GENERAL ASSEMBLY·ARTIFICIAL INTELLIGENCE WORKING GROUP·SEPTEMBER 2026

Building an AI-Enabled University

Institutional AI Strategy Update

Presented by Paul Lavoie
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Co-Chair, AI Steering Committee

49	leaders certified
43	projects prioritized
5	colleges planning

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What we will cover

Why now	The strategic case for moving deliberately, and moving early	3 min
Our strategy	Five pillars, and what makes our approach different	5 min
How we govern it	The AI Steering Committee, policy, and responsible use	4 min
Where this leads	The connected university, and our roadmap through 2027	5 min
How we will know it is working	Measures of success, and the risks we are managing	3 min

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Artificial intelligence is transforming every industry our graduates will enter. Our responsibility as a university is not simply to react to that change, but to lead it.

Jens Frederiksen
President, University of New Haven

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Two ways an institution can respond

Our strategic position

MOST ORGANIZATIONS

Experimenting with AI

- Isolated pilots owned by individual departments
- Tools purchased before problems are defined
- Training treated as optional and voluntary
- Policy written only after something goes wrong
- Progress that depends on a few enthusiasts

UNIVERSITY OF NEW HAVEN

Building an AI-enabled university

- One coordinated institutional portfolio
- Capability built in people before tools are bought
- Leadership certified first, from the President down
- Governance and policy established up front
- Academics, operations and students advancing together

"Most organizations are experimenting with AI. We are building an AI-enabled university." — Paul Lavoie

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Where we stand today

Foundation laid in the first phase of the strategy

49
university leaders
AI Certified Business Professionals, including President Frederiksen

43
implementation projects
Identified and prioritized across administration, academics and operations

5
colleges
Each developing a college-specific AI adoption plan

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steering committee
Coordinating the full portfolio across academic and administrative units

Coordinated as one institutional portfolio — not 43 separate experiments.

The strategy rests on five pillars

Each one reinforces the others

1	**Build AI literacy across leadership**	Certification for senior leaders, then faculty and staff development, anchored in the University AI Literacy Framework.
2	**Govern through the AI Steering Committee**	A single body coordinating planning and implementation, reviewing initiatives, and setting policy across every unit.
3	**Consolidate divisional and college plans**	Plans gathered from divisions, departments and all five colleges into one tracked institutional registry.
4	**Benchmark against the field**	Commissioned research on institutions with formal AI programs, the higher education AI landscape, and adoption best practice.
5	**Drive institutional transformation**	AI treated as a change in how the University works — productivity, decision-making, innovation and workforce readiness.

Governance: the AI Steering Committee

Senior ownership, cross-institutional by design

The committee's mandate

- Coordinate implementation across academic and administrative units
- Review and prioritize the process for approaching proposed initiatives
- Maintain the consolidated registry of institutional AI plans
- Commission benchmarking and best-practice research
- Advance policy development and responsible-use standards
- Ensure a responsible and strategic approach to adoption

Co-chaired so that institutional strategy and technology capability advance together, neither ahead of the other.

Membership

CO-CHAIRS

Paul Lavoie
VP, Corporate Partnerships & Innovation
Vin Mangiacapra
Chief Information Officer

MEMBERS

Nancy Savage · Provost and Senior VP for Academic Affairs
Greg Eichhorn · VP for Enrollment Management
Brian Otis · VP for Advancement

In parallel, the deans of all five colleges are developing college-specific adoption plans.

Responsible by design, not by exception

The commitments that constrain every initiative in the portfolio

Ethics

Every initiative is assessed against institutional values before it is approved to proceed, not after it is built.

Transparency

Students, faculty and staff are told where AI is used and how it affects them. No hidden decisioning.

Human judgment

AI informs decisions about people; it does not make them. A person remains accountable for every consequential decision.

Student success

The test for any initiative is whether it improves the student experience or the outcomes our students achieve.

These commitments are being written into University policy alongside the AI Literacy Framework — so they outlast any individual leader, tool or vendor.

Where AI creates institutional value

Four outcomes we are managing toward

Productivity
Reclaiming staff and faculty time from routine administrative work and redirecting it toward students

Decision-making
Better information, available sooner, to the people who are accountable for the decision

Innovation
New programs, services and research capability that were not practical for an institution of our size

Workforce readiness
Graduates who can apply AI in their field on day one, and partners who see us as the source of that talent

Developing people. Enhancing productivity. Improving the student experience.

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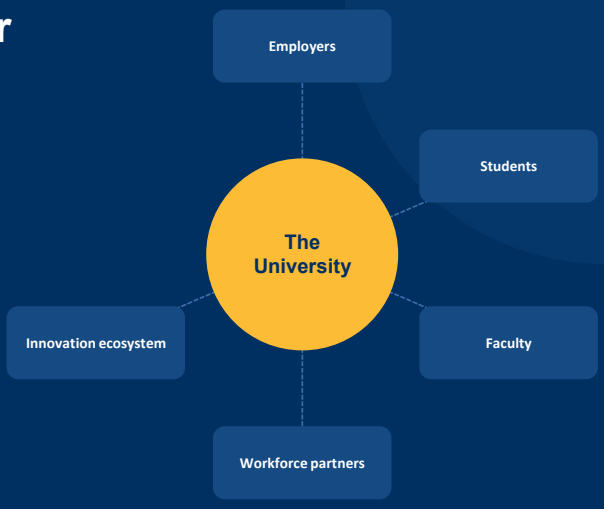
WHERE THIS LEADS

A single intelligent front door

The strategic prize is not any one system. It is connection. Today an employer, a student, a faculty member and a workforce partner each enter the University through a different door — and often cannot see what the others are doing. The strategy is to make the institution navigable as one intelligent whole.

"We are becoming an AI-enabled university that uses artificial intelligence to connect employers, students, faculty, workforce partners and the innovation ecosystem through a single intelligent front door. " – Paul Lavoie



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The roadmap

From foundation to institutional differentiation

PHASE 1
Foundation

Largely complete

- Leadership certification
- Steering Committee established
- Plans collected and prioritized
- Benchmarking research delivered

PHASE 2
Scale

Underway through 2027

- Prioritized projects implemented
- Faculty and staff development
- Curriculum integration by college
- Policy and responsible-use standards

PHASE 3
Differentiate

Beyond 2027

- The connected university realized
- Student AI readiness at scale
- Ecosystem and industry leadership
- Best practice shared statewide

We are at the transition from Phase 1 to Phase 2 — the point where capability becomes visible in operations and in the classroom.

How we will know it is working

The measurement framework now being established

Capability	Leaders, faculty and staff certified or trained; breadth of AI literacy across units
Adoption	Initiatives moved from plan to production; share of divisions with active, governed use
Operational impact	Staff time reclaimed, service response times, and cost avoided in targeted processes
Student readiness	Students completing AI-related learning; employer feedback on graduate preparedness
Partnership value	Corporate engagements, sponsored projects and hiring outcomes attributable to the strategy

Baselines are being set now so that Phase 2 can be reported in outcomes rather than activity.

The risks we are managing

Named openly, with the mitigation in each case

Data privacy and security
Governance and CIO co-chairship put technical review inside the approval path, not after it

Academic integrity
Faculty-led standards by college, with the AI Literacy Framework setting shared expectations

Uneven adoption
Development extends beyond the senior team; the registry exposes units that are falling behind

Vendor dependence
Capability is built in our people first, so tools remain replaceable

Pace of change
Benchmarking is continuous rather than one-time; priorities are re-reviewed each cycle

Erosion of human judgment
Policy holds a named person accountable for every consequential decision

Each of these is reviewed by the Steering Committee on an ongoing basis, not assessed once at the outset.

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Technology alone does not create advantage. People do.

— Paul Lavoie

LEADERSHIP | LEARNING | INNOVATION | IMPACT

Preparing students, faculty, staff and industry partners for an AI-enabled future

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