



College of
Human Sciences & Education
School of Leadership &
Human Resource Development

GRADUATE STUDENT HANDBOOK

LEADERSHIP & HUMAN RESOURCE DEVELOPMENT

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INTRODUCTION

The following contains information regarding policies and procedures for Human Resource and Leadership Development graduate students. This document was created with the goal of integrating both Graduate School and departmental rules and procedures specifically related to the HRLD degree programs. However, it is not intended to be a substitute for the Graduate School Catalog and students are encouraged to read the “General Graduate School Regulations” as well as the “Requirements for Advanced Degrees” sections of the Graduate School Catalog. Students are responsible for knowing and following Graduate School policies and departmental requirements. If after consulting this document, students still have questions, please contact your advisor (for academic/research matters) or the Graduate School and SLHRD staff (forms, deadlines, etc.).

Failure to follow procedures may delay academic progress, result in a loss of funding and/or possible dismissal from the program.

GENERAL RULES AND GUIDELINES

COMMUNICATION WITH SLHRD

Students are responsible for maintaining frequent communication with the department during enrollment in the M.S. and Ph.D. programs. It is also the student’s responsibility to inform the department of their most current and accurate contact information including email, telephone numbers and address.

- Remember when problems arise, the faster we are able to find students, the faster the problem can be resolved. Expediting contact can be very important with time sensitive issues.
- Please provide a working email address. Full mailboxes and/or closed email accounts do not allow students to receive the necessary information. SLHRD sends out numerous emails throughout the year with notices of new information and/or reminders of deadlines, rules, and other important information to students.
- Occasionally, new rules are implemented during or between semesters that will not be found in the handbook. In these cases, students will be informed of any changes via email.
- If students are not able to receive email for any reason, contact SLHRD immediately so that other arrangements can be made.

QUESTIONS

If students have questions about the rules or what step to take next, read the information you have been given. After reading it, if there is still uncertainty, contact your advisor (for academic/research matters etc.) or SLHRD (forms, deadlines, etc.). This handbook is available on the SLHRD website at <http://www.lsu.edu/chse/slhrd/>. The Graduate School Catalog can be found in the LSU General Catalog at <http://www.lsu.edu/academics/catalogs.php> and Graduate School forms can be found on the Graduate School website at <http://www.lsu.edu/graduateschool/>.

FACULTY CONTACT

Most professors in the School are 9-month employees and therefore not always available during the Summer term. It is possible that students will not be able to hold a meeting (proposals, defenses, exams, etc.) during the Summer term so plan accordingly. Faculty contact information can be found on our website at www.lsu.edu/chse/slhrd under the ‘Contact’ tab on the main navigation bar.

STUDENT GRIEVANCES

Any student with grievances is eligible to appeal the issue at hand. The guidelines for the appeals process are given in LSU Policy Statement 48 located at <https://sites01.lsu.edu/wp/policiesprocedures/policies-and-procedures/>.

LSU CODE OF STUDENT CONDUCT

SLHRD expects the highest ethical and professional behavior from all graduate students at all times. This includes adhering to the LSU Code of Student Conduct (found at www.lsu.edu/deanofstudents). Unethical or improper behavior (on or off campus) may warrant disciplinary action by the department and/or the university.

INSTRUCTOR OF RECORD APPOINTMENT

Any graduate student wishing to be appointed as an instructor of record on a graduate assistantship must fulfill the following requirements to apply.

- Applicants must have earned a master's degree prior to beginning of the appointment
- Applicants must have completed at least 18 (of the 30) hours of core courses

TRANSFER OF CREDITS

The following transfer policy applies to all SLHRD graduate students regardless of whether they are enrolled in the MS or Ph.D. program.

Students must complete 9 hours of graduate-level LSU SLHRD coursework before a petition to accept transfer credit(s) can be discussed, except when the coursework was completed in another graduate program at LSU.

Transfer credit from another institution must be for coursework in which the student earned a grade of "A" or "B".

All credits are evaluated by the graduate student's advising faculty member in consultation with the advisory committee as needed.

Transfer negotiations are to be based on official transcripts only. Massive online courses like Coursera, Khan, etc. are not transferrable.

Up to 12 credits (max) may transfer and no more than half (6 credits) can be core courses.

Courses may transfer in substitution for CORE courses IF:

- The transfer credits were earned at an LSU peer institution (a list of 49 peer institutions is provided at <https://www.lsu.edu/flagshipagenda/Flagship2010/peers.shtml>)
- Applicants earned an A or B grade in the transfer course
- The number of transfer credits is equivalent to (or greater than) the core course
- The course was completed within 5 years from the time of enrollment for the M.S. program
- The transfer course has roughly the same course title with approximately 80% or more of content overlap between granting institution syllabus and our course
- Criteria: Course description and syllabi will be used to determine transferability

Courses may transfer in substitution for an ELECTIVE course IF:

- The transfer credits were earned at a peer institution (or better)
- Applicants earned an A or B grade in the transfer course
- The number of transfer credits is equivalent to (or greater than) the elective course
- The course was completed within 5 years for the M.S. program
- The transfer course is on a topic related to the fields of Leadership or Human Resource Development as determined by course description and syllabi

GRADES

Students must maintain a 3.0 cumulative and semester GPA to remain in good standing with the Graduate School. The semester in which the GPA falls below 3.0 places them on academic probation. Academic probation is NOT

considered “in good standing.” While on academic probation, students are not eligible for funding of any kind. If after one semester of academic probation, the cumulative and semester GPA are not 3.0 or better, students will be dropped from the Graduate School. Please refer to the Graduate Catalog for more information.

GRADUATE SCHOOL INFORMATION

The department is the student liaison to the Graduate School. If students have questions or concerns about Graduate School rules or procedures, call or email SLHRD. Ms. Melissa Turnage is the appropriate contact. She can be reached at mturnage@lsu.edu or 225.578.5748.

Please do not send/bring any documents/forms directly to the Graduate School (exceptions are the final thesis and final dissertation documents). The department must submit all paperwork. We will retain copies in the student’s departmental file.

Students should be aware of the deadlines and due dates listed in the Graduate Calendar each semester. Please refer to the Graduate School’s website (<http://www.lsu.edu/graduateschool/calendars.php>) for the most recent copy of the Calendar.

MASTER OF SCIENCE DEGREE PROGRAM

The Master of Science is a non-thesis degree program and does not require a General Exam. Students will complete a total of 36 hours of coursework.

The program must be completed within five years from entrance into the degree program. After five years, courses begin to expire and cannot be applied toward degree requirement.

Courses may not be substituted.

Dr. Reid Bates (rabates@lsu.edu) is the Academic Advisor for all MS students in the on-campus program. Dr. Petra Robinson (petrar@lsu.edu) is the academic advisor for all MS students in the online program. Students with technical questions related to scheduling, completion of forms, the graduation process or other issues should contact Ms. Melissa Turnage (mturnage@lsu.edu; 225-578-5748), the Coordinator of Academic Services in the School.

Although Faculty Advisors are not formally assigned to MS students, students are encouraged to get to know faculty and build productive relationships with them. Such relationships can be essential in enhancing the value of your program and will help socialize you into the norms of LHRD scientific and practitioner community.

MASTER’S APPLICATION FOR DEGREE

The Master’s Application for Degree is submitted to the SLHRD office in the semester prior to the intended semester of graduation. The SLHRD office sends a broadcast email to all Master students each semester with information for the application for degree.

Please be sure to look for this email and adhere to the deadline for submission of the application to the SLHRD office. Missing this deadline will delay graduation.

The application for degree can also be found on the Graduate School website under Enrolled Student Forms.

DOCTOR OF PHILOSOPHY DEGREE PROGRAM

The Doctor of Philosophy degree requires 90 hours of course work beyond the BA/BS. Satisfactory completion of the qualifying Core Courses is required to be qualified for advanced doctoral study. Satisfactory completion constitutes passing the required Core Courses with a grade of “A” or “B”. Each course is generally offered once a year. If students have a particularly strong background in one or more of the core areas, they may take the final exam in any course and can satisfy the core requirement if a grade of “A” or “B” is earned. Students must secure a letter from the course instructor documenting the exam grade for inclusion in the student’s file as evidence of satisfying this requirement.

GRADUATE CATALOG

Students have two attempts to complete these core courses. Failure to do so will result in dismissal from the program. Any new Ph.D. student receiving a ‘C’, ‘D’ or ‘F’ in more than one core course on the first take will be dismissed from the program.

GRADUATION TIME LIMITS

Optimally full-time students admitted to the Ph.D. program will complete the program in five years. The maximum time allowed from entrance to the completion of the Ph.D. program is 7 years. A student must have special permission from the Dean of the Graduate School to exceed this time limit. This permission is not routinely given and must involve exceptional circumstances. Leave of absence is no longer formally recognized by the Graduate School. Failure to complete the Ph.D. program within the seven-year period will result in termination from the program.

The Graduate School requires students to graduate within 1 semester of completing their defense/final exam.

Example: Students defending their dissertation in the Spring 2017 must receive their degree either Spring 2018 or the following Fall 2018. NO later! Those defending in Fall 2018 must receive their degree in either the Summer 2019 or the Fall 2019.

If this deadline is missed the student will be required to re-defend in order to graduate.

PH.D. ADVISING

Upon admission to the Ph.D. students are paired with a Curriculum Advisor (CA). The CA is the student’s graduate program advisor whose role is to assist in developing and individualizing a student’s degree program, supporting course scheduling, and clarifying program requirements and processes. The CA serves as the student’s major professor through the student’s general exam. Upon completion of the general exam, students are encouraged to identify a Dissertation Advisor (DA). The CA could step into the DA role or the student could select another faculty member to serve as his/her DA. The DA should be a faculty member whose research interests best match the student’s and with whom the student has a comfortable working relationship.

ACADEMIC COURSE PLAN

The Academic Course Plan represents a student’s individualized degree program. In developing the degree program students work with their CA to identify which courses will be included in the program. A document is produced listing those courses the student intends to take. Although the courses can be changed if student interests or needs change, the document becomes, in effect, the contract between the student and the School documenting degree requirements.

- Students are not allowed to take their General Examination until the Academic Course Plan as approved by the CA has been completed and a degree audit has been performed by the Graduate School. To complete the degree audit students must complete a Degree Audit form that is part of the General Exam Forms and is available online from the Graduate School website.
- Prior to the completion of a student’s academic course plan and before taking the general exam, students must form a Graduate Committee. The Graduate Committee will consist of at least 3 members: the major professor, minor professor (if applicable), and 1 (supporting or minor) professor pertinent to the student’s path of study. At

least 2 members of the committee must be from the student's specialty area and at least 2 members must have the status as full members of the Graduate Faculty.

MINOR OR CONCENTRATION (OPTIONAL)

Students should discuss the requirements for the minor field with the major and minor professors. Once the requirements are set they should be put in writing, signed by student and the minor professor, and delivered to SLHRD.

Depending on the minor field, students are usually required to complete a minimum of 9-12 credit hours for a minor, which may include a minor project.

The minor must be completed prior to the General Exam.

GENERAL EXAM

The General Exam is a comprehensive examination required of every doctoral student. This is a written and oral exam. If a minor is to be earned, the minor professor is to participate in all aspects of the General Exam.

The School of Leadership and Human Resource Development requires that any student receiving a Ph.D. demonstrate proficiency in the broad competency areas of **leadership, organizational change and development, research methods and analytics, theory development, and professional practice**. The General Examination is an oral and written demonstration of this proficiency. **If a minor is to be awarded, the student must show proficiency in this area as well.** For this reason, the minor requirements must be met at the time of the General Exam and the minor professor must be present at the oral portion of the General Exam.

The General Exam will consist of a closed-book typed exam administered by the LSU Test Center, unless other arrangements are permitted by the advising faculty member or the Office of Disability Services. The student is responsible for scheduling the exam with the Test Center at least one month before the exam is to begin. The student will notify the exam committee of the exam reservation and timeline (e.g., taken in one day or broken into multiple days) one month before the exam date. The advisor will solicit exam questions (and readings if applicable) from the committee and will provide the exam questions and test taking instructions to the Test Center one week prior to the written exam. The exam committee may opt to assign required readings and/or exam themes or topics to the student, but doing so is not mandatory.

The oral portion of the General Exam will occur 2 weeks after the written exam is complete. This 2-3 hour exam provides the student an opportunity to defend, explain, and expand upon the written exam responses. New exam questions may be posed during the oral exam by the exam committee members.

TIMELINE:

- This exam is generally taken by 3rd or 4th year students. Students must complete all required core courses and electives prior to attempting the General Exam. Students may be enrolled in one course the semester the General Exam is scheduled, leaving only ONE remaining seminar after a student's first attempt to pass the General Exam.
- The General Exam can be taken in summer depending on the availability of faculty.
- The General Exam can be scheduled at specific times during the Spring and Fall semesters. Fall written exams should occur around mid-October and no later than mid-November for oral exams. In the spring, written exams should occur on or around mid-March with oral exams scheduled no later than mid-April.
- When students are ready to take the General Exam, they must submit the Doctoral Degree Audit and Request for General Examination form. The student's exam committee will work together to ensure that all competencies are assessed through the construction of the exam.
- The Doctoral Degree Audit and Request for General Examination form can be found on the Graduate School's website. This form must be submitted to the SLHRD office. SLHRD will submit the form to the Graduate School and retain the original in the student's file.

- The request must be submitted to the Graduate School at least 3 weeks prior to the oral exam meeting. After approving the exam date, the Graduate School will send an email with the approval and the contact information for the dean's representative appointed by the Dean of the Graduate School.
- The student's Graduate Committee will evaluate the exam. The Graduate School will appoint a 4th member, a Dean's Representative, for the student's oral defense meeting. When scheduling the defense meeting students must include the dean's representative in the correspondence. This person is also assigned to the student's future dissertation committee. Any changes to the committee for any reason must be approved by the committee chair and are to be reported to SLHRD, in writing, immediately. All committees are subject to approval by the School's Director.

GENERAL INFORMATION:

Only one dissenting vote from the Graduate Committee is allowed for a student to successfully pass the General Exam regardless of the number of committee members. If a second attempt is needed to complete the General Exam, a minimum of one semester must pass between attempts and the maximum time between attempts is 12 months. An unsuccessful second attempt of the General Exam will result in an immediate dismissal from the program.

Students cannot propose their dissertation until they have successfully passed the General Exam, and they cannot defend the dissertation until a year after passing the General Examination. If approved by the advisor, students may schedule the general exam and the dissertation proposal during the same semester.

OPTIONAL DISSERTATION PRE-PROPOSAL:

It is recommended that a brief one-page dissertation overview (including problem statement, brief literature review, general research question and intended methodology) be submitted to the student's major advisor at the time of the scheduling of the General Exam. The goal of this portion of the General Exam is for the student to demonstrate independent thinking, specifically in the area of designing and writing a research project. It is not expected that the version that is turned in for the exam will be directly reflected in the final version of the dissertation proposal, but is to indicate a general topic area of interest and intended methodological approach to study.

CONTINUOUS REGISTRATION REQUIREMENT

Doctoral candidates must maintain continuous registration for a minimum of three semester hours of credit each regular semester (excluding summers) from the completion of the general examination to the end of the semester in which an approved dissertation is submitted to the Graduate School. Please refer to the Graduate Catalog for more information.

DISSERTATION

All doctoral students must fulfill the Graduate School requirement of completing a written dissertation with an oral defense/final exam.

Students are not allowed to attempt a dissertation proposal and a dissertation defense during the same semester, nor can they propose or defend between semesters. A semester begins on the first day of orientation. The day prior to graduation is the final day of the semester for these major exams.

PROPOSAL GUIDELINES

- Students cannot propose the dissertation until they have successfully completed the General Examination.
- Students cannot defend their dissertation for 1 year after passing the General Exam.
- Provide committee members with a bound or electronic copy (their preference) of the dissertation proposal at least two weeks prior to the proposal meeting.
- Most students generally propose in their 4th year.

REGISTRATION RULES:

Students must register for dissertation hours (LHRD 9000) any semester they are working on the dissertation research project. This includes the semester for the dissertation proposal and the semester in which the dissertation is defended.

Each semester each faculty member offers a section of LHRD 9000 for scheduling; students will schedule dissertation hours with the advisor. The course requires the permission of the instructor. In order to have the course approved, students will email the instructor of the course and copy Ms. Melissa Turnage (mturnage@lsu.edu). Once the instructor responds with approval, Ms. Turnage will approve the student's schedule request in the system.

DISSERTATION COMMITTEE:

A student's dissertation committee must have at least 4 members: the committee chair, a new or previously appointed Dean's Representative, minor professor (if applicable), and 1 additional faculty member from SLHRD. At least 2 members of the committee must be from SLHRD and at least 2 members must be full members of the Graduate Faculty. As a departmental rule and as a courtesy, students invite the Dean's Representative to the proposal meeting. Students should make every effort to accommodate him/her as well as the remaining members of the committee when scheduling the proposal. Any changes to the committee for any reason are approved by the committee chair, and reported in writing to SLHRD immediately. All committees are subject to approval by the department chair.

The dissertation committee should not change from the student's proposal to the defense except under extraordinary circumstances and with the approval of the committee chair and the chair of the department. Any changes to the committee for any reason are reported to SLHRD, in writing, immediately. The Dean's Representative must attend the defense meeting.

DATA COLLECTION:

Students may **not** begin collecting data with human participants until the proposal has been formally presented to and accepted by the Dissertation Committee and the project has been approved by the IRB (Institutional Review Board). This process may take some time depending on the status of the research project (e.g., expedited versus full review). Include any instruments and procedures to be used in the research project. IRB form and other IRB documents can be downloaded from

http://www.lsu.edu/research/resources_for_faculty/research_compliance/institutional_review/IRB.php

GENERAL INFORMATION:

Students will need to see SLHRD staff for the necessary paperwork for the proposal, assistance with booking a room, and equipment for the committee meeting (multi-media etc.).

DEFENSE/FINAL EXAM GUIDELINES

- Most students generally defend in their 5th year.
- Students should plan to consult with their committee chair in writing at least 3 weeks prior to the final exam and no later than the 10th class day of the semester in which the exam will be taken.
- Students must apply to the Graduate School for the defense meeting (form: Request for Final Doctoral Examination) at least 3 weeks prior to the final exam. The Request for Final Doctoral Examination form can be found on the Graduate School's website. This form must be submitted to the SLHRD office. SLHRD will submit the completed form to the Graduate School and retain the original in the student's file. The Graduate School notifies students by email once their request has been approved.
- Students must find a time and date that allows all committee members to attend. Once completed, inform SLHRD Staff of the date and time to arrange room and equipment needs.
- The proposal and defense meetings are scheduled for a minimum of 2 hours.

- Committee members should receive a bound or electronic copy (their preference) of the dissertation at least two weeks prior to the defense meeting.
- Student dissertation defense performance is evaluated by the Dissertation Committee using a standardized rubric that can be provided to the student by the Chair of the dissertation committee.
- One dissenting vote is allowed for a student to successfully pass the dissertation proposal regardless of the number of committee members.
- Other deadlines may apply if a student plans to graduate the semester of the defense. See the Graduate School calendar for those dates.

REGISTRATION RULES:

Students must register for dissertation hours (LHRD 9000) any semester they are working on the project. This would include the semester of the defense. Although students do not have to be registered for dissertation hours the semester meet with the Graduate School editor, they do have to be registered for a minimum of 1 credit hour with the university. (Students registered as “degree only” are not eligible to meet with the editor.) Students must have a minimum total of 12 dissertation credit hours in order to be able to defend the dissertation.

GENERAL INFORMATION:

- Students cannot hand in the final dissertation to the Graduate School editor until the semester of graduation.
- Approved dissertations, including Graduate School corrections, must be submitted to the Graduate School no later than the deadline for submission of approved dissertations in the regular semester following the final examination. A final examination may be voided by the Dean of the Graduate School for failure to submit the approved dissertation in a timely manner as described.
- The completed dissertation must be submitted to the Graduate School in their required format (i.e., electronically). Please refer to the Graduate School’s website for information on preparing and submitting the dissertation (<http://www.lsu.edu/graduateschool/current-students/etd/etd-info.php>). Pay close attention to this format to avoid unnecessary revisions.
- Only one dissenting vote is allowed for a student to successfully pass the dissertation regardless of the number of committee members. In the event the defense exam is failed, the will be dismissed from the program. Only at the discretion of the student’s committee may a single, additional attempt be made.
- If the second attempt is approved, a minimum of one semester must pass between attempts.

APPLICATION FOR DOCTORAL DEGREE

At the beginning of the semester in which the dissertation is defended, students will submit the Application for Doctoral Degree to the Graduate School. The Application can be found on the Graduate School’s website under Enrolled Student Forms Please refer to the Graduate School Calendar for the submission deadline.

If students choose to participate in the commencement ceremonies, please contact the LSU Bookstore to order regalia.

PROBATIONARY STATUS FOR PH.D. STUDENTS

A student may be appointed to Probationary Status when no faculty member in the School is willing to serve as the student’s Program of Study, General Exam or Dissertation Committee advisor and chair. Students will be formally notified of this status in written correspondence and in an in-person consult with the Director.

Students on Probationary Status are granted permission to attempt to complete the stage of progress they are working toward (e.g., course completion, General Exam, or Dissertation Defense/Final Exam). The student is entitled to minimal guidance from the faculty in the form of administrative information (e.g., forms, deadlines, procedures), but faculty feedback on drafts and products in advance of the evaluation is not required.

The student's performance on the exam or defense will be evaluated by Faculty Committee comprised of all members of the SLHRD graduate faculty. This committee will oversee the evaluation of performance to determine whether the student has met standards for successful completion. Under Probationary Status, the evaluation of performance requires a consensus vote from the Faculty Committee.

The performance evaluation may result in one of three outcomes:

- **Failed Performance:** The student's performance is unsuccessful resulting in dismissal from the program.
- **Successful Performance:** The student is successful in completing the attempted stage. Permission is granted to remain in the program for one additional year, after which time the student must leave the program even if the dissertation or degree is not complete.
- **Success/Continuation:** The student is successful in completing the attempted stage. Probationary Status is revoked, and the student is allowed to continue progress in the program according to normal protocols. A faculty advisor/committee chair will be appointed by the Department.

RETENTION IN THE PH.D. PROGRAM

Compliance with the following will aid students with remaining in good standing with the program.

- Maintain semester and cumulative grade point average of 3.0 or better.
- Complete all core courses with a grade of "B" or better.
- Successfully complete the general exam with no more than 2 attempts.
- Successfully defend dissertation within 7 years of entering the program

FINAL NOTE

This document was created to help students understand the guidelines required by the Graduate School and the department. Read it carefully. Students should not expect faculty or staff to spend time explaining what is in this document. However, it is unrealistic to think that one such document can be all-inclusive. Questions always come up and when they do, students should contact their major advisor (for academic/research matters etc.) or SLHRD (forms, deadlines, etc.). The contents of the Handbook are open to modification as needed.