

AI in HEIs: moving from pilots to strategic adoption



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DE MURCIA

DIGITAL TRANSFORMATION OFFICE

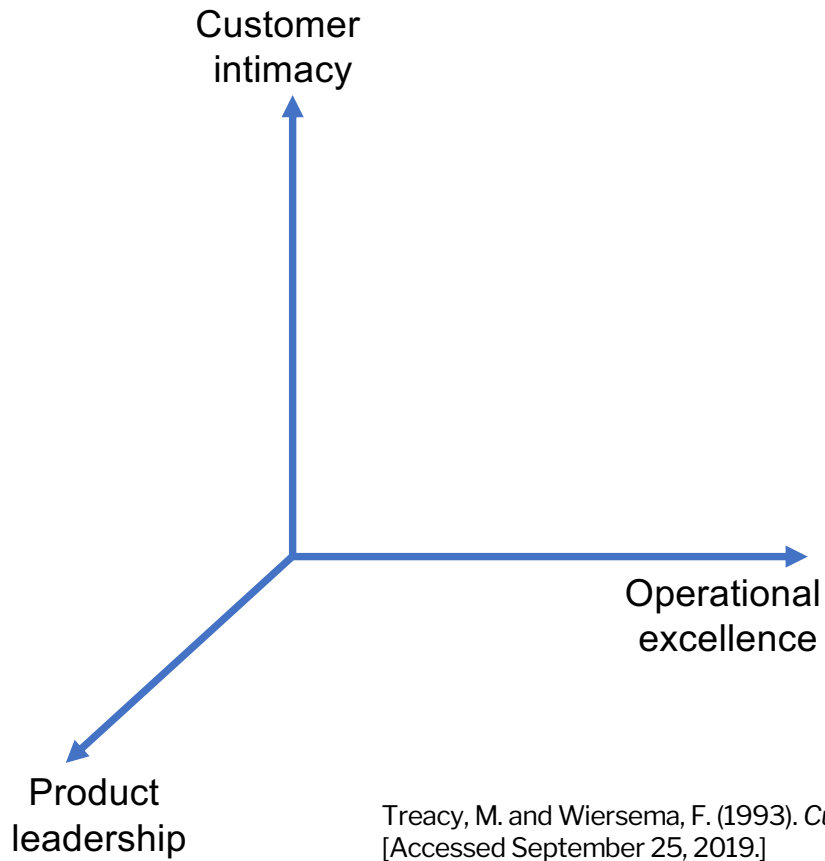
AI in Higher Education Institutions: “Mad men have taken the hospital”



AI-generated image

- **AI is widely accesible to everyone.** Students, faculty and staff are using existing solutions for whatever they consider interesting based on their own criteria.
- **There’s still many people unaware of the risks.** Some of the early adopters recommend and even teach other colleagues on the use of tools that do not provide the guarantees by their instituion.
- **Even those institutions that promptly promoted the use of AI are facing issues.** Different units are using tools based on different technologies and vendors, without any coordination. How can we scale?
- **The great challenge is how to evolve from uncoordinated pilots to a governed adoption of AI.**

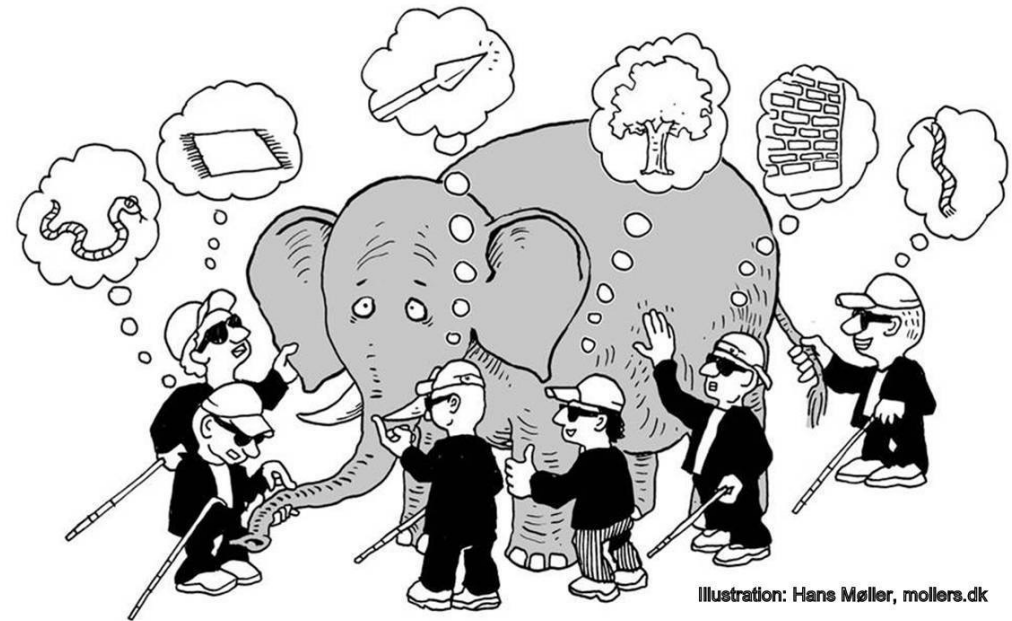
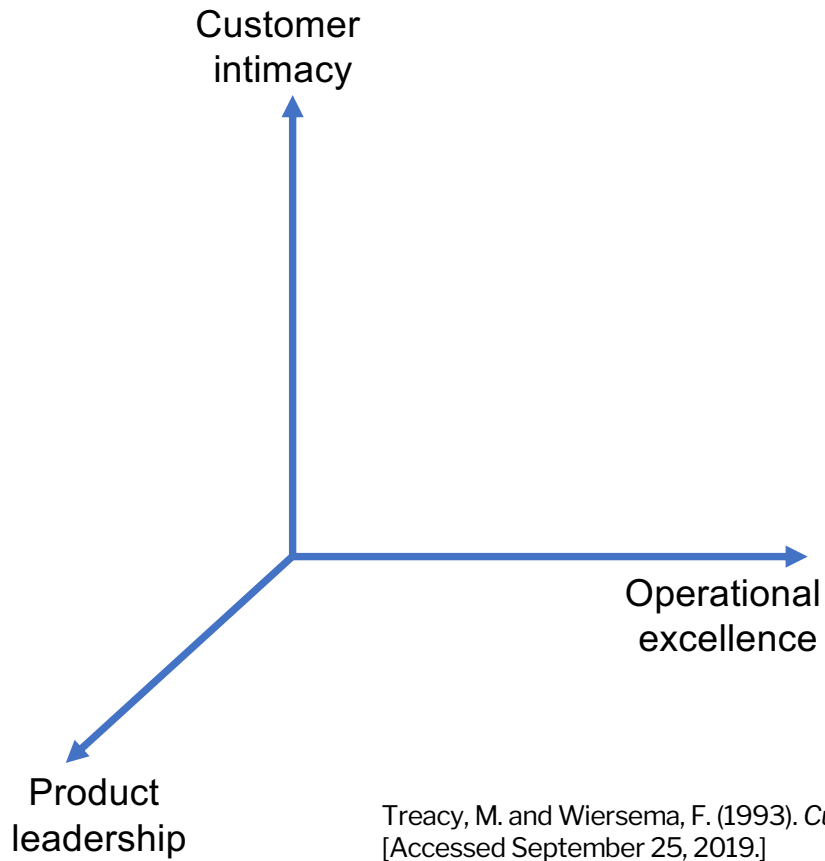
When Adopting AI, strategy and value proposition should come first



Basic processes	Differentiating processes

Treacy, M. and Wiersema, F. (1993). *Customer Intimacy and Other Value Disciplines* [online]. Available [here](#). [Accessed September 25, 2019.]

But institutional strategy is not enough...



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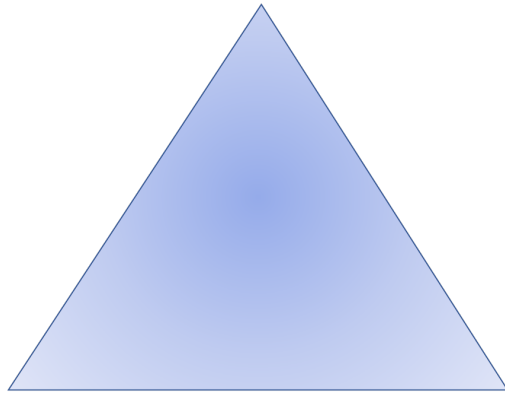
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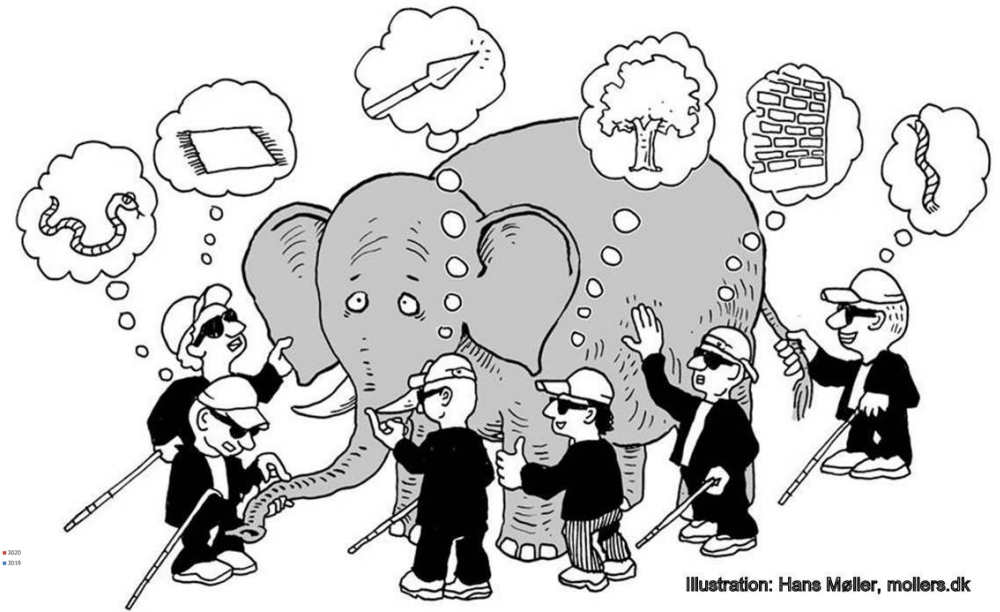
Culture



Strategy



Capabilities



Recommendations for AI adoption in HEIs

PREPARE THE PLAYFIELD:

1. Ensure adequate **data governance and management**
2. Optimize IT portfolio and free up enough **resources** for AI
3. Define your institutional **AI strategy**

TRAIN YOUR TEAM:

4. Define a **multidisciplinary team** to lead AI initiatives
5. Develop **internal AI capabilities** by teaching your faculty, staff, students and IT department
6. Establish a **normative framework** that guarantees a secure, ethical and responsible use of AI

SCORE GOALS:

7. Identify **opportunities** and prioritize **use cases**
8. Establish **alliances** and collaborations
9. Define and develop **pilots**
10. Evaluate and **scale successful pilots** institution-wide

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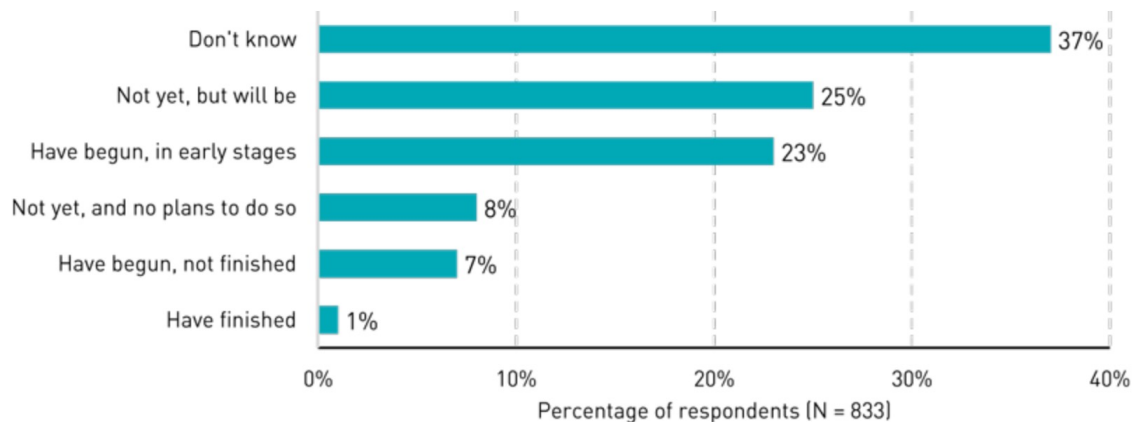
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1. Establish data governance and management processes

- **Foundation of AI:** The quality of data directly affects the quality of the results generated by AI or even the viability of using it.
- **Protection of sensitive information:** Proper data governance ensures that this information is protected and that its use complies with data protection regulations.
- **Facilitating collaboration:** Good data governance ensures that data is interoperable and accessible to those authorized, promoting collaboration and innovation.
- **Foundation for scaling and maintenance:** A solid data governance framework allows for the updating, maintenance, and expansion of AI projects in an efficient and effective manner.

Figure 16. Extent to Which Institutions Are Preparing Data to Be AI-Ready



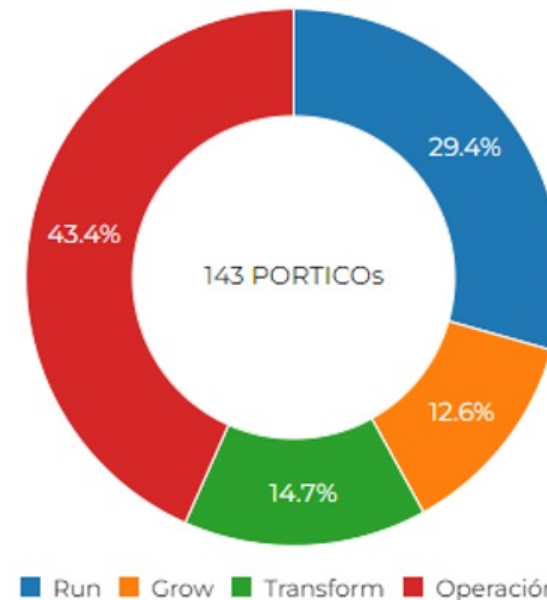
Fuente: EDUCAUSE AI Landscape study 2024

2. Optimize IT portfolio to leave room for AI projects

- **Goal:** to obtain the necessary resources to create the required space for AI.
- To align institutional objectives with the development and approval of an AI Strategy.
- Try to reduce daily operation to develop more projects
- **Make serious efforts to simplify processes, applications and focus on projects that provide institutional value**

Inversión 11.307.078,00€

43% maintenance
57% projects



3. Define AI-Strategy, not only recommendations



Teaching and Learning

Generative AI in Teaching and Learning

Generative AI is becoming increasingly integrated into all aspects of our lives, and educational institutions have a responsibility to explore how to use generative AI responsibly and ethically. At Laurier, we research faculty members of faculty on making the responsible use of generative AI in their courses and in aligning with the technology in creating the way in which the world interacts with the changing subject matter.

This resource is meant to be a beginning conversation about the newly evolving potential impacts on higher education that generative AI is having. There are suggestions to support:

- Academic Integrity & Cheating
- Academic Disruption
- Faculty Career Change/Retirement
- Academic Integrity & Cheating
- Academic Integrity & Cheating



Recommendations and Guidelines

AI in Teaching at Carleton: Opportunities and Challenges

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DC's Framework for Implementing Generative AI

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Generative AI

Generative AI for Teaching and Learning @ KPU

An Overview for Teaching and Learning



Generative AI at the U of Regina

Generative AI at the U of Regina

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AI, machine learning, and generative technologies

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ChatGPT and Generative AI in the Classroom

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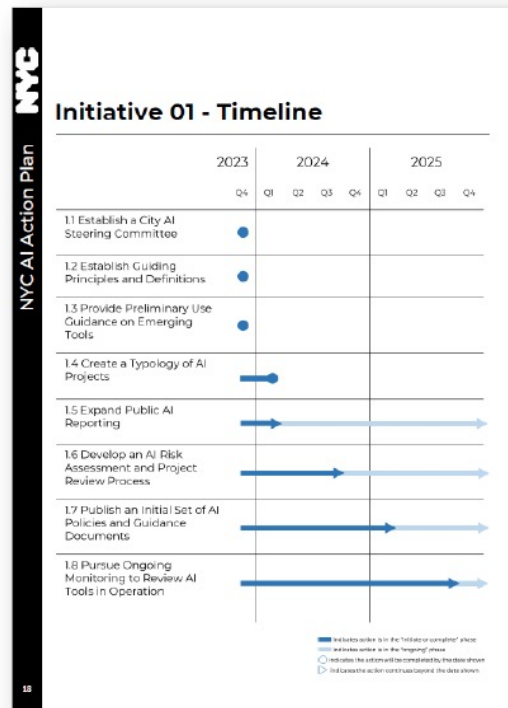


AI Technology and Academic Integrity for Instructors

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3. Define AI-Strategy, not only recommendations



NYC AI Action Plan

Initiative 04

Build AI Knowledge and Skills in City Government

Objective

Prepare city personnel to effectively and responsibly work with and on AI, recognizing that AI literacy is critical not just for those in technical roles, but also for the many public servants who use, manage, or make decisions about AI tools.

Target Outcomes

- City personnel engage with new AI knowledge resources and report that they are obtaining value from them.
- Agencies regularly leverage centralized resources for swift AI information sharing.
- Collaborations across industry, academia, and beyond lead to successful project engagements leveraging partners' expertise to address key challenges the city faces.

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Train your team

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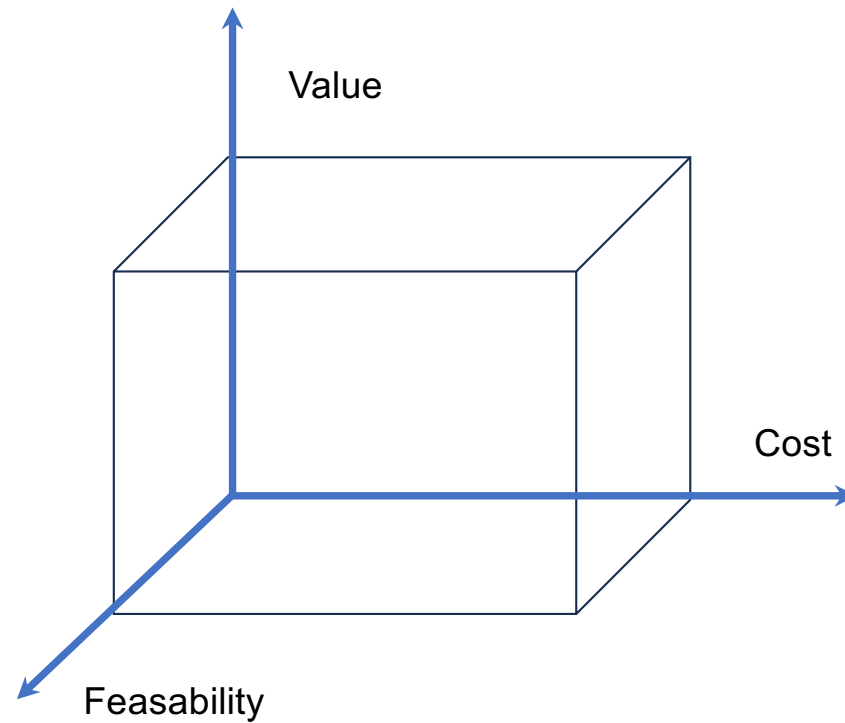
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7. Identify opportunities and prioritize use-cases

Aspects to consider:

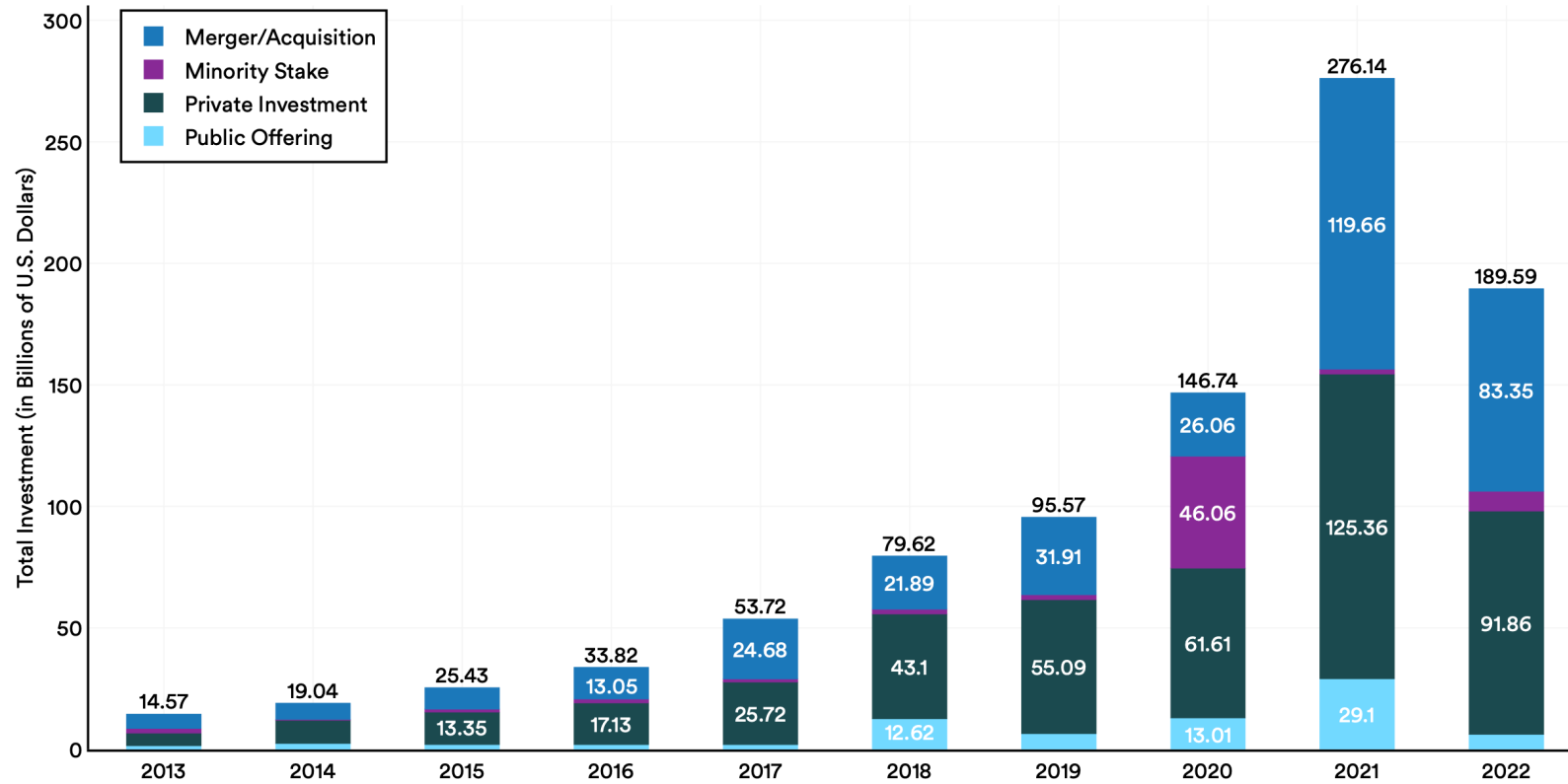
1. Strategic alignment
2. Value
3. Costs
4. Feasibility
5. Sustainability



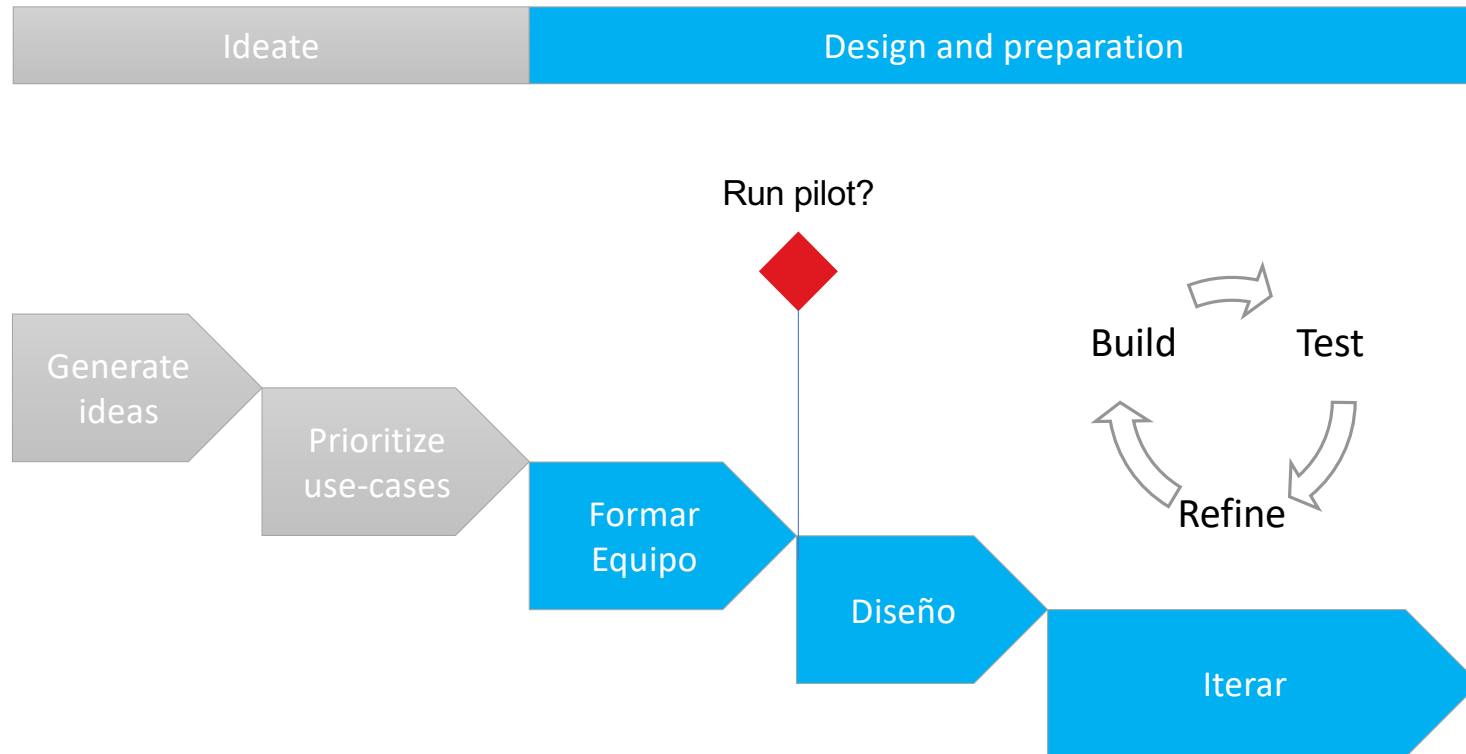
8. Establish alliances and collaborations

Global Corporate Investment in AI by Investment Activity, 2013–22

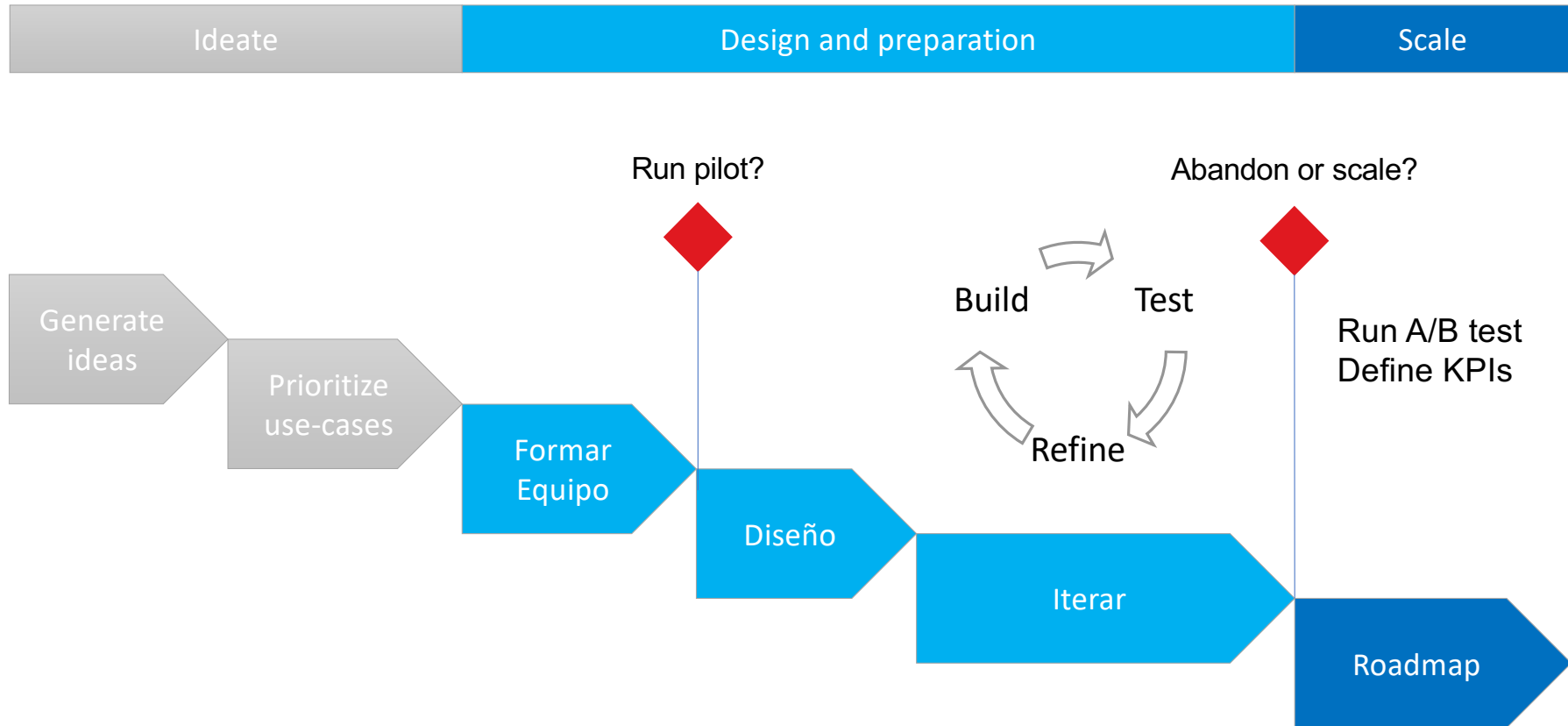
Source: NetBase Quid, 2022 | Chart: 2023 AI Index Report



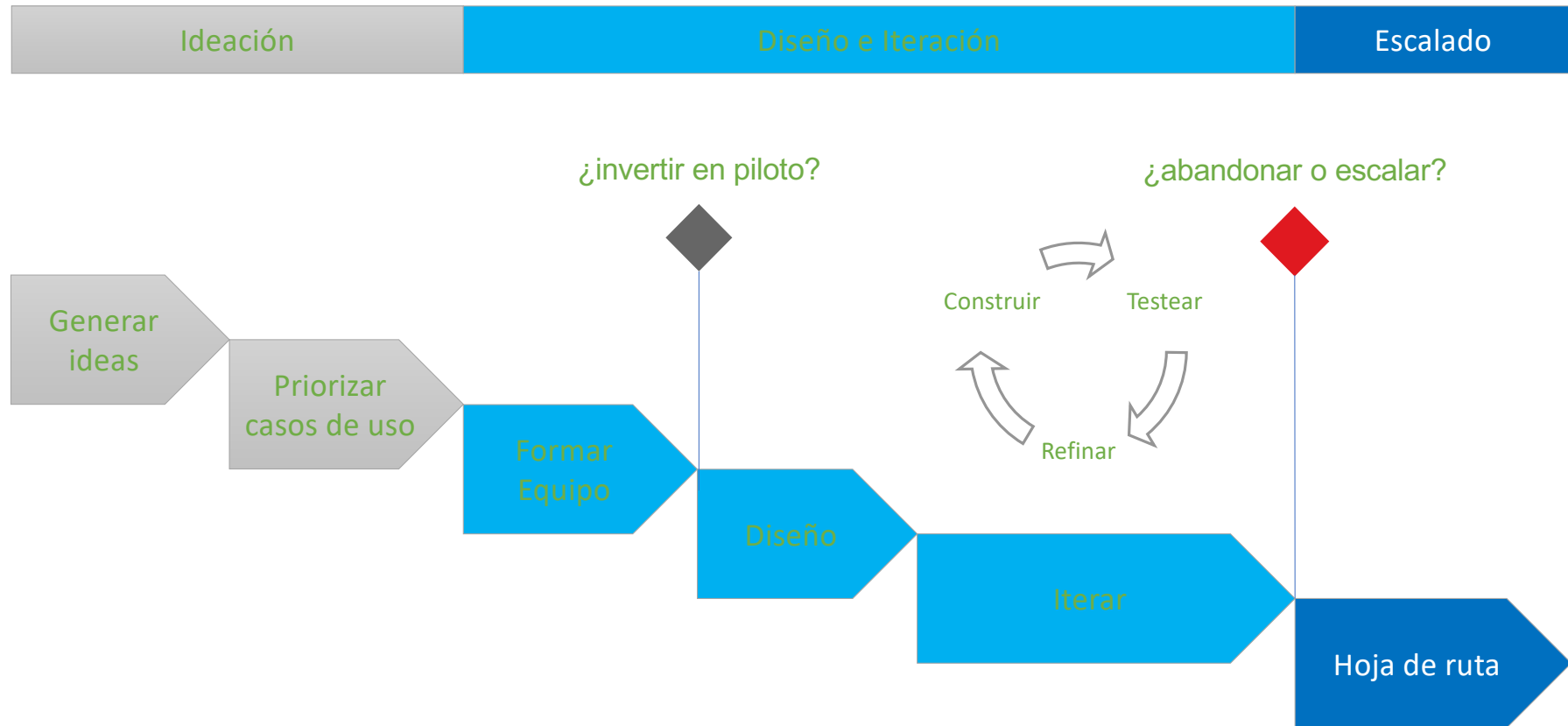
9. Define and develop pilots



10. Evaluate and scale up successful pilots



10. Evaluar y escalar pilotos exitosos al resto de la institución



Conclusions

- AI is currently the technology with the greatest transformative potential in the context of higher education. Not taking advantage of its opportunities can mean being left behind.
- The adoption of AI in the university must have clear leadership from the management team and a well-defined strategy that allows for an orderly, controlled implementation with the necessary resources.
- We must build solid foundations on which to support AI initiatives both in terms of internal training and the regulatory framework that ensures ethical, responsible, and safe use.
- It is essential to experiment in an agile manner, prioritizing those pilots that contribute to institutional improvement and scaling only those that are viable and sustainable.
- In the current context, it is impossible to adopt advanced AI solutions without the establishment of partnerships and collaborations.