



The Commission on
INDEPENDENT
Colleges & Universities
in New York

2025 SUMMER WEBINAR SERIES

Leadership Priorities in the Age of AI: Strategy, Innovation, and Impact

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Leadership Priorities in the Age of AI: Strategy, Innovation, and Impact

Presented to the Commission on Independent Colleges and Universities in New York (CICU)

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Session Overview

1

Purpose

Equip institutional leaders with a framework for strategic AI integration that aligns with institutional values while addressing emerging challenges and opportunities

2

Outcomes

Develop a comprehensive leadership approach to AI governance, implementation, and innovation within your institution's unique context and mission

3

Application

Create an actionable roadmap for harnessing AI's potential while mitigating risks through thoughtful policy development and stakeholder engagement

The Evolving AI Landscape

1

2010-2017

Early AI adoption in administrative functions and basic learning tools

2

2018-2020

Predictive analytics for student success; experimental AI in teaching

3

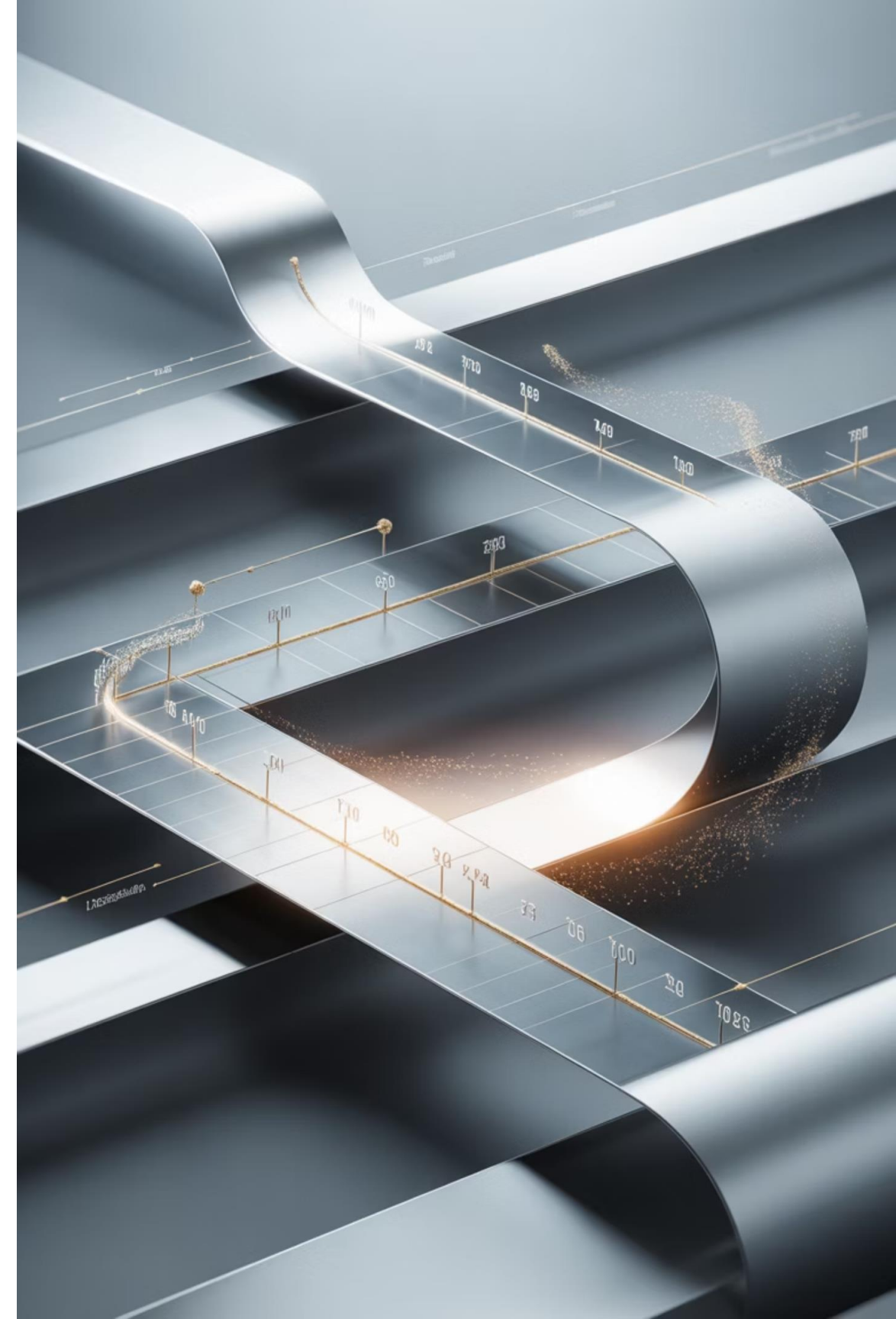
2021-2022

Advanced machine learning integration; pandemic accelerates digital transformation

4

2023-Present

Generative AI revolution transforms content creation, research, and academic integrity frameworks



Why This Matters for Higher Education Leadership

The AI revolution presents unprecedented strategic challenges requiring executive-level vision and direction. As institutional leaders, your decisions today will shape your institution's competitive position, educational quality, and relevance for decades.

The question is not whether AI will transform higher education, but *how* institutions will *transform themselves in response*.

Strategic Alignment

Ensuring AI initiatives support core institutional mission and values

Innovation Leadership

Positioning your institution at the forefront of educational advancement

Risk Management

Addressing ethical, equity, and academic integrity concerns proactively



Strategic Pillars for AI Leadership

A comprehensive leadership approach requires attention to three critical domains

Pillar 1: Enrollment & Access



AI-Enhanced Recruitment

Personalized outreach at scale using predictive models to identify and engage promising prospects, particularly from underrepresented communities




Data-Driven Decision Making

Advanced analytics to optimize admissions processes, financial aid allocation, and enrollment forecasting with greater precision



Personalized Onboarding

AI chatbots and customized communication flows to improve yield and smooth transitions for incoming students with 24/7 support

 **Equity Consideration:** Monitor algorithmic bias in recruitment and admissions processes to ensure AI tools expand rather than limit access

Pillar 2: Workforce Readiness



- **AI-Informed Curriculum**

Integrate AI literacy across disciplines, ensuring graduates understand both technical capabilities and ethical implications

- **Industry Alignment**

Partner with employers to identify emerging AI skills gaps and develop responsive academic programming

- **Career Services Transformation**

Deploy AI-powered career matching, skills assessment, and job placement analytics

We're not just preparing students for jobs that use AI—we're preparing them for a world transformed by AI."

Pillar 3: Faculty Engagement

1

Reactive Approach

- Policy focused primarily on restrictions
- Limited training on detecting AI misuse
- Faculty left to navigate changes individually
- Resistance and anxiety dominate discourse

2

Proactive Leadership

- Comprehensive faculty development program
- Communities of practice to share innovations
- Recognition for AI teaching excellence
- Faculty as partners in policy development

Faculty engagement represents the most critical leverage point for institutional AI transformation. Their expertise, creativity, and buy-in will determine whether AI becomes a transformative educational tool or merely an administrative efficiency.

Case Insights: Opportunities and Equity Risks



Learning Innovation

Northeastern University deployed personalized AI tutors showing 23% improvement in STEM course completion among first-generation students



Surveillance Concerns

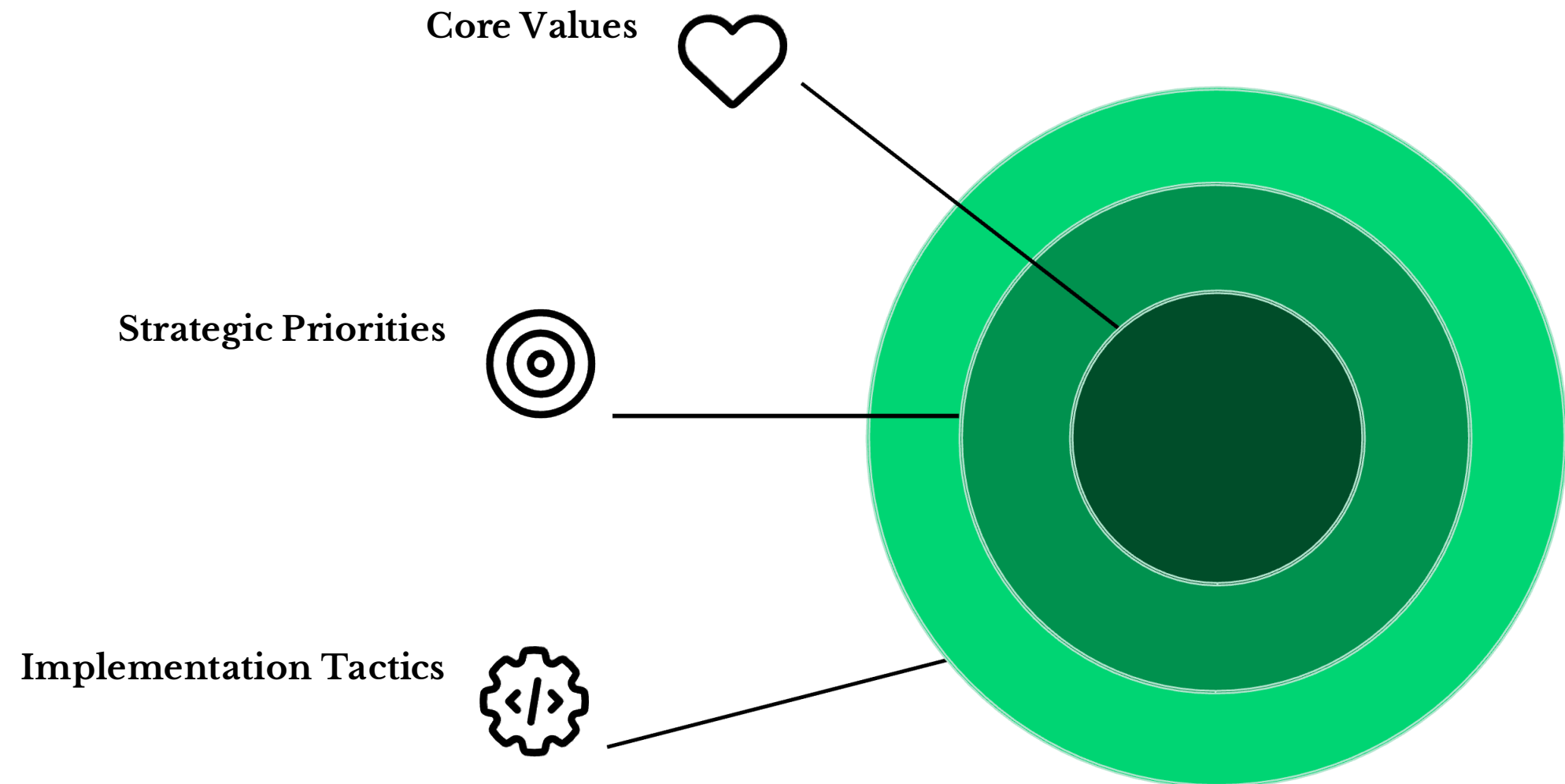
Several institutions faced backlash after implementing AI proctoring that disproportionately flagged students of color for "suspicious behavior"



Balanced Approach






Swarthmore College created an inclusive AI governance committee with diverse stakeholders to evaluate tools through an equity lens before implementation

Leading with Mission in an AI Era



❏ **Reflection Question:** How does your institutional mission provide a compass for navigating AI decisions? What core values must be preserved and amplified?

Strategy Implementation Essentials

	Governance Establish cross-functional AI leadership committee with executive sponsorship
	Assessment Conduct comprehensive AI readiness audit across academic and administrative functions
	Development Invest in targeted faculty and staff AI literacy and application training
	Infrastructure Evaluate technical capabilities and ethical frameworks for responsible implementation
	Communication Develop transparent stakeholder engagement plan emphasizing institutional values

AI Leadership Action Brief

Immediate Actions (30 Days)

- Form executive AI steering committee
- Conduct initial policy gap analysis
- Initiate campus dialogue on AI ethics

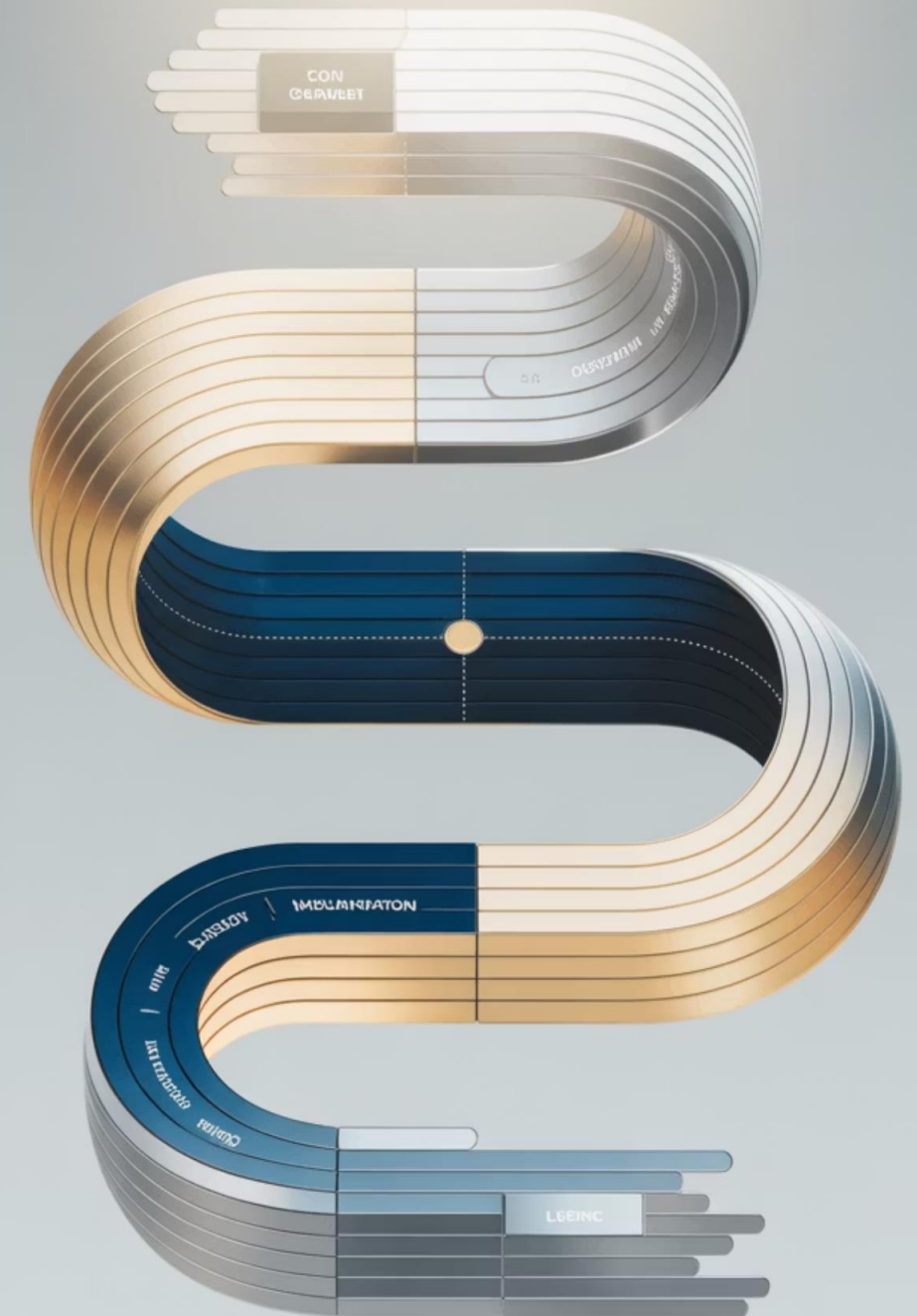
Medium-Term Strategy (90 Days)

- Develop comprehensive AI governance framework
- Launch faculty innovation grant program
- Create AI literacy curriculum resources

Long-Term Vision (12+ Months)

- Implement institution-wide AI strategy
- Establish AI center of excellence
- Measure and report on transformation outcomes

"Leadership in the AI era requires both courage to innovate and wisdom to preserve what makes higher education transformative."





What Legacy Will Your AI Leadership Leave Behind?

Thank you for your engagement. For additional resources and consultation on AI leadership in higher education, please reach out to continue the conversation:

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Please complete the survey:

<https://forms.office.com/r/yfSGMzTWEM>

THANK YOU!





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Lola W. Brabham
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