



## MEMORANDUM OF UNDERSTANDING

This **Memorandum of Understanding ("MOU")** is entered into on March 20, 2023 (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"), a member institution of the Florida College System (FCS), 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.

This Agreement between the Parties is governed by Chapter 1007, Florida Statutes and the Rules of the State Board of Education. This is a no cost agreement. The foregoing terms and conditions are made an integral part of this Agreement.

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 of Collaboration:**

FIU and BC will continue to evolve their partnership with great intentionality 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) degree.
2. FIU and BC agree to establish transfer equivalencies for the Associate in Science (AS) in Hospitality Management from BC to the Bachelor of Science



(BS) in Hospitality Management and Bachelor of Arts (BA) in Global Sustainable Tourism (added in 2021) at FIU to ensure a smooth transition, giving students an opportunity to graduate from FIU without 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).

3. FIU and BC agree to explore various avenues of collaboration to encourage AA, AS, and Bachelor of Applied Science (BAS) in Supervision and Management graduates from BC, to pursue the aforementioned BS and BA, as well as the Master of Science (MS) in Hospitality Management at FIU.

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.

This MOU serves as an institutional framework for collaborative activities. Specific articulation agreements 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.*

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 A** identifies the faculty qualifications required by each respective party.

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:**

Paul Moore, Esq.  
Dean, Academic Affairs (North  
Campus) and Business and  
Management Pathway  
pmoore1@broward.edu


**For FIU:**


Diann Newman, Ed.D.  
Vice Dean  
Chaplin School of Hospitality  
and Tourism Management  
newmand@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:  
  
CE71DBD3F0B8460...  
Jeffrey Nasse, Ph.D.  
College Provost and Senior Vice  
President for Academic Affairs

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

DS  



Date: 5/5/2023

Date: May 12, 2023

DocuSigned by:  
  
FD6E60466E77417...  
Michael Cheng, Ph.D., CHE  
Dean, Chaplin School of Hospitality &  
Tourism Management

Date: May 9, 2023

**Approved as to the Form and Legal Sufficiency:**

DocuSigned by:  
  
A2394073A21A475...  
Lacey D. Hofmeyer

DocuSigned by:  
  
8ADE18359CDA46E...  
Rafael G. Prohias



General Counsel and Vice President  
Public Policy and Government Affairs

Date: 5/5/2023

Senior University Counsel

Date: May 9, 2023



## **Appendix A**

### **FIU 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.



## GENERAL GUIDELINES FOR CREDENTIALING AT BROWARD COLLEGE

The following are the general guidelines for credentialing teaching faculty for baccalaureate, associate, transfer, and non-transfer courses:

- a. Faculty teaching developmental courses must have a baccalaureate degree in a discipline related to the teaching assignment.
- b. Faculty teaching general education courses: graduate degree in the teaching discipline or graduate degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
- c. Faculty teaching associate degree courses designed for transfer to a baccalaureate degree: graduate degree in the teaching discipline or graduate degree with a concentration in the teaching discipline or a master's degree with a minimum of 18 graduate semester hours or a declared concentration in the teaching discipline.
- d. Faculty teaching associate degree courses not designed for transfer to the baccalaureate degree: bachelor's degree in the teaching discipline, or associate degree and demonstrated competencies or industry licensures in the teaching discipline.
- e. Faculty teaching baccalaureate courses: graduate degree in the teaching discipline or graduate degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline). At least 25 percent of the course hours in each baccalaureate program (BS or BAS) must be taught by faculty members holding the terminal degree (usually the earned doctorate) in the discipline.

