



U.S. National
Science Foundation



Advancing AI Governance, Implementation, and Equity at Emerging Research Institutions

Beckman Hall, Room 404 Chapman University

December 5, 2025 9:00 to 5:00

9:00–9:15 | Networking Coffee

9:15–9:30 | Welcome

Mike Ibba, Executive Vice President, Provost, and Chief Academic Officer (Chapman University); Doug Dechow, Associate Dean for Library Research & Data Services (Chapman University); Ruby MacDougall, Senior Analyst (Ithaka S+R).

9:30–10:30 | Opening Panel: The Research Enterprise and AI: Connecting Libraries, IT, and Research Administration

Drawing on multiple perspectives, a panel of higher education leaders and practitioners will explore how artificial intelligence is transforming institutional operations, research support, and information management. The discussion will consider the technical, organizational, and ethical dimensions of AI adoption, with particular focus on the opportunities and challenges facing Emerging Research Institutions (ERIs). Panelists will address topics such as infrastructure readiness, data stewardship, and workforce capacity, highlighting how CIOs, library leaders, and research administrators are navigating AI governance and implementation across campus.

- Panelists: Sylvia Bradshaw, Director Sponsored Programs, Agreements, Research & Contracts (Southern Utah University); Ed Clark, Chief Information Officer, (CSU system); Brett Pollack, Executive Director, Workplace Technology and Infrastructure Services (UC San Diego).
- Moderator: Essraa Nawar, Assistant Dean for Library Engagement and Program Initiatives (Chapman University)

10:30–11:00 | AI4RA: An Overview

Sylvia Bradshaw, one of the Principle Investigators of AI4RA, will carry themes from the panel conversation forward with a presentation providing deeper context for the AI4RA initiative, outlining its genesis, development process, structure, and governance. She will discuss how the initiative models cross-institutional collaboration and trustworthy approaches to AI in research administration, including attention to shared governance, metadata standards, and codes of ethics guiding responsible AI use.

11:00–12:00 | Small Groups 1: Assessing Current Capacity and Needs

Participants will engage in small, facilitated discussions related to supporting the research enterprise on campus. Focusing on current practices and capacity, each group will identify 2-3 key barriers to better cross-campus alignment. Discussions may bring questions about evaluating AI tools and differentiating options based on institutional needs, existing infrastructure, and research workflows. Participants are encouraged to consider where gaps in literacy, training, and governance frameworks may impact cross-campus cohesion.

12:00-1:00 | Lunch

Catered lunch and refreshments will be provided in the workshop hall.

1:00–2:00 | Small Groups 2: Experiments with AI and Developing AI Strategies

Participants will again work in small groups to share experiences and explore how artificial intelligence might address or complicate the barriers identified earlier. Examples may include institutional pilots for faculty development, virtual assistants or chatbots designed to support research administration, or using AI to try to expand student research literacy. Encouraging creative, big-picture thinking, each group will then identify potential ideas best advanced by individual institutions or through consortial collaboration.

2:00–2:30 | Industry Perspectives on AI in Research Support and Administration

A brief session dedicated to understanding how vendors are integrating AI into their platforms and where they see opportunities for better cross-campus collaboration.

2:30–3:00 | Networking Coffee and “Ask an Expert”

A networking coffee where participants are encouraged to connect with AI experts in attendance for focused questions and continued discussion of ideas and challenges raised in earlier sessions

3:00–4:00 | Small Groups 3: Implementation Lightning Round

Participants will rotate through breakout tables focused on Governance and Policy, Support Services and Infrastructure, and Research Development. Each discussion will generate concrete, actionable ideas for strategic AI implementation within 6–12 months, as well as opportunities for cross-institutional initiatives or grant proposals.

4:00–4:45 | Reflection and Wrap-Up

The morning panelists will reflect on the day’s discussions and highlight themes that emerged as particularly salient. Participants will be invited to share their own key takeaways and any new ideas or concrete steps they plan to pursue on their campuses to advance thoughtful and collaborative approaches to AI in research and administration.

This material is based upon work supported by the National Science Foundation under Grant. No. 2437518. Any opinions, findings and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.