fixed budgets or grant-funded programs. Additionally, cards can be assigned to vehicle or bus drivers to track vehicle-related expenses.



For districts needing fewer than ten cards, Central Bank offers the MASA Mastercard® BusinessCard®, which enables corporate card functionality while allowing the school district to apply transaction restrictions and credit limits on a per-card basis.

Cash Rebate Benefits

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

Why Choose Central Bank?

Central Bank has earned the trust of nearly 20% of Missouri's school districts for banking and purchasing card services. With over 160 locations in and around Jefferson City, Branson, Lake of the Ozarks, Kansas City, Sedalia, Columbia, St. Louis, Moberly, Audrain County, Springfield, and Warrensburg, Central Bank provides local expertise and personalized service.

When you sign up for the program or need assistance, you'll connect with someone right here in Missouri. Put the strength and reputation of MASA and Central Bank to work for you, and support the organization that works on behalf of you in Jefferson City. Contact David Meyer at Central Bank: Phone: 573-634-1153 / david.meyer@centralbank.net or Doug Hayter at MASA, 573-638-4825 / doug.hayter@mcsa.org.

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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.

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February 2025

MASA/MOSPRA Spring Conference, March 26-28



Be sure to make plans to register for the 2025 MASA/MOSPRA Spring Conference, March 26–28, at Margaritaville Resort, Lake Ozark, Missouri. The Spring Conference will provide attendees with more than 40 breakout sessions on topics that include leadership, important legal issues, school finance, curriculum and instruction, safety, communications and public relations, mental wellness, facility management, innovative education practices, and bond/levy referendums.

Wednesday morning, March 26, a special pre-conference workshop, "Harnessing the Power of AI for School Leaders" will be held beginning at 9:30 a.m.

Our First General Session will be on Wednesday, March 26 at 2:00 p.m. Our keynote speaker is Josh Varner, and he will share his presentation, "Be Their Hero: Trauma Informed Care." Mr. Varner will later present "Dealing with Increased Stress in the Workplace."

Wednesday afternoon will include several breakout sessions, and the always-popular "Dialogue with the Commissioner." Wednesday evening both MASA and

MOSPRA will hold their respective receptions and banquets.

On Thursday, March 27, participants will have multiple professional development sessions from which to choose. The Exhibition Hall, which is housed in the main lodge, will be open throughout the morning with a complimentary grab-and-go breakfast.

Thursday's Lunch and General Session will feature Ruben Gonzalez, former Olympic athlete and motivational speaker. Mr. Gonzalez will present, "Leadership Gold – Becoming a Great Leader."

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

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

Download the Conference App!
The entire 2025 Spring MASA/ MOSPRA Conference will be available on the MASA Conference app. You may read more about sessions and events, and add them to your phone's calendar. Download the app through Google Play or the Apple App Store.

Keynote Speakers Wednesday Opening Session



Be Their Hero: Trauma Informed Care -- Josh Varner

Two out of three students in the United States are affected by trauma. After experiencing trauma or extreme stress, it's natural for students to struggle with coping. Josh is passionate about equipping educators to support these students and inspiring them to become heroes in their lives.

Thursday Luncheon



Leadership Gold – Becoming a Great Leader -- Ruben Gonzalez

Olympic leadership speaker Ruben Gonzalez is a master storyteller who delivers energizing, humorous, and inspiring programs.

When Ruben started in the luge, he thought he could do it alone but soon realized the power of teamwork. By honing his leadership skills and building a strong team, he achieved an incredible dream.

Ruben's engaging presentation shares proven principles anyone can use to achieve outstanding results.



By Doug Hayter,
MASA Executive Director

In the January edition of AASA's *School Administrator* magazine, the theme is the family aspect of school leadership. For those of you who are AASA members, I encourage you to read this edition. Whether it is children, siblings, family members, or other relatives, it is always an interesting dynamic to navigate.

For this edition of the *MASA Spotlight*, I want to add some thoughts regarding parenting. Balancing the demanding role of a school superintendent with the specific responsibilities of being a parent can be challenging. Here are some ways school superintendents can be successful as parents while serving in their leadership roles:

Delegate and Empower Others

Superintendents shouldn't hesitate to delegate tasks to capable staff members. Empowering others to take on responsibilities can decrease the workload and provide more time with family. Building a strong leadership team and fostering a culture of trust and collaboration within the district can ensure that operations run smoothly even in the superintendent's absence. As technology advances, this also provides an opportunity to address items virtually and meet priorities for your family. As you gain tenure and experience in your

Balancing the Dynamics of Leadership & Parenting

district, you can make this an even more consistent reality.

Set A Realistic Schedule

We all know the job of superintendent involves long work hours. Setting a realistic schedule can help you stay focused and motivated. This vocation is an important one which requires your attention and time at work. Regularly reviewing and adjusting your calendar can ensure it remains timely, relevant, and attainable. Combine various tasks and events to maximize your time and efforts in specific places as you travel. By doing so, it can help you be both superintendent and Dad or Mom and do so in an effective manner.

Involve Family in the Journey

Involving family members in the superintendent's professional journey and ongoing activities can create a sense of unity and understanding. Sharing experiences, challenges, and successes with children and your spouse can help them feel included and valued. Attending school events together and involving family in community activities can also strengthen bonds and create lasting memories. Take consistent supervision responsibilities for your children's events and keep a cross-sectional chart to ensure you are not only taking care of your own children, but the other children in your district as well.

Practice Self-Care

It sounds counterintuitive to this topic but taking care of one's physical and mental well-being is essential for superintendents to perform effectively in their dual roles. Regular exercise, a balanced diet, and sufficient sleep can enhance overall health and resilience. Additionally, engaging in hobbies and activities that bring joy and relaxation can reduce stress and improve mood. Superintendents should also seek support from others to maintain a healthy

work-life balance. I would encourage you to find at least one day a week to get entirely away from work whether that be holidays, breaks, a Saturday, and/or Sunday.

Lead by Example

Superintendents need to model positive behaviors and values for their children and the school community. In leading by example, superintendents can instill important life lessons in their children and create a positive impact on the school district. Sometimes your work or event does not outweigh your personal responsibility. Prioritize this for your professional colleagues and make a strong family a priority for you and your team. Also, "practice what you preach!" Don't burden others with work emails, messages, etc. during non-work hours and allow them time to enhance their family time as well.

The Executive Committee and MASA Staff look forward to being with you at the 2025 MASA Spring Conference, March 26-28!



MASA Executive Committee

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- President-Elect Jerry Girdner
- SecretaryAdam Friga
- Treasurer.....Tennille Bannner
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- Gtr. St. Louis.....Kevin Carl
- Northeast..... Jason Harper

New Leadership, Tax Reforms, School Choice, and Safety Bills Central to the 2025 Legislative Session

The 2025 Missouri Legislative Session is poised to be a critical one, with new leadership, evolving priorities, and significant implications for education. As the session unfolds, here's a look at what to expect and how it will impact schools across Missouri.

Governor's Priorities

Governor Mike Kehoe's legislative agenda will focus on tax cuts, expanding school choice, and workforce development. His proposed budget and priorities are expected to shape discussions around education funding, local tax policies, and the role of districts in student success.

Make-Up of the House and Senate and New Leadership

The Missouri General Assembly remains predominantly Republican, with the GOP holding large majorities in both the House and Senate. This solid control allows Republicans to drive the legislative agenda, including proposals affecting education and public policy. However, with new legislators joining the ranks, building relationships and fostering bipartisanship will be key.

Several new leadership roles in the House and Senate are expected to influence legislative strategy. The shift in leadership, especially in the House, may bring new approaches to school funding, education reform, and issues like school choice, special education, and safety.

Key Themes in Education Bills
Education-related bills are already surfacing with themes focusing on expanding school choice, enhancing special education services, and addressing school safety. Expect ongoing discussions about anti-bullying measures, financial transparency in education, and potential changes to how schools interact with students, families, and communities.

Budget and Funding Matters

The state's budget will be a focal point, particularly regarding proposed tax cuts to income and property taxes. Such changes could affect local revenue streams for schools, potentially leading to challenges in maintaining current levels of funding. School leaders will need to monitor the governor's budget proposals and their impact on education.

School Choice and Open Enrollment

Expect new bills related to school choice, including expanded open enrollment and voucher programs. These changes could lead to shifts in enrollment patterns and funding, with significant implications for local districts.

Special Education Legislation

Bills such as HB477 and HB656 are aimed at improving special education services, particularly around Individualized Education Programs (IEPs) and parental consent. Superintendents will need to stay informed on these developments as they may introduce new administrative procedures.

School Safety and Anti-Bullying Measures
Legislation aimed at improving school safety and preventing bullying will be high on the agenda. Bills related to physical security measures, such as safety glass, are expected to gain traction alongside policies to protect students from bullying and harassment.

MASA Members Can Make a Difference

Superintendents should actively engage with new and returning legislators to ensure that their districts' concerns are heard. Staying informed on changes related to funding, school choice, and special education will be crucial in navigating the 2025 legislative session. Building strong relationships with lawmakers and monitoring key bills will help districts respond proactively to the evolving landscape.

Contribute to Better Schools for Missouri!

Better Schools for Missouri was formed as a way for supporters of public education to help elect candidates in Missouri who value quality public education.

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



Aspiring Superintendent Workshops

New Format: Workshops to be held at the MAESP and MoASSP Spring Conferences!

Each year, MASA offers opportunities for those interested in becoming a superintendent. For many people, the starting point is the "Aspiring Superintendent Workshop." This year MASA will offer two workshops and will hold them at the spring conferences of the Missouri Association of Elementary Principals (March 4 at Margaritaville Lake Resort) and the Missouri Association of Secondary School Principals (April 1 at The Lodge of Four Seasons).Cost of the workshop is \$75 which includes lunch.

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

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

MASA President's Report
Leading Through Complexity

By Jeremy Tucker, Superintendent, Liberty School District



Organizations often use the imagery of a "North Star" to emphasize their primary goal or strategy, ensuring that teams remain focused on

a unified priority. This singular point of guidance is frequently invoked in education systems, where communities, leaders, and boards of education aim to prevent mission creep and rally around what matters most. However, in a rapidly changing environment—marked by the complexities of organizational hierarchies, the unique challenges of working in schools with children, the task of ensuring safe and secure learning environments, and mounting external pressures—a more effective approach may be to view organizations or educational systems as a constellation.

The Missouri Association of School Administrators (MASA) has a long history of navigating complexity. Its diverse membership spans rural, suburban, and urban settings, each with distinct goals and aspirations. From these varied perspectives to the legislative sessions where ideas—whether embraced or opposed—are shaped into statutes, MASA has continually adapted to serve its members. As we look to the future, adopting a constellation approach may better serve our members and the communities they serve.

The areas of focus within MASA's constellation include advocacy, professional learning, member support, and innovation. Rather than standing alone, these areas are interconnected, working together to serve Missouri's educational leaders, school systems, and learners.

Advocacy
MASA strives to remain a strong and influential voice for public education,

collaborate with education agencies to envision and create a brighter future for all.

We deeply appreciate the leadership within MASA, both past and present, and the dedication of the staff in supporting our diverse membership. As we look to the future, leadership transitions become essential elements in the constellation that defines MASA. We are excited to celebrate Dr. Hayter as he concludes his tenure as Executive Director and are grateful for his commitment and availability during this transition.

Leadership changes provide a meaningful opportunity to reflect on the past while envisioning the future. They allow us to assess strengths, realign priorities, adjust strategies, and build upon a strong foundation.

As we reimagine organizations and the interconnected parts that define their constellations, we encourage you to do the same with the systems you serve. What are the connected components of your leadership—your goals, challenges, resources, and relationships? How do these elements converge into a clear and vivid vision for your district? And how can MASA support you throughout your leadership journey?

In this era of change and growing complexity, MASA remains committed to serving its members through collaboration and innovation. We look forward to partnering with MASA's next Executive Director, staff, and membership to guide the future of the association.

(North Star image courtesy of www.vecteezy.com)

