AI Task Force Recommendations

Second Report – March 2025

AI Task Force

University of Washington

UNIVERSITY of WASHINGTON

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Executive Summary

Artificial intelligence (AI) is driving changes in industries, societies and institutions worldwide, presenting profound opportunities and challenges. As a leading public research university, the University of Washington (UW) is uniquely positioned to influence the responsible use of AI, advance the field of AI, and explore opportunities to enhance the university mission.

The AI Task Force recommends a bold yet balanced strategy for AI. Starting from a vision for empowering students, advancing research, and harnessing AI for the greater good, we recommend an approach that is measured, inclusive, equitable, flexible and leaves room for individual choice.

This report benefited from extensive UW community input, which clarified goals and highlighted AI-related challenges. As in any endeavor, the UW will bring its core values to changes resulting from AI, such as responsible and ethical use, intellectual property and sustainability.

Goals and strategies recommended in this report include:

- **Education:** Preparing students to lead in any field by integrating AI literacy, the responsible use of AI, and technical AI knowledge into curricula as appropriate, supporting faculty innovation in pedagogy, and addressing disparities in access to AI resources.
- **Research:** Advancing fundamental AI research including the applications and implications of AI, fostering interdisciplinary collaborations, and leveraging partnerships to address global challenges while maintaining a commitment to ethical and sustainable AI practices.
- **Student Experience:** Enhancing support services, fostering community connections, and ensuring equitable access to AI tools that improve student success and well-being.
- **Operations:** Increasing effectiveness, innovation and compliance in administrative functions through responsible AI integration.
- **Enabling AI:** Investing in training, computational infrastructure and resources for responsible, ethical, environmentally sustainable, and compliant use of AI.

To guide decision-making in these areas, the AI Task Force recommends a shared governance structure. We also recognize that the UW's goals for AI will require significant new funding and recommend pursuing a diverse portfolio of funding sources including government, philanthropic and industry funding and partnerships.

By embracing a collaborative, inclusive and adaptable approach, the UW aims to lead responsibly in AI. This strategy reflects the university's commitment to innovation, equity and public service, positioning it as a global leader in developing and harnessing AI for the greater good.

Introduction

The University of Washington is among the earliest leaders in artificial intelligence (AI). The past decade has seen significant advances that have changed our understanding of AI and accelerated what we can accomplish with it. The UW's research and education programs make the University a nationally recognized AI leader. Many UW faculty members are individually recognized for their AI work, and the UW is strong in AI education. *Already, more than 110 courses at the UW either focus on AI or significantly incorporate AI.* As the field continues to grow and evolve, as a university we will build on our strengths to use AI thoughtfully for the public good and train the next generation to responsibly use and advance AI.

Making a significant investment in the UW's future with AI is imperative for multiple reasons. First, AI is being embedded in many segments of our society; our students must have training in this rapidly evolving technology as leaders in any field. Second, investing strongly in AI will allow the UW to retain and attract AI experts and to maintain and grow our global leadership in AI. Third, we hold a unique position in academia, as a large community-engaged and values-driven public institution embedded in one of the world's largest tech ecosystems. This unique position obliges us to create positive change through AI innovation and by promoting responsible use of AI for the public good. Our investment and commitment will contribute to transforming the UW, the region and the world.

Vision

In partnership with innovators and collaborators in the Pacific Northwest and around the world, the University of Washington will create, harness and deploy AI to drive cutting-edge scholarship, solve humanity's greatest challenges, and prepare a talented and diverse workforce to lead in any field. We will advance research, translation and ethics at the confluence of disciplines and technologies, embrace collaborations and complexity to better serve our communities and our planet, and educate and train our students to be influential and responsible AI users and innovators in service of the greater good.

Approach

As the UW pursues this vision, much remains unknown about the future of AI and the opportunities and challenges that any major new technology brings. While leading in AI research, the UW should take a measured approach to implementing AI in the institution, with thoughtful consideration of individual choice and the impacts of AI on our people, our mission and society.

Conversations about AI across the UW community in the past year have shown the value of an inclusive approach that welcomes diverse perspectives, resulting in a stronger strategy for the UW. Members of our community bring different perspectives and knowledge to the benefits and risks of AI, and continuing to hear many views will ensure options are carefully considered and investments have the most positive impact.

In addition to making university level decisions, the UW relies on the individual judgement of faculty, students and staff to navigate changes in response to AI. In particular, the UW relies on its faculty to decide whether and how to bring AI to curricula and pedagogy, to set priorities in AI research, and to direct the use of AI in research. We also recognize that, within a few years, AI will likely be ubiquitous in some university activities such as shared services and core business systems – similar to other technologies we already take for granted. At each stage, the UW will need to apply its values to strike a balance between benefits to the UW as a whole and the scope of an individual's choice to use or not use AI.

Investments in AI come with shared responsibility to promote equity in our university community. For example, the opportunity to grow AI skills and knowledge must be available to all faculty, students and staff at a pace that meets their needs and interests.

Likewise, the UW's commitment to community engagement, partnerships with underserved populations, and long-standing reciprocal research-practice collaborations position us to develop AI solutions with and for community partners to mitigate bias, and improve services, access and inclusivity. We aim to fundamentally improve AI techniques, tools and the application of AI technologies through our partnerships and collaborations, not just internally to the UW.

Finally, we recognize that any strategy in response to continual changes in AI and its impacts can only be a next step. For this reason one of our highest priority recommendations is to put in place ongoing governance so that the UW community can work together in each new future phase and maintain flexibility in response to change.

Community Input

As in any undertaking, in exploring AI the UW we will apply our core values: Integrity, Diversity, Excellence, Collaboration, Innovation and Respect. Many questions that arise from AI can and should be addressed through thoughtful consideration of values. The UW's existing policies and standards -- for example, privacy and security for all information technology – will also guide this work.

Based on community input and experience so far, some key areas deserve particular consideration. While these are not unique to AI, it is important to work together from shared goals as we explore AI, including:

- Responsible use of AI by students in ways that enhance rather than reduce the quality of their education
- AI solutions that are designed and tested to avoid bias, misuse or risk to security or privacy
- Equitable access to AI-related resources including training and computational infrastructure
- Measured investment in AI that is balanced with other needs at the UW
- Protection of intellectual property
- Fairness in the introduction of AI as it impacts people's jobs
- Environmental sustainability of AI consistent with the UW's sustainability goals
- Inclusive and community-engaged co-design of changes resulting from AI

This is not an exhaustive list and other concerns may arise as AI continues to evolve. Each section in Strategy, below, highlights key considerations relevant to each mission area.

Process to Date & Related Documents

In February 2024, Provost Serio established the University of Washington's AI Task Force to create a bold and responsible strategy for integrating artificial intelligence (AI) into the university's mission areas. Guided by an Executive Committee and five specialized Working Groups, the Task Force developed a series of proposals addressing Teaching and Learning, Research, Student Success, Administration, and Infrastructure, and published the 2024 AI Task Force Recommendations.

Further work was shaped by extensive campus engagement – including AI Town Halls and a university-wide AI Survey – to ensure diverse perspectives were incorporated. Feedback emphasized equitable access to AI tools, robust training and governance structures to ensure ethical, safe and compliant AI use and was incorporated into this report.

This report supersedes the vision, goals, strategies and roadmap stated in the 2024 AI Task Force Recommendations. However, as leadership and governance make decisions about AI investments and guidance, we recommend the 2024 report as a source of initial proposals with specific ideas generated by faculty, staff and students from across the UW.

Leadership and governance should also continue to reference the university wide 2024 AI Survey Report, produced by the Office of Educational Assessment, as an important source of community input about next steps in AI.

Governance

University governance is essential to guide the UW's AI strategy and investments. A well-structured governance framework will align efforts and resources across UW units, prioritize investments and establish a shared roadmap to enable effective and responsible use of AI. Through governance, the UW will need to balance investments across many different needs and ideas, adjust to the changing AI landscape and stay aligned with the UW's mission and values.

Three governance components are recommended in the following sections.

University AI Governance

Because AI impacts a wide range of mission areas and subject matter at the UW, we recommend a university-level governance group to guide and coordinate AI strategy. This group should:

- Broadly represent roles and units at the UW, including all campuses and perspectives from education, research and administration.
- Continue to update the UW's AI strategy (as laid out in this report) and drive change at the UW based on strategy.
- Advance near-term decisions about foundational priorities (see section on Foundational Priorities, below).
- Clarify decision-making responsibilities by identifying other governance structures responsible for decision-making to advance the wide range of recommendations in this report (see Subject Matter Governance, below).
- Coordinate with these other governance structures to track and align recommendations and decisions within the UW's overall AI strategy.
- Develop a long-term governance framework for AI.

For the interim, this group should report up to the Executive Office. Determining the necessary support resources for this effort will be essential to its success.

Existing Governance

The wide range of recommendations in this report (and new goals that arise in the future) will require different governance structures to advance. AI governance should, whenever possible, leverage or enhance existing governance structures. Examples include: faculty governance (such as Faculty Councils), research governance, Information & Technology Governance and UW Medicine governance.

Each governance structure with a scope related to AI should :

- Identify and advance relevant goals and strategies, taking into account AI Task Force recommendations as well as changing institutional priorities and developments in AI.
- Collaborate and coordinate with groups working on related topics, and hand off topics that require multiple governance perspectives as needed.
- Provide flexible ways to respond to rapidly changing needs for governance in response to AI.
- Within each governance structure, form any new groups (such as working groups) needed in response to AI.
- Provide updates to the group formed for University AI Governance, above.

AI Advisory Committee

We also recommend an AI Advisory Committee to engage with stakeholders including subject matter experts, thought leaders, industry partners, and potential donors to guide the UW's AI strategy.

This group will:

- Review and help shape the UW's vision, strategy, roadmap and investments for AI.
- Provide visionary thought leadership from perspectives outside the UW.
- Review evolving AI technologies and trends to check feasibility and relevance.
- Help the UW identify, advocate and contribute to potential funding opportunities for investment in AI.

Given the significance of the UW's many partnerships within the PNW and tech ecosystem nationally and internationally and the University's long history of successful partnerships for tech and educational innovation, the AI Advisory group should be established by the

President and Provost, in partnership with leadership in UW Advancement and the Office of Research.

Investment

The breadth and depth of the UW's strategy for AI will require significant investment from multiple sources to sustain. Through governance, the UW will need to balance investments across many different resources such as hiring, support, training, computational infrastructure and software licensing. This balance will need to stay aligned with a shared roadmap, the changing AI landscape and the UW's mission and values.

The UW should seek out resources from a wide range of sources and pursue a balanced portfolio of opportunities including:

- **Obtain state, federal and philanthropic funding** by translating selected priorities into biennial funding requests, grant proposals or donor proposals.
- **Prioritize AI as a philanthropic priority for the UW**, leveraging institutional and other investments and engaging visionary philanthropists toward partnerships and investments that will be truly transformational for education, research, and society.
- **Seek out AI knowledge and opportunities through partnerships with industry** and by supporting startup formation and engagement with industry.
- **Partner with communities, non-profits, industry and governments** to develop and apply AI innovations that sustainably address challenges at regional and global levels, and share best practices around governance, education and use of AI.

For near-term investment, we have highlighted the most impactful foundational opportunities in the section on Foundational Priorities, below – drawn from across the goals and strategies for different mission areas in the Strategy section.

Throughout, new investment should be planned in a financially sustainable manner. Resources added in the near term – whether through hiring, computational infrastructure or training – should be planned in terms of the UW's ability to fund, operate, maintain and refresh them for as long as they are needed.

To speed progress and build on existing strengths, where feasible the UW should invest in existing programs to strengthen their capabilities in relation to AI. For example, we believe training in AI can best be provided by expanding existing programs that already support people at the UW (see section on Training & Community, below).

Strategy

Advances in AI will impact virtually all disciplines, driving discoveries and innovations across the sciences, engineering, arts, humanities, medicine and beyond. The UW must also be a leader in studying AI itself and its impact on our societies and our world. Staying at the forefront of this revolution is not only critical for maintaining the UW's broad research portfolio, visibility and impact, but also for providing an education that serves the state's and the world's needs for an AI-ready workforce and prepares students to lead and work within the rapid evolution ahead.

Education

The accelerating pace of innovation in AI, and its deployment throughout industries and society, profoundly impacts higher education. The UW seeks to enhance teaching and learning and apply emerging best practices, to prepare our graduates to be innovators and responsible leaders in any field.

In this work, the UW must ensure both that students are well versed in responsible use of AI, and that the UW's use of AI in education itself is responsible. Key considerations include enhancing rather than reducing students' problem-solving skills, critical thinking and creativity, preventing potential bias in AI tools used in education, and ensuring equitable access to resources that help all interested students and faculty use AI.

Goals

1. **Empower students with basic AI literacy**, independent of major, ideally as early as possible during their undergraduate careers. Basic literacy includes responsible and appropriate use of AI, understanding where it can be effective, and how to learn more. Such knowledge will impact not only their careers but also their lives as citizens in a modern society.
2. **Provide additional opportunities for interested students** at the undergraduate and graduate levels to acquire AI knowledge at different levels of depth (from critical use of general AI tools to in-depth understanding of AI methods and building novel AI technologies). Students should also have the opportunity to acquire knowledge across different facets of their discipline(s) (from using or building AI technology to studying the interplay of humans, AI and society), and in a way that is formally recognized by employers.

3. **Encourage updates to academic programs and curricula** to prepare students for the modern workplace, as most disciplines and industry practice are affected by AI.
4. **Use AI to enhance pedagogy** where opportunities exist to enhance the educational experience for our students. The UW should study how best to leverage this opportunity, support faculty in experimenting with this technology, and deploy successful ideas broadly.
5. **Lead in AI education beyond our walls**, offering AI education beyond the UW and as a State resource for AI expertise and education.
6. **Address disparities in access to AI resources** for education and ensure inclusive opportunities for all students and faculty who wish to use AI.

Strategy

1. **Invest in new faculty lines** that complement and expand existing faculty expertise in AI, and consider AI expertise in replacement hires. New faculty will amplify the impact of AI in education by introducing new applications, teaching and mentoring student uses of AI, demonstrating responsible use, and preparing students for rapidly evolving career opportunities.
2. **Develop hands-on experience to increase AI literacy** for all future graduates across disciplines in new co-curricular programs.
3. **Develop curricula** that enable students to specialize in and demonstrate proficiency in AI and that increase access to AI education across a diverse population of students. Options include developing curricula, degree options, and employer-recognized micro-credentials that "stack on" and enhance traditional degrees.
4. **Provide support and incentives** and minimize administrative barriers to enable faculty to update programs and curricula for AI – for example, seed grants for curricular innovation and new programs, or summer funding.
5. **Offer faculty training in teaching of AI or teaching with AI**, based on their needs, as described in the section on Training & Community, below.
6. **Provide support and incentives** (such as summer funding) that enable faculty to enhance teaching and learning using AI.
7. **Develop and update guidance** on responsible use of AI that faculty and students can discuss and apply to AI in education, along with faculty members' own choices about use of AI in their courses. (See also the section on Responsibility, Ethics & Compliance, below.)
8. **Develop outreach** to provide AI expertise outside the UW.

9. **Develop targeted initiatives** to reduce barriers to AI access, ensuring all students and faculty can engage with AI tools and opportunities equitably.

For examples of specific proposals that could advance this strategy, see the 2024 AI Task Force Report.

Research

Advances in AI are impacting research in virtually all research disciplines, driving discoveries and innovations across the sciences, engineering, arts, humanities, medicine and beyond. To remain a leader in research and to broaden impact, the UW will build on existing strengths in innovating in AI fundamentals, discovering and developing new applications of AI, and applying AI to elevate existing research and foster new research.

The UW should continue to both ensure responsible use of AI in research and advance research in the impacts of AI. Key considerations include promoting ethical AI practices by addressing concerns such as bias, misuse, and privacy, ensuring equitable access to tools and training, and aligning AI initiatives with the UW's sustainability goals and community values through inclusive, collaborative design.

Goals

1. **Grow research** in fundamental AI technology, expand applications of AI and study the development and use of AI.
2. **Maintain a core commitment** to AI that is responsible and sustainable – ethically, environmentally and with good stewardship.
3. **Accelerate startup creation and translation of discoveries from lab to market and impact** through collaboration with external partners, co-creation of novel applications, human-centered co-design and the UW's own research in responsible AI, with results that impact the direction of AI globally.
4. **Collaborate as a tri-campus AI community** to build on shared infrastructure and integrated research and education efforts.
5. **Consider ethical concerns about AI,** including bias, misuse, equity, reproducibility, safety, privacy, etc. in AI applications.
6. **Ensure equitable access** to AI tools and upskilling programs for non-AI-focused disciplines.
7. **Align AI initiatives with UW's commitment to sustainability**, recognizing energy consumption costs of large AI models.
8. **Respect community values** in community-engaged co-design of AI systems.

9. **Foster open-source, open-data AI** in research to address concerns about "corporate capture" of AI.

Strategy

1. **Pursue a diversified investment strategy** to grow research, including support for new and existing faculty, cyberinfrastructure, software licenses and research staff dedicated to providing expert training and consulting. Examples include:
    a. Support disciplinary and interdisciplinary faculty hires that advance research in AI, the study of AI or the application of AI, through an ongoing process that targets select domains based on strengths and needs while remaining flexible to respond to opportunities.
    b. Support a postdoctoral fellowship program centered on AI development and use.
    c. Invest in shared cyberinfrastructure (including GPU computing, storage and high-speed networking) that benefits both education and research efforts, as discussed in the section on Computational Infrastructure, below.
    d. Invest in AI research and engineering staff to expand capacity in eScience for upskilling faculty, staff, and students and increase the effectiveness of training programs.
    e. Provide seed funding to support new interdisciplinary collaborations to broaden reach and impact.
2. **Build on existing UW strengths**, including deep expertise in AI, existing interdisciplinary AI institutes and centers, shared computing infrastructure and AI programs recently launched by eScience for upskilling and incubating collaborations
3. **Support work with open-source, open-data AI models** by expanding shared AI cyberinfrastructure, including state-of-the art security and privacy preserving data storage and sharing techniques
4. **Provide training for researchers and consulting by staff** to make it easier for interested researchers to use AI effectively – for example, through the eScience Institute.
5. **Support responsible AI** (including sustainability) in all research efforts through education programs and by providing training to enable researchers to incorporate new methods and best practices in their work.
6. **Foster interdisciplinary collaborations** between AI researchers and domain experts to address global challenges, and between AI researchers, social scientists and policy experts to provide AI for the public good

7. **Grow external partnerships** (including with communities, non-profits, industry, and others) by building on current relationships and innovating in how we work with partners to provide new research opportunities and accelerate impact
8. **Advance knowledge about AI for the public good --** such as how AI is transforming society and its effects on students and the workforce – through research and partnerships with communities and industry.
9. **Develop policies and practices to address ethical concerns such as bias**, misuse, privacy, equity, reproducibility and safety in AI applications, ensuring alignment with UW's values and commitment to responsible innovation.
10. **Expand access to AI tools and upskilling programs for all disciplines**, prioritize sustainability by addressing the environmental impact of AI technologies, and engage communities in collaborative design to reflect shared values and diverse perspectives.

For examples of specific proposals that could advance this strategy, see the 2024 AI Task Force Report.

Student Experience

The University of Washington aims to create an inclusive, equitable and supportive student experience. The University will explore ways to improve retention and student success and create healthier and more resilient graduates by leveraging AI. The UW seeks to apply AI to enhance the whole student experience with student services and administration beyond the classroom.

The UW should take a measured approach that ensures responsible and effective AI solutions in the student experience. Key considerations include ensuring AI tools used in the student experience are free from bias; upholding data security and privacy; equitable access to training for staff; and prioritizing interpersonal interactions for students while applying AI where it can most enhance the student experience.

Goals

1. **Explore opportunities to provide the information students need** when they need it to navigate their academic career (application, enrollment, academic advising, etc.)
2. **Identify struggling students and provide tailored support** early in the quarter
3. **Help students find and create community** by connecting them to peers, campus events and community opportunities
4. **Learn about, test, and validate** the most fruitful uses and outcomes of AI tools in the student experience, as these technologies continue to evolve.
5. **Enable staff and faculty** to work with AI to support the student experience.

6. **Prevent bias in AI tools used to support the student experience**, such as bias around race, gender, citizenship status and sexuality.
7. **Address the need to upskill existing student services staff** to effectively use AI tools, especially for those slower to adopt newer technologies
8. **Develop clear policies** to ensure AI systems maintain data security while enhancing the capabilities of advising and student success efforts.
9. **Promote interpersonal interaction as a critical complement to AI tools** that support the student experience, emphasizing the importance of human communication skills in an AI-supported world.

Strategy

1. **Apply AI to existing resources such as policies and procedures** to enable students to find information and guidance easily throughout their academic career and student experience.
2. **Develop AI-assisted guidance** and interventions that enable students, particularly first-generation, to navigate the "hidden curriculum" of the University.
3. **Apply AI to identify earlier interventions** that minimize withdrawals from the University and enhance student success, helping faculty and staff reach out to students who need support.
4. **Apply AI in university business processes** to enhance UW service to students -- such as admissions, financial aid, housing, food services, healthcare, counseling and advising.
5. **Enhance student opportunities to connect** with peers and engage with community through AI-assisted guidance.
6. **Enable students to apply AI in extra-curricular activities** by applying AI to student existing activities and by offering trusted toolsets within which students can develop their own AI solutions.
7. **Offer faculty and staff training in AI** to enable use of AI in the student experience, as described in the section on Training & Community, below.
8. **Develop and deploy AI tools for the student experience** that are free from bias, uphold robust data security standards, and enhance advising and support services to promote equitable outcomes.
9. **Provide targeted training programs to upskill staff** in effectively using AI tools, while prioritizing interpersonal interactions to complement AI-driven solutions and foster meaningful student engagement.

For examples of specific proposals that could advance this strategy, see the 2024 AI Task Force Report.

Operations

AI capabilities are rapidly being integrated into technology solutions used by the UW, presenting opportunities to explore improving operational efficiency, developing new capabilities and increasing innovation across the University of Washington. Our region's combination of a highly skilled technological workforce and a track record for innovation, entrepreneurship and developing transformative business models provides a unique setting to leverage and translate these advancements to serve the region.

As in the areas above, careful evaluation, design and testing of AI solutions is required. Key considerations include data security and privacy, the safety of faculty, students, staff and patients, and potential bias in AI solutions used in operations.

Goals

1. **Enhance UW operations** such as increasing effectiveness, service and efficiency while mitigating risk.
2. **Accelerate the UW's competitive position** by better supporting education, research and the student experience.
3. **Enable staff to shift time to higher-value efforts** such as collaboration and complex work.
4. **Lead in best practices** for the use of AI in operations.
5. **Address safety, risks, and ethical considerations** in AI, particularly in terms of data privacy and security.
6. **Enable staff to build foundational knowledge** of AI as needs and technologies change over time.
7. **Ensure equitable AI adoption** across different departments and units within UW.

Strategy

1. **Leverage proven AI solutions to enhance key business processes** and business operations, making UW operations more efficient and accessible and increasing the UW's competitiveness. For example:
    - **Integrate AI into core business systems** and service platforms based on needs assessments and testing through pilot projects
    - **Develop new solutions** that take advantage of AI expertise and research at the UW
    - **Influence the development of industry solutions** that the UW can apply

2. **Apply AI to automate routine tasks and provide strategic data insights**, enhancing the user experience across all levels of the university and freeing up human resources for collaborative endeavors, complex decision-making and innovation.
3. **Apply AI tools to support compliance,** for example by testing and implementing tools that ensure accessibility of digital content for persons with disabilities.
4. **Translate advancements and insights into best practices** that can be shared internally and with other public and private organizations throughout the region, as well as learn from peers' best practices.
5. **Develop AI use guidelines** for administrative functions that address safety, risks, intellectual property and ethical considerations particularly in terms of data privacy and security.
6. **Provide support, investment, and resources to upskill staff** and build their foundational knowledge of AI as needs and technologies change over time.

For examples of specific proposals that could advance this strategy, see the 2024 AI Task Force Report.

Enabling AI

One of the core strengths of UW is its collaborative approach, in which people come together to advance some of the most challenging questions in research, education and operations. Achieving interdisciplinary and operational excellence in AI will require substantial investments in several enabling capabilities: training and community, computational infrastructure, privacy, responsibility and compliance.

Building foundations for use of AI in other areas is also an opportunity to help ensure responsible use of AI. Key considerations include equitable access to shared resources such as training and infrastructure, environmental sustainability of computational infrastructure for AI, and compliance with a wide range of standards in implementing AI solutions.

Training & Community

Our vision is that everyone at the UW will be able to make use of AI when it supports their education, research, learning, or innovation. This will require the creation of educational pathways for students as we described above in the Education section, as well as for faculty and staff as described in this section.

Goals

1. **Support faculty and staff who seek to apply AI** with the knowledge and skills they need.
2. **Provide opportunities relevant to different roles**, which include:

    a. Faculty, staff, and student employees using AI in their day-to-day work
    b. Faculty applying AI in their pedagogy (teaching with AI)
    c. Faculty teaching AI in their courses (teaching of AI)
    d. Researchers applying or developing AI in their research
    e. Faculty and staff developing or deploying AI solutions
3. **Foster AI best practices and approaches** that increase value and minimize risk.
4. **Ensure that training is inclusive** and meets the diverse needs of the UW community
5. **Foster collaboration in training** across research, teaching and education.

Strategy

1. **Offer training and upskilling pathways** for faculty, researchers and staff to develop the skills they need to apply and advance AI in research, education and operations.
2. **Build networked communities of practice** across the institution to share knowledge and best practices and to exchange ideas about AI methods and their applications in different fields.
3. **Train research and engineering staff** i**n AI methodologies** to use, develop and deploy solutions that are optimized, robust, well designed and work the way they were intended (e.g., equivalent to engineering staff who support the design and construction of instrumentation throughout the university).
4. **Help faculty, researchers and staff acquire technical knowledge of AI** to include AI techniques in their research, courses, or operations. Broadly accessible training in that area should be developed for faculty, instructors, postdocs and PhD students.
5. **Help faculty focus on developing appropriate pedagogy**, including how to integrate AI into reflective, evidence-based and inclusive teaching practices.
6. **Invest in existing programs that provide related training** across UW Seattle, UW Bothell and UW Tacoma, while increasing their collaboration. For example: the eScience Institute (for research uses of AI) and the Center for Teaching and Learning (for pedagogical uses of AI).

For examples of specific proposals that could advance this strategy, see the 2024 AI Task Force Report.

Computational Infrastructure

Access to computing resources is currently a huge bottleneck for AI in research, education, and operations. The shortage of accessible, affordable high-quality AI computing resources is creating significant barriers to entry for educators, students, and researchers. Even when cost is not prohibitive, navigating the many solutions available can be overwhelming. This scarcity is not only limiting the exploration and expansion of AI's capabilities but also stifling innovation and diversity in the field.

Access to commercial AI services alone will not solve these challenges, as LLMs support only a small fraction of the applications that AI can impact, and many researchers want to use open-source AI tools for reproducibility and for better understanding of AI tool behavior that is critical to advancing responsible AI. Researchers also need infrastructure to build new AI technologies.

Computing options include on-premise GPU hardware and cloud computing, coupled with large data storage capabilities. A central effort is important for both, to increase buying power and for other efficiencies of scale, but also for cybersecurity reasons. There is an urgent need for a strategic increase in the availability of AI computing resources to support the growing demands of the UW AI community in AI research, education and learning.

Goals

1. **Ensure that computational infrastructure supports a wide range of needs** across research, education and operations, and can adapt to rapidly changing and uses of AI.
2. **Ensure scalability of computational infrastructure** for expanding and future uses of AI.
3. **Enable effective use** of computational resources.
4. **Enable compliant use of AI** including requirements for security and privacy.
5. **Address the environmental impact** of AI infrastructure.
6. **Ensure equitable access** to shared computational infrastructure.

Strategy

1. **Make targeted investments in key infrastructure for AI** including:
    a. Increase the capacity of the UW Hyak supercomputing facility
    b. Invest in a next generation data center and GPUs
    c. Enhance networking and storage infrastructure.
2. **Invest in advanced technologies** that provide the necessary speed, storage and security to meet the current and future demands of our AI initiatives.
3. **Create shared resources that help people use computational resources effectively**, including secure, scalable access to tools and frameworks, custom AI solutions and pre-approved frameworks to streamline compliance, privacy and ethical use.
4. **Strengthen the UW's cyberinfrastructure** including areas such as network security, data encryption and access controls, and privacy, to enable compliant use of AI.
5. **Seek advanced cooling solutions and prefer renewable energy sources** to mitigate the environmental impact of the UW's AI infrastructure.

For examples of specific proposals that could advance this strategy, see the 2024 AI Task Force Report.

Responsibility, Ethics & Compliance

AI technologies have the potential to greatly benefit people, society, and the world. Like all technologies, AI can also be designed or applied in harmful ways. Our commitment to our institutional values drives us to protect privacy and security and proceed responsibly, ethically, safely and transparently. Similar to other technology solutions, the UW's AI technologies must meet applicable compliance standards, rules and regulations (e.g., HIPAA in a medical context, FERPA in an educational context, and accessibility for persons with disabilities).

Goals

1. **Ensure that faculty, students, and staff have access to expertise and guidance** for responsible use of AI.
2. **Ensure that AI solutions meet applicable compliance requirements** such as security, privacy and accessibility for persons with disabilities.
3. **Build on the UW's own research and expertise** in responsible use of AI and explore how to avoid potential negative impacts of AI.

Strategy

1. **Establish AI governance to prioritize and oversee guidance** that needs to be developed or revised in response to AI (see also the section on Governance, above).
2. **Invest in support personnel and grow skills in compliance offices** to provide expertise and guidance for the responsible use of AI.
3. **Develop educational modules that provide guidance** for developing, deploying, or using AI solutions in privacy- and security-respecting, responsible and compliant ways.
4. **Review, streamline, and enhance compliance processes** to meet changing needs in response to AI – for example, compliance in the IT sourcing and procurement process.
5. **Explore, test, and implement AI tools that support compliance** as discussed in the section on Operations, above.

For examples of specific proposals that could advance this strategy, see the 2024 AI Task Force Report.

Foundational Priorities

From across the mission areas in the Strategy section above, we recommend the following areas as foundational priorities for near-term effort and investment:

1. **Establish interim AI governance** and plan longer-term governance (see the section on Governance, above).
2. **Through governance, develop and promote guidance** that ensures responsible, ethical, and compliant use of AI (see the section on Responsibility, Ethics & Compliance, above).
3. **Seek funding from diverse sources** including philanthropy and government to support the goals and strategies in this report (see the section on Investment, above).
4. **Begin making investments in computational infrastructure** – including computing capacity and related data centers, storage, and networking – and ensure that these resources are easy to access and equitably available (see the section on Computational Infrastructure, above).
5. **Begin investing in new faculty lines that grow knowledge of AI** to enhance education and research, across disciplines with a flexible approach (see the sections on Education and Research, above).
6. **Grow and coordinate existing programs to develop training** for people who choose to use AI so they can develop skills relevant to their role, understand guidance on responsible, ethical and compliant use, and apply best practices (see the section on Training & Community, above).
7. **Implement basic "AI literacy" education for students** on responsible and ethical use of AI (see section on Education, above).
8. **Encourage changes in academic programs, curricula, and courses** in response to AI and provide resources to faculty to support this work (see the section on Education, above).
9. **Prioritize early opportunities for AI to address institutional priorities** through governance, and then support projects to explore, pilot, test and implement AI solutions found to be effective.

Conclusion

We, the UW AI Task Force Executive Committee, have reviewed all aspects of this recommendation, endorse its feasibility and approach, and are enthusiastically committed to actively supporting it. We thank the co-chairs and members of the AI Task Force working

groups (listed in the 2024 report) as well as all members of the UW community who shared their perspectives in the AI Survey, AI Town Halls, and other forums. The UW can move ahead with confidence thanks to all of your contributions.

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