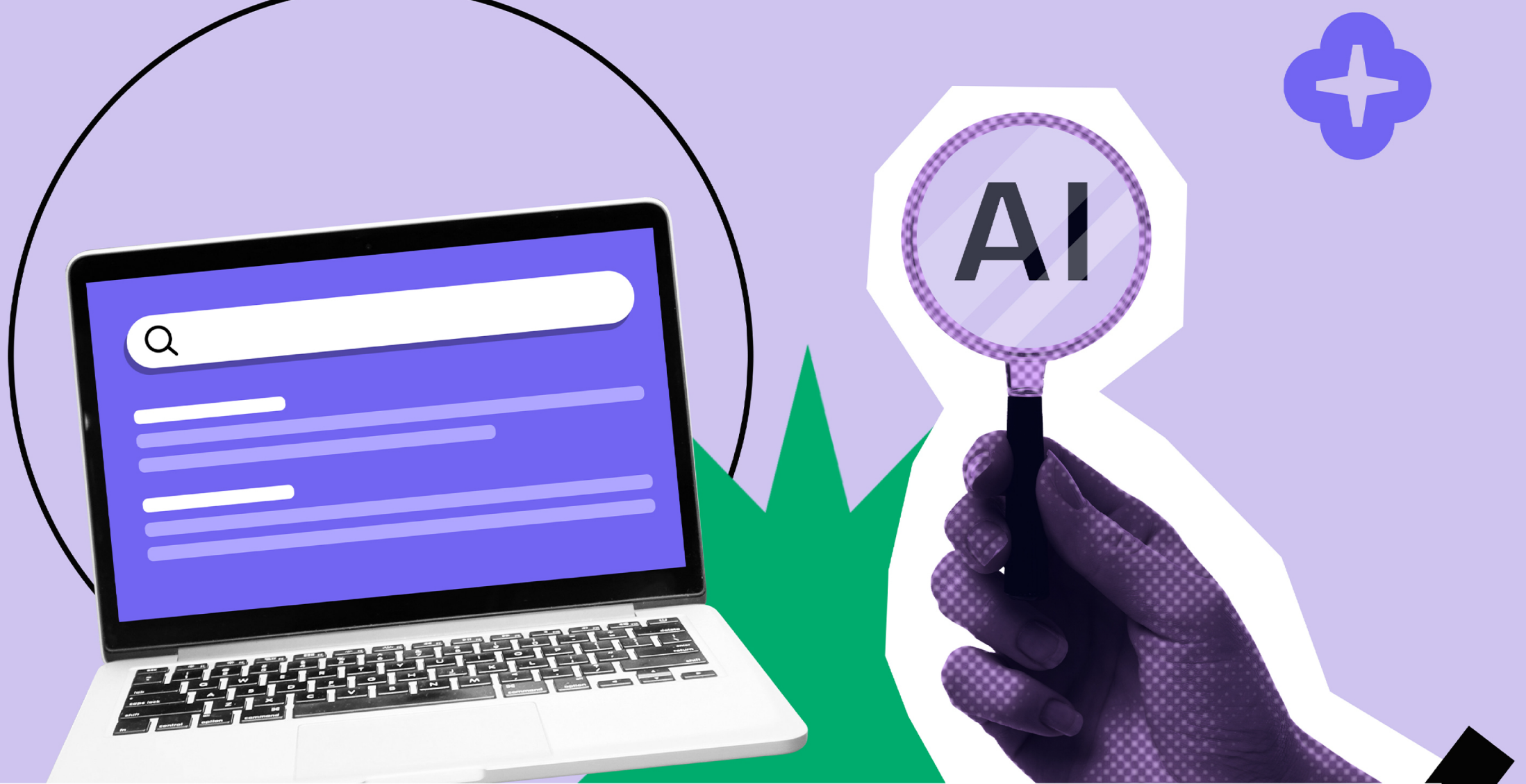




The Campus Tech Team's Views on AI

THE CHRONICLE
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Executive Summary

Adapting to new technology has always been part of the job for chief information and chief technology officers and their teams. But the pace at which generative artificial intelligence is evolving is almost unparalleled.

Over the past several years, such leaders have had to respond to ongoing trepidation about the potential impact of the technology on teaching and learning, on privacy and the protection of data, and on job security.

At the same time, tech officials and their institution's leadership often see generative AI opening up significant opportunities in many of these same areas.

To better understand technology leaders' perspectives on the new environment, *The Chronicle of Higher Education* surveyed 93 technology leaders at two- and four-year colleges in the United States this past August. In addition, *The Chronicle* conducted more than a dozen interviews for an in-depth report on the survey, which will be available in a few weeks.

Technology leaders face a fundamental tension: balancing the need to adopt tools that can best assist faculty and staff members in a timely fashion while ensuring that those tools are carefully vetted and appropriately implemented.

"It's like you're on a boat and someone's rocking the boat really hard," says Patricia Clay, associate vice president and chief information officer for Hudson County Community College, in New Jersey. "And at the same time, it's like we could put a new engine on this boat, and it probably would get us where we're going a lot faster, but could we stop rocking this thing? And now we have an engine, but we don't actually have fuel. So how's that going to work?"

The following slides comprise the survey instrument that underpins our report, outlining the questions that guided our reporting and analysis of how colleges are adapting to the next wave of technological transformation.



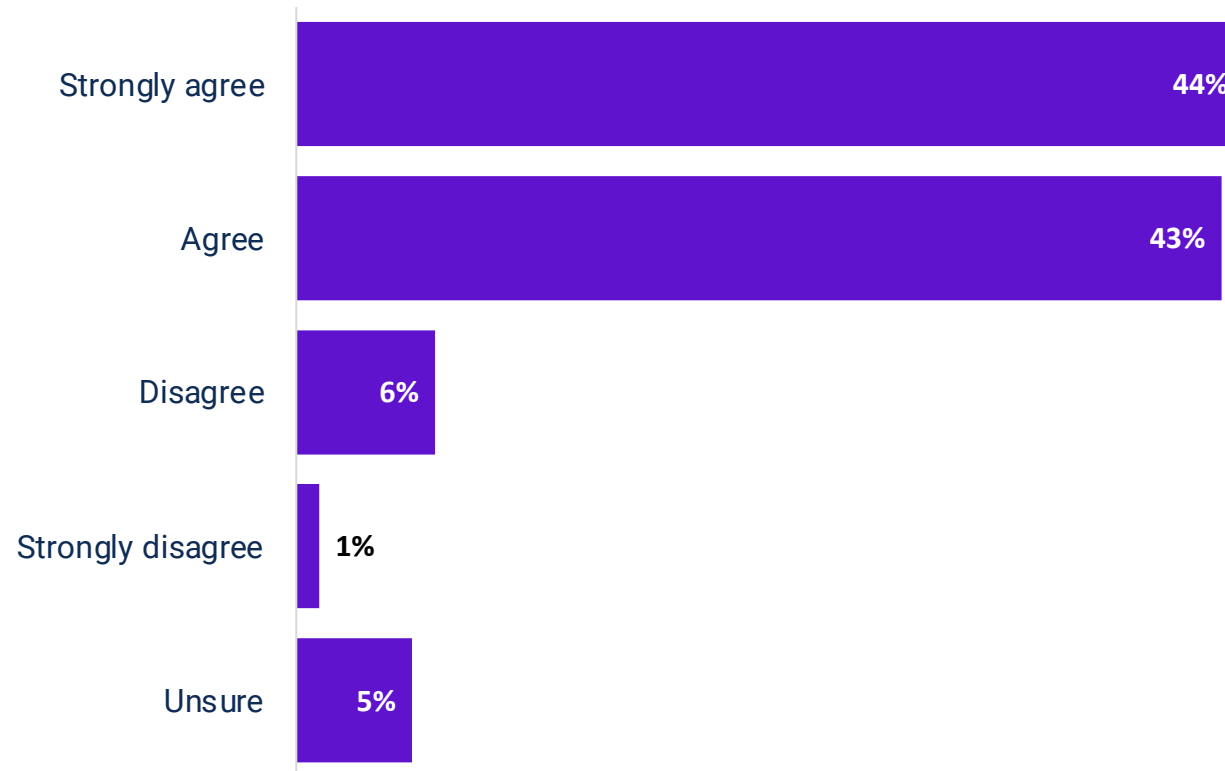
The Campus Tech Team's Views on AI

- Generative artificial intelligence is creating new opportunities for efficiency on campuses while also reshaping how teaching and learning take place. The range of AI-related challenges facing colleges requires chief information officers, chief information-security officers, and other campus technology leaders to think differently about their roles. To better understand their perspectives on this evolving environment, *The Chronicle* conducted an exclusive nationwide survey examining where leaders see risks, opportunities, and potential shifts in their work. The findings will serve as the foundation for a research brief, which will include additional reporting and context to show how technology leaders are navigating this moment.
- To qualify, respondents had to be employed at a two- or four-year college in the United States.
- A total of 93 technology leaders respond to the online five-minute survey.
- The survey was fielded between August 5 and August 27, 2025.
- Findings from this research will be presented in an upcoming research brief sponsored by CollegeVine.



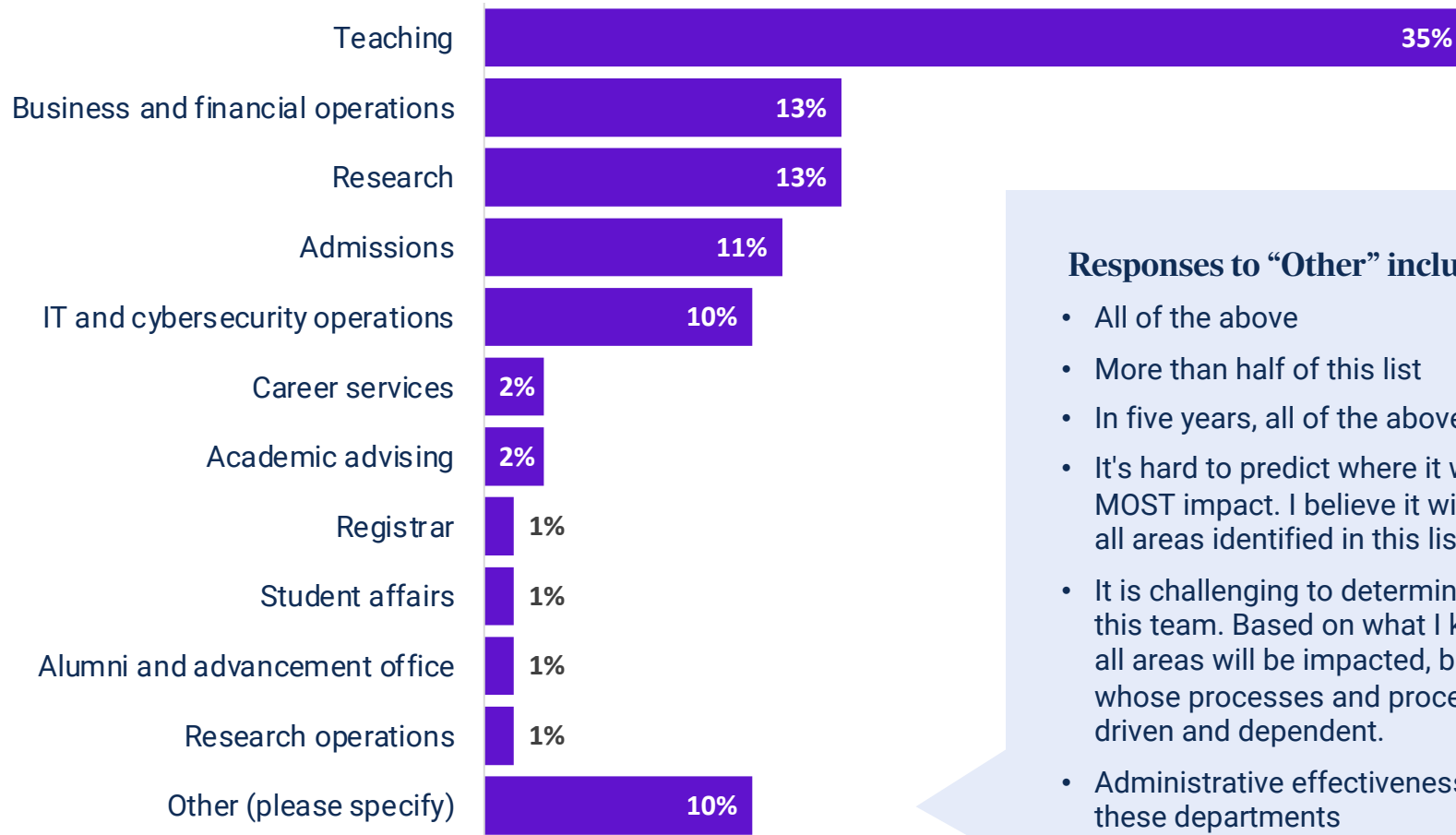
How much do you agree with the following statement?

“Generative artificial-intelligence tools offer an opportunity for higher education to improve how it educates, operates, and conducts research.”



Footnote: Due to rounding, figures do not total 100 percent.

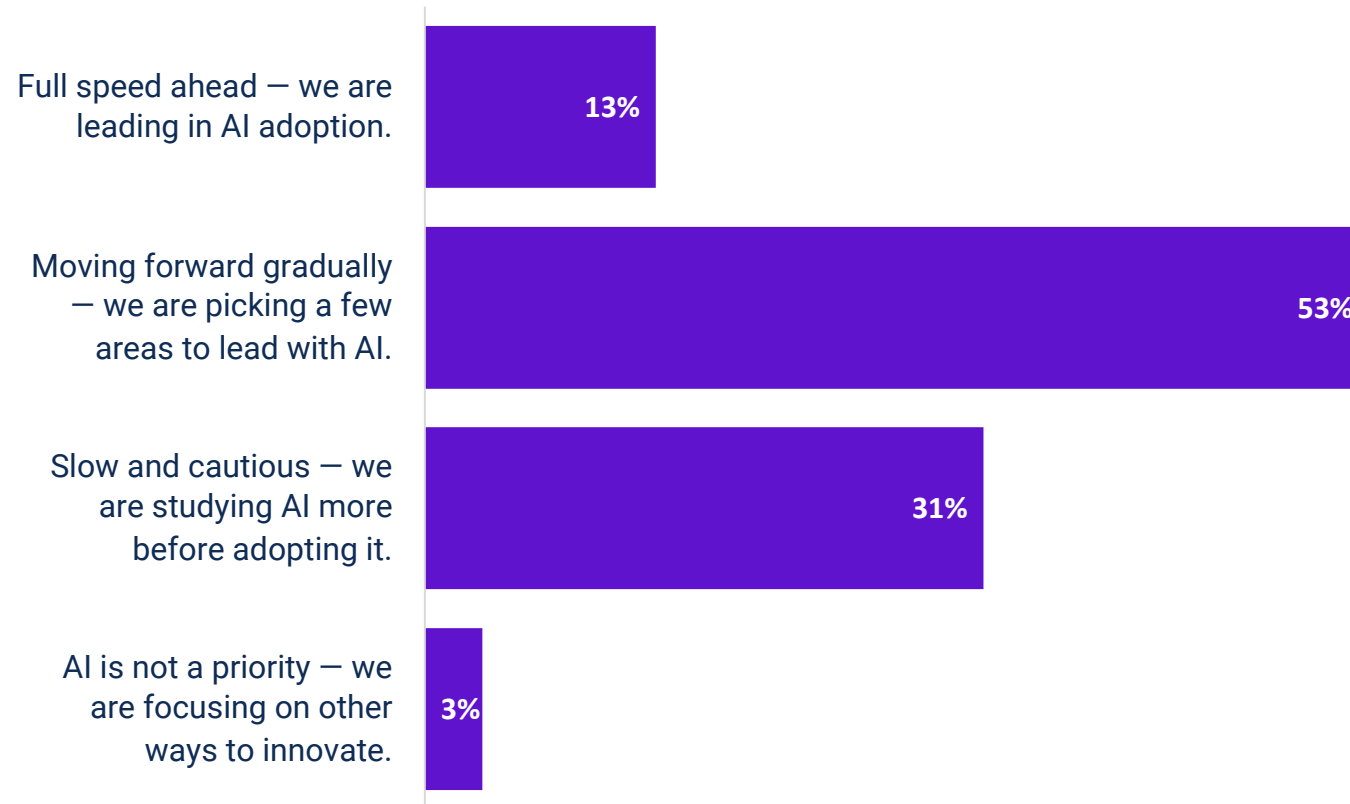
Which part of college operations will AI tools have the most impact in the next five years?



Responses to “Other” include:

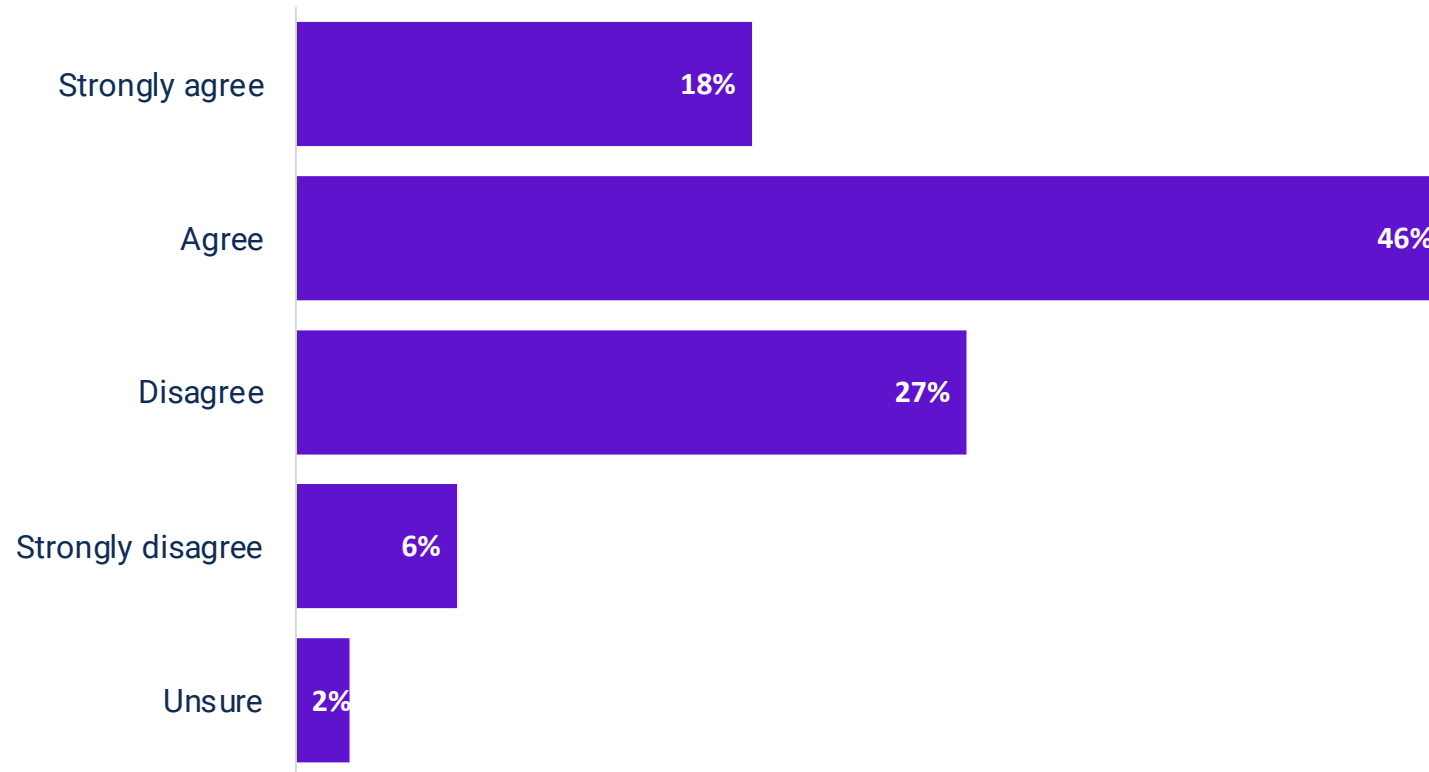
- All of the above
- More than half of this list
- In five years, all of the above and more
- It's hard to predict where it will have the MOST impact. I believe it will greatly impact all areas identified in this list.
- It is challenging to determine just one area at this team. Based on what I know and believe, all areas will be impacted, but those areas whose processes and procedures are data-driven and dependent.
- Administrative effectiveness across all of these departments
- Retention

Which of the following best describes how your institution is approaching generative AI today? (Select one.)



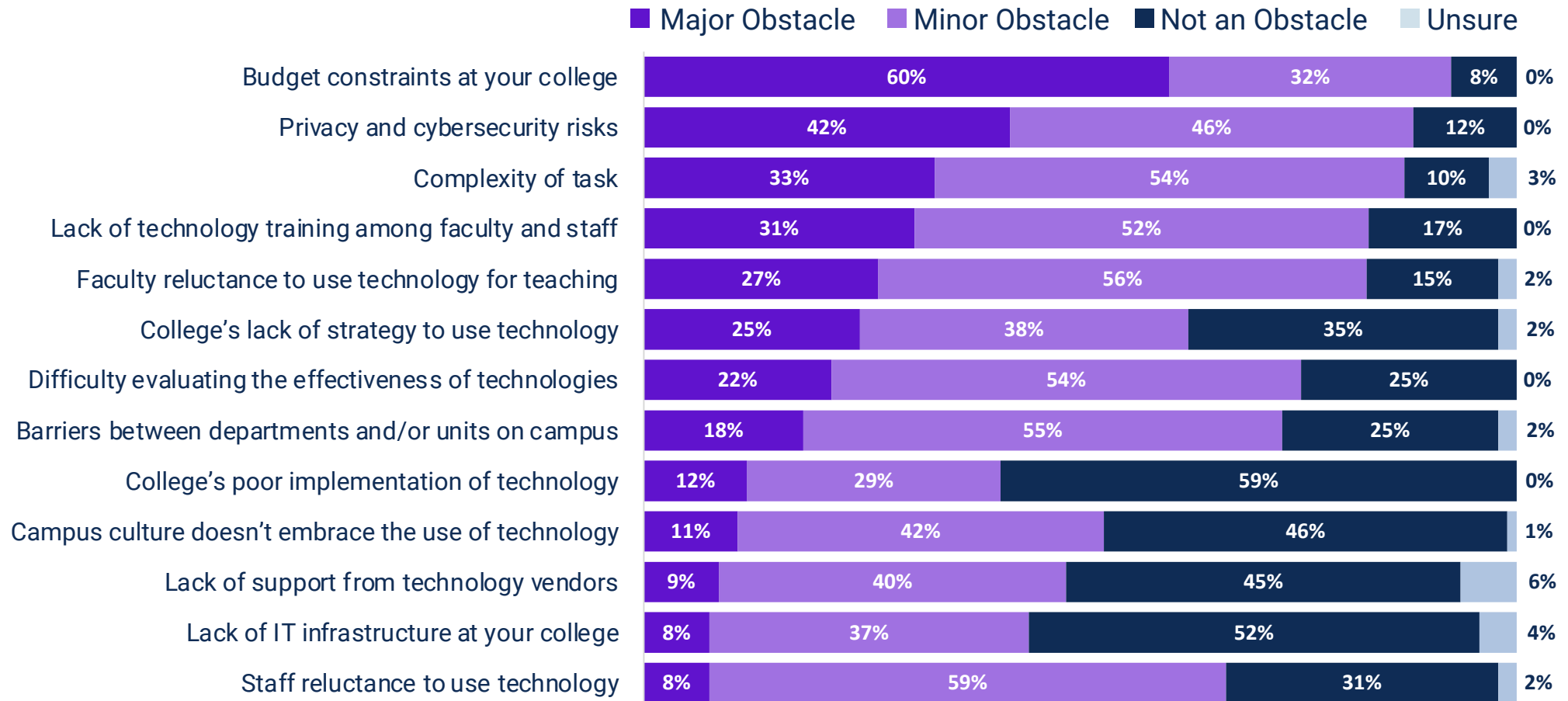
How much do you agree with the following statement?

“My institution is moving at the right speed to use generative artificial-intelligence tools to change how it educates, operates, and conducts research.”



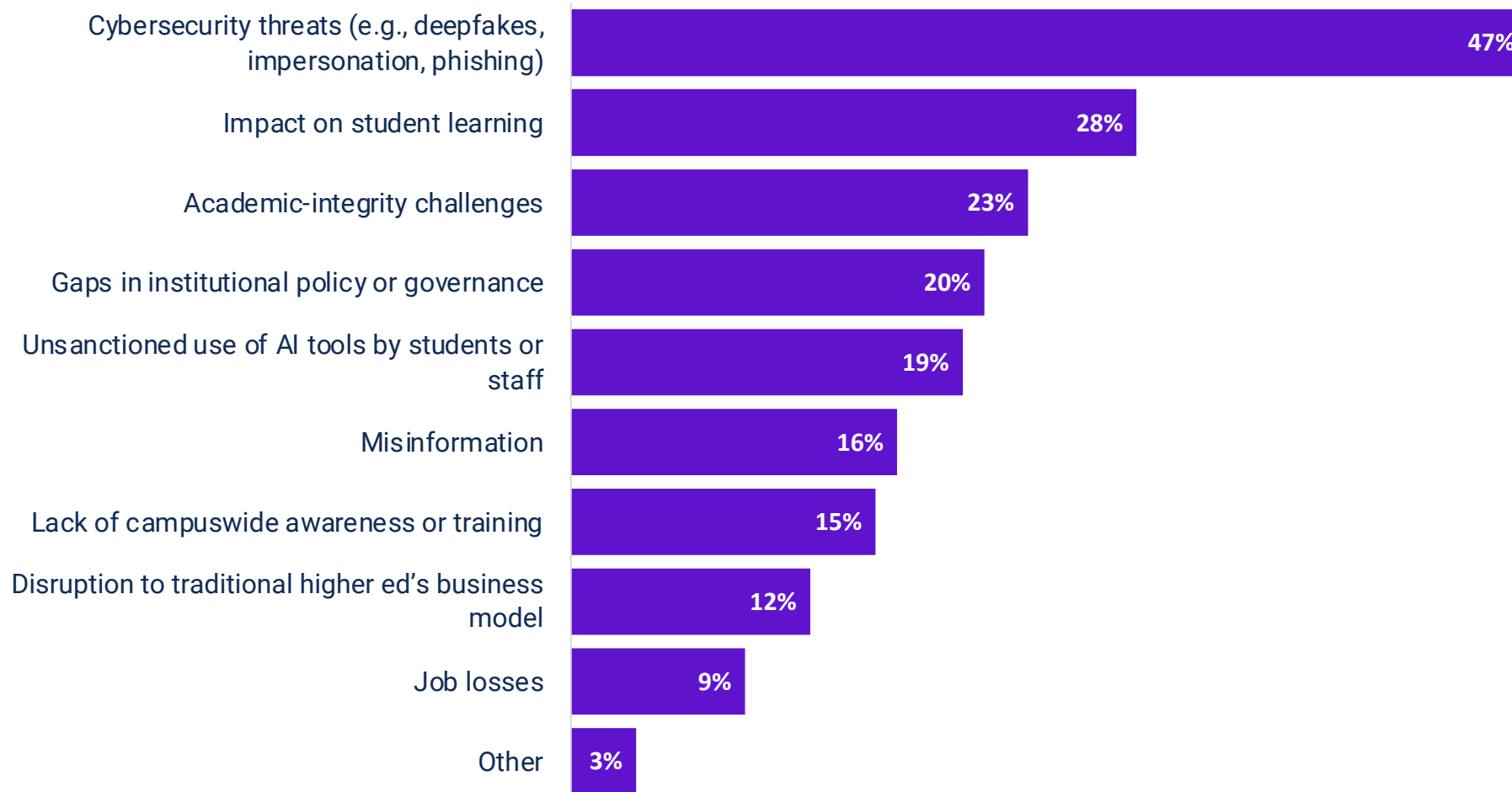
Footnote: Figures do not total 100 percent due to rounding.

To what extent do you find each of the following to be obstacles in using generative artificial-intelligence tools to improve how it educates, operates, and conducts research?

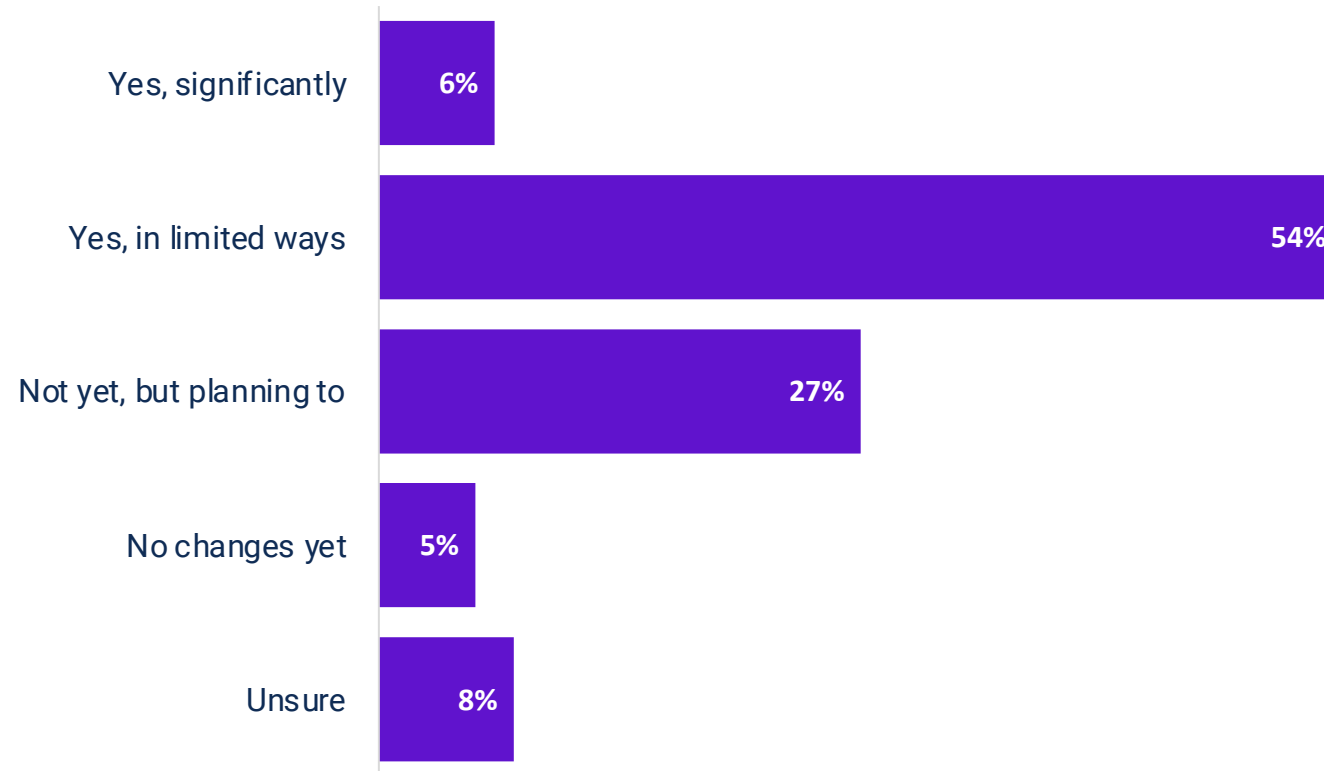


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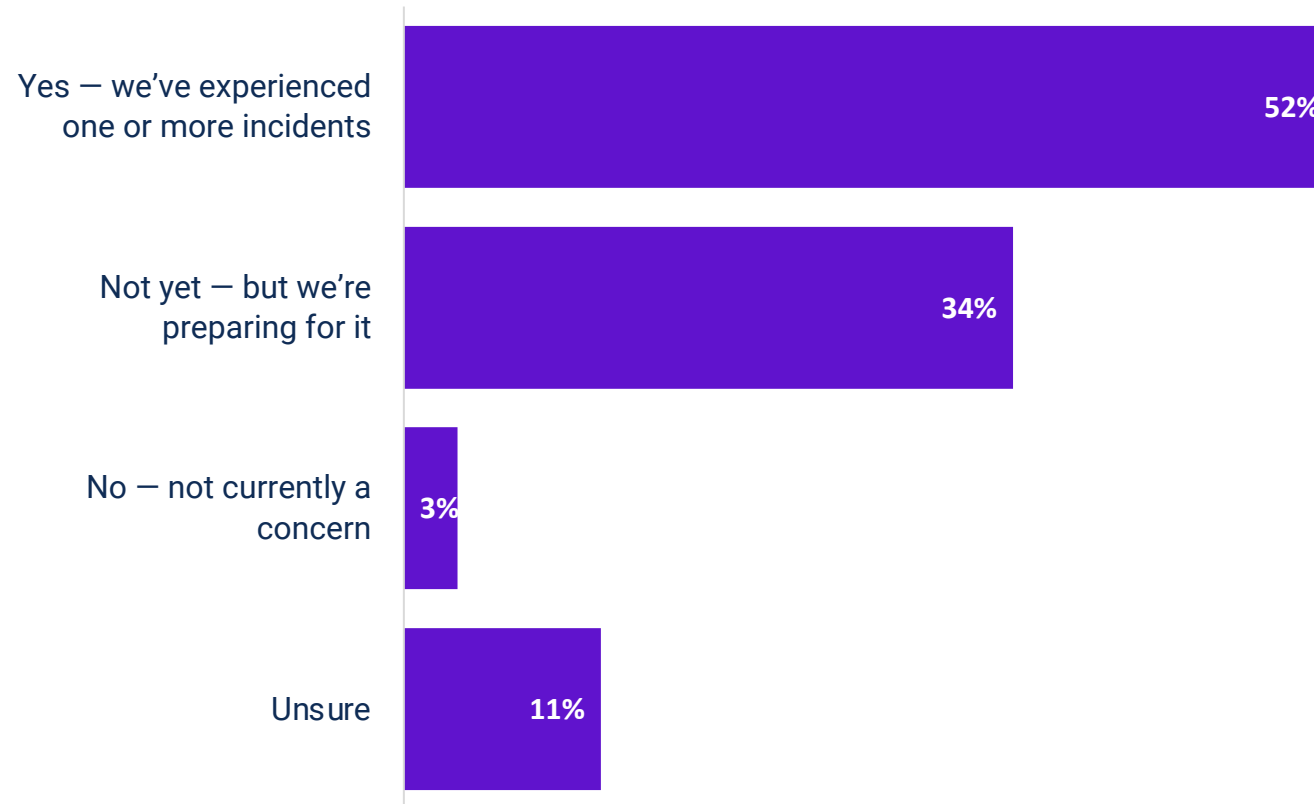
What concerns you most about the risks generative AI poses to your institution? (Select up to two.)



Has your institution updated its cybersecurity protocols or risk models in response to generative AI?

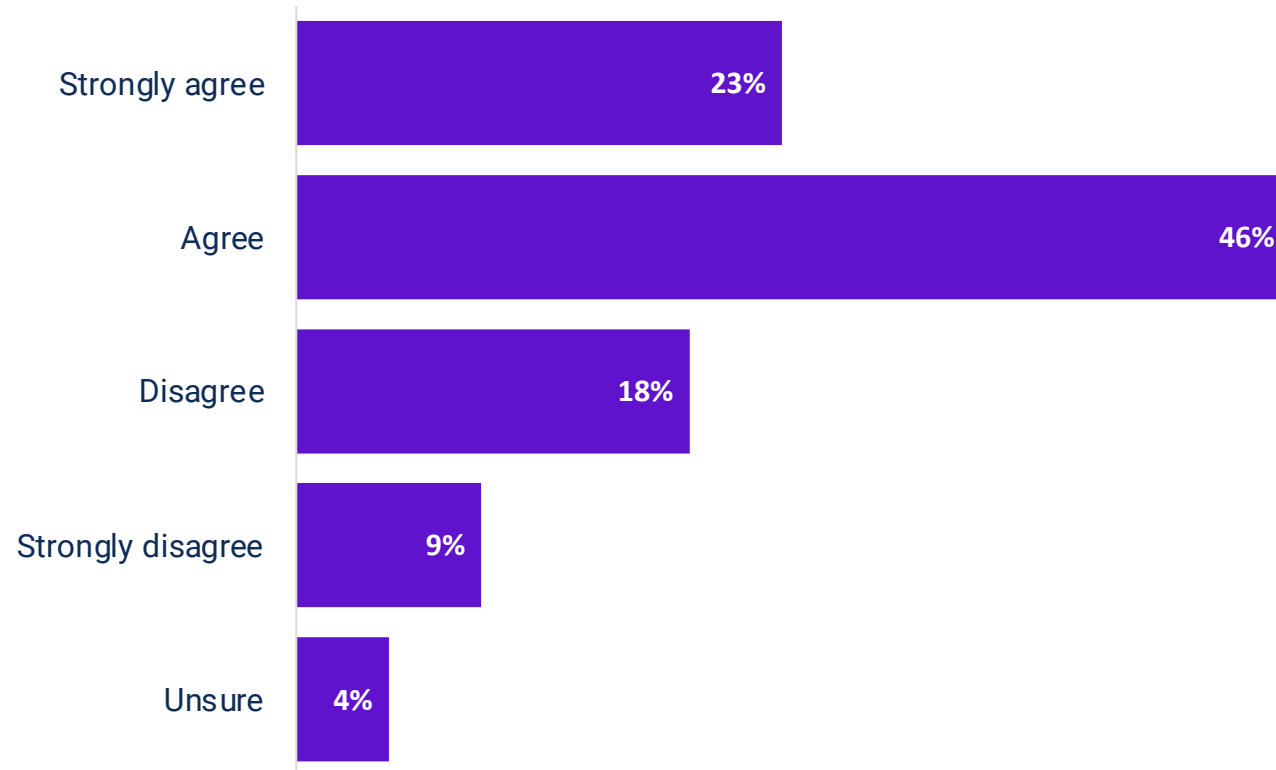


Are AI-generated impersonation or phishing attacks already affecting your campus?



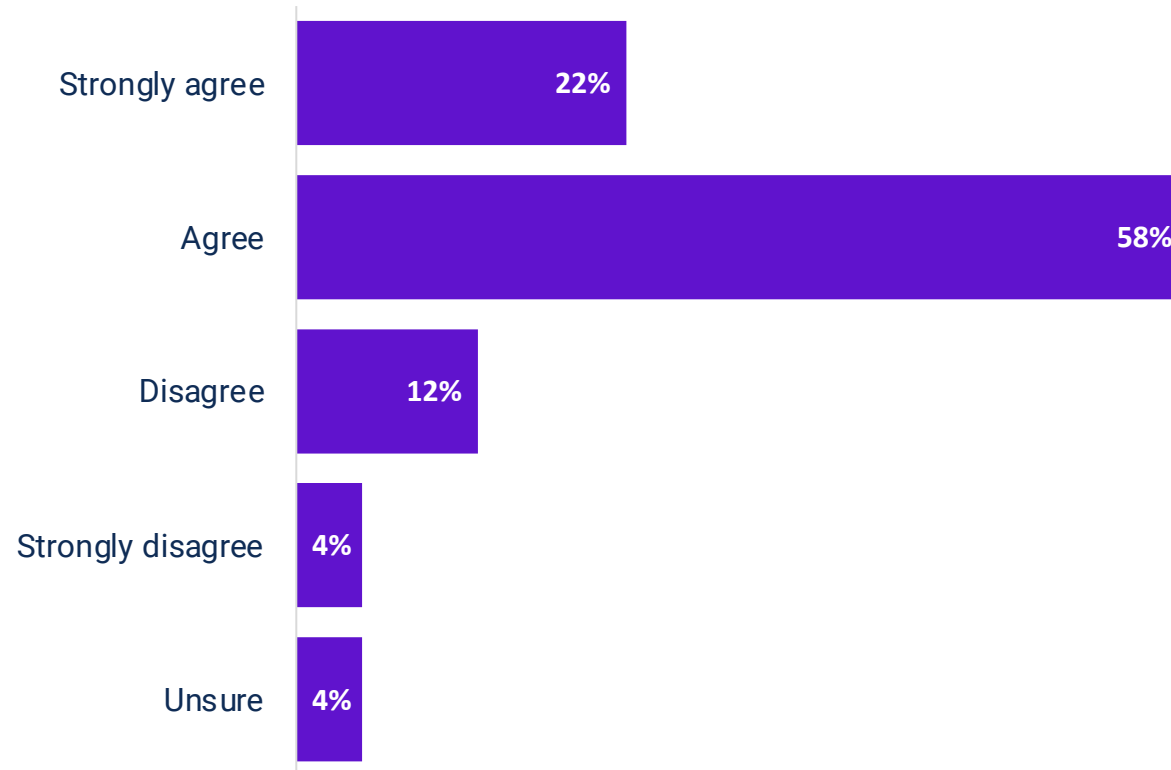
How much do you agree with the following statement?

“My institution’s leadership works closely with the chief technology officer (or equivalent role) to make decisions about the use of generative artificial intelligence at the institution.”



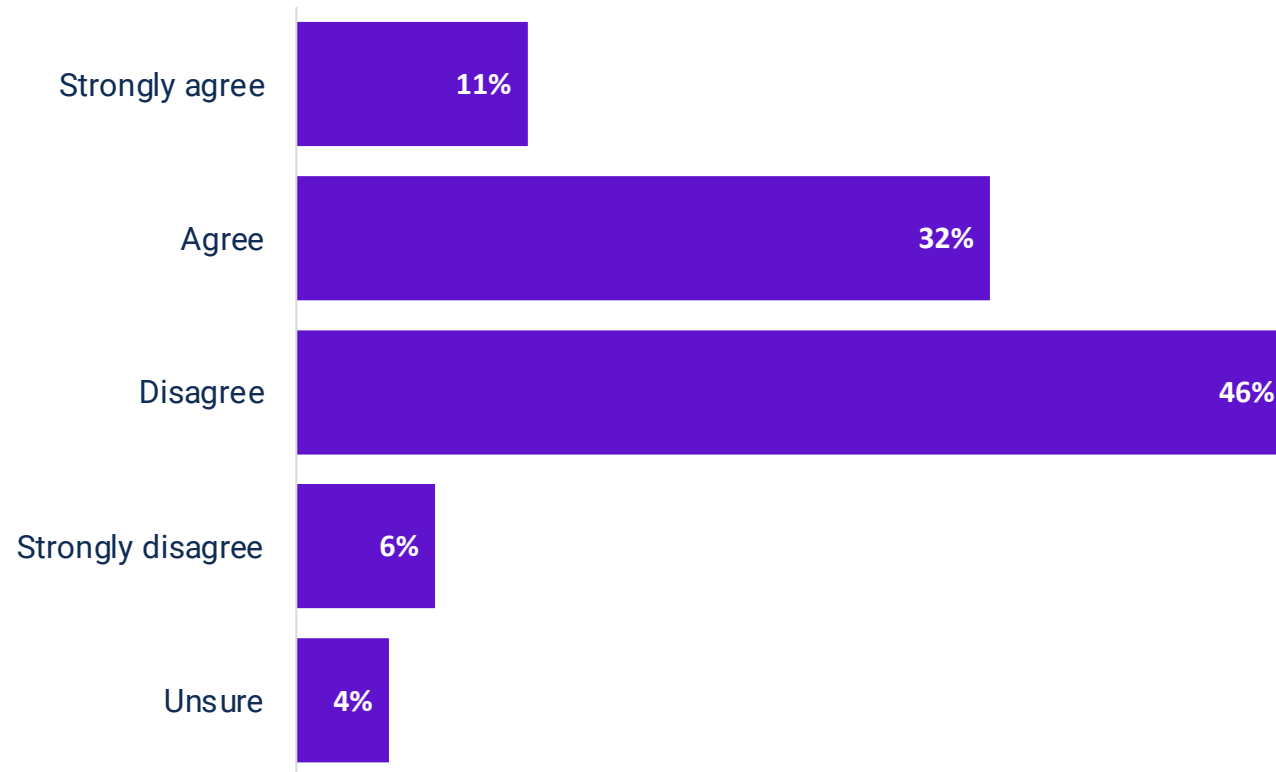
How much do you agree with the following statement?

“My institution should collaborate with technology companies to gain access to or enhance existing generative artificial-intelligence tools.”



How much do you agree with the following statement?

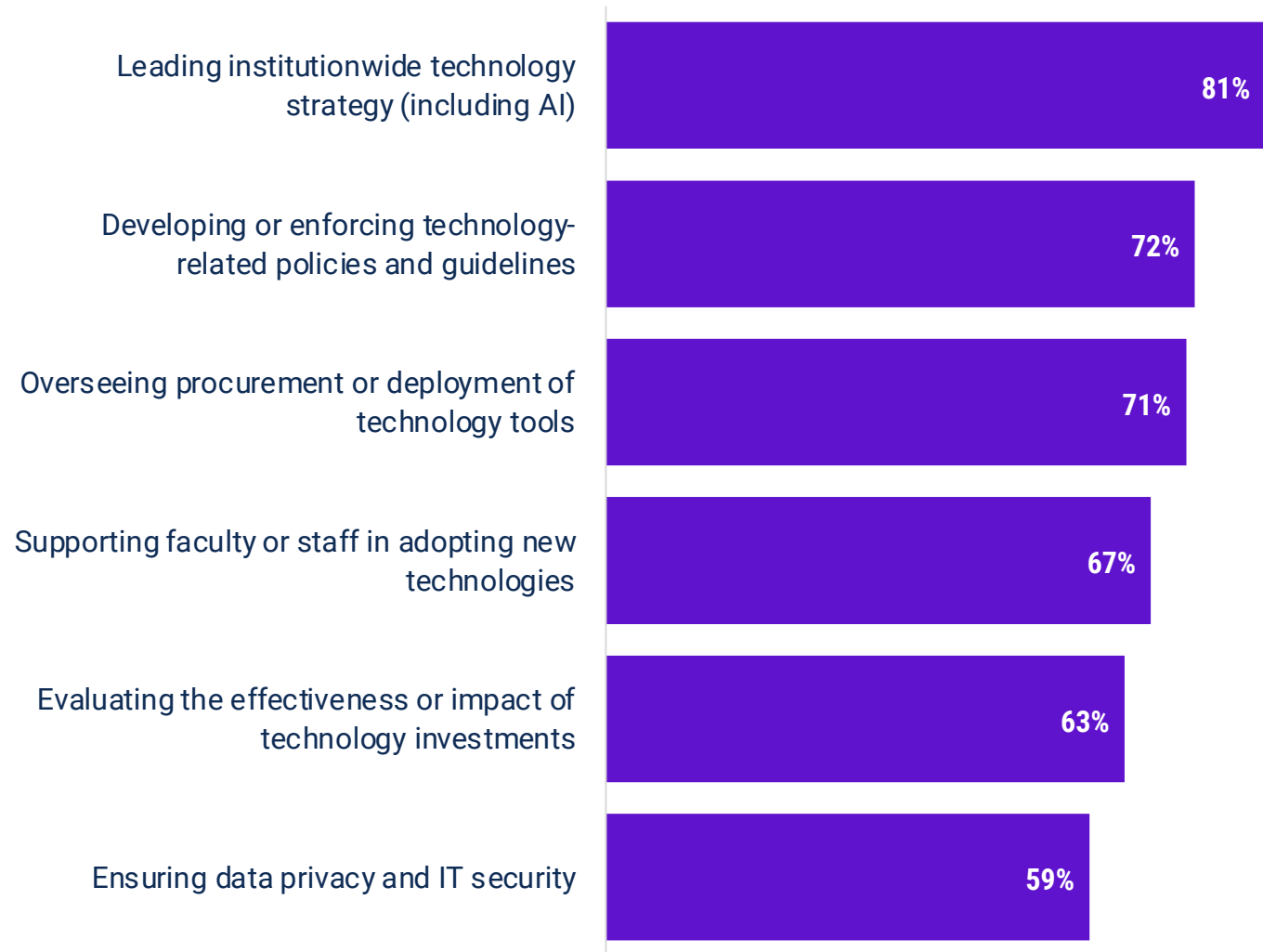
“My institution has a good process to evaluate generative artificial-intelligence tools offered by technology companies.”



Footnote: Due to rounding, figures do not total 100 percent.

Which of the following responsibilities do you currently have when it comes to technology strategy, adoption, or implementation at your institution?

(Select all that apply.)



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