

The Dilemma of the Governing Algorithm: University Governance and the Paradox of Automation In Strategic Decision-Making

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ABSTRACT

This literature review addresses the emerging tension between the incorporation of artificial intelligence systems in university management and the traditional principles of collegial governance that have historically characterized higher education institutions. The research problem is formulated from the following question: How can the predictive efficiency of algorithms be reconciled with the need for democratic deliberation and transparency in university strategic decision-making, particularly in the Venezuelan context? The objective of this study is to critically analyze the implications of algorithmic automation in university governance processes, identifying the paradoxes, risks, and opportunities that emerge from this convergence. Methodologically, an interpretive paradigm with a qualitative approach is adopted, employing documentary research that uses critical discourse analysis as the primary technique to examine academic sources, institutional regulations, and documented experiences in the Ibero-American context. The main findings demonstrate that the adoption of AI in university management oscillates between two poles: on the one hand, the promise of efficiency and objectivity in resource allocation and the prediction of student trajectories; on the other, the risk of decisional opacity, perpetuation of institutional biases, and erosion of participatory mechanisms. Furthermore, the study identifies that Venezuelan universities face particular challenges stemming from technological limitations and the urgent need for effective responses, which can lead to the uncritical adoption of algorithmic solutions. The conclusions propose a hybrid governance model that integrates the predictive capabilities of AI with collegial human deliberation, positioning technological sovereignty and data ethics as cross-cutting principles for Venezuelan universities.

Keywords: university governance, artificial intelligence, decision-making, algorithmic ethics, Venezuelan higher education.

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