

HARRY S TRUMAN SCHOOL OF PUBLIC AFFAIRS

University of Missouri



Ph. D. in Public Affairs Handbook

August 2020



PREFACE

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

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

Dr. Ronald McGarvey
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 GRE scores above the 50th percentile in each of the quantitative, verbal and analytical writing sections.
3. TOEFL scores are critical to assessing English language and communication skills. International applicants are expected to have a paper-based TOEFL score of 550 or its equivalent (IBT: 80; IELTS: 6.5).
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 explain the student's motivation, intellectual, and vocational rationale for pursuing a PhD in public affairs. The statement ought to begin with a brief biographical statement. Next, it ought to provide some indication of potential research and scholarly interests. If possible the statement ought to identify potential faculty mentors and 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 Graduate School.

Time Limits on Transfer Credits

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

FEES AND FINANCIAL AID

Tuition and fees information is available at cashiers.missouri.edu. 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 4. 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 will retire or leave MU, there are two options: (1) The current advisor continues to serve as the student's committee member or advisor; however, another doctoral faculty member in TSPA must be named as a co-advisor. (2) The student selects a new advisor, by mutual consent, from doctoral faculty members in TSPA, and the current advisor no longer serves on the student's committee.

- If an advisor is unable or unwilling to continue to serve, the TSPA PhD Coordinator will assist the student to ensure that a replacement is found.
 - Learn about the [Plan of Study & Degree Requirements](#) for doctoral students

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

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

The committee also recommends to the Graduate School, as part of the Plan of Study, any request for transfer of graduate credit. Changes to the plan of study should be submitted on the [Plan of Study Course Substitution form](#).
 - Residency Status Requirements
 - A doctoral student must complete at least two nine-hour semesters or three six-hour semesters in an 18-month period at MU. All courses taken to satisfy the residency requirement must be approved by the student's doctoral program committee.
2. Following the Third 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

Students in the PhD program will take a qualifying exam after core coursework is completed, typically after three semesters of full-time study. The exam is a written, open-book exam completed over two consecutive days of testing (6 hours to complete each day's exam). Qualifying exams are given in May, August, and December.

The qualifying exam is evaluated by the PhD committee, with input from faculty teaching PhD core courses. Students are graded as pass/fail for the qualifying exam.

All students are notified in writing of the outcome of their qualifying exam. If a student fails the qualifying exam, he/she will have an opportunity to retake the exam during the next qualifying exam period. If the student fails the qualifying exam a second time, he/she is dismissed from the PhD program.

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. 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 must retake the exam in 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. Dissertation Proposal Defense

Students must prepare a dissertation proposal and give an oral presentation to the dissertation committee. We expect that this dissertation proposal defense to be held at least one term before the Dissertation Defense. Other interested faculty and students may be invited to participate in the discussion, at the discretion of the advisor and student.

The Academic Programs Office will assist in room reservations and AV equipment set up as necessary.

Students admitted to the Ph.D. program prior to January, 2017, may opt to complete a Proposal Colloquium in lieu of the Dissertation Proposal Defense¹.

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 required to be open to the public. Please notify the PhD Program Coordinator as to the time and place of the defense so that a public announcement can be made. 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

¹ 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.

required changes have been made and the dissertation has met all established requirements stipulated by the Graduate School.

The Graduate School Requirements and Guidelines

- Review the [continuous enrollment requirement](#) for post-comps students. Post-comps students **must remain enrolled** to complete the degree.
- Submit the [Doctoral Comprehensive Examination Results \(D3\) 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 [Graduate School's deadline](#).
- Get ready for [Graduation and Commencement](#) and ensure that your [diploma will go to the right place](#).

4. Independent Study Courses

By the end of the first week of courses, all doctoral students registered for independent study courses must submit their syllabus for the class to the PhD Program Coordinator for review by the PhD Committee.

DUAL ENROLLMENT

Students who are first enrolled in the PhD program and then wish to enroll in the MPA program must first withdraw from the PhD program.

REASONABLE RATE OF PROGRESS

Reasonable rate of progress is governed by both the campus-wide policies of the Graduate School listed below as well as academic program regulations which may be more restrictive.

Failure to satisfy the Graduate School’s rate of progress policies leading to dismissal are handled by the [Request for Extension process](#), and the decision of the Graduate School in these matters is binding.

Before the qualifying exam is taken, students must enroll in the required Truman School first year classes in order to make adequate academic progress, unless a waiver is received from the academic advisor and agreed to by the PhD Committee. Failure to enroll in required courses may result in being placed on academic probation and/or dismissal from the program.

We recommend that part-time students take a minimum of **three courses (9 credit hours) each year** so that the qualification exam can be completed no later than the end of the second year in the program.

COURSEWORK AND SEQUENCING

Refreshing Course (recommended, 3 hours)

PA 8180 Research Methods and Inquiry in Public Affairs I

Doctoral Core (15 hours)

PA 8190: Economic Analysis for Public Affairs

PA 9150: Governance and Public Affairs **or** POL_SC 9600: Comparative Politics

PA 8160: Organizational Dynamics and Leadership **or** POL_SC 9320: Administrative Politics

PA 9170: Policy Theory **or** POL_SC 9310: Public Policy

PA 9183: Public Affairs Research and Professional Development Seminar

Methods (12 hours)

PA 9180: Advanced Research Methods for Public Affairs **or** POL_SC 9030: Linear Models

PA 9446: Advanced Empirical Methods

Elective Courses: 6 hours (courses commonly used for this requirement include PA 8420, ECON 9447, ELPA 8957, ELPA 9620)

Specialization (at least 12 hours)

Dissertation (up to 33 hours)

TOTAL: 72 hours

EXAMPLE PHD PROGRAM SCHEDULE

	Fall	Spring	Review
Year 1	PA 8180 PA 9150/POL_SC 9600 PA 8160/POL_SC 9320	PA 8190 PA 9170/POL_SC 9310 PA 9180/POL_SC 9030 PA 9183 (1)	Preliminary Program Review by May 30*
Year 2	PA 9446 Specialization course Specialization course	Specialization course Methods elective Methods elective 9183 (1)	Qualifying Exam by mid of second year Review by January 15* D-1/D-2
Year 3	D-3 Dissertation (9)	9183 (1) Dissertation (9)	Comprehensive Exam at beginning of year 3
Year 4	Dissertation (9)	Dissertation (6)	Proposal defense at beginning of year 4
Year 5		Final defense	

Note: D-1 is the qualifying exam form. D-2 is the plan of study form that names the student's dissertation committee. D-3 is the comprehensive exam form.

COURSE DESCRIPTIONS
Doctoral Core
PA 8160—Organizational Dynamics and Leadership (3 credits)

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

PA 8190 – Economic Analysis for Public Affairs (3 credits)

This course examines the application of the principles of economic analysis to policy questions. It teaches how to use the tools of economic analysis to understand and interpret the behavior of government, consumers and producers. Sources of economic inefficiency are discussed, including market failures and limitations, and policy solutions

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 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 9446 - Advanced Empirical Methods (3 credits)

This course provides a comprehensive toolkit for the evaluation of key economic policy questions in the areas of applied economics including labor economics, public economics, education economics, health economics, and social welfare. The course will cover the most current and relevant empirical techniques in these fields, and provide context and examples of applications.

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>.

ACADEMIC INTEGRITY

Statement of Purpose

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

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

Definition

Academic integrity ensures that all students have a fair and equal opportunity to succeed. Any behavior that provides an unfair advantage to one student is unacceptable and will not be tolerated. Each piece of work completed by a student must be solely a reflection of that student's own work or his or her contribution to a collaborative effort.

UNIVERSITY REGULATIONS

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

Incompletes

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

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

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

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

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

Requesting an Extension

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

Academic programs specifically reserve the right to recertify currency in the discipline. All requests for extensions should be endorsed by the academic program's director of graduate studies and accompanied by a description of the process whereby currency in the discipline is certified, if required by the academic programs.

Time Limit

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 Graduate School by submitting a request to the adviser who, in turn, submits a written recommendation to the Graduate School that is endorsed by the academic program's director of graduate studies. The Graduate School will notify the adviser in writing of the final decision.

Notification of Probation/Dismissal

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

GRADUATE STUDENT FUNDING

The Truman School provides doctoral student fellowships for full-time students which obligate the recipient to work 20 hours per week or 760 hours total over the academic year. Students can be paid on a ten month or 9 month basis by contacting the fiscal officer, Tim Stipp (stippt@missouri.edu). Students must be in residence to receive funding.

TRAVEL AND DISSERTATION FUNDING

The Truman School supports doctoral students to attend academic conferences by providing annual travel funds (up to five years total for both full and part-time students). Dissertation funding is also available. Please see the web site for information on how to apply for both types of funding (or ask Director of the PhD program).

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: <https://truman.missouri.edu>

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

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: <https://registrar.missouri.edu/>

Office of Cashiers

15 Jesse Hall

Columbia, Missouri 65211

Phone: (573) 882-3097

E-mail: 4cash@missouri.edu

Web: <https://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>

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/>

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>

Hours: Monday-Friday 8:00 a.m. – 5:00 p.m.

