INFORMATION SYSTEMS EDUCATION JOURNAL

Volume 25, No. 1
January 2027
ISSN: 1545-679X

In this issue:

4. **CurriculumGPT: Supporting Curriculum Design with AI-Augmented Tooling**
Kareem Dana, West Texas A&M University
Jeffry Babb, West Texas A&M University

23. **A Comparative Case Study of AI-Enabled and Traditional Experiential Simulations in Operations and Supply Chain Education**
Yan Jin, Quinnipiac University
Ae-Sook Kim, Quinnipiac University
Tan Gürpinar, Quinnipiac University
Iddrisu Awudu, Quinnipiac University

37. **Personality, Organizational Environment, and the Use of Generative AI: A Conceptual Framework for Understanding Human-AI Interaction**
David Firth, University of Montana
Simon Laub, Business Academy Aarhus
Elizabeth Kohl, University of Montana
Fang Chen, University of Montana

55. **Adapting CAMIL for K–12 World Language Learning: A Qualitative Study of Immersive VR in Middle School Spanish**
Emily Loughlin, Nichols College
Kevin Mentzer, Nichols College

66. **Developing an Artificial Intelligence Course for a Small Undergraduate Program**
Scott Turner, University of Richmond
Lionel Mew, University of Richmond
Terry Turner, University of Richmond

iscap
Information Systems & Computing Academic Professionals

The **Information Systems Education Journal** (ISEDJ) is a double-blind peer-reviewed academic journal published by **ISCAP** (Information Systems and Computing Academic Professionals). Publishing frequency is five times per year. The first year of publication was 2003.

ISEDJ is published online (https://isedj.org). Our sister publication, the Proceedings of the ISCAP Conference (https://iscap.us/proceedings) features all papers, abstracts, panels, workshops, and presentations from the conference.

The journal acceptance review process involves a minimum of three double-blind peer reviews, where both the reviewer is not aware of the identities of the authors and the authors are not aware of the identities of the reviewers. The initial reviews happen before the ISCAP conference. All papers, whether award-winners or not, are invited to resubmit for journal consideration after applying feedback from the Conference presentation. Award winning papers are assured of a publication slot; however, all re-submitted papers including award winners are subjected to a second round of three blind peer reviews to improve quality and make final accept/reject decisions. Those papers that are deemed of sufficient quality are accepted for publication in the ISEDJ journal. Currently the target acceptance rate for the journal is under 35%.

Information Systems Education Journal is pleased to be listed in the Cabell's Directory of Publishing Opportunities in Educational Technology and Library Science, in both the electronic and printed editions. Questions should be addressed to the editor at editor@isedj.org or the publisher at publisher@isedj.org. Special thanks to volunteer members of ISCAP who perform the editorial and review processes for ISEDJ.

2026 ISCAP Board of Directors

Amy Connolly James Madison University President	Michael Smith Georgia Institute of Technology Vice President	Jeff Cummings Univ of NC Wilmington Past President
David Firth University of Montana Director	Mark Frydenberg Bentley University Director/Secretary	Leigh Mutchler James Madison University Director
RJ Podeschi Millikin University Director/Treasurer	Bryan Reinicke Rochester Institute of Technology / Director	Jeffry Babb West Texas A&M University Director/Curricular Matters
Eric Breimer Siena University Director/2026 Conf Chair	Thomas Janicki Univ of NC Wilmington Director/Meeting Planner	Xihui "Paul" Zhang University of North Alabama Director/JISE Editor

Copyright © 2026 by Information Systems and Computing Academic Professionals (ISCAP). Permission to make digital or hard copies of all or part of this journal for personal or classroom use is granted without fee provided that the copies are not made or distributed for profit or commercial use. All copies must bear this notice and full citation. Permission from the Editor is required to post to servers, redistribute to lists, or utilize in a for-profit or commercial use. Permission requests should be sent to Kevin Mentzer, Editor, editor@isedj.org.

INFORMATION SYSTEMS EDUCATION JOURNAL

Editors

Kevin Mentzer
Editor
Nichols College

Ira Goldman
Associate Editor
Siena University

David Yates
Associate Editor
Bentley University

Michelle Louch
Teaching Cases & Exercises
Editor
University of Pittsburgh - Greensburg

Mark Pisano
Teaching Cases & Exercises
Associate Editor
Southern Connecticut
State University

Thomas Janicki
Publisher
Univ of NC Wilmington

David Woods
Assistant Publisher
Miami University
Regionals

Paul Witman
Emeritus Editor
(2021-2026)
California Lutheran
University

Jeffry Babb
Emeritus Editor
(2016-2021)
West Texas A&M
University

Donald Colton
Emeritus Editor
(2003-2010)
Brigham Young University
Hawaii

Developing an Artificial Intelligence Course for a Small Undergraduate Program

Scott Turner
scott.turner@richmond.edu

Lionel Mew
lmew@richmond.edu

Terry Turner
terry.turner@richmond.edu

University of Richmond
Richmond, VA 23173 USA

Abstract

This paper presents the systematic design and development of an undergraduate artificial intelligence and machine learning course intended to serve both technical and non-technical students in higher education. The work addresses growing industry demand for AI and ML competencies by proposing a comprehensive course framework that accommodates students from diverse academic backgrounds while maintaining academic rigor. Building upon established experiential and active learning theories, the proposed course design emphasizes hands-on learning through progressive skill development. The curriculum incorporates fundamental concepts including supervised and unsupervised learning, neural networks, natural language processing, and computer vision, while integrating ethical considerations throughout. The pedagogical framework utilizes cloud-based laboratory environments and industry-standard tools to provide accessible yet rigorous learning experiences that bridge theoretical understanding with practical implementation skills. This pedagogical design case synthesizes current best practices in AI and ML education, drawing from successful data analytics program implementations to develop a comprehensive framework for course design.

Keywords: Artificial Intelligence, Machine Learning, Course Development, Curriculum Design, Undergraduate Education, Experiential Learning

Recommended Citation: Turner, S., Mew, L., Turner, T.G., (2026). Developing an Artificial Intelligence Course for a Small Undergraduate Program. *Information Systems Education Journal*, v25(n1) pp 66-79. DOI# https://doi.org/10.62273/HWXF5405

Developing an Artificial Intelligence Course for a Small Undergraduate Program

Scott Turner, Lionel Mew, and Terry Turner

1. INTRODUCTION

The Growing Demand for Artificial Intelligence and Machine Learning Education

The rapid proliferation of artificial intelligence (AI) and machine learning (ML) technologies across industries has created unprecedented demand for skilled professionals who can design, implement, and deploy intelligent systems. According to the World Economic Forum's Future of Jobs Report 2025, artificial intelligence is projected to drive the creation of 170 million new roles globally by 2030, while displacing 92 million — a net gain of 78 million jobs (World Economic Forum, 2025). This explosive growth has pressured higher education institutions to develop comprehensive educational programs preparing students for careers in these rapidly evolving fields.

The challenge facing academic institutions extends beyond meeting market demand. AI and ML education requires unique blends of theoretical understanding, practical implementation skills, and ethical reasoning capabilities. Unlike traditional computer science or mathematics courses, AI and ML programs must prepare students to work with complex, evolving technologies while developing critical thinking skills necessary for navigating intelligent systems' societal implications. This multifaceted educational challenge has prompted institutions worldwide to reconsider traditional pedagogical approaches and develop innovative curriculum designs effectively preparing students for the AI-driven future.

Educational Challenges in AI and ML Instruction

Contemporary AI and ML education faces distinct challenges differentiating it from other technical disciplines. First, rapid technological advancement requires curricula balancing foundational concepts with cutting-edge developments exposure. Technologies like large language models, generative AI, and advanced neural architectures continue evolving at unprecedented pace, requiring educational programs to remain current while maintaining academic rigor.

Second, AI and ML education must accommodate students from diverse academic backgrounds. While traditional computer science students possess strong programming and mathematical foundations, AI applications' interdisciplinary nature attracts students from business, psychology, biology, and social sciences. This diversity necessitates pedagogical approaches providing sufficient technical depth while remaining accessible to learners with varying technical preparation levels.

Third, AI and ML competencies' practical nature requires extensive hands-on learning experiences. Students must understand theoretical concepts like gradient descent, neural network architectures, and statistical learning theory, while developing proficiency by applying these concepts using real-world datasets and industry-standard tools. This practical experience requirement creates logistical challenges related to computing resources, software licensing, and project design.

The Need for Systematic Course Development

Despite growing AI and ML educational programs, limited research exists on systematic course development approaches specifically tailored to these fields. While broader technical education literature provides valuable insights, AI and ML's unique characteristics—including interdisciplinary nature, rapid technological evolution, and societal implications—require specialized pedagogical consideration and careful design decisions.

Most existing AI and ML education literature focuses on program descriptions or isolated teaching techniques rather than comprehensive course development frameworks (Chen et al., 2020; Coursera, 2024; Ouyang & Jiao, 2021; Zawacki-Richter et al., 2019). This gap represents significant opportunity for institutions to benefit from systematic approaches integrating pedagogical theory with practical implementation considerations. Developing well-designed AI and ML course frameworks can serve as blueprints for institutions seeking to establish or enhance offerings in these critical areas.

©2026 ISCAP (Information Systems and Computing Academic Professionals)

Institutional Context and Program Integration

Our institution's School of Professional and Continuing Studies (SPCS) serves diverse traditional and non-traditional students, with average age 37 and 81% enrolled part-time. This demographic diversity provides ideal context for developing AI and ML courses serving both technically oriented students seeking advanced skills and working professionals understanding AI applications in their fields.

The proposed course was designed as part of expanding data analytics offerings, building upon our successful undergraduate data analytics program implementation (Mew, 2020; Clayton & Clopton, 2019). This foundation provides valuable insights into effective technical education pedagogical approaches in our institutional context, including strategies for accommodating diverse student preparations, balancing theoretical depth with practical accessibility, and creating meaningful learning experiences within evening and weekend class schedule constraints.

This study presents systematic design and development of an undergraduate AI and ML course framework addressing these challenges through a pedagogical design approach, synthesizing insights from technical education literature, successful related field implementations, and established learning theories. Our approach employs backwards design principles and emphasizes practical application while maintaining theoretical foundations necessary for professional competency. As a pedagogical design case, this work presents a framework grounded in a single institutional context; empirical validation of learning outcomes represents an important direction for future research.

2. LITERATURE REVIEW

Theoretical Foundations for AI and ML Education

Systematic development of effective AI and ML courses requires careful consideration of pedagogical theory, curriculum design principles, and practical implementation strategies. This literature review synthesizes existing research to inform undergraduate AI and ML course design, focusing on theoretical foundations, curriculum structure considerations, and assessment approaches.

Kolb's (1984) experiential learning theory provides fundamental framework for designing effective AI and ML courses, given the hands-on nature required for developing competency in these fields. The theory's four-stage learning cycle—concrete experience, reflective observation, abstract conceptualization, and active experimentation—aligns naturally with machine learning's iterative development process, where students engage with data, observe patterns, conceptualize models, and experiment with implementations.

Technical education applications demonstrate particular relevance for AI and ML instruction. McCarthy (2010) emphasizes that "learning by doing" is essential for developing technical competencies and critical thinking skills necessary for addressing complex intelligent systems problems. This theoretical foundation suggests effective AI and ML courses should prioritize hands-on experiences over purely theoretical instruction, directly informing curriculum design decisions.

In our course design, we specifically applied Kolb's cycle by structuring laboratory experiences where students first engage with real datasets (concrete experience), analyze output patterns (reflective observation), learn underlying algorithms (abstract conceptualization), and then modify code for their own industry applications (active experimentation). This cyclical approach directly shaped our four-lab sequence and portfolio assessment structure.

Active learning theory (Felder & Brent, 2009; Prince, 2004) provides crucial guidance for designing AI and ML courses that move beyond passive information consumption to engage students in analytical thinking and problem-solving. The theory's emphasis on two-way communication, higher-order thinking, and experiential involvement directly addresses the complex skill set required for AI and ML competency.

Bonwell and Eison (1991) identify key active learning characteristics particularly relevant to AI and ML instruction: student involvement in activities beyond listening, emphasis on developing skills rather than transmitting information, and engagement in higher-order thinking processes like analysis, synthesis, and evaluation. These characteristics align closely with competencies required for effective AI and ML practice, suggesting active learning approaches should be central to course design.

Curriculum Design and Content Integration

A critical AI and ML course design challenge involves determining appropriate prerequisite

knowledge and foundational concept integration strategies. AI and ML's multidisciplinary nature requires students to develop mathematics, statistics, programming, and domain-specific application competencies, creating complex content sequencing and skill development decisions.

Technical education research suggests effective AI and ML courses must balance mathematical rigor with practical accessibility. Sharp Sight Labs (2016) argues that while academic AI research requires extensive mathematical preparation, entry-level industry positions emphasize effective tool and technique use rather than algorithm development from first principles. This distinction impacts undergraduate course design, suggesting courses should prioritize conceptual understanding and practical application over mathematical derivations.

Integrating mathematical concepts into AI and ML courses requires attention to pedagogical sequencing. Rather than requiring extensive mathematical prerequisites, successful programs embed necessary mathematical concepts within applied contexts. This approach allows students to develop mathematical understanding through practical application. This approach, demonstrated in successful data analytics programs (Mew, 2020; Zhang et al., 2020), suggests AI and ML courses can accommodate diverse student backgrounds while maintaining technical rigor.

Effective AI and ML curriculum design requires careful content progression building complexity gradually while maintaining engagement (Dean, 2020). Literature suggests organizing principles including beginning with supervised learning providing clear feedback, progressing to unsupervised learning requiring abstract thinking, incorporating deep learning after students master foundational algorithms, and integrating ethical considerations throughout rather than separately.

Technology Integration and Infrastructure

Tool and technology selection significantly impacts AI and ML instruction effectiveness. Literature reveals tension between providing industry-standard tool experience and ensuring accessibility for diverse technical backgrounds. Successful programs employ platforms providing powerful capabilities while minimizing programming barriers.

Zhang (2020) and Liu & Burns (2018) demonstrate effectiveness of platforms like RapidMiner enabling students without extensive programming experience to engage advanced analytical techniques. This approach allows courses to focus on conceptual understanding and practical application rather than syntax and debugging, making AI and ML concepts accessible to broader populations while maintaining technical rigor.

Cloud-based laboratory environments offer particular advantages by providing consistent computing resources, eliminating software installation barriers, and enabling access to powerful hardware for computationally intensive tasks. The shift toward cloud-based educational infrastructure reflects practical necessities and pedagogical opportunities, allowing instructors to focus on learning objectives rather than technical logistics (Mew, 2015).

Software tool selection and licensing requires careful consideration of educational objectives, student backgrounds, and sustainability. Many institutions succeed with combinations of open-source tools providing transparency and flexibility, cloud-based platforms offering powerful capabilities with minimal setup, and industry-standard tools providing professional relevance.

Assessment and Evaluation Strategies

AI and ML competencies' complex nature requires assessment strategies beyond traditional examinations to evaluate technical skills and broader capabilities like problem-solving, ethical reasoning, and communication. Effective AI and ML assessment should include practical projects demonstrating technical competency, written assignments requiring explanation and justification of design decisions, presentations developing communication skills, and peer evaluations providing multiple perspectives on student work.

Recent AI-enhanced assessment developments offer new possibilities for evaluating student learning. AI can automatically grade certain assignments while providing immediate feedback, track student progress through learning analytics, and identify students needing additional support (Hooda, 2022). However, AI tools in assessment raise questions about academic integrity and the need for human judgment in evaluating complex work.

The practical orientation of AI and ML skills makes competency-based evaluation frameworks particularly appropriate for course assessment. Rather than focusing on knowledge recall, these approaches evaluate students' ability to apply

concepts in realistic contexts, solve complex problems, and demonstrate professional capabilities. Effective competency-based assessment typically includes portfolio development demonstrating skill progression, capstone projects integrating multiple competencies, and professional skill development including communication and teamwork.

Project-based learning emerges as particularly effective for AI and ML instruction, providing opportunities to apply concepts in realistic contexts while developing problem-solving and communication skills. Effective project design principles include addressing authentic problems that motivate engagement, incorporating iterative development cycles mirroring professional practice, requiring design decisions with justifications, and culminating in presentations developing communication skills.

3. DISCUSSION

Course Design Framework Summary: Integration of Theoretical Foundations

The course design built upon Kolb's (1984) experiential learning theory and active learning principles, emphasizing hands-on experience with AI/ML tools and iterative skill development through practical application rather than passive instruction. This integration of theoretical foundations created engaging educational experiences that mirror professional AI/ML workflows and development processes, where students engage with data, observe patterns, conceptualize models, and experiment with implementations.

The course employed backwards design methodology (Wiggins & McTighe, 2005) starting with desired workplace outcomes including stakeholder meeting participation, AI vocabulary mastery, and technology understanding, then systematically developing assessments and learning activities to achieve these professional readiness goals. Content followed a "building blocks" approach with prompt engineering established as the foundational problem-solving skill enabling subsequent learning across diverse AI/ML applications.

Technology Platform Selection and Infrastructure

Technology platform selection emphasized entirely free tools including Google Colab for Jupyter notebooks, GitHub for industry-standard repositories, and free-tier AI platforms to eliminate cost barriers while providing industry-relevant experience with tools used by software developers and cybersecurity professionals. This approach ensured broad institutional accessibility while maintaining professional relevance and preparing students for real-world collaborative development environments.

The cloud-based infrastructure eliminated traditional barriers including software licensing, hardware specifications, and technical support complexity while providing consistent computing resources for diverse student populations. Students gained experience with these tools while developing security consciousness essential for professional practice through GitHub repository management and code sharing protocols.

Assessment Strategy Alignment

Assessment strategy emphasized hands-on portfolio development weighted at 60% using these tools, industry-specific discussion questions at 20% that prevented generic responses while encouraging field-relevant exploration, and time-limited quizzes at 20% that reinforced lesson attendance and comprehension. This multi-modal approach evaluated technical competencies alongside communication skills and ethical reasoning capabilities.

The portfolio development component required students to create professional-quality GitHub repositories demonstrating progressive skill acquisition through four structured laboratory experiences. Industry-specific discussion questions required students to connect technical concepts with their professional contexts, preventing academic dishonesty while encouraging authentic exploration of personally relevant applications.

Addressing Key Design Challenges: Balancing Technical Depth with Accessibility

The course adopted a "foot deep and half a mile wide" approach to balance technical depth with accessibility for diverse backgrounds, covering essential concepts without mathematical derivations while focusing on enterprise vocabulary and applications students would encounter in stakeholder meetings. This approach effectively served students from complete beginners and experienced professionals seeking to understand AI/ML applications in their fields.

Rather than requiring extensive mathematical prerequisites, the course embedded necessary conceptual understanding within practical contexts, allowing students to develop technical literacy through hands-on application. This strategy proved particularly effective for

accommodating non-traditional students with diverse professional backgrounds while maintaining sufficient technical rigor for career advancement.

Managing Rapid Technological Change
To manage rapid technological change in curriculum design, the course implemented modular structure with stable foundational content and adaptable emerging technology sections that could be updated regularly without disrupting overall course coherence. This design enabled continuous curriculum evolution while maintaining pedagogical soundness and learning objective alignment.

The modular approach allowed for real-time incorporation of current developments, including new AI tools, industry applications, and ethical considerations emerging from rapidly evolving technological landscape. Faculty could update specific modules based on daily news developments and industry innovations while preserving the overall course structure and progression.

Integrating Ethical Considerations
Ethical considerations were embedded within technical contexts rather than treated as separate units, requiring students to consider bias, fairness, and societal impact as integral components of AI/ML implementation decisions. This integration ensured ethical reasoning became fundamental to professional practice rather than optional academic content, preparing graduates to participate responsibly in AI development and deployment.

Students examined ethical implications throughout technical instruction, including data collection and preparation biases, algorithmic fairness in model development, transparency and explainability requirements, and societal impact considerations in deployment decisions. This approach fostered critical thinking about responsible AI development while building technical competencies.

Pedagogical Innovations and Contributions: AI-Powered Content Customization
A primary innovation involved developing systematic approaches for AI-powered content customization, enabling rapid generation of business scenarios, case studies, and examples tailored to individual student backgrounds and career interests. This methodology allowed near-individualized instruction within group settings and quick content revision that would have been prohibitively time-intensive using traditional manual approaches.

The AI-powered customization enabled instructors to create industry-specific examples, incorporate current events and developments, and adapt content to specific cohort characteristics within hours or minutes of class delivery. This capability represented significant advancement over traditional static curriculum approaches, providing personalized learning experiences while maintaining efficient instruction delivery.

Systematic Design Option Evaluation
The course development process systematically evaluated three distinct design approaches during development: narrow focus emphasizing machine learning algorithms for business applications, broad coverage addressing comprehensive AI/ML enterprise applications, and split format dividing instruction evenly between AI and ML topics. The broad coverage approach was selected to effectively serve students while providing comprehensive enterprise exposure necessary for professional stakeholder participation.

This systematic evaluation process provided evidence-based rationale for design decisions rather than relying on intuitive preferences or traditional academic structures. The analysis demonstrated how comprehensive enterprise exposure better prepared students for professional roles requiring AI/ML literacy across diverse organizational contexts.

Progressive Skill-Building Methodology
Progressive skill-building through problem-solving mastery established prompt engineering as foundational capability enabling students to independently navigate complex topics and troubleshoot coding challenges throughout subsequent learning experiences. This approach built confidence and autonomy in technical problem-solving while providing transferable skills applicable across diverse AI/ML applications.

The prompt engineering foundation enabled students to effectively utilize AI tools for learning support, code debugging, and concept exploration, creating self-directed learning capabilities essential for keeping current with rapidly evolving technologies. Students developed metacognitive skills for approaching unfamiliar technical challenges and leveraging available resources effectively.

Industry-Agnostic Laboratory Design

Industry-agnostic laboratory design implemented four structured labs requiring students to select their own industry contexts and datasets, preventing academic dishonesty while encouraging authentic exploration of personally relevant professional applications. This approach enabled assessment of technical competencies while accommodating diverse student backgrounds and career interests.

The laboratory structure provided guided skill development through code-along methodology while requiring students to apply concepts within their chosen professional contexts. This design prevented generic responses while ensuring all students developed core competencies regardless of their specific industry applications or career trajectories.

Implementation Considerations and Practical Implications: Institutional Readiness and Resource Requirements

Technology infrastructure requirements were minimized to reliable internet access and free Google accounts for cloud-based tools, eliminating traditional barriers of software licensing, hardware specifications, and technical support complexity. This approach ensured broad institutional accessibility while providing industry-relevant experience with professional-grade tools and platforms.

Faculty development needs included formal AI/ML coursework, hands-on project experience with industry tools, and ongoing engagement with technological developments to maintain currency and practical understanding. The framework required instructor comfort with AI content generation tools and willingness to dynamically revise materials based on current developments and student needs.

Student support services established no formal prerequisites while providing prompt engineering skills early to support independent problem-solving, accommodating diverse technical backgrounds through accessible entry points and progressive skill development. Support systems addressed both academic learning needs and professional development objectives through career-relevant portfolio building.

Scalability and Adaptability

The framework demonstrated potential for adoption across diverse institutional contexts due to flexible technology requirements, modular content structure, and accommodation strategies for varying student backgrounds and scheduling constraints. Core pedagogical principles remained applicable while allowing local adaptation to institutional resources and student characteristics.

Modifications for varied backgrounds could be achieved through industry-specific examples and discussion topics while maintaining consistent learning objectives and assessment strategies across different professional backgrounds. The framework provided sufficient flexibility for adaptation while preserving essential educational components and professional preparation objectives.

Integration with existing programs positioned the course to complement data analytics programs and serve as foundation for advanced AI/ML coursework while providing standalone professional development value (MIT, 2024). This integration strategy supported both traditional degree pathways and continuing education objectives, maximizing institutional resource utilization and student pathway options.

Broader Implications for AI/ML Education: Contributions to Educational Theory

The course demonstrated effective application of Kolb's learning cycle to machine learning workflows, where students engage with data, observe patterns, conceptualize models, and experiment with implementations. This application validated experiential learning theory's relevance for AI/ML instruction and provided concrete evidence for hands-on learning effectiveness in technical education.

Evidence for active learning effectiveness included frequent discussion questions, hands-on exploration, and collaborative problem-solving as effective engagement strategies for maintaining attention and comprehension during extended technical sessions. The approach demonstrated particular value for non-traditional students requiring flexible learning modalities and practical application focus.

Industry and Workforce Preparation

The course aligned with current industry skill demands by addressing enterprise needs for AI/ML literacy across diverse professional roles, (Berkeley, 2024) emphasizing stakeholder communication and collaborative skills alongside technical competencies. The approach prepared graduates for leadership roles in AI/ML implementation rather than purely technical development positions.

Preparation for emerging career pathways included entrepreneurial components and automation consulting opportunities while building portfolio materials demonstrating practical competencies to potential employers. Students developed both technical implementation abilities and strategic thinking skills necessary for professional advancement in AI-driven organizations.

Development of both technical and professional competencies integrated communication skills, ethical reasoning, and collaborative problem-solving with technical implementation abilities, preparing graduates for leadership roles in AI/ML implementation. This comprehensive skill development addressed industry needs for professionals capable of bridging technical capabilities with business objectives and organizational change management.

Future Research Directions

Future research should prioritize empirical evaluation of the proposed course framework through systematic assessment of student learning outcomes, skill retention, and career preparation effectiveness compared to traditional AI/ML education approaches. Controlled studies comparing different pedagogical methods would validate educational investment and provide evidence for framework effectiveness across diverse contexts.

Longitudinal studies should track graduate career advancement, professional AI/ML utilization patterns, and continued learning behaviors to validate educational approach effectiveness and career preparation impact. Research should examine whether course graduates demonstrate superior professional preparation compared to traditional program alumni and identify specific competencies contributing to career success.

Comparative implementation studies should investigate framework adaptation success across diverse institutional contexts, examining how different resource environments, student populations, and organizational cultures affect course effectiveness and implementation challenges. Research should identify critical success factors and adaptation strategies for various educational settings.

Development of standardized assessment instruments for AI/ML competencies requires creation of validated evaluation tools measuring complex capabilities including technical skills, ethical reasoning, communication competencies, and professional application abilities. These instruments would support institutional improvement efforts and enable meaningful comparison across different educational approaches.

4. CONCLUSIONS

Synthesis of Course Development Framework

This study successfully developed a comprehensive, theory-based course framework that integrates experiential and active learning theories with AI/ML instruction while balancing technical rigor with accessibility for diverse populations. The systematic approach addressed rapid technological evolution through modular curriculum structure with stable foundational components and adaptable sections for emerging technologies, providing replicable methodology for institutions facing similar educational challenges.

Key design innovations included progressive skill-building methodology from supervised to unsupervised learning, multi-modal project structure using guided laboratory experiences, embedded ethical considerations throughout technical instruction, and cloud-based infrastructure for scalable, accessible implementation. The AI-powered content customization represented significant advancement in technical education, enabling personalized learning experiences while maintaining efficient instruction delivery.

The framework successfully addressed the critical challenge of serving different preparation levels including complete beginners and experienced professionals through flexible content delivery, personalized examples, and multiple pathway support strategies. The backwards design implementation beginning with workplace outcomes ensured professional relevance while maintaining academic rigor and theoretical foundations.

Contributions to AI/ML Education Literature

The framework contributes evidence-based approaches for applying established learning theories to emerging technical fields and provides comprehensive blueprint for institutional course adoption and implementation. The systematic evaluation of design options and detailed documentation of implementation considerations address current literature gaps where most AI/ML education reports focus on program descriptions rather than comprehensive development frameworks.

Theoretical contributions include demonstrated effectiveness of experiential learning applications in AI/ML contexts and validation of active learning approaches for maintaining engagement during extended technical sessions. The practical model for integrating ethics into technical education offers replicable methodology for other technical disciplines facing similar integration challenges.

The comprehensive development methodology synthesizing industry knowledge, academic theory, and practical implementation experience provides template for systematic course development in rapidly evolving disciplines. This approach addresses the need for evidence-based frameworks supporting institutional decision-making and resource allocation for emerging technology education.

Implications for Educational Practice and Industry Preparation

The course addresses urgent industry demand for AI/ML professionals while preparing ethically-minded practitioners for responsible AI development. By integrating communication skills, ethical reasoning, and collaborative problem-solving alongside technical competencies, the framework prepares graduates for leadership roles capable of bridging technical capabilities with business objectives — addressing workforce development needs while contributing to responsible AI advancement across diverse industry sectors.

Limitations and Future Research Priorities

Primary limitations include single-institution perspective requiring adaptation for different settings and need for empirical validation of educational effectiveness. The framework requires systematic evaluation of learning outcomes, career preparation effectiveness, and long-term professional impact to validate pedagogical approaches and institutional investment decisions.

The dependency on instructor AI proficiency and assumptions about institutional technology infrastructure create potential implementation barriers requiring careful consideration during adoption planning. Future research should examine adaptation strategies for diverse institutional contexts and identify critical success factors for effective implementation.

For the research community, priorities include empirical validation through systematic evaluation, development of assessment tools for measuring AI/ML educational effectiveness, and comparative studies of different pedagogical approaches. Longitudinal studies tracking graduate career success and professional contributions would validate educational investment and inform continuous improvement efforts.

Recommendations and Vision for Future Development

For educators and institutions, recommendations include adoption and adaptation of the framework to local contexts and student needs, investment in faculty development and technology infrastructure, and collaboration with industry partners for curriculum relevance and student opportunities. Implementation should begin with pilot programs allowing refinement before full-scale deployment.

The vision for AI/ML education includes movement toward more accessible, inclusive education serving diverse populations while maintaining professional relevance and academic quality. Integration of ethical reasoning as fundamental to technical competency should become standard practice, ensuring graduates understand both technical capabilities and societal implications of AI/ML systems.

Continuous adaptation to technological advancement while maintaining pedagogical soundness represents ongoing challenge requiring systematic approaches to curriculum evolution and faculty development. The framework provides foundation for addressing these challenges while preparing students for responsible participation in the AI-driven future through comprehensive technical and professional competency development.

This systematic course development approach addresses current research gaps while providing practical institutional guidance for developing effective educational programs that serve diverse student populations and prepare graduates for rapidly evolving career demands in responsible AI development and deployment.

REFERENCES

Bonwell, C. C., & Eison, J. A. (1991). *Active learning: Creating excitement in the classroom*. AEHE-ERIC Higher Education Report. George Washington University.

Chen, L., Chen, P., & Lin, Z. (2020). Artificial intelligence in education: A review. IEEE Access, 8, 75264-75278. https://doi.org/10.1109/ACCESS.2020.2988510

Clayton, P. R., & Clopton, J. (2019). Business curriculum redesign: Integrating data analytics. Journal of Education for Business, 94(1), 57-63. https://doi.org/10.1080/08832323.2018.1502142

Coursera. (2024). Machine learning specialization [Online course]. Stanford University and DeepLearning.AI. https://www.coursera.org/specializations/machine-learning-introduction

Dean, M. D. (2020). Using the learning assistant model in an undergraduate business analytics course. INFORMS Transactions on Education, 20(3), 125-133. https://doi.org/10.1287/ited.2019.0221

Felder, R. M., & Brent, R. (2009). Active learning: An introduction. ASQ Higher Education Brief, 2(4), 1-5.

Hooda, M. (2022). Artificial intelligence for assessment and feedback to enhance student success in higher education. Mathematical Problems in Engineering. https://doi.org/10.1155/2022/5215722

Kolb, D. A. (1984). Experiential learning: Experience as the source of learning and development. Prentice-Hall.

Liu, X., & Burns, A. C. (2018). Designing a marketing analytics course for the digital age. Marketing Education Review, 28(1), 28-40. https://doi.org/10.1080/10528008.2017.1421049

McCarthy, M. (2010). Experiential learning theory: From theory to practice. Journal of Business & Economics Research, 8(5), 131-139. https://doi.org/10.19030/jber.v8i5.725

Mew, L. (2015). Implementing cloud computing for educational applications. Information Systems Education Journal, 13(4), 22-31.

Mew, L. (2020). Designing and implementing an undergraduate data analytics program for non-traditional students. Information Systems Education Journal, 18(3), 18-27.

MIT Professional Education. (2024). Professional certificate program in machine learning & artificial intelligence. https://professional.mit.edu/course-catalog/professional-certificate-program-machine-learning-artificial-intelligence-0

Ouyang, F., & Jiao, P. (2021). Artificial intelligence in education: The three paradigms. Computers and Education: Artificial Intelligence, 2, 100020. https://doi.org/10.1016/j.caeai.2021.100020

Prince, M. (2004). Does active learning work? A review of the research. Journal of Engineering Education, 93(3), 223-231. https://doi.org/10.1002/j.2168-9830.2004.tb00809.x

Sharp Sight Labs. (2016, March 22). The real prerequisite for machine learning isn't math, it's data analysis [Blog post]. R-bloggers. https://www.r-bloggers.com/the-real-prerequisite-for-machine-learning-isnt-math-its-data-analysis/

UC Berkeley Executive Education. (2024). Professional certificate in machine learning and artificial intelligence. https://em-executive.berkeley.edu/professional-certificate-machine-learning-artificial-intelligence

University of Texas at Austin. (2024). AI & machine learning certificate program online. https://onlineexeced.mccombs.utexas.edu/online-ai-machine-learning-course

Wiggins, G., & McTighe, J. (2005). Understanding by design (2nd ed.). Association for Supervision and Curriculum Development.

World Economic Forum. (2025). Future of Jobs Report 2025. https://www.weforum.org/publications/the-future-of-jobs-report-2025/

Zawacki-Richter, O., Marín, V. I., Bond, M., & Gouverneur, F. (2019). Systematic review of research on artificial intelligence applications in higher education. International Journal of Educational Technology in Higher Education, 16(1), 1-27. https://doi.org/10.1186/s41239-019-0171-0

Zhang, Y. G., Dang, M. Y., & Albritton, M. D. (2020). A foundation course in business analytics: Design and implementation at two universities. Journal of Information Systems Education, 31(4), 244-259

APPENDIX A

Syllabus Information

ISYS 398U: Artificial Intelligence and Machine Learning for Enterprise Applications (3 Credit Hours)

Course Description: This course provides a holistic review of Artificial Intelligence and Machine Learning (AI/ML) for the practitioner. The objective is to give students the tools to facilitate working in AI/ML at an entry level. Key algorithms such as regression for sales forecasting and clustering for customer segmentation are discussed and practiced. Practical tools for the enterprise such as Python, scikit-learn, cloud platforms for model deployment are introduced, and enterprise applications for improving cybersecurity, enhancing customer experience, and ethics in corporate AI are demonstrated. Current trends in the enterprise such as generative AI for content creation and AI agents are discussed.

Course Learning Outcomes
Upon successful completion of this course, students will be able to:

- Identify and explain the fundamental concepts, algorithms, and techniques used in artificial intelligence and
- machine learning
- Apply and evaluate AI/ML algorithms using industry standard tools, appropriate metrics, and optimization
- techniques to solve specific problems
- Develop real-world AI applications that demonstrate technical proficiency for a professional portfolio,
- including effective use of generative AI
- Assess potential ethical issues in AI applications and recommend appropriate mitigation strategies

Course Prerequisites: None (prompt engineering skills developed early in course support independent problem-solving)

Assessment Strategy

- Portfolio Projects (60%): Four progressive laboratory assignments building comprehensive GitHub repository
- Discussion Participation (20%): Industry-specific application discussions requiring original insights
- Quizzes (20%): Time-limited assessments reinforcing lesson attendance and concept comprehension

Course Modules and Learning Objectives
Unit 1: Introduction to AI and Generative AI

- Defines artificial intelligence and its core components, differentiating between narrow AI and general AI systems
- Explores various generative AI tools and large language models, including their capabilities and limitations
- Covers ethical considerations, biases, and evaluation methods for AI-generated content

Unit 2: Prompt Engineering

- Applies advanced prompt engineering techniques to optimize model performance and output quality
- Structures effective prompts using a framework with essential components (context, instructions, output format, rules, examples)
- Implements data-driven testing approaches to systematically improve prompt effectiveness and design specialized prompts for different applications

Unit 3: Machine Learning Foundations

- Identifies when machine learning is appropriate for solving problems versus traditional programming approaches
- Compares supervised, unsupervised, and reinforcement learning approaches with their respective use cases
- Distinguishes between classroom and production ML environments, outlining requirements for reliable and scalable ML systems

Unit 4: ML Process

- Describes the complete machine learning workflow from data collection through deployment as an iterative cycle
- Covers data preparation techniques including cleaning, transformation, and exploration as foundation for ML projects
- Emphasizes feature engineering as often more impactful than algorithm choice, and the importance of training/validation/testing splits

Unit 5: Supervised Learning

- Distinguishes between classification and regression problems for appropriate approach selection
- Applies linear and tree-based algorithms to solve real-world prediction problems
- Evaluates model performance using appropriate metrics (precision, recall, MAE, RMSE, R-squared) aligned with business consequences

Unit 6: Unsupervised Learning

- Discovers patterns in unlabeled data through clustering techniques and dimensionality reduction
- Addresses common model problems like overfitting and underfitting through cross-validation, feature selection, and ensemble methods
- Transforms "black box" algorithms into transparent tools through model explainability techniques, building trust and supporting regulatory compliance

Unit 7: MLOps

- Bridges the gap between ML development and operations through reproducible pipelines and systematic deployment
- Establishes core MLOps capabilities including reusable environments, model registration, tracking lineage, and implementing monitoring
- Evolves MLOps maturity from manual processes to fully automated pipelines requiring cultural change and cross-functional collaboration

Unit 8: AI Automations

- Implements AI-powered automation workflows using no-code/low-code platforms like Make and N8n to streamline business processes and reduce manual tasks
- Connects AI models and services through API integrations, webhooks, and data transformations to create intelligent automation chains
- Designs error handling, conditional logic, and human-in-the-loop checkpoints to ensure reliable and responsible automated decision-making systems

Unit 9: Deep Learning

- Covers neural network architectures and multi-layer networks for complex pattern recognition
- Explores deep learning advantages including automatic feature learning and handling raw data
- Addresses implementation considerations for deep learning in enterprise contexts

Unit 10: Computer Vision and Time Series

- Applies computer vision for quality control, inventory management, healthcare, and security applications
- Implements time series analysis for forecasting, anomaly detection, and pattern recognition in business contexts
- Addresses ethical considerations including explainability, bias prevention, and privacy protection in deep learning applications

Unit 11: Natural Language Processing (NLP)

- Defines NLP fundamentals and explains key preprocessing techniques for text data
- Analyzes major NLP tasks including text classification, sentiment analysis, topic modeling, and machine translation
- Develops strategies for implementing NLP projects in organizations using modern large language models

Unit 12: Emerging Technologies 2025

- Distinguishes AI agents from traditional automation through autonomous decision-making and adaptive problem-solving capabilities
- Evaluates Model Context Protocol (MCP) for standardizing AI connections to external data sources
- Assesses multimodal AI processing text, images, audio, and video together, plus low-code/no-code platforms for democratizing AI development

Sample Laboratory Assignment

Laboratory 1: Prompt Engineering for Business Applications

Students select an industry-specific business problem relevant to their professional context and develop systematic prompt engineering solutions using ChatGPT or similar large language models. Requirements include:

- Problem statement and business context documentation
- Iterative prompt development with minimum 3 variations
- Comparative analysis of prompt effectiveness

- Creation of prompt library for future use
- GitHub repository with complete documentation
- Reflection on ethical considerations and limitations

Deliverables must demonstrate progressive refinement of prompts, systematic analysis of different approaches, and creation of documentation suitable for professional portfolio presentation. Students present findings in industry-standard format appropriate for stakeholder communication.