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WELCOME TO THE 38th YEAR OF ORGANIZATIONAL DYNAMICS at PENN

This Student Handbook provides information about the policies and procedures of Organizational Dynamics graduate studies and information about the University of Pennsylvania’s student resources, services, and organizations. It is important that you read and familiarize yourself with the Student Handbook because you are responsible for following the information contained within it. Note, however, for the most up-to-date and authoritative information about policies, please contact the program office.

If you have questions about anything presented here or about any aspect of student life, don’t hesitate to contact our administrative personnel. If you prefer to visit the office and speak with one of us personally, please do so, but call ahead. While we welcome the opportunity to spend time with you, please arrange an appointment.

For additional information about resources, please refer to the Graduate Student Resource Guide at http://www.gsc.upenn.edu/resources/guide/. For more information about University resources and policies, please review the PENNBOOK at http://www.upenn.edu/provost/pennbook.

We welcome your suggestions about the Student Guide and about ways to enhance the quality of your professional and personal student life in Organizational Dynamics graduate studies and at Penn.

Sincerely,

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HISTORY AND DOMAIN

HISTORY OF ORGANIZATIONAL DYNAMICS AT PENN

The program of Organizational Dynamics was created in response to a request by the U. S. National Science Foundation to fund a program that would connect a research university in a major metropolitan area with government and business. In 1977, Dr. Nancy Bauer, a historian and textbook author, established a program entitled “Interpreting America to Americans.” The purpose was to bring together research faculty who were creating new knowledge from across the Penn schools and working professionals - those in the public, private and government sectors - in order to discuss and learn about the newest ideas and practices rather than only what was already established and available in academic textbooks. The program moved through several locations at Penn before arriving in the Graduate Division of the School of Arts and Sciences. As part of a restructuring in 2011-12, Organizational Dynamics joined with the Fels Institute of Government and the professional graduate programs within the College of Liberal and Professional Studies to form a new division of Professional and Liberal Education (PLE).

The ideal home for Organizational Dynamics is in the School of Arts and Sciences (SAS) because the school houses the liberal arts education for all Penn undergraduate students and continuing graduate and professional education across the full range of humanities, natural sciences, and social sciences. SAS has 28 departments, 32 programs and centers, six interschool institutes, and approximately 12,000 students. The school is organized into three academic divisions: College (undergraduate programs), Graduate Division (PhD programs), and Professional and Liberal Education (professional masters). Organizational Dynamics is the largest professional academic program with more than 250 students and over 30 faculty and scholars.

VISION, MISSION, AND ACADEMIC DOMAIN OF ORGANIZATIONAL DYNAMICS

Organizational Dynamics is the multidisciplinary study and practice of how and why people think, experience, and behave within and between organizations and in interaction with the changing environment.

Our philosophy is that a multidisciplinary, integrated approach to understanding modern organizations, communities and their activities is essential. Effective modern leadership requires multiple and diverse perspectives of inquiry, evaluation, and understanding as well as multiple methods of intervention to enable change and development.

Our vision is to be the leading integrated organizational studies graduate degree program for experienced and aspiring professionals.

Our mission is to create and deliver multidisciplinary and integrated education about organizations that will enable our working students to be more effective leaders and sources of sustainable growth, development and creativity in their professional pursuits.

Our distinctions and competitive advantages are our focus on the human domain, our superior faculty, our multidisciplinary, integrated-knowledge approach, our small classes of working professionals, and our passion for interactive and applied adult learning.
Organizational Dynamics is distinguished not only among peer Ivy League institutions but globally by its broad range of exceptional faculty and scholars drawn from more than a dozen academic domains and from leadership positions in professional practice. Through exchanges and critical evaluation of theory and practice, students and faculty develop and enhance their learning and teaching experiences, competencies, and creativity thereby increasing personal and professional value, effectiveness and satisfaction. Organizations that sponsor degree candidates benefit from the transfer of knowledge and practice to their environments.

Organizational Dynamics is committed to being a strategic educational contributor to the global community that enables individuals, groups and organizations to more effectively navigate an increasingly complex, rapidly changing and culturally diverse world. Our approach of interpreting and describing organizations through a variety of disciplinary lenses produces new frameworks, perspectives, understanding, and skills that improve leadership and organizational effectiveness.
ACADEMIC INFORMATION

The Master’s Programs in Organizational Dynamics are administered through the College of Liberal and Professional Studies (LPS), which falls under Professional and Liberal Education (PLE), the continuing education division of the School of Arts and Sciences (SAS). The programs’ courses are scheduled in the evenings and on weekends. Students in the program also may take graduate courses from any department or school within the University with the approval of the program office and permission of the department offering the course.

The Organizational Dynamics programs are led administratively by a Director and academically by the program Director and a Faculty Advisory Committee. Faculty and scholars within the Organizational Dynamics program hold advanced degrees from many disciplines and are selected from many departments and programs within the University, and from outside the Penn community. The following are the members of our Faculty Advisory Committee.

FACULTY ADVISORY COMMITTEE

<table>
<thead>
<tr>
<th>Member/Academic Domain</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alan Barstow, PhD Anthropology</td>
<td>Organizational Dynamics, School of Arts and Sciences</td>
</tr>
<tr>
<td>Dave Bieber, PhD Zoology and Professional Master’s Programs</td>
<td>Executive Director of the College of Liberal and Professional Studies, School of Arts and Sciences</td>
</tr>
<tr>
<td>Jean-Marc Choukroun, PhD Economics/Regional Science</td>
<td>Affiliated Faculty, Organizational Dynamics, School of Arts and Sciences</td>
</tr>
<tr>
<td>Janet Greco, PhD Human and Organization Development</td>
<td>Affiliated Faculty, Organizational Dynamics, School of Arts and Sciences</td>
</tr>
<tr>
<td>Femida Handy, PhD Economics</td>
<td>Affiliated Faculty, Organizational Dynamics, School of Arts and Sciences Professor, School of Social Policy and Practice</td>
</tr>
<tr>
<td>Walter Licht, PhD History</td>
<td>Walter H. Annenberg Professor of History, School of Arts and Sciences</td>
</tr>
<tr>
<td>Nora Lewis Higher Education and Educational Linguistics</td>
<td>Vice Dean for Professional and Liberal Education, School of Arts and Sciences</td>
</tr>
<tr>
<td>Kristine Rabberman, PhD European History</td>
<td>Director, Academic Affairs for Professional and Liberal Education, School of Arts and Sciences</td>
</tr>
</tbody>
</table>
MASTER OF SCIENCE IN ORGANIZATIONAL DYNAMICS DEGREE

The degree of Master of Science in Organizational Dynamics (MSOD) is awarded by the University of Pennsylvania, School of Arts and Sciences to a student who meets all academic and administrative requirements.

ACADEMIC REQUIREMENTS AND CURRICULUM

MSOD requirements include completion of at least 12 graduate course units (CUs). A graduate course in Organizational Dynamics is valued at ½, 1 or 2 CUs, with the majority being 1 CU. Upon completion of all coursework, a student must have a minimum grade-point average of 3.0 (B grade) in order to graduate.

Of the 12 CUs required, 9 must be selected from the core curriculum categories; 1 must be the Capstone course; and the remaining 2 are electives from Organizational Dynamics, another graduate department or program at Penn, or transfer credit from courses completed prior to matriculating in the MSOD. In addition, each degree candidate may select a concentration that provides focus to the selection of courses.

Core Curriculum Categories

Students will select:

- 4 CUs from courses coded Foundations (F)
- 1 CU from courses coded Diagnosis and Evaluation (DE)
- 4 CUs from courses coded Applications (A)
- 2 CUs from Electives
- 1 CU Capstone course (CAP)

Electives

A student can take up to 2 elective CUs from among the courses offered by Organizational Dynamics. A student may also select a graduate course offered in another School of Arts and Sciences program (e.g., Master of Public Administration) or department (e.g., Sociology), or another Penn School (e.g., Law, Wharton, Design) as long as the program/department, or School approves (some courses have restricted or limited registration). A student may also meet the elective requirement by transferring up to 2 graduate courses that were completed at another university prior to matriculating into the MSOD program. All transfer courses must be reviewed by Organizational Dynamics, must meet MSOD equivalency requirements, and must be approved by the office of the Program Director. The procedure to request transfer of courses completed outside the University of Pennsylvania is described in Policy 19 on page 19.

Concentrations

To help in the selection of courses and to provide a focused program of studies, students are encouraged, but not required, to select a program concentration or track. Organizational Dynamics students who complete at least 6 CUs in a single concentration will earn a Graduate Certificate in addition to the Master’s degree.

Leading and Managing through Change courses are skill-based, application-oriented courses that provide students who are strategic change agents within their organizations the knowledge important to the
development, functioning, and enhancement of effective leadership and management within any organization. These courses and are designated LMC.

The Coaching Studies concentration has two separate communities of courses and students.

**Organizational Coaching Studies (OC)** courses concern the domain of organizational and executive coaching, defined as a development process that builds a leader's capabilities to achieve professional and organizational goals. These courses provide basic and some intermediate competencies to coach individuals and groups experiencing role transitions (e.g., new employees and newly promoted managers), for human capital/talent development or for performance remediation. Coaching classes also provide important tools for managers who must manage in “virtual” organizations or where teams must work together while separated geographically and/or culturally.

**Organizational Consulting and Executive Coaching (OCEC)** is a challenging 18-24 month executive “cohort” program that provides advanced consulting and coaching skills and practical applications developed through an internship/fieldwork requirement. OCEC students receive personal coaching by faculty who understand and support participants based in their individual goals.

**Global Studies** courses focus on relationships between the global/international community and organizations and are labeled GL. These courses include international courses in which students study for a week or more in international cities.

**Sustainable Development (SD) Studies** courses concern the ability of an organization to meet their present needs and interests without compromising the ability of future generations to do the same. How an organization builds and supports a culture that systemically integrates meeting the triple-bottom-line (people/social, product/economic, and planet/environment) is central to this concentration.

**Graduate Certificates**

Graduate Certificates are issued by the Organizational Dynamics Program to a student who completes the requirements of the MSOD curriculum and who completes courses within a designated program concentration. As courses may be coded with multiple concentration codes, a student may earn more than one certificate. A student must complete the entire MSOD curriculum in order to earn a Graduate Certificate in the LMC, GL, OC, OCEC, and SD concentrations.

A Graduate Certificate is also available for students in the Master of Science in Nursing (MSN) program in the School of Nursing. Information on the Organizational Dynamics of Healthcare Systems certificate can be found here: [http://www.nursing.upenn.edu/nrsgadmin/Pages/MinorinOrganizationalDynamics.aspx](http://www.nursing.upenn.edu/nrsgadmin/Pages/MinorinOrganizationalDynamics.aspx)

A Graduate Certificate may be valued for personal accomplishment, to show a corporate sponsor that the Organizational Dynamics degree program has a personally defined focus, or as a credential for use in professional development.

Following is a summary of the concentrations and graduate certificate:
<table>
<thead>
<tr>
<th>Concentration</th>
<th>Graduate Certificate in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Organizational Studies (GL)</td>
<td>Global Organizational Studies</td>
</tr>
<tr>
<td>Leading and Managing through Change (LMC)</td>
<td>Organizational Leadership Studies</td>
</tr>
<tr>
<td>Organizational Coaching Studies (OC)</td>
<td>Organizational Coaching Studies</td>
</tr>
<tr>
<td>Organizational Consulting and Executive Coaching (OCEC)</td>
<td>Organizational Consulting and Executive Coaching</td>
</tr>
<tr>
<td>Sustainable Development Studies (SD)</td>
<td>Sustainable Development Studies</td>
</tr>
<tr>
<td>Health Leadership and Nursing Administration Studies (for MSN students only)</td>
<td>Organizational Dynamics of Healthcare Systems</td>
</tr>
</tbody>
</table>

**MSOD Capstone Course**

MSOD candidates must complete the Capstone Course (DYNM 705). This 1 CU course requires each student to study a topic, discuss progress with the class, and deliver a final paper/project that meets the following criteria:

- Makes an argument, describes, or summarizes a position that is unique, original, or which directly applies to the student
- Conforms to the style and format of academic writing and documentation
- Demonstrates competencies gained from the courses completed in the Organizational Dynamics program.

The policies concerning the committees and delivery characteristics of the MSOD Capstone are presented on the Capstone Information webpage: [http://www.organizationaldynamics.upenn.edu/Capstone](http://www.organizationaldynamics.upenn.edu/Capstone).

Other policies are also presented in [Program Definitions and Policies](http://www.organizationaldynamics.upenn.edu/Capstone).

**Capstone Grade, Committee Signatures, Publication, and Binding**

Upon completion and submission, the Capstone will be evaluated and graded by the Capstone Committee led by the Capstone Advisor using the traditional grading system of the University of Pennsylvania (see page 13). When accepted, the final document will be signed by all members of the Capstone committee. The original copy of the document will be sent for professional binding then presented to the student. If consent is given by the student, an electronic copy of the thesis will be published in the Penn Digital Library, ScholarlyCommons: [http://repository.upenn.edu/organizational_dynamics/](http://repository.upenn.edu/organizational_dynamics/).
MASTER OF PHILOSOPHY DEGREE PROGRAM

The degree of Master of Philosophy (MPhil) is awarded by the University of Pennsylvania, School of Arts and Sciences to a student who meets the academic and administrative requirements for the degree.

ACADEMIC REQUIREMENTS AND CURRICULUM

MPhil degree candidates must complete 6 or 8 CUs (depending on their previously completed degree) with a minimum grade-point average of 3.0 (B grade), and register for DYNM 899 during which the student will complete and submit a final MPhil Capstone paper/project.

There is no defined curriculum or specific courses required for MPhil candidates. Rather, each student designs a curriculum based on advice from a Program Advisor or to meet specific professional interests or goals. With permission of the Program Director, an MPhil student may select courses from other graduate programs and departments in the School of Arts and Sciences or elsewhere at Penn.

MPhil CONCENTRATIONS AND GRADUATE CERTIFICATES

MPhil students may select from the same list of concentrations/tracks as MSOD students do. As the MPhil degree may be continuous with the MSOD, a student who has graduated from the MSOD program with fewer than 6 CUs in a concentration (e.g., LMC, OC, GL, or SD) can complete additional courses to earn a Graduate Certificate in the concentration (see the table on previous page), as well as the MPhil degree.

MPhil CAPSTONE REQUIREMENTS

An MPhil candidate must complete a Capstone paper/project coded DYNM 899. This requires registration and tuition, although at a reduced level. The MPhil Capstone requires the student to study a topic and to deliver a final document that meets the following criteria:

- Makes an argument, describes, or summarizes a position that is unique, original, or which directly applies to the student
- Conforms to the style and format of academic writing and documentation
- Demonstrates competencies gained from the courses completed in the Organizational Dynamics program

The policies concerning the committees and delivery characteristics of the MPhil Capstone are presented on the Capstone Information webpage: http://www.organizationaldynamics.upenn.edu/Capstone .

Other policies are also presented in Program Definitions and Policies.

Upon completion and submission, the MPhil Capstone will be evaluated and graded by the Capstone Committee led by the Capstone Advisor. When accepted, the final document will be signed by all members of the Capstone Committee. The original copy of the document will be sent for professional binding then presented to the student. A print copy will be kept in the Department Library. If consent is given by the student, an electronic copy of the entire thesis will be published in the Penn Digital Library, ScholarlyCommons: http://repository.upenn.edu/organizational_dynamics/
FULL-TIME AND PART-TIME STUDENTS

A full-time student must be registered for at least three courses in a semester. A participant registered for fewer than three courses in a semester is considered a part-time student. Your enrollment status will determine which Penn services you are eligible for. Students are permitted to change their status from full to part time and vice versa at any point in their career without seeking prior permission; however, international students must study full-time. Full-time students, including international students, are not required to take classes in the summer semester.

GRADES

The following are official grades and their interpretation.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Value</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>4.0</td>
<td>Distinguished and unique</td>
</tr>
<tr>
<td>A</td>
<td>4.0</td>
<td>Surpassed all expectations and requirements</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
<td>Surpassed most expectations and requirements</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
<td>Very good; met all expectations and surpassed some requirements</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
<td>Good; met all expectations and requirements</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
<td>Met almost all expectations and requirements</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
<td>Did not meet most expectations and requirements</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
<td>Did not meet most expectations and requirements</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
<td>Did not meet most expectations and requirements</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
<td>Inadequate performance</td>
</tr>
<tr>
<td>F</td>
<td>0</td>
<td>Failure; will not apply to degree requirements</td>
</tr>
<tr>
<td>I</td>
<td>0</td>
<td>Incomplete; if permanent, will not apply to degree requirements</td>
</tr>
<tr>
<td>GR</td>
<td>0</td>
<td>No Grade Reported; issued when a grade is not posted by a professor</td>
</tr>
<tr>
<td>W</td>
<td>0</td>
<td>Withdrawal</td>
</tr>
</tbody>
</table>

Students must take all courses that will count toward their MSOD or MPhil degree for a letter grade. Pass/Fail courses will not be counted toward the degree.

Grade Notification

Grades are submitted to the University Registrar directly by faculty at the conclusion of a course. The University, through its online Penn InTouch system, provides official grades to students at the end of each semester.

Go to the Penn Portal: [http://medley.isc-seo.upenn.edu/penn_portal/view.php](http://medley.isc-seo.upenn.edu/penn_portal/view.php) for Penn InTouch.

Incomplete Grades

All course requirements are due by the dates set by the course professor. A student who does not
complete requirements by the deadline will receive a final grade that reflects that required obligations were not delivered.

A student who expects to miss a deadline date may formally request an extension that may result in a grade of Incomplete.

Receiving an Incomplete grade is not an entitlement nor is it automatically issued when a student misses the defined coursework deadline; rather, it is tied to a specific extension date set by the professor at which time the requirements are due. The Incomplete is issued because of a compelling reason accepted by the professor. Even if the extension date is met, the student may expect the final grade to be decreased somewhat.

A grade of Incomplete that is not removed within two semesters from its official posting may become permanent and may not contribute to degree requirements. A student who has more than two Incomplete courses for two semesters may not register for additional courses until a formal plan for completion of coursework has been received and approved by the student’s academic advisor.

**GRADUATION DATES**

A degree candidate who completes all requirements can graduate in May, August, or December, but the LPS graduation ceremony and University Commencement are held only in May. Graduates who complete their academic work in December, May or the forthcoming August are encouraged to walk in the May ceremony and to participate in University Commencement. Walking in graduation is ceremonial; a student does not graduate from the program until all degree requirements have been met.

MSOD and MPhil Capstones must be delivered by the following dates to meet graduation requirements. A Capstone delivered after a deadline date will apply to the next semester. Students are encouraged to submit well before the below deadlines to ensure that all approvals are secured in time for graduation.

<table>
<thead>
<tr>
<th>Graduation Semester</th>
<th>Delivery Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring (May)</td>
<td>May 1</td>
</tr>
<tr>
<td>Summer (August)</td>
<td>August 1</td>
</tr>
<tr>
<td>Fall (December)</td>
<td>December 1</td>
</tr>
</tbody>
</table>

Students must **apply** for graduation (see Academic Policy 6) through the School of Arts and Sciences.

**POLICIES**

1. **Absence**

Conflict between attending classroom activities and work obligations requiring absence from class should be resolved as soon as possible. Anticipated absence from class should be communicated in advance directly to the course professor. If absence is due to an emergency, contact should be made within 24 hours of the missed class. Students should confirm the attendance policy with the course professor prior to
or early in the semester. A student with anticipated absence should reconsider selecting a course with an attendance policy that cannot be met.

2. Academic Advising

A program academic advisor is assigned to each new student admitted to the MSOD and MPhil degree program. Advisors are also available to all previously admitted students regardless of year of entry. Academic advisors provide assistance on matters such as program structure, curriculum, and course selection. Participants are also encouraged to seek information and advice from other faculty, the Director, Administrative Director, Administrative Coordinator, other Organizational Dynamics students.

MSOD students are encouraged to contact an academic advisor after completing 8 courses to be certain that they are meeting curricular obligations, concentration expectations, and to discuss their Capstone topic, their Capstone advisor and Capstone committee.

A Capstone advisor is available to every MSOD and MPhil degree candidate. This person is selected by the student with assistance if requested from the program advisor. The Capstone advisor leads the student’s Capstone committee which supports the student throughout the Capstone writing process.

3. Academic Integrity

Organizational Dynamics students are subject to Penn’s policies of Academic Integrity. Penn’s policies can be found at the following link: https://provost.upenn.edu/policies/pennbook

If a student is unsure whether his/her action(s) constitute a violation of the Code of Academic Integrity, then it is that student’s responsibility to consult with the instructor to clarify any ambiguities.

4. Academic Probation, Hold, and Dismissal

All degree candidates must maintain an overall GPA of at least 3.0 (B) in their coursework. If a student’s GPA falls below 3.0 (B), the student is placed on Academic Probation. During Academic Probation, a student may register for one or more courses, but upon completion must have raised the overall GPA to at least 3.0 (B). If the overall GPA remains below 3.0 (B), the student is placed on Academic Hold, and will not be permitted to register for additional courses pending an academic evaluation. In some cases, Dismissal from the Program may be recommended by Professional and Liberal Education, SAS.

5. Active, Inactive, Master’s Continuation, and Dropped

Students in Organizational Dynamics commonly complete their MSOD and MPhil coursework in 2 to 4 years. In some circumstances a student may become Inactive or be Dropped from the program. To return to the program in good standing and to be able to register for courses, a student who has been dropped from the program must submit a new application including CV, essays, and letters of recommendation, and must pay the application fee. The following defines the meaning, policies and applications of those who are Active, Inactive and Dropped.

An Active student is defined as one who is admitted to the program and who registers for a course in the current semester. Part-time students must be registered for at least one course. Full-time students must be registered for three courses each semester. Full-time MSOD students taking only DYNM 705 or Full-time MPhil students taking only DYNM 899 in a semester will be granted Full-time status.
A student becomes Inactive but remains part of the program if he/she does not register for a course for up to three sequential semesters after their last Active semester.

In the fourth semester after last Active status, a student will be Dropped from the program. To avoid being dropped, a student must register for a course.

Exceptions to the above policy will only be considered under special circumstances and a waiver of the policy must be formally requested by the student to the Program Director.

A student’s status must be Active in the semester in which his/her graduation is taking place. If the student has been Inactive and all courses are completed, then Active Status is achieved by registering for DYNM 990: Masters Continuation.

A student who is Dropped from the program will have any Incomplete (I) or Not Graded (NG) course converted to a Permanent Incomplete which means the course may not be used to meet academic requirements.

A student who begins the MPhil Capstone must register for DYNM 899: MPhil Capstone, which includes a fee each semester and which formalizes that the student is working with an MPhil Capstone committee. An MPhil student must pay the MPhil Final Paper/Capstone fee or the Masters Continuing fee every semester until the paper is completed.

6. Applying for Graduation

To earn a Master's Degree at the University of Pennsylvania, a student must meet requirements set by the School of Arts and Sciences and by the Organizational Dynamics graduate program. It is the responsibility of the student to complete all of the graduation steps by the set deadlines.

MSOD and MPhil candidates who have completed or are currently completing their degree requirements need to complete their Academic Planning Worksheet by slotting the courses taken into the degree requirements and also the certificate section. The Academic Planning Worksheet is under the Registration and Planning tab in Penn InTouch.

After completing the Academic Planning Worksheet, students must apply for graduation at the following link: https://fission.sas.upenn.edu/sso/LPSGrad/index.php

If for any reason a student fails to graduate at the end of the applied for semester, the application for graduation will not roll over. A new online application must be submitted to the College of Liberal and Professional Studies.

7. Capstones

Each student in the MSOD program will write a Capstone and will register for DYNM 705 MSOD Capstone course. DYNM 705 is valued at 1 CU and is part of the 12-CU requirement for the MSOD degree.

Each student in the MPhil program will write a Capstone and will register for DYNM 899 MPhil Capstone course. DYNM 899 does not provide a CU, but does have a (reduced) tuition fee associated with it. Completion of DYNM 899 is a requirement for the MPhil degree.
The Capstone webpage provides information about all aspects of this academic obligation: https://www.organizationaldynamics.upenn.edu/?q=Capstone.

8. Course Registration

Course Guides, which include a listing of courses offered in a semester are created and posted at the following link: http://www.sas.upenn.edu/lps/about/course-guides

Course registration is through Penn InTouch. Penn InTouch includes the course information and a convenient sort feature which enables students to browse by day and time of a course, faculty, etc. https://pennintouch.apps.upenn.edu/pennInTouch/jsp/fast.do

After you have registered for a course, your registration will immediately be shown on your course schedule, which is accessed under Registration & Academic Info when you click on My Course Schedule. This is your confirmation for the course. If you need a confirmation letter for your registration, please call the program office at 215.898.6967.

9. Dropping and Adding Courses

Adding and dropping courses is completed via Penn InTouch. The deadlines and forms, if required, for adding and dropping courses can be found here:

http://www.sas.upenn.edu/lps/about/academic-calendar

If you are dropping a course late, you will need to complete the Late Drop Form and email your instructor, copying dynamics@sas.upenn.edu, so that the professor can approve you dropping the course late.

10. Deferred Admission

An admitted student who is unable to register for a course in the semester in which he/she is admitted may defer to a later semester. All deferment requests must be in writing and the deferment period may not exceed one calendar year. A deferred participant who does not register for at least one class in the semester following the end of the agreed-upon period will be dropped from the Program.

A person who has been dropped following deferment may request a return to the Program and may be able to register for courses after submitting an updated application form, CV, and paying the application fee.

11. First and Last Class Meals

In an effort to build the community of students and encourage networking and collaboration, the Organizational Dynamics program provides a meal for students before the first and last class meetings of a course. The cost of meals is paid by program fees which are charged in the Fall and Spring semesters to all students in the program. Students and Faculty may only attend the meals scheduled for the course that they are registered in/teaching, may not fill takeaway containers for later meals, and may not bring guests with them to the meal. Students and Faculty may be required to sign in at the beginning of the meal to confirm eligibility for attending the meal.
12. Independent Study

A student interested in pursuing an independent study may submit a proposal for an independent study course, DYNM 699, if certain conditions are met. If the independent study topic concerns a concentration it may be coded as such, but this must be included at the time of proposal. An independent study may not be coded as a curriculum requirement (e.g., F, DE, A, CAP) unless compelling justification is presented to the Program Director as part of the proposal.

The independent study proposal and registration procedure is as follows:

1. Submit a written (email is acceptable) proposal to the Program Director which
   a. explains the topic of interest and why the independent study course is desired.
   b. identifies learning goals and objective, activities, and desired outcomes
   c. includes a bibliography
   d. outlines how the learning will be demonstrated and documented, generally in the final paper.

2. Discuss the topic and seek approval to be an advisor from a member of the Organizational Dynamics teaching faculty. If an Organizational Dynamics faculty member cannot be found who is an expert in the approved topic or if a conflict exists, the student may petition to the Program Director to select an advisor from another academic program or School at Penn. The advisor should be a subject matter expert in the topic of interest and/or should be measurably qualified to act as the advisor to the student.

3. Agree with the advisor on the nature of the interaction, including the meeting schedule, the nature of the curriculum and deliverable(s) (what will be studied, if the material will be coded toward a concentration, and in what forms it will be presented), the timeline for the deliverables, and the methods of evaluation for a final grade.

4. Upon receipt of the online registration, the Administrative Director will confirm the course, topic, and concentration if requested for the student and will confirm the information in the advisor’s records.

5. The Administrative Director will issue a permit for DYNM 699, which the student will claim to register online during the registration period. The student should list the name of the course advisor, the proposed topic or title in the space provided, and a petition for concentration coding if desired.

An independent study will not be granted if an offered course is held at a time of personal inconvenience or if a course with similar content is offered from Organizational Dynamics. It may be granted for a unique topic, for advanced work beyond what is offered, or if collateral work connected to what is offered is desired by the student.

13. International Courses

Participation in an international course requires a student to study in one or more cities outside the U.S. as well as to attend class prior to and after traveling abroad. While in the designated international cities, students attend lectures by academic, business, and government representatives, and visit companies, universities, and cultural places of relevance to the course topic.
Registration for an international course requires an additional procedure. When international courses are announced, students are encouraged to follow the special procedures to ensure registration is correct. Historically, grades from an international course have not been issued as quickly as for other courses. A student who travels abroad in July and hopes to graduate in August should keep this in mind.

14. Registering for Non-Organizational Dynamics Graduate Courses

An MSOD or MPhil student who wishes to register for a graduate course at the University of Pennsylvania other than those provided by the Organizational Dynamics program may do so, but must receive prior approval from the Program Director. Registration for up to two courses outside the Organizational Dynamics Program will be permitted when the course curriculum meets Organizational Dynamics educational objectives. To discuss registration for a non-Organizational Dynamics course, contact the Program Director.

15. Return Student Policy

A student who has been dropped from the Organizational Dynamics program and who wishes to return to the program will be evaluated for return to the program on an individual basis and must comply with the program’s current curriculum. Students will need to reapply to the program, including submitting an updated CV, essay 1, and the application fee. Readmission will be based upon the student’s application and a review of his or her Organizational Dynamics transcript.

16. Transferring Outside Courses to the MSOD Degree Program

An MSOD student may request to apply up to 2 outside, non-Organizational Dynamics graduate courses which were completed at the University of Pennsylvania or at another accredited university to meet MSOD degree requirements. The student must have completed these courses prior to matriculating in the MSOD program. Transferred courses may not be used to meet the curriculum obligations of Foundations, Methods, Applications or Capstone nor will they be coded to meet concentration obligations. Transferred courses must also have been completed no more than 10 years prior to the date of the request. Up to two transfer courses may be accepted into the MSOD if graduate course curricula meet the MSOD educational objectives, the grade achieved is 3.0 (B) or higher, and the course is at least 3 credit hours (3 credit hours = 1 Course Unit). No work done at an undergraduate level from Penn or at any other institution can be counted toward a higher degree, per Penn’s policy that can be found here: http://www.upenn.edu/provost/PennBook/academic_rules_for_phds_and_research_masters_degrees#m-transfer). To request transfer of an outside course:

1. Send a typed and signed letter (not email) to the Program Director requesting review of courses previously completed.

2. Submit official transcripts demonstrating completion of each graduate course with a grade of at least 3.0 (B). A 3-credit hour graduate course completed while a graduate student is the minimum acceptable for transfer.

3. Complete the LPS transfer credit form.
4. Provide the course syllabus, which must clearly identify the institution that offered the course and be sufficiently clear to permit a comparison of educational content with courses within the Organizational Dynamics degree program.

5. The information will be reviewed. If the courses are deemed equivalent to Organizational Dynamics courses, the Program Director will approve the transferring of credits and submit them to the LPS.

6. If approved, the courses will be transferred into the student’s academic records as DYNM 991 and DYNM 992.

17. Leave of Absence

DYNM students are not required to take courses in each term to remain active in the program; however, they must take 1 course every 3 semesters (including summer) to be kept active. Students who discover that they are unable to continue with their course work after 3 semesters, but who wish to remain in the program should consider a leave of absence. Those students should notify the DYNM Director in writing of their desire to take a leave and give their reason for the leave. A leave of absence can be taken for up to one year. If the student must extend the leave of absence for more than one year, they should request an extension in writing from the Director of the Program.

18. Withdrawal

A student may withdraw from the Program by submitting a formal letter indicating the reason. If at a later time the student wishes to return, this may be permitted. The student would need to submit a full application form including CV, essays, letters of recommendation, and pay the application fee.

19. Writing Academic Papers

Written assignments are a requirement of all Organizational Dynamics courses and are a basis on which faculty evaluate and assess a student and give a course grade. This is important in order to (1) document and demonstrate to other university officials that the student completed the work, (2) provide the possibility of an external evaluation in the event a faculty member cannot complete course responsibilities due illness, absence, or death, and (3) conduct an external audit if academic standards are called into question and need to be assessed.

Generally, there are several writing assignments required in a course. The most frequent pattern is a course requirement of one or two short papers and one final paper. Although course requirements are set by the faculty offering the course, this is the central tendency of faculty in the program.

Formatting, Style Guide, and Assignments

Students should follow American Psychological Association (APA) formatting and style guideline (http://www.apastyle.org/) or be explicit about another style and format guide they prefer to use (e.g., Academy of Management Journal Style guide for Authors, 2005, etc.). A faculty member should be explicit about any style or formatting requirements in the course syllabus.

Short papers: These writing assignments may be case assessments, reflective journals, proposals for
individual or team projects, or reviews and assessments of course readings, presentations, or other course materials. Short papers range in length but are commonly 4-8 pages. They often include references.

Final Papers: Final Papers, or term papers, are usually more formal scholarly documents in format and voice. APA style is followed unless another style guide is specified. Final Papers include citations and references and commonly range in length from 10-20 pages.

Independent Studies: Typically there are two written documents in a DYNM 699 Independent Study. First a student writes a detailed and well developed proposal that is reviewed and accepted by a faculty member and then the student submits a final paper to the faculty member upon completion of work. See Policy 12 for more information.

International Courses: Typically require a written proposal and a Final Paper.

Presentations: Many courses require presentations by students to the class as a course assignment. Presentations are often one of the “short paper” assignments, or in some cases, might be the “Final Paper” assignment. Presentations should always include a written component -- a contextual essay -- in addition to power point slides or other visual or audio recordings submitted to the faculty for a course grade.

Writing Resources

From Organizational Dynamics Faculty

Faculty may provide resources including:

- A model paper from a former students (used with explicit permission)
- A grading template is provided by some faculty, given out or explained to students
- A recommendation for a reference and research manager for formatting papers, such as EndNote 2.0. (www.endnote.com)

Within Penn

- Writing Center: http://writing.upenn.edu/critical/writing_center/. Students have found this very helpful in tutorials and text review.
- International Students ELP center for writing help
- ScholarlyCommons’ website with OD’s Capstones published.
- Resources on Penn English Department Grad/Teach website to give students or to help you clarify grading criteria:
  - http://www.english.upenn.edu/Grad/Teachweb/grading.html

The Office of the Vice Provost for University Life (VPUL) has additional resources including:

- Weingarten Learning Research Center: http://www.vpul.upenn.edu/lrc/
- Guidelines on Open Expression
  http://www.upenn.edu/provost/PennBook/guidelines_on_open_expression
TUITION, FEES, AND FINANCIAL AID

BILLING

The University’s Student Financial Services (SFS) department submits tuition bills via email to students usually within a month of registration confirmation. All payments should be sent to SFS. Tuition paid by check or money order must be payable in U.S. dollars to the Trustees of the University of Pennsylvania.

TUITION AND FEES

Courses Held at Penn, MPhil Capstone, and Master’s Continuation

There are up to five components to the tuition of an Organizational Dynamics graduate course: Tuition, General Fee, Program Fee, which is charged in the Fall and Spring semesters, a Clinical Fee for full time students, and a Tech Fee for online courses only. The tuition supports faculty, staff, curriculum, and operations. The General Fee supports the libraries, athletic facilities, graduate student association, and other student services. The Clinical Fee is required to provide Student Health Services coverage to all Full Time, non-dissertation students residing in the region. The Tech Fee is charged for online courses that require university support. The Program Fee supports the Community Services including workshops, special events, first and last class meals, and other student services provided in the Program. MPhil students in DYNM 899 and students in DYNM 990: Master’s Continuation pay a reduced fee. For the current tuition and fees, please see: http://www.organizationaldynamics.upenn.edu/tuition.

Course Fees for Travel and Residential Courses

Travel courses throughout the US or abroad and courses that have a residential component will have a course fee. This fee covers the additional costs that travel or residential courses incur, including logistics, housing, and facilities. Transportation to the location and back will be the responsibility of the student. A complete description of tuition and cancelation fees for travel and residential courses is provided prior to course registration.

Drop Fees for Travel and Residential Courses

Travel and residential courses may have additional costs that apply to a student who drops a course before departure. As some reservations for hotels and other resources require a deposit, a student canceling a course after a no-refund deadline date will be responsible for fees associated with hotels or other non-refundable costs. Information about cancellation fees and deadline dates are provided for all travel and residential courses at the time of registration.

Financial Loans and Grants

Information about loans to students is available from the Student Financial Services office or by visiting the Organizational Dynamics Financing webpage: http://www.organizationaldynamics.upenn.edu/financing.
INTERNATIONAL STUDENTS

Information concerning legal/immigration requirements for international students is available from International Student and Scholar Services.

3701 Chestnut Street Suite 1W
Philadelphia, PA 19104-3199
Tel: 215.898.4661
http://global.upenn.edu/isss.

Information concerning international student housing is available from the International House of Philadelphia
3701 Chestnut Street
Tel: 215.387.5125
www.ihousephilly.org/.

SCHOLARSHIP AND RESEARCH

Scholarship and research within Organizational Dynamics graduate studies focuses on topics that have impact in the arts/humanities, social and physical sciences, and professional disciplines including healthcare, education, law, and fine arts. Organizational Dynamics students, faculty, and scholars conduct research, teach, study, consult, and serve on panels with members of the academic or business community.

Ackoff Library

To commemorate the work of Professor Russell L. Ackoff, Distinguished Affiliated Faculty in Organizational Dynamics and Anheuser Busch Professor Emeritus of Management Science in the Wharton School, a generous gift was provided to Organizational Dynamics by the Anheuser Busch Foundation to support the Russell Lincoln Ackoff Systems Thinking Library and Archive. The physical space of the Ackoff Library is used regularly for meetings and presentations and holds Professor Ackoff’s academic books, papers, manuscripts, and photos as well as books written by students and colleagues who attribute thanks to him.

The mission of the Russell L. Ackoff Systems Thinking Library is to support, develop, and advance within academia and organizations across the world the scholarship and application of systems and design thinking—methods and practice conceived and established by Professor Russell L. Ackoff.

PENN STUDENT SERVICES

Email Address

Each MSOD and MPhil candidate must establish a Penn email address when admitted to the program. The University will use the Penn email address for billing, grade information, and many other communications
important for students to receive. Students may forward mail from the Penn email address to any other email address.

**Graduate Student Center**

All graduate students may use the Graduate Student Center. This facility is available to check email, read newspapers, chat with other students in the lounge, drink coffee by the fireplace, or hold a meeting in the conference center.

3615 Locust Walk  
215.746.6868  
[http://www.gsc.upenn.edu/](http://www.gsc.upenn.edu/)

**Libraries and Access**

Penn has 15 libraries containing more than 4.5 million volumes and more than 33,000 journals or other subscriptions. Online services, including direct access to journals, can be accessed from onsite or offsite computer systems. To access the Library via a computer, you must have a current PennCard ID and PennKey.

If you are using an on-campus computer go to [www.library.upenn.edu/access/](http://www.library.upenn.edu/access/) and follow the directions for access.

If you are off-campus go to [www.library.upenn.edu/proxy/proxy.html](http://www.library.upenn.edu/proxy/proxy.html) and follow the directions for access.

**Organizational Dynamics Website**

Students are encouraged to review regularly the Organizational Dynamics website for important program information: [www.organizationaldynamics.upenn.edu](http://www.organizationaldynamics.upenn.edu).

**Parking**

As parking on the street is limited and subject to frequent tickets, most Organizational Dynamics participants use one of the campus parking garages. For information on part-time, evening rates for students, contact PennParking online at [http://cms.business-services.upenn.edu/parking/](http://cms.business-services.upenn.edu/parking/) or by telephone at 215.898.8667.

**PennCard ID**

It is the responsibility of all Penn graduate students to acquire and carry their PennCard ID in order to identify themselves as members of the University of Pennsylvania academic community, to enter and study in classroom buildings after 4:30 p.m. or on weekends, and to enter or use the libraries. Members of the Department of Public Safety may escort a student from a building if a PennCard ID is not available when requested. Confirm with the Program Office that you are in the University system before trying to obtain the PennCard ID. Once in the system follow the instructions provided in this link: [http://cms.business-services.upenn.edu/penncard/](http://cms.business-services.upenn.edu/penncard/).

A student may obtain a PennCard ID by visiting the PennCard Center. Bring a government-issued photo ID, such as a driver’s license, to prove your identity. A photo will be taken at the ID Center for your PennCard ID. The PennCard Center is located:
Penn Key Authentication

Within the Penn Key authentication system, an individual’s username is known as a Penn Key. A Penn Key and its password are required to authenticate your identity for access to many of Penn’s systems and services, including Penn InTouch. Penn Key information and authorization is emailed to new students. For further information on obtaining a Penn Key, go to http://www.upenn.edu/computing/pennkey/help.html. You must be in the Penn system in order to get a Penn Key, so confirm with the Program Office that you are in the University system before trying to obtain your Penn Key.

Students must have a Penn Card and Penn Key to establish an email account. When ready to do so, go to http://www.upenn.edu/computing/pennkey/ and follow the instructions.

Penn Portal

Students should visit the Penn Portal for University-wide announcements, descriptions about campus life, student groups, weather, and other information affecting participation in the Penn academic community. http://medley.isc-seo.upenn.edu/penn_portal/view.php

DYNAMICS COMMUNITY SERVICES: PENN DYNM EXPERIENCE

Social and Professional Networking

Throughout the academic year, DYNM students are presented with social and professional networking opportunities. The events enable students to get to know each other, provide the opportunity for guest lecturers to address the program, and serve as a platform for the program staff to share program news.

Classes and Meals

The DYNM program promotes social and professional community building by providing some group meals. Throughout each semester on a defined schedule, DYNM a group dinner will be organized for one hour before the start of class at the University/Faculty Club dining room or another venue on campus.

Program Council

The Program Council is a volunteer organization of students who advise and help govern student activities. Topics including professional/career development and networking, education and training, and social-education programs that are supported by the community Program Fees paid by students. The advisor is Dr. Alan Barstow.

The mission of the Program Council is to support the social, educational, and career development of DYNM students beyond the classroom. The Program Council represents members. The Program Council meets approximately every three weeks to review projects and to propose new initiatives. More information is available here: http://www.organizationaldynamics.upenn.edu/odservices
CULTURAL RESOURCES AT PENN

Arthur Ross Galleries
www.upenn.edu/ARG/

English Language Programs
http://www.sas.upenn.edu/elp/

Film/Cinema Studies Resources
http://cinemastudies.sas.upenn.edu/resources

Institute for Contemporary Art
www.ICAphila.org

Kelly Writers House
www.writing.upenn.edu/~wh

Morris Arboretum
www.upenn.edu/arboretum

Music Performance Ensembles
www.sas.upenn.edu/music

Penn Dance
http://www.dolphin.upenn.edu/penndanc/home.html

Penn Presents
www.PennPresents.org

Pennsylvania Museum of Archeology and Anthropology
http://www.museum.upenn.edu/

WXPN 88.5 FM University of Pennsylvania Radio Station
www.xpn.org
UNIVERSITY CONTACT INFORMATION

Bookstore .......................................................................................................................... 215.898.7595
3601 Walnut Street
www.upenn.bkstore.com/

Career Services Graduate Counselor ........................................................................... 215.898.7530
Suite 20, McNeil Building
www.vpul.upenn.edu/careerservices/

Computing
Computing Resource Center ......................................................................................... 215.573.4778
202 Sansom Place West
www.upenn.edu/computing/isc/csg/

Computer Connection (Retail Sales) .............................................................................. 215.898.3282
Penn Bookstore, 2nd Floor
http://cms.business-services.upenn.edu/computerstore/

First Call (Help Desk) ........................................................................................................ 215.573.4778

Emergency on Campus from any campus phone ..................................................... 511

English Language Programs .......................................................................................... 215.898.8681
www.sas.upenn.edu/elp/

Escort Services
Penn Bus, Shuttle Service .............................................................................................. 215.898.RIDE (7433)

Walking Escort .............................................................................................................. 215.898.WALK (9255)

Graduate Student Center .............................................................................................. 215.746.6868
3615 Locus Walk
www.upenn.edu/gsc/

Library System
www.library.upenn.edu/

Lippincott Reference Library ......................................................................................... 215.898.5924
Van Pelt Library ........................................................................................................... 215.898.7555

Ombudsman ..................................................................................................................... 215.898.8261

PennCard ......................................................................................................................... 215.417. CARD (2273)
Penn Bookstore, 2nd Floor
http://cms.business-services.upenn.edu/penncard/

Recreation
www.upenn.edu/recreation/
General Information ........................................................................................................ 215.898.6100
Pottruck Health & Fitness Center ................................................................. 215.898.6101
Hutchinson Gym .................................................................................... 215.898.8383

Registrar
www.upenn.edu/registrar/
General Information ......................................................................................... 215.898.7511
Transcript Information ..................................................................................... 215.898.6411

Security/Public Safety
www.publicsafety.upenn.edu/
On-Campus ........................................................................................................ 215.898.7333 or 511
Off-Campus ...................................................................................................... 911

Student Financial Services .................................................................................. 215.898.1988
100 Franklin Building
www.sfs.upenn.edu/home/

Student Health Services ....................................................................................... 215.227.2853
www.vpul.upenn.edu/shs/

University Counseling ........................................................................................ 215.898.7021
www.vpul.upenn.edu/caps/

University Weather Hotline ............................................................................. 215.898.MELT (6358)
http://www.upenn.edu/weather_information/