



MEMORANDUM OF UNDERSTANDING

This **Memorandum of Understanding** ("MOU") is entered into effect on March 31, 2023 (the "**Effective Date**," which shall be the date this MOU becomes fully executed), by and between Broward College (hereafter referred to as "BC") located in Broward County, Florida and **The Florida International University Board of Trustees**, on behalf of **Florida International University** (hereafter referred to as "FIU"). FIU is a member of the State University System of the State of Florida and is located in Miami, Florida, **United States of America** ("USA"). BC and FIU are hereafter individually referred to as the "**Party**" or collectively as the "**Parties**." The Parties agree to explore the possibility of developing the highest quality programs to advance the needs of FIU and BC.

Both institutions recognize the following commonalities:

1. The compatibility of the direction and interest of their research and teaching; and,
2. The significant roles they each play as leaders in higher education, teaching and research within their respective counties.

Overview and Exploration of Collaboration:

FIU and BC aspire to sign a MOU as a way to explore a more intentional collaborative relationship based on the following:

1. FIU and BC agree to expand their existing partnership (and associated MOU) as part of *FIU Connect4Success*, a guided pathway program for students who intend to transfer to FIU after completing the Associate in Arts (AA) or articulated Associate in Science (AS) degrees.
2. FIU agrees to accept 60 transfer credits from graduates of the BC AS degree in Health Services Management.
 - a. Incoming BC students must follow regular University admission procedures and upon admission declare their major as Health Services Administration.



- b. Incoming BC students must complete the state mandated pre-requisite courses as part of their 60 credit hours of lower-division coursework and achieve a minimum "C" required grade. (**Appendix A** includes curriculum documents and **Appendix B** includes Transfer Equivalencies.)
3. FIU and BC agree to establish transfer equivalencies for the AS in Health Services Management to the Bachelor of Science of Health Services Administration (BHSA) to ensure that students transition directly to upper-division courses, thereby reducing the impact of excess credit hours. (Excess hours may result from failing or dropping courses, and thereby, outside the careful curricular planning developed as part of this MOU.)
4. FIU and BC agree to explore various avenues of collaboration to encourage AA and AS graduates in Health Services Management from BC to pursue the BHSA at FIU.

This MOU serves as an institutional framework for collaborative activities. Specific articulation agreements, beyond the approval of 60 transfer credits for Health Services Management AS students, would need to be drafted by the Parties in the case that the exploration of these areas leads to further developments. These agreements would need to be approved by authorities at each institution. *Nothing in this MOU shall be construed as creating any legal relationship between the Parties.*

Via the representatives indicated below, the Parties would encourage direct contact and cooperation among their faculty members and staff, including, but not limited to, academic advisors, recruiters, and career specialists. The Parties agree to explore funding possibilities that promote transfer student success and for any activity which might arise associated with this partnership.

The Parties to this MOU shall not discriminate against any employee or participant regarding responsibilities and obligations under this MOU because of race, age, religion, color, gender, national origin, marital status, disability, sexual orientation, or any other basis prohibited by law. Nor shall the Parties deny participation in or benefits arising out of this MOU to any student, employee or participant or otherwise subject anyone to discrimination in any activity hereunder. The Parties shall take all measures necessary to effectuate these assurances.



The Parties understand that financial arrangements under this MOU would have to be negotiated and would depend on specific activities and the availability of funds. Any expense incurred by either Party would be subject to individual agreements on a case-by-case basis. The Parties also recognize that intellectual property terms would need to be included in subsequent agreements, as appropriate. In addition, anyone teaching at FIU from BC must have the approved credentials; both Parties are accredited by the **Southern Association of Colleges and Schools Commission on Colleges** ("SACSCOC") and its faculty qualification guidelines represent a commonly accepted best practice for the academic qualifications of faculty. (**Appendix C** identifies the faculty qualifications required by FIU.)

The Parties stipulate that the use of their respective brands to promote and market the BC and FIU partnership, represented by their headings and logotypes, including the "FIU Connect4Success" logo, could only be used by a Party with the previous and express written authorization of the other Party. The transfer pathway shall be referred to as "FIU Connect4Success" in all communication and marketing materials. This MOU does not authorize any one of the Parties to express him/herself on behalf of the other, either verbally or in writing or to act on each other's behalf.

This MOU is non-exclusive and will become effective on the Effective Date for a three (3)-year period. The MOU may be renewed every three (3) years upon the mutual written consent of the Parties. The MOU may be reviewed in a year-and-a-half (1.5) from the Effective Date to assess results.

This MOU may be amended or further developed by means of written consent of the Parties. The MOU may be terminated with at least 90 days advanced written notice. Notices must be sent to the individuals and addresses indicated below:

For BC:

Nora Powell
Dean, Health Sciences
npowell1@broward.edu

For FIU:

Chanadra Young Whiting, Ed.D.,
MPH/HSA, CHES
Chair, HSA Undergraduate Programs
and Clinical Associate Professor
Nicole Wertheim College of Nursing
and Health Sciences
youngcd@fiu.edu

Janie Valdés, Ed.D.
Assistant Vice President
Enrollment Management and Services
janie.valdes@fiu.edu



The individuals named below sign this MOU on behalf of their respective Parties and represent and warrant that they have the requisite authority to bind their respective Parties.

The District Board of Trustees of Broward College, Florida

The Florida International University Board of Trustees:

DocuSigned by:
Jeffrey Nasse
CE71DBD3F988400...
Jeffrey Nasse, Ph.D.
College Provost and Senior Vice President for Academic Affairs

DocuSigned by:
Elizabeth M. Bejar
E77943ADE481FR4E3...
Elizabeth M. Bejar, Ph.D.
Provost, Executive Vice President, and Chief Operating Officer

DS
[Signature]

Date: 9/20/2023

Date: September 29, 2023

Approved as to the Form and Legal Sufficiency:

DocuSigned by:
Lacey Hofmeyer
A2394073A21A475...
Lacey D. Hofmeyer
General Counsel and Vice President Public Policy and Government Affairs

DocuSigned by:
[Signature]
8ADE18359CDA46E...
Ralph G. Prohias
~~Senior University Counsel~~
Deputy General Counsel

Date: 9/21/2023

Date: September 27, 2023





Appendix A FIU and BC Curricula

Associate of Science in Health Services Management - 2129

CAREER PATHWAY: HEALTH SCIENCES

Location(s): General education courses are available at all BC locations. Program specific courses for this program are offered at the A. Hugh Adams Central Campus

Program Entrance Requirements: HS Diploma or GED

Program Description: The AS degree in Health Services Management is designed for students who hope to work in the administrative areas of the health care field. Positions can be found in hospitals, clinics, insurance companies, pharmaceutical firms, and doctor's offices. Health Services Management professionals have little or no direct patient contact but provide service "behind the scenes." The curriculum is intended to prepare students to enter the upper division courses in Health Services Administration program. Technical Certificates represents a subset of specific Health Science courses within degree programs and are not awarded to students as a stand-alone certificate for employment purposes.

*Health Care Services
(TC1) 6359*

*Accounting Specialist
(TC2) 6324*

*Health Services
Management AS 2129*

*Health Services
Administration--BHSA*

Build Your Education RECOMMENDED Course sequence

Full Time	Part Time	Course ID	Description	Credits	TC1	TC2
Term 1	Term 1	ENC1101	Composition I	3		
		GE Course	General Education Speech	3	X	X
	Term 2	Term 2	BSC2085	Anatomy & Physiology I	3	X
BSC2085L			Anatomy & Physiology Lab I	1	X	
ACG2001			Principles of Accounting I	3		X
Term 2	Term 3	HSC1531@	Medical Terminology	3	X	
		BSC2086	Anatomy & Physiology II	3		
		BSC2086L	Anatomy & Physiology II Lab	1	X	
Term 3	Term 4	HIM2512@	Supervision & Organizational Life	2	X	
		ACG2011	Principles of Accounting II	3		X
Term 3	Term 5	POS2041 or	National Government or	3		
		AMH 2020	U.S. History from 1877	3		
		CGS1060C	Computer & Internet Literacy	3	X	X
Term 4	Term 6	ENC1102	Composition II	3		
		MGF1106 <u>OR</u>	Foundations of Mathematical Reasoning <u>OR</u>	3		
		STA2023	Statistics			
	MAN2021	Introduction to Management	3			
Term 5	Term 7	HIM2012@	Health Records Law	3	X	
		ACG2071	Managerial Accounting	3		
Term 5	Term 8	ECO2023	Principles of Economics	3		
		HIM1260@	Reimbursement Methodologies	2	X	
		PHI2010	Introduction to Philosophy	3		
	Term 9	HSA2810@	Practicum in Health Facility Administration	6	X	
Total Program Credit Hours				60	27	12

Notes: Many courses have specific pre-requisite and co-requisite requirements that must be followed. Students are encouraged to consult the Course Information Table for a detailed list of all requisite requirements. @Indicates courses are only delivered online. **Students are strongly encouraged to meet with an [advisor](#) to create a personalized educational plan.**





CHOOSE YOUR COURSES



Credit for Prior Learning

Accelerate your path to completion with these options:

- Credit by exam
- Earned industry certifications
- Prior Learning Assessment
- And much more...



Related Industry Certifications

Upon completing this program, graduates will be eligible to sit for the following industry certifications/licenses: N/A



Get an Internship

After completing your first year of coursework make sure to visit the Career Center for internship opportunities that help you take your career to the next level! Also, explore hundreds of career videos and career profiles through Virtual Job Shadow.

[Get an Internship](#)

[Virtual Job Shadow Tool](#)



Median Wage and Job Growth Outlook

Broward College has **Career Coach!** It is designed to help you find a good career by providing the most current local data on wages, employment, job postings, and associated education and training. Learn how to climb your career ladder!



Fund Your Education

This program is [Financial Aid](#) eligible. [Scholarships](#) may be available.



FIU - Bachelor of Health Services Administration (BHSA)

I. Foundation Courses – (18 credits) Foundation courses are prerequisites to Core Courses. Must earn a C or higher to count towards BHSA degree (minimum cumulative GPA of 2.0 is required for graduation).

COURSE #	COURSE TITLE	CREDITS	PREREQUISITES
HSA 3111	Introduction To Health Services Systems	3	NONE
HSA 3180	Leadership and Management for Health Professionals	3	HSA 3111 (corequisite)
HSA 4431	Values, Ethics, and Conflict Resolution	3	NONE
HSA 3412C	Cultural Competency in Health Sciences	3	HSA 3111 (corequisite)
ENC 3213 or COM 3110 or PAD 3438	Professional and Technical Writing or Business and Professional Communication or Communication Skills for Policy and Management	3	Per FIU course catalog
HSC 3661	Communication Theory and Practice for Health Professions	3	HSA 3111 (corequisite)

II. Core Courses – (15 credits) Core courses are prerequisites to Integrative Courses. Must earn a C or higher to count towards BHSA degree (minimum cumulative GPA of 2.0 is required for graduation).

COURSE #	COURSE TITLE	CREDITS	PREREQUISITES
HSA 4700	Quality and Evidence-Based Healthcare Services	3	ENC 3213 or COM 3110 or PAD 3438, HSA3111 and HSA 3180
HSA 4190	Communication and Information Technology for Healthcare Professionals	3	HSA 3111, HSA 3180 and HSC 3661
HSA 4170	Healthcare Financial Management	3	HSA 3111, HSA 3180, ECO 2023, ACG 2021/3024, ACG 3301, CGS 2060, and STA 2122 or STA 3111, or STA 3145, or STA 2023. This course requires department consent.
HSA 4110	Healthcare Organizational Behavior and Resource Management	3	HSA 3111 and HSA 3180
HSA 4421	Legal Aspects of Healthcare	3	ENC 3213 or COM 3110 or PAD 3438, HSA 3111 and HSA 3180



III. Integrative Courses- (15 credits) Must earn a C or higher to count towards BHSA degree (minimum cumulative GPA of 2.0 is required for graduation).

COURSE #	COURSE TITLE	CREDITS	PREREQUISITES
HSA 4140	Program Planning and Evaluation	3	HSA 4700 and HSA 4421
HSA 4150 ¹	Global Healthcare Systems and Policy	3	HSA 3412C, HSA 4431, HSA 4421 and HSA 4700
HSA 4192	Healthcare Quality Management	3	HSA 4700, HSA 4190, HSA 4170, HSA 4110, and HSA 4421
HSA 4113 ^{1, 2}	Global Issues and Trends in Healthcare	3	HSA 3111, HSA 3180, HSA 4431, HSA 3412C, HSC3661, ENC 3213 or COM 3110 or PAD 3438, HSA 4700, HSA 4190, HSA 4170, HSA 4110, and HSA 4421
HSA 4850 or HSA Approved Elective	Administrative Internship or HSA approved elective	3	HSA 3111, HSA 3180, HSA 4431, HSA 3412C, HSC 3661, ENC 3213 or COM 3110 or PAD 3438, HSA 4700 HSA4190, HSA 4170, HSA 4110, and HSA 4421 with Department consent

1. Course satisfies Global Learning requirement
2. HSA 4113, Global Issues and Trends in Healthcare is an integrative capstone course and should be taken during the final semester of the BHSA program.

IV. Elective Courses – (12 credits) Student must take these electives at the 3000/4000 level and earn a “C” or higher in each course to earn credits toward the BHSA degree.

When choosing electives, students may select:

- Courses from the list of suggested electives (see PDA for list). These courses do not require advisor approval; however, they might have prerequisite requirements. Please note that these courses are not scheduled or managed by the Department of Health Services Administration. If you should encounter issues with registration, you must contact the respective department in which the course(s) is/are affiliated.
- Courses to complete a minor. Most minors require 12-18 credits; therefore additional classes beyond the 12 credits required for the BHSA degree may be needed to fulfill the minor requirement. To add a minor, see an advisor in the respective department to complete the paperwork. . See the following link for a list of possible minors: <https://acs.fiu.edu/offices-services/advising/minors-and-certificates-programs/index.html>
- Other 3000 or 4000 level courses not on the suggested elective list: for example prerequisites courses required for Athletic Training, Occupational Training or Physical Therapy programs may be taken, provided that a student does speak with a BHSA advisor before registration.

GRADUATION REQUIREMENTS:

- Completion of University Core Curriculum
- Satisfaction of the foreign language requirement
- Satisfaction of the summer requirement
- Completion of both global learning courses
- Cumulative GPA of 2.0 or higher
- Completion of all HSA program requirements with a grade of C or better
- Completion of 120 credits
- No incomplete grades



Appendix B Transfer Equivalencies

FIU University Core Curriculum (UCC)	BC Equivalencies
SLS 1501	Satisfied with AS 60 Credits
Communication	ENC 1101 and ENC 1102
Humanities-Gr. 1	PHI 2010
Humanities-Gr. 2	Complete Course at FIU or through Credit-by-Exam Options
Mathematics-Gr. 1	STA 2023
Mathematics-Gr. 2	Complete Course at FIU or through Credit-by-Exam Options
Social Science-Gr. 1	AMH 2020 or POS 2041
Social Science-Gr. 2	ECO 2023
Natural Science-Gr. 1	BSC 2085 + BSC 2085L
Natural Science-Gr. 2	BSC 2086 + BSC2086L
Arts	SPC 1017
Gordon Rule Writing	PHI 2010
Gordon Rule Writing	AMH 2020

FIU BHSA Prerequisite	BC Equivalent
ECO 2023	ECO 2023
STA 2023	STA 2023
ACG 2021 or ACG 3024	ACG 2001 and ACG 2011
ACG 3301	ACG 2071
CGS 2060	CGS 1060C

FIU BHSA Requirement	BC Equivalent
HAS 4410 (Core Curriculum Requirement)	HIM 2512
HSC 3537 (HSA Upper-Division Elective)	HSC 1531
Syllabus Evaluated/(HSA Upper-Division Elective)	HIM 1260
Syllabus Evaluated/(HSA-Upper Division Elective)	HIM 2012
HAS 4850 (Intergrative Curriculum Requirement) /(HSA Upper-Division Elective)	HSA 2810



Appendix C Qualified Faculty Requirements

The institution employs competent faculty members qualified to accomplish the mission and goals of the institution. When determining acceptable qualifications of its faculty, the institution gives primary consideration to the highest earned degree in the discipline.

The institution also considers competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experience in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes.

Florida International University uses the following as credential guidelines when it defines faculty qualifications using faculty credentials:

- Faculty teaching general education courses at the undergraduate level: doctorate or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
- Faculty teaching baccalaureate courses: doctorate or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
- Faculty teaching graduate and post-baccalaureate course work: earned doctorate/terminal degree in the teaching discipline or a related discipline
- Graduate teaching assistants: master's in the teaching discipline or 18 graduate semester hours in the teaching discipline, direct supervision by a faculty member experienced in the teaching discipline, regular in-service training, and planned and periodic evaluations.

As a Carnegie Research University with High Research Activity (RU/H), Florida International University additionally credentials its faculty based on national/international juried research productivity within the discipline. The institution documents a faculty member's research contributions to the discipline as evidence of the faculty qualifications.

In extremely limited circumstances a faculty member may be credentialed based on a combination of educational experience, productivity in the discipline and work experience. In these situations the practical experience in the discipline must be at an executive level with a broad scope of national/international reach.

