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CLEMSON
College of EDUCATION

Master of Human Resource Development

Handbook

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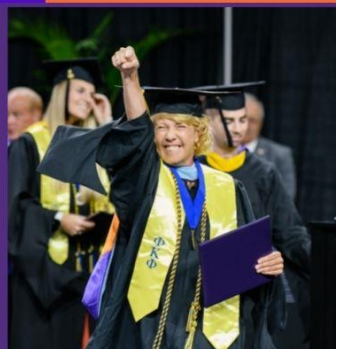

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Overview

Welcome to the Master of Human Resource Development (MHRD) program at Clemson University. We have developed this handbook to be a resource in helping you complete the MHRD requirements. This handbook is to be used as a reference to clarify procedures and policies as well as help you understand your responsibilities along the way. We will update this handbook as policies and procedures are developed and changed, however, this handbook is not exhaustive. For additional information, please refer to the Graduate School website.

Purpose

The Master of Human Resource Development (MHRD) degree is designed for in-career professionals working in business, industry, government, and non-profit organizations. Taught by both practitioners and academicians, this unique program provides working professionals with an opportunity to earn an advanced degree from a highly respected institution that is at the forefront of the profession. As part of their coursework, students will prepare projects which they may use to apply the knowledge they learning the classroom to their work. There are now two concentrations from which students can choose:

Comprehensive HRD: This option provides a comprehensive overview of the field of HRD and is for students who would like general exposure to all the core elements: learning and development, organization development, and career development.

Athletic Leadership: The intercollegiate athletic option was developed to provide a unique opportunity for individuals wanting to pursue a career in intercollegiate athletics. Based upon the curriculum, the AL option substitutes four courses that focus on ethics, psychology, leadership and administration.

Requirements

The requirements for the MHRD degree are met by completing an approved program of 30 semester credit hours of graduate course work. Students must satisfy requirements for the Graduate School, complete the approved program of study for the degree, and maintain a B average in all graduate coursework.

- Students are admitted in the Fall, Spring, and Summer semesters and are anticipated to complete the program in 5 semesters
- All courses are delivered online
- Admitted students are encouraged to register for two courses each semester (one if tat a time for 8 weeks each during Fall and Spring semesters and 5 week each during Summer semester) if they are to complete the program in 5 semesters

Admission to the Program

MHRD program applicants are able to start classes during the Spring, Summer, or Fall semesters. Admission is evaluated on a continual basis until the application dates have passed.

Application Dates

Applications need to be submitted by the following deadlines:

- November 15, to enroll in the Spring semester
- April 15, to enroll in the Summer semester
- June 30, to enroll in the Fall semester

Application Material

For full consideration into the MHRD program, applicants will submit the following:

- A completed a baccalaureate degree from a regionally accredited college or university with a minimum GPA of 3.0., or a recognized international university with a baccalaureate degree equivalent to a US bachelors.
- An application packet available from the Graduate School that includes:
  - ✓ the application
  - ✓ personal statement
  - ✓ transcripts (Unofficial are acceptable during admission phase, official required if admitted)
  - ✓ responses to 3 of the essay questions below (if not submitting a GRE or other standardized test result)
  - ✓ a resume describing your education and work history
  - ✓ two letters of reference submitted electronically
- **The GRE or other standardized test, such as the Miller Analogy, or GMAT, is optional.** Applicants may either submit results from the GRE, Miller Analogy, or GMAT exams **OR** complete 3 of the 5 short answer essay questions below to complete the application.

Essay Questions:
Responses for each short answer prompt should be double spaced, 1 to 2 pages, and between 500 and 700 words. **Please select 3 of the 5 questions**. Responses should be uploaded as 1 document on the next page of the application.

1. If individuals, teams and organizations are to improve, they need to effectively develop the talents of their workforce. Describe a current issue individuals and organizations experience in the workplace and how the field of human resource development might be used to address the issue.
2. Describe a situation when you were able to bring about positive change in others. What was the issue? What did you do? How did you know that you were a successful change agent?
3. Describe a time when you had to improve the performance of an individual, team, or organization; include: a description of the organization, how you determined there was a problem, and your approach in identifying an appropriate intervention.
4. Describe a time where you had to develop a learning intervention (instruction and training) to improve the skills, knowledge and attitudes of adults in the workplace. Describe your approach to planning, design and developing the learning intervention?
5. Describe a situation when you led others, how you approach leading others, what you learned about your leadership skills and how did your leadership benefit others?

Graduate Assistantships or Scholarship Recipients

This program does not offer graduate assistantships. However, if you have an outside assistantship or if you have to comply with athletic or other scholarship rules, you will need to speak with your advisor to coordinate your coursework. In general, students who receive assistantships are required to take 9 hours per semester, which is considered full time. To satisfy this requirement, students may select graduate level courses from education, business, management, or psychology.

Please speak with Stephanie Henry (shenry3@clemsopn.edu) Coordinator for more information.

Transfer Credit

Degree and non-degree seeking students may transfer up to 12 credits of graduate courses into the degree program from acceptable, accredited degree-granting institutions. To transfer, the graduate course content must be very similar to one of our required courses with a grade of B or above. Transfer credits must not have been used to satisfy the requirements for any other degree and must have been completed within the six-year period preceding the date the graduate degree will be awarded. Transfer courses cannot be revalidated for graduate credit. The program coordinator must approve all transfer courses. There are no exceptions to this requirement.

Once You Have Been Admitted

Once accepted, you will need to contact Clemson Computing and Information Technology — CCIT — to set up a Clemson University user ID and email, as all correspondence will go through your Clemson account. Make sure to check for Graduate School emails as they may have additional requirements and payment reminders. Review an up-to-date copy of the Graduate School Announcements online at http://www.clemson.edu/registrar. Dates for submission of important forms are located at http://www.clemson.edu/graduate. You are responsible for meeting all deadlines.

The student services coordinator, specified in the acceptance letter you received from the College of Education, will assist in you enrolling in courses.

MHRD Program Curriculum

The MHRD program may be completed in 5 semesters. Most students take two courses each semester (6 hours), one 8-week course at a time in the sequence described below.

Human Resources Development CORE (18 credit hours)

- HRD 8300 Concepts of HRD (3)
- HRD 8470 Instructional System Design (3)
- HRD 8800 Research Concepts and Skills (3)
- HRD 8250 Organization Development (3)
- HRD 8490 Evaluation & Assessment (3)
- HRD 8100 Foundations of HRD Leadership (3)

Concentration Area Courses:

In addition to the core courses, students will select a concentration area of at least 4 courses (12 credit hours). Graduate students with their Graduate Advisory Committee will propose 12 credits from available courses.

Athletic Leadership: The intercollegiate athletic option was developed to provide a unique opportunity for individuals wanting to pursue a career in intercollegiate athletics. Based upon the curriculum, the AL option substitutes four courses that focus on ethics, psychology, leadership and administration. Students will choose 12 hours of AL courses among which may include:

- AL 8620 Psychological Issues in Collegiate Athletics (3)
- AL 8490 Athletic Leadership Development (3)
- AL 8640 Ethical Issues in Collegiate Athletic Administration (3)
- AL 8610 Athletic Leadership for Intercollegiate Administration (3)

Comprehensive HRD: This option is for students who would like general exposure to all the core elements of HRD: learning and development, organization development, and career development. Students will choose 12 hours of HRD courses among which may include:

- HRD 8900 Instrumentation for Human Performance (3)
- HRD 8970 Applied Research and Development (3)
- HRD 8450 HRD Learning Analytics (3)
- HRD 8600 Instructional Materials Development (3)
- HRD 8200 Human Performance Improvement (3)
- HRD 8820 Knowledge Management for Improved Performance (3)

Course Sequencing Based on Semester Start

	Fall Start	Spring Start	Summer Start
Fall	**HRD 8300** **HRD 8470**		
Spring	**HRD 8250** **HRD 8800**	**HRD 8250** **HRD 8800**	
Summer	**HRD 8100** **HRD 8490**	**HRD 8100** **HRD 8490**	**HRD 8100** **HRD 8490**
Fall	**Comp HRD Choose 2:** **HRD 8820, HRD 8450, or HRD 8120** **AL: AL 8490**	**HRD 8300** **HRD 8470**	**HRD 8300** **HRD 8470**
Spring	**Comp HRD Choose 2:** **HRD 8200, HRD 8110, or HRD 8600**	**Comp HRD Choose 2:** **HRD 8200, HRD 8110, or HRD 8600**	**HRD 8250** **HRD 8800**
Summer		**Comp HRD:** **HRD 8970, HRD 8900** **AL: AL 8610, AL 8620**	**HRD 8970** **HRD 8900**
Fall			**HRD 8820** **HRD 8450**
HRD CORE **COMPREHENSIVE HRD*** **ATHLETIC LEADERSHIP***			

MHRD Scholarships

The following scholarships were established to assist graduate students who major in HRD. MHRD students who have successfully completed one or more semesters of course work with a strong GPA are eligible to apply for these awards. At our discretion, we may split scholarship awards with more than one awardee.

- George B. Jenson Memorial Scholarship (RE# B2434) -- $350
- John Russell Atkinson Jr. Memorial Scholarship (RE# A1814) -- $600, for worthy and needy students
- J. E. Crosland Memorial Endowment (RE# B0756) -- $900

Application

Students need to apply once and will be considered for the appropriate scholarship. The application deadline is May 15.

MHRD students should submit one scholarship application with following information:

- Graduate school transcript indicating a GPA of ≥ 3.5
- Resume/ Vitae
- Essay. Describe in less than two, double spaced pages how the MHRD program coursework you have completed to date has helped you:

  Grow and advance in your career or service to others
  AND (address one of the following):
  - ✓ Develop as professionals in the field of HRD as demonstrated by your contributions to your workplace, non-profit and/or HRD professional organizations OR
  - ✓ Develop as scholars in the field of HRD as demonstrated by your completed or planned research OR
  - ✓ Develop their leadership abilities in general and HRD specifically

- For the Atkinson scholarship, applicants should briefly describe how this award will help meet their financial need e.g., they are not eligible for tuition reimbursement at their place of employment
- Use Interfolio link to apply for scholarships.
- Based on the applications, the MHRD faculty will determine which student receives the Jenson, Atkinson and Crosland scholarship. The decisions of the MHRD faculty is final. By July 1, nominees will be notified and the GS-2001 form will be completed by MHRD faculty. The formal award will be provided during the fall term.

Plan of Study (GS2)

The GS2 is online and accessible through iROAR. Submitting a GS2 is a 2-step process that includes (A) Committee Selection and (B) Plan of Study that is initiated during the second term of enrollment. First, students will select a Committee in iROAR. Once the Committee Members have approved the requests, students may move on to the second step. Students will list the courses they have taken and are planning to take during the remainder of their enrollment and submit for approval via iROAR.

- Courses listed on the GS-2 Form may not be any older than 6 years prior to the date of graduation. Only Clemson courses may be revalidated.
- A GS-2 Form must be on file in the Graduate School prior to taking your comprehensive exam and before applying for graduation.

A student must select his/her committee and get approval prior to the submitting of the actual plan of study. Degree-seeking master's students must submit the GS2 by the middle of their second semester. The final version of the student's GS2 must be on file by the date specified by Enrolled Services (graduation deadlines can be found on the deadlines page), or a late fee of $25 for the first day and $5 for every additional day will be charged.

Below are the steps to navigate the GS2 online.

1. Go to the iRoar portal and select the **Current students, faculty and staff** option (login required).
2. On the next screen click the **iRoar** button, located under the "Current and Future Terms" heading.
3. From here, click the **Student** button.
4. Select the **Registration** tab that appears just below the student button, and you should now see several options including the GS2 links.
5. Note: choose the non-thesis option

From here you have access to both the GS2 Committee Selection and to the GS2 Plan of Study.

GS2 Committee Selection and Plan of Study

The GS2 Committee selection and plan of study is a two-step process.

- Step 1 is the Committee Selection
- Step 2 is the Plan of Study
- Helpful Hints

Committee Selection

The MHRD student's committee chair selection should reflect the student's choice of the below options:

Dr. Cynthia Sims
Dr. Kris Frady

Once all committee members are selected, click the submit button to trigger the approval process. You will not be able to make changes to the committee until the current process is completely approved or denied by an approver. *You will receive an email when the process has been completed. DO NOT submit a Plan of Study until your committee is approved.* The Plan of Study must be filed by the middle of your second semester after beginning the program. The GS2 should list the credit hour courses required to complete the program and use the plan of study that you have previously developed with the student services coordinator.

Although not necessary, you may want to add the tentative dates for completion of each course. The MHRD program is a non-thesis option.

GS2 Plan of Study Instructions

- To **ADD** courses, click on the **Course Selection** link at the bottom of the page.
- To **REMOVE** courses, click on the check box to the left side of the course(s), and then click the **Remove** button.
- The **ADD TO PLAN** button will add the courses to the Plan of Study.
- To submit for **APPROVAL**, click on the Submit for Approval button (this will only show if you have courses in your plan).
- Your plan will remain **LOCKED** until the approval process completes. Once the process of approval is completed you will be notified by email as to the final decision, either Approved or Denied. After the final decision has been made, you will have the option to UNLOCK the plan and re-submit a new one if so desired. The date or term to be completed is not required.

GS2 Document Flow

1. Chair of the Committee
2. Program Coordinator
3. Departmental Chair
4. Associate Dean
5. Enrollment Services

Continuous Enrollment

Graduate students are expected to pursue their degrees with a minimum of interruption. Students who do not remain continuously enrolled (summers excluded) are subject to the requirements in effect at the time of return.

Leave of Absence Form

Degree-seeking graduate students will use Form GS-LoA to request an official leave of absence from studies for compelling personal, family, medical, or professional reasons. If you find you need to take a leave of absence, be sure to contact your program advisor and fill out the following form: https://www.clemson.edu/graduate/files/pdfs/GS-LoA.pdf and submit to the graduate school before your expected leave is to begin.

Application for Graduation

The formal application procedure for the diploma is governed by the Graduate School and published in the Graduate School Announcements (www.grad.clemson.edu). A nominal diploma fee must be paid at the time of application if mailing is required, and arrangements should be made for cap and gown rental. Apply for graduation through your iRoar account. Choose “apply for Graduation” under the “Student Record” menu.

Navigating the MHRD Program

Carrying out the steps above, along with satisfactorily completing all of your coursework will ensure that you graduate. However, communicating early and often with your advisor and professors will ensure you receive timely advice and feedback; and using the skills of inquiry and dialogue with your fellow classmates ensures you will benefit from their shared experiences and diverse perspectives.

As a fully online program, the Master of Human Resource Development (MHRD) program has as one of its chief intentions to create a connected, constructive, and experiential virtual learning community. To that end, remember to call or email faculty for an appointment. While it is ultimately your responsibility to see that all Clemson University regulations are followed and all deadlines met, we are here to assist you in solving any problems that might arise, and above all, to see that you are successful. We look forward to working with you!

Important Phone Numbers

Graduate School: (864) 656 -3195
Bookstore: (864) 656 -2050
Computer Center Help Desk: (864) 656 -3494

Primary Contacts for the MHRD program

MHRD Program Coordinator, Dr. Angela D. Carter, 615-995-8418, adc5@clemson.edu
Student Services Program Coordinator, Ms. Stephanie Henry, 864-656-0416, shenry3@clemson.edu

MHRD Faculty

MHRD Program Coordinator, Dr. Angela D. Carter, 615-995-8418, adc5@clemson.edu
Assistant Professor, Dr. Cynthia M. Sims, 614-599-1053, cmsims@clemson.edu
Assistant Professor, Dr. Kristin K. Frady, 864 656 7089, frady@clemson.edu

Athletic Leadership Faculty

Dr. Mike Godfrey, 864-884-4406 mgodfre@clemson.edu

EOLD Administrators

The MHRD program is part of the Educational and Organizational Leadership department in the College of Education. Additional guidance is available from:

Dr. Hans Klar, Interim Department Chair, EOLD, hklar@clemson.edu
Dr. Tony Cawthon, Director of Graduate Studies, EOLD, cawthot@clemson.edu

https://www.facebook.com/groups/ClemsonMHRD

https://www.linkedin.com/groups/7063460/