10/25/1184

MEMORANDUM OF UNDERSTANDING

between
Husson University
and the
Minister of Kingdom Affairs, Education, Youth, Innovation and Sport of Aruba

The participants to this Memorandum of Understanding (MOU) are Husson University, on behalf of Husson University Board of Trustees, a private institution (hereafter referred to as Husson) and the Minister of Kingdom Affairs, Education, Youth, Innovation and Sport of Aruba (hereafter referred to as MinKEYIS) have decided to engage in an exchange program between the two institutions for the following purposes deemed to be mutually beneficial to both participants.

I. Background and Purpose

The participants believe that it is in their best interests to encourage direct contact and cooperation between their leadership, faculty members, departments, institutes and other centers in order to foster the development of possible collaborative programs in educational areas to be decided upon. This will be subject to availability of funding and the development of specific binding agreements. The participants have entered into this MOU for the purpose of setting forth their mutual understanding and decision, with respect to such direct contact and the development of potentially sustainable collaborative programs.

Husson University, a private accredited university located in Bangor, Maine, offers a range of programs in business, legal studies, communications, education, health, science and humanities, and technology. Since its founding in 1898, the university has focused on professional preparation through experiential and accessible education. Husson has consistently maintained its position as the lowest-priced private university accredited by the New England Commission of Higher Education in Maine.

Aruba is a multilingual island with a population of approximately 110,000, representing over 90 nationalities. Its economy is primarily driven by tourism, with strategic initiatives underway in digital commerce, renewable energy, and innovation. The island is emphasizing sustainable urban development, conservation of natural areas, youth involvement in sports, music, and the arts, and is exploring international exchange opportunities, including study pathways in the United States.

This MOU honors the life and legacy of **Shirley Esther Hernandez Hazel**, a proud daughter of Aruba whose journey continues to inspire. Born on October 11, 1943, Shirley was exceptionally intelligent, dedicated, and driven. At just 14 years old, she was chosen by her family to leave Aruba in pursuit of opportunity in the United States, leaving behind her parents, grandfather, and four sisters. Though she graduated from high school, college was out of reach as she stepped into the role of provider for her family. Despite not attending college, Shirley built a successful career in the financial services industry, working with distinction at Chase Bank, Irving Trust, and the Bank of New York. She brought with her the warmth, resilience, and community spirit Arubans are known for, leaving a lasting impact on her colleagues and her field.

In her memory, this MOU creates a pathway for students from Aruba to attend Husson with discounted tuition. It ensures that the opportunities Shirley sacrificed will now be accessible to others, empowering them to earn a degree, launch meaningful careers, and build lives of purpose and

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abundance. Shirley's remarkable life came to a close on August 8, 2023, but her legacy lives on. This MOU is a tribute to Shirley's sacrifice and a promise to future generations: that her legacy will open doors she once had to leave closed.

II. Discussion and Development of Possible Collaboration

Within the fields of teaching, student mobility, and research opportunities to be mutually designated, both participants consent to discuss and explore the development of any of the following general forms of cooperation, but not limited to:

1. encourage and develop cooperation and exchanges in the fields of applied technology, teacher education, STEM, sustainability programs, research, and other collaborative opportunities that may arise;
2. collaborate on the development of program articulations for seamless transfer of students with a HAVO, VWO, MBO, GED diploma by providing the information necessary to successfully develop, promote, and maintain the collaboration;
3. encourage and facilitate closer relationships between Husson, the Country of Aruba; University of Aruba (UA); Ministry of Kingdom Affairs, Education, Youth, Innovation and Sport; secondary and other post-secondary institutions; appropriate educational organizations; economic organizations; and the private sector establishments involved in education and/or research;
4. exchange of information in fields of interest to both participants;
5. academic exchanges of student and faculty;
6. curriculum/program development and exchange; and
7. tuition discounts and scholarships for Aruban students.

The participants anticipate that specific collaborative projects or activities that the participants wish to implement will, as appropriate, be carried out pursuant to future arrangements entered into according to applicable laws and rules of each participant. Themes of joint activity and the conditions for utilizing the results achieved and arrangements for all forms of cooperation including visits and exchanges will be negotiated for each specific case. Both institutions understand that all financial arrangements will be negotiated and identified in an arrangement prior to the commencement of the associated activities listed above.

III. Husson Tuition Reduction and Enrollment Costs

Husson will:

1. Provide a renewable, merit-based academic scholarship to students referred to Husson by the country of Aruba that allows students to pay no more than $21,000 per academic year for no more than 4 academic years (8 semesters) and will cover fees, tuition, room, board, books and health insurance.
2. The terms of the scholarship provided include:
    a. Scholarship will cover student fees and does not include any fees incurred by the student if they participate in the following:
        i. athletics or extracurricular activities
        ii. taking courses outside of their admitted degree program,
        iii. study abroad and/or experiential opportunities,
    b. Scholarship only covers undergraduate, degree seeking students taking a minimum of 15 credits per academic semester for the fall and spring semesters unless otherwise approved by the P/DSO of Husson.
    c. Scholarship will cover books and course materials under the Eagle Book Bundle at $25 per each credit taken.

d. Scholarship does not cover students seeking to pursue and obtain certain undergraduate and graduate degree programs. For example, if students are seeking a program of study in the areas listed below, the scholarship will only cover the undergraduate portion and corresponding number of credits:
    i. Bachelor of Science in Nursing
    ii. Doctor of Physical Therapy - scholarship covers the first 3 years of the undergraduate program
    iii. Doctor of Occupational Therapy - scholarship covers the first 4 years of the undergraduate program
    iv. Additionally, for capped programs, the students must adhere to all posted program deadlines to be eligible.

e. Room and board that is covered under the scholarship includes the Standard 1.0 meal plan option. Meal plan details include:
    i. 19 meals per week plus additional dining dollars totaling $100 to be used at the snack bars on campus

    Room options include a standard double room in one of the following residence halls:
    ii. Carlisle
    iii. Hart
    iv. Bell
        1. If a student chooses to live in the University owned Townhouses or the Darling Learning Center, they will be responsible for any additional fees incurred.
        2. If a student chooses to live in a single room, they will be responsible for any additional fees incurred.

IV. Eligibility for Husson's Global Academic Scholarship

A. To be eligible for the Husson resident tuition rate via the HGA Scholarship, Aruban applicants will:

1. meet all requirements for international undergraduate student admission as published on Husson's website;
2. have a cumulative GPA of 3.0 (Dutch-system equivalency of 6.5) or higher during the entirety of the education period;
3. enroll full-time and abide by related immigration requirements as applicable;
4. provide proof of medical insurance that complies with Husson requirements;
5. complete and comply with procedures and deadlines for fee payment to Husson.

B. To remain eligible for Husson's Global Academic Scholarship once enrolled, the student will:

1. maintain a minimum of a 2.5 cumulative GPA;
2. be enrolled in no more than 16 credit hours per semester;
    a. If students choose to enroll in more than 16 credit hours per semester or take summer courses, they are required to pay for those additional credits.
3. maintain positive immigration status with regards to attendance, student code of conduct, and U.S. Immigration policies and procedures.

V. General Provisions

1. Term and Termination of MOU

It is understood that this MOU does not create any rights or obligations under international law. This MOU will come into operation upon signature. This MOU will automatically renew on an annual basis unless either participant terminates the MOU according to Section 6.

2. Amendment of MOU

This MOU may be amended at any time by the written decision of both participants. Any amendments to this MOU will be in writing and approved in the same manner as was used to approve this MOU.

3. Review and Updates

On a regular basis, Husson and MinKEYIS representatives will review this MOU to determine whether updates are needed. Husson and MinKEYIS will provide sufficient notice of changes to curriculum to participating students. A sample program worksheet will inform course choice at Husson and outline the courses needed to complete the in-field (program/major) bachelor's degree upon transfer. If a student takes a program that is out-of-field (program/major) from the program they want to transfer into, then transfer credits will be applied as related to the bachelor's degree upon review. See Appendix B for a sample worksheet.

4. Promotion/Outreach

Husson and MinKEYIS consent to publicize this MOU via, but not limited to, printed and electronic marketing materials, websites (and resources for program information) and communications. MinKEYIS consents to provide space or online opportunities for information sessions for Husson to present program options and the process for admissions to MinKEYIS students biannually. Students may reach out to admissions for assistance at internationaladmissions@husson.edu. MinKEYIS will provide information on the dates in advance and space for Husson to participate at career and transfer campus fairs. MinKEYIS will provide opportunities for Husson faculty and retention specialists to collaborate with students and faculty. Connection at each institution will be made biannually.

5. Associate Degree Pathway

Students from Aruba who successfully complete the necessary courses toward an associate level degree will have the registrar of the Department of Education share student information with Husson Enrollment Staff to be used to proactively recruit eligible students. The faculty and staff of the Ministry KEYIS will cooperatively work to promote this MoU with qualified students.

6. Terms of Modification

In the event that this MOU is modified, amended or terminated, the students who have been admitted to Husson or are engaged in the current application process will be able to finish the program under the same terms and conditions that existed when they applied or were admitted to the program, as applicable. The MOU may be amended by mutual consent and will be formalized via revision of this MOU. Husson will provide MinKEYIS annually with statistics regarding admitted and transfer students from MinKEYIS. Statistical data will be compiled from non-specific student information.

7. Timely communication
MinKEYIS and Husson consent to communicate program changes in a timely manner to avoid disruption of student progress toward degree completion.

8. Review and Liaison.
Husson and MinKEYIS will assign a staff member to serve as a liaison to assure maintenance of communication between the two institutions. As necessary, Husson and MinKEYIS will meet to discuss academic programs, especially with regard to any changes being contemplated. Husson and MinKEYIS representatives will consult whenever changes in policy or curricula are articulated which will affect students transferring under the terms of this MOU. Representatives from both institutions will also facilitate support, consultation, and collaboration between their faculties in matters related to this MOU, general education, degree requirements, education certification, and other academic matters.

9. Non-discrimination
The Husson and MinKEYIS will not discriminate and will comply with applicable national, State and Federal laws prohibiting discrimination on the basis of race, color, religion, sex, sexual orientation, including gender identity or expression, national origin, or citizenship status, age, disability, genetic information or veteran status.

10. Responsibility
Each participant consents to be responsible for its own actions and those of its employees and representatives.

11. Independent Status of the participants
MinKEYIS is a government authority responsible for the oversight, regulation, and development of the national education system, including public and private institutions, and Husson is a private educational institution. As a result of this MOU the participants are not creating rights or entering into an MOU by which they become partners, agents of the other, or joint venturers. Except as expressly permitted by this MOU, neither participant will hold itself out contrary to these terms nor will either participant be bound by any representation, act or omission whatsoever of the other. No money will be exchanged from the MinKEYIS to Husson or Husson to MinKEYIS as a result of this MOU. MinKEYIS or Husson will not incur financial liability for actions taken by its employees, students, or agents. This MOU will not result in any form of cost sharing or cause one participant to incur expenses on behalf of the other.

12. Student Records. The participants consent to implement and maintain reasonable safeguards to ensure the security and confidentiality of student records and information, according to their respective laws.

13. Notice.
Any notice or other communication required, or which may be given, pursuant to this MOU, will be in writing. Any such notice will be deemed delivered (a) on the day of delivery in person; (b) five (5) days after deposit in first class registered mail, with return receipt requested; (c) on the actual delivery date if deposited with an overnight courier; or (d) on the date sent by facsimile, if confirmed with a copy sent contemporaneously by first class, certified, registered or express mail; in each case properly posted and fully prepaid to the appropriate address set forth below, or such other address

as a participant may provide notice of in accordance with this section.

14. External sources of support

The two institutions will, individually and jointly, identify external sources of support for joint projects.

15. Designated representatives

The designated representatives of the participants for the purposes of monitoring and oversight of this MOU are: the Director of the Department of Education, Anne Marie Proveyer-Groot, (Aruba); and the Vice President of Enrollment Management, Michael Fox and Director of International Initiatives, Kimberly Odusami (Husson).

Signed at Oranjestad, Aruba, on the day and year indicated below.

Husson University

By:

Kimberly Odusami, Director of International Initiatives

Date: 10/23/2025

For the Minister of Kingdom Affairs, Education, Youth, Innovation and Sport of Aruba

By:

Gerlien L. Croes, LLM
Minister of Kingdom Affairs, Education, Youth, Innovation and Sport

Date: 23-10-2025