Program Change Request

EP.26.003_FINAL
Approved by EP 09/08/2025

New Proposal

Date Submitted: 03/13/25 9:45 am

Viewing: **: Human Resources & Industrial Relations: Human Resources Data Analytics, MHRIR (on campus)**

Last edit: 08/21/25 11:41 am

Changes proposed by: Eden Haycraft Smothers

Approval Path

1. 03/06/25 1:26 pm Donna Butler (dbutler): Rollback to Initiator
2. 03/14/25 12:43 pm Donna Butler (dbutler): Approved for U Program Review
3. 03/14/25 1:49 pm Becky Barker (ebarker): Approved for 1568-LER Head
4. 03/18/25 9:55 am Simon Restubog (simonldr): Approved for LG Dean

Proposal Type

Proposal Type: Concentration (ex. Dietetics)

Administration Details

Official Program Name   Human Resources & Industrial Relations: Human Resources Data Analytics, MHRIR (on campus)

Diploma Title   Master of Human Resources and Industrial Relations

Sponsor College   Labor & Empl. Relations, School of

Sponsor Department   Labor & Employment Relations

Sponsor Name   Becky Barker

Sponsor Email   ebarker@illinois.edu

College Contact   Becky Barker   College Contact Email

ebarker@illinois.edu

College Budget   Wyatt Martin

Officer

College Budget   wjmartin@illinois.edu
Officer Email

If additional stakeholders other than the Sponsor and College Contacts listed above should be contacted if questions during the review process arise, please list them here.

Please direct all questions about the proposal to Becky Barker.

Does this program have inter-departmental administration?

No

Effective Catalog Term

Effective Catalog   Fall 2025
Term

Effective Catalog   2025-2026

Proposal Title

Proposal Title (either Establish/Revise/Eliminate the Degree Name in Program Name in the College of XXXX, i.e., Establish the Bachelor of Science in Entomology in the College of Liberal Arts and Sciences, include the Graduate College for Grad Programs)

Establish the Concentration in Human Resources Data Analytics in the Master of Human Resources and Industrial Relations in Human Resources & Industrial Relations in the School of Labor and Employment Relations and the Graduate College

Does this proposal have any related proposals that will also be revised at this time and the programs depend on each other? Consider Majors, Minors, Concentrations & Joint Programs in your department. Please know that this information is used administratively to move related proposals through workflow efficiently and together as needed. Format your response like the following "This BS proposal (key 567) is related to the Concentration A proposal (key 145)"

No

Program Justification

Provide a brief justification of the program, including highlights of the program objectives, and the careers, occupations, or further educational opportunities for which the program will prepare graduates, when appropriate.

The Concentration in Human Resources Data Analytics will prepare MHRIR graduates for the new landscape in HR practice that focuses on what is alternatively called "People Analytics," "HR Analytics," and "Workforce Analytics"; as well as equipping them with knowledge and tools for Big Data, AI, and Machine Learning. These advanced HR data skills and knowledge are a sought-after skillset for entry-level MHRIR graduates (who can leverage HR Data Analytics to both make and communicate better HR decisions for hiring, training, compensation, and labor relations). The same skillset will be indispensable later in their careers as HR Managers and HR Executives, who need to process and understand high-volume streams of information related to talent management and HR strategy. A similar HR Analytics course track has recently opened at the Rutgers School of Management and Labor Relations, and our prospective master's students cite this as an attractive feature of the Rutgers program. Importantly, the School of Labor and Employment Relations (LER) at Illinois (one of the top labor schools in the US) is especially well-equipped to offer this concentration, given our depth of faculty research and teaching expertise in HR applications of Research Methods and Machine Learning (e.g., Dr.'s Alexander, Min, Newman, Weaver, & Zhang). Given our faculty resources and experience, ours would arguably be the strongest HR Data Analytics program in the entire field of HR.

Instructional Resources

Will there be any reduction in other course offerings, programs or concentrations by your department as a result of this new program/proposed change?

No

Does this new program/proposed change result in the replacement of another program?

No

Does the program include other courses/subjects outside of the sponsoring department impacted by the creation/revision of this program? If Yes is selected, indicate the appropriate courses and attach the letter of support/acknowledgement.

No

Program Features

Academic Level   Graduate

Is this program part of an ISBE approved licensure program?

No

Will specialized accreditation be sought for this program?

No

Additional concentration notes (e.g., estimated enrollment, advising plans, etc.)

We are anticipating that we will have an initial enrollment of five students after the program is approved and publicized with plans to increase to 20 by year five. Students will be advised about the concentration and if they are interested, they will be able to apply directly to the concentration through the Graduate College application, starting in Spring 2026 or can petition to add onto their record, once in the MHRIR program.

Does this program prepare graduates for entry into a career or profession that is regulated by the State of Illinois?

No

Program of Study

Attach Program of Study related information here.

Catalog Page Text - Overview Tab

Catalog Page Overview Text

The Human Resources Data Analytics concentration is an optional program within the Masters in Human Resources and Industrial Relations (MHRIR) at Illinois. The purpose of this program is to equip students with knowledge and hands-on skills to conduct, understand, and communicate advanced analyses with HR Data. This expertise will better equip MHRIR graduates for the information economy and data revolution in HR practice, leveraging people-focused analytics to make better HR decisions for hiring, training, compensation, retention, and labor relations. Available courses cover topics like advanced prediction/regression models, applied measurement, spreadsheets, data visualization and presentation, machine learning/AI, workforce planning, and firm performance/finance for HR.

Statement for Programs of Study Catalog

Choose any three courses from the below list. 12 credit hours total.

LER 510	HR Analytics: Methods & Data-Driven Prediction	4
LER 526	Machine Learning Applications in HR	4
LER 527	Applied HR Topics: Spreadsheet & Visualization Analysis	4

LER 568	Firm Performance and HR	4
Total Hours		**12**

A cumulative GPA of a 3.0 is required for the concentration courses.

All students must complete the 48-hour degree requirements of the MHRIR curriculum. Concentration requirements will count as part of the 24-hour elective courework.

Program Relationships

Corresponding
Program(s):

Corresponding Program(s)
Human Resources & Industrial Relations, MHRIR (on campus & online)

Program Regulation and Assessment

Plan to Assess and Improve Student Learning

Illinois Administrative Code: 1050.30(b)(1)(D) Provision is made for guidance and counseling of students, evaluations of student performance, continuous monitoring of progress of students toward their degree objectives and appropriate academic record keeping.

Student Learning Outcomes

Upon completion of this concentration, students will be able to:

*Demonstrate a practical understanding of key concepts in data analytics and advanced statistics. The concentration builds upon the statistical knowledge gained from the LER core required statistics course.

*Use popular data analysis tools in the field of HR (e.g., Excel, R, Power BI) to visualize, summarize, and analyze organizational data.

*Use findings from data analysis to better understand organizational phenomena, evaluate *HR initiatives, and inform HR decision making.

*Effectively communicate data analysis and statistical findings to various organizational stakeholders.

Describe how, when, and where these learning outcomes will be assessed.

Describe here:

As the courses for the concentration can be completed in any order, student learning outcomes will be assessed directly throughout the program on a course-by-course basis. Learning outcomes will be assessed directly using assignments, quizzes, exams, reports, research projects, and/or presentations in each course. Specifically, each course incorporates frequent periodic assessments (i.e., assignments, quizzes, exams) as mentioned above, along with a final assessment (e.g., exam, project, presentation) at the conclusion of each course. These learning outcome assessments will be supplemented by student surveys and teaching evaluation data each semester for each course. Learning outcomes will also be assessed indirectly through analysis of job placement rates of students who enroll in the concentration.

Identify faculty expectations for students' achievement of each of the stated student learning outcomes. What score, rating, or level of expertise will signify that students have met each outcome? Provide rating rubrics as necessary.

Students will be expected to demonstrate sufficient mastery of the learning outcomes listed above by earning a grade of a grade of C- or higher in each concentration course. Additionally, students must earn an average GPA of 3.0 or higher in all of the concentration courses which they elect to take.

Explain the process that will be implemented to ensure that assessment results are used to improve student learning.

All of the assessment data for the Concentration in Human Resources Data Analytics (i.e., individual concentration course grades, concentration GPA, student surveys, teaching evaluations, job placement rates) will be compiled and analyzed for each graduating cohort following the addition of the concentration. The faculty teaching the Human Resources Data Analytics concentration courses will meet annually to create/update a plan to improve student learning outcomes for the Concentration in Human Resources Data Analytics.

Program Description and Requirements Attach Documents

Courses in the HR Data Analytics Concentration with individual learning outcomes.docx

Delivery Method

This program is available:

On Campus - Students are required to be on campus, they may take some online courses.

Enrollment

Number of Students in Program (estimate)

Year One Estimate	5	5th Year Estimate (or when fully implemented)
	20	

Budget

Will the program or revision require staffing (faculty, advisors, etc.) beyond what is
currently available?

No

Additional Budget
Information

The unit anticipates increases to tuition revenue as well as upfront course development and
marketing costs and recurring marketing costs. The anticipated revenue would more than cover
the additional costs. The program will be supported by tuition revenue generated by
anticipated increased enrollment.

Attach File(s)

Financial Resources

How does the unit intend to financially support this proposal?

The unit has Investment for Growth (IFG) funds in place to support the upfront costs of the
program revision. The revision is in line with the IFG submission approved by the Provost office.
LER plans to charge its current MHRIR graduate tuition rate (no increase due to the program
revision).

Will the unit need to seek campus or other external resources?

No

Attach letters of
support

Is this program requesting self-supporting status?

No

Faculty Resources

Please address the impact on faculty resources including any changes in numbers of faculty, class size, teaching loads, student-faculty ratios, etc.

> We will be utilizing our existing faculty to launch the new courses. Teaching loads will not increase and these courses will be a part of the current faculty teaching loads. We anticipate that enrollment for LER 510, 568, 526 and 527 be no larger than 40 people once implemented. Depending on the size of the class, we can offer grading support, which we already do for their current teaching load and this is already an implemented practice at LER. We do have IFG funding which would allow for hiring additional faculty if the program grew beyond what is anticipated. For long term, increased tuition from the concentration would support additional faculty or student resources.

Library Resources

Describe your proposal's impact on the University Library's resources, collections, and services. If necessary please consult with the appropriate disciplinary specialist within the University Library.

> "After reviewing the proposal, I agree that the library's existing resources, collections, and services should be sufficient to support the new concentration, given that it consists of four courses, two that have been offered for years and two that are newly developed but taught by existing faculty.
>
> I've linked a document with additional text (document attached) you may choose to incorporate into the library section of the proposal, either in full or in part. However, the text in this email would also suffice."
>
> "The School of Labor and Employment Relations is supported by the Social Sciences, Health, and Education (SSHEL) Library, a unit of the University Library. The library's existing resources remain sufficient to meet the academic and research needs of the program, as the Human Resources Data Analytics concentration consists of four courses, two of which have been offered for years, LER 510 (previously LER 590 DDD) and LER 568, while the other two, LER 526 and LER 527 were newly developed for this concentration and will be taught by existing LER faculty." – Mandi Arlain

HLC Section

Credit Hours

Existing or repackaged curricula (Courses from existing inventory of courses):	Number of Credit Hours:	4 33%	Percent of Total:
Revised or redesigned curricula (Courses for which content has been revised for the new program):	Number of Credit Hours:	0 0	Percent of Total:

New curricula (Courses developed for the new program that have never been offered):	Number of Credit Hours:	8 67%	Percent of Total:
Total Credit Hours of the Program:	Number of Credit Hours:	12 100	Percent of Total:

New Faculty Required

Will new faculty expertise or new faculty members be needed to launch this program?

No

Please explain existing coverage: Current faculty will be teaching the courses offered in the HR Data Analytics concentration. Leo Alexander will teach LER 527 as a part of his teaching load and this course will first be offered Fall 2025. Dan Newman will teach LER 510 as a part of his teaching load and this course has been offered since Fall 2022 (previously rubric was LER 590 DDD). Andrew Weaver will teach LER 568 as a part of his teaching load, and he has taught this course since he first arrived on campus over nine years ago. Haylee Min will teach LER 526 as a part of her teaching load and this course is currently being taught in Spring 2025, for the first time.

Additional Funds

Will the proposed program require a large outlay of additional funds by the institution?

No

Institutional Funding

Please explain institutional funding for proposed program:

The unit has Investment for Growth (IFG) funds in place to support the upfront costs of the program revision. The revision is in line with the IFG submission approved by the Provost Office. LER will use tuition revenue to fund program. As explained above, current faculty will teach these courses are a part of their existing course loads (not as overload or SIE).

EP Documentation

EP Control Number   EP.26.003

Attach Rollback/
Approval Notices

Non-EP Documentation

U Program Review
Comments

Rollback
Documentation and

Attachment

DMI Documentation

Attach Final
Approval Notices

Banner/Codebook
Name

Program Code:

Minor Code	Conc Code	Degree Code	Major Code

Senate Approval
Date

Senate Conference
Approval Date

BOT Approval Date

IBHE Approval Date

HLC Approval Date

DOE Approval Date

Effective Date:

Program Reviewer Comments	**Donna Butler (dbutler) (03/06/25 1:26 pm):** U Program Review comments resulting in rollback to sponsor: 1. Program name should be - Human Resources & Industrial Relations: HR Data Analytics, MHRIR. Clarify that you truly want it to be HR and not Human Resources since other programs are spelled out. 2. Related to Major since the major has never offered a concentration before we would expect to see a major proposal accompany this one together in workflow. 3. Delivery Method is inconsistent. Selected on campus and online but in the description it says it will launch in the on campus program and offer online if there is interest. This proposal must be specific for planned delivery methods. We suggest proposal for on-campus option only at this time then you can revise the program later to add the online delivery method of interest supports that. **Donna Butler (dbutler) (03/06/25 1:26 pm):** Rollback: Please see comments on proposal for rollback reasons. **Emily Stuby (eastuby) (03/14/25 10:51 am):** Updated the official program name to match data standards.