



*Harry S*  
**TRUMAN**  
**SCHOOL**  
*of Public Affairs*



**Annual Report**  
**2003 - 2004**

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# *Introduction*

The past year was one of considerable accomplishment for the Truman School of Public Affairs as we continued to make progress on our goals in research, teaching, and public service. While the full details are provided in the following sections, the achievements of our programs and individual faculty and staff are summarized below.

- Increased numbers of new, full-time students brought us the highest enrollment in the history of the MPA program. Since fall 2000, enrollment has increased by 50% to more than 125 students. Enrollment of full-time, on-campus students more than doubled. Along with increased numbers, student quality (as measured by GPAs and test scores) has continued to improve.
- New appointments brought the TSPA faculty complement to twenty-four. New faculty include: Dr. Jeffrey Milyo, associate professor of economics and public affairs; Dr. Judith Stallman, professor of agricultural economics, community development, and public affairs; Dr. Dennis Robinson, research associate professor; and Jill Nicholson-Crotty, visiting instructor of public affairs.
- The Institute of Public Policy significantly increased research capacity and expanded its range of services and products during the past year. Institute faculty and staff produced 20 policy reports, published articles in scholarly journals and presented papers at numerous conferences, made presentations to state policymakers, and hosted statewide conferences. The Missouri Legislative Academy continued to provide policy information and other support services to the Missouri Legislature. With the many changes in the General Assembly, these activities have become especially important.
- The Center for the Study of Organizational Change and the newly established Organizational Leadership Programs provided consultation to organizations in crisis and conducted leadership training programs serving local government officials and nonprofit executives.
- The Rural Policy Research Institute continued to have a significant impact on national rural policy, extending the work of the RUPRI Rural Poverty Research Center, the Community Informatics Research Institute, and several research panels.
- The School continued to develop international linkages with scholars and institutions throughout the world. Newly established connections to the University of Western Cape (Republic of South Africa) have great potential for student-faculty exchanges, joint research projects, and other academic collaborations.

# *Truman School Activities and Accomplishments*

The Truman School mission is to: “Advance the study of governance and improve its practice in Missouri, the nation, and the world by (1) informing public policy and administration, (2) educating for ethical leadership in public service, and (3) fostering dialogue among citizens, policy makers, students, and scholars.” During this past year, the School and its faculty and staff have made extensive contributions to each of our mission areas.

## *Advancing Knowledge*

In keeping with MU’s status as a major research university, scholarly research and the production of knowledge are central to the work of the Truman School. Across many areas of scholarship, faculty, staff, and students make important contributions to theory and practice. In the 2003-2004 academic year, faculty published articles in leading journals, contributed to edited books, presented at national and international conferences, and carried out basic and applied studies. Guy Adams continued to serve as co-editor-in-chief of the *American Review of Public Administration* and other Truman School faculty members served on the editorial boards of the leading journals in public affairs. Selected faculty accomplishments in research and scholarship are listed below.

## *Selected Publications*

Guy Adams and Danny L. Balfour. Unmasking Administrative Evil. Revised Edition, Armonk, NY: M.E. Sharpe Publishers, 2004.

\_\_\_\_\_ and Danny L. Balfour. “Human Rights, the Moral Vacuum of Modern Organizations, and Administrative Evil,” in Human Rights and the Moral Responsibilities of Corporate and Public Sector Organizations, eds. Tom Campbell and Seamus Miller. New York: Kluwer Academic Publishers, 2004.

Dana Baker. “Public Policy and the Shaping of Disability: Incidence Growth in Educational Autism.” Education Policy Analysis Archives. Volume 12, No. 11, March 2004.

\_\_\_\_\_ and Barton Wechsler. “Going Camping: A New Strategy for Preparing Academically Diverse Students,” Journal of Public Affairs Education. Volume 10, No. 1, January 2004.

Sheilah Bishop. “Work, Welfare, and Case Management Services: An Analysis of the Missouri FUTURES Program,” Journal of Poverty: Innovations on Social, Political, and Economic Inequalities, 8 (January), 2004.

\_\_\_\_\_ “Welfare Reform From the Inside Out: Implementing the Missouri Families-Mutual Responsibility Demonstration Plan,” Administration and Society, 35 (November), 2003.

Michael Diamond. “Moral Violence in Organizations: Hierarchic Dominance and the Absence of Potential Space,” (with S. Allcorn), Organisational and Social Dynamics, Vol. 4, 2004.

\_\_\_\_\_ “The Surface of Organizational Boundaries: A View from Psychoanalytic Object Relations Theory,” (with S. Allcorn and H.F. Stein), Human Relations, Vol. 57, 2004.

- Charles Fluharty et al. "Regional Scientists are Talking – Is Anybody Listening?" The Journal of Regional Analysis and Policy. 33 (1): 81-97, 2003.
- Kristopher Hagglund et al. "Access to health care service among people with chronic or disabling conditions: Patterns and Predictors," Archives of Physical Medicine and Rehabilitation, 84(10), 1417-1425, 2003.
- Thomas G. Johnson. "What would an Ideal Rural Land Use Policy Look Like?" in Land Use Problems and Conflict. London: Routledge, 2004.
- \_\_\_\_\_ and James K. Scott. "A Comprehensive Approach to the Assessment of Tax Increment Financing (TIF) Projects," Journal of Public Budgeting, Accounting, and Financial Management. 2004.
- Lael Keiser et al. "Race, Bureaucratic Discretion, and the Implementation of Welfare Reform," American Journal of Political Science 48 (2) April: 2004.
- \_\_\_\_\_ "Why it Matters Whether State Bureaucrats as Opposed to Federal Bureaucrats Administer Federal Programs" in Politics, Policy, and Organizations: Frontiers in the Scientific Study of Bureaucracy. eds. George A. Krause and Kenneth J. Meier. University of Michigan Press. 2003.
- Jane Mosley and Laura Tiehen. "The Food Safety Net After Welfare Reform: Use of Private and Public Food Assistance in the Kansas City Metropolitan Area," Social Service Review, 2004.
- Michael Podgursky. "Comment on Rivkin and Hanushek" Brookings Papers on Education Policy. 2003.
- \_\_\_\_\_ "Improving Academic Performance in U.S. Public Schools: Why Teacher Licensing is (Almost) Irrelevant" in Fredrick Hess, Andrew Rotherham, and Kate Walsh (eds.) Teacher Training and Quality: New Directions in Policy. Cambridge, MA: Harvard Educational Press, 2004, pp. 255-278.
- Christine Poulos et al. "The Demand for a Malaria Vaccine: Evidence from Africa", Journal of Development Economics, April 2003.
- Richardson, Lilliard E., Jr., et al. "Legislative Representation in a Single-Member versus Multiple-Member District System: The Arizona State Legislature." Political Research Quarterly 57(2):337-344, 2004.
- \_\_\_\_\_ and David J. Houston "Drinking and Driving in America: A Test of Behavioral Assumptions Underlying Public Policy," Political Research Quarterly 57(1):53-64, 2004.
- James K. Scott et al. "Deliberative Governance: Lessons from Theory and Practice," in Tampering with Tradition: The Unrealized Authority of Democratic Agency, eds. Peter Bogason, Hugh Miller and Sandra Kenson. Lanham, MD: Lexington Books, 2004.
- \_\_\_\_\_ and Thomas Johnson. "Population Trends and Impact on Viability," in Norman Walzer, The American Midwest: Managing Change in a Rural Transition, 2003.
- Judith Stallman et al. "The Economic and Fiscal Impacts of the Elderly on a Small Rural Region," Journal of the Community Development Society. 34(1):85-106. 2003.
- Lee Wilkins and Philip Patterson. Media Ethics: Issues and Cases, (5<sup>th</sup> edition). New York: McGraw-Hill, 2004.
- \_\_\_\_\_ "The Blind in the Media: A Vision of Stereotypes in Action," in Images That Injure, 2<sup>nd</sup> edition. Ed. Paul M. Lester and Susan Dente Ross. Westport, CT: Praeger, pp. 185-194, 2004.
- \_\_\_\_\_ "The Rhetoric of risk: Technical documentation in hazardous environments", in Public Understanding of Science 12(4): 443-444, 2003.
- Lisa Zanetti. "Repositioning the Ethical Imperative: Critical Theory, *Recht*, and Tempered Radicals in Public Service," The American Review of Public Administration, Vol. 34, no.2, 2003.
- \_\_\_\_\_ "Holding Contradictions: Marcuse and the Idea of Refusal." Administrative Theory & Praxis, 2003.

## *Informing Governance and Public Policy*

Truman School faculty and research staff seek to inform governance and public policy through applied research, public service, and outreach. The School's centers and institutes were increasingly successful in attracting funding from a variety of sources, including the federal government. Consulting, outreach, and public service activities were largely directed at providing assistance to state and local governments and nonprofit organizations in Missouri. Faculty members in the Institute of Public Policy respond to requests from public officials for assistance and information. The Institute also provided technical support for the Governor's Business Education Roundtable.

Activities related to informing governance and public policy include:

### **Selected Contracts and Grants**

- Baker, Dana. "Autism and Public Policy." University of Missouri-Columbia Research Council (\$4,949)
- Baker, Dana. Grant awarded to examine Autism and Public Policy in British Columbia in the Post-Autism Era. Canadian Embassy (\$5,500)
- Bishop, Sheilah Watson. "Social Service Program Evaluation and Consultation Service," City of Columbia, Missouri. (\$35,900)
- Diamond, Michael. "Division of Personnel Consulting," Office of Administration, State of Missouri. (\$19,568)
- Diamond, Michael. "Phase 3 MDFS/HDC Consulting for the Human Development Corporation of Metropolitan St. Louis." Missouri Association for Community Action. (\$19,920)
- Fluharty, Charles. "RUPRI Center for Rural Health Policy Analysis at UNMC," University of Nebraska. (\$683,285 over four years)
- Fluharty, Charles. "Rural Policy Research Institute Core Grant." USDA CREES. (\$972,776)
- Fluharty, Charles. "RUPRI Rural Poverty Center." US Department of Health and Human Services. (\$1,179,742 over three years)
- Fluharty, Charles. "Subcontract on University of North Dakota Rural Assistance Center." University of North Dakota. (\$120,853)
- Fulcher, Christopher. "Visualizing Accessibility to Polling Places using Internet-Based GIS," Boone County Clerk's Office. (\$5602)
- Hagglund, Kris. "Advisory Council Facilitation of the Missouri State Planning Grant: Working for an Insured Missouri." Missouri Department of Health and Senior Services. (\$30,250)
- Johnson, Thomas. "A Policy Assessment System for the BMW Region of Ireland," Letterkenny Institute of Technology. (\$63,870)
- Johnson, Thomas. "Assessing the Effectiveness of USDA's Rural Business," US Department of Agriculture. (\$80,000)
- Johnson, Thomas. "Economic Impact Analyses of Proposed Changes," US Department of Agriculture. (\$100,000)
- Mosley, Jane. "Complementary Roles of Public and Private Assistance." US Department of Agriculture. (\$80,885)

- Mosley, Jane. "Assessing the Bias of Cross-Sectional Estimates of Emergency Food Providers." Economic Research Service, US Department of Agriculture. (\$17,977)
- Podgursky, Michael. "Access and Performance in Missouri Higher Education." Coordinating Board for Higher Education. (\$199,614)
- Podgursky, Michael. "Personnel Policy in Traditional Public, Private, and Charter Schools." Smith Richardson Foundation. (\$63,000)
- Poulos, Christine. "Economic and Policy Analyses of Vaccines Protecting Against the Diseases of the Most Impoverished." International Vaccine Institute and Bill and Melinda Gates Foundation. (\$660,000 – PI on subcontract to University of Missouri: \$99,000)
- Poulos, Christine. "What Have We Learned About Consumers and GM Foods? An Evaluation of Social Science Research Methodologies and Results." Illinois-Missouri Biotechnology Alliance. (\$35,526)
- Poulos, Christine. "Studies of Household Demand for New Vaccines for Typhoid and Cholera in 'Diseases of the Impoverished' [DOM] Countries." International Vaccine Institute and the Bill and Melinda Gates Foundation. (\$176,000 – PI. on subcontract to the University of Missouri: \$19,000)
- Richardson, Lilliard. "Behavioral Research and Field Data Collection for Traffic Safety: Crash and Injury Statistical Analysis." National Highway Traffic Safety Administration. (Up to \$1,975,462 over 5 years)
- Richardson, Lilliard. "Impact of Term Limits on State Legislatures." University of Missouri Research Board. (\$16,151)
- Sampson, Charles L. "Louis Stokes Missouri Alliance for Minority Participation." National Science Foundation. (\$2,518,842)
- Scott, James. "European Union Center," European Union Commission. (\$65,140)
- Scott, James. "The Open World Program: Russian Women as Leaders." National Peace Foundation. (\$6,500)
- Valentine, David. "Recycling Economic Information Study." Missouri Department of Natural Resources. (\$38,108.66)

## Spotlight

### Research on Autism and Public Policy

The policy response to reports of the growing incidence of autism has drawn the interest and attention of Professor Dana Baker and her colleagues. She currently has research underway examining autism policy in the U.S. and Canada, support programs to support transitions for young adults, the effects of public infrastructure on the experience of families, and issue definition. Dr. Baker's project has received funding from the MU research council and the Canadian Embassy to carry out this program of research. Forthcoming publications include "Brain Politics: Aspects of Administration in the Comparative Issue Definition of Autism Related Policy" which will appear in the *Public Administration Review*.



Dr. Dana Baker

## Policy Briefs and Other Publications

Lilliard E. Richardson and Ann Ulmer “Representation in State Legislatures: A Focus on Missouri” in Policy Briefs. Institute of Public Policy, University of Missouri-Columbia, 2004.

Judith Stallmann. “Evaluating Tax Systems .” Report 17-2004. Missouri Legislative Academy, Truman School of Public Affairs, University of Missouri-Columbia. May 2004.

\_\_\_\_ “Evaluation of Major State Taxes in Missouri.” Report 31-2004. Missouri Legislative Academy, Truman School of Public Affairs, University of Missouri-Columbia. May 2004.

David Valentine. “Term limits and tenure in the Missouri General Assembly 2004.” March 2004. University of Missouri System, Missouri Legislative Academy

\_\_\_\_ “Missouri state government overview.” December 2003. University of Missouri System, Missouri Legislative Academy Web site:

\_\_\_\_ “Missouri’s Budget Reserve Fund.” August 2003. University of Missouri System, Missouri Legislative Academy. Web site: [www.truman.missouri.edu/IPP/legacad](http://www.truman.missouri.edu/IPP/legacad)

\_\_\_\_ “Term limits and tenure in the Missouri General Assembly 2003.” March 2003. University of Missouri System, Missouri Legislative Academy. Web site: [www.truman.missouri.edu/IPP/legacad](http://www.truman.missouri.edu/IPP/legacad)

## *Spotlight*

### Missouri Municipal Leadership Program

Now starting its fourth year, the Missouri Municipal Leadership Program is a unique professional development program designed to enhance the leadership skills of Missouri’s municipal officials and to help prepare them to meet the challenges facing their communities. The program consists of four sessions held quarterly throughout the year. The Missouri Municipal League and the Truman School of Public Affairs jointly sponsor the MML program. Since its inception, more than 75 elected and appointed officials from around Missouri have participated in the program.



## Educating for Ethical Leadership

Education for ethical leadership in public service is a key part of TSPA's mission, encompassing professional development and continuing education, graduate certificates, and advanced degrees. The School has achieved national recognition for its new MPA curriculum, established graduate certificates in Nonprofit Management, Organizational Change, and Public Management, and achieved record enrollments. Non-credit leadership development courses and other continuing education programs continued to grow. In its third year, the Missouri Municipal Leadership Program enrolled students from cities and towns throughout Missouri. A new program for nonprofit executives was also established. The Missouri Legislative Academy offered workshops for candidates and members of the Missouri House and Senate. And, the Fire Service Leadership Enhancement Program enrolled its second class of high potential officers.

Truman School students and alumni accomplished great things during the past year. Twenty MPA students were inducted into Truman School chapter of Pi Alpha Alpha, the Public Administration honor society. Deneke Kuschel and Tye Parsons were selected by the faculty for the Botner Award recognizing their academic accomplishments and commitment to public service. Sarah Smith was chosen for the Superior Graduate Student Award and Sarah Courtney received the Truman School Public Service Award, which is given annually to a first year student. Twenty-four first year students participated in internships this summer. Internship placements in government, nonprofit agencies, and private sector organizations reflected the diversity of today's public service.

AMPAS, the Truman School's student organization also had a very active year. AMPAS sponsored a number of service, education and professional development activities. Members participated in a variety of service projects, including Habitat for Humanity, Tiger Night of Fun, as well as local soup kitchens. In March, AMPAS participated in Big Brothers/Big Sisters annual Bowl For Kids' Sake, where they successfully defended the best MU student organization trophy by raising \$1600. Additionally, AMPAS sponsored a number of educational opportunities such as policy roundtables and diversity workshops, as well as a number of professional development seminars on networking and job search strategies.

Melissa Saddler, MPA '04, was selected for the prestigious U.S. Environmental Protection Agency Management Internship Program. Melissa began this two year, postgraduate appointment at EPA headquarters in Washington, DC. Jason Gage, MPA '93, was named City Manager of Stillwater, Oklahoma and Richard Childers, MPA '93, became Executive Director of the Pioneer Trails Regional Planning Commission in Northwest Missouri

Enrollment in the MPA Program continued to grow, particularly among full-time, on-campus students. Total credit hours in the Truman School have nearly doubled since 2000-2001. As measured by undergraduate grades, test scores, and other indicators, we admitted a class of highly qualified students with a strong commitment to public service. As a result of a systematic enrollment strategy, inquiries and applications for 2004-2005 have increased compared to previous years.

## Academic Programs

Growing numbers of full-time on-campus students produced the highest student enrollment in the history of the MPA program. Enrollments in the Mid-Career Option in Jefferson City showed continued growth. Newly introduced Graduate Certificates in Nonprofit Management, Organizational Change, and Public Management attracted students from throughout the University as well as non-degree students.

### TSPA Admissions 2000-2004

	Inquiries	Applications	New Student Enrollment
2000-2001	394	45	28
2001-2002	458	63	40
2002-2003	518	82	55
2003-2004	456	89	71

### TSPA Enrollment

	On-Campus Headcount	Jefferson City Headcount	Total Headcount	Student Credit Hours
2000-2001	43	45	88	1,077
2001-2002	33	38	71	993
2002-2003	66	50	116	1,392
2003-2004	75	51	126	1,969

## Fostering Democratic Discourse

The Truman School provides opportunities for policy makers, community members, scholars, and students to engage issues of public affairs and public policy. Community forums, lectures, and other civic events facilitate dialogue. Among the events held this past year were:

### Conferences

*Symposium & Poster Session,*  
University of Missouri - Columbia.  
Lifespan Development Initiative  
March 10, 2004.

*Human Security in the New Millennium,*  
University of Missouri-Columbia  
European Union Center  
March 4-5, 2004

*Public Investment in the New Millennium,*  
University of Missouri - Columbia.  
State Treasurer's Conference  
September 9 - 10, 2003

## Spotlight



Dr. Michael Diamond

## Assisting Organizations in Crisis

Over the last several years the Center for the Study of Organizational Change (CSOC) under the leadership of Dr. Michael A. Diamond, Professor and Director, has provided assistance to public and non-profit agencies in crisis. These agencies find themselves pressured by political, socio-economic, and organizational changes often driven by shifts in policy direction and transitions of leadership. In these cases, CSOC is contracted to apply its comprehensive organizational change methodology. This methodology provides client agencies with a well-tested model for organizational consultation and research that fosters change.



## Lectures

*Toward a Paradigm of Conflict Prevention*  
EU Center and TSPA Monroe-Paine Lecture  
Mr. Ted Morse (USAID)  
Deputy Director of the Coalition Provisional  
Authority (Iraq)  
April 24, 2004

*Human Security After Societal Trauma*  
Dr. Vamik Volkan  
University of Virginia and Austen Riggs Center  
March 5, 2004

*The Dilemma of Transatlantic Relations.*  
Dr. Charles Hampden-Turner  
University of Cambridge  
December 2, 2003

*Reconstituting the State: The New Governance  
and the Tools of Public Action*  
Dr. Lester Salamon  
Johns Hopkins University  
November 6, 2003

*How Hollow is the Hollow State? Thin  
Institutions in an Era of Governmental Reform*  
Dr. Larry Terry  
University of Texas at Dallas  
September 18, 2003

## Spotlight

### Reconstructing Iraq



Ted Morse

On April 26, Ted Morse – a senior official with US Agency for International Development (USAID) delivered a 2004 Monroe-Paine Lecture on Iraqi reconstruction in “Prospects and Problems in International Conflict Prevention”. The event was co-sponsored by MU’s Truman School of Public Affairs and the European Union Center.

Morse recently completed a tour of duty as Coordinator for the Coalition Provisional Authority, where he served as Mayor of Baghdad and Governor of Baghdad Province. In his lecture, Morse reflected on the deadly, difficult challenges faced by the CPA from May, 2003 to April, 2004, and lessons learned from his experience. He concluded that Iraqi insurgency is deeply-rooted and sustained. Nevertheless, he argued that the US must move as quickly as possible toward Iraqi sovereignty. Morse proposed much stronger efforts toward economic reconstruction, and more assistance and involvement from other countries in the region.

Morse joined the U.S. Agency for International Development in 1962, focusing on long-term economic and social development and security – with extended assignments in Africa, Asia, Central America, Caribbean, the Balkans, and most recently, Iraq. In addition, he has worked on fourteen emergency relief and post-conflict reconstruction situations, including contra-aid, Grenada, Bosnia, Kosovo, Sierra Leone, and Iraq.

His “crisis management” experience led to his most recent assignment as the Coalition Provisional Authority (CPA) coordinator for Baghdad. It has also been the motivation for his work to install Conflict Prevention policies and programs within the U.S. Government inter-agency processes during his retirement. Morse earned a Bachelor’s degree in Social Science at California State University at Sacramento and a Master’s in International Development at George Washington University. He has two Presidential Distinguished and Meritorious Service Awards for directing contra-aid in 1988-90 and directing U.S. Government drought relief in Africa. He has received numerous awards from USAID, the Department of State, and the Defense Department for his distinguished service.

## Building International Connections

Since the establishment of the Truman School, international programs have been a strategic priority, leading to a number of important initiatives. Under the leadership of Professor Jim Scott, the University of Missouri's European Union Center organized conferences, provided funding for research, and established relationships with scholars throughout Europe. On behalf of the National Academy of Public Administration, the National Association of Schools of Public Affairs and Administration and the American Society for Public Administration, the Truman School served as liaison to the European Group of Public Administration. The Rural Policy Research Institute (RUPRI) co-sponsored a conference in Washington, DC on Rural Policy in the EU and US in March, 2004 along with the OECD and the Center for Rural America - Federal Reserve Bank of Kansas City.

Faculty members Jim Scott and Tom Johnson continued their extensive research and outreach connections to colleagues in Northern Ireland and the Republic of Ireland. Professor Lisa Zanetti participated in the Global Scholars Program, traveling with a delegation of colleagues to Russia. Dr. Kelly Shaw participated in a two-week executive course in Brussels on "The Role of NATO in Transatlantic Relations," with funding from the Atlantic Council. Building on more than two decades of partnership between the University of Missouri System and the University of the Western Cape, Professors Scott and Wechsler met with South African colleagues to develop student and faculty exchanges, collaborative research projects, and joint instructional programs. Other faculty attended conferences and presented papers in Europe and South Africa.

In 2003-04 the Truman School hosted visiting scholars and public officials from many countries, including: Korea, Japan, China, United Kingdom, Ireland, the Netherlands, Denmark, France, Italy, Russia, Lithuania and South Africa. The Truman School also welcomed students from Uzbekistan, Korea, and China. During the summer of 2004, student Sita Sengsavanh completed an internship for the US State Department serving in the US Consulate to the European Union in Stasbourg, France.

## Forums and Seminars

*The Challenge of Enlargement of the European Union*  
Dr. Kelly B. Shaw  
March 4, 2004

*The Dilemma of Transatlantic Relations*  
EU Center and TSPA Monroe-Paine Lecture  
Prof. Charles Hamden Turner  
Cambridge University  
December 3, 2003

*Emerging Issues in EU-US Higher Education*  
Drs. James Scott, Suzanne Ortega, and James McCartney  
November 20, 2003

*Transatlantic Relations After 9-11.*  
Judge Delissa Ridgway  
October 27, 2003

*The People Speaks: America Debates its Role in the World*  
EU Center and Association of MPA Students  
October 17, 2003

# Faculty



Dr. Barton Wechsler  
Professor and  
Director



Dr. Guy B. Adams  
Professor and  
Associate Director



Dr. Christopher P. Awad  
Research Assistant  
Professor



Dr. Dana Baker  
Assistant Professor



Dr. Sheilah Bishop  
Associate Professor



Dr. Michael Diamond  
Professor



Dr. Charles Fluhary  
Research Professor



Dr. Christopher Fulcher  
Assistant Professor



Dr. Kristopher  
Hagglund  
Professor



Dr. Thomas G. Johnson  
Professor



Dr. Lael Keiser  
Associate Professor



Dr. Jeffrey D. Milyo  
Associate Professor



Dr. Jane Mosley  
Research Assistant  
Professor



Jill Nicholson-Crotty  
Visiting Instructor



Dr. Michael Podgursky  
Professor



Dr. Christine Poulos  
Assistant Professor



Dr. Lilliard E.  
Richardson, Jr.  
Associate Professor



Dr. Dennis P. Robinson  
Research Associate  
Professor



Dr. Charles L.  
Sampson  
Associate Professor



Dr. James K. Scott  
Associate Professor



Dr. Judith Stallmann  
Professor



Dr. David Valentine  
Research Assistant  
Professor



Dr. Lee C. Wilkins  
Professor



Dr. Lisa A. Zanetti  
Associate Professor



# Harry S Truman

33rd President of the United States  
1884-1972

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.

*“I would much rather be an honorable public servant and known as such than to be the richest man in the world.”*

– Harry S Truman

## *A Life in Public Service*

- Appointed to Hickman Mills School Board, Kansas City, MO 1916-17
- 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 the nation's 33rd President April 12, 1945, after President Roosevelt's death
- Retired to Independence, MO, in January 1953

*Photos from left: President Harry S Truman, Dec. 14, 1952; Harry Truman and Jack Benny play a duet at the Truman Library in Independence, MO, Sept. 3, 1959; Harry S Truman takes the oath of office after the death of Franklin D. Roosevelt at 7:09 p.m., April 12, 1945; Premier Joseph Stalin, President Harry S Truman and Prime Minister Winston Churchill at the Potsdam Conference July 17, 1945; and President Truman holds up the Chicago Daily Tribune headline "Dewey Defeats Truman" in St. Louis, MO, Nov. 3, 1948.*



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