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 Office of Graduate Studies’ 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.

Dr. Colleen M. Heflin
Associate Professor and Ph.D. Program Coordinator
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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.

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 PhD 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 and applied settings. Students are admitted to the program from a variety of disciplinary backgrounds, both with and without previous graduate study. As many as 30 credit hours of graduate coursework may be applied toward the requirement of 72 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 310 or more (1200 or more using the previous scoring scale).
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 (IBT: 107; IELTS: 7.5).
4. Applicants are required to submit three letters of recommendation preferably by professors who can comment on the student’s 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 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 explain 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 student’s ability to communicate his or her thoughts and ideas in writing.
7. Personal interviews may be required of applicants, preferably in person. Telephone or Skype interviews may be used for international students and less frequently for applicants in the United States.

TRANSFER OF CREDIT

The PhD 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 Office of Graduate Studies.

**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. 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
- Office of Graduate Studies 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 January 15. For more information about financial aid, contact the Office of Student Financial Aid at 573-882-7506 or visit sfa.missouri.edu.

**ADVISING**

1. First Semester
   - Selecting an advisor
     - The student selects an advisor, by mutual consent, from doctoral faculty members in TSPA.
     - In the event that an advisor retires or leaves MU, he/she may continue to serve as a student's advisor unless there is written academic program policy prohibiting such an arrangement. If an advisor is unable or unwilling to continue to serve, the TSPA PhD Committee will assist to ensure that a replacement is found.
   - Learn about the [Plan of Study & Degree Requirements](http://truman.missouri.edu) for doctoral students

The student’s doctoral program committee provides academic program approval of the student’s [Plan of Study](http://truman.missouri.edu) — 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 Office of Graduate Studies’ 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 Office of Graduate Studies, 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.

2. Following the 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 Office of Graduate Studies, 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.

**PhD Qualifying Exam**

Each student is required to take a written qualifying examination, which will cover a core set of topics in public affairs and will be given over two days and open book, typically at the end of the first year. Students are expected to demonstrate a mastery of essential public management and public policy theories and concepts, along with research methods. The material will include, but not be limited to, that covered in the PhD program’s core courses.

The qualifying exam may be taken in any one of three PhD testing windows, the week before Fall semester and Spring semester, and one week after the conclusion of Spring semester.
PHD COMPREHENSIVE EXAMS

Each student is required to take a written and oral comprehensive examination. In the written exams, students respond to questions related to their PhD specialization, as well as research methods, developed by their doctoral committee.

An oral examination must take place within two weeks after written comprehensive exams are completed. Oral exams are an opportunity for students 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. 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.

Only students passing both written and oral exams will be admitted to PhD candidacy.

Comprehensive exams may be offered in any of three PhD testing windows, the week before Fall semester and Spring semester, and one week after the conclusion of Spring semester. Typically, students take their comprehensive exams at the end of year 2 or the beginning of year 3.

Students can pass or fail either the written or 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 who are given a failing grade by more than one reader of the written exam must retake only the 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.

DISSERTATION PROCESS

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.

1. Dissertation Committee

After completing comprehensive exams, students will work with their doctoral committee to begin the research and writing stages of their dissertation. The chair and at least two other members 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 PhD Program Coordinator (also serving as Chair of the PhD Committee). In every case the dissertation committee must include at least three members of the Truman School of Public Affairs faculty, even if this requires a dissertation committee of five. The committee must be formed before the Proposal Colloquium.
2. Proposal Colloquium

By the end of the term following completion of the comprehensive exam 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 Proposal Colloquium.

The proposal colloquium is intended to facilitate a rich discussion of the dissertation topic, including the proposed theoretical and methodological approaches. It is intended as a collective work session, not simply a presentation to an audience. Proposal 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. 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 Office of Graduate Studies.

The Office of Graduate Studies 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) form within two weeks of exam completion.
- Maintain continuous enrollment status during doctoral candidacy by registering for the required coursework each semester through myZou. 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.
- Complete the Annual Review Requirement by updating your information in the Graduate Student Progress System.

Final Semester

- Check the Doctoral Timeline for Graduation and Commencement page to learn exact Office of Graduate Studies due dates for forms and dissertations.
- Report your intention to graduate to your program by the deadline.
- Double-check the Thesis and 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 Office of Graduate Studies’ 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 Office of Graduate Studies listed below as well as academic program regulations which may be more restrictive. Failure to satisfy the Office of Graduate Studies’ rate of progress policies leading to dismissal are handled by the Request for Extension process, and the decision of the Office of Graduate Studies in these matters is binding.

**COURSEWORK AND SEQUENCING**

**Doctoral Core (12 hours)**
PA 9150: Governance and Public Affairs
PA 9160: Organization Studies in Public Affairs
PA 9170: Policy Theory
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
*Depending on the student’s area of interest, 3 hours may be used to supplement the area of specialization

**Specialization (15 hours)**

**Dissertation (33 hours)**

**TOTAL: 72 Hours**
(Minimum of 42 credits required beyond the master’s degree)
**PHD PROGRAM SCHEDULE**

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<th>Fall</th>
<th>Spring</th>
<th>Review</th>
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<tbody>
<tr>
<td>Year 1</td>
<td>9150 9160 9180</td>
<td>Specialization course 9170 9181 9183 (1)</td>
<td>Preliminary Program Review by May 30 D-1/D-2 Qualifying Exam</td>
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<tr>
<td>Year 2</td>
<td>Specialization course Specialization course Methods elective Specialization course Methods elective or Specialization course 9183 (1)</td>
<td>Comprehensive Exam at end of year 2/ beginning of year 3</td>
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<tr>
<td>Year 3</td>
<td>D-3 Dissertation (9)</td>
<td>9183 (1) Dissertation (9)</td>
<td>Proposal defense</td>
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<td>Year 4</td>
<td>Dissertation (9)</td>
<td>Dissertation (6)</td>
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<td>Year 5</td>
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**COURSE DESCRIPTIONS**

**Doctoral Core**

**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 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.

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 advisor.

REGISTRATION

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 advisor, 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](http://webmail.mizzou.edu).

You can personalize your student email address. Please see the following link for details: [http://doit.missouri.edu/services/email/student-email/personalize-your-student-email](http://doit.missouri.edu/services/email/student-email/personalize-your-student-email)

**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 Office of Graduate Studies 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 Office of Graduate Studies.

Incompletees

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 Office of Graduate Studies.

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

All MU graduate programs 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 Office of Graduate Studies by submitting a request to the adviser who, in turn, submits a written recommendation to the Office of Graduate Studies that is endorsed by the academic program’s director of graduate studies. The Office of Graduate Studies 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.
► 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: 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
Web: http://truman.missouri.edu

Office of Graduate Studies
210 Jesse Hall
Columbia, Missouri 65211
Phone: 1-800-877-6312 (toll-free, long-distance)
(573) 882-6311 (local)
E-mail: gradadmin@missouri.edu
Web: https://gradstudies.missouri.edu/

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

Office of Cashiers
15 Jesse Hall
Columbia, Missouri 65211
Phone: (573) 882-3097
E-mail: 4cash@missouri.edu
Web: http://cashiers.missouri.edu/
**APPENDIX III: STUDENT RESOURCES**

**Tiger Pantry**

Tiger Pantry provides food resources and education to members of the University of Missouri family in need while exemplifying the University’s four core values of Respect, Responsibility, Discovery, and Excellence.

Rock Quarry Facility, room #8  
1400 Rock Quarry Road  
Columbia, Missouri 65202  
Phone: (573) 882-3780  
E-mail: tigerpantry@missouri.edu  
Web: [http://tigerpantry.missouri.edu](http://tigerpantry.missouri.edu)  
Hours:  
  - Tuesdays: 4:30 p.m. – 6:30 p.m.  
  - Wednesdays: 4:30 p.m. – 6:30 p.m.  
  - Sundays: 11:00 a.m. – 2:00 p.m.

**Truman’s Closet**

Truman’s Closet offers MU students, faculty, and staff the ability to borrow professional business attire free of charge. This service also aims to strengthen students’ professional etiquette and image through educational opportunities.

Rock Quarry Facility, room #8  
1400 Rock Quarry Road  
Columbia, Missouri 65202  
E-mail: msa@missouri.edu  
Web: [http://msa.missouri.edu/trumans-closet/](http://msa.missouri.edu/trumans-closet/)  
Hours:  
  - Sundays: 2:30 p.m. – 5:00 p.m.  
  - Tuesdays: 9:00 a.m. – 12:00 p.m.  
  - Thursdays: 3:00 p.m. – 6:00 p.m.

**Counseling Center**

The MU Counseling Center promotes the success and growth of individuals in the MU community and the campus as a whole, fostering personal, intellectual and psychological well-being.

119 Parker Hall  
Columbia, Missouri 65211  
Phone: (573) 882-6601  
Web: [http://counseling.missouri.edu](http://counseling.missouri.edu)  
Hours: Monday-Friday 8:00 a.m. – 5:00 p.m.
APPENDIX IV: UNIVERSITY OF MISSOURI CAMPUS MAP
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 33rd President April 12, 1945, after President Roosevelt’s death
- Retired to Independence, Missouri, in January 1953

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