



MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding ("MOU") is entered into on _____ (the "Effective Date," which shall be the date this MOU becomes fully executed), by and between The District Board of Trustees of Broward College, Florida (hereafter referred to as "BC") is a political subdivision of the State of Florida and is 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 as part of *FIU Connect4Success*, a guided pathway program for students who intend to transfer to FIU after completing the Associate in Arts (AA) degree.
2. FIU and BC agree to establish transfer equivalencies for the Associate in Science (AS) in Health Services Management to the Bachelor of Science (BS) in Health Services Administration 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.) See Appendix A for BC AS Health



- Services Management Program Map. See Appendix C for list of transfer equivalencies.
3. FIU agrees to accept 60 transfer credits from graduates of the BC Health Services Management AS degree program.
 - a. Incoming BC students must complete the five required BHSA prerequisites with a minimum grade of "C". See Appendix C for list of required prerequisites.
 - b. Incoming BC students must have 2.5 Cumulative GPA in their lower division courses from their AS degree to be admitted to the BHSA limited access program.
 4. FIU and BC agree to explore various avenues of collaboration, including academic advising, to encourage AA and AS graduates from BC, to pursue the BS Health Services Administration at FIU.

Via the representatives indicated below, the Parties would encourage direct contact and cooperation among their faculty members and staff. The Parties agree to explore funding possibilities for any activity which might arise.

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 beyond the parties' agreement to 60 transfer credits for Health Services Management AS students.* The Parties shall be considered independent contractors and nothing in this MOU shall be interpreted to establish any relationship other than that of an independent contractor between the Parties and their respective employees, agents, subcontractors or assigns, during or after the term of the MOU.

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.

Both 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 B** identifies the faculty qualifications required by FIU.

Each Party shall maintain its own respective records and documents associated with this MOU in accordance with the records retention requirements applicable to public records. Each Party shall be responsible for compliance with any public documents' request served upon it pursuant to Chapter 119, Florida Statutes, and any resultant award of attorney's fees for non-compliance with that law.

Each Party shall comply with all applicable federal and state laws, codes, rules and regulations in performing its duties, responsibilities and obligations pursuant to this MOU.

Nothing herein shall be construed or interpreted as (1) denying either Party any remedy or defense available to such Party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents and agencies to be sued; or (3) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

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

Marielena DeSanctis, Ph.D. College
Provost and Senior Vice President
for Academic Affairs and Student
Services
mdesanct@broward.edu

For FIU:

Janie Valdes, Ed.D
Assistant Vice President

Enrollment Management and
Services
janie.valdes@fiu.edu

The Parties stipulate that the use of their respective brands, represented by their headings and logotypes, could only be used by a Party with the previous and express written authorization of the other Party. 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.

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:

Marielena DeSanctis

Marielena DeSanctis, Ph.D.
College Provost and Senior Vice
President for Academic Affairs and
Student Services

Date: 11/22/2019

[Signature]

Elizabeth M. Bejar, Ph.D.
Senior Vice President Academic and
Student Affairs

Date: 1/10/2020

Approved as to the Form and Legal Sufficiency:

DocuSigned by:

Lacey Hofmeyer

Lacey D. Hofmeyer
General Counsel

Date: 11/25/2019

[Signature]

Ralph G. Prohias Senior
University Counsel

Date: 12/26/19



Appendix A



Associate of Science in Health Services Management – 2XXX

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

Build Your Education



Recommended Course Sequence

Full Time	Part Time	Course ID	Description	Credits
Term 1	Term 1	ENC1101	Composition I	3
		SPC1024	Intro to Speech Communication OR SPC1608 Intro to Public Speaking	3
	Term 2	BSC2085	Anatomy & Physiology I	3
		BSC2085L	Anatomy & Physiology Lab I	1
Term 2	Term 3	ACG2001	Principles of Accounting I	3
		HSC1531	Medical Terminology	3
		BSC2086	Anatomy & Physiology	3
	Term 4	BSC2086L	Anatomy & Physiology II Lab	1
		ENC1102	Composition II	3
Term 3	Term 5	ACG2011	Principles of Accounting II	3
		PSY2012	Psychology	3
Term 4	Term 6	CGS1060C	Computer & Internet Literacy	3
		HIM2512	Supervision & Organizational Life	2
		STA2023	Statistics	3
	Term 7	MAN2021	Introduction to Management	3
		HIM2012	Health Records Law	3
Term 5	Term 8	ACG2071	Managerial Accounting	3
		ECO2023	Principles of Economics	3
	Term 9	HIM1260	Reimbursement Methodologies	2
		PHI2010	Introduction to Philosophy	3
		HSA2810L	Practicum in Health Facility Administration	6
Total Program Credit Hours				60

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.

This is only a recommended course sequence. Students are strongly encouraged to meet with an advisor to create a personalized educational plan.

CHOOSE YOUR COURSES



FIU - Bachelor of Science in Health Services Administration

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	ECO 2023, ACG 2021 or ACG 3024, ACG 3301, CGS 2060, STA 2122 or STA 3111 or STA 3145 or STA 2023
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, HSA 3111 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 and HSA 3180
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, HSC 3661, ENC 3213 or COM 3110 or PAD 3438, HSA 4700, HSA 4190, HSA 4170, HSA 4110, and HSA 4421
HSA 4850	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, HSA 4190, 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://ugrad.fiu.edu/advising/Pages/Minors.aspx>
- 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.



Appendix B 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.



Appendix C Transfer Equivalency

FIU UCC	BC Equivalencies
SLS	Closed with AS 60 Credits
Communication	ENC1101 and ENC1102
Humanities-Gr.1	PHI2010
Humanities-Gr. 2	Complete at FIU
Mathematics-Gr. 1	STA2023
Mathematics-Gr.2	Complete at FIU
Social Science-Gr.1	PSY2012
Social Science-Gr.2	ECO2023
Natural Science-Gr.1	BSC2085+BSC2085L
Natural Science-Gr.2	BSC2086+BSC2086L
Arts	SPC1024 or SPC1608

FIU BHSA Prerequisite	BC Equivalent
ECO 2023	ECO2023
STA2023	STA2023
ACG2021 or ACG3024	ACG2001 and ACG 2011
ACG3301	ACG2071
CGS2060	CGS1060C

FIU BHSA Requirement	FIU Credit Hours	BC Equivalent	BC Credit Hours
HSA4410 (Core Curriculum Requirement)	3	HIM2512	2
HSC3537 (HSA Upper-Division Elective)	3	HSC1531	3
HSA Upper-Division Elective	3	HIM1260	2
HSA Upper-Division Elective)	3	HIM2012	3
HSA4850 (Intergrative Curriculum Requirement) /(HSA Upper-Division Elective)	3	HSA2810L	6

