LA TROBE UNIVERSITY RESPONSIBLE AI ADOPTION JOURNEY

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LA TROBE UNIVERSITY

THE QUESTION EARLY ON

Our real question was not “what can it do?”

It was how do we make it trusted, safe, and worth repeating inside real workflows.

We moved early knowing momentum is harder to build than access.

In uncertainty, delay compounds hesitation.

We wanted a calm runway to build confidence before expectation accelerated.

THE JOURNEY

2023

- AI paper by JV & MS
- Use Cases Workshop

Jan –Mar 2024

- Market Review / Draft Strategy

Apr – July 2024

- Accelerator Program established
- RAAC Commencement
- AI Policy endorsed by SEG

Aug-Sep 2024

Responsible AI Adoption Strategy endorsed by Council

Oct – Dec 2024

- Strategy Launch
- RAAEC TORs endorsed

Jan-Feb - Mar 2025

Engagements to define Strategic Focus

May 2025

Initial Investment Package

Jul-Nov 2025

750 staff trained in Copilot (academics and researchers)

Microsoft Copilot

Dec 2025

OpenAI Partnership announcement

Feb-Apr 2026

Scale Up Campaign

2023 | **2024** | **2025** | **2026**

We are here

THE JOURNEY

Shift from pilots to enterprise scale.

Startup
Early phase

2024 - 2025

- Pilots
- AI Capability building
- Copilot early cohorts
- Policy development
- Strategy development
- Strategic partnerships
- AI Accelerator Capability

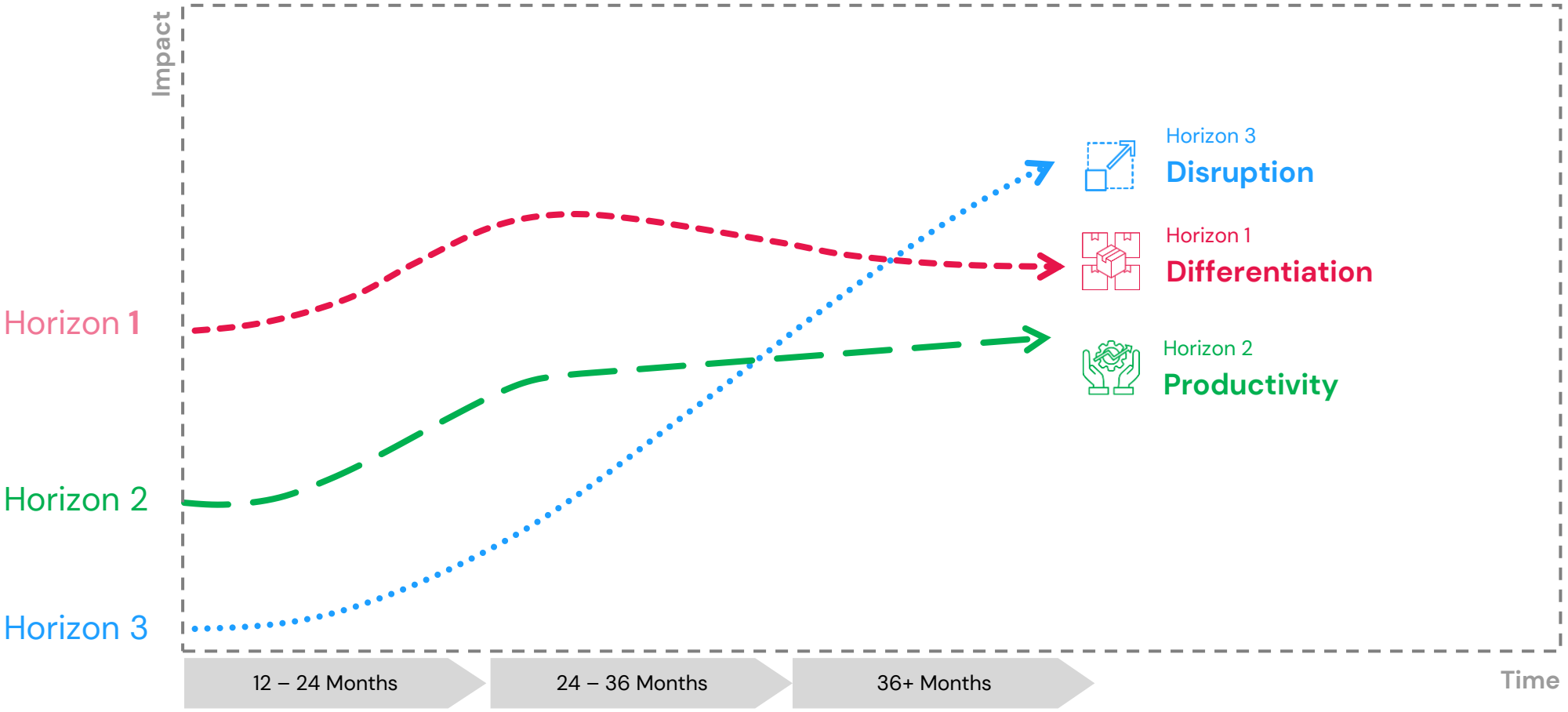
Scaleup
Enterprise phase

2026-2027

- University wide ChatGPT EDU platform
- Embedded AI workflows
- Redesign assessments and curriculum
- Scaled staff capability
- Governance optimisation
- Central AI capability Team

STRATEGIC HORIZONS

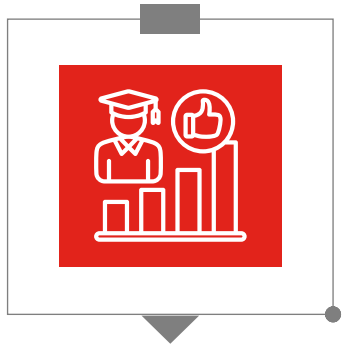
Strategic Horizons (Current and Future Focus)
AI will now play a central role in accelerating our ambitious growth agenda.



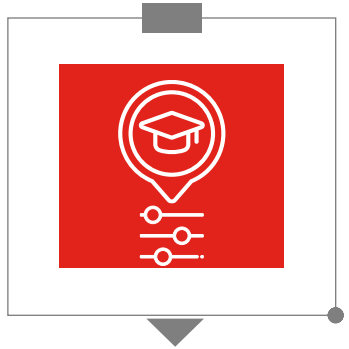
STRATEGIC FOCUS

The strategic focus for responsible AI adoption at La Trobe includes three key themes: **Accelerated Growth**, **Personalised Student Experience**, and **Enhanced Staff Experience**. These themes aim to leverage AI for new opportunities, tailor educational experiences to individual needs, and improve staff efficiency and satisfaction. Together, these focus areas will help La Trobe achieve **growth and differentiation**.

Accelerated Growth

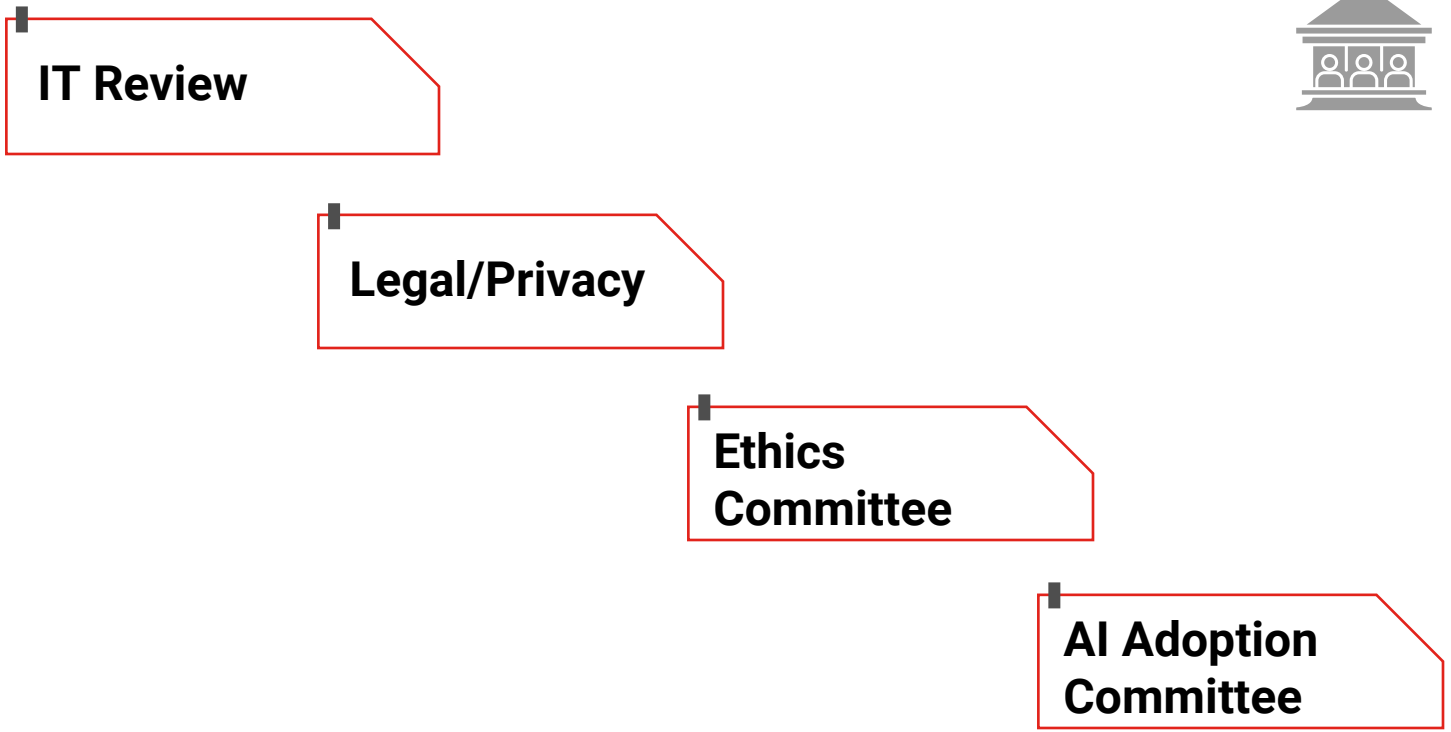


Personalised Student Experience



Enhanced Staff Experience

RESPONSIBLE AI ADOPTION - GOVERNANCE MODEL



This model has served the foundational phase well; a review is now underway to transition to a lean, scalable governance approach.

RESPONSIBLE AI REQUIRES RISK MANAGEMENT

Innovation requires experimentation. Governance ensures that experimentation is deliberate, visible, and safe.

Managed Risk

- Institution sanctioned pilots and experimentation.
- Governance oversight and ethical review.
- Defined data boundaries and privacy protections.
- Human judgement retained in decision making.
- Learning captured and shared across the institution.

Shadow Risk

- Shadow AI usage outside institutional oversight.
- Data exposure in public tools.
- Automated decisions without appropriate human oversight.
- Fragmented experimentation across teams.
- Loss of trust from students, staff, and partners.

Responsible AI is not about eliminating risk. It is about **taking the right risks deliberately**.

RISK MANAGEMENT APPROACH

Our approach focuses on creating an environment where innovation can occur safely, transparently, and responsibly.

Governance
Strategic oversight through responsible AI governance structures and institutional policy.

Risk Gate
Structured checkpoints ensuring projects meet standards for privacy, security, ethics, and compliance.

Human Oversight
AI supports decision making but does not replace human judgement in critical contexts.

Evidence Led Learning
Pilots and experiments designed to generate insight before scaling across the university.

Scalable Assurance
Governance evolving from foundational controls toward a lean model suitable for enterprise scale.

PILOTS AND EXPERIMENTS (EVIDENCE LED & GOVERNED)

Curriculum design

AI identifies duplication and overlap across subjects that is not visible manually at scale, highlighting where consolidation or redesign adds the most value.

Subject scheduling

AI analyses demand, dependencies, and progression pathways to reduce clashes, bottlenecks, and delays to student progression.

Automated Teach Out

AI supports personalised, clear teach-out pathways and optimised delivery, reducing delay, workload, and cost while supporting completion.

Troby

A La Trobe–built AI digital assistant, piloted and launched to support student and staff enquiries using trusted institutional knowledge.

Cogniti

An AI learning platform exploring subject-specific agents to support teaching and learning under defined governance, transparency, and evaluation controls.

Microsoft 365 Copilot

A structured, hands-on program building practical, responsible use of Copilot in everyday work, progressing from foundations to advanced use and agent building.
750 staff trained.

APPROACHES THAT HAVE WORKED FOR US

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Game of Adjustment not perfection

e.g. Drafting and adjusting a strategy, form governance, draft ToRs

Think big, act small and learn fast

e.g. Copilot adoption, Troby , AI Fluency for staff

Create a following

e.g. AI Circle, Copilot Community of Practice, active engagement across the board

Dedicate time and resources

e.g Accelerator, Change Lead

Buy in from VC, SEGs, DVCs, SLGs

e.g. articulate their part to play, provide opportunities to contribute and provide feedback

Create an environment of trust and growth

e.g. Transparency on expectations and concerns like privacy, provide learning opportunities

Hunt for opportunities to adopt AI

e.g. Specialised UCs like course rationalisation, Placements, start-up students
"Could we do it with AI?"

Engage and Connect with other Unis/industry

e.g. CAUDIT conference, CEDA AI Summit, Microsoft, HEDX.

Communicate strategically

e.g. internal engagement and communication, external leadership and collaboration.

FROM ACCESS TO EMBEDDED ADOPTION
THE LTU EXPERIENCE – MS365 COPILOT

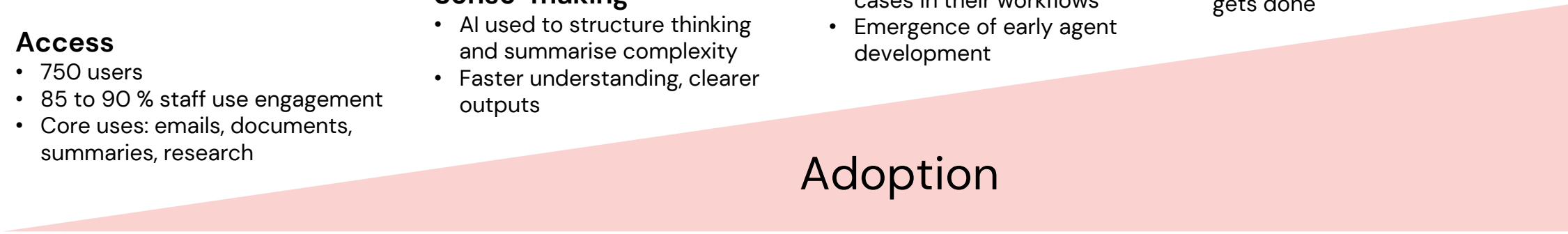
The Journey
Adoption does not happen at introduction. It emerges after learning, experimentation, and trust.

Access
- 750 users
- 85 to 90 % staff use engagement
- Core uses: emails, documents, summaries, research

Sense-making
- AI used to structure thinking and summarise complexity
- Faster understanding, clearer outputs

Experimentation
- Teams testing real use cases in their workflows
- Emergence of early agent development

Adoption
- Agents embedded into selected workflows
- AI becoming part of how work gets done



What Enabled This
- 6-week comprehensive learning program
- Followed by coaching at individual and teams' levels.
- Adoption began to emerge around 6 months mark
- Growth has been organic, not mandated.
- Value driven adoption not compliance.

Impact
- Approximately **3500** hours saved per month
- Improved consistency and reduced cognitive load
- **20 to 40** percent time savings depending on cohort

WHAT THIS LOOKS LIKE IN PRACTICE

Real Use Cases — What, Who, How, Outcome

The pattern is simple. Automate the repeatable. Redesign workflow when needed. Support the judgement. Protect the human

Teaching and Learning

Who – Law school academics
What - AI as a thinking companion
How - Transforming complex material into structured learning
Outcome – Clearer teaching, preserved academic judgement

Communication and Operations

Who – Communication and Events teams
What – AI as a standards and productivity engine
How – Drafting, automating repetitive work, embedding guidelines
Outcome - Consistency, reduced workload, improved clarity

Assessment and Decision Support

Who – Academic leaders and teaching teams
What – AI as an advisor
How – Supporting structured evaluation and reducing drift
Outcome -More consistent judgement

Student Support and Care

Who – Counselling and support services
What - AI as an admin support layer
How - Handling admin tasks and structuring outputs
Outcome – More time for human interaction and care

Strategy and Leadership

Who – Strategy Realisation teams
What – AI as a thinking partner
How – Structuring complex thinking and priorities
Outcome - Stronger decision making and clarity around strategy.

Emerging — Agent Based Workflows

Who – Finance and Library teams
What – Agents embedded into workflows
How – Invoice triage, academic literature
Outcome - Consistency, scalability, improved decision quality

REFRAMING THE ROLE OF AI

We have started to move away from thinking about the human in the loop. The human was always the centre. This is now AI in the human loop.

The Common Framing

- Keep the human in the loop
- AI as the system, humans as oversight

What We Are Seeing

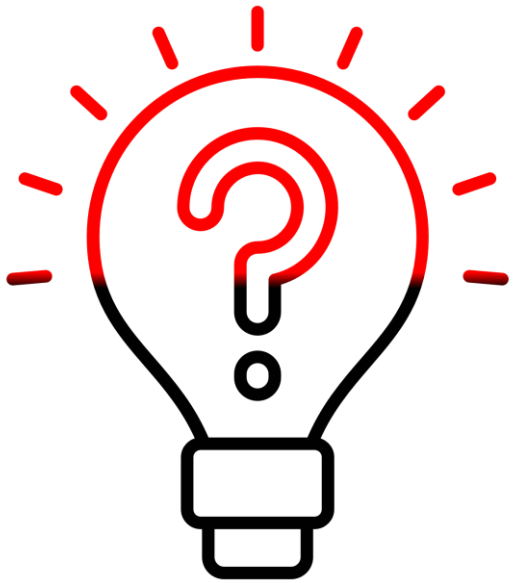
- The human is the centre of the work
- AI supports thinking, structure, and execution
- Work is redesigned around human judgement

The Shift

From tools people use → To systems that support how people think and work

“This is the shift we think matters most.”

REFLECTIONS



- Momentum matters more than access
- Governance enables experimentation
- Human judgement remains central
- Capability building is critical

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THANK YOU

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