




EXHIBIT "E"

OFFICE OF THE PRESIDENT

Item 5.3.4

PRESENT TO BOARD: DECEMBER 7, 2022

TO: SOUTH FLORIDA STATE COLLEGE  
DISTRICT BOARD OF TRUSTEES

FROM: THOMAS C. LEITZEL 

SUBJECT: MEMORANDUM OF UNDERSTANDING (MOU) – FLORIDA GULF COAST  
UNIVERSITY

Approval is requested to enter into the agreement between Florida Gulf Coast University and South Florida State College for a cooperative program that will allow for the seamless transfer of students graduating from SFSC with an AA into FGCU and then graduating with a bachelor’s degree in two (2) years according to the 4-year graduation plan that has been developed for each targeted degree program.

**SUGGESTED MOTION:**  
**Move to approve the agreement between Florida Gulf Coast University and South Florida State College as presented.**

**Memorandum of Understanding  
Florida Gulf Coast University and South Florida State College**

**Destination FGCU: SFSC/FGCU Targeted Pathways Transfer Program**

This Memorandum of Understanding ("MOU") is made on this 7 day of December, 2022, by and between, The District Board of Trustees of South Florida State College located in Avon Park, Florida, 33825 ("SFSC") and the Florida Gulf Coast University Board of Trustees, located in Fort Myers, Florida, 33965, ("FGCU"), collectively referred to as the "Parties," and each, individually, a "Party." The Parties do hereby agree as follows:

**PART I: GENERAL AREAS OF COOPERATION**

The Parties wish to establish a cooperative program that will allow for the seamless transfer of students graduating from SFSC with an AA degree into FGCU and then graduating with a bachelor's degree in two (2) years according to the 4-year graduation plan that has been developed for each targeted degree program. This MOU establishes a partnership between the respective offices handling Academic Affairs and Student Success and Enrollment Management.

While the initial intent of this MOU is detailed below, it may be amended to modify existing arrangements and expand cooperation as deemed necessary and beneficial to the Parties.

The terms of such collaboration implemented through this MOU shall be mutually discussed and agreed upon in writing by both Parties prior to initiation, and shall apply on a multi-year, continuing basis with a provision for mutual annual review and modification as deemed appropriate.

**PART II: SCOPE AND PURPOSE**

The purpose of this MOU is to be proactive in our joint efforts to serve the student population of our primary service areas and responsive to the amendment to section 1007.23, Florida Statutes, contained in Chapter 2019-103, Laws of Florida, requiring Florida College System and State University System of Florida institutions to establish "2+2" targeted pathway programs for all students to take further advantage of the 2+2 statewide articulation agreement and the close working relationship between FGCU and SFSC.

As of the date of last execution of this MOU, SFSC and FGCU have created detailed "2+2" curriculum maps to implement an on-time four-year graduation timeframe for the following programs:

- B.S. Accounting
- B.A. English
- B.S. Entrepreneurship
- B.S. Supply Chain Management

This MOU covers joint marketing efforts, co-branding of the program, efforts by both institutions for outreach, communications with students interested in Destination FGCU – pursuing the mutually agreed upon targeted pathway degree programs, admission at SFSC, transfer and admission at FGCU, academic advisement, scholarship opportunities, and program monitoring and evaluation.

### PART III: PROCEDURE

#### A. SFSC to FGCU Admissions

The Parties will be proactive in its joint efforts to serve the student population of their primary service areas and, in addition, provide a targeted pathway program for all students that further leverages the 2+2 statewide articulation agreement and the close working relationship between FGCU and SFSC. A comprehensive plan of tracking, academic advising, and coordination between the Parties' offices of admissions, academic advising, and records & registration will be enhanced. Additionally, the Parties will be proactive in its joint efforts to support returning students and adult learners from across the service area in their pursuit of a Bachelor's degree. This will include cross-institutional promotion and the possibility of offering FGCU face-to-face courses on SFSC campuses or virtually through online delivery. The scheduling of the courses and related support services will be mutually agreed upon by the Office of Academic Affairs and Student Services at SFSC and the Office of the Provost & Executive Vice President for Academic Affairs and the Office of the Vice President for Student Success & Enrollment Management at FGCU.

#### B. FGCU Scholarship for Graduates of SFSC Collegiate High School

The Parties will be proactive in its joint efforts to provide mutually agreed upon targeted pathway programs to an FGCU Bachelor's degree completion for students graduating from SFSC Collegiate High Schools. The related scholarship program is outlined in the Destination FGCU Program Implementation Operating Guidelines, attached as an addendum.

#### C. Reverse Transfer

Although the primary focus of this MOU is to facilitate the 2+2 targeted pathway for students earning an AA degree from SFSC prior to transferring to FGCU, both Parties will develop a process whereby students transferring from SFSC, without a degree, to FGCU will be able to also reverse transfer FGCU coursework to SFSC, if the students are eligible for an AA degree from SFSC after transferring to FGCU and completing at least one (1) semester.

#### D. Use of Trademarks

This MOU provides that both Parties can market the program as a cooperative partnership between FGCU and SFSC. FGCU and SFSC each approve the use of the name and logos of the respective institution by the other institution in support of marketing efforts for the Targeted Pathways Transfer Program. This approval is for the limited purpose of supporting this MOU and the approval terminates with the expiration or termination of this MOU.

#### E. Program Assessment

The Parties will be proactive in its joint efforts to regularly monitor partnership activities and build assessments that are aligned with the program scope and purpose. The Parties will regularly review the results of assessment in order to engage in a continuous cycle of data-informed improvement.

### PART IV: ADMINISTRATIVE GUIDELINES

- A. It is the intent of the Parties that the general provisions of this MOU be further translated into specific programs and / or activities that shall be set forth in the "Implementation Memorandum of Understanding," attached as an addendum to this document and approved in writing by the designated operational officers of both institutions. Moreover, the Implementation Memorandum shall include the targeted pathway degree programs that are mutually agreed upon by both parties. No Implementation Memorandum shall contradict the intent of this MOU.
- B. Prior to implementing activities, initiatives, and the mutually agreed upon targeted pathway degree programs, approval from each institution shall be obtained in accordance with the normal processes of each institution and ultimately approved by the Provost and Executive Vice President and the Vice President for Student Success & Enrollment Management or the designated representatives at FGCU, and Vice President of Academic Affairs and Student Services or designated representative at SFSC. Nothing in the initial version of this MOU shall be interpreted as constraining the development of future programs or activities not mentioned in this document.
- C. The Parties to the MOU shall be represented in formal negotiation or renegotiation of this MOU by the President of FGCU and the President of SFSC respectively, or by their designated representatives.
- D. Either Party may change its designated operational officer by written notification to the designated operational officer of the other Party.

### PART V: TERMINATION OF MOU

Either Party may terminate this MOU, providing the terminating party gives the other Party written notice of its intent to terminate. The terminating Party will give notice at least six (6) months prior to the effective date of termination. Termination will not affect activities in effect prior to the effective date of termination.

### PART VI: SEVERABILITY


If any one or more of the provisions of this MOU shall be held to be invalid, illegal or unenforceable, that provision shall be stricken and the remainder of this MOU shall continue in full force and effect, provided, however, that the Parties shall renegotiate an acceptable replacement provision so as to accomplish, as nearly as possible, the original intent of the Parties.

**PART VII: MODIFICATION**

The Parties may change or modify the terms of the MOU only by written amendment signed by the Parties.

**IN WITNESS WHEREOF**, the Parties hereto have offered their signatures:

The Florida Gulf Coast University  
Board of Trustees

  
\_\_\_\_\_  
Michael V. Martin, President

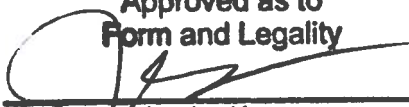
10/10/22  
Date

The District Board of Trustees of  
the South Florida State College

  
\_\_\_\_\_  
Thomas C. Leitzel, President

12-8-22  
Date

**Approved as to  
Form and Legality**

  
\_\_\_\_\_  
Jessica Homer  
Assistant General Counsel  
Florida Gulf Coast University  
Board of Trustees

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ADDENDUM

IMPLEMENTATION MEMORANDUM OF UNDERSTANDING

Destination FGCU: South Florida State College (SFSC) and Florida Gulf Coast University (FGCU) Targeted Pathways Transfer Program

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I. FGCU to SFSC Admissions

1. Freshmen and Lower-Level Transfer students who have applied to FGCU and who are deemed not admissible from Hardee, Highlands, and DeSoto counties, will be sent a letter which will provide details of the Destination FGCU program and encourage the students to take this alternative pathway.
2. A list of these students giving contact information will be provided to the Office of Admissions at SFSC for follow-up communication including an invitation and directions on applying to SFSC and the Destination FGCU program.
3. Once admitted to SFSC, students registered as a Destination FGCU program participant will be tracked and monitored for successful progression.
4. Information about the Destination FGCU program will be available to all SFSC students and any interested students are encouraged to participate. Information and communications will be targeted to FTIC students upon admission.
5. Students who fail to complete the Associate in Arts (AA) degree at SFSC will have to follow the standard admission procedure for transfer students.

*Responsible Departments: FGCU Undergraduate Admissions, SFSC Office of Admissions.*

II. FGCU Scholarship for Destination FGCU, SFSC Collegiate High School Students

1. An eligible student must be a US citizen or meet the requirements of an eligible non-citizen as defined by the Federal Student Aid program.
2. Students must be admitted to FGCU as an undergraduate degree-seeking student immediately after SFSC graduation. Attending another post-secondary institution after graduation and prior to FGCU will void the scholarship.
3. Students must have a minimum admissions GPA (recalculated, weighted) of 3.0 and satisfy the minimum remedial cut scores for the SAT or ACT.
4. This scholarship will not duplicate another FGCU scholarship or waiver administered by Undergraduate Admissions. If the student is entitled to multiple awards, the highest award will be provided.
5. SFSC will notify FGCU of pending graduates so that award letters and certificates can be provided.
6. Students meeting the criteria will be provided a scholarship (valued \$3,000 to \$5,000) renewable for up to two years. (Scholarship is for undergraduate course work only).

7. Continued eligibility is contingent upon a student maintaining full-time academic status (enroll in at least 12 credit hours fall and spring) and completing at least 30 credit hours of coursework each academic year.
8. The scholarship will be awarded once a final SFSC transcript has been received showing HS graduation and AA completion.
9. SFSC Collegiate High School Students are encouraged to participate in the Destination FGCU program in their junior and senior year.
10. FGCU scholarships will be awarded to SFSC Collegiate High School graduates from Hardee, Highlands, and DeSoto counties.

*Responsible departments: FGCU Undergraduate Admissions, FGCU Financial Aid & Scholarships, SFSC Collegiate High School.*

### III. SFSC and FGCU Academic Advising

1. FGCU University Advising Services will provide access to advising for SFSC students in targeted pathway programs with a minimum of 30 earned credit hours.
2. SFSC advising will utilize the transfer pathways to advise students and prepare them for upper-level transfer to FGCU.

*Responsible departments: FGCU University Advising Services, SFSC Office of Academic Advising.*

### IV. ACTIONS by FGCU

1. The FGCU Transfer Admissions Representative will be the principal point of contact for this program.
2. To provide incentives for this program, FGCU will commit to the following:
  - a. Guaranteed admission to FGCU with a complete SFSC AA with a minimum of a 2.0 GPA. (Students applying to limited access majors and other majors with additional admission requirements will have to meet additional selection criteria).
  - b. A transfer scholarship for students meeting GPA and enrollment requirements.
  - c. At 30 earned hours SFSC students will be contacted by FGCU and provided information and guidance on the transfer admissions procedure.
  - d. FGCU admissions application fee will be waived.
  - e. Invitations to select student activity events, special visitation days, and the Office of Community Outreach events Attain to Retain and lecture series.
  - f. Volunteer hours earned at SFSC may qualify toward FGCU's required 40 hours with proper documentation from SFSC.

*Responsible departments: FGCU Enrollment Management, Academic Engagement.*

### V. ACTIONS by SFSC

1. SFSC will provide FGCU with a list of AA seeking students who have earned 30+ credit hours and have noted interest in transferring to FGCU. SFSC will provide regular reports on the number of students who enrolled at SFSC from FGCU's not

admissible list as well as the number of students denoting interest in transferring to FGCU.

2. SFSC will waive the application fee for those students who were denied admission to FGCU and have not previously applied to SFSC.

*Responsible departments: SFSC Office of Admissions, SFSC Office of the Registrar.*

## VI. JOINT ACTIONS for FGCU and SFSC

1. FGCU and SFSC will jointly review and update transfer pathways for the following FGCU majors (list as of September 2022).
  - a. B.S. Accounting
  - b. B.A. English
  - c. B.S. Entrepreneurship
  - d. B.S. Supply Chain Management
2. FGCU and SFSC have expressed interest in additional programs for potential implementation. FGCU and SFSC will explore programs in development including, but not limited to, the following:
  - a. B.A. Anthropology
  - b. B.A. Biology
  - c. B.A. Chemistry
  - d. B.A. English
  - e. B.A. Environmental Studies
  - f. B.A. History
  - g. B.A. Journalism
  - h. B.A. Philosophy
  - i. B.A. Secondary Biology Education
  - j. B.A. Secondary Mathematics Education
  - k. B.A. Secondary Social Science Education
  - l. B.A. Sociology
  - m. B.A. Special Education
  - n. B.S. Accounting
  - o. B.S. Analytics and Informatics
  - p. B.S. Biology
  - q. B.S. Chemistry
  - r. B.S. Child & Youth Studies
  - s. B.S. Clinical Laboratory Science
  - t. B.S. Entrepreneurship
  - u. B.S. Finance
  - v. B.S. Health Science
  - w. B.S. Management
  - x. B.S. Marketing
  - y. B.S. Resort and Hospitality Administration
  - z. B.S. Supply Chain Management
  - aa. B.S.C.M. Construction Management
  - bb. B.S.P.H. Public Health



3. FGCU and SFSC will jointly create marketing and recruitment plans for Destination FGCU. Such plans will include:
  - a. Destination FGCU program promotion on respective web sites.
  - b. Combined marketing piece which can be used for college fairs, direct mail and electronically, for inquiries.
  - c. Provide Destination FGCU program details in other marketing collateral where appropriate.
  - d. Encourage recruitment staff from both institutions to promote program at all recruitment events.
  - e. Utilize social media and video for greater penetration and outreach.
4. The parties will be proactive in our joint efforts to support returning students and adult learners from across the service area in their pursuit of a Bachelor's degree. This will include cross- institutional promotion and the possibility of offering FGCU courses on SFSC campuses. The scheduling of the courses and related support services will be mutually agreed upon by the Office of the Provost of SFSC and FGCU.
5. The parties will develop a process whereby students transferring from SFSC to FGCU will be able to use a reverse transfer of FGCU coursework, if the students are eligible for an Associate degree from SFSC.
6. SFSC and FGCU representatives will engage in a continuous cycle of program improvement, build assessments that align with the program scope and purposes and meet regularly to evaluate the program.
7. Responsible departments will create and document detailed processes and procedures with their counterparts to ensure adherence to this implementation guideline and the MOU, and to allow for periodic review and assessment of the Destination FGCU program.

*Responsible departments: FGCU Division of Academic Affairs, the Division of Student Success and Enrollment Management. SFSC Division of Academic Affairs and Student services.*

## VII. INSTITUTIONAL CONTACTS

The following individuals have the responsibility of monitoring all aspects outlined in the MOU and will serve as their institution's primary contact.

### Florida Gulf Coast University

Dr. Mitch Cordova, Vice President, Student Success and Enrollment Management  
Dr. Mark Rieger, Executive Vice President and Provost

### South Florida State College

Dr. Michele Heston, Interim Vice President for Academic Affairs and Student Services

Agreeing parties:

Signature: Michele Heston Signature: Mark Rieger

Name: Michele Heston

Name: Mark Rieger, Ph.D.

Title: Interim Vice President for Academic Affairs and Student Services

Title: Executive Vice President and Provost

Date: 12/8/22

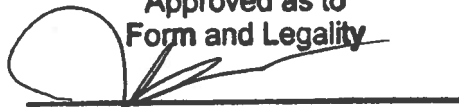
Date: 09/26/2022

Signature: Mitchell Cordova

Name: Mitchell Cordova, Ph.D.

Title: VP Student Success and Enrollment Management

Date: 10/5/2022

**Approved as to  
Form and Legality**  
  
\_\_\_\_\_  
Jessica Homer  
Assistant General Counsel  
Florida Gulf Coast University  
Board of Trustees