

UNIVERSITY of FLORIDA

Summary of the Presidential Search Process



CONDUCTED FOR THE FLORIDA
BOARD OF GOVERNORS

UF UNIVERSITY of
FLORIDA

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LETTER FROM THE UNIVERSITY OF FLORIDA BOARD OF TRUSTEES

The Honorable Alan Levine, Chair
Florida Board of Governors
325 W. Gaines Street, Suite 1614
Tallahassee, FL 32399

Re: Confirmation of University of Florida President-Elect, Dr. Stuart Bell

Dear Chair Levine,

On behalf of the University of Florida (“UF”) Board of Trustees, it is my pleasure to present Dr. Stuart Bell to the Board of Governors for confirmation as the University of Florida’s 14th President. This request is made following the UF Board of Trustees’ unanimous selection of Dr. Bell as President-elect at its June 10, 2026 meeting, and pursuant to Board of Governors Regulation 1.001(5)(d) and in accordance with the requirements set forth in Board of Governors Regulation 1.002.

Dr. Bell is the sole finalist selected unanimously by the 15-member Presidential Search Committee for recommendation to the UF Board of Trustees. We appreciate the hard work and dedication of the Search Committee, including that of Governor Ed Haddock who represented the Board of Governors on the Committee and Bill Walton, designated by the BOG, both of whom provided tremendous value and insight throughout the search process.

When we began our search for the next UF President, I charged the Search Committee with finding a leader who can take what UF has done over the last ten years and bring it to the next level. UF has one of the most comprehensive academic health programs in the country and one of the top academic health care systems and hospitals in the southeast. It also has one of the nation’s most comprehensive agriculture and natural resources programs with a presence in each of Florida’s 67 counties. UF’s partnership with Nvidia and its artificial intelligence initiative represents a signature moment in UF’s history, uniquely positioning UF to become the higher education leader in artificial intelligence. UF Scripps remains one of the world’s premier biomedical research enterprises and is regarded as one of the most influential institutions in the world.

When you combine these and other accomplishments with establishing a new campus in downtown Jacksonville, a world class athletics program, a top fundraising program, one of the highest alumni participation rates in the country, and unwavering support from the State of Florida, finding someone who can take UF to even greater heights was admittedly a challenge. However, I am absolutely certain that, in Dr. Bell, we have found someone who is more than capable of doing just that.

As demonstrated by his Achievements Document and CV, both of which are included in this packet, Dr. Bell has a highly distinguished academic career, including positions as:

- President of the University of Alabama;
- Provost of Louisiana State University;
- Dean of the College of Engineering at the University of Kansas;
- President of the Southeastern Conference;
- SEC Executive Board Member; and

- Member of the Association of Public & Land Grant Universities.

Just some of his accomplishments include:

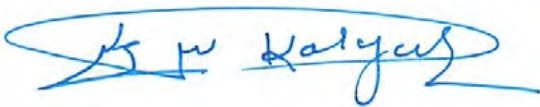
- Grew overall enrollment at UA from 36,155 in Fall 2014 to a record 40,846 in Fall 2024.
- Increased the number of in-state first-time freshmen students at UA to a record 3,482 in Fall 2024, marking the sixth straight year of increases.
- Grew the National Merit student population to one of the largest in the nation, doubling the UA National Merit class sizes to over 300 annually, with more than 1,100 on campus.
- Grew degrees awarded at UA to more than 9,000 per year, with more than 90,000 awarded since the 2015-16 academic year.
- Launched several new UA degree programs to provide valuable career growth opportunities for students and drive critical workforce development for the state.
- Opened a VMA Health Clinic, an on-campus VA satellite clinic in partnership with the Veterans Affairs Medical Center, serving students, faculty and staff as part of UA's commitment to being the best at serving military veterans and their families.
- Achieved R1: Doctoral Universities – Very High Research Activity status in the Carnegie Classification of Institutions of Higher Education for the first time at UA.
- Significantly grew research and development expenditures, placing UA as one of the fastest-growing R1 institutions in the National Science Foundation's Higher Education Research and Development Survey.
- Enhanced overall campus and completed more than 60 transformational building renovations and opened 26 new buildings making UA one of the most beautiful large public universities in the nation.
- Made significant investments in UA campus safety infrastructure and personnel.
- Launched The Rising Tide Capital Campaign, the largest and most successful capital campaign for any institution in the state of Alabama. After beginning in October 2016 and reaching the initial goal of \$1.5 billion more than two years ahead of schedule, The Rising Tide 2.0 increased the goal to \$1.8 billion. UA reached the \$1.8 campaign billion goal in summer of 2025, with more than 1 year remaining in the campaign, with a now \$2.0B+ expectation.
- Launched the "Where Legends Are Made" branding campaign which has been recognized nationally for its success and continues to positively represent the campus community.
- Grew UA's annual economic impact on the state, achieving a record-breaking high of \$2.9 billion.
- Served Alabama families by providing "best value" educational opportunities. For example, resident tuition was flat five of the last 10 years.
- Performed at exceptional levels across sports including:
 - Three NCAA Football D1 National Championships
 - UA's first men's basketball NCAA Final Four appearance
 - Multiple individual NCAA national titles
 - Numerous SEC championships and NCAA tournament appearances
- Achieved the highest Academic Progress Rate (APR) in Alabama Athletics history in 2024, including the top in the SEC APR ranking for football.
- Inducted into the White Rose Society, 2024, and attended an Israel delegation trip in December 2025, with visits with Israel President Herzog and US Ambassador Huckabee at President Herzog's home in Israel.

Based on our diligence, in addition to all of these achievements, everywhere Dr. Bell has been he has demonstrated a remarkable ability to connect with students, faculty, administrators, staff and other stakeholders, excels at consensus building and effortlessly inspires and energize everyone with whom he comes into contact.

Dr. Bell has very clearly explained his support for Florida's higher education reforms and actions, including those related to DEI and antisemitism. Dr. Bell reiterated and further explained his position during the campus forums and during the Board of Trustees interview. He has made it clear that he will not bring DEI to UF, he will ensure UF is a safe place for all students, including Jewish students, he will not engage in or allow others to expend public or private funds on DEI or political or social activism, he will comply with and enforce the law of this state, including its education reform laws, he will carry on UF's practice of rigorous post-tenure review, rewarding high performing faculty and removing unsatisfactory faculty and he will do all of this while bringing the undeniable experience and knowledge gained from serving as president at a R1 flagship public university for a decade.

In Dr. Bell, we have found someone who can and will take the University of Florida to the next level. Therefore, as previously requested, I ask the Board of Governors, at its June 24-25, 2026 meeting, to consider and confirm the appointment of Dr. Stuart Bell as the 14th President of the University of Florida. In compliance with the requirements of the Board of Governors Regulations 1.001 and 1.002, I have enclosed additional information for your reference and review.

Sincerely,



Morteza "Mori" Hosseini
Chairman of the Board of Trustees
University of Florida

UF PRESIDENTIAL SEARCH ADVISORY COMMITTEE CHARGE AND MEMBERSHIP

Charge To Presidential Search Advisory Committee *January 12, 2026*

The University of Florida Presidential Search Advisory Committee is appointed to serve in an advisory role to the University of Florida Board of Trustees, which shall select the 14th President of the University of Florida. Rahul Patel is serving as Chair of the Committee.

The President of the University of Florida is one of the most influential and impactful positions in all of public higher education and in the State of Florida.

In 2021, for the first time, the University of Florida was ranked a Top 5 public university in the country by US News & World Report.

The opportunity to serve as the next President of the University of Florida represents an opportunity to lead Florida's flagship university in its quest to be firmly and consistently recognized among the most prominent and influential public and private universities in the country.

The next president will promote UF's core values and build upon the following qualities which distinguish UF among today's leading public research universities:

Florida is now the third most populous and one of the fastest growing states in the country. With new interest in its urban centers from corporate leaders across a wide range of industries, Florida is a national leader well positioned to enter a new era of influence.

UF has great momentum as a university. In 2017, pursuant to the US News & World Report, UF was the 14th ranked public university in the country. Today, UF is ranked 7th among the nation's top public research universities by U.S. News & World Report.

The Wall Street Journal highlighted the 2025 City Journal rankings that placed the University of Florida as No. 1 among the top universities in the nation, public or private. The analysis evaluated 100 leading universities across the country on 68 factors, including curriculum and academic rigor, preparation of students for productive careers, and an institutional commitment to civil discourse.

UF faculty conducted a record \$1.33 billion in research expenditures in fiscal year 2025, placing UF firmly among the nation's top research universities. UF also set a new record for the number of invention disclosures faculty submitted for discoveries that have commercialization potential.

UF researchers announced a major advance in cancer immunotherapy, demonstrating that mRNA-based approaches can significantly enhance treatment effectiveness and extend survival for patients with advanced lung and skin cancers. This work, which builds on earlier UF-led cancer research, received significant national and international media attention and further solidified UF's leadership in cutting-edge cancer research.

In October 2025, UF unveiled the latest iteration of HiPerGator, now recognized as the nation's fastest university-owned supercomputer. This milestone reflects the continued success of UF's artificial intelligence initiative, which began in 2020 and is supported by a deeply embedded collaboration with NVIDIA. UF's AI initiative has become a

national model for building America's AI workforce and boosting the country's national competitiveness.

UF's plan to create a graduate campus in Jacksonville got a major boost in June 2025, when the Jacksonville City Council voted unanimously to approve both the transfer of more than 20 acres of land in the LaVilla neighborhood to UF and an additional \$50 million in funding. Combined with state support and philanthropy, total funding now stands at \$300 million. We are well on our way to making this campus a reality.

The UF Foundation's fundraising program is ranked among the top public universities in the nation. UF has one of the highest alumni participation rates in the country for public institutions. The recent Go Greater campaign exceed its \$3B working goal with a finish of over \$4B+ in the fall of 2022. UF will begin its next capital campaign in 2026.

UF was an early adopter of leveraging technology for on-line education and ranks #2 in the country for on-line learning.

In 2025, we celebrated multiple major investments in UF's academic infrastructure, including:

- a. UF's South Florida MBA program will move from Miramar to Citigroup Center right in the heart of Miami's downtown financial district.
- b. The groundbreaking of the new College of Dentistry building, funded by \$210 million in state support, the largest investment the state of Florida has ever made in an education building.
- c. The renovation of the historic Infirmary, which will be the new home of the Hamilton School for Classical and Civic Education. The Hamilton School has quickly become the destination for renowned western civilization scholars and, starting this month, will be led by former Chief Justice of the Florida Supreme Court, Charles Canady.
- d. Significant upgrades to the School of Music and the ribbon-cutting for the College of Design, Construction and Planning's Bruno E. and Maritza F. Ramos Collaboratory.
- e. Completion of the final phase of the Honors Village, adding 1,400 beds to UF's residence hall collection in a state-of-the-art setting befitting a top-ranked university. In addition, demolition of Trusler, Simpson and Graham halls, residence halls dating back to the 1960s, cleared the way for the start on 10,000 new beds to support future growth.

UF has one of the most comprehensive academic health programs in the country, which includes six academic health colleges. UF also has one of the top academic health care systems and hospitals in the southeast, consistently ranked among the top health systems in Florida.

UF Scripps Florida is one of the world's premier biomedical research enterprises and regarded as one of the most influential institutions in the world for its impact on innovation and addressing the world's most pressing health concerns.

In keeping with its land grant mission, UF has one of the nation's most comprehensive agriculture and natural resources programs with a presence in each of Florida's 67 counties. IFAS is a significant thought leader and driver of the Florida's \$130 billion agriculture community.

A world class athletics program. UF is the only program in the country among the top 10 in each of the last 40 national all-sports standings and the only program to win three national titles in football and basketball, including

the 2025 National Championship in basketball.

Plans have come together for one of our most exciting construction projects — a long-overdue rehabilitation of our beloved Ben Hill Griffin Stadium. This multi-year project will ultimately transform The Swamp and ensure it continues as one of the most impressive and iconic venues in college football.

Finally, UF has experienced unwavering support from the state of Florida, which has endorsed UF's drive to become one of the nation's very best public research universities, including supporting those efforts with hundreds of millions of dollars in additional funding.

The next President of the University of Florida must have the experience, accomplishments, vision and reputation to lead the University of Florida to build upon its top-tier position.

The Committee, assisted by Korn Ferry, is charged with undertaking the following:

Search Criteria: Develop and recommend to the University of Florida Board of Trustees for its approval, the search criteria and job description for the next President.

The search criteria and job description shall reflect the University's vision of its next leader.

The criteria shall be qualified as "desired," and shall be unranked to allow each member of the Committee and each Trustee to judge how to weigh and apply the criteria, individually and overall.

The criteria should reflect the University's official status as Florida's foremost preeminent public research university and the University Board-endorsed goal to be consistently ranked among the top-5 public AAU research universities.

The criteria and job description should also reflect qualifications of a leader with the ability to effectively position the University of Florida to achieve its strategic priorities and who has the stature and vision to translate the value generated by the university over the last decade into elevating UF's national and global reputation. o Consistent with the principles of shared governance, the search criteria should be developed with outreach to a broad range of UF stakeholders, including faculty, students, staff, community leaders, alumni, donors, boosters, business leaders, and a listserv of over 200,000 addresses of the UF campus and extended community.

Recruitment and Outreach: Recruit and actively solicit nominations and applications from a group of well-qualified persons, as measured against the search criteria. Ensure that appropriate information about the university and the presidency is provided to candidates at each stage of the screening process.

Assessment: Assess the qualifications of applicants for the position of UF President against the search criteria, determine those highly qualified applicants to be interviewed by the Committee, and conduct interviews of those applicants and determine those applicants who are most highly qualified under the search criteria.

Recommendation: Recommend to the Board of Trustees for its interview, consideration and engagement with UF Stakeholders a small and unranked number of the most highly qualified candidates consistent with Board of Governors Regulation 1.002.

Communications: Conduct a search process that is transparent, including frequent communication with UF stakeholders to keep them apprised of the progress of the search and opportunities for input and engagement, while balancing an appropriate level of confidentiality consistent with the laws of the State of Florida and the regulations of the Board of Governors.

Compliance: Take other action required by and conduct the search in compliance with the laws of the State of Florida, including Section 1004.098, Florida Statutes, and the regulations of the Board of Governors, including Board of Governors Regulation 1.002.

The Board of Trustees extends its gratitude to the members of the Committee for accepting this assignment.

PRESIDENTIAL SEARCH ADVISORY COMMITTEE MEMBERS

Rahul Patel – Chair of the Presidential Search Advisory Committee; Vice Chair of the UF Board of Trustees; Partner and Co-Chair of the Private Equity/M&A practice group at King & Spalding; UF alumnus

Charles Allison - Owner and manager of Wild Goose Farms; UF alumnus and IFAS representative

Doug Band – Founder of Teneo, a multinational strategic advisory firm; UF alumnus

David Brandon – UF Board of Trustee; President and Ceo of the Brandon Construction Company; UF alumnus

Rebecca Brock - In-House Counsel at the Breakers Palm Beach; President of the UF Alumni Association

Richard Cole – UF Board of Trustee, Founder and Managing Partner of the law firm Cole, Scott & Kissane, P.A., UF alumnus

Blake Cox - Former UF Board of Trustees and UF Student Body President, UF graduate student

Dr. Amelia Dempere – UF Board of Trustees and UF Faculty Senate Chair, Director of the Nanoscale Research Facility and a faculty engineer with affiliations in the Departments of Materials Science and Engineering and Environmental Engineering Sciences at the Herbert Wertheim College of Engineering; UF alumnus

Dr. Kelly Foote - The Donnellan/Einstein/Merz Professor of Functional Neurosurgery at UF and Co-Director of the Norman Fixel Institute for Neurological Diseases at UF Health

Ed Haddock – Florida Board of Governors, Co-Chairman/CEO of Full Sail University

Dr. Shakira Henderson – Dean and Chief Administrative Office of the UF College of Nursing; Associate Vice President for Nursing Education, Practice, and Research; System Chief Nurse Executive for UF Health

Daniel O’Keefe - UF Board of Trustees, Co-Managing Partner of the Orlando office of Shutts & Bowen LLP, UF alumnus

Dr. Li-Ming Su - Pete and Carolyn Newsome Endowed Chair of Urologic Oncology and Chair of the Department of Urology at the UF College of Medicine

Karen Unger - President-Elect of Gator Boosters, Inc.; Member of the UF Foundation Executive Board; UF alumnus

Bill Walton - Co-Founder and Executive Chairman of Rockpoint Group, LLC

DESCRIPTION OF SEARCH PROCESS

The University of Florida's presidential search process began with the announcement of the Presidential Search Advisory Committee (Search Committee) on December 16, 2025, and the subsequent selection of Korn Ferry as the search consultant and Mercer as the executive compensation analyst to the University of Florida Board of Trustees (UFBOT).

In January and February 2026, the Search Committee hosted listening sessions with UF stakeholders, including faculty, students, administrators, staff, alumni and community members. The Search Committee also published an online survey. Through the listening sessions and survey, the Search Committee sought feedback from stakeholders regarding proposed professional and personal qualities for the next UF president. Hundreds of individuals attended the listening sessions and responded to the survey.

Based on this feedback, the Search Committee developed a qualifications document and designed a marketing plan, that included the presidential prospectus and an advertisement. The Search Committee also partnered with Mercer to perform an executive compensation analysis and establish a recommended compensation range. Following the Search Committee's approval of the qualifications document, marketing plan and compensation range, they were recommended to and approved by the UFBOT on February 23, 2026.

These documents were then utilized by the search consultant to advertise the position and discuss it with potential prospects. The search attracted a broad and impressive pool of candidates from across the landscape of higher education — including, Dr. Stuart Bell and other sitting presidents.

Ultimately, with the help of the search consultant, the Search Committee vetted prospects and identified multiple candidates to be interviewed and who agreed to interview with the Search Committee.

After completing these interviews, the Search Committee reached a consensus that Dr. Stuart Bell was the most qualified and competitive finalist. Because Dr. Bell and other candidates involved in the search made it clear that they would only participate if the process was confidential and their name would only be publicly released if they were the sole finalist, the Search Committee determined that it would be infeasible to have more than one finalist. Accordingly, the Search Committee unanimously recommended Dr. Bell as the sole finalist for consideration by the UFBOT.

Dr. Bell was announced as the sole finalist on May 18, 2026. The University hosted on-campus forums on June 3, 2026 where faculty, students, administrators and staff could hear from Dr. Bell regarding himself, his vision for UF and his answers to questions submitted by UF stakeholders. On June 20, 2026, the UFBOT interviewed Dr. Bell and voted unanimously to approve his appointment as President-elect. At the June 24-25, 2026, Board of Governors meeting, the Board of Governors will interview Dr. Bell and vote on confirmation of his appointment as UF President.

POSITION QUALIFICATIONS AND CRITERIA

1. Introduction

The President of the University of Florida is one of the most influential and impactful positions in all of public higher education and in the State of Florida. In 2021, for the first time, the University of Florida was ranked a Top 5 public university in the country by US News & World Report. The opportunity to serve as the next President of the University of Florida represents an opportunity to lead Florida's flagship university in its quest to be firmly and consistently recognized among the most prominent and influential public and private universities in the country.

The following criteria are not prioritized in any order and have been established based upon broad consultation with advisory groups of faculty, students, staff, alumni, and friends of the University. While a candidate may not demonstrate excellence in every one of these areas, a successful applicant will meet many of these attributes.

2. Academic Accomplishments

- a. The President should be a distinguished scholar.
- b. An educator of national stature with demonstrated intellectual leadership, and with internationally recognized research or scholarly achievements who will continue to advance the academic distinction of the University of Florida.
- c. While academic experience (professional and administrative) at a research university or comparable setting is strongly desired, exceptional candidates who have earned a doctoral degree from an accredited university and who have also demonstrated a high degree of national or international scholarly and administrative success outside of academia will also be considered.
- d. A passion for and commitment to the academic values and culture of the University of Florida and the capacity to communicate the University's mission and needs clearly and persuasively to all external and internal constituencies.
- e. Highly respected by the academic community both within and outside of the University of Florida. Often, these accomplishments are represented by the following: terminal degree in their academic field, member of national academy or institute, or fellow of a major academic society.
- f. Demonstrated commitment to and support for excellence in teaching, research, and service and a willingness to champion interdisciplinary collaboration and genuine innovation in these areas.
- g. Demonstrated commitment to fostering an environment that embraces academic freedom.

- h. An appreciation and respect for the University's academic disciplines and a demonstrated record of support for scholarly work and academic excellence.
 - i. A commitment to ensuring the University's curriculum is state of the art, including meaningful integration of artificial intelligence, and prepares students for a modern world and workforce.
3. Leadership Experience
- a. General
 - i. As the leader of a large, complex public institution, the ability and commitment to work in collaboration with the Board of Trustees in developing an ambitious and comprehensive vision for the University and creating the strategies necessary to guide its successful implementation.
 - ii. Ability and commitment to accelerate the University's upward trajectory and international prominence, including the ability, fortitude, and strategic vision to take the University to the highest level with demonstrated leadership and emphasis on increasing quality across the University.
 - iii. Commitment, vision, entrepreneurial skills, and the ability to foster growth of the University's research enterprise and the infrastructure to support it, ensuring its quality and competitiveness, as well as its contribution to economic development and scientific discovery. The University of Florida strives to be the internationally recognized leader among research universities in creating new knowledge and technologies.
 - iv. Knowledge of the national trends in higher education that impact top tier research universities coupled with the experience necessary to effectively address them and position the University for success.
 - v. Commitment to the various initiatives set forth in the charge from the Chair of the Board of Trustees, including: growing stature of the State of Florida, UF Health, IFAS, Artificial Intelligence Initiative, the Hamilton Institute/School, Jacksonville Campus, expansion of South Florida master's program, On-Line Initiative, Athletics, the next Capital Campaign and other initiatives designed to push UF ahead of the curve with regard to advances in higher education.
 - vi. A transparent, inclusive, inspiring, energetic and approachable leadership style that embraces and intuitively builds connections with and unites the campus community through visibility and accessibility, enthusiastically motivates the campus community to pursue shared goals with optimism and momentum and the ability and courage to make difficult decisions in a timely manner.
 - vii. A demonstrated ability to lead with integrity, honesty and loyalty by incorporating fairness and accountability in all actions, including those involving divisive issues or when making unpopular decisions, and by

steadfastly upholding UF's mission and values in times of success and challenge.

- viii. Demonstrated success at working effectively and in partnership with the Board of Trustees in establishing short- and long-term goals, implementing action items, and developing strategies for promoting UF's mission and vision.
 - ix. Ability and commitment to anticipate skills required by students for a changing work force and evolve the curriculum and student experience to meet those needs.
 - x. Ability and commitment to think innovatively and creatively in adapting, evolving and thriving in a competitive landscape while identifying new and emerging research and academic approaches and opportunities, supporting their growth, and establishing partnerships with private sector and governmental agencies to fully realize their potential.
 - xi. An appreciation for the various metrics that inform and impact the University's external rankings and performance measures established by the Florida Board of Governors and UF Board of Trustees. The ability and commitment to maintain and advance UF's current success in the US News and World Report rankings.
 - xii. Demonstrated success at developing a positive, productive, and highly engaged relationship with political, business, and community leaders from across the state and from all sectors and political affiliations and possess the sophistication necessary to leverage these relationships for the benefit of the University.
 - xiii. An appreciation for and commitment to building strong, mutually beneficial relationships between the University and the local community.
 - xiv. As the highest-ranking official of a major public university, the President must be aware of the numerous external factors impacting the University and focus on promoting the University and its achievements and take great care not to use the University of Florida or the position as a platform to advocate for personal political viewpoints.
 - xv. An appreciation for UF's land-grant mission, as defined in the Morrill Land-Grant Acts of 1862, in advancing the excellence and stature of the University. A commitment to the mission's contributions to education, research, and extension of public service for the benefit of the state, the nation, and the world.
- b. Student / Faculty / Staff Experience
- i. A demonstrated commitment and passion for students and campus life that prioritizes their wellbeing, growth and success and a belief in the power of education to positively change lives.

- ii. Experience working with academic and non-academic units to enhance all aspects of the student experience, and the desire and ability to interact with undergraduates, graduate and professional students, and postdoctoral scholars.
 - iii. Possess a genuine interest in and concern for all aspects of the faculty and staff experience, the ability to effectively interact with both and a commitment to supporting teaching, research and service.
 - iv. Driven to compete for faculty and staff talent and implement fiscal, administrative, academic and operational measures designed to recruit and retain top faculty and staff.
 - v. A demonstrated commitment to maintaining a safe and secure campus for students, faculty and staff, including a campus environment free from harassment and disruption.
4. Collaboration with Stakeholders
- a. Demonstrated success at inspiring trust and confidence among all internal and external constituents. Possess a high EQ and an effective communication style that would be embraced by a broad spectrum of university stakeholders.
 - b. Ability and commitment to serve as a partner to the Board of Trustees to develop the University's priorities and strategic plan, leading the university to successfully carry out that plan in a manner consistent with a top ranked public university.
 - c. Commitment to working collaboratively with the Florida Board of Governors and elected leaders to advance university priorities. A track record serving as a relationship builder who is authentic, ethical, and humble.
 - d. Demonstrated strong commitment to faculty shared governance as it relates to academic standards, policies, and rewards. Appreciate the integral role faculty play in decision-making processes that affect the academic and working environment of the University.
 - e. Experience serving as a passionate advocate for a university or organization and the capacity to establish fruitful relationships with members of the legislative and executive branches as well as donors, alumni, and other individuals who may be in a position to promote the University's agenda and interests.
 - f. Commitment to the University's role as a contributor on the local, state, national and international levels and recognition of the University as a partner with the communities in which it serves.

5. Operational Acumen

a. General

- i. Demonstrated success in leading a large, complex unit or university, preferably at the R-1 and AAU level, including administrative experience.
- ii. Experience serving in a senior-level leadership role in a complex organization in government, business, or the nonprofit sector.
- iii. An established history of leading and managing institutional change while achieving long- and short-term strategic objectives that advance the mission and goals of a complex organization. Experience leading an institution during times of uncertainty, crisis, innovation, and shifting expectations.
- iv. Demonstrated success at developing high-performing leadership teams and to cultivate environments with a shared sense of mission and culture that encourages entrepreneurship, innovation, strategic risk-taking, and collaboration.
- v. Commitment to and demonstrated success in the recruitment and retention of exceptional faculty and staff coupled with a track record for mentoring faculty and staff and investing in their professional development such that they are well positioned to excel in their respective fields and contribute to the University's academic community at the highest level.
- vi. The ability and commitment to set clear expectations, priorities, and performance metrics that align with the vision of the University of Florida Board of Trustees and inspire faculty and staff to achieve success.

b. Compliance with State Law and Board of Governors and University Board of Trustees Regulations, Policies and Governance Standards

- i. A commitment to ensuring that the University fulfills its mission consistent with the requirements set forth by the state, the Board of Governors, and the University Board of Trustees including requirements related to foreign influence, prohibited expenditures and post-tenure review.
- ii. Dedication to promoting open and free expression on campus while swiftly and effectively eliminating unlawful actions that are harmful or threatening to persons or property or cause disruption to the University's operations.

c. Fiscal

- i. A high level of sophistication and understanding of the fiscal issues

- impacting institutions of higher education, particularly at public research universities, including an astute understanding of university finances.
- ii. Experience with complex budgetary matters, managing and allocating resources effectively, and large-scale budgetary decision-making.
 - iii. Ability to serve as an effective steward of UF's financial resources and assets and adhere to the UF Board of Trustees' policies, regulations, and governance standards.
 - iv. Experience in identifying and developing new revenue streams from public, private, and governmental sources.
- d. Advancement / Fundraising
- i. An accomplished fundraiser with the capacity to cultivate a broad range of stakeholders including donors, alumni, and friends of the University.
 - ii. Demonstrated success in fundraising from public and private sources and working with key stakeholders to engage them with the institution and willingness to place that activity high on their agenda.
- e. Health Systems
- i. Vision and awareness of emerging issues that could potentially impact the success of the University's academic health affairs endeavor within the nation and State's changing health care environment.
 - ii. The ability and desire to oversee a complex, inter-related system of the University health sciences center, affiliated teaching hospitals throughout Florida, and over 140 primary care and specialty practices.
 - iii. The drive, ambition, and knowledge necessary to develop and implement the strategies necessary to continue to advance UF Health's already stellar rankings for excellence in the State and country while fortifying its long-term financial stability and growth.
 - iv. Capacity and commitment to engage with health system leaders to mitigate risk, lead innovation, and continue to improve the delivery of health care services in the State of Florida.
- f. IFAS
- i. An appreciation and deep respect for land-grant values and a commitment to the advancement of agricultural, natural resources, and community impact across Florida and beyond.
 - ii. The ability and commitment to engage with industrial and governmental land-grant stakeholders to develop a deep understanding of the agricultural,

natural resources and community needs throughout the state and a willingness to devote the energy, creativity and leadership necessary to address those needs.

- iii. The ability to envision additional opportunities for IFAS to contribute positively to the lives of Floridians and a commitment to pursue that potential through innovative approaches and the strategic expansion of IFAS's mission and partnerships.

g. Athletics

- i. An appreciation for the significant role of intercollegiate athletics in the life of the University community, and enthusiasm for fostering the program's integrity, competitiveness, compliance, and accountability.
- ii. The ability and commitment to balance the complex needs of an intercollegiate athletics program and integrate that with the priorities linked to fulfilling the institution's teaching, research, and service missions.
- iii. A passion for UF's athletic programs and a deep appreciation for their role in promoting and representing the UF brand nationally and internationally.
- iv. Dedicated to embracing a complex and evolving collegiate athletics landscape and the initiatives necessary to successfully adjust to these changes.
- v. Commitment to enhance and update UF's athletics facilities in an effort to provide world-class venues and fields for students to compete and fans to experience.



POSITION QUALIFICATIONS AND CRITERIA
PRESIDENTIAL PROSPECTUS



UF

UNIVERSITY of
FLORIDA

ALWAYS

Forward

UNPRECEDENTED MOMENTUM

UNPARALLELED IMPACT

THE LEADER, THE OPPORTUNITY, AND THE MOMENT

- The president of the University of Florida is one of the most influential and impactful positions in all of public higher education and in the state of Florida.
- In 2021, for the first time, the University of Florida was ranked a Top 5 public university in the country by U.S. News & World Report.
- The opportunity to serve as the next president of the University of Florida represents an opportunity to lead Florida's flagship university in its quest to be firmly and consistently recognized among the most prominent and influential public and private universities in the country.



CLASS OF 2029 BY THE NUMBERS

91,800+	Applicants
7,900+	Confirmed
4.59	Average GPA
1432	Average SAT
32	Average ACT



UNRIVALED SCOPE & SCALE

The University of Florida is a truly dynamic institution – widely considered to be among the world’s most comprehensive universities. It is one of only six institutions in the country with colleges of law, medicine, agriculture, and veterinary medicine on one central campus and one of only 17 in the nation to boast land-, sea-, and space-grant status.

Thanks to its extraordinary depth and breadth, Florida’s flagship university is uniquely positioned to lead interdisciplinary collaborations and boundary-breaking research efforts that are shaping a better future for the state, the nation, and the world. Guided by a shared passion for the greater good, the Gator Nation is a diverse and expansive community with a proven trajectory of excellence across academics, research, outreach, health, athletics, and more.

MISSION

The university is committed to equipping students with the skills, opportunities, and experiences to lead and influence the next generation and beyond. With a cutting-edge curriculum centered on broad-based, inclusive public education, leading research, and public service, UF stimulates a remarkable intellectual vitality and cultivates innovation that can be translated for economic, cultural, and societal benefit.



UF has rapidly ascended the public university rankings, going from #14 in 2017 to #7 today and ranking #5 in 2021 and 2022.



POINTS OF PRIDE

➤ **LOCATED IN THE STATE OF FLORIDA:**

Florida is now the third most populous and one of the fastest growing states in the country. With new interest in its urban centers from corporate leaders across a wide range of industries, Florida is a national leader well positioned to enter a new era of influence.

➤ **HIGHLY RANKED:**

UF has great momentum as a university. In 2017, pursuant to the US News & World Report, UF was the 14th

ranked public university in the country. Today, UF is ranked 7th among the nation's top public research universities by U.S. News & World Report.

➤ **A NO. 1 UNIVERSITY:**

The Wall Street Journal highlighted the 2025 City Journal rankings that placed the University of Florida as No. 1 among the top universities in the nation, public or private. The analysis evaluated 100 leading universities across the country on 68 factors, including curriculum and

academic rigor, preparation of students for productive careers, and an institutional commitment to civil discourse.

➤ **RESEARCH:**

UF faculty conducted a record \$1.33 billion in research expenditures in fiscal year 2025, placing UF firmly among the nation's top research universities. UF also set a new record for the number of invention disclosures faculty submitted for discoveries that have commercialization potential.

➤ **CANCER BREAKTHROUGH:**

UF researchers announced a major advance in cancer immunotherapy, demonstrating that mRNA-based approaches can significantly enhance treatment effectiveness and extend survival for patients with advanced lung and skin cancers. This work, which builds on earlier UF-led cancer research, received significant national and international media attention and further solidified UF's leadership in cutting-edge cancer research.

➤ **ARTIFICIAL INTELLIGENCE INITIATIVE:**

In October 2025, UF unveiled the latest iteration of HiPerGator, now recognized as the nation's fastest university-owned supercomputer. This milestone reflects the continued success of UF's artificial intelligence initiative, which began in 2020 and is supported by a deeply embedded collaboration with NVIDIA. UF's AI initiative has become a national model for building America's AI workforce and boosting the country's national competitiveness.

➤ **JACKSONVILLE GRADUATE CAMPUS:**

UF's plan to create a graduate campus in Jacksonville got a major boost in June 2025, when the Jacksonville City Council voted unanimously to approve both the transfer of more than 20 acres of land in the LaVilla neighborhood to UF and an additional \$50 million in funding. Combined with state support and philanthropy, total funding now stands at \$300 million. We are well on our way to making this campus a reality.

➤ **FUNDRAISING:**

The UF Foundation's fundraising program is ranked among the top public universities in the nation. UF has one of the highest alumni participation rates in the country for public institutions. The recent Go Greater campaign exceeded its \$3B working goal with a finish of over \$4B+ in the fall of 2022. UF will begin its next capital campaign in 2026.

➤ **ONLINE INITIATIVE:**

UF was an early adopter of leveraging technology for on-line education and ranks #1 in the country for on-line learning.

➤ **ACADEMIC INFRASTRUCTURE:**

In 2025, we celebrated multiple major investments in UF's academic infrastructure, including:

- UF's South Florida MBA program will move from Miramar to Citigroup Center right in the heart of Miami's downtown financial district
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- Significant upgrades to the School of Music and the ribbon-cutting for the College of Design, Construction and Planning's Bruno E. and Maritza F. Ramos Collaboratory.

- Completion of the final phase of the Honors Village, adding 1,400 beds to UF's residence hall collection in a state-of-the-art setting befitting a top-ranked university. In addition, demolition of Trusler, Simpson and Graham halls, residence halls dating back to the 1960s, cleared the way for the start on 10,000 new beds to support future growth.

➤ **WORLD CLASS HEALTH SYSTEM:**

UF has one of the most comprehensive academic health programs in the country, which includes six academic health colleges. UF also has one of the top academic health care systems and hospitals in the southeast, consistently ranked among the top health systems in Florida.

➤ **SCRIPPS:**

UF Scripps Florida is one of the world's premier biomedical research enterprises and regarded as one of the most influential institutions in the world for its impact on innovation and addressing the world's most pressing health concerns.

➤ **INSTITUTE OF FOOD AND AGRICULTURAL SCIENCES (IFAS):**

In keeping with its land grant mission, UF has one of the nation's most comprehensive agriculture and natural resources programs with a presence in each of Florida's 67 counties. IFAS is a significant thought leader and driver of the Florida's \$130 billion agriculture community.

➤ **ATHLETICS:**

A world class athletics program. UF is the only program in the country among the top 10 in each of the last 40 national all-sports standings and the only program to win three national titles in football and

basketball, including the 2025 National Championship in basketball.

➤ **STADIUM TRANSFORMATION:**

Plans have come together for one of our most exciting construction projects — a long overdue rehabilitation of our beloved Ben Hill Griffin Stadium. This multi-year project will ultimately transform The Swamp and ensure it continues as one of the most impressive and iconic venues in college football.

➤ **GOVERNOR AND LEGISLATIVE SUPPORT:**

Finally, UF has experienced unwavering support from the state of Florida, which has endorsed UF's drive to become one of the nation's very best public research universities, including supporting those efforts with hundreds of millions of dollars in additional funding.



POSITION SUMMARY

The university president is the chief executive officer of the University of Florida. Subject to appropriate accountability to and governance of the University of Florida Board of Trustees (the “Board”), the president is responsible for all operations of the university: overall leadership and management of the institution; its academic, research, healthcare, and land-grant enterprise; fundraising; intercollegiate athletics; the development of strategic plans; fiscal and budgetary plans; and the allocation of resources. The president also has oversight responsibilities for the university’s private affiliated organizations including a foundation, research foundation, agricultural research entities, investment management company, development corporation, hospitals and health care entities, alumni association, and athletic association, among others. In this role, the president will advance the university’s academic, research, and outreach efforts to maintain and enhance the strength of UF’s programs and offerings and ensure that student services and support are provided to create appropriate learning environments.

KEY OPPORTUNITIES

➤ **ENHANCE AND ADVANCE THE VISION FOR THE UNIVERSITY:**

In partnership with UF's faculty, staff, students, and other key stakeholder groups, the next president will be presented with the tremendous opportunity to advance the university's vision for the future that builds upon UF's successes and continued upward trajectory. The president must bring high levels of enthusiasm and passion for the university's work in serving the state of Florida and an ability to inspire excitement in the development and subsequent realization of this bold vision for the future.

➤ **STRENGTHENING THE UNIVERSITY'S LAND-GRANT MISSION:**

As UF's most ardent champion, the president will bring to the position a resonance with and understanding of its land-

grant mission and a deep commitment to advancing the University's endeavors in teaching, research, service, and economic development.

➤ **BUILDING NEW AND STRENGTHENING EXISTING PARTNERSHIPS:**

UF's president serves as an active and visible member within and outside the campus community and will build new and strengthen existing relationships that will create mutually beneficial alliances across the state of Florida.

➤ **SUPPORTING UF'S FACULTY AND STAFF:**

UF possesses a strong history and tradition of creating effective and welcoming teaching and learning environments for its students. To maintain the university's strength in this area, the next president must be dedicated to leading efforts to recruit, develop, and retain talented

and high-quality faculty and staff in a highly competitive and rapidly evolving environment.

➤ **INCREASING UF'S NATIONAL AND INTERNATIONAL PROMINENCE:**

UF's president will be an integral figure in leading the university's ongoing efforts to promote its unique programs, strengths, and contributions to increase the university's reputation both nationally and internationally.

➤ **ENHANCING THE STUDENT EXPERIENCE:**

The University of Florida enrolls over 60,000 high-achieving student, almost 80 percent coming from within the state. UF's next president will lead the state's flagship university — a desirable student destination thanks to its abiding commitment to supporting the growth, development, and success of every Gator.

The National Academies of
SCIENCES • ENGINEERING • MEDICINE



The university faculty, which numbers over 6,600, has 61 funded Eminent Scholar Chair positions, 91 elected members of the American Association for the Advancement of Sciences, and 39 elections to the National Academies of Science, Engineering, and Medicine.



QUALITIES & CHARACTERISTICS

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The following criteria are not prioritized in any order and have been established based upon broad consultation with advisory groups of faculty, students, staff, alumni, and friends of the University. While a candidate may not demonstrate excellence in every one of these areas, a successful applicant will meet many of these attributes.

ACADEMIC ACCOMPLISHMENTS

- The President should be a distinguished scholar.
- An educator of national stature with demonstrated intellectual leadership, and with internationally recognized research or scholarly achievements who will continue to advance the academic distinction of the University of Florida.
- While academic experience (professional and administrative) at a research university or comparable setting is strongly desired, exceptional candidates who have earned a doctoral degree from an accredited university and who have also demonstrated a high degree of national or international scholarly and administrative success outside of academia will also be considered.
- A passion for and commitment to the academic values and culture of the University of Florida and the capacity to communicate the University's mission and needs clearly and persuasively to all external and internal constituencies.

- Highly respected by the academic community both within and outside of the University of Florida. Often, these accomplishments are represented by the following: terminal degree in their academic field, member of national academy or institute, or fellow of a major academic society.
- Demonstrated commitment to and support for excellence in teaching, research, and service and a willingness to champion interdisciplinary collaboration and genuine innovation in these areas.
- Demonstrated commitment to fostering an environment that embraces academic freedom.
- An appreciation and respect for the University's academic disciplines and a demonstrated record of support for scholarly work and academic excellence.
- A commitment to ensuring the University's curriculum is state of the art, including meaningful integration of artificial intelligence, and prepares students for a modern world and workforce.

LEADERSHIP EXPERIENCE GENERAL

- As the leader of a large, complex public institution, the ability and commitment to work in collaboration with the Board of Trustees in developing an ambitious and comprehensive vision for the University and creating the strategies necessary to guide its successful implementation.
- Ability and commitment to accelerate the University's upward trajectory and international prominence, including the ability, fortitude, and strategic vision to take the University to the highest level with demonstrated leadership and emphasis on increasing quality across the University.
- Commitment, vision, entrepreneurial skills, and the ability to foster growth of the University's research enterprise and the infrastructure to support it, ensuring its quality and competitiveness, as well as its contribution to economic development and scientific discovery. The University of Florida strives to be the internationally recognized



UF, a modern land-grant university, serves the diverse needs of Florida's cities.

leader among research universities in creating new knowledge and technologies.

- Knowledge of the national trends in higher education that impact top tier research universities coupled with the experience necessary to effectively address them and position the University for success.
- Commitment to the various initiatives set forth in the charge from the Chair of the Board of Trustees, including: growing stature of the State of Florida, UF Health, IFAS, Artificial Intelligence Initiative, the Hamilton Institute/School, Jacksonville Campus, expansion of South Florida master's program, On-Line Initiative, Athletics, the next Capital Campaign and other initiatives designed

to push UF ahead of the curve with regard to advances in higher education.

- A transparent, inclusive, inspiring, energetic and approachable leadership style that embraces and intuitively builds connections with and unites the campus community through visibility and accessibility, enthusiastically motivates the campus community to pursue shared goals with optimism and momentum and the ability and courage to make difficult decisions in a timely manner.
- A demonstrated ability to lead with integrity, honesty and loyalty by incorporating fairness and accountability in all actions, including those involving divisive issues or when making unpopular

decisions, and by steadfastly upholding UF's mission and values in times of success and challenge.

- Demonstrated success at working effectively and in partnership with the Board of Trustees in establishing short- and long-term goals, implementing action items, and developing strategies for promoting UF's mission and vision.
- Ability and commitment to anticipate skills required by students for a changing work force and evolve the curriculum and student experience to meet those needs.
- Ability and commitment to think innovatively and creatively in adapting, evolving and thriving in a

competitive landscape while identifying new and emerging research and academic approaches and opportunities, supporting their growth, and establishing partnerships with private sector and governmental agencies to fully realize their potential.

- Ability and commitment to identify new and emerging research and academic innovations and opportunities, support their growth, and establish partnerships with private sector and governmental agencies to fully realize their potential.
- An appreciation for the various metrics that inform and impact the University's external rankings and performance measures established by the Florida Board of Governors and UF Board of Trustees. The ability and commitment to maintain and advance UF's current success in the US News and World Report rankings.
- Demonstrated success at developing a positive, productive, and highly engaged relationship with political, business, and community leaders from

across the state and from all sectors and political affiliations and possess the sophistication necessary to leverage these relationships for the benefit of the University.

- An appreciation for and commitment to building strong, mutually beneficial relationships between the University and the local community
- As the highest-ranking official of a major public university, the President must be aware of the numerous external factors impacting the University and focus on promoting the University and its achievements and take great care not to use the University of Florida or the position as a platform to advocate for personal political viewpoints.
- An appreciation for UF's land-grant mission, as defined in the Morrill Land-Grant Acts of 1862, in advancing the excellence and stature of the University. A commitment to the mission's contributions to education, research, and extension of public service for the benefit of the state, the nation, and the world.

STUDENT / FACULTY / STAFF EXPERIENCE

- A demonstrated commitment and passion for students and campus life that prioritizes their wellbeing, growth and success and a belief in the power of education to positively change lives.
- Experience working with academic and non-academic units to enhance all aspects of the student experience, and the desire and ability to interact with undergraduates, graduate and professional students, and postdoctoral scholars.
- Possess a genuine interest in and concern for all aspects of the faculty and staff experience, the ability to effectively interact with both and a commitment to supporting teaching, research and service.
- Driven to compete for faculty and staff talent and implement fiscal, administrative, academic and operational measures designed to recruit and retain top faculty and staff.
- A demonstrated commitment to maintaining a safe and secure campus for students, faculty and staff, including

a campus environment free from harassment and disruption.

COLLABORATION WITH STAKEHOLDERS

- Demonstrated success at inspiring trust and confidence among all internal and external constituents. Possess a high EQ and an effective communication style that would be embraced by a broad spectrum of university stakeholders.
- Ability and commitment to serve as a partner to the Board of Trustees to develop the University's priorities and strategic plan, leading the university to successfully carry out that plan in a manner consistent with a top ranked public university.
- Commitment to working collaboratively with the Florida Board of Governors and elected leaders to advance university priorities. A track record serving as a relationship builder who is authentic, ethical, and humble.
- Demonstrated strong commitment to faculty shared governance as it relates to academic standards, policies, and rewards. Appreciate the

integral role faculty play in decision-making processes that affect the academic and working environment of the University.

- Experience serving as a passionate advocate for a university or organization and the capacity to establish fruitful relationships with members of the legislative and executive branches as well as donors, alumni, and other individuals who may be in a position to promote the University's agenda and interests.
- Commitment to the University's role as a contributor on the local, state, national and international levels and recognition of the University as a partner with the communities in which it serves.

OPERATIONAL ACUMEN GENERAL

- Demonstrated success in leading a large, complex unit or university, preferably at the R-1 and AAU level, including administrative experience.
- Experience serving in a senior-level leadership role in a complex organization in government, business, or the nonprofit sector.

- An established history of leading and managing institutional change while achieving long- and short-term strategic objectives that advance the mission and goals of a complex organization. Experience leading an institution during times of uncertainty, crisis, innovation, and shifting expectations.
- Demonstrated success at developing high-performing leadership teams and to cultivate environments with a shared sense of mission and culture that encourages entrepreneurship, innovation, strategic risk-taking, and collaboration.
- Commitment to and demonstrated success in the recruitment and retention of exceptional faculty and staff coupled with a track record for mentoring faculty and staff and investing in their professional development such that they are well positioned to excel in their respective fields and contribute to the University's academic community at the highest level.
- The ability and commitment to set clear expectations,

priorities, and performance metrics that align with the vision of the University of Florida Board of Trustees and inspire faculty and staff to achieve success.

COMPLIANCE WITH STATE LAW AND BOARD OF GOVERNORS AND UNIVERSITY BOARD OF TRUSTEES REGULATIONS, POLICIES AND GOVERNANCE STANDARDS

- A commitment to ensuring that the University fulfills its mission consistent with the requirements set forth by the state, the Board of Governors, and the University Board of Trustees including requirements related to foreign influence, prohibited expenditures and post-tenure review.
- Dedication to promoting open and free expression on campus while swiftly and effectively eliminating unlawful actions that are harmful or threatening to persons or property or cause disruption to the University's operations.

FISCAL

- A high level of sophistication and understanding of the fiscal issues impacting institutions of higher

education, particularly at public research universities, including an astute understanding of university finances.

- Experience with complex budgetary matters, managing and allocating resources effectively, and large-scale budgetary decision-making.
- Ability to serve as an effective steward of UF's financial resources and assets and adhere to the UF Board of Trustees' policies, regulations, and governance standards.
- Experience in identifying and developing new revenue streams from public, private, and governmental sources.

ADVANCEMENT / FUNDRAISING

- An accomplished fundraiser with the capacity to cultivate a broad range of stakeholders including donors, alumni, and friends of the University.
- Demonstrated success in fundraising from public and private sources and working with key stakeholders to engage them with the institution and willingness to place that activity high on their agenda.

HEALTH SYSTEMS

- Vision and awareness of emerging issues that could potentially impact the success of the University's academic health affairs endeavor within the nation and State's changing health care environment.
 - The ability and desire to oversee a complex, inter-related system of the University health sciences center, affiliated teaching hospitals throughout Florida, and over 140 primary care and specialty practices.
 - The drive, ambition, and knowledge necessary to develop and implement the strategies necessary to continue to advance UF Health's already stellar rankings for excellence in the State and country while fortifying its long-term financial stability and growth.
 - Capacity and commitment to engage with health system leaders to mitigate risk, lead innovation, and continue to improve the delivery of health care services in the State of Florida.
- ### **IFAS**
- An appreciation and deep respect for land-grant values



and a commitment to the advancement of agricultural, natural resources, and community impact across Florida and beyond.

- The ability and commitment to engage with industrial and governmental land-grant stakeholders to develop a deep understanding of the agricultural, natural resources and community needs throughout the state and a willingness to devote the energy, creativity and leadership necessary to address those needs.
- The ability to envision additional opportunities for IFAS to contribute positively to the lives of Floridians and

a commitment to pursue that potential through innovative approaches and the strategic expansion of IFAS's mission and partnerships.

ATHLETICS

- An appreciation for the significant role of intercollegiate athletics in the life of the University community, and enthusiasm for fostering the program's integrity, competitiveness, compliance, and accountability.
- The ability and commitment to balance the complex needs of an intercollegiate athletics program and integrate that with the priorities linked to fulfilling the institution's

teaching, research, and service missions.

- A passion for UF's athletic programs and a deep appreciation for their role in promoting and representing the UF brand nationally and internationally.
- Dedicated to embracing a complex and evolving collegiate athletics landscape and the initiatives necessary to successfully adjust to these changes.
- Commitment to enhance and update UF's athletics facilities in an effort to provide world-class venues and fields for students to compete and fans to experience.

APPLICATION & NOMINATION PROCESS

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applications should include a current curriculum vitae and a letter of interest describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nomination letters should include the name and contact information of the nominee.

In accordance with the state of Florida's open records laws, documents and information related to applicants will be held in confidence with only the finalists' identities and materials made public. Application materials should be submitted to:



Vickie Antolini, Senior Client Partner
Ken Kring, Senior Client Partner

Korn Ferry Organization Consulting
2005 Market Street, Suite 910
Philadelphia, PA 19103

Email: UFPresident@kornferry.com
Refer to code "UF-President" in subject line



THE UNIVERSITY OF FLORIDA IS AN EQUAL OPPORTUNITY EMPLOYER

The university is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training.



POSITION QUALIFICATIONS AND CRITERIA
PRESIDENTIAL ADVERTISEMENT



Presidential Search

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LOCATED IN THE STATE OF FLORIDA: Florida is now the third most populous and one of the fastest growing states in the country. With new interest in its urban centers from corporate leaders across a wide range of industries, Florida is a national leader well positioned to enter a new era of influence.

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Qualities and Characteristics

Driven by extraordinary momentum, the University of Florida's next President will have an opportunity to firmly establish UF as a premier university that the state, nation, and world all look to for leadership. The next President must have the experience, vision, and commitment to lead the University in sustaining its top-tier position while ushering in UF's next chapter as an institution with a statewide urban footprint, alongside University, state, and industry stakeholders. In particular, the most competitive candidates will demonstrate many critical leadership qualities and characteristics including:

1. Academic Accomplishments
 - a. The President should be a distinguished scholar.
 - b. An educator of national stature with demonstrated intellectual leadership, and with internationally recognized research or scholarly achievements who will continue to advance the academic distinction of the University of Florida.
 - c. While academic experience (professional and administrative) at a research university or comparable setting is strongly desired, exceptional candidates who have earned a doctoral degree from an accredited university and who have also demonstrated a high degree of national or international scholarly and administrative success outside of academia will also be considered.
 - d. A passion for and commitment to the academic values and culture of the University of Florida and the capacity to communicate the University's mission and needs clearly and persuasively to all external and internal constituencies.
 - e. Highly respected by the academic community both within and outside of the University of Florida. Often, these accomplishments are represented by the following: terminal degree in their academic field, member of national academy or institute, or fellow of a major academic society.
 - f. Demonstrated commitment to and support for excellence in teaching, research, and service and a willingness to champion interdisciplinary collaboration and genuine innovation in these areas.
 - g. Demonstrated commitment to fostering an environment that embraces academic freedom.

- h. An appreciation and respect for the University's academic disciplines and a demonstrated record of support for scholarly work and academic excellence.
- i. A commitment to ensuring the University's curriculum is state of the art, including meaningful integration of artificial intelligence, and prepares students for a modern world and workforce.

2. Leadership Experience

a. General

- i. As the leader of a large, complex public institution, the ability and commitment to work in collaboration with the Board of Trustees in developing an ambitious and comprehensive vision for the University and creating the strategies necessary to guide its successful implementation.
- ii. Ability and commitment to accelerate the University's upward trajectory and international prominence, including the ability, fortitude, and strategic vision to take the University to the highest level with demonstrated leadership and emphasis on increasing quality across the University.
- iii. Commitment, vision, entrepreneurial skills, and the ability to foster growth of the University's research enterprise and the infrastructure to support it, ensuring its quality and competitiveness, as well as its contribution to economic development and scientific discovery. The University of Florida strives to be the internationally recognized leader among research universities in creating new knowledge and technologies.
- iv. Knowledge of the national trends in higher education that impact top tier research universities coupled with the experience necessary to effectively address them and position the University for success.
- v. Commitment to the various initiatives set forth in the charge from the Chair of the Board of Trustees, including: growing stature of the State of Florida, UF Health, IFAS, Artificial Intelligence Initiative, the Hamilton Institute/School, Jacksonville Campus, expansion of South Florida master's program, On-Line Initiative, Athletics, the next Capital Campaign and other initiatives designed to push UF ahead of the curve with regard to advances in higher education.
- vi. A transparent, inclusive, inspiring, energetic and approachable leadership style that embraces and intuitively builds connections with the campus community through visibility and accessibility, enthusiastically motivates the campus community to pursue shared goals with optimism and momentum and the ability and courage to make difficult decisions in a timely manner.
- vii. A demonstrated ability to lead with integrity, honesty and loyalty by incorporating fairness and accountability in all actions, including those involving divisive issues or when making unpopular decisions, and by steadfastly upholding UF's mission and values in times of success and challenge.
- viii. Demonstrated success at working effectively and in partnership with the Board of Trustees in establishing short- and long-term goals, implementing action items, and developing strategies for promoting UF's mission and vision.
- ix. Ability and commitment to anticipate skills required by students for a changing work force and evolve the curriculum and student experience to meet those needs.
- x. Ability and commitment to think innovatively and creatively in adapting, evolving and thriving in a competitive landscape while identifying new and emerging research and academic approaches and opportunities, supporting their growth, and establishing partnerships with private sector and governmental agencies to fully realize their potential.
- xi. An appreciation for the various metrics that inform and impact the University's external rankings and performance measures established by the Florida Board of Governors and UF Board of Trustees. The ability and commitment to

maintain and advance UF's current success in the US News and World Report rankings.

- xii. Demonstrated success at developing a positive, productive, and highly engaged relationship with political, business, and community leaders from across the state and from all sectors and political affiliations and possess the sophistication necessary to leverage these relationships for the benefit of the University.
- xiii. An appreciation for and commitment to building strong, mutually beneficial relationships between the University and the local community.
- xiv. As the highest-ranking official of a major public university, the President must be aware of the numerous external factors impacting the University and focus on promoting the University and its achievements and take great care not to use the University of Florida or the position as a platform to advocate for personal political viewpoints.
- xv. An appreciation for UF's land-grant mission, as defined in the Morrill Land-Grant Acts of 1862, in advancing the excellence and stature of the University. A commitment to the mission's contributions to education, research, and extension of public service for the benefit of the state, the nation, and the world.

b. Student / Faculty / Staff Experience

- i. A demonstrated commitment and passion for students and campus life that prioritizes student wellbeing, growth and success and a belief in the power of education to positively change lives.
- ii. Experience working with academic and non-academic units to enhance all aspects of the student experience, and the desire and ability to interact with undergraduates, graduate and professional students, and postdoctoral scholars.
- iii. Possess a genuine interest in and concern for all aspects of the faculty and staff experience, the ability to effectively interact with both and a commitment to supporting teaching, research and service.
- iv. Driven to compete for faculty and staff talent and implement fiscal, administrative, academic and operational measures designed to recruit and retain top faculty and staff.
- v. A demonstrated commitment to maintaining a safe and secure campus for students, faculty and staff, including a campus environment free from harassment and disruption.

3. Collaboration with Stakeholders

- a. Demonstrated success at inspiring trust and confidence among all internal and external constituents. Possess a high EQ and an effective communication style that would be embraced by a broad spectrum of university stakeholders.
- b. Ability and commitment to serve as a partner to the Board of Trustees to develop the University's priorities and strategic plan, leading the university to successfully carry out that plan in a manner consistent with a top ranked public university.
- c. Commitment to working collaboratively with the Florida Board of Governors and elected leaders to advance university priorities. A track record serving as a relationship builder who is authentic, ethical, and humble.
- d. Demonstrated strong commitment to faculty shared governance as it relates to academic standards, policies, and rewards. Appreciate the integral role faculty play in decision-making processes that affect the academic and working environment of the University.
- e. Experience serving as a passionate advocate for a university or organization and the capacity to establish fruitful relationships with members of the legislative and executive branches as well as donors, alumni, and other individuals who may be in a position to promote the University's agenda and interests.

- f. Commitment to the University's role as a contributor on the local, state, national and international levels and recognition of the University as a partner with the communities in which it serves.

4. Operational Acumen

- a. General
 - i. Demonstrated success in leading a large, complex unit or university, preferably at the R-1 and AAU level, including administrative experience.
 - ii. Experience serving in a senior-level leadership role in a complex organization in government, business, or the nonprofit sector.
 - iii. An established history of leading and managing institutional change while achieving long- and short-term strategic objectives that advance the mission and goals of a complex organization. Experience leading an institution during times of uncertainty, crisis, innovation, and shifting expectations.
 - iv. Demonstrated success at developing high-performing leadership teams and to cultivate environments with a shared sense of mission and culture that encourages entrepreneurship, innovation, strategic risk-taking, and collaboration.
 - v. Commitment to and demonstrated success in the recruitment and retention of exceptional faculty and staff coupled with a track record for mentoring faculty and staff and investing in their professional development such that they are well positioned to excel in their respective fields and contribute to the University's academic community at the highest level.
 - vi. The ability and commitment to set clear expectations, priorities, and performance metrics that align with the vision of the University of Florida Board of Trustees and inspire faculty and staff to achieve success.
- b. Compliance with State Law and Board of Governors and University Board of Trustees Regulations, Policies and Governance Standards
 - i. A commitment to ensuring that the University fulfills its mission consistent with the requirements set forth by the state, the Board of Governors, and the University Board of Trustees including requirements related to foreign influence, prohibited expenditures and post-tenure review.
 - ii. Dedication to promoting open and free expression on campus while swiftly and effectively eliminating unlawful actions that are harmful or threatening to persons or property or cause disruption to the University's operations.
- c. Fiscal
 - i. A high level of sophistication and understanding of the fiscal issues impacting institutions of higher education, particularly at public research universities, including an astute understanding of university finances.
 - ii. Experience with complex budgetary matters, managing and allocating resources effectively, and large-scale budgetary decision-making.
 - iii. Ability to serve as an effective steward of UF's financial resources and assets and adhere to the UF Board of Trustees' policies, regulations, and governance standards.
 - iv. Experience in identifying and developing new revenue streams from public, private, and governmental sources.
- d. Advancement / Fundraising
 - i. An accomplished fundraiser with the capacity to cultivate a broad range of stakeholders including donors, alumni, and friends of the University.
 - ii. Demonstrated success in fundraising from public and private sources and working with key stakeholders to engage them with the institution and willingness to place that activity high on their agenda.

- e. Health Systems
 - i. Vision and awareness of emerging issues that could potentially impact the success of the University's academic health affairs endeavor within the nation and State's changing health care environment.
 - ii. The ability and desire to oversee a complex, inter-related system of the University health sciences center, affiliated teaching hospitals throughout Florida, and over 140 primary care and specialty practices.
 - iii. The drive, ambition, and knowledge necessary to develop and implement the strategies necessary to continue to advance UF Health's already stellar rankings for excellence in the State and country while fortifying its long-term financial stability and growth.
 - iv. Capacity and commitment to engage with health system leaders to mitigate risk, lead innovation, and continue to improve the delivery of health care services in the State of Florida.

- f. IFAS
 - i. An appreciation and deep respect for land-grant values and a commitment to the advancement of agricultural, natural resources, and community impact across Florida and beyond.
 - ii. The ability and commitment to engage with industrial and governmental land-grant stakeholders to develop a deep understanding of the agricultural, natural resources and community needs throughout the state and a willingness to devote the energy, creativity and leadership necessary to address those needs.
 - iii. The ability to envision additional opportunities for IFAS to contribute positively to the lives of Floridians and a commitment to pursue that potential through innovative approaches and the strategic expansion of IFAS's mission and partnerships.

- g. Athletics
 - i. An appreciation for the significant role of intercollegiate athletics in the life of the University community, and enthusiasm for fostering the program's integrity, competitiveness, compliance, and accountability.
 - ii. The ability and commitment to balance the complex needs of an intercollegiate athletics program and integrate that with the priorities linked to fulfilling the institution's teaching, research, and service missions.
 - iii. A passion for UF's athletic programs and a deep appreciation for their role in promoting and representing the UF brand nationally and internationally.
 - iv. Dedicated to embracing a complex and evolving collegiate athletics landscape and the initiatives necessary to successfully adjust to these changes.
 - v. Commitment to enhance and update UF's athletics facilities in an effort to provide world-class venues and fields for students to compete and fans to experience.

Application and Nomination Process

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applications should include a current curriculum vitae and a letter of interest describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nomination letters should include the name and contact information of the nominee.

In accordance with the State of Florida's open records laws, documents and information related to applicants will be held in confidence with only the finalists' identities and materials made public. Application materials should be submitted to:



Vickie Antolini, Senior Client Partner
Ken Kring, Senior Client Partner

Korn Ferry Organization Consulting
2005 Market Street, Suite 910
Philadelphia, PA 19103

Email: UFPresident@kornferry.com
Refer to code "UF-President" in subject line

THE UNIVERSITY OF FLORIDA IS AN EQUAL OPPORTUNITY EMPLOYER

The University is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training.

PRESIDENT-ELECT INFORMATION – BELL ACHIEVEMENTS AND CV

Stuart R. Bell

National Leadership and Accomplishments

Over his career, Dr. Stuart R. Bell has positively impacted higher education through his exceptional leadership and service to national universities, professional associations and various service organizations across our country. Under the leadership of Dr. Bell, institutions have leveraged their reputation for excellence and missions of pursuing teaching, research and service; achieved leadership positions in cutting-edge research, discovery and creative inquiry; enabled exceptional student success inside and outside the classroom; been highlighted as national leaders in addressing the dynamics of today's complex world; and have played critical roles in advancing their states. In recent years:

- With unmatched vision, Dr. Bell has led incredible physical campus expansions and progress at the universities he has served including building eighty-six new and/or renovated facilities, more than tripling research success and more than doubling philanthropic success during his last presidency.
- Dr. Bell served as President of the Southeastern Conference from 2023-25 and on the SEC Executive Committee from 2021-2025, providing national leadership during one of the most significant periods of collegiate athletics; and working with the NCAA, A4 conferences and D.C. legislative leadership.
- Dr. Bell focused on increasing the impact of college graduates and growing enrollment to record highs at universities, colleges and departments that he has served.
- Dr. Bell has grown the success rates of graduates by setting new records for academic success, including increasing graduation and retention rates at institutions he has served.
- He has served in leadership roles at AAU and Carnegie-R1 institutions of higher education.
- Dr. Bell has led philanthropic success at the institutions he has served including more than \$2.0 billion in philanthropic gifts and commitments for the benefit of students, faculty, programs and athletics.
- He has led institutions that excelled in championship-level athletic competitions, including three D1 national football championships, numerous SEC championships, championships in adapted athletics and individual national student-athlete championships in his last presidency.

Excellence in Merit-based Student Recruiting during his last Presidency

- Grew overall enrollment from 36,155 in Fall 2014 to a record 40,846 in Fall 2024.
- Grew incoming freshman enrollment from 6,856 in Fall 2014 to a record of more than 8,000 each of the last three fall semesters.
- Increased the number of in-state first-time freshmen students to a record 3,482 in Fall 2024, marking the sixth straight year of increases.
- Grew enrollment of first-generation students in undergraduate programs.

- Grew the National Merit student population to one of the largest in the nation, doubling the UA National Merit class sizes to over 300 annually, with more than 1,100 on campus.
- Reached record incoming graduate student enrollment.
- Supported innovative programs to enhance pathways to college attainment including Vision Days, which focuses on the college readiness of high school students from rural areas of Alabama, and Alabama Advantage, a first of its kind need-based scholarship for resident students.

Prioritizing Student Success during his last Presidency

- Grew degrees awarded to more than 9,000 per year, with more than 90,000 awarded since the 2015-16 academic year.
- Increased second-year retention rate to a new record of near 90%.
- Recommended and endorsed students for prestigious external scholarships and fellowships, including the Goldwater and Rhodes Scholarships. In Fall 2024, UA's total number of Rhodes Scholars reached 17, making the Capstone's total higher than all other public universities in the state combined.
- Developed a new core curriculum and provide greater flexibility for students to adapt their education to their individual needs, interests and career aspirations.
- Launched several new degree programs to provide valuable career growth opportunities for students and drive critical workforce development for the state.
- Debuted the embedded counselor model, emphasizing a commitment to wellness by placing Counseling Center staff where the students are—in the colleges and residence halls throughout campus.
- Opened a VMA Health Clinic, an on-campus VA satellite clinic in partnership with the Veterans Affairs Medical Center, serving students, faculty and staff as part of the University's commitment to being the best at serving military veterans and their families.
- Boosted the number of employers visiting campus to interview and hire students through our Career Center.

Record Research, Economic Development and Scholarly Impact during his last Presidency

- Achieved R1: Doctoral Universities – Very High Research Activity status in the Carnegie Classification of Institutions of Higher Education for the first time.
- Significantly grew research and development expenditures, placing UA as one of the fastest-growing R1 institutions in the National Science Foundation's Higher Education Research and Development Survey.
- Achieved record 3x+ growth in sponsored awards.
- Re-organized and stimulated the division of Research and Economic Development to meet the needs of the state and growing industry segments, including launching the Institute model to drive innovation and engagement.
- Increased faculty scholarly impact including the number of peer-reviewed journal articles published.
- Grew the University's faculty in nine of the last 10 years.
- Launched the Shelby Endowment for Distinguished Faculty, a \$100 million endowment named for Senator Richard Shelby and Dr. Annette Shelby, which recruits, retains and supports preeminent STEM faculty.

- Founded the Alabama Water Institute as a national epicenter for water-related research and development, receiving a \$360 million research award for hydrologic research from the National Oceanic and Atmospheric Administration, the largest external award in the University's history.
- Opened an Office for Economic & Business Engagement satellite in Mobile to enhance research, economic development and student career opportunities in the Gulf Coast region.

Maximizing the Campus Experience during his last Presidency

- Achieved record growth in student organizations, reaching nearly 700 in 2024.
- Grew the Greek student population to a new record, making UA the largest fraternity and sorority community in the nation, and supported opportunities for Greek students to gather with the construction of Greek Assembly Hall.
- Expanded involvement opportunities, leadership development training and service opportunities for students.
- Enhanced the overall campus and completed more than 60 transformational building renovations and opened 26 new buildings making UA one of the most beautiful large public universities in the nation. The new additions include (among others):
 - The new High Speed Computational Facility to support AI and other computational initiatives, with new the \$110M facility near completion.
 - The soon-to-open ~\$150M Smith Family Center for the Performing Arts,
 - The new \$100M USGS Hydrologic Instrumentation Facility.
 - Drummond Lyon Hall, providing exhibition, conservation, studio classroom, collection and office space for the College of Human Environmental Sciences.
 - Hewson Hall, providing innovative classroom, faculty, and collaborative space for the Culverhouse College of Business.
 - Stran-Hardin Arena, a multi-use facility for UA's championship Adapted.
 - Tutwiler Hall, a first-year female residence hall that continues the unbroken tradition of Tutwiler Halls, previous iterations of which opened in 1914 and 1968.
- Meaningfully incorporated the Peter Bryce Campus into the footprint of daily life at the Capstone with the addition of the Catherine and Pettus Randall Welcome Center.
- UA has raised more than \$2.0 billion in philanthropic gifts and commitments for the benefit of UA students, faculty, and programs.
- Made significant investments in campus safety infrastructure and personnel.
- Achieved rankings among the nation's most beautiful campuses by numerous publications, and as a Tree Campus USA, reaching the ninth consecutive designation in 2024.

Transformational Philanthropic Support during his last Presidency

- Launched The Rising Tide Capital Campaign, the largest and most successful capital campaign for any institution in the state of Alabama. After beginning in October 2016 and reaching the initial goal of \$1.5 billion more than two years ahead of schedule, The Rising Tide 2.0 increased the goal to \$1.8 billion. UA reached the \$1.8 campaign billion goal in summer of 2025, with more than 1 year remaining

in the campaign, with a now \$2.0B+ expectation.

- Received signature gifts including:
 - \$100 million from anonymous donor for the University.
 - \$35 million college naming gift from Frank Barefield.
 - \$25 million college naming gift from Styslinger family.
 - \$20 million commitment from C.T. and Kelley Fitzpatrick to support the Culverhouse College of Business and Crimson Tide Athletics.
 - \$15 million lead gift from Marillyn and James Hewson for the construction of Hewson Hall in the Culverhouse College of Business.
 - \$10 million commitment from the Holle Family Foundation, founded by the late Brig. Gen. Everett Hughes Holle, to benefit the College of Communication and Information Sciences.
 - \$25 million planned gift from Mike and Kathy Mouron, Rising Tide 2.0 Capital Campaign Co-Chairs.
 - \$20 million lead gift from the Mark Smith family for the construction of the Smith Family Center for the Performing Arts.
 - \$8 million gift from the estate of Bill Decas to enhance student scholarships through the National Alumni Association.
- More than doubled yearly charitable gifts and pledges.

Steadfast Administrative Leadership during his last Presidency

- Built a strong and stable executive leadership team, including recruiting one of the most respected Athletic Directors in the country and Vice Presidents across the university.
- Developed and launched two five-year strategic plans to guide and proactively prepare for the future while advancing the mission of teaching, research and service.
- Launched the “Where Legends Are Made” branding campaign which has been recognized nationally for its success and continues to positively represent the campus community.
- Developed an annual report to highlight the numerous ways the university impacts the state and communities.
- Navigated the global pandemic and pioneered safe and successful plans to return to in-person classes, operations and activities that served as a national model for success.
- Welcomed the first ever presidential primary debate held on campus and hosted the U.S. President on campus three times, including the invitation as the May 2025 Commencement Speaker.
- Regularly hosted celebrated-figures, elected officials and dignitaries on campus.
- Completed SACSCOC reaffirmation of accreditation in 2015 and successfully hosting reaffirmation of accreditation in 2025.

Commitment to Community during his last Presidency

- Grew UA's annual economic impact on the state, achieving a record-breaking high of \$2.9 billion.
- Initiated regular counterpart meetings with city leaders, enabling new achievements in cooperation.
- Strengthened education partnerships with the city, local colleges and county and city schools.
- Continued leading support for the United Way of West Alabama by hosting annual campaigns benefiting United Way and its partner agencies which serve the community and nine surrounding counties.
- Served Alabama families by providing “best value” educational opportunities. For example, resident tuition was flat five of the last 10 years.

Championship Athletic Performance during his last Presidency

- Performed at exceptional levels across sports including:
 - Three NCAA Football D1 National Championships
 - UA's first men's basketball NCAA Final Four appearance
 - Multiple individual NCAA national titles
 - Numerous SEC championships and NCAA tournament appearances
- Achieved the highest Academic Progress Rate (APR) in Alabama Athletics history in 2024, including the top in the SEC APR ranking for football.
- Enhanced athletic facilities to enable student-athlete achievement, including:
 - Major addition and upgrades to Saban Field at Bryant-Denny Stadium.
 - A new \$60M practice facility and renovated space for men's and women's basketball training and player development.
 - New and renovated additions to the Mal M. Moore Athletic Facility including dining, training, locker room and weight room facilities, and a two-level Sports Science Center with wellness and treatment spaces.
 - Renovation and additions to the John and Ann Rhoads Softball Stadium.
 - Constructed the Crimson Reserve, considered the top college golf practice facility in the nation.
- Navigated with athletics leadership the retirement of our generation's greatest head football coach (Nick Saban) and positioned new coaching staff to continue our championship tradition.

Honors and Engagement during his last Presidency

- Elected by peers to serve a two-year term (2023-25) as President of the Southeastern Conference, providing vital leadership during a crucial time for the Conference and collegiate athletics, including:
 - Reaching new major contracts with ESPN and the College Football Playoff,

significantly boosting revenue income to support the student-athletes and their programs.

- Working with partner conferences in the complex world of NIL to formulate a national path forward for a sustainable environment in college athletics.
- Providing board management of the SEC.
- Served on the A4 and NCAA leadership committees addressing the broad position of the A4 conferences on Federal legislation, legal settlements, and pathway for the future.
- Served on the SEC Executive Board for four years, 2021-25.
- Inducted into the White Rose Society, 2024, and attended an Israel delegation trip in December 2025, with visits with Israel President Herzog and US Ambassador Huckabee at President Herzog's home in Israel.
- Inducted into the State of Alabama Engineering Hall of Fame, 2023.
- Received the Texas A&M University College of Engineering Outstanding Alumni Honor Award, 2016.
- Received the Community Pillar Award from the West Alabama Community Foundation, 2025.
- Received The Honorable Richard C. Shelby Leadership Award from the West Alabama Chamber of Commerce, 2026.



PRESIDENT-ELECT CV



Stuart R. Bell, Ph.D., P.E.

The University of Alabama
Tuscaloosa, Ala. 35487

BIOGRAPHY:

Stuart R. Bell is a 30+ year veteran of higher education with broad administrative experience. Prior to becoming President at The University of Alabama, Dr. Bell served in several administrative positions at multiple universities encompassing departmental, school/college, university, and system activities. Dr. Bell has worked closely with federal and state legislative delegations in planning and realizing major university wide research and program successes including federal support for the construction of academic and research buildings and establishment of significant Centers and Institutes. Dr. Bell has extensive experience in fundraising for supporting the academic and research missions of the universities which he has served. He has stewarded donors toward transformational gifts supporting new buildings, scholarships and new academic and research programs. Dr. Bell has worked with campuses across systems to leverage the success of programs jointly offered at those campuses as well as creating strategic alliances with other universities.

The University of Alabama. Founded in 1831, The University of Alabama is the state's flagship and a student-centered, comprehensive research university. Located in Tuscaloosa, UA has approximately 41,000 students and is dedicated to excellence in teaching, research and service. UA offers bachelor, master and doctoral degrees in more than 200 fields of study.

Serving 10 years as President, Dr. Bell was the CEO with all Vice Presidents reporting directly to him along with the Athletic Director and Chief Administrative Officer. Under his leadership, UA developed a campus-wide strategic plan focusing on excellence in the graduate and undergraduate programs, growing the research and scholarship successes, supporting the faculty and staff, and extending the advancement support from donors. During his administration, new records across the campus were consistently set each year.

The Louisiana State University. LSU is the Flagship University of the State of Louisiana and, during his time, had approximately 32,000 students enrolled at the main campus located in Baton Rouge. The campus is a land-grant, sea-grant and

space-grant institution. Enrollment across all LSU campuses was approximately 44,000 students with a total budget of \$2.1 billion and included campuses in Shreveport, Alexandria, Eunice and two medical schools.

Dr. Bell served as the Executive Vice President and Provost for LSU beginning in July of 2012. In that role, he was the Chief Academic Officer and Chief Operating Officer of the flagship University. In January 2015, that role was expanded to include coordinating system wide academic functions. Direct reports to Dr. Bell included all academic deans on the A&M campus, the Vice Chancellor for Strategic Initiatives, the Vice Chancellor for Research and Economic Development, the Vice Chancellor for Student Life and Enrollment, four Vice Provosts and the Associate Vice President for Institutional Effectiveness and Academic Planning who coordinated system-level academic affairs for Dr. Bell.

The University of Kansas. The University of Kansas (KU) is an AAU institution with approximately 30,000 students enrolled in undergraduate and graduate programs with about 3,100 of those students at the medical center located in Kansas City. The university had annual research expenditures of \$300 million. The endowment had holdings of approximately \$1.4 billion, ranking it among top public universities in the nation at the time.

Dr. Bell served as the Dean of the School of Engineering where he provided leadership for the seven academic units: Aerospace Engineering; Chemical and Petroleum Engineering; Civil, Environmental and Architectural Engineering; Electrical Engineering and Computer Science; Engineering Management; Engineering Physics; and Mechanical Engineering.

Under Dr. Bell's guidance, the school launched the strategic plan entitled "The Building of Excellence Initiative"; a \$500 million investment which included resources for faculty, staff, and buildings; as well resources to support students (scholarships and fellowships) and academic programs. Through two capital campaign programs, Dr. Bell spearheaded record fundraising efforts to support those programs.

SERVICE AND AWARDS:

Bell has been actively involved in numerous professional organizations. Among other activities, he served as President of the Southeastern Conference (SEC), served as chair of the Executive Committee of the SEC, served on the U.S. Council for Competitiveness, was an active member of the Association of Public and Land-Grant Universities (APLU) Council of Presidents, and served on the Executive Committee of the Marine Environmental Consortium (Dauphin Island Sea Lab). He served as trustee of the New York-based ASME Foundation; former board member of the Engineering Foundation for Kansas; former board member of the Research Program Council, Kansas Department of Transportation; former member of the KU Center for Research

Board of Trustees; and member of the Executive Board of the KU Center for Research. He served as chairman of Academic Advisory Councils for both the NSF's Center for Environmentally Beneficial Catalysis and Center for Remote Sensing of Ice Sheets. In 2014, Bell was elected to the Executive Committee of the Council of Academic Affairs for the APLU in Washington, D.C.

Several awards and honors have been bestowed upon Dr. Bell. In fall 2005, Bell received the Richard S. Woodbury Award from the American Society of Mechanical Engineers. In 2006, he was inducted as a Departmental Fellow by the Department of Mechanical Engineering at The University of Alabama. In 2008, Dr. Bell was inducted into the Academy of Distinguished Alumni of Texas A&M University's Mechanical Engineering Department and later into the College-wide Distinguished Alumni program. In 2001, Bell was awarded the T. Morris Hackney Faculty Leadership Award for the College of Engineering at The University of Alabama and the ASME Internal Combustion Engine Division awarded Bell its Meritorious Service Award in 1995. In 1988, he was awarded the Society of Automotive Engineers' Ralph Teeter Award for Outstanding Contributions to Research and Teaching. Bell was also recognized as a Paul Harris Fellow by Rotary International in 2011. In 2012, Bell was awarded the Distinguished Engineering Service Award by the KU School of Engineering. In 2023, Dr. Bell was inducted into the State of Alabama Engineering Hall of Fame.

Earlier, Dr. Bell was elected as President of the American Society for Engineering Education (ASEE), Southeastern Section and served as chair of the Research Unit of that group. Bell also served as Chairman of ASME-Internal Combustion Engine Division in 2002 and on the executive board from 1996 to 2003. Bell served on the Board of Directors of the Bevill Advanced Manufacturing Center from 1996 to 1998.

PERSONAL BACKGROUND:

Stuart Bell is married to Susan Tanner Bell, and they have three children, Stuart T. Bell, of Houston, Texas; Stacy Bell Watford, of Raleigh, North Carolina; and Stephen Bell, of Kansas City, Kansas. Susan serves on numerous University and Community boards including the United Way, K-12 school programs, and church initiatives.

ACADEMIC, ADMINISTRATIVE, AND INDUSTRY EXPERIENCE:

The University of Alabama
President (2015-July 2025)

Dr. Bell served the university through a number of local, regional and national educational and leadership positions and venues. He has built an impressive leadership team to accomplish the campus vision articulated through the new

Strategic Plan “Advancing the Flagship”. Dr. Bell has overseen impressive accomplishments during his time at the University including (among others):

- Growing revenue streams at a record pace and consistently generating net revenues well over expenses year-over-year;
- Numerous new records in student enrollment, both undergraduate (largest and most accomplished over 8000 incoming freshman last 3 years) and graduate levels (largest and most accomplished);
- New records in retention and 4 and 6-year graduation rates and student recognition (Rhodes Scholars, Fulbright Scholars, Goldwater Scholars, etc.);
- New records and among the highest in the country (public and private) in National Merit student recruitment (over 300 NM freshman in fall 2024 and 2023 and approximately 1200 total NM students campus-wide)
- Numerous new records in philanthropic fund raising (currently in the public phase of a \$1.8B capital campaign and well ahead of schedule, likely to reach a \$2B outcome);
- New records for submissions, awards and expenditures in external funding support for grants and contracts (including a recent record grant for \$360M, 5yr from NOAA for a new Cooperative Institute in water resources);
- Extensive expansion and improvement of the campus research and academic facilities (approximately one new/fully-renovated building/facility/project each month for last four years);
- Located a new Federal Laboratory (USGS Hydrologic Instrumentation Facility) to UA campus, including new building facility and operations budget – opens this August;
- Announced the design and construction of a \$100M High Performance Computing Center;
- Secured eternal funding for and announced a new STEM Eminent Scholars Program supporting 20 new Eminent Scholars across the University and endowed with \$100M;
- Secured a yet to be announced anonymous \$100M gift commitment with focus in the School of Business;
- Expansion of numerous Athletic facilities (football, swimming, basketball, golf, softball, sport sciences, training, etc.) and exceptional athletic program success (SEC Championships, National Championships and individual athlete championships);
- Through Governmental Affairs, achieved significant growth in base state funding support to the University.

The Southeastern Conference

President (July 2023 - July 2025)

Executive Committee (July 2021 – July 2025)

Dr. Bell served the conference for two years as President and on the Executive Committee for four years, through one of the most dynamic times in collegiate sports. During this time, Dr. Bell spent numerous visits in D.C., working with all SEC school presidents and the SEC commissioner, working with NCAA and other conference commissioners and presidents addressing critical issues for national collegiate programs.

The Louisiana State University

Office of Academic Affairs

Executive Vice President and Provost (January-July, 2015)

Executive Vice Chancellor and Provost (2012-January 2015)

Professor of Mechanical Engineering (2012-2015)

Executive Vice President and Provost - LSU

Chief Academic and Operating Officer. Responsibilities include oversight of all academic, research and student programs; and coordination of fiscal operations associated with those programs. Selected university achievements include:

- Records in the recruitment of new freshmen, 6-year graduation rates, and numerous student honors and accolades.
- Record results in fund raising for the campus, including new program support, new academic buildings, and faculty support.
- New community college bridge program launched.
- New building projects completed or initiated: a new Science and Materials building was opened; several new residence halls were opened and/or under construction; a \$110 million addition/renovation to engineering launched; a new \$90 million addition to the student recreation center launched; renovation of the honors college underway; a new media and computational center building opened; etc.
- Additional strategies for boosting freshman retention identified and implemented.
- New model and partnership for online programs established and launched.
- Growth of international/global strategies implemented.
- New strategic plan for the Office of Research and Economic Development (ORED) adopted including building the external funding and expanding focus areas with annual research expenditures increasing to \$290 million.

- New process for establishing faculty hiring goals developed and implemented. The plan focuses on linking planning with the university strategic plan (Flagship 2020) and the ORED strategic plan balanced against the needs of the individual programs.
- New team of deans recruited to the university.
- Completed administrative realignment of several units within the university.
- Successfully completed SACSCOC reaffirmation process, 2014.

The University of Kansas

School of Engineering

Dean of Engineering (2002 - 2012)

Professor of Mechanical Engineering (2002 - 2012)

Dean- School of Engineering. University of Kansas

Responsible for overall operation of the School of Engineering at the University of Kansas. Responsibilities included oversight of the academic programs, research programs and alumni activities. Selected school achievements include:

- Announced \$32 million estate gift in 2011.
- Announced \$35 million from State of Kansas for supporting KU engineering in 2011.
- Secured philanthropic support for and launched a \$20 million SELF leadership and entrepreneurship program for undergraduate engineering students. (An additional estate gift of \$15 million for the program was realized shortly after my departure bringing the total program gift to \$35 million.)
- In 2008, launched and led the Far Above capital campaign for the KU School of Engineering with a target of \$110 million as part of the university's \$1.2 billion campaign.
- In 2005, completed the KU-First capital campaign for the KU School of Engineering, raising \$52 million.
- Completed construction of a new 85,000-square-foot engineering building, Eaton Hall, funded from private gifts.
- Completed construction of a second 50,000 square-foot engineering building (M2SEC) and the planning for two additional buildings (-120,000 square ft).
- Annual research awards and expenditures in the school almost tripled.
- Four new University wide Research Centers were established and are being led by faculty in the SoE.
- Selected for a \$17 million National Science Foundation, Engineering Research Center (ERC).

- Selected for a \$19 million National Science Foundation, Science and Technology Center (STC).
- New Transportation Research Institute funded with \$14.5 million from U.S. DoT for transportation research.
- Near tripled the enrollment of doctoral students.

The University of Alabama

Department of Mechanical Engineering, Head (1995-2002)

Center for Advanced Vehicle Technologies, Director (1998-2002)

Department of Mechanical Engineering, Acting Head (1994-1995)

Assistant Professor (1986), Associate Professor (1990), Professor (1996)

Department Head – The University of Alabama

Provided leadership to the department in the areas of curriculum, development, and research programs. Specific objectives included: (1) establishment of departmental goals, (2) development of resources for supporting faculty and departmental goals, (3) recruitment of quality new faculty, (4) effective management of financial and personnel resources, (5) enhancement of alumni programs, (6) refinement of undergraduate and graduate curricula, and (7) development of improved instructional methodologies and technologies for the department.

Director, Center for Advanced Vehicle Technologies - The University of Alabama

Directed the Center for Advanced Vehicle Technologies (CAVT) at The University of Alabama. Funding sources included state, federal and industry support.

Assistant Senior Engineer – Mobil Research and Development Corporation, Dallas, Texas. (1981-1983)

Responsible for the design of process and support facilities for offshore production structures.

MEMBERSHIPS:

- Sigma Xi
- Phi Kappa Phi
- Pi Tau Sigma
- Golden Key
- American Society of Mechanical Engineers
- Society of Automotive Engineers

- American Society for Engineering Education
- National Society of Professional Engineers
- Kansas Society of Professional Engineers
- Combustion Institute
- Registered Professional Engineer in the State of Texas
- Rotary International

EDUCATION:

Texas A&M University, College Station, Texas. Doctor of Philosophy, Mechanical Engineering, 1986.

Texas A&M University, College Station, Texas. Master of Science Degree, Mechanical Engineering, 1981.

Texas A&M University, College Station, Texas. Bachelor of Science Degree, Nuclear Engineering, 1979.

ACHIEVEMENTS, AWARDS, AND PROFESSIONAL ACTIVITIES:

Inducted into the State of Alabama Engineering Hall of Fame, 2023.

Named Distinguished Fellow, Texas A&M College of Engineering, 2017.

Elected to the Executive Committee for Academic Affairs, APLU, Washington D.C., 2014.

Recipient of the Distinguished Engineering Service Award (DESA), the University of Kansas, School of Engineering, 2012.

Paul Harris Fellow, Rotary International, 2011.

Elected to the Academy of Distinguished Alumni, Texas A&M University, Mechanical Engineering, 2008.

Elected as an Engineering Departmental Fellow, The University of Alabama, Department of Mechanical Engineering, 2005.

Richard S. Woodbury Award for Eminent Achievement/Distinguished Contribution to the Management of Those Engaged in Design, Development, Application and Operation of Internal Combustion Engines, American Society of Mechanical Engineers (ASME), 2005.

Board of Directors, Center for Science Education, University of Kansas, 2006-2012.

Chairman of Academic Advisory Council (Deans Council), NSF Center for Remote Sensing of Ice Sheets (CReSIS), 2006-2012.

Board of Directors, Engineering Foundation for Kansas, Topeka, KS, 2005-2012.

Trustee of the ASME Foundation, New York, NY, 2003-2012.

Research Program Council, Kansas Department of Transportation, Topeka, KS, 2002- 2012.

Education Committee, National Society of Professional Engineers, Washington, D.C., 2003-2005.

Chairman of Academic Advisory Council (Deans Council), NSF Center for Environmentally Beneficial Catalysis, 2003-2008.

Executive Board, KU Center for Research, 2003-2006.

Board of Trustees, KU Center for Research, 2003-2010.

Executive Board, KU Information, Telecommunications and Technology Center, 2002- 2012.

T. Morris Hackney Faculty Leadership Award, College of Engineering, The University of Alabama, 2001.

Executive Board, ASME-Internal Combustion Engine Division, 1996-2003

Division Chairman, ASME-Internal Combustion Engine Division, 2002.

Board of Directors of the Bevill Advanced Manufacturing Center, Gadsden, AL, 1996-1998.

President, American Society for Engineering Education (ASEE), Southeastern Section, 1995.

Meritorious Service Award, American Society of Mechanical Engineers, Internal Combustion Engine Division, 1995.

Chairman, Combustion and Fuels Technical Committee of the ASME-ICE Division, 1993-1996.

Associate of the Internal Combustion Engine Division of the ASME, 1989-present.

Outstanding Research Award, The University of Alabama College of Engineering and the Alabama Capstone Engineering Society, 1989.

Southeast Section ASEE Research Unit Award for Outstanding Research Contributions, 1989.

Ralph Teeter Award for Outstanding Contributions to Research and Teaching, Society of Automotive Engineers, 1988.

REFEREED PUBLICATIONS: (reverse chronological order):

1. K.K. Srinivasan, S.R. Krishnan, S. Singh, K.C. Midkiff, **S.R. Bell**, W. Gong, S.Fiveland, M. Willi (2006). The Advanced Injection Low Pilot Ignited Natural Gas Engine. Trans. ASME: Journal of Engineering for Gas Turbines and Power, 128(1), 213-218. Also Proceedings of the 2003 ASME-ICE Fall Technical Conference, Erie, PA.
2. Joo, S.H., Srinivasan, K., Lee, K.C., and **Bell, S.R.** (2004). The Behaviour of Small and Large-Scale Variations of In-Cylinder Flow During Intake and Compression Strokes in a Motored Four-Valve S.I. Engine. International Journal of Engine Research, Vol. 5, No. 4.
3. Liu, Y., **Bell, S.R.**, and Midkiff, K.C., (2004). Development of a Multizone Model for DI Diesel Combustion. International Journal of Engine Research, Vol. 5, No.1, pp.71-81.
4. S. Singh, S.R. Krishnan, K.K. Srinivasan, K.C. Midkiff and **S.R. Bell** (2004). Effect of Pilot Injection Timing, Pilot Quantity, and Intake Charge Conditions on Performance and NOx Emissions for an Advanced Low-Pilot-Ignited Natural Gas Engine. IMechE International Journal of Engine Research, Vol. 5, No. 4, pp. 329-348.
5. Krishnan, S.R., Srinivasan, K., Singh, S., **Bell, S.R.**, Midkiff, K.C., Gong, W., Fiveland, S., and Willi, W. (2004). Strategies for Reduced NOx Emissions in Pilot-Ignited Natural Gas Engines. Journal of Engineering for Gas Turbines and Power, July 2004, Vol. 126, pp. 665-671. Also Proceedings of the 2002 ASME- ICE Fall Technical Conference, New Orleans, LA, September 2002.
6. P.H. Mathuria, Teik C. Lim, W.S. Shepard, **S.R. Bell**, M. Venturi, H.H. Dobbs and E. Kallio (2003). Vibration and Shock Considerations in the Design of a Truck-mounted Fuel Cell APU System. Journal of Commercial Vehicles, Vol. 111, No. 2, pp. 579-588.
7. Srinivasan, K., Krishnan, S.R., S. Singh, Midkiff, K.C., **Bell, S.R.**, Gong, W., Fiveland, S., and Willi, W. (2003). The Advanced Low Pilot Ignited Natural Gas Engine – A Low NOx Alternative to the Diesel Engine. Proceedings of the ASME IJPGC: International Joint Power Generation Conference, Atlanta, Georgia, June 16-19, 2003.
8. Gong, W., **Bell, S.R.**, Micklow, G.J., Fiveland, S.B., and Willi, M.L., (2002). Using Pilot Diesel Injection in a Natural Gas Fueled HCCI Engine. Society of Automotive Engineers, SP-1718, 2002-01-2866.
9. Krishnan, S.R., Biruduganti, M., Mo, Y., **Bell, S.R.** and Midkiff, K.C., (2002). Performance and Heat Release Analysis of a Pilot-Ignited Natural Gas Engine. International Journal of Engine Research, vol. 3, no. 3, pp. 171-184.
10. Liu, Y., **Bell, S.R.**, and Midkiff, K.C., (2001). Development of a Phenomenological Combustion Simulation for a Dual-Fuel Engine. 2001 ASME- ICE Fall Technical Conference, Argonne, IL, September 2001.
11. Coppage, G. (graduate student) and **Bell, S.R.**, (2001). Use of an Electrically-Heated Catalyst to Reduce Cold-Start Emissions in a Bi-Fuel Spark Ignited Engine. Journal of Engineering for Gas Turbines and Power, January 2001.

12. Midkiff, K.C., **Bell, S.R.**, Rathnam, S., and Bhargava, S., (2001). Fuel Compositional Effects on Emissions from a Spark Ignited Engine Operated on Simulated Biogases. *Journal of Engineering for Gas Turbines and Power*, Vol.123, pp. 132-138. Also Proceedings of the 1997 ASME-ICE Spring Technical Conference held in Fort Collins, CO, 1997.
13. Anil, R., Midkiff, K.C., **Bell, S.R.**, Carl, D., (1998). Effects of Methane/Propane Mixture Composition on Performance and Emissions in a Spark-Ignited Engine. ASME Paper No. 98-ICE-108. Also presented at the 1998 ASME-ICE Spring Technical Conference held in Fort Lauderdale, FL.
14. Midkiff, K.C., Carl, D., **Bell, S.R.**, Anil, R., (1998). Coolant Temperature Effects on Performance and Emissions of a Spark-Ignited Engine Fueled with Methane and Propane Mixtures. 1998 ASME-ICE Spring Technical Conference held in Fort Lauderdale, FL, paper no. 98-ICE-109.
15. Greening, L.A., Schipper, L., Davis, R.E. and **Bell, S.R.**, (1997). Prediction of Household Levels of Greenhouse Gas Emissions from Personal Automotive Transportation. *Energy - The International Journal*, Vol. 22, No. 5, pp. 449-460.
16. Midkiff, K.C., Parker, J.K. and **Bell, S.R.** (1997). Mechanical Engineering Curriculum Reform at the University of Alabama. Proceedings of the Southeast Region Meeting of ASEE-SE pp. 150-155, Marietta, GA.
17. **Bell, S.R.** and Gupta, M., (1997). Extension of the Lean Limit for Natural Gas Fueling of a Spark Ignited Engine Using Hydrogen Blending. *Combustion Science and Technology*, Vol. 123, pp. 23-48.
18. **Bell, S.R.**, Midkiff, K.C., Bhargava, S. and Rathnam, S., (1997). An Investigation of Low-Btu Combustion in a Spark Ignited Engine. ASME Paper No. 97-ICE-17. Also presented at the 1997 ASME-ICE Spring Technical Conference held in Fort Collins, CO.
19. Greg Coppage (graduate student) and **Bell, S.R.**, (1997). Use of an Electrically- Heated Catalyst to Reduce Cold-Start Emissions in a Bi-Fuel Spark Ignited Engine. ASME Paper No. 97-ICE-15. Also presented at the 1997 ASME-ICE Spring Technical Conference held in Fort Collins, CO.
20. **Bell, S.R.**, Midkiff, K.C., Doughty, G.E., and C.E. Brett (1997). Dual Fueling of a Caterpillar 3406 Diesel Engine. *International Journal of Energy Environment Economics*, Vol. 3, No. 1 pp. 1-8.
21. Midkiff, K.C., **Bell, S.R.**, Newman, F.L. and Adams, T., (1996). The Alabama Alternative Fuels Program - A Joint Research/Educational Experience. Proceedings of the 1996 Southeast Region Meeting of ASEE-SE pp. 116-121, Gatlinburg, TN.
22. Gupta, M. (graduate student), **Bell, S.R.**, Tilman, S.T. (1996). An Investigation of Lean Combustion in a Natural Gas Fueled Spark Ignited Engine. *ASME Journal of Energy Resources Technology*, Vol. 118.
23. **Bell, S.R.**, Gupta, M. and Greening, L.A., (1995). Full-Fuel-Cycle Approach to Vehicle Emissions Modeling: A Case Study of Gasoline in the Southeastern Region of the United States. *Energy Sources*, Vol. 17, pp. 535-551, Taylor and Francis Publishing.

24. **Bell, S.R.**, Midkiff, K.C., Newman, F.L., Davis, M. and Adams, T., (1995). Natural Gas for Transportation - A Field Demonstration. Proceedings of the Southeast Region Meeting of ASEE-SE pp. 24-28, Biloxi, MS.
25. **Bell, S.R.**, Parker, J.K., Newman, F.L. and Dinh, H., (1995). Performance and Emissions of Natural Gas Conversion Equipment. ASME-ICE Vol. 24, pp. 59-68. Also presented at the ASME-ICE Spring Conference, Marietta, OH.
26. Thiagarajan, S. (graduate student), Midkiff, K.C., **Bell, S.R.** and Green, M.N., (1995). Investigation of Fuel Composition Effects on a Natural Gas Fueled Spark-Ignited Engine. ASME-ICE Vol. 24, pp. 41-52. Also presented at the ASME-ICE Spring Conference, Marietta, OH.
27. **Bell, S.R.**, Gupta, M., and Greening, L.A., (1995). Full-Fuel-Cycle Modeling for Alternative Transportation Fuels. ASME Journal of Energy Resources Technology, Vol. 117, pp. 297-306.
28. **Bell, S.R.** and Choi, G.H. (graduate student), (1994). Parametric Studies on a Coal-Fueled Diesel Engine. Combustion Science and Technology, Vol. 96, pp. 85-102.
29. Choi, G.H. (graduate student) and **Bell, S.R.** (1994). Investigation of Coal-Water Slurry Fuel Combustion in a Reciprocating, Internal Combustion Engine. KSME Journal, Vol. 8, No. 4, pp. 356-363.
30. Loper, G.A. (graduate student) and **Bell, S.R.** (1994). Simulation of a Spark Ignited Engine. ASME paper 94-ICE-17. Also presented at the 17th Annual Energy-Sources Technology Conference & Exhibition, New Orleans, LA.
31. Gupta, M. (graduate student) and **Bell, S.R.** (1994). An Investigation of Lean Combustion in a Natural Gas Fueled Spark Ignited Engine. ASME ICE-Vol.21, pp.37-46. Also presented at the ASME Spring Conference, New Orleans, LA.
32. Parker, J.K., **Bell, S.R.**, and Davis, D.M., (1993). An Opposed Piston Diesel Engine. New Developments in Off-Highway Engines, Journal of Engineering for Gas Turbines and Power, Vol. 115, pp. 734-741.
33. **Bell, S.R.**, Loper, G.A. (graduate student), Gupta, M. (graduate student), (1993). Combustion Characteristics of a Natural Gas Fueled Spark Ignited Engine. ASME Paper 93-ICE-17. Also presented at ASME Energy Technology and Exhibition Conference, Houston, TX.
34. **Bell, S.R.**, (1993). Natural Gas as a Transportation Fuel. Invited Paper to Society of Automotive Engineers' Future Transportation Conference, August 1993, San Antonio, TX. SAE Paper 931829.
35. Doughty, G.E. (graduate student), **Bell, S.R.**, and Midkiff, K.C., (1992). Natural Gas Fueling of a Caterpillar 3406 Diesel Engine, Journal of Engineering for Gas Turbines and Power, Vol. 114, pp. 459-465.
36. Parker, J.K., **Bell, S.R.**, and Davis, D.M., (1992). An Opposed Piston Diesel Engine. New Developments in Off-Highway Engines, ICE-Vol. 18. Also presented at the 14th Annual Fall Technical Conference of the ASME Internal Combustion Engine Division, Waterloo, IA.
37. Midkiff, K.C., **Bell, S.R.**, Ramsey, C., and Wong, W.Y., (1991). Performance and Emissions Studies of a Natural Gas Fueled Prechamber Type Diesel Engine. International Journal of Energy, Environment, Economics, Vol. 1, No.

- 2, pp. 147-155.
38. **Bell, S.R.**, (1991). Natural Gas Fueling of a 2.5 Liter Spark Ignition Engine. *International Journal of Energy, Environment, Economics*, Vol. 1, No. 2.
 39. Wong, W.Y. (graduate student), Midkiff, K.C., **Bell, S.R.**, (1991). Performance and Emissions of a Natural Gas Dual-Fueled, Indirect Injected Diesel Engine. *Society of Automotive Engineers Paper No. 911766*.
 40. Doughty, G.E. (graduate student), **Bell, S.R.**, and Midkiff, K.C., (1991). Natural Gas Fueling of a Caterpillar 3406 Diesel Engine. *American Society of Mechanical Engineers Paper ICE-Vol. 15*, pp. 65.
 41. **Bell, S.R.** and Choi, G.H. (1990). Numerical Evaluation of Fuel Atomization in a Coal-Fueled Engine. *American Society of Mechanical Engineers Paper, ICE Vol.12*, pp. 69-75. Also presented at the ASME-ETCE Meeting, New Orleans, LA.
 42. **Bell, S.R.** and Parker, J.P., (1990). Development of a Proof-of-Concept Opposed Piston Engine. *American Society of Mechanical Engineers Paper 90- ICE-7*. Also presented at the ASME-ETCE meeting, New Orleans, LA.
 43. Midkiff, K.C., **Bell, S.R.**, Wong, W.Y. and Ramsey, C., (1990). Natural Gas/Diesel Dual Fueling of a Prechamber Type Diesel Engine. *American Society of Mechanical Engineers Paper 90-ICE-18*. Also presented at the ASME-ETCE meeting, New Orleans, LA.
 44. Brett, C.E. Everett, **Bell, S.R.**, Midkiff, K.C., and Song, Yeong K., (1989). Experience Using LNG as a Marine Engine Fuel. *Marine Technology Society Journal*, Vol. 23, No. 2, pp. 33-39.
 45. **Bell, S.R.** and Choi, G.H. (graduate student), (1989). Numerical Evaluation of the Carbon-Water Reaction in a Coal-Water Fueled Engine. *American Society of Mechanical Engineers Internal Combustion Division ICE, Vol. 7*, pp. 35-42. Also presented at the ASME-ETCE Meeting, New Orleans, LA.
 46. **Bell, S.R.** and Caton, J.A., (1988). Numerical Simulation of a Coal-Fueled Compression-Ignition Engine. *Fuel*, Vol. 67, pp. 474-481.
 47. Caton, J.A., **Bell, S.R.**, Richardson, K.D., and Koncke, K.F., (1987). Auto Ignition Characteristics of Coal-Water Slurry Fuels for Diesel Engine Conditions: Numerical Results. *Proceedings of the 1987 ASME-JSME Thermal Engineering Joint Conference*, pp. 217-233. Honolulu, Hawaii.
 48. **Bell, S.R.** and Caton, J.A., (1986). Cycle Simulations of a Coal-Fueled, Reciprocating, Internal-Combustion Engine: the Role of Volatiles and Liquid Carriers. *Combustion Science and Technology*, Vol. 50, pp. 185-203.
 49. Kishan, S., **Bell, S.R.** and Caton, J.A., (1986). Numerical Simulations of Two-Stroke Cycle Engines Using Coal Fuels. *American Society of Mechanical Engineers paper 86-ICE-13*. Also presented at the ASME-ETCE meeting, Dallas, TX.
 50. **Bell, S.R.** and Caton, J.A., (1986). Coal-Fueled Diesel Engines: Analytical Evaluations of Ignition Options. *Twenty-First Symposium (International) on Combustion*, the Combustion Institute, Pittsburgh.

EDITED VOLUMES (reverse chronological order):

51. **Bell, S.R.** (Editor), (2000). In-Cylinder Flows and Combustion Processes. American Society of Mechanical Engineers ICE-Vol. 35-1, October 2000.
52. **Bell, S.R.** (Editor), (2000). Large Bore Engine Designs, Natural Gas Engines, and Alternative Fuels. American Society of Mechanical Engineers ICE-Vol. 35-2, October 2000.
53. **Bell, S.R.** (Editor), (2000). Topics in Engine Lubrication and Engine Controls. American Society of Mechanical Engineers ICE-Vol. 35-3, October 2000.
54. **Bell, S.R.** (Editor), (1999). Modeling and Simulation of Engine Processes and Engine Emissions. American Society of Mechanical Engineers ICE-Vol. 32-1, April 1999.
55. **Bell, S.R.** (Editor), (1999). Experimental Studies in Engines and Natural Gas and Alternative Fuels. American Society of Mechanical Engineers ICE-Vol. 32-2, April 1999.
56. **Bell, S.R.** (Editor), (1999). Engine Design and Lubrication and Friction. American Society of Mechanical Engineers ICE-Vol. 32-3, April 1999.
57. **Bell, S.R.** (Editor), (1999). Emissions, Fuels and Lubricants and HSDI Engines. American Society of Mechanical Engineers ICE-Vol. 33-1, October 1999.
58. **Bell, S.R.** (Editor), (1999). New Developments in Engine Design, Controls and DI Sprays. American Society of Mechanical Engineers ICE-Vol. 33-2, October 1999.
59. **Bell, S.R.** (Editor), (1999). In-Cylinder Flows and Combustion Processes. American Society of Mechanical Engineers ICE-Vol. 33-3, October 1999.
60. **Bell, S.R.** (Editor), (1998). New Developments in Engine Design, Aspiration and Lubrication. American Society of Mechanical Engineers ICE-Vol. 30-2, April 1998.
61. **Bell, S.R.** (Editor), (1998). Engine Emissions and Environmental Issues. American Society of Mechanical Engineers ICE-Vol. 30-1, April 1998.
62. **Bell, S.R.** (Editor), (1998). Advances in Engine Processes, Combustion, and Fuels. American Society of Mechanical Engineers ICE-Vol. 30-3, April 1998.
63. **Bell, S.R.**, Midkiff, K.C. and Newman, F.L. (1996). Fueling Alabama's Future, The University of Alabama.
64. Aboujaoude, F., **Bell, S.R.**, Rao, A.K., and Sekar, R., (Editors), (1995). ICE-24 "Natural Gas and Alternative Fuels For Engines". ASME Press, ISBN 0-7918-1305-5.
65. **Bell, S.R.** and Sekar, R., (Editors), (1994). ICE-Vol. 21 "Natural Gas and Alternative Fuels For Engines". ASME Press, ISBN 0-7918-1305-5.

CONFERENCE PAPERS; MEETING PRESENTATIONS; AND SPECIAL PRESENTATIONS (reverse chronological order):

66. **S.R. Bell** (2015 – present). Numerous presentations to stakeholders including legislators, funding agencies, donors, alumni groups, students, parents, etc. on various aspects of UA and locations across the US and internationally.

67. **S.R. Bell** (2012 - 2015). Keynote Speaker for LSU High Achievement Student Recruiting Events across US.
68. **S.R. Bell** (2012- 2015). Presentations to college/school departmental advisory boards on accomplishments of LSU, Baton Rouge, LA.
69. **S.R. Bell** (2012-2015). Presentations to LSU Alumni Meetings across U.S. updating alumni on university accomplishments.
70. **S.R. Bell** (2012-2015). Presentations to LSU Board of Supervisors on university business, issues and accomplishments. LSU Board Meetings, Baton Rouge, LA.
71. **S.R. Bell** (2012-2015). Presentations to the Louisiana Board of Regents on university business, issues and accomplishments. LA Board of Regents Meetings, Baton Rouge, LA.
72. **S.R. Bell** (2014). Keynote at Sigma Phi Epsilon Dinner, February 2014, Baton Rouge, LA.
73. **S.R. Bell** (2014). Energy Programs at LSU. Presented to the Louisiana Chemical Association Banquet, Baton Rouge, LA.
74. **S.R. Bell** (2014). Speaker, NAHEFFA Spring Conference, New Orleans, LA, March 2014.
75. **S.R. Bell** (2013). UNITEC Laureate International University, July 2013, Tegucigalpa, Honduras.
76. **S.R. Bell** (2013). Presentation on LSU Coastal Initiatives, June 2013, Delft, Netherlands.
77. **S.R. Bell** (2013). Keynote at Gamma Sigma Delta Dinner, April 2013, Baton Rouge, LA.
78. **S.R. Bell** (2013). Presentation to Senator M. Landrieu on accomplishments and plans for LSU in 2013, Washington, D.C.
79. **S.R. Bell** (2012). Presentation to the LA Joint Legislative Committee on the Budget. LSU, Baton Rouge, LA.
80. **S.R. Bell** (2011). Engineering Growth Initiative. Presentation to the Kansas Governor, Sam Brownback, and Secretary of Commerce, Topeka, KS.
81. **S.R. Bell** (2011). Engineering Growth Initiative. Presentation to the Kansas Speaker of the House, Topeka, KS.
82. **S.R. Bell** (2011). Engineering Growth Initiative. Presentation to the President and Vice-President of the Kansas Senate, Topeka, KS.
83. **S.R. Bell** (2011). Engineering Growth Initiative. Legislative and Industry Conference, Heston, KS.
84. **S.R. Bell** (2011). Engineering Growth Initiative. Legislative and Industry Conference, Overland Park, KS.
85. **S.R. Bell** (2010). Growing Engineering Investments in Kansas. Presented to the Chair of the Kansas Board of Regents, Lawrence, KS.
86. **S.R. Bell** (2010). Growing Engineering Investments in Kansas. Invited presentation to the Kansas Society of Professional Engineers Annual Meeting, Topeka, KS, June 18, 2010.
87. **S.R. Bell** (2009). Growing Engineering Investments in Kansas. Presentation to Kansas Governor, Mark Parkinson, Topeka, KS.
88. **S.R. Bell** (2009). Trek to the Top of the World. Presented to faculty and

- students, University of Alabama, Tuscaloosa, Alabama, March 6, 2009.
89. **S.R. Bell** (2007). Emerging Challenges in Engineering Workforce Development. Presentation and Panel Discussion for the American Council of Engineering Companies of Kansas, Kansas City, May 1, 2007.
 90. **S.R. Bell** (2006). Executive Look at Changing Skills in an Evolving Workplace. Presented at the AIAA ATIO Meeting, Wichita, KS, September 25, 2006.
 91. **S.R. Bell** (2006). School Overview. Presented to the ABET visitation team. Spahr Classroom, October 23, 2006.
 92. **S.R. Bell** (2006). Challenges Facing Preparation of Engineers for Industry. Luncheon Meeting of the ACEC, Kansas City, KS, October 5, 2006.
 93. **S.R. Bell** (2002-2008). School of Engineering Convocations, University of Kansas.
 94. **S.R. Bell** (2002-2011). State of the School of Engineering address. Spring and fall presentations to the School of Engineering External Advisory Board and to the recent graduate advisory board.
 95. **S.R. Bell** (2002-2011). Presentations to departmental advisory boards, twice per year, on accomplishments of school and departments, the University of Kansas.
 96. **S.R. Bell** (2002-2011). Presentations to KU SoE Alumni Meetings across U.S. (approximately 10 per year), updating alumni on school accomplishments.
 97. **S.R. Bell** (2002-2011). Presentations to Kansas High School Seniors as part of the Kansas Honors Program with theme of setting, understanding and working towards goals for your life. Typically 1-2 presentations per year at various locations across the State.
 98. **S.R. Bell** (2003-2010). Presentations to Congressman Jerry Moran on the Transportation Research Institute at the University of Kansas.
 99. **S.R. Bell** (2003-2007). Presentations to Senator Pat Roberts on the Transportation Research Institute at the University of Kansas.
 100. **S.R. Bell** (2003-2011). Various Presentations to Kansas D.C. delegation on Math, Science and Engineering Initiatives for Kansas.
 101. **S.R. Bell** (2003-2010). Annual Budget Presentation for School of Engineering to KU Provost Advisory Committee.
 102. K.K. Srinivasan, S.R. Krishnan, S. Singh, K.C. Midkiff and **S.R. Bell** (2004). Improving Low Load Performance and Emissions in an Advanced Injection Low Pilot Ignition Natural Gas Engine. Poster presented at the 2004 Technical Meeting of the Central States Section of The Combustion Institute, Austin, TX March 21-23.
 103. **S.R. Bell** (2004). Presentation to Provost Council on the Research Plan for the School of Engineering. University of Kansas, November 2004.
 104. **S.R. Bell** (2004). Presentation to General Pete Worden on the Research Overview at the University of Kansas, March 2004.
 105. **S.R. Bell** (2003). Presentation to U.S. Army Tank Command on Transportation Research Interests of the University of Kansas, June 2003.

106. **S.R. Bell** (2003). Presentation to the Kansas Department of Transportation on Transportation Activities and Plans at the University of Kansas, December 2003.
107. S.R. Krishnan, K.K. Srinivasan, M. Paul, K.C. Midkiff and **S.R. Bell** (2003). Development of a Multi-Zone Phenomenological Model for Combustion and NO Emissions in Pilot-Ignited Natural Gas Engines. Presented at the Third Joint Meeting of the U.S. Sections of The Combustion Institute, Chicago, IL, March 16-19.
108. K.K. Srinivasan, S.R. Krishnan, S. Singh, M. Paul, K.C. Midkiff and **S.R. Bell** (2003). The Advanced Low Pilot Ignition Natural Gas Engine. Presented at the Third Joint Meeting of the U.S. Sections of The Combustion Institute, Chicago, IL, March 16-19.
109. Mo, Y., Midkiff, C., **Bell, S.R.** (2002). A Multi-Zone Phenomenological Model of NO Formation in a DI Diesel Engine. Proceedings of the 2002 Technical Meeting of the Central States Section of the Combustion Institute. Nashville, TN., April 2002.
110. **Bell, S.R. (2002)**. The Center for Advanced Vehicle Technologies and Fuel Cell Research. Presented to the DOE-EPSCoR Site Visit Team, Tuscaloosa, AL, January 14, 2002.
111. **Bell, S.R.** (2001). The Center for Advanced Vehicle Technologies and Fuel Cell Activities. Presented to the DoD, TACOM and various legislative assistants in Washington D.C., May 22-23, 2001.
112. **Bell, S.R.** (2001). Full-Fuel-Cycle Modeling for Alternative Transportation Fuels. Presented at the 2001 Clean Air Conference, Birmingham, AL, May 9, 2001.
113. **Bell, S.R.** (2001). The Center for Advanced Vehicle Technologies. Presented to the Honorable Senator Jeff Sessions, April 18, 2001.
114. **Bell, S.R.** (2000). The Center for Advanced Vehicle Technologies. Presented to Mr. Dan Gore, MARAD, U.S. Department of Transportation, January 14, 2000.
115. **Bell, S.R.** (2000). The Center for Advanced Vehicle Technologies. Presented to Department of Chemical Engineering, Graduate Seminar Series, February 24, 2000 The University of Alabama.
116. **Bell, S.R.** (2000). The Center for Advanced Vehicle Technologies. Presented to The U.S. D.O.E., Oak Ridge National Laboratory, March 14, 2000.
117. **Bell, S.R.** (1999). The Center for Advanced Vehicle Technologies. Presented to Washington Congressional Delegation, Tuscaloosa, Alabama, August 18, 1999.
118. **Bell, S.R.** (1999). The Center for Advanced Vehicle Technologies. Presented to the Honorable Senator Jeff Sessions and Armand DeKeyser (Chief of Staff), Tuscaloosa, Alabama, September 25, 1999.
119. **Bell, S.R.** (1999). Overview of the ME Department at The University of Alabama. Presented to the Capstone Engineering Society Board, Tuscaloosa, Alabama, September 24, 1999.
120. **Bell, S. R.** (1999). Alternative Fuels for Vehicles. Presented at the USDOE Alabama Ethanol Workshop, September 27, 1999, Birmingham, AL.

121. **Bell, S. R.** and K.C. Midkiff (1999). Alternative Fuels for Vehicles and EPACT Overview. Presented at the ADECA Alabama Alternative Fuel Workshop, September 28, 1999, Birmingham, AL.
122. **Bell, S.R.** (1999). The Center for Advanced Vehicle Technologies. Presented to Dick Schoenberg, US Dot, Tuscaloosa, Alabama, September 29, 1999.
123. **Bell, S.R.** (1999). The Center for Advanced Vehicle Technologies. Display Presentation at the SAE "Southern Automotive Manufacturers Conference and Exhibition", Birmingham, Alabama, September 28-30, 1999.
124. **Bell, S.R.** (1999). The Center for Advanced Vehicle Technologies. Presented to Ford Powertrain Division, Dearborn, MI, October 20, 1999.
125. **Bell, S.R.** (1999). The Center for Advanced Vehicle Technologies. Presented to DaimlerChrysler Research Group, Livonia, MI, October 20, 1999.
126. **Bell, S.R.** (1999). The Center for Advanced Vehicle Technologies. Presented to The U.S. Army Tank-automotive and Armaments Command, Warren, MI, October 20, 1999.
127. **Bell, S.R.,** T. Lim and A. Lane (1999). The Center for Advanced Vehicle Technologies. Presented to Major General John S. Caldwell, Commanding General, The U.S. Army Tank-automotive and Armaments Command, Warren, MI, November 12, 1999.
128. **Bell, S.R.** (1999). Engine Research Programs at The University of Alabama. Presented at the USDOE Advanced Reciprocating Engines Workshop, San Antonio TX, November 17-18, 1999.
129. **Bell, S.R.** (1998). The Center for Advanced Vehicle Technologies. Presented to the U.S. Department of Transportation, Washington D.C., July 16, 1998.
130. **Bell, S.R.** and K.C. Midkiff (1998). The Alabama Alternative Fuels Program and The Center for Advanced Vehicle Technologies. Presented to The Alabama Alternative Fuels Task Force, Tuscaloosa, AL, August 12, 1998.
131. **Bell, S.R.** (1998). Alternative Transportation Fuels. Invited lecture to UAB Department of Mechanical Engineering.
132. **Bell, S.R.** (1998). The Center for Advanced Vehicle Technologies. Presented to Argonne National Laboratory, Tuscaloosa, AL, October 15, 1998.
133. **Bell, S.R.** (1998). The Center for Advanced Vehicle Technologies. Presented to LSU and GWU representatives in New Orleans, February 15, 1999.
134. **Bell, S.R.** and Midkiff, K.C. (1997). Fueling Alabama's Future. Presented at the Alabama Alternative Fuels Workshop and Exhibition, Montgomery, AL.
135. **Bell, S.R.** (1997). Transportation Research at UA. Presented at a Transportation Seminar for Mr. Richard Moorer USDOE, Office of Transportation Technologies, Tuscaloosa, AL, June 1997.
136. **Bell, S.R.** (1997). Transportation Research at UA. Presented at Oak Ridge National Laboratory, September 1997.
137. **Bell, S.R.** (1996). An Investigation of Full-Fuel-Cycle Emissions for Transportation Fuels. Presented at the 1996 ASME-ICE Spring Technical Conference, Youngstown, OH.
138. **Bell, S.R.** and Midkiff, K.C., (1994). Natural Gas Vehicle Program. Presented at the Alternative Fuels Workshops, Birmingham and Mobile, AL.

139. Brett, C.E., **Bell, S.R.**, Midkiff, K.C. and Parker, J.K., (1994). Marine Applications. Presented at the Making a Clean Break with LNG Conference (sponsored by Minnesota Gas Company), Minneapolis.
140. Gupta, M. and **Bell, S.R.** (1993). Performance and Emission Characteristics for Lean Combustion of Natural Gas in a Spark Ignited Engine. Presented at the Central States and Eastern Sections: Combustion Institute Joint Technical Meeting, New Orleans, LA.
141. Brett, C.E., **Bell, S.R.**, Midkiff, K.C., Parker, J.K., (1993). Natural Gas as a Fuel for Workboats. Workboat Magazine. Also presented at the marine Log International Convention and the International Workboat Show, New Orleans, LA.
142. **Bell, S.R.** (1993). Natural Gas as a Vehicle Fuel. Presented at the 1993 Alabama Natural Gas Association and Pipeline Safety Workshop, Montgomery, AL.
143. Loper, A. (graduate student), and **Bell, S.R.**, (1992). Acquisition and Interpretation of Data From a Spark Ignited Reciprocating Engine. Proceedings of the 1992 Southeastern ASEE Section Meeting, Norfolk, VA.
144. Choi, G.H. and **Bell, S.R.**, (1992). An Investigation of Coal-Water Slurry Combustion in a Prechamber Type Diesel Engine. Central States Section, The Combustion Institute. April 26-28, 1992, Columbus. OH.
145. **Bell, S.R.** and Parker, J.P., (1991). Challenges in a National Competitive Student Design Program. Presented at the ASEE Southeastern Section Spring Conference, Charleston, S.C.
146. **Bell, S.R.**, (1991). Alternative Fuels for Engines (Presentation only). Presented at the 1991 Meeting of the External Advisory Council for the School of Mines and Energy Development, The University of Alabama.
147. **Bell, S.R.**, (1991). The SAE Mini Baja and Natural Gas Vehicle Challenge (Presentation only.) Presented at the September meeting of the North Alabama SAE Section Meeting, Huntsville, AL.
148. **Bell, S.R.**, (1990). Development of an Engine Test Facility: A Student Project. Presented at the Annual Conference of the American Society of Engineering Education, Toronto, Canada.
149. Parker, J.P. and **Bell, S.R.** (1990). Kinematic, Dynamic and Thermodynamic Simulation of a Diesel Engine. Presented at the Annual Conference of the American Society of Engineering Education, Toronto, Canada.
150. Choi, G. H. and **Bell, S.R.**, (1990). Role of the Atomization Process in a Coal Fired Engine, Poster presentation at ADECA Coal Research in Alabama Conference, Birmingham, AL.
151. Choi, G.H. and **Bell, S.R.**, (1990). Numerical Evaluation of the Physical and Chemical Processes in a Coal Fueled Engine. The Eleventh Korean Symposium on Science & Technology, Seoul, Korea.
152. Choi, G.H. and **Bell, S.R.**, (1990). Role of the Atomization Process in a Coal Fueled Engine, The First Annual Southern KSEA Conference, Huntsville, AL.
153. Brett, C.E., **Bell, S.R.**, Midkiff, K.C., and Raines, T., (1989). LNG for Replacement of Diesel Fuel. Presented at the 16th Energy Technology Conference, February 28 - March 2, 1989, Washington, D.C.

154. **Bell, S.R.**, (1989). Development of an Internal Combustion Engines Laboratory Course. Proceedings of the 1989 ASEE Southeastern Section Spring Meeting, pp. 72-76.
155. Brett, C.E., **Bell, S.R.** and Midkiff, K.C., (1989) LNG Shrimp Boat. Presented at The Natural Gas Vehicle Conference, On the Hill with Natural Gas: September 20-22, 1989, Washington, D.C.
156. Brett, C.E., **Bell, S.R.**, Midkiff, K.C. and Song, Y.K., (1989). Experience Operating Medium-Size Diesels on Dual fuel. Presented at the 1989 International Gas Research Conference. Tokyo, Japan.
157. **Bell, S.R.**, (1989). Natural Gas Fueling of a 2.5 Liter Spark Ignited Engine. Presented at the 9th Miami International Congress on Energy and Environment. Miami, FL.
158. **Bell, S.R.**, Midkiff, K.C., and Doughty, G., (1989). Dual Fueling of a Caterpillar 3406 Diesel Engine. Presented at the 9th Miami International Congress on Energy and Environment. Miami, FL.
159. Midkiff, K.C., **Bell, S.R.**, Ramsey, C. and Wong, W.Y., (1989). Performance and Emissions of a Natural Gas Fueled Prechamber Type Diesel Engine. Presented at the 9th Miami International Congress on Energy and Environment. Miami, FL.
160. **Bell, S.R.** and Choi, G.H., (1988). A Comparison of Numerical Atomization Models for a Coal-Fueled Engine. Presented at the 1988 Spring Meeting of the Central States Section of the Combustion Institute, Paper No. 14.
161. **Bell, S.R.** and Choi, G.H., (1988). Combustion of a Coal Water Slurry in a Diesel Engine: Role of the Carbon-Water Reaction. Presented at the 1988 Fall Meeting of the Western States Section of the Combustion Institute, Paper No. 88-84.
162. Caton, J.A., **Bell, S.R.** and Richardson, K.D., (1986). Coal-Fueled Diesel: Simulation Study. Presented at the Third Annual Heat engines contractor's Meeting, U.S. Department of Energy. Morgantown, WV.
163. **Bell, S.R.** and Caton, J.A., (1986). Coal-Fueled Diesel Engines: Analytical Evaluations of Ignition Options. Presented at the Twenty-First International Symposium on Combustion, Munich, West Germany.
164. **Bell, S.R.** and Caton, J.A., (1985). Cycle Simulation of Reciprocating, Internal - Combustion Engines Using Coal Slurry Fuels. Presented at the Spring Central States Section Meeting of the Combustion Institute. San Antonio, TX. paper 2-1A.
165. Caton, J.A. and **Bell, S.R.**, (1985). Coal Fueled Diesel: Simulation Study. Presented at the Second Annual Heat Engines Contractor's Meeting, U.S. Department of Energy. Morgantown, WV.
166. **Bell, S.R.** and Caton, J.A., (1985). Analytical Evaluations of Ignition Options for a Coal/Water Slurry Fueled Engine. Presented at the American Flame Research Committee Fall Meeting. Livermore, CA.

167. **Bell, S.R.** and Caton, J.A., (1984). Cycle Simulation for a Reciprocating, Internal Combustion Engine Using a Coal Slurry Fuel: Role of Volatiles. Presented at the American Flame Research Committee International Symposium on Alternative Fuels on Hazardous Wastes. Tulsa, OK, paper 4.1.

OTHER PAPERS, REPORTS

AND PUBLICATIONS (reverse chronological order):

168. **Bell, S.R.** (2002). The Center for Advanced Vehicle Technologies. Year 3 Report to the Alabama Department of Transportation, January 2002.
169. **Bell, S.R.** (2000). The Center for Advanced Vehicle Technologies. Year 2 Report to the Alabama Department of Transportation, November 2000.
170. **Bell, S.R.** (2000). The Center for Advanced Vehicle Technologies. Year 2 Report to the U.S. Department of Transportation, November 2000.
171. **Bell, S.R.**, Midkiff, K.C., Newman, F.L. (1999). Alternative Fuels Program. Final Report to Alabama Department of Economics and Community Affairs, OSEP Report No. 657-47.
172. **Bell, S.R.** (1999). The Center for Advanced Vehicle Technologies. Year 1 Report to the Alabama Department of Transportation, October 1999.
173. **Bell, S.R.** (1999). The Center for Advanced Vehicle Technologies. Year 1 Report to the U.S. Department of Transportation, November 1999.
174. **Bell, S.R.**, Midkiff, K.C., Newman, F.L. (1998). Alternative Fuels Program. Final Report to Alabama Department of Economics and Community Affairs, OSEP Report No. 649-47.
175. **Bell, S.R.**, Midkiff, K.C., Newman, F.L. (1998). Alternative Fuels Program. Report to Alabama Department of Economics and Community Affairs, OSEP Report No. 649-47.
176. **Bell, S.R.**, Midkiff, K.C., Newman, F.L. (1997). Alternative Fuels Program. Final Report to Alabama Department of Economics and Community Affairs, OSEP Report No. 644-47.
177. **Bell, S.R.**, Midkiff, K.C., Bhargava, S., Singaravelan, R. and Newman, F., (1996). Characterization of Low-Btu Gas Combustion in a Spark Ignition Engine. Final Report, OSEP Report No. 636-47, The University of Alabama, Tuscaloosa, AL, prepared for Cummins Engine Company, Inc.
178. **Bell, S.R.** and Midkiff, K.C., and Newman, F.L., (1996). Alternative Fuels Program, Final Report. OSEP Report No. 638-47, The University of Alabama, Tuscaloosa, AL, prepared for the Alabama Department of Economic and Community Affairs.
179. **Bell, S.R.**, Parker, J.K., Newman, F.L., (1996). An Investigation on Electrically-Heated Catalysts for Emissions Reduction for Natural Gas Fueled, Final Report. OSEP Report No. 637-47, The University of Alabama, Tuscaloosa, AL, prepared for the U.S. Postal Service-Research and Development.

180. **Bell, S.R.** and Midkiff, K.C., and Newman, F.L., (1995). Alternative Fuels Program, Final Report. BER Report No. 624-47, The University of Alabama, Tuscaloosa, AL, prepared for the Alabama Department of Economic and Community Affairs.
181. **Bell, S.R.**, Midkiff, K.C., Thiagarajan, S., Green, M. and Newman, F., (1994). Natural Gas Vehicles Program, Final Report. BER report no. 613-47, The University of Alabama, Tuscaloosa, AL, prepared for the Alabama Department of Economic and Community Affairs.
182. **Bell, S.R.**, Parker, J.K., Newman, F.L., (1994). Evaluation of Natural Gas Conversion Kits, Final Report. BER report no. 617-47, The University of Alabama, Tuscaloosa, AL, prepared for the U.S. Postal Service-Research and Development.
183. Brett, C.E., **Bell, S.R.**, and Newman, F.L., (1994). Natural Gas Crewboat Feasibility Study. BER Report, The University of Alabama, Tuscaloosa, AL, prepared for Amoco Production Company.
184. **Bell, S.R.**, Gupta, M., Greening, L. (1994). Full-Fuel-Cycle Approach to Vehicle Emissions Modeling: A Case Study of Gasoline in the Southeastern Region of the United States. Working Papers. University of Alabama.
185. **Bell, S.R.** and Loper, G.A., (1993). Performance and Emissions Characteristics of a Natural Gas Fueled Spark Ignition Engine. Final Report submitted to The School of Mines and Energy Development, The University of Alabama, March 1993.
186. **Bell, S.R.**, Midkiff, K.C., Newman, F., and Davis, M. (1993). Natural Gas Vehicles Program, Final Report. BER report no. 595-47, The University of Alabama, Tuscaloosa, AL, prepared for the Alabama Department of Economic and Community Affairs.
187. **Bell, S.R.**, and Parker, J.P., (1990). Development of an Opposed Piston Engine. Final Contract Report, BER Report Number 50247, The University of Alabama.
188. **Bell, S.R.**, Whitaker, K., Woodbury, K., (1989) Cycle Simulation of a Turbojet Sustainer Module. Final Report for the MICOM Task 5 Project.
189. **Bell, S.R.** and Choi, G.H., (1988). Technical Report, Comparison of GE7FDL Simulation Results. Prepared for B.O. Hsu, General Electric Company, Erie, PA.
190. **Bell, S.R.** and Choi, G.H., (1988). Annual Report on Coal-Fueled Diesel Engines Project. Prepared for The Alabama School of Mines and Energy Development, report #95.
191. Caton, J.A. and **Bell, S.R.**, (1986). Coal-fueled Diesel: Cycle Simulation. Final Report. Department of Energy Report Number DOE/MC/21175-2257 (DE87003352).
192. **Bell, S.R.** and Caton, J.A., (1985). Ignition and Combustion Characteristics of Coal Fuels in Diesel Engines. Report CF-85-01. Texas A&M University.
193. Kishan, S., **Bell, S.R.** and Caton, J.A., (1985). Two-Stroke Cycle Engine Simulations: A Sensitivity Study. Report CF-85-04. Texas A&M University.

194. Kruk, D.R., Lalk, T.R., Wilson, R.J. and **Bell, S.R.**, (1983). Air Curtain Incinerator Tests for Disposal of Oil Spill Wastes. Exxon Production Research Report EPR.50PR.83.

FUNDED CONTRACT AND GRANT ACTIVITIES: (reverse-chronological order, total support secured as PI and/or Co-PI approximately \$21 million dollars).

1. Title: KU Transportation Research Institute
Principal Investigator: S.R. Bell; G. Marotz co-PI. (2007 PI status transferred to B. Honea who was recruited as director, S. Bell remained Co-PI.)
Date and Cost: September 2006-December 2011. Yr 1 Total Cost \$1,765,056 (plus \$440,000 non-federal match). Total for 5 yrs - \$10,000,000
Agency: US DOT (RITA).
2. Title: KU Transportation Research Institute
Principal Investigator: S.R. Bell; G. Marotz co-PI. (2007 PI status transferred to B. Honea who was recruited as director, S. Bell remained Co-PI.)
Date and Cost: September 2006-December 2011. Total for 5 yrs-\$4,500,000
Agency: KDoT.
3. Title: Center for Advanced Vehicle Technologies
Principal Investigator: S.R. Bell, Center Director
Date and Cost: October 2001-September 2002. Total Cost \$361,600 (plus \$90,482 UA match). Total for 5 yrs - \$2,000,000.
Agency: US Dot (through the FHWA)
4. Title: Liquid Fuelled Fuel Cell APU – Phase II
Principal Investigator: S.R. Bell (project director and Co-PI), T. Lim, A. Lane, S. Shepard, K. Woodbury
Date and Cost: September 2001-August 2003. Total Cost \$394,000 (plus \$161,000 UA match).
Agency: XCELLSiS Corporation and US DoD (Army Tank Command)
5. Title: Center for Advanced Vehicle Technologies
Principal Investigator: S.R. Bell, Center Director
Date and Cost: October 2000-September 2001. Total Cost \$348,400 (plus \$71,000 UA match). Total for 5 yrs - \$2,000,000.
Agency: US Dot (through the FHWA)
6. Title: Liquid Fuelled Fuel Cell APU
Principal Investigator: S.R. Bell (project director and Co-PI), T. Lim, K. Lee, S. Shepard
Date and Cost: February 2001-January 2003. Total Cost \$150,000 (plus \$52,000 UA match).
Agency: XCELLSiS Corporation and US DoD (Army Tank Command)
7. Title: Micro-Pilot Ignition Engine
Principal Investigator: S.R. Bell (project director and Co-PI), K.C. Midkiff, G. Micklow
Date and Cost: August 1999-August 2002. Total Cost \$483,000 (plus \$287,000 UA match).
Agency: Caterpillar/DOE

8. Title: Center for Advanced Vehicle Technologies
Principal Investigator: S.R. Bell, Center Director
Date and Cost: October 1999-September 2000. Total Cost \$340,000 (plus \$88,000 UA match). Total for 5 yrs - \$2,000,000.
Agency: US Dot (through the FHWA)
9. Title: Alabama Alternative Fuels Program
Principal Investigator: S.R. Bell (project director and Co-PI), K. Midkiff
Date & Cost: 1998, \$90,000.
Agency: ADECA/SOMED
10. Title: Upgrade of the Teaching Laboratories in Mechanical Engineering
Principal Investigator: S. R. Bell
Date & Cost: 1997/98, approx. \$350,000 (250,000 awarded from UA/COE, balance from various donors).
Agency: UA/COE/Various donors
11. Title: Alabama Alternative Fuels Program
Principal Investigator: S.R. Bell (project director and Co-PI) with K.C. Midkiff
Date & Cost: October 1998 - September 1999. Total Cost \$81,000.
Agency: ADECA
12. Title: Micro-Pilot Ignition Engine
Principal Investigator: S.R. Bell (project director and Co-PI) with K.C. Midkiff and G. Micklow
Date and Cost: October 1998-September 1999. Total Cost \$120,000.
Agency: ADECA
13. Title: Micro-Pilot Ignition Engine
Principal Investigator: S.R. Bell
Date and Cost: October 1998-September 1999. Total Cost \$25,000.
Agency: ADECA
14. Title: Center for Advanced Vehicle Technologies
Principal Investigator: S.R. Bell, Center Director
Date and Cost: October 1998-September 1999. Total Cost \$353,000 (plus \$90,000 UA match). Total for 5 yrs - \$2,000,000.
Agency: US Dot (through the FHWA)
15. Title: Center for Advanced Vehicle Technologies
Principal Investigator: S.R. Bell, Center Director
Date and Cost: October 1998-September 2003. Total Cost \$2,000,000.
Agency: Alabama Department of Transportation
16. Title: Alabama Alternative Fuels Program
Principal Investigator: S.R. Bell (project director and Co-PI), K. Midkiff
Date & Cost: 1997, \$95,000.
Agency: ADECA/SOMED
17. Title: Alabama Alternative Fuels Program
Principal Investigator: S.R. Bell (project director and Co-PI), K. Midkiff
Date & Cost: 1996, \$101,000.
Agency: ADECA/SOMED

18. Title: Evaluation of Electrically Heated Catalysts
Principal Investigator: S.R. Bell (project director and Co-PI), J.K. Parker
Date & Cost: 1995, \$3,000.
Agency: US Postal R&D
19. Title: Alabama Alternative Fuels Program
Principal Investigator: S.R. Bell (project director and Co-PI), K. Midkiff
Date & Cost: 1995, \$114,000.
Agency: ADECA/SOMED
20. Title: Evaluation of Low-Btu Gases in SI Engines
Principal Investigator: S.R. Bell (project director and Co-PI), K. Midkiff
Date & Cost: 1995, \$48,000.
Agency: Cummins Engine Company
21. Title: Natural Gas Crewboat Feasibility Study
Principal Investigator: C.E. Brett, S.R. Bell (Co-PI)
Date & Cost: 1994, \$5,000.
Agency: AMOCO
22. Title: An Evaluation of NG Conversion Systems
Principal Investigator: S.R. Bell (project director and Co-PI), J.K. Parker
Date & Cost: 1994, \$25,000.
Agency: US Postal R&D
23. Title: Natural Gas Vehicles Program
Principal Investigator: S. R. Bell (project director and Co-PI), K. Midkiff
Date & Cost: 1994, \$60,000.
Agency: ADECA
24. Title: Natural Gas Vehicles Workshop
Principal Investigator: S.R. Bell (project director and Co-PI), K. Midkiff
Date & Cost: 1994, \$4,200.
Agency: ADECA
25. Title: CNG Compressor Station Project
Principal Investigator: F. Newman, S.R. Bell (project director and Co-PI)
Date & Cost: 1993, \$28,000.
Agency: Trussville Utilities
26. Title: A Cost/Benefit Analysis for Incorporating Issues of Policy Options Available to the Transportation Industry for the Reduction of Greenhouse gases in the Southeastern US.
Principal Investigator: L. Greening, S.R. Bell (Co-PI)
Date & Cost: 1993, \$88,000.
Agency: Department of Energy/National Institute of Global Environmental Change (DOE/NIGEC)
27. Title: Transient Dynamometer Test Facility
Principal Investigator: S.R. Bell
Date & Cost: 1993, \$30,000.
Agency: COE

28. Title: Design and Development of a Heat Exchanger Module
Principal Investigator: C. Evces, J. Doughty, F. Newman, S.R. Bell (Co-PI)
Date & Cost: 1992, \$18,000.
Agency: Thermal Components Corporation
29. Title: Corrosion Test Program
Principal Investigator: F. Newman, S.R. Bell (project director and Co-PI)
Date & Cost: 1992, \$10,000.
Agency: Thermal Components Corporation
30. Title: Natural Gas Vehicle Program
Principal Investigator: S. R. Bell (project director and Co-PI), K.C. Midkiff
Date & Cost: 1992, \$109,000.
Agency: Alabama Department of Economic and Community Affairs (ADECA)
31. Title: Performance and Emissions Characteristics of a Natural Gas Fueled Engine
Principal Investigator: S.R. Bell
Date & Cost: 1991, \$17,000.
Agency: SOMED
32. Title: Feasibility Study for CNG Crew/Supply Boat Program
Principal Investigator: C. Brett, S.R. Bell (Co-PI), K. Midkiff, J. Parker
Date & Cost: 1991, \$76,000.
Agency: InterWorld Maritime Corporation
33. Title: Phase II – Study for CNG Crew/Supply Boat Program
Principal Investigator: C. Brett, S.R. Bell (Co-PI), K. Midkiff, J. Parker
Date & Cost: 1991, \$38,000.
Agency: InterWorld Maritime Corporation
34. Title: Natural Gas Vehicle Program
Principal Investigator: S.R. Bell (project director and Co-PI), J.K. Parker
Date & Cost: 1991, \$81,000.
Agency: DOE, SAE, Trussville Utilities, SONAT, Alagasco.
35. Title: Continued Development of a Proof of Concept H-4 Engine
Principal Investigator: S.R. Bell (project director and Co-PI), J. K. Parker
Date & Cost: 1990, \$106,000.
Agency: The Laitram Corporation
36. Title: Turbojet Sustainer Module
Principal Investigator: S.R. Bell (project director and Co-PI), K. Whitaker, K. Woodbury
Date & Cost: 1989, \$23,000.
Agency: Army Missile Command (MICOM)
37. Title: Development of a Proof of Concept H-4 Engine
Principal Investigator: S.R. Bell (project director and Co-PI), J.K. Parker
Date & Cost: 1988 \$91,000.
Agency: The Laitram Corporation

38. Title: Emissions Analysis of a Dual-Fueled 3406 Caterpillar Diesel Engine/A Cooperative Effort for the Renovation and Enhancement of the IC Lab
Principal Investigator: S.R. Bell (project director and Co-PI), K.C. Midkiff, D.C. Raney
Date & Cost: 1988, \$25,000
Agency: SOMED, College of Engineering (COE)
39. Title: Alternative Fuels to Meet New Engine Standards
Principal Investigator: S.R. Bell (PI), K.C. Midkiff
Date & Cost: 1988, \$39,000.
Agency: SOMED
40. Title: Engine Acquisition Program
Principal Investigator: S.R. Bell (PI)
Date & Cost: 1987, \$10,000.
Agency: General Motors Corporation
41. Title: Coal-Fueled Diesel Engines
Principal Investigator: S. R. Bell (PI)
Date & Cost: 1987, \$46,000.
Agency: School of Mines and Energy Development (SOMED)



PRESIDENTIAL EMPLOYMENT CONTRACT

PRESIDENT EMPLOYMENT AGREEMENT

THIS PRESIDENT EMPLOYMENT AGREEMENT ("Agreement"), by and between Dr. Stuart Bell, ("Bell") and the University of Florida Board of Trustees, a public body corporate that is a state university of Florida (the "University"), is to take effect on July 1, 2026 following confirmation of Bell as the University's 14th President by the Florida Board of Governors, and continues in effect for so long as Bell's "Term" as President continues. The Board of Trustees (or any successor governing body under applicable law) is the entity acting as the governing body of the University (referred to as the "Board"). The "parties" as used in this Agreement are Bell on the one hand and the University on the other, and are each a "party" as the context indicates.

WITNESS

WHEREAS, under the terms and conditions of this Agreement, the University wishes to employ Bell as President of the University with a coterminous appointment as Corporate Secretary, an officer but not a member of the Board, and Bell wishes to be so employed;

NOW, THEREFORE, in consideration of the mutual promises, covenants, and conditions contained in this Agreement, and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

A. Term of Agreement.

1. Term. Subject to the terms and conditions of this Agreement, the University shall employ Bell as its President for a term from July 1, 2026 through June 30, 2031 (as said term may be extended with mutual agreement of the Board and Bell under this Section A or may be terminated early under Section F) (the "Term") and Bell hereby accepts such employment.

2. Extension. The Chair of the Board and Bell shall meet no later than May 31, 2030 to discuss and determine whether they wish to extend the Term. If so, then by the June 2030 regular Board meeting or retreat, the Board Chair shall propose to the Board Committee on Governance, Government Relations and Internal Affairs ("Governance Committee") that the Committee recommend to the Board that it approve such extension. All terms relating to any extension of the Term shall be decided prior to August 31, 2031. The Board must approve any extension of the Term and any associated changes in the terms of the new or amended agreement, prior to their taking effect. The Florida Board of Governors must confirm any extension of the Term prior to its taking effect. Bell and the Board will utilize this process for any subsequent extensions of the Term.

B. Scope of Employment.

1. Duties and Functions. During the Term of this Agreement, Bell shall be the Chief Executive and Administrative Officer of the University, reporting to the Board, with responsibility for leading and administering the University enterprise and appropriately overseeing or reasonably providing for the appropriate oversight of the affiliates of the University. As President, Bell shall perform those duties and services that are not prohibited or retained by the Board and are customarily performed by the Chief Executive and Administrative Officer of large research universities in the Association of American Universities ("AAU"), as well as those duties and

services that are required of the President under any one or more of the following (collectively and individually, the "Duties"): applicable laws, regulations, and governmental and quasi-governmental requirements (collectively and individually "Law"), the Board's Bylaws and Governance Standards, University policies and the Board's and Board of Governors' regulations, rules, and policies (collectively and individually, "Standards and Regulations"), to the extent they are consistent with Law, the standards of applicable accreditation bodies (collectively and individually, "Accrediting Standards"), and, except to the extent prohibited by Law, Standards and Regulations, or Accrediting Standards, the requirements, rules, regulations, and policies of the intercollegiate athletic associations and conferences of which the University is a member (collectively and individually, "Other Rules"), and actions and directives of the Board and Board of Governors within their authority. The Law, Standards and Regulations, Accrediting Standards, Other Rules and actions and directives of the Board are collectively and individually referred to as the "Requirements." Bell's Duties include measurable progress toward the performance metrics referenced in Section D, which include, but are not limited to, the performance metrics in Appendix 1. Without limitation, it is noted that Other Rules require accountability of the President for the University's intercollegiate athletic programs and the Board's Standards and Regulations provide for the President to be the Corporate Secretary of the Board, which is an officer but not a member of the Board. As President, Bell shall have coterminous appointments as Corporate Secretary of the Board, Chair of the University Athletic Association, Inc. Board and Chair of the UF Health Corporate Board. These coterminous appointments shall end automatically upon the end of Bell's service as President of the University.

2. Compliance with Requirements; Performance of Duties. As a material part of his responsibilities as President, (a) Bell shall carry out his Duties at all times in accordance with the Requirements in good faith and in a manner that is in the best interest of the University; and (b) Bell shall faithfully, industriously and with the maximum application of his experience, ability and talent, devote full-time attention and energies (except to the extent permitted by Sections I and J) to the faithful performance of his Duties for the benefit of the University.

C. Compensation

As total compensation for Bell's service as President and performance of his Duties under this Agreement, the University shall pay or cause to be paid the components of compensation that are set forth in this Section C ("Compensation"), all of which together reflect the fair market value for current services of Bell in the performance of his Duties as President under this Agreement based on the February 7, 2026 Mercer Report, approved by the Board.

1. Annual Base Salary. During the Term, the University shall pay Bell an initial annualized base salary of Two Million Dollars (\$2,000,000.00) ("Annual Base Salary"), with all such payments made in installments in accordance with the University's normal payroll cycle subject to and reduced by applicable withholdings and deductions then in effect. Bell's receipt of Annual Base Salary upon termination of the Term is subject to Section F of this Agreement.

Subject to Bell satisfactorily performing the Duties in Section B.1 and remaining in the active employ of the University as President in good standing on June 30, 2027, and each June 30 thereafter during the Term, the then-in-effect Annual Base Salary shall automatically increase by 3% on a going forward basis (the "Annual Increase") if the Board determines: (1) the University

has achieved the "Short-Term Goals" and achieved progress toward the "Long-Term Goals," as defined in Section D below, for the fiscal year (July 1 to June 30 or, as applicable to certain goals, the academic or Term year) just completed and (2) Bell has made measurable progress toward the performance metrics set annually by the Board, which include, but are not limited to, those key performance metrics in Appendix 1. The Annual Increase shall be in lieu of any other increases in Annual Base Salary by the University for its staff or faculty, which shall not apply to Bell during his service as President or during any other time he is receiving the equivalent to the Annual Base Salary.

2. Bonus and Retention Payments. Before May 31, 2027, Bell and the Board Chair shall come up with a plan for bonus and retention payments, each up to 15% of the Base Salary, for the second through fifth years of the Term. Such plan will include performance goals, including the Short-Term Goals and Long-Term Goals and must be approved by the Board of Trustees following recommendation by the Governance Committee.

3. Compensation Funding. Consistent with state law, any payments by the University to Bell under this Agreement that cannot be paid from public funds, shall be paid with non-public Foundation funds.

D. Performance Goals.

1. The "Short-Term Goals" and "Long-Term Goals" used in connection with the Annual Increase shall be:

a. Adoption of a strategic plan of the University, tied to the University's "Short-Term Goals" and "Long-Term Goals" (including the Board's preeminence goals and any additional strategic goals in the Board of Governors' required work plan) to be developed by Bell in collaboration with the colleges and other principal University units, which are reviewed and approved by the Board, each within a timeframe reasonably determined by the Governance Committee after consultation with Bell. The "Short-Term Goals" and "Long-Term Goals," which are distinct from but tied to the strategic plan, will be defined by the Board, once developed as described in Section D.1.b below and shall include the key duties and responsibilities in Appendix 1 of this Agreement, applicable Board of Governors' Funding Metrics, Choice Metric for the University, and Metrics Common to All State Universities, (or their equivalent successors) as well as the University's Choice Metric for the University and rankings goals, as in effect from time to time.

b. Meeting applicable annual Short-Term Goals with numerical metrics and making progress toward Long-Term Goals with numerical metrics, including those made applicable by the Board, those made applicable by the Board of Governors and those that will increase the University's rankings as a public AAU research university. The Goals will be developed and proposed collaboratively by Bell and the Board Chair. The proposed Goals are subject to approval by the Board following a recommendation of the Governance Committee.

2. Whether and to what extent the Long-Term Goals and Short-Term Goals have been achieved in each full year of service (or, as applicable, the fiscal year or academic year) by Bell as President, as described in more detail in Section D.1 above, will be confirmed by the Board Chair

with a final determination by the Board following recommendation by the Governance Committee.

E. Benefits and Reimbursements.

1. Standard and Executive Benefits. During Bell's service as President, he shall be eligible for any wireless device purchase and monthly service allowance, group medical insurance, dental insurance, life insurance, disability coverage, participation in retirement plans, tax-deferred savings plans, flexible spending accounts, and vacation and sick leave on the same enrollment and other terms and conditions as such benefits are available and apply to other executive service employees of the University. The University reserves the right to modify, supplement, amend or terminate any benefit plan or program. To ensure that Bell and his dependents have health insurance coverage during the first month of the Term, Bell will elect COBRA coverage through his previous institution and the University shall reimburse him for the July 2026 COBRA premium.

2. Accrued Vacation. The treatment of vacation leave upon termination of employment shall be in accordance with University Standards and Regulations and Florida law at the time of termination of employment.

3. Retirement Contribution. Subject to Bell remaining in the active employ as President of the University in good standing on June 30, 2027, and on each June 30 thereafter during the Term, the University will make a lump sum payment to Bell of 5% of the Annual Base Salary for the applicable year (the "Annual Retirement Contribution"). A pro rata portion of the Annual Retirement Contribution then in effect shall be paid to Bell (or in the case of his death, his designated beneficiary or estate) for the last (partial) year of the Term, if the Term ends early as a result of termination of his service as President without Cause, for his disability or death, with the amount determined by multiplying the then-applicable Annual Retirement Contribution by a fraction, the numerator of which is the number of full or partial days Bell serves as President in the applicable 12-month period and the denominator of which is 365. Bell will not receive any pro-rata portion of the Annual Retirement Contribution in the case of termination for Cause or his resignation.

4. Work/Event/Entertainment/Housing Facility. The Dasburg President's House is in proximity to the President's primary office, houses another office for the President, contains University entertaining and event space, and is a facility in which the President shall reside and conduct University business, entertainment and development. As a term and condition of his employment as President, Bell shall reside and work in the Dasburg President's House for the benefit and convenience of the University. The University shall pay the cost of hazard and liability insurance, utilities (including internet service), housekeeping, catering, home office facilities, equipment and services, landscaping, maintenance, and grounds-keeping, security, repair and maintenance of the Dasburg President's House facility.

5. Parking. During his service as President, Bell will be provided parking, including reserved parking if desired, adjacent to the President's office and gated parking in all other campus areas.

6. Travel and Entertainment Expenses. Bell's reasonable business, travel and entertainment expenses (including professional dues and meetings) incurred in his capacity as President of the University shall be reimbursed in accordance with the University's Requirements.

When the presence of the President's spouse is of benefit to the University, the University shall also reimburse her reasonable travel and entertainment expenses. Such expenses shall be reviewed semiannually by the Office of the Chief Audit Executive and a report presented to the Audit and Compliance Committee of the Board.

F. Termination.

1. Termination For Cause. The Board may terminate Bell's Term of service as President and this Agreement, at any time for Cause upon any of the following: (a) with a majority vote of the Governance Committee, without bad faith, upon Bell's conviction or plea of guilty or no contest, or in the alternative, a majority vote of the full Board, without bad faith, upon Bell's arrest and charge, in either instance, for any felony, or for a misdemeanor involving moral turpitude, or for any crime involving any misuse or misappropriation of University funds; or (b) upon a majority vote by the full Board, without bad faith, finding that Bell, with or without bad faith, has (i) materially failed to perform Duties; (ii) materially breached his fiduciary duty; (iii) committed fraud, or, if reflecting negatively upon the University, committed an act of moral turpitude; or (iv) recklessly or willfully committed other misconduct or gross negligence that harms or poses a serious threat of harm to the reputation, interests or assets of the University. In the instance of Cause pursuant to subsection (b)(i) above, such basis for Cause shall not be based upon failure to achieve Short-Term Goals or progress toward Long-Term Goals, although such failure may be an effect of materially not performing Duties. The Board Chair or designee shall discuss the situation with Bell and provide a reasonable opportunity to cure (as determined by the Board Chair in good faith), if curable, before making a determination of Cause under Section F.1(b)(i). With respect to other conduct constituting Cause, Bell will have an opportunity to provide information to the Board before it acts if possible. Unless otherwise provided in this Section F.1, in the event Bell's employment as President is terminated for Cause, his employment and appointments in all capacities at the University and its affiliates shall cease immediately without further process, and he shall not be entitled to any other further appointment, compensation or benefits, except Bell shall receive (A) payment of any earned and unpaid portion of his then-current Annual Base Salary through the date of termination; (B) reimbursement of any documented and approved (or properly approvable) expenses yet to be reimbursed; and (C) any vested benefits to which Bell is entitled under the University's benefit plans, policies and procedures then in effect (collectively, the "Final Payments"). This Agreement (except for any provisions that expressly or necessarily apply after Bell's service as President ends, even for Cause) shall terminate upon the termination with Cause of Bell's service as President.

2. Termination Without Cause. The University may terminate Bell's appointment as President without Cause at any time upon a majority vote of the Board. In the event of termination without Cause, Bell shall only receive: (A) the Final Payments; (B) the prorated portion of the accrued Retirement Contribution in accordance with Section E.3, and subject to the requirements of Section 409A of the Internal Revenue Code; and (C) the sabbatical as set forth in Section G. This Agreement (except for any provisions that expressly or necessarily apply after Bell's service as President ends) shall terminate upon the termination without Cause of Bell's service as President.

3. Resignation. Bell may resign from his position as President by providing at least three (3) months' prior written notice to the Board Chair, or such shorter notice period as may be approved at the discretion of the Board Chair, and the Board shall be promptly notified. Bell's

service and employment as President shall cease, and this Agreement shall terminate (except for any provisions that expressly or necessarily apply after Bell's service as President ends), on the effective date of his resignation, and he shall not be entitled to any further compensation or benefits as President, except he shall receive the Final Payments.

4. Disability. Should Bell become disabled during the Term of his service as President, his service as President shall terminate effective on the date of disability and he shall only receive: (A) the Final Payments and (B) a prorated share of the Annual Retirement Contribution in accordance with Section E.3 and subject to the requirements of Section 409A of the Internal Revenue Code following such termination. For purposes of this Agreement, "Disability" shall mean the inability of Bell to perform the essential functions of the presidency for a period of six (6) continuous months (or such lesser or intermittent period as qualifies for benefits under an applicable disability insurance policy), with or without reasonable accommodations (as such term is defined in 42 U.S.C. § 12111(9)).

5. Death. In the event of the death of Bell before or during his service as President, his compensation and benefits shall cease immediately and his service as President and this Agreement shall terminate effective on the date of death. Bell's designated beneficiary or his estate shall be entitled to only receive: (A) the Final Payments and (B) a prorated share of the accrued Annual Retirement Contribution in accordance with Section E.3.

G. Professional Development Leave

Upon Bell's completion of service as President in good standing, either through the expiration of the Term or if the Agreement is terminated by the Board without Cause under Section F, Bell shall be paid 50% of the Base Salary and shall have the option of spending the first academic year (two semesters) immediately following his resignation or termination without Cause on professional development leave, to prepare for his return to faculty. No other benefits or compensation referenced in this Agreement shall continue other than standard benefits for faculty.

H. Faculty Position.

If Bell is eligible for professional development leave under Section G, and if, while in good standing, Bell completes or declines all or a portion of the professional development leave, UF shall thereafter employ him as a faculty member in the Department of Mechanical and Aerospace Engineering in the Herbert Wertheim College of Engineering. Except as otherwise provided in this Agreement, during Bell's professional development leave and his employment as a faculty member thereafter, Bell's employment shall be governed by the University's Requirements that apply to all employees and those that apply to faculty members.

I. Outside Activities.

The University recognizes that it may be appropriate for Bell to engage in outside activities, such as charitable, civic, and professional activities, including serving on boards of public or private corporate organizations ("Outside Activities"), and he may do so subject to prior approval by the Board Chair. Any income or other compensation earned by Bell from Outside Activities shall be paid to and retained by him, and such income or other compensation shall have no effect on the amount of

salary, compensation, and benefits he is otherwise entitled to receive hereunder. Bell will not be permitted to engage in any Outside Activities that interfere with the Duties and other services required to be rendered to the University as determined by the Board; represent a conflict of interest; are otherwise adverse to the best interests of the University or individually or collectively create a conflict of commitment with his Duties and other obligations to the University.

J. Public Records, Open Meetings and Related Fiduciary Duty.

Bell is committed to and shall comply with open meeting laws and public records laws, as provided in Chapter 119 and Section 286.011, Florida Statutes, and the Florida Constitution, and understands and will confer with the University's General Counsel concerning the breadth of these laws as they apply to University sunshine boards and committees and records, as well as concerning the requirements of Law that certain records be kept confidential. Bell also acknowledges that as a result of his employment as President, he will hold a position of a fiduciary capacity to the University and have access to substantial sensitive, confidential and proprietary information, as well as sensitive, confidential and proprietary records.

Bell will fulfill his fiduciary duty to the University and comply with Law applicable to public records, before, during and after his service as President. Bell may engage in his personal capacity in consulting, as well as writing or speaking opportunities regarding his experiences, (a) provided that he has approval required under Section I during the Term of his service as President, and (b) provided that no such engagement, whenever occurring, shall result in Bell providing sensitive, confidential or proprietary information or records about the University's affairs or interests, or otherwise providing such information unless compelled by a competent court order or subpoena or Law (and if so compelled, notifying and cooperating with the University's General Counsel first to the extent permitted by Law).

The University cannot address its damages for any breach of this Section J by recovery of any monetary damages alone and the parties agree that the University would require injunctive relief, in addition to other available remedies, to enforce this Section J.

K. Indemnification.

The University shall indemnify Bell against damages, settlements, legal fees, expenses, judgments, and other financial amounts incurred within the scope of his Duties as President and thereafter relating to his service as President, to the extent consistent with Florida Law, the Standards and Regulations, Accrediting Standards, Other Rules, and the actions and directives of the Board.

L. Mediation.

The parties agree that (a) any controversy or claim that either party may have against the other arising out of or relating to the construction, application or enforcement of this Agreement, as well as (b) any controversy or claim based upon the alleged breach of any legal right relating to or arising from Bell's Duties, employment and/or termination of his employment as President or thereafter by the Board (any such controversy or claim being referred to herein as a "Dispute") first shall be submitted to non-binding mediation, as provided in this Section L and, if that is not

sufficient to resolve the Dispute, to arbitration in Section M. Within fifteen (15) days after delivery of a notice of request for mediation from one party to the other (each a "Mediation Notice"), the Dispute shall be submitted to a single mediator chosen by the parties and held in Gainesville, Florida, or other location if mutually agreed upon by the parties. The costs and fees associated with the mediator shall be shared equally by the parties. The parties shall pay their own attorney's fees and legal costs. The Mediation Notice may be in writing or, if oral, then the giving of notice and an acknowledgment of receipt of notice, shall be given by one party to the other, with a third party on behalf of the party that is giving notice being able to hear both parties.

M. Arbitration.

Any Dispute between the parties that is not resolved by mediation in accordance with Section L above which can be subject to arbitration shall, on the request of either party served on the other on or after the thirtieth (30th) day following delivery of the corresponding Mediation Notice, be submitted to binding arbitration before a single arbitrator. The request may be in writing or, if oral, then the giving of notice and an acknowledgment of receipt of notice, shall be given by one party to the other, with a third party on behalf of the party that is giving notice being able to hear both parties. The arbitrator shall be a former federal or state judge or an attorney with at least fifteen (15) years of experience in employment dispute resolution, preferably in the areas of non-profit organizations, public service entities, or higher education institutions, selected by mutual agreement of the parties within five (5) business days of arbitration being requested. The individual selected need not be licensed to practice law in Florida. If agreement on an arbitrator is not timely reached, each party shall select and pay for an arbitrator and those two arbitrators shall select a third arbitrator who shall decide the dispute. Bell and the University stipulate and agree that any arbitration will be held in Gainesville, Florida, unless a different location is mutually agreed upon by both parties, pursuant to the Employment Arbitration Rules and Mediation Procedures of the American Arbitration Association (or, if no longer in existence, any comparable rules then in existence) (the "Rules"). Pursuant to the Rules, discovery may include depositions, interrogatories and document production. The written decision of the arbitrator shall be final and conclusive upon both parties. The arbitrator's compensation and administrative fees shall be shared equally by the parties. This Section M shall be a complete defense to any suit, action or proceeding instituted before any court or agency with respect to any matter resolvable hereunder, provided, however, that, notwithstanding this provision, any party may seek interim judicial relief in aid of arbitration, to prevent a violation of this Agreement pending arbitration or to enforce any arbitration award. The parties shall pay their own attorney's fees and legal costs, which the arbitrator shall not have authority to otherwise apportion or assign.

N. Notice.

Except as otherwise expressly provided herein, all notices required or allowed by one party to the other under this Agreement shall be in writing and be hand delivered or mailed by certified U.S. mail, return receipt requested, or delivered by a commercial overnight delivery service, in each case with all delivery or postage charges prepaid. Unless and until changed by a party giving written notice to the other, the addresses and addressees below shall be the addresses and addressees to which all notices required or allowed by this Agreement shall be sent:

If to the University or the Board:

University of Florida
Office of the Vice President and General Counsel
123 Tigert Hall
Gainesville, FL 32611
Attn: Chair of the Board of Trustees with a copy (not constituting notice) to
the attention of the General Counsel of the University at the same address.

If to Bell:

Bell
The Dasburg President's House
University of Florida
Gainesville, FL 32611

O. Severability and Waivers.

If any portion of this Agreement shall be held to be invalid, inoperative, or unenforceable by a court, then, so far as possible at law and in equity to give effect to the intent manifested by the parties, the remainder of this Agreement not found invalid, inoperative, or unenforceable shall remain in full force and effect. No waiver or failure to enforce any or all rights under this Agreement by either party on any occasion shall constitute a waiver of that party's right to assert the same or any other rights on that or any other occasion.

P. Governing Law and Construction.

This Agreement shall be governed and construed, and the rights and obligations of the parties hereto shall be determined, in accordance with the laws of the State of Florida (or United States federal law, to the extent applicable), including any applicable statutes of limitation, without regard to any otherwise applicable principles of conflicts of law or choice of law rules (whether of the State of Florida or any other jurisdiction) that would result in the application of the substantive or procedural rules or law of any other jurisdiction. This Agreement shall be construed as though both parties participated equally in the drafting of the same and any rule of construction that a document shall be construed against the drafting party shall not be applicable to this Agreement. The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement.

Q. Complete Agreement and Amendment.

This Agreement constitutes the entire agreement between the parties and fully supersedes any other prior agreements or understandings, whether written or oral, between the parties pertaining to the matters set forth herein. This Agreement shall not be amended, modified, or changed other than by written agreement executed by Bell and the Board or Board-authorized signatory.

R. Confirmation.

The appointment of Bell as President, and any reappointment is subject to Board of Trustees approval and must be confirmed by the Board of Governors. This Agreement shall not become effective until Bell's appointment as the University's 14th President is confirmed by the Board of Governors.

S. Public Disclosure of the Agreement.

Both Parties agree and acknowledge that this Agreement may be subject to the Florida public records law, Chapter 119, or other provisions, and may, therefore, be subject to disclosure by and in the manner provided by law.

T. General Cooperation Covenant.

Without limitation of the obligations specified in this Agreement, applicable Standards and Regulations, Accrediting Standards, and Law, Bell agrees to cooperate fully in any review or investigation involving University matters in which he may possess pertinent information. The term "cooperate" does not mean Bell must provide information favorable to the University, but only that he will make himself reasonably available and to provide truthful testimony on matters of which he has personal knowledge. This obligation shall survive the expiration or earlier termination of this Agreement.

U. Survival.

The rights and obligations set forth in Sections F, G, H, J, K, L, M, N, S, T and U shall survive the expiration or earlier termination of this Agreement as they relate to matters upon the end of Bell's service as President or the expiration or earlier termination of this Agreement.

V. Understanding of the Agreement.

Both Parties represent that they have thoroughly read this Agreement, that they understand it to be a binding contract, that they understand each provision, term and condition of this Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with intention to comply with its terms.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the dates shown below.

UNIVERSITY OF FLORIDA
BOARD OF TRUSTEES

Dr. Stuart Bell

Morteza "Mori" Hosseini
Chair of Board of Trustees

Date

Date

Appendix 1 - Key Duties and Responsibilities

The following requirements are mandated as presidential duties and responsibilities. The Board's determination of Bell's performance, compensation, retention and extension will include, but not be limited to, the following key metrics.

1. Work with the Board of Trustees to create an enterprise-wide vision, plan and execution document that can be used by the Board, president, administration and faculty as a unifying and energizing direction for the University's future.
2. Make it a priority to appoint a permanent provost who is firmly aligned with and supports the principles guiding Florida's approach to higher education, including as articulated by the legislature, the Board of Governors, and the UF Board of Trustees.
3. Make it a priority to fill the interim dean positions with individuals who are firmly aligned with and support the principles guiding Florida's approach to higher education, including as articulated by the legislature, the Board of Governors, and the UF Board of Trustees.
4. Make it a priority to fill the interim and/or vacant leadership positions, including cabinet positions, directors and other academic and administrative unit leadership positions who are firmly aligned with and support the principles guiding Florida's approach to higher education, including as articulated by the legislature, the Board of Governors, and the UF Board of Trustees.
5. Increase the number of National Academy members in UF's faculty ranks.
6. Make the Hamilton School the recognized top classical and civics higher education program in the country and leverage it to promote the University nationally and recruit top faculty.
7. Continue to advance the construction and completion of existing construction projects, for example the housing and athletic facilities.
8. Ensure that the faculty tenure review and post-tenure review processes continue in a rigorous manner with a focus on maintaining classroom integrity and academic excellence.
9. Oversee a strategic review of courses to assess their educational value. Programs with a consistent low return on investment will be eliminated.
10. Commit to a program that (a) enhances UF's identification and elimination of any waste, fraud and abuse and (b) evaluates and reduces administrative overhead, ensuring that University resources are directed to teaching, research, and student success while safeguarding taxpayer and donor investments.
11. Prohibit the use of any public or private funds from being spent on DEI or political or social activism.

12. Lead a comprehensive review of accreditation standards across the University's colleges and programs ensuring that accrediting standards are complied with in a manner that is consistent with federal and state laws and mandates.
13. Keep the safety of UF's students, including its Jewish students, and broader campus community as the top priority. Accelerate efforts to proactively increase awareness and acceptance of the Board of Trustees invitation to Jewish students who feel threatened or harassed at other institutions to apply for admission at UF.
14. Continue enhancing the University's national stature and reputation, including raising the University's overall ranking and the ranking of each college and the UF Health system and its hospitals.
15. Oversee the University's next capital (fundraising) campaign and make all reasonable efforts to ensure it meets the goals approved by the Board of Trustees.
16. Maintain and accelerate progress with the University's Jacksonville campus and Hamilton School.
17. Ensure continued progress on the development of the UF Health system and its relationship to academic medicine, UF Health colleges, and UF Health research institutes and centers.
18. Reinforce controls over administrative hiring, administrative expenditures, signature delegations and the Governance Standards.
19. Strengthen efforts to ensure and improve student academic success.
20. Build on the University's AI success by formulating plans for future development and implementation.