

HARRY S TRUMAN SCHOOL OF PUBLIC AFFAIRS

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University of Missouri



*Master of Public Affairs  
Handbook*

*August 2009*



## PREFACE

The Master of Public Affairs program at the Harry S Truman School of Public Affairs is part of the University of Missouri Graduate School. This handbook is designed to provide students with information necessary for the completion of the Master of Public Affairs degree through 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*



The MPA program at the Truman School is accredited by the National Association of Schools of Public Affairs and Administration, the membership association of graduate programs in public administration, public policy and public affairs. NASPAA accreditation signifies that a master's program in public affairs and administration has gone through a rigorous process of voluntary peer review conducted by the Commission on Peer Review and Accreditation (COPRA), and has met NASPAA's Standards for Professional Master's Degree Programs in Public Affairs, Policy and Administration.

*"I found that the men and women who got to the top were those who did the jobs they had in hand, with everything they had of energy and enthusiasm and hard work."*

—Harry S Truman



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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, round-tables, 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.

## **MASTER OF PUBLIC AFFAIRS OVERVIEW**

The Truman School Master of Public Affairs program provides a mix of theory and practical knowledge, helps students develop analytic and research skills, and provides opportunities for hands-on learning. A rigorous set of core courses are complemented by professionally relevant areas of specialization. This combination ensures that MPA graduates are well prepared for leadership and policy roles in the multi-sectored public service.

In the Truman School MPA Program, students study with outstanding faculty, well-known for their excellent research and teaching, and deeply committed to the ideals of public service. MPA faculty are talented teachers as well as active, nationally prominent researchers. They take a great deal of interest in students and are readily available for personal interaction.

Students come to the Truman School from across the United States and around the world, making the student body a diverse group of individuals seeking to broaden their perspectives and to sharpen their skills. Graduates understand the challenge, anticipate the excitement, and accept the responsibility that comes with today's dynamic public service.

Interaction among academics, students, and those engaged in public policy making and administration supports our educational mission. Policy forums, roundtables with policy makers, lectures by distinguished visiting scholars, and research symposia enrich our learning community.

MPA students are encouraged to join various professional and on-campus organizations dedicated to the field of public policy and administration. The American Society for Public Administration (ASPA) and the Association for Public Policy and Management (APPAM) allow students the chance to share ideas and develop relationships with scholars and practitioners in public policy and administration. The Association for MPA Students (AMPAS), established and managed by MPA students on the Columbia campus, engages in a wide variety of activities, including information on job contacts and placement, professional organizations, speakers, social programs, peer-advising, fundraising events, and service learning.

## **ON-CAMPUS AND MID-CAREER PROGRAMS**

The Harry S Truman School of Public Affairs offers two MPA programs designed to meet the needs of both pre-service students and in-service professionals. The on-campus program is offered in Columbia on the MU campus. In-service professionals with a minimum of three to five years of progressively responsible experience may select the Mid-Career program, which is offered in its entirety in Jefferson City, Missouri's state capital.

Most MPA core courses are offered in Columbia in the late afternoon from 3:00–5:30 PM and/or in the evening from 6:00–8:30 PM during the regular 16-week fall or spring semester, at least one time each year. All courses in the Mid-Career program are offered during nine-week terms with each course meeting once a week from 5:00–9:00 PM. Five terms are offered each academic year.

Students in either program may take most classes in either Columbia or Jefferson City, offering the chance to interact with both in-career and pre-service students and to develop a more extensive professional network.

## ADMISSIONS

Our objective is to select a diverse group of students with academic ability and potential for career growth who are committed to public service. MPA candidates seeking admission must meet the University's minimum quantitative requirements: a grade point average of at least 3.0 in all upper division work (last 60 undergraduate hours) and, for international applicants, a TOEFL score of 500 (paper-based).

Applicants must submit a Graduate School application and official copies of all transcripts to the University of Missouri Graduate School. Additionally, an MPA application, resume, statement of interest, and three letters of recommendation should be submitted directly to the Truman School. Students may elect to submit application materials electronically or via regular mail. The Graduate Record Examination (GRE) is also required of all applicants, with a preferred cumulative score of 1000.

Some students who do not meet the minimum university qualifications attempt to prove their ability to do graduate work by enrolling as post-baccalaureate non-degree-seeking students. Students who choose this route should have a cumulative grade point average of at least 3.0 for all graduate work undertaken at the University. Students are forewarned that successful completion of graduate-level courses does not guarantee admission to the MPA program. A maximum of 12 credit hours taken as a non-degree-seeking student can be transferred into the MPA program if and when the student is admitted.

## TRANSFER OF CREDIT

No more than 20% of the courses that comprise a student's program of study may be transferred from another program or institution, including another campus of the University of Missouri system. To transfer credits, students must have the recommendation of their faculty adviser and the approval of the program director and the Graduate School.

The student must have been enrolled as a graduate student at the university or campus while taking these classes; in other words, transfer credit will not be given for graduate courses taken while the student was an undergraduate or had not been accepted as a graduate student at the other university or campus. In addition, the classes cannot have been used toward fulfillment of another degree. A student who has completed one master's degree at MU or elsewhere may, upon approval of the Director, present a maximum of eight hours of credit earned in the previous program toward the MPA. A student may pursue two master's degrees simultaneously, but no more than eight hours of credit may be applied to both programs.

Students must seek prior approval if they plan to take a course elsewhere and apply it to the MPA degree. If a student would like to request a waiver or substitution of one of the MPA courses, he or she must submit a course substitution/waiver form, available from the Truman School Academic Programs office.

## 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
- ▶ Chester A. Baker Scholarship (women applicants)
- ▶ Dr. Stanley Botner Scholarship
- ▶ Graduate School Fellowship
- ▶ Martin L. Faust Scholarship
- ▶ Peace Corps Fellowship
- ▶ Thurgood Marshall Academic Scholarship (minority applicants)
- ▶ 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

Each MPA student is assigned a faculty adviser prior to enrolling in the program. Students will work with their faculty advisers to determine a plan of study and should meet with their advisers prior to each semester. A student's adviser must approve any changes to the plan of study. Permission to enroll in courses may be suspended if a student fails to meet with his/her adviser prior to enrollment. Therefore, students are encouraged to make an appointment with their adviser well before the start of the next semester. Students may also seek advice from faculty members in their respective areas of specialization.

## COURSEWORK AND SEQUENCING

### *On-Campus Program*

The nine-course core serves as a foundation for courses in the areas of specialization. All students are required to take these courses in order to acquire a general understanding and appreciation for the scope of public affairs.

**MPA Core—9 core courses (27 credit hours)**

- ▶ PA 8150 Foundations of New Governance
- ▶ PA 8160 Organizational Dynamics & Leadership
- ▶ PA 8170 Public Policy Processes and Strategies
- ▶ PA 8180 Research Methods & Inquiry in Public Affairs I
- ▶ PA 8181 Research Methods & Inquiry in Public Affairs II
- ▶ PA 8190 Economic Analysis for Public Policy I
- ▶ PA 8210 Ethics, Democracy and the Public Service
- ▶ PA 8211 Capstone: Applied Project
- ▶ PA 8280 Internship

**Area of Specialization—3 required courses (9 credit hours)**

**Electives—3 required courses (9 credit hours)**

**Total: 45 credit hours**

Twelve graduate credit hours (four 3-hour courses) is considered a full-time graduate load per semester in Columbia. Suggested sequence for full-time students beginning in the fall semester in Columbia:

**Semester 1 (Fall)**

- PA 8150 Foundations of New Governance
- PA 8160 Organizational Dynamics & Leadership
- PA 8170 Public Policy Processes and Strategies **OR** PA 8210 Ethics, Democracy and the Public Service
- PA 8180 Research Methods and Inquiry in Public Affairs I

**Semester 2 (Spring)**

- PA 8181 Research Methods & Inquiry in Public Affairs II
- PA 8190 Economic Analysis for Public Policy
- \_\_\_\_\_ Specialization Course **OR** PA 8170 Public Policy Processes and Strategies (if not taken during Fall semester)
- \_\_\_\_\_ Specialization/Elective Course

**Summer**

- PA 8280 Public Affairs Internship

**Semester 3 (Fall)**

- \_\_\_\_\_ Elective Course
- \_\_\_\_\_ Specialization Course
- \_\_\_\_\_ Specialization/Elective Course **OR** PA 8210 Ethics, Democracy & the Public Service (if not taken during first Fall semester)

**Semester 4 (Spring)**

- PA 8211 MPA Capstone: Applied Project
- \_\_\_\_\_ Specialization/Elective Course
- \_\_\_\_\_ Specialization/Elective Course

### *Mid-Career Program*

The Mid-Career program requires thirty-three credit hours to fulfill requirements for the degree. Students who have not completed prior coursework in microeconomics and statistics must take these two prerequisite courses, adding either three or six hours to the total program. Students in the Mid-Career option complete an MPA Core of six courses, a 9-hour specialization, and 6 hours of electives.

#### MPA Core—6 core courses (18 credit hours)

- ▶ PA 8150 Foundations of New Governance
- ▶ PA 8160 Organizational Dynamics and Leadership
- ▶ PA 8170 Public Policy Processes and Strategies
- ▶ PA 8185 Research Methods and Inquiry in Public Affairs—Mid-Career
- ▶ PA 8190 Economic Analysis for Public Policy
- ▶ PA 8210 Ethics, Democracy and the Public Service

#### Area of Specialization—9 credit hours

#### Electives—6 credit hours

#### **Total: 33 credit hours**

The internship requirement (PA 8280) and the Capstone applied project (PA 8211) are waived for Mid-Career students. The Public Management area of specialization is offered in Jefferson City, although Mid-Career students may choose one of the specializations offered on the Columbia campus.

## **AREAS OF SPECIALIZATION**

Students may select from five areas of specialization. Four are offered on the Columbia campus and one in Jefferson City. The purpose of an area of specialization is to provide the student with advanced education and training in a substantive field or functional area of professional interest to the student. In addition to the core courses, students will take three courses in an area of specialization, plus three additional elective courses.

#### Area of Specialization—3 required courses (9 credit hours)

- ▶ Nonprofit Management
- ▶ Organizational and Community Change
- ▶ Public Management (Jefferson City)
- ▶ Public Policy
- ▶ Regional Development

### *Nonprofit Management*

Successful nonprofit organizations today survive on their ability to compete effectively in the marketplace, read community needs, and prioritize and deliver appropriate services within

budget. This specialization provides students with the managerial, fiduciary, and analytical tools necessary for leadership of nonprofit entities.

Required Courses

- ▶ PA 8710 The Nonprofit and Voluntary Sector
- ▶ PA 8720 Financial Management in the Public and Nonprofit Sector
- ▶ PA 8520 Human Resource Management and Development in the Public and Nonprofit Sector

***Organizational and Community Change***

The organizational and community change specialization is a multi-disciplinary and multi-sector approach to the theory and practice of transforming organizations and communities in a technologically advanced and global economy. Students will have an opportunity to develop knowledge and competencies appropriate to the advanced study and diagnosis of evolving and emerging communities and organizations in the public, private, and nonprofit areas.

Required Courses

- ▶ PA 8610 Group Dynamics and Conflict Resolution
- ▶ PA 8620 Organizational Analysis and Change
- ▶ PA 8630 Organizational Change in a Community and Global Context

***Public Management***

The public management specialization encompasses administrative skills for ethical, effective leadership and management roles in the public service. The specialization qualifies students for positions in all levels of government with most graduates pursuing careers in administration in state and local governments.

Required Courses

- ▶ PA 8510 Public Budgeting and Taxation
- ▶ PA 8520 Human Resources Management and Development in the Public and Nonprofit Sector
- ▶ PA 8530 Strategic Planning and Performance Measurement **OR** PA 8540 Local Government Management

***Public Policy***

The public policy specialization offers students a strong foundation in the skills necessary to work effectively in the policy environment. Students in the public policy specialization learn theories of the policy process, quantitative and qualitative research methods to analyze policy, and program evaluation. Students also have the opportunity to gain expertise in specific policy areas, including education policy, environmental policy, health policy, social policy, and regional development policy. Students recently graduating with a specialization in public policy are now employed in federal, state, and local government agencies, in research organizations, in consulting firms, and in nonprofit organizations.

Required Courses

- ▶ PA 8420 Public Program Evaluation
- ▶ PA 8430 Public Policy Analysis
- AND one of the following:
- ▶ PA 8171 Environmental Policy
- ▶ PA 8172 Health Policy

- ▶ PA 8173 Education Governance, Finance and Policy
- ▶ PA 8174 Social Policy
- ▶ PA 8340 Regional Development Policy & Practice
- ▶ PA 8410 Public Policy Workshop

### ***Regional Development***

The regional development specialization offers students the knowledge and skills needed to begin careers in local and state governments, regional planning authorities, non-governmental organizations, and the private sector. Students develop knowledge about regional growth and change, economic development, workforce development, land use, and strategic planning. Specialization courses provide specific tools in regional and spatial analysis that can be used to inform regional policymaking.

#### Required Courses

- ▶ PA 8320 Spatial Analysis for Public Affairs
- ▶ PA 8340 Regional Development Policy and Practice
- ▶ PA 8350 Regional Development Issues and Analysis

## **THE MPA INTERNSHIP**

During the summer after their first year in the program, students without significant public sector work experience are required to enroll in three hours of PA 8280: Public Affairs Internship and complete an internship in an organization with a public service mission or in a public service role. On the job, interns apply what they have learned during the first year in the program, plus they gain practical experience that enables deeper learning during the second year classes. Students also acquire an appreciation of the political and organizational realities of public affairs.

The internship requirement may be met, in some instances, through part time placements during the academic year. The internship coordinator assists students in arranging for internships; however, the most productive internships are those the student has proactively developed.

Three hours of credit are awarded for successful completion of the internship, which also entails an extensive written analysis and a formal presentation before faculty and students. In-career students may have the internship requirement waived by the Internship Coordinator.

First-year students should start thinking right away about the type of internship experience that interests them. The well-planned internship can be a highlight of the student's educational experience. The internship often leads to the student's first professional position.

### **Recent Internships Held by MPA Students**

Nonprofit agencies including March of Dimes; Lutheran Family Services; Big Brothers Big Sisters; Rainbow House; and AmeriCorps/VISTA

### **Recent Internships, continued**

International agencies including the U.S. Consulate in Strasbourg; United Nations; International Trade Administration; World Bank; and Global Forum

Missouri cities and counties including Columbia, Kansas City, Osage Beach, Mexico, Maryland Heights, and Gladstone; Boone County Public Works Department; Mid-Missouri Solid Waste Management District; and Pioneer Trails Regional Planning Council

U.S. cities including Key West, Florida; Savannah, Georgia; and Charlotte, North Carolina

Missouri state government including the Department of Conservation; Department of Social Services; the Secretary of State's Office; the Department of Labor and Industrial Relations; the Department of Economic Development; the Missouri State Highway Patrol; and the Missouri General Assembly

Federal agencies including the U.S. Department of Homeland Security; State Department; Library of Congress; Federal Reserve Bank; U.S. Environmental Protection Agency; and U.S. Department of Commerce

Health care organizations including St. Mary's Health Center; the Missouri Consolidated Health Care Plan; and University Hospital and Clinics

## **GRADUATE CERTIFICATES**

The Truman School offers four graduate certificates for MU graduate students and professionals who want to expand their skills. Each program consists of 12 credit hours (4 courses) of graduate credit. Graduate certificates are available in Nonprofit Management, Public Management, Organizational Change, and Science and Public Policy. For more information, visit the Truman School's web site: <http://truman.missouri.edu>.

## **JD/MPA DUAL DEGREE PROGRAM**

A JD/MPA dual degree is available. Upon completion of the dual degree program comprising four years of study, students will possess both the Juris Doctor and the Master of Public Affairs.

Students pursuing the dual degree program must be admitted to both the School of Law and the Harry S Truman School of Public Affairs. The law school will not accept any MPA credits until the student has been accepted into the JD program. Students interested in the JD/MPA degree are strongly encouraged to discuss the program with both the Law School and the Truman School to discuss eligibility and requirements, and to determine if the JD/MPA is suitable to their needs.

## COURSE DESCRIPTIONS

### ***PA 8001 Topics (3)***

Select current topics in public policy or administration. Prerequisite: instructor's consent.

### ***PA 8085 Problems (1-3)***

Intensive study of an area of public policy or administration related to the student's special interest.

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

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 & Leadership (3)***

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

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

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 8171 Environmental Policy (3)***

This course is an introduction to U.S. environmental policy, focusing on important political institutions and political actors. The course provides a survey of the primary laws, regulations, and policies that comprise pollution control and natural resource management.

### ***PA 8172 Health Policy (3)***

This seminar will examine the health care system in the United States, including government funded programs, regulation of costs, and policies promoting healthy behaviors. The course will examine historical development, recent trends, and methods of health policy analysis.

### ***PA 8173 Education Governance, Finance and Policy (3)***

The course centers on public policy processes as applied to governance, finance and policy in public education. The administrative, political and economic dimensions of policy reform are emphasized. A special focus is placed on developing tools for analyzing and critiquing policy rationale, design and implementation.

### ***PA 8174 Social Policy (3)***

This seminar will examine the nature and extent of poverty in the U.S., its causes and consequences, and the antipoverty effects of existing and proposed government programs and policies.

### ***PA 8180 Research Methods & Inquiry in Public Affairs I (3) OR PA 8185 Research Methods & Inquiry in Public Affairs–Mid-Career (3)***

Introduction to research methods for graduate students in public affairs. Topics include: measurement, quantitative description, problem definition, the policy research process, and basic analytical tools commonly applied in public affairs.

***PA 8181 Research Methods & Inquiry in Public Affairs II (3)***

Advanced topics and applications in research methods for public affairs. Topics include: multivariate analysis and other advanced quantitative techniques, and evaluation of policy research products.

***PA 8190 Economic Analysis for Public Policy (3)***

Application of tools of economic analysis to understand and interpret the behavior of government, consumers, and producers. Sources of economic inefficiency, including market failures and limitations, and policy solutions.

***PA 8210 Ethics, Democracy and the Public Service (3)***

Uses the concepts of ethics and democracy to explore the historical, political, economic, organizational, professional, and interpersonal aspects of public service in American society in the context of globalization. Integrates learning from the MPA core curriculum and the specializations into a comprehensive view of the contemporary, multi-sectored public service.

***PA 8211 MPA Capstone: Applied Project (3)***

Application of concepts and methods of public affairs to public policy or management problems. Diagnosis of problem or decision situation, collection of relevant data, development of alternative solutions, recommendation of proposed course of action.

***PA 8280 Public Affairs Internship (3)***

Gives students an opportunity to gain experience with government operations by providing supervised work with an agency at the local, state, or federal level of government or in nonprofit agencies.

***PA 8320 Spatial Analysis for Public Affairs (3)***

Examines theoretical and empirical issues related to the spatial analysis of economic activity and local public issues. Major topics include the role of the public sector, the economics of public services, social accounting matrices, input-output analysis, econometric models of regional economies, and geographic information systems.

***PA 8340 Regional Development Policy and Practice (3)***

Presents an overview of historical perspectives and current practice in regional development policy. Explores various rationales for regional collaboration. Topics include global and political context of development policy, human and intellectual capital, entrepreneurship, regional governance and community development.

***PA 8350 Regional Development Issues and Analysis (3)***

Examines theories of regional growth and development and methods for analysis with applications to current policy issues. Topics include firm location, workforce development, migration, the role of taxes and public expenditures, distribution of benefits, and sustainable development.

***PA 8420 Public Program Evaluation (3)***

Integrates theoretical and analytical approaches to evaluate the effectiveness of public policies and programs. Various methods based on different evaluative criteria are employed

to assess how the use of policy tools influences policy design, implementation, and evaluation.

***PA 8430 Public Policy Analysis (3)***

Uses economic logic and statistical techniques to design, analyze, and evaluate public policy. Applies social choice theory, cost/benefit analysis, forecasting, regression analysis, trend analysis, time series methods, and other analytic techniques to policy decisions.

***PA 8510 Public Budgeting and Taxation (3)***

Intensive study of the institutions, processes, politics, and social and economic impact of public taxation and expenditures.

***PA 8520 Human Resource Management and Development in the Public and Nonprofit Sector (3)***

Examines the political, economic, and legal context of the personnel function, as well as the technical aspects of the personnel administrator's job. Stresses the dynamics of bureaucratic organizations.

***PA 8530 Strategic Planning and Performance Measurement (3)***

Presents the rationale for strategic planning and techniques and processes to develop and implement strategic planning in the public sector.

***PA 8540 Local Government Management (3)***

Organization and division of service responsibility within local governments. Problems of managing delivery of services with special emphasis upon program implementation, productivity, planning, and responsiveness.

***PA 8610 Group Dynamics and Conflict Resolution (3)***

Focuses on the study of group psychology in the context of communities and organizations. It provides a specific examination of the emergence and resolution of conflict.

***PA 8620 Organizational Analysis and Change (3)***

Investigates processes and methodologies of organizational diagnosis, intervention strategies, and the role of a change agent.

***PA 8630 Organizational Change in a Community and Global Context (3)***

Examines changing organizations in their task environments, which include communities and the global economy. The phenomenon of ambiguous boundaries between public and private as well as nonprofit sectors will be investigated as these profound changes impact organizational behavior.

***PA 8710 The Nonprofit and Voluntary Sector (3)***

Provides an overview of the history, function, size, scope, development, and management of the nonprofit sector. Historical, political, economic, and social perspectives are used to examine the meaning of voluntarism, charity, philanthropy, and the nonprofit sector.

***PA 8720 Financial Management in the Public and Nonprofit Sector (3)***

Nature and environment of public and nonprofit financial administration. Principles of accountability for management of public and nonprofit funds; management and investment of cash balances; special problems related to long- and short-term debt.

### ***PA 8830 Grant Writing 1 (3)***

Provides students with knowledge regarding the process of seeking grant funding. Students will complete the grant's development process up to the submission stage. They will experience the peer review process both as applicant and reviewer. Provides participants understanding applicable to a variety of funding settings and an information base to use for preparation of future grant applications.

### ***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 plan of study (M-1) on file with the Graduate School. The Graduate School outlines the process as follows: “After performing satisfactorily for a minimum of one semester, the student, with the adviser’s assistance, completes the Plan of Study form that outlines the plan of study for the student’s graduate program. The form is forwarded through the academic program’s director of graduate studies to the Graduate School for approval. The Plan of Study form must be filed with the Graduate School by the end of the student’s second semester of enrollment. Upon approval of the program by the Graduate School, the student is a candidate for the degree. If changes must be made on a student’s Plan of Study form, a Plan of Study Substitution Form is used.”

**\*\*It is imperative that the plan of study be submitted on time. Failure to submit the plan of study means the student may not graduate on time. It is the student’s responsibility to file this paperwork, with faculty adviser assistance.\*\***

The Academic Programs Office will assist in the following ways:

- E-mail reminders to students and faculty advisers regarding deadlines
- Green advising forms (the student must obtain a faculty adviser signature on his/her green advising form each semester before Academic Programs will grant the student permission to enroll for the upcoming semester)
- At the request of the student, the Academic Programs Office will provide a printed, unsigned copy of the Plan of Study so the student may obtain his/her faculty adviser’s signature. For the Academic Programs Office to provide the Plan of Study, the student must have decided which courses he/she will take to complete the MPA degree or agree to the use of “placeholder” courses on the Plan of Study, which will require a Plan of Study Course Substitution Form later.

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 plan of study or the online application to graduate, please contact the MU Graduate School for further information.

## PLACEMENT ASSISTANCE

The University of Missouri Career Center offers many placement services. The online services include career assessments, job search preparation information, job search databases, and online résumés. For more information on the Career Center, please visit <http://career.missouri.edu>. The Harry S Truman School of Public Affairs does not maintain a placement office. The School’s web site and the bulletin board in the student workroom

(Middlebush 241) often have job openings and placement publications, and students should check these regularly.

## **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.

### ***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.

### ***Research, Problems, & Readings Courses***

Only under unique circumstances may students enroll in research, problems, special investigations, special readings, or independent study credit hours. Enrollment for such credit must be approved in advance by the Director.

### ***Correspondence, Distance, & Internet-Based Credit***

The Graduate School will accept up to eight hours of correspondence/distance/Internet-based courses that are authorized for graduate credit and offered by the University of Missouri faculty through the Center for Distant and Independent Study. Both the microeconomics and the statistics prerequisites are available in this format for Mid-Career students. The Director must approve any such courses in advance for graduate credit in the MPA program. For more information on distance learning at the University, visit the Center for Distant and Independent Study at <http://cdis.missouri.edu/>.

### ***Annual Progress Review of Graduate Students***

Each student’s progress toward the MPA degree will be reviewed annually by the Director. The student’s program of study, and other information as appropriate or needed, will be reviewed each summer to determine if satisfactory progress is being made toward degree completion. Satisfactory progress is defined as maintaining at least a 3.0 grade point average in all coursework that is part of the MPA program of study and maintaining ongoing enrollment in the MPA program (defined as enrolling in at least one MPA course during a calendar year—two semesters including summer session). Students will be contacted only if they have not made satisfactory progress toward completion of the MPA program during the preceding year.

Unsatisfactory progress may result in probation and/or dismissal from the MPA program, as detailed in the following sections.

### ***Probation/Dismissal Due to Incomplete Grades***

A reasonable rate of progress toward the MPA degree is expected. Students who accrue more than two grades of “incomplete” during any one academic year may be placed on probation for unsatisfactory progress toward the degree. Students on probation typically lose financial support. The length of probation, to last for not less than one semester (or six months), and not to exceed one academic year (including summer semester), will be determined by the faculty of the Truman School of Public Affairs. During probation, the student shall finish all required work for each course he/she has received a grade of “incomplete,” and within the specified time limit. Students may continue to enroll in public affairs coursework during their time on probation, with the advice and consent of the Director. Students who fail to satisfy conditions for removal of probation will be dismissed from the MPA program.

### ***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

### ***Association of MPA Students (AMPAS)***

AMPAS builds on the educational activities within the Harry S Truman School of Public Affairs. AMPAS offers members the opportunity to develop their network through alumni contact, speakers, and community involvement. AMPAS activities include information on job contacts and placement, professional organizations, speakers, social programs, peer advising, fundraising events, and a welcoming committee for new students. Regular meetings provide an opportunity to talk, question, and learn more about the MPA program and fellow students. New students are encouraged to join. For more information, contact the Academic Programs office.

***American Society of Public Administration (ASPA)***

With a diverse membership composed of more than 10,000 practitioners, scholars, teachers, and students, ASPA is the largest and most prominent professional association in the field of public administration. To learn more about ASPA, visit <http://www.aspanet.org>.

***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.

***Missouri Institute of Public Administration (MIPA)***

The Missouri Institute of Public Administration is a professional organization that facilitates the exchange of knowledge and results of experience among persons interested in the field of public administration. Monthly meetings held in Jefferson City include a social hour, dinner, and a speaker of interest. MIPA membership for full-time students is only \$2, and the organization provides an excellent opportunity for professional networking and the developing of mentoring.

***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://gsa.missouri.edu/>.

***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/>



**HARRY S TRUMAN**  
**33<sup>RD</sup> PRESIDENT OF THE UNITED STATES**

In the half-century since his presidency, Harry S Truman has come to stand for leadership, personal integrity, plain speaking, and a commitment to public service. In October 2000, a group of 75 historians and presidential scholars ranked Truman as fifth best of the 43 presidents in our nation's history, placing him among the great presidents. Historians say he was involved in making more critical decisions for our country than any president since Abraham Lincoln.

***A Life in Public Service***

- ▶ Appointed to Hickman Mills School Board, Kansas City, Missouri 1916–1917
- ▶ Elected to the Jackson County Court in 1922
- ▶ Elected to the U.S. Senate in 1934
- ▶ Nominated for Vice President in 1944
- ▶ Sworn-in as nation's 33<sup>rd</sup> President April 12, 1945, after President Roosevelt's death
- ▶ Retired to Independence, Missouri, in January 1953

**Harry S Truman School of Public Affairs**

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