



HARRY S TRUMAN SCHOOL OF PUBLIC
AFFAIRS

University of Missouri



*Master of Public
Affairs Handbook*

PREFACE

This handbook is designed to provide students with information necessary for the completion of the Master of Public Affairs degree 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.

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The MPA program at the Truman School is accredited by the Network of Schools of Public Policy, 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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TSPA MISSION

To advance the study and the practice of governance in Missouri, the nation, and beyond by conducting scholarly research, informing governance and public policy, educating for ethical leadership in public service, preparing the next generation of scholars, and fostering democratic discourse among citizens, policy makers, and scholars.

▶ *Conducting Scholarly Research*

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.

▶ *Preparing the Next Generation of Scholars*

The Truman School's Ph.D. program in public affairs is designed to train interdisciplinary scholars for positions in academic and research institutions.

▶ *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 mission of the Truman School's MPA Program is to prepare a diverse student body for ethical leadership in the public, nonprofit, and private sectors. The MPA program draws upon the interdisciplinary teaching, research and public service capacity of the Truman School to provide students with a range of perspectives and experiences that promote public service values and democratic discourse. Through their coursework, students build knowledge of policy processes and management principles and develop critical thinking and analytic skills that enable them to advance in careers in a rapidly changing public service.

Goals:

1. Offer a comprehensive set of core and specialization courses that build a strong theoretical foundation in public affairs, policy, and management, develop rigorous analytic skills, and provide opportunities for practical application of knowledge, skills, and competencies to significant public policy and management issues.
2. Ensure students gain hands-on experiences and engage with public and nonprofit organizations as an integral part of the program.
3. Promote public service values across the curriculum and provide opportunities for experiential application of these values.

4. Promote a respect for diversity by exposing students to national and international scholars, governmental and nonprofit leaders, and students from various countries who exemplify public service values.
5. Provide students with the skills to critically analyze, evaluate, propose, and facilitate solutions that address the dynamic challenges facing the public, private, and nonprofit sectors.

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 in public policy and management. 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 members 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 Mizzou Public Affairs Students (AMPAS), established and managed by MPA and PhD 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.

MPA PROGRAM OPTIONS

The Harry S Truman School of Public Affairs offers two MPA options designed to meet the needs of both pre-service students and mid-career professionals.

Early Career Program (36 credits)

This option is available to students lacking at least 3 years of progressively responsible work experience in public service oriented jobs. This program incorporates 6 credit hours of experiential learning in the form of a 3-credit internship and a 3-credit capstone.

Mid-Career Program (30 credits)

This option is available to students with 3 to 5 years of progressively responsible, post-baccalaureate work experience in public service. Applicants are required to write an essay describing how their professional

experience relates to public affairs and how they have progressed in the field. The internship and capstone classes are waived for the mid-career program.

Modalities

Both the early career and mid-career programs are offered in two modalities, on-campus and online.

- On-campus: Classes are held on the MU campus in Columbia. Many core courses are offered in the mornings, later afternoon from 3 to 5:30 p.m. or from 6 to 8:30 p.m. during the regular 16-week fall or spring semester, at least one time each year.
- Online: Classes are held in an asynchronous format using the Canvas learning management system. Students in the online program may take classes on-campus as their schedule permits.

Changing Your Program Option

In exceptional circumstances, Early Career students who wish to switch to the Mid-Career Program must write an essay (up to 400 words) describing how they meet the minimum three years of progressively responsible experience related to public affairs. This experience must have been acquired prior to matriculating into the MPA program.

ONLINE COURSES

Enrollment Policy

Students who are admitted to an online modality will have the first option to register for the online courses during the initial enrollment period (registrar opens the courses for enrollment). Other students will be allowed to register for the course if space is still available in MyZou once the restriction is lifted during the final enrollment period (up to two weeks before the semester begins).

Students in On Campus Modality:midEnrollment in Online Courses

1. Students enrolled in the on-campus modality will not be allowed to take an online course in their first semester.
2. Students enrolled in the on-campus modality will be allowed to register and enroll in no more than three elective online courses (from any department) and one MPA core course during their progression through the MPA program for a maximum of four courses (12 credit hours). Students must receive pre-approval and can register for these online courses as space permits.

Students in Online Modality: Enrollment in On-Campus Courses

Students enrolled in the online modality will be permitted to take face-to-face classes in Columbia without a petition process provided they meet any required prerequisites and space is available.

Graduate Certificates and MPA coursework

Students enrolled in an MPA degree program can apply online courses to the certificate programs within the guidelines established above (up to three electives from any department and one core course online). MPA students will be required to take, at minimum, three additional credit hours beyond the requirements for their specific MPA option in order to complete a graduate certificate offered through TSPA.

Non-Public Affairs Graduate Student Enrollment in MPA Online Courses

Students who are not enrolled in any of the MPA degree programs or graduate certificate programs can register for the online courses, space permitting. If these individuals later apply and are admitted to one of the MPA degree programs, their online classes will count toward the MPA degree.

Note: Enrollment in the online courses will be managed through enrollment caps and restrictions as listed above. As space is available, non-MPA / non-Certificate students can enroll in courses with the instructor's permission. This includes (1) non-degree seeking students (2) students in another on-campus Master's program, or (3) students in another online graduate program. In cases where the Truman School has agreements with other online programs (such as the online MPH), these students will be allowed to register per prior arrangements between the programs.

On-Campus International Students

Per University policy, an international student may only count three credit hours of online coursework toward full-time enrollment requirements each semester.

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 requirement of a grade point average of at least 3.0 in all upper division work (last 60 undergraduate hours).

All non-native-English-speaking applicants are required to provide proof of English language ability, per the [Graduate School's policy](#).

All applicants must submit an Office of Graduate Studies application and official copies of all transcripts to the University of Missouri Office Of Graduate Studies. Additionally, a resume, statement of interest, and three letters of recommendation should be submitted electronically through the Office of Graduate Studies online application system. Students who have taken classes within the past 5 years are strongly encouraged to submit at least one letter of recommendation from a faculty member who taught the student in class. In addition, applicants to the mid-career program must submit a statement of career eligibility.

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 post-baccalaureate student can be transferred into the MPA program if and when the student is admitted.

TRANSFER OF CREDIT

No more than 20% of the credits 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 received a grade of B- or higher in the course, and must have the approval of the MPA Committee and the Office of Graduate Studies.

A student requesting a credit transfer 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. A student who has completed one master's degree at MU or elsewhere may, upon approval, apply 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 options, with the exception of approved dual degree programs (see [Dual Degree Options](#) for more information).

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 first consult with the Academic Programs Office.

FEES AND FINANCIAL AID

Tuition and fees information is available at <https://cashiers.missouri.edu/cost/>. Many students at the Truman School receive financial assistance through research assistantships, graduate fellowships, or student loans.

Students must remain in good standing in order to retain funding. 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

Each MPA student is assigned a faculty mentor prior to enrolling in the program. Students work with their faculty mentors to determine a specialization and discuss internship and career opportunities (see also [Career and Alumni Services](#)). Faculty members are available to advise students on the substance and content of their course work. Academic advising, course planning, and course permissions are the responsibility of the Academic Programs office, which helps students plan their course of study to meet graduation requirements.

COURSEWORK AND SEQUENCING

MPA: Early Career Program

The Early Career Program requires thirty-six credit hours to fulfill the requirements of the degree. The core courses provide a common body of knowledge for all students and serve 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—7 core courses (21 credit hours)

- ▶ PA 8110: Public and Nonprofit Management (3 credits)
- ▶ PA 8170: Public Policy Processes and Strategies (3 credits)
- ▶ PA 8180: Research Methods and Inquiry in Public Affairs I (3 credits)
- ▶ PA 8181: Research Methods and Inquiry in Public Affairs II (3 credits)
- ▶ PA 8210: Democracy and the Public Service (3 credits)
- ▶ PA 8280: Internship (3 credits)
- ▶ PA 8211: Capstone (3 credits)

Area of Specialization—5 elective courses (15 credit hours)

Total: 36 credit hours

Nine to twelve graduate credit hours (three or four 3-hour courses) is considered a full-time graduate load per semester in Columbia.

Exemption for PA 8180* If a student has taken undergraduate courses that cover the material in PA 8180, the student can request a course exemption from the instructor and substitute another more advanced statistics course. The instructor of PA 8180 can recommend alternatives.

MPA: Mid-Career Program

The mid-career program requires thirty credit hours to fulfill requirements for the degree. Students in the mid-career program complete an MPA Core of five courses, and 15 hours of electives.

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 online. The Public Policy area of specialization requires coursework that is only offered on campus in Columbia. Students wishing to pursue the Public Policy specialization should notify the Academic Programs Office upon admission to the program. The Public Policy specialization is not available for online students at this time.

MPA Core—5 core courses (15 credit hours)

- ▶ PA 8110: Public and Nonprofit Management (3 credits)
- ▶ PA 8170: Public Policy Processes and Strategies (3 credits)
- ▶ PA 8180: Research Methods and Inquiry in Public Affairs I (3 credits)
- ▶ PA 8181: Research Methods and Inquiry in Public Affairs II (3 credits)
- ▶ PA 8210: Democracy and the Public Service (3 credits)

Area of Specialization— 5 elective courses (15 credit hours)

Total: 30 credit hours

AREAS OF SPECIALIZATION

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. Students will be able to select 5 elective courses in consultation with their faculty mentor and academic advisor to reflect this focus and craft the course of study best suited to their career goals. Students are not restricted to only selecting electives from one specialization.

Areas of Specialization include:

- ▶ Public Management
- ▶ Nonprofit Management
- ▶ Public Policy

Public Management

The public management specialization allows students to develop the knowledge and skills necessary for entering and advancing in public service management careers. Public management electives focus on administrative skills for ethical, effective leadership and management roles in the public service. Students recently graduating with this specialization are now employed in federal, state, and local government

agencies such as the Environmental Protection Agency, the Michigan State House Fiscal Agency, and the Missouri Department of Economic Development as well as global organizations such as the World Bank and the International Monetary Fund.

Public Management Focused Electives:

- ▶ PA 7340 Regional and Economic Development Policy
- ▶ PA 8150 Collaborative Governance
- ▶ PA 8160 Organizational Dynamics and Leadership
- ▶ PA 8190 Economic Analysis for Public Affairs
- ▶ PA 8510 Public Budgeting and Taxation
- ▶ PA 7540 Local Government Management
- ▶ PA 8530 Strategic Management of Public Service Organizations
- ▶ PA 8520 Human Resource Management and Development in the Public and Nonprofit Sector

Nonprofit Management

Nonprofit management specialization prepares students for careers in the rapidly expanding nonprofit sector. Nonprofit organizations today need managers who can help them to compete effectively for resources, analyze community needs, and prioritize and deliver appropriate services within budget. Students recently graduating with this specialization are now employed in nonprofit organizations such as the Ronald McDonald House and the Missouri Family Health Council.

Nonprofit Management Focuses Electives:

- ▶ PA 8150 Collaborative Governance
- ▶ PA 8150 Collaborative Governance
- ▶ PA 8710 The Nonprofit and Voluntary Sector
- ▶ PA 8720 Budgeting and Financial Management in the Nonprofit Sector
- ▶ PA 8830 Grant Writing
- ▶ PA 8530 Strategic Management of Public Service Organizations
- ▶ PA 8520 Human Resource Management and Development in the Public and Nonprofit Sector

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.

Public Policy Focused Electives:

- ▶ PA 8190 Economic Analysis for Public Affairs
- ▶ PA 8420 Public Program Evaluation
- ▶ PA 8430 Public Policy Analysis
- ▶ PA 7340 Regional and Economic Development Policy
- ▶ PA 8510 Public Budgeting and Taxation

THE MPA INTERNSHIP

Students in the Early Career program are required complete a 180-hour internship in an organization with a public service mission or in a public service role. The internship can be paid or unpaid. Students are responsible for securing the internship, but the Career Services office is available to assist with resume/cover letter review, internship search strategies, mock interviews, and networking. Internships must be approved by the internship coordinator in order to receive credit. Initial approval may be obtained verbally, with a completed, signed, Internship Job Description Form submitted prior to or shortly after commencement of the internship. Students are also responsible for scheduling a site check in to include the site supervisor, student and internship coordinator midway through the internship. (For remotely located students, this may be a web-conference or conference call).

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 is typically completed in the summer between the first and second year. However, in some situations, the student may complete all or part of an internship requirement during the regular semester. At the conclusion of the internship, students are responsible for ensuring their site supervisor completes the evaluation form.

First-year students should start thinking about the type of internship experience that interests them during their first semester. Federal Government internships often have application deadlines early in the fall semester and some require background checks, so early consultation and planning is critical. Students should set up an initial consultation with the Career Services office in September or October of their first semester to begin planning for their internship. A well-planned internship can be a highlight of the student's educational experience and might lead to the student's first professional position.

For a listing of recent internships completed by MPA students, refer to the Career Services tab of our website at <https://truman.missouri.edu/current-students/career-services>.

Completion of the internship will also involve enrolling in PA 8280 Public Affairs Internship in the fall semester following the summer internship to receive course credit. Three hours of credit are awarded for successful completion of the internship and at the conclusion of PA 8280, which will involve a formal presentation before faculty and students, and a written paper, and professional development activities. (For students completing an internship at a time other than the summer between their first and second year, consult with the Career Services offices to determine when to enroll in PA 8280). Sometimes circumstances (such as student employment) means the student may take longer than a summer session to complete the necessary work requirement for the internship. The Career Services office will work with each student to determine the most appropriate course of action in light of unique circumstances.

Mid-career students are not required to complete an internship but may choose to do so and can use the internship class as an elective. Student who are completing the traditional, 36-hour program with significant public affairs work experience may petition to have the internship requirement waived by the Internship Coordinator. In such cases, students are required to replace the internship credit hours by enrolling in another course.

Graduate Certificates

The Truman School offers seven graduate certificates for MU graduate students and professionals who want to expand their skills. Each certificate consists of 12 credit hours (4 courses) of graduate credit. Certificate programs are currently available in Nonprofit Management, Public Management, Organizational Change and Conflict Management, and Public Policy. For more information, visit the Truman School's web site: <https://truman.missouri.edu/future-students/graduate-certificate-description>. MPA students may pursue a graduate certificate in conjunction with their master's program, and up to nine credit hours may be shared between the two programs. A minimum of three credit hours must apply solely to the certificate program. (Note: The Truman School is currently restructuring its certificate programs in Global Public Affairs and Grantsmanship and is not accepting applications for these programs at this time).

DUAL DEGREE OPTIONS

Dual degree options are established with Law, Public Health, and Health Administration. Students pursuing a dual degree option must be admitted to both the Harry S Truman School of Public Affairs and the other school from which they are seeking a degree, as the schools will not accept any MPA credits until the student has been accepted into their program. Students interested in a dual degree are strongly encouraged to discuss the program with both programs to discuss eligibility and requirements, and to determine if the dual degree is suitable for their professional goals.

MPA/JD

More information about the dual program, including required Law School coursework, can be found at: <https://law.missouri.edu/academics/dual-degrees/public-affairs/>.

MPA/MPH

More information about the dual program, including required Public Health coursework, can be found at: <https://healthprofessions.missouri.edu/mph/>.

MPA/MHA

More information about this dual program, including required MHA coursework, can be found at: <https://truman.missouri.edu/truman-school/dual-mhampa>.

PUBLIC AFFAIRS COURSE DESCRIPTIONS

Public Affairs course descriptions can be found at: http://catalog.missouri.edu/courseofferings/pub_af/

Not all courses listed are offered every semester. For questions, contact the Academic Programs Office at 573-884-1656 or email truman@missouri.edu.

Other Courses

In addition to the core 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 with the approval of the Academic Programs Office.

REGISTRATION

Continuing 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>.

All students must email the Academic Programs office to request course(s) be unlocked for them prior to enrolling each term. This process may be delayed if a student has outstanding paperwork, holds on their myZou account, etc.

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 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 Associate Dean for Academic Programs on the class withdrawal form. 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. Forms can be found on the Registrar's website: registrar.missouri.edu/add-drop-withdrawal/

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: webmail.missouri.edu.

GRADUATION

To be eligible for graduation, a student must have a cumulative GPA of at least 3.0 and must have an approved plan of study (M-1) on file with the Graduate School. The Plan of Study form should be submitted to the Truman School Academic Programs office for review and processing prior to the student's final semester of enrollment.

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 advisor assistance.

The Academic Programs Office will assist in the following ways:

- E-mail reminders to students regarding deadlines.
- Provide information about the Degree Audit Reporting System (DARS) used for generating Plan of Study (M-1) forms.
- Students can schedule an appointment with the Academic Programs office to receive assistance with paperwork.

The second crucial component is an application to graduate. The Graduate School will send out email notifications 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: gradstudies.missouri.edu/academics/graduation-commencement/application-for-graduation.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.

CAREER AND ALUMNI SERVICES

The philosophy of the Office of Career & Alumni Services is to promote career development as an on-going, life-long process that develops satisfied, successful professionals. Our vision is to instill in Truman School graduates the confidence and professional tools needed to successfully build and manage their own careers and impart within them the desire to engage as public servants in their local, national, global and academic communities.

The Office of Career & Alumni Services aspires to create a supportive environment that facilitates professional growth by providing job search strategies, individualized guidance, and comprehensive career programming geared towards students securing successful futures through intentional choices. The [Career Services section](#) of the Truman School website contains more information on services and resources.

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.

Plagiarism Policy

The Truman School adheres to the University of Missouri's policies regarding plagiarism. In addition, the Truman School will offer a plagiarism workshop every fall semester. All new MPA: On-Campus students are required to attend the workshop and sign an honor pledge. All new MPA: Online, MPA: Mid-Career and MPA: Mid-Career Online students are required to complete the MU Libraries Tutorial on Plagiarism with a score of 80% or higher. Students should send a copy of their tutorial score to the Academic Programs Office where it will be placed in their file. Enrollment in future courses may be restricted for students who have not met this requirement.

Plagiarism is defined as:

- The act of taking another person's writing, conversation, song, or even idea and passing it off as your own. This includes information from homework, web pages, books, songs, television shows, email messages, interviews, articles, artworks or any other medium.
- Copying and pasting either ideas or creative content such as images from the Internet---just like any published source---constitutes plagiarism. Just because something is online does not mean it is exempt from rules governing plagiarism.
- Whenever you paraphrase, summarize, or take words, phrases, sentences, or images from another person's work, it is necessary to indicate the source of the information.

Students can find the University of Missouri's policy on academic integrity in [Article 6 of the Faculty Council handbook](#). The policy is also provided below. Please note point 6 below.

Article VI. Academic Integrity

1. The University is committed to assuring ethical behavior by all its members toward all its members, and all members of the university community are expected to share in this commitment to ethical behavior. Academic dishonesty is an offense against the University. A student who has committed an act of academic dishonesty has failed to meet a basic requirement of satisfactory academic performance. Thus, academic dishonesty is relevant to the evaluation of the student's level of performance, and is also a basis for disciplinary action by the Provost's office.
2. All members of the University community will maintain an environment in which each member of that community is given equal opportunities to achieve academic success and each member's academic achievements are assessed fairly and objectively.
3. All members of the University will take active roles in the promotion and maintenance of an environment of academic integrity. These roles include, but are not limited to, the following:
 - a. Knowing and abiding by the academic regulations of the University.
 - b. Beginning each semester, the instructor must inform the class in writing of his/her policy regarding academic dishonesty. This policy must be consistent with Article VI.
 - c. Taking safeguards to deter the opportunistic violation of the academic regulations of the University.
 - d. Reporting any suspected acts of academic dishonesty to the appropriate party.

- e. Ensuring that other members of the University are diligent in their responsibilities to the maintenance of academic integrity.
4. Students should report any suspected acts of academic dishonesty to the instructor as soon as possible. The instructor will then determine whether to submit a report as described in Section 6 below.
 - a. The student's report to the instructor must include any information or evidence that can assist the instructor in determining whether to pursue the alleged incident.
 - b. The student's report should include a description of the circumstances leading to the suspicions of academic dishonesty.
5. Academic dishonesty refers to any act that is intended to produce an academic assessment that is not commensurate with an individual's performance, or any act that is intended to unfairly assist or hinder an individual's academic efforts. Such acts include, but are not limited to, the following:
 - a. Allowing the work of one person to be academically assessed as the work of another.
 - b. Allowing academic credit to be assigned to work that was not performed.
 - c. Unauthorized possession of resources (e.g., reserved library material, laboratory material, art work, computer software or medical excuses).
 - d. Misrepresentation of an academic record (e.g., changing grades, failure to report work done at other institutions).
 - e. Denial of access to resources (e.g., reserved library material, laboratory material, art work, computer software) intended to be available to others.
6. Instructors must notify students of their intention to report a suspected incident of academic misconduct within ten calendar days of detecting the incident. Instructors must report, using Option A or Option B, the circumstances and academic assessment impact of any suspected acts of academic dishonesty to the Provost's office as soon as possible after notifying the student, but in no case longer than fourteen calendar days after notifying the student. The Provost's office will copy the report to the course department chair, the student's divisional dean and the divisional dean of the course, and contact the student.
 - a. **Option A - Discussion Agreement**
 Instructors have the option to discuss the specific allegation with the student. If the instructor and student agree on a sanction (e.g., reduction in course grade, failing course grade, assignment of additional work), no disciplinary action will be taken by the Provost's office as a result of this specific act alone. If, however, this specific act represents the student's second or greater instance of academic dishonesty, the Provost's office may choose disciplinary sanctions (e.g., suspension, dismissal). Instructors must indicate on the form if no agreement was reached by the instructor and the student. In all cases, the form, and relevant materials must be forwarded to the Provost's office for evaluation.
 - b. **Option B - Academic Integrity Violation Report**
 If the instructor chooses not to complete the discussion agreement, he or she must nonetheless notify the student, complete the academic integrity violation report, attach relevant materials, and forward this information to the Provost's office.

 Regardless of the option used, instructors may award a failing grade on the assignment, a failing grade in the course, or may otherwise adjust the assignment or course grade as deemed appropriate. In addition, instructors may choose to assign additional work. Instructors should reflect on their academic determination in light of

the Provost's decision concerning disciplinary sanctions. Students wishing to appeal a course grade should follow the grade appeal process, described in Article VII of the Faculty Handbook and included in the M-Book.

Forms are available from the Provost's office.

7. Grades are to be assigned based on the individual efforts of each student. No credit will be given for any work that does not represent the individual efforts of a particular student or his or her contribution to a collaborative effort. Instructors are solely responsible for assessing academic performance, and the Provost is solely responsible for the application of disciplinary measures. The Provost will determine whether any punitive actions should be taken in response to an act of academic dishonesty, and the Provost will determine the nature of any such actions in accordance with the rules and regulations of the University. (See the Collected Rules and Regulations or the M-Book, which are both available online.)
 - a. Disciplinary proceedings may result in a hearing before the Student Conduct Committee.
 - b. Any person connected to the events surrounding a suspected act of academic dishonesty (e.g., instructor, teaching assistant, and classmate) is expected to cooperate with the Provost's investigation.
 - c. Disciplinary outcomes may include no action, a warning, probation, suspension, permanent expulsion from the University, and withholding of transcripts and diplomas.

GRIEVANCE POLICY

The Truman School of Public Affairs, as well as the University of Missouri, adheres to the Collected Rules and Regulations passed by the University of Missouri System. Students are encouraged to examine these rules and regulations. In general, the rules states that:

1. It is the policy of the University of Missouri to provide equal opportunity for all enrolled students and applicants for admission to the University on the basis of merit without discrimination on the basis of their race, color, religion, sex, sexual orientation, national origin, age or disability, or Vietnam era veteran status. Sexual harassment shall be considered discrimination because of sex. This policy shall not be interpreted in such a way as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.
2. To insure compliance with this policy, all University of Missouri prospective or enrolled students shall have available to them this student discrimination grievance procedure for resolving complaints and/or grievances regarding alleged discrimination.
3. This grievance procedure neither supersedes nor takes precedence over established University procedures of due process for any and all matters related to Academic Dishonesty, Grade Appeals, Traffic Appeals, Disciplinary Appeals, or other specific campus procedures which are authorized by the Board of Curators and deal with faculty/staff responsibilities.
4. These proceedings may be terminated at any time by the mutual agreement of the parties involved.
 - a. A grievance concerning specific incidents filed under this discrimination grievance procedure shall not be processed on behalf of any student who elects to utilize another University grievance procedure. In addition, the filing of a grievance under

- these procedures precludes the subsequent use of other University grievance or appeals procedures for the same incident.
- b. In cases of discrimination please review [policy 390.010](#) in the University's Discrimination Grievance Policy.
 - c. In cases of sexual harassment, please review [policy 600.020](#) of the University of Missouri System Collected Rules and Regulations.
 - d. In cases of academic honesty and professional ethics please review the University of Missouri [Office of Graduate Studies policies](#).

UNIVERSITY REGULATIONS

The Harry S Truman School of Public Affairs complies with all Office of Graduate Studies and 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. The M-Book is the Student Code of Conduct at the University of Missouri and can be found here: mbook.missouri.edu/.

Incompletes

An incomplete grade (I) may be recorded when the student's work is incomplete but otherwise worthy of credit, or when the instructor is unable to assign a grade at the end of the semester. The student must finish this work (Problems and Research courses exempted) within the next calendar year of residence.

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.

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 will 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 DGS. Students who fail to satisfy conditions for removal of probation will be dismissed from the MPA program.

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 Office of Graduate Studies by submitting a request to the advisor 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 advisor 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.

Progress Review of Graduate Students

Each student's progress toward the MPA degree will be reviewed after each academic semester by the Academic Programs Office. The student's program of study, and other information as appropriate or needed, will be reviewed 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 semester. 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 will 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 DGS. 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 Network of Schools of Public Policy, 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: <https://www.naspaa.org/membership/join-naspaa/naspaa-code-good-practice>
- ▶ 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 Mizzou Public Affairs 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 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. Minimum qualifications for graduating students is a GPA of 3.85 and a demonstrated commitment to public service. Membership is also open to alumni, public officials, and scholars who have made significant contributions to the field.

Graduate Professional Council (GPC)

Graduate Professional Council is the representative body of MU students who are working toward graduate and professional degrees. For more information, please visit: gpc.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: https://gradschool.missouri.edu/student_org/association-of-black-graduate-and-professional-students-abgps/

International Programs

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: 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
Web: truman.missouri.edu

Graduate School

210 Jesse Hall
Columbia, Missouri 65211
Phone: 1-800-877-6312 or
(573) 882-6311
E-mail: gradadmin@missouri.edu
Web: gradstudies.missouri.edu/

Office of the University Registrar

125 Jesse Hall
Columbia, Missouri 65211
Phone: (573) 882-7881
E-mail: umcunivregistrarwr@missouri.edu
Web: registrar.missouri.edu/

Office of Cashiers

15 Jesse Hall
Columbia, Missouri 65211
Phone: (573) 882-3097
E-mail: 4cash@missouri.edu
Web: cashiers.missouri.edu/

University Disability Center

S5 Memorial Union
Columbia, Missouri 65211
Phone: (573) 882-4696
E-mail: disabilitycenter@missouri.edu
Web: <https://disabilitycenter.missouri.edu/>

Office of Student Financial Aid

11 Jesse Hall
Columbia, Missouri 65211
Phone: (573) 882-7506
Email: MizzouSFA@missouri.edu
Web: financialaid.missouri.edu/

University Bookstore

MU Student Center
911 E. Rollins
Columbia, Missouri 65211
Phone: (800) 827-8447
Email: themizzoustore@missouri.edu
Web: themizzoustore.com

University Office for Civil Rights & Title IX

202 Jesse Hall
Columbia, Missouri 65211
Phone: (573) 882-3880
Email: civilrights-titleix@missouri.edu
Web: titleix.missouri.edu/

University Office of Student Life

2500 MU Student Center
Columbia, MO 65211
Phone: (573) 882-3621
Email: studentlife@missouri.edu
Web: studentlife.missouri.edu/

APPENDIX IV: 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.

E-mail: tigerpantry@missouri.edu

Web: 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.

E-mail: msa@missouri.edu

Web: <https://msa.missouri.edu/auxiliaries/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.

Phone: (573) 882-6601

Web: counseling.missouri.edu



HARRY S TRUMAN 33RD 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 33rd President April 12, 1945, after President Roosevelt's death
- ▶ Retired to Independence, Missouri, in January 1953

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