EAB

Navigating the Complexities of AI Adoption

Align AI Strategies to Institutional Aspirations and Campus Realities

IT Strategy Advisory Services

Meet Your Presenter

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EAB

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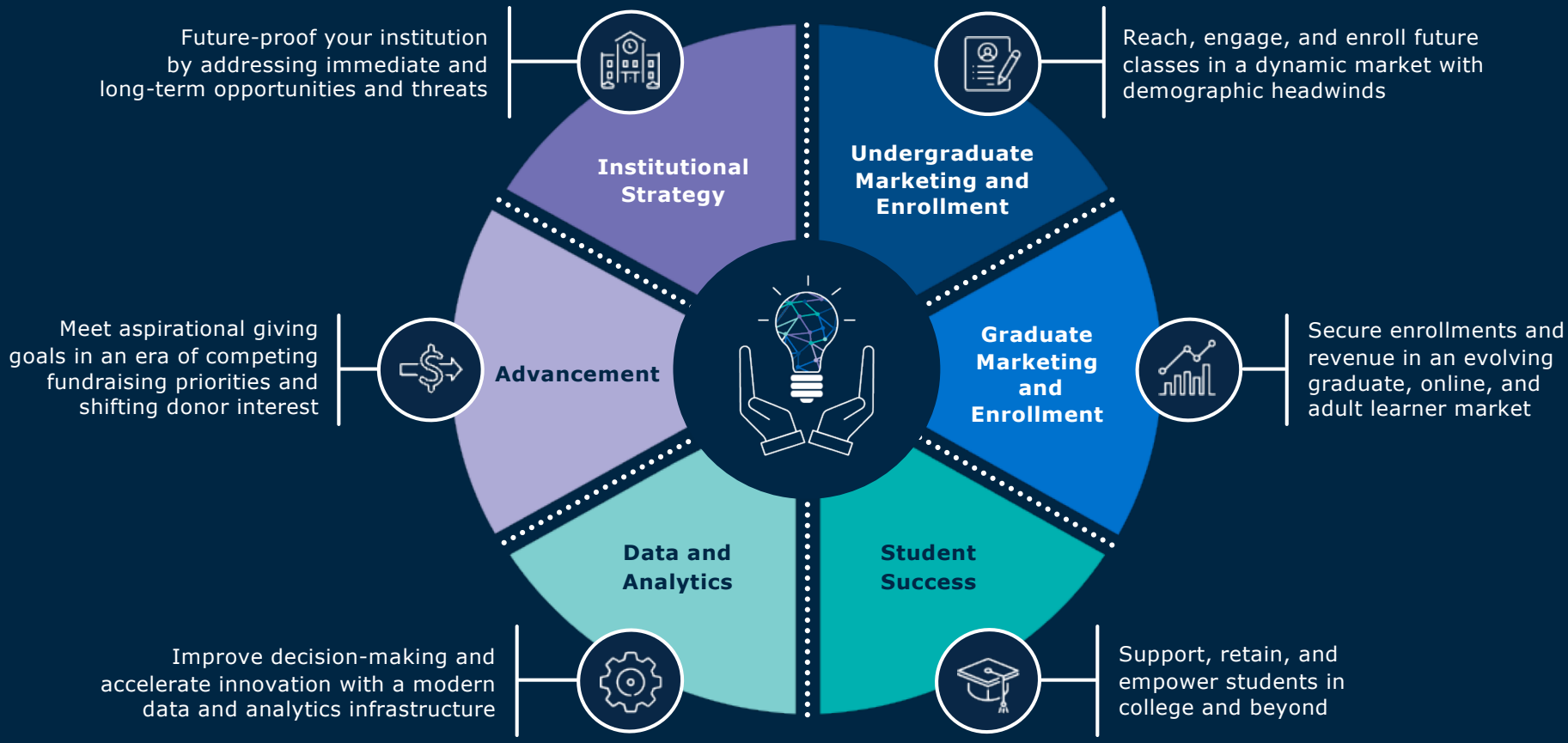
Insight-Powered Solutions for Your Top Priorities and Toughest Challenges



We partner with 2,800+ institutions to accelerate progress, deliver results, and enable lasting change.

95%+ of our partners return to us year after year because of results we achieve, together.

The Future Is Now. And Now. And Now!

AI Brings New Hype Cycle With Updates to Models, Features, and Applications

Foundational Models

DeepSeek's New AI Model Sparks Shock, Awe, and Questions From United States Competitors

The open-source AI model R1 equals OpenAI's o1 model performance while costing only a fraction to develop.

Gemini 2.0: AI for the Agentic Era

Gemini 2.0 is optimized for intelligent agentic experiences; able to execute multi-step reasoning and long-context comprehension.

Multimodal Features

OpenAI launches Sorra, a text-to-video AI model that enables users to generate videos up to 20 seconds long with 1080p resolution.

Meta releases ImageBind, first model to connect images, audio, text, depth, thermal, and IMU[1] data simultaneously.

Vendor Applications

Microsoft announces 365 Copilot, an AI assistant that is integrated across and amplifies its software suite.

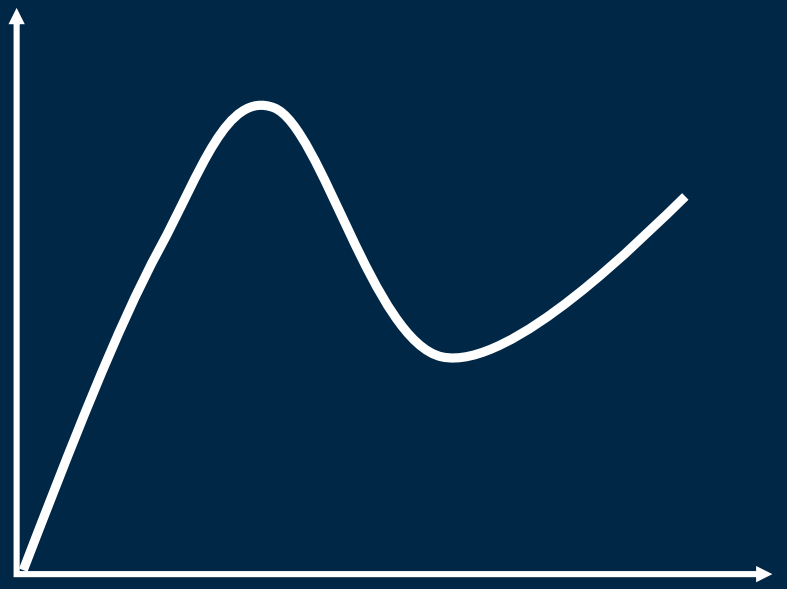
OpenAI debuts ChatGPT Edu, built for universities to responsibly deploy AI on campus, and optimized for features like data analytics and summarization.

Source: Microsoft News Center, "Introducing Microsoft 365 Copilot: your copilot for work," *Microsoft*, March 16, 2023; OpenAI, "Introducing ChatGPT Edu," *OpenAI Index*, May 30, 2024; OpenAI, "Sora is Here," OpenAI Index, December 9, 2024; Rohit Girdhar et al., "ImageBind: One Embedding Space To Bind Them All," *Meta*, May 9, 2023; S Pichai et al., "Introducing Gemini 2.0: our new AI model for the agentic era," *Google Blog*, December 2024; W Knight, "DeepSeek's New AI Model Sparks Shock, Awe, and Questions From US Competitors," *Wired*, January 28, 2025; EAB interviews and analysis.

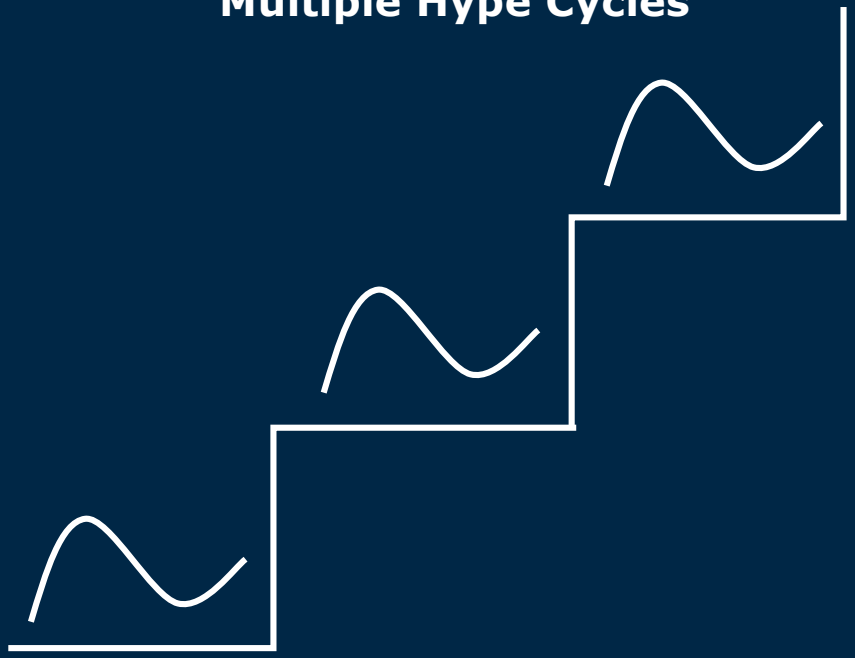
1) Inertial Measurement Unit.

With AI Emerges a New Mental Model

Single Hype Cycle



Multiple Hype Cycles



Today's Mental Model: New technology follows a pattern of hype, disillusionment, and steady adoption

New Mental Model for the GenAI Frontier: Each innovation within AI will trigger its own hype cycle

AI Can Do Almost Anything…

…But Higher Education Cannot Enable Everything

Institutional Aspirations		Campus Realities
Student Success "Why can't our students have a 24/7 AI assistant that can be their guide from enrollment to graduation and beyond?"	→	Institutional **data is not clean enough** to train a student-interfacing chatbot
Cost Optimization "We need to drastically reduce costs, and [insert vendor AI solution] could make our staff much more productive."	→	**Vendor licenses are cost-prohibitive**, e.g., a M365[1] Copilot license costs $30 per person per month
Access and Innovation "Our campus has great ideas–we should be translating all of these ideas into working solutions."	→	There's a limit to how many experiments campus can scale **due to IT capacity (e.g., skillsets, infrastructure)**

1) Microsoft 365.

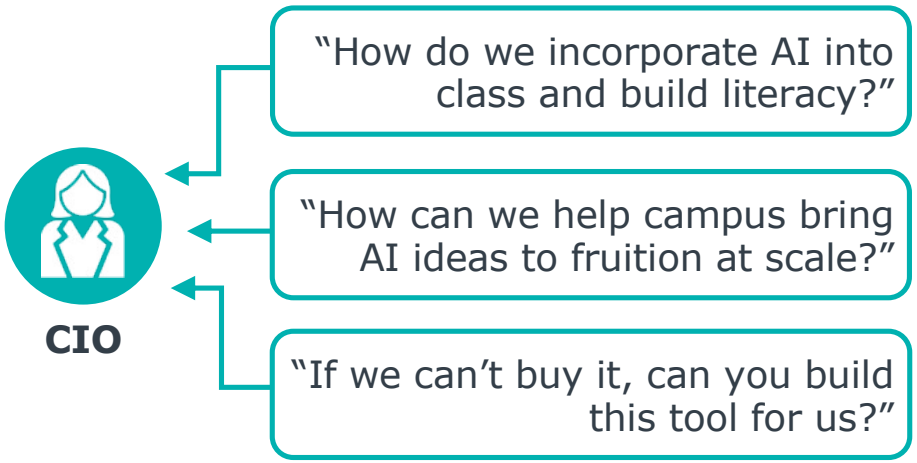
Source: EAB interviews and analysis.

AI Leadership Lands on CIOs' Shoulders

AI Not Only Exacerbates Problems CIOs Are Used to Handling…

- Shadow AI raises new data privacy concerns and literacy needs
- Use of unvetted AI solutions proliferates on campus
- Cost of technical debt rises as AI demands infrastructure updates

…But Poses Broader, Different-in-Kind Questions to CIOs



From Enablers and Strategic Thought Partners…

Representative CIO Sentiments

> We don't own AI alone. Our role is to **support everyone on campus**."

> Our role as CIO is to be campus' **strategic thought partner** for AI."

…To De Facto AI Leaders

67%

Of CIOs are tasked with leading AI initiatives

Source: Gartner, 2024 CIO Generative AI Survey; EAB interviews and analysis.

AI Postures Give CIOs a Springboard Forward

How EAB Defines an AI Posture

Institutional Aspirations

Prioritize among strategic goals

X

Campus Realities

Ground aspirations with what is feasible in IT

=

AI Posture

A *CIO's strategic vision for:*

1. What AI adoption should look like on campus
2. The associated implementation roadmap

How the AI Postures Can Help You

- **Establish a framework for disciplined decision-making** balancing aspirations with campus realities
- **Articulate IT's AI strategy** so leadership/campus understands their decision-making
- **Prioritize objectives while understanding tradeoffs**, ensuring momentum in focus areas
- Develop a **scalable foundation to build from** as AI evolves

Source: EAB interviews and analysis.

Roadmap for Presentation

PART 1: DEVELOP AN INSTITUTIONAL POSTURE FOR AI IMPLEMENTATION

Three Institutional AI Postures:

Off-the-Shelf Optimizer

Iterative Innovator

Community Empowerer

PART 2: LESSONS ON AI GOVERNANCE, ENABLEMENT, AND APPLICATION

Governance

- Define AI Principles to Guide Campus Initiatives
- Accelerate AI Adoption Through Strategic Pilot Mandates
- Fast-Track AI Projects and Establish Risk Escalation Paths
- Position Faculty to Help Guide Ethical Use of AI

Enablement

- Prioritize Posture-Aligned Roles
- Build AI Capacity With Student Teams
- Reduce AI Startup Costs Through Partnerships
- Diversify Funding for Initiatives
- Implement Tool and Role-Specific Training

Application

- Design Right-Fit Pilots for Your Campus
- Train Users Early and Continuously Monitor Pilots
- Align AI Data Preparation Efforts With Application Risk
- Incorporate Ongoing Domain Expertise to Mitigate Risk

Develop An Institutional Posture for AI Implementation

SECTION 1

- University of South Florida
- Ithaca College
- Arizona State University
- Babson College

Three Distinct AI Postures in Higher Education

	Off-the-Shelf Optimizer	Iterative Innovator	Community Empowerer
Posture Definition	Prioritize ease of implementation by scaling ready-to-use AI solutions from established vendors (e.g., Microsoft)	Build AI expertise within IT by developing and deploying a small number of targeted solutions in-house	Democratize AI development by equipping community members to build their own solutions, while IT scales the most promising ones
Industry Prevalence			

Source: EAB interviews and analysis.

Off-the-Shelf Optimizer

Prioritizes ease of implementation by scaling ready-to-use AI solutions from established vendors (e.g., Microsoft)

Optimizes For:

- Rapid deployment of trusted AI solutions, which streamlines campus AI proficiency
- Lower IT need (e.g., skillsets, infrastructure) for solution maintenance

Outcomes

- Widespread staff access to AI solutions connected to institutional data; more relevant to workflows/roles
- Staff proficiency using and optimizing AI solutions for diverse, role-specific applications
- Vendor ecosystem upon which IT can build

Institutional Context

- Strong vendor relationships and/or vendor management capability
- Limited surplus capacity for AI product development in IT

Measures of Success

- Number of licenses distributed to staff and types of roles allocated to
- Usage rates
- Use cases surfaced
- Staff time saved

Source: EAB interviews and analysis.

How USF Scaled Deployment of M365[1] Copilot

Successful Pilot of M365 Copilot Culminates in Units Committing Long-Term Funding

In FY23, CIO funded Copilot for 300 participants.

Central administration funded 450 additional licenses, for a **total of 750 participants.**

Selection Process:

- **AI taskforce chooses units most likely to benefit from licenses** (e.g., President's group, IT, Finance, HR)
- Other **volunteers** requested to participate

Overall Funding:

- **$360K for one year** for 1,000 staff and faculty at $30 per user/month
- In FY24, units will **fund their own licenses**

Copilot Studio Streamlines In-House Experimentation

IT staff dedicate three months to develop an AI-powered IT help desk

IT staff spend one week developing the same tool in Copilot Studio

"We considered this pilot a huge success. The best proof is that units want to pay out of pocket to continue using M365 Copilot."

Sidney Fernandes,
Chief Information Officer

1) Microsoft 365.

Source: University of South Florida, Tampa, FL; EAB interviews and analysis.

More Than an M365[1] CoPilot…

USF's Microsoft Foundation for Adoption and Experimentation

Adoption Across the Microsoft Ecosystem

Copilot for PowerBI

Expedites data and business intelligence teams' ability to produce data visualizations

Security Copilot for Sentinel

Summarizes incidents and answers inquiries about security data, enabling non-technical students to review and elevate risks

Campus-Wide Copilot Access

Offers a general AI tool with commercial data protection for all students, staff, and faculty

Copilot Studio Streamlines In-House Experimentation

IT staff dedicate three months developing two AI-powered solutions:

1) IT help desk
2) Travel chatbot

IT staff spend one week developing same tools in **Copilot Studio**

1) Microsoft 365.

Source: University of South Florida, Tampa, FL; EAB interviews and analysis.

Building Blocks of Successful, Scaled Deployment

University of South Florida Organized and Educated Before Scaling Copilot

UNIVERSITY of SOUTH FLORIDA

ORGANIZE

Streamline Vendor Platforms and Data for Consistency

Foundational Steps Pre-AI

- **Prioritized standardizing tech stack on Microsoft**; implemented cloud strategy
- **Defined data risk categories** (e.g., low, medium, high) with business partners
- **Developed function-based datasets** (e.g., finance, people, faculty) initially for self-service analytics, which enabled users to perform role-specific functions with Copilot for PowerBI and M365[1] Copilot

AI-Specific Steps

- **Emphasized data loss prevention** strategies (focusing on unstructured data) and streamlined metadata
- **Optimized data field names** for natural language processing

EDUCATE

Educate Users at Every Level

- CIO led **roadshows with department chairs** showcasing Copilot functionality
- **Trained executive team** first before scaling
- Hosted "**Coffee and Copilot" sessions** for users to collaboratively troubleshoot issues
- Enabled **"Prompt Buddy" library** for users to share prompts

1) Microsoft 365.

Source: University of South Florida, Tampa, FL; EAB interviews and analysis.

Iterative Innovator

Builds up IT muscle for AI solution development and support by deploying a small number of targeted solutions in-house

Optimizes For:

- Development of foundational AI skillsets within IT
- Cost savings from in-house development relative to solely deploying vendor solutions

Outcomes

- Reusable architecture, frameworks, and processes for future solution development
- Understanding tradeoffs between build versus buy by bringing POCs[1] to production level
- Informed ability to evaluate and productively partner with vendors

Institutional Context

- Existing data science and development expertise in IT
- IT leadership willing and able to make case for experimentation to cabinet
- Flexible outlook on building versus buying AI solutions

Measures of Success

- Cost comparison (e.g., API usage vs. vendor licensing fees)
- Number of experiments scaled to production
- Solution development time
- Number of stakeholders using solutions and enlisted in their development

1) Proof of concept.

Source: EAB interviews and analysis.

Early Experimentation Sets Foundation for Success

Ithaca's Journey of AI Experimentation

ITHACA COLLEGE

Not Scaled *Not Scaled*

IT and Analytics AI Agent

Responds to common questions campus members pose to the IT help desk

Prospective Student Chatbot

Provides tailored information about Ithaca on topics like majors, financial aid, and campus life

Nebula

Summarizes student information from multiple sources to inform student heath and wellness counselors prior to meeting with students

Foundational Pieces for AI Development

1 Assembling the Right Team

- Dedicated 10-15% Analytics and Special IT Projects Team's time
- Non-technical IT Coordinator for AI Initiatives guided collaboration with SMEs (e.g., gathering input, testing, securing approval)

2 Building Technical Development Framework

- Formed framework to tweak for future development
- Built experiments on OpenAI's API for ChatGPT-3.5; enhanced with RAG
- Used Slate for front-end interactions (e.g., to deploy portals, SSO)

3 Preparing Data (And Identifying Acceptable Risk)

- Optimized consolidated data in lakehouse for AI
- Both experiments tested well with existing data but did not meet bar to scale as they would be directly student-facing and would need more data clean-up and review

Source: IT Strategy Advisory Services, "Compendium of AI Applications in Higher Education," *EAB*, 2024; EAB interviews and analysis.

Bringing the Right AI Tool to Production

Nebula: ICare Advising Application for Health and Wellness Counselors

Problem: ICare support staff spend 30-60 minutes doing background research before meeting with distressed students

- **Creates background summary notes** about students using OpenAI's API[1] and leveraging Ithaca's data Lakehouse
- Trained to **collect student information from systems** like SIS[2], Housing, Learning Management, and Student Success

Results:

+100 Additional students that counselors can meet with in an academic year

Why Ithaca College Chose to Scale the Nebula Pilot

Lower Risk

- Not directly student-interfacing
- Staff maintain all decision-making regarding students

Solves Scoped Problem

- ICare staff overwhelmed with existing workload
- Rated pilot highly

Cost Efficient

- Significantly cheaper than comparable vendor solutions
- Processing costs ~$17 for 5,000 student records

1) Application programming interface.
2) Student information system.

Source: Ithaca College, Ithaca, NY; EAB interviews and analysis.

Community Empowerer

Democratize AI development by equipping community members to build their own solutions, while IT scales the most promising ones

Optimizes For:

- Community access to advanced AI experimentation capabilities and role-specific solutions
- Complete control for customization as well as privacy and security
- Expedited integration of AI solutions into role-specific workflows

Outcomes

- Singular AI platform spawning experimentation and solutions
- Ecosystem of customized solutions addressing specific community needs
- Community ability to translate ideas into concrete AI solutions

Institutional Context

- Large, well-resourced IT team and infrastructure (e.g., skillsets, security)
- Leadership priority on community innovation and desire for early mover advantage

Measures of Success

- Platform user adoption and engagement metrics
- Number of experiments sourced and scaled
- Efficiency gains from scaled solutions

Source: EAB interviews and analysis.

ASU Democratizes Development of AI Products

Mandate of Inclusion and Access Cascades from University Mission to AI Strategy

University Mission

"ASU is…measured not by whom it excludes, but by whom **it includes and how they succeed.**"

AI Guiding Tenets

"Harnessing the power of AI brings the responsibility to innovate in a principled way, **centering our charter and values of inclusion and access.**"

And Operationalized Through the CreateAI Platform

What is the CreateAI Platform?

Platform enables the ASU community to build and engage with AI-powered products in a secure, no/low-code environment

With CreateAI, anyone can:

- Access 40+ LLMs
- Develop and deploy their own AI agents and AI–powered products (with no code)
- Try existing AI products built on the CreateAI platform

Key Technical Features

User Accessibility

- Customizable user interface
- Provides access to multiple vector databases
- Supports document upload and extraction

Architecture and Security

- Model and cloud-independent
- Hosted within ASU's garden wall
- EthicalAI Engine automatically evaluates AI tools on accuracy, bias, etc.

Source: Arizona State University, "Evaluation framework sets a new benchmark for ethical AI," "MyAI Builder empowers the ASU community to create custom AI experiences," "Shaping the future, today: Embracing AI," "Shaping tomorrow: ASU launches a comprehensive review of our AI journey (thus far)," "Technical Foundation"; EAB interviews and analysis.

IT Team Support Turns Community Ideas Into Reality

It Takes a Village to Support the CreateAI Platform

AI Acceleration Team Facilitates Community Adoption and Development

- Maintains platform and develops products for community
- Evaluates and scales promising community products
- Comprised of 30 FTEs (40 total staff, 6 students), including ten program and design, seven data science, twenty AI development, and five data architecture staff

Betaland Community Showcase Advertises and Encourages Experimentation

Hosted event where campus members could experiment with beta and trialed applications developed on CreateAI

CreateAI's Reach and Impact

206K

Faculty, staff, and students have access to CreateAI platform

250+

Active projects approved

12

AI-enabled products scaled

- Tutorbot
- ASU GPT
- Health Research Plan Bot
- Dreamscape VR x AI

Source: Arizona State University, "Technical Foundation," "Shaping the future, today: Embracing AI," "Meet the AI Acceleration Team"; EAB interviews and analysis.

Tradeoffs Between AI Postures

	Off-the-Shelf Optimizer	Iterative Innovator	Community Empowerer
Optimizes For	• Rapid deployment of trusted AI solutions, which streamlines campus AI proficiency • Lower IT need (e.g., skillsets, infrastructure) for solution maintenance	• Development of foundational AI skillsets within IT • Cost savings from in-house development relative to solely deploying vendor solutions	• Community access to advanced AI experimentation capabilities and role-specific solutions • Complete control of customization as well as privacy and security • Expedited integration of AI solutions into role-specific workflows
Tradeoffs	• Subject to vendor lock-in, with risk of rising subscription fees • Limited customization and visibility (e.g., privacy, security) into solutions	• Limit on how many experiments can be scaled due to capacity • Does not prioritize access for the majority • May require pausing or deprioritizing other work to give staff capacity to learn and build AI solutions	• Extensive upfront investment; commitment to ongoing hosting and maintenance • Requires highly involved governance to ensure bias, privacy, ethics alignment with institutional brand as AI evolves

Source: EAB interviews and analysis.

Babson College Adopts All-In, Hybrid AI Posture

> "Babson is defined by our excellence in entrepreneurship, and **our approach to AI is designed to continue that legacy."**
>
> *Patty Patria, Chief Information Officer*

BABSON COLLEGE

Off-the-Shelf Scale Optimizer

- Standardized **technology platforms on Microsoft**; pivoted to cloud strategy
- **Piloted M365[1] Copilot** with 200 licenses for staff and faculty for a year

Results:

81%

Cite Copilot has enhanced their productivity

Iterative Innovator

- Developed **class-specific AI assistants** (e.g., Mathbot, Prototype-It! in business analytics, entrepreneurship classes) in Copilot Studio
- Partnering with consultant to **launch two Presidential-level AI projects** (e.g., AI-enhanced financial dashboard)

Community Empowerer

- Provides up to **$250K in AI-focused student grants** (e.g., providing Azure AI cloud credits)
- Interdisciplinary AI **research lab, The Generator, facilities campus innovation** (e.g., hosting student innovation showcases, leading faculty training)
- Plans to build a no-code AI platform

1) Microsoft 365.

Source: Babson College, Wellesley, MA; Babson College, "Babson College Announces 'The Generator' Interdisciplinary Artificial Intelligence Lab," *Newsfile*, October 3, 2024; EAB interviews and analysis.

Lessons on AI Governance, Enablement, and Application

SECTION 2

AI Governance Defined

Establishing frameworks, guidelines, and procedures to ensure the ethical, legal, and secure deployment of AI technologies. This includes defining governance structures, managing regulatory compliance, addressing ethical concerns, and mitigating risks associated with AI adoption.

Source: EAB interviews and analysis.

Four AI Governance Priorities

What's New With AI?	Governance Priority
Campus constituents **confused and uncertain** on whether and how AI should be used	1 **Define AI principles immediately** to signal centralized stance and guide campus initiatives
Scattered and piecemeal adoption of AI across campus	2 Accelerate strategic AI adoption with **committee mandates to produce pilots**
Campus, eager to experiment, bypass IT and **adopt "shadow AI" solutions**	3 **Fast-track low-risk AI projects** and establish risk escalation paths
AI ethics is a **nascent, evolving field**	4 **Position faculty** to help guide ethical use of AI

Source: EAB interviews and analysis.

AI Principles Serve as North Star for Campus

ELON UNIVERSITY AI Principles

1. People, not technology, must be at the center of our work
2. We should promote digital inclusion within and beyond our institutions
3. Digital and information literacy is an essential part of a core education
4. AI tools should enhance teaching and learning
5. Learning about technologies is an experiential, lifelong process
6. AI research and development must be done responsibly

Translating Principles to Action

Hired **Director of AI Integration** to integrate six principles on campus

- IT develops **first AI tool to help students with academic advising**
- IT provides **free access** to ChatGPT 4.0 and an AI sandbox for experimentation
- Elon, AAC&U[1] **publishes student guide to AI**
- IT establishes grant to **provide AI tool licenses (75% for teaching and learning)**
- Elon releases continuing education **course to help professionals** master collaboration with AI
- Research launches Imagining the Digital Future Center to **steer responsible research charting potential of AI** (e.g., impact on privacy)

1) American Association of Colleges and Universities.

Source: Elon NEXT, "Navigating the AI Revolution...;" Elon News Network, "Elon University Launches...," August 20, 2024; Elon University: "Artificial Intelligence in Higher Education;" "Elon, AAC&U Publish...," August 19, 2024; "Elon's Generative AI Statement;" "Higher Education's Essential Role...;" "Mustafa Akben...," August 7, 2024; "The Future of AI," March 1, 2024; EAB interviews and analysis.

Accelerate Coordinated and Strategic AI Adoption

Colorado State University System's AI Task Force

***Charge**: Four-month deadline to produce 1-3 pilot proposals per subcommittee*

COLORADO STATE UNIVERSITY

***Discovery** (Aug–Sept)*

- Assess current AI usage on campus
- Scan for use cases in and beyond higher education

***Evaluation** (Oct–Nov)*

- Benchmark with peers
- Brainstorm opportunities and solutions
- Assess project risks (e.g., ethical)

***Implementation** (Dec)*

- Develop 1-3 pilot proposals in SBAR[1] form
- Outline resource requirements

1) Situation, Background, Assessment, Recommendation.

Source: Colorado State University, Fort Collins, CO; EAB interviews and analysis.

Fast-Track Low-Risk; Escalate High-Risk Projects

York University's Risk Assessment for GenAI Use Cases

YORK U

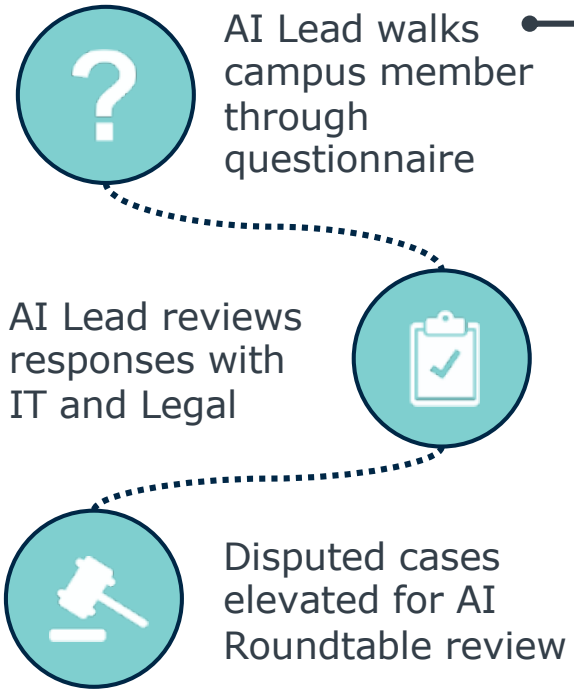
Step 1: Rapid Triage Self-Assessment

If a given solution satisfies the following criteria, it requires no further assessment:

- ☑ Uses only supported platforms for data processing & storage
- ☑ No confidential/ regulated data
- ☑ For internal audiences only
- ☑ Output not used for sensitive/strategic decision-making
- ☑ Ongoing testing/ ownership plan

Step 2: Institutional Risk Assessment

Projects that fail self-assessment are subject to central assessment:



Sample Questions

1. What business problem or opportunity is addressed?
2. Who is the audience?
3. What are the outputs and how will they be used (e.g., strategic decision-making)?
4. What data will be used and produced?
5. What business processes will be augmented?
6. How is success measured?
7. What are the potential risks (e.g., bias) and how will they be mitigated?
8. What is the plan for ongoing monitoring, oversight, and maintenance?

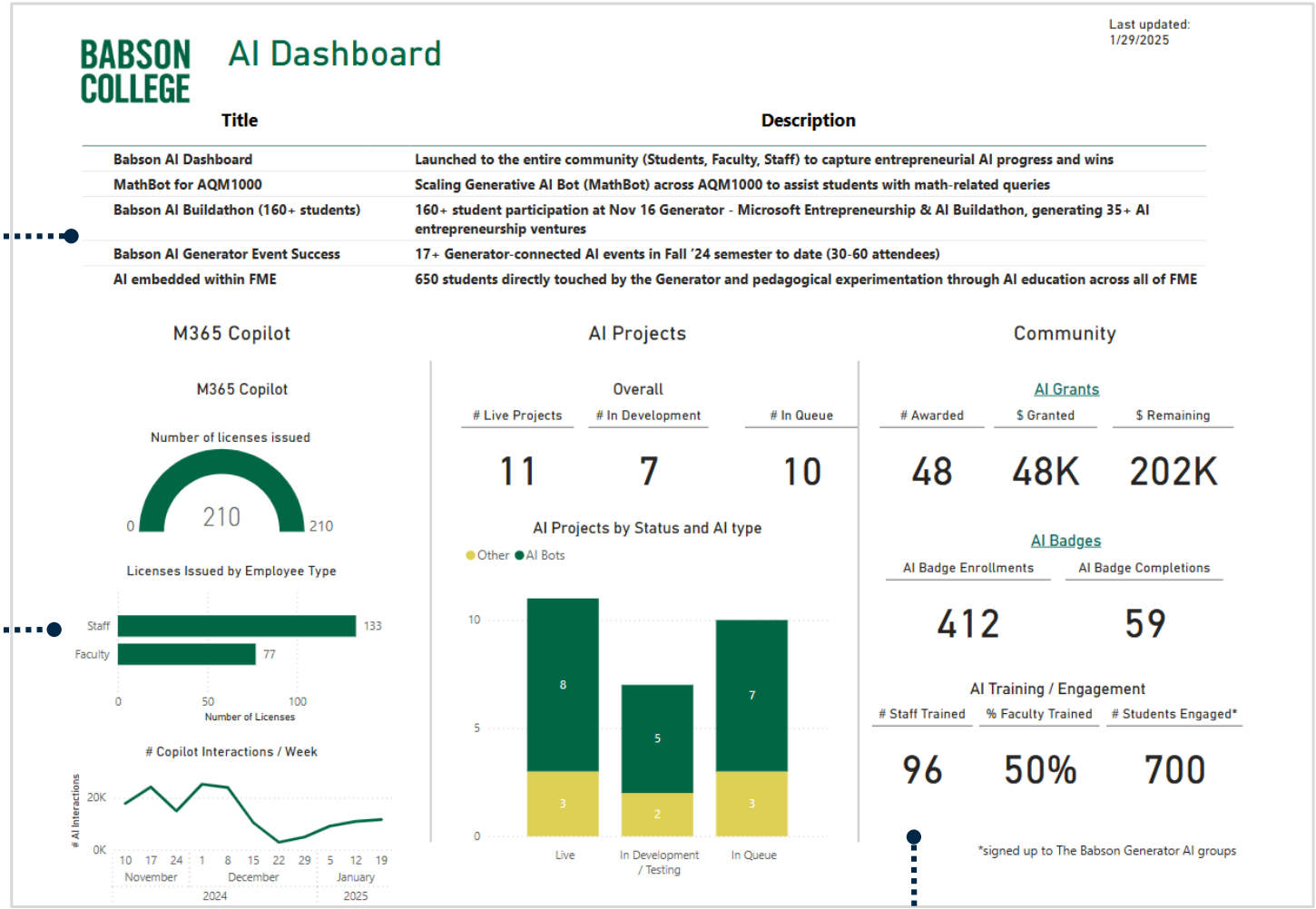
Source: York University, Toronto, ON; EAB interviews and analysis.

Babson University's AI Dashboard

AI Dashboard Helps Leaders Review Full Scope of Campus Experimentation

Overview of all AI initiatives, e.g., vendor solutions, in-house proposals (filterable by AI type, phase, and impact are)

Snapshot of key adoption metrics, e.g., M365[1] Copilot usage rates, number of licenses issued



Showcase of community innovation and participation, e.g., campus events like AI Buildathons as well as training rates

1) Microsoft 365.

Source: Babson College, Wellesley, MA; EAB interviews and analysis.

Position Faculty to Help Guide Ethical Use of AI

Faculty Ethics Committee Drives Ethical Practice in Campus Development of AI

Arizona State University

AI Advisory Committee

Enterprise CIO *COO*

Faculty Ethics Committee on AI Technology

- Associate Dean, Law
- Chair, Teaching
- Scholar, Global Futures
- Dir., Law, Science, Innovation
- Chair, Information Systems
- Professor, Film

Faculty Ethics Committee's Charge:

Advise AI Advisory Committee and Enterprise Technology on ethical practices and responsible design of AI technologies

Three Main Goals:

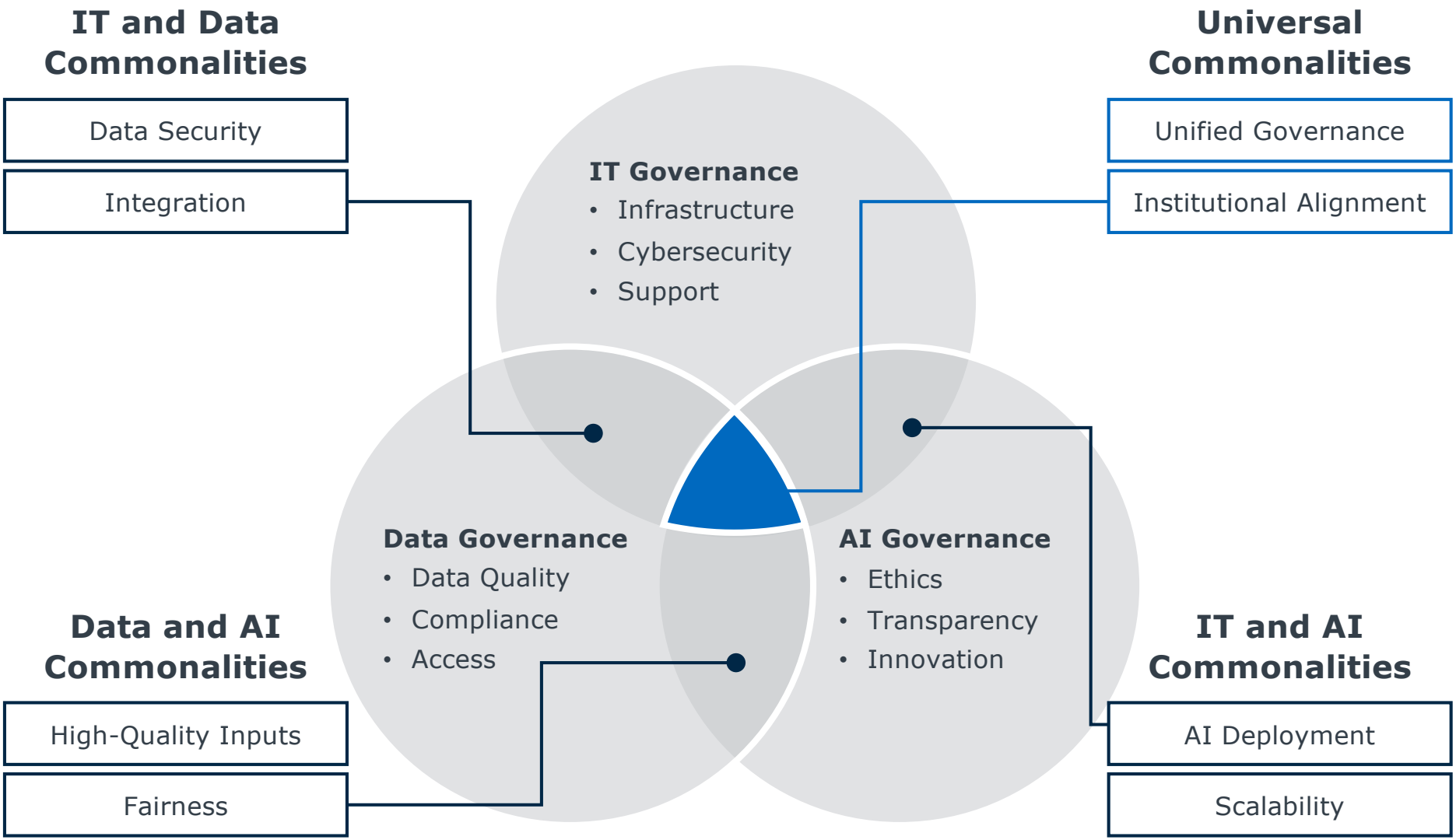
- Develop and continually update **guidelines and guardrails** for AI products
- **Review AI-enabled products** for adherence to ethical practices at multiple stages of development process
- Ensure campus **stays up-to-date with latest on AI ethics** by contributing to white papers, meetings, and forums

Output:

Drafted AI design principles to guide product development that AI advisory committee reviewed and accepted

Source: Arizona State University, "AI has a future in learning," *ASU News*, July 15, 2024; Arizona State University, "Faculty Ethics Committee on AI Technology," EAB interviews and analysis.

Connecting IT, AI, and Data Governance



Source: EAB interviews and analysis.

AI Enablement Defined

Building the organizational capabilities needed to enable AI adoption on campus, including data management, IT AI talent strategies, vendor management, process integration, and external communication

Source: EAB interviews and analysis.

Your Posture Will Determine AI Roles to Prioritize

	Off-the-Shelf Scale Optimizer	Iterative Innovator	Community Empowerer
Skills to Prioritize	• Knowledge of institutional data and vendor platforms • Training campus on vendor solutions • Vendor relationship management	• Data science and application development expertise • Project management capacity to guide solutions to production	• Community outreach and education to codevelop solutions • Robust technical expertise to build, scale, and monitor solutions university platform
Institutional Example	**Repositioned existing IT analytics scrum teams** (e.g., student, platform, and faculty teams) that were highly familiar with institutional systems to spearhead scaling of Microsoft 365 Copilot	• Allocated 15% across five-FTE **Analytics & Special Projects team** (e.g., data warehouse engineers, integration developers) for AI experimentation • Hired **Coordinator for AI Initiatives** to project-manage tools from proof-of-concept to production	• Formed a 30-FTE **AI Acceleration Team** to build and scale community solutions on the CreateAI platform • Team not only includes executive leadership roles, but **community-focused AI program and product managers**

Source: Arizona State University, "ASU unveils first-of-its-kind organization to advance AI across the enterprise," August 2, 2023; Ithaca College, Ithaca, NY; University of South Florida, Tampa, FL; EAB interviews and analysis.

Build AI Capacity with Student Teams

Elon University's Student AI Integration Team Tackles Diverse Roles

From Building Trainings to Assisting Faculty Research

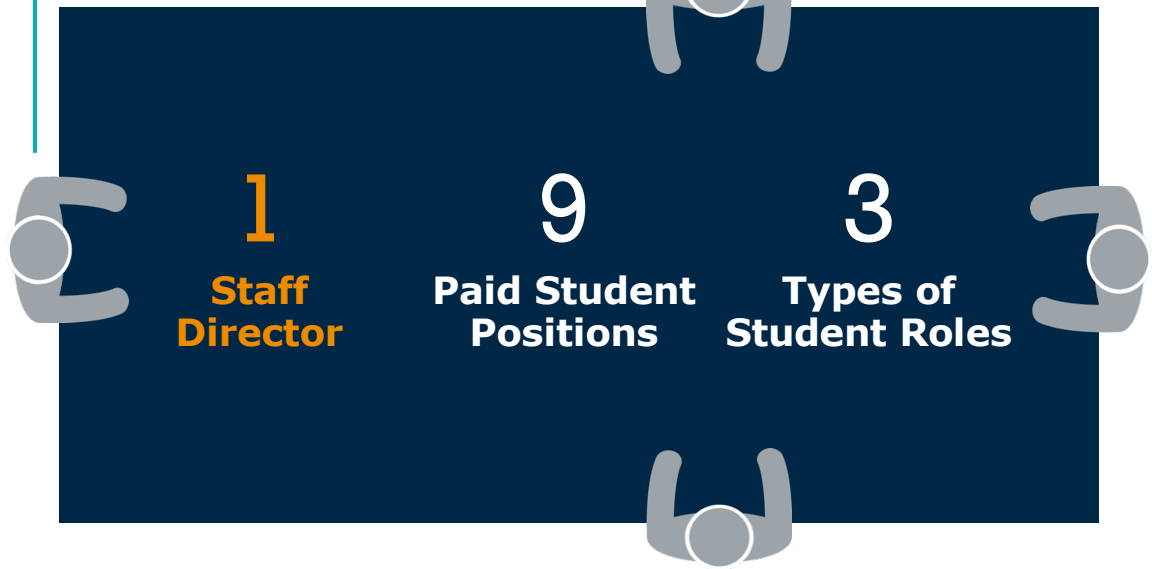
ELON UNIVERSITY

AI Teachers

Develop AI teaching materials, administer tutorials, and provide academic support through office hours

Director of AI Integration

Leads campus-wide AI strategy and implementation, and oversees student AI team



AI Researchers

Conduct AI research projects under faculty, analyze datasets, and assist with publications and presentations

AI Coordinators

Manage AI Hub website, coordinate events, and serve as liaison between AI team and campus partners

Source: Elon University, Elon, NC; EAB interviews and analysis.

Step-Wise Process for AI Pilot Success

Pilot Step	Case Study
1. **Showcase solutions to senior leaders first**	**Babson University**'s CIO gave its leadership team the chance experiment with M365[1] Copilot hands-on during a two-hour custom AI training, garnering excitement and interest in a pilot.
2. **Select units/roles with most apparent business need (and empower managers to decide)**	For its Google Gemini pilot, **Pepperdine University** targeted key roles that needed productivity boosts, such as executive assistants and office managers. Pepperdine also empowered managers to decide who would benefit from tool and how their teams would use it (e.g., development team compares their code to Gemini output).
3. **Train users early and continuously**	**University of South Florida** partnered with Microsoft to host webinars on how to use M365 Copilot to integrate it into daily use.
4. **Survey use to gauge efficiency gains**	**Babson University** deployed surveys at the beginning, middle, and end of their pilot to gauge impact of their 200 licenses of M365 Copilot. 83% reported saving five hours/week, 6% reported six to ten hours/week. 66% reported that Copilot made them more innovative.
5. **Build Community of Practice to collaborate on use cases**	**Auburn University** gathers participant feedback in semesterly surveys. Users with the most promising case studies are invited to present at a biweekly virtual Use Case Check-In, attended by 25-33% of active M365 Copilot license holders (1K total).

1) Microsoft 365.

Source: Babson University, Wellesley, MA; Pepperdine University, Malibu, CA; University of South Florida, Tampa, FL; EAB interviews and analysis.

AI Partnerships Reduce Startup Costs

AI Consortia Emerge Across Education Sector

UCSD Leases Out AI Assistant, TritonGPT

- TritonGPT is an AI-powered general and **role-specific assistant** (e.g., job description helper, fund manager coach)
- UCSD hosts TritonGPT at the San Diego Supercomputing Center

Status:

- Launched at UC Berkeley and San Diego State University
- In discussions with five other higher education institutions and state government entities

Empire AI Consortium Grants Access to Compute

- New York State **funds over $400M for AI research and innovation**
- **New AI computing center** will be housed at University at Buffalo

Status:

- Consortia members are a mix of public and private institutions in NY
- Ex: SUNY, CUNY, Cornell, Columbia, NYU, and RPI

SNHU Helps Establish Global Data Consortium (GDC)

- American Council on Education with SNHU founded GDC to:
  1) Democratize access to educational data (using synthetic datasets)
  2) Develop **AI models tailored to education**

Status:

- Any interested party can join by sharing their data
- Will launch with records of 30-35 million students if all committed organizations move forward

Source: Empire AI, "Responsible AI Innovation,"; University of California, "NEWS: TritonGPT webinar...," September 27, 2024; Work Shift, "ACE to Launch...," April 17, 2024; EAB interviews and analysis.

AI's Potential to Inflect to Key Goals in HE Sector

Increase Financial Sustainability

I.e., Reduce Costs

Long-Term Vision: Scaled Productivity Gains

Deploy AI applications across the enterprise at a scale that eliminates low-value activities, enables a greater output of work, and ultimately reduces operating costs.

More Immediate Vision: Individual or Team-Based Productivity Gains

Pinpoint areas where AI enables greater individual or team efficiency, laying groundwork for wider adoption.

Boosting Administrative Efficiency with AI

Increase Competitiveness

I.e., Grow Revenue

Long-Term Vision: Building an AI University

Faculty embrace AI and incorporate it into curriculum and research applications; prospective students seek out the institution as desired destination to prepare for an AI future.

More Immediate Vision: Enhancing Faculty (and Student) AI Literacy

Enable small-scale experimentation with AI as pedagogical tool as well as force transforming curriculum.

Engaging the Faculty with AI

Source: EAB interviews and analysis.

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