



Universität St.Gallen

AI in Higher Education: From Regulation to Institutional Capacity

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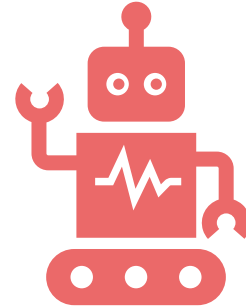
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From insight to impact.

Why this matters?



AI governance is not only about regulation. The key challenge is building institutional capacity for responsible use.



AI is already used in teaching, research, assessment, administration, student services, and publishing. Policy systems are struggling to keep pace.

Three governance pathways



decentralized
and principles-
based



centralized and
compliance-
oriented



state-led and
developmental,
but uneven

Canada



Flexibility with fragmentation



Strength: institutional autonomy and experimentation



Risk: unclear accountability and uneven standards



Lesson: principles need coordination

China



Clarity with constraints



Strength: detailed rules, disclosure, ethics review, sanctions



Risk: limited flexibility and experimentation



Lesson: compliance should leave space for academic judgment

Kazakhstan



Momentum with capacity gaps



Strength: national strategy, AI-Sana, system-wide mobilization



Risk: uneven readiness across universities



Lesson: ambition must be matched by institutional support

Policy recommendations

Governments should establish clear baseline expectations for AI use in higher education, including disclosure, accountability, data protection, academic integrity, and ethical review.

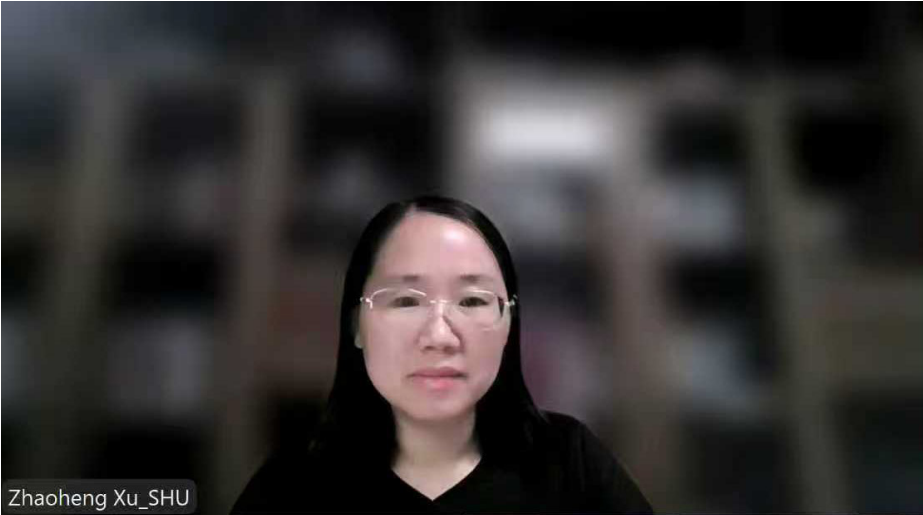
Universities should create integrated AI governance structures that connect teaching, research, administration, privacy, ethics, and student support.

AI literacy should go beyond technical training and include ethical, legal, social, environmental, and academic-integrity dimensions.

Countries pursuing rapid AI expansion should invest not only in courses and startups, but also in faculty development, institutional infrastructure, and governance capacity across the whole higher education sector.

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Thank you!

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