

**AMENDMENT TO THE  
MEMORANDUM OF UNDERSTANDING  
BETWEEN  
FLORIDA INTERNATIONAL UNIVERSITY  
AND  
THE BROWARD COLLEGE DISTRICT BOARD OF TRUSTEES**

This Amendment to the Memorandum of Understanding (“Amendment”), effective upon the date this Amendment is fully signed by both parties (the “Effective Date”), is by and between The Broward College District Board of Trustees, Florida (“BC”) and The Florida International University Board of Trustees (“FIU”).

**WITNESSETH:**

**WHEREAS**, BC and FIU entered into a Memorandum of Understanding dated March 1, 2024 (the “MOU”); and

**WHEREAS**, the parties desire to amend the MOU on the terms provided below.

**NOW THEREFORE**, in consideration of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledge by the parties, the parties hereby agree as follows:

1. Paragraph II.3. of the MOU is hereby amended to read as follows:

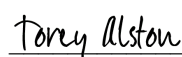
BC Student: Student applies to C4S prior to completing 30 credits at BC.

Except as amended hereby, all other terms and conditions of the MOU shall remain the same and are hereby ratified and reaffirmed by the parties.

**IN WITNESS WHEREOF**, the parties have executed this Amendment on the Effective Date.

**The Broward College District  
Board of Trustees, Florida**

Signed by:



By: Percy Alston

Title: President & CEO

Date: 1/29/2026

**APPROVED**

By Kristina Raattama at 10:36 pm, Jan 26, 2026

**The Florida International  
University Board of Trustees**

DocuSigned by:



Elizabeth M. Bejar, Ph.D.

Provost, Executive Vice President and  
Chief Operating Officer

Date: February 5, 2026

Signed by:



Jaime Valdes, Ed.D.

Assistant Vice President  
Enrollment Management and Services

Date: February 3, 2026

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***FIU Connect4Success*****MEMORANDUM OF UNDERSTANDING**

**Between**  
**Florida International University**  
**and**  
**The Broward College District Board of Trustees**

This Memorandum of Understanding (MOU) is entered into this 1st day of March 2024, by and between The Florida International University Board of Trustees, a public body corporate of the State of Florida (FIU), and The Broward College District Board of Trustees, Florida (BC), a State of Florida public educational institution that is part of the Florida College System (FCS).

**I. Background**

The purpose of this MOU is to facilitate the admission and transfer of **FIU Connect4Success** (C4S) students from the BC Associate in Arts (AA) degree to FIU baccalaureate degrees. C4S has two overarching goals: (1) provide students with access to postsecondary educational opportunities, and (2) develop support mechanisms for timely degree completion, such as pre-transfer advising (promotes transfer readiness) and opportunities for engagement at FIU (develops and maintains 4-year identity). These goals support and enhance the State of Florida's commitment to articulation between its public colleges and universities, as well as positively impact student success and degree completion.

**II. Student Eligibility**

As one of FIU's admission pathways, C4S offers an access-rooted, affordable, guided pathway to students who earn the AA degree at BC and transition to FIU. C4S includes three points of entry in support of F.S. Rule 6A-10.024.<sup>1</sup>

1. Invitation: Student applies to FIU and does not meet admission requirements.
2. High School: Student applies to C4S from high school.
3. BC Student: Student applies to C4S prior to completing 45 credits at BC.

**III. Program Benefits**

C4S offers students a set of incentives that support the timely completion of the AA and baccalaureate degrees.

**Benefits for C4S students while completing the AA degree at BC:**

- Annual Kickoff event with joint messaging of C4S program and benefits.
- Pre-transfer advising resources via FIU Bridge Advisors, BC Transfer Guides, and joint transition workshops.
- Issuance of an FIU One Card (student ID), which provides access to the FIU library, as well as academic, cultural, athletic, social, and C4S signature events at FIU.

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<sup>1</sup> F.S. 6A-10.024: Articulation Between and Among Universities, Florida Colleges, and School Districts.

(4) Each student in an associate in arts program at a Florida College System institution must indicate a baccalaureate degree program at an institution of interest by the time the student earns thirty (30) semester hours. If the student indicates a program at a public postsecondary institution, the Florida College System institution in which the student is enrolled must inform the student of the common program prerequisites, pursuant to Section 1007.23(3), F.S.



**Benefits for C4S students upon completion of the AA at BC:**

- Guaranteed admission to FIU, excluding Specialized Admissions programs, with the completion of the AA degree within three years. Students who exceed the three-year period may reapply to FIU by means of the regular transfer admission process; however, they may become ineligible for C4S scholarships.
- Fast-track enrollment to FIU with no need to reapply at the point of transition.
- C4S scholarships, pending available funding, for eligible students who complete the AA degree within three years and transition to FIU.

**IV. Management**

- FIU will be responsible for generating the initial communication inviting students to participate in the C4S program.
- New FTIC students at BC will participate in the general BC Orientations in which they will receive support on the admissions, registration, and advisement processes to ensure a smooth transition into college.
- Both institutions will participate in the C4S Kickoff, which provides students and their families with information about the benefits of the C4S program to ensure that students' educational goals may be achieved in a timely manner.
- FIU and BC will track and monitor students to evaluate program outcomes and engage in continuous improvement.
- FIU and MDC will develop and maintain standard protocols as they relate to data-sharing and reporting.
- Students' original admissions application to FIU will remain active for a three-year period. Students who have completed their AA degree within this three-year period will not be required to reapply to FIU.
- FIU and BC will co-lead a C4S workgroup that meets periodically to review all facets of the program, including outcomes. Recommendations are vetted and modifications made, as appropriate.

**V. FIU Bridge Advisors**

FIU Bridge Advisors are housed at BC and offer pre-transfer advising and transition support to C4S students (financial aid, reactivation of application). FIU Bridge Advisors work closely with college advisors, each referring students to the other, as appropriate, and working collaboratively to support students' educational and career goals. Bridge Advisor Roles and Responsibilities were developed, and agreed upon, by both parties (see Appendix A).

**VI. Roles and Commitments**

BC and FIU agree to:

1. Collaborate in innovative ways to support the timely completion of the AA and baccalaureate degrees.
2. Commit to evolving C4S to meet the needs of students, including developing expanded pathways through articulated Associate in Science (AS) degrees to baccalaureate degrees.
3. Leverage technologies, as appropriate, to create an effective, efficient, and seamless transition process.
4. Commit to reviewing and sharing data, as appropriate, to evaluate student and program outcomes, subject to applicable federal and state laws and FIU and BC policies and procedures.
5. Comply with statutory, regulatory, and accrediting agencies' requirements, including Family Educational Rights and Privacy Act (FERPA) and its implementing federal and state regulations.
6. Allow the respective use of FIU and BC official institutional logos to communicate and promote (via promotional items) C4S and its benefits.





## **VII. Key Contacts**

The following serve as the primary contacts for C4S:

- BC Campus President, South Campus, or designee
- FIU Assistant Vice President, Enrollment Management and Services, or designee

## **VIII. Modifications**

Modifications to this MOU shall be made by mutual consent of the parties, by the issuance of a written modification, signed and dated by the duly authorized officials, prior to undertaking any changes.

## **IX. Term**

The term of this MOU is for three (3) years commencing on the date this MOU is fully executed by the parties. It may be renewed by written agreement of the parties for two (2) additional three-year terms. This MOU may be terminated by either party with ninety (90) days prior written notice to the other party. Should a termination occur, the parties agree to offer collaborative support, as appropriate, to any C4S students enrolled at BC with the intention to transition to FIU.

## **X. Institutional Brands and Logos**

FIU and ~~MDC~~ <sup>BC</sup> stipulate that the use of their respective brands to promote and market this 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.

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## **XI. Signatures**

The parties hereto have executed this MOU effective as of the last written date indicated by the duly authorized signatories below who represent that they have the requisite authority to bind their respective parties.

### **Broward College**

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DA

DocuSigned by:  
*Donald Astrab*  
\_\_\_\_\_  
Dr. Donald Astrab  
Interim President

5/23/2024

\_\_\_\_\_  
Date

DocuSigned by:  
*Jeffrey Nasse*  
\_\_\_\_\_  
Jeffrey Nasse, Ph.D.  
College Provost and Senior Vice President  
of Academic Affairs

5/28/2024

\_\_\_\_\_  
Date

### **The Florida International University Board of Trustees**

DS DS  
RP

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

May 31, 2024

\_\_\_\_\_  
Date

DocuSigned by:  
*Jamie Valdes*  
\_\_\_\_\_  
Jamie Valdes, Ed.D.  
Assistant Vice President,  
Enrollment Management and Services

May 29, 2024

\_\_\_\_\_  
Date



## **FIU Connect4Success Bridge Advisor Roles and Responsibilities**

*The purpose of this document is to highlight the primary roles and responsibilities of FIU Bridge Advisors, which include strong collaboration with partner colleges. This document is not meant to be exhaustive, but rather a summary of procedures/protocols that are expected to evolve as we respond to the changing needs of students.*

### Job Summary

- Strengthens the academic transition of **FIU Connect4Success** (C4S) students, as well as other students interested in transferring to FIU, through individual and group advising. Makes appropriate referrals to partner college advisors and services.
- Provides students with transition support related to the selection of a major, completion of prerequisites, and meeting minimum admission requirements.
- Liaises with FIU and partner college advising leads to present transition or major-specific workshops to students and/or partner college advisors.
- Attends and/or presents at C4S and other transfer-related events.
- Maintains knowledge of (institutional and state) transfer policies, as well as best practices in academic advising, transfer/test credits, transfer student support, etc.
- Adheres to institutional, state, and federal regulations as they relate to student records/confidentiality (e.g., FERPA).
- Records and maintains student visit data on FIU-developed Bridge Advisor application.

### Roles and Responsibilities

#### **1. Academic Advising**

FIU Bridge Advisors are housed at partner colleges to provide strengths-based advising to C4S students. Other students who express an interest in transferring to FIU upon completion of the Associate in Arts (AA) degree or articulated Associate in Science (AS) degrees are also welcomed to meet with Bridge Advisors.

Bridge Advisors:

- Advise on FIU majors, including GPA minimum requirements, prerequisites, and recommended courses, paying attention to Specialized Admission programs.
  - Students are directed to partner college advisors for General Education and college-specific requirements, as well as to develop academic plans.
- Help students identify majors that combine their skills and abilities with their interests. Redirect to other majors, as needed.
- Provide information about C4S benefits (e.g., FIU One Card/ Student ID, FIU Library access, select campus events, home athletic games).
- Liaise and collaborate with FIU enrollment, and other staff, to support students' seamless transition.
- Work on FIU-specific projects, as assigned. Bridge Advisors may also be part of a grant-funded project focused on specific majors or student populations.
- Bridge Advisors **report to FIU staff** but are responsible for communicating personal/sick leave/late arrival to partner college staff and students (reschedule or reassign appointments). Partner college staff address any concerns regarding Bridge Advisors to FIU leadership.





### Advising Process

- Students who wish to meet with a Bridge Advisor either make an appointment via the electronic appointment system (Microsoft Bookings) or are “walk-ins” in the campus advising office.
  - Bridge Advisor contact information/schedule is shared through multiple communication (including email signature) and promotional channels, including in FIU’s Transfer and Transition Services website.
- When students meet with a Bridge Advisor in person, they are typically signed in by front desk staff and the Bridge Advisor is informed.
- Students are asked to bring their degree audit to the advising session since Bridge Advisors do not have access to student records at the partner college.
- Bridge Advisors use an (FIU) custom application to record student visits (e.g., date/time, Panther ID, email, reason for visit). This information allows Bridge Advisors to follow-up with students, as appropriate, and improve/enhance services using emerging themes from “reason for visit” data.
- Bridge Advisors refer students to appropriate services/resources at the partner college or FIU.

## **2. C4S Workshops and Information Sessions**

Bridge Advisors work with an advisor/staff member from the partner college to facilitate workshops or information sessions (e.g., scheduling, modality). The partner college advisor/staff member attends the workshops and shares partner college information. Workshops can be offered throughout the academic year. Students are invited based on the number of credits earned.

- 0-30 credits: C4S Student Mixer and General Information  
Covers program requirements, benefits, support services/resources, meet/greet.
- 30-45 credits: Major/Career Readiness (various majors)  
Covers major-specific GPA requirements, prerequisites, opportunities for engagement, internships, careers, and scholarships. FIU career specialist facilitates conversation around career exploration and planning.
- 45-60 credits: Transition to FIU  
Covers step-by-step “how to” reactivate the FIU admissions application and apply for FIU financial aid, including scholarships. FIU Admissions, Financial Aid, and Transfer and Transition Services (TTS) staff attend. When offered in person, the workshop is held in a computer lab so students can follow along each step. TTS discusses transfer pitfalls and tips. A partner college representative explains how to apply for the AA degree, request a final transcript, and sign-up for commencement.



### Workshop/Information Session Process

- At the beginning of each term, our TTS Lead Applications Business Analyst uploads a list of all active C4S students to a shared portal. Partner college administrators download the list, confirm student enrollment at the college, and reupload to the portal. The list includes student name, email, phone number, home campus, number of credits earned, and start term.
- Based on the number of credits earned and/or major or other criteria, the central C4S staff and/or Bridge Advisors send students an email invitation (with RSVP link) based on the number of credits earned. We also leverage social media and direct student contact from the partner college to promote workshops.
- At the workshop, students register using a laptop/iPad or QR code. Attendance at virtual workshops is tracked through attendance logs.

### **3. Participate in C4S Kickoff and Other Events**

- Kickoff: FIU and the partner colleges offer a joint kickoff for incoming C4S students. The kickoff welcomes students to the program and includes programming by the partner college (e.g., advising, registration, financial aid, resources, services) and C4S staff (e.g., benefits, role of Bridge Advisors and how to connect with them, Raise.me micro-scholarships).
- Tabling: Bridge Advisors and/or FIU TTS staff participate (or “table”) in college fairs and other events. Tabling affords an opportunity to meet with students who may be interested in transferring to FIU.
- Resources: Flyers, brochures, social media content, and giveaways complement events. Resources can reinforce C4S benefits, transition tips, etc.

### **4. Collaborate/Communicate Actively with Partner College Advisors**

Bridge Advisors and partner college advisors work closely to ensure that students are on track to completing the AA degree and are taking the appropriate coursework to be fully transfer-ready for upper-division coursework at FIU. This collaboration has been nationally recognized by the National Academic Advising Association (NACADA). Collaboration typically includes, but is not limited to, the following:

- Bridge Advisors are invited to (advising) staff meetings to ensure they are up to date on partner college policies, procedures, practices, resources, outreach strategies, etc. In turn, the FIU Bridge Advisor offers pertinent FIU updates related to new majors/tracks, admission requirements, and prerequisites.
- Bridge Advisors and partner college advisors collaborate to provide information sessions/workshops to other advisors.
- Bridge Advisors and partner college advisors attend and/or co-present at FIU-Partner College Days, FIU Advisors’ Forum, and local, regional, and national conferences.





## 5. Institution/Campus Specifics

FIU C4S works with each partner college to determine where to “house” Bridge Advisors (campus). Bridge Advisors support the partner college Monday-Friday, full-time, with evening hours, and visits to other campuses, as appropriate. Bridge Advisors typically work remotely one day weekly, and they may be scheduled to work out of FIU, including to attend team meetings and FIU events. Bridge Advisors make appropriate arrangements with FIU leadership during partner college closures.

- The following require further discussion with each partner college:
  - Where will Bridge Advisor(s) be housed—Advisement, Transfer Services, Other?
  - Could the partner college provide desktops and phones for the Bridge Advisor(s)?
  - Could the partner college secure FIU laptops and other equipment/material?
  - Could Bridge Advisors “Pantherize” their office spaces?
  - Could the partner college provide the Bridge Advisor(s) with parking decals?

## 6. Evolving C4S Partnerships

We recognize that practices and processes evolve, and therefore, subject to change as a result of new advising models, technologies, strategic goals, etc. FIU is committed to collaborating in strategic and innovative ways that lead to data-informed decisions, including the student voice, as we continue to meet and exceed student success outcomes.

If you have any questions about this document or **FIU Connect4Success**, please contact:

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