



UNIVERSITÀ
DEGLI STUDI
DI MILANO

Guidelines

AI

ADMINISTRATIVE
ACTIVITIES



Guidelines for Beneficial Use of AI in Administrative Activities

The University of Milan promotes and supports the adoption of AI and generative AI tools in the activities of TAB staff in compliance with the **AGID Guidelines for the Adoption of Artificial Intelligence in Public Administration**¹, while maintaining certain principles that remain firm for the university and must always be respected:

- AI tools should always be understood as an integration to activities carried out by TAB staff and do not replace in any way the central role of the person in carrying out the activities themselves;
- to enhance the centrality of critical thinking and the set of competencies acquired in carrying out daily activities, the adoption of AI tools will be accompanied for everyone by training aimed at promoting effective use of AI tools, in compliance with the principles of the University's AI Decalogue;
- the University looks at AI as an opportunity to improve activities, considering it important to adopt AI solutions that are proportional to the benefits for the various use cases that will be identified over time, while evaluating the use of different tools for different uses.

1. AGID Guidelines for AI Adoption in Public Administration

As a public university, Università degli Studi di Milano (from now on the University) is also a public administration and, as such, promotes the adoption of AI tools in compliance with AGID guidelines for AI adoption in Public Administration. These guidelines require "developing an AI strategy consistent with one's own context and aligned with one's mission in terms of administrative function, jurisdiction, and specific operational areas. The strategy must contain the objectives of AI use and the actions to achieve them, promoting a shared and collaborative approach that involves all PA functions."

In this regard, we note that the strategy and actions described in the strategic objectives OS1 - AI-oriented University and OS2 - Digital University and Data Centrality of the University Strategic Plan 2025-2030 (PSA) configure an approach to AI adoption at the University compatible with AGID guidelines, as the PSA outlines the development strategy and objectives

of AI use, also specifying the actions to achieve them according to a shared and collaborative approach with an inclusive AI Literacy training plan targeted at all University components. In particular, with reference to what is required by AGID guidelines for AI, the University includes in the AI development strategy the actions to:

- improve data quality, including documentary bases;
- improve internal staff competencies in AI and personal data protection involved;
- identify use cases that can bring greater benefit;
- evaluate experiences and experiments already carried out by other universities;
- start experiments starting from use cases of lower complexity (quick wins).

¹ https://www.agid.gov.it/sites/agid/files/2025-02/Linee_Guida_adozione_IA_nella_PA.pdf

2. The UNIMI Methodology for AI Adoption in Administrative Activities

The adoption of AI technologies occurs by

- preliminarily identifying **objectives and priority application areas** based on the context in which the University operates and
- use cases in which AI offers maximum benefit, based on the AI strategy, context analysis, and University characteristics.

In particular, the needs of University structures are analyzed in detail and documented, with the objective of identifying priority application areas and related use cases in which AI offers maximum benefit, in terms for example of improving operational efficiency, document management, data analysis and management, and decision support, while maintaining the principle of maximum inclusivity of all staff components regarding knowledge, training, and awareness about AI.

In the development and management phases of AI solutions, requirements are identified starting from regulatory, technical, ethical, and operational needs that must be satisfied, keeping in mind stakeholder expectations. The following categories of requirements are particularly taken into consideration in the analysis phase: AI Act compliance; data management and quality; personal data protection; cybersecurity, in compliance with AGID guidelines. In more detail, AI adoption in administrative activities at the University

follows a work methodology whereby, annually, the identification of objectives and priority application areas, involved structures, and use cases for the current year is performed.

For example, for the first year (2025), based on context analysis and PSA objectives, *Management of Collegial Body Resolutions*, *Quality Analysis and Assurance*, and *Communication* are identified as priority application areas. As this is the first year of AI adoption, the identified use cases will also serve as experiments and pilot projects.

The identification of use cases occurs through ad hoc meetings between the ICT direction, the AI vice-rector, and the AI Literacy delegate, and the heads of divisions involved in each area. The objective of the meetings is the analysis of activity requirements under the structure's responsibility for the identification and co-design of use cases in order to identify the most adequate AI solution in terms of tool choice, number of necessary licenses, and specific training needs necessary for correct and effective use of AI tools in carrying out activities².

An integral part of the methodology is carrying out evaluation activities and collecting feedback from TAB staff involved in use cases. This feedback moment will serve to evaluate the effectiveness of adopted AI solutions

² In accordance with AGID guidelines for AI, the university separately documents fundamental information on selected use cases and the AI solutions that implement them throughout their entire life cycle, from ideation to experimental proof of concept (POC) to release in the operational environment.

in relation to activity improvement, with particular attention to the quality of work processes as perceived by involved staff.

document will be updated annually with the insertion of new use cases identified for the current year.

Each subsequent section describes use cases related to priority application areas identified in a certain year. This

3. Priority Application Areas and Use Cases - Year 2025

3.1. Management of Collegial Body Resolutions

The Institutional Affairs Division plays a central role in coordinating processes related to the University's general and institutional activities, offering specialized support to governing bodies, statute and regulation management, electoral procedures, and institutional agreement stipulation, in addition to overseeing compliance in corruption prevention, transparency, and document management matters.

In this articulated context, the need emerges for tools that support the production and revision of official documents, ensuring uniformity, formal correctness, and adherence to regulatory references, facilitating preliminary operations of regulatory text

comparison and synthesis of previous resolutions drafted on the matter. Within the experimentation scope, attention focuses particularly on managing collegial body resolutions, which requires solutions capable of facilitating collaborative drafting, applying predefined models, controlling regulatory consistency, and automatic formatting, reducing time and errors in workflows.

The involved structures require solutions that allow managing document production and verification flows, integrating with regulatory databases and consolidated institutional references.

Involved Structures
Institutional Affairs Division, Central Purchasing Division, Academics and Training Division, Organization Development and HR Division,

Deployment of Intellectual Property and Innovation Division, six Departments to be identified in humanities, scientific, and medical areas.

Involved Structures
Performance, Quality Assurance, Assessment, and Open Science Policy Division, Academics and Training

Division, Quality Assurance Board, Management Committees of Faculties and Schools, Departments.

Use Case Description

The experimentation on collegial body resolutions (and any related rectoral decrees) focuses on applying AI tools for document research and management to resolution types that present, as a first instance, the following characteristics, alternatively or simultaneously: the frequency with which they occur in governing body and/or departmental body agendas; the possibility of standardizing structure and part of the content; the complexity of treated topics, often referring to projects that develop over months or years.

The experimentation is coordinated by Institutional Affairs Division staff, who collaborate with ICT Division and staff of competent structures in producing respective resolutions in order to: identify the database(s) to reference for resolution drafting; agree on resolution structure; identify specific support needs in resolution elaboration and verify to what extent the AI platform made available satisfies such needs; elaborate and progressively refine prompts to use for resolution generation; experiment with using, if deemed appropriate and more efficient, different tools for different purposes, respecting institutional information confidentiality and personal data protection; evaluate the actual impact on work methods in progress and propose any corrections.

Use Case Description

PERFORMANCE, QUALITY ASSURANCE, ASSESSMENT, AND OPEN SCIENCE POLICY DIVISION

Many of the Division's activities involve report production. Reports follow the Deming cycle trying to account for activities implemented in support of policies decided by bodies (or the Ministry) and are based on evidence provided by data collected by the Division.

The second application area concerns documentation to be produced in anticipation of the CEV visit. It will be necessary to synthesize many documents producing contained and readable reports for visiting experts. The objective is to produce the synthesis documents that the Division must provide with AI support.

ACADEMICS AND TRAINING DIVISION

Study Programme Monitoring and Review

During 2024, 122 Periodic Review Reports (RRC - Rapporti di Riesame Ciclico, a document of about 40-50 pages) of the University's Study Programmes were prepared, in observance of what ANVUR provides in the AVA system. The provided form structure includes a frontispiece, four sections relating to the four AVA 3 sub-areas, and a final section with a comment on quantitative indicators; for each sub-area three sections are provided: a) synthesis of changes occurred since the previous reports; b) situation analysis on current data and information, organized around a set of guiding questions; c) improvement objectives and actions, to be inserted in tables.

The case study objective is to arrive at drafting an analysis document of self-evaluation activities carried out by study programmes in 2024, with a focus certainly on improvement actions, strengths, and criticalities encountered, providing both a general University overview and one more detailed by Faculty and/or macro-area. With AI support, our ambition would be to try to offer superior analysis depth and a greater level of detail compared to the analysis document that had been prepared in 2020 on Periodic Reviews. The document will be approved by the University Quality Oversight and presented in Academic Senate and Board of Directors.

In addition to Reviews, 17 Annual Monitoring Sheets (Schede di Monitoraggio Annuale - SMA) were also prepared, self-evaluation documents of about 7-8 pages structured in 5 sections: 1) data commentary; 2) synthesis of student opinion questionnaire discussion and taking charge of any criticalities; 3) analysis of learning verification results for each course and final exam; 4) status update on improvement actions already undertaken; 5) any new actions. The analysis document generated with AI support will also need to include a section related to SMAs.

PhD Monitoring and Review

Starting in 2024, the PhD Monitoring and Review process has been implemented, which aims to ensure quality in research PhDs by promoting continuous improvement, and serves as a precursor to the periodic monitoring and evaluation activities carried out by ANVUR to verify the persistence of requirements for PhD program

3.2. Quality Analysis and Assurance

Activities connected to strategic planning, performance, quality assurance, and evaluation require tools capable of supporting the drafting, updating, and revision of complex and articulated documents (e.g., Evaluation Unit reports, strategic plans, AQ reports, Open Science documents), produced in collaboration with Governing Bodies, Departments, and Study Programs.

It is necessary to ensure consistency with institutional language, uniformity in document structure, adherence

to reference regulations, and the possibility of integrating existing materials from already validated official documents.

In a context characterized by strong articulation and distributed collaboration, it is important to have tools that facilitate editorial work, reduce error margins, and make the document production process more efficient.

accreditation. The process is conducted annually by the Quality Assurance Board with the support of the Academics and Training Division. The process involves all PhD programs with administrative headquarters at the University, which numbered 34 in 2025. Each program is required to complete a Monitoring and Review Form and submit it to the Division. The Form consists of two parts: the first, monitoring, comprises 6 sections; the second, review, requires the completion of three tables, of which the last one, relating to improvement actions, can be replicated as many times as there are improvement actions identified. In total, the Forms received have reached up to 20 pages in length in certain cases.

At the conclusion of the process, a final summary Document of approximately 20 pages is approved annually by the Quality Assurance Board and subsequently acquired by the PhD School for drafting its own annual report. The Document describes the conduct of the process and provides an assessment of what has been reported by the programs. The summary Document reviews the Forms, broken down into their various sections, and provides the most significant elements that are common to the programs. Our ambition is to produce a summary Document with AI support, as accurate as possible, that offers a systematic review of the main data with a high level of detail.

CPDS Reports

Current regulations require that an annual report be prepared for each degree programme, in which the appropriate Joint Teaching Staff-Student Committee (CPDS) of the respective Departments or Interdepartmental Academic Boards evaluate the educational activities taking place at the University and carry out overall quality assurance control of the degree programmes.

The 151 degree programmes active in the 2024/25 academic year, distributed across 59 CPDS, must draft their annual report following the model established by the University, prepared in accordance with Article 13 of Legislative Decree 19/2012 and subsequent guidelines; the report is a document of approximately 6-7 pages per degree programme and, for CPDS that oversee multiple degree programmes, can reach a length of over 40 pages. Each year, a summary document of the annual reports is prepared, approved by the University Quality Assurance Board and presented to the Academic Senate and Board of Directors, highlighting a synthetic representation of CPDS reports to be brought to the attention of the governing bodies; for the 2023 and 2024 reports, the structure has only drafted summaries on the document preparation process.

With AI support, we would aim to create an effective synthesis of the reports, which is essential given the extensive number of degree programs, to enable the University's governing bodies and central services to gain a comprehensive overview of CPDS reports.

3.3. Communication

The Communication and Institutional Events Division supports the pursuit of the University's strategic objectives and consolidates its reputation by enhancing the Institution's distinctive heritage.

It oversees the planning of internal and external communication activities and the design of institutional, cultural, and outreach events in the educational, scientific, and service areas in which the University operates.

The main objectives include enhancing the University's identity, overcoming communication fragmentation, creating cross-cutting synergies between different communication areas, a unified vision of relationships with internal and external stakeholders, and the coordinated organization of small and large-scale events, including in collaboration with institutional partners.

Structures involved
Communication and Institutional Events Division and staff decentralized in

University Divisions responsible for writing and producing texts for the University portal and websites of.

Use Case Description

To effectively support the activities of the Communication and Institutional Events Division, it is first necessary to adopt AI tools that enable support for the creation, revision, and translation of official communications quickly and consistently with the University's image and a unified 'tone of voice'.

The Communication and Institutional Events Division requires solutions that allow maintaining uniform tone and style, aligned with the University's identity, and that facilitate editorial processes, including in contexts involving a network of decentralized editors who collaborate in producing and approving contents for departmental websites or decentralized structures. It is also essential to manage multilingual translation of communication texts, preserving formatting and adapting the message to the chosen language, different contexts, and audiences.

Central activities also include writing and updating content for institutional websites, as well as translating web content to ensure information accessibility to an international audience. Additionally, there will need to be a specific focus on use cases for event management with chatbots or AI applications to improve the management and organization of initiatives and make them more attractive and well-attended (e.g., mailing lists selected based on categories and protocol, generating agendas, multilingual reminders, post-event reports).

The experimentation is coordinated by Communication and Institutional Events Division staff in collaboration with the ICT Division and staff from structures responsible for writing and producing texts for decentralized websites in Departments and University Structures. Short workshops need to be scheduled for editors, event

staff, and space office personnel, focused on prompt design, AI output revision and reading best practices, also protecting the more sensitive aspects related to creativity and originality of ideas and models and data privacy and confidentiality. It is proposed to define guidelines for new 'AI communication' and data governance rules for sensitive documents.

4. AI Tool Adopted

For the development of use cases, Copilot 365 has been identified. Copilot 365 can support the activities of various use cases by offering the following main functionalities:

- suggestions for clarity and readability: analyzes complex and formal texts, suggesting rewrites that improve comprehension while maintaining technical and institutional accuracy.
- application of predefined templates: automatically adopts editorial templates consistent with formats used by the University for resolutions, QA reports, strategic plans, and other governance documents.
- automatic formatting revision: ensures uniformity in document structure and style, applying headings, numbering, spacing, and other formal elements.
- regulatory consistency verification: identifies inconsistencies in texts (inconsistent use of terms, potential contradictions) and suggests modifications to ensure adherence to internal and external regulations and standards. Can integrate updated references to legal and institutional databases.
- language and context: allows adaptation of style and linguistic register based on the type of act (e.g., regulation, provision, contract), offering suggestions calibrated to the usage context.
- integration with internal documentation: can be fed with guidelines, previous reports, and other official materials (e.g., those published on the University website), generating texts consistent with University practice.
- generation of contextualized drafts: produces initial drafts (e.g., Rector's communications, press releases) adapting tone and structure to the type of recipient and institutional purpose.
- integrated multilingual translation: allows translating content directly in Word, Outlook, and Teams, maintaining the original layout and adapting the linguistic register to the context.

- collaborative revision support: facilitates sharing and approval cycles of texts among the various parties involved.
- integration with existing content: allows adapting texts to editorial standards starting from documentation and materials already published on institutional websites.
- distributed collaboration support: facilitates the production of documents written by multiple actors (Governance, Departments, Degree Programs), centralizing suggestions and revisions in a single platform.

The most suitable technical tools will be identified for license monitoring and collecting feedback from involved users in order to derive useful guidance for planning additional use cases and optimal management of acquired licenses.

For this first experimentation, Copilot 365 was chosen; in general, the AI tool adoption process will follow a hybrid approach that involves using different technologies depending on the needs and characteristics of different application areas.

Important Note

Finally, it should be noted that Copilot Chat, included in Microsoft 365 licenses, is already usable by all University staff for generative AI activities such as quick translations or simple production of textual content useful in a multitude of situations while carrying out various work activities.



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