

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.