



## PREFACE

This handbook is designed to provide students with information necessary for completion of the Doctor of Philosophy in Public Affairs offered by the Harry S Truman School of Public Affairs. This handbook does not include information about all of the Graduate School's requirements and is designed to be used in conjunction with other MU publications, including the M book, the Graduate Catalog, and MyZou.

The Truman School Academic Programs Office is available to answer your questions from 8:00 AM to 5:00 PM weekdays during the academic year. We also encourage you to e-mail us at [truman@missouri.edu](mailto:truman@missouri.edu).

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*Professor and Associate Director for Academic Programs*



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## MISSION

To advance knowledge and the practice of governance in Missouri, the nation, and the world by informing governance and public policy, educating for ethical leadership in a multi-sectored public service, and fostering democratic discourse among citizens, policy makers, and scholars:

- ▶ *Advancing Knowledge*  
Scholarly research and the production of knowledge are central to the work of the Truman School. Across diverse areas of scholarship, our faculty, staff, and students make important contributions to theory and practice.
- ▶ *Informing Governance and Public Policy*  
Public policy makers confront increasingly complex, challenging, and contentious issues. Through scholarly and applied research, policy analysis and program evaluation, policy forums and other outreach programs, the Truman School helps to bring the knowledge and expertise of MU faculty directly to policy makers.
- ▶ *Educating for Ethical Leadership*  
Education for ethical leadership in public service encompasses professional development and continuing education, graduate certificates and advanced degrees. Our graduates apply their knowledge and skills to the critical challenges facing the public, private, and nonprofit sectors.
- ▶ *Fostering Democratic Discourse*  
The Truman School provides a meeting ground for policy makers, community members, scholars, and students to engage issues of public affairs. Community forums, roundtables, lectures, and other civic events facilitate public dialogue.

## VALUES

- ▶ *Knowledge*  
We have a duty to acquire, create, transmit, and preserve knowledge, and to promote understanding of public policy, public administration, and public affairs. Within our diverse disciplines, we seek to use knowledge to advance public service and help to develop an active citizenry.
- ▶ *Respect*  
Respect for self and others is a hallmark of the Harry S Truman School of Public Affairs. As members of an academic community, we respect the process by which truths are sought. Such respect is essential for nurturing the trust, collegiality, and creative expression that characterizes the School. Respect is demonstrated by a commitment to act ethically, to welcome difference, and to engage in free and open exchanges about both ideas and actions.

- ▶ *Student-Centered*  
We believe that the education and professional development of students are central to our mission. We are committed to their intellectual, professional and civic development, and their active engagement in our learning community.
- ▶ *Responsible Change*  
Our professional efforts in teaching, research, and public service are dedicated to the process of responsible change in institutions devoted to enhancing the quality of life of all citizens.
- ▶ *Public Service*  
We believe that public service is the central mission of government, and that governments are necessary and beneficial institutions in our society. Governments at all levels arbitrate conflicting interests, deliver selected goods and services, and enhance the quality of life. Likewise, nonprofit organizations and some private organizations work to advance public service.
- ▶ *Social Capital*  
Social capital is the collective product of committed, active citizens and the currency of our public institutions and our common will. We are committed to working to foster better relations between our institutional environment and others in public service, helping renew the social capital needed in our democratic society.
- ▶ *Building Democratic Governance*  
We believe that democratic governance requires reflective and knowledgeable citizens who participate actively in public issues. We have a three-fold responsibility in this regard: first, to disseminate public affairs knowledge to the public; second, to serve as a convener of public policy dialogue and discussion; and third, to provide public policy-relevant research for communities and decision makers.
- ▶ *Partners in Public Service*  
We consciously choose to engage with external partners to enhance the public good. Thus, we seek to nurture appropriate relationships with those organizations and individuals in the public, nonprofit, and private sectors who value the ideals of public service. Our role is to provide relevant, research-based knowledge, policy analysis and evaluation, training, and technical assistance. Carrying out our role responsibly requires consideration of the intended as well as unintended consequences of public action.

The future viability of representative governance and democratic societies depends on well informed and highly educated global citizens. Schools of public management and public policy assume a critical role in educating citizens of the world economy and global body politic. The PhD program at The Harry S Truman School of Public Affairs expects PhD graduates to impact the future policy debates, analysis, and implementation with innovative, rigorous, and relevant research in the fields of public management and public policy.

## OVERVIEW

The Ph.D. program in Public Affairs is an academic and research oriented program designed for students interested in careers in colleges and universities or in other research settings. Students are admitted to the program from a variety of disciplinary backgrounds, both with and without previous graduate study. Students without previous coursework in public affairs (public management and policy) are required to complete up to 15 hours of foundation coursework. As many as 30 credit hours of graduate coursework may be applied toward the requirement of 75 credits beyond the baccalaureate degree.

## ADMISSIONS

The PhD program is small and admission is selective. Admission decisions by faculty consider the overall profile of each applicant taking into consideration the following criteria:

1. A record of academic achievement predictive of success in doctoral studies. Typically, applicants will have above a 3.0 undergraduate GPA and above a 3.5 graduate GPA.
2. GRE scores are also indicators of potential success in the program. Typically, successful applicants will have combined scores of 1200 or more.
3. TOEFL scores are critical to assessing English language and communication skills. International applicants are expected to have a paper-based TOEFL score of 625 or its equivalent.
4. Applicants are required to submit three letters of recommendation preferably by professors who can comment on the students' potential for doctoral level work.
5. Applicants are required to submit a personal statement of interest (3-5 double-spaced pages in length). This statement ought to explain the student's motivation, intellectual, and vocational rationale for pursuing a PhD in public affairs. The statement ought to begin with a brief biographical statement. Next, it ought to provide some indication of potential research and scholarly interests. If possible the statement ought to identify potential faculty mentors and offer some indication as to why the student is seeking a doctorate at the Harry S Truman School of Public Affairs. Successful personal statements will provide the admissions committee with a sense of the student's values and interests related to their pursuing a PhD in public affairs (public management and public policy).
6. Applicants are required to submit a writing sample. This ought to be an academic essay or research paper that will provide the admissions committee with an illustration of the students' ability to communicate their thoughts and ideas in writing.-
7. Personal interviews may be required of applicants, preferably in person. Telephone interviews may be used for international students and less frequently for applicants in the United States.

## **TRANSFER OF CREDIT**

The doctoral committee may recommend up to 30 hours of post-baccalaureate graduate credit from an accredited university be transferred toward the total hours required for the doctoral degree. It is the responsibility of the TSPA PhD committee to determine the appropriateness of course work for transfer credit. All requests for exceptions to this policy must be approved by the dean of the Graduate School.

### **Time Limits on Transfer Credits**

All courses to be applied to the plan of study must have been completed within eight years of filing the plan.

## **FEES AND FINANCIAL AID**

Tuition and fees information is available at [cashiers.missouri.edu/cost.htm](http://cashiers.missouri.edu/cost.htm). Many students at the Truman School receive financial assistance through research assistantships, graduate fellowships, or student loans. The following financial assistance opportunities are available to Truman School students:

- ▶ AmeriCorps/VISTA/Teach for America Graduate Fellowship
- ▶ Stanley L. Maxwell Scholarships
- ▶ William Gregory Fellowship
- ▶ Graduate School Fellowship
- ▶ George Washington Carver Fellowship (minority applicants)
- ▶ Gus T. Ridgel Fellowships
- ▶ Truman School Assistantship Positions

Additional funding opportunities may be available and students are encouraged to contact the Academic Programs Office for more information. Students interested in fellowship or assistantship opportunities must complete the application process by February 1. For more information about financial aid, contact the Office of Student Financial Aid at 573-882-7506 or visit [sfa.missouri.edu](http://sfa.missouri.edu).

## **ADVISING**

### **1. First Semester**

- Selecting an adviser
  - The student selects an adviser or co-advisers, by mutual consent, from doctoral faculty members who are dissertation supervisors in TSPA or area program in which the major work is planned.
  - In the event that an adviser retires or leaves MU, he/she may continue to serve as a student's adviser unless there is written academic program policy prohibiting such an arrangement. If an adviser is unable or unwilling to

continue to serve, the academic program, with the leadership of the director of graduate studies (associate director for academic programs), will assist to ensure that a replacement is found.

- Learn about the [Plan of Study & Degree Requirements](#) for doctoral students

The student's doctoral program committee provides academic program approval of the student's [Plan of Study \(pdf\)](#) — a list of the courses and the credit to be earned in each of them — which will, when completed:

- Prepare the student for research or scholarly investigation in the chosen field of study.
- Satisfy the credit-hour and [residency requirement](#) of the academic program.
- Satisfy any special requirements (proficiency in foreign languages, collateral field, doctoral minor, other special research skills) imposed by the department or area program.
- Satisfy the Graduate School's requirement for a minimum of 15 hours of course work at the 8000/9000 level (exclusive of research, problems and independent study experiences).

The committee also recommends to the vice provost/dean of the Graduate School, as part of the Plan of Study, any request for transfer of graduate credit.

Changes to the plan of study should be submitted on the [Plan of Study Course Substitution form](#).

- Residency Status Requirements

- A doctoral student must complete at least two nine-hour semesters or three six-hour semesters in an 18-month period at MU. All courses taken to satisfy the residency requirement must be approved by the student's doctoral program committee.

- Qualifying Process/Progress Review

- At the end of the second semester of the first year of study the PhD committee of the Truman School of Public Affairs will approve the selection of the student's doctoral committee and advisor. The faculty advisor will submit a signed letter for review by the PhD committee confirming the student's progress and readiness to move forward in the doctoral program. The PhD committee will communicate its approval or disapproval of the student's progress for continuation in the PhD program to the Associate Director for Academic Programs.

## 2. By End of Second Semester

- Submit the [Qualifying Exam Results & Doctoral Committee Approval \(D1\) form \(pdf\)](#)
- Form a [doctoral program committee](#). Changes to the doctoral committee should be submitted on the [Change of Committee form](#).

- Review the [Plan of Study & Degree Requirements](#) for doctoral students
  - Submit the [Plan of Study for the Doctoral Degree \(D2\) form \(pdf\)](#). Readiness for moving ahead is based on the student's advisor and doctoral committee approval of the student's program of study (D2). To make changes to a plan of study that has already been sent to the Graduate School, submit the [Plan of Study Substitution form \(PDF\)](#). With this form you can add and/or delete coursework from your plan.
  - Complete the [Annual Review Requirement](#) by updating your information in the [Graduate Student Progress System](#)
3. Remaining Time Before the Final Semester
- Take your [comprehensive examination](#) by the [deadline](#)

## REQUIRED PAPER

Writing research papers for submission to scholarly journals is at the heart of knowledge diffusion in the interdisciplinary field of public affairs. TSPA is committed to assisting our doctoral students in preparing manuscripts for blind-review journal publications. By May 1<sup>st</sup> of the second year of doctoral study, a qualifying (conference-like) research paper is due to the student's faculty advisor. This paper will be reviewed by student's faculty advisor and one additional faculty reader, comments and recommendations for revision will be completed by May 30<sup>th</sup>. The student is then required to revise and resubmit the paper by July 15<sup>th</sup>. Once approved, the student is expected to submit the paper for possible publication in an appropriate journal. Once this obligation is met the student is eligible to take comprehensive exams.

## PHD COMPREHENSIVE EXAMS

Written examination: Each student is required to take a written and oral examination. Written exams will last two and one-half days at a location designated by the Academic Programs office. In the written exams, students select from a number of questions including questions in their area of specialization. Questions are developed and submitted by faculty.

The first section will cover a core set of topics in public affairs and will be one full day (8 hours) and open book. Students are expected to demonstrate a mastery of essential public management and public policy theories and concepts. The material will include, but not be limited to, that covered in the PhD program's core courses.

The second section will cover research methodology and will be one full day (8 hours) and open book. Students are expected to demonstrate mastery of essential research design and statistical concepts. The methods exam will cover the two core methodology courses, as well as material included in the students' elective courses in methods to reflect their areas of emphasis and additional quantitative and qualitative methodological training.

The third section will cover the student's area of specialization and will be one-half day (4 hours) and open book.

### Oral examination

Oral examination must take place **within two weeks** after written comprehensive exams are completed. Oral exams are an opportunity for student and faculty to further consider the content and quality of responses to the questions in the comprehensive examination. Faculty may use the time to ask for clarification and elaboration of specific questions from the written comprehensive exam. Faculty may use the oral exam to ask the student questions unrelated or excluded from the written comprehensive examination. Oral exams represent an opportunity for faculty to assess the student's ability to think critically and articulately on a variety of intellectual subject matter. The oral examination will be moderated by the student's advisor and his or her doctoral committee and other faculty responsible for written questions on the comprehensive examination will be in attendance.

Only students passing both written and oral exams (as described below) will be admitted to PhD candidacy.

Comprehensive exams are offered twice a year, once in mid-September and once in mid-May. Students are expected to take both (written and oral) exams by their fifth semester (except for students required to take courses in Foundations), but are encouraged to take exams earlier if possible.

Procedure: Each year, the Associate Director for Academic Programs (Director of Graduate Studies), in consultation with the TSPA PhD Committee, will assign members of the graduate faculty to prepare and grade each of the written and oral exams.

The committee for the public affairs section will consist of ideally five faculty members, representing the areas students are expected to master: public management (theory and organizations) and public policy (theory and political economy). The committee for the research methodology section will consist of at least three members. The committee for the area of specialization section will consist of the student's doctoral committee.

Students can pass or fail one or more of the three sections of the written and oral exams. Students who are given a passing grade by all members of the committee (or with a maximum of one member dissenting or abstaining) will pass the comprehensive exams. Students passing all three sections of the written including the public affairs, research methodology, and area of specialization exams and the oral examination, will advance to PhD candidacy. Students who are given a failing grade by more than one reader of the written exam must retake only that failed section(s) of the exam during the subsequent exam period. A second failure will result in a decision not to permit re-examination and to deny advancement to PhD candidacy.

The Associate Director for Academic Programs (Director of Graduate Studies) will provide students with written comments from faculty members for both written and oral components of the exams.

## DISSERTATION PROCESS AND COLLOQUIA

Doctoral students in public affairs have two options for their dissertation requirement: They may complete a traditional book length manuscript, or alternatively, they may choose to write three related scholarly essays to qualify for dissertation research.

### 1. Dissertation Committee

After completing comprehensive exams students are expected to form a dissertation committee to work with them throughout the research and writing stages of their dissertation. The chair and at least one other member of the committee are normally active faculty members within the Truman School of Public Affairs at MU. One member must be from another department or another academic institution. Exceptions to this rule may be made by the Associate Director for Academic Programs (also serving as Chair of the PhD Committee). In every case the **dissertation committee must include at least two members of the Truman School of Public Affairs faculty**, even if this requires a dissertation committee of five. **The committee must be formed before presentation of the first dissertation colloquium.**

### 2. First Dissertation Colloquium/Proposal Defense\*

By the end of the term following completion of general exams and **all** pre-dissertation requirements students must prepare a written dissertation proposal and give an oral presentation to the dissertation committee and other interested faculty and students at a First Dissertation Colloquium.

The first colloquium is intended to shape a research strategy which (a) meets the standards of the School, and (b) represents a feasible and appropriate approach to the problem. The student's presentation should be designed to facilitate probing criticism of the proposed theoretical and methodological approaches. It is intended as a collective work session, not simply a presentation to an audience. First colloquia are scheduled for two hours, but the public portion should normally not last more than an hour and a half, with at least half an hour at the end reserved for discussion among the dissertation committee members and the student. **If the committee does not approve the dissertation proposal as presented, it may require that the colloquium be repeated (as, for example, in the case of a new or substantially revised topic) or agree on the need for a revised proposal to be prepared, reviewed, and approved by the committee.**

### 3. Second Dissertation Colloquium\*

The second colloquium is intended to provide an opportunity for detailed substantive interaction between the writer and the dissertation committee at a time when a significant portion of the empirical research has been carried out and a substantial amount of writing has been done. The dissertation project as a whole should be about half completed, with two or three chapters drafted and ready for the committee to read. If writing three essays, reasonable progress must be made on the three essays. The basic findings or results of the dissertation research should be clear by this point. The second colloquium should not be scheduled so late that, in effect, it replaces the dissertation defense; rather, it should provide the opportunity, if necessary, for a midcourse correction.

Second colloquia are scheduled for up to two hours, but student presentations should be limited to about 40 minutes. The presenter should prepare and distribute tables of major results, theoretical diagrams, and summary conclusions in printed form. The oral presentation should give an overview, with the written supplements designed to allow questioners to probe in depth. Since students, for good reasons, proceed at different rates through the dissertation writing process, it is difficult to impose rigid deadlines for the second colloquium. The School norm is that the second colloquium should be held no later than the end of the fourth term after the successful completion of the first colloquium (proposal). Most students, particularly those who have been working full-time on their dissertations, complete much of their research and some of their writing during this two-year period.

**\*Colloquia announcements and summary statements must be distributed first to the Associate Director for Academic Programs office (hard copy) and then to the School by email at least one week in advance of the event. Please see the colloquia guidelines below. Colloquia must be held during regular term (Fall and Spring).**

#### 4. Colloquia Procedures and Announcements

- a. **All** requirement forms (including major qualifying research paper) must be completed and submitted to the Associate Director for Academic Programs and the MU Graduate School **before** a student can hold a first colloquium.
- b. Students must have a complete dissertation committee and indicate the chair. If any member is outside the Truman School of Public Affairs, their affiliation must be specified (see below).
- c. Hard copy announcements of both First and Second Colloquia of up to two pages (single spaced) must be submitted seven days in advance of the event to the office of Associate Director for Academic Programs. Students are responsible for sending the announcement in email seven days in advance.
- d. A format such as the following is appropriate:
  1. Statement of Problem
 

The statement should include both specific details and conceptualization of the broader theoretical issues involved (e.g. diffusion of innovation, decision making, effects of government domestic interventions considered as experiments, bargaining theory, theory of meaning and symbolic interaction, theory of conflict resolution, theory of mass movements and voluntary actions, etc.
  2. Hypotheses
 

Major hypotheses and research questions should be stated explicitly and systematically.
  3. Methods
 

Multi-method approaches, experimental designs, sample designs, scheme for content analysis, etc., should be stated explicitly and briefly. Operationalizations for all major dependent and independent variables should be described.
  4. Problems Anticipated (First Colloquium)
  5. Results and Major Findings

## 5. Dissertation Defense

A final oral examination on the dissertation is held after it has been submitted and evaluated by the dissertation committee. This defense is usually held at least one month prior to the date the dissertation is due in the Academic Programs office. Final approval of the dissertation is given after any required changes have been made and the dissertation has met all established requirements stipulated by the Graduate Students Office.

### The Graduate School Requirements and Guidelines

- Review the [continuous enrollment requirement](#) for post-comps students. Post-comps students **must remain enrolled** to complete the degree.
- Submit the [Doctoral Comprehensive Examination Results \(D3\) and Continuous Enrollment forms \(pdf\)](#) within one month of exam completion, by the [Graduate School deadline](#)
- Review the [dissertation process for doctoral students](#) (describe any option to the traditional dissertation and insert the description of the dissertation format and colloquia for presentation and revision)
- Follow the [Thesis & Dissertation Guidelines](#) as you format your dissertation
- <http://gradschool.missouri.edu/policies/doctoral/requirements/dissertation.php>
- Complete the [Annual Review Requirement](#) by updating your information in the [Graduate Student Progress System](#)

### Final Semester

- Check the [Academic Deadlines for Doctoral Students](#) page to learn exact Graduate School due dates for forms and dissertations
- Report your intention to graduate to your program [by the deadline](#)
- Double-check the [Thesis & Dissertation Guidelines](#) before you submit your dissertation
- Defend your dissertation and submit the [Dissertation Defense \(D4\) form \(pdf\)](#) as soon as possible afterward, by the [Graduate School's deadline](#)
- Get ready for [Graduation and Commencement](#) and ensure that your [diploma will go to the right place](#)

## REASONABLE RATE OF PROGRESS

Reasonable rate of progress is governed by both the campus wide policies of the Graduate School listed below as well as academic program regulations which may be more restrictive. Failure to satisfy the Graduate School's rate of progress policies leading to dismissal are handled by the [Request for Extension process](#), and the decision of the vice provost for advanced studies and dean of the Graduate School in these matters is binding.

## COURSEWORK AND SEQUENCING

### Foundations (15 hours)

PA 8150: Foundations of New Governance  
 PA 8160: Organizational Dynamics and Leadership  
 PA 8170: Public Policy Processes and Strategies  
 PA 8180: Research Methods and Inquiry in Public Affairs I  
 PA 8190: Economic Analysis for Public Affairs

### Doctoral Core (18 hours)

PA 9150: Governance and Public Affairs  
 PA 9160: Organization Studies in Public Affairs  
 PA 9170: Policy Theory  
 PA 9171: Political Economy of Public Affairs  
 PA 9182: Logics of Inquiry in Public Affairs  
 PA 9183: Public Affairs Research and Professional Development Seminar

### Methods (12 hours)

PA 9180: Advanced Research Methods for Public Affairs  
 PA 9181: Advanced Research Methods for Public Affairs II  
 Elective Courses: 6 hours

**Specialization (18 hours) of which at least 12 hours are 9000 level courses and 6 hours are in the student's cognate field of study**

### Dissertation (12 hours)

### TOTAL: 75 Hours

(Minimum of 45 credits required beyond the master's degree)

## PH.D. PROGRAM SCHEDULE

	Fall	Spring	Review
<b>Year 1</b>	9150 9170 9182	9160 9171 9180/PS 9030 9183 (1)	Preliminary Program Review by May 30* D-1/D-2
<b>Year 2</b>	9181 spec methods (elective)	spec methods (elective) spec 9183 (1)	Review Required Paper end of Year 2 (conference paper)
<b>Year 3</b>	[Comp Exam Sept. 15] D-3	9183 (1)	[Comp Re-test May 15]

	spec spec spec		Complete End of Year 3
<b>Year 4</b>	Dissertation (6)	Dissertation (6)	
<b>Year 5</b>			

\*with foundations requirements met

## COURSE DESCRIPTIONS

### **PA 8150—Foundations of New Governance (3 credits)**

Political, economic, and social context of government and public service; examines theories and models of new governance and implications for policy-making, public management, and public service delivery.

### **PA 8160—Organizational Dynamics and Leadership (3 credits)**

Focuses on understanding human actions in administrative situations, and on developing personal capacities for effective practices in varied and difficult organizational situations.

### **PA 8170—Public Policy Processes and Strategies (3 credits)**

Processes through which public demands are generated, converted into public policy, and implemented. Examines the intersection of politics, policy, and management, as well as the diverse strategies and tools of public action.

### **PA 8180—Research Methods & Inquiry in Public Affairs**

This course introduces basic statistical methods, covering descriptive statistics, probability theory, probability distributions (normal, binomial, Poisson, exponential), sampling distributions, confidence intervals, hypothesis testing, and bivariate and multivariate regression. The course also trains students in statistical software.

### **PA 8190—Economic Analysis for Public Affairs (3 credits)**

Examines the application of economics for public affairs, defines public economics and motivations for governmental intervention. Covers basic microeconomics, the theory of the consumer as applied to government, the theory of the firm as applied to government, competition and efficiency, market failures, taxation, equity and redistribution, among other topics. Also, includes an examination of political economics with respect to institutions, transaction costs, government failure, game theory, and collective action. Cost-benefit, cost-effectiveness and cost-utility analyses and applications are investigated. Finally, an introduction to macroeconomics, labor and/or personnel economics will be included.

### **PA 9150—Governance and Public Affairs (3 credits)**

This seminar examines classical and contemporary theories of governance, the role of the state and other social institutions, and the intersection of policy making and management across the public, private, and nonprofit sectors. Other topics include administrative reform, the new public

management, and the emergence of the multi-sector public service. International comparative dimensions emphasized.

**PA 9160—Organization Studies in Public Affairs (3 credits)**

This course examines the major issues and perspectives in organizational dynamics and leadership in the public and nonprofit sectors. Topics covered will include: history and development of organization studies; contemporary perspectives in organization theory; individual and group behavior; leadership, power, and influence; organization design and structure; organizational culture.

**PA 9170—Policy Theory (3 credits)**

This seminar examines the theories and current research on the policy process, institutions, and delegation of power that influence public policy. Topics covered may include agenda setting, policy design, implementation, legislative decision-making, state political institutions, and federalism.

**PA 9171—Political Economy of Public Affairs (3 credits)**

This seminar focuses on formal theories of public decision-making, collective choice, and strategic interaction of public actors in different institutional environments. Topics may include social choice theories, game theory, median voter theories, logic of collective action, public choice, and principal agent models. The course assumes a basic understanding of microeconomics.

**PA 9182—Logics of Inquiry in Public Affairs (3 credits)**

This course examines the philosophical foundations of social inquiry. Topics include investigation of epistemological and methodological issues in development and use of social science research and exploration of the theoretical underpinnings of multiple paradigms in public affairs (public policy, planning, and organizational studies) and the social and behavioral sciences.

**PA 9183—Public Affairs Research and Professional Development Seminar (1 credit)**

This course promotes research and professional development through participation in research seminars, colloquia, academic conferences, lectures, and professional workshops. Students are required to register every spring semester while in residence.

**PA 9180—Advanced Research Methods I (3 credits)**

The course focuses on multiple regression analysis, beginning with ordinary least squares estimation, and then considers the implications and treatment of serial correlation, heteroskedasticity, multicollinearity, specification error, and measurement error. Students will gain experience estimating models, and learn to recognize diagnostic information on model performance and to interpret and present findings.

**PA 9181—Advanced Research Methods II (3 credits)**

This seminar will focus on a set of specialized statistical modeling tools for dealing with limited dependent variables and complex data situations, such as time-series cross-sectional data, clustered observations, and multilevel data. The course also provides an introduction to more

advanced topics including simultaneous equations models and instrumental variables. Since many of the models rely on maximum-likelihood estimation, the basic ideas and techniques of maximization will be covered.

Elective—3 credits

Elective—3 credits

(Two methods courses required of all students. Elective courses chosen from approved list by student and Ph.D. advisory committee)

**PA 9000—Directed Individual Study (3 credits)**

Supervised readings and research in area of doctoral specialization. Student must submit formal written proposal to doctoral adviser and supervising faculty member prior to registration. May repeat to a maximum of six (6) semester hours.

**PA 9185—Supervised Research (3 credits)**

Research experience directed by major professor designed to prepare doctoral students for independent scholarship in the area of specialization.

***Other Courses***

In addition to the core, specialization, and elective courses offered by the Harry S Truman School of Public Affairs, students may take courses offered by other schools and colleges on the MU campus in consultation with their adviser.

**REGISTRATION**

Continuing Columbia students should plan to pre-register for their courses for the following semester. Approximately two months before the end of each semester, a Schedule of Courses is available online for the upcoming semester on MyZou: <https://myzou.missouri.edu>. After a student meets with his or her faculty adviser, he or she should visit the Academic Programs office to obtain permission. All students must obtain permission prior to enrolling in courses.

If students have no holds that block registration, they may add or drop classes continually through myZou before the posted deadlines. A student who wants to add or drop a class after the deadline must complete a late registration change form and submit it before the last day to late register.

No class, other than problems, special readings, internships or research, may be added after the expiration of one week following the first day of classes in a fall or spring semester, or an equivalent period of time thereof in a shorter session.

After the 25th day of the fall or spring semester, or an equivalent period of time thereof in a shorter session, students wanting to drop a class must get the signature of the instructor on the class withdrawal form. Students also will need to complete the late registration change form, get appropriate signatures and take it to 130 Jesse Hall for processing. Dropping all classes is considered a withdrawal from the University and must be initiated in the academic advising units

and completed before the last day the class meets or the last day of the term for regularly scheduled classes. Finals are not included as part of the term for this purpose.

## EMAIL ACCOUNTS

All University of Missouri students, including post-baccalaureate and graduate certificate students, are assigned an MU e-mail account. Both the University and the Truman School will send important correspondence to this account, so students should check it regularly. The web address to access your MU e-mail account is <http://webmail.mizzou.edu>.

## GRADUATION

To be eligible for graduation, a student must have a program of study on file with the Graduate School. Faculty advisers and the Academic Programs office will notify students when programs of study are ready for signature. If a student fails to sign his or her program of study within the timeframe specified by the Academic Programs office, he or she will not be eligible to graduate that semester.

The second crucial component is an application to graduate. The Graduate School will send out notification to invite students to register for graduation online. This e-mail will be sent to MU e-mail accounts only, so it is critical that students check those accounts periodically. The online application is generally open for 6 weeks and is available from the Graduate School web site: <http://gradschool.missouri.edu/policies/commencement/self-graduation-instructions.php>. Failure to complete this application renders a student ineligible to receive a diploma for that semester.

If you have questions about your program of study or the online application to graduate, please contact the Truman School Academic Programs office for further information.

## ACADEMIC INTEGRITY

### *Statement of Purpose*

Academic integrity is essential to our institutional values of respect, responsibility, discovery, and excellence. These values are fundamental to the everyday function of our academic community, as well as to the goals and vision we have for the University of Missouri.

Each member of our community—faculty, staff, and students alike—must be committed to the principles of honesty and fairness. Faculty and staff are expected to model appropriate behavior and demonstrate their commitment to our community. Students also bear responsibility for upholding the culture of integrity in our community. Maintaining this culture, and our institutional values, requires that students do not tolerate the actions of those community members who engage in inappropriate behavior.

### *Definition*

Academic integrity ensures that all students have a fair and equal opportunity to succeed. Any behavior that provides an unfair advantage to one student is unacceptable and will not be

tolerated. Each piece of work completed by a student must be solely a reflection of that student's own work or his or her contribution to a collaborative effort.

## UNIVERSITY REGULATIONS

The Harry S Truman School of Public Affairs is part of the University of Missouri Graduate School and must comply with University regulations. The following list provides information about several important topics. For information not covered below, students should consult the M Book, the Office of the University Registrar, or the Graduate School.

### *Incompletes*

Whenever students cannot be assigned a grade at the end of a course in which they have been enrolled because their work is for good reason incomplete, the instructor will postpone the grades, reporting I grades to the University Registrar. An I grade may be assigned only when: (1) The completed portion of the student's work in the course is of passing quality and (2) There is such evidence of hardship as to make it unjust to hold the student to the limits previously fixed for the completion of the work.

Each department of the schools and colleges maintains a record of I grades in courses of that department. This record, on a specially designated form completed by the instructor at the time the "I" grade is awarded, will include:

- The name of the student
- The course number, title and credits
- Semester and year of enrollment
- The signature of the instructor
- A brief statement of the reason for delaying the grade
- An adequate guide for the removal of the I grade along with a suggested final grade in the event of the departure or extended absence of the instructor from the campus

A copy of the form will accompany the grade report to the Office of the University Registrar, which will in turn notify the appropriate dean.

A grade of I is not figured into the grade point average and students should not re-enroll in a course for which they have been assigned a grade of I. If the work is not completed after one calendar year, the request to change an "I" grade will require an accompanying letter of justification from the instructor. Although grades of "I" do not automatically convert to an "F" if not completed, academic programs or the instructor may establish conditions or regulations pertaining to "I" grades that are more stringent. Questions may be directed to the Office of the University Registrar–Records, 573-882-4249.

### *Requesting an Extension*

Regardless of when a student entered the program or passed the comprehensive exam, any candidate requiring additional time must submit a request for an extension. On petition of the candidate and the candidate's academic program, an extension of time may be granted by the Graduate School.

Academic programs specifically reserve the right to recertify currency in the discipline. All requests for extensions should be endorsed by the academic program's director of graduate

studies and accompanied by a description of the process whereby currency in the discipline is certified, if required by the academic programs.

### ***Time Limit***

The program for the master's degree must be completed within a period of eight years beginning with the first semester of enrollment in which the student is accepted to a degree program. Time spent in the armed services will not count toward the eight-year limit. For any extension of this time limitation, the student must petition the Graduate School by submitting a request to the adviser who, in turn, submits a written recommendation to the Graduate School that is endorsed by the academic program's director of graduate studies. The Graduate School will notify the adviser in writing of the final decision.

### ***Notification of Probation/Dismissal***

When placed on probation, a student is provided written notice explaining the reasons for probation and the steps that must be taken to be removed from probation. Additionally, a time period will be specified by the Truman School of Public Affairs, typically no less than one semester (or six months), and not to exceed one year, for the student to be removed from probation. Students not meeting the requirements to be removed from probation will be dismissed. In the event of dismissal, the student will be given a written explanation of the dismissal decision.

## APPENDIX I: NASPAA MEMBER CODE OF GOOD PRACTICE

### **A program holding membership in the National Association of Schools of Public Affairs and Administration (NASPAA):**

- ▶ Pursues excellence and quality in its provision of public affairs education.
- ▶ Continuously operationalizes the commitment to public service among students, faculty, alumni, and other constituencies, and holds the profession of public service in the highest esteem.
- ▶ Recognizes its responsibility to the community of public affairs institutions by participating in developmental activities to help other NASPAA schools and by providing enrollment and faculty data.
- ▶ Posts a link on the program's website to the NASPAA web site discussion of quality in public affairs education: [www.naspaa.org/codeofgoodpractice](http://www.naspaa.org/codeofgoodpractice).
- ▶ Pursues diversity in student body, faculty, and curriculum.
- ▶ Integrates ethics into the curriculum and all aspects of program operation, and expects students and faculty to exhibit the highest ethical standards in their teaching, research, and service.
- ▶ Focuses on the preparation of students for *professional* careers in public service, emphasizing both the values and ethics of public service, and the development of professional skills and knowledge.
- ▶ Recognizes the importance of contributions of students, faculty, alumni, and employers to improving the relevance and quality of the program.
- ▶ Uses student learning outcomes and other outcome measures to help improve program effectiveness.
- ▶ Is committed to the holistic development of the individual student as a professional—including admission advisement; support of student learning, research, and service; summative learning experiences, and career placement and advisement.
- ▶ Offers a multi-disciplinary curriculum that includes coverage of management, organization, policy, human resources, political institutions, economics, quantitative methods, and IT management.
- ▶ Honestly represents the meaning of NASPAA membership without implying accreditation.

## APPENDIX II: PUBLIC AFFAIRS AND STUDENT ORGANIZATIONS

### ***Pi Alpha Alpha (PAA)***

Pi Alpha Alpha is the national honor society for the field of public affairs and public administration. Those universities and colleges that are members of the National Association of Schools of Public Affairs and Administration (NASPAA) are eligible to establish a PAA Chapter. MU's chapter, instituted in 1978, is a founding chapter of PAA. The purpose of PAA is to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration. Membership is open to the top 20 percent of graduate students in schools of

public affairs and administration and to faculty members, alumni, public officials, and scholars who have made significant contributions to the field.

***Graduate Professional Council (GPC)***

Graduate Professional Council is the representative body of MU students who are working toward graduate and professional degrees. For more information, please visit: <http://students.missouri.edu/~gpc/>.

***Graduate Student Association (GSA)***

The purpose of the Graduate Student Association is to bring the concerns of the graduate students on the MU campus to the attention of the administration. All graduate students at the University of Missouri-Columbia are GSA members. For more information, please visit: <http://www.missouri.edu/~gsawww/>.

***The Association of Black Graduate and Professional Students***

ABGPS aspires to serve as a support group for all Black graduate and professional students here at the University of Missouri. As an organization, ABGPS seeks to assist in the monitoring of the academic progress of Black graduate and professional students, as well as supply them with information to promote a more positive experience at MU. For more information, please visit: <http://students.missouri.edu/~abgps/>.

***International Center***

MU's International Student and Scholar Services (ISSS) provides special services for international students including advice about legal immigration status and employment. The office coordinates MU's J-1 Exchange Visitor Visa program and coordinates cultural and educational programs. For more information, please visit: <http://international.missouri.edu/>.

### APPENDIX III: CONTACT INFORMATION

*Harry S Truman School of Public Affairs*  
Academic Programs Office  
101 Middlebush Hall  
Columbia, Missouri 65211  
Phone: (573) 884-1656  
Fax: (573) 884-4872  
E-mail: [truman@missouri.edu](mailto:truman@missouri.edu)  
Web: <http://truman.missouri.edu>

*The Graduate School*  
210 Jesse Hall  
Columbia, Missouri 65211  
Phone: 1-800-877-6312 (toll-free, long-distance)  
(573) 882-6311 (local)  
E-mail: [gradadmin@missouri.edu](mailto:gradadmin@missouri.edu)  
Web: <https://gradschool.missouri.edu/>

*Office of the University Registrar*  
130 Jesse Hall  
Columbia, Missouri 65211  
Phone: (573) 882-7881  
E-mail: [umcunivregistrarwr@missouri.edu](mailto:umcunivregistrarwr@missouri.edu)  
Web: <http://registrar.missouri.edu/>

*MU Office of Cashiers*  
15 Jesse Hall  
Columbia, Missouri 65211  
Phone: (573) 882-3097  
E-mail: [4cash@missouri.edu](mailto:4cash@missouri.edu)  
Web: <http://cashiers.missouri.edu/>



## **APPENDIX IV: UNIVERSITY OF MISSOURI CAMPUS**

