
DEPARTMENT OF EDUCATIONAL AND ORGANIZATIONAL LEADERSHIP DEVELOPMENT

CLEMSON College of EDUCATION
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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 for the International Society of Performance Improvement (ISPI), Certified Performance Technologist (CPT) exam. There is an option to concentrate in intercollegiate Athletic Leadership (AL) for those who wish to advance their standing within the intercollegiate AL profession.

Requirements
The requirements for the MHRD degree are met by completing an approved program of 36 semester credit hours of graduate course work. Students must satisfy requirements for the Graduate School, complete the approved program of study for the degree, maintain a B average in all graduate coursework and pass a comprehensive exam.

- Students are admitted in the Fall and Spring semesters and are anticipated to complete the program in two years
- All courses are delivered online
- Admitted students are encouraged to register for two courses each semester if they are to complete the program in two years

Admission to the Program
MHRD program applicants are able to start classes during either the Spring or Fall semester. 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; and
- June 30, to enroll in the Fall semester.

Application Material
In order to apply to the MHRD program at Clemson University, you must:
Complete the application packet available from the Graduate School. Applications, along with a minimal non-refundable fee, should be received no later than five weeks prior to registration. The application packet must include the application, official transcripts, an application letter detailing your professional goals, a resume describing your education and work history, and two letters of reference.

- Have completed a baccalaureate degree from a regionally accredited college or university with a preferred minimum GPA of 3.0.
- Have three or more years of relevant, full-time (preferred) work experience.
- Submit competitive Graduate Record Exam (GRE) or Miller Analogies Test (MAT) scores. Information regarding the GRE test can be obtained from Educational Testing Service.

GRE Waiver

Applicants to the MHRD program may request a waiver of the GRE if you meet the following requirements:

a. A grade point average of 3.0 (B) or better on prior coursework. Provide undergraduate and/or graduate transcripts.

b. You have significant progressive work experience in the field of human resource development (5 or more years); Provide a copy of your resume detailing this experience.

c. And one (1) of the three requirements below (Attach .pdf file/s):
   1. Graduate exams older than 5 years (GRE, GMAT, Miller Analogy, etc.)
   2. A professional certification (SHRM, CPT, Six Sigma, CPCU, etc.)
   3. A Master’s degree

To submit a GRE waiver request you must meet requirements (a), (b), AND (c) above, AND Write a “Request for Waiver of the GRE requirement,” explaining why you are seeking the waiver and what criteria you have met to allow for the waiver. This request should describe the relative strength of your verbal and quantitative skills and provide objective evidence to attest to these competencies. The written request and supporting documentation should be uploaded into your Application for Admission, and you should send an email to Alison Search (alisonp@clemson.edu) informing her of your request.

Once you have uploaded all of the appropriate documents, including your written request into the MHRD application, the MHRD admissions committee will evaluate the waiver request. Decisions on the waiver are made on a case by case basis. It should be noted that applying for the GRE waiver is no guarantee that it will be granted. The GRE score or the approved waiver are only one component of the MHRD application and do not constitute acceptance or denial into the program.

Graduate Assistantships

In general, this program does not offer graduate assistantships. However, if you are planning to seek an outside assistantship, you must secure permission from the graduate program coordinator prior to doing so or you will be unable to accept the assistantship if offered.

Please speak with Dr. Sims, Program Coordinator for more information.
Transfer Credit
Degree and non-degree seeking student may transfer up to 12 credits of graduate courses into the degree program from accredited degree-granting institutions whose scholastic reputation is acceptable to Clemson University. 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.registrar.clemson.edu/publicat/catalog/2016_GC/2016_GC.html. Dates for submission of important forms are located at http://www.grad.clemson.edu/Deadlines.php. You are responsible for meeting all of the deadlines.

Your advisor is specified in the acceptance letter you receive from the College of Education. After connecting with your advisor, you can then enroll in courses.

MHRD Program Curriculum
Because the MHRD program is designed to be completed in two-years, students should take two courses each semester (6 hours) in the sequence described below. Full-time students who have received assistantships, are required to take 9 hours per semester. To satisfy this requirement, students may select graduate level courses from education, business, management, or psychology.

MHRD Year 1 Sequence, Fall Start

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD 8200</td>
<td>HRD 8470</td>
<td>HRD 8700</td>
</tr>
<tr>
<td>HRD 8300</td>
<td>HRD 8800</td>
<td>HRD 8900</td>
</tr>
</tbody>
</table>

MHRD Year 2 Sequence, Fall Start

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD 8600</td>
<td>HRD 8250</td>
<td>HRD 8970</td>
</tr>
<tr>
<td>HRD 8450</td>
<td>HRD 8490</td>
<td>HRD 8820</td>
</tr>
</tbody>
</table>

MHRD Course Titles - First Year, Fall Start

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD 8200</td>
<td>Human Performance Improvement</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8300</td>
<td>Concepts of HRD/ Talent Management</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8470</td>
<td>Instructional System Design</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8800</td>
<td>Research Concepts and Skills</td>
<td>3</td>
</tr>
</tbody>
</table>
MHRD Course Titles - Second Year, Fall Start

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD 8600</td>
<td>Instructional Materials Development</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8450</td>
<td>Needs Assessment for Education &amp; Industry*</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8250</td>
<td>Organizational Performance Improvement</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8490</td>
<td>Evaluation of Training and Development</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8970</td>
<td>Applied Research and Development</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8820</td>
<td>Knowledge Management for Improved Performance*</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>36</strong></td>
</tr>
</tbody>
</table>

* Note: Students may be offered the opportunity to substitute one or more EDL 8850 Selected Topics in Education Administration for HRD 8450, 8900, 8820.

**Athletic Leadership Concentration**

The Intercollegiate Athletic Option was developed to provide a unique opportunity for individuals wanting to pursue a career in intercollegiate athletics. The AL option substitutes four courses that focus on ethics, psychology, leadership and administration. To complete this option, you must successfully complete a 36-semester hour program comprised of 12 required courses.

**AL Year 1 Sequence, Fall Start**

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD 8200</td>
<td>HRD 8470</td>
<td>HRD 8850</td>
</tr>
<tr>
<td>HRD 8300</td>
<td>HRD 8800</td>
<td>AL 8620</td>
</tr>
</tbody>
</table>

**AL Year 2 Sequence, Fall Start**

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL 8490</td>
<td>AL 8640</td>
<td>HRD 8970</td>
</tr>
<tr>
<td>HRD 8600</td>
<td>HRD 8250</td>
<td>AL 8610</td>
</tr>
</tbody>
</table>

**AL Course Titles - First Year, Fall Start**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD 8200</td>
<td>Human Performance Improvement</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8300</td>
<td>Concepts of HRD/ Talent Management</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8470</td>
<td>Instructional Systems Design</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8800</td>
<td>Research Concepts and Skills</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8900</td>
<td>Instrumentation for Human Performance*</td>
<td>3</td>
</tr>
<tr>
<td>AL 8620</td>
<td>Psychological Issues in Collegiate Athletics</td>
<td>3</td>
</tr>
</tbody>
</table>

**AL Course Titles - Second Year, Fall Start**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL 8490</td>
<td>Athletic Leadership Development</td>
<td>3</td>
</tr>
<tr>
<td>HRD 8600</td>
<td>Instructional Materials Development</td>
<td>3</td>
</tr>
<tr>
<td>AL 8640</td>
<td>Ethical Issues in Collegiate Athletic Administration</td>
<td>3</td>
</tr>
<tr>
<td>HRD</td>
<td>8250</td>
<td>Organizational Performance Improvement</td>
</tr>
<tr>
<td>------</td>
<td>------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>HRD</td>
<td>8970</td>
<td>Applied Research and Development</td>
</tr>
<tr>
<td>AL</td>
<td>8610</td>
<td>Athletic Leadership for Intercollegiate Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

* Note: Students may be offered the opportunity to substitute one or more EDL 8850 Selected Topics in Education Administration for HRD 8450, 8900, 8820.

### 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. Only one scholarship will be awarded to any one student.

- **George B. Jenson Memorial Scholarship** *(RE# B2434) -- $341*
- **John Russell Atkinson Jr. Memorial Scholarship** *(RE# A1814) -- $513, for worthy and needy students*
- **J. E. Crosland Memorial Endowment** *(RE# B0756) -- $897*

### Application

Students need to apply **once** and will be considered for the appropriate scholarship. The application deadline is May 15, 2018.

MHRD students should submit **one** scholarship application with following information:

- Graduate school transcript indicating a GPA of $\geq 3.5$
- 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
- Send scholarship applications to Dr. Cynthia Sims at *(cmsims@clemson.edu)* with the subject heading: MHRD Scholarship Application

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. Scholarship recipients are encouraged to attend the Fall award ceremony in person at Clemson University.

**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**

MHRD student’s committee chair and member selection should reflect the student choice of the below options:

- **MHRD, Option A**
  Dr. Cynthia Sims, chair
Dr. Kris Frady, committee member
Dr. Angie Carter, committee member

or

MHRD, Option B
Dr. Kris Frady, chair
Dr. Cynthia Sims, committee member
Dr. Angie Carter, committee member

MHRD, Athletic Leadership Concentration, Option C
Dr. Kris Frady OR Dr. Cynthia Sims, chair
Dr. Michale Godrey, committee member
Dr. Angie Carter, committee member

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 their second semester after beginning the program. The GS2 should list the following 12 three-credit hour courses required to complete the 36-credit hour program:

<table>
<thead>
<tr>
<th>Masters of Human Resource Development, Course List</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD 8200 Human Performance Improvement</td>
</tr>
<tr>
<td>HRD 8300 Talent Management (Concepts of HRD)</td>
</tr>
<tr>
<td>HRD 8470 Instructional System Design</td>
</tr>
<tr>
<td>HRD 8800 Research Concepts and Skills</td>
</tr>
<tr>
<td>HRD 8700 Consulting for Education and Industry</td>
</tr>
<tr>
<td>HRD 8900 Instrumentation for Human Performance</td>
</tr>
<tr>
<td>HRD 8600 Instructional Materials Development</td>
</tr>
<tr>
<td>HRD 8450 Needs Assessment for Education &amp; Industry</td>
</tr>
<tr>
<td>HRD 8250 Organizational Performance Improvement</td>
</tr>
<tr>
<td>HRD 8490 Evaluation of Training and Development</td>
</tr>
<tr>
<td>HRD 8970 Applied Research and Development</td>
</tr>
<tr>
<td>HRD 8820 Knowledge Management for Improved Performance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Masters of Human Resource Development, Athletic Leadership Course List</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD 8200 Human Performance Improvement</td>
</tr>
<tr>
<td>HRD 8300 Talent Management (Concepts of HRD)</td>
</tr>
<tr>
<td>HRD 8470 Instructional Systems Design</td>
</tr>
<tr>
<td>HRD 8800 Research Concepts and Skills</td>
</tr>
<tr>
<td>HRD 8900 Instrumentation for Human Performance Improvement</td>
</tr>
<tr>
<td>AL 8490 Athletic Leadership Development</td>
</tr>
</tbody>
</table>
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. Other Committee Members
3. Program Coordinator
4. Departmental Chair
5. Associate Dean
6. Enrollment Services

**MHRD Final Exam**
Take the MHRD final exam after you have completed 30 hours of coursework. The purpose of the exam is to assess each student’s ability to demonstrate their mastery of MHRD graduate level coursework and associated HRD competencies. The exact dates and times are announced in advance. There is no thesis requirement associated with the HRD program.

If you do not pass the Final Exam, you may retake the written exam at the discretion of your committee; however, you must be enrolled in the graduate school during the semester in which you take the exam.

Following successful completion of the Final Exam and acceptance of the terminal project, form GS7M - Final Exam and Thesis Approval Form should be submitted to Enrollment Student Services. The GS7M
must be submitted at least two week (14 calendar day) before commencement. The GS7M is completed by the faculty members of the student’s committee.

**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.

**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. Faculty are available during the scheduled workday, and messages can be left for them. Your email messages and phone calls will be returned.

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**

Student Services Program Coordinator, Ms. Alison Search, 864-250-8880, alisonp@clemson.edu  
MHRD Program Coordinator, Dr. Cynthia M. Sims, 614-599-1053, cmsims@clemson.edu
Primary Contacts for the Athletic Leadership Option
Dr. Mike Godfrey, 864-884-4406 mgodfre@clemson.edu

MHRD Faculty
Clinical Assistant Professor, Dr. Angela D. Carter, 615-995-8418, adc5@clemson.edu
Assistant Professor, Dr. Kristin K. Frady, 864 656 7089, frady@clemson.edu
Professor, Dr. William L. Havice, 864 656 7644, whavice@clemson.edu
Assistant Professor, Dr. Cynthia M. Sims, 614-599-1053, cmsims@clemson.edu