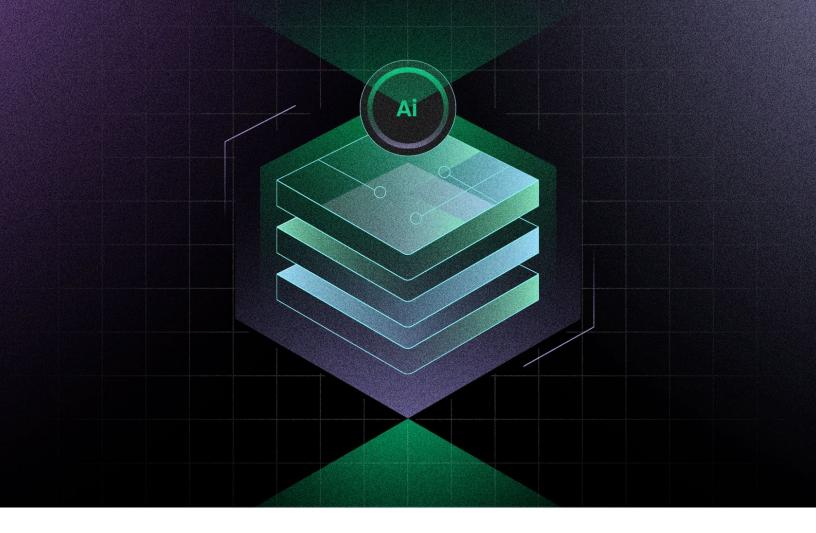
Bey nd

AI

Readiness Roadmap



Higher education is standing at the edge of its next great transformation. Just as the internet reshaped how we teach, learn, and work, artificial intelligence is now rewriting the rules of what's possible.

The difference? This wave is moving faster, with deeper implications for every classroom, office, and constituent interaction. Institutions that act now will not only gain efficiency—they will redefine their value, attract the next generation of learners, and lead their peers into a new era.

This playbook isn't theory or hype. It's a practical, step-by-step guide to help your institution harness Al responsibly, strategically, and effectively—so you can move from uncertainty to clarity, and from experimentation to real transformation.

Implementation Timeline

Steps 1-2

Less than 2 months

Steps 3-5

Within 12 Months

Steps 6-7

Past Month 12.

STEP 1 Conduct a Discovery Audit

Goal

Understand how AI is already being used (or misused) across campus.

- Survey all faculty and staff to gather AI use cases, tools, and workflows already in use, or under consideration for use. This activity is critical for several reasons:
 - Provides a baseline understanding of current adoption levels by department/role.
 - Helps identify where AI is already driving value or introducing risk.
 - Identifies shadow (unofficial) AI projects and tools such as homegrown bots, personal GPT accounts, LLM-powered apps, and more that often emerge in silos and can bypass security, compliance, or ethical review.
 - Finds areas of overlap where departments may already be using or considering AI tools that are redundant or in conflict with each other.

- Align the survey findings with institutional KPIs and strategic goals. For example, is a given tool impacting enrollment, retention, application speed, or faculty workload? If so, is it helping achieve key institutional goals? Quantifying AI's real or potential operational impact helps prioritize investments and mitigations.
- 3 List vendor contracts and pilot projects in play or under consideration.
 Cataloging external engagements goes a long way to ensure alignment with institutional strategy, while preventing redundancy and shadow (unknown to IT) ventures.
- Use the information gathered from previous sub-steps to evaluate data exposure. This is an early, mission-critical step to ensure no student or institutional data is entering public LLMs like ChatGPT, Claude, or Gemini without safeguards, or providing outputs that are not being audited for AI hallucinations that could create legal exposure to the institution. Keep in mind that sensitive data leaks into public models can create FERPA or compliance violations, even when unintentional.
- Review current department-level practices around file-sharing, Al-integrated plugins, and third-party tools to surface unintentional risks. Know that many common integrations (e.g., Zoom, Teams, Slack, LMS tools) may include embedded Al features that need vetting.

This body of work does not need to take months or years. At most institutions we serve, this work can be completed in 2-4 weeks through a series of well-facilitated listening sessions and follow-up digital surveys.

Here are some other things to keep in mind:

1_

Employee surveys typically return 60-80% responses. This may cause a significant gap in key insight. We recommend combining traditional surveys with in-person engagement (such as listening sessions) to ensure all shadow systems are identified early.

2_

This effort must be driven out of the President's office to ensure the highest quality results. When led by a cabinet member or IT, we find 3_

diminished engagement.
Listening sessions don't just need to focus on gathering information. They can be leveraged as ideation sessions and think tanks to get some early innovation going. We find that when facilitated well, these sessions generate significant buy-in from departments and individuals toward what comes next in the process.

STEP 2 Form (Or Optimize) Your Al Governance Committee

Goal

Establish entrepreneurial oversight, equitable prioritization, and ethical guidance as AI is deployed across the institution.

If starting from scratch, ensure this governance committee is representative of all key areas of the institution, including:



Faculty and







Legal and compliance



Ethics/ombudsman office



Administration



Students

This ensures multi-stakeholder input and builds cross-functional accountability and collaboration. It ensures voices from across the institution are represented and heard as projects and resources are prioritized. It also provides an opportunity for change-minded individuals in the institution to lead.

A WORD OF CAUTION ON TITLE-BASED MEMBERSHIP

The default behavior in higher education is to place individuals with high titles on governance committees. However, our research has found this not to be the optimal situation.



First, a primarily title-based assignment to the governance committee robs up-and-coming leaders of the opportunity to bring valuable insight to this process. Put simply, it may not be the most equitable move.

Second, having Entrepreneurial mindset is a key requirement for those tasked with leading AI governance at the institution. This is not to say that every person on the committee must have high risk tolerance or idea generation capacity. It does mean that the proper blend of "Entrepreneurial DNAs" is mission-critical to the committee's success. Our data shows that over 63% of higher education staff and managers have Specialist DNA – making them highly risk-averse and change-averse, and more likely to stop innovation in its tracks if it represents any level of risk to individual, departmental, or organizational reputation.

Having 1-2 individuals with Specialist DNA on the committee has tremendous value for obvious reasons. However, going by just titles, you risk having 70-90% of the committee driven by Specialist DNA - which means other key behavioral types such as Innovator DNA, Builder DNA, and Opportunist DNA - all critical to a great AI deployment - are left out of the environment.

Selecting the ideal candidates for the committee can be as simple as gathering a group of applicants and inviting them to take the BOSI Assessment

bosi.beyondacademics.com

Having the optimal blend of the 4 entrepreneurial DNAs on your governance committee will ensure the optimal outcomes, both short and long term. We also strongly encourage going deeper into the organization when seeking candidates for this committee. The closer they are to the front lines of facilities, students, technology, and operations, the more likely they are to be key contributors - as opposed to senior executives who are often far removed from the realities of the student and staff experience.

With governance committee candidates in place, move to the next sub-step in the process.

- Define committee responsibilities. Some of the potential roles this committee could play include:
 - Review proposed AI initiatives and prioritize them based on a transparent and accessible scorecard.
 - Maintain ethical and responsible use alignment - and provide ongoing guidance to staff and faculty on the rapidly changing rules of engagement with Al.
 - Act as a communication bridge between leadership and users. The committee should ideally serve as both a control point and a catalyst helping guide innovation while managing risk. As strategic priorities related to AI shift at the board and executive level, it is this committee that translates and deploys information in relevant ways to those impacted.

- Set governance protocols for decision-making, escalation, and transparency. Clear protocols reduce ambiguity, especially when fast-moving technologies raise urgent ethical or operational questions.
- Define role-level responsibilities for governance (e.g., who oversees curriculum, data usage, student services, etc.). This ensures there are no gaps or overlaps in ownership as Al initiatives scale across departments.
- Work hand-in-hand with IT and HR to sponsor professional development, innovation labs, idea hackathons, and more all designed to keep the workforce upskilled, while providing a healthy pathway for idea advancement, vetting, and adoption. In the absence of this effort, shadow systems and secret projects will proliferate driving significant risk to data and compliance.

Define Your Institutional Al Strategy

Goal

Clarify institutional priorities, align with capabilities, and pursue desired outcomes.

- J Identify core strategic areas where AI implementation is most needed at your institution (e.g., admin, academic, research, student experience, enrollment). This step anchors AI efforts to real institutional needs instead of opportunistic tool adoption or even chasing what peer institutions are prioritizing. This activity is best explored in a joint working session between the President's cabinet and the newly formed AI Governance Committee. Start with a facilitated working session/AI retreat, and leave the room with a prioritized investment strategy (e.g., 50% learning, 20% student success, 10% operations, 20% other).
- Map current institutional goals to potential AI use cases. For example, if student advising is a priority, explore chat-based LLM tools that augment that function. Balance innovation with resource constraints and mission alignment. Ensure that AI use cases enhance not distract from the institution's academic and social mission.

- Adopt an AI equity and inclusion strategy:
 - Ensure that historically underserved groups are going to benefit from the early list of Al initiatives.
 - Track equity-related KPIs (access, representation, outcomes).
 This aligns AI with relevant goals and helps prevent digital divide proliferation.
- Designate key talent roles (e.g., Chief Al Officer, Data Ethics Lead, Curriculum Advisor) based on the areas of Al innovation you are prioritizing. Having clear internal champions accelerates implementation and ensures decisions are technically and ethically informed.
- Allocate seed funding and resources based on strategic importance. Talk becomes cheap over time, so get moving on some early pilots and tests with the expectation and mandate to "fail fast and fail forward." Early investments may cover pilots, platform licenses, faculty stipends, or sandbox data infrastructure.
- Establish timeline milestones and success metrics. (KPIs) for AI at your institution. Define what success looks like at 3, 6, and 12 months for transparency and accountability. Be bold when it comes to testing some initial ideas to get quick wins and build momentum across the institution.
- Have the governance committee create a stakeholder roadmap with quarterly communication updates for affected groups. A regular cadence of updates builds buy-in and prevents AI work from becoming siloed or misunderstood. It also lays a healthy groundwork for change management in the future.

Develop a Responsible Al Use Policy

Goal

Set clear guidelines for appropriate and secure AI usage. Although relatively later in the process, this is a very important step in the process. As we guide institutions through their AI strategy and roadmap, we find that most institutions have developed their Responsible AI Use Policy very early in the process – often 2–3 years prior.

If your institution already has such a policy, we strongly recommend revisiting it through a "ground-up" exercise with the new Governance Committee. This is also a good time to invite outside advisors with expertise in legal, compliance, and AI strategy to parachute into Governance Committee meetings to ensure the policy is modernized and relevant for the rapidly changing AI landscape.

At a practical level, here are some things to do at this step.

- Draft or update the responsible use policy. Use clear, non-technical language to guide behavior across faculty, staff, and students. Avoid legalese. Keep it simple and conversational.
- Address ethical, legal, and data privacy implications. Ensure alignment with FERPA, HIPAA, Title IX, and other applicable frameworks. Make sure people understand the "why," not just the "what" to do (or not do) in order to ensure the best adoption.
- Include rules for institutional data usage when using external tools. Clarify which data can be used in tools like ChatGPT, and under what circumstances.
- ≥ Involve more than just the governance committee in reviewing and finalizing the policy. This ensures the policy reflects both strategic priorities and frontline realities.
- Communicate the policy broadly through internal channels. Use multiple touchpoints: intranet, onboarding packets, training sessions, and refreshers at department meetings. Short 1-2 minute videos in a series can go a long way to communicate critical messaging that often gets lost in documents.
- ≥ Schedule annual policy reviews to keep pace with tech/legal/ethical changes. Set a regular review cadence to adapt to evolving AI norms and regulations.
- Collaborate with peer institutions and share policies with each other to ensure there are no blind spots.

STEP 5

Build The Institution's Al Enablement Infrastructure

Goal

Create a secure, scalable environment for AI experimentation and deployment.

- Long before you have an enterprise-wide platform for Al deployment (something we strongly recommend over having dozens of point systems and SaaS tools each operating with its own Al), you need a place where staff and faculty can innovate without risk to core institutional processes or data. To facilitate this environment, we recommend the following:
- Design internal sandboxes or walled gardens for AI testing.
 Allow experimentation in a controlled environment without risking institutional data or reputations. Invite students to collaborate with staff and faculty to use design thinking and pursue rapid prototyping in this environment.
- Secure necessary partnerships (e.g., OpenAI, Microsoft, Anthropic). Formal partnerships provide access to enterprise-grade features and compliance assurances.

- Set access controls and compliance checks. Use role-based access, MFA, and usage logs to prevent misuse or accidental data exposure.
- Substitution of the control of th
- Monitor usage and iterate on infrastructure design. Gather feedback and usage data to refine provisioning, access, and tooling.
- Define technical architecture for AI workloads: data flow, API management, and access control layers. Lay down foundational blueprints so AI workloads can scale reliably across use cases.

IT Maturity model:



A CALLOUT TO CIOS



As you read through the action items for Step 5, it should become clear how much of a transformation likely needs to happen within your IT organization. An IT organization staffed primarily with security, infrastructure, and developer talent will struggle to support any enterprise-wide AI initiative. It is critical for your IT department to undergo an independent assessment of current capabilities, capacity, resourcing, and strategy to ensure the department is being provisioned to transform at the speed AI will need it to. It is our finding that a significant majority of IT departments today operate in Level 1 and/or Level 2 of the IT maturity model. As long as they remain there, your institution will struggle to operate and thrive in an AI world.

IT departments need to continue delivering Level 1 and Level 2 service, while expanding the bench to offer Level 3 (and in some cases) Level 4 expertise. This is not an overnight thing. It can take months or even years to restructure an IT department for Level 3 and Level 4 execution. We strongly recommend pursuing this concurrently with Steps 1-4 so that the IT department is ready for Step 5 and 6 deployments.

STEP 6 **Build AI Competency Across The Institution**

Goal

Empower campus users with AI knowledge and tools. As small innovations and pilots turn into institution-wide adoption, preparing staff and faculty for the Future of Work is a must. To do that, we recommend the following:

- Design training programs (beginner to advanced). Segment content for non-technical users, instructors, IT staff, and researchers.
- Develop learning materials (videos, guides, live sessions). Use real-world campus examples to illustrate responsible use and best practices.
- Host workshops and office hours for departments. Create space for experimentation, dialogue, and trust-building. NOTE: This is only possible when the IT department has reached Level 3 Maturity.

- ≥ Publicize tools, policies, and infrastructure access points. Ensure users know what's available, what's allowed, and where to get support.
- Design experiences for each audience: Faculty, staff, executives, and students. Tailor training to their distinct needs - from pedagogical innovation to building AI agents.
- Embed AI literacy into all curricula as a formal objective:
 - Add AI modules into general education, digital fluency, or orientation courses. **Future-proof students** by making AI a baseline competency across disciplines.
 - Co-develop course materials with instructional designers and ethics advisors.



Somewhere between steps 4, 5, and 6, your institution - led by the Al Governance Committee and IT must embark on the journey of visualizing the adoption of an enterprise-wide AI platform. Vendors like ServiceNow, Oracle Cloud Infrastructure, Amazon Web Services, and others will fight for the opportunity to be the enterprise-wide backbone of your AI deployment. Engagement platforms like Intellicampus are candidates to be the experience layer that sits on top of these platforms to deliver the "single pane of glass" Al experience for students, staff, and faculty.



Regardless of which vendors you end up teaming up with, we strongly recommend that the search not be conducted exclusively by IT or the business. An interdisciplinary team should be part of visioning for the future - based on exactly what your institution wants. With that clarity, find the vendor(s) who can deliver exactly what you are looking for. Otherwise, you stand the risk of what many SIS buyers in the 1990-2022 window faced. They bought based on a vendor-led set of features and priorities - only to find themselves shoehorning the institution into practices that were not designed for them.



The AI transformation is your license to dream and reinvent every aspect of the student and staff experience - without constraints of the past - and find (or build) the platforms that allow you to innovate on, rather than be forced into a set of rigid processes that don't work for you.



Remember that we have entered an age where a person with little-to-no software skills can drag-and-drop to build AI agents that can do the seemingly impossible. The platform you adopt for enterprise-wide AI must offer this capability so you are not locked into the company's product roadmap - but can build your own.



Step 7 begins as soon as those small pilots in the AI enablement sandboxes from Step 6 are launching, but must certainly be activated when you move to the long-term platform(s) mentioned above.

STEP 7

Monitor, Evaluate, and Adapt

Goal

Establish a culture of continuous improvement and governance agility.

- Apply the Deming Cycle (Plan-Do-Check-Act) to AI initiatives. This means each AI implementation should follow a learning and iteration model.
- Review metrics, outcomes, and feedback from users. Collect quantitative and qualitative feedback regularly. By now, you'll be an Al-driven institution - so even your feedback collection can be Al-driven using agents that collect data in unobtrusive ways, and report them back with predictive analytics in real time to decision-makers. This means no more Survey Monkeys to design and email out.
- Continuously improve governance, policy, and infrastructure. This goes back to having a blend of entrepreneurial DNAs on the committee. Specialist DNA will want to stick with tradition and established protocols/procedures. The other DNAs in the room will constantly push for improvement, optimization, and refinement. Refine based on what's working, what's failing, and what's emerging. Pay close attention to what users and "customers" are saying.
- Update training content based on real-world usage and needs. Let faculty, students, and staff shape future training based on their experiences.
- As an ongoing practice, use a structured Pilot Evaluate Scale loop:
- Evaluate all AI implementations 60–90 days post-launch.
- Use feedback to inform scaling or pivot decisions.
- Avoid enterprise-wide rollouts without field validation.
- Measure impact on institutional equity and inclusion regularly.
- Ensure AI doesn't just serve a segment of tech-savvy students but expands access and opportunity.
- Decide what success looks like, and hold all involved accountable to deliver that outcome. Whether enrollment, retention, continuation, completion, workforce efficiency, cost savings, or just positive experience reviews, use AI to track and report true ROI so that ongoing investments into this area are substantiated and supported.

SUMMARY

The future of higher education will not wait. Al is already reshaping how students learn, how staff work, and how institutions deliver on their mission. The question is not if your campus will adapt, but how quickly and effectively you will move. By following this playbook, you now hold a clear, practical path forward—one that balances innovation with responsibility, efficiency with equity, and experimentation with strategy. The opportunity before you is unprecedented: to lead your institution into a new era of relevance, resilience, and impact. The only missing piece is your decision to act—today.

The President's Action Plan

As much as you may want to delegate the Al transformation at your institution to your Provost, CIO, or COO, we strongly encourage you to lead this effort for a minimum of 36 months from the start of the process. Unless you, the president, remain the executive sponsor of the work ahead, it will splinter off into silos and fiefdoms and die a slow death.

The AI transformation is going to be bigger and more radical than the internet or even the industrial revolution. It is going to change how people work, how learners learn, and how outcomes are reached. Everything (and we mean everything) about the way higher education operates is about to change, and nobody at the institution is equipped with the vision and influence you have. It is our opinion that no task on your plate is more consequential than ushering your institution through the early days of this transformation.

Much of the strategic and tactical work can certainly be handed off to executives, committees, and other teams, but the overall vision, direction, and battle cry must come from you.

To that end, here are some things to consider:

Anchor AI in the Institutional Mission

Frame AI adoption as a means to enhance educational access, personalization, operational efficiency, and/or institutional resilience. Make it clear that AI is not an end in itself but a strategic tool to amplify mission delivery.

"We're not adopting AI for novelty — we're using it to better serve our students, optimize our resources, and prepare for a digital future."

Present AI as a Long-Term Investment & The New Normal

Boards think in terms of risk, return, and sustainability. Emphasize how early investments in AI can help position the institution for initiatives such as better data-driven decisions, improved student outcomes, and new revenue streams.

Show clear ROI pathways and position AI as a competitive differentiator among peer institutions.

3 Address Governance and Risk Proactively

Anticipate board-level concerns by offering a responsible AI framework:

- Commit to transparency, bias mitigation, data privacy, and shared governance under your executive sponsorship. They will like to hear that you will continue to "own" this lane for the foreseeable future.
- Demonstrate the formation of a cross-functional AI governance committee (with faculty, IT, legal, and student reps) to ensure ethical and inclusive implementation.
- Share plans to engage an advisory firm to help guide strategy, coach/mentor the governance team, and assist IT in their AI readiness planning

Benchmark and Scenario Plan

Task IR or IT to study what peer institutions are doing. Start with market leaders like Stanford's AI+ initiative and Georgia State's use of predictive analytics. Then drill down to peer institutions and establish the pace at which you envision AI adoption at the institution. Present the board and the institution with one of three visionary scenarios.

- Low investment: Things like basic automation of back office tasks, AI for fraud prevention, etc. (\$50-150k)
- Moderate investment: E.g., an enterprise-wide AI platform driving Future of Work for staff, and an "Amazon-like" experience for students. (\$250-750k)



Communicate the Vision Internally: Staff, Faculty, and Students

a. Start with a Unifying Narrative: Launch with a clear, aspirational message such as:

"We're embracing Al not to replace our people, but to empower our educators, support our students, and lead in a changing world."

This reduces the fear staff have about being replaced, while positioning the initiative as inclusive, mission-aligned, and future-focused.

b. Faculty Engagement Through Empowerment

- Co-create AI classroom tools with the Provost and faculty.
- Provide funding and training for experimentation (AI in curriculum, grading, tutoring).
- Reinforce the message of AI as an assistant, not a replacement focus on augmentation.
- Make early adopters visible and reward innovation through AI Teaching Fellowships or pilot programs.

c. Support Staff Through Investments Into Tools and Upskilling

- · Advocate for how AI will reduce tedious tasks, not reduce headcount.
- Ensure HR/Professional development offers reskilling programs for administrative and IT staff in AI fluency, prompt engineering, and change management.
- Create open forums and feedback channels to surface concerns directly to you - early in the process. This transparency will drive adoption, enthusiasm, and a willingness to accept change.

d. Engage Students In the Process

- Position AI as part of career readiness: "AI fluency is your competitive edge." This ensures an equitable deployment of AI across all student groups.
- · Launch Al literacy workshops, co-curricular microcredentials, and student-led AI clubs or incubators. This allows the entrepreneurially minded students to leverage the AI investments the institution is making - from staffing and tools to infrastructure.
- Solicit student input on ethical use, campus applications, and how they want to learn with AI. These focus groups would ideally feature you - interacting directly with students - to demonstrate the institution's commitment to an Al future.

The Role of Innovation Labs

As your institution embarks on this AI journey, engagement of constituent groups is a mission-critical part of managing the change ahead. Understand that, as exciting as AI is - and as powerful as it will be in improving the lives of students, staff, and faculty, there will be resistance.

One way to mitigate that resistance to change is to invite people into the innovation process. Offering such a pathway to AI innovation also accomplishes the following:

- Creates a Culture of Experimentation
 Innovation labs and hackathons encourage interdisciplinary
 collaboration among students, faculty, IT staff, and
 administrators. These settings lower the barrier to proposing
 bold ideas and foster a mindset of rapid iteration and learning.
- Surfaces Real Problems

 By including stakeholders from diverse domains (e.g., admissions, facilities, teaching, student life), these activities help expose pain points or inefficiencies where AI might make a meaningful difference—such as automating scheduling, tutoring, or predictive maintenance.
- 3 Allows For Prototyping and Validating Quickly

Hackathons create time-bounded environments where teams can test AI solutions on real data, producing early-stage prototypes that can be further developed through formal projects or grant funding.

Builds Institutional Awareness & Change Elasticity

When results from these events are shared broadly—via demo days, campus newsletters, or internal roadmaps—they raise awareness of Al's potential and help align departmental goals with tech-forward strategies. It also gains followers and influencers who can help drive the message of change as a positive outcome.

The Step-by-Step Process for Deploying Al Innovation On Campus



Define Strategic AI Focus Areas

- Identify institutional priorities (e.g., student retention, personalized learning, operational efficiency). The AI governance committee and the president's vision/manifesto will provide this direction.
- Determine high-value Al use cases that map to those goals. This can be done
 centrally by the governance committee, or a "call for papers" or invitation
 for ideation can be opened up to the institution at large.



Implement a Project Intake and Review Process

- Establish a simple submission portal for ideas (from faculty, students, or staff).
- Form an advisory board to review proposals based on feasibility, impact, and alignment.



Set Up an Al Innovation Lab or Working Group

- Provide the best ideas with coaching, guidance, and resourcing, very much like a startup incubator would provide a tech startup.
- Provide basic infrastructure (cloud credits, sandbox environments, access to datasets).
- Create governance for project review, data ethics, and compliance.

Step 4

Offer Idea Sprints and Hackathons For Students and Staff

- Organize recurring events (e.g., semesterly AI hackathons, "AI for Good" sprints).
- Use themes like "Al in Education," "Smart Campus," or "Al and Mental Health" to guide ideation.
- Encourage partnerships with industry for mentoring and prize funding.



Pilot & Incubate Promising Projects

- Choose the top ideas coming out of Steps 3 and 4 to receive small-scale funding or course credit.
- Assign faculty advisors and offer technical mentorship (from internal or external experts).
- Ensure ethical, inclusive, and FERPA-compliant use of Al.



Measure Outcomes & Institutionalize Success

- Develop KPIs for each project (e.g., time saved, user satisfaction, accuracy improvements).
- Scale successful pilots into enterprise tools or policy changes.
- · Capture learnings and publish findings in internal reports or academic forums.

Step 7

Create a Feedback Loop

- Share outcomes broadly across campus.
- Encourage iterative improvements through additional rounds of hackathons or open office hours.
- Develop a living roadmap of campus AI initiatives that updates yearly.



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- Board and Cabinet Visioning & Alignment
- Institution-Wide Alignment ThinkSpaces

- Governance Frameworks
- ≥ BOSI Entrepreneurial
 Behavior Assessment [Free]
- ≥ Responsible Use Policy Template
- → IT Maturity Assessments
- → Technology Stack Readiness Assessment

- ≥ Enterprise-Wide AI
 Platform Development
- ≥ Intellicampus Agentic Al Platform Implementation
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- Vendor Diligence / Scan
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