CHANGE THE WORLD
Here at the Harry S Truman School of Public Affairs, we prepare students from diverse backgrounds and life experiences to begin meaningful careers that can change the world. Whether working in government leadership positions, international organizations, local non-profits or vital policy groups, our alumni begin their careers in public service by navigating a rigorous curriculum complemented by meaningful educational experiences outside the classroom.

You can do the same, so I invite you to prepare for your future by studying at the Harry S Truman School of Public Affairs. The Truman School is consistently ranked among the top programs in public affairs, policy and administration, with an innovative curriculum, an outstanding faculty of dedicated teachers and accomplished scholars, and talented students from around the world.

Choosing the right graduate program is a critical decision and our admissions staff is available to provide one-on-one assistance as you work through the process. Just as with all of life’s important work, the admissions process is detailed and achievable one step at a time. To begin, read this publication, consult with an admissions adviser and then set a date to visit the Harry S Truman School of Public Affairs on the beautiful University of Missouri campus. Imagine yourself studying with students who will become part of your lifelong network, meeting prominent speakers, interacting with accomplished professionals and living in one of the best small cities in the heartland of the United States where you can become fully involved with the community as a significant part of your graduate program.

We understand that graduate education and a meaningful career are among your most important goals. The Truman School will give you the start you need to succeed.

Please feel free to contact me or our admissions staff if you have questions or need additional information.

Sincerely,

Barton Wechsler
Dean and Professor of Public Affairs

“Make no little plans. Make the biggest one you can think of, and spend the rest of your life carrying it out.”

— President Harry S Truman
YOU CAN MAKE A REAL DIFFERENCE IN THE WORLD.

An education in public affairs allows you to solve the critical problems facing society, help people and serve your community. Public service professionals — whether in government or nonprofit and nongovernmental organizations — play a vital role in addressing important issues and impacting lives for the better.
Named after our nation’s 33rd president who was born in Lamar, Missouri, the **Harry S Truman School of Public Affairs** advances the study and practice of governance in Missouri, the nation and the world.

» We conduct **CUTTING EDGE RESEARCH.**

Our faculty, staff and students make important contributions to theory and practice across diverse areas of scholarship.

» We inform **GOVERNANCE & PUBLIC POLICY.**

We help bring knowledge and expertise directly to policymakers through our policy programs.

» We prepare the next **GENERATION OF SCHOLARS.**

The Truman School offers an interdisciplinary PhD in public affairs designed to prepare graduates for careers in college and university teaching, research, and applied research settings in the public, private and nonprofit sectors.

» We help our students **CHANGE THE WORLD.**

Many of our students come to us because they want to make a difference. Our degrees and programs give them the knowledge and experience to make an impact.

» We educate students for **ETHICAL LEADERSHIP.**

Our graduates apply their knowledge and skills to the critical challenges facing society.

» We foster **DEMOCRATIC DISCOURSE.**

We provide a meeting ground for policymakers, community members, scholars and students to engage in issues of public policy. Community forums, roundtables, lectures and other civic events facilitate public dialogue.
Students come to the Truman School with the desire to change the world. We give them the practical knowledge and skills to make a difference for people, organizations and communities.

The MPA is an interdisciplinary degree, meaning students will learn from economists, political scientists, sociologists and diverse faculty who are leaders in their fields.

Our students do not have to wait until graduation to start making a difference. They gain hands-on experience through research with faculty, capstone projects, internships and the grant writing program.
AREAS OF SPECIALIZATION

MPA students choose one of two areas of specialization to develop advanced knowledge and skills related to their professional goals: public and nonprofit management or public policy.

Each specialization includes five, three-credit-hour courses for a total of 15 credit hours. Two of the five courses are predetermined, and students work with their faculty advisors to determine the remaining three based on their interests.

PUBLIC AND NONPROFIT MANAGEMENT

The public and nonprofit management specialization encompasses administrative skills for ethical, effective leadership roles in all levels of government, nonprofit and community-based organizations, and the private sector. Students with this specialization are well prepared to begin or advance in public service careers and achieve organizational missions uniquely aimed at serving the public good.

Successful public organizations must compete effectively in the marketplace, understand community needs and priorities, and deliver appropriate services within a budget. This specialization provides students with the managerial and analytical tools necessary for leadership of public service organizations.

PUBLIC POLICY

The public policy specialization provides the knowledge and skills necessary to work effectively in the policy environment. Students in this 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, environmental, health, social and regional development.

The public policy specialization prepares students to impact the policy process using a portfolio of tools, including microeconomic analysis, cost-benefit analysis, research design, applied regression analysis, policy forecasting, survey research methods and program evaluation strategies.

Truman School Alumna

ERIN HENDERSON MOORE

Management Analyst, Health Care Policy & Research Administration, D.C. Department of Health Care Finance, Washington, D.C.

“As I was researching graduate schools, I became overwhelmed when they all started to look the same. When I visited the Truman School of Public Affairs at the University of Missouri, however, I was welcomed into the family from the moment I walked in the door. The close-knit community of students, faculty and administrators provides a learning environment that I found unparalleled in support and encouragement.”
The mid-career option requires 33 credit hours of graduate coursework. The internship requirement (PA 8280) and the capstone applied project (PA 8211) are waived for working professionals completing the mid-career option.

Mid-career professionals are eligible to enroll in the MPA program if they have more than three years of progressively responsible experience related to public affairs. Applicants must also write a statement of career eligibility describing that experience and how they have progressed in the field.

**PREREQUISITES (6 CREDIT HOURS)**

Students who have not completed prior coursework in microeconomics and statistics must take two undergraduate courses as prerequisites.

**AREAS OF SPECIALIZATION (12 CREDIT HOURS)**

- Public and Nonprofit Management
- Public Policy

**CORE COURSES (21 CREDIT HOURS)**

- PA 8150: Collaborative Governance
- PA 8160: Organizational Dynamics and Leadership
- PA 8170: Public Policy Processes and Strategies
- PA 8185: Research Methods and Inquiry in Public Affairs
- PA 8195: Economic Analysis for Public Affairs
- PA 8210: Ethics, Democracy and the Public Service
- PA 8530: Strategic Management of Public Service Organizations: People, Information and Money

The Harry S Truman School of Public Affairs offers an online master of public affairs degree that will help you take your career to the next level.

Enrolled students can finish the program within two years, but there is enough flexibility that students can progress at their own pace. The online MPA is designed to allow working professionals to balance their career and family obligations while pursuing higher education.

**PREREQUISITES (6 CREDIT HOURS)**

Students who have not completed prior coursework in microeconomics and statistics must take two undergraduate courses as prerequisites.

**AREAS OF SPECIALIZATION (12 CREDIT HOURS)**

- Public and Nonprofit Management
Courses are offered 100 percent online, in nine-week terms throughout the year and taught by the same faculty who teach the on-campus MPA. Students may take courses when they choose and when it is most convenient for their schedules. Successful completion of the program requires seven core courses (three credit hours each) and four electives (three credit hours each).
Students must be admitted separately to both degree programs and should be in contact with the Truman School and the School of Law or the Master of Public Health Program concerning eligibility and requirements. To learn more about these programs, visit their websites:

- Master of Public Health
  publichealth.missouri.edu

- MU School of Law
  law.missouri.edu/academics/dualdegree/mpa-public-admin

Undergraduate seniors who meet the requirements for dual enrollment may also take up to 12 credit hours of graduate-level courses.

MU graduate students in any degree program — including Truman School MPA and PhD students — can complete a certificate while pursuing a degree. The Truman School offers five graduate certificate programs, each requiring four courses (12 credit hours) of graduate study:

**GRANTSMANSHIP (ONLINE ONLY)**
Students learn winning grant-writing techniques and proper grant management.

**NONPROFIT MANAGEMENT (AVAILABLE ON-CAMPUS AND ONLINE)**
This certificate teaches students how to successfully face new and tougher expectations for oversight and accountability, financial management and program success in the nonprofit world.

**PUBLIC MANAGEMENT (AVAILABLE ON-CAMPUS AND ONLINE)**
Students will gain the skills to become ethical and responsible leaders who can effectively manage people, budgets and organizations.

**ORGANIZATIONAL CHANGE (AVAILABLE ON-CAMPUS AND ONLINE)**
This certificate is ideal for students interested in studying and consulting organizations. The program gives students a conceptual framework for analyzing organizations, organizational cultures and organizational dynamics, coupled with methods for intervening and changing organizations.

**SCIENCE AND PUBLIC POLICY (ON-CAMPUS ONLY)**
Individuals from any academic background might need a greater understanding about the processes surrounding policy development and implementation. The public policy certificate helps students understand the politics surrounding policy decisions related to a specific field, and it develops students’ ability to be involved in policy making.
The small size and interdisciplinary structure of our program allows our graduate students to explore a diversity of theoretical and methodological perspectives.

Doctoral students take classes and conduct research with faculty from a variety of disciplines on campus. By doing so, our students develop a broad appreciation for and understanding of social science research. Close work with outstanding faculty through research assistantships and the dissertation process encourages students to apply these perspectives to real-world problems and to develop unique ways of addressing issues in public policy and public administration.

As evidence of the quality and diversity of our program, recent graduates have been placed at University of Cincinnati (Political Science), LeHigh University (Economics) and University of Texas at Dallas (Public Affairs, School of Economic, Political, and Policy Sciences).

Graduates and current students have published in journals such as American Politics Research, American Journal of Education, Entrepreneurship Research Journal, Evaluation and Program Planning, and Journal of Developmental Entrepreneurship.
In keeping with the University of Missouri’s status as a major research university, scholarly research is central to the work of the Harry S Truman School of Public Affairs. Truman School faculty members publish scholarly books and articles in leading journals, present at national and international conferences, and carry out basic and applied studies. Truman School students take advantage of the school’s faculty, centers and institutes to pursue your individual research interests and to make important contributions to theory and practice.

Centers and Institutes: Through the Harry S Truman School of Public Affairs’ interdisciplinary centers and institutes, the faculty and staff are involved in various projects that examine important public policy and management questions. These projects provide opportunities for direct student involvement in research on current issues. The centers and institutes serve as “working laboratories” for research and policy analysis that affect our state, nation and world.

Institute of Public Policy
ipp.missouri.edu
The Truman School’s Institute of Public Policy is a campus-wide vehicle for policy research, outreach and public service. The institute carries out multidisciplinary research and policy analysis, offers policy education and outreach to inform policymaking, and serves as a resource for officials seeking to improve public policy implementation. The institute also conducts program evaluations through contracts and grants from funding organizations.

Center for the Study of Organizational Change
csoc.missouri.edu
The Center for the Study of Organizational Change is a research headquarters and scholarly resource for the psychological study of organizational politics and culture. Associates research public and nonprofit organizations with particular emphasis on change processes and related organizational dynamics.

Community Policy Analysis Center
cpac.missouri.edu
The Community Policy Analysis Center is committed to providing research, outreach and training that supports improved policy decisions in Missouri communities. The Community Policy Analysis Center has developed community decision-support tools and collaborates with social scientists to make these tools more accessible.

Rural Policy Research Institute
rupri.org
The Rural Policy Research Institute is the only national policy institute in the U.S. solely dedicated to assessing the rural impacts of public policies. This comprehensive approach also includes scientists as well as researchers, analysts and practitioners from other universities, research institutions, governments and nongovernmental organizations. More than 200 scholars representing 16 different disciplines in 80 universities, 40 states and seven countries have participated in Rural Policy Research Institute projects.
GRADUATE CERTIFICATES

SCHEDULE A VISIT

Annual Campus Visit Day
All prospective students are invited to immerse themselves in the Truman School experience in October. Activities include one-on-one meetings with faculty in a casual setting, lunch with alumni, guided campus tours specific to graduate students and attendance at the Internship Poster Presentation session where current, on-campus students present posters highlighting the outcomes of their recent internship assignments.

Individual Campus Visit
For students unable to attend the annual campus visit day, individual visits are available. Please note that these meetings are on a first-come, first-served basis and might be unavailable during peak visit times or when school is not in session. Visits are available most Mondays through Thursdays except during special events.

WHY CHOOSE THE TRUMAN SCHOOL?

The next generation of public service leaders will need to both address the challenges of globalization and take advantage of its opportunities. To prepare students for the responsibility, the Truman School fosters a learning environment rich with comparative and international experience.

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Why Choose the Truman School?
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Our small town has a big-city culture. With more than 35,000 students from every state in the nation and 120 countries, and a wide variety of educational programs, the University of Missouri is a vibrant and exciting place to study. The Harry S Truman School of Public Affairs is located in Middlebush Hall, at the intersection of downtown Columbia and the MU campus.

Money magazine, Fortune magazine, U.S. News & World Report, Men’s Journal, MSN.com and other news entities have named Columbia, Missouri, one of the best places in the United States to live. It’s true. Columbia offers the best of all worlds. Located halfway between St. Louis and Kansas City (about a two-hour drive from each), Columbia is a fun-filled oasis in the heart of the Show-Me State. Our growing city of 113,225 people combines small-town comforts, community spirit and low cost of living with big-city culture, activities and resources.

Columbia also offers a wealth of outdoor recreation, starting with the MKT Nature and Fitness Trail, a 4.7-mile path through Columbia’s expansive greenbelt. The trail is perfect for hiking, biking and jogging. Near Columbia, there’s even more to explore. With 67 public parks and trails, you will find everything from swimming, canoeing and fishing, to cave exploration and water sports.

STUDENT ACTIVITIES

The Association of Mizzou Public Affairs Students (AMPAS) is the organization for Truman School students. AMPAS meets twice a month. Its primary functions include:

• Offering supplemental workshops, speakers and programs designed around timely policy issues;
• Facilitating communication by offering opportunities to network and socialize;
• Providing feedback to the Truman School regarding curriculum development, course evaluation and student concerns.

AMPAS members also participate in community service projects, such as Habitat for Humanity, Central Missouri Food Bank and Big Brothers Big Sisters. There are also more than 600 student-run organizations at MU, including sports clubs, special interest groups, religious and service organizations, and the Graduate Professional Council.

The Truman School is within walking distance of shops, restaurants, galleries, music venues and nature trails.
Commit to Making a Real Difference.

Through public service, students at the Harry S Truman School of Public Affairs commit to making a difference in the world. Take the next step and apply today.

Application Information

Students may apply to begin MPA studies in the fall or spring semester. For MPA and PhD applicants planning to start course work in the fall semester, priority admission and funding consideration are given to applications received by Jan. 15. For MPA applicants planning to start course work in the spring semester, applications are requested by Nov. 15. To be eligible for admission, a student must have earned a baccalaureate or advanced degree from an accredited college or university.

Application Checklist

The following items are required for a complete application:

- MU Office of Graduate Studies application
- Application fee:
  - $55 for domestic students
  - $75 for international students
- Personal data sheet (PhD applicants only)
- Transcripts of all previous college or university education:
  - GRE score report (not required for mid-career program applicants)
  - TOEFL or IELTS score report (required of applicants whose native language is not English)
- Statement of interest
- Résumé
- Three letters of recommendation
- Statement of career eligibility

Detailed application instructions are available at truman.missouri.edu, and we welcome questions at truman@missouri.edu.

Admissions

Committed to Making a Real Difference.

Through public service, students at the Harry S Truman School of Public Affairs commit to making a difference in the world. Take the next step and apply today.

Contact Information

University of Missouri
Harry S Truman School of Public Affairs
Academic Programs Office
101 Middlebush Hall
Columbia, MO 65211-6100

573-884-1656
573-884-4872
truman@missouri.edu
truman.missouri.edu
@MizzouTSPA
/MizzouTSPA

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- Résumé
- Three letters of recommendation
- Statement of career eligibility

Detailed tuition and fees information is available at cashiers.missouri.edu/costs. Many students at the Truman School receive financial assistance through research assistantships or graduate fellowships.

For Incoming Students

Most funding opportunities are for first-year students beginning in the fall. Funding opportunities for students who wish to begin in the spring semester are very rare, and funding is not offered for students starting in the summer.

- To be considered, students must apply to the Truman School by Jan. 15.
- After Jan. 15, the awards committee will review all applications received by the deadline.
- Funding decisions are made separately from admissions decisions.
- Award recipients will be notified by late March or early April.

For Continuing Students

A limited number of competitive funding opportunities are available for continuing Truman School students.

- Interested students should fill out a scholarship/fellowship form.
- Applications received by Jan. 15 for fall and Nov. 15 for spring will be considered for available funding.

For International Students

Upon receiving your official acceptance notification from the Office of Graduate Studies, you are granted access to fill out the enrollment form in the online application system. This will prompt the International Center and the Office of Graduate Studies to issue an I-20. For questions about the status of your I-20, please contact your graduate admissions advisor.

The following is a partial list of financial assistance opportunities available to Truman School students (enrolled in the MPA On-Campus or MPA Mid-Career option):

MPA and PhD

- AmeriCorps/VISTA/Teach for America Graduate Fellowship
- David R. Francis Fellowship
- Chester A. Baker Scholarship (women applicants)
- Dr. Stanley Botner Scholarship
- Martin L. Faust Scholarship
- Truman School assistantship positions

MPA

- Graduate School Fellowship
- Thurgood Marshall Academic Scholarship (minority applicants)
- Peace Corps Fellowship
- Henry Hatch Green Scholarship
- Capital Fellowship (Mid-Career state employees)

PhD

- George Washington Carver Fellowship (minority applicants)
- William Gregory Fellowship
- G. Ellsworth Huggins Scholarship
- Stanley L. Maxwell Scholarship
- Gus T. Ridgel Fellowship (minority applicants)
- Robert E. Waterston Award

For additional information about financial aid, contact the Office of Student Financial Aid at 573-882-7506 or visit financialaid.missouri.edu.

FINANCIAL AID
GREENHOUSE ENVIRONMENTAL STATEMENT

SOLID TREES  WATER  ENERGY  WASTE GASES

7.4 3392 3.02 million 215 1226

gallons BTU pounds pounds of CO₂

Calculations based on research by Environmental Defense and other members of the Paper Task Force

The University of Missouri saved these valuable resources by using recycled paper that contains a minimum of 30 percent post-consumer waste, was manufactured with electricity in the form of renewable energy (wind, hydro, biogas) and was processed chlorine-free.

ENVIRONMENTAL STATEMENT

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<th>ENERGY</th>
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fully grown gallons BTU pounds pounds of CO₂