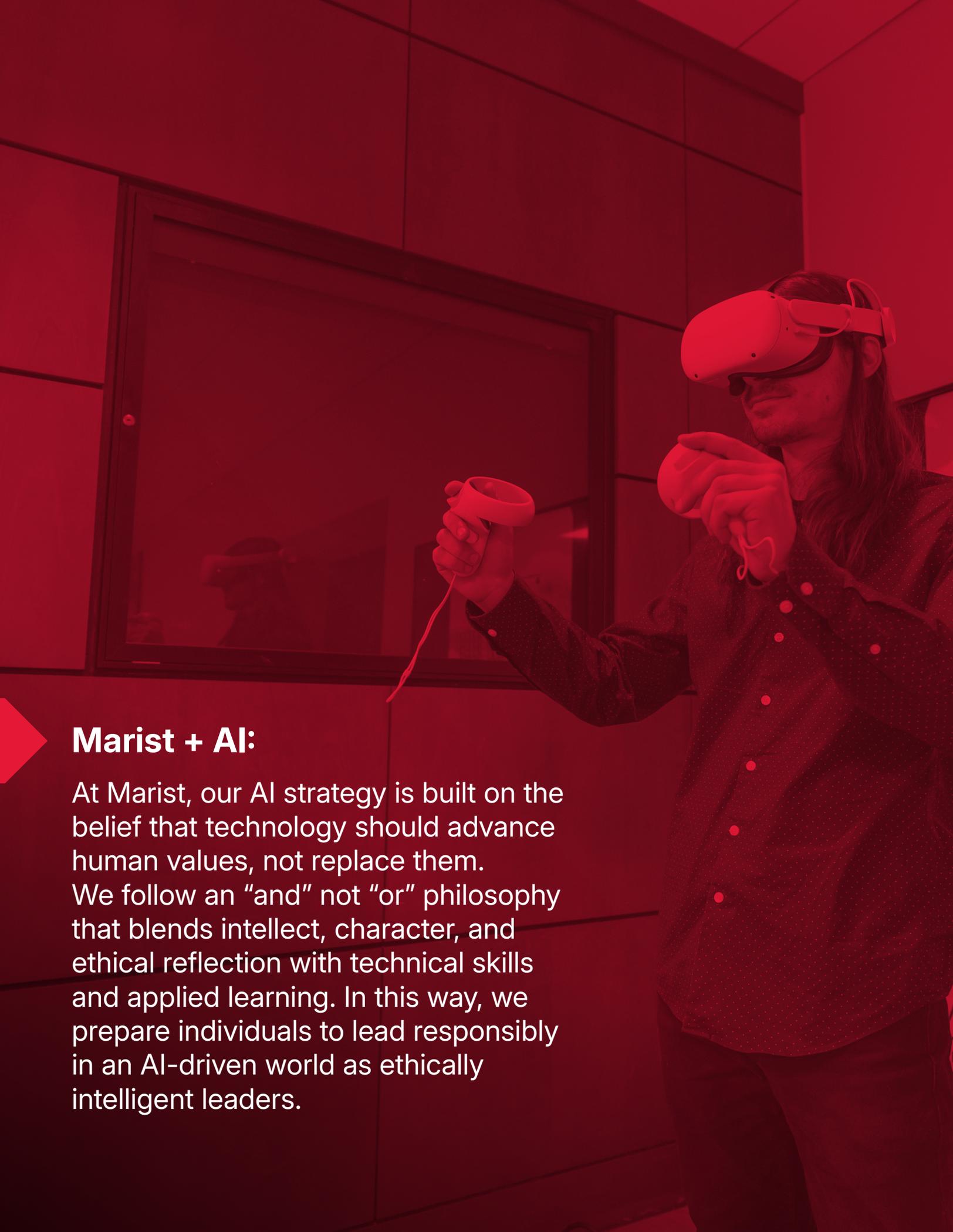


MARIST+ AI

Marist University's Framework for AI Leadership



MARIST
UNIVERSITY



Marist + AI:

At Marist, our AI strategy is built on the belief that technology should advance human values, not replace them.

We follow an “and” not “or” philosophy that blends intellect, character, and ethical reflection with technical skills and applied learning. In this way, we prepare individuals to lead responsibly in an AI-driven world as ethically intelligent leaders.

Introduction: The Moment for Marist

For nearly 100 years, Marist has rejected the notion that students have to choose only one path or one passion to pursue. Learning should be about exploring, trying new things, and matching interests. That's why our students learn in the classroom *and* through experiential opportunities. We combine liberal arts inquiry *and* pre-professional preparation. We pursue academic excellence *and* real-world applications. We cultivate technical skills *and* ethical judgment. This is who we have always been, and it is precisely what the age of AI demands.

Marist's readiness for this moment is not coincidental. It is the product of three interwoven strengths that have defined our institution across generations:



- The **first** is our Marist Brothers heritage, which grounds every institutional endeavor in a commitment to the dignity of the person and the formation of character. At Marist, the question is not just “What is possible?” but also “What is right?”.
- The **second** is our strong liberal arts core, which cultivates the human capacities that no algorithm can replicate: critical thinking, humanistic inquiry, judgement, the willingness to question assumptions, and the imagination to envision what does not yet exist.
- The **third** is our long history of leading innovation and ambition in this space. For more than 30 years, our transformative partnership with global leader IBM, along with collaborations with other industry pioneers, has demonstrated that Marist does not merely respond to change; we help shape it. We prepare students for emerging industries—and oftentimes jobs that do not yet exist—through hands-on research, cross-disciplinary programs, and experiential learning deeply woven into every field. Our longstanding commitment to incorporating these tools across all disciplines helps develop the analytical rigor to build, evaluate, and apply them. This is not a new direction. It is, and has been, the Marist way.

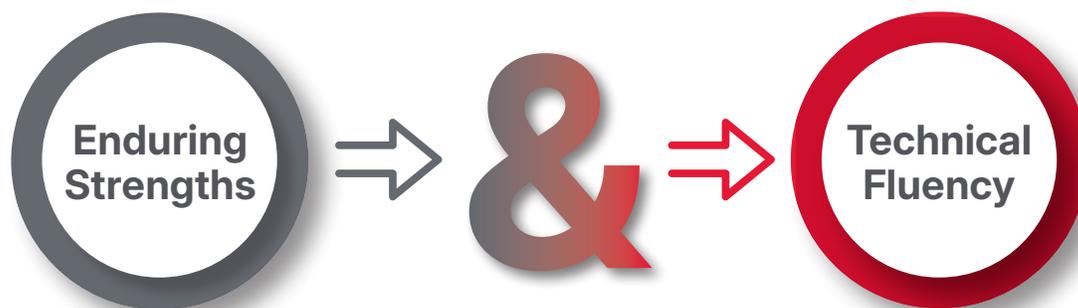
At Marist, we have always understood that the deepest human capacities and the capabilities of emerging technology are not in competition. They are a combination. That is why our graduates will not just participate in the AI era. They will lead it.

While much of today's discourse emphasizes AI's risks, this moment calls for precisely what lies at the heart of our institution. The Marist Brothers' legacy of empathy and ethical formation, combined with our long tradition of strong pre-professional programs, positions us uniquely at the juncture where human understanding meets technological capability. Our graduates won't simply learn to use AI tools; they will understand the human dimensions these tools cannot replicate, and they will possess the technical fluency to deploy them effectively. This is an opportunity for which we were built. **This is the moment for Marist.**



The Power of "AND"

Ethically Intelligent Leadership



About Our Vision

Marist's vision for AI represents a three-year strategic roadmap developed through cross-divisional collaboration. This vision emerged from the work of the Marist + AI Steering Committee, a body comprised of faculty, staff, and student representatives from across the University.

The development process incorporated multiple channels for community input including open forums and facilitated discussions, along with benchmarking of peer and aspirant institutions. This inclusive approach ensures the vision reflects the diverse perspectives and needs of the Marist community while maintaining alignment with the University's mission and the strategic priorities established in *Marist 100*.

Given the rapid evolution of AI technologies, the AI Committee will conduct annual reviews of this vision to assess progress, evaluate emerging opportunities and challenges, and adjust priorities as needed. This adaptive approach ensures that Marist remains responsive to technological change while staying true to our commitment to human-centered innovation.

A Marist education doesn't just bridge AI's limitations, it equips graduates to lead in a world that needs both:

- Marist graduates bring empathy that no algorithm can generate, formed through real relationships, service, and experience in the world.
- Marist graduates bring judgment that no model can replicate, sharpened by a liberal arts tradition that has always asked not just *how*, but *why* and *for whom*.
- Marist graduates bring purpose that no prompt can produce, grounded in a nearly 100-year commitment to using knowledge in service of the greater good.

This is why Marist's commitment to experiential learning, a hallmark of our identity, matters more than ever. Study abroad, internships, and hands-on research, alongside athletics and community engagement, do more than provide experiences AI cannot replicate; they form students into people who empathize deeply, think critically, and carry a responsibility to serve the greater good. These are capacities that cannot be programmed; they must be cultivated.

The addition of AI literacy will ensure every Marist student leads with integrity, critical insight, and creativity and is equipped to use AI effectively and responsibly. This vision extends beyond the classroom. An institution preparing students for an AI-integrated world must itself operate with intelligence and intentionality. We will harness AI to strengthen enrollment, deepen student support, enhance alumni engagement, and improve administrative services. We embrace a commitment to always using AI in ways that preserve human relationships and reflect our values.

This is "Marist + AI": our enduring strengths amplified, not replaced. Our mission elevated, not abandoned. The power of "and" not "or" at work to meet this moment.



The Framework: Three Pillars of Ethical Intelligence

Our AI strategy aligns directly with the three pillars of *Marist 100*, ensuring that artificial intelligence advances our core institutional mission while preparing students for leadership in an AI-integrated world.



Pillar 1: AI Readiness Enhances Academic Vibrancy

The Essential Question: *How do we change the ways we teach, learn, research, and work with AI in mind?*

Our Answer: As a comprehensive institution with a foundation in the liberal arts and strong pre-professional programs, Marist will build on its core strengths to respond to the challenges presented by AI.

What AI Readiness Means: AI-readiness is the process of evaluating and updating what we teach, learn, and do so our academic programs and campus operations align with and leverage the possibilities that AI presents. Critically, AI readiness includes knowing when and how to use the technology, and when and how not to use it.

We are redefining academic excellence by integrating AI thoughtfully into our curriculum and pedagogy and reimagining institutional operations by applying the same standard of readiness to administrative functions. This is not simply about adoption; “readiness” at Marist means applying the critical judgment to leverage AI in ways that deepen rather than diminish learning, and that enhance our ability to support students from recruitment through graduation and beyond.

Approach to Implementation

AI Readiness Plans: Guided by disciplinary expertise and academic freedom, faculty will assess the impact of AI, and shape curriculum, assessment, and pedagogy in response. Operational areas will evaluate how AI can improve administrative processes, enhance student experiences, and enable staff to focus on higher-value work in support of our academic mission. For example, enrollment marketing will examine how AI is changing the way high school students conduct their college search and refine recruitment and marketing strategies accordingly.

Curriculum Integration: We will support and expand programming that integrates technical understanding of AI with reflection of how to apply AI to work and life. This includes the interdisciplinary minor in Applied AI, and the development of a concentration in AI systems.

Faculty and Staff Development: We will implement structured training programs and the AI Guides program offering peer mentorship across disciplines. Innovation grants will fund cross-disciplinary projects that encourage collaboration and experimentation.

Operational Effectiveness: We will investigate and deploy AI strategically across institutional operations to enhance our capacity to deliver on our academic mission and support student success.





Pillar 2: AI Literacy Bolsters Student Centrality

The Essential Question: *How do we prepare the Marist community to use AI effectively and responsibly?*

Our Answer: We will equip students, faculty, and staff with the knowledge, skills, and critical frameworks to determine when and how to use AI with intention and integrity in their work and lives.

What AI Literacy Means: AI literacy is the capacity to understand how AI systems work, recognize their limits and risks, and apply them effectively and thoughtfully to learning, problem-solving, and creative work.

As AI becomes embedded in every profession, our graduates must understand not only how to use these tools effectively but how to evaluate their outputs critically, understand their limitations, and apply them ethically to position them for career success as employers prioritize new hires with AI proficiency. Achieving this outcome requires AI-literate faculty and staff who can model thoughtful and principled use, integrate AI thoughtfully into teaching, and support students at every touchpoint.

Approach to Implementation

Marist AI Academy: A new comprehensive training program that includes foundational AI literacy, societal considerations, and discipline-specific applications for students, faculty, and staff alike.

Credentialed Opportunities: Marist will introduce AI badging and micro-credentials, enabling students and faculty to demonstrate their literacy in AI through interdisciplinary dialogue, experiential learning, and credentialed achievement.

AI-Enhanced Student Success: We will integrate predictive analytics and intelligent support tools across the student journey, from admission through graduation and career launch, connecting academic achievement to professional outcomes.

Informal Engagement: AI-themed book clubs, curated media discussions, campus events, and guest lectures featuring experts and alumni will foster community dialogue and exploration of ethical AI.





Pillar 3: Ethical AI Innovation Fuels Our Expansive Community

The Essential Question: *How do we position Marist as a leader in ethical innovation with AI?*

Our Answer: Marist will position itself as a trusted voice in the conversation and a thought leader on both ethics and innovation in AI while strengthening connections with alumni, industry, and the community through AI-driven initiatives.

What Ethical Innovation Means: Ethical innovation is the use of AI that preserves human agency while recognizing that, when harnessed appropriately, AI can drive dramatic improvements in output, efficiency, creativity and the ability to “work smarter.” This approach ensures fairness, protects privacy, expands access, and supports sustainable, community-centered practice.

Higher education institutions have a unique responsibility to contribute to the broader conversation about AI’s role in society. By becoming a recognized leader in responsible AI implementation, Marist will attract students, faculty, and partners who share our commitment to technology that serves humanity.

Approach to Implementation

Experimentation: Leverage AI to facilitate interdisciplinary research and creative experimentation. Develop signature programming to introduce Marist to new audiences.

AI Discovery and Adoption: Establish a structured process for exploring, evaluating, and adopting AI tools to advance innovation while considering its ethical implications.

Strategic Collaboration: Leverage industry partnerships to enhance student learning through experiential opportunities and real-world applications that highlight or advance ethical AI use cases in industry, government, and philanthropy.

Thought Leadership: Convene institutions of higher education and industry partners to lead consortiums, conferences, and policy development initiatives.

Alumni Engagement: Partner with Career Services and Advancement to develop AI-enhanced networking platforms that connect students with alumni mentors and collaborators, strengthening community ties and amplifying Marist’s voice in responsible AI.



Establish an Institute for Ethical Artificial Intelligence

To achieve these ambitious goals, Marist’s vision is to establish an institute for ethical AI, a coordinating hub that will drive action across all three pillars while positioning Marist as a national voice in responsible AI.

The Institute’s Six Core Functions

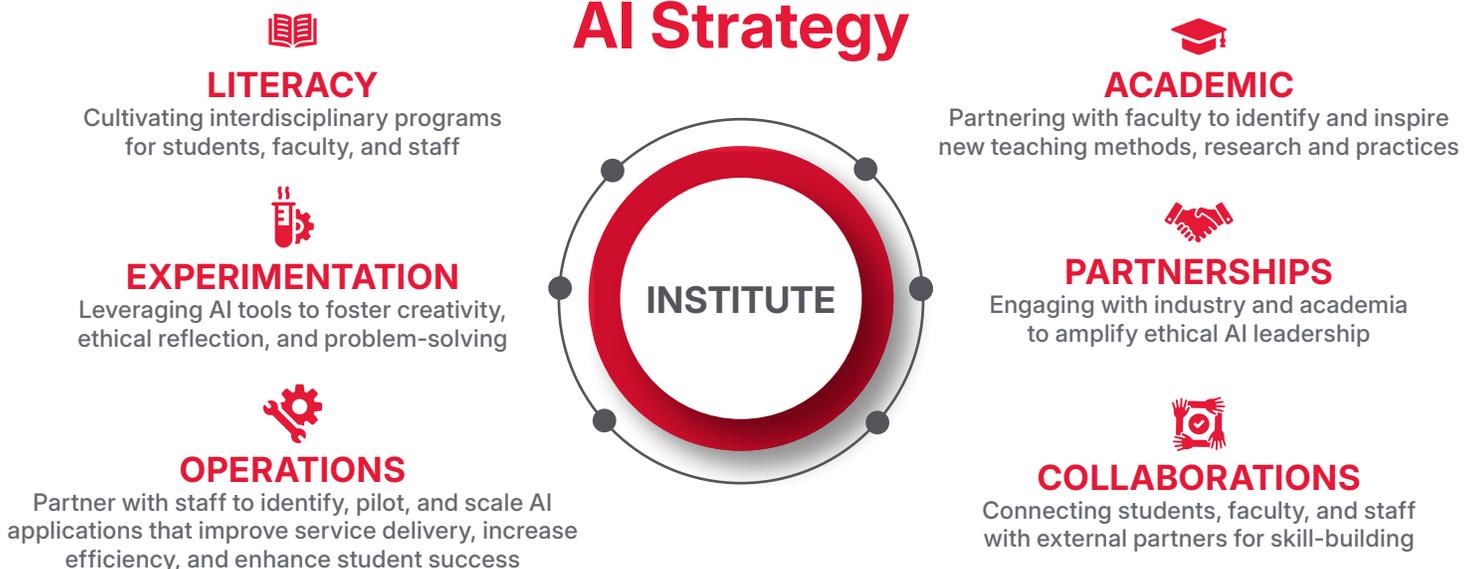
The Institute will focus on enhancing six integrated functions:

1. **Literacy:** Cultivating interdisciplinary programs for students, faculty, and staff that build foundational AI competencies alongside ethical reasoning.
2. **Academic:** Collaborating with faculty across all schools and departments to identify and inspire new teaching methods, research approaches, and disciplinary practices.
3. **Experimentation:** Leveraging AI tools to foster creativity, responsible use, and problem-solving through funded grants and innovation challenges.
4. **Collaboration:** Connecting students, faculty, and staff with external partners for skill-building, internships, and applied learning experiences.
5. **Operational Effectiveness:** Partnering with administrative leaders across the institution to identify, pilot, and scale AI applications that improve service delivery, increase efficiency, and enhance the student and employee experience.
6. **Partnerships:** Engaging with industry leaders and peer academic institutions to amplify Marist’s ethical AI leadership and contribute to policy conversations.

Revenue and Sustainability

The Institute will serve as both a mechanism to coordinate university-wide AI activities and a body to pursue external revenue-generating opportunities. Potential funding streams include federal research grants, foundation support, corporate partnerships, and life-long learning. The Institute represents a strategic investment that can generate returns through multiple channels while advancing our educational mission.

Building an Integrated AI Strategy



Guiding Principles

Guiding Marist's AI strategy are six principles that are non-negotiable and rooted in the University's mission of service, community, and educational excellence. These principles ensure our trajectory remains true to our mission and values. These principles, formalized in our institutional Ethics Statement on Artificial Intelligence, establish the high-level commitments that will shape every policy, guideline, and decision about AI technologies at Marist.



Human-Centeredness: AI at Marist will always serve to enhance human capabilities, relationships, and flourishing—never to replace the irreducibly human elements of education and decision-making. We will maintain meaningful human oversight in all AI implementations, ensuring these technologies empower people, enhance their abilities, and preserve their autonomy. As we integrate AI tools into teaching and learning, we will uphold the highest standards of integrity.



Ethical Oversight: Every AI implementation will be subject to rigorous ethical review, ensuring alignment with our values and the interests of all stakeholders. We commit to transparency about when and how AI is used, accountability frameworks that hold us responsible for outcomes, and fairness in every application. This includes establishing clear ethical guidelines for AI use in academic work that uphold our standards of academic integrity.



Social Impact: We commit to developing AI applications and preparing graduates who will use these technologies to address society's greatest challenges. This means evaluating the broader social implications of our AI initiatives and fostering positive contributions to both our community and global society. We will actively work to prevent AI from exacerbating existing inequalities through comprehensive education about algorithmic bias, data privacy, and labor impacts.



Environmental Awareness: We will consider the environmental implications of AI adoption, monitor compute and energy impacts, and pursue sustainable approaches. We commit to collaborating across the institution to understand, assess, and guide actions that minimize AI's environmental footprint, and we will seek partners who share our commitment to responsible stewardship of resources.



Equal Access and Opportunity: We will ensure that AI tools and training are accessible to all members of our community, actively working to prevent AI from widening existing inequities. We will bridge the digital divide by providing targeted support to those who need it, making AI a force for inclusion and opportunity for everyone at Marist.



Community Engagement: Our AI initiatives will strengthen, not diminish, our connections to alumni, industry partners, the Hudson Valley, and the global communities we serve. We will foster an informed and engaged community by promoting AI literacy and creating opportunities for open dialogue about AI's role and impact. This ongoing conversation will help us adapt our approach as technology and community needs to evolve.



Measuring Progress

Marist is committed to tracking progress across all three pillars through a combination of quantitative indicators and qualitative assessments. Indicators will include departmental AI readiness planning, community participation in AI literacy programming, credential attainment, partnership development, and scholarly contributions. Annual reviews will assess both progress and emerging opportunities, ensuring our approach remains adaptive and accountable.

Conclusion: Shaping the Future, Not Reacting to It

Marist University's engagement with artificial intelligence is not a pivot or reaction; it is an evolution rooted in nearly 100 years of an educational mission established by the Marist Brothers who founded an institution with a long tradition of student-centered learning and social good. The Marist Brothers were visionaries who were often ahead of their time. Nearly a century ago, they saw the value of building intellect, character, and hands-on skills, and they used education to improve communities and the world around them with an eye towards continuous innovation.

The capabilities most essential in an AI-augmented world are precisely the capabilities a Marist education has always cultivated: critical thinking, ethical reasoning, clear communication, creative problem-solving, and adaptive leadership. AI does not diminish these skills; it elevates the need for them. As routine tasks become automated, the premium on distinctly human judgment will only increase.

This is our distinctive advantage. A Marist education empowers students to enter the workforce with both the ethical grounding and technical fluency that employers increasingly seek, ready to lead in roles that do not yet exist and to solve problems we cannot yet anticipate. AI doesn't change that calling. It makes that calling more vital, and more valuable, than ever.

By establishing the Institute, we claim a national leadership role in shaping how AI is understood and applied. By requiring AI Readiness Plans across every academic and administrative unit, we ensure no discipline or function is left behind. By achieving universal student credentialing in AI literacy, we guarantee our graduates a competitive edge. And by harnessing AI to strengthen enrollment, deepen student support, and enhance alumni engagement, we demonstrate that an ethically intelligent institution practices what it teaches.

The liberal arts, paired with applied professional learning, have always been about preparing students for lives of meaning, contribution, and adaptability. AI represents the next chapter in this ongoing story, and Marist with its unique blend of mission, expertise, and institutional culture, is ready to write it.



MARIST+ AI

Steering Committee:

Kevin Gaugler (co-chair), *Professor of Spanish/Assistant Dean, School of Liberal Arts*
Diane Hart (co-chair), *Associate Vice President of Special Projects and Innovation*
Haseeb Arroon, *Director of Institutional Data, Research, and Planning*
Ron Buckmire, *Dean, School of Computer Science and Mathematics*
Mike Caputo, *Vice President of Information Technology/Chief Information Officer*
Catherine Gunther Kodat, *Provost and Dean of Faculty*
Gianna Leonardi '27, *Student Representative*
Carolyn Matheus, *Professor of Information Systems*
Jeff Midgley, *Physician Assistant Program Director/Clinical Associate Professor*
Daryl Richard, *Vice President of Communications and Marketing*

Academic Committee:

Carolyn Matheus (co-chair), *Professor of Information Systems*
Jeff Midgley (co-chair), *Physician Assistant Program Director/Clinical Associate Professor*
Rebecca Albitz, *Dean, James A. Cannavino Library*
Matthew Brana '26, *Student Representative*
Anna Blumenthal, *Assistant Professor of Psychology*
Nancy Calabrese, *Head Public and Research Services Librarian*
DooRi Chung, *Senior Professional Lecturer of Fashion Design*
Victoria Ferrara, *Director of Educational Effectiveness Assessment*
Timothy Ford '27, *Student Representative*
Mary Jones, *Executive Director of Career Services*
Eitel Lauria, *Professor of Data Science & Information Systems/ Director of Graduate Programs*
Cara Messina, *Assistant Professor of English*
Julin Sharp, *Assistant Vice President, Digital Learning Platforms & Technology*
Anne Zahradnik, *Associate Professor of Healthcare Administration*
Owen Whelan '27, *Student Representative*

Operations Committee:

Haseeb Arroon (co-chair), *Director of Institutional Data, Research, and Planning*
Mike Caputo (co-chair), *Vice President of Information Technology/Chief Information Officer*
Eileen Bardney, *Executive Director of Enrollment Services*
JaimeLynn Bishop, *Manager Instructional Design*
Jay DeDapper, *Director of Strategy and Innovation*
Brian Gormanly, *Senior Professional Lecturer of Computer Science*
Jessica Macias, *Senior Financial Analyst - Budget, Planning, and Analysis*
Anora Mahin '26, *Student Representative*
Chanel Marino, *Executive Director Annual Giving*
JP Montross, *Director of Infrastructure and Cybersecurity*
Ed Presutti, *Director of Data Science and Analytics*
David Roberts, *HRIS Manager*
Peggy Roush, *Assistant Vice President, Enterprise Solutions Group*
Christian Sarmiento '25, *Student Representative*
Richie Williams, *Assistant General Counsel*

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