

## New Proposal

Date Submitted: 02/03/22 10:17 am

Viewing: **: Compensation Best Practices, CERT**

Last edit: 03/28/22 11:53 am

Changes proposed by: Eden Haycraft

### In Workflow

1. U Program Review
2. 1568 Head
3. LG Dean
4. University Librarian
5. Grad\_College
6. Provost
7. Senate EPC
8. Senate
9. U Senate Conf
10. Board of Trustees
11. IBHE
12. HLC
13. DMI

### Approval Path

1. 02/03/22 1:15 pm  
Deb Forgacs  
(dforgacs):  
Approved for U  
Program Review
2. 02/03/22 2:20 pm  
Becky Barker  
(ebarker):  
Approved for 1568  
Head
3. 02/03/22 3:27 pm  
Lynne Hovel  
(lhovel):  
Approved for LG  
Dean
4. 02/03/22 3:37 pm  
John Wilkin  
(jpwilkin):  
Approved for  
University  
Librarian
5. 03/08/22 2:35 pm  
Allison McKinney  
(agrindly):  
Approved for

Grad\_College  
6. 03/08/22 4:10 pm  
Kathy Martensen  
(kmartens):  
Approved for  
Provost

## Proposal Type

Proposal Type:  
Major (ex. Special Education)

## Administration Details

Official Program Name Compensation Best Practices, CERT

Sponsor College Labor & Empl. Relations, School of

Sponsor Department Labor & Employment Relations

Sponsor Name Eden Haycraft

Sponsor Email ehaycraft4@gmail.com

College Contact Becky Barker

College Contact  
Email

ebarker@illinois.edu

College Budget Officer Wyatt Martin

College Budget Officer Email wjmartin@illinois.edu

List the role for rollbacks (which role will edit the proposal on questions from EPC, e.g., Dept Head or Initiator) and/or any additional stakeholders. *Purpose: List here who will do the editing work if proposal needs rolled back. And any other stakeholders.*

Eden Haycraft (ehaycra@illinois.edu), Becky Barker (ebarker@illinois.edu), Amit Kramer (kram@illinois.edu)

Does this program have inter-departmental administration?

No

## Proposal Title

Effective Catalog Term Fall 2022

Provide a brief, concise description (not justification) of your proposal.

Establish a Campus Graduate Certificate (CERT) program based on an existing LER college certificate program.

List here any related proposals/revisions and their keys. *Example: This BS proposal (key 567) is related to the Concentration A proposal (key 145) and the Concentration B proposal (key 203).*

This Compensation Best Practices, CERT (key 1121) is related to the Fundamentals of Human Resources, CERT (key 1119), Human Resources Management, CERT (key 1123), and Human Resources Data Analytics, CERT (key 1126)

## 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.

Establish financial aid opportunities for students that want to pursue one or more certificate tracks prior to committing to a master's program. This would also target career changers or experienced HR professionals that have already received masters' degrees. Establishing the certificate programs as eligible for financial aid will also assist students seeking to utilize their veteran grant benefits. Financial aid options are especially important for students of color who contemplate advancing their education.

LER launched a little c certificate program (non-degree seeking) in Fall 2020 which consisted of four program tracks. Since the program's inception we have enrolled 14 students, seven of which have completed at least one certificate track and five of those students have applied and been admitted into the master's program. The certificate tracks have become a great way to recruit and retain our master's students. Within the past year and a half the biggest barrier for prospective students is the lack of financial aid resources.

## 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 impacted by the creation/revision of this program?

No

## Program Regulation and Assessment

Briefly describe the plan to assess and improve student learning, including the program's learning objectives; when, how, and where these learning objectives will be assessed; what metrics will be used to signify student's achievement of the stated learning objectives; and the process to ensure assessment results are used to improve student learning. (Describe how the program is aligned with or meets licensure, certification, and/or entitlement requirements, if applicable).

Below is a subset of learning outcomes from our MHRIR degree program. These outcomes are specific to the Compensation Best Practices Certificate. LER utilized HRCI's Human Resources Body of Knowledge to inform our learning objectives and has recently (January 2022) received "exceeds expectations" score from the Office of the Provost Learning Outcomes Assessment of its MHRIR degree program.

1. Students will apply Business Management and Strategy to shape immediate and long-term HR activities, practices, and policies. Students will critically examine the complex link between strategy and business practices, understand and apply workforce metrics to drive decision-making, and apply a strategic lens to international human resources.
2. Students will understand the structural elements of compensation system design and evaluate an organization's Compensation and Benefits structure relative to market forces, union agreements, and legal requirements.
3. Students will apply and adhere to statutory and legal requirements when administering HR policies and procedures and employ Risk Management strategies to protect the employer from loss and liability and comply with labor law.
4. To support Human Resource Development, students will support organizational priorities by managing employee performance through evaluating gaps between employee performance and the desired state, building programs to address these gaps, and designing strategies for motivating employees.
5. Students will be able to use critical thinking and problem-solving skills to act strategically when making decisions in business and in life.

We have been assessing the learning outcomes through two different strategies. One being ICES evaluations at the end of the course to assess their overall course experience. We also do a separate assessment that examines if program expectations were met in terms of content and to determine areas of improvement. This is often sent to students within two months of completing the program.

Is the career/profession for graduates of this program regulated by the State of Illinois?

No

## Program of Study

*"Baccalaureate degree requires at least 120 semester credit hours or 180 quarter credit hours and at least 40 semester credit hours (60 quarter credit hours) in upper division courses" (source: <https://www.ibhe.org/assets/files/PrivateAdminRules2017.pdf>). For proposals for new bachelor's degrees, if this minimum is not explicitly met by specifically-required 300- and/or 400-level courses, please provide information on how the upper-division hours requirement will be satisfied.*

All proposals must attach the new or revised version of the Academic Catalog program of study entry. Contact your college office if you have questions.

For new programs, attach [Compensation Best Practices\\_CERT\\_.xlsx](#)

Program of Study

Catalog Page Text - Overview Tab

Text for Overview tab on the Catalog Page. This is not official content, it is used to help build the new catalog page for the program. Can be edited in the catalog by the college or department.

Certificate Program Website: <https://ler.illinois.edu/online-human-resources-certificate-program/>

School Faculty: <https://ler.illinois.edu/faculty/>

Program Contact: Eden Haycraft

Email: [ehaycra@illinois.edu](mailto:ehaycra@illinois.edu)

#### Program Overview:

The online certificate program consists of a variety of tracks and each track has three courses (12 credit hours total, four credit hours per course). Each course in the certificate program is either six or eight weeks long. You can choose to engage in one or more certificate program tracks. Once you have received one or more certificates, and decide you are interested in the full Master of Human Resources and Industrial Relations (MHRIR) program, you are able to apply for the online master's program.

Each certificate program track takes between 7 to 10 months to complete.

How do I know if the certificate program is for me?

Are you....

-working in HR with no HR background?

-employed by an organization that provides tuition reimbursement, but the reimbursement amount isn't equivalent to a full degree program?

-seeking to gain more knowledge in HR but either unable to or prefer not to attend graduate school?

-currently in HR and seeking to freshen-up your knowledge? This group may include, for example, individuals who started in HR, left HR for different reasons or even left the labor force.

-seeking to enter the HR field or change positions within your organization to HR, but do not want to commit/can't commit to a full degree?

-an individual who wants to know more about HR in general prior to embarking on a full degree program?

If you answered 'yes' to one or more of these questions, then this certificate program may be the perfect fit for you.

What is required to apply for one of these certificate programs?

Please note all applicants must have received a bachelor's degree prior to starting one of our certificate program tracks.

- Application
- Resume
- Official Transcripts
- English Proficiency Exam for international students
- Phone Interview – Contacted after application is reviewed for a phone conversation regarding interest in the certificate program.

#### Compensation Best Practices Certificate Overview:

Develop skills for the negotiation process as the interactive basis for union-management relations; conflict and conflict resolution as part of the negotiating process; wage and other effects of collective bargaining. Learn about hiring, promotion, evaluation, discrimination, raiding, job definition, pay schemes, benefits, and design of work.

#### Statement for Programs of Study Catalog

Students who have successfully completed the *Compensation Best Practices* certificate may use the certificate to satisfy the following degree requirements, provided they apply and are admitted to the degree program:

12 hours of core coursework requirements of the MHRIR degree program

Certificate fulfills the following distribution requirements: Labor Markets and Employment, Union Management and Labor Relations Policy, and HR Management and Organization Behavior

#### Course List

Code	Title	Hours
<a href="#">LER 561</a>	Compensation Systems	4
<a href="#">LER 542</a>	Collective Bargaining	4
<a href="#">LER 545</a>	Economics of Human Resources	4
Total Hours		12

Corresponding Degree      CERT Campus Graduate Certificate

## Program Features

Academic Level      Graduate

Does this major have transcribed concentrations?      No

What is the typical time to completion of this program?  
6 months

What are the minimum Total Credit Hours required for this program?  
12

What is the required GPA? 2.75

CIP Code 521002 - Labor and Industrial Relations.

Is This a Teacher Certification Program?  
No

Will specialized accreditation be sought for this program?

No

## Delivery Method

This program is available:

Online Only - The entire program is delivered online, students are not required to come to campus.

Describe the use of this delivery method:

The program is hybrid synchronous and asynchronous. Each course has a required, once a week two-hour live Zoom session where students gather with their peers and the instructor. These live zoom sessions include lectures, activities, students' presentations, and other interactions involving the course content.

## Institutional Context

University of Illinois at Urbana-Champaign

Describe the historical and university context of the program's development. Include a short summary of any existing program(s) upon which this program will be built.

Explain the nature and degree of overlap with existing programs and, if such overlap exists, document consultation with the impacted program's home department(s).

LER has four certificate program tracks that are stackable and transferable into LER's MHRIR programs. An additional application needs to be completed to be considered for the master's programs that requires three letters of recommendation and a personal statement. LER allows participants of one of the certificate tracks to utilize up to two LER faculty for recommendation letters. Individuals admitted into the master's program upon completion will be able to utilize their certificate credits towards the 48-hour MHRIR degree requirements. Career services benefits become available once an individual is admitted to the master's program.

University of Illinois



Briefly describe how this program will support the University's mission, focus and/or current priorities. Demonstrate the program's consistency with and centrality to that mission.

The Compensation Best Practices Certificate allows a more accessibility for continuing education for diverse populations. It allows them to meet their career and personal goals. The certificate tracks allow individuals to take on less of a financial burden to learn a new skillset. It also targets individuals that have already received a degree and want to engage in upskilling of human resources best practices.

## Admission Requirements

Desired Effective      Fall 2022  
Admissions Term

Provide a brief narrative description of the admission requirements for this program. Where relevant, include information about licensure requirements, student background checks, GRE and TOEFL scores, and admission requirements for transfer students.

To apply to the certificate program within LER, prospective students must submit an updated resume and official transcripts. In order to qualify for the certificate, one must have completed an undergraduate degree. Some certificates require an undergraduate statistics course in order to proceed through the program. Following the application an interview is setup with the Associate Director of Graduate Online Programs to discuss program fit and the applicant's background. An admissions decision is made after the interview with the candidate. If a certificate student wants to pursue the master's degree following the completion of a certificate, they must then submit an application for the MHRIR program. That application would then require a personal statement along with three letters of recommendation. Certificate students can ask up to two of their instructors from the LER program to write letters for their master's application.

Describe how critical academic functions such as admissions and student advising are managed.

The Associate Director of Online Graduate programs would manage recruitment, admissions, onboarding/orientation, and advising for the certificate students. There will be one contact person for all necessary components of the certificate program to keep it simple and consistent for all certificate applicants.

## Enrollment

Number of Students in Program (estimate)

Year One Estimate	3-7	5th Year Estimate (or when fully implemented)
8		

Estimated Annual Number of Degrees Awarded

Year One Estimate	3-7	5th Year Estimate (or when fully implemented)
8		

What is the matriculation term for this

program?

Spring/Summer/Other

Please give an explanation of why fall matriculation is not applicable:

Students can join this certificate program in either Fall, Spring or Summer terms.

## Budget

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

No

Additional Budget Information

Attach File(s)

[Compensation Best](#)

[Practices\\_CERT\\_Self\\_Supporting\\_Designation\\_Signed.pdf](#)

## Financial Resources

How does the unit intend to financially support this proposal?

All certificate students are a part of the master's program, so no additional costs will be added through faculty or advisors until the program grows substantially in which case the tuition dollars will cover program expenses since our online programs are self-supporting.

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

No

Attach letters of support

What tuition rate do you expect to charge for this program? e.g, Undergraduate Base Tuition, or Engineering Differential, or Social Work Online (no dollar amounts necessary)

MHRIR online credit hour rate

Is this program requesting self-supporting status?

Yes

## Resource Implications

### Facilities

Will the program require new or additional facilities or significant improvements to already existing facilities?

No

### Technology

Will the program need additional technology beyond what is currently available for the unit?

No

## Non-Technical Resources

Will the program require additional supplies, services or equipment (non-technical)?

No

## Resources

For each of these items, be sure to include in the response if the proposed new program or change will result in replacement of another program(s). If so, which program(s), what is the anticipated impact on faculty, students, and instructional resources? Please attach any letters of support/acknowledgement from faculty, students, and/or other impacted units as appropriate.

Attach File(s)

## Faculty Resources

Please address the impact on faculty resources including any changes in numbers of faculty, class size, teaching loads, student-faculty ratios, etc. Describe how the unit will support student advising, including job placement and/or admission to advanced studies.

Current faculty and staff resources are sufficient to support this certificate program. Students within the certificate program participate and interact within the same classrooms as the master's students. We currently have the capacity to admit up to another 40 students each academic year before we would need to consider hiring any additional faculty. This expense would be the same if the LER master's program continues to grow. There is a designated staff member to assist with student advising as well as assisting interested certificate students in applying for the master's program. As of right now, there aren't job placement resources for these students as that is the major differentiator between the master's and certificate program options. LER is dedicated to keeping course sizes for all online programs at a 35:1 student to faculty ratio. This was a recommendation from CITL during the creation of the online master's program in 2015.

## 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.

Library collections, resources and services are sufficient to support.

## Market Demand

What market indicators are driving this proposal? If similar programs exist in the state, describe how this program offers a unique opportunity for students:

Barriers to entry within our certificate programs have driven this proposal. The certificate program options are a great opportunity for individuals that may not be able to commit to the entire financial obligations that a master's degree has, it also allows for individuals that are not yet fully prepared to be admitted to a master's program the opportunity to take graduate level courses to prove they're ready. Alumni of HR master's programs that have been working in the field for a while but need a refresher or current best practices on a topic may also find this transcribed certificate beneficial. Since the little c certificate launched in Fall 2020 we have heard from many prospective students that paying out of pocket for a certificate (\$8,880 per certificate) puts the credential beyond their financial means. Since the little c certificate is currently considered a non-degree seeking program individuals have also had trouble utilizing their veteran grants to participate in a certificate track (another barrier of entry).

Explain how the program will meet the needs of regional and state employers, including any state agencies, industries, research centers, or other educational institutions that expressly encouraged the program's development.

Discuss projected future employment and or additional educational opportunities for graduates of this program. Compare estimated demand with the estimated supply of graduates from this program and existing similar programs in the state. Where appropriate, provide documentation by citing data from such sources as employer surveys, current labor market analyses, and future workforce projections.

*(Whenever possible, use state and national labor data, such as that from the Illinois Department of Employment Security at <http://ides.illinois.gov/> and/or the U.S. Bureau for Labor Statistics at <http://www.bls.gov/>).*

There needs to be more opportunities on Illinois' campus to educate others on human resources best practices. As of right now we offer two different campus master's/PhD programs within Human Resources (MHRIR and EPOL), and there aren't any formalized certificate programs.

The field of human resources has become very important throughout the pandemic as organizations try to find a way to engage a workforce that is hybrid or fully remote. This has posed lots of questions as people begin to return to work surrounding vaccination mandates and sick leave for COVID related quarantine guidelines. LER has had alums reach out seeking educational opportunities for their staff, and prospective students seeking ways to learn more about HR as the space is evolving.

Another emerging need is to educate human resources professionals on the importance of a diversified workplace as well as ways to support employees while at work. People are resigning from work at an alarming rate due to working conditions.

What resources will be provided to assist students with job placement?

As of right now only students within the master's programs receive assistance from Career Services, it is one of the benefits to pursuing the master's over the certificate tracks. So far nearly half of our certificate participants have applied for and been admitted to our online master's where they can then work with the program Career Consultant. If our certificate program continues its growth, we would consider extending the Career Consultant services to the certificate program.

If letters of support are available attach them here:

## EP Documentation

EP Control Number            EP.22.128

Attach Rollback/Approval Notices            [ep22128\\_email to and response from sponsor\\_20220328.pdf](#)

This proposal requires HLC inquiry            Yes

## DMI Documentation

Attach Final Approval Notices

Banner/Codebook Name

Program Code:

Minor Code	Conc Code	Degree Code	Major Code
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Senate Approval Date

Senate Conference Approval Date

BOT Approval Date

IBHE Approval Date

HLC Approval

Date

Effective Date:

Attached  
Document  
Justification for  
this request

Program Reviewer  
Comments

Key: 1121

<b>Code</b>	<b>Title</b>	<b>Hours</b>
<a href="#">LER 561</a>	Compensation Systems	4
<a href="#">LER 542</a>	Collective Bargaining	4
<a href="#">LER 545</a>	Economics of Human Resources	4
Total Hours		12



**GRADUATE COLLEGE**

110 Coble Hall, MC-322  
801 S. Wright St.  
Champaign, IL 61820

**PROGRAM TUITION WAIVER POLICY PROPOSAL**

Proposals to establish or revise tuition waiver policy for a graduate program will follow a shared governance approval process (Department, School, College, Graduate College).

**Definitions of Tuition Waiver Policy Designations:**

**Traditional Programs.** Programs either designated as generating full or base-rate tuition waivers. Base rate waivers waives only the Resident Graduate Base tuition amount. Non-Residents or students in a program with an additional tuition differential will be responsible for the remaining portion of tuition.

**Reimbursable Programs.** Programs identified as programs that would be reimbursed from an appointing unit outside their academic college.

**Cost-recovery and self-supporting programs.** Students in approved cost-recovery and self-supporting programs are not eligible to receive tuition and fee waivers except statutory waivers. Students in these programs are not eligible to hold a waiver generating graduate appointment (Assistantship or Fellowship). Full time employees may be admitted to these programs, but their employee waiver is not eligible for use towards a program with this designation.

Additional information related to these tuition waiver designations can be found here: <https://grad.illinois.edu/handbook/program-tuition-waiver-designations>.

**PROGRAM INFORMATION**

COLLEGE OR SCHOOL: School of Labor & Employment Rel. (LER)

PROGRAM(s) (Include Program Codes if applicable): Subset of MHRIR: HR + Index Relatns

REQUESTED DESIGNATION (Select desired designation type): Program code: 10 K50964 MHRU

Self-Supporting

Comments: Compensation Best Practices, CERT (Key 1121)  
by CIM-Programs



**JUSTIFICATION: On a separate sheet, please address the following.** (see next page)

1. Describe the reasons for this request and explain: (a) the pros and cons of the classification requested, and (b) how the requested classification will benefit and not adversely affect the academic quality of the program.
2. What type of financial assistance will be offered to students in the program?
3. Has this program had past practice of offering graduate assistantships? If so, please describe.
4. What provisions will be made to communicate the new classification to prospective and newly admitted students?

**APPROVALS: (May use Adobe Signature or print and sign the document)**

Department Executive Officer Signature and Date: Fitz Dragon 2/24/22

Disciplinary College Signature and Date: Fitz Dragon 2/24/22

Graduate College Signature and Date: \_\_\_\_\_



1. Describe the reasons for this request and explain: (a) the pros and cons of the classification requested, and (b) how the requested classification will benefit and not adversely affect the academic quality of the program.

*The four certificate tracks that are being proposed as self-supporting as they are all a part of our current online MHRIR program that is already designated as self-supporting. The certificate students will take the same courses as the online students and will be able to utilize all the resources from our already established online self-supporting program.*

2. What type of financial assistance will be offered to students in the program?

*Online MHRIR students are not offered financial assistance through our department. Anyone taking classes within our self-supporting programs do not receive financial assistance.*

3. Has this program had past practice of offering graduate assistantships? If so, please describe.

*No, our online MHRIR program does not offer graduate assistantships as most students are not located in the area. Prospective students are informed that there is no departmental financial support nor opportunities to be employed via a graduate assistantship.*

4. What provisions will be made to communicate the new classification to prospective and newly admitted students?

*There will not be any changes concerning our certificate programs communication except the potential opportunity for incoming certificate students to apply for financial aid through FAFSA. We currently offer all proposed certificates as a non-degree seeking option - departmental financial assistance and assistantships have never been communicated to online students.*

**From:** [Pahre, Jennie](#)  
**To:** [Haycraft, Eden](#)  
**Cc:** [Moorhouse, Linda](#); [Martensen, Kathy](#); [Lehman, Barbara J](#)  
**Subject:** Re: New EP Proposals to Establish a Graduate Certificate Program  
**Date:** Monday, March 28, 2022 11:11:43 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)

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Thank you, Eden; I think that your responses have helpfully resolved our questions. Barb, would you please include this email chain in the materials associated with these new proposals?

With thanks to all,  
Jennie

**JENNIFER N. PAHRE**

*Teaching Associate Professor and Director of Undergraduate Studies*

College of Law

University of Illinois Urbana-Champaign

202 Law Building | M/C 594

Champaign, IL 61820

217.333.0712 | [jpahre@illinois.edu](mailto:jpahre@illinois.edu)

[www.law.illinois.edu](http://www.law.illinois.edu)



*Under the Illinois Freedom of Information Act any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.*

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**From:** Haycraft, Eden <ehaycra@illinois.edu>  
**Sent:** Friday, March 25, 2022 4:09 PM  
**To:** Pahre, Jennie <jpahre@illinois.edu>  
**Cc:** Moorhouse, Linda <moorhouz@illinois.edu>; Martensen, Kathy <kmartens@illinois.edu>; Lehman, Barbara J <bjlehman@illinois.edu>  
**Subject:** RE: New EP Proposals to Establish a Graduate Certificate Program

Hi Jennie,

Thank you for your response and feedback on when to terminate the “little c” program. I appreciate that. I have answered your other questions below in blue. Please let me know if you have additional questions.

Best,  
Eden

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**From:** Pahre, Jennie <jpahre@illinois.edu>  
**Sent:** Thursday, March 24, 2022 12:52 PM  
**To:** Haycraft, Eden <ehaycra@illinois.edu>  
**Cc:** Moorhouse, Linda <moorhouz@illinois.edu>; Martensen, Kathy <kmartens@illinois.edu>; Lehman, Barbara J <bjlehman@illinois.edu>  
**Subject:** Re: New EP Proposals to Establish a Graduate Certificate Program

Hi Eden,

Thank you for your very prompt and helpful response.

The choice of maintaining the "little c" program until the currently enrolled students finish would be an easy and correct option. You could offer the transfer choice to enrolled students, once the new "big C" program is in place; if no one stays in the "little c" program, you could then file a new proposal to terminate it. (Others copied on this email may have a better perspective.) I do know that there's a strong preference to permit students to finish existing programs.

I just received a few more late-breaking questions (I'm sorry to send them in bunches, I know it's less convenient).

They are:

1. Re: EP.22.128 Compensation Best Practices, CERT (same concerns for Ep 22.129, 22.130, 22.131)

The catalog entry indicates there are multiple tracks for the certificate program. This appears to be talking about all their certificate programs (with each designated as a track). It would be helpful to clarify that the Compensation Best Practices certificate is one of multiple certificates in their program and keep the terminology consistent (it appears that certificate and track is used interchangeably). [This is a correct assessment. We have four different certificate tracks under our certificate program. I can most certainly see how that is confusing for someone that is brand new to learning our certificate program. Compensation Best Practices is its own certificate track. Should I go in and edit this a bit within each proposal or do my answers by email suffice?](#)

2. Re: EP.22.130 Human Resources Data Analytics

In addition to the general comments that span the proposed certificates from this program, [how often is specific section of LER 590 offered](#) (it is an individual topics course with varying content). [We are currently working with our instructors to get new names associated with them.](#)

We grew rather quickly so we have entered our courses in initially as LER 590 courses but we do place the names of the courses as they are individual topics within Banner. These are NOT independent studies.

3. Re: EP.22.131 Human Resources Management

It appears that students could complete this certificate taking only LER 590 courses. In addition to the question of the availability of these sections, I believe there may also be transcript issues. Will they all simply show up as LER 590 (possibly with the initials for the section)? Would it not better for these sections to have their own course numbers? In the process of getting courses their own course numbers, all courses in the program have a designated title and course description. You can view those names and topics [here](#).

Again, thank you for your kind assistance.

All best,

Jennie

**JENNIFER N. PAHRE**

*Teaching Associate Professor and Director of Undergraduate Studies*

College of Law

University of Illinois Urbana-Champaign

202 Law Building | M/C 594

Champaign, IL 61820

217.333.0712 | [jpahre@illinois.edu](mailto:jpahre@illinois.edu)

[www.law.illinois.edu](http://www.law.illinois.edu)



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**From:** Haycraft, Eden <[ehaycra@illinois.edu](mailto:ehaycra@illinois.edu)>

**Sent:** Thursday, March 24, 2022 9:51 AM

**To:** Pahre, Jennie <[jpahre@illinois.edu](mailto:jpahre@illinois.edu)>

**Cc:** Moorhouse, Linda <[moorhouz@illinois.edu](mailto:moorhouz@illinois.edu)>; Martensen, Kathy <[kmartens@illinois.edu](mailto:kmartens@illinois.edu)>;

Lehman, Barbara J <[bjlehman@illinois.edu](mailto:bjlehman@illinois.edu)>

**Subject:** RE: New EP Proposals to Establish a Graduate Certificate Program

Hi Jennie,

Thank you so much for reaching out with your follow-up questions. Please see my responses below and let me know if you have any additional questions.

We will have around 3 to 5 certificate students enrolled in our little-c certificate in Fall 2022, I can see this going two ways.

Option 1: Since the students that are currently pursuing the little-c have been informed there is no financial aid support available they can finish their certificates the way they started in the little-c program and pay out of pocket for the certificate. This wouldn't change anything about the plan already set for them and we could retire the little-c as soon as the 3-5 students complete their programs.

Option 2: Students can transition to the new certificate program and we can retire the little-c immediately. This may be the best option, but I would have to speak with someone from The Graduate College to know how it will work.

If I need to submit anything as it pertains to eliminating the old program, please let me know. Regardless of the option we proceed with or what your committee or others advise, we will retire the old program.

In regards to the financial aid component, current certificate students are not able to apply for financial aid through the Office of Student Financial Aid so financing is completely up to the student. Most that have enrolled in our current program either have tuition assistance from employers or the money to pay out of pocket. By putting in the proposal for the new certificate, if approved, students admitted to the certificate program will be able to work with the campus financial aid office to learn about their eligibility for loans. As the current certificate stands, there isn't the option for applying for financial aid loans nor are non-degree courses offered through the Veteran's Grant. I hope this provides a bit of clarity as to how students can access financial support.

I am happy to answer any additional questions.

Best,

Eden

**EDEN HAYCRAFT**

*ASSOCIATE DIRECTOR ONLINE GRADUATE PROGRAMS*

School of Labor and Employment Relations  
University of Illinois at Urbana-Champaign  
504 E. Armory Ave. | MC-504

Champaign, IL 61820  
217-265-8190 | [ehaycra@illinois.edu](mailto:ehaycra@illinois.edu)  
[www.ler.illinois.edu](http://www.ler.illinois.edu)



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**From:** Pahre, Jennie <[jpahre@illinois.edu](mailto:jpahre@illinois.edu)>  
**Sent:** Wednesday, March 23, 2022 7:26 PM  
**To:** Haycraft, Eden <[ehaycra@illinois.edu](mailto:ehaycra@illinois.edu)>  
**Cc:** Moorhouse, Linda <[moorhouz@illinois.edu](mailto:moorhouz@illinois.edu)>; Martensen, Kathy <[kmartens@illinois.edu](mailto:kmartens@illinois.edu)>; Lehman, Barbara J <[bjlehman@illinois.edu](mailto:bjlehman@illinois.edu)>  
**Subject:** New EP Proposals to Establish a Graduate Certificate Program

Dear Professor Haycraft,

I hope that your week is off to a great start.

This year, I am the chair of subcommittee A of the Senate Educational Policy Committee. I am writing to you because four proposals you've sponsored have come to my subcommittee for review. They are:

EP.22.128 – New, Compensation Best Practices, CERT  
EP.22.129 – New, Fundamentals of Human Resources, CERT  
EP.22.130 – New, Human Resources Data Analytics, CERT  
EP.22.131 – New, Human Resources Management, CERT

The proposals seek to establish an online Campus Graduate Certificate Program in Labor & Employee Relations. The subcommittee notes that each proposed track has appropriate courses, learning outcomes and assessments. We think the new program offers useful training and credentials. Subcommittee A is firmly in support.

There are a few questions from members of my subcommittee that I'm hoping you can help with. I'd like to present your proposals with all the questions answered.

First, it looks like LER would like to transform its existing certificate program into a "big C" Certificate program -- which would involve eliminating the old program. (Please let me know if I've got that right.) If this is the case, we'd need to understand how the students currently enrolled will be handled -- and we may need a separate deactivation proposal.

Second, there's a question about the financial aid part. In the justification sections, the proposals note that the new Certificate tracks will "Establish financial aid opportunities for students that want to pursue one or more certificate tracks prior to committing to a master's program." Subsequently, this justification states that the little-c certificate tracks currently are "a great way to recruit and retain our master's students [but that] the biggest barrier for prospective students is the lack of financial aid resources." We understand that the current cost of \$8,800 to obtain a certificate would be a difficult burden for many students.

Certainly, the lesser cost of a Certificate relative to completing a full master's program lowers the financial barrier of entry, rendering the proposed Certificates more accessible than a master's degree. Your proposal notes that the new Certificate program would be part of the Master's program, which makes it eligible for veteran grants. This is a justifiable reason for the change. But can you explain LER's vision a bit more fully -- if this is the reason to make the change, how will LER help students with advising on financial aid matters? We see that there is one designated curricular advisor, but the proposals don't talk about advising on financial aid. It sounds like this would be rather important, as it is the driver behind the proposals.

Thank you in advance for your kind assistance.

All best,

Jennie

**JENNIFER N. PAHRE**

*Teaching Associate Professor and Director of Undergraduate Studies*

College of Law

University of Illinois Urbana-Champaign

202 Law Building | M/C 594

Champaign, IL 61820

217.333.0712 | [jpahre@illinois.edu](mailto:jpahre@illinois.edu)

[www.law.illinois.edu](http://www.law.illinois.edu)



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