



**UT Tyler**<sup>TM</sup>

THE UNIVERSITY OF TEXAS AT TYLER

**Human Resource Development  
PhD Program Handbook  
Fall 2023**





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## Welcome

From a practice perspective, human resource development (HRD) is a process for developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance. From a theoretical and research perspective, HRD consists of mechanisms shaping individuals' values and beliefs, and skilling through learning-related activities to support the performance of the host institutional system. Careers in this field are available in business, nonprofit, educational, and governmental settings.

The HRD program provides students the opportunity to combine study and related experiences to develop, apply, analyze, synthesize, and evaluate knowledge of the purposes, practices, issues, and problems of work and organizational performance. Students also can learn how to design, deliver, and evaluate effective training and development programs.

The University of Texas at Tyler's doctoral program in human resource development is designed to develop scholars and scholar-practitioners who will advance the profession and serve as leaders in higher education, government, and industry.

## Doctoral Program Outcomes

The graduates of this program will be able to contribute to research and application in the areas of improving individual, group/team, and organization performance, developing leadership talent within organizations, and leading and facilitating change in organizations with culturally diverse workforces.

The doctoral program outcomes for candidates who successfully complete the program:

1. Integrate knowledge from HRD and related disciplines to support the development of researchers and scholars in diverse settings;
2. Conduct original research in HRD to contribute to research, theory, and practice;
3. Create, synthesize and disseminate original research about the discipline in a variety of publication and conference venues;
4. Enhance HRD leadership capability in a variety of workplace settings including business and industry, education, and healthcare; and,
5. Collaborate with national and international leaders to promote the discipline.

### *Rankings*

UT Tyler was ranked the most affordable PhD in human resources by [humanresourcesmba.net](http://humanresourcesmba.net).



## Message from PhD Program Coordinator, Dr. Kim Nimon

I am thrilled that you have decided to pursue your terminal degree here at The University of Texas at Tyler. For most of you, this will be a once-in-a-lifetime journey. I think it is important to remember that the journey is part of the destination. While I cannot promise that there will not be bumps along the way, I can promise that the program is designed to shape and develop your abilities to become a scholar or scholar-practitioner in the field of HRD.



While we have designed the program to optimize your time and energies, I hope that you will take advantage of every opportunity to expand your knowledge and seize opportunities to work with the faculty beyond what is required in classwork. You have the opportunity to work with leaders in the field of HRD as UT Tyler faculty regularly serve in leadership roles in the Academy of Human Resource Development (AHRD) as well as editors, issue editors, and contributors for AHRD sponsored journals including *Human Resource Development Quarterly*, *Human Resource Development International*, *Advances in Developing Human Resources*, and *Human Resource Development Review*.

In addition to working with our expert faculty, I hope you will take advantage of getting to know our UT Tyler alum. As you will see, our graduates are representing UT Tyler well and leading the field in institutions all around the United States. I am blessed to see how our alum stay connected and support each other as they seek to make a difference in society by developing and helping employees reach their full potential.

As you embark on this academic journey, please take care of your emotional, physical, and spiritual needs. Make quality time to stay connected with family and friends. Commit to a regimen of being physically active. Stay connected spiritually. While it will be easy to let any of these needs go unmet, I believe the time you devote to your PhD coursework and dissertation will be multiplied if you maintain balance in your life.

Know that all the faculty are here to help you succeed. If at any time you don't feel that way, please reach out to me, Dr. Tom Roberts, Director of Graduate Programs, and Dr. Krist Swimberghe, Dean of Soules College of Business.



## Doctoral Program Information and Requirements

### Doctoral Program Overview

Students entering the program in Fall 2023 can complete the doctoral program coursework in 2 years. Towards the end of the coursework, students select their Dissertation Chair. The Dissertation Chair will lead students through the process of inviting the remaining members of the Dissertation Committee. Students must select the Dissertation Chair before inviting any other committee members. At the end of year 2, students complete the proficiency exam. Upon successful completion, students are recommended for doctoral candidacy. Students begin their dissertation at the beginning of the third year and have up to 5 years to complete the dissertation after admittance to candidacy. The Graduate School offers a great overview of the dissertation process [here](#).

See the timeline below for key doctoral program milestones and links to important forms. A description of each form and the preliminary examination questions are on the following pages.

Year 1	Year 2	Years 3 +
<a href="#">Complete Coursework</a>		<ul style="list-style-type: none"><li>• Prepare and Submit Dissertation Proposal</li><li>• Approval of Dissertation Proposal</li><li>• <a href="#">IRB Approval</a></li><li>• Dissertation<ul style="list-style-type: none"><li>○ <a href="#">Schedule Oral Defense</a></li><li>○ <a href="#">Dissertation Acceptance</a></li></ul></li></ul>
	<p><b>End of Year 2</b></p> <ul style="list-style-type: none"><li>• Work with HRD <a href="#">Graduate Faculty</a> to <a href="#">appoint dissertation committee</a></li><li>• Complete Preliminary Examination</li><li>• <a href="#">Recommendation for Candidacy</a></li></ul>	

*Note.* Students have 5 years to complete the dissertation after admittance to candidacy. Students coming into the program in Fall of 2023 must complete a minimum of 12 dissertation credits. Students have a maximum of 9 years to complete the doctoral program.

### Degree Plan

For the most up-to-date information, please visit the [HRD graduate catalog](#).

### Academic Advising

The Soules College of Business has three full-time graduate academic advisors. Academic advisors provide course information to ensure timely course registration and graduation. Updated information on how to contact them can be found on their website [here](#).



## Coursework Schedule

### Year 1 Coursework

Semester	Course
Fall	HRD 6350: Disciplined Inquiry in HRD HRD 6351: Univariate Statistics HRD 6388: Talent Management and Development
Spring	HRD 6312: Contemporary Issues in the HRD Literature HRD 6355: Multivariate Statistics HRD 6366: Seminar on Organization Change & Development
Summer	HRD 6343: Foundations of Qualitative Research HRD 6314: Organizational Intervention Approaches

### Year 2 Coursework

Semester	Course
Fall	HRD 6334: Organizational Consulting HRD 6352: Structural Equation Modeling HRD 6353: Advanced Qualitative Research in HRD
Spring	HRD 6310: Advanced Theoretical Foundations of HRD HRD 6359: Research Seminar in HRD HRD 6377: Leadership Theory and Practice
Summer	HRD 6360: Proposal Development HRD 6391: Advanced Topics in HRD



## Human Resource Development PhD Program Orientation

Students are required to attend a **mandatory** Human Resource Development PhD Program Orientation program. The orientation will be held on campus on the first day of your first class. The orientation provides an opportunity for students to meet faculty, staff, understand program expectations, learn how they can get involved, and gather all materials necessary for their success through the program. Look for more information near the beginning of the semester.

## Graduate Student Orientation

Visit the [Graduate Student Orientation](#) page to find out general information regarding financial aid, library services, scholarships, [Canvas](#), and the Graduate Student Association (GSA). Be sure to complete Canvas 101 to learn how to navigate the learning management system to access course assignments and materials. Pay attention to the collaboration tools, like Zoom, which are used by professors and students to collaborate when away from campus.

## Registration

The minimum credit hour load to be considered a full-time graduate student is nine semester hours during the fall, spring, or summer semesters. The maximum credit hour load permitted is 12 semester hours during the fall, spring, or summer semester. Enrollment status is defined in terms of semester credit hours.

## Credit Hours

The PhD in HRD is a 60-hour program beyond the master's degree, culminating in a dissertation. For all University requirements for the PhD degree, please refer to the [Doctoral Policies](#) section of the Graduate Policies and Programs chapter.

## Performance Standards

Continued registration is contingent upon the student maintaining a 3.0 (on a 4.0 scale) or higher GPA. To remain in good standing in the HRD PhD program, a student may earn no more than one C grade regardless of their overall GPA. A second C grade or any one grade below a C will subject the student to dismissal from the PhD program in HRD at the discretion of the program coordinator and the Dean of the Soules College of Business. For further information, see special degree requirements in the [UT Tyler course catalog](#).

## Residency

Under Texas state law, an applicant or enrolled student is classified either as a resident of Texas, a nonresident, or a foreign student. Residency for admission and tuition purposes at a public college or university in Texas is different from residency for voting or taxing purposes. For more information about establishing residency, visit the [Admissions website](#).





## Doctoral Forms

The Doctoral Program Milestones timeline includes links to all forms that are required to be submitted to The Graduate School by the Program Coordinator during the student's tenure at UT Tyler. If you have any questions about the forms, please contact The Graduate School at [GradForms@uttyler.edu](mailto:GradForms@uttyler.edu).

**STUDENTS:** Although most of these forms are initiated by your Dissertation Chair or Program Coordinator, all students are responsible for ensuring that forms are filed in a timely manner. Please read and follow appropriate directions on each form when completing them.

Below is a brief description of each of the forms:

### [Appointment of Dissertation Committee](#)

This form is used to nominate members of the student's dissertation committee or to change membership of an existing committee. Committee membership must be approved by the Dean of The Graduate School. The process of selecting committee members is not typically initiated until students are nearing the end of coursework.

### [Proficiency Examination Report and Recommendation for Candidacy](#)

This form is used to report the results of Preliminary Exams to The Graduate School and to certify advancement to candidacy. Students may not take their proficiency examination until the dissertation committee has been established.

### **Approval of Dissertation Proposal** (see *Appendix*)

This form, once completed by the dissertation chair, certifies that the dissertation committee has approved the proposal by the PhD student. This form is **NOT** submitted by the student, but must be submitted by the dissertation chair, along with the proposal, to the director of the program.

### [Request to Schedule Oral Defense](#)

This form is used to set the date for the Oral Defense. It must be submitted to The Graduate School along with the Approval of Dissertation Draft and a complete draft of the dissertation no later than 10 working days before the proposed date of the Oral Defense.

### [Final Oral Defense Report](#)

This form certifies that the student has successfully defended an acceptable dissertation. The form must be submitted to The Graduate School within 5 working days of the completion of the final Oral Defense.



## Human Resource Development (HRD) Dissertation

After successful completion of coursework and the preliminary exam, students are required to complete a dissertation to successfully complete the PhD program. The dissertation is a comprehensive research study in your primary research interest area. The dissertation can be conducted through quantitative, qualitative, or a mixed-methods approach. Ultimately, the dissertation creates new knowledge in the HRD field. Students can choose the traditional doctoral dissertation or a multi-paper doctoral dissertation. See the table below for more details.

<b>Traditional Doctoral Dissertation</b>	<ul style="list-style-type: none"><li>• Deliverable is a summary of the research approach and findings.</li><li>• The traditional dissertation includes an abstract and five chapters, plus references:<ul style="list-style-type: none"><li>○ Abstract</li><li>○ Chapter 1: Introduction</li><li>○ Chapter 2: Literature review</li><li>○ Chapter 3: Methodology</li><li>○ Chapter 4: Results</li><li>○ Chapter 5: Discussion</li></ul></li></ul>
<b>Multi-Paper Doctoral Dissertation</b>	<ul style="list-style-type: none"><li>• The multi-paper dissertation must contain three papers but may contain more.</li><li>• At least two of the papers must report on empirical studies.</li><li>• At least two of the papers must be accepted for publication by the time of the dissertation defense. The remainder must be under peer-review with a peer-reviewed journal.</li><li>• All papers must be publishable in a peer-reviewed academic journal.<ul style="list-style-type: none"><li>○ Acceptable journal outlets include the <a href="#">Soules College of Business journal list</a> and the current <a href="#">Australian Business Deans Council list</a>.</li><li>○ Other journal outlets must be approved by the graduate faculty in the UT Tyler HRD department and the dissertation committee.</li></ul></li><li>• The papers must be developed while the candidate is in the UT Tyler HRD PhD program.</li><li>• The doctoral candidate may collaborate with UT Tyler HRD faculty and students in the development of their papers providing that the doctoral candidate is the<ul style="list-style-type: none"><li>○ Sole author of at least one of the papers</li><li>○ Lead author of at least two of the papers</li></ul></li></ul>

View completed [Human Resource Development Dissertations](#).

For more information, visit the [UT Tyler Dissertation Center](#).



## Student Expectations

### Soules College of Business Statement of Ethics

The ethical problems facing local, national, and global business communities are an ever increasing challenge. It is essential the Soules College of Business help students prepare for lives of personal integrity, responsible citizenship, and public service. To accomplish these goals, both students and faculty of the Soules College of Business at The University of Texas at Tyler will:

- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age, or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.
- Protect property and personal information from theft, damage, and misuse.
- Conduct yourself in a professional manner both on and off campus.

Furthermore, the Soules College of Business strongly adheres to the UT Tyler [Honor Code](#):

*“Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.”*

### Plagiarism Training Requirement

All current and future PhD students/candidates **must** undergo online training on the topic of plagiarism and **present the certificate for proof**. The certificate will be maintained with your student records. Training can be accessed here:

<https://plagiarism.iu.edu/>

### Academic Integrity

Students are responsible for upholding academic integrity in all submitted academic work. Plagiarism is a serious matter; students suspected of academic dishonesty may be subject to disciplinary action. Information about general UT Tyler academic dishonesty policies [can be found here](#).

### Class Attire

As students of the Soules College of Business, students are expected to dress in a professional manner on class weekends. Business casual attire is expected for all students during classes and class presentations.



## **Class Attendance Policy**

Attending all class sessions demonstrates the learner's personal commitment to learning. Therefore, physical attendance is expected for the accomplishment of course objectives. Excused absences for religious holy days or active military services are permitted according to the policies outlined in the UT Tyler Graduate Handbook. One unexcused absence may result in a final grade reduced by one letter grade. Two or more unexcused absences from class will likely result in a grade of Incomplete (I) requiring the student to retake the course.



## General Information and Resources

### PhD HRD Advisory Team (P-HAT)

The PhD HRD Advisory Team (P-HAT) seeks enthusiastic students each academic year to join its mission of providing comprehensive support and guidance to PhD students throughout their studies. As members of P-HAT, students will play a key role in maintaining the handbook, serving as ambassadors for the program, and organizing a variety of initiatives, including "Lunch n Learns", [crowdfunding for the AHRD conference](#), mentoring incoming students, and managing research grant awards. Students can also find a list of current P-HAT members [here](#). The team continuously strives to ensure the success and satisfaction of PhD students and invites feedback and suggestions through an anonymous 5-minute [survey](#).

### Class Schedule Format

The PhD in HRD is not an online program; however, we do use a hybrid format program whereby students only meet five times a semester: Three courses (three credit hours each, fall and spring) and two courses (three credit hours each, summer) will meet five times per semester, four times in the summer. The balance of required class time will be completed via online and project-based formats.

### Class Weekends

For the Fall and Spring semesters, lunch will be provided on Saturdays during the one hour break in between the 8:00 am and 1:00 pm classes. During these lunches, the PhD student advisory team (P-HAT) coordinates "Lunch n Learns" where faculty, students, and guests discuss various topics pertinent to PhD students. These sessions are optional but highly encouraged. Students will receive emails in advance regarding location and topics.

### Transportation

Tyler has its own regional airport, but many out-of-town students find better airfare options and affordable prices flying in and out of Dallas/Fort Worth (DFW) or Dallas Love Field (DAL). Also, while Uber and Lyft do operate in Tyler, options are limited.

### Lodging

Many students travel to Tyler for class weekends and choose to stay at the following hotels where student rates may be available. Be sure to call the hotel to inquire about specific rates for UT Tyler HRD PhD students. See the below table for a list of hotels with confirmed discount rates and how to obtain those rates. Otherwise, please ask the hotel of your choice whether they will honor a student discount with UT-Tyler.

Hotel & Information	How to Obtain Discount
Staybridge Suites 2759 McDonald Rd Tyler, TX 75702 (903) 566-1100	Code: UT Tyler
Hilton Garden Inn 220 E. Grande Blvd Tyler, TX 75701 (903) 509-1166	Code: PHDspaceHRD



<b>Fairfield Inn</b> 309 W. Heritage Dr Tyler, TX 75703 (903) 561-3300	Call and ask for UTT rate
<b>Homewood Suites by Hilton</b> 3104 Golden Rd Tyler, TX 75701 (903) 593-7880	Code: PHDspaceHRD
<b>Holiday Inn Express &amp; Suites Tyler South</b> 2421 E SE Loop 323 Tyler, TX 75701 (903) 566-0600	Call and ask for UTT rate
<b>Residence Inn by Marriott Tyler</b> 350 W Heritage Dr Tyler, TX 75703 (903) 787-5899	Call and ask for UTT rate

## Course Catalog

Visit the [course catalog](#) for more details on program requirements. The course catalog provides the most up-to-date and accurate information about the program.

## Faculty Bios

As a student in the HRD PhD program, you will work with professors with varying interests and research experience. View Department of HRD faculty bios [here](#).

## Campus Bookstore

Order textbooks for all your courses through the campus bookstore. Orders can be placed [online](#) or visit the store for in-person shopping.

## Parking

Visit the [cashier's office](#) to purchase a parking permit. However, parking is not enforced after 5 pm and on the weekends so it is up to the student whether they want to purchase a parking pass. All students are able to park in the parking garage located next to the Soules College of Business, parking lot 15, or parking lot 17.

## Graduate Student Business Cards

Students can order graduate student business cards to network during conferences at [UT Tyler patriot printing](#).

## UT Tyler Patriot Printing

Visit the on-campus full-service [copy center](#) for all your printing needs. Some printing is available on campus; however, it is strongly advised that students print materials before coming to campus. Each student receives \$25 in Pharos Dollars in the Fall, Spring, and Summer to be used for printing in the on-campus computer labs and the library. You can visit an Account Management Center located in the Library across from the circulation desk or on the second floor between the University Center and Administration Building. You can check your Pharos account balance through this device. You can also log on to the P2 Portal and get a statement of your Pharos account.

## Cowan Center

The Cowan Center is a performing arts center located on campus that hosts a variety of professional touring performance events throughout the year. There are special



discounts for students. To reserve your tickets, call (903) 566-7424. For a current performance schedule [view here](#).

### **UT Tyler Discount Program**

The UT Tyler discount program creates opportunities for businesses to connect with students by offering discounts on products and services. [View the website](#) for a full list.

### **Zoom**

All UT Tyler students have access to a free Zoom business account. Create your free business [account here](#).

### **Qualtrics**

Qualtrics is an online survey tool used to collect data and feedback. Qualtrics survey software is provided to all faculty, staff and students. To create an account, use [this link](#) and follow all necessary directions in order to complete the set-up process.

### **Patriot Email**

All UT Tyler students receive a [Patriot email account](#) for important school communications. Check your Patriot email every day, as this serves as the only official electronic communication source the University has for corresponding with students. All financial and academic notices will be sent through your Patriot email account.

### **Professional Associations and Conferences**

We encourage doctoral students to attend conferences, present posters and papers, and build their network during their doctoral studies. Students can contact the Soules College of Business to apply for stipends to assist with conference registration fees.

The following conferences are recommended for Human Resource Development PhD students. Visit each site for submission deadlines and upcoming conference locations.

#### [Academy of Human Resource Development \(AHRD\)](#)

PhD students are eligible to submit for the Dissertation of the Year Award. Visit the conference website for criteria and submission deadlines.

#### [Academy of Management \(AOM\)](#)

#### [East Texas Research Conference](#)

The **East Texas Research Conference** is held each spring at UT Tyler. All Human Resource Development PhD students are encouraged to submit a proposal to the East Texas Research Conference. The Soules College of Business historically has paid the registration fees for proposals (paper or poster) accepted.

#### [PhD Project](#)

The PhD Project hosts an annual conference and provides resources and a support network for Black/African-American, Latinx/Hispanic-American and Native American students interested in pursuing business doctoral degrees.

#### [Society of Industrial and Organizational Psychology \(SIOP\)](#)

#### [Southwest Academy of Management](#)



### [Southern Management Association \(SMA\)](#)

The SMA hosts an annual Doctoral Consortia for early-stage and late-stage doctoral students. The consortia are a wonderful opportunity to network with faculty and students, as well as learn the keys to successful research, teaching, and service.

## **Graduate School Financial Assistance**

Tuition payments are due the Friday before the start of the semester, by 5:00 PM CST.

Eligible students may enroll in one of the three installment plans: four installments, three installments, or the two-installments payment plan. Installment plans cover the expenses for tuition and fees. Eligible students may sign up in the myUTTyler Student Center in the Finances section, then click on account inquiry. Further information can be [found here](#).

Graduate students are highly encouraged to apply for the numerous financial assistance options available at UT Tyler:

### **Graduate Fellowship**

Full-time domestic and international students are encouraged to apply for the New Graduate Fellowship to earn a \$1,000 award. With this award, non-Texas residents also qualify for in-state tuition during their first academic year of graduate study. Visit the Financial Support [page](#) for more details on qualifications, additional benefits, and to apply. The award may be renewable.

### **Academic Affairs Teaching Assistantship**

PhD candidates are eligible to apply for an Academic Affairs Teaching Assistantship after coursework is completed, which includes a stipend depending on experience. Interested students should work with the program chair to initiate the process.

### **Scholarships**

Scholarships are granted to students on a yearly basis. The Soules College of Business offers scholarships to returning students. Typically, scholarship applications are due at the end of the spring semester and awarded for the following academic year. More information can be found on the [scholarships website](#).

Additionally, if students are concerned with their financial aid package, they are encouraged to reach out to [scholarships@uttyler.edu](mailto:scholarships@uttyler.edu). Oftentimes, the staff will be able to work with you on an individual basis.

### **Grants**

Every year UT Tyler offers internal grants for faculty, students, and staff engaging in research. Grant proposals are due in mid-spring and granted for the following academic year. Please see the [Office of Research and Scholarship website](#) for more information.

The following websites also offer grant opportunities for individuals engaging in research:

- [Academy of Human Resource Development \(AHRD\)](#)
- [American Education Research Association \(AERA\)](#)
- [Society of Human Resource Management \(SHRM\)](#)
- [Society of Industrial Organizational Psychology \(SIOP\)](#)
- [Southwest Educational Research Association](#)





## Student and Alumni Achievements

### Student of the Year

Each year the faculty present a “HRD PhD Student of the Year” award to a current outstanding student who has demonstrated academic excellence as well as service to the College, University, or profession at large. Awards are conferred at the end of the academic year. Recipients receive an academic medal to be worn at graduation. The following students are past award winners:

- 2012-2013 – Paula Anthony-McMann
- 2013-2014 – Paula Anthony-McMann
- 2014-2015 – Sam Carrell
- 2015-2016 – Gregg Keiffer
- 2016-2017 – Mandolen Mull and Julia Barrios
- 2017-2018 – Marvin Bontrager
- 2018-2019 – Silvana Chambers
- 2019-2020 – Katherine Stone
- 2020-2021 – Joanna Norman
- 2021-2022 – Leah Aiken
- 2022-2023 – Kelly Moore

### Dissertation Awards

Students have received awards for outstanding dissertations from the following sources:

#### **2022 ATD Dissertation Award – Association for Talent Development**

2022 – Thomas Kramer, Winner

#### **Esworthy Malcolm S. Knowles Dissertation of the Year – Academy of Human Resource Development**

- 2020 – Jennifer Duplessis, Winner
- 2019 – Silvana Chambers, Winner
- 2018 – William S. Carrell, First Runner-Up
- 2017 – Ben LeVan, Winner
- 2014 – Paula E. Anthony-McMann, Winner
- 2012 – Judy Yi Sun, Winner

#### **Leo and Margaret Goodman-Malamuth Dissertation Award – American Association of University Administrators**

2021 – Kristin S. Scott, Winner



## **Workplace Learning SIG Exemplary Dissertation Award – American Education Research Association**

2018 – William S. Carrell, Winner

### **Human Resource Development PhD Alumni in Higher Education**

Many of our program graduates have successfully secured positions in and outside of higher education. See placements of HRD PhD graduates in higher education below.

<b>Graduate</b>	<b>Institution</b>	<b>Position, Department</b>
<a href="#"><u>Dr. Beth Adele</u></a>	Oklahoma City University	Director and Assistant Professor Mass Communications
<a href="#"><u>Dr. James “Jim” Aller</u></a>	Georgia Southwestern State University	Associate Professor, Associate Dean of the MBA Program
<a href="#"><u>Dr. Paula Anthony</u></a>	UT Health East Texas	Chief Strategy Officer
<a href="#"><u>Dr. Marvin Bontrager</u></a>	Georgia Gwinnett College	Assistant Professor, Management
<a href="#"><u>Dr. Bryn Brown</u></a>	Tarleton State University	Assistant Professor, Management
<a href="#"><u>Dr. Sam Carrell</u></a>	University of Maine	University Registrar
<a href="#"><u>Dr. Silvana Chambers</u></a>	University of Houston-Clear Lake	Assistant Professor, Management
<a href="#"><u>Dr. Melinda Chatham</u></a>	Georgia Southwestern State University	Assistant Professor, Management
<a href="#"><u>Dr. Janice Chretien</u></a>		Adjunct Faculty
<a href="#"><u>Dr. J. Mark Clardy</u></a>	University of Houston-Clear Lake	Assistant Professor, Healthcare Administration
<a href="#"><u>Dr. Joy Cooper</u></a>	Texas A&M University at Texarkana	Assistant Professor, Management
<a href="#"><u>Dr. Rosemary Cooper</u></a>	The University of Texas at Tyler	Executive Director of Career Success
<a href="#"><u>Dr. John Dexter</u></a>	Troy University	Assistant Professor, Management
<a href="#"><u>Dr. Jennifer Duplessis</u></a>	Collin College	Chief Human Resources Officer



<b>Graduate</b>	<b>Institution</b>	<b>Position, Department</b>
<a href="#"><u>Dr. Stephanie Dunn</u></a>	Louisiana State University, Shreveport	Instructor, Department of Management and Marketing
<a href="#"><u>Dr. David Fowler</u></a>	Lander University	Assistant Professor, Management
<a href="#"><u>Dr. Julia Fulmore</u></a>	University of Dallas	Assistant Professor, Management
<a href="#"><u>Dr. John Haymore</u></a>	Lynn University	Visiting Assistant Professor, Human Resource Management
<a href="#"><u>Dr. Ashley Hall</u></a>		Adjunct Faculty
<a href="#"><u>Dr. Gregg Keiffer</u></a>	Houston Baptist University	Assistant Professor, Management Executive Associate Dean, Archie W. Dunham College of Business
<a href="#"><u>Dr. Thomas Kramer</u></a>	Penn State Mont Alto	Assistant Teaching Professor, Baccalaureate Business Program
<a href="#"><u>Dr. Andrew Krouse</u></a>	The University of Texas at Tyler	Director of Facilities Management
<a href="#"><u>Dr. Ashley Kutach</u></a>	UT Health East Texas	Manager, Organizational Development
<a href="#"><u>Dr. Abbie Lambert</u></a>	University of Central Oklahoma	Assistant Professor, Management
<a href="#"><u>Dr. Ame Lambert</u></a>	Portland State University	VP, Global Diversity & Inclusion
<a href="#"><u>Dr. Ben LeVan</u></a>	Charleston Southern University	Associate Professor, Business Administration
<a href="#"><u>Dr. Lacey Logan</u></a>	Valparaiso University	Visiting Assistant Professor, Management
<a href="#"><u>Dr. Mary Lynn Lunn</u></a>	Tulane University University of Richmond	Adjunct Faculty
<a href="#"><u>Dr. Nandini McClurg</u></a>		Adjunct Faculty
<a href="#"><u>Dr. Jon Musgrave</u></a>	Morehead State University	Assistant Professor, Management
<a href="#"><u>Dr. Elva Resendez</u></a>	Purdue University, Fort Wayne	Direct of Accreditation and Clinical Assistant Professor, Management



Graduate	Institution	Position, Department
<a href="#"><u>Dr. Jeff Risinger</u></a>	Ohio State University	SVP of Talent, Culture, and Human Resources
<a href="#"><u>Dr. Afton Rumsey</u></a>	The University of Texas at Tyler	Graduate School Student Success and Retention Coordinator
<a href="#"><u>Dr. Kevin Sanford</u></a>	Los Angeles Valley College	Chair and Associate Professor, Business
<a href="#"><u>Dr. Kristin Scott</u></a>	McNeese State University	Assistant Professor, Management
<a href="#"><u>Dr. Katie Stone</u></a>	The University of Texas at Tyler School of Medicine	Director of Wellness and Professional Formation
<a href="#"><u>Dr. Judy Sun</u></a>	The University of Texas at Tyler	Associate Professor, Human Resource Development
<a href="#"><u>Dr. Kristin Waddell</u></a>	Stephen F. Austin State University	Assistant Professor, Business Communication





## Human Resource Development PhD Alumni Outside of Higher Education

<b>Graduate</b>	<b>Organization</b>	<b>Position</b>
<a href="#"><u>Dr. Rob Carpenter</u></a>	Advanta Genetics, LLC	CEO
<a href="#"><u>Dr. Cathy Cockrell</u></a>	SAP	Project Principal Consultant - Senior Project Manager
<a href="#"><u>Dr. David Conley</u></a>	Capital Resource Utilization	Head of Organizational Development
<a href="#"><u>Dr. Tresa Gamblin</u></a>	City of Waco	Business Support Manager
<a href="#"><u>Dr. Susan Grove</u></a>	Collegiate Edu-Nation	Director of Business Development
<a href="#"><u>Dr. Debbie Herd</u></a>	Comerica Bank	SVP, Director of Talent Management & Learning
<a href="#"><u>Dr. Brooke Kincade</u></a>	Southwest Airlines	Hawaii Provisioning Manager
<a href="#"><u>Dr. Julie Lewis</u></a>	Trilogy MedWaste	VP of Regulatory Affairs and Organizational Development
<a href="#"><u>Dr. Diana McBurnett</u></a>		Management Consultant
<a href="#"><u>Dr. David Macauley</u></a>	Convene	Advisory Board Chairman
<a href="#"><u>Dr. Jessica A. McCann</u></a>	MD Anderson Cancer Center	Leadership Practitioner
<a href="#"><u>Dr. Mandolen Mull</u></a>	MullMentum	Founder
<a href="#"><u>Dr. Sonya H. Niazy</u></a>	Galena Park ISD	Deputy Superintendent for Operational Support/CFO
<a href="#"><u>Dr. Adayehi B. Peter</u></a>	Aptive Capital RABAWA EMEA	Founder Founder President
<a href="#"><u>Dr. Dave Silberman</u></a>	RedLeaf Ventures	Chief Development Officer
<a href="#"><u>Dr. Randall Stevenson</u></a>	Convene	Advisory Board Chairman
<a href="#"><u>Dr. Romell Thomas</u></a>	NASA – National Aeronautics and Space Administration	Human Resources Business Partner People Leader
<a href="#"><u>Dr. Atiwate (Joe) Upatham</u></a>	Communications & Power Industries	Director of Engineering



## Human Resource Development PhD Program Publications

UT Tyler HRD doctoral students, candidates, and graduates are actively contributing to the HRD body of knowledge. See below for publications of students, candidates, and graduates that are based at least in part on research that commenced while in the program.

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- Anthony-McMann, P. E.**, Ellinger, A. D., Astakhova, M., & Halbesleben, J. R. (2017). Exploring different operationalizations of employee engagement and their relationships with workplace stress and burnout. *Human Resource Development Quarterly*, 28, 163-195. <https://doi.org/10.1002/hrdq.21276>
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- Carrell, W.S.**, Ellinger, A.D., Nimon, K.F. and Kim, S. (2022), Examining the relationships among managerial coaching, perceived organizational support, and job engagement in the US higher education context, *European Journal of Training and Development*, 46 (5/6), 563-584. <https://doi.org/10.1108/EJTD-10-2020-0145>
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- Chambers, S.**, & Nimon, K., Anthony, P. (2016). A primer for conducting survey research using MTurk: Tips for the field. *International Journal of Adult Vocational Education and Technology*, 7(2), 54-73. <https://doi.org/10.4018/IJAVET.2016040105>



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## Appendices



## Doctoral Programs FAQ's

**Q: I have not taken statistics in over 10 years. What can I do to prepare for doctoral-level statistics courses?**

A: In the summer before your first fall semester, Dr. Nimon will offer a set of statistics primer modules as a refresher on key terms and concepts. The modules are optional and can all be completed online. Students are encouraged to review the content and complete the activities. Bonus points are awarded for successful completion of activities.

**Q: What are the recommended search engines to find published peer-reviewed research?**

A: Most students use the UT Tyler Library [Swoop Search](#) and [Google Scholar](#) search engines to locate published research.

**Q: What happens if I earn a C in a course?**

A: According to the [UT Tyler catalog](#), "To remain in good standing in the HRD PhD program, a student may earn no more than one C grade regardless of their overall GPA. A second C grade or any one grade below a C will subject the student to dismissal from the PhD program in HRD at the discretion of the program director and the Dean of the Soules College of Business".

A: A student may repeat any course previously taken at UT Tyler that would not normally be repeatable for credit if the last grade received in the course was a "C", "D" or "F" for master's and PhD students ([UT Tyler catalog](#)).

**Q: How long is coursework?**

A: A full-time student will complete their course work in two years, including summers.

**Q: How long does it take an individual to graduate with a PhD in HRD from UT Tyler?**

A: On average, if students remain full-time, they can graduate with their doctorate within five years of starting the program.

**Q: What happens if I do not turn in all class assignments by the end of the semester?**

A: Your end-of-semester grades are based on the timely and successful completion of assignments.

**Q: Who can be on my dissertation committee?**

A: Students must have 3 committee members in total (including chair); all must have Graduate Research Faculty status. Dissertation committee membership must include at least two UT Tyler HRD faculty. Dissertation committee members may include a member external to UT Tyler subject to approval from the Graduate School. See the [graduate school website](#) for more information and page 7 of this document for further insight.



**Q: How long does a student have to complete their dissertation once they are a doctoral candidate?**

A: According to the [UT Tyler catalog](#), students have a total of five years to complete their dissertation once they have been admitted to candidacy.

**Q: What should I wear for my dissertation defense?**

A: Please wear business casual for all professional activities related to the dissertation process.

**Q: What is a dissertation defense like?**

A: Typically, a dissertation defense includes a presentation by the PhD candidate over their dissertation or articles, followed by Q&A by faculty and other guests. Students can invite guests to the defense. After Q&A, the student is asked to leave the room so that the faculty can determine whether the student passes. Also see the [guidelines for the conduct of a dissertation defense](#) published by the Graduate School.

Additional questions?

Contact Dr. Nimon at [knimon@uttyler.edu](mailto:knimon@uttyler.edu).

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## Doctoral Preliminary Exam Questions

The preliminary exam for the HRD Ph.D. at UT Tyler is designed to assess if you are ready to become a doctoral candidate. The exam is typically taken at the end of the final semester of coursework. However, doctoral students may take the exam the semester following their final semester of coursework as long as they comply with graduate school policies and processes.

The preliminary exam requires you to submit a take-home Word document that conforms to APA 7<sup>th</sup> edition (2020) formatting guidelines. The document should not exceed 51 double-spaced pages including references, tables, and figures and excluding appendices. All references, tables, figures, and appendices should be placed at the end of the Word document.

Your writing should be focused on directly answering the questions asked. To that end, do not use “chapters” in your answers. As for the clarity of the writing, you are strongly encouraged to use different levels of headings per APA 7<sup>th</sup> edition (2020) in a structured and organized way.

This is the exam requiring your sole, independent work, and thus you are not allowed to work collaboratively or seek any assistance of others’ help nor allowed to have your answers edited or proofread by others. The UT Tyler academic dishonesty policy will strictly be applied to this examination.

This examination includes the following four questions:

**Question 1:** Articulate the topic of your research interest and describe why it is compelling, most appropriate, and relevant to the field of HRD in research and practice (approximately 5 - 8 pages).

**Question 2:** Provide a comprehensive (yet, abbreviated) synthesis of the literature on the topic of your research interest and clearly identify the gap(s) that call(s) for further research. Conclude by identifying the gap that you intend to address within your study (approximately 15 – 20 pages).

**Question 3:** Based upon the gap that you have articulated in Question 2, please describe the research design that you will use and the rationale for the selection of that design. Also provide details about your proposed methods to data collection, analysis and discuss how you will address reliability and validity (or trustworthiness) as well as ethical concerns from the perspective of qualitative or quantitative approach (approximately 10 – 15 pages).

**Question 4:** Given your answers 1 to 3, state how your study will contribute to the field of HRD from the perspective of research, theory, and practice, using future tenses. You may also provide future research agenda. (approximately 5 – 8 pages).



## Doctoral Preliminary Exam Grading

### Grading

**Full Pass:** All four questions have been addressed with satisfaction.

**Partial Pass:** Three of four questions have been addressed with satisfaction. If allowed, the student will be expected to rewrite the one failed question during a retake.

**Fail:** Two or more questions have not been addressed with satisfaction. If allowed, the student will be expected to retake the full exam.

Failure to retake the exam, in partial or full, by the first Saturday following the end of the next academic semester, will result in termination from the HRD Ph.D. program. A student who fails in passing the examination twice is not allowed to take an additional examination and is automatically dismissed from the program and the university. Please see the UT Tyler catalog for more information on the HRD Ph.D. Proficiency Examination process.



The University of Texas at Tyler  
The Graduate School - Human Resource Development  
Approval of Dissertation Proposal

The proposal must be approved no later than the beginning of the fifth year of study in order for the student to remain in good academic standing. This form is to be filed in the student folder.

Student name (last, first, MI) \_\_\_\_\_ Student ID # \_\_\_\_\_

Address Line 1 (street, apt.) \_\_\_\_\_

Address Line 2 (city, state, zip) \_\_\_\_\_

Program: PhD in HRD Semester/Year Student Entered Program \_\_\_\_\_

Date advanced to candidacy \_\_\_\_\_

Date proposal approved \_\_\_\_\_

Proposal Title \_\_\_\_\_

<b>Committee Member</b>	<b>Signature</b>	<b>Approved</b>	<b>Not Approved</b>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Approval

\_\_\_\_\_  
Director of Doctoral Program (please print) Signature

\_\_\_\_\_  
Date



## Revision history

<b>Date</b>	<b>Revisions</b>
July 2020	Document created.
June 2021	Changed hyperlink to current course catalog Verified all hyperlinks Updated/verified graduate placements Added section on dissertation awards
July 2021	Updated graduate placements Updated alum publications
July 2022	Updated/verified placement/employment status; new cohort course schedules
February 2023	Updated preliminary examination grading and alumni information; added course attendance policy and information on P-HAT.
July 2023	Updated for new academic year