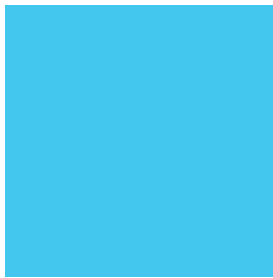


2026-2027 Student Handbook

Department of Health Services Administration

MS in Health Administration - Residential



UAB
The University of
Alabama at Birmingham.
School of Health Professions

UAB SCHOOL OF HEALTH PROFESSIONS
DEPARTMENT OF HEALTH SERVICES ADMINISTRATION
MASTER OF SCIENCE IN HEALTH ADMINISTRATION, RESIDENTIAL
2026-2027 ACADEMIC HANDBOOK



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08/21/2026

Date



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INTRODUCTION

DEAN'S WELCOME MESSAGE

Welcome to the University of Alabama at Birmingham School of Health Professions where you are joining a legacy of excellence!

We are one of the six schools comprising the renowned UAB Academic Health Center. We offer more than 30 programs and 40 offerings at the certificate, baccalaureate, master's, and doctoral levels. And we are home to nearly 3,000 undergraduate and graduate students.

You came here for an outstanding education, and we provide exactly that. However, **only you** can control whether you will become an excellent professional. To do so, you must challenge yourself every day and take advantage of all our vast resources, state-of-the-art facilities and research opportunities during your academic and clinical education. You also need to make the most of your access to the world-class faculty who are here to teach and support your journey. You didn't enroll here to be to be an amateur. You came to become a professional, and not an average one. I encourage you to become a "Pro" and an excellent one at that. Own it, live it, excel at what you do, and make both us and yourself proud.

I look forward to seeing you grow in your respective fields and watching you become the leader we know you can be.

Go Blazers!

Mark Merrick, Ph.D., AT, ATC, FNATA, FNAP, FASAHP

Dean, UAB School of Health Professions

OVERVIEW OF THE SCHOOL OF HEALTH PROFESSIONS

The UAB School of Health Professions (SHP) is one of the largest academic institutions of its type in the United States. What began in the 1950s as a collection of training programs in various para-professional disciplines has grown into an internationally recognized center of academic and research excellence.

Today, we have five academic departments – Clinical and Diagnostic Sciences, Health Services Administration, Nutrition Sciences, Occupational Therapy, and Physical Therapy – that are housed in four buildings: Susan Mott Webb Nutrition Sciences Building (WEBB), Learning Resource Center (LRC), the School of Health Professions Building (SHPB), and the Center for Biophysical Sciences and Engineering (CBSE).

We are proud of many accomplishments including:

- *U.S. News & World Report* ranks all eligible SHP programs in the nation's top 25.
- Research funding is at an all-time high of \$26+ million and growing.
- Nearly 10 of our programs you will only find in Alabama at UAB.

- Our school has never been stronger or better positioned as a national leader in health professions education. And this status will only grow stronger as we continue to welcome students like you.

DISCLAIMER

This Handbook is an overview of general academic regulations specific to SOHP programs at UAB. Although UAB will make its best efforts to abide by this handbook, UAB reserves the right to interpret and apply its procedures and policies, and to deviate from these guidelines, as appropriate in the particular circumstances and in accordance with the mission and goals of the program. UAB also reserves the right to address issues not covered in this handbook and to make changes to the policy without advance notice. Changes become effective at the time the proper authorities determine so and the changes apply to both prospective students and those already enrolled. Please refer to our website for the most up-to-date version.

All students are responsible for knowing and abiding by the general University rules and regulations pertaining to studying at UAB and the specific academic requirements of their particular degree program. This Handbook is not intended to nor does it contain all policies or regulations applicable to students. Each student is responsible for familiarizing him/herself with the contents of this Handbook. Although the policies contained herein are intended to reflect current rules and policies of the University, users are cautioned that changes or additions may have become effective since the publication of this material. In the event of a conflict, current statements of Board policy contained in the Bylaws, Rules, official minutes, and other pronouncements of the Board or Chancellor, or superseding law, shall prevail.

This Handbook does not constitute a contract and may not be deemed or construed as part of any contract between UAB and any student or student representative.

IMPORTANT INFORMATION YOU SHOULD KNOW

Although UAB works hard to prepare students for future careers in their desired fields, employment and salaries are not guaranteed. Employment outcomes depend on a student's efforts and market conditions. Students are responsible for understanding their financial responsibilities. [Tuition costs can be found on this UAB website](#). Scholarships are competitive and not guaranteed. Admission to other graduate or professional programs is also not guaranteed. Advisors will provide students with guidance, but students are ultimately responsible for degree completion, and timelines for completion may vary based on individual circumstances.

SECTION 1 – SCHOOL AND UNIVERSITY INFORMATION

ACADEMIC CALENDAR

All dates related to registration, payments of tuition and fees, drop/add dates, other administrative requirements, and official school holidays are recorded on the [UAB Academic Calendar](#).

ACADEMIC INTEGRITY CODE

The University established a new Academic Integrity Code effective August 23, 2021. This Code, which applies to undergraduate, graduate, and professional students as well as all academic activities, defines academic misconduct and outlines procedures for breaches of the code. The Academic Integrity Code process is managed by the Academic Integrity Coordinator (AIC). In the School of Health Professions, the AIC is the Associate Dean for Academic and Faculty Affairs, and the office is located in SHPB 660. [You can see the full text of the Academic Integrity Code online.](#)

ADVISING

Undergraduate student advising is provided through advisors assigned to each program as well as through the Office of Student Services. Advisor and recruiter contact information can be found on the [Office of Student Services Website](#). Graduate student advising is provided through the SHP graduate programs.

AMBASSADORS

Ambassadors help to spread awareness of the School of Health Professions and its multifaceted undergraduate and graduate programs, serve as liaisons between the department and university-wide student organizations, and serve as a student voice in school and university committees. The SHP Ambassadors help to support the programs within the school that will impact recruitment and retention initiatives. [You can learn more about the SHP Ambassadors on their webpage.](#)

AskIT

AskIT is the technology help desk for faculty, staff, and students. You will be asked to supply your BlazerID when you request assistance. Contact them by phone at 205-996-5555 or [via email](#) or [visit the AskIT service portal online](#).

ATTENDANCE

Class attendance is expected in all SHP programs. Specific class, laboratory, or clinical site attendance requirements may be more stringent than university guidelines. Refer to the

program requirements in this handbook and in course syllabi for policies. The UAB attendance policy is as follows:

The University of Alabama at Birmingham recognizes that the academic success of individual students is related to their class attendance and participation. Each course instructor is responsible for establishing policies concerning class attendance and make-up opportunities. Any such policies, including points for attendance and/or participation, penalties for absences, limits on excused absences, total allowable absences, etc., must be specified in the course syllabus provided to students at the beginning of the course term. Such policies are subject to departmental oversight and may not, by their specific prescriptions, negate or circumvent the accommodations provided below for excused absences.

The University regards certain absences as excused and in those instances requires that instructors provide a reasonable accommodation for the student who misses assignments, presentations, examinations, or other academic work of a substantive nature by virtue of these excused absences. Examples include the following:

- Absences due to jury or military duty, provided that official documentation has been provided to the instructor in a timely manner in advance.
- Absences for students who have approved disability-related absence accommodations through Disability Support Services may follow the reasonable number of absences outlined in their flex plan or as determined by the instructor. Students are responsible for notifying instructors of these and any other approved accommodations through their Notice of Accommodations letter.
- Absences due to participation in university-sponsored activities when the student is representing the University in an official capacity and as a critical participant, provided that the procedures below have been followed:
 - Before the end of the add/drop period, students must provide their instructor a schedule of anticipated excused absences in or with a letter explaining the nature of the expected absences from the director of the unit or department sponsoring the activity.
 - If a change in the schedule occurs, students are responsible for providing their instructors with advance written notification from the sponsoring unit or department.
- Absences due to other extenuating circumstances that instructors deem excused. Such classification is at the discretion of the instructor and is predicated upon consistent treatment of all students.
- Absences due to religious observances provided that students give faculty written notice prior to the drop/add deadline of the term.

In these instances, instructors must give students the opportunity to complete assignments in a way that corresponds as much as possible to the nature, scope, and format of the original. Options may include making up exams or other assignments, rescheduling student classroom presentations, or arranging for early or late submission of written assignments. The course make-up policy should be included in the syllabus.

BLAZERID / BLAZERNET / EMAIL

BLAZERID

All students receive a unique identifier, the BlazerID, established at [BlazerID Central](#). Your BlazerID is required for accessing BlazerNET and other campus resources. To activate one's BlazerID, select "Activate Accounts."

BLAZERNET

[BlazerNet](#) is the official portal of the UAB information network and is accessible from any Internet-accessible computer, on- or off-campus.

EMAIL

UAB student email is provided through Microsoft Office 365, a cloud-based system. Students have 50 GB of email space and 25 GB of free file 1 TB storage. The UAB email is the official communication medium for courses, news, information, and announcements. Students should not forward their UAB account to a personal email account. UAB is not responsible for information not received by the student due to the 'redirecting' of a UAB account to another email server.

BLAZER EXPRESS

The UAB Blazer Express Transit System provides transportation throughout the UAB campus. With a valid UAB ID badge, students can enjoy fare-free bus transportation. All buses are ADA-accessible and can seat approximately 35 riders. For an updated schedule, route maps, and hours of operation please [visit the Blazer Express website](#).

BOOKSTORE

There is one bookstore located on the UAB campus in the Hill Student Center. It offers a wide variety of products and services to students, including online purchasing and shipping. The bookstore stocks UAB memorabilia and college wear in addition to all required textbooks and course material. Visit [the UAB Barnes and Noble Bookstore online](#) for more details.

CAMPUS ONECARD

The UAB OneCard is the official university identification card. It is used for personal identification, for entry to campus events and the recreation center, for library checkout, and for other UAB services. It also serves as a declining balance card for the UAB meal plans and for Blazer Bucks accounts. Additional information is available on the [UAB OneCard website](#).

CAMPUS MAP

[UAB's campus map can be found online](#).

CAMPUS SAFETY

[Campus safety procedures and resources can be accessed online](#).

CANVAS LEARNING MANAGEMENT SYSTEM

The Canvas Learning Management System is the platform used for managing instructional materials online. Canvas course sites are accessed through BlazerNET or at the [UAB Center for Teaching and Learning website](#). Students should monitor their course sites routinely for communication from faculty and to manage course assignments.

CATALOG

The UAB Catalog is published annually and includes UAB's courses, policies, and curricula. Students can [find the Undergraduate or Graduate catalog online](#).

COMMUNITY STANDARDS AND ACCOUNTABILITY

[Community Standards and Accountability](#) is responsible for upholding the integrity and purpose of the University through the fair and consistent application of policies and procedures to students' behavior to ensure a community that respects the dignity and right of all persons to reach their highest potential. UAB Student Advocacy, Rights & Conduct (SARC) delivers programs and services in order to promote student safety and success, the pursuit of knowledge, respect for self and others, global citizenship, personal accountability and integrity, and ethical development. More information can be found at the [UAB SARC website](#). [The UAB student conduct code may be accessed online](#).

COUNSELING SERVICES

Student Counseling Services offers no cost, confidential counseling for UAB students related to physical, emotional, social, intellectual, or spiritual concerns. Student Counseling Services is located on the 3rd floor of the Student Health and Wellness Center at 1714 9th Avenue South. For more information, call 205-934-5816 or [visit the Student Counseling Services website](#).

DISABILITY SUPPORT SERVICES (DSS)

UAB is committed to providing an accessible learning experience for all students. If you are a student with a disability that qualifies under the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act, and you require accommodations, please [contact Disability Support Services for information on accommodations, registration, and procedures](#). Requests for reasonable accommodations involve an interactive process and consist of a collaborative effort among the student, DSS, faculty, and staff. If you have a disability but have not contacted DSS, please call 205-934-4205 or visit [the DSS website](#).

If you are a student registered with Disability Support Services, it is your responsibility to contact the course instructor to discuss the accommodations that may be necessary in each course. Students with disabilities must be registered with DSS and provide an accommodation request letter before receiving academic adjustments. Reasonable and timely notification of accommodations for the course is encouraged and provided to the course instructor so that the accommodations can be arranged.

EMERGENCIES

Report suspicious or threatening activity to the UAB Police Department immediately. Law enforcement officers are available 24 hours, seven days a week. Also, more than 300 emergency blue light telephones connected directly to the police dispatch are located throughout campus.

BEHAVIORAL THREAT ASSESSMENT AND MANAGEMENT (BTAM)

The UAB and UAB Medicine Behavioral Threat Assessment and Management Team (BTAM) is an interdisciplinary team dedicated to maintaining a safe, secure, and healthy campus environment for all students, employees, and visitors. BTAM uses a structured, proactive process to identify, assess, and manage behavioral threats to campus safety and well-being. Concerning behaviors—such as a significant change in academic performance or conduct, aggressive or irrational behavior, expressions of severe distress, or inability to control anger—should be reported promptly. Non-emergency situations involving students may be reported through the Division of Student Affairs at (205) 975-9509 or via the online reporting form. For more information, visit the [UAB BTAM website](#).

UAB POLICE:

For an emergency, dial 911 *from a campus phone*. For non-emergencies call: 205-934-3535 or 205-934-HELP (4357) or 205-934-4434.

Emergencies affecting campus are communicated via the following:

- UAB Severe Weather & Emergency Hotline 205-934-2165
- [UAB home webpage](#)
- [UAB Emergency Management webpage](#)
- Announcements on [BlazerNET](#)
- Cell phone messages and SMS text via B-ALERT. [Register for B-ALERT online](#).

NONDISCRIMINATION STATEMENT:

UAB is an [Equal Employment/Equal Educational Opportunity Institution](#) dedicated to providing equal opportunities and equal access to all individuals regardless of race, color, religion, ethnicity, national origin, sex (including pregnancy), genetic information, age, disability, and veteran's status. As required by Title IX, UAB prohibits sex discrimination in any education program or activity that it operates. Individuals may report concerns or questions to UAB's Assistant Vice President and Senior Title IX Coordinator. [The Title IX notice of nondiscrimination is located online](#).

FERPA TRAINING

The Family Educational Rights and Privacy Act (FERPA) of 1974 provides protection for all educational records related to students enrolled in an educational program. UAB has a dedicated [FERPA website](#) with information about your rights and protection of your records. You may [email any questions or concerns about FERPA issues](#) to FERPA@uab.edu. All SHP students are required to complete FERPA Training. The course can be accessed at [THIS WEBSITE](#).

FINANCIAL AID

Financial Aid Counselors are available each day in the One Stop Student Services Office located in the Hill Student Center, [1400 University Blvd.](#) Suite 103. If you have general

questions, you can contact the Office of Student Financial Aid at 205-934-8223 or [via email](#). For additional financial aid information [visit the UAB Cost & Aid website](#).

FOOD SERVICES

There are several dining facilities available on campus. The [campus dining map](#) can show you the closest to the SHP buildings. For additional information about meal plans and campus dining facilities [visit the Campus Dining website](#).

GRADUATE SCHOOL

The UAB Graduate School offers doctoral programs, post-master's specialist programs, and master's level programs. Graduate programs in SHP are coordinated through the Graduate School, and students must adhere to the Graduate School policies and procedures. Graduate School information for current students is available at [the UAB Graduate School website](#). Policies and Procedures for the Graduate School can be found in the [Graduate School Catalog](#).

GRADUATION

All students must complete an application for degree six months prior to graduating and no later than the deadline in the academic calendar. The University holds commencement every semester. Check the [UAB commencement website](#) for the most current information.

HEALTH INSURANCE

To ensure that all students have adequate health care coverage, including ongoing primary and specialty care, the University of Alabama at Birmingham (UAB) requires all students to have major medical health insurance. Students can provide proof of their own private coverage or be enrolled in the Student Health Insurance Plan. The plan is a 1-year commercial policy provided by United HealthCare and is re-negotiated annually. This policy is a comprehensive health insurance policy at an affordable cost that is specifically designed to meet the needs of UAB Students. If you are required to have insurance but have sufficient coverage on another plan and wish to opt out of the Student Health Insurance Plan, you are required to submit a waiver to Student Health Services at the beginning of every semester. More information including submitting a waiver can be found at the [UAB Student Health Insurance Waivers website](#).

HIPAA TRAINING

The Health Insurance Portability and Accountability Act (HIPAA) includes significant requirements for protecting individual privacy of health information. All students in the School of Health Professions must complete an online tutorial and be tested on HIPAA regulations at the time of program admission. A BlazerID is required to access the training site, located at [UAB Online Learning](#). Compliance with the training requirement is monitored by the Office of Academic and Faculty Affairs.

HONOR SOCIETIES

All students in the School of Health Professions are eligible for consideration for the Alpha Eta Honor Society. The UAB Chapter of this Society recognizes students registered in the final term of a baccalaureate or graduate health professions program. Inductees must have a cumulative grade point average of 3.0 (4.0 = A) and be in the upper 10% of their program. Nominations are made by program directors in spring and summer terms.

IMMUNIZATION POLICY

To provide a safe and healthy environment for all students, faculty, and staff at the University of Alabama at Birmingham (UAB), first-time entering students, international students and scholars, and students in clinical & non-clinical programs, must provide proof of immunization against certain diseases, unless they have an approved medical or religious exemption. Full details can be found on the [UAB Immunizations webpage](#).

INSTITUTIONAL REVIEW BOARD FOR HUMAN USE (IRB)

Student researchers must comply with all requirements for protection of human subjects. Detailed information is available on the [IRB website](#).

INTELLECTUAL PROPERTY

Intellectual property refers to an asset that originated conceptually, such as literary and artistic works, inventions, or other creative works. These assets should be protected and used only as the creator intends. Training materials defining inventor status, patent criteria, and other intellectual property issues, as well as University Policies on Patents, Copyright, and Intellectual Property are on [the Office of Compliance & Risk homepage](#).

LACTATION CENTERS

The University has provided several lactation centers for students, faculty, and staff across the campus. Visit [the UAB Lactation Resources webpage](#) for a resource guide and a location map. The School of Health Professions' lactation room is in the Susan Mott Webb Nutrition Sciences Building at [1675 University Blvd](#), Room 431. Lactating students enrolled in the School of Health Professions have access to the room via their student ID/OneCard. If you cannot access the room, contact the building administrator, Julia Tolbert-Jackson at 205-873-5666.

LIBRARIES AND LEARNING RESOURCE CENTER

[UAB's libraries](#) house excellent collections of books, periodicals, microforms, and other media. Students have online remote access to catalogs and online collections. Computers are available for student use during regular hours of operation.

SHP LEARNING RESOURCE CENTER (LRC)

The School of Health Professions Learning Resource Center (LRC) provides a unique set of enterprise solutions that promote an exciting, intriguing, and innovative learning environment. It provides audio/visual support, and information technology management of public, classroom,

and testing labs. The building is at [1714 9th Avenue South](#), and the SHP student space is on the second floor. You can contact LRC staff [via email](#) or via phone at 205-934-5146.

LISTER HILL LIBRARY OF THE HEALTH SCIENCES

[Lister Hill Library](#) (LHL) is the largest biomedical library in Alabama and one of the largest in the south. It is located [across the crosswalk](#) from the School of Health Professions.

MERVYN H. STERNE LIBRARY

[Mervyn H. Sterne Library](#) has a collection of more than one million items supporting teaching and research in the arts and humanities, business, education, engineering, natural sciences and mathematics, and social and behavioral sciences. It is located at [917 13th Street South](#).

UAB STUDENT CONDUCT CODE

The Student Conduct Code promotes honesty, integrity, accountability, rights, and responsibilities expected of students consistent with the core missions of the University of Alabama at Birmingham. This Code describes the standards of behavior for all students, and it outlines students' rights, responsibilities, and the campus processes for adjudicating alleged violations. Behavior that violates UAB standards of conduct listed within the Student Conduct Code and elsewhere will be subject to disciplinary action through the appropriate conduct process. Whether it is determined that an individual or group is responsible for the violation(s), either by direct involvement or by condoning, encouraging, or covering up the violation, appropriate response will occur with respect to the individual(s) and/or group involved.

[Undergraduate Non-Academic Policies](#)

[Graduate Non-Academic Policies](#)

ONE STOP STUDENT SERVICES

The mission of the One Stop is to provide a single point of professional integrated service to students. The One Stop serves students who need assistance with academic records, financial aid, registration, student accounting, OneCard, and other related topics. One Stop is located in the Hill Student Center, [1400 University Blvd.](#) Suite 103. You may contact the [One Stop](#) office by phone or email at 205-934-4300, 855-UAB-1STP (855-822-1787), [or via email](#).

PARKING

Student vehicles must be registered with [UAB Parking and Transportation Services](#), located at [608 8th Street South](#). Parking is allocated on a first-come, first-served basis. Parking fees are established by location, payable by semester or year, and are billed to the student's account.

PLAGIARISM AND TURNITIN

Plagiarism violates the Academic Integrity Code and will be addressed in accordance with it. All papers submitted for grading in any SHP program may be reviewed using the online plagiarism monitoring software. Please note that all documents submitted to [Turnitin](#) are added to their database of papers that is used to screen future assignments for plagiarism.

RECREATION CENTER

The [Campus Recreation Center](#) is located at [1501 University Blvd](#). A valid student identification card or membership card is required for access. Facilities include basketball courts, racquetball courts, weight rooms, swimming pools, exercise rooms, and indoor track.

SCHOOL OF HEALTH PROFESSIONS AWARDS

All students in the School of Health Professions are eligible for consideration for [the SHP Student Awards Program](#), which includes the following awards:

- Alfred W. Sangster Award for Outstanding International Student – This award is presented annually to an international student in recognition of their academic and non-academic achievements.
- Cecile Clardy Satterfield Award for Humanism in Health Care – This award is made annually to recognize one outstanding student for humanitarianism, professionalism, and commitment to health care.
- Charles Brooks Award for Creativity – This award is made annually in recognition of creative accomplishments such as written publications or artistic contributions which complemented the student's academic activities.
- Dean's Leadership and Service Award – Presented to a maximum of three outstanding SHP students annually, this award recognizes leadership to the School, UAB, and the community.

A call for nominations will be sent to program directors each year. Please refer to the program section of this handbook for awards available to students in individual programs.

SCHOOL OF HEALTH PROFESSIONS SCHOLARSHIPS

SHP has several scholarship opportunities for students enrolled in SHP programs. The Scholarship Committee, comprised of faculty from each department, reviews and selects awardees. Please go to [the SHP Scholarship Application webpage](#) for a list of scholarships and instructions for application.

Application announcements are made by the Office of Academic and Faculty Affairs. Many programs in SHP also have scholarships available to currently enrolled students in those programs. Please refer to the program section of this handbook for more information.

SCHOOL OF HEALTH PROFESSIONS SHARED VALUES

- Collaboration
- Compassion & Caring
- Excellence & Achievement
- Integrity
- Respect
- Service
- Social Responsibility

- Stewardship

SOCIAL MEDIA

Social media can serve as useful communication tools. However, health professions students should use the forums judiciously. For more information visit [the UAB Social Media Guidelines webpage](#). The school's official sites are on the following platforms:

- [Facebook](#)
- [Instagram](#)
- [LinkedIn](#)
- [Vimeo](#)
- [X/Twitter](#)
- [YouTube](#)

STUDENT HEALTH SERVICES

The University provides prevention, counseling, and treatment services to students through [Student Health Services](#) (SHS) located at [1714 9th Avenue South](#). Appointments may be scheduled via [their online portal](#).

TITLE IX

In accordance with Title IX, the University of Alabama at Birmingham does not discriminate on the basis of sex in any of its programs or services. The University is committed to providing an environment free from discrimination based on sex and expects individuals who live, work, teach, and study within this community to contribute positively to the environment and to refrain from behaviors that threaten the freedom or respect that every member of our community deserves. For more information about Title IX, policy, reporting, protections, resources, and supports, please visit [the UAB Title IX webpage](#).

TUITION AND FEES

[UAB tuition and fees are published online](#). They may be paid through BlazerNET. SHP programs have specific fees attached to programs, courses, and/ or laboratories. Payment deadlines for each semester are published on the official academic calendar. Please note that failure to meet payment deadlines can result in being administratively withdrawn from courses.

WEATHER

Severe weather situations that may affect the safety of students, faculty, and staff are communicated through the same channels as other emergencies. UAB has a dedicated [Preparedness webpage with Severe Weather Gathering Points and supply lists](#). Other information sources include the [B-ALERT System](#) (contact information must be setup and current) and the UAB Severe Weather & Emergency Hotline 205-934-2165.

WITHDRAWAL FROM COURSE / PROGRAM

Withdrawal from a course or from your program is an official process and should be discussed with your academic advisor and/or program director. Most programs in the School of Health Professions are full-time and the curricula specifically sequenced. Withdrawal from a course may risk you having to wait to register for the class again. Withdrawals are made through the UAB registration system via the Student Resources tab in BlazerNET. Notice of program withdrawal should be given in writing to the program director. For more information [visit the UAB Add/Drop, Extended Drop and Withdrawal Policy webpage](#), which also includes a medical withdrawal policy.

SECTION 2 – SHP AND UAB POLICIES

SCHOOL OF HEALTH PROFESSIONS POLICIES

DISMISSAL OF STUDENT FOR FAILURE TO MAKE SATISFACTORY ACADEMIC PROGRESS

[Dismissal of Student and Appeal Process](#)

EMERGENCY PLAN – SHPB/LRC/WEBB

[SHPB/LRC/WEBB Emergency Plan](#)

BACKGROUND CHECK AND DRUG SCREEN POLICY

Students in SHP programs are required to undergo a background check and drug screen using the school's approved vendor, [Disa Healthcare Technology](#), at the time of program admission, and again, prior to placement in a fieldwork placement (clinical, internship, practicum, residency, etc.). Additional checks/screens may be required by the individual sites therefore; students should work with the program to ensure compliance requirements are met. Instructions for requesting the background check and drug screens are provided to students by their programs. Students in SHP undergraduate programs must complete a module on drug screening and background checks during their first semester. The module will be located in Canvas, UAB's learning management system.

The [SHP Office of Academic and Faculty Affairs](#) is responsible for ensuring student compliance with the Background Check and Drug Screen Policy throughout the program. Students found to be non-compliant with this policy will not be allowed to matriculate in the program (orientation, attend class, fieldwork placement, etc.) until all requirements are met. Program Directors, Fieldwork Coordinators, and students will be notified of non-compliance and a hold will be placed on the students' account.

- Fees for these screenings will be the responsibility of the student.
- The rules and regulations governing individual fieldwork placement sites may include additional provisions and/or more stringent guidelines which supersede this policy. Fees for these screenings are the responsibility of the student.
- Should your criminal background check contain issues, or if you fail a drug screen that may prevent you from receiving or sitting for board certification/licensure, a representative from the Office of Academic and Faculty Affairs will contact you. Depending upon the outcome, students will have a registration hold placed on their account until in compliance and this may result in being dismissed from the program. See your program's guidelines regarding specific consequences.

Programs requiring a criminal background check and drug screening by the end of the first semester of enrollment and again, prior to fieldwork placement (if applicable in the program requirements), are the following:

- Administration Health Services, PhD
- Biomedical Sciences to Biotechnology Fast Track
- Biomedical Sciences to Clinical Laboratory Science Fast Track

- Biomedical Sciences to Health Physics Fast Track
- Biomedical Sciences to Nuclear Medicine & Molecular Imaging Sciences Fast Track
- Biomedical and Health Sciences, MS
- Biotechnology, MS
- Biotechnology, PhD
- Dietitian Education Program, Graduate Certificate
- Genetic Counseling, MS
- Health Administration (Residential), MSHA
- Health Care Management to Healthcare Quality and Safety Fast Track
- Health Care Management to Health Informatics Fast Track
- Health Care Management to Occupational Therapy Doctorate Fast Track
- Health Physics, MS
- Medical Laboratory Science, MS
- Nuclear Medicine & Molecular Imaging Sciences, MS
- Nutrition Sciences, MS
 - Dietetic Internship Clinical Track
 - Dietitian Education Program
 - Research Track
- Nutrition Sciences, PhD
- Occupational Therapy, OTD – (entry level)
- Physical Therapy, DPT
- Physician Associate Studies, MSPAS
- Rehabilitation Science, PhD

The following students enrolled in SHP undergraduate programs will complete a learning module related to background checks and drug screens in Canvas, UAB's learning management system by the first semester of enrollment. If a fieldwork placement (clinical, internship, practicum, residency, etc.) is required, students must complete criminal background checks and drug screens prior to the first day of the semester of a fieldwork placement:

- Health Care Management, BS
- Biomedical Sciences, BS
- Nutrition Sciences, BS
- Disability Studies and Rehabilitation Science, BS

Programs waived from the Criminal Background Check and Drug Screening requirements are the following:

- Applied Mixed Methods Research, Graduate Certificate
- Biotechnology Regulatory Affairs, Graduate Certificate
- Clinical Informatics, Graduate Certificate
- Health Administration (International and Executive tracks), MSHA
- Health Informatics, MSHI
- Healthcare Finance Management, Graduate Certificate
- Healthcare Leadership, DSc

- Healthcare Leadership, Graduate Certificate
- Healthcare Quality and Safety, MS
- Healthcare Quality and Safety, Graduate Certificate
- Health Services Research, MS
- Healthcare Simulation, MS
- Healthcare Simulation, Graduate Certificate
- Nutrition for Community Health, Graduate Certificate
- Nutrition Sciences, MS
 - Clinical Track-Prior Learning
 - Lifestyle Management and Disease Prevention Track
- Low Vision Rehabilitation, Graduate Certificate
- Multi-Tiered Approach to Trauma, Graduate Certificate
- Occupational Therapy Doctorate (Post Professional)
- Physical Therapy Residencies (Neurologic, Orthopedic)
- Primary Care Physical Therapy for Underserved Populations, Graduate Certificate

Students enrolled in exempt programs who participate in a course(s) incorporating community, corporate or other high impact, out-of-classroom activities such as service learning, capstone projects or other hands-on learning experiences, may be required by placement sites to submit background check and drug screening results. Students are responsible for the fees associated with such screening.

DISA HEALTHCARE TECHNOLOGY INSTRUCTIONS

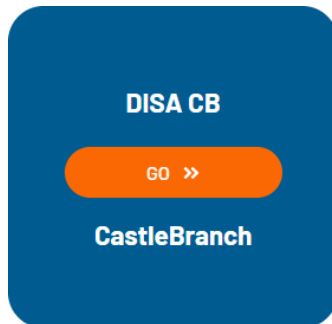
[Disa Healthcare Technology](#) is a secure platform that allows you to order your background check & drug test online. Once you have placed your order, you may use your login to access additional features, including document storage, portfolio builders and reference tools. Disa Healthcare Technology also allows you to upload any additional documents required by your school.

Order Summary

- Required Personal Information
 - In addition to entering your full name and date of birth, you will be asked for your Social Security Number, current address, phone number, and email address.
- Drug Test (LabCorp)
 - Within 24-48 hours after you place your order, the electronic chain of custody form e-chain will be placed directly into your CastleBranch account. This e-chain will explain where you need to go to complete your drug test.
- Payment Information
 - At the end of the online process, you will be prompted to enter your Visa or MasterCard information. Money orders are also accepted, but will result in a \$10 fee and additional turn-around-time.

Place Your Order

[Visit the website](#), click “place order” and choose the Disa CB platform (see logo screenshot below).



Enter package code AHO1 – Background Check and Drug Test. You will be required to enter your program under “Student Information” classification. You will then be directed to set up your Disa/CastleBranch profile account. This package code is for the following majors:

- Health Care Management
- Biomedical Sciences
- Biotechnology
- Biomedical and Health Sciences
- Genetic Counseling
- Health Administration – Residential (MSHA)
- Health Care Quality and Safety (not employees of health care organizations)
- Health Informatics
- Health Physics
- Medical Laboratory Sciences
- Nuclear Medicine and Molecular Imaging Sciences
- Occupational Therapy
- Physical Therapy
- Physician Associate Studies
- Rehabilitation Sciences

View Your Results

Your results will be posted directly to your Disa/CastleBranch profile account. You will be notified if there is any missing information needed to process your order. Although 95% of background check results are completed within 3-5 business days, some results may take longer. Your order will show as “In Process” until it has been completed in its entirety. Your school’s administrator can also securely view your results online with their unique username and password. If you have any additional questions, you may contact the Service Desk at 888-723-4263 x 7196 or submit a question [using the online contact us form](#).

ACCIDENTS / INJURIES OCCURRING ON CAMPUS:

All accidents/injuries occurring while involved in a program associated with the School of Health Professions are to be promptly reported to the faculty member in charge of class. Incident reports for accidents and injuries must be filed with the Department Administrative Office within 48 hours of the incident. Failure to report accidents or injuries within 48 hours of the incident may impact UAB's ability to address the accident or injury.

ACCIDENT / INJURY REPORTING PROCEDURE

When a student, visitor, faculty, or staff is involved in an accident or sustains an injury while involved in a program associated with the School of Health Professions, an accident / injury report is required. The faculty member in charge of the class where the injury occurs, or who is the first point of contact following the injury should download and complete this [Incident Report Form](#).

NEEDLESTICK/ BLOOD OR BODY FLUID EXPOSURES

When a student, visitor, faculty, or staff is involved in a body fluid or needlestick exposure while involved in a program associated with the School of Health Professions, they should follow the procedures on [the UAB Human Resources website](#). The faculty member in charge of the class where the exposure occurs, or who is the first point of contact following the injury should download and complete this [Incident Report Form](#).

UNDERGRADUATE AND GRADUATE VOLUNTEER RESEARCH:

Undergraduate or graduate volunteer students wanting to conduct research in a School of Health Professions laboratory should contact [Dr. Samantha Giordano-Mooga via email](#) for requirements.

UAB POLICIES

ACADEMIC PROGRESS

[UAB ACADEMIC PROGRESS POLICY FOR GRADUATE STUDENTS](#)

[UAB ACADEMIC PROGRESS POLICY FOR UNDERGRADUATE STUDENTS](#)

HEALTH

[UAB POLICY ON IMMUNIZATIONS](#)

[UAB POLICY ON NEEDLE STICKS AND EXPOSURES](#)

EQUAL OPPORTUNITY

[UAB POLICY ON EQUAL OPPORTUNITY AND DISCRIMINATORY HARASSMENT](#)

POLICE AND PUBLIC SAFETY

[UAB POLICY ON CAMPUS SAFETY](#)

[UAB POLICY ON FIREARMS, AMMUNITION, AND OTHER DANGEROUS WEAPONS](#)

RESEARCH AND SCHOLARLY ACTIVITIES

[UAB POLICY ON ACADEMIC INTEGRITY CODE](#)

[UAB POLICY ON ETHICAL STANDARDS IN RESEARCH AND OTHER SCHOLARLY ACTIVITIES](#)

[UAB POLICY ON PATENTS](#)

SUBSTANCE USE/ABUSE

[UAB POLICY ON ALCOHOLIC BEVERAGES, USE AND CONSUMPTION](#)

[UAB POLICY AS A DRUG FREE CAMPUS](#)

[UAB POLICY ON NON-SMOKING](#)

TECHNOLOGY

[UAB POLICY ON TECHNOLOGY RESOURCES](#)

STUDENT COMPLAINTS

[UAB COMPLAINT POLICY](#)

SECTION 3: MS IN HEALTH ADMINISTRATION-RESIDENTIAL SPECIFIC INFORMATION

PROGRAM OVERVIEW

INTRODUCTION

You are a graduate student in the Master of Science in Health Administration Program at The University of Alabama at Birmingham. Our mission is *Developing leaders to shape tomorrow's healthcare through an exceptional master's-level educational experience*. In keeping with this mission, we are committed to teaching you:

1. Health care functions and processes used by healthcare professionals.
2. Behavioral expectations that the healthcare world will have for you.

To be successful in your career, you will have to learn how to plan, organize and manage operations. You will have to know how to understand the complex health care delivery system, lead others in delivering quality patient care, understand financial statements, and know how to work in teams. Additionally, you will have to know how to conduct yourself in business settings. What you say, how you say it, how you dress, etc. will significantly affect your ability to secure employment as a professional and to succeed in your career. As faculty, it is our goal and responsibility to help you understand both the concepts of health care and the behavior that will help you excel in your career as a health care administrator. Health care is a unique field, and it is our goal to “socialize” you into the profession while you are in our Program.

MISSION, VISION AND VALUES

MISSION

Developing leaders to shape tomorrow's healthcare through an exceptional master's-level educational experience.

VISION

To be recognized as the national leader in healthcare management and leadership education.

VALUES

- Collaborate: Work as a team for the greater good.
- Act with integrity: Be accountable and always do the right thing.
- Respect all: Champion diversity and opportunities for all, with civility.
- Excel: Innovate and strive for excellence in everything we do.

OVERVIEW

FACULTY AND STAFF

Our faculty and staff are teachers, scholars, researchers and leaders who provide exceptional mentoring and training. They are prepared to deliver high-quality education to all our students. [Visit our website to see our faculty and staff.](#)

ACCREDITATION

The UAB Residential MSHA program is accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). For more information, please visit: [CAHME website](#) or [CAHME UAB MSHSA website](#).

OUTCOMES & COMPETENCIES

The UAB MSHA program's competency model was a pioneer in competency-based healthcare management education, and one of the most respected in this field today. Details about the model are available at this [link](#).

ADMISSIONS & ENROLLMENT REQUIREMENTS

CRITERIA AND REQUIRED MATERIALS

MASTER OF SCIENCE IN HEALTH ADMINISTRATION PROGRAM

Each student must be able to:

- Meet admission and enrollment requirements and standards.
- Read a computer screen.
- Input and retrieve data through a computer keyboard.
- Use computers for searching, recording, and analyzing data and information and preparing presentations and reports.
- Complete written assignments.
- Communicate effectively, both orally and in writing.
- Function (consult, negotiate, share) as part of a team.
- Prepare and make presentations to groups.
- Meet deadlines and manage time.
- Participate in discussions.
- Solve problems in an independent manner.
- Understand and comply with written and oral instructions.

POLICIES AND PROCEDURES

DEFERRAL POLICIES

Upon admission to the program, students wishing to defer their admission should notify the Program Coordinator and Program Director. Following Graduate School policy, students should submit the Request to Defer Admission. The program requests deferral decisions be made by June 30th to enter in the next academic year. The Program Director's signature must be included before the Graduate School can make any changes. Visit the [Graduate School Website](#) for more information and forms.

TRANSFER CREDIT POLICIES

The Residential MSHA program does not accept transfer credits from other institutions.

LEAVE OF ABSENCE, RE-ENTRY & WITHDRAWAL PROCEDURES

These procedures will be handled on a case-by-case basis and in consultation with all university policies as outlined by the [Graduate School](#).

DEGREE REQUIREMENTS

CREDIT HOURS

The Residential MSHA program is a 71-credit hour degree format. The degree is only offered as a full-time degree as it functions on a cohort model.

CURRICULUM OUTLINE

As a cohort, students will receive advising on which courses to register for each semester. Deviations from the course sequence will only be announced and approved by the Program Director/Staff. The typical sequence of courses is as follows: [Visit the UAB Catalog website for course descriptions](#).

SEMESTER 1 – FALL (16 HOURS)

- Required - HA 602 - Introduction to Health Care Systems (4 hours)
- Required - HA 631 - Organization Theory and Behavior (3 hours)
- Required - HA 632 - Quantitative Methods in Health Services Admin (3 hours)
- Required - HA 645 - Health Economics (3 hours)
- Required - MBA 602 -Essential Skills in Financial Reporting & Analysis (3 hours)

SEMESTER 2 – SPRING (13 HOURS)

- Required - HA 606 - Operations Management & Process Improvement in Health Care Organizations (4 hours)
- Required - HA 612 - Essentials of Health and Human Disease (3 hours)
- Required - HA 620 - Health Care Financial Management I (3 hours)
- Required - HA 605 - Health Policy and Politics in the U.S. (3 hours)

SEMESTER 3 – SUMMER (6 HOURS)

- Required - HA 628 - Leadership Development (3 hours)
- Required - HA 675 - Health Administration Internship (3 hours)

SEMESTER 4 – FALL (12 HOURS)

- Required - HA 621 - Health Care Financial Management II (3 hours)
- Required - HA 625 - Strategic Planning and Management (3 hours)
- Required - HA 640 - Information Systems and Management Science in Health Services Administration (3 hours)
- Required - HA 671 - Health Care Marketing (3 hours)

SEMESTER 5 – SPRING (14 HOURS)

- Required - HA 613 - Health Law (3 hours)
- Required - HA 635 - Human Resources Management in Health Services Administration (3 hours)
- Required - HA 680 - Health Administration Capstone (2 hours)
- HA Elective - To be determined (3 hours)
- HA Elective - To be determined (3 hours)

SEMESTER 6 – FALL (5 HOURS)

- Required - HA 690 - Administrative Residency (5 hours)

SEMESTER 7 – SPRING (5 HOURS)

- Required - HA 690 - Administrative Residency (5 hours)

COORDINATED DEGREE COURSES

Coordinated degree seeking students should be mindful of the following as it relates to the MSHA curriculum.

MSHA/MBA:

- No HA Electives are needed. Electives are fulfilled by MBA courses.
- HA 675 – the internship course is NOT required; however, students may still choose to complete an internship during the summer.
- Contact Christy Manning (cmanning@uab.edu) for MBA information.

MSHA/MSHI:

- 1 HA elective is needed.
- HA 675 – the internship course is NOT required but can be used as an elective.
- Do not register for HA 640 and MBA 601.
- Contact Garrett Smith (gls98@uab.edu) for MSHI information.

MSHA/MPH:

- 1 HA elective is needed.
- HA 675 – the internship course is required and cannot be used as an elective.
- Do not register for MBA 601.
- Contact Meghan Walker at mewalker@uab.edu for MPH information.

APPROVED ELECTIVES

The following courses are approved elective courses. This is not an exhaustive list, and students should seek approval from the Program for other courses found in the UAB Course Catalog. The Program reserves the right to adjust this list as needed each semester.

GHS 601: Global Health Partnerships and Development
HA 623: Application of Health Care Finance Principles
HA 644: Ambulatory Care/Medical Group Management
HA 675: Health Administration Internship
HB 600: Social/Behavioral Science PH
HB 617: Implied Science & Disability Health
HCI 614: AI Integration in Clinic Workflow
HI 620: Security and Privacy in Healthcare
HPO 634: Health Care Innovation
HQS 625: Fundamentals of Patient Safety
HQS 630: Leadership High Reliability HCOs
MBA 621: Topics in Corporate Finance
MBA 657: Digital Marketing Topics

ADVISING & MENTORING

ADVISOR/MENTOR ASSIGNMENT PROCESS

Upon entrance to the program, each student is assigned to a faculty coach for continued advisement in the program. Course advisement is provided by the Program Director and Program Coordinator.

Students enrolled in a coordinated degree should seek relevant course advisement for non-MSHA courses from that degree program.

POLICIES & STANDARDS

PROGRAM POLICIES

The MSHA faculty has established the following Code of Professional Conduct that is consistent with workplace expectations and followed in all MSHA classes.

ATTENDANCE AND CONTRIBUTION

1. Attend all class meetings and other planned meetings (e.g., teams).
 - i. Class meetings are considered normal work assignments. Failing to attend class is equivalent to missing a day's work.
 - ii. If you must miss a meeting, inform your instructor in advance (or as soon as is practical) of the reason for your failure to meet your obligation. If you become ill or have a legitimate reason to leave class early, inform your instructor of the circumstances.
2. Be on time and do not expect to leave early. Showing up late to work and "slipping away early" are unacceptable behaviors.
3. Be prepared and participate meaningfully in all meetings.
 - i. Be interested and be interesting to others in your class. Engage your instructor and peers in meaningful discussion of the class topics. In business meetings, participants must be engaged and make significant contributions.
 - ii. Come to class prepared to contribute meaningfully to discussions. Class assignments are akin to business work assignments.
 - iii. Ask questions to seek understanding and answer questions to the best of your ability.

CLASSROOM PARTICULARS

4. Turn all cell phones off. If you anticipate an emergency call, set the phone to vibrate.
5. The use of cell phones for talking and/or text messaging in class is not allowed.
6. Texting and whispering in class are distracting and inappropriate in a professional setting.
7. Avoid leaving the class for any reason. If you must depart, do not disturb the class when you return.

ACADEMIC INTEGRITY

8. Adhere to the [UAB policy on Academic Integrity](#). The detailed policy is available [here](#)
9. Violations to the Academic Integrity Policy will be addressed following established university procedures.

STUDENT CODE OF CONDUCT

10. It is the student's responsibility to both understand and comply with the [Student Code of Conduct](#), SHP policies and all UAB policies.
11. Violations to the Student Code of Conduct will be addressed following established university procedures.

EXPECTATIONS REGARDING ACADEMIC PROGRESS

To be in good academic standing in the Graduate School, a student must maintain a grade point average of at least 3.0 (on a 4.0 scale).

Students are considered to be making satisfactory progress toward the MSHA degree if they follow the prescribed course sequence established by the Program. Students whose schedules vary from the sequence must discuss this variance with the Program Director.

GRADE POLICIES

A student, who earns three or more grades of "C", or any grades of "F" in any course taken in pursuit of the single MSHA degree will be dismissed from the MSHA Program.

No student may enter his/her administrative residency with a grade point average of less than 3.0 in academic coursework (required and elective) needed to complete the MSHA degree or any course in single or coordinated degree programs.

A student receiving a grade of "I" in a course has until the end of the following semester to remove the deficiency or the grade will be changed to an "F." A student may not enter the administrative residency if any "I" grades for academic courses remain on his/her transcript.

ACADEMIC PROBATION & DISMISSAL PROCEDURES

Students who are admitted on probation must demonstrate their ability to perform at the level required for graduation by establishing good academic standing at the end of the first semester of full-time academic coursework (i.e., at the completion of sixteen credit hours). Students who do not accomplish this level of performance will be dismissed from the Program and the UAB Graduate School.

A student who has been in good academic standing, but who at the end of any regular term fails to meet the criteria to continue in good academic standing (a 3.0-grade point average or better), will be placed on probation. Such a student must re-establish good academic standing within the next two regular terms of graduate study undertaken. Students who do not accomplish this level of performance will be dismissed from the Program and the UAB Graduate School.

PROFESSIONALISM EXPECTATIONS

CONDUCT/INTEGRITY

The graduate programs in Health Administration follow the [University's Academic Integrity Code](#).

The University of Alabama at Birmingham expects all members of its academic community to function according to the highest ethical and professional standards of behavior. The Master of Science in Health Administration Program regards honesty and integrity as qualities essential to the practice and profession of health services management. The purpose of this policy is to promote guidelines so that each student can fully develop his/her individual potential and cultivate behaviors and values that will contribute to his/her performance as a health services executive. This policy governs student conduct in all academic and administrative residency activities associated with the MSHA Program. See the [Student Conduct Code](#) for a description of the policy and possible disciplinary actions resulting from non-academic misconduct at UAB.

EACH STUDENT IS EXPECTED:

1. not to seek an unfair advantage over other students, including but not limited to giving or receiving unauthorized aid during the completion of academic requirements; and/or project preparation material from either the current academic year or a prior academic year obtained without authorization and consent of a faculty member.
2. to always represent truthfully fact and self and not to misrepresent one's work at any time.
 - a. Examples include:
 - i. Always making correct representation for work presented as one's own.
 - ii. Work presented as group work should be the product of the specified members of the group.
 - iii. Work presented as individual work should be the product of that individual alone.
 - iv. Group work assumes collaboration by the members of the group.
 - v. All other work should be an individual effort.
3. to respect the property and personal rights of students, faculty, and staff.
4. to report all material violations of these expectations and to cooperate with any investigation of an alleged violation; and
5. to obey applicable organizational rules and laws, including confidentiality of information.

First approved by the faculty: 3 September 1998

Modified: 21 July 2000

Modified: 14 July 2017

ACADEMIC MISCONDUCT

The Academic Integrity Code applies to undergraduate, graduate, and professional students as well as all academic activities, defines academic misconduct and outlines procedures for breaches of the code. Policies are established for the resolution of charges of academic misconduct, and these processes are managed by the Academic Integrity Coordinator (AIC). In the School of Health Profession, the AIC is the Associate Dean for Academic and Faculty Affairs. The full text of the Academic Integrity Code is available at this [link](#).

DRESS CODE

- Business casual dress is expected during classes and professional business attire when external speakers or projects are involved in the course.
- Neither hats nor caps should be worn in the classroom.
- Shirts with vulgar or unprofessional language or visual images are inappropriate. Clothing that is immodest or suited for parties, sporting events, and other social occasions, is not suited for business meetings.

SOCIAL MEDIA POLICY

Student social media conduct should remain in accordance with general [UAB Student Conduct Code](#), the [UAB Enterprise Code of Conduct](#), and general [UAB Social Media Guidelines](#).

The MSHA Program does not have a formal policy on social media use; however, you might keep this guidance in mind:

- As you move through the program and toward your job search, it is worth remembering that employers and professional contacts often review both your personal and professional social media presence before extending an interview or offer.
- What you post, share, or comment on personal and professional accounts can shape how future employers, colleagues, and healthcare partners perceive your professionalism and judgment.
- Consider periodically reviewing your privacy settings and past posts through the lens of a hiring manager or future colleague in the healthcare field.
- LinkedIn and other professional platforms should reflect a polished, consistent narrative of your skills, experiences, and career goals, and should be treated as an extension of your resume.
- Remember, if you would not want a patient, employer, or professional reference to see it, it is probably worth reconsidering before you post.

FUNDING & FINANCIAL INFORMATION

TYPES OF FUNDING

[UAB Financial Aid](#)

[UAB Scholarships](#)

[School of Health Professions Endowed Scholarships](#)

OUTSIDE EMPLOYMENT INFORMATION

Note that the program does not advise full-time employment while in the residential program to ensure your success. Part-time job opportunities are more conducive for maintaining solid academic performance, active engagement in the cohort-style model of the program, and participation in the variety of external, professional engagements meant to aid in your continued development and success during and beyond the program.