



AI-Augmented Leadership

Navigating Institutional Complexity

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Welcome



Many of us

Have just one job, but so many roles, tasks & hats to wear



Long-Term Stability Cultural Stewardship Legacy Planning
AI Integration Institutional Trust Board Communications Strategic Partnerships
Decision Intelligence AI Integration Governance Sacred Springs Covenant
Cultural Stewardship Police Capital Planning Legal Synthesis
Financial Stewardship **STEWARDSHIP** Public-Private Partnerships (P3)
Capital Planning Infrastructure
Public-Private Partnerships (P3) Construction Procurement
Infrastructure Procurement Accounts Payable Receiving
Compliance Texas Education Code Legal Synthesis
Risk Mitigation Texas Education Code Legal Synthesis
Texas Education Code Legal Synthesis

Endless Opportunities to do Good Things

Never Enough Time or Ability

A Typical Tuesday

175 facilities projects to know about

Monitor \$700 Million in new construction

Review 50 pages of contracts

Approve 100 payments

150 emails to read & 40 to write

Reply to dozens of text messages

A visitor is stuck in an elevator

There's a gas leak in the library

We need more parking

A parent is demanding answers

A student is in crisis

Someone didn't get paid on time

Give this VIP a tour of campus

Balance the budget

Find money for this (and that) (and that)

Design & Build a hotel

Address the shortage of research labs

Address the shortage of offices

Answer those legislative requests

Implement those executive orders

Coach and develop your managers

Support your employees

Developers & salespeople want to meet

Take time to Listen

Prioritize strategic planning & thinking

Have bold & visionary ideas

749

Emails sent

3045

Emails read

76

Chats and calls

110



Number of collaborators

149 h

Collaboration time within working hours

12 h

Collaboration time outside working hours

The Cyborg CFO

2 Elevate the "Cyborg CFO" Slide

Slide 5  Algoe AI Presentation risks being misread as gimmicky. You can tighten it by reframing:

Instead of:

Transhumanism / Cyborg language

Try:

"Cognitive leverage."

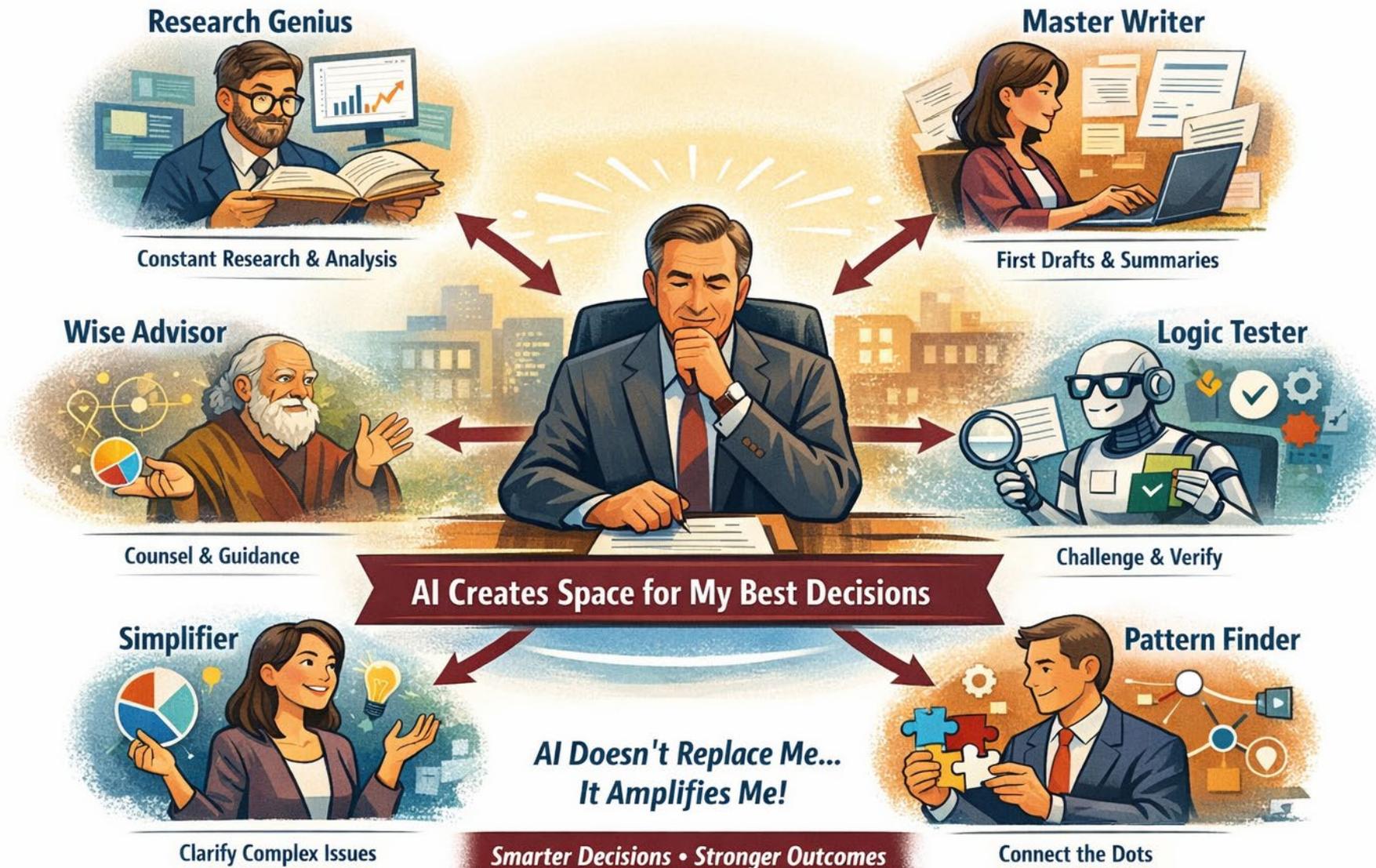
"Distributed expertise."

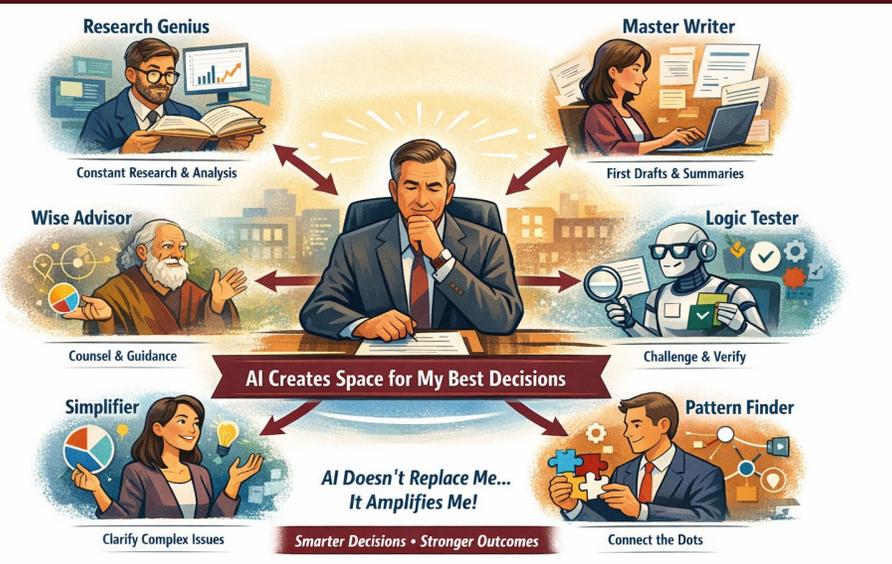
"Human-in-the-loop executive systems."

It makes you sound less sci-fi and more institutional futurist.

Transhumanism, the philosophy of using
an intellectual,
org
open to
r, more
an,
nced, biohacker,
of techno-organic being.

How can AI help?





AI can produce research that looks authoritative but contains flawed or incomplete sources.

It can generate polished prose that masks shallow analysis.

It can simplify issues so effectively that critical nuance disappears.

It can identify patterns without understanding culture, politics, or human consequence.

And it can offer advice without bearing any responsibility for the outcome.

The danger is not that AI will replace us.

The danger is that we may outsource too much of our judgment to it.

Leadership is not the act of producing information.

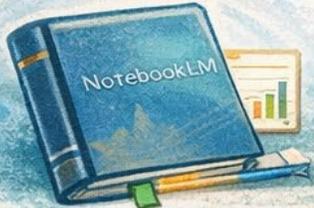
It is the act of weighing it.

Don't You already have people for all those things?



Usually yes, but never enough and usually only one expert on each topic who already has six other priorities.

AI in My Executive Workflow



NotebookLM

Source-grounded synthesis

Used For:

- Hotel
- Cultural research center
- Free speech policies

Context-rich analysis



ChatGPT

Rapid interpretation & drafting

Example Applications:

- Legislative review
- Compliance framing

Faster briefings



Gemini

Comparative analysis

Value Added:

- Cross-project evaluation

Strategic alignment

AI supports the work, I own the decisions.

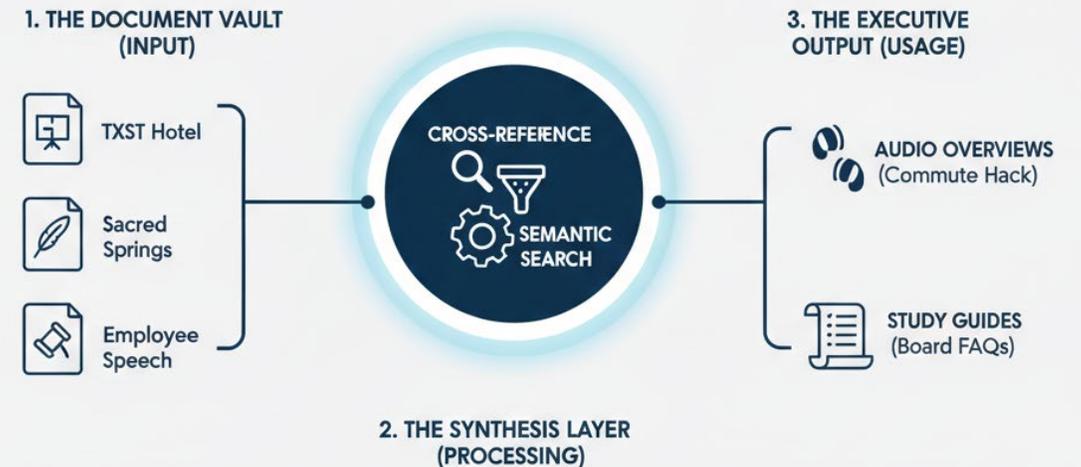
Notebook LM— The Archivist

- Complex projects with a large volume of documents and sources
 - **You control the sources or truth, not the Internet**

Role: Institutional Memory

- Holds the *records*
 - Remembers context across months and years
 - Cross-references contracts, designs, policies, websites, and history
-
- “Notebook LM is the advisor who remembers everything I *can’t afford to forget* — even after three committees and six drafts.”

NOTEBOOKLM: THE INSTITUTIONAL MEMORY VAULT



“AI provides the map, not the compass”

Grounded in OUR Truths, Not AI Hallucinations.

University Hotel



HOTEL AT TEXAS STATE: TRANSFORMING THE GATEWAY TO SAN MARCOS

A strategic partnership between Texas State University and Midway to develop an upper-upscale, 4-star boutique hotel, revitalizing university-owned land at 429 N. Guadalupe St. to provide luxury lodging and professional event spaces.

PROJECT IDENTITY & DESIGN

4-STAR BOUTIQUE CAMPUS DESTINATION
A 5-story, 130-room hotel featuring ballroom, conference space, and luxury amenities.

INTEGRATED RETAIL & LEISURE
Includes a faculty lounge, restaurant with terraces, a central courtyard, and retail expansion.



STRATEGIC SITE LOCATION
Spanning 3.04 acres at the corner of N. Guadalupe and Fredericksburg Street.

PARTNERSHIP & ECONOMIC ROADMAP

\$10.5M ECONOMIC INCENTIVE PACKAGE
Secured City and County tax incentives to support the 10-year operating period.

LONG-TERM GROUND LEASE STRUCTURE
A 75-year initial term providing guaranteed annual rent escalations for the university.

PROJECT VALUE COMMITMENTS	
FINANCIAL CATEGORY	PROJECT VALUE
Maximum Development Cost	\$70,000,000
Estimated Ground Rent (99 yrs)	\$48,000,000
Total Return (Year 1)	\$439,400

PATH TO OPENING: Q3 2028



Papering the Deal: The Definitive Document Roadmap for University-Anchored P3s

A step-by-step guide to bring complex development projects to life.



Stage 1: The Blueprint – Partnership & Formation

Purpose

To establish the legal entities, define the relationship between partners, and outline the project's vision and scope.

Key Documents



- Letter of Intent (LOI) / Memorandum of Understanding (MOU)



- Joint Venture (JV) or Partnership Agreements



- Development Agreements



- Entity Formation Documents (e.g., LLC Operating Agreements)

In Practice

A core principle for successful P3s is establishing “a true partnership, not a master/servant relationship.” These initial agreements codify mutual respect, risk sharing, and clearly defined outcomes, setting the foundation for a long-term, collaborative engagement. (Source: HIGHER ED PUBLIC-PRIVATE PARTNERSHIPS)

Timeline

1. Formation



2. Agreements
(Construction, Mezzanine)
3. Trust / Mortgage
4. Partnership (LP)
5. Negotiations

Final Review & Approval (P3)



6. Final Review & Meeting

1. Formation



- Construction Contract (e.g., CM@R)
- Consulting Agreements
 - Permits

- Management Agreements (Hotel, Property)
- Owners' Association Documents

NotebookLM

- Campus Master Plan Approval
- Capital Improvement Program (CIP)

Podcasts

Videos

Infographics

The Sacred Springs Covenant

TXST has long sought to partner with the Indigenous Cultures Institute to establish a permanent **Center for the Study of Indigenous Peoples** on state-owned land near the sacred San Marcos Springs.

Artificial Intelligence is helping me bridge the gap between the ancient wisdom driving this project and the modern legal complications and depth of bureaucratic red tape we need to navigate.



The Indigenous Cultures Center (ICC): A Legacy of Partnership and Preservation

The Strategic Foundation



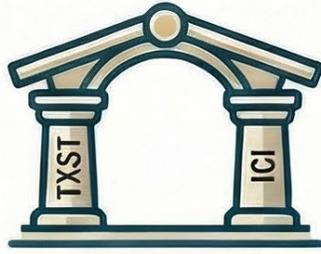
A 16-Year Collaborative History

Project formalizes over 16 years of cooperation between TXST and the ICI and The Meadows Center



5 Million Seed Funding

Initial funding secured via a Hays County bond to launch the project



The P3 Governance Model

Ground-lease structure ensures TXST physical ownership while granting ICI cultural autonomy

Vision and Community Impact



Language and Cultural Reclamation

The center serves as the permanent home for Coahuiltecan language and ceremonial revival



Environmental Stewardship Hub

Located at Spring Lake, anchors the iconic Great Springs Trail corridor



Multidisciplinary Research Site

Supports hands-on studies in anthropology, environmental science, and Indigenous pedagogy

ICC Framework: A Snapshot

Lease Term

25 Years (with two 25-year extensions)

Free Speech and Social Media

Empowering Leadership Decisions with AI

Synthesizing Legal Complexity:

- AI helps navigate the evolving complexity of free speech and academic freedom doctrines. It can quickly distill complex legal frameworks, such as the Pickering-Connick-Garcetti balancing tests, to help leaders understand the nuances between "private citizen" speech and "official duty" speech.

Benchmarking Against Peers:

- We use AI to compare TXST policies with other systems, such as Texas A&M and University of Houston, ensuring our guidelines for social media, records retention, and student privacy (FERPA) remain at the forefront of higher education standards.

Objective Policy Drafting:

- By leveraging AI, we can draft viewpoint-neutral rubrics and policy statements that prioritize consistency and transparency, moving away from subjective "speech codes" that may be legally vulnerable.

Training aids and Discussion starters

Balancing Act: A Leader's Guide to Academic Freedom and Employee Speech

University leaders must navigate the friction between a professor's First Amendment rights and the institution's need for operational efficiency and professional decorum. This guide frames the legal "balancing test" and provides an HR-centric rubric for evaluating controversial speech.

To provide university leadership with a clear framework for distinguishing between protected academic freedom and actionable employee misconduct, especially regarding social media.

THE LEGAL FRAMEWORK FOR EMPLOYEE SPEECH



THE PICKERING BALANCING TEST

Weighs an employee's right to speak against the university's interest in efficient operations.



THE GARCETTI RULE & ACADEMIC EXCEPTION

Speech pursuant to official duties is typically unprotected, except for core teaching/scholarship functions.



MATTERS OF PUBLIC CONCERN

Speech is highly protected when addressing social, political, or community-wide interests.



HR DECISION-MAKING RUBRIC



PRELIMINARY SCREENING FOR SAFETY

Immediately refer criminal threats, incitement, or targeted sexual harassment to law enforcement.



ASSESSING WORKPLACE DISRUPTION

Evaluate if speech significantly impairs student trust, supervisory relationships, or institutional reputation.

CALIBRATING THE RESPONSE



No Action
Protected Opinions

Formal Discipline
Unprotected incitement

Range from "No Action" for protected opinions to "Formal Discipline" for unprotected incitement.

RISK SCORE & ACTION GUIDE



Risk Score: 0-6
Risk Level: Low

No action; document the review for transparency.

Risk Score: 7-12
Risk Level: Moderate

Informal coaching; remind employee of professional standards.

Risk Score: 13-18
Risk Level: High

Formal HR review; consider possible corrective action.

Risk Score: 19-25
Risk Level: Critical

Escalate to legal/leadership; potential disciplinary action.

GEMINI: THE AI ORCHERTATOR



Google Gemini

Because of Google’s breadth of products and ecosystem, Gemini excels at meta questions and cross platform work.

This concept is a preview of where the next AI revolution is poised to occur – More on that in a bit.

Strategic P3 Benchmarking: Comparing the University Hotel & Indigenous Cultures Center

Texas State University leverages a Public-Private Partnership (P3) framework for two distinct projects, balancing commercial revenue generation with mission-driven academic objectives while maintaining mirrored control mechanisms to protect university interests.

	Project Cat Tree (Hotel)	Indigenous Cultures Center
Primary Partner		Indigenous Center (ICC)
Lease Term	 Midway (Private Developer)	 Indigenous Cultures Institute (Non-Profit)
Funding Model	 75 Years	 25 Years (+ Two 25-Year Extensions)
Funding Model	 Private Equity & Debt	 \$5M Seed Funding + Potential State Formula Funding
Revenue to TXST	 Greater of \$200k/yr or 1% Gross Revenue	 Rent-Free (Academic/Research Mission Focus)



Mirrored Governance & Oversight

TXST retains strict "Hotel-Level" control over ICC design, construction inspections, and prohibited uses.



Academic & Research Integration

ICC aligns with The Meadows Center and CAS to advance water and archaeology research.

The Strategic Case for ICI



The partnership secures a \$5M investment while preserving Indigenous history at Spring Lake.

ChatGPT – Quick & Easy

- **Role:** Language, Framing, First Drafts, questions with clear answers where access to the Internet helps
 - Turns raw thinking into clear language
 - Writes the first version so I can write the final one
 - Stress-tests reasoning and assumptions

Most AI's these days are great at confirming our biases and telling us what we want to hear. Turn this around and make the AI your worst critic. It's equally good at that, and the benefits to your work may be even more profound.

- “ChatGPT doesn't decide what I think — it helps me say what I mean.”

Legislative Analysis

In the 89th Legislature, 3,500 bills were introduced.

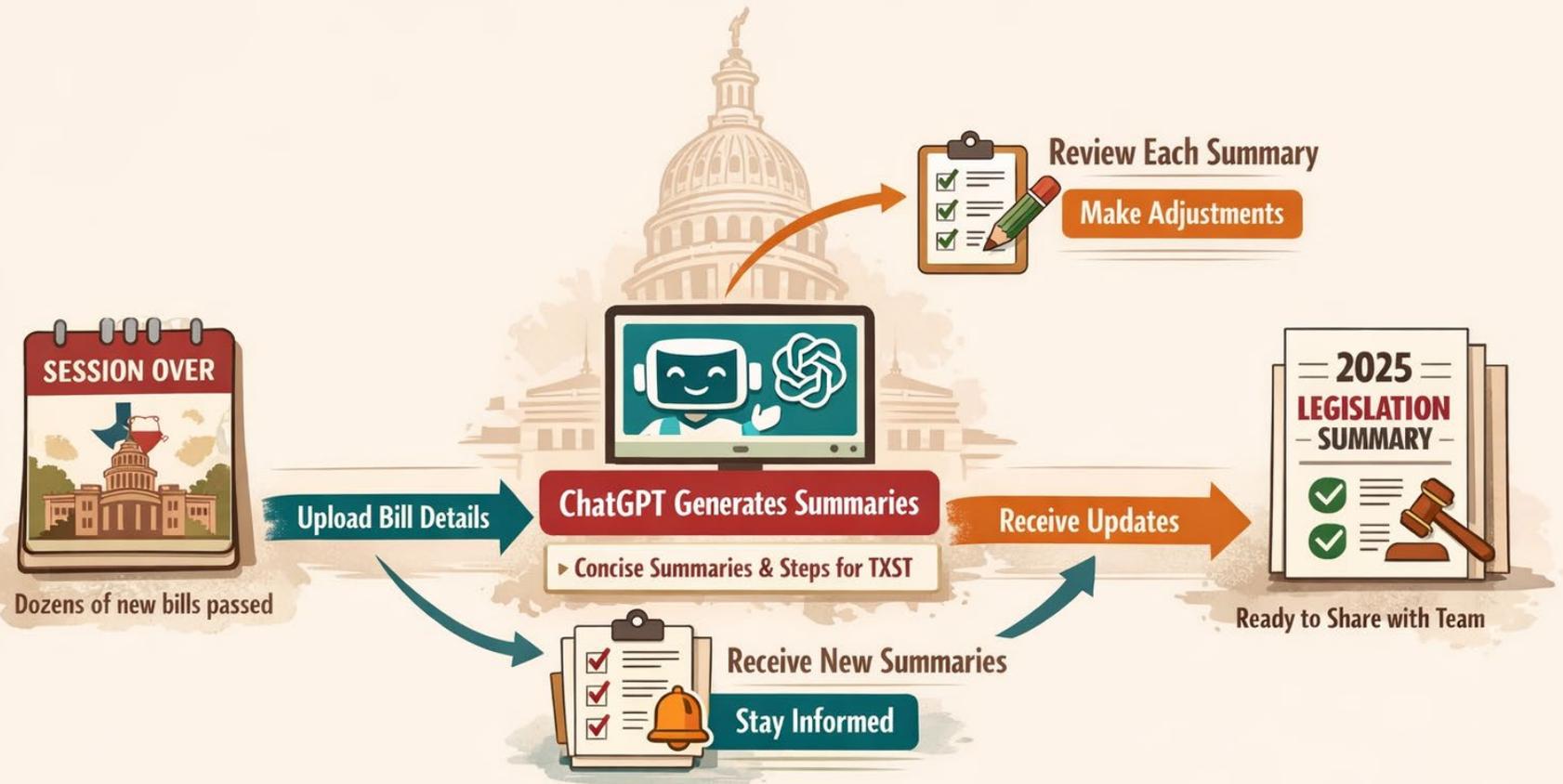
Within 72 hours of sine die, we had a categorized, compliance-focused summary for TXST leadership. This gave us a huge headstart on the work that needed to be done.

But AI did NOT:

- Decide institutional strategy
- Weigh political nuance and risk
- Assess reaction and impacts
- Own moral/legal responsibility

Summarizing Texas Legislation with ChatGPT

AI-Assisted Analysis in the Days Following the Session



Building Presentations

Credits on this presentation to my entire team of advisors



Boko The Bobcat



Not Eric



AI at Work & Play

Grok — The Contrarian

“Grok asks, ‘Have you thought about how this could go wrong?’”

Claude — The Ethicist

“Claude asks, ‘Is this to common sense?’”

Suno — The Court Bard

Because I can't play guitar

HeyGen — The Avatar

“helps me be in more places being in more places.”

Pi — The Coach

“Pi asks, ‘How will this feel to people?’”

3 Tighten the AI Tool List

Slide 21  Algae AI Presentation lists many tools (Grok, Claude, Pi, Suno, etc.).

At a conference, too many tools can:

- Distract
- Date the presentation quickly
- Invite side debates

Consider reframing that slide as:

“AI Roles I Deploy”
Instead of naming specific vendors.



What's Next (week)?



Agents All the way Down



The agents won't know who the agents are.

Grok — The Contrarian
Grok says, "Let me show you why you are wrong."

Claude — The Ethicist
Claude says, "This is technically correct, but does it make common sense?"

Pi — The Coach
Pi asks, "How will this feel to people?"

What AI Should Not Do

As AI agents become more autonomous — drafting memos, synthesizing policy, building models, coordinating sub-agents — the professional risk shifts from *inefficiency* to *misrepresentation, over-delegation, and abdication of judgment*.

Responsible Use of AI and Risks

✘ Do Not Use AI For:

- Decisions Requiring Moral or Legal Accountability
- Sensitive or Restricted Info Without Governance
- Political or Public Positioning Without Human feedback
- Presenting Info You could not Reconstruct yourself
- Judgement
- Passing anything off as your own thinking
- Citing research or sources You Haven't Verified

Only you can own your work

AI will give leaders many new tools

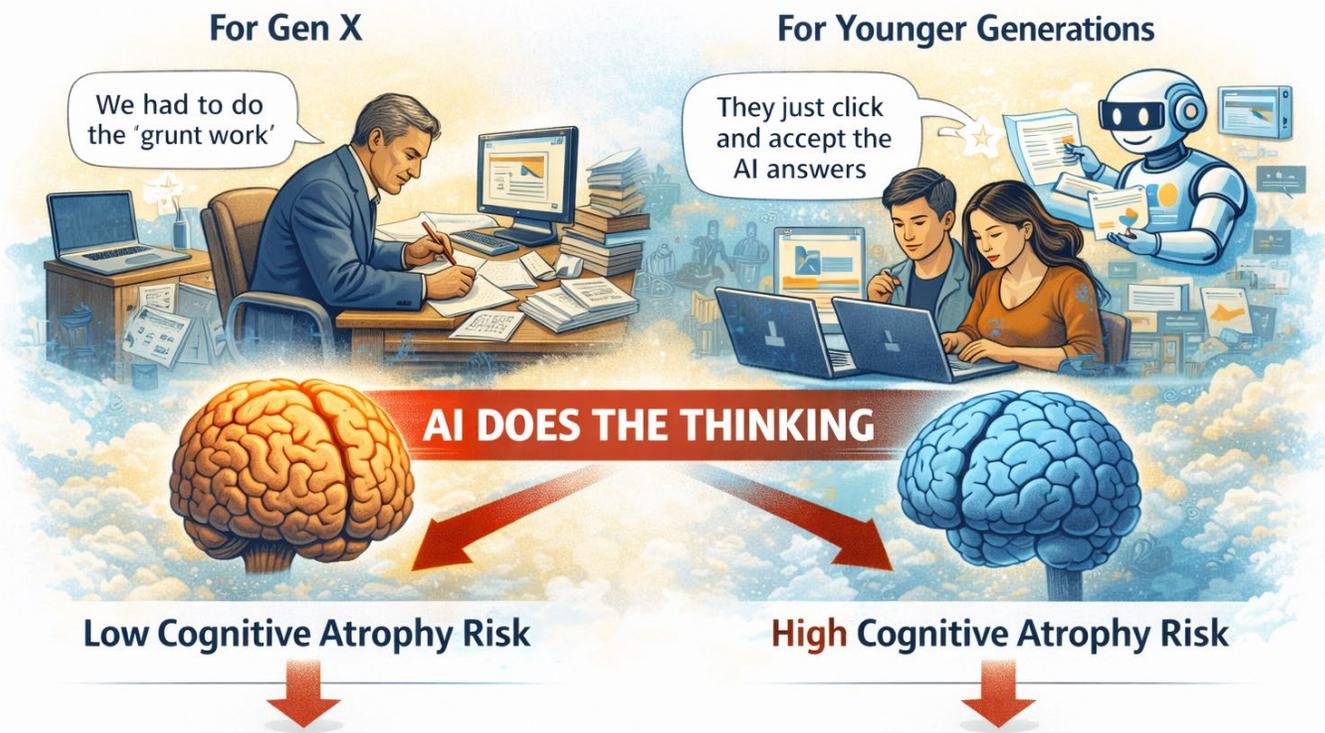
But it will also expose: Shallow thinkers, Over-delegators, lone wolfs, and people who confuse production with judgment (Quantity vs. Quality)

The bar for leaders is going way up, not down.

The Biggest Risk?

- Heavy agent use introduces a new danger: You stop thinking at depth.

Cognitive Atrophy Risk



✗ Do Not:

- Let AI do all first-draft thinking
- Skip the messy “wrestling” phase
- Accept the first answer without vetting
- Fail to collaborate and get feedback with humans: stakeholders, SMEs, funders, etc.

**AI can accelerate thinking.
It must not replace thinking.**

Leaders must own the work and go further:

- Garner support
- Notice what’s missing
- Challenge assumptions
- See second- and third-order effects

THE RISKS OF INTELLECTUAL EROSION



Polished Prose Masking Shallow Analysis: High-quality AI output can hide a lack of deep, critical thinking.



The Accountability Gap: AI identifies patterns but cannot own the human consequences of a decision.

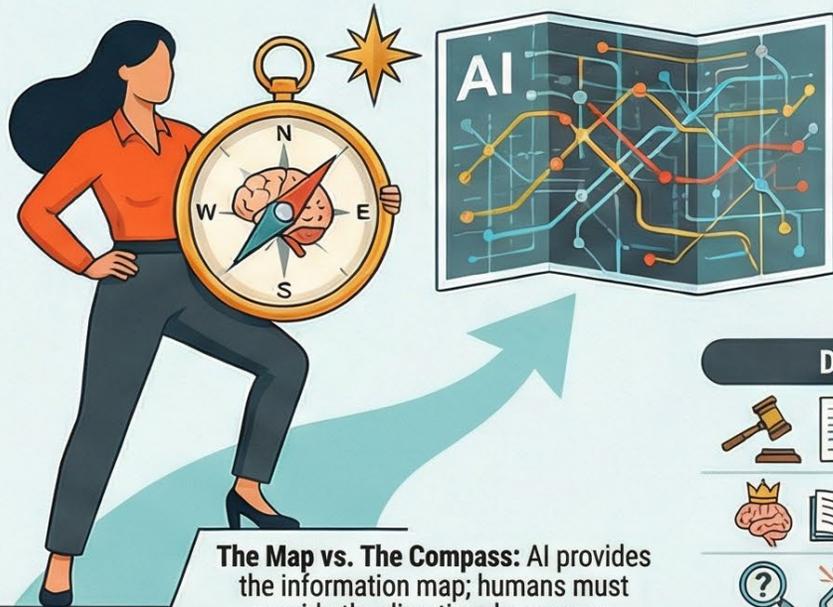


CONTEXT BLINDNESS



AI lacks the ability to sense morale or balance mission against politics.

FRAMEWORK FOR SOVEREIGN LEADERSHIP



The Map vs. The Compass: AI provides the information map; humans must provide the directional compass.



Turn AI Into Your Worst Critic: Use agents to challenge assumptions rather than just confirming existing biases.

REAL-WORLD HUMAN PERSPECTIVES



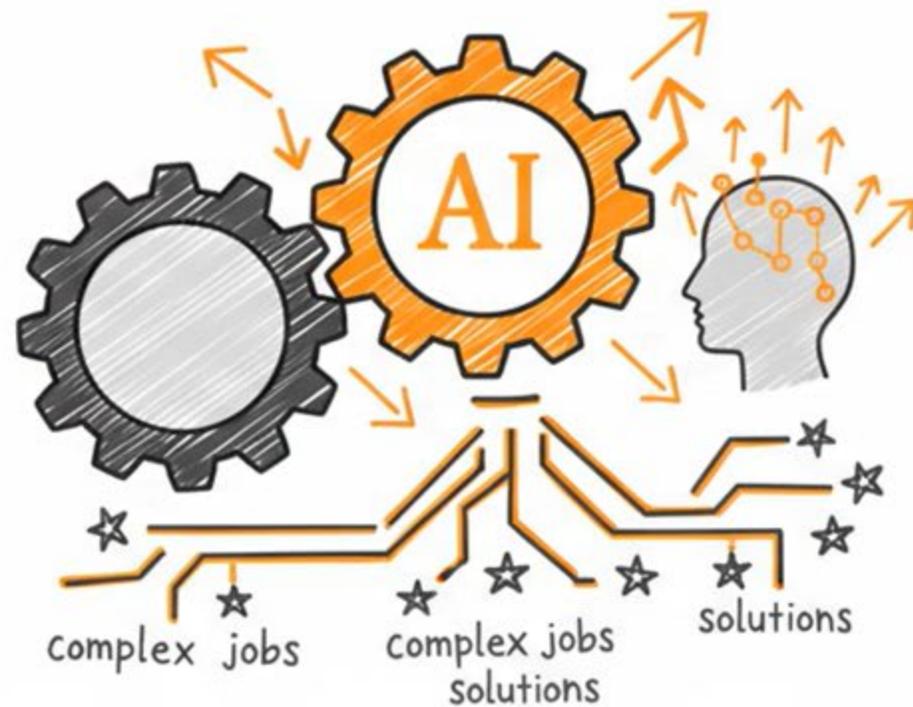
STAKEHOLDERS

Interrogate Every Output: Always stress-test AI results against real-world human perspectives and stakeholders.

DO NOT USE AI FOR...	THE PROFESSIONAL RISK
 Legal/Moral Accountability	 RESPONSIBILITY Abdication of judgment and responsibility.
 Core Intellectual Framing	 MISREPRESENTATION Misrepresentation and loss of authentic voice.
 Unverified Research	 Reliance on flawed, incomplete, or "hallucinated" sources.



AI-Augmented Leadership



Questions

The AI-Augmented Executive Brain

