



**2019-2020**

**MSOD and MPhil**

**Student Handbook**

UNIVERSITY *of* PENNSYLVANIA

## TABLE OF CONTENTS

<b>WELCOME .....</b>	<b>4</b>
<b>CONTACT INFORMATION.....</b>	<b>5</b>
<b>HISTORY AND DOMAIN .....</b>	<b>6</b>
<b>ACADEMIC INFORMATION .....</b>	<b>7</b>
Schools, Departments, and Programs.....	7
Faculty Advisory Committee .....	7
Master of Science in Organizational Dynamics Degree .....	8
Academic Requirements and Curriculum .....	8
Core Curriculum Categories.....	8
Electives .....	8
MSOD Capstone Course .....	9
Master of Philosophy Degree Program.....	10
Academic Requirements and Curriculum .....	10
MPhil Capstone Requirements.....	10
<b>CONCENTRATIONS AND GRADUATE CERTIFICATES .....</b>	<b>11</b>
<b>WRITING ACADEMIC PAPERS.....</b>	<b>12</b>
<b>CAPSTONES .....</b>	<b>13</b>
<b>PROGRAM DEFINITIONS AND POLICIES.....</b>	<b>15</b>
Full-Time and Part-Time Students.....	15
Grades .....	15
Graduation Dates .....	16
Policies .....	16
1. Absence .....	16
2. Academic Advising .....	17
3. Academic Grievance .....	17
4. Academic Integrity .....	17
5. Academic Probation, Hold, and Dismissal .....	18
6. Active, Inactive, Master’s Continuation, and Dropped .....	18
7. Master’s Continuation.....	19
8. Applying for Graduation .....	20
9. Capstones .....	21
10. Confidentiality of Student Records .....	21
11. Course Registration .....	21
12. Deferred Admission.....	22
13. Equal Opportunity and Affirmative Action .....	22
14. First and Last Class Meals .....	22
15. Holidays.....	22

16. Independent Study .....	23
17. International Courses .....	24
18. Leave of Absence .....	24
19. Non-Discrimination .....	25
20. Registering for Non-Organizational Dynamics Graduate Courses at Penn .....	25
21. Return Student Policy .....	25
22. Transferring Outside Courses to the MSOD Degree Program .....	25
23. Withdrawal .....	26
<b>TUITION, FEES AND FINANCIAL AID .....</b>	<b>27</b>
Billing.....	27
Tuition and Fees .....	27
Courses Held at Penn, MPhil Capstone, and Master’s Continuation .....	27
Course Fees for Travel and Residential Courses.....	27
Drop Fees for Travel and Residential Courses .....	27
Financial Aid .....	27
<b>STUDENTS, SERVICES, AND THE PENN EXPERIENCE.....</b>	<b>28</b>
International Students .....	28
Scholarship and Research.....	28
Ackoff Library.....	28
Penn Student Services .....	29
PennKey Authentication .....	29
PennCard ID .....	29
Email Address .....	29
Penn Portal.....	29
Vice Provost for University Life Resources.....	30
Libraries and Access.....	30
Organizational Dynamics Canvas Community Site.....	30
Graduate Student Center .....	30
Parking.....	30
DYNAM Community Services: Penn DYNAM Experience.....	31
Social and Professional Networking .....	31
Classes and Meals .....	31
DYNAM Program Council.....	31
Cultural Resources at Penn.....	32
<b>UNIVERSITY CONTACT INFORMATION.....</b>	<b>33</b>

## WELCOME

### WELCOME TO THE 43<sup>rd</sup> YEAR OF ORGANIZATIONAL DYNAMICS at PENN

This Student Handbook provides information about the policies and procedures of the Organizational Dynamics programs 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 arrange an appointment.

For additional information about resources, please refer to the [Graduate Student Resource Guide](#). For more information about University resources and policies, please review the [PENNBOOK](#).

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

Sincerely,

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## CONTACT INFORMATION

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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 National Science Foundation to fund a program that connected 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 Penn faculty and working professionals in the public, private, and government sectors to discuss and learn the newest ideas and practices that were not already established and available in academic textbooks. The program moved through several Penn locations before joining the College of Liberal and Professional Studies (LPS) in the School of Arts and Sciences (SAS).

### **ABOUT 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.

Organizational Dynamics 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.

Successful modern leadership requires diverse perspectives of inquiry, evaluation, and understanding as well as multiple methods of intervention to facilitate change. Our programs create and deliver multidisciplinary and integrated education about organizations that enable our working students to increase their leadership effectiveness by becoming sources of sustainable growth, development, and creativity.

Organizational Dynamics is distinguished by its broad range of 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 and competencies.

## ACADEMIC INFORMATION

The School of Arts and Sciences (SAS) houses the liberal arts education for all undergraduate, graduate, and professional students across the full range of humanities, natural sciences, and social sciences. SAS is organized into 3 academic divisions: the College, the Graduate Division, and the College of Liberal and Professional Studies.

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. Organizational Dynamics is led administratively by a Director and academically by the program Director and a Faculty Advisory Committee.

### FACULTY ADVISORY COMMITTEE

Member/Academic Domain	Affiliation
Alan Barstow, PhD Anthropology	Organizational Dynamics
Dave Bieber, PhD Zoology & Professional Master's Programs	Executive Director of the College of Liberal and Professional Studies
Jean-Marc Choukroun, PhD Economics/Regional Science	Affiliated Faculty, Organizational Dynamics
Janet Greco, PhD Human & Organization Development	Affiliated Faculty, Organizational Dynamics
Kathleen Hall, PhD Anthropology	Associate Professor of Education and Anthropology, School of Arts & Sciences & Graduate School of Education
Femida Handy, PhD Economics	Affiliated Faculty, Organizational Dynamics; Professor, School of Social Policy and Practice
Walter Licht, PhD History	Walter H. Annenberg Professor of History
Nora Lewis Higher Education and Educational Linguistics	Vice Dean for the College of Liberal and Professional Studies
Kristine Rabberman, PhD European History	Assistant Vice Dean & Director, Academic Affairs for the College of Liberal and Professional Studies
Charline Russo, EdD Coaching	Affiliated Faculty, Organizational Dynamics

# MASTER OF SCIENCE IN ORGANIZATIONAL DYNAMICS DEGREE

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

## ACADEMIC REQUIREMENTS AND CURRICULUM

MSOD requirements include completion of 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 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 that were completed prior to matriculating in the MSOD program and that did not count toward a degree earned prior to matriculating into the MSOD program. In addition, each degree candidate may select a concentration that provides focus to the selection of courses.

### Core Curriculum Categories

Students will complete:

- **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). Before registering for a course outside DYNM, students must get approval from the program office. The program office will determine if the proposed elective's content is sufficiently related to the DYNM program.

To receive approval for a non-DYNM elective, a student must submit the following to the

program office: the course number, course description, and a short statement as to why the course is applicable to the student's course of study. If the course description is not detailed enough to grant permission, DYNM will request the course syllabus and/or further justification.

Once approval is given by DYNM, the student can register for the elective. Allowing outside students into courses is up to each program/department/school at Penn and some courses have restricted or limited registration for outside students.

A student may also meet the elective requirement by transferring up to 2 graduate courses that were completed in another Penn program or at another university prior to matriculating into the MSOD program. Only courses that have not counted toward a previously earned degree can be considered for transfer credit. All transfer courses must be reviewed by Organizational Dynamics, must meet MSOD equivalency requirements, and must be approved by the Program Director. The procedure to request transfer of courses completed outside Organizational Dynamics is described in Policy 20 on page 24.

### **MSOD Capstone Course**

MSOD candidates must complete the Capstone Course (DYNM 705). This 1 CU course guides students through the capstone process from framing an idea to capstone completion. Course assignments teach students how to outline their project, perform a literature review, and conduct research. Classmates will offer peer feedback on fellow students' projects. Upon completing the course, MSOD students will receive a grade on their coursework. Their capstone project itself will be graded separately.

## **MASTER OF PHILOSOPHY DEGREE PROGRAM**

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

### **ACADEMIC REQUIREMENTS AND CURRICULUM**

MPhil degree candidates who have previously completed their MSOD must complete 6 CUs. MPhil students whose previous master's degree has been deemed equivalent to the MSOD must complete 8 courses. MPhil students must complete their degree with a minimum grade-point average of 3.0 and register for DYNM 899 during which the student will complete and submit a final MPhil capstone project.

There is no defined curriculum or specific courses required for MPhil candidates; rather, students design a curriculum in consult with their Academic Advisor to meet their specific professional interests or goals. There are no electives in the MPhil degree and students may take non-DYNM classes only if DYNM does not offer an equivalent course. MPhil students interested in taking a non-DYNM course must submit a proposal to the Program Director outlining why the outside course is necessary for the student's program and have this proposal accepted by the Program Director prior to registering for an outside course.

### **MPhil Capstone Registration**

MPhil candidates must register for DYNM 899, the MPhil capstone registration. DYNM 899 is not a credit-bearing course. It enables MPhil capstone students to submit their capstone paper. DYNM 899 has a reduced tuition fee.

## CONCENTRATIONS AND GRADUATE CERTIFICATES

To aid in the selection of courses and to provide a focused program of studies, students are encouraged, but not required, to select a program concentration. 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. Students can work toward more than one concentration.

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

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 courses 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 specialized course of study for students interested in a comprehensive and focused approach to coaching and consulting as a profession. Whether for the goal of working as an internal coach/consultant or as an external professional, students in this concentration will develop superior organizational consulting and executive coaching competencies through rigorous study of theory, personal faculty supervision and advisement, and application through intensive fieldwork experiences. This concentration is offered in a cohort model during a 15-month course of study.

**Global/Cultural Studies (GL)** courses focus on relationships between the global/international community and organizations. These courses include international travel courses in which students study for a week or more abroad. This concentration also focuses on cultural diversity and organizational relationships within and between local companies and the international community.

**Sustainable Development Studies (SD)** 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 or MPhil curriculum and who completes 6 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 or MPhil curriculum in order to earn a Graduate Certificate.

Students for whom their MPhil degree is continuous with a previously-earned MSOD can complete a concentration started in their MSOD program. For example, if a student completes five GL courses as an MSOD student and takes a sixth GL course as an MPhil student, the student will receive the GL certificate upon completing the MPhil.

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

## **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 to give a course grade. This is important in order to document and demonstrate that the student completed the work, provide the possibility of an external evaluation in the event a faculty member cannot complete course responsibilities due to illness, absence, or death, and conduct an external audit if academic standards are called in to 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, but other assessment models may be followed by faculty.

### **Formatting, Style Guide, and Assignments**

Students should follow [American Psychological Association](#) (APA) formatting and style guideline or be explicit about another style and format guide they prefer to use. Faculty will 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.

**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, e.g., 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

Organizational Dynamics faculty may provide resources to students including:

- A model paper from a former student (used with explicit permission)
- A grading template that explains evaluation criteria to students
- A reference and research manager recommendation for formatting, such as [End Note](#).

There are a wealth of writing and learning resources across the University including:

- [Guidelines on Open Expression](#)
- [Marks Family Writing Center](#): writing support to students across all disciplines.
- [Resources](#) on the English Department website that gives clarifying grading criteria.
- [ScholarlyCommons](#): Penn's institutional repository of scholarly works created by faculty, staff, and students.
- [Weingarten Learning Research Center](#): academic support services and programs

## CAPSTONES

The capstone project serves as the culmination of students' work in their MSOD or MPhil program and blends academic and professional experiences. Students design a project that draws upon their learning inside and outside the classroom to identify and explore a focusing question in their area of professional and academic interest. For many students, the capstone experience serves as a career catalyst whether they intend to change directions or advance on their current path.

After finalizing a topic students will seek out a capstone committee that consists of a faculty advisor and a faculty reader, both of whom are selected to participate on the committee based on their expertise as it relates to the chosen capstone topic. Capstone committee members should be members of the Organizational Dynamics faculty. If no member of the

Organizational Dynamics faculty has expertise in the student's chosen field, then committee members may be selected from faculty in other departments at the University.

The capstone projects vary widely; however, all projects demonstrate students' ability to:

- Make an argument, describe, or summarize a position that is unique, original, or which directly applies to the student
- Conform to the style and format of academic writing and documentation
- Demonstrate competencies the student gained from the courses completed in the Organizational Dynamics program.

The policies concerning the capstone are posted on the [Canvas Community site](#).

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

Upon completion and submission, the capstone will be evaluated and graded by the Capstone Committee led by the Capstone Advisor. Capstones which satisfactorily meet the capstone requirements will be graded as Pass. Capstones which show exemplary scholarship will be graded as High Pass. Capstones that do not warrant a grade of Pass will be revised until the capstone committee issues a grade of Pass for the project.

If consent is given by the student, an electronic copy of the capstone will be published on [ScholarlyCommons](#), Penn's online repository for scholarly work completed at the University.

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.

<b>Graduation Semester</b>	<b>Delivery Deadline</b>
Spring (May)	May 1
Summer (August)	August 1
Fall (December)	December 1

## PROGRAM DEFINITIONS AND POLICIES

### FULL-TIME AND PART-TIME STUDENTS

A full-time student must be registered for at least three courses in a semester. A student registered for fewer than three courses in a semester is considered a part-time student. A student's enrollment status determines eligibility for Penn services. 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.

### GRADES

The following are official grades and their interpretation.

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

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.

## **Incomplete Grades**

An incomplete grade indicates that a student has not completed all the work in a course and has done so with the instructor's permission. An instructor who chooses to grant an extension to a student who has not completed a course by the end of the term may grant either an Incomplete (I) or an Extended Incomplete (II). An Incomplete must be made up within the first four weeks of the start of the next term, and an Extended Incomplete must be made up by the end of the next term (including the summer term). In either case if the Incomplete is not made up by the deadline, it will become an F. An Incomplete is made up only when the official grade is received by the program office and recorded by the Registrar's office on the student's official transcript. Once an Incomplete grade is converted to an F, the instructor may change the grade after the student has completed all required work.

Students with two or more incomplete grades are subject to registration hold and are required to meet with their academic advisor to explain the circumstances of the Incompletes and develop a plan to resolve them. Students with two or more outstanding grades of incomplete will not be allowed to register for courses; students with two or more outstanding grades of incomplete who have already registered will be dropped from courses.

## **GRADUATION**

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.

Students must [apply](#) for graduation (see Academic Policy 8) through the School of Arts and Sciences.

## **POLICIES**

Following are the policies that govern Organizational Dynamics program. Some are program-specific and some are University Policies outlined in the [Pennbook](#). These important Pennbook policies are linked below, but we encourage you to review all the Pennbook 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. Students with anticipated absences should reconsider taking a course with an attendance policy that they cannot meet.

## **2. Academic Advising**

A program academic advisor is assigned to each new student admitted to the MSOD and MPhil degree programs. Academic advisors assist students with program structure, curriculum design, and course selection. Participants are also encouraged to seek information and advice from faculty, the Director, Administrative Director, Administrative Coordinator, and other Organizational Dynamics students.

MSOD students are encouraged to contact their academic advisor **after completing 8 courses** to be certain that they are meeting curricular obligations, fulfilling concentration expectations, and preparing their capstone topic adequately.

## **3. Academic Grievance**

Evaluation of a student's performance in a course is the responsibility of the course instructor. Should a final grade in a course be disputed, the student must submit a written appeal to the instructor within the first two weeks of the academic semester immediately following the semester in which the grade was received. The instructor must respond in writing to the student within two weeks of receiving the written appeal. If, after receiving the written response from the instructor, the student still believes that the grade has been unfairly assigned, the student must submit a written appeal to the Organizational Dynamics Faculty Advisory Committee. If the Committee believes the appeal demonstrates evidence of negligence or discriminatory behavior, a sub-committee will be formed to review the student's appeal and make a recommendation to the full Academic Committee. The decision of the Organizational Dynamics Faculty Advisory Committee is final. Please also consult the Penn Provost's information on Academic Grievances and the [SAS policy for graduate students' grievances](#).

## **4. Academic Integrity**

Since the University is an academic community, its fundamental purpose is the pursuit of knowledge. Essential to the success of this educational mission is a commitment to the principles of academic integrity. Every member of the University community is responsible for upholding the highest standards of honesty at all times. Students, as members of the community, are also responsible for adhering to the principles and spirit of the following [Code of Academic Integrity](#).

When Benjamin Franklin founded the Pennsylvania Academy, he defined its mission as “education for citizenship.” In pursuit of this mission, the University of Pennsylvania is committed to achieving academic excellence, to creating an environment for inquiry and learning, and to cultivating responsible citizenship in the larger society.

The University of Pennsylvania is a community in which intellectual growth, learning from others, mutual tolerance, and respect for freedom of thought and expression are principles of paramount importance. In an environment that promotes the free interchange of ideas, cultural and intellectual diversity, and a wealth of social opportunities, Penn students take advantage of the academic and non-academic opportunities available to them, deepening their intellectual insights through formal instruction, and expanding their educational experience beyond their academic programs. Members of the Penn community participate actively in the greater Philadelphia, state, national, and international communities in which they reside. “Citizens” of the University community include students, faculty, staff and those otherwise affiliated with the University.

Accepting membership into the University of Pennsylvania community as a student entails an obligation to promote its welfare by assuming the rights and responsibilities listed below. Each individual member of this community is responsible for his or her own actions and is expected to respect the rights of others. Please click [here](#) to read the provisions of the University Code of Student Conduct.

## **5. 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 will be recommended by the College of Liberal and Professional Studies, School of Arts and Sciences.

## **6. Active, Inactive, Master’s Continuation, and Dropped**

Students in Organizational Dynamics are expected to complete their MSOD or MPhil coursework in 2 to 4 years. Below is an overview of the statuses that can be assigned to students during the program.

Active Registered - An active student is one who is admitted to the program and who is registered for courses in the current semester. Part-time students must be registered for at least one course. Full-time students must be registered for at least three courses each semester. Full-time MSOD students taking only DYNM 705 or DYNM 990, or full-time MPhil

students taking only DYNM 899 in a semester will be granted full-time status.

Active Unregistered – An Active Unregistered student is one who has been admitted to the program and has registered for at least one course in the program, but who is currently not registered for courses in a particular semester. A student may be Active Unregistered and remain part of the program if he/she does not register for a course for up to three sequential semesters after his/her last registered term. Failure to register in the fourth sequential semester will result in being dismissed from the program

Dismissed/Dropped - In the fourth semester after the last registered term, a student will be dismissed from the program. To avoid being dismissed a student must register for a course. For example, a student that takes a class in Fall 2017 will need to register by Spring 2019 to not be dismissed.

Exceptions to the Active Registered/ Active Unregistered/Dismissal policies will only be considered under special circumstances. A student may petition the LPS Petition Committee for a waiver of the policy

A student must be in Active Registered status in the semester in which the student is expected to graduate. A student who has been Active Unregistered after having completed all courses, may maintain/regain Active Registered status by registering for DYNM 990 Masters Continuation.

Students may only register twice for DYNM 990 or DYNM 899. After the second semester registered they must have completed their capstone or they will be dismissed from the program.

A student who is dismissed from the program will have all Incomplete (I) or Not Graded (NG) courses converted to Fs; none of these courses can be used to meet academic requirements.

If a student who has been dismissed wishes to return to the program, the student must submit a new application (including CV, essays, etc.) for re-evaluation and must pay the application fee. Readmission to the program is not guaranteed to students who have been dismissed from the program.

## **7. DYNM 990 Masters Continuation Policy**

In the Spring 2016 semester, the program instituted a policy change regarding the grading of the capstone and DYNM 705 Capstone Course. Beginning in Spring 2016, students receive a letter grade for their performance in DYNM 705 and students receive a grade of either Pass or High Pass if their capstone project is accepted by their capstone committee and by the program. If their capstone is not accepted, they will be given a grade of Fail.

### **DYNM 705 Registrants: Spring 2016 and Forward**

Students who registered for DYNM 705 in spring 2016 or later, and have completed the required 12 course units for the MSOD program but not their capstone project, must register for DYNM 990 Master's Continuation in the subsequent semester. Students must continually register for DYNM 990 for a maximum of two semesters.

For example, if a student completes their 12<sup>th</sup> Course Unit in 2019 Fall but does not complete their capstone project, the student must register for DYNM 990 in Spring 2020. If the student does not complete their capstone project in Spring 2020, they must register for DYNM 990 again in Summer 2020. Further DYNM 990 registrations are not permitted.

### **Capstone Registrants Fall 2016 and Prior**

In the Fall 2015 semester and before, the policy was that the DYNM 705 course grade would be the student's grade on their capstone project.

Students, who registered for DYNM 705 prior to spring 2016 and have completed 11 of required 12 course units for the MSOD program (including the capstone course) but have not completed their capstone project must register for DYNM 990 Master's Continuation in the semester immediately following their 11<sup>th</sup> completed Course Unit. Students must continually register for DYNM 990 for a maximum of two semesters.

For example, if a student has taken DYNM 705 in Fall 2015 and completes their 11<sup>th</sup> Course Unit in 2019 Fall but has not completed their capstone project, the student must register for DYNM 990 in Spring 2020. If the student does not complete their capstone project in Spring 2020, they must register for DYNM 990 again in Summer 2020.

Students with extenuating circumstances may submit a petition to the LPS Petition Committee to request a third semester of DYNM 990 registration. The submission of the petition does not guarantee the petition being granted. The LPS Petition Committee will review the student's petition and will issue a decision based upon this review. The LPS Petition Committee will inform the student of the Committee's decision. If the petition is granted, the student will be registered for a third and final semester of DYNM 990 or DYNM 899.

Students who fail to satisfactorily complete their capstones at the conclusion of their final DYNM 990 or DYNM 899 registration will be dismissed from the program.

## **8. 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 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 into the certificate section. The Academic Planning Worksheet is under the Registration and Planning tab in [Penn InTouch](#).

After completing the Academic Planning Worksheet in Penn InTouch, students must [apply for graduation](#).

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.

## **9. Capstones**

All MSOD student must register for DYNM 705, the MSOD Capstone course and write a capstone. 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. DYNM 899 does not provide a CU and has a reduced tuition fee associated with it. Completion of DYNM 899 is a requirement for the MPhil degree.

The policies concerning capstones are posted on the [Canvas Community site](#).

## **10. Confidentiality of Student Records**

The purpose of this policy is to describe the rights and responsibilities of students, faculty, and staff regarding the confidentiality of student records, including as specified under the Family Educational Rights and Privacy Act (FERPA). The [policy](#) can be read in its entirety in the Pennbook.

## **11. Course Registration, Adding Courses, and Dropping Courses**

[Course Guides](#) provide a listing of courses offered in a semester and 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, by faculty, etc.

After a student registers for a course, that registration will immediately be shown on the student's course schedule, which is accessed under Registration & Academic Planning under

the My Course Schedule tab. This is the course confirmation. If a confirmation letter is required, please call the program office at 215.898.6967.

Adding and dropping courses is completed via [Penn InTouch](#). The deadlines and forms, if required, for adding and dropping courses are posted on the [LPS Academic Calendar](#).

For students who are dropping a course late, the [Late Drop Form](#) will need to be completed and emailed to the course instructor, copying [dynamics@sas.upenn.edu](mailto:dynamics@sas.upenn.edu), so that the professor can approve the late dropping of the course.

## **12. Deferred Admission**

Students who are admitted to the Organizational Dynamics program may defer their matriculation for up to one year. Students who wish to defer should notify the Organizational Dynamics Program in writing of their intentions as early as possible. It is not necessary for deferred students to reapply. However, students must inform the Organizational Dynamics Program if they enroll at any other institution prior to their matriculation at the University of Pennsylvania, and they must submit final official transcripts of any coursework completed prior to their enrollment at the University of Pennsylvania.

A person who has been dropped following deferral will need to reapply to the program.

## **13. Equal Opportunity and Affirmative Action [Policy](#)**

## **14. 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. Students must RSVP for meals via [Eventbrite](#). Students may only attend the meals scheduled for the course that they are registered for, may not fill takeaway containers for later meals, and may not bring guests with them to the meal. Students may be required to sign in at the beginning of the meal to confirm eligibility for attending the meal.

## **15. Holidays**

The University policy on secular and religious holidays can be read in its entirety [here](#).

## 16. Independent Study

A student interested in pursuing an independent study must submit a proposal for an independent study course, DYNM 699.

If the independent study topic relates to a concentration it may be coded as such and this request 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. Create a written (email is acceptable) proposal 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. Submit the proposal to and seek approval from an advisor who is 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. After receiving approval from the proposed advisor, submit the written proposal and the advisor's approval to the Program Director.
5. If the proposal is approved by the Program Director, the Administrative Director will issue a permit for DYNM 699, which the student will claim to register online.

An independent study will not be granted 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.

## **17. International Courses**

International courses offer students the opportunity to study in one or more cities outside the U.S. Participants in international courses will attend an on-campus class prior to departure and after return from 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. International courses have course fees which cover logistical arrangements like hotel accommodations.

Registration for an international course is a two-step process. Students must return a signed travel agreement to the program office; once the signed agreement is received, a permit will be issued for registration. Because international courses are popular, students are encouraged to return the travel agreement quickly. Historically, grades from an international course have not been issued as quickly as for other courses.

## **18. Leave of Absence**

Students take time away from their studies for a wide variety of reasons including:

- manage a medical concern
- fulfill a family obligation
- pursue career-related opportunities
- complete military service
- work on a political campaign

While interrupting studies to take time away may seem intimidating, a leave is a means to the successful completion of a degree, not a barrier to graduating. More than three quarters of students who take a leave return to complete their degree within two years.

Students who are considering a leave should take time to think carefully about the goals of time away and for when returning to studies. Speaking with the Organizational Dynamics program Director is an important first step. Depending on the circumstances, students should get advice from other sources as well. Students taking time away in order to manage a medical condition should discuss the leave with their healthcare provider. The Organizational Dynamics program Director will help students preparing to take a leave of absence to connect with other campus resources, such as Student Financial Services, Housing, and International Student and Scholar Services.

Students typically take a leave for a full academic year. Individual circumstances may require more or less time; the length of the leave is determined by the school. Students on leave should remain in contact with their LPS program director and update them about changes in plans. The return from leave process supports students in a successful re-entry to academic life at Penn. When preparing to return, students must consult their LPS program director to develop a plan that includes connection with appropriate resources.

## **19. Non-Discrimination Statement**

The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, religion, creed, national or ethnic origin, citizenship status, age, disability, veteran status or any other legally protected class status in the administration of its admissions, financial aid, educational or athletic programs, or other University-administered programs or in its employment practices. Questions or complaints regarding this policy should be directed to the Executive Director of the Office of Affirmative Action and Equal Opportunity Programs, Sansom Place East, 3600 Chestnut Street, Suite 228, Philadelphia, PA 19104-6106; or 215.898.6993 (Voice) or 215.898.7803 (TDD).

## **20. Registering for Non-Organizational Dynamics Graduate Courses**

An MSOD 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, please contact the program office.

## **21. Return Student Policy**

A student who has withdrawn or 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.

## **22. 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 can only be used to meet the curriculum obligations of two electives, and they cannot be coded to meet concentration obligations. Courses that are eligible for transfer:

- Must be graduate-level
- Must not have counted toward a previous earned degree
- Must be fewer than 10 years old

- Must have curricula equivalent to Organizational Dynamics courses
- Must be at least 3 credit hours (3 credit hours = 1 CU)
- Must have received a grade of B (3.0) or higher

To request transfer of an outside course:

1. Complete the [LPS transfer credit form](#).
2. Submit official transcripts demonstrating completion of each graduate course.
3. Provide a course syllabus that clearly identifies the institution that offered the course. The syllabus must permit a comparison of educational content with courses within the Organizational Dynamics degree program.

The course information will be reviewed by the Program Director. 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 registrar.

If approved the courses will be transferred into the student's academic record.

### **23. 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 in accordance with Policy 20.

## TUITION, FEES, AND FINANCIAL AID

### BILLING

[Student Registration and Financial Services](#) (SRFS) emails tuition bills on a [posted billing schedule](#), usually within a month of registration. Bills are sent to the student email listed in the [Penn Directory](#), so it is essential that students check this email account. All payments are via [PennPay](#). Checks must be 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 a student's bill: Tuition, General Fee, Program Fee, (fall and spring semesters only), a Clinical Fee for full time students, and a Tech Fee. Tuition supports faculty, staff, and operations. The General Fee supports the libraries, athletic facilities, graduate student association, and student services. All Full Time, non-dissertation students residing in the region are required to pay the Clinical Fee, which provides health insurance. The Tech Fee is charged for online and hybrid courses only. The Program Fee supports the Community Services including workshops, special events, class meals, and other student services provided in the program. MPhil students in DYNM 899 and students in DYNM 990: Master's Continuation pay reduced tuition and no program fee. The current tuition and fees can be found [here](#).

#### Course Fees for Travel and Residential Courses

Travel or residential courses will have a course fee, which covers the additional costs that these courses incur including logistics, housing, and facilities. Transportation to the course location and back will be the responsibility of the student. A complete description of 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. A student canceling a course after a no-refund deadline will be responsible for fees associated with non-refundable costs. Information about cancellation fees and deadline dates are provided for all travel and residential courses at the time of registration.

### Financial Aid

Student loan information is available from [Student Registration and Financial Services](#).

# STUDENTS, SERVICES, AND THE PENN EXPERIENCE

## INTERNATIONAL STUDENTS

[International Student and Scholar Services](#) (ISSS) provides international students information concerning legal/immigration requirements. ISSS is located in Suite 1W in the [International House of Philadelphia](#):

3701 Chestnut Street  
Philadelphia, PA 19104-3199  
ISSS Tel: 215.898.4661

iHouse Philly provides Information concerning international student housing. Their phone number is 215.387.5125.

## SCHOLARSHIP AND RESEARCH

Scholarship and research within Organizational Dynamics focus 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**

## **PennKey Authentication**

Everyone at Penn will be issued a [PennKey](#). Your PennKey and its password are required to authenticate your identity for access to many of Penn's systems and services, including Penn InTouch. PennKey information and authorization is emailed to new students. Students must have a PennCard and PennKey to establish an email account.

## **PennCard ID**

It is the responsibility of all Penn students to acquire and carry their [PennCard ID](#) in order to identify themselves as members of the University of Pennsylvania community, to enter and study in classroom buildings after 4:30 p.m. or on weekends, and to enter or use the libraries. A student may obtain their PennCard by visiting the PennCard Center on the second floor of the Bookstore. Students must bring a government-issued photo ID, such as a driver's license, for identity verification. A photo will be taken at the ID Center for a PennCard ID. The [PennCard Center](#) can be contacted at 215.417.2273 regarding questions.

## **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 that are important for students to receive. Students may forward mail from the Penn email address to any other email address.

## **Penn Portal**

Students should visit the [PennPortal](#) for University-wide announcements, information about campus life, student groups, weather, and other information affecting participation in the Penn academic community.

## **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](#), you must have a current and active PennCard and PennKey.

If you are using an on-campus computer click [here](#) and follow the directions for access.

## **Vice President for University Life (VPUL) Resources**

VPUL provides student services and educational access to support students and other community participants to reach their fullest potential through diverse academic, personal, and professional development experiences at Penn. VPUL Resources are divided into three categories

- [Academic and Career: Learning Resources](#) and [Career Services](#)
- [Campus and Community: Penn Student Activities, Cultural Resource Centers, Equity & Access Programs](#)
- [Health and Wellness](#): Student Health Services ([SHS](#)), Counseling and Psychological Services ([CAPS](#)), Student Disability Services ([SDS](#)), Student Intervention Services ([SIS](#))

## **Organizational Dynamics Canvas Community Site**

Students are encouraged to frequently access the [Canvas Community Site](#), which contains program information, resources, and tools to help students plan their DYNM program. Important program announcements are sent through the Canvas site, so it strongly recommended that students [set their Canvas notifications](#) to at least daily notifications.

## **Graduate Student Center**

All graduate students may use the [Graduate Student Center](#), which is located at 3615 Locust Walk. 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. The Graduate Student Center can be contacted at 215.746.6868.

## **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](#) or by telephone at 215.898.8667.

# **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. At the beginning and end of each semester, DYNM a group dinners will be organized for one hour before the start of class at the [University/Faculty Club dining room](#) or another venue on campus.

## **Organizational Dynamics Advisory Council (ODAC)**

ODAC 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.

## CULTURAL RESOURCES AT PENN

<a href="#"><u>Arthur Ross Galleries</u></a>	<a href="#"><u>English Language Programs</u></a>
<a href="#"><u>Film/Cinema Studies Resources</u></a>	<a href="#"><u>Institute for Contemporary Art</u></a>
<a href="#"><u>Kelly Writers House</u></a>	<a href="#"><u>Morris Arboretum</u></a>
<a href="#"><u>Museum of Archeology and Anthropology</u></a>	<a href="#"><u>Music Performance Ensembles</u></a>
<a href="#"><u>Penn Presents</u></a>	<a href="#"><u>WXPN 88.5 FM: Penn Radio Station</u></a>

## UNIVERSITY CONTACT INFORMATION

<a href="#"><u>Bookstore</u></a> , 3601 Walnut Street .....	215.898.7595
<a href="#"><u>Career Services</u></a> , Graduate Counselor, Suite 20, McNeil Building .....	215.898.7530
<a href="#"><u>Computer Connection</u></a> (Retail Sales), Penn Bookstore, 2 <sup>nd</sup> Floor .....	215.898.3282
<a href="#"><u>Computing</u></a> , G-102, Ground floor, Van Pelt Library .....	215.573.4778
<a href="#"><u>Counseling and Psychological Services</u></a> (CAPS).....	215.898.7021
<b>Emergency on Campus from any campus phone .....</b>	<b>511</b>
<a href="#"><u>English Language Programs</u></a> .....	215.898.8681
<a href="#"><u>Graduate Student Center</u></a> , 3615 Locust Walk .....	215.746.6868
<a href="#"><u>Library System</u></a> , Van Pelt Library .....	215.898.7555
Lippincott Reference Library.....	215.898.5924
<a href="#"><u>Ombuds</u></a> .....	215.898.8261
<a href="#"><u>Penn Bus</u></a> , Shuttle Service.....	215.898.RIDE (7433)
<a href="#"><u>PennCard</u></a> , Penn Bookstore, 2 <sup>nd</sup> Floor .....	215.417.CARD (2273)
<a href="#"><u>Public Safety</u></a> .....	215.898.7333
<a href="#"><u>Recreation</u></a> .....	215.898.6100
Pottruck Health & Fitness Center .....	215.898.6101
Hutchinson Gym .....	215.898.8383
<a href="#"><u>Registrar</u></a>	
General Information.....	215.898.7511
Transcript Information.....	215.898.6411
<a href="#"><u>Student Registration and Financial Services</u></a> , 100 Franklin Building.....	215.898.1988
<a href="#"><u>Student Health Services</u></a> .....	215.227.2853
<b>University Weather Hotline .....</b>	<b>215.898.MELT (6358)</b>
<a href="#"><u>Walking Escort</u></a> .....	215.898.WALK (9255)