



2022-2023

**MSOD AND MPhil
STUDENT HANDBOOK**

UNIVERSITY *of* PENNSYLVANIA

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WELCOME

Welcome to the 45th year of the Organizational Dynamics (DYNM) programs at the University of Pennsylvania!

This student handbook shares the policies and procedures of the DYNM programs as well as the University's student resources, services, and organizations. It is important that you read and familiarize yourself with the student handbook because you are responsible for the information it contains.

The information provided here supplements the policies laid out in the [Pennbook](#). The University's [Graduate Student Resource Guide](#) will also be useful for you as you embark on this new journey with us.

If you have questions about the handbook or any aspect of student life at Penn, contact us by referring to the table on the next page.

Thank you for joining our organization! I hope your time with us will be full of hard work, deep learning, and intellectual fulfillment. I value your input and feedback. Be in touch!



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Be in touch

NOTE: Our staff works a hybrid schedule. Please contact us directly to set up a meeting.

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HISTORY AND DOMAIN

History of Organizational Dynamics at Penn

Organizational Dynamics started in the late 1970s in response to the National Science Foundation's interest in funding a program that connected a research university with government and business in novel ways. In 1977 Dr. Nancy Bauer, a historian and textbook author, established a program entitled "Interpreting America to Americans." The program's purpose was (and still is) to bring together Penn faculty and working professionals in the public, private, and government sectors to discuss and learn new ideas and practices that were not already established and available in traditional curricula and textbooks. The result and expansion of these efforts became Organizational Dynamics.

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 environmental and cultural changes.

Organizational Dynamics enables individuals, groups, and organizations to navigate more effectively 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.

CURRICULUM AND REQUIREMENTS

Master of Science in Organizational Dynamics (MSOD)

MSOD requirements include the completion of 12 graduate course units (CUs) and a capstone project. One graduate course in Organizational Dynamics is valued at ½, 1 or 2 CUs, with the majority being 1 CU. To graduate, a student must have a minimum grade-point average of 3.0 in all coursework and a completed, approved capstone project.

Of the 12 CUs required, 9 must be selected from the core curriculum categories; one must be the Capstone course; and the remaining two are electives from Organizational Dynamics or another graduate department or program at Penn. Electives may also include approved transfer credits for courses completed elsewhere prior to joining the MSOD program if they did not count toward another degree. In addition, each degree candidate may select a concentration that provides focus to their selection of courses.

Core Curriculum Categories

Students will complete:

- **4 CUs** of Foundations (F) courses
- **1 CU** of a course focused on Methods Diagnosis and Evaluation (DE)
- **4 CUs** of Applications (A) courses
- **2 CUs** from Electives
- **1 CU Capstone** course (CAP)

Courses in the **Foundations** category are coded “F” and are drawn from two clusters: Organizational Structure and Function and Organizations in Historical and Cultural Context. These courses provide students with common language upon which to build their studies and prepare them for deeper immersion in Application courses.

The **Methods of Diagnosis and Evaluation** course is coded “DE” and focuses on methods for the measurement, diagnosis, analysis, synthesis and/or evaluation of the people who comprise organizations. These courses provide students with multiple approaches to diagnose complex issues within an organization as well as the tools and frameworks to organize responses to challenging issues.

Courses in the **Applications** category are coded “A” and are drawn from three clusters: Organizations and Communications; Organizational Development and Change; and Organizational Leadership and Management. These courses give students opportunities to further explore issues encountered in earlier courses and focus on issues such as social media, sustainability, organizational politics, and other topics that are important to organizational health.

A student can take up to two **Elective** CUs from among the courses offered by Organizational Dynamics, 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 an elective course outside of the DYNM program, students must get written approval from the Program Director.

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 program of study. If the course description is not detailed enough, the course syllabus and/or further justification will be requested. Once approval is given by DYNM, the student can register for the elective; however, some courses have restricted or limited registration for outside students.

A student may also meet the elective requirement by transferring up to two graduate courses that were completed in another graduate-level program at Penn or at another university prior to matriculating into the MSOD program. Only courses that were not previously counted toward an earned degree can be considered for transfer credit. All transfer courses must meet MSOD equivalency requirements and must be approved by the Program Director.

Note: Some courses are coded as fulfilling more than one category; however, each course can count only once in fulfilling a degree requirement. For example, if a course is a Foundation (F) and an Application (A), a student may count this course toward either the Foundations requirement or the Applications requirement, but not toward both requirements.

MSOD candidates should reach out to their academic advisor after completing eight courses to create their curriculum completion plan, including determining when they will enroll in the **Capstone Course (CAP)**. This capstone-preparation course guides students through the capstone process from framing an idea to capstone completion. Course assignments teach students how to draft a project proposal, perform a literature review, conduct research, and write the final capstone project. Classmates will offer peer feedback on fellow students' project proposals. Upon completing the course, MSOD students will receive a grade based on their coursework; their capstone project will be graded separately when complete.

Master of Philosophy in Organizational Dynamics (MPhil)

MPhil degree candidates who previously earned their MSOD must complete 6 additional CUs. MPhil students whose previous master's degree was deemed equivalent to the MSOD must complete 8 additional CUs. MPhil students must complete their degree with a minimum grade-point average of 3.0 and register for DYNM 8990 the semester 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 their program, and the proposal needs to be accepted by the Program Director prior to registering.

MPhil Capstone Course

MPhil candidates must register for DYNM 8990, the MPhil capstone course, which will allow students to submit their capstone paper and receive a grade. DYNM 8990 has a reduced tuition fee.

Concentrations and Graduate Certificates

To provide a focused program of studies, students are encouraged, but not required, to select a program concentration. MSOD and MPhil students who complete at least 6 CUs in a single concentration will earn a certificate in addition to their master's degree. Students can work toward more than one concentration.

The four concentrations include:

Leading and Managing through Change (LMC) courses are skill-based, application-oriented courses that provide students with the knowledge that is important to the development, function, and enhancement of effective leadership and management within any organization.

The **Coaching Studies** offers two concentration options:

- *Organizational Coaching Studies (OC)* courses concern the domain of organizational and executive coaching, defined as a development process that supports and builds a leader's capabilities. These courses provide foundational and 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.
- *Leadership Coaching Cohort (LCC)* is a specialized course of study for students interested in a comprehensive and focused approach to coaching as a profession. Whether for the goal of working as an internal coach/consultant or as an external professional, students will develop superior 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.

These graduate certificates are issued by the Organizational Dynamics Program to a student who completes the requirements of the MSOD or MPhil curriculum *and* 6 CUs 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 to earn a graduate certificate.

Students for whom their MPhil degree is continuous with a previously-earned MSOD can complete a concentration that was 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.

Independent Study

A student interested in pursuing an independent project must first submit a proposal for approval prior to enrolling in DYNAM 6990 Independent Study.

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. Draft a proposal that:
 - a. explains the topic of interest and why the independent study course is desired;
 - b. identifies learning goals and objectives, specific activities, timelines and outcomes;
 - c. outlines how the learning will be demonstrated and documented in the final paper; and
 - d. includes a bibliography.
2. Share the proposal with a member of the Organizational Dynamics teaching faculty who might be willing to serve as the project advisor and approve the proposal. If an Organizational Dynamics faculty member cannot be found who is an expert in the approved topic, the student may petition 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) (e.g., 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 6990, which the student will claim to register online.

An Independent Study will not be granted if a course with similar content is offered by 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.

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 returning 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 and request permission via Path@Penn. Once the signed agreement is received, the permission request will be approved. Because international courses are popular, students are encouraged to return the travel agreement quickly.

Time to Completion

MSOD and MPhil students may enroll on either a part-time or a full-time basis. Time to completion will vary depending on how many classes are taken each semester and whether summer classes are taken. Full-time students can complete the MSOD program in 2 years. Part-time students typically complete the degree in 4 years, taking one or two classes per semester. Students are expected to complete their degree in 5 years. Students needing additional time to complete their degree must contact the Program Director for permission to continue beyond the 5-year rule.

CAPSTONE PROJECT

Overview

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

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

- Articulate and refine a research question;
- Develop a hypothesis;
- Establish an effective methodology;
- Describe or summarize an argument that is unique and/or applies directly to the student;
- Find, evaluate, and engage reliable primary and secondary sources; and
- Apply multidisciplinary competencies gained from the courses completed in the Organizational Dynamics program.

Students should begin thinking about this project at the very start of their coursework so that they can refine their focus area through coursework and conversations with classmates and faculty. A grade of Pass or High Pass for the final capstone project will be assigned by the Capstone Advisor, taking into consideration feedback received from the Capstone Reader.

MPhil students: Capstone projects are generally initiated after the completion of four or five courses, should be developed in collaboration with the student's graduate committee, and should be described in detail and approved by committee members prior to initiating the work. The format for the capstone may vary. It may be a professional portfolio of competencies acquired; professional/organizational applied research; an evaluation or synthesis of a topic of interest; or another approach selected with your faculty advisor. Please note that your thesis project proposal must be approved by the end of the semester prior to the one during which you plan to work on your project.

Building Your Capstone Committee

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. Students will need two faculty members for their capstone committee: one designated as the Capstone Advisor and the other as the Capstone Reader. The difference is based on degree of involvement in the project. Generally, the Capstone Advisor is the one who will help the student compile their bibliography, suggest the research methods that should be employed, and ultimately approve the capstone proposal and evaluate the final capstone project. The Capstone Reader will evaluate drafts of the proposal and/or project, though he/she may also be involved in formulating the project as well. Both the Capstone Advisor and Reader must be a standing Penn faculty member or DYNM Affiliated Faculty member.

It is never too early for students to think about who they'd like to have serve on their capstone committee. Students should forge relationships with faculty members as soon as they start taking classes. If a student has a hard time identifying candidates, the Program Director can recommend likely prospects from among the faculty. However, it is the student's responsibility to contact the potential readers and committee members and discuss their project in depth.

Capstone Proposals

The following items must be included in your capstone proposal, which should be 3-5 pages in length:

1. Project cover sheet (see Appendix A)

2. Project Description:

- a) Work Site, Industry, Population, or Profession: Include an overview of the organization, industry, population, or profession you plan to explore. If you are working on an applied project that will involve a specific work site, briefly describe the organization and its goals, complete work address, phone and e-mail for onsite contact, and any compensation/reimbursement provided. If working at Penn, please include campus address and details.
- b) Project Goals: Include a very brief description of key project goals.
- c) Plan and Method: Describe in detail what you will be doing (research plan) and how you will be doing it (methodology). This section must contain details about the overall project including a description of the problem, project rationale, objectives, methodology or experimental design, and expected outcomes. More detailed information can be attached in the appendices. Proposals of literature reviews should provide an overview of topics to be discussed and the rationale. Include a description of the format that the capstone report will follow.
- d) Timeline: List specific start and end dates, number of work hours/week, and total number of months the student will spend on this project.
- e) Learning Outcomes: Explain what new skills and/or knowledge you will be acquiring through this experience and how it will move you forward along your career path.
- f) Evaluation Criteria: How will your primary reader/academic advisor evaluate your performance? Identify project-specific parameters to be assessed.

3. References: This is a listing of all references used in the order that they are referenced in the text. These are *in addition to* the 3-to-5-page proposal.

A copy of the capstone proposal and references, and the [Capstone Committee Form](#) must be submitted to the Program Office for approval **at least 3 weeks before the start of the project**.

Capstone Types

The format that the capstone paper follows should be described in the capstone proposal and approved by the student's capstone committee. The capstone should be one of the following types:

1. Research Paper

This format investigates a topic, problem, or issue using qualitative or quantitative research methods. The research method must fit the topic under examination as well as be a methodology that you are proficient in or is willing to gain proficiency in during the capstone process. You also need to pick a capstone advisor who is an expert in the research methodology you plan to employ. You are encouraged to take an interdisciplinary and systemic approach to your research. A research capstone should conform to standards set by the American Psychological Association in terms of ethics, style, and format.

2. Action Research

This type of Capstone allows you to engage closely with an organization or unit. Choosing this format can help you integrate and deepen your learnings from the program and bring this learning and knowledge directly to an organization. Choosing a topic for this type of action research project is best done with an advisor from the DYNM faculty as well as a sponsor from inside your chosen organization. You should be careful and comprehensive in choosing an action research topic as there may be risks as well as benefits in such projects.

3. Four Essays

In this format you will write responses to a set of organizational issues or problems. This format is similar in structure to a traditional comprehensive exam. Four broad questions related to your areas of interest and competence are posed by four members of the DYNM faculty. The four questions should be related to a central or integrative theme. You will ask faculty members that you have studied under in a course during the program to serve as your readers.

4. Portfolio Paper

This format summarizes, reflects on, and assesses your journey, experiences, and learnings through the DYNM courses in which you participated. Analogous to an art or writing portfolio in some regards, it chronicles your growth in understanding and development over the course of the program. Specifically, the portfolio should discuss the frame or perspective you began the program with and how this shifted and become more complex over time. A critical examination of key learnings, with examples and references, is an essential part of this format. The document should include key turning points, key insights, 'aha' moments, corrected assumptions, dissolution of myths or urban legends, deepened understandings, applications of learnings back at work, etc. Before choosing this option, you should understand the amount of work involved in compiling and writing a portfolio paper.

Capstone Submission

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.

Graduation Semester	Delivery Deadline
Spring (May)	May 1
Summer (August)	August 1
Fall (December)	December 1

Students who have not submitted their final capstone paper and received a grade from their committee within one week of the end of classes in the semester for which they intend to graduate will be required to register for *Master's Continuation* (DYNM 9900) during the subsequent semester until the complete and approved capstone project report has been submitted to the DYNM program. **Students are allowed to enroll in *Master's Continuation* (DYNM 9900) a maximum of two semesters.** Students not completing the capstone requirements after two semesters of *Master's Continuation* may be withdrawn from the program.

Students must apply online for graduation in the semester during which they plan to complete the capstone. Thus, if a student does not complete the capstone in the semester in which they originally applied, they must re-apply for graduation in the next semester. The student's graduation date will be posted for the semester in which they complete their capstone and receive a grade.

Students must apply to graduate online at the beginning of the semester in which the student intends to complete the program and graduate. Students can access this information on the [Graduation](#) module of the Canvas Community site.

ACADEMIC POLICIES

Academic Standards

Students in the MSOD and MPhil programs are expected to maintain the highest possible academic standards. The DYNM Faculty Advisory Committee has adopted the following requirements for DYNM students to remain in good academic standing as they progress toward their degree:

- Students must take all courses that will count towards the degree requirements for a letter grade. Pass/Fail courses will not be counted toward the degree. The letter grade of "S" also does not count toward the degree.
- Students must maintain a cumulative 3.0 GPA in order to be in good standing and to graduate.
- Students must make satisfactory progress with their capstone project, as determined by the Program Director and their Capstone Advisor, to remain in good academic standing.
- When the same course is taken again to meet the academic requirements of the program, both courses and grades appear in the transcript, but only the first course's CU contributes to the total number of CUs required for the program and only the grade for the first course is included in the cumulative GPA.

- DYNM students are limited to one incomplete (I, II, GR, U, or NR) at a time. Students with two or more incompletes on their transcript will be placed on registration hold until they complete those courses.
- Students must follow all guidelines for ethical conduct, research, and publication – please review these resources:
 - [Penn’s Code of Academic Integrity](#)
 - [Penn Handbook for Students: Ethics and Original Research](#)
 - The [Pennbook](#) is a collection of policies that relate to student life at the University of Pennsylvania. These policies govern academic activities such as grading and exams, provide guidance on the use of campus resources, and explain expectations for membership in the university community.

Students must maintain regular contact with their academic advisor and Program Director. Academic advisors help students select courses appropriate for their interests and area of concentration.

Academic Warning

Students will be given an academic warning, delivered via e-mail, if they fail to meet the requirements of good academic standing described above. Specifically, if they have:

- Received a semester GPA lower than 3.0 for one semester.
- Unsatisfactory progress on the capstone project.

Students given an academic warning may continue in the program without formal review; however, it is recommended that they meet with the Program Director to discuss strategies to improve their academic performance.

Academic Probation

Students who fail the requirements for good academic standing for multiple semesters or by significant margins as defined below will be placed on academic probation. Causes of probationary status include:

- A cumulative GPA below 3.0 for more than one semester.
- Obtaining an incomplete when enrolled in DYNM 7050, 8990, or 9900.
- Consistent unsatisfactory progress with the capstone project.

Students on academic probation will be placed on registration hold and required to meet with the Program Director and their advisor. They must develop a plan to remedy the conditions that placed them on academic probation, and the plan must be approved by the DYNM Faculty Advisory Committee. Students will not be allowed to register for courses during their probation without an approved plan in place. With the permission of the DYNM Faculty Advisory Committee, students may take additional courses in order to increase their GPA.

Program Dismissal

Students placed on academic probation will be reviewed once per semester thereafter by the DYNM Faculty Advisory Committee. If, after a minimum of one semester on academic probation, the Committee decides that the student is unlikely to complete their degree program successfully, the

student will be sent an academic dismissal letter via email and U.S. postal mail.

Incompletes

DYNM students are limited to one incomplete (I, GR, U, or NR) at a time. 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 4 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 LPS Office and recorded by the Office of the University Registrar 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 the Program Director 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.

Academic Grievances

Evaluation of a student's performance in a course is the responsibility of the course instructor. If a student feels that the instructor has not fairly assessed their coursework, students must submit a written appeal to the instructor within the first 2 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 2 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 DYNM 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 School of Arts & Sciences and the Provost's Office have policies governing academic grievances. The [Penn Provost's information on Academic Grievances](#) and the [SAS policy for graduate students' grievances](#) contain additional information about the grievance procedure.

Enrollment Status

Inactive Status

Students who do not enroll in courses for four consecutive semesters, including summer, will be considered inactive and will be automatically withdrawn from the program. Students who are withdrawn from the program will be required to apply for readmission to the program. Standard application fees will apply.

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
- Complete an internship that is not part of the capstone project

While interrupting their 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. If students are considering a leave, they should take time to think carefully about their goals for their time away and for when they return. Speaking with the Program Director is an important first step. Depending on their circumstances, students may need to get advice from other sources as well. Students taking time away in order to manage a medical condition will discuss the leave with their healthcare provider. Their Program Director will help them connect with other campus resources as they prepare to take a leave of absence, such as Student Registration and 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. It is recommended that students on leave remain in contact with the 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 the Program Director to complete the required forms and develop a plan that includes connection with appropriate resources.

Requesting a Leave of Absence:

- Students must meet with the Program Director to discuss a leave request.
- The student must submit a written request for leave of absence, detailing the reasons for the desired leave.
- The leave request will be evaluated by the Director. If the request is approved, the Director will stipulate conditions that must be met by the student before returning from leave.
- The student will be notified with the result of the leave request. The Program Director may deny any request for leave. In granting leaves, the decision of the Director is final.
- A student on leave may not be enrolled in Penn classes and will not receive credit for classes taken elsewhere during the leave unless special approval by the Program Director is given.
- Students on leave may not live in University-owned housing during the term of their leave. In addition, a student may not participate in and/or hold a leadership position in a registered University organization.
- Discontinuance of study without permission from the University does not constitute a leave of absence. Students who have requested a leave of absence for a given semester may still be dropped from the University rolls if their previous semester's grades qualify them for this action.

Checklist: Leave of Absence, Drop, or Withdrawal

Once a leave of absence or withdrawal has been approved, or they have been dropped, that action

will be posted to their transcript. Their PennCard will be deactivated as soon as the leave, drop, or withdrawal has been processed.

Notifications

All relevant offices should be notified regarding a student's leave or drop. These offices may include the following, if applicable:

- [Student Registration and Financial Services](#)
- [Residential Services](#)
- [International Student and Scholar Services](#) (ISSS)
- [Student Health Service](#)
- [Office of Student Conduct](#)

While Out

During the semester of their leave, students may call their program office if they have any questions. Students should be aware of the conditions for their return to Penn outlined in their leave of absence letter, because they will be required to fulfill them before they may re-enroll.

Return from Leave of Absence

When a student wishes to return from a leave of absence, he or she must submit a request to return by the deadline (July 15 for the fall semester, November 15 for the spring semester and April 15 for the summer), or before the beginning of the relevant Advance Registration period, if the student wishes to advance register. This is done by contacting the Program Director and asking for the Request to Return from Leave form. Any return request submitted to the Director later than the above-indicated deadlines may be denied. Timely submission of requests and documentation is a condition of all leaves. The standard length of an LPS leave of absence is one year. Students may request an early return from leave after one full semester on leave, but this request may be denied.

Deferred Enrollment

Students who are admitted to the MSOD or MPhil program may defer their matriculation for one year. Students who wish to defer must notify the Program Director in writing of their intentions as early as possible. It is not necessary for deferred students to reapply; however, students must inform the DYNM Program if they enroll at any other institution prior to their matriculation at Penn, and they must submit final official transcripts of any coursework completed prior to enrolling in courses for the DYNM Program.

Return Student Policy

A student who has withdrawn or been dropped from the MSOD of MPhil 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, and the application fee. Readmission will be based upon the student's application and a review of his or her Organizational Dynamics transcript.

Transfer Credit

A student may meet the elective requirement by transferring up to two graduate courses that were

completed in another graduate-level program at Penn or at a similar university prior to matriculating into the MSOD program. Only courses that were not previously counted toward an earned degree can be considered for transfer credit.

Courses taken outside of the University of Pennsylvania during a student's matriculation in the MSOD or MPhil program are not eligible for transfer.

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 at the graduate-level
- not have counted toward a previously earned degree
- be fewer than 10 years old
- have curricula equivalent to Organizational Dynamics courses
- be at least 3 credit hours (3 credit hours = 1 CU)
- have received a grade of B (3.0) or higher

To request transfer of a course from another institution:

1. Complete the [LPS transfer credit form](#).
2. Submit official transcripts demonstrating completion of each graduate course (if not on file).
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.

Graduation

A degree candidate who completes all requirements can graduate in May, August, or December; however, 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 by specific dates. Deadlines to apply for graduation:

- December 1: December graduation.
- February 1: May graduation/August graduates who wish to participate in the May ceremony.
- July 1: August graduates not participating in the May graduation ceremony.

TUITION, FEES, AND FINANCIAL AID

Tuition and Fees

There are up to four components to a student's bill: Tuition, General Fee, Program Fee (fall and spring semesters only), and the Clinical Fee for full-time students. 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 Program Fee supports community services including workshops, special events, class meals, and other student services provided in the program. MPhil students only enrolled in DYNM 8990 and students in DYNM 9900: *Master's Continuation* pay reduced tuition and no program fee. The current tuition and fees can be found [here](#).

[Student Registration and Financial Services](#) (SRFS) emails tuition bills on a [posted billing schedule](#). 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 payable to the Trustees of the University of Pennsylvania.

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

DYNM students have limited eligibility for University-based fellowships, teaching and research assistantships, or scholarships; however, students can seek outside scholarship support. U.S. citizens or permanent residents are eligible to apply for loans through Penn's [Office of Student Financial Services](#). Full-time students (taking 3 or more courses in a semester) may be eligible for full loan support, and part-time students (taking 1-2 courses in a semester) may be eligible for partial loan support. International students are not eligible for loans through the University. Information about funding opportunities can also be found in the [Grad Center webpage](#). DYNM students might be eligible for Penn-based competitive funding opportunities:

- [GAPSA Fellowships and Student Travel Grants](#)
- [Dolores Zohrab Liebmann Fellowship](#)

UNIVERSITY POLICIES AND RESOURCES

Student Identification

Once a student is enrolled at Penn, a student ID number (Penn ID) will be issued, and this ID is used for registration and other transactions throughout the University. Students should never give out their social security number via email or fax. Once matriculated, the Penn ID number or the last four digits of the social security number will be sufficient for identification.

PennCard

The [PennCard](#) is the official University of Pennsylvania identification for students, faculty, and staff. The PennCard provides access to University facilities, services, cash convenience and more. To obtain this card, students will bring a valid form of photo ID (e.g., driver's license or passport) to the PennCard Center located upstairs in the Penn Bookstore on the corner of 36th and Walnut. Only active students registered for courses in the current or upcoming semester may receive a PennCard, which must be carried at all times.

PennKey

A [PennKey](#) is required to authenticate, or verify, an individual's identity for many of Penn's networked computer systems and services. Authorized users need a PennKey and password to access such resources as Courses@Penn (course registration), Canvas (used in most classes), certain library resources, and public campus computers. A PennKey is also required to obtain a Penn email address. New students will receive either a letter, an email, or a link with information on how to create a PennKey and password within a few days of their acceptance of their offer of admission to the DYNM program.

Path@Penn

[Path@Penn](#) provides secure access via the Internet to a variety of information, including:

- Online registration and schedule planning tools
- Academic records and transcript orders
- Student billing and payment information
- Financial aid application status and awards
- Student loan application status, disbursements and loan history
- Student employment/work-study information and job listings
- Updating emergency contacts and address information
- Privacy settings for release of academic and financial information to parents and others
- Direct Deposit enrollment for student refunds and work-study payroll.

Email

All students enrolled at the University of Pennsylvania are eligible for a Penn email address free of charge. Even if the student plans to use a non-Penn email account, they must also establish a Penn email address. The Program Director will send program information to the Penn address and also contact students with important information through this system. Course instructors will be given this address as well and will contact students in this way. Students may forward email from their Penn address to another account through Penn's webmail site but must remember *that official communications will only be sent out to the Penn email*. Instructions on how to create and use a Penn email account are available through [SAS Computing](#).

Academic Support Services

The [Weingarten Center](#), located at 220 South 40th Street, Suite 260, provides professional consultation services for skills such as academic reading, writing, study strategies, and time management. This academic support is provided through a variety of services and programs including the very popular series of study skills workshops offered at the beginning of each fall and spring semester for LPS students. Special workshop series are also offered for international students.

The Weingarten Center also provides comprehensive professional services and programs for students with disabilities to ensure equal academic opportunities and participation in University sponsored programs. Reasonable accommodation for a qualified student's known disability may be provided to assure equal access. Penn invites students with disabilities to identify themselves at any time during their course of study as enrolled students. Although the self-identification process is confidential and completely voluntary, it is required for those requesting accommodation. For more information about the Weingarten Center, visit their website or call 215-573-9235.

Other support services include:

- [University Life](#)
- [Marks Family Writing Center](#)

Room Reservations

Students can reserve rooms that are called "central pool" classrooms, which are controlled by the Registrar but are still available for our use. To reserve these rooms, students must request them online: [Classroom Finder](#).

Career Counseling

The University provides career counseling through the [Career Services](#) office for full-time DYNM students or those finishing their final semester prior to graduation. A wide variety of resources are available online that can help students explore career development strategies, write effective cover letters and resumes, and hone their networking and interview skills. To make an appointment with a

counselor, visit the Career Services website or contact the office at 215-898-7531. The Career Services office is located on the ground floor of the McNeil Building (3718 Locust Walk).

Student Health Information

The University provides outpatient medical care to students through its [Student Health Service](#) (SHS). The SHS offers an array of clinical services, including initial and follow-up treatment of acute medical illness and injury, management of chronic health problems, health screening and preventive care. All full-time students must carry coverage for care at SHS, either through payment of the Clinical Fee or through enrollment in the [Penn Student Insurance Plan](#) (PSIP). Full-time students who have private or employer-sponsored insurance do not have to purchase the student plan, but they must still pay the clinical fee for coverage at SHS. Coverage for the Student Health Service (either through the clinical fee or through enrollment in PSIP) is optional for part-time students.

In addition to providing medical care and preventive medicine services, SHS offers special workshops on stress reduction and smoking cessation, as well as travel information, immunizations, acupuncture, massage, and other services.

Immunization Requirements

Students enrolled in the DYNM program are part of the University community and benefit from the University's efforts to provide a safe and healthy environment. All DYNM students are required to comply with [immunization requirements](#) upon first enrolling in courses. To comply, students must complete an [Immunization Worksheet](#). ***Students who are not in compliance with the University's immunization requirements will be placed on registration hold.***

Students are advised to call SHS at 215-746-3535 or consult their website for the most accurate and up-to-date information on student health requirements. The SHS office is located at 3535 Market St, Suite 100. Students should bring their PennCard and insurance information whenever they go for medical care. For hours and other information refer to the [Penn Wellness website](#).

Student health insurance does not include dental insurance. The University of Pennsylvania has a dental school, which offers low-cost dental insurance to the University community.

For updated University Guidelines related to COVID-19, please visit [this website](#).

Counseling and Psychological Services

[Counseling and Psychological Services](#) (CAPS) are for students of the University of Pennsylvania. All counseling services are free and confidential. If students have an emergency that cannot wait, they should call 215-898-7021 and press 1 to talk to a clinician 24 hours a day, 7 days a week. Students can also drop-in and meet with a clinician during regular business hours, or connect via telehealth. Their counseling services are located at 3624 Market Street, First Floor West.

CAPS provides a variety of counseling services, including individual therapy, couples/family therapy, group therapy, crisis management, referral services, and outreach and prevention. They also offer [international student programs and resources](#).

A variety of workshops throughout the year are also offered by CAPS, and topics have included:

- Stress Management
- Coping with Depression
- Crisis Intervention
- Body Image Issues
- Suicide Prevention
- Surviving Trauma
- Effective Communication Skills
- How to Help a Friend
- Secrets to Grad School Success
- Respecting Diversity
- Test Anxiety
- Grief and Loss Issues

All workshops are free of charge for members of the Penn community. Please [check their website](#) for details.

Student Registration and Financial Services

Student financial aid, including applications and disbursement of money, are handled through [Student Registration and Financial Services](#) (SRFS). Their offices are located in room 100 of the Franklin Building at 3451 Walnut Street. Call 215-898-1988 or visit their website for deadlines and other information.

Penn Bookstore

Located on the corner of 36th and Walnut Street, the [Penn Bookstore](#) carries textbooks and trade books as well as stationery, art supplies, school supplies, gifts, and other items. Visit the website or call 215-898-7595 for store hours and additional information.

Computer Resources

[Information Systems and Computing](#) offers advice, training, consulting services and computer support to Penn students living on campus. The [Tech Center](#) serves as a distribution center for supported software to any person with a University affiliation and is located on the Ground Floor of Van Pelt Library. Students will need their PennCard for access to the building. The Tech Center is open Monday through Friday from 9am to 5pm in Room G-102 of the [Van Pelt Library](#), 3420 Walnut Street. During these hours, support is available in-person, as well as over the phone (215-898-9720).

Libraries

The University of Pennsylvania has several [libraries](#). Van Pelt Library, the main University library, is located at 3420 Walnut Street (the entrance is on the College Green across from College Hall). There is a wealth of information and [resources available](#) through these libraries, including the [Digital Media Lab](#) and [virtual PC lab](#).

Recreation Facilities

Full-time DYNM students have access to all the [recreation facilities](#) available to the University community. Part-time DYNM students may [become members](#) for an additional fee. For information regarding hours, fitness programs, locker rentals, etc., please visit their website.

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.

Information for International Students

International students are responsible for maintaining their proper student visa status and for complying with any administrative and registration deadlines that come from the Registrar and DYNM Program. The office of [International Student and Scholar Services](#) (ISSS) is an important resource for all international students. Any questions about visas, international student tax issues, etc. should be directed to their ISSS advisors. They are located at 3819-33 Chestnut Street, Suite 305 and can be reached by [submitting a form online](#) or calling 215-898-4661. To schedule an appointment, do so online through [iPenn](#).

Federal regulations require that F-1 and J-1 international students register their presence at Penn.

This process, known as the [check-in procedure](#), has two steps: 1) Complete the tutorial in iPenn (before or after you arrive in the U.S.), and 2) Complete the arrival form in iPenn (after you arrive in the U.S.). Both steps must be completed after arrival in the U.S. – and within 15 days of the program start date listed on your I-20 document (F-1 students), or 20 days for DS-2019 (J-1 students).

If students are planning to travel and would like a letter stating that they are a current student in good standing, please send an email to the Program Director to request the letter.

International students with English as a second language are encouraged to use the resources available through the [English Language Programs](#) (ELP). They offer testing, consulting services, and cross-cultural training in addition to language instruction. The Program Director can refer international students to ELP on a case-by-case basis based on TOEFL scores and/or advising sessions. In some instances, it will be recommended that students complete an Oral Proficiency Interview (ACTFL OPI) administered by ELP staff and, based on the results, take English courses at the appropriate level. Students will be responsible of covering the cost associated with courses and testing.

Office of the Ombuds

The [Office of the Ombuds](#) assists individuals in finding solutions to problems that they may not be able to resolve through normal channels. The office is concerned with safeguarding individual rights and promoting better channels of communication throughout the University. It is independent of all administrative offices. The Ombuds is not an advocate for any one individual or group. He or she is an advocate for fairness, adherence to University regulations, due process, and personal responsibility. The Ombuds does not have decision-making authority but serves as an impartial mediator in helping to resolve disputes. The Office supplements, but does not replace, any existing grievance mechanisms or modes of redress. It can and does recommend changes in the existing rules and practices when necessary. The Office of the Ombuds may be reached at 215-898-8261.

Code of Academic Integrity

Inasmuch as the standing of an educational institution and the value of a degree from that institution are dependent upon the integrity of study and research carried on at that institution, the [Code of Academic Integrity](#) is drawn to make clear the policy of the University concerning academic honesty.

Sexual Harassment, Sexual Violence, Relationship Violence, and Stalking Policies

The University of Pennsylvania is committed to providing a safe and healthy environment, free of gender-based misconduct, to all members of our community and visitors to our community. As such, sexual assault, sexual violence, relationship violence, and stalking will not be tolerated. The University has established policies on behaviors that interfere with freedom of thought, discourse and speech, and the attainment of the highest quality of academic and educational pursuits and daily work. In order to ensure the creation of a climate where students are able to thrive and achieve their full potential, the University has developed a wide range of policies, which can be found here: [Sexual Harassment Policy](#). The official office for reporting, initiating a formal complaint, and investigation of violations of the Sexual Misconduct Policies, including violations of the Sexual Harassment or Sexual Violence Policies, is the Office of the Associate Vice President for Equity and Title IX Officer. The contact information for that Office is:

Associate Vice President for Equity and Title IX Officer

3901 Walnut Street, Suite 320
Phone: 215-898-2887
Email: TitleXOfficer@upenn.edu

Holidays

The University recognizes that there are several religious holidays that affect large numbers of University community members. In consideration of their significance for many students, no examinations may be given, and no assigned work may be required on these days. The University also recognizes that there are other holidays, both religious and secular, which are of importance to some individuals and groups on campus. Students who wish to observe such holidays must inform their instructors within the first 2 weeks of each semester of their intent to observe the holiday so that alternative arrangements convenient to both students and faculty can be made at the earliest opportunity. Please refer to the [Policy on Secular and Religious Holidays](#) for more details.

Confidentiality of Student Records

The University of Pennsylvania complies with Family Educational Rights and Privacy Act (FERPA). The [Confidentiality of Student Records Policy](#) describes the rights and responsibilities of students, faculty and staff regarding the confidentiality of student records. This policy pertains to personally identifiable information contained in education records.

Nondiscriminatory Policy

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. For additional information about Penn's [Equal Opportunity and Affirmative Action Policy](#).

Student Responsibility

While advisors, faculty, and staff will assist the student in every aspect of their graduate study, it is the responsibility of the student to ensure that all steps and necessary paperwork have been completed and submitted to the Program Director and/or LPS as appropriate.

APPENDIX A:
ORGANIZATIONAL DYNAMICS CAPSTONE PROPOSAL COVER SHEET

Name: _____

Penn ID: _____

Phone: _____

Email: _____

Date Submitted: _____

Project Completion Semester (mark all that apply):

summer 20__

fall 20__

summer 20__

Project Title (draft):

Project Type:

Research Paper

Action Research

Four Essays

Portfolio

I have read the Capstone Proposal and agree to serve as a mentor for this project.

Capstone Advisor:

Printed Name: _____

Title: _____

Signature: _____

Date: _____

Capstone Reader:

Printed Name: _____

Title: _____

Signature: _____

Date: _____

Dynamics Program Director:

Printed Name: _____

Title: _____

Signature: _____

Date: _____