

HARRY S TRUMAN SCHOOL OF
GOVERNMENT AND PUBLIC AFFAIRS

University of Missouri



*MA in Defense and
Strategic Studies Handbook*



PREFACE

This handbook should be used as a guide for all MA in Defense and Strategic Studies students as they progress through the program. It is to be utilized in tandem alongside guidance from advisors, faculty, and staff. In addition, more information concerning the University of Missouri graduate school requirements and programs can be found at gradschool.missouri.edu.

Truman School of Government and Public Affairs

Academic Programs Office

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DEFENSE AND STRATEGIC STUDIES OVERVIEW

The MA in Defense and Strategic Studies (DSS) is an online degree program within the Truman School of Government and Public Affairs. Defense and Strategic Studies is an important area of study centered on understanding political and military strategy, including understanding topics such as military power and effectiveness, intelligence, diplomacy, and deterrence. These subjects are continually important for understanding international politics and security in an increasingly complex world.

The program is targeted towards US military officers and the civilian workforce in industries, government agencies, and think tanks related to international relations and national security. For military officers the degree is beneficial in order to be promoted to higher ranks, and will help them further understand international politics and strategy needed for their jobs. Military officers should be able to make command decisions and complete staff assignments with greater understanding of the broader context surrounding them because of their broadened intellectual horizon and increased understanding of international relations theory, conflict, and security learned through the program. Similarly, the intellectual base and knowledge gained in the program will enable civilian graduates to better perform job duties at positions in government agencies, think tanks, and industries related to international security.

ADMISSIONS

Our objective in admitting students to the program is to select a diverse group of students with academic ability and potential for career growth who are committed to public service. DSS 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. As proof, the University of Missouri Graduate School accepts scores from either the [Test of English as a Foreign Language \(TOEFL\)](#) or the [Academic International English Language Testing System \(IELTS\)](#). The Graduate School requires electronic reporting of IELTS examination scores.

Non-native English speakers must score at least a TOEFL score of 550 (paper-based) or 80 (internet-based), or an IELTS score of 6.5. In addition, it is expected by the Truman School of Government and Public Affairs (TSGPA) that non-native-English-speaking applicants will achieve subsection minimums of no less than 20 on iBT, 54 on PBT, or 6.0 on IELTS (subsections: Reading, Listening, Speaking, and Writing).

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 two 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.

Some students who do not meet the minimum university qualifications can 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 DSS program.

TRANSFER OF CREDIT

We will allow 12 hours of transfer credit to current or former US military officers who are in or have previously completed Intermediate Level Education (ILE) at the US Army Command and General Staff School, US Navy College of Naval Command and Staff, US Air Force Air Command and Staff College, US Marine Corps Command and Staff College, or Joint Forces Staff College. These transfer credits will be for POL_SC 7412, POL_SC 7540, POL_SC 8400, and POL_SC 8560. Although this is a larger percentage of transfer credits than is normally allowed by University of Missouri Graduate School policy, the Graduate Faculty Senate granted an exception to this policy for the MA in Defense and Strategic Studies program.

For other students, 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 DSS 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 where these classes were taken; 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 six hours of credit earned in the previous program toward the DSS program.

Students must seek prior approval if they plan to take a course elsewhere and apply it to the DSS degree. If a student would like to request a waiver or substitution of one of the DSS 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/>. Military veterans in the DSS program are eligible for a 10 percent tuition discount. For more information about financial aid, contact the Office of Student Financial Aid at 573-882-7506 or visit sfa.missouri.edu.

ADVISING

Personalized advising for each DSS student is available from the program director and Academic Programs Office. Students work with their faculty advisor to determine the substance and content of their course work and discuss career opportunities. The Academic Programs Office works with the student to ensure that the requirements are met for graduation and to help with course scheduling or changes to the plan of study.

COURSEWORK AND SEQUENCING

All courses in the Defense and Strategic Studies program are offered online, and are eight-weeks in length. In Fall semesters, courses are held in the first eight-weeks, running from August to October; the middle eight-weeks, running from September to November; and the second-eight weeks, running from October

to December. In Spring semesters, the first eight-weeks runs from January to March, the middle eight-weeks runs from February to April, and the second-eight weeks runs from March to May. For summer terms, there is only one eight-week session, running from June to July.

This scheduling allows students to concentrate on only one or two courses at a time. Full-time students should plan to take three courses each semester. Part-time students can take two courses each semester and still finish the program within two years.

Degree Requirements

The MA in Defense and Strategic Studies requires 30 credit hours of coursework. Students take three core courses and seven elective courses. At least two electives must be at the 8000-level. All courses are 3 credit hours.

Core Courses		9
POL_SC 8450	International Conflict	3
POL_SC 8470	Understanding Civil War	3
POL_SC 8550	Strategic Studies	3
Electives (select seven)		21
POL_SC 7412	Strategy and Warfare	3
POL_SC 7415	Peacekeeping and Intervention	3
POL_SC 7500	Insurgency and Counterinsurgency	3
POL_SC 7510	Intelligence and National Security	3
POL_SC 7520	Deterrence and Nuclear Weapons	3
POL_SC 7540	American Foreign Policies	3
POL_SC 8400	International Relations Theory	3
POL_SC 8560	Military Innovation in Peace and War	3
PUB_AF 8170	Public Policy Processes and Strategies	3
PUB_AF 8210	Public Service and Democracy	3
PUB_AF 8530	Strategic Management of Public Service Organizations	3

Anticipated Course Schedule: 2021-2023

Year 1

Fall 2021

Course	Professor	Time
PS 8550: Strategic Studies	Quackenbush	1
PS 7510: Intelligence and National Security	Brockhaus	M
PS 7500: Insurgency and Counterinsurgency	Boone	2
PA 8170: Public Policy Processes and Strategies	MPA Staff	2

Spring 2022

Course	Professor	Time
PS 8450: International Conflict	Quackenbush	1
PA 8210: Public Service and Democracy	MPA Staff	1
PA 8530: Strategic Management of Public Service Organizations	MPA Staff	1
PS 7415: Peacekeeping and Intervention	Reeder	M
PS 8470: Understanding Civil War	Reeder	2
PA 8170: Public Policy Processes and Strategies	MPA Staff	2

Summer 2022

Course	Professor	Time
PS 8560: Military Innovation in Peace and War	Quackenbush	1

Year 2

Fall 2022

Course	Professor	Time
PS 8550: Strategic Studies	Quackenbush	1
PS 7540: American Foreign Policies	Ba	1
PS 7500: Insurgency and Counterinsurgency	Boone	M
PS 7520: Deterrence and Nuclear Weapons	Quackenbush	2

Spring 2023

Course	Professor	Time
PS 8450: International Conflict	Quackenbush	1
PS 7415: Peacekeeping and Intervention	Reeder	1
PS 8470: Understanding Civil War	Reeder	M
PS 7510: Intelligence and National Security	Brockhaus	2

Summer 2023

Course	Professor	Time
PS 8400: International Relations Theory	Quackenbush	1

In the Time column, 1 indicates first eight-weeks, M indicates middle eight-weeks, and 2 indicates second eight-weeks.

COURSE DESCRIPTIONS

Core Courses

POL_SC 8450 International Conflict: Analyzes important theories regarding the causes of international conflict and war. Specific topics include the bargaining model of war, contiguity, power, alliances, regime type, and deterrence.

POL_SC 8470 Understanding Civil War: Covers the onset, dynamics, and legacies of violence. Explores many of the conceptual debates surrounding civil war, such as defining “civil war” and whether or not it should be studied as being a distinct form of political violence.

POL_SC 8550 Strategic Studies: Explores what makes the militaries of some states highly proficient fighting machines, whereas others seemingly cannot execute the simplest tasks. Covers topics explaining war outcomes and military effectiveness, such as military strategy, regime type, and civil-military relations.

Elective Courses

POL_SC 7412 Strategy and Warfare: Covers strategy – the plans through which states try to use military force to accomplish political aims – and warfare – the actual employment of military force. Surveys strategic theory, traditional forms of warfare (on land, sea, and air), and additional topics.

POL_SC 7415 Peacekeeping and Intervention: Introduces students to the scientific study of conflict management and peacekeeping. Topics include the causes of intrastate conflict, the process by which peace agreements are reached (or not), and what steps can be taken to promote lasting peace in war-torn societies.

POL_SC 7500 Insurgency and Counterinsurgency: Examines theories and concepts of insurgency and counterinsurgency, as well as strategies and tactics of each. Analyzes questions from different perspectives and in different historical and geographic contexts.

POL_SC 7510 Intelligence and National Security: Examines the role of intelligence in the formulation and execution of national security policy. Looks at challenges facing both the analysis of intelligence information and the introduction of that analysis into the national security policy process.

POL_SC 7520 Deterrence and Nuclear Weapons: Examines deterrence theory and the role of nuclear weapons in US and international security. Covers topics such as the history and future of nuclear strategy, the control and reduction of nuclear weapons, and the dilemmas of nuclear proliferation.

POL_SC 7540 American Foreign Policies: Focuses on the challenges and opportunities for American foreign policy in the contemporary era, enhances students’ capacity to evaluate competing theories and arguments about US foreign policy, and develops students’ policy analysis skills.

POL_SC 8400 International Relations Theory: Introduces students to major concepts and theories of international relations. Topics include structural, psychological, rational choice, and related approaches to the study of international politics.

POL_SC 8560 Military Innovation in Peace and War: Examines innovation in military technology and doctrine, including topics such as innovation in mechanized warfare, carrier warfare, nuclear weapons, and counterinsurgency.

PUB_AF 8170 Public Policy Processes and Strategies: Processes through which public demands are generated, converted into public policy, and implemented. Examines the intersection of politics, policy, and management as well as the diverse strategies and tools of public action.

PUB_AF 8210 Public Service and Democracy: Examines some of the challenges of public service in a liberal democracy. It addresses basic questions about the design of institutions through which public power is exercised and about the ethical and administrative obligations of people who work within those institutions.

PUB_AF 8530 Strategic Management of Public Service Organizations: Presents the rationale for strategic planning, and techniques and processes to develop and implement strategic planning in the public sector.

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](#).

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.

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 Office of Graduate Studies. 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 Office of Graduate Studies 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 Office of Graduate Studies 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 Office of Graduate Studies for further information.

CAREER AND ALUMNI SERVICES

The philosophy of the Office of Career & Alumni Services is to promote career development as an ongoing, life-long process that develops satisfied, successful professionals. Our vision is to instill in TSGPA 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 website, blog, and job searching system ([TSGPAcareers](#)) are some of the tools provided that assist students in managing their careers.

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. All new DSS 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 Government and 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 ensure 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 Government and 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 DSS 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. 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 Government and 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 defense and strategic studies coursework during their time on probation, with the advice and consent of the program director. Students who fail to satisfy conditions for removal of probation will be dismissed from the DSS 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. 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.

Mobilization and Deployment

Students whose ability to continue courses is hindered because of military mobilization and/or deployment should notify the program director immediately. Consult the University's active military duty leave policy at <https://registrar.missouri.edu/policies-procedures/active-military-duty>.

Research, Problems, and 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 DSS 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 DSS program of study and maintaining ongoing enrollment in the DSS program (defined as enrolling in at least one DSS course during a calendar year). Students will be contacted only if they have not made satisfactory progress toward completion of the DSS program during the preceding semester. Unsatisfactory progress may result in probation and/or dismissal from the DSS program, as detailed in the following sections.

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 Government and 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: CONTACT INFORMATION

Harry S Truman School of Government and Public Affairs

Academic Programs Office
113 Professional Bldg
Columbia, Missouri 65211
Phone: (573) 882-2062
Fax: (573) 884-4872
E-mail: truman@missouri.edu
Web: truman.missouri.edu

Office of Graduate Studies

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: 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, Missouri 65211
Phone: (573) 882-3621
Email: studentlife@missouri.edu
Web: studentlife.missouri.edu

University Counseling Center

119 Parker Hall
Columbia, Missouri 65211
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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