CLEMSON
EDUCATIONAL AND ORGANIZATIONAL
LEADERSHIP DEVELOPMENT

2024–2025

MASTER OF HUMAN RESOURCE DEVELOPMENT

HANDBOOK

REV. 7/24

MHRD Handbook for 2024-2025

The Master of Human Resource Development

Welcome to the Master of Human Resource Development (MHRD) program within the College of Education at Clemson University. We have developed this handbook to be a resource in helping you complete the MHRD requirements. This handbook is 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](). The 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 that is at the forefront of the HRD field, and from a highly respected institution. As part of their coursework, students will prepare projects which they may use to apply the knowledge they are learning in the classroom to their work. 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 and Spring 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 at 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 can start classes during the Spring 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
- June 30, to enroll in the Fall semester

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 can be completed in 5 semesters. Most students take two courses each semester (6 hours), one 8-week course at a time in the sequence shown and described below.
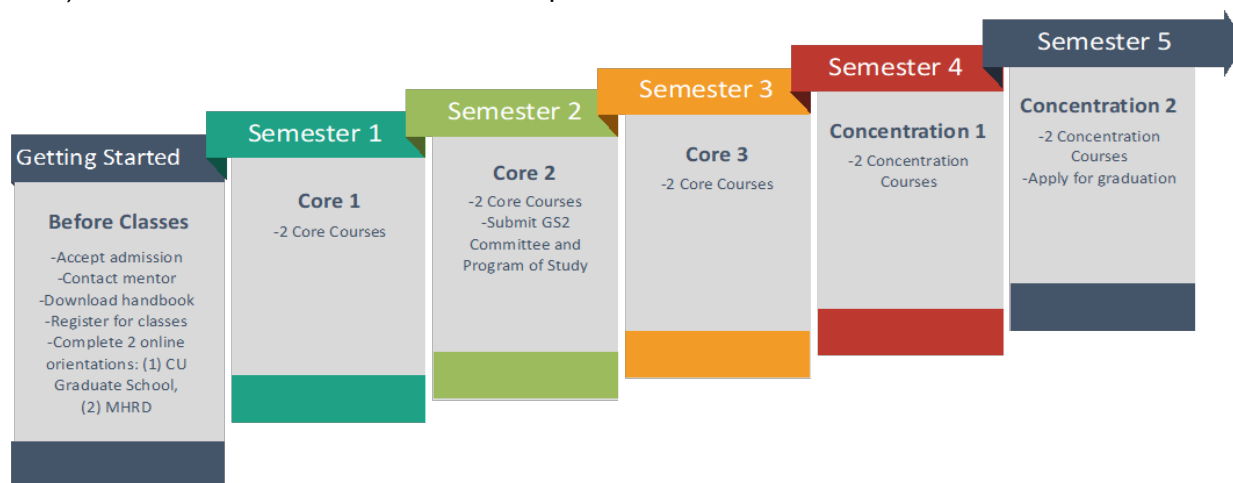
There are three concentrations from which students can choose:

Concentration Areas

01 Comprehensive Human Resource Development

General exposure and competence of core elements of HRD: i.e., Learning & development, organization development, and career development.

02 Athletic Leadership

Pathway for individuals to pursue a career in intercollegiate athletics focusing on ethics, psychology, leadership, and administration.

03 Learning Leadership

Focuses on increasing the leadership capacity of individuals and organizations, enact leadership across cultures, and manage the learning and HRD functions in organizations.

04 Org Development, Change & Innovation

ODCI is interested in facilitating change and innovation in organizations and prepares students to engage and lead change efforts and initiatives.

Human Resource 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) from available courses.

Learning Leadership Concentration

This option is for students interested in increasing the leadership capacity of individuals and organizations. Participants will: enhance their individual leadership skills and learn how different leadership styles can improve organizations; enact leadership across cultures; enhance leaders' capacity to build engaged, effective, and productive teams; facilitate the leadership development of others; and, manage the learning and HRD functions in organizations. Students will choose 12 hours of HRD courses among which may include:

- HRD 8120 Intercultural Workplace Learning Leadership (3)
- HRD 8130 Team Learning & Group Development
- HRD 8110 Leading the Learning Organization (3)
- HRD 8130 Coaching, Mentoring & Career Development (3)
- HRD 8900 Instrumentation for Human Performance (3)
- HRD 8130 Leading the Remote Workplace (3)

Organization Development, Change & Innovation Concentration

The ODCI concentration will focus on the role of HRD in facilitating change and innovation in organizations. ODCI has been recognized as a central area of engagement among HRD professionals. This concentration prepares students to implement and lead organization development projects through a thorough understanding of core theories, concepts, and best practice in the field.

- HRD 8820 Knowledge Management (3)
- HRD 8450 HRD Learning Analytics (3)
- HRD 8200 Human Performance Improvement (3)
- HRD 8130 Strategic Organization Interventions (3)
- HRD 8700 Consulting for Education and Industry (3)
- HRD 8970 Applied Research and Development (3)

Athletic Leadership Concentration

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

Comprehensive HRD Concentration

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 (4 courses) among any of the Learning Leadership, Athletic Leadership, or Organization Development, Change & Innovation concentrations.

Course Sequencing Based on Semester Start

	MHRD Core	Comprehensive HRD Concentration	Learning Leadership Concentration	Organization Development, Change & Innovation Concentration	Athletic Leadership Concentration
Fall 1	HRD 8300 Concepts of HRD	Choice of LL, ODCI, or AL coursework	HRD 8120 Intercultural Workplace Learning Leadership	8820 Knowledge Management	AL 8490 Athletic Leadership Development
Fall 2	HRD 8470 Instructional Systems Design	Choice of LL, ODCI, or AL coursework	HRD 8130 Team Learning & Group Development	HRD 8130 Strategic Organization Interventions	
Spring 1	HRD 8800 Research Concepts and Skills	Choice of LL, ODCI, or AL coursework	HRD 8110 Leading the Learning Organization	HRD 8200 Human Performance Improvement	AL 8640 Ethical Issues in Collegiate Athletic Administration
Spring 2	HRD 8250 Organization Development & Improvement	Choice of LL, ODCI, or AL coursework	HRD 8130 Coaching, Mentoring & Career Development	HRD 8450 HRD Learning Analytics	
Summer 1	HRD 8100 Foundations of HRD Leadership	Choice of LL, ODCI, or AL coursework	HRD 8900 Instrumentation for Human Performance	HRD 8700 Consulting for Education and Industry	AL 8610 Athletic Leadership for Intercollegiate Administration and AL 8620 Psychological Issues in Collegiate Sports
Summer 2	HRD 8490 Evaluation & Assessment	Choice of LL, ODCI, or AL coursework	HRD 8130 Leading the Remote Workplace	HRD 8970 Applied Research and Development	

***Special Topics courses are subject to change

Graduate Assistantship 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 Ashley Vaughan (avaugha@clemson.edu) or Dr. Carter, the Program Coordinator (adc5@clemson.edu) 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.

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. Award amounts are subject to change

- 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

MHRD Scholarship Application Process

Students need to apply <u>once</u> and will be considered for the appropriate scholarship. The application deadline is May 15 (unless extended). MHRD students should submit <u>one</u> 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:

1. Grow and advance in your career or service to others AND (address one of the following):
   a) Develop as professionals in the field of HRD as demonstrated by your contributions to your workplace, non-profit and/or HRD professional organizations OR

b) Develop as scholars in the field of HRD as demonstrated by your completed or planned research OR

c) 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

● 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.

Certificate in Educational Leadership, Human Resource Development

The Department of Educational and Organizational Leadership at Clemson University is offering an online, distance education post-master's degree certificate program to study educational leadership within the field of Human Resource Development (HRD). As a discipline, HRD recognizes that good leaders are borne of knowledge, reflection, and theory. Leaders who are better prepared are also able to realize greater outcomes – satisfaction, productivity, engagement, change, and social justice to name a few, for themselves, others, and their organizations. The purpose of this certificate program is to expand the leader and leadership development capacity of individuals to affect positive professional and institutional growth and development. Master and doctoral degree graduates are encouraged to apply. The goals of the post-master certificate program with coursework in Human Resource Development are to:

• Develop the leader and leadership capacity of individuals in the workplace to realize enhanced positive growth and development in the workplace.

• Equip individuals with the tools and information they need to better understand their leadership journey and philosophy using inquiry and reflexivity.

• Provide foundational information on leadership theories that reflect current research and practice and which individuals can use to inform their leadership practice.

• Prepare individuals to experience, recognize, and critique different leadership development components and complete selected leadership case studies.

Why enroll in this program?

While there are many post-master certificate programs to choose from, we offer a few reasons to select the Certificate in Educational Leadership, Human Resource Development:

• There are very few programs that specifically teach students how to develop as leaders, and few that recognize that the leadership journey starts with them.

• Participants will experience leader and leadership development activities.

• Students will learn about innovative approaches to coach, manage, and inspire a better leadership culture in organizations.

This certificate is offered through online coursework, appropriate for working professionals and recent master graduates with a passion for leader and leadership development.

Course Information & Recommended Plan of Study*

Prefix & Number	Title	Credit Hours	Semester 2021
EDL 9050	Theory and Practice in Education Leadership	3	2nd Summer
HRD 8100	Foundations of HRD Leadership	3	1st Fall
HRD 8120	Intercultural Workplace Learning Leadership	3	2nd Fall
HRD 8110	Leading the Learning Organization	3	1st Spring

*Please note: Students have the option to customize the certificate and may substitute existing MHRD course offerings for HRD 8100, HRD 8120 and HRD 8110.

For Existing MHRD Students

Students in the Master of Human Resource Development (MHRD) program can concurrently enroll in the Certificate in Educational Leadership, Human Resource Development. They would be required to apply 3 MHRD courses and complete EDL 9050 to qualify for certificate completion. This concurrent approach is only available to students who are enrolled but have not graduated with their MHRD.

For Graduates of the MHRD program

Graduates of the MHRD program would have to complete EDL 9050 (3 credit hours) and three additional MHRD courses (9 credit hours) that do not appear on their MHRD transcript.

Anticipated Costs of the Program

No other costs beyond course textbooks and the cost of tuition are charged for this certificate program.

Graduation Requirements

To make progress toward graduating from the MHRD program, you will need to complete several important pieces of documentation.

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).

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
- Click here for Helpful Hints

Committee Selection

The MHRD student's committee chair selection should reflect the student's choice from the below options (you need only choose 1:

- ✓ Angela Carter
- ✓ Ying Feng
- ✓ 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.

Academic Integrity

According to the [Graduate School handbook](#), an academic environment of integrity is one in which students, faculty and staff interact with each other from a position of mutual trustworthiness. Clemson University has committed itself to preparing a community of scholars dedicated to integrity in teaching, research, scholarship, mentorship, and the acquisition and display of professional values of trust, honesty, fairness, responsibility, respect, and courage. MHRD students are expected to avail themselves of the many opportunities and resources on and off campus to learn how to engage in professional practice with integrity. As a community of scholars who take academic honesty and integrity seriously the MHRD faculty will respond vigorously and expeditiously to charges of violations of academic integrity.

This includes violations in coursework, research, independent projects, internships, exams, theses, and other works. The Graduate school defines violations and provides examples, categorizes their seriousness into four levels, and outlines appropriate sanctions. Violations include cheating, fabricating or falsifying information, facilitating violations, failing to cite contributors, plagiarizing, and thwarting others' progress. Sanctions will depend on the level of seriousness and may include a warning, reduced grade, suspension, or expulsion.

Use of AI

Recently, the use of artificial intelligence or AI (like ChatGPT, Bard, Bing, or similar tools) have become pivotal forces in education and industry with exciting implications for HRD and society. Yet, caution must be exercised in its use, as misapplication may compromise educational standards and scholarly integrity. The MHRD program will defer to specific instructors in each course to guide its AI use. As an example, some instructors may encourage AI use in the totality of an assignment, allow it just in the researching or editing phase, or may discourage its use altogether. In any case, these tools should be cited when utilized, and submitting AI-generated work as one's own is strictly prohibited, as it undermines academic integrity and could result in severe consequences as outlined in Clemson's policies. This includes violations in coursework (including discussions, Perusall, etc.), research, independent projects, exams, and other works.

Please be aware that large language models have been trained using biased data and may provide biased and/or inaccurate results. Each student is responsible for ensuring that your work does not replicate the biases or factual errors of any resources you draw on, including information provided by generative AI tools.

The Graduate school defines violations and provides examples, categorizes their seriousness into four levels, and outlines appropriate sanctions. Violations include cheating, fabricating, or falsifying information, facilitating violations, failing to cite contributors, plagiarizing, and thwarting others' progress. Sanctions will depend on the level of seriousness and may include a warning, reduced grade, suspension, or expulsion.

Incomplete Grades

In the MHRD program, Incomplete (I) grades are rarely given and require incomplete coursework with a reasonable expectation of satisfactory completion. Instructors may approve or deny requests based on student progress, and students have 30 days to complete the coursework after the next session. If not resolved within the time limit, the I becomes an F, and graduation is not possible until a letter grade is submitted to the Registrar's Office. The I should only be assigned for extenuating circumstances, and not for inability to pass, failing grade replacement, or attendance issues.

Minimum Progress Toward Degree

We require a minimum grade of C for courses to count towards the MHRD degree. Students failing to meet these requirements are ineligible for graduation and remain on academic probation until they earn a 3.0 GPA or are dismissed. Students on probation must submit a Graduate Student Plan for Success form and may risk losing assistantships or fellowships if they do not meet program expectations. Dismissal may result from inadequate academic progress, failure to maintain enrollment or meet program expectations, conduct issues, or academic integrity violations. Dismissed students may reapply unless permanently dismissed.

Continuous Enrollment

Graduate students are expected to pursue their degrees with a minimum of interruption and remain continuously enrolled in the program. 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 Graduate School governs the formal application procedure for the diploma and publishes the procedures in the Graduate School Announcements (www.grad.clemson.edu). Students must pay a nominal diploma fee at the time of application if mailing is required and make arrangements for cap and gown rental. Apply for graduation through your iROAR account. Choose "apply for Graduation" under the "Student Record" menu.

Ensuring success as an MHRD Student

Carrying out the steps above, along with satisfactorily completing all 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 Carter, 615-995-8418, adc5@clemson.edu
Student Services Program Coordinator, Ms. Ashley Vaughan, avaugha@clemson.edu

MHRD Faculty

Assistant Professor, Dr. Angela D. Carter, adc5@clemson.edu
Assistant Professor, Dr. Ying Feng, feng9@clemson.edu
Associate Professor, Dr. Kristin K. Frady, frady@clemson.edu
Visiting Professor, Dr. Starr Shafer
Visiting Professor, Dr. Ale Kennedy
Visiting Professor, Dr. Catherine Lombardozzi
Visiting Professor, Dr. Tina Woodward
Visiting professor, Dr. Sonya McCoy-Wilson

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 (EOLD) department in the College of Education. Additional guidance is available from:

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