



Board of Governors Retreat

August 6, 2026, 1:00 PM

Bond Learning Center Ballroom, Darr Agriculture Center - Missouri State University

I. Roll Call

II. Approval of Minutes *Presented by: Governor Melissa Gourley*

II.A. Approval of the open and closed minutes of the June 26, 2026, Board of Governors Meeting

III. Consent Agenda *Presented by: Governor Melissa Gourley*

III.A. Board Policies

III.A.1. Approval of Proposed Revisions to G1.01, Bylaws of the Board of Governors, Article II: The Board of Governors

III.B. Facilities and Equipment

III.B.1. Approval of Activity Report for the month of June 2026

III.B.2. Approval of License Agreement for Tower Attachments Between Missouri State University and Total Highspeed, LLC

III.C. Human Resources

III.C.1. Approval of Actions Concerning Academic Employees

III.C.2. Approval of Actions Concerning Nonacademic Employees

III.D. President

III.D.1. Approval of Employment Agreements for University Athletics

III.E. Procurement and Financial

III.E.1. Approval of Procurement Activity Report for the month of July 2026

III.E.2. Approval of services contract for Internet Protocol Television (IPTV) for Residence Life, Housing, and Dining Services

III.E.3. Approval of services contract for Credit Card and E-Check Processing for ERP Maintenance

III.E.4. Approval of Air Charter Service for Men's Football

III.F. West Plains Campus

III.F.1. Approval of Actions Concerning Nonacademic Employees

III.F.2. Approval of Employment Agreement for University Athletics-West Plains

IV. Athletics Master Plan *Presented by: Patrick Ransdell, Director of Athletics*

Recess until 8:30 a.m. on Friday, August 7, 2026

V. 2025-2030 Strategic Plan: Igniting Opportunity *Presented by: Dr. Dawn Medley, Vice President for Enrollment Management* **– Strategic Enrollment Management Plan**

VI. Artificial Intelligence in the Curriculum *Presented by: Dr. Clarenda Phillips, Provost and Vice President for Academic Affairs*

VI.A. Panel Discussion

VII. New Business

VII.A. Approval of bids and award of a contract for repairs to the building envelope at Glass Hall *Presented by: Matt Morris, Vice President for Administrative Services*

VII.B. Development Year-End Report *Presented by: Brent Dunn, Vice President for University Advancement*

VII.C. Discussion of 2027 Board of Governors Officers *Presented by: Governor Melissa Gourley*

VII.D. Other Board Matters *Presented by: Governor Melissa Gourley*

VIII. Resolution Authorizing Closed Meeting, Pursuant to the revised statutes of the state of Missouri 610.021

IX. Adjournment

**MINUTES OF THE
BOARD OF GOVERNORS
MISSOURI STATE UNIVERSITY
FRIDAY, JUNE 26, 2026**

The Board of Governors for Missouri State University held a meeting in the West Plains Civic Center, Magnolia Room in West Plains, Missouri, on Friday, June 26, 2026, with Governor Melissa Gourley, Chair of the Board of Governors, presiding. Governor Gourley called the meeting to order at 8:30 a.m.

Roll Call

Present – Melissa Gourley, Chair of the Board
Tim Francka, Governor
Travis Freeman, Governor
Ann Kampeter, Governor
Jeff Schrag, Governor
Chris Waters, Governor (via Zoom)

Absent – Lynn Parman, Governor

Also present – Richard B. Williams, President
Brad Bodenhausen, Vice President for Community and Global Partnerships
Jeff Coiner, Chief Information Officer
Rachael Dockery, General Counsel and Vice President for Legal Affairs and Compliance
Brent Dunn, Vice President for University Advancement
Natalie McNish, Director of Internal Audit and Risk Management
Matt Morris, Vice President for Administrative Services
Andrea Mostyn, Interim Vice President for Marketing and Communications
Zora Mulligan, Chancellor of the West Plains Campus
Clarenda Phillips, Provost and Vice President for Academic Affairs
Eric Schick, Chief Financial Officer
Dee Siscoe, Vice President for Student Affairs
Rowena Stone, Secretary to the Board of Governors

Approval of Minutes

Governor Gourley called for a motion to approve the open and closed minutes of the May 7, 2026, meeting. Governor Tim Francka provided a motion for approval, receiving a second from Governor Ann Kampeter.

Motion passed 6-0.

Consent Agenda

Governor Gourley noted the next item of business on the agenda was the approval of the consent agenda with moving item III.B.2. Approval of an Intergovernmental Agreement Regarding Law Enforcement between Missouri State University and the City of Springfield for Fiscal Year 2027 to new business. Items included in the revised consent agenda:

Academic Affairs

Approval of Revisions to the Faculty Handbook – Springfield Campus (Faculty Policies No. 146-26)

Facilities and Equipment

Approval of Activity Report for the month of April 2026 (Activity Report No. 345-26)

Approval of proposals and award of contracts to renovate rooms 422 and 424 at Carrington Hall (Bids & Quotations No. 1642-26)

Approval of License Agreement for Tower Attachments Between Missouri State University and Missouri State Highway Patrol (Agreement No. 493-26)

Human Resources

Approval of Actions Concerning Academic Employees (Human Resources No. 1809-26)

Approval of Actions Concerning Nonacademic Employees (Human Resources No. 1810-26)

Approval of Amendments to the Employee Handbook for Administrative, Professional and Support Staff employees and related policies (Human Resources No. 1811-26)

Approval of FY27 Additional Fringe Benefits to be Funded by the Missouri State University Foundation (Human Resources No. 1812-26)

President

Approval of Employment Agreements for University Athletics (Human Resources No. 1813-26)

Procurement and Financial

Approval of Procurement Activity Report (Procurement Activity Report No. 554-26)

Approval of an extension of an expiring contract for an Integrated Library System (ILS) Platform for University Libraries (Procurement Contract No. 1-26)

Approval of and renewal of Class S1 Domestic Origin and Wiley Titles and Taylor & Francis Titles Periodicals Serial Subscription (Procurement Contract No. 2-26)

Approval of and renewal of Class S2 Non-Domestic Titles Subscription (Procurement Contract No. 3-26)

Approval of contract for Trademark Licensing Services for University Marketing and Communications (Procurement Contract No. 4-26)

Approval of an amendment to extend an existing contract for Video Productions (Procurement Contract No. 5-26)

Approval of services contract for Dining Services for the West Plains campus to Great Western Dining Services (Procurement Contract No. 6-26)

West Plains Campus

Approval of Actions Concerning Academic Employees (West Plains Personnel No. 522-26)

Approval of Actions Concerning Nonacademic Employees (West Plains Personnel No. 523-26)

Approval of Employment Agreements for University Athletics (West Plains Personnel No. 524-26)

Approval of FY27 additional fringe benefits to be funded by Missouri State University (West Plains Personnel No. 525-26)

Approval of Faculty Handbook Revisions – West Plains Campus, concerning sections 1.5.1.4.1. through 15.6.1. and Bylaws and Constitution of the current edition (West Plains Faculty Policies No. 27-26)

Governor Francka provided a motion for approval of the consent agenda, receiving a second from Governor Travis Freeman.

Motion passed 6-0.

Committee Reports

Governor Freeman reported out on the June 25, 2026, Risk Management and Audit Committee meeting.

Governor Gourley reported out on the June 25, 2026, Programs and Planning Committee meeting.

Governor Francka reported out on the June 25, 2026, Finance and Facilities Committee meeting.

President's Report

President Richard B. Williams provided a University update. Highlights of his report included information on campus events, a welcome to Dr. Magdalena Toda, Dean of the College of Natural and Applied Sciences, athletics updates, and the Vice President for Marketing and Communications search.

West Plains Campus

As part of the Mo State Moment, Zora Mulligan, Chancellor of the West Plains Campus, called upon Rachel Peterson, Director of Athletics for the West Plains Campus, to provide an introduction on the athletics program. Bo Crites, Athletics Communication Specialist, reviewed the history of the athletics program, region/conference information, and departmental mission and goals for the upcoming year.

Anthony Priest, Immediate Past Chair of West Plains Faculty Senate, provided a report on happenings of the West Plains Faculty Senate. Highlights of his report included information on the HLC site visit, strategic plan, and student success initiatives.

The Staff Senate report was struck from the agenda Governor Gourley introduced Wayne Cahoj, incoming Staff Senate Vice Chair.

Michelle Robles, West Plains Student Body President, provided a report on happenings of the West Plains Student Government Association (SGA). Highlights of her report included information on capital projects, events, increased student participation, and goals for the upcoming year.

Ms. Mulligan provided an update on happenings of the West Plains Campus. She shared information on progress made of her 2025-26 goals, including HLC accreditation status improvements, the development of a strategic plan, and the renovation of Drago Hall for the new Vet Tech program.

Ms. Mulligan recognized Jason McCollum and Lindsey Waggoner for their leadership as co-chairs of the strategic plan and additional members of the committee who were present. Ms. Mulligan presented a

resolution for approval of the 2026-2031 Strategic Plan for Missouri State University-West Plains (Board Policies No. 140-26).

Governor Freeman made a motion for approval, receiving a second from Governor Kampeter.

Motion passed 6-0.

Ms. Mulligan shared information on next steps including official rollout of the plan, implementation, and accountability measures. Ms. Mulligan concluded her report by sharing information on the Ozark region College Rodeo which will be hosted October 8-10 in West Plains.

Academic Affairs

Dr. Clarendia Phillips, Provost and Vice President for Academic Affairs, provided an update on happening for Academic Affairs. Highlights of her report included information on incoming faculty, college highlights, and division updates.

Financial

Matt Morris, Vice President for Administrative Services, presented a resolution for approval of the FY2027 Internal Operating Budget (Finance No. 1112-26). Governor Francka made a motion for approval, receiving a second from Governor Freeman.

Motion passed 6-0.

New Business

Governor Gourley presented a resolution for approval of the 2027 Meeting Schedule of Missouri State University Board of Governors (Administration No. 61-26). Governor Jeff Schrag made a motion for approval, receiving a second from Governor Kampeter.

Motion passed 6-0.

Mr. Morris presented a resolution for approval of an Intergovernmental Agreement Regarding Law Enforcement between Missouri State University and the City of Springfield for Fiscal Year 2027 (Agreement No. 492-26).

Governor Schrag recused himself from voting on the item due to serving as Mayor of the City of Springfield. Governor Schrag left the meeting at this time.

Governor Francka made a motion for approval, receiving a second from Governor Freeman.

Motion passed 5-0.

Governor Schrag returned to the meeting at this time.

Closed Session

It was determined that the Board of Governors needed to meet in a closed session to consider items of business provided in the Revised Statutes of Missouri. Governor Gourley asked if a resolution authorizing a closed meeting of the Board was prepared. Thereupon, the following resolution was presented for consideration:

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting with closed records and closed vote, be held during a recess of this regular meeting of the Board of Governors to consider items pursuant to:

R.S.Mo. 610.021(1). “Legal actions, causes of action, or litigation involving a public governmental body...”

R.S.Mo. 610.021(3). “Hiring, firing, disciplining or promoting of particular employees by a public governmental body...”

R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...;”

R.S.Mo. 610.021(18). “Confidential or privileged communications between a public governmental body and its auditor,...”

Governor Freeman provided a motion for approval, receiving a second from Governor Kampeter.

A roll call vote was taken. Those voting in favor – Governors Francka, Freeman, Gourley, Kampeter, Schrag, and Waters; those voting against – none; those absent – Governor Parman.

The open meeting recessed at 9:40 a.m. to go into closed session.

The open meeting reconvened at 12:16 p.m.

Adjournment

With no additional information needing to be discussed, Governor Gourley called for a motion to adjourn the meeting. Governor Francka provided a motion to adjourn, receiving a second from Governor Kampeter.

Motion passed 6-0.

Meeting adjourned at 12:16 p.m.

Melissa Gourley
Board Chair

Approved at the meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

III.A.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

BOARD POLICIES NO. 141-26
Approval of Proposed Revisions to
G1.01-2, Bylaws of the Board of
Governors, Article II: The Board of
Governors

WHEREAS, Article II, Section 1(a) of the Bylaws of the Board of Governors (“Bylaws”) sets forth the congressional districts from which the Board of Governors (“Board”) is to be comprised and requires revision in light of recent redistricting legislation passed by the Missouri General Assembly;

WHEREAS, the Board desires to amend the Bylaws to formalize student representation to the Board during such times that a student member has not been appointed to the Board via the designated statutory process; and

WHEREAS, the proposed revisions were reviewed by the Board at their June 25, 2026 Programs & Planning Committee meeting; and

WHEREAS, the proposed revisions to G1.01-2, Bylaws of the Board of Governors, Article II: The Board of Governors, attached hereto.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors of Missouri State University that G1.01-2, Bylaws of the Board of Governors, Article II: The Board of Governors, be revised as set forth in the attached document.

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Please see the proposed revisions to G1.01-2, Bylaws of the Board of Governors, Article II: The Board of Governors, which is attached hereto.

Article II: The Board of Governors

G1.01-2 Article II: The Board of Governors

Section 1. Composition of the Board

a. Voting Members

The Board shall be composed of ~~ten-10~~ members, consisting of nine (9) voting members and one (1) non-voting student member as provided in Mo. Rev. Stat. §§Sections 174.450, 174.453.2, and 174.55. of the Revised Statutes of Missouri (Mo. Rev. Stat.). No person shall be appointed a member who is not a citizen of the United States and who has not been a resident of the state of Missouri for at least two (2) years immediately prior to such appointment. Not more than five (5) voting members shall belong to any one (1) political party. ~~On and after August 28, 2005, no more than one voting member shall be appointed to the Board from the same Congressional district.~~ The Board must be comprised of voting members from at least seven (7) of the eight (8) congressional districts within the State of Missouri, and no more than two (2) “at-large” members. All voting members shall be appointed by the Governor of the State of Missouri, with the advice and consent of the Missouri State Senate, and as provided by Missouri statute.

b. Student Member (non-voting)

One (1) full-time University student who is a resident of the state of Missouri shall serve as a non-voting representative to the Board. The student governor shall be selected in the manner described by ~~Section 174.055~~ Mo. Rev. Stat. § 174.055. Such representative shall be entitled to attend all meetings and participate in all deliberations. The student governor shall be permitted to attend closed meetings of the Board, unless excluded in accord with Missouri law. The term “full-time”, for purposes of this section shall mean the student, if an undergraduate, in enrolled in at least ~~twelve (12)~~ semester hours for two (2) semesters per academic year. If the student member is a graduate student, that student must be enrolled in at least nine (9) semester hours for two (2) semesters per academic year.

i. Student Representation in the Absence of a Student Member

In the event that no student governor has been appointed to the Board as contemplated by Mo. Rev. Stat. § 174.055, the Board shall invite the President of the Student Government Association, or their designee, to attend and participate in Board meetings as a student liaison in order to provide student input regarding agenda items. Such student liaison shall serve in a non-voting, advisory capacity until such time as a student governor is formally appointed to the Board. The student liaison will cease to serve in this capacity once a student governor has been formally appointed to the Board. The student liaison shall not be permitted to attend closed meetings of the Board.

III.B.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

ACTIVITY REPORT NO. 346-26
Approval of Activity Report for the
month of June 2026

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for the month of June 2026, as presented by Planning, Design and Construction, be accepted and approved.

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

This report lists activities of Planning, Design and Construction with respect to bids received, notices to proceed, and activity on consultant contracts for projects that are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00.

It is recommended that the attached report be accepted.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
PLANNING, DESIGN AND CONSTRUCTION**

June 2026

This report documents activities managed by Planning, Design and Construction for the month of June 2026. The projects listed here are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00. Those project bids, notices to proceed, and activity on consultant contracts are listed on this activity report.

June 2, 2026

**Renovate Rooms 155 & 157,
Strong Hall**

**Project Budget
\$171,000.00**

A proposal has been received to renovate rooms 155 & 157 at Strong Hall. Upon approval, a notice to proceed was issued to the Campus Construction Team in the amount of \$53,791.00. Another proposal was received to update the lighting for this project. Upon approval, a notice to proceed was issued to the Bales Construction Company, Inc. in the amount of \$10,915.83.

The proposals received on this project are as follows:

Contractor	Proposal
Campus Construction Team	\$53,791.00
Bales Construction Company, Inc.	<u>\$10,915.83</u>
	\$64,706.83

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$11,000.00
Construction Contracts (CCT & JOCS)	\$64,706.83
Project Administration	\$3,812.30
Construction Contingency	\$12,294.30
Furniture, Fixtures, and Equipment	\$79,186.57
Telecommunications	\$0.00
Relocation Costs	<u>\$0.00</u>
Total Project Budget	\$171,000.00

This project includes work in rooms 155 & 157 of Strong Hall to remove the existing studio lighting infrastructure and replace it with a new system that supports the use of LED fixtures. This project also includes the installation of a new cyclorama, new LED lights, and adjustments to the existing HVAC system. These upgrades will help support the shared use of the space between the Marketing and Communications department and Ozarks Public Television. Work is scheduled to be completed during the summer 2026 semester.

This project will be funded by the President's Program Enhancement Fund (\$80,000.00), Marketing & Communications (\$50,000.00) budget, Administrative Service – Non-Operating (\$16,944.00) budget, OPT-Programming & Production (\$16,556.00) budget and VP Community & Global Partnerships-Oper (\$7,500.00) budget.

June 23, 2026

**FY27 On-Call Asbestos Abatement
All Campuses**

**Project Budget
\$150,000.00**

Proposals were received for the FY27 on-call asbestos abatement. The intent of this contract is to accomplish removal of small quantities of asbestos found on the Missouri State University campuses on an on-call basis. The cumulative total of all individual projects awarded under this contract may not exceed \$150,000.00 per fiscal year. Included in the contract is the option to renew the contract for three (3) additional consecutive fiscal years or until June 30, 2030. Upon approval, a notice of award was issued to Gerken Environmental Enterprises, Inc. Each project awarded under this contract will be funded by its own financial plan that will be established on a per project basis.

III.B.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

AGREEMENT NO. 494-26

Approval of License Agreement for Tower
Attachments Between Missouri State
University and Total Highspeed, LLC

WHEREAS, Missouri State University operates a transmission tower and equipment at its site at the Northwest Quarter of the Southwest Quarter of Section 31, Township 22 North, Range 21 West, Taney County, Missouri; and

WHEREAS, Total Highspeed, LLC has leased tower space at this site since October 2011, for the attachment and operation of communications equipment; and

WHEREAS, the leasing of excess antenna and feedline capacity on the University's tower provides revenues to support the operation and maintenance of the University's radio towers and public radio network; and

WHEREAS, the parties desire to enter into a new License Agreement for Tower Attachments, effective October 1, 2026, for a one-year term automatically renewable for up to four (4) additional one-year terms, at a license fee of \$728 per month; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors of Missouri State University that the License Agreement for Tower Attachments between the Board of Governors of Missouri State University and Total Highspeed, effective October 1, 2026, is hereby approved; and

BE IT FURTHER RESOLVED that the Vice President for Administrative Services be authorized to execute the License Agreement for Tower Attachments and to perform those acts necessary to carry out and complete the contemplated transaction and all future renewals related to the lease for tower attachments at this location by Total Highspeed, LLC.

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

This License Agreement for Tower Attachments is a continuation and renewal of an agreement originating in October 2011 between the Board of Governors of Missouri State University and the Total Highspeed.

The Agreement authorizes Total Highspeed to attach and operate communications equipment on the University's KSMU-FM tower in Taney County, Missouri. The license fee is \$728 per month. The Agreement commences October 1, 2026, for a one-year term and is automatically renewable for up to four additional one-year terms unless either party provides 30 days' written notice of intent not to renew.

The Agreement has been reviewed by the Office of General Counsel.

III.C.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1814-26

Approval of actions concerning

Academic Employees

BE IT RESOLVED by the Board of Governors for Missouri State University that the actions indicated for academic employees, as itemized below, are hereby approved.

UNRANKED FACULTY APPOINTMENTS (Term):

<u>Name</u>	<u>Position-Department</u>	<u>Salary</u>	<u>Effective</u>
Jaclyn Curnutt	Clinical Assistant Professor	\$75,000	08/01/26
	School of Nursing	annually	05/14/27
Jennifer Dicer	Clinical Assistant Professor	\$70,000	08/01/26
	School of Nursing	annually	05/14/27
Dana Morris	Clinical Assistant Professor	\$70,000	08/01/26
	School of Nursing	annually	05/14/27
Jamie Schatz	Clinical Assistant Professor	\$70,000	08/01/26
	School of Nursing	annually	05/14/27
Brittany Springer	Clinical Assistant Professor	\$70,000	08/01/26
	School of Nursing	annually	05/14/27

(See Addendum A for Per Course Faculty Appointments)

(See Addendum B for Summer Appointments)

(See Addendum C for Supplemental Payments)

(See Addendum D for Graduate Teaching Assistant Appointments)

RESIGNATIONS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Tasnuba Jerin	Assistant Professor	07/31/26
	School of Earth, Environment and Sustainability	
Sherri Ramirez	Clinical Assistant Professor	07/31/26
	School of Nursing	
Jennifer Murvin	Associate Professor	01/31/27
	English	

RETIREMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Kelly Wood	Associate Provost for Student Success Office of Student Success	06/16/26
Jacek Fraczak	Associate Professor Art & Design	07/31/26
Gwen Walstrand	Professor Art & Design	07/31/26
David Meinert	Dean College of Business Professor Computer Information Systems	01/31/27
Diane Smith	Associate Professor School of Nursing	01/31/27

LEAVE WITHOUT PAY:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Christopher Lynch	Department Head Political Science & Philosophy Professor Political Science	08/15/26

SABBATICALS:

The faculty members listed below are recommended for sabbatical leave. Faculty members receive full pay for leave of one semester or half to three-fourths pay for leave of full academic year.

Sandra Bailey	Assistant Professor, Technology & Construction Management Fall 2026 The use of 3-D design and workflow in the apparel and fashion.
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CHANGE OF STATUS:

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Patricia Cahoj	From: Assistant Professor School of Health Care Professions To: Faculty Emeritus School of Health Care Professions	Status Change	07/01/26

Academic Personnel Board Actions, cont'd.

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Emily Millard	Clinical Assistant Professor School of Health Care Professions	Reappointment	07/01/26 06/30/27
Jorge Rebaza-Vasquez	Associate Dean College of Natural & Applied Sciences From: \$145,201 annually To: \$152,201 annually	Salary Adjustment	07/01/26
Reesha Adamson	From: Associate Dean School of Special Ed, Leadership & Professional Studies Professor Special Education \$83,509 annually To: Interim Associate Dean Graduate College Professor Special Education \$83,509 annually (\$6,959 monthly supplemental)	Status Change	08/01/26 04/30/27
Alison Alaimo	Clinical Assistant Professor School of Nursing From: \$84,327 annually (12-month appointment) To: \$75,000 annually (9-month appointment)	Status Change	08/01/26
Angela Bell	Visiting Associate Professor English	Reappointment	08/01/26 05/14/27
Steven Capps	From: Director of Learning Diagnostic Clinical School of Mental Health & Behavioral Sciences Assistant Professor Psychology To: Faculty Emeritus School of Mental Health & Behavioral Sciences	Status Change	08/01/26

Academic Personnel Board Actions, cont'd.

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Jacek Fraczak	From: Associate Professor Art & Design To: Faculty Emeritus Art & Design	Status Change	08/01/26
Sean Herring	Practitioner-in-Residence English	Reappointment	08/01/26 12/16/26
Carrisa Hoelscher	From: Associate Dean, Graduate College Graduate College Associate Professor Communication, Media, Journalism & Film \$130,600 annually (12-month appointment) To: Associate Professor Communication, Media, Journalism & Film \$78,000 annually (9-month appointment)	Status Change	08/01/26
Barri Tinkler	From: Dean College of Education Professor Reading \$175,803 annually (12-month appointment) To: Interim Chief Academic Strategy Officer Office of the Provost Professor Reading \$175,803 annually (12-month appointment)	Reorganization	08/01/26
Gwen Walstrand	From: Professor Art & Design To: Faculty Emeritus Art & Design	Status Change	08/01/26

Troy Wymore

From: Instructor

Chemistry & Biochemistry

To: Assistant Research Professor

Chemistry & Biochemistry

Title Change

08/01/26

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

ADDENDUM A

The following have been appointed as Per Course Faculty for the fall semester: August 10, 2026 through December 11, 2026.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Allen, Angelia	School-Mental Health & Behavior Sci	\$4,890.00
Anderson, Mary	School-Mental Health & Behavior Sci	\$2,445.00
Barnard, Daniel	Defense & Strategic Studies	\$7,000.00
Brockway, David	English	\$2,484.00
Cafagna, Marcus	English	\$5,000.00
Clark, Bradford	Defense & Strategic Studies	\$8,500.00
Clawson, Todd	Defense & Strategic Studies	\$8,500.00
Dodge, Michaela	Defense & Strategic Studies	\$8,500.00
Downie, Richard	Defense & Strategic Studies	\$8,500.00
Falk, Lauren	Art & Design	\$4,896.00
Fierro-Martinez, Nicholas	Defense & Strategic Studies	\$17,000.00
Hisle, Melissa	English	\$3,084.00
Hoehne, Richard	Defense & Strategic Studies	\$12,500.00
Ivie, Tiffany	Technology & Construction Mgmt	\$3,000.00
Kartchner, Kerry	Defense & Strategic Studies	\$8,500.00
Kiras, James	Defense & Strategic Studies	\$8,500.00
Lampe, Gabrael	Management	\$3,400.00
LaPage, William	English	\$2,784.00
Lewis, Sarah	English	\$2,484.00
Meyer, Autumn	English	\$4,140.00
Meyer, Elliot	Management	\$3,400.00
Mitchell, Katrina	Music	\$6,168.00
Moore, Heather	Management	\$3,400.00
Morris-Owens, Maggie	English	\$2,484.00
Murphy, William	Defense & Strategic Studies	\$12,500.00
Nichols, Kelley	Finance Economics & Risk Mgmt	\$4,000.00
Northrip-Rivera, Angelia	English	\$2,550.00
Opitz, Matthew	History	\$2,700.00
Peck, David	Defense & Strategic Studies	\$8,500.00
Priniotakis, Manolis	Defense & Strategic Studies	\$4,000.00
Robinson, Tucker	First-Year Programs	\$2,400.00
Ryder, Christina	Sociology Anthropology & Gerontology	\$6,000.00
Shute, Olga	Art & Design	\$5,568.00
Stewart, Alice	Management	\$4,200.00
Stewart, Matthew	English	\$2,484.00

Academic Personnel Board Actions, cont'd.

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Triola, Matthew	Schl of Hospitality & Agri Ldrs	\$3,000.00
Turlington, Sean	English	\$4,968.00
Turner, Valerie	English	\$2,550.00
Umbarger, Annesha	Criminology & Criminal Justice	\$3,000.00
VanArsdale, Ernest	Information Tech & Cybersecurity	\$8,000.00
Walker, William	English	\$2,484.00
Welker, Lydia	English	\$2,484.00

ADDENDUM B

The following have been appointed as Summer Faculty for the summer semester: June 1, 2026 through July 24, 2026

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Baker, Marsha	School-Spec Ed Ldrshp Prof Studies	\$2,745.00
Baker, Sarah	School-Teaching Learn & Develop Sci	\$1,818.00
Bassett, Damon	Schl of Earth Enviro & Sustain	\$17,684.00
	Education Abroad	\$2,101.00
Benzer, Fatih	RCASH	\$20,000.00
Berkwitz, Stephen	Graduate College	\$1,336.00
Bridges, Phillip	Graduate College	\$2,000.00
Carden-Jessen, Melanie	Schl of Earth Enviro & Sustain	\$7,918.00
Chakraborty, Sapna	Graduate College	\$1,336.00
Chawota, Takudzwa	School-Mental Health & Behavior Sci	\$3,000.00
Chen, Yi-Ping	Music	\$850.00
Chenoweth, Amelia	School-Mental Health & Behavior Sci	\$8,750.00
Cornelius-White, Jeffrey	School-Mental Health & Behavior Sci	\$20,077.00
Dinyer-McNeely, Taylor	School of Health Sciences	\$3,000.00
Dubey, Rahul	Graduate College	\$1,336.00
Durham, Michelle	School-Mental Health & Behavior Sci	\$3,000.00
Eisman, Karen	Student Affairs	\$100.00
Ercevik, Aysegul	School-Mental Health & Behavior Sci	\$3,000.00
Fearing, Cory	Greenwood Lab School	\$5,400.00
Foster, Jeffrey	School-Mental Health & Behavior Sci	\$5,393.00
Frazier, Emily	Schl of Earth Enviro & Sustain	\$5,317.00
Goddard, Stacy	Faculty Ctr for Teaching & Learning	\$100.00
Gorley, Nicole	School of Health Care Professions	\$5,680.00
Hains, Kathleen	RCASH	\$2,100.00
Han, Shin	School-Mental Health & Behavior Sci	\$1,500.00
Hart, Algerian	School of Health Sciences	\$6,998.00
Hays, David	Music	\$850.00
Hopper, Tina-Maria	Faculty Ctr for Teaching & Learning	\$100.00
Iqbal, Razib	Graduate College	\$1,336.00
Jackson, Wendy	Citizenship & Student Success	\$1,500.00
	McQueary College of Health & Human Services	\$1,500.00
Jessee, Katy	Construction Design & Project Mgmt	\$2,000.00
Kado, Takehiro	Graduate College	\$1,336.00
Kelley, Meghan	School of Health Sciences	\$1,500.00
Kenny, Erin	Graduate College	\$1,336.00

Academic Personnel Board Actions, cont'd.

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Ketter, Daniel	Music	\$850.00
King, Elizabeth	Graduate College	\$1,336.00
Kiras, James	Defense & Strategic Studies	\$17,000.00
Krueger, Chelsea	School-Mental Health & Behavior Sci	\$3,000.00
Lancaster, Molly	School of Health Sciences	\$1,500.00
Lee, Chang Hoon	School of Health Sciences	\$3,000.00
Liang, Yating	Education Abroad	\$6,843.00
Liu, Siming	Graduate College	\$1,336.00
Lombilla, Luis	Education Abroad	\$4,073.00
Malega, Ronald	Schl of Earth Enviro & Sustain	\$5,900.00
M'Angale, Peter	School of Health Sciences	\$3,000.00
McKay, Matthew	Education Abroad	\$2,101.00
Medley, Robert	School of Nursing	\$1,000.00
Michelfelder, Gary	Graduate College	\$1,336.00
Mseba, Precious	School-Mental Health & Behavior Sci	\$3,000.00
Murray, Sarah	School of Health Sciences	\$1,500.00
Newman, Jonathan	Graduate College	\$1,336.00
Newton, Sean	School of Health Care Professions	\$2,126.00
Niezgoda, Robert	Ozarks Public Health Institute	\$9,667.00
Powers, Bradley	School-Mental Health & Behavior Sci	\$5,616.00
Quinn, Nathaniel	School-Spec Ed Ldrshp Prof Studies	\$3,045.00
Rico, Cyren	Graduate College	\$1,336.00
Roam, Kimberly	School-Teaching Learn & Develop Sci	\$3,045.00
Rose, John	Defense & Strategic Studies	\$3,950.00
Rost, Ann	School-Mental Health & Behavior Sci	\$9,845.00
	Graduate College	\$1,336.00
Russell, Regina	School-Mental Health & Behavior Sci	\$1,664.00
Shahan, Mackinsey	School of Health Sciences	\$3,000.00
Slavych, Bonnie	Graduate College	\$1,336.00
Smith, Cody	Faculty Ctr for Teaching & Learning	\$100.00
StoutHart, Kristen	Comm Media Journalism & Film	\$1,300.00
Sun, Xiaoning	Faculty Ctr for Teaching & Learning	\$100.00
Thompson, Kristen	School-Mental Health & Behavior Sci	\$3,000.00
Tsai, Henry	School of Health Sciences	\$1,500.00
Turner, Jon	School-Spec Ed Ldrshp Prof Studies	\$1,706.00
Urich, Stephanie	Faculty Ctr for Teaching & Learning	\$100.00
Walters, Heather	Comm Media Journalism & Film	\$3,950.00
Watson, Margaret	Graduate College	\$1,336.00
Wehman, Erin	Faculty Ctr for Teaching & Learning	\$100.00
Whisenhunt, Brooke	School-Mental Health & Behavior Sci	\$7,105.00
Wilson, Sara	School-Mental Health & Behavior Sci	\$3,000.00

Academic Personnel Board Actions, cont'd.

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Wooden, Shannon	Graduate College	\$1,336.00
Xie, Xiuye	School of Health Sciences	\$5,384.00

ADDENDUM C**Supplemental payment for teaching assignments:**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Beatty, Nick	Political Science & Philosophy	\$4,067.00
Beranek, Benjamin	Finance Economics & Risk Mgmt	\$7,529.00
Brown, Michele	Social Work	\$1,721.00
Carroll, Jesse	International Programs	\$10,500.00
Cupka Head, Kevin	Sociology Anthropology & Gerontology	\$3,000.00
Dixon, Tammy	School-Mental Health & Behavior Sci	\$2,445.00
Howell, Marcus	Education Abroad	\$5,394.00
Jessee, Katy	Construction Design & Project Mgmt	\$3,857.00
Nordyke, Kathy	Sociology Anthropology & Gerontology	\$3,084.00
Qiu, Wenping	International Programs	\$10,500.00
Schneider, Steven	International Programs	\$6,000.00
Sexton, Randall	Information Tech & Cybersecurity	\$9,500.00
Stanton, Rhonda	Graduate College	\$5,000.00
Wehman, Erin	Graduate College	\$5,000.00
Wommack, Matthew	International Programs	\$10,500.00

ADDENDUM D

The following have been appointed as Graduate Teaching Assistants for the fall semester: August 10, 2026 through December 11, 2026.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Ayorinde, Oluwatosin	Chemistry & Biochemistry	\$5,048.00
Ball, Samantha	School of Health Sciences	\$5,048.00
Devarakonda, Akhil Chand	School of Health Sciences	\$5,048.00
Engworo, Amen	Mathematics	\$6,146.00
Gichuru, Caroline	Chemistry & Biochemistry	\$6,146.00
Hasnayeem, Syed Md	Computer Science	\$5,048.00
Herron, Snyder	College of Business	\$7,123.00
Islam, Tania	Schl of Earth Enviro & Sustain	\$5,048.00
Jones, Jessica	Schl of Hospitality & Agri Ldrs	\$5,048.00
Munyithya, Ruth	Chemistry & Biochemistry	\$6,146.00
Pettenger, Andrew	Chemistry & Biochemistry	\$6,146.00
Tzarfati, Talia	Biology	\$5,048.00
Utshaw, Farhan Tanvir	Computer Science	\$5,048.00
Yedke, Gangadher	Chemistry & Biochemistry	\$5,048.00

The following have been appointed as Graduate Teaching Assistants for the Academic Year: August 10, 2026 through May 14, 2027.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Addai, Florence	Communication Media Journalism& Film	\$12,291.00
Anyika, Augustina	Communication Media Journalism& Film	\$12,291.00
Asante, Ransford	Communication Media Journalism& Film	\$12,291.00
Ash, Lydia	English	\$12,291.00
Azad, Aaraf	Communication Media Journalism& Film	\$12,291.00
Ballinger, Payton	Music	\$12,291.00
Bateman, Bradley	Biology	\$12,291.00
Bates, Daegan	Languages Cultures & Religions	\$12,291.00
Bilyeu, Brittany	Art & Design	\$12,291.00
Blount, Mason	English	\$12,291.00
Brandt, Korinna	Biology	\$12,291.00
Brushwood, Lillian	English	\$12,291.00
Bryan, Wesley	English	\$12,291.00
Bryant, Kaitlyn	Biology	\$12,291.00
Carmack, Lexie	English	\$12,291.00

Chapman, Kaden	Music	\$12,291.00
Chastain, Logan	Schl of Earth Enviro & Sustain	\$10,096.00
Chatfield, Jacob	Art & Design	\$12,291.00
Chatterjee, Arko	Physics Astronomy & Materials Sci	\$12,291.00
Choo, Qi Jie	Music	\$6,146.00
Clubb, Kyla	School of Health Sciences	\$10,096.00
Coble, Taylor	School-Mental Health & Behavior Sci	\$5,048.00
Cooper, Benjamin	Biology	\$12,291.00
Cope, Samuel	Physics Astronomy & Materials Sci	\$12,291.00
Cordell, Laine	Communication Media Journalism& Film	\$12,291.00
Courter, Joseph	Mathematics	\$12,291.00
Das, Debasish Nayan	Computer Science	\$10,096.00
Demicheva, Olga	Chemistry & Biochemistry	\$12,291.00
Devkota, Bishwash	Physics Astronomy & Materials Sci	\$12,291.00
Fletcher, Nadia	English	\$12,291.00
Friebe, Caitlyn	School of Health Sciences	\$10,096.00
Ghaderibarmi, Fatemeh	Biology	\$12,291.00
Habert, Emma	Communication Media Journalism& Film	\$12,291.00
Hackman, Macayla	English	\$12,291.00
Harris, Winter	Communication Media Journalism& Film	\$12,291.00
Harrison, Abby	Mathematics	\$12,291.00
Holle, Graycen	School-Mental Health & Behavior Sci	\$10,096.00
Homburg, Brogan	Physics Astronomy & Materials Sci	\$12,291.00
Hossain, Md Emran	Physics Astronomy & Materials Sci	\$12,291.00
Hoyt, Justice	Biology	\$12,291.00
Hubbert, Elizabeth	English	\$12,291.00
Ignatova, Sofia	Communication Media Journalism& Film	\$12,291.00
Jegade, Oluwatomisin	Chemistry & Biochemistry	\$12,291.00
Jeppson, Kaitlin	English	\$12,291.00
Joo, Hye ryung	Music	\$6,146.00
Jordan, Maggie	English	\$12,291.00
Karn, Christine	Biology	\$12,291.00
Kashubin, Isabella	English	\$12,291.00
Kinnaird, Reece	English	\$12,291.00
Konadu, Benedicta	School of Health Sciences	\$10,096.00
Lay, Sean	Communication Media Journalism& Film	\$12,291.00
Lee, Jiae	Music	\$6,146.00
MacPherson, Samuel	Communication Media Journalism& Film	\$12,291.00
Mangiapanello, Layna	Mathematics	\$12,291.00
Marcus, Esther	English	\$12,291.00
McVey, Erin	School of Health Sciences	\$10,096.00

Mia, Md Shetu	Physics Astronomy & Materials Sci	\$12,291.00
Monteith, Mason	English	\$12,291.00
Murrin, Alec	Art & Design	\$12,291.00
Myers, Colleen	Biology	\$10,096.00
Ngene, Kelechi Jovita	Biology	\$12,291.00
Nketia, Belinda	Communication Media Journalism& Film	\$12,291.00
Novinger, Annaliese	Biology	\$10,096.00
Noyes, Lindsay	Music	\$12,291.00
O'Dell, Jacob	English	\$12,291.00
Ogden, Herman	Mathematics	\$12,291.00
Ohman, Parker	Music	\$12,291.00
Opper, Violet	Communication Media Journalism& Film	\$12,291.00
Osei, Emmanuel	Mathematics	\$12,291.00
O'Shea, Jenna	School of Health Sciences	\$10,096.00
Osterman, Logan	School of Health Sciences	\$10,096.00
Oyshi, Moupia Tajrin	Physics Astronomy & Materials Sci	\$12,291.00
Pankratz, Kaitlyn	Biology	\$12,291.00
Passeri, Olivia	Mathematics	\$12,291.00
Rahman, Md Ragib	Communication Media Journalism& Film	\$12,291.00
Rapp, Alex	Biology	\$10,096.00
Rathe, Cheri	Communication Media Journalism& Film	\$12,291.00
Ryan, Jordan	English	\$12,291.00
Scheulen, Reagan	Communication Media Journalism& Film	\$12,291.00
Schoen, Liza	Communication Media Journalism& Film	\$12,291.00
Schriever, Samantha	Biology	\$10,096.00
Slover, Elijah	English	\$12,291.00
Starkey, Logan	Communication Media Journalism& Film	\$12,291.00
Sutterfield, Ivy	English	\$12,291.00
Vasquez, Jose	Communication Media Journalism& Film	\$12,291.00
Vincent, Moses	Chemistry & Biochemistry	\$12,291.00
Walker-Schaefer, Micah	School of Health Sciences	\$10,096.00
Wilson, Liam	Music	\$12,291.00
Wright, Elena	Biology	\$10,096.00
Yagow, Kalea	Biology	\$12,291.00
Yasmin, Nusrat	Physics Astronomy & Materials Sci	\$12,291.00
Zirjacks, Alicia	Schl of Hospitality and Agri Ldrs	\$10,096.00

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1815-26
Approval of actions concerning
Nonacademic Employees

BE IT RESOLVED by the Board of Governors for Missouri State University that the actions indicated for non-academic employees, as itemized below, are hereby approved.

APPOINTMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Grade</u>	<u>Salary</u>	<u>Effective</u>
Jordan Crim	Administrative Specialist Contribution Management	12	\$35,360 annually	06/10/26
Amellia Hatfield	Custodian I Residence Life, Housing & Dining Services	21	\$31,720 annually	06/16/26
Patrick March	Academic Administrative Assistant II Chemistry & Biochemistry	12	\$32,572 annually	06/22/26
Keshea Parrish	Assistant Teacher Child Development Center	40	\$34,319 annually	06/22/26
Jimmie Sims	Assistant Director, Student Engagement – Fraternity & Sorority Life Plaster Student Union Student Engagement	42	\$48,000 annually	06/22/26
Emma Jump	Administrative Assistant IV Intercollegiate Athletics	15	\$41,600 annually	06/29/26
Rachelle Anderson	Professional Developer Agency for Teaching, Leading & Learning	45	\$57,431 annually	07/01/26
Katie Brackett	Assistant Director of University Advancement Operations University Advancement Relations	43	\$53,000 annually	07/01/26
Charles Housley	Assistant Manager, Journagan Ranch Darr College of Agriculture	44	\$70,000 annually	07/01/26

Non-academic Personnel Board Actions, cont'd.

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Praphull Kumar	Faculty Research Associate Physics, Astronomy & Material Sciences	UN	\$64,000 annually	07/01/26 08/31/28
Brenna Wells	Background Check Coordinator Office of Human Resources	12	\$35,360 annually	07/01/26
Donnie Dickson	Access Advisor Disability Resource Center	42	\$46,350 annually	07/06/26
Madison Martin	Academic Advisor Athletics Intercollegiate Athletics	41	\$44,800 annually	07/06/26
John Schupbach	Data Research Analyst Ozarks Public Health Institute	34	\$62,399 annually	07/16/26
Lisa Shipley	Professional Developer Agency for Teaching, Leading & Learning	45	\$57,431 annually	07/20/26
Mark Danes	Vice President for Marketing & Communications Marketing & Communications	UN	\$189,000 annually	07/27/26
Patterson Summers	Admissions Counselor Office of Admissions	41	\$38,002 annually	07/27/26
Paul Johnson	Associate Provost for Student Success Office of the Provost	UN	\$168,486 annually	08/01/26
Joshua Ludwig	School Safety Supervisor Greenwood Laboratory School (10-month position)	28	\$61,913 annually	08/03/26

RESIGNATIONS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Scarlet O'Farrell	Residence Hall Receptionist Residence Life, Housing & Dining Services (10-month position)	05/12/26

Non-academic Personnel Board Actions, cont'd.

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Samantha Wright	Custodian I Residence Life, Housing & Dining Services	05/12/26
Tina Gilbert	Administrative Assistant III Facilities Management	06/22/26
Cannon Ousley	Autism Resource Specialist College of Education	06/26/26
Rachael Bartholome	Admissions Evaluator Office of Admissions	07/01/26
Gregg Rhoten	Custodian I Custodial Services	07/01/26
Joshua Chadwick	Maintenance Technician II Facilities Maintenance	07/03/26
Alec Gray	Accountant Financial Services	07/03/26
Fatimah Rafique	Administrative Specialist II eFactory-Center for Economic Development	07/03/26
Aaron Altvater	Coordinator, Housing Assignments Residence Life, Housing & Dining Services	07/08/26
Austin Fairchild	Custodian I Custodial Services	07/08/26
April Phillips	Director of BearPOWER School of Special Ed, Leadership & Professional Studies	07/10/26
Simon Charles	Campus Safety Specialist Office of University Safety	07/14/26
Caitlyn Sharp	Custodian I Plaster Student Union Administration	07/16/26
Aaron Luhm	Admissions Counselor Office of Admissions	07/31/26

Tia Schneider	Administrative Specialist II McQueary College of Health & Human Services	08/30/26
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RETIREMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Sandra Johnson	Administrative Specialist III Office of the Provost	12/31/26

DECEASED:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Marina Loveland	Director of Research Administration Research Administration	07/02/26

RECINDED ACCEPTANCE:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Jessica Caton	Registered Nurse Magers Family Health & Wellness Center	06/01/26

SEPARATION FROM EMPLOYMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Sheri Ballard	Senior Accountant – Analyst Financial Services	07/02/26
Kimberlee Adkins	Head Athletics Coach Intercollegiate Athletics	09/30/26

CHANGE OF STATUS:

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Cynthia Howell	From: Director of Development Office of Development To: Staff Emeritus Office of Development	Status Change	06/01/26
Traci Nash	Community Focus Facilitator Ozarks Public Health Institute From: GR 42, \$46,800 annually (75% FTE) To: GR 42, \$49,920 annually (75% FTE)	Salary Adjustment	06/01/26

Non-academic Personnel Board Actions, cont'd.

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Caleb Carmichael	Administrative Assistant II Residence Life, Housing & Dining Services From: GR 12, \$33,279 annually To: GR 12, \$34,839 annually	Salary Adjustment	06/16/26
Jonathan Collier	Maintenance Supervisor Facilities Maintenance From: GR 27, \$60,178 annually To: GR 28, \$65,378 annually	Reclassification	06/16/26
Lorie Johnson	From: Administrative Assistant I Residence Life, Housing & Dining Services GR 11, \$32,239 annually To: Administrative Assistant II Residence Life, Housing & Dining Services GR 12, \$34,839 annually	Promotion	06/16/26
Elvin Nicholas	From: Maintenance General Mechanic Hammons Student Center To: Maintenance Technician II Hammons Student Center	Title Change	06/16/26
Justin Quinn	Maintenance Supervisor Facilities Maintenance From: GR 27, \$62,171 annually To: GR 28, \$65,371 annually	Reclassification	06/16/26
Anthony Reimer	From: Maintenance Carpenter Great Southern Bank Arena To: Maintenance Technician II Great Southern Bank Arena	Title Change	06/16/26
Cassy Wilson	From: Custodian I Plaster Student Union Administration GR 21, \$32,736 annually To: Custodial Lead Plaster Student Union Administration GR 24, \$37,959 annually	Promotion	06/16/26

Non-academic Personnel Board Actions, cont'd.

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Bryce Bewley	From: Director of Marketing Communications, & External Relations Reynolds College of Arts & Letters GR 45, \$65,600 annually To: Director of Special Events Reynolds College of Arts & Letters GR 45, \$70,000 annually	Status Change & Salary Adjustment	07/01/26
Matthew Curry	From: Assistant Director Jordan Valley Innovation Center GR 48, \$144,075 annually To: Executive Director Jordan Valley Innovation Center GR 49, \$150,000 annually	Promotion	07/01/26
Emily Curtiss	Registered Nurse Magers Family Health & Wellness Center From: 80% FTE To: 100% FTE	Status Change	07/01/26
Briar Douglas	From: Coordinator, Student Engagement Co-Curricular Involvement Plaster Student Union – Student Engagement GR 41, \$42,769 annually To: Assistant Director, Student Engagement Student Involvement Plaster Student Union – Student Engagement GR 42, \$50,000 annually	Reclassification	07/01/26
Brian Grindstaff	Experimental Machinist College of Natural & Applied Sciences From: GR 27, \$58,357 annually To: GR 27, \$64,193 annually	Salary Adjustment	07/01/26
Brandon Ives	Research Archaeologist Center for Archeological Research From: GR 43, \$48,015 annually To: GR 43, \$56,000 annually	Salary Adjustment	07/01/26

Non-academic Personnel Board Actions, cont'd.

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Alex Johnson	Director, Center for Community Engagement Citizenship & Service Learning From: GR 45, \$57,431 annually To: GR 45, \$62,400 annually	Reclassification	07/01/26
Caitlin Melnychenko	Academic Learning Specialist – Athletics Intercollegiate Athletics From: \$59,100 annually To: \$59,883 annually	Salary Adjustment	07/01/26
Jeffrey Mitchell	From: Associate General Counsel Legal Affairs & Compliance \$118,684 annually To: Deputy General Counsel Legal Affairs & Compliance \$123,684 annually	Reorganization	07/01/26
Kyle O'Brien	Assistant Director, Athletic & Entertainment Facilities Great Southern Bank Arena From: GR 43, \$46,634 annually To: GR 43, \$60,000 annually	Salary Adjustment	07/01/26
Alan O'Connor	Project Supervisor Center for Archeological Research From: GR 42, \$44,488 annually To: GR 42, \$52,000 annually	Salary Adjustment	07/01/26
Madison Orr	Academic Advisor Athletics Intercollegiate Athletics From: GR 41, \$47,649 annually To: GR 41, \$49,214 annually	Salary Adjustment	07/01/26
Elizabeth Perine	From: Academic Advisor Athletics Intercollegiate Athletics To: Staff Emeritus Intercollegiate Athletics	Status Change	07/01/26

Daniel Pierce	Research Archaeologist Center for Archeological Research From: GR 43, \$56,997 annually To: GR 43, \$68,000 annually	Salary Adjustment	07/01/26
Jordan Politte	From: Professional Developer College of Education GR 45, \$61,619 annually To: Director, Project ACCESS – Autism Program Specialist College of Education GR 45, \$77,500 annually	Promotion	07/01/26
Shane Sellar	Administrative Specialist II Disability Resource Center From: GR 12, \$34,341 annually To: GR 12, \$38,334 annually	Salary Adjustment	07/01/26
Cullen Smith	Assistant Director, Athletic & Entertainment Facilities Great Southern Bank Arena From: GR 43, \$52,100 annually To: GR 43, \$60,000 annually	Salary Adjustment	07/01/26
Lisa Taylor	Operations Administrator for Graduate College Graduate College From: GR 43, \$64,473 annually To: GR 43, \$69,473 annually	Salary Adjustment	07/01/26
Dustin Thompson	Project Supervisor Center for Archeological Research From: GR 42, \$47,529 annually To: GR 42, \$58,000 annually	Salary Adjustment	07/01/26
Elizabeth Wantland	Evaluator, Graduate Admissions Graduate College From: GR 13, \$37,003 annually To: GR 13, \$38,189 annually	Salary Adjustment	07/01/26

Non-academic Personnel Board Actions, cont'd.

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Sydney Wilson	Director, Student Athlete Development Intercollegiate Athletics From: GR 42, \$48,100 annually To: GR 42, \$49,665 annually	Salary Adjustment	07/01/26
Dale Blankenship	From: Maintenance Plumber Facilities Maintenance GR 26, \$50,519 annually To: Maintenance Supervisor Facilities Maintenance GR 28, \$62,400 annually	Promotion	07/06/26
Dominic Consolino	Distributed User Support Specialist Reynolds College of Arts & Letters From: GR 33, \$52,062 annually To: GR 33, \$58,315 annually	Salary Adjustment	07/16/26
Jacob Clark	From: Academic Advisor I Education Advisement GR 42, \$44,488 annually To: Academic Advisor II Education Advisement GR 42, \$46,988 annually	Reclassification	08/01/26

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

III.D.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1816-26
Approval of Employment Agreements
for University Athletics

WHEREAS, the University desires to employ those Athletic Coaches/Administrators designated as New Hires in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreement.

WHEREAS, the University desires to continue the employment of those Athletic Coaches/Administrators designated as Continuing Employees in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreement.

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Missouri State University approves and authorizes the President to execute the applicable Employment Agreement for Athletics for individuals listed in Schedule 1.

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

Comments:

Individuals listed may also be eligible to earn achievement payments contingent upon the athletic success of certain athletics teams, pursuant to the terms of their respective Employment Agreements.

Schedule 1

Coach/Administrator's Name	Area	Position	Contract Salary	Designation
Adamson, Benjamin	Athletics Communications	Associate Director	\$60,347.00/annual	Continued
Applewhite, Olivia	Women's Basketball	Assistant Coach	\$110,000.00/annual	Continued
Atkinson, Susan	Athletics Medical and Rehabilitation Center	Associate Athletic Trainer	\$59,000.00/annual	Continued
Banks, Marcus	Men's Basketball, Assistant Football, Men's Golf	Assistant Strength & Conditioning Coach	\$41,800.00/annual	New Hire
Barnett, Corrie	Dr. Mary Jo Wynn Achievement Cnter for Intercollegiate Athletics	Academic Advisor	\$44,800.00/annual	New Hire
Berry, Gabrielle	Stunt	Assistant Coach	\$15.00/hourly	Continued
Bolz, Caden	Football	Assistant Strength & Conditioning Coach	\$30.00/hourly	Continued
Cliff, Kyle	Baseball	Recruiting Coordinator	\$16.66/hourly	Continued
Collins, David	Men's and Women's Swimming and Diving	Head Coach	\$85,074.00/annual	Continued
Derricks, Shannon	Athletics Medical and Rehabilitation Center	Assistant Director	\$65,000/annual	Continued
Dirks-Ham, Chelsea	Men's and Women's Swimming and Diving	Associate Head Coach	\$52,732.00/annual	Continued
Dryden, Emily	Spirit	Head Coach	\$15.00/hourly	Continued
Emery, Ashley	Beach Volleyball	Head Coach	\$47,000.00/annual	Continued
Emmert, Abigail	Women's Basketball	Assistant Coach	\$70,600.00/annual	Continued
Fife, Jordan	Women's Track and Field / Women's Cross Country	Director	\$73,122.00/annual	Continued
Fischer, Megan	Athletics Communications	Assistant Director	\$45,756.00/annual	Continued
Geiger, Adam	Athletics Medical and Rehabilitation Center	Athletic Trainer	\$50,000.00/annual	Continued
Gillett, Maxwell	Volleyball, Softball & Beach Volleyball	Assistant Strength & Conditioning Coach	\$33.00/hourly	Continued
Gnade, Kara	Athletics Medical and Rehabilitation Center	Athletic Trainer	\$50,010.00/annual	Continued

Schedule 1

Goodman, Melissa	Athletics Business Administration	Assistant Director of Athletics	\$59,126.00/annual	Continued
Gray, Brittany	Softball	Assistant Coach	\$50,600.00/annual	Continued
Hale, Austin	Women's Tennis	Head Coach	\$43,860.00/annual	Continued
Hartman, Donna Jo Baker	Women's Golf	Assistant Coach	\$50.00/hourly	Continued
Hauschildt, Mitch	Athletics Medical and Rehabilitation Center	Prevention, Rehabilitation and Physical Performance Coordinator	\$60,000.00/annual	Continued
Hendel, Logan	Men's Soccer & Women's Soccer	Assistant Strength & Conditioning Coach	\$40,600.00/annual	Continued
Hiers, Shelby	Softball	Assistant Coach	\$56,941.00/annual	Continued
Hiles, Nathan	Athletics Compliance	Compliance Coordinator	\$19.25/hourly	Continued
Huelskamp, James	Men's and Women's Swimming and Diving	Diving Coach	\$19.94/hourly	Continued
Hunt, Chastity	Athletics	Senior Associate Athletics Director/Senior Woman Administrator	\$118,606.00/annual	Continued
Jimenez, Geoff	Baseball	Assistant Coach	\$90,000.00/annual	Continued
Johnson, Cale	Baseball	Assistant Coach	\$90,000.00/annual	Continued
Kane, Kevin	Women's Golf	Head Coach	\$49,872.00/annual	Continued
Kindhart, Richard	Athletics Communications	Associate Director of Athletics	\$88,528.00/annual	Continued
Kononiuk, Christina	Women's Soccer	Assistant Coach	\$20.00/hourly	Continued
Langley, Zerek	Volleyball	Assistant Coach	\$16.66/hourly	Continued
Lilly, Josiah	Athletics	Equipment Stores Specialist	\$16.80/hourly	Continued
Mack, Bryan	Women's Track and Field	Assistant Coach	\$45,590.00/annual	Continued
Martin, Madison	Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics	Academic Advisor	\$44,800.00/annual	Continued
MeInychenco, Caitlin	Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics	Academic Learning Specialist	\$59,883.00/annual	Continued

Schedule 1

Myers, Arianna	Athletics Medical and Rehabilitation Center	Athletic Trainer	\$50,000.00/annual	Continued
Orr, Madison	Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics	Academic Advisor	\$49,214.00/annual	Continued
Penkalski, James	Student Athlete Health and Wellness	Assistant Athletics Director	\$85,367.00/annual	Continued
Peterman-Sturgeon, Mahaylee	Cheer	Assistant Coach	\$15.00/hourly	Continued
Raines, Daniel	Dr. Mary Jo Wynn Academic Achievement Center	Assistant Director of Athletics	\$72,776.00/annual	Continued
Richesin, Danielle	Athletics	Director Marketing and Promotions	\$44,488.00/annual	Continued
Russell, Michael "Payton"	Baseball	Assistant Strength & Conditioning Coach	\$43,300.00/annual	Continued
Sawchak, Aaron	Baseball	Assistant Coach	\$30.00/hour	Continued
Schmelzer, Amanda	Athletics Compliance	Associate Director of Athletics	\$72,400.00/annual	Continued
Simac, Thomas	Athletics Medical and Rehabilitation Center	Athletic Trainer	\$50,010.00/annual	Continued
Sims, Maurice	Strength and Conditioning	Director	\$110,000/annual	Continued
Smiley, Taryn	Women's Track and Field	Assistant Coach	\$45,590.00/annual	Continued
Stafford, Neal	Men's Golf	Head Coach	\$46,940.00/annual	Continued
Sturgeon, Noah	Cheer	Head Coach	\$15.00/hourly	Continued
Tolbert, Joseph	Athletics	Equipment Stores Specialist	\$16.71/hourly	Continued
Tolbert, Kelsey	External Relations	Associate Director of Athletics	\$87,018.00/annual	Continued
Vandersnick, Lori	Volleyball	Assistant Coach	\$60,600.00/annual	Continued
Walsh, Briana	Volleyball	Assistant Coach	\$60,600.00/annual	Continued
Wilson, Sydney	Student Athlete Development	Director	\$49,665.00/annual	Continued
Wingbermuehle, Kennedy	Stunt	Head Coach	\$40,600.00/annual	Continued

Schedule 1

Won, Megan	Athletics Medical and Rehabilitation Center	Associate Athletic Trainer	\$57,431.00/annual	Continued
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III.E.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT ACTIVITY REPORT NO. 555-26

Approval of Procurement Activity Report for the
month of July 2026

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for all reportable actions since the last Board of Governors' meeting, as presented by the Office of Procurement Services, be approved.

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Recommend the attached report summarizing all reportable Office of Procurement Services activity from July 2026 be approved.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
OFFICE OF PROCUREMENT SERVICES**

FOR INFORMATIONAL PURPOSES ONLY

April 7, 2026

Single Feasible Source > \$100,000

Laundry Equipment	\$227,132.00
Residence Life	(Estimated)

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, recommend the purchase of 101 washers and dryers from John Morris Equipment for Residence Life.

Equipment is for Freudenberger House East and West, Hammons House, Hutchens House, and Wells House residence halls. The project includes delivery, installation, equipment removal, warranty and operational training for laundry staff.

John Morris Equipment has maintained an established service relationship with the University for more than 25 years. The University requires continued support from a qualified supplier with operational knowledge of the University's laundry infrastructure in order to utilize both service and equipment with minimal operational disruption.

Recommend purchase of equipment from John Morris Equipment for laundry services and equipment.

Note: Funding to be from Residence Life Appliances H02007 192013 73211 201.

**ACTIVITY REPORT
PAGE TWO**

June 16, 2026

Contract amendments that cause the estimated value of a contract/agreement to be exceeded by 25% or \$50,000, whichever is less

Software Management System, Maintenance, and Support Telecommunications	\$187,020.00 (Three-Year Term)
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Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, recommend approval of an amendment for the purpose of extending expiring Sole/Single Source Contract SFS 8216 with Calero Software, LLC. No previous amendments, and optional renewals were not offered.

Services are for a hosted Telecommunications Software Management System, as well Maintenance and Support from July 27, 2026, to July 26, 2029. Cost remains the same as for the original term.

Note: Funding to be from Telecommunications Services Networking and Telecommunications Operating Service Agreements Software/Hardware D02008 062048 73421 063.

July 7, 2026

Single Feasible Source > \$100,000

Electronic Databases University Libraries	\$149,611.00 (Estimated)
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Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University is processing payment to EBSCO to renew services for one annual electronic database for the library as a custom package created by EBSCO for a cost savings measure. The package includes EBSCO published electronic resources, as well as resources produced elsewhere and provided by EBSCO.

ACTIVITY REPORT
PAGE THREE

Services – July 1, 2026, through June 30, 2027 & August 1, 2026, through July 31, 2027.

- Academic Search Complete, EBSCO Package
- APA PsycTests
- Arla Religion Database
- Business Source Complete
- Gender Studies Database
- GeoRef
- Information Systems Research Journal via Flipster
- Music Index
- Political Science Complete
- RILM Abstracts of Music Literature
- Social Work Abstracts
- SocIndex with Full Text

EBSCO's package represents annual renewals for twelve electronic resources. The University Libraries have subscribed to these electronic databases individually for a number of years, beginning FY21 together as a custom University package created by EBSCO for the University Libraries as a cost saving measure. This package includes resources published by EBSCO, as well as resources produced by EBSCO.

All of the electronic resources offer full-text coverage and indexing to academic journals and other publications, and are purchased in support of University academic departments, as the databases are considered core resources for their respective fields.

Subject to ongoing satisfactory performance, future orders will be issued on a continuing basis as needed.

Note: Funding to be from Library Materials Educational Supplies A02000 172002 73219 041.

**ACTIVITY REPORT
PAGE FOUR**

July 14, 2026

Single purchase > \$100,000 that was not competitively bid

Software and Support Athletics Website **\$209,113.00**
Intercollegiate Athletics

Pursuant to University policy, recommend Contract/Agreement be issued to SIDEARM Sports as the single feasible source for on-site software and support of the University's Intercollegiate Athletics website. A six (6) year term is contemplated at a total estimated cost of \$209,113.00. The annual cost is as follows:

Term	Cost
August 15, 2026 – September 14, 2027	\$27,313.00
August 15, 2027 – September 14, 2028	\$30,330.00
August 15, 2028 – September 14, 2029	\$33,345.00
August 15, 2029 – September 14, 2030	\$36,360.00
August 15, 2030 – September 14, 2031	\$39,375.00
August 15, 2031 – September 14, 2032	\$42,390.00
Total	\$209,113.00

Each party will have the ability to cancel the contract with a 90-day written notice. The contract would start on August 15, 2026, and end on September 14, 2032.

The University has been using the SIDEARM Sports software and support system since 2016. During this time, the University has enjoyed much success and seeks to continue using SIDEARM Sports software system, which is proprietary to SIDEARM Sports. Additionally, SIDEARM Sports is the only known source to provide this software package for the University Intercollegiate Athletics website.

SIDEARM Sports has a proven record of success for providing this software and support package for the University.

Note: Funding to be from Intercollegiate Athletics Website Service Agreements Software/Hardware H02000 222046 73421 201.

ACTIVITY REPORT
PAGE FIVE

July 21, 2026

Single feasible purchase > \$100,000

Chorale Performance Tour	\$117,183.00
Reynolds College of Arts, Social Sciences and Humanities (RCASH)	(Estimated)

Pursuant to University policy, which addresses justification of making awards on a single feasible source basis, the university is requesting approval to award a consulting agreement to Perform International.

For the University Chorale to perform on a concert tour of South Korea, October 18, 2026 through October 21, 2026 Perform International is to organize, sponsor, and provide travel arrangements and related services for fifty (50) students and two (2) faculty.

As an Atlanta-based travel service with specialization in choral ensemble performance tours, specifically in international and domestic concert markets, Perform International has worked with University Choirs on multiple occasions since 2014. Activities have been South Africa in 2016, 2022, and 2025, Scandinavia and China in 2018, Spain in 2021, and Chile and Argentina in 2024. The working relationship has been effective and has saved costs over time.

Perform International has established connections in the industry allowing for efficient handling of unique travel situations related to choral ensembles, including but not limited to concert booking, bus scheduling, hotel contracts with rehearsal space, concert venues, and marketing concerts.

Note: Funding to be from Choral Activities A02000 102024 73420 045, \$17,183.00, and RCASH College Fee B02894 1020001 011, \$100,000.00.

ACTIVITY REPORT
PAGE SIX

Other purchases at the discretion of the Director of Procurement Services with approval from the Chief Financial Officer or President, with description of the rationale

Strategic Human Resources Related Functions Assessment Office of the President	\$142,127.00 (Estimated)
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CampusWorks is a leading provider of technology solutions and consulting services tailored specifically for higher education institutions. With a mission to empower colleges and universities to achieve their strategic goals through innovative technology implementations and process improvements, CampusWorks offers a comprehensive suite of services that include enterprise resource planning (ERP) systems, organizational development, and more. CampusWorks assists higher education institutions by leveraging deep industry expertise to enhance operational efficiency and improve outcomes.

Missouri State University seeks a contract with CampusWorks for a comprehensive assessment of human resource related functions across the institution. This contract will include an evaluation of human resource related functions, structures, workflows, and coordination practices across the University and will be to develop clear, actionable recommendations to improve efficiency, compliance, service delivery, and organizational alignment.

CampusWorks is uniquely positioned to deliver this service to the University because it works exclusively in higher education, has a comprehensive team of subject matter experts available to work on the project, has demonstrated experience in the University's primary Ellucian Banner ERP system, and its process includes intentional emphasis on garnering input from across the institution throughout the process, even beyond direct stakeholders. CampusWorks also offers a logical, phased methodology for mapping and streamlining workflows across the entire employee lifecycle, from recruitment to offboarding.

Recommend that an agreement be issued to CampusWorks LLC for a University Strategic Human Resources Related Functions Assessment.

Agreement is from August 1, 2026, through July 31, 2027.

**Note: Funding to be from Operating Springfield Human Resources Administration
Operating Service Professional Other A02000 062031 73420 063.**

ACTIVITY REPORT
PAGE SEVEN

Single purchase > \$100,000 from established cooperative contract

Software Subscription Renewals	\$210,000.00
Computer Services	(Estimated)

Pursuant to University policy, which allows for participation in contract agreements established by other public entities, the University is requesting approval to purchase Adobe Value Incentive Plan (VIP) Software Subscription Renewals utilizing NASPO Cooperative Contract ADSP016-138244 with Insight Public Sector.

Adobe Value Incentive Plan (VIP) is a discounted volume-license subscription licensing program that allows the University to purchase, deploy, and manage Adobe products. The University's Adobe Value Incentive Plan (VIP) program has a fixed term of August through July, and software costs are prorated monthly as software is added throughout the year. At the end of each annual term the existing subscriptions need to be renewed if they are still in use. This purchase is for the renewal of the subscriptions purchased in the August 2025 through July 2026 license term.

Procurement of two license types, Named-User and Shared-Device, are allowed under the Adobe Value Incentive Plan (VIP) program. Named-User licenses are assigned to individuals and allow the users to work at home and on campus with up to two deployments per license. Shared-Device licenses are assigned to computers and allow multiple people to use the software in shared environments, such as laboratories and classrooms.

Note: Funding to be from the FY 2027 operational budget.

Computer Services Budget/Buy/Computer Services Administration Non-Operating B02902 062030 73421 063, \$133,000.00.

Departments are to transfer funds to Computer Services to pay their portion of the charges. Approximately 169 different budget numbers apply.

Technology Fee Central Software E02033 022089 73421 011, \$77,000.00.

III.E.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT CONTRACT NO. 7-26

Approval of services contract for Internet Protocol Television (IPTV) for Residence Life, Housing, and Dining Services

BE IT RESOLVED by the Board of Governors of Missouri State University that the proposal from Internet Protocol (IPTV) in the amount of Two Hundred Ninety Thousand Two Hundred Thirty Eight and 00/100 dollars (\$290,238.00) for one year be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that this renewal be paid from Residence Life Cable TV Services Service Agreements Other Auxiliary H02007 192020 73422 201 budget.

BE IT FURTHER RESOLVED that the Director of Procurement Services and University Procurement Services Buyer be authorized to sign the agreement with the contractor selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this agreement as long as the approved budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Pursuant to University policy, which allows for reasonable modifications and extensions of existing or expired contracts, the University recommends approval to extend expiring contract C7684-1 AMD1 with University Video Services for one (1) year. This contract provides Internet Protocol Television Service to personnel at the University.

Since inception of the contract in 2018, costs have remained the same. For August 1, 2026, there will be an increase in the annual cost. Current yearly cost is \$285,592.23, and the new annual cost will be \$290,238.00, representing an increase of \$4,645.77.

Existing service will officially end on July 31, 2026. For reasons of cost and practicality, as well as for positive performance, the University seeks to remain under contract with University Video Services for a minimum of one (1) additional year from August 1, 2026, through July 31, 2027.

Contract to be paid from Residence Life Cable TV Services Service Agreements Other Auxiliary H02007 192020 73422 201 budget.

III.E.3.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT CONTRACT NO. 8-26
Approval of services contract for Credit Card and
E-Check Processing for ERP Maintenance

BE IT RESOLVED by the Board of Governors of Missouri State University that the proposal from Transact Campus, formerly Higher One Incorporated in the estimated amount of Eight Hundred Thirty Two Thousand Four Hundred Eighty and 64/100 Dollars (\$832,480.64) for three years be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that this renewal be paid from ERP Maintenance Service Agreements - Software/Hardware A02000 302014 73421 063.

BE IT FURTHER RESOLVED that the Director of Procurement Services and University Procurement Services Buyer be authorized to sign the agreement with the contractor selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this agreement as long as the approved budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University is requesting approval of a three-year renewal of the annual maintenance agreement for CASHNet services with Transact Campus, formerly Higher One Incorporated.

CASHNet provides credit card and e-check processing over the Internet for University departments and groups. The University has been with CASHNet for 17 years, using its enhanced cashiering system with the Ellucian Banner Enterprise Resource Planning (ERP) system. Support services are only available from the actual manufacturer/service provider.

Term	Total
Year One	\$ 265,372.65
Year Two	\$ 277,314.42
Year Three	\$ 289,793.57
Total Extension	\$ 832,480.64

Based on the contract terms, the three-year agreement for the period of September 1, 2026 through August 31, 2029, is estimated at \$832,480.64.

Contract is to be paid from ERP Maintenance Service Agreements Software/Hardware A02000 302014 73421 063.

III.E.4.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT CONTRACT NO. 9-26

Approval of Air Charter Service for Men's Football

BE IT RESOLVED by the Board of Governors of Missouri State University that the proposal from Shorts Travel Management in the estimated amount of Six Hundred Sixty-Nine Thousand Seven Hundred Fifty and 00/100 Dollars be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that this action be paid from Football Men Travel Transportation H02000 222016 73004 201.

BE IT FURTHER RESOLVED that the Director of Procurement Services and University Procurement Services Buyer be authorized to sign the agreement with the contractor selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this agreement as long as the approved budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Pursuant to University policy, which allows for participation in contract agreements established by other public entities, the University is utilizing E&I Cooperative Contract EI00373 with Shorts Travel Management (STM Charters Incorporated) for six (6) Men's Football air charter trips.

Date	University	Destination
September 5, 2026	Texas A&M	College Station, Texas
September 26, 2026	Southern Methodist University	Dallas, Texas
October 8, 2026	Western Kentucky University	Bowling Green, Kentucky
October 20, 2026	University of Delaware	Newark, Delaware
November 7, 2026	Florida International University	Miami, Florida
November 21, 2026	Jacksonville State University	Jacksonville, Alabama

Contract to be paid from Football Men Travel Transportation H02000 222016 73004 201.

III.F.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 526-26
Approval of Actions Concerning
Nonacademic Employees

BE IT RESOLVED by the Board of Governors for Missouri State University that the actions indicated for non-academic employees, as itemized below, are hereby approved.

APPOINTMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Grade</u>	<u>Salary</u>	<u>Effective</u>
Diana Brazeal	Accounting Technician WP Business Office	13	\$34,860 Annually	07/01/2026
Mark Fugitt	Campus Coordinator, Mountain Grove WP Academic Affairs	43	\$48,500 Annually	07/15/2026
Dakota Sparks	Coordinator of Univ./Community Programs WP University/Community Programs	42	\$43,536 Annually	08/01/2026
Ashley Wilson	Student Resource Specialist WP Counseling Center	15	\$41,828 Annually	08/03/2026

CHANGE OF STATUS:

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Cindy Bridges	Director Advising & Academic Support From: GR 44, \$62,662 annually To: GR 44, \$65,795 annually	Salary Increase	07/01/2026
Keri Elrod	From: Associate Vice-Chancellor for Athletics & Community Engagement WP Athletics & Community Engagement GR 46, \$71,670 annually To: Associate Vice-Chancellor for Administrative Operations WP Administrative Operations GR 49, \$103,068 annually	Promotion	07/01/2026
Kristina Huff	From: Administrative Assistant I WP Veteran Services GR 11, \$34,673 annually To: Administrative Specialist III WP Financial Aid GR 41, \$42,500 annually	Reclassification & Salary Adjustment	07/01/2026

Non-academic Personnel Board Actions, cont'd.
Page 2

Sue Icenhower	From: Registration & Records Assistant WP Registration & Records GR 13, \$35,609 annually To: Administrative Specialist III WP Academic Affairs GR 13, \$37,403 annually	Reclassification 07/01/2026 & Salary Adjustment
Rachel Peterson	From: Director WP Athletics GR 44, \$70,600 annually To: Director WP Athletics GR 46, \$70,600 annually	Reclassification 07/01/2026
Lauren Willis	From: Director WP Counseling Services GR 45, \$62,400 annually To: Director WP Student Support Services GR 45, \$65,520 annually	Status Change 07/01/2026 & Salary Adjustment

RESIGNATION:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Brittney Adkisson	Administrative Assistant II WP University/Community Programs	06/30/2026

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

III.F.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 527-26
Approval of Employment Agreement for
University Athletics-West Plains

WHEREAS, the University desires to employ the Athletic Coach designated as a New Hire in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreement.

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Missouri State University approves and authorizes the West Plains Chancellor to execute the applicable Employment Agreement for Athletics for individuals listed in Schedule 1.

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

Comments:

Individual listed may also be eligible to earn achievement payments contingent upon the athletic success of their athletic team, pursuant to the terms of their Employment Agreement.

Schedule 1

Coach/Administrator's Name	Area	Position	Contract Salary	Designation
Briana Domino	Women's Volleyball-West Plains	Assistant Coach	\$40,000/annual	New Employee

GALLUP®

APRIL 8, 2026

Gen Z's AI Adoption Steady, but Skepticism Climbs

Even the most engaged users of artificial intelligence are less positive about it than they were a year ago



BY MEGAN BRENNAN

WASHINGTON, D.C. — While a steady 51% of Gen Zers in the U.S. report using generative artificial intelligence at least weekly, negative emotions toward it have intensified over the past year. Anger about the technology has risen, while excitement and hopefulness have dropped. Even daily AI users, who generally hold more favorable views of AI, have not become more positive, according to a new survey by the Walton Family Foundation, GSV Ventures and Gallup.

Generation Z — those born between 1997 and 2012 and who are currently aged 14 to 29 — is not convinced that AI enhances creativity or critical thinking, and the majority believe it may come at a cost, particularly to learning.

Employed Gen Zers echo these concerns relative to the workplace, as more say the risks of AI outweigh its benefits, and trust in AI-assisted work is lower than in exclusively human output.

Meanwhile, about half of Gen Z K-12 students think they will need to know how to use AI in their postsecondary education or their future jobs. Nearly three in five students believe they will be adequately prepared for daily AI use after high school.

These findings are from a web survey conducted Feb. 24-March 4, 2026, with a sample of 1,572 14- to 29-year-olds, using the probability-based Gallup Panel. This is the latest research in the *Voices of Gen Z* study.

Gen Z's AI Adoption Essentially Unchanged From 2025

Gen Z's use of generative AI in everyday life has been largely stable since March 2025. About half (51%) of 14- to 29-year-olds continue to say they use AI either daily (22%) or weekly (29%), while 11% report using it monthly, 20% every few months, and 19% say they never use it. (Generative AI is defined for this study as technology capable of creating new content based on what you tell it to do, such as writing, brainstorming or creating images.)

Gen Z K-12 students (56%) are more likely than Gen Z adults (48%) to say they use AI at least weekly.

Negative Sentiment About AI Has Increased

Over the past year, Gen Z's sentiment toward AI has become significantly more negative on three of the four emotions first measured in 2025. Gen Zers' strong agreement or agreement that they feel excited about AI has dropped 14 percentage points to 22%, while hopefulness has fallen nine points to 18%, and anger has increased nine points to 31%. At the same time, anxiety about AI is steady at 42%.

Curiosity, which was added to the list of emotions in this year's survey, is currently the most common, felt by 49% of Gen Zers.

Familiarity Associated With More-Positive Perceptions

Gen Zers' feelings about AI are closely tied to how frequently they use it. Among daily users, 69% report feeling curious, 44% excited and 38% hopeful about the technology. This compares with 28% who are curious among those who never use AI, along with 4% excited and 2% hopeful.

Meanwhile, negative emotions about AI are far more prevalent among nonusers, with 60% reporting anxiety and 59% anger, compared with 28% and 18%, respectively, among daily users.

However, even daily users' positivity has declined significantly over the past year. Gen Zers who report using AI daily are less excited than they were last year (down 18 points) and less hopeful about it (down 11 points). Their anxiety and anger about AI are statistically similar to last year's levels.

Skepticism About AI's Helpfulness Remains

Gen Zers are less inclined than they were in 2025 to believe AI improves efficiency in learning and completing tasks. The 56% of Gen Z who now agree or strongly agree that AI tools can help expedite work is down 10 points from 2025, while agreement that AI can accelerate learning has fallen seven points, to 46%.

Similar proportions of Gen Zers believe AI will help (37% a little or a lot) or hurt (39% a little or a lot) their ability to search for accurate information, while about a quarter think it will do neither. At the same time, more tend to believe the technology will be harmful rather than helpful to their abilities to come up with new ideas on their own (38% harmful, 31% helpful) or think carefully about information (42% harmful, 25% helpful).

Gen Zers are less optimistic today than last year that AI will enhance their creativity and research skills, with the percentages expecting it to help them down 11 and six points, respectively.

Gen Zers also question whether AI's short-term conveniences come at the expense of their long-term development. Eight in 10 Gen Zers say it is “very” (34%) or “somewhat” (46%) likely that using AI tools will make it more difficult for them to learn in the future.

Gen Z Workers Wary of AI's Benefits

Employed Gen Zers are more than three times as likely to say the risks of AI in the workforce (48%) outweigh the potential benefits than to say the reverse (15%), while 37% view them as roughly equal. This reflects a more negative outlook than a year ago, when 37% saw greater risks and 20% greater benefits.

Gen Z workers place more trust in work completed without AI (69%) than in AI-assisted work (28%). Virtually no workers indicate greater trust in work produced solely by AI (3%). These findings are similar to last year's.

More Students Think They Will Need to Know How to Use AI, Expect to Be Ready

Fifty-two percent of Gen Z K-12 students (up from 47% in 2025) agree or strongly agree that they will need to know how to use AI if they go to college or take classes after high school. Nearly as many, 48%, think they will need to know how to use AI in their future jobs or career, which is statistically similar to last year's finding.

K-12 students' confidence that they will be prepared for the future has increased, with 56% now saying they agree or strongly agree that they will have the skills needed to use AI in their daily lives after graduation from high school. This is up 12 points since last year.

The share of K-12 students who report that their school has AI rules jumped from 51% in 2025 to 74% in 2026. Access to AI tools from school computers rose from 36% to 49% over the same period. Among students whose school has a policy, 65% are now permitted to use AI for schoolwork, up from 55% in 2025.

Still, only 28% of students say their school provides them with AI tools to use for their schoolwork.

Implications

Gen Z's use of AI is mostly steady, but enthusiasm for it has declined while skepticism has climbed. Gen Zers are more widely questioning AI's effects on their cognitive skills, particularly in areas tied to thinking, learning and creativity. Concerns among Gen Z that AI may undermine skill development appear to be outweighing its perceived efficiency gains. Fostering trust in AI among Gen Z will seemingly depend on demonstrating how AI can enhance rather than replace human talents.

Stay up to date with the latest insights by following @Gallup on X and on Instagram.

Learn more about how the Voices of Gen Z study works.

SURVEY METHODS

April 8, 2026

Gallup <https://news.gallup.com/poll/708224/gen-adoption-steady-skepticism-climbs.aspx>

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PEOPLE STRATEGY

When Everyone Uses AI, Companies Risk Losing Critical Skills

By Sagar Goel, David Martin, and Charikleia Kaffe

ARTICLE JUNE 17, 2026 15 MIN READ

Humans have offloaded cognition to tools since ancient times, from the first tally mark to calculators and GPS devices. What makes generative AI (GenAI) different is the nature of the work it performs. Unlike previous tools, GenAI doesn't merely support human thinking; increasingly, it substitutes for it, with consequences for a specific set of human skills. A growing body of research points to *cognitive debt*—the gradual erosion of critical thinking, judgment, curiosity, and originality among frequent AI users.

But the larger danger is not what happens to an individual employee; it is what happens when skill erosion occurs simultaneously across hundreds or thousands of people in an organization. We call this *distributed de-skilling*—a collective erosion of human skills that undermines organizational intelligence and resilience over time. This phenomenon is not a talent problem, but a system design problem rooted in how the organization builds governance, workflows, and culture around AI.

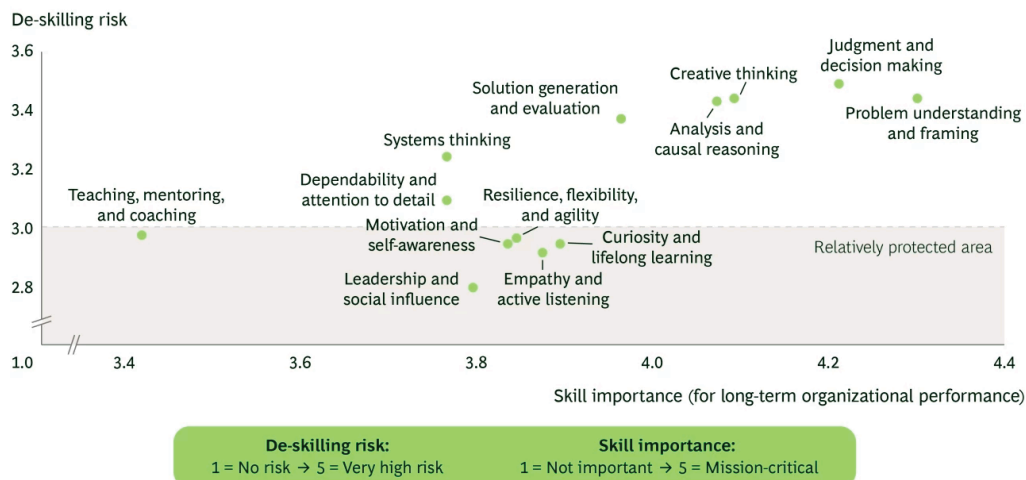
In a global study of 70 C-suite leaders and senior executives across multiple industries, we found that half are already observing de-skilling in their organizations, and more than 60% believe that de-skilling will pose a material threat within the next three to five years. On the basis of these leaders' firsthand accounts, as well as interviews that we conducted with a dozen other company leaders, we've identified the organizational implications of distributed de-skilling, the skills that are most vulnerable to it, and some of the mitigation strategies that leaders are deploying to combat it.

Critical Skills Are Vulnerable

The skills that leaders identify as most important to long-term organizational performance—judgment and decision making, problem understanding and framing, creative thinking, analysis and causal reasoning, and solution generation and evaluation—are precisely the ones that they consider most at risk of de-skilling due to AI. (See the exhibit.) These capabilities lie at the core of what it means to think strategically, and they are the skills that GenAI most directly replaces when used without guardrails.

EXHIBIT 1

The Skills That Matter Most Are Those Most at Risk



Source: BCG Institute analysis.

Problem understanding and framing stands out as the skill that leaders rate as most critical to organizational performance, while judgment and decision making carries the highest de-skilling risk score of all skills. They are the two key components of strategic thinking—which involves defining the right problem and making the right call—and both are deeply exposed.

Problem understanding and framing is upstream of everything else: an organization that loses the ability to define the right problem cannot compensate for that deficiency by using AI to generate better analysis or faster execution. Judgment and decision making, meanwhile, entails a sequence: attempting to solve a problem with incomplete information, making a call, observing what happens, and updating the mental model accordingly. One leader noted, “I’ve seen AI used as the wise man in the room but with insufficient input, short prompts, and not grounded to company strategy or company values. This produces fine high-level but generic outcomes, and it causes people to have differing expectations.”

Creative thinking, analysis and causal reasoning, and solution generation and evaluation are at risk in related ways. Because AI produces seemingly acceptable ideas efficiently enough, employees’ independent ideation abilities can atrophy; and because its strength in pattern recognition creates the illusion of analytical rigor, workers’ ability to perform deeper causal reasoning and assumption testing can erode. For example, several leaders flagged a growing tendency for teams to accept AI-generated analyses without interrogating the underlying logic.

By contrast, the skills sitting in the relatively protected area—empathy and active listening; motivation and self-awareness; curiosity and lifelong learning; resilience, flexibility, and agility; and leadership and social influence—are those that depend most heavily on human relationships, embodied experience, and emotional attunement. AI can assist around the edges of these skills, but it cannot substitute for them. They are, for now, more durable.

Crucially, these less exposed skills do not just constitute reassuring data points. They can actively defend skills that are at greater risk. For instance, empathy and active listening can sustain the mentoring relationships that AI is quietly displacing; leadership and social influence can make structured debate possible in situations where convergent AI thinking would otherwise go unchallenged; and motivation and self-awareness can drive employees to interrogate AI outputs rather than simply accept them. Leaders would do well to invest in these skills with that purpose explicitly in mind.

Skill Erosion at Scale

What happens when entire teams, business units, or organizations experience de-skilling? Already, the organizational symptoms that leaders associate with capability decline are visible and mutually reinforcing. The downward trend starts with overreliance on AI outputs without stress testing or challenge, a factor cited by almost 90% of surveyed leaders. As one leader observed, “Teams start treating AI-generated work as ‘good enough’ and skip the critical thinking step entirely. Over time, nobody is poking holes in the analysis, which means errors and blind spots slip through unchecked.” Uncritical acceptance is not just a quality problem, but also the gateway to a deeper erosion of judgment.

That erosion shows up most visibly in an environment of reduced ownership and accountability, cited by more than 50% of leaders. Once employees stop interrogating AI outputs, they find it easier to stop owning them. “The AI suggested it” becomes a shield and nobody feels fully on the hook. One leader described it bluntly: “I can see employees’ sense of ownership going down. If the outcome is not positive, the responsibility is laid on AI.” Leaders expect this pattern of deflecting blame onto algorithmic systems to accelerate.

As individual judgment weakens, the collective suffers. Fewer constructive debates (cited by 43% of leaders), less diversity of thinking (cited by 49% of leaders), and reduced collaboration and teaming by employees (cited by 34% of leaders) follow from the same dynamic. When everyone uses the same AI tools trained on the same data, outputs and thinking converge, draining the impetus to consult, challenge, or build on a colleague’s perspective. “Everyone will have similar answers, similar formats, similar data points,” one leader said. “Logically, every problem will have a set solution.” Speed compounds this problem: “There is less discussion because everything needs to be done immediately. Winning at speed eliminates good debate.”

Underlying these trends is a deeper structural problem: the slower development of junior talent, cited by 53% of leaders. When AI handles the analytical grunt work—such as research, drafting, debugging, and problem decomposition—that junior employees have traditionally performed and learned from, they miss out on the formative repetitions that build judgment. Several leaders noted that a person cannot develop discernment without first doing the work. The reinforcing cycle of de-skilling is already visible, as one leader described, “Less hands-on practice feeds into less ownership, which feeds into less scrutiny of AI outputs.” In turn, this means fewer opportunities to exercise judgment and engage in hands-on practice.

But the risk runs even deeper. As AI absorbs entry-level tasks, organizations expect new hires to perform without the traditional on-ramp that builds seniority and clarifies expectations. As one leader put it, “Our traditional entry-level employee will need to perform tasks that a five- to ten-year employee would do.” Organizations are restructuring the career ladder faster than they are redesigning the learning paths that made the old system work. Experienced professionals are equally vulnerable to what one leader called the “autopilot trap”—substituting AI judgment for their own out of habit and in response to time pressure. Senior employees can retain the appearance of high performance while gradually losing the depth of judgment that made them valuable.

The decline in mentoring, coaching, and knowledge sharing (cited by 33% of leaders) is a particular concern for long-term organizational learning. Several leaders noted that employees now bypass peer knowledge exchange entirely, going directly to large-language models (LLMs) for insight rather than engaging colleagues. One leader described training days that are “no longer used to learn but to generate content with AI tools”—a sign that the rituals designed to build capability are eroding.

Six Strategies to Mitigate De-Skilling Risk

Although they are aware of the threat, most organizations remain in the early stages of responding to it. In our research, only one in ten companies has an organization-wide strategy or has launched targeted initiatives to address de-skilling, and a third have not explicitly discussed it at all. That said, some companies have begun experimenting with interventions. Through our research and conversations, we’ve identified six strategies that leaders can implement today.

1. Set the Organizational Conditions

Effective AI governance does more than define what *not* to do: it actively shapes how employees can use AI in ways that strengthen human skills. This involves defining which AI systems are approved for use, how output verification should be conducted, and when human review is mandatory. It also means codifying clear right-use patterns with concrete guidance detailing how to use AI in specific contexts and defining AI-off zones that apply to tasks where originality, ethical judgment, or synthesis is most critical.

The organization should embed these conditions in a practical AI code of conduct that addresses how to manage hallucinations, how to interrogate model reasoning, and how to escalate issues appropriately. Employees should receive consistent reminders (through policy and company communication) that they own the outcome regardless of the tool they use. At the same time, leaders must actively manage the internal narrative, avoiding the trap of incentivizing the use of AI tools for its own sake rather than for genuine value creation.

For example, at a leading multinational materials science company, the center of excellence within the enterprise data and analytics department includes a dedicated change management function whose explicit purpose is to ensure preservation of the human element as the company adopts AI tools. It works directly with business and functional stakeholders to coach people away from old habits and toward new ones, clarifying what the new way of working looks like and what its benefits are, and deploying digital literacy programs in parallel to close skill gaps.

2. Redesign How Work Gets Done

The core design question is work allocation: what tasks should be delegated to AI, what tasks should remain human, and where should humans and AI adopt an ensemble approach (working on a problem independently, and then combining their outputs)? As organizations redesign their workflows, resistance to skill erosion needs to sit alongside efficiency and effectiveness as an explicit design criterion, with leaders asking, “What work should we keep humans involved in, and why?”

Several leaders noted that an organization’s most consequential decisions are not about individual tasks but about sequences of work that build judgment or require contextual reasoning. These must remain human-led even as surrounding tasks are automated. Control of sequencing is critical, especially now that AI agents can handle multistep workflows end-to-end, compressing the cognitive loops that build capability. In practice, this means that humans need to retain ownership of final judgments and accountability for outcomes.

Another key dimension involves preserving the senior-junior mentoring dynamic through which organizations transmit tacit knowledge, professional judgment, and craft across generations. An organization must protect or rebuild this relationship through structured apprenticeships, coaching relationships, and team designs that require human-to-human knowledge transfer.

For example, Shell has adjusted the workflows of its teams so that humans explicitly own interpretation, validation, and final decisions, with peer review expected for material outputs. Human-in-the-loop decision checkpoints require employees to challenge AI outputs and assumptions before approving them. The company has also fundamentally redesigned junior learning paths: juniors must first independently frame the problem, test assumptions, and produce a baseline analysis, and only afterward use AI to refine their analysis. Early results show improved question quality, clearer rationales for decisions, and faster progress toward independent work.

To preserve the mentoring dynamic, teams at Salesforce draw on the concept of pair programming from software development, creating small team structures that mix high-agency AI adopters with others who are less comfortable with the tools. The approach relies on positive peer pressure and direct observation: employees learn more effectively by watching a skilled colleague than by undergoing formal training alone, and having a partner is invaluable for employees who have access to the tools but don’t know where to start with them.

3. Make Human Skill Development Visible in Performance Systems

Embedding human skill development in performance systems is the hardest and least implemented intervention, but it is also one of the most structurally consequential. As AI compresses the distribution of visible performance, leaders find it increasingly difficult to differentiate talent and to reward genuine capability. The same problem arises in the context of learning and development: certification rates go up while actual capability may not. Performance systems need to see through this fog.

The response is to make *how* an employee achieves outcomes as visible as *what* they deliver, by assessing the skills deployed and built. Human capabilities required for long-term organizational performance should be explicitly identified in reviews, promotion criteria, and development pathways, as a core signal of what the organization values and intends to protect.

At CNIL, France's data protection authority, managers are responsible for assessing employees' ability to challenge AI outputs—not just to use them—making critical engagement with AI a visible and evaluated dimension of performance. This shift in assessment procedure has reinforced accountability and helped sustain critical thinking that governance alone cannot guarantee.

In implementing changes in performance systems, leaders at Salesforce found that introducing revised evaluation frameworks alongside new technology created anxiety among employees and distorted their performance. To mitigate this effect, the organization kept its evaluation cadences stable but shifted the incentive structure to reward employees who generate insights that go beyond their immediate job requirements and who foster a culture of sharing rather than hoarding knowledge.

4. Build Skill-Replenishment Rituals into Everyday Work

Leaders must actively establish routines that will help employees rebuild cognitive and creative muscle. Just as organizations have norms for different meeting types, they need norms that exercise different human capabilities: cognitive warm-ups, AI-free problem-solving sessions, structured debate moments, and reflection prompts (“What reasoning step did we strengthen today?”).

For a replicable recurring format, one leading Indian bank runs a structured AI-free session on the first Friday of each month across all business and support functions, combining case study discussions, design thinking assignments, team retrospectives, and sector briefings. The structure rotates among analytical, creative, and reflective modes to exercise the full range of human capabilities. A US-based B2B telecommunications company is introducing yearly no-AI hackathons that give teams three days to build executable proofs of concept, thereby exercising problem-solving, creativity, and a growth mindset.

To embed deliberation in existing workflows, teams at a leading industrial technology company use the planning phases for new activities as structured moments for human judgment. Teams are required to formulate different scenarios, defend specific positions, and challenge one another's reasoning before the company chooses a particular path. AI can help generate the scenarios, but humans must provide the critical judgment.

5. Train Employees to Work with AI in Nonlinear Ways

Most people use AI linearly: describe the task, ask for an answer, tidy the output. This pattern can reinforce cognitive offloading and produce homogeneous thinking because skipping straight to a generated answer omits the cognitive work that builds judgment. The alternative is to use AI not as an answer machine but as a tool for provoking better questions, and to work backward from

opposition and failure modes (such as, “How could this go wrong?”) rather than forward from assumptions.

Several powerful nonlinear techniques are already in use across industries. In design education, there is a practice of prompting for the opposite. The idea is to instruct AI, “Give me a solution that does not work,” rather than “Give me a better solution.” This approach forces the tool to surface ways in which the solution could break, unexpected edge cases, and unconventional approaches that normal prompts overlook—all of which generate raw material for more original thinking.

In legal and policy work, adversarial red teaming uses AI as a skeptic rather than as an answer machine, working backward from worst-case scenarios to uncover vulnerabilities before they become problems. And in product development, Amazon’s PR/FAQ “working backwards” method flips the workflow entirely: teams write the press release and customer FAQ for a product before any development begins, forcing clarity on vision and constraints upfront.

These techniques share a common operational logic: use AI to provoke better questions, not just faster answers. Leaders who teach employees to work with AI in this way will find that the quality of AI-augmented thinking improves because the human doing the prompting has done the hard cognitive work first.

6. Embed Reflective Prompts and Cognitive Nudges in AI Tools

The design question that every leader should ask about AI tooling is “Does this keep our people thinking?” The most direct way to answer that question is to build reflective prompts into tools at the point of use so that instead of simply delivering an answer, the tool requires the user to think first. Several leaders called for AI models that actively surface levels of certainty, present counterarguments before a conclusion is accepted, and embed prompts such as “What assumptions are you making?” or require a brief human rationale before generating a recommendation.

These nudges serve a dual purpose. In the short term, they improve output quality by slowing down the unchallenged acceptance of AI-generated conclusions. Over time, they build employees’ meta-cognitive capacity—the ability to monitor their own thinking, recognize when they are offloading too readily, and deliberately re-engage their own judgment. The goal is that employees eventually internalize the prompt, asking “what am I missing?” before the tool asks it for them.

For example, a global information services tech company has deliberately designed in-house LLM-based tools to point users toward areas where they should apply their own judgment, rather than providing the solution directly. The prompt architecture itself is structured to provoke thinking, not replace it.

AI failure drills extend this logic further. Rather than simply teaching employees how to use AI well, some organizations are deliberately exposing them to AI behaving badly—introducing hallucinations, unexpected answers, and curveball questions into training modules to test how

employees respond when AI behaves unpredictably. Exposure to AI failure, in controlled conditions, directly builds the habit of questioning outputs rather than accepting them.

Capability as a Competitive Advantage

The skills most at risk—judgment and decision making, problem understanding and framing, creative thinking, analysis and causal reasoning, and solution generation and evaluation—share a common vulnerability: they survive only through active use. The six strategies above are designed to protect those skills, ensuring that humans remain the originators of questions and judgment. Together, these strategies set the organizational conditions that govern AI use, redesign the daily mechanics of work, and ensure that the tools, rituals, and incentives within the environment itself actively build human capability.

But the response cannot stop at protecting the skills most at risk. Leaders should also invest deliberately in relatively protected skills, such as empathy and active listening; curiosity and lifelong learning; motivation and self-awareness; resilience, flexibility, and agility; and leadership and social influence. These skills are not merely durable. They are the organizational immune system through which the most vulnerable capabilities are sustained.

Human skills are not a fixed endowment. They are a renewable asset that atrophies without use and grows with deliberate practice. Leaders who recognize this and act on it now will find that managing distributed de-skilling is not just a risk mitigation exercise, but a source of sustained competitive advantage.

The BCG Institute is Boston Consulting Group's strategy think tank, dedicated to exploring and developing valuable new insights from business, technology, and science by embracing the powerful technology of ideas. The Institute engages leaders in provocative discussion and experimentation to expand the boundaries of business theory and practice and to translate innovative ideas from within and beyond business. For more ideas and inspiration from the Institute, please visit our website and follow us on LinkedIn and X (formerly Twitter).

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VII.A.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

BIDS & QUOTATIONS NO. 1643-26
Approval of bids and award of a contract for
repairs to the building envelope at Glass Hall

BE IT RESOLVED by the Board of Governors for Missouri State University that the low bid of Nabholz Construction Corporation in the amount of One Million Seven Hundred Sixty-three Thousand Two Hundred and 00/100ths dollars (\$1,763,200.00) for the base bid plus alternates 1, 2, 3, and 4 for repairs to the building envelope at Glass Hall be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that the financial plan be established as follows:

Project Budget

Consultant Fees	\$70,000.00
Construction Costs	\$1,763,200.00
Project Administration	\$39,160.00
Construction Contingency	\$352,640.00
Furniture, Fixtures, and Equipment	\$0.00
Telecommunications	\$0.00
Relocation Costs	\$0.00
Total Project Budget	\$2,225,000.00

Funding Source

Building Envelope, Glass Hall budget	\$2,225,000.00
Total Funding Source	\$2,225,000.00

BE IT FURTHER RESOLVED that this be paid from the Building Envelope, Glass Hall budget funded by the Operating Maintenance & Repair budget, private donations, COB Upper Level Business Course Fees, and COB Graduate Other Enrollment Fees.

BE IT FURTHER RESOLVED that the Vice President for Administrative Services or the University Architect and Director of Planning, Design and Construction be authorized to sign the agreement with the firm selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above project budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this project as long as the approved project budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
August 6-7, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

The bids received on this project are as follows:

Contractor	Base Bid	Alt. 1	Alt. 2	Alt. 3	Alt. 4	Total (Base Bid + Alt. 1, 2, 3 & 4)
Nabholz Construction	\$1,551,000.00	\$32,000.00	\$153,500.00	\$8,700.00	\$18,000.00	\$1,763,200.00
Bales Construction Company, Inc.	\$1,930,000.00	\$35,000.00	\$166,000.00	\$10,000.00	\$17,000.00	\$2,158,000.00
MSI Constructors	\$1,975,000.00	\$50,813.00	\$173,689.00	\$11,292.00	\$8,864.00	\$2,219,658.00
Snyder Construction Group	\$2,200,000.00	\$82,000.00	\$154,000.00	\$9,500.00	\$20,000.00	\$2,465,500.00
Timekey Enterprises, LLC	\$2,688,891.00	\$98,733.00	\$122,636.00	\$4,937.00	\$10,334.00	\$2,925,531.00

This project supports the 2025-2030 Facilities Master Plan for deferred maintenance at Glass Hall. This project includes removal and replacement of the original curtainwall, windows, and glazing that is on the north, south, and west elevations of the original Glass Hall building. Additionally, this project includes removal and replacement of precast caulking on the same elevations, power washing of the precast, and roof replacements on the mechanical and stairwell penthouses. Interior work will be required where the old systems are removed, including but not limited to drywall repair and replacement, painting, windowsill replacements, and window roller shades. Work is scheduled to be completed during the summer 2027 semester.

Alternate 1 will provide water repellant sealant on all building precast. Alternate 2 will remove and replace four mechanical and stairwell penthouse roofs and coping caps. Alternate 3 will remove loose roof granules from the building's existing roof. Alternate 4 will recoat the exterior of two center roof mechanical and stairwell penthouses with exterior insulation and finish systems. These alternates are being accepted.

Unit prices were also received during bidding, and additional site work may be addressed based on unit prices as needs and funding are identified.

Unknown conditions are anticipated within the wall cavities during construction. As a result, the construction contingency has been established at a higher level to account for potential unforeseen conditions.

This project will be paid from the Building Envelope, Glass Hall budget funded by the Operating Maintenance & Repair (\$1,112,500.00) budget, private donations (\$1,040,000.00), COB Upper Level Business Course Fees (\$36,250.00), and COB Graduate Other Enrollment Fees (\$36,250.00).

VII.B.

**Report of Gifts
to the
Missouri State University Foundation
Monthly and Year-to-Date**

		MONTHLY						YEAR-TO-DATE		
		Designations under \$1,000		Designations \$1,000 and over		Totals for June		Running Totals		
		No.	Amount	No.	Amount	No.	Amount	No.	Amount	Year
Annual Gifts	FY 25	7,123	\$188,272	83	\$1,107,042	7,206	\$1,295,314	86,947	\$10,851,929	FY 25
	FY 26	7,921	\$218,586	120	\$594,671	8,041	\$813,257	97,892	\$11,820,656	FY 26
Capital Facilities	FY 25	8	\$510	11	\$577,523	19	\$578,033	265	\$6,549,582	FY 25
	FY 26	38	\$8,860	20	\$1,026,500	58	\$1,035,360	513	\$11,924,525	FY 26
One Time Gifts	FY 25	0	\$0	24	\$210,781	24	\$210,781	173	\$6,627,324	FY 25
	FY 26	0	\$0	13	\$932,400	13	\$932,400	256	\$7,563,386	FY 26
TOTALS	FY 25	7,131	\$188,782	118	\$1,895,346	7,249	\$2,084,128	87,385	\$24,028,835	FY 25
	FY 26	7,959	\$227,446	153	\$2,553,571	8,112	\$2,781,017	98,661	\$31,308,567	FY 26

**MISSOURI STATE UNIVERSITY FOUNDATION
INCOME SUMMARY TOTALS BY TYPE AND SOURCE
07/01/2025 TO 06/30/2026**

SOURCE	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	NON-GIFT INCOME*	TOTAL 07/01/2025 TO 06/30/2026	TOTAL 07/01/2024 TO 06/30/2025
ALUMNI	\$96,390	\$4,561,944	\$1,286,776	19,400	\$434,937	\$6,399,447	\$3,699,444
FRIENDS	17,527	4,722,212	659,717	59,980	267,505	\$5,726,941	7,271,750
PARENTS	0	23,205	125	0	21,380	\$44,710	17,249
FOUNDATIONS	18,725	2,269,361	473,749	0	2,920	\$2,764,755	1,869,334
ORGANIZATIONS	31,070	2,953,529	2,812,560	7,027	0	\$5,804,186	4,186,562
BUSINESSES	8,806	4,919,587	565,445	4,510,246	564,444	\$10,568,528	6,984,496
GIFT TOTAL	<u>\$172,518</u>	<u>\$19,449,838</u>	<u>\$5,798,372</u>	<u>\$4,596,653</u>	<u>\$1,291,186</u>	<u>\$31,308,567</u>	<u>\$24,028,835</u>

**Per the Tax Cuts and Jobs Act, the US Tax reform bill signed into law effective in 2021, income recieved from athletics seat assessments and suites are no longer tax deductible.*

DEFERRED GIFT COMMITMENTS

	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	TOTAL 07/01/2025 TO 06/30/2026	TOTAL 07/01/2024 TO 06/30/2025
DEFERRED GIFTS	0	2,707,000	11,563,000	0	\$ 14,270,000	\$ 3,295,000

GRAND TOTAL FOR TESTAMENTARY GIFTS YET TO BE RECEIVED: \$94M

FY 26 TOTAL PLEDGES RECEIVED TO DATE: \$6,673,717

	NUMBER OF DONORS 7/1/2025 TO 06/30/2026	NUMBER OF DONORS 7/1/2024 TO 06/30/2025
ALUMNI	6,421	6,214
FRIENDS	12,883	12,239
PARENTS	156	182
FOUNDATIONS	42	52
ORGANIZATIONS	470	334
BUSINESSES	763	675
TOTAL	<u>20,735</u>	<u>19,696</u>

VIII.

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting, with closed records and closed vote, be held during a recess of this regular meeting of the Board of Governors to consider items pursuant to the [revised statutes of the State of Missouri 610.021](#):

- A. R.S.Mo. 610.021(1). “Legal actions, causes of action, or litigation involving a public governmental body...”
- B. R.S.Mo. 610.021(2). “Leasing, purchase or sale of real estate by a public governmental body...”
- C. R.S.Mo. 610.021(3). “Hiring, firing, disciplining or promoting of particular employees by a public governmental body...”
- D. R.S.Mo. 610.021(6). “Scholastic probation, expulsion, or graduation of identifiable individuals...”
- E. R.S.Mo. 610.021(9). “Preparation, including any discussions or work product, on behalf of a public governmental body or its representatives for negotiations with employee groups;”
- F. R.S. Mo. 610.021(11) and (12). “Specifications for competitive bidding...;” and “Sealed bids and related documents...;”
- G. R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...;”
- H. R.S.Mo. 610.021(14). “Records which are protected from disclosure by law;” and
- I. R.S.Mo. 610.021(18). “Confidential or privileged communications between a public governmental body and its auditor,...”