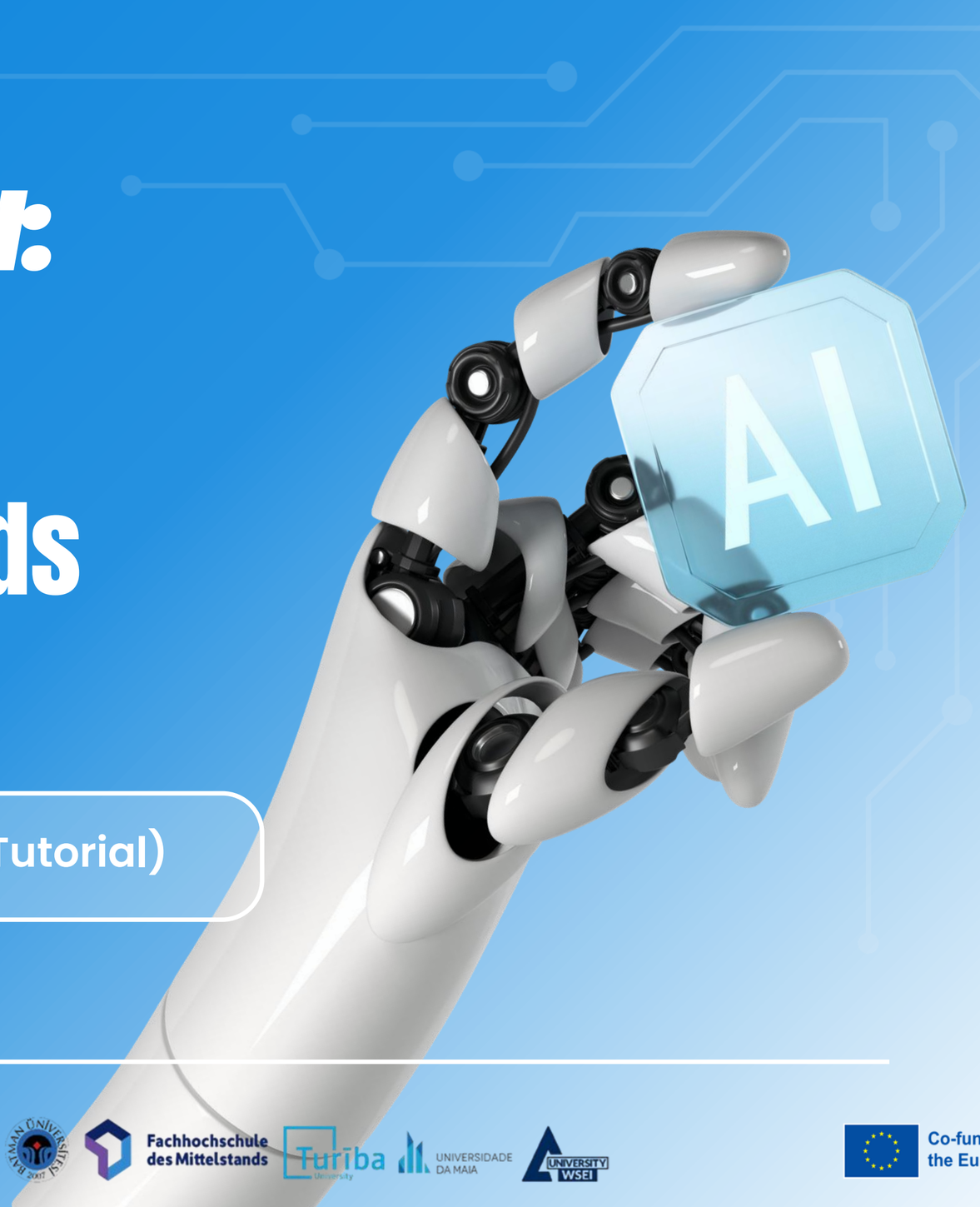
AI-ERIT Tutorial:

Identifying Core Administrative Needs for AI Integration

3.6 AI Competent Administration (Tutorial)



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Welcome to this Module

Rethinking Administration – Shaping it Responsibly with AI

Artificial Intelligence (AI) is fundamentally transforming our working world. Higher education administration is no exception. Processes are becoming more digital, decisions increasingly data-driven, and routine tasks progressively automated.

At the same time, new challenges arise: How much responsibility can be handed over to machines? Where is the line between meaningful automation and loss of control? How can universities ensure that AI is used ethically, transparently, and in a human-centered way?

This tutorial is for you: staff, faculty, and researchers at higher education institutions who perform administrative tasks. Perhaps you advise students, organize teaching, make personnel decisions, or oversee selection procedures. Regardless of your specific role, you share a common goal: ensuring the smooth operation of your institution. And this is precisely where AI can support you.



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What you explore in this Tutorial

Introduction and Overview of the Tutorial

The aim of the Module"AI competent Administration" is to enable you to develop competencies for a reflective and productive use of AI in administrative contexts. The focus is not on the technology itself, but on your confident handling of it. You will learn how to use AI meaningfully, without replacing human judgment, empathy, or a sense of responsibility. You will be encouraged to question existing processes, explore new possibilities, and actively contribute to shaping your work environment.

This first module of the tutroial introduces you to the essential topics and concepts of AI in Adminstrative processes at Universities. It provides a brief overview of the following module and offers orientation.

Each Module of this Tutorial covers a specific Dimension of AI in Administration. From fundamental thoughts about human & AI Interaction, practical application and ethical aspects and concernes.



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Topics of this Module

1. **Identifying Core Administrative Needs for AI Integration**
   An overview of how AI is being used in academic adminsitration today
2. **Balancing AI Automation with Human Oversight –**
   Meaningfully Integrating AI into Administrative Processes
3. **Designing Effective AI Training Tutorials: Integrating AI and Human Expertise**
   How training programs can convey the interaction between AI and human expertise
4. **Ethical Considerations: Fostering Human-AI Trust and Accountability**
   how to ensure that AI systems are used fairly, transparently, and responsibly
5. **Facilitating AI Adoption: AI as a Support Tool for Humans**
   Shift in perspective: away from fear of job loss, toward relief through intelligent tools.
6. **Designing Effective AI Training Tutorials: Human-AI Co-Creation**
   Administrators can work with AI, not just as users, but as co-creators of AI solutions.



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1 Identifying Core Administrative Needs for AI Integration

1.1 How AI is being used in academic adminsitration today
Overview of a survey about AI In Higher Education Institutes

1.2 Building Competencies for AI-Ready Teams
Preparing people and processes to work together in new ways.

1.3 Shaping Strategic Roles in Human-AI Ecosystems
Offering oversight, providing guidance, and fostering critical reflection

1.4 Aligning Institutional Needs with AI Capabilities
institutions should start by mapping their unique needs to the capabilities AI can offer.

1.5 Balancing Innovation and Responsibility
Empowering staff and designing strategies tailored to the context of the institution.



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1 Identifying Core Administrative Needs for AI Integration

1.1 How AI is being used in academic adminsitration today

Studies show that AI has become an integral part of academia — not only in teaching and research, but also in administrative processes.

A 2025 FORCE AI survey of 313 participants from HEI, conducted as part of an Erasmus+ research project, shows how AI is shaping teaching, learning, and administrative processes. The project focuses on supporting HEIs to meet the challenges poised by Artificial Intelligence (AI), enhancing their digital readiness, resilience and capacities. The study highlights where universities currently stand, identifies key areas of need, and outlines how institutions can move forward through thoughtful and responsible AI use. It places particular emphasis on the necessary competencies for students and instructors and on specific areas where AI tools are used in daily university operations.

FORCE Ai

Fostering Opportunities, Resources, and Capabilities in AI for Effective Management of Higher Education Institutions

https://force-ai.eu

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1 Identifying Core Administrative Needs for AI Integration

1.1 Essential Competencies for Students

To make meaningful use of AI in their studies, students need more than just basic tool skills. A responsible and reflective approach to the technology is essential.

The most important competencies include:

- **Critical evaluation** of AI outputs, especially regarding potential errors and hallucinations.
- **Understanding ethical issues**, such as data protection, bias, and fairness.
- **Competent use of generative tools**, including developing personal usage guidelines and thoughtful prompting.
- **Basic understanding of AI technologies**, such as machine learning and natural language processing.
- **Effective application of AI in academic work**, for example, to support learning, research, and study organization.



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1 Identifying Core Administrative Needs for AI Integration

1.1 Relevant Competencies for Instructors at HEI

FORCE Ai

Instructors face a dual challenge: they need to be able to use AI tools themselves and also support students in their responsible and effective application.

The most important competencies for Instructors at HEI include:

- Foundational ethical and technical knowledge, to assess the opportunities and risks of AI.
- Integration of AI into teaching, for instance, to promote student-centered learning or provide individualized feedback.
- Critical reflection on the impact of AI, especially on teaching concepts, assessment formats, and evaluation criteria.
- Professional development through AI, such as using analytical or feedback tools to enhance teaching.
- Designing collaborative learning environments, in which AI actively supports cooperation and group learning.



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1 Identifying Core Administrative Needs for AI Integration

1.1 Areas of AI Tool Application in Higher Education

This is the core section most relevant to the focus of the tutorial:

Where and how is AI currently being used in universities?

- **Curriculum and content development**
  Support in creating teaching materials, assignments, and learning modules.
- **Teaching and learning processes**
  Use of virtual assistants, intelligent learning systems, and automated feedback tools.
- **Assessment and evaluation**
  Tools for automated text analysis, plagiarism checking, and assistance in grading.
- **Research**
  AI-supported literature search, text generation for proposals, or academic writing.
- **Administration and management**
  Initial applications in HR, admissions, marketing, and lifelong learning.

Frequently used tools in Universities:

- ChatGPT
- Microsoft Copilot
- Claude
- Perplexity
- Elicit

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1 Identifying Core Administrative Needs for AI Integration

1.1 AI Uscases in HIE

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	HEI Process	AI Tool
1	**Curriculum/study program design and development**	Copilot, Gemini, ChatGPT, Claude, canva, midjourney, stable diffusion, viggle, sowiso, adobe firefly, sketchup, arkio, wooclap, generatieve AI-chatbot als co-creatie assistant, Chat GPT4 (Institutional Subscription), bilmiyorum, Deepseek
2	**Developing course content:**	Notebook LM, Vidnoz, Chat GPT, Generative AI tools like ChatGPT; "I use it to give feedback on my exercises, I let AI do my exercises and see if it gives reasonable answers, etc."; Voornamelijk ChatGPT, Gopilot, ChatGPT, Gemini, Deepseek, Elevenlabs, Synthesia, ChatGBT, bilmiyorum, you.com / perplexity, Microsoft Copilot, ChatGPT, Copilot, GenAI/LLMs, RAG chatbots, Synthesia etc., Chat GPT4 (Institutional Subscription), chatGPT, Claude, DeepL, E-business, Chatgpt. Copilot, canva, midjourney, stable diffusion, viggle, sowiso, adobe firefly, sketchup, arkio, wooclap, ChatGPT, ElevenLabs, Copilot, ChatGPT, Claude, Gemini, ChatGPT, Synthesia , HeyGen, Eduaide.AI, Heygen, Elicit.
3	**Teaching and learning processes**	Socrative , GPT; Heygen; daudzi; Copilot, Gemini; Google Scolar; Copilot, ChatGPT, Claude, Gemini; Chatbot Studienbudy im Fernstudium (Lernassistent); LoyJoy; ChatGPT, Copilot; generatieve AI-chatbot als doceer- en leerassistent; We are incorporating some AI for teaching, but mainly we are policing AI-use by students; Chat GPT4 (Institutional Subscription); Virtuele onderwijsassistenten, AI tutors voor lerenden, Honest Mirror (automatische feedback op presentatievaardigheden); ChatGPT, DeepL; NLP, generatieve AI; Perplexity, ChatGPT, Deepl, NotebookLM; Microsoft Copilot; bilmiyorum; ChatGPT, Claude, Perplexity;
4	**Assessment and evaluation processes:**	Socrative; GPTZero, TurnItIn; EDUFace, feedbackfruit; Chat GPT4 (Institutional Subscription); Generative AI tools like chatgtp; NLP, generatieve AI; ChatGPT, Co-Pilot; ChatGPT, Gemini, Deepseek; Learning analytics; Plagiaatdetectie.
5	**Campus management process (schedule, premises, etc.**	Bilmiyorum
6	**HR processes related to faculty and administration**	Chat GPT4 as trained agent for selecting proper nominees; ChatGPT, Copilot

	HEI Process	AI Tool
7	**General and financial management processes**	Bilmiyorum
8	**Quality management processes and audit**	Bilmiyorum
9	**Science and research processes**	Motival, Elicit, Jenni, Perplexity, ChatGPT, Qwen, Claude; elicit, ChatGPT, jenyAi, un daudzi citi; Copilot, Gemini; Research Rabbit, Elicit, Semantic Scholar; elicit, researchrabit; Copilot, ChatGPT, Claude, Gemini; LLMs and machine-learning; Deepresearch & Chatgpt; Proposal, language control; chatGPT, Claude, DeepL; SciSpace, Perplexity; GenAI/LLMs, RAG chatbots, deep learning modellen; ChatGPY, DeepL; machine learning, AI algemeen, data science; Perplexity.AI; ChatGPT, Co-Pilot, ASReview, Covidence, Elicit, Beautiful.AI; Perplexity, ChatGPT, Deepl, NotebookLM; Microsoft Copilot, ChatGPT; copilot, deepL, Atrain; ChatGPT, Perplexity, Research Rabbit, Claude, Gemini, Consensus, SciSpace, Scite, Semantic Scholar, Atlas.ai; Bilmiyorum; ChatGPT, Gemini, Deepseek; you.com / perplexity; Microsoft Copilot, ChatGPT.
10	**Alumni management and engagement**	Bilmiyorum.
11	**Life-long learning**	Chat GPT and the like; Copilot; GPT/OpenAI; bilmiyorum; ChatGPT, Gemini, Deepseek.
12	**Marketing and sales, programme recommendations to applicants**	ChatGPT, Jasper, Dalle E, Grammarly; Motival, Jasper; ChatGPT and the like 2024 level; Dall E - AI Image Generator, cits; Chatbot STudienberatung; ChatGPT, Adobe FireFly; Chatbot, Google Anzeigen; bilmiyorum; Generative AI tools like ChatGPT, Midjourney.
13	**Application and admission processes**	Dall E - AI Image Generator, cits; chatbots.
14	**Onboarding and orientation processes**	Dall E - AI Image Generator, cits; Chat GPT

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1 Identifying Core Administrative Needs for AI Integration

1.1 Conclusions

FORCE Ai

AI is already a fixed element in the higher education landscape. It is used in teaching, research, and administration. To harness its potential while avoiding risks, developing AI competencies among both students and instructors is crucial. Universities should actively shape this transformation and create the necessary conditions for its responsible use.

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1 Identifying Core Administrative Needs for AI Integration

1.2 Building Competencies for AI-Ready Teams

Preparing people and processes to work together in new ways.

Integrating AI into higher education is not just about adopting new technology, it's about preparing people and processes to work together in new ways. For administrative teams, this begins with building the right mix of skills and perspectives. Staff need to be comfortable working with data, understand the ethical implications of AI, and know how to collaborate effectively with AI tools. Just as importantly, they must be able to interpret AI-generated insights while relying on their own professional judgment to guide final decisions.

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1 Identifying Core Administrative Needs for AI Integration

1.3 Shaping Strategic Roles in Human-AI Ecosystems

Offering oversight, providing guidance, and fostering critical reflection

Educators and administrative staff also play a strategic role in shaping the human-AI ecosystem within their institutions. They are not passive users of technology, but active shapers of how it is applied—offering oversight, providing guidance, and fostering the kind of critical reflection that ensures AI enhances human capabilities rather than replacing them.

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1 Identifying Core Administrative Needs for AI Integration

1.4 Aligning Institutional Needs with AI Capabilities

institutions should start by mapping their unique needs to the capabilities AI can offer.

To make the most of AI, institutions should start by mapping their unique needs to the capabilities AI can offer. This could mean automating routine administrative tasks, finding new ways to engage with students, streamlining scheduling, or supporting strategic planning efforts. In each case, human empathy, leadership, and contextual understanding remain essential.

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1 Identifying Core Administrative Needs for AI Integration

1.5 Balancing Innovation and Responsibility

Empowering staff and designing strategies tailored to the context of the institution.

Finally, successful AI integration requires balance. Insights from partners and course experiences make it clear that sustainable adoption depends on empowering staff, safeguarding human oversight, and designing strategies tailored to the specific context of the institution. When approached thoughtfully, AI can become a powerful ally in creating more efficient, responsive, and human-centered higher education.

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2 Balancing AI Automation with Human Oversight

Integrating AI into Administrative Processes

In this module you focuses on the targeted use of AI to automate repetitive tasks without removing human responsibility. You will learn how universities can identify areas where AI improves efficiency and where human oversight remains indispensable. The goal is to find a balanced relationship between technical assistance and human control.

Did You Know?

Automated systems can now classify applications, analyze student progress, or respond to standard inquiries. However, final selection decisions, advising conversations, or academic pathway choices remain tasks requiring human sensitivity.

Terms & Definitions

- **AI Automation:**
  The use of AI to perform standardized tasks such as data processing, scheduling, or document classification.
- **Human Oversight:**
  The deliberate integration of human decision-making in AI-supported processes.

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2 Balancing AI Automation with Human Oversight

Meaningfully Integrating AI into Administrative Processes

There are many use cases for AI applications in academic administration, whether internal or external.

Usecase Scenario 1

In academic advising, an AI-powered platform analyzes performance data and flags potential dropouts.

The advisor reviews the insights and engages in a conversation with the student

Usecase Scenario 2

An AI system classifies incoming emails by urgency.

Routine inquiries are answered automatically, while more complex matters are forwarded to the appropriate staff.

Important to know:

AI can relieve administrative bottlenecks.

However, decisions with long-term or sensitive consequences should never be automated but always remain a human responsibility.

Questions:

- In which areas of your administration could AI take over repetitive tasks?
- Where do you see risks in delegating responsibility to AI systems?

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3 Designing AI Training Tutorials: Integrating AI & Human Expertise

How training programs can convey the interaction between AI and human expertise

How training programs can be developed to practically convey the interaction between AI and human expertise? The goal is to raise awareness of the strengths and limitations of AI systems—and build trust in human-machine collaboration.

Quoat:

„Human-AI collaboration (is) a partnership that has been shown to significantly improve operational efficiency and decision outcomes (Brynjolfsson & McAfee, 2014)

Did You Know?

Studies show: staff accept AI more readily when they experience in training that they retain control, even when the system offers suggestions.

Terms & Definitions

- **Collaborative AI:** Systems that do not make autonomous decisions but work closely with human users.
- **Interactive Learning:** A didactic approach where learners engage actively through simulations, case studies, and exercises.

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3 Designing AI Training Tutorials: Integrating AI & Human Expertise

How training programs can convey the interaction between AI and human expertise

There are many use cases for AI applications in academic administration, whether internal or external.

Usecase Scenario 1



A training simulates a scholarship selection process.



AI proposes suitable candidates, participants analyze the results, question the criteria, and make a joint decision.

Usecase Scenario 2



In a simulation, an AI chatbot handles initial inquiries about exam regulations.



More complex questions are forwarded to human staff and jointly reviewed. .

Important to know:

Training programs should not only teach how to use AI but also promote reflection:



When is human judgment essential?
How can algorithmic bias be identified? .

Questions:

- Which topics are particularly suitable for interactive AI training at your institution?
- How can training help reduce the fear of losing control when dealing with AI?

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4 Ethical Considerations: Fostering Human-AI Trust & Accountability

How to ensure that AI systems are used fairly, transparently, and responsibly

Ethical use of AI in higher education administration needs special attention to the tension between data-driven efficiency and human integrity. The main focus here is ensuring that AI systems are used fairly, transparently, and responsibly.

Terms & Definitions

- **Accountability:**
  The clear assignment of human responsibility in AI-assisted decisions.
- **Transparency:**
  The traceability of AI decision-making logic, a key factor in building trust.

Quoat:

„We therefore identify Trustworthy AI as our foundational ambition, since human beings and communities will only be able to have confidence in the technology's development and its applications... (EU Commission 2019)

Did You Know?

Many AI models are based on training data containing biases, e.g., due to social or cultural assumptions. That's why human oversight is so essential.

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4 Ethical Considerations: Fostering Human-AI Trust & Accountability

How to ensure that AI systems are used fairly, transparently, and responsibly

There are many use cases for AI applications in academic administration, whether internal or external.

Usecase Scenario 1

An AI system provides recommendations for study place allocations.

The committee critically reviews the suggestions, considers additional criteria (e.g., social hardship, diversity), and documents its decisions transparently.

Usecase Scenario 2

A decision on disciplinary measures is based on automated behavior analysis.

The committee discusses the data, weighs ethical implications, and makes a consensus-based decision.

Important to know:

Transparent decision-making processes are not only legally required but also strengthen trust among staff and students in AI applications.

Questions:

- How can your institution ensure that AI-supported decisions remain reviewable and understandable?
- Are there existing ethical guidelines for dealing with data and AI?

- UNESCO Recommendation on the Ethics of AI (2021) https://www.unesco.org/en/articles/recommendation-ethics-artificial-intelligence
- Ethics guidelines for trustworthy AI: https://digital-strategy.ec.europa.eu/en/library/ethics-guidelines-trustworthy-ai

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5 Facilitating AI Adoption: AI as a Support Tool for Humans

Shift in perspective: away from fear of job loss, toward relief through intelligent tools.

This chapter explores how AI can be perceived and implemented as meaningful support in everyday administrative work. The focus is on a shift in perspective: away from fear of job loss, toward relief through intelligent tools. You will learn how AI can make work more efficient, less stressful, and more sustainable, without replacing people

Terms & Definitions

- **Technological Relief:** The targeted use of digital technologies to reduce routine and burden factors.
- **Adoption:** The deliberate, organizationally supported process of introducing and establishing new technologies in daily work.

Quoat:

"AI should be seen as a partner that reduces the burden of administration, not as a threat to human jobs." (OECD, 2024)

Did You Know?

According to a study by the EU Commission, over 60% of public sector employees want digital assistance systems—if it's clear they serve to support, not control.

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5 Facilitating AI Adoption: AI as a Support Tool for Humans

Shift in perspective: away from fear of job loss, toward relief through intelligent tools.

There are many use cases for AI applications in academic administration, whether internal or external.

Usecase Scenario 1

An AI system creates automated weekly timetables for courses, including room allocation and conflict detection.

Staff review and manually adjust the proposals.

Usecase Scenario 2

A forecasting tool analyzes student progress data and flags potential overloads in coordination.

This early warning allows for better resource allocation.

Important to know:

For AI systems to be accepted, a transparent and participatory implementation process is crucial. Trust and genuine relief will only emerge when staff are included.

Questions:

- Which recurring tasks in your daily work do you find especially burdensome or time-consuming?
- Could an AI-based solution help you in these specific areas?

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6 Designing Effective AI Training Tutorials: Human-AI Co-Creation

Improve outcomes and increase practical value

This chapter centers on the concept of Human-AI Co-Creation: Instead of merely using ready-made systems, staff should learn how to actively shape AI-supported tools. The goal is to improve outcomes and increase practical value through customization and fine-tuning.

Terms & Definitions

- **Co-Creation:** The joint development of solutions by human users and AI systems, fostering active participation.
- **Customizable AI:** Systems whose parameters, rules, or decision logic can be influenced and modified by user input.

Quoat:

"When administrators shape the AI they use, systems become more responsive, fair, and effective." (European University Association, 2024)

Did You Know?

Many administrative AI platforms now allow user configurations—such as setting thresholds, rules, or feedback systems. However, this potential is still rarely used systematically

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6 Designing Effective AI Training Tutorials: Human-AI Co-Creation

Improve outcomes and increase practical value

There are many use cases for AI applications in academic administration, whether internal or external.

Usecase Scenario 1

An HR officer uses AI for preselecting applicants but adjusts the weightings of criteria (e.g., international experience, diversity).

Usecase Scenario 2

A student funding office uses a tool to analyze application frequency. Staff define the threshold values that trigger automatic alerts themselves.

Important to know:

The more staff understand how AI systems work, the more targeted and responsible their use becomes. Co-creation strengthens both technical and professional autonomy.

Questions:

- Do you already have opportunities to adjust systems or provide feedback in your work?
- What conditions would need to be created to empower you as a co-creator of AI solutions?

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7 Conclusion

Technologically Supported, Human-Led

You have now gained an initial insight into how artificial intelligence can support university administration—responsibly, practically, and with a focus on people. Perhaps you already have ideas about where AI could be meaningfully applied in your own work. Or maybe you remain skeptical and want to learn more about specific use cases.

In either case, we warmly invite you to continue exploring the upcoming five modules of this Tutorial "AI competent Administration". There, you will dive deeper into selected topics, engage with hands-on applications, and gradually build a well-founded understanding of how to use AI competently in your professional role.

engage in etical AI:
Help shape the future of administration, technologically supported, but always guided by human judgment.



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7 Conclusion

Technologically Supported, Human-Led

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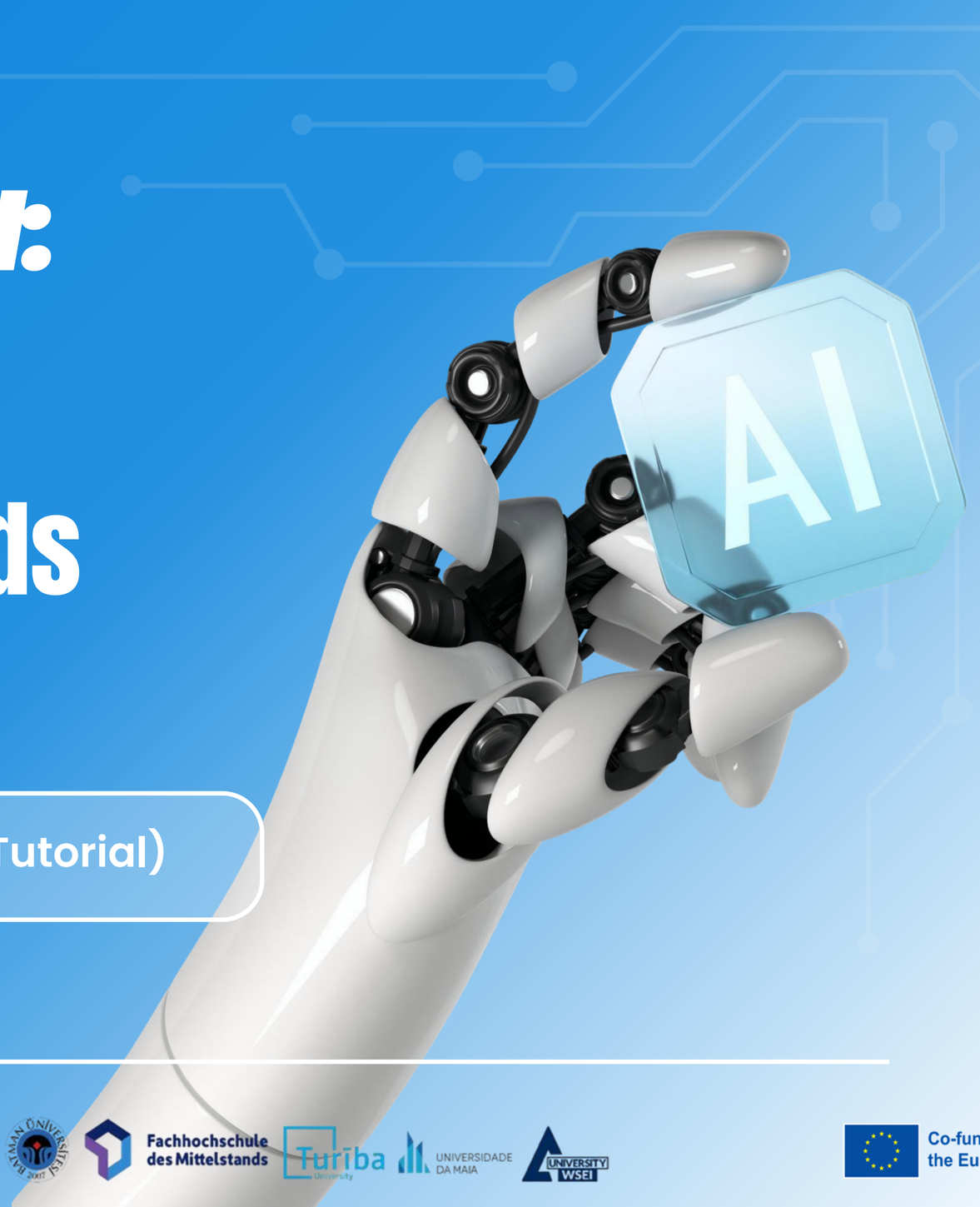
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AI-ERIT Tutorial:

Identifying Core Administrative Needs for AI Integration

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Modules of this Tutorial



Module 1.1.
Introduction Identifying Core Administrative Needs for AI Integration

Module 1.2.
Balancing AI Automation with Human Oversight

Module 1.3.
Designing Effective AI Training Tutorials: Integrating AI and Human Expertise

Module 1.4.
Ethical Considerations: Fostering Human-AI Trust and Accountability

Module 1.5.
Facilitating AI Adoption: AI as a Support Tool for Humans

Module 1.6.
Designing Effective AI Training Tutorials: Human-AI Co-Creation

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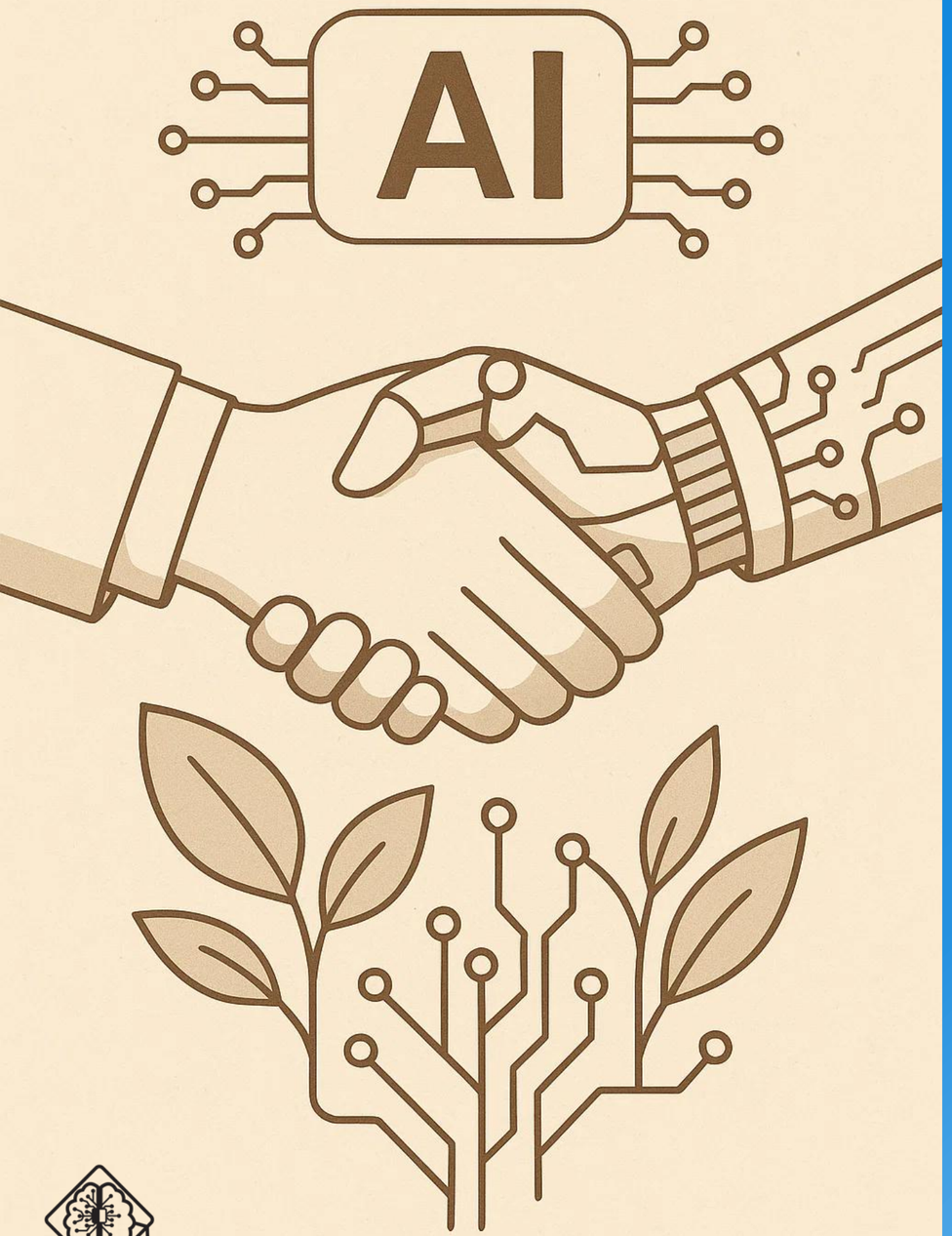
Balancing AI Automation with Human Oversight

1.2 / Balancing AI Automation with Human Oversight



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1. Introduction

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Presentation objectives

Main Objectives:

- ✓ Explain the role and importance of artificial intelligence (AI) in improving university administration.
- ✓ Emphasize the importance of cooperation between technology and humans, with particular attention to ethical aspects.
- ✓ Showing practical examples of AI tools that can improve administration at universities.

Specific Objectives:

- ✓ Identify areas where AI most effectively supports administrative processes.
- ✓ Outlining the dangers of automation without proper human supervision.
- ✓ Discuss good practices for implementing AI and minimizing ethical and operational risks.

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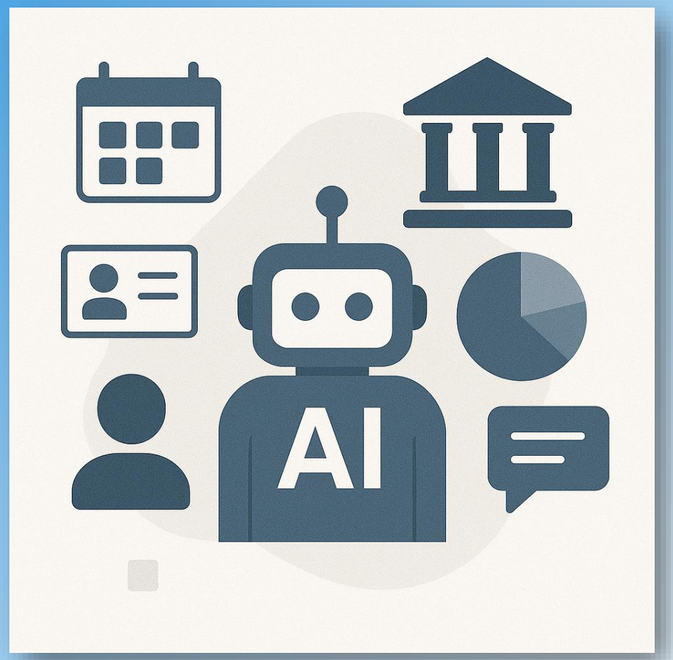
The role of AI in university administration - context

Why does university administration need AI?

- ✓ Increasing volume of data and documents requiring processing.
- ✓ Need to reduce time for repetitive administrative tasks.
- ✓ The requirement to liftThe quality of administrative services for students and employees.

Potential benefits of using AI:

- ✓ Saving time and resources.
- ✓ Minimize human error.
- ✓ Improve student service and administrative efficiency.
- ✓ Employee focusOn tasks requiring creativity, empathy, strategic thinking.



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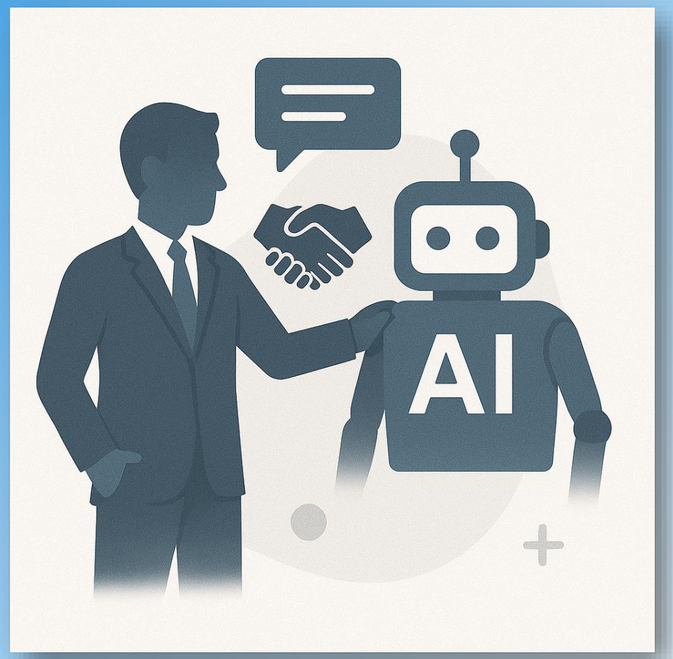
The importance of human oversight and AI-human collaboration

Why is human oversight necessary?

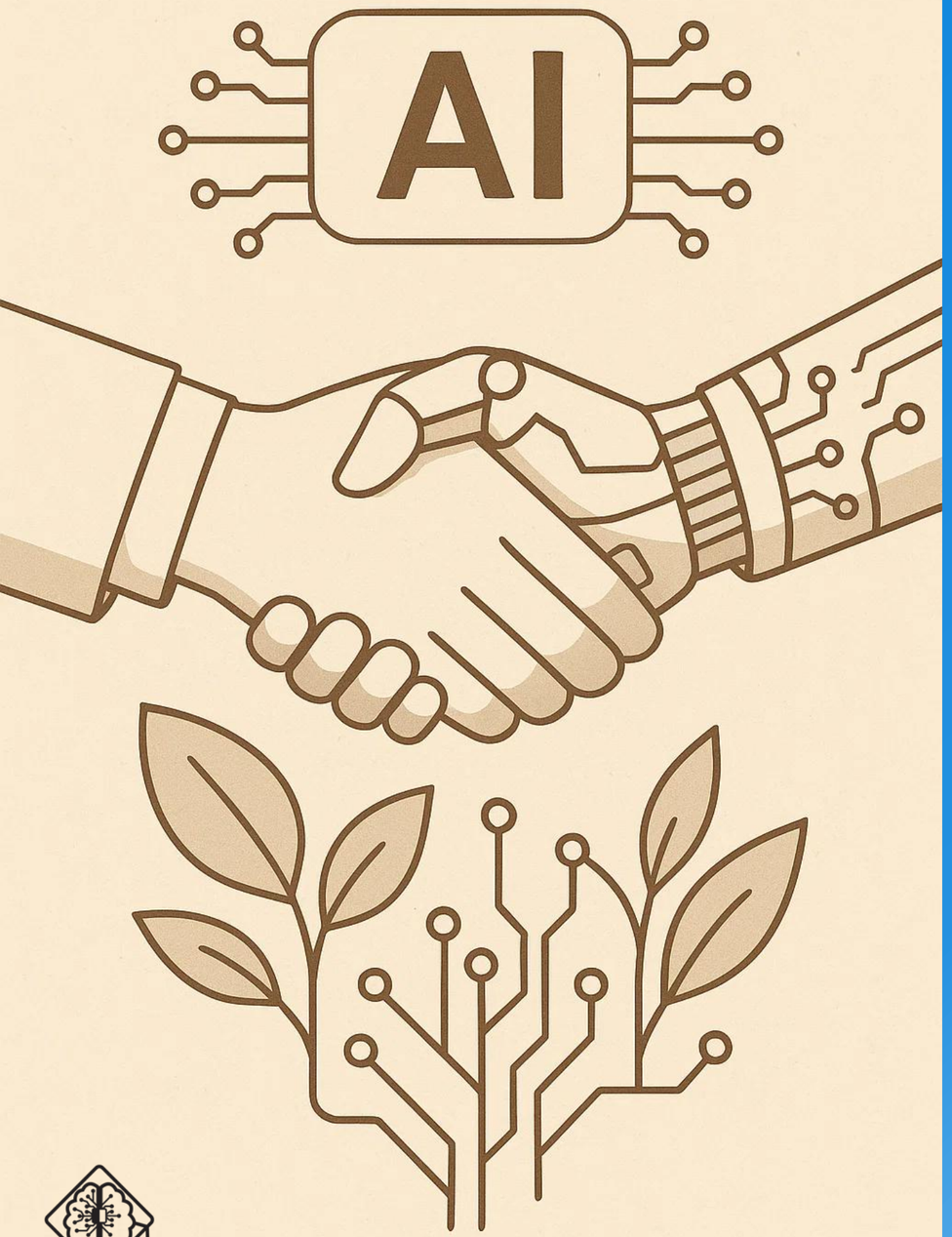
- ✓ AI has no ethical judgment, intuition or empathy.
- ✓ Algorithms can generate errors or biases that require human intervention.
- ✓ Strategic and interpersonal decisions cannot rely solely on AI.

Human-AI collaboration:

- ✓ AI supports humans in analysis and routine activities.
- ✓ People do the strategic oversight, data interpretation and final decision-making.
- ✓ The synergy between AI and human judgment leads to the most effective results.



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2. Application of AI in the administrative processes of universities

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University administration as a complex system

University administration is not just about "office support." It is a multifaceted system involving operational, regulatory, communication and strategic activities. The university generates a huge number of documents, decision-making processes and data that must be quickly processed, analyzed and properly secured. In an era of rising student expectations and increasingly complex regulatory requirements, traditional administrative methods are becoming inefficient.

AI can bring significant improvements, but only if it is used deliberately and judiciously - with a full understanding of where its use actually makes sense and where it can do harm if human oversight is lacking.

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Main types of tasks suitable for automation

Artificial intelligence will not replace humans where emotions, intuition or cultural context are needed. But it excels at:

- ✓ tedious repetitive tasks,
- ✓ Analyzing large volumes of data,
- ✓ classification and grouping of information,
- ✓ responding tosimple inquiries.

Tasks ideal for automation:

- ✓ ImportsAssessments from external systems and their conversion.
- ✓ Sending automatic notifications.
- ✓ Create pivot tables, charts,dashboards.
- ✓ AssignmentCorrespondence to relevant departments (based on keywords).

Tasks that require a human being:

- ✓ EvaluationThe legitimacy of individual applications.
- ✓ Negotiations with trade unions or external partners.
- ✓ Creation of internal policies and interpretation of regulations.

AI improvesoperability, but does not assume responsibility.

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Tools available on the market for universities

Application area	AI tool	Function
Document recognition	Microsoft AI Builder, Google Doc AI	OCR, document classification, data extraction
Task automation	UiPath, Power Automate	Workflow, form processing
Scheduling	Skedda, Resource Guru + AI	Room planning and reservations
Communication support	ChatGPT, Ada, Dialogflow	FAQ chatbots, automated response systems
Reporting	Power BI, Tableau	Dashboards, analytics, automatic reports
Working with email	Outlook Copilot, Gmail Duet AI	Suggesting replies, automating correspondence

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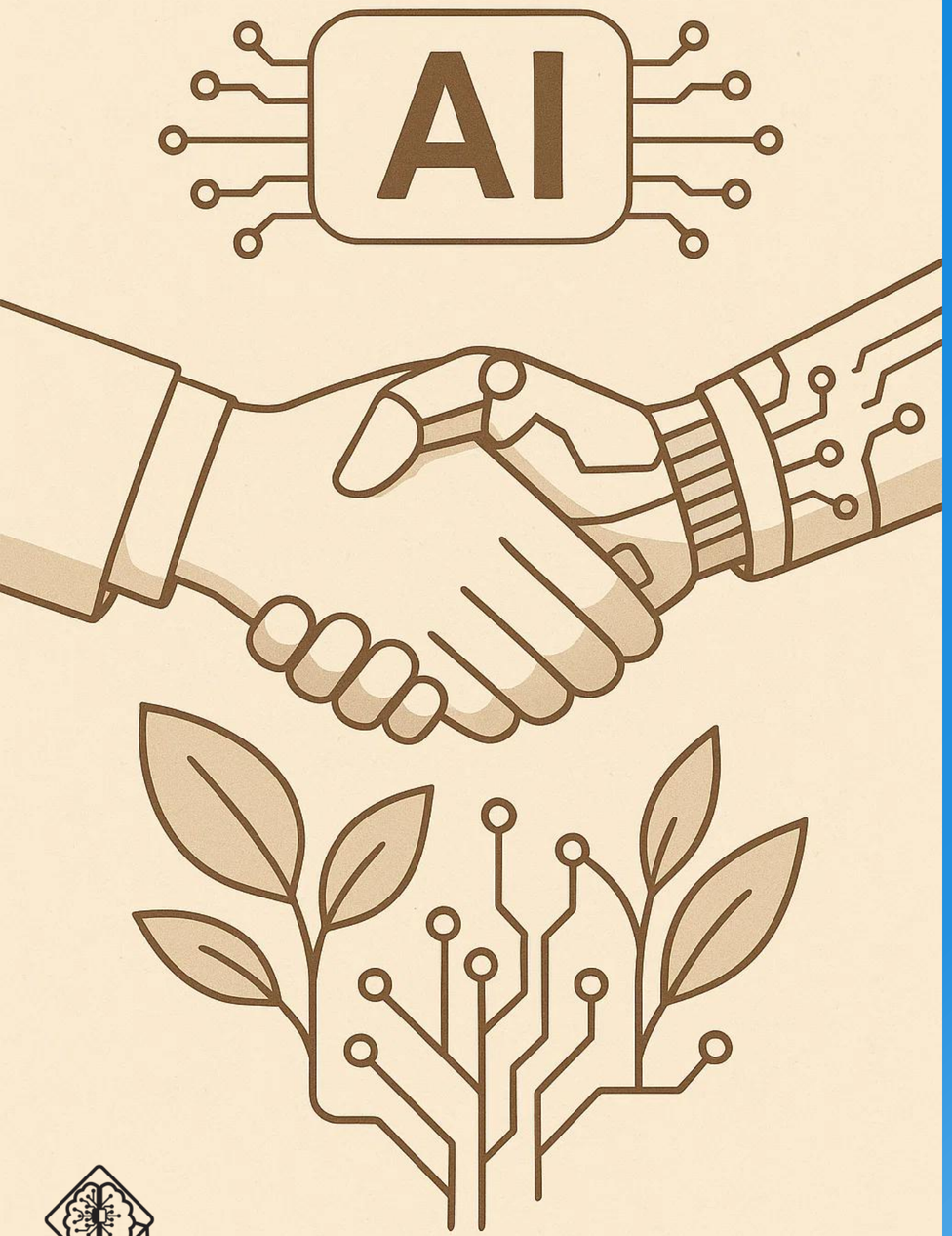
AI supports workers, not replaces them

Too often, AI is seen as **"the enemy of jobs"**. Meanwhile, in the context of a higher education institution, the goal is to shift the center of gravity - from routine to valuable activities:

- ✓ instead of 8 hours **copying** data - 8 hours **analyses**, whether the process works logically.
- ✓ Instead of **shipments** 300 e-mails - preparation of a comprehensive **strategies** communication with students.
- ✓ Instead of **processing** applications - **interpretation** AI report data and optimizationprocedures.

AI creates space for quality and professional development in administration.

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3. The value of AI in university administration

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Why is it worth implementing AI in university administration?

Over the last ten years, the university administration has been burdened with a number of additional responsibilities: on the one hand, formal requirements (reporting, compliance with regulations, GDPR), and on the other hand, student expectations (immediate contact, full information, personalized approach). Traditional tools – email, Excel sheets, PDF forms – are starting to get too slow and chaotic to manage.

In this context, artificial intelligence is not an experiment, but a response to the needs of efficiency, precision and scale. It's a tool that can automate repetitive tasks, deliver real-time analytics, and not replace humans – but enables them to focus more on activities that require relatability and reflection.

AI relieves, organizes and accelerates – and these are the three most scarce resources in higher education administration today.

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Benefits of AI implementation - data from practice

The benefit of implementing AI	Measurable effect at universities	Data source
Reduce document handling time	-40% to -60% time for 1 document	Hyland Software (2024), UC AI Council
Automation of communication	3-5x faster responses to student questions	LiaisonEDU Report (2024)
Reduce data errors	-70% in registry errors	Salesforce HigherEd Whitepaper
Shorten reporting	from weeks to hours	Tableau + AI Case Studies (2023)
Relieving the workforce	Up to 300 fewer working hours per month	Educause Review, "AI in Admin" (2024).

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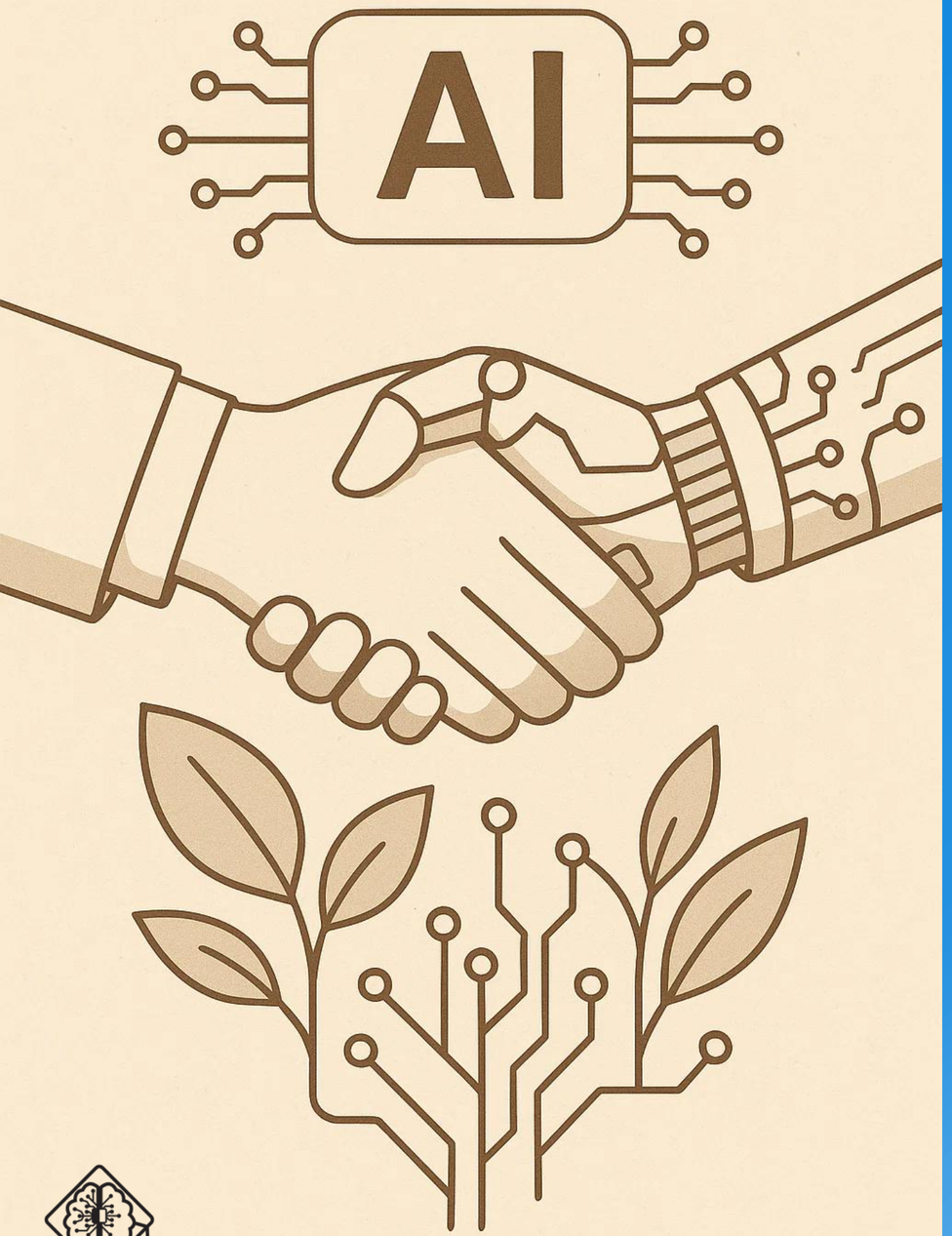
Employee satisfaction and development through AI

Contrary to fears that AI will "take away jobs," research and implementations show that where AI takes people out of boring tasks, stress and burnout levels decrease and satisfaction increases.

> *"81% of university administrators felt the positive impact of AI on their daily work - they felt more efficient, less overwhelmed and were able to focus on creative activities."*
>
> **EDUCASE Survey (2024)**

AI does not eliminate people. AI gives them back their time. And time is the most valuable resource in any institution today.

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4. Areas where AI effectively interacts with humans

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The role of AI in maintaining relationships and motivating students

Student engagement is not something that can be "outsourced" to a system. But AI can help people better monitor and support them - before a problem even arises. By analyzing behavior students (e.g., logging into e-learning systems, attendance, late submission of papers), AI can identify students at risk of deactivation early.

Casestudy:

On GeorgiaState University applied AI-powered nudging system - an automatic notification system that analyzed data from the LMS and sent personalized reminders. As a result, the number of students completing their first year increased by 3.3%.

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Previewtools

AI function	Tool	What does it do?
Analysis of student behavior	Salesforce Einstein forEducation	Follows engagement, anticipates resignations
Personalized reminders and "nudges"	Mainstay (ex-AdmitHub), EdSights	Sends notifications on a database from LMS/plans
Monitoring of e-learning	Canvas Analytics + AI	Analyzes logins, activity and gives warning signals
Chatbots to support communication	ChatGPT API, Google Dialogflow	Answer students' questions 24/7

At the University of Arizonachatbot supported byChatGPT reduced the number of email inquiries to the dean's office by more than 40% per semester.

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Conflict? AI doesn't solve - but it can preempt

Conflict resolution requires sensitivity, empathy, conversation. AI will not take over this function. But it can play a key role in the earlier stages: in catching symptoms of problems, monitoring tensions in communication, or even in organizing the entire mediation process.

Example?Monitor notifications in the student complaint or feedback system. AI can automatically classify notifications (e.g., complaint vs. comment), recognize negative sentiment in messages, and redirect them to the appropriate employee.

> *"AI doesn't solve disputes, but it makes it easier for humans to see that they are starting to smolder."*
>
> **University of Toronto, Office of Student Conduct, 2023**

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Tool overview

Application	Tool	Effect
Detecting emotions and tension in emails	IBM Watson NLP, MicrosoftAzure AI	Tone analysis, automatic communication risk classification
Managing student applications	Zendesk + AI, Freshdesk AI Assist	Categorization of issues, escalation of issues requiring human attention
Monitor forums and LMS for conflict	Sentiment Analysis Tools (e.g.MonkeyLearn)	Responding to rising tensions in discussions

At a department of the University of Helsinki, a tool that analyzes the tone of speech on the platform Moodle detected 2 serious interpersonal conflicts 2 weeks before they escalated.

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AI as an analyst, not a decision maker

Strategic planning

AI doesn't have vision. But it gives people more data to make better decisions - faster and more informed. In planning faculty, infrastructure or staff development, data is key: on demographics, enrollment trends, graduate performance. AI can:

- ✓ detect correlations (e.g., which student profile is most likely to graduate successfully),
- ✓ Analyze the career success of graduates based on LinkedIn,
- ✓ simulatebudget scenarios (e.g., "what if the number of Ukrainian students drops by 20%?").

"Strategic decisions are made by humans. But AI makes, that he is better informed and decisions are faster."

Tableau for Higher Ed, 2023

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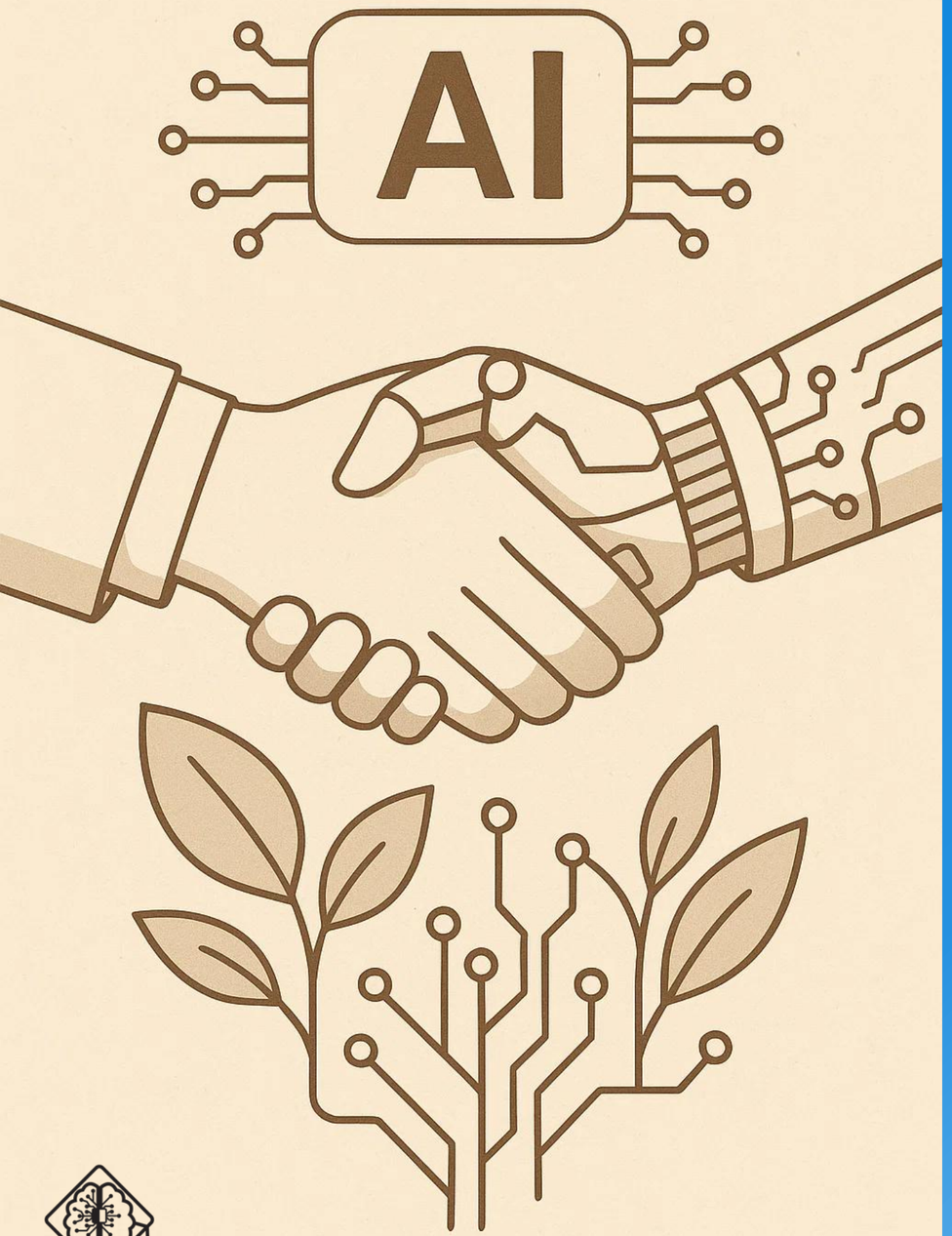
AI as an analyst, not a decision maker

Tool overview

Strategic objective	Tool	Capabilities
Historical data analysis and prediction	Tableau + Explain Data, Power BI + AI	Trend analysis, KPI visualization, scenario modeling
Optimize budget and expenses	Anaplan AI, Adaptive Planning	Financial scenarios, forecasts, multi-year planning
Career analysis of graduates	LinkedIn Talent Insights, Handshake AI	Tracking the career paths of graduates
Support in curriculum development	Coursera for Campus AI Analytics	Analysis of content popularity, student interest

Stanford University uses Tableau + AI to analyze so-called learning effectiveness - comparing student survey data with academic performance and attendance.

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5. The dangers of automation without human supervision

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Risks of automation without human supervision

Automated ≠ responsible

Automation has one big problem: it doesn't know context. AI, even the most advanced, does not understand values, cultural norms, or emotions. It works on patterns, not intentions. When we delegate decisions to systems without any control, we cease to have a say in the consequences.

> *"Automation without oversight turns delegation into abdication."*
>
> **University of Edinburgh, Ethics of AI Report, 2023**

In university administration, this approach can result:

- ✓ Rejecting a valid application for formal reasons,
- ✓ ignoring signals of a student's mental crisis,
- ✓ generating a cold, official response on a matter that requires empathy.

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Effects of faulty automation - real scenarios

Area	What can happen without supervision?	Potential consequences
Automatic email replies	The system responds with a tone that is too stiff or inappropriate	Escalation of discontent, complaints
Document classification	Application for individual course of study considered spam	Failure to process on time
Chatbot for students	Provides incorrect or outdated information	Disinformation, loss of trust
Strategic reports	AI analyzes erroneous input data	Improper investment decisions
Automatic translations	Translation of writings to foreign students devoid of cultural nuances	Perception as rude, unintelligent

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Ethical risks without oversight

Automated systems that:

- ✓ make decisions about people,
- ✓ process sensitive data,
- ✓ have an impact on the fate of students and employees,

...must be ethically designed and supervised.

> *"Lack of human supervision leads not only to technical failure, but also to moral damage."*
>
> **UC AI Council Guidelines, 2023**

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Ethical risks without oversight

Major threats:

- ✓ Algorithmic Bias - AI may unconsciously favor or discriminate (e.g., based on gender, nationality, economic status).
- ✓ No explainability - The system gives an answer, but it is not clear why.
- ✓ Lack of accountability- Who is responsible for the erroneous AI decision? The system? The creator? The administrator?
- ✓ Leakage of sensitive data - transfer of data to models without anonymization can cause huge problems.

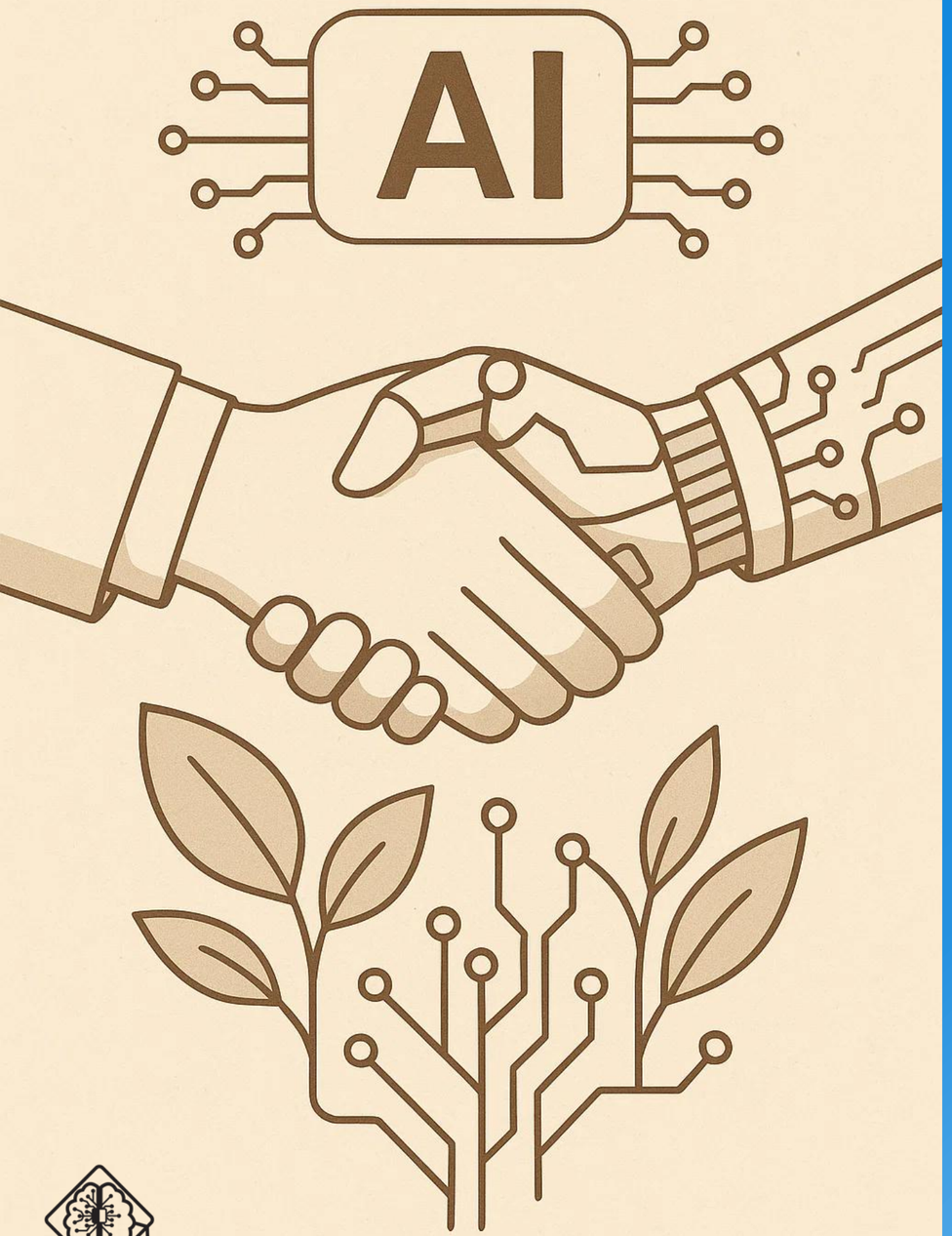


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How to reduce risk - practical recommendations

Area of operation	Preventive action
AI-student communication	Every AI response should have a "link to a human"
Document classification	Systems should show the reason for classification
Automatic decisions	AI can make hints, but not final decisions
Translation / Marketing	Any AI translation should go through a review by someone familiar with the culture of the recipients
Applications and requests	AI classifies, but humans approve or reject

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6. The process of identifying areas of AI implementation

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The process of identifying areas of AI implementation

The first step is not to buy a tool, but to understand your own processes. AI is supposed to help with the most time-consuming, repetitive, or error-prone things - but before we start automating, we need to know what even exists.

What to analyze?

- ✓ Activities that workers perform every day - and that are onerous.
- ✓ Processes that require multiple signatures, approvals, and document dispatch.
- ✓ Areas with a high number of human errors (e.g., scheduling mistakes).
- ✓ The proposals, whichThey affect en masse and require similar handling.

Support tool: process map (e.g., using the Lucidchart, Miro) - a visual representation of the steps in the workflow of documents or data.

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How to identify processes suitable for automation?

Not every process is worth automating. Implementing AI in tasks with high variability, high risk of decision errors, or in sensitive interactions (such as student health crises) is not advisable.

Criterion	Supporting question	A good candidate for AI?
Repeatability	Does the process always follow the same pattern?	Yes
Scale	Does it involve a large number of people or documents?	Yes
Data structure	Is the data organized (e.g., forms)?	Yes
Time-consuming	Does the task take more than 1h a day?	Yes
The requirement for a strategic decision	Does the process require an evaluation of the unique situation?	Not

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Who should be engaged into the identification process?

Implementing AI is not just the task of IT professionals - it is a multi-team process that requires the participation of people:

From the operational administration - because they know the real problems "on the front line"
From the university board - because they have strategic knowledge and decision-making influence
From IT and data security - because they will assess feasibility and risk
From the legal department - because they will ensure compliance with RODO and internal regulations
From quality/HR teams - because they will monitor the effects on employees

It is best to create an AI Automation and Ethics Team to coordinate the entire process - from diagnosis, to pilots, to implementation.

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How to conduct AI pilot tests at a university?

Before you implement on a university-wide scale - test a small piece:

Piloting stages:

1) Select one department or division (e.g., recruitment service).
2) Implement AI in only one process (e.g., automatic classification of applications).
3) Monitoring: implementation time, errors, staff and student satisfaction.
4) Collecting feedback - including from dissatisfied people.
5) Decision: scale up, improve, or give up?

Remember that the test stage is the cheapest time to draw conclusions.

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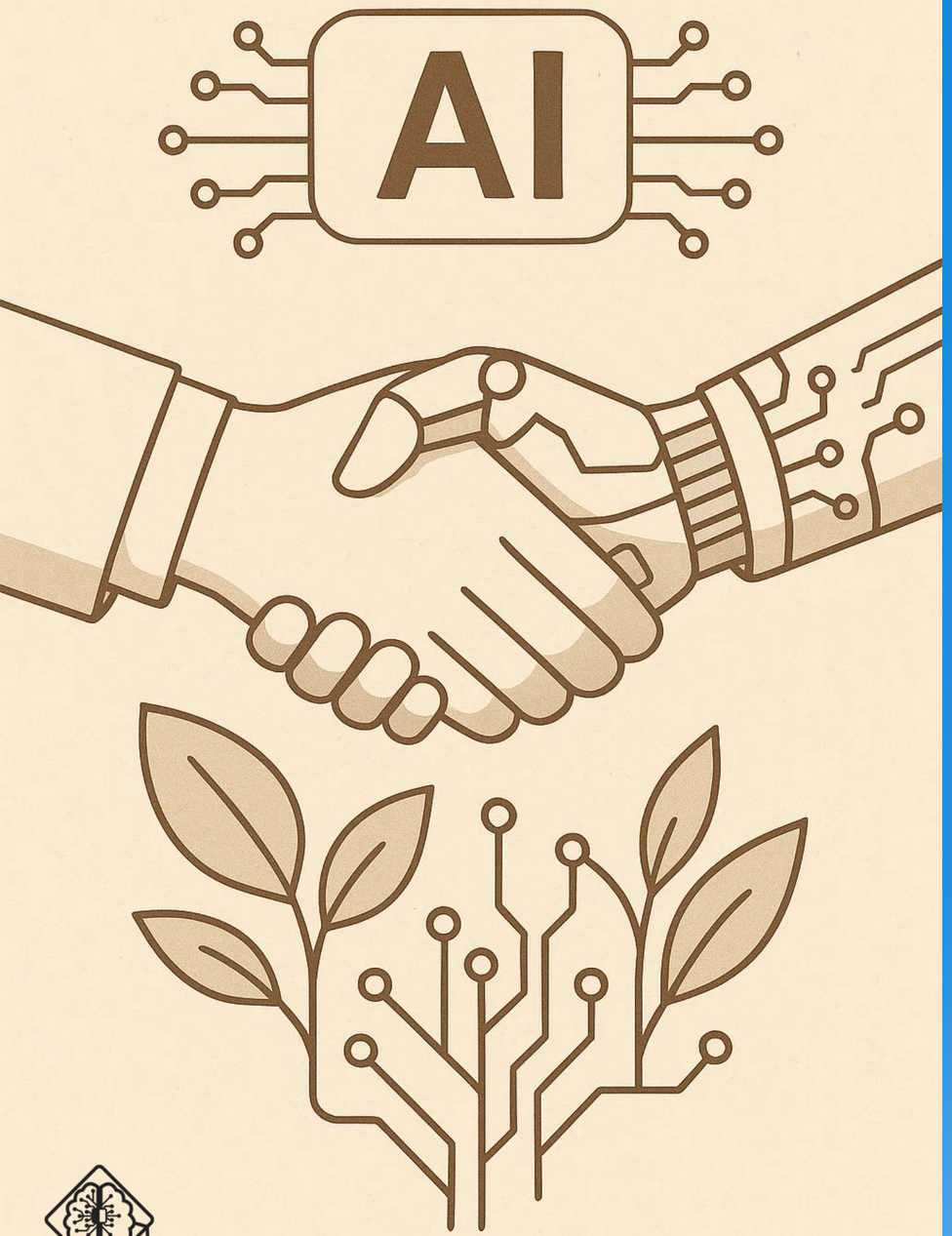
What to monitor after implementation? (KPIS)

Indicator	What does it measure?	How to measure?
Process handling time	Are tasks being completed faster?	Average time to complete the application before/after implementation
Number of errors/corrections	Does AI make fewer mistakes than humans?	Number of manual interventions
User satisfaction	How do employees and students view the changes?	Surveys, feedback forms
Percentage of processes automated	How many cases no longer require manual handling?	% of the total number

"Measure what is important - not what shines."

MIT Digital Transformation Lab, 2023

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7. How can I use AI today?

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Creating PowerPoint presentations

An administrative employee of the university prepares periodic presentations to:

- ✓ reports to the dean or rector,
- ✓ presentations of EU projects,
- ✓ conference materials,
- ✓ internal trainingor team meetings.

Challenges:

- ✓ notime to prepare the slides aesthetically,
- ✓ difficulty in writing clear texts,
- ✓ problem withCreating consistent graphics,
- ✓ The need to translate materials into different languages.

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Creating content for presentations - prompting

Open ChatGPT or Poe.com (supports various free models, such as Claude 3 Haiku, Gemini).
Use the tool to generate a presentation structure. Example prompt:

Write a detailed plan for a 10-slide PowerPoint presentation on [topic], aimed at [audience, e.g., university administrative staff], in a professional but accessible tone. Provide slide titles and a description of the content of each.

You can also ask for a proposal to fill them with content. Example prompt:

Write the full content of slide 3 from this presentation, focusing on [...]. Keep the language simple and avoid technical jargon.

TIP: You can add:

"Make it in bullet points / Make it as a short paragraph / Offer a graph or graphic."

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Creating presentations from code - PowerPoint VBA

To avoid copying each slide manually, you can use a VBA macro. Once you have developed the content of the presentation:

1) Ask LLM to prepare it in VBA macro format.
2) Open PowerPoint and press ALT + F11 to open the VBA Editor.
3) Choose Insert → Module.
4) Copy and paste the macro code.
5) Change the paths of the graphics to the actual paths to the images (if the presentation contains graphics)
6) Run the macro(F5).

This will give you a finished presentation with texts and graphics.

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Translation of presentations and more

If the presentation is to be in different languages, you have several options:

- ✓ **DeepL.com** (free version) - just copy the slide texts and paste.
- ✓ **Copilot** in Word/PowerPoint (if available) - you can select the entire slide and translate contextually.
- ✓ **GoogleTranslate** + **ChatGPT** - If stylistic improvement is needed.
- ✓ Inside **PowerPoint** select the text and choose "Translate"

Tools worth trying:

- ✓ https://www.**popai**.pro
- ✓ https://**tome**.app/lp/ai-presentations

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Automatic writing of Excel formulas with the help of AI

You don't need to know complex Excel formulas to perform complex calculations , summaries or aggregations - just describe what you want to do, in LLM and ask for a formula that will do it.

Example prompt:

I need a formula in Excel that will calculate the grade point average in column B, but only for students in the "Computer Science" major in column A.

LLM will provide a ready-made formula (e.g. =AVERAGEIF(A:A, "Computer Science", B:B)) and explain how it works.

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Processing data from forms (e.g., MS.Forms)

University employees are increasingly using online MS forms Forms / GoogleForms for collecting data from students or colleagues - e.g.: event registrations, class quality evaluations. This data automatically goes into an Excel spreadsheet (Forms → Excel), but: noare immediately readable, require filtering, cleaning, sorting, and need to be convertedinto a report or analysis.

To do ro:

- ✓ you can use **Power Query** (available in Excel) to automatically organize them (e.g., filter them, remove blank fields, convert dates),
- ✓ you can use ChatGPT to write conditional formulas, such as classifying data as "complete" / "missing" etc. (as in the previous slide)

TIP: Power Query does not require knowledge of code - it works like "Excel with steps."

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Create text data summaries

Suppose you have a column of comments in Excel, for example, from a quality survey. You want to analyze it, to capture the things that appear most often in the survey. The ones that are most important to students. With open-ended responses, this is quite a problem, because each student can describe the same situation quite differently. To do this task quickly and efficiently copy the comments column and paste it into the ChatGPT with the prompt:

Group the following student responses into 3-5 major thematic categories and create a brief summary: [data].

AI will give you type categories:

- ✓ quality of communication,
- ✓ too little information on the website,
- ✓ USOS problems.

It's ready material for a report or recommendation!

NOTE!

Make sure to anonymize sensitive data before pasting it into LLM!

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Automatic preparation of tables and charts

If you have data in raw form (e.g., columns with grades, dates, names):

✓ Choosedata and click "Insert > Recommended chart" - Excel suggests the visualization itself.

✓ In WordYou can generate ready-made chart descriptions, for example, in the ChatGPT:

Create a professional description of a graph that shows the number of student applications in the months of January-April. Trend: upward.

TIP: In the new Excel (365+ versions), you can enable free **Copilota** for table analysis (if your university provides it).

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Scenario

The promotion office or university administration has:

- ✓ *video*Promotional in Polish (e.g., recruitment, information, welcome),
- ✓ wants to make available*English, Ukrainian or other versions,*

but:

- ✓ *not*has the budget for a professional translation studio,
- ✓ no voiceovers,
- ✓ does not have a team to assemble and post-production,
- ✓ Is the short time for implementation,
- ✓ wants*to do it "in-house", possibly automatically and at no cost.*

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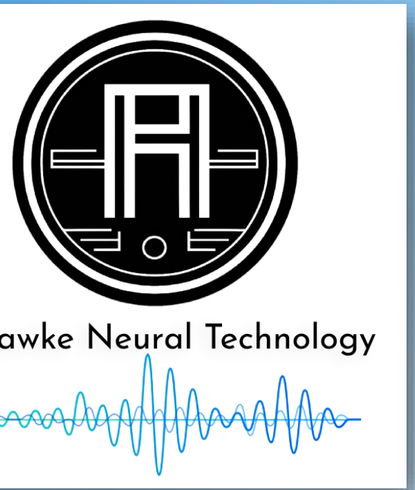
Translation of promotional and informational videos

Automatic audio transcription + translation

We use an application that will be able to extract the text from the video for us:

- ✓ **Whisper Web** (OpenAI) - a very accurate, free transcription.
- ✓ **https://www.nikse.dk/** - generates a file .srt From the film.
- ✓ **YouTube** (with a hidden link) - upload the video as "non-public" and YouTube will automatically generate subtitles that you can download.

We get a text file (TXT, SRT or VTT). We can translate it with the tools already discussed in the previous slides into any language of our choice.



N!kse.dk

YouTube

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Voice generation (voiceover)

If we already have the text, now it is necessary to convert it into audio, that is, read by a voiceover. To do this, we can use one of the following applications:

- ✓ **ElevenLabs** - Free plan, excellent voice quality (natural sound).
- ✓ **https://ttsmp3.com/**- free voice generation from text.
- ✓ **[Play.ht]** (free plan) - *ready-made voices with tempo synchronization.*

1) Chooselanguage (e.g. English, Ukrainian), gender and pace.
2) Save as fileaudio (MP3/WAV).

We get an audio file with the text read out.

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Translation of promotional and informational videos

Inserting audio into a video and synchronizing

Now we are combining the video from the original film with the new soundtrack, through:

- ✓ **Clipchamp** (Microsoft Clipchamp) - available for free on Windows 11/10
- ✓ **CapCut Desktop/Web**- A free video editing tool with the option to easily add audio.
- ✓ **Veed.io** (free) - simple interface, you can manually move the audio track.
- ✓ **DaVinci Resolve** *(free) - for the advanced, offers precise synchronization.*

Move the audio so that it starts in parallel with the speech. If you need to, you can gently edit the length of the audio or synchronize it in the above applications.

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Synchronization of lip movements (lip-sync) - optionally

If you want to make a character in the video look like he or she actually speaks English / Ukrainian or Korean, use tools like:

- ✓ **HeyGen VideoTranslate** - Free limit (1 movie/month), full dubbing + matching lip movement (!).
- ✓ **Synthesia.io** (free trial) - generatingdeepfake-style lip-sync.
- ✓ **D-ID.com** *(free plan) - adds speech to face/avatar with video + synchronization.*

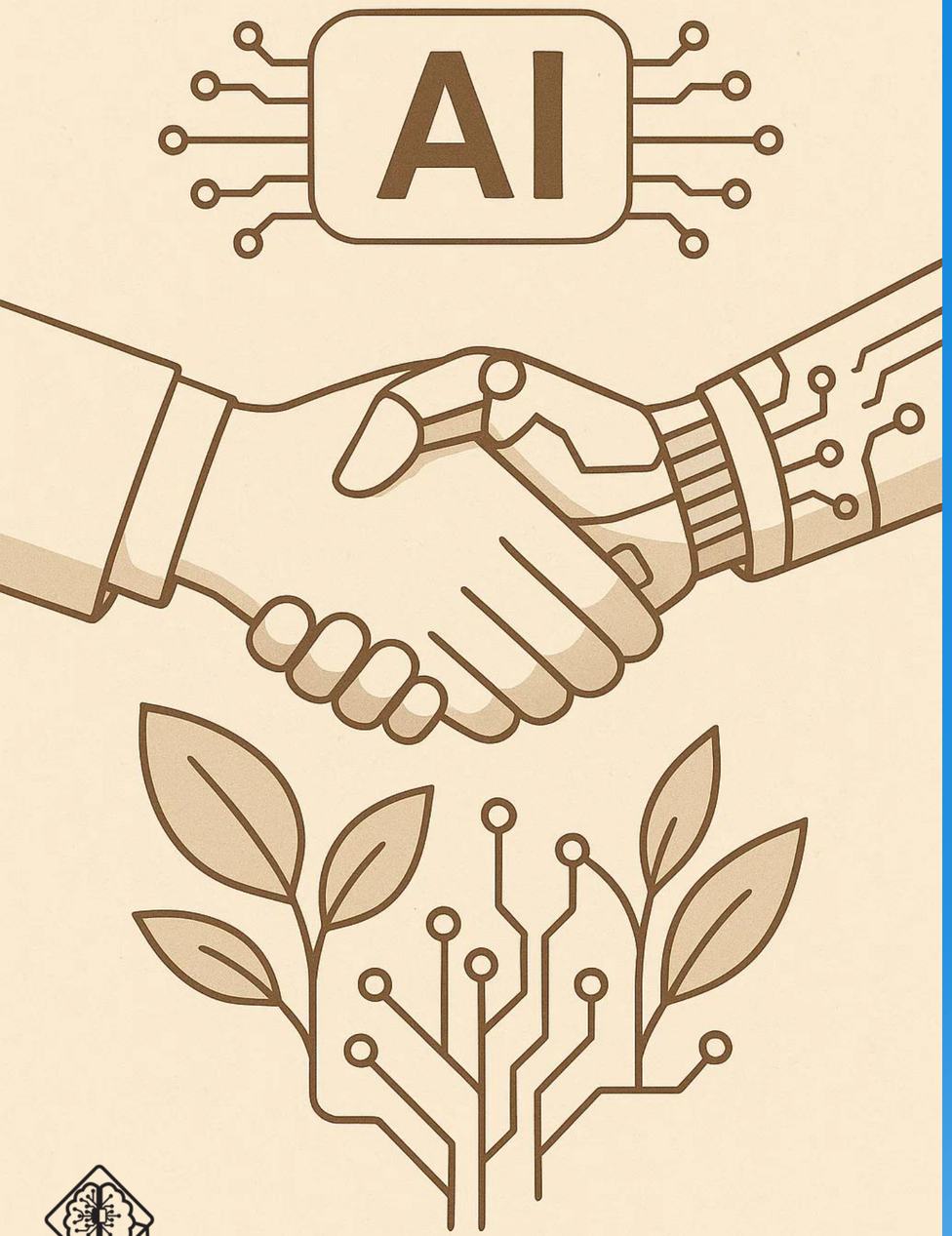
Not all of these tools are 100% free in the long run, but they allow for one-time use/testing at no charge and do a great job of showing the potential of AI.

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Image/video generators

Tool	Type	Best for.	Is it free?
Sora	Text-to-video	Realistic scenes from university life	Preview only
Runway ML	Text/Image→Video	Promotion of events, intro	Freemium
Pika Labs	AI Animation	Stylized intro, process visualizations	Freemium
DALL-E 3	Text-to-image	Illustrations for slides and PDF materials	Free
Kaiber	Image → Animation	Video on social media	Freemium
Adobe Firefly	Text-to-image	Professional visualization, typography	with Adobe ID

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8. AI implementation - good practices

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AI is not just a tool - it's an organizational change

Introducing AI in university administration is not just about buying licenses and installing them. It's a change in the way we think about work, responsibility and information flow. Successful implementation depends not on the power of the algorithm, but on:

- ✓ The quality of cooperation between departments,
- ✓ clear definition of goals,
- ✓ Communication with employees who will use the tools.

"Implementing technology is not a software issue. It is a matter of culture."

Change Management Institute, 2022

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Step by step - from planning to consolidation

Stages of successful AI implementation:

1) Needs diagnosis - audit processes and verify which tasks are worth automating (cf. Chapter 7).
2) Selection of tool - based on functionality, ethics, compliance with RODO, scalability.
3) Implementation plan - establishing the scope of the pilot, schedule, human resources.
4) Training and on boarding - Preparing employees for new systems.
5) Monitoring and optimization - ongoing evaluation of the effectiveness and adjustment of AI.
6) Expansion and consolidation- Only after the success of the tests.

Tip:

Don't implement AI "in all departments at once." Start with one process, test, scale.

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Communication with employees - the key to success

One of the most common reasons for AI implementation failure is employees' fear of losing their jobs or "being replaced by a machine." Therefore, communication should be:

- ✓ **open** - responding to real concerns,
- ✓ **regular** - not only at the start, but throughout the implementation,
- ✓ **supporting** -With access to training and materials.

An example of an opening message for AI implementation:

"The new AI tools we are testing are not there to replace your work. They are so that you can focus on what matters most: interacting with people, solving problems and supporting students. We want technology to be your support - not your competition."

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The role of AI leaders and "ambassadors"

In each unit, it is useful to appoint people who:

- ✓ Have received AI training beforehand,
- ✓ understand the capabilities and limitations of the tools,
- ✓ enjoy the confidence of colleagues.

Such individuals can act as AI ambassadors - informal leaders of change who can be approached with questions, problems or ideas.

> *"AI ambassadors are shortening the distance between technology and everyday work."*
>
> **AI in Public Sector Transformation, GovLab, 2023**

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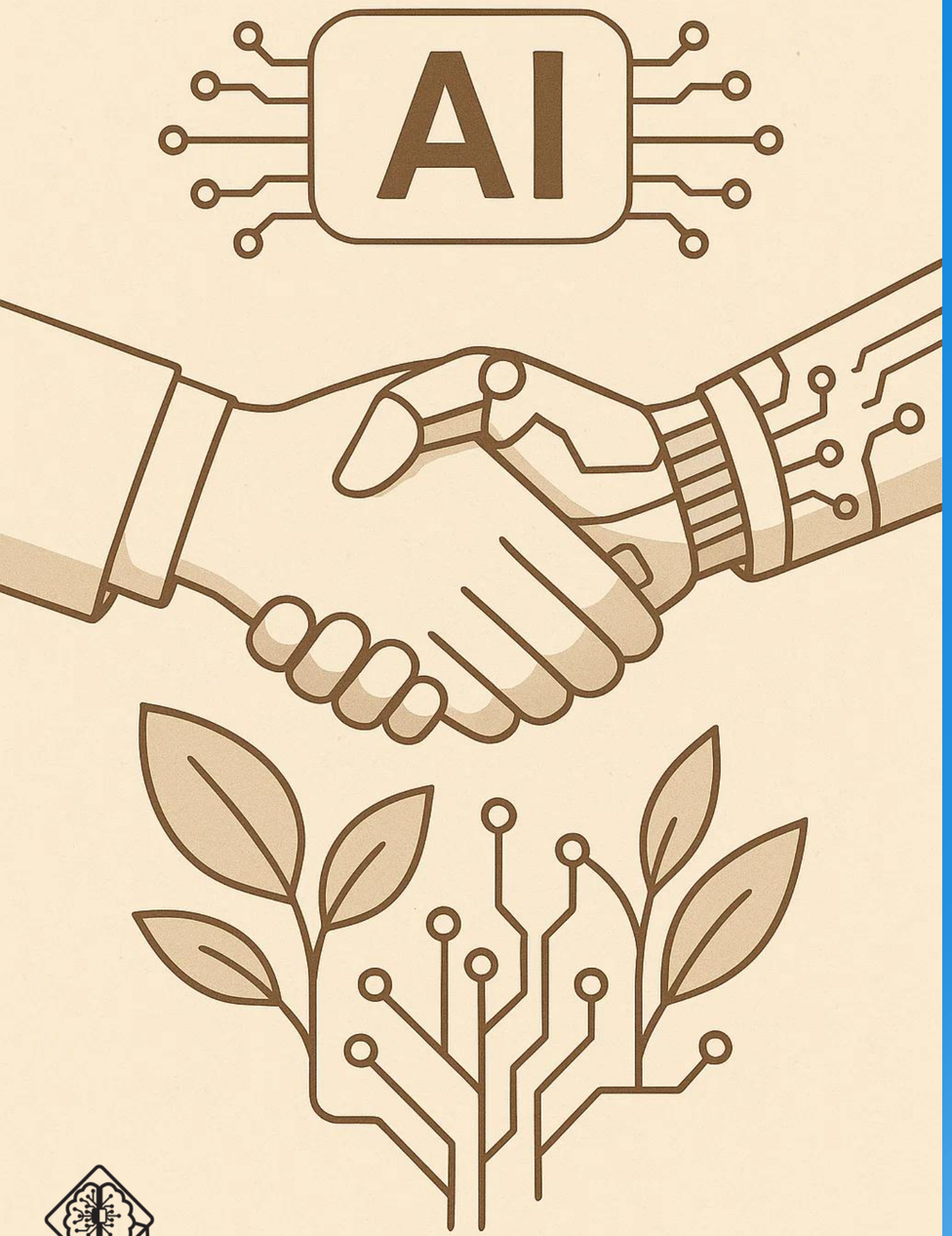
AI is about transforming relationships, not just processes

The success of AI implementation is not just "whether the system works," but whether people want to use it and trust it. This trust is built by:

- ✓ communication,
- ✓ Respect for human competence,
- ✓ Transparency of the implementation process,

> *"People don't resist change. They resist when we want to change them."*
>
> **Peter Senge, MIT Sloan School of Management**

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9. Quality control and risk management of AI implementation

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After implementation - don't leave AI alone

Many institutions treat AI implementation as "project completion." This is a serious mistake. In reality, the real work begins only after implementation - when the system gets into the hands of users, operates in a real environment and is exposed to unexpected situations.

AI is not Excel - it is a dynamic tool that learns, updates, makes independent decisions. Therefore, supervision of its operation must be continuous and multi-level. This means the need for:

- ✓ The introduction of systems for evaluating the quality of AI performance,
- ✓ Periodic audits and log reviews,
- ✓ establishment of "pointscontrol" - moments in which a person has a duty to intervene.

"AI surveillance is not a one-time event. It is an ongoing responsibility..."

OECD Principles on AI Monitoring,2023

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After implementation - don't leave AI alone

Type of risk	Description
Technical	System stops working, gives wrong answers, does not synchronize with databases
Legal and ethical	AI violates RODO, shares sensitive data, classifies people without legal basis
Image	AI responds inappropriately, generates complaints from students or staff
Operational	System does not recognize new forms, does not respond to changes in university procedures
Organizational	Lack of competence among employees to operate or update the system

Each of these areas requires a different set of tools and different people in charge.

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Surveillance model - three levels of control

The implementation of AI should go hand in hand with a model of so-called 3 levels of supervision:

1) Operational supervision - direct users of AI (e.g., dean's office staff) who can respond quickly to errors.
2) Expert supervision - technical/ethical team that conducts periodic review of the system: errors, logs, compliance with regulations.
3) Management supervision- Chancellor's office or the university's board of trustees, which assesses AI's impact on quality indicators, satisfaction, safety.

Only such a layered system gives a real sense of control over autonomous systems.

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KPIs and indicators for monitoring AI

Quality control should be based on specific data. Example indicators:

Indicator	How to interpret?
Percentage of misclassifications	If it exceeds 5% - it requires immediate intervention
System response time	Elongation may indicate technical errors
Number of complaints/complaints	If it increases - AI acts in an incomprehensible or ineffective manner
Differences between AI and manual data	System learns from bad data or doesn't have complete sources
Percentage of human intervention	High = AI is not ready to act independently

It is worth using Power BI or Tableau dashboards to track these metrics on an ongoing basis.

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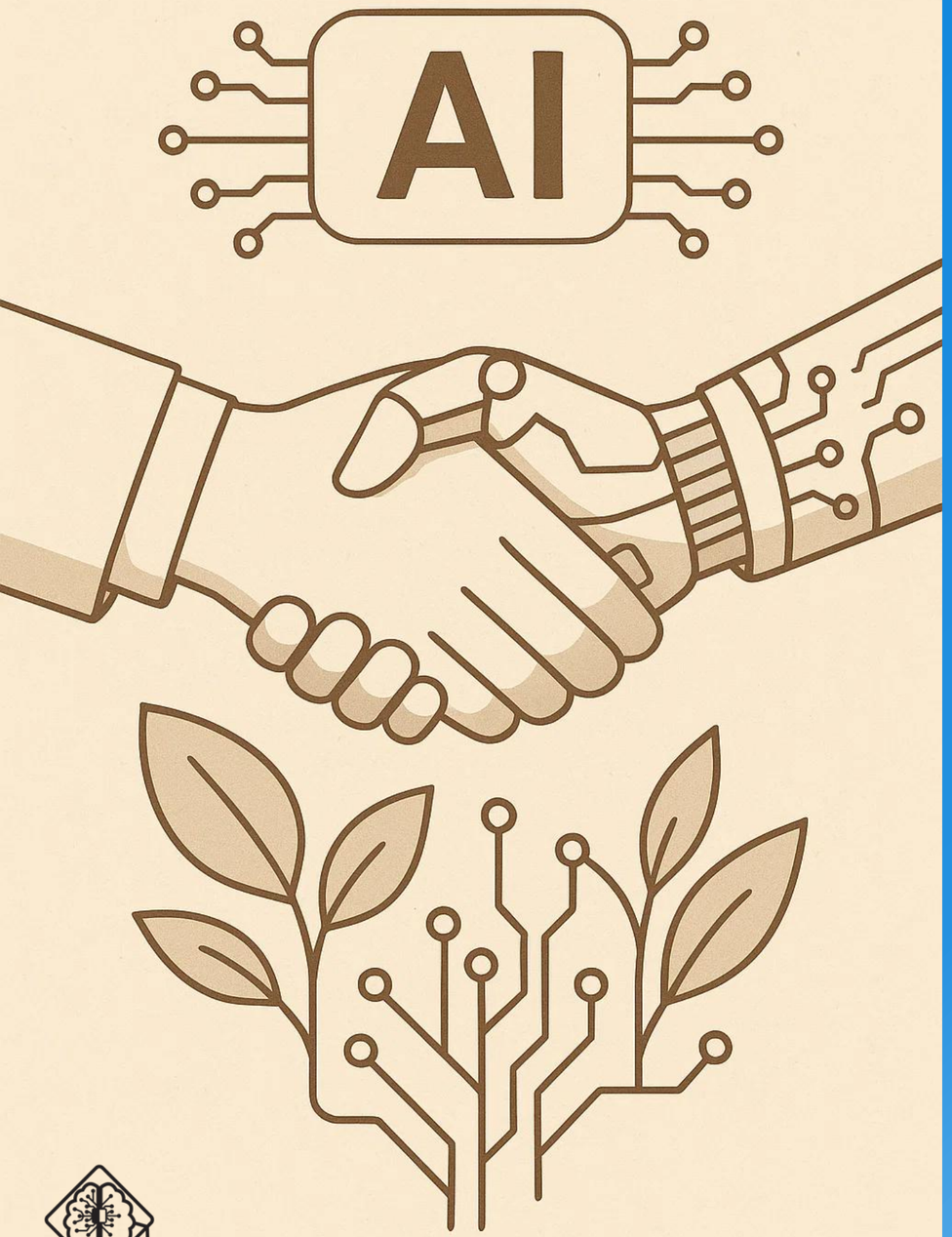
Audits and regulatory compliance

Universities should conduct periodic audits of AI operations, both internally and externally. Such an audit should include:

- ✓ Transparency of systems operations (whether it is known how they make decisions),
- ✓ Compliance with RODO and local regulations,
- ✓ Assess the impact on equality of treatment of students and employees,
- ✓ News analysisinput data.

AI Act is already in force in the EU today - A regulation that classifies AI systems according to risk level. Systems used to classify students, issue decisions or handle applications may be considered high-risk systems - and require documentation, testing and supervision.

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10. Summary and recommendations

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Key ideas of this presentation

The introduction of AI into university administration is not only a matter of efficiency, but also a matter of relationship quality, transparency and trust in academic life.

The main messages of this presentation are:

- ✓ AI does notis meant to replace humans, but to support them in repetitive and time-consuming tasks.
- ✓ Areas that require empathy, strategy, conversation and understanding - should remain the domain of people.
- ✓ Ethical, transparent and phased implementation of AI is necessary to avoid mistakes and build trust.
- ✓ AI tools are already improving communication, reporting, document and process analysis.
- ✓ Successful implementations haveone common denominator: the human being as an active participant, not a passive observer.

It is the synergy of AI and humans that should become the new standard for modern academic administration.

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Recommendations for universities implementing AI

The following list can serve as strategic checklist for universities planning or beginning the process of implementing AI:

1) Start with a diagnosis - not a purchase. Identify the processes that really need improvement.
2) Build an interdisciplinary AI team - administration, IT, ethics, law, communications.
3) Implement in stages - starting with simple cases. Pilot, test, refine - only then scale.
4) Train employees and take into account their emotions. Take care of on boarding, don't assume that they will "understand on their own."
5) Establish a system of supervision and quality indicators. AI does not work "forever" - it must be constantly monitored.
6) Create an AI Code of Good Practice - including ethical and operational guidelines.
7) Ensure the right to human intervention - any AI decision should have an appeal path.
8) Document implementations. Keep change logs, evaluate impact on service quality and processes.

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Vision of the future - AI as a partner, not a decision-maker

Let's imagine the university of the future - not as an automated institution, but as an environment where man and technology interact on equal terms.

In this vision:

- ✓ student gets quick answers to technical questions with chatbot, but psychological and motivational suport he receives from an academic advisor,
- ✓ Decisions on strategic directions are supported by AI data analysis, but approved by people with vision and accountability,
- ✓ reports generatedare automatically, but read, interpreted and used in the work of the teams.

This balance not only increases efficiency, but also restores the value of human relationships, which no technology can replace.

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Closure - what's next?

Implementing AI is not a one-time venture, but a new institutional competency that the university should develop in the same way as educational quality or internationalization.

After this presentation, it is worth asking yourself three questions:

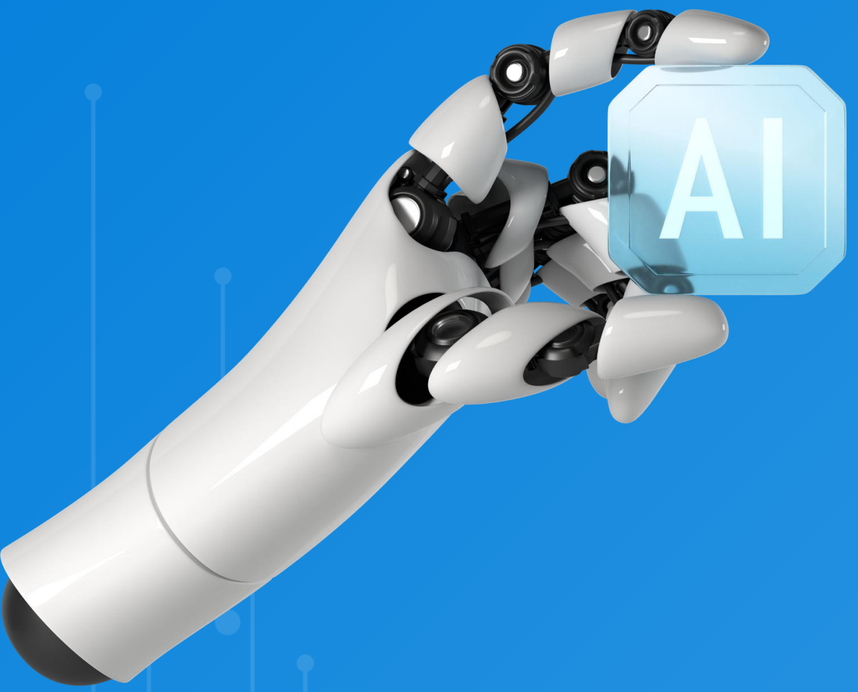
1) Which oneprocess we could improve right now?
2) Who from the staff could we invite to join the AI team?
3) How to create a cultureTrust in technology without giving up responsibility?

The answers to these questions may not be immediate. But real change - not technical change, but organizational and cultural change - begins with them.

"The best AI systems don't replace people. They allow them to do what they didn't have time to do well before."

Digital Ethics Foundation,2024

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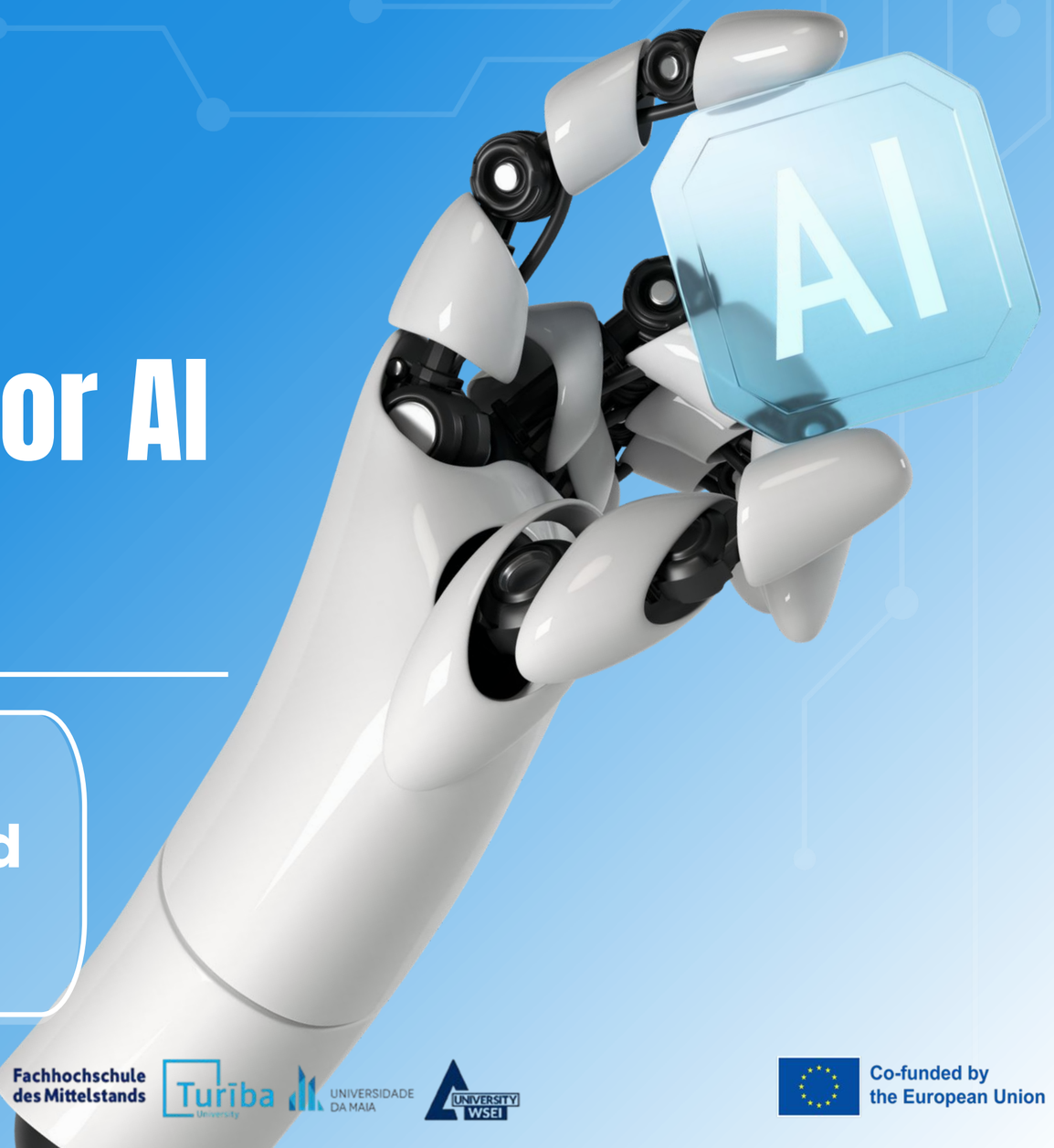


THANK YOU FOR YOUR ATTENTION

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AI-ERIT Tutorial:

Identifying Core Administrative Needs for AI Integration



Module 1.3 / Designing Effective AI Training Tutorials: Integrating AI and Human Expertise

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Topics of this Module

01 PRIMARY TARGET

02 WHAT IS A COLLABORATIVE AI ENVIRONMENT?

03 COMPETENCY AREAS OF AI AND HUMAN ROLES

0 INTERACTIVE LEARNING DESIGN PRINCIPLES

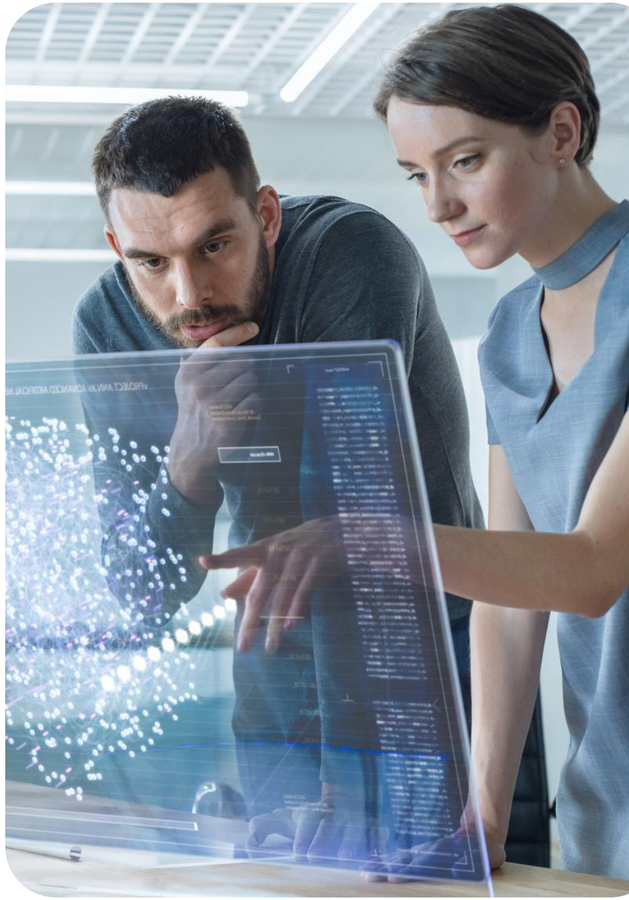
05 TRAINING PROGRAM DESIGN PRINCIPLES FOR MANAGERS

06 IMPLEMENTATION STEPS AND PROCESS MANAGEMENT

07 SUCCESS CRITERIA AND MEASUREMENT TECHNIQUES

08 CHALLENGES AND SOLUTION STRATEGIES

09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM



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01 PRIMARY TARGET



PRIMARY TARGET

To ensure that managers understand and adopt artificial intelligence as a tool that supports their expertise rather than replacing them, and to develop effective training programs in this direction.

Core Approaches:

- Human-Centered Approach: No matter how advanced AI technology becomes, human judgment, values, and empathy are indispensable.
- Complementarity Principle: AI's role is to enhance human capacities, not to replace them.
- Collaborative Ecosystem: Maximizing overall performance by establishing a synergistic relationship between AI and humans.
- Continuous Learning: Adopting a training model that continuously renews itself in parallel with technological developments.
- Ethics and Responsibility: Maintaining ethical boundaries in AI usage and prioritizing social responsibility.

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02 WHAT IS A COLLABORATIVE AI ENVIRONMENT?



Definition

A collaborative AI environment is a working environment where AI is viewed as enhancing human capabilities, human-AI collaboration is systematically optimized, and the strengths of both parties are utilized with maximum efficiency.

Key Characteristics of This Environment:

Role Clarity:

AI: Data processing, analysis, routine operations, pattern recognition

Human: Interpretation, decision-making, creativity, empathy, ethical evaluation

Transparency of Information Flow:

Making AI's process of reaching conclusions understandable

Enabling human experts to evaluate AI recommendations and intervene

Ensuring processes are traceable and auditable

Continuous Feedback Loop:

Continuous improvement of AI performance through human feedback

Systematic approach for detecting and correcting errors

Ongoing data collection for learning and development

Trust and Security:

Systematic building of trust in AI systems

Implementation of data security and privacy protocols in compliance with EU GDPR

Maintaining risk management and emergency response plans

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03 COMPETENCY AREAS OF AI AND HUMAN ROLES

Areas Where AI Can Contribute:

Data Processing and Analysis:
Rapid processing of large datasets
Complex mathematical calculations
Pattern and trend analysis
Predictive modeling and forecasting

Routine Operations:
Automation of repetitive tasks
Documentation and reporting
Data entry and organization
Basic classification processes

24/7 Operational Support:
Continuous monitoring and alert systems
Basic customer service
Emergency detection
System performance tracking

Areas Where Human Intervention is Required:

Critical Decision-Making Situations:
Student Support and Guidance: Academic counseling, personal problems, career planning
Human Resources: Recruitment, performance evaluation, promotion decisions
Disciplinary Procedures: Behavior assessment, penalty determination, rehabilitation plans
Financial Decisions: Budget allocation, investment decisions, risk assessment

Situations Requiring Ethics and Value Judgments:
Justice and equality assessments
Issues requiring cultural sensitivity
Conflict of interest situations
Social responsibility decisions

Creativity and Innovation:
Strategic planning
Creative problem solving
Innovative solution development
Vision creation

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03 COMPETENCY AREAS OF AI AND HUMAN ROLES

Scenario: Academic Staff Recruitment Process

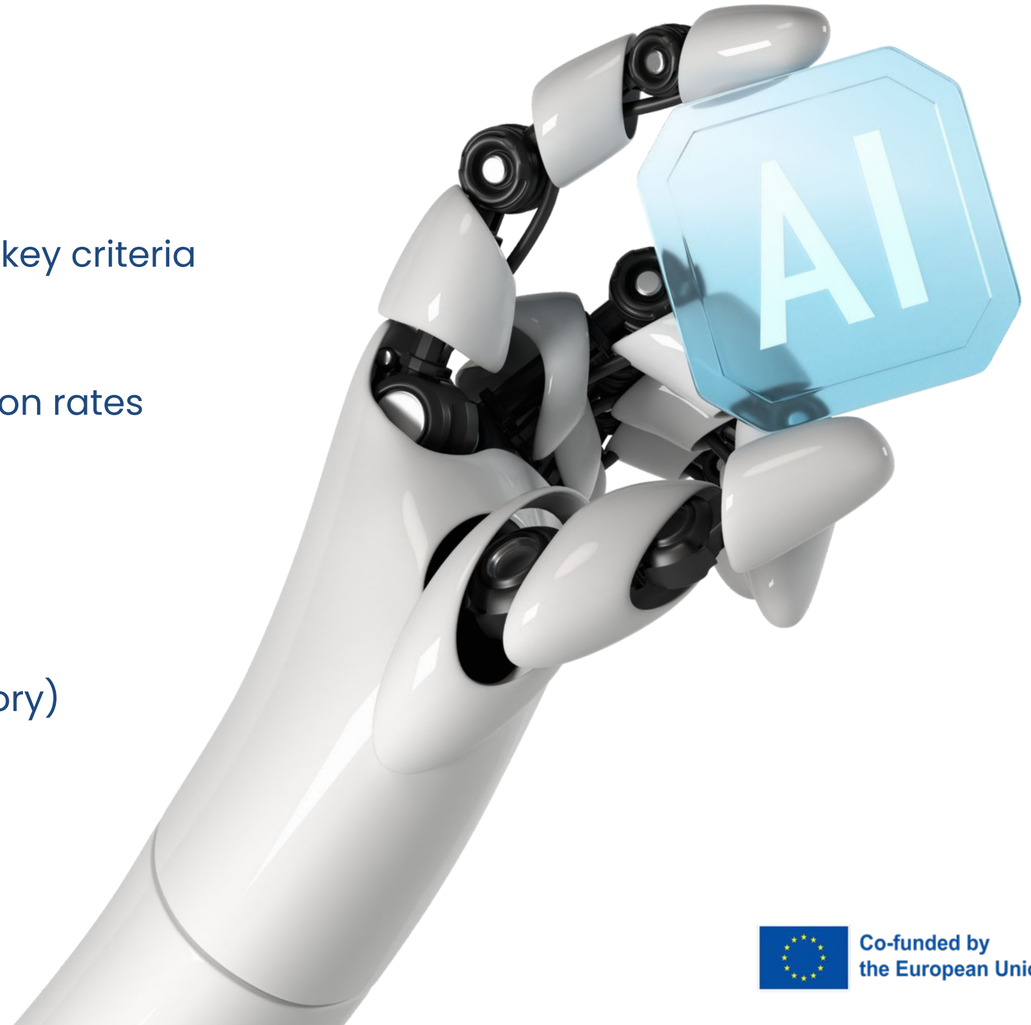
STAGE 1: Application Collection and Initial Screening

AI's Role:

Automatically scanning 500+ applications and ranking them according to key criteria
Detecting missing information in CVs
Filtering applications that do not meet minimum qualification criteria
Analyzing numerical data such as number of academic publications, citation rates
Grouping similar profiles and conducting comparative analysis

Human HR Professional's Role:

Reviewing AI's recommended rankings
Evaluating exceptional circumstances (e.g., career delays, disciplinary history)
Assessing potential fit with organizational culture
Conducting reference checks
Creating the final interview list



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03 COMPETENCY AREAS OF AI AND HUMAN ROLES

Scenario: Academic Staff Recruitment Process

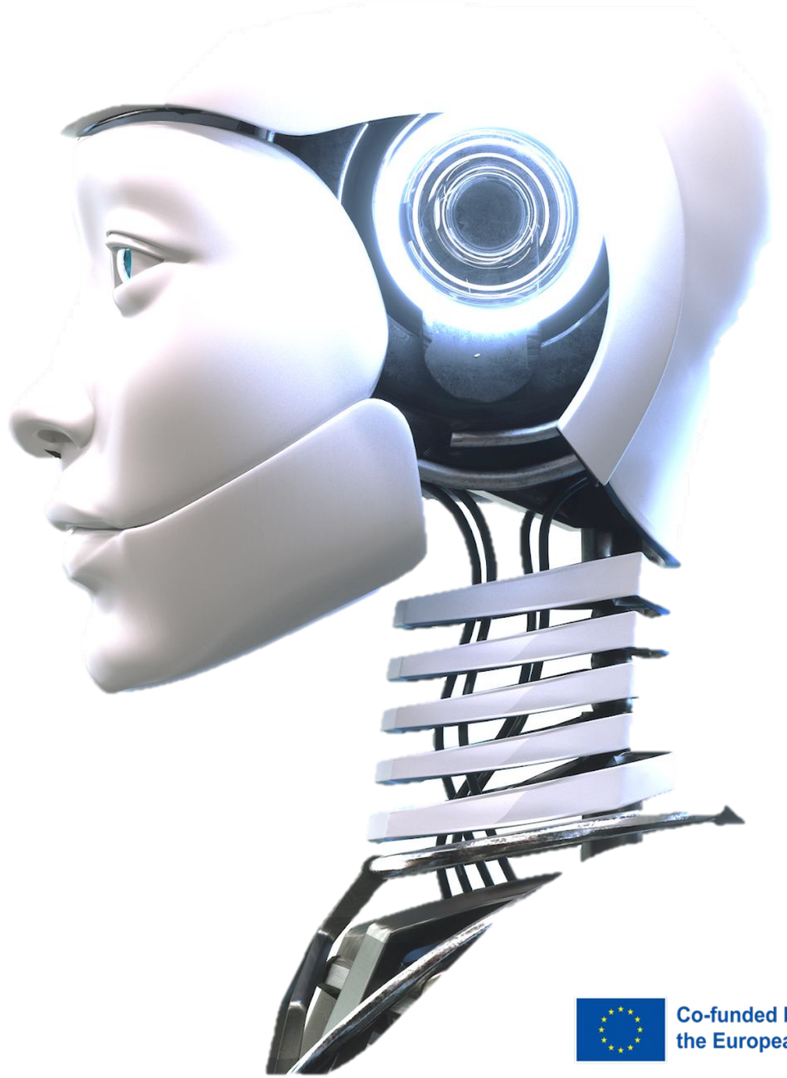
STAGE 2: Evaluation Process

AI's Contribution:

Analyzing procedures from past successful recruitments
Personalizing interview questions according to candidate's profile
Providing objective scoring support for interview performance
Providing standard metrics for candidate comparison

Critical Role of Human Assessment:

Measuring candidate's motivation and passion
Evaluating compatibility with team dynamics
Observing communication skills
Checking compliance with ethical values
Assessing long-term potential and development capacity



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03 COMPETENCY AREAS OF AI AND HUMAN ROLES

Scenario: Academic Staff Recruitment Process

STAGE 3: Final Decision

Hybrid Decision-Making Process:

AI presents objective data and analyses
Human committee evaluates all factors holistically
Alignment with institutional strategy and vision is assessed
Final decision is made entirely through human judgment



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04 INTERACTIVE LEARNING DESIGN PRINCIPLES

Core Methodology of Effective AI Training:

Experiential Learning:

Learning through real scenarios
Recognition of the right to make mistakes and learn
Safe environment opportunities for experimentation
Immediate feedback mechanisms



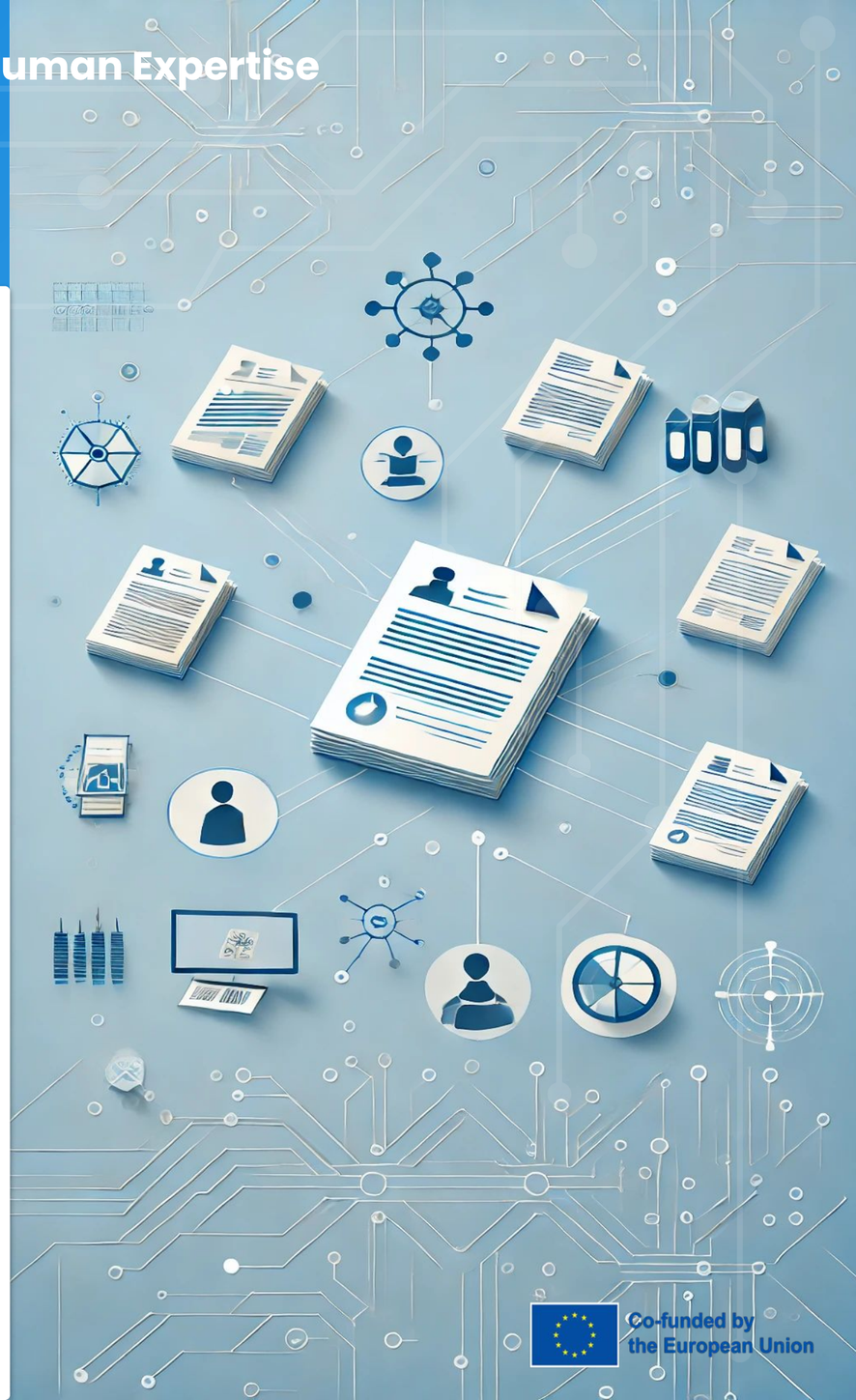
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04 INTERACTIVE LEARNING DESIGN PRINCIPLES

Core Methodology of Effective AI Training:

2. Simulation-Based Training:

Safe simulation of high-risk situations
Experiencing different scenario types
Observing group dynamics
Developing teamwork skills



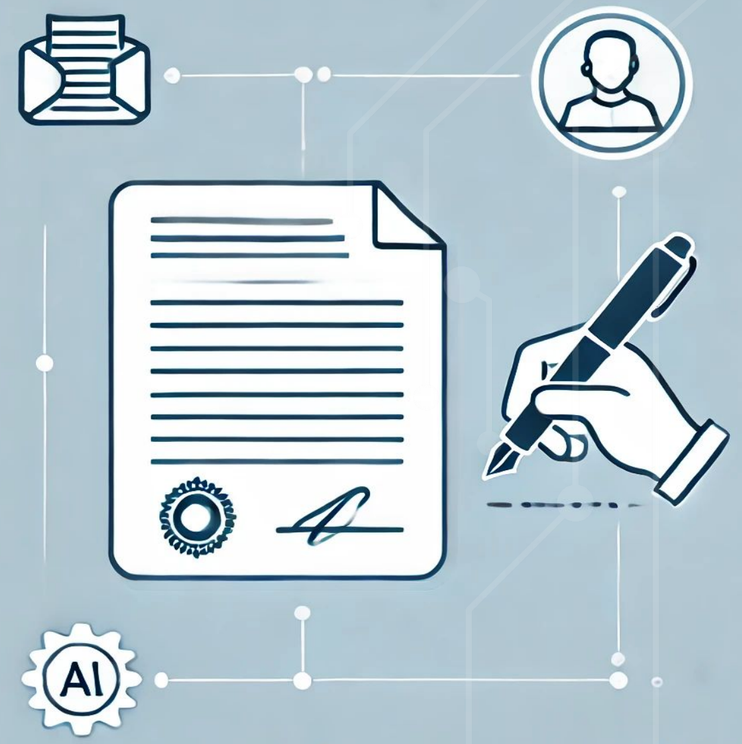
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04 INTERACTIVE LEARNING DESIGN PRINCIPLES

Core Methodology of Effective AI Training:

3. Progressive Complexity:

Transition from simple situations to complex scenarios
Progression after mastering each level
Programs adapted to individual learning pace
Continuous assessment and feedback



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04 INTERACTIVE LEARNING DESIGN PRINCIPLES

Core Methodology of Effective AI Training:

4. Reflective Practice:

Analysis of experiences
Sharing lessons learned
Development of continuous improvement mindset
Mentoring and peer learning opportunities



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04 SAMPLE APPLICATION FOR INTERACTIVE LEARNING DESIGN PRINCIPLES

Scenario: Student Services AI Chatbot Application

System Design and Functionality:

AI Chatbot's Capabilities:

Level 1 - Basic Information Sharing:

Course schedules and academic calendar information
Campus map and directions
Library hours and resources
Cafeteria menus and prices
Event announcements

Level 2 - Administrative Procedures:

Course registration status inquiries
Viewing grade information
Graduation status check
Tuition payment information
Document request processes

Level 3 - Routine Counseling:

General guidance for course selection
Credit calculations
Graduation requirements check
Information about internship application processes

Situations Directed to Managers:

Complex Academic Problems:

Individual academic planning
Double major/minor applications
Exemption and credit transfer procedures
Academic delay situations
Special learning plans

Situations Requiring Emotional Support:

Academic stress and anxiety
Social adjustment problems
Impact of family issues on education
Lack of motivation
Career concerns

Policy and Rule Interpretations:

Applications for exceptional situations
Complaint and appeal processes
Ethical issues and behavioral rules
Topics requiring special confidentiality

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05 TRAINING PROGRAM DESIGN PRINCIPLES

1. Transparency and Comprehensibility Principle:

Explainability of AI Systems:
Explaining AI's decision-making processes in simple language
Demonstrating which data algorithms use and how
Indicating confidence levels of results
Clear communication of error margins and limitations (Model Drift)

Clarity in Training Materials:
Explaining complex concepts with simple examples
Avoiding technical jargon
Using visual aids and diagrams
Step-by-step guides and checklists

2. Trust Building and Risk Management:

Gradual Trust Development:
Starting with small, low-risk applications
Building upon successful experiences
Converting error situations into learning opportunities
Continuous support and assistance mechanisms

Risk Assessment and Prevention:
Pre-identification of potential risks
Preparation of emergency plans
Maintaining backup systems and manual processes
Regular security updates



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05 TRAINING PROGRAM DESIGN PRINCIPLES

3. Practical Experience and Applied Learning:

Real Environment Simulations:

Scenarios reflecting the institutional work environment
Opportunities to work with real (anonymized) data
Decision-making experiences under time pressure
Simulation of complex multi-stakeholder situations

Mentoring and Peer-to-Peer Learning:

Learning from experienced users
Group work and collaborative projects
Sharing best practice examples
Continuous knowledge sharing platforms

4. Continuous Learning and Adaptation:

Following Technological Developments:

Regular update training sessions
Introduction of new features and capabilities
Sharing industry developments
Encouraging innovation and experimentation

Individual Learning Plans:

Programs tailored to each person's level
Setting personal development goals
Progress tracking and feedback
Flexibility and adaptability



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05 TRAINING PROGRAM DESIGN PRINCIPLES

5. Ethical Awareness and Social Responsibility:

Ethical Decision-Making Framework:

Establishing ethical boundaries in AI usage
Protecting principles of justice, equality, and inclusivity
Managing bias and discrimination risks
Ensuring personal data privacy and security

Social Impact Awareness:

Being aware of AI's effects on society
Sustainable and responsible technology usage
Sensitivity to digital divide and inequality issues
Sense of responsibility toward future generations



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06 IMPLEMENTATION STEPS AND PROCESS MANAGEMENT

STAGE 1: Comprehensive Needs Assessment (4-6 weeks)

Current Situation Analysis:

Determining personnel technical competency levels

Evaluating existing systems and infrastructure

Organizational culture and readiness for change analysis

Needs Mapping:

Identifying special requirements by department

Determining priority training areas

Resource and time planning

Pre-identification of risk areas

Stakeholder Analysis:

Securing top management support

Identifying change leaders

Identifying groups that may show resistance

Developing communication and persuasion strategies

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06 IMPLEMENTATION STEPS AND PROCESS MANAGEMENT

STAGE 2: Training Program Design (6-8 weeks)

Modular Program Development:

Design of basic, intermediate and advanced level modules

Department and role-specific customized content

Multiple learning formats (online, face-to-face, hybrid)

Assessment and certification systems

Training Material Production:

Video-based learning content

Hands-on study guides

Checklists and quick reference materials

Technical Infrastructure Preparation:

Training platform setup

Preparation of test and development environments

Implementation of security protocols

Establishment of backup and recovery systems

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06 IMPLEMENTATION STEPS AND PROCESS MANAGEMENT

STAGE 3: Pilot Implementation and Testing (4-6 weeks)

Controlled Group Testing:

Testing with small groups in limited scope

Participants from various profiles across different departments

Detailed feedback collection mechanisms

Problem identification and solution development processes

Continuous Improvement:

Daily feedback collection

Weekly evaluation meetings

Content and methodology updates

Rapid resolution of technical issues

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06 IMPLEMENTATION STEPS AND PROCESS MANAGEMENT

STAGE 4: Gradual Expansion (12-16 weeks)

Phased Distribution Strategy:

Starting with critical departments

Sharing success stories

Motivating early adopter groups

Addressing resistance points with special attention

Change Management:

Continuous communication and information sharing

Making successes visible

Transparent sharing of challenges

Providing continuous support mechanisms

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06 IMPLEMENTATION STEPS AND PROCESS MANAGEMENT

STAGE 5: Monitoring, Evaluation and Continuous Improvement (Ongoing)

Performance Metrics:

Participation rates and completion times

Levels of achieving learning objectives

Concrete improvements in work performance

User satisfaction levels

Continuous Development Cycle:

Using measurement and evaluation data for continuous improvement

Quarterly program update meetings

Annual comprehensive evaluation and strategy revision

Updates to adapt to technological developments

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07 SUCCESS CRITERIA AND MEASUREMENT TECHNIQUES

Quantitative Performance Indicators:

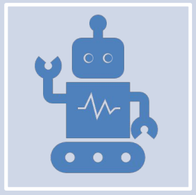


Participation and Completion Metrics:

Training participation rate: 90%+ target

Module completion rate: 85%+ target

Certification success rate: 80%+ target



Operational Efficiency Improvement:

300%+ increase in AI tools usage rate

40%+ reduction in routine process times

25%+ acceleration in decision-making processes

30%+ reduction in error rates

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07 SUCCESS CRITERIA AND MEASUREMENT TECHNIQUES

Qualitative Assessment Criteria:



Management Staff Satisfaction and Commitment:

Satisfaction surveys: 4.2/5.0+ target

Increase in job satisfaction levels

Reduction in technology anxiety

Increase in willingness for innovation and learning



Student and Academic Staff Satisfaction:

Service quality evaluations

Improvement in response times

Increase in problem-solving effectiveness

Rise in overall experience scores

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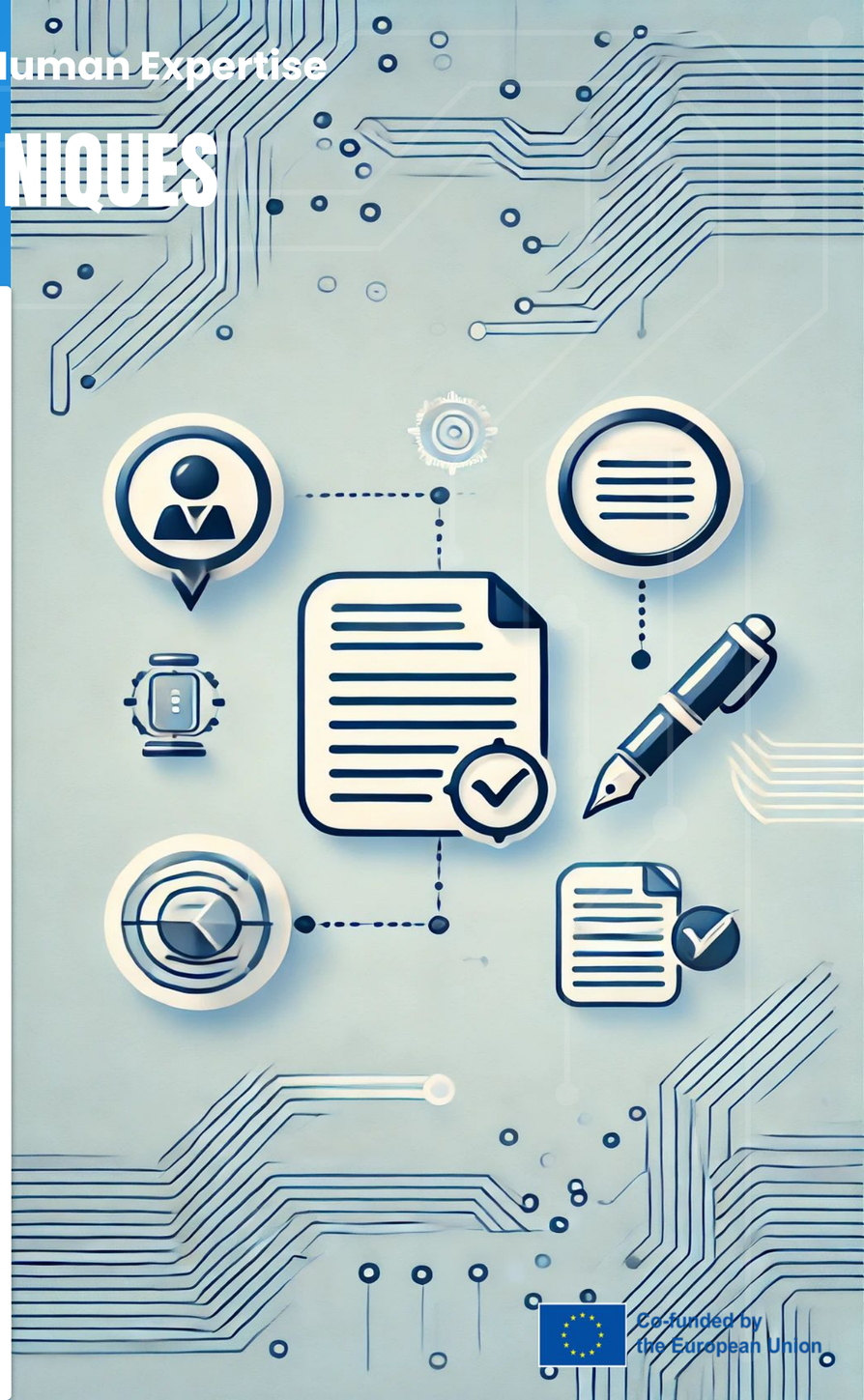
07 SUCCESS CRITERIA AND MEASUREMENT TECHNIQUES

Assessment Techniques:

1. Stakeholder Feedback System:
Senior management evaluations
Peer-level feedback
Lower-level staff opinions
Student, academic and staff perspectives (surveys, interviews, etc.)

2. Performance Evaluation Matrix:
Individual goal and achievement tracking
Team-based performance measurement
Departmental efficiency analysis
Institutional-level impact assessment

3. Continuous Monitoring Systems:
Real-time dashboards
Monthly comprehensive reports
Quarterly strategic evaluations

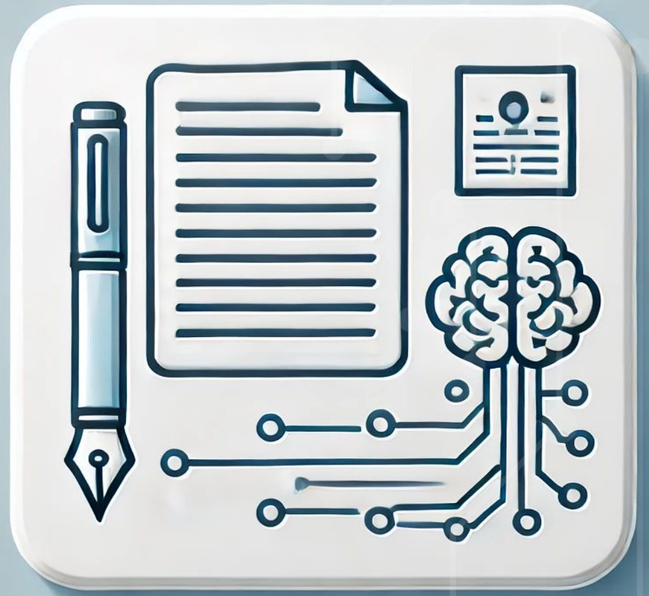


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08 CHALLENGES AND SOLUTION STRATEGIES

Potential Challenges and Solutions:

1. Technology Fear and Resistance: Challenge: Staff developing prejudice and fear against AI technologies Solution Strategies:
Building trust through small successes
Peer learning and mentoring system
Active sharing of success stories
Starting with volunteer participants to create examples
2. Age and Technology Level Differences: Challenge: Adapting to different generational and technical competency levels Solution Strategies:
Personalized learning paces
Offering different learning methodologies
Strengthening technical support systems
Patient and understanding instructor staff



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08 CHALLENGES AND SOLUTION STRATEGIES

Potential Challenges and Solutions:

3. Resource and Time Constraints: Challenge: Limited budget and staff time Solution Strategies:
Phased implementation plan
Online and offline hybrid models
Micro-learning modules
Training approaches integrated into workflow
4. Continuity and Motivation: Challenge: Maintaining long-term learning motivation Solution Strategies:
Gamification elements
Continuously updated content
Goals linked to career development
Recognition and reward systems



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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

MAIN OBJECTIVE

To integrate artificial intelligence as a tool that supports academic advisors' expertise but does not replace them, and to increase student success by 35%.

Core Approaches:
Human-Centered: The heart of advisor-student relationship is empathy and trust
Complementarity: AI handles data analysis, advisor provides strategic guidance
Collaborative Ecosystem: Synergistic student support system Continuous Learning: Dynamic improvement cycle Ethical Responsibility: Student privacy and equal opportunity



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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

COLLABORATIVE AI ENVIRONMENT DESIGN

Role Clarity:
AI Responsibilities: Data processing and academic performance analysis Pattern recognition and risk detection algorithms Automated reporting and trend analysis 24/7 basic information support
Advisor Responsibilities:
Student motivation and psychological support Evaluating complex life situations Ethical decisions and value judgments Strategic career planning
Transparency of Information Flow:
Explainable algorithms for AI risk scores Advisor's authority to approve every AI recommendation Traceable recording system for all processes



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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

STAGE 1: COMPREHENSIVE NEEDS ASSESSMENT (4-6 weeks)

Current Situation Analysis:
Student Profile: 3500 active students, 23% under academic risk Advisor Capacity: 25 academic advisors, 140 students per person Current Problems: Manual tracking, late intervention, inconsistent approach Technology Infrastructure: Outdated student information system, lack of integration
Needs Mapping:
Priority Areas: Risk detection, course selection, career guidance Department-Based Analysis: Engineering (31% risk), Faculty of Economics and Administrative Sciences (19% risk) Resource Planning: €150,000 budget, 8-month implementation Risk Areas: Data privacy, technology adaptation
Stakeholder Analysis:
Senior Management: Full support from Rectorate, performance expectation Academic Staff: 40% concerned about technology Students: 78% want digital support Parents: Demand for transparency and communication

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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

STAGE 2: TRAINING PROGRAM DESIGN (6-8 weeks)

Modular Program Development:
Level 1 - Basic Awareness (2 weeks): Role of AI in academic counseling Success stories and real examples Workshops to overcome technology fears AI-advisor collaboration simulations
Level 2 - Applied Training (3 weeks): Interpreting student risk scores Harmonizing AI recommendations with academic experience Using checklists and quick references Emergency protocols
Level 3 - Advanced Collaboration (3 weeks): Complex case analyses Ethical decision-making scenarios Continuous improvement techniques Mentoring and peer learning
Training Material Production: Video Content: 24 modules, total 18 hours Applied Guides: Step-by-step guidelines Checklists: Quick decision-making tools Simulator: Practice environment with real student data

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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

STAGE 3: PILOT IMPLEMENTATION AND TESTING (4-6 weeks)

Controlled Group Testing:
Pilot Group: 3 departments, 6 advisors, 350 students Control Group: Group continuing with traditional methods
A/B Testing: Testing different levels of AI recommendations Feedback Loop: Daily system logs, weekly user surveys
Interactive Training Methodologies:
1. Experiential Learning: Working with real student cases Recognizing the right to make mistakes and learn Experimentation opportunities in a safe test environment Immediate AI feedback mechanisms
2. Simulation-Based Training: At-risk student scenarios Testing different intervention strategies Observing group dynamics Developing teamwork skills
3. Progressive Complexity: From simple risk detection to complex planning Mastery control at each level Adaptation to individual learning pace Continuous assessment and feedback
4. Reflective Practice: Weekly case analysis meetings Sharing success and failure stories Developing continuous improvement mindset Mentoring and peer learning

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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

STAGE 4: GRADUAL EXPANSION (12-16 weeks)

Phased Distribution Strategy: Weeks 1-4: Engineering and Natural Sciences (high data quality) Weeks 5-8: Faculty of Economics and Administrative Sciences and Communication (medium complexity) Weeks 9-12: Education and Arts (high empathy requirement) Weeks 13-16: Full integration across all departments
Change Management: Change Ambassadors: 1 advisor from each department Communication Strategy: Monthly newsletter, success stories Resistance Management: One-on-one meetings, additional training support Motivation Systems: Success awards, recognition programs

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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

STAGE 5: MONITORING AND CONTINUOUS IMPROVEMENT (Ongoing)

Performance Metrics:
Quantitative Indicators: System Usage Rate: Target 90%+ (Current 78%) Student Satisfaction: Target 4.5/5.0 (Current 3.8/5.0) Risk Detection Success: Target 85%+ accuracy Intervention Time: 2 weeks → 3 days
Qualitative Indicators: Advisor Confidence Level: 90%+ trust in AI recommendations Job Satisfaction: Satisfaction from being freed from routine tasks Technology Fear: 60% reduction Innovation Desire: Increased motivation for continuous learning
Continuous Development Cycle: Daily: System performance monitoring Weekly: User feedback analysis Monthly: Success criteria evaluation Quarterly: Strategy revision and updates

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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

COMPETENCY AREAS OF AI AND HUMAN ROLES

STAGE 1: Initial Assessment and Risk Detection
AI's Responsibilities: Academic Data Analysis: GPA, ECTS, absenteeism analysis of 3500 students Risk Scoring: 87% accuracy risk detection using machine learning Trend Analysis: Comparative performance analysis with previous semesters Early Warning: Automatic alarm system at critical threshold values Categorization: Green (60%), Yellow (25%), Red (15%) risk groups
Advisor's Critical Role: Personal Situation Analysis: Evaluating family, health, financial problems Motivation Assessment: Understanding student's goals and willingness Psychological Status: Detecting stress, depression, adaptation problems Social Environment: Evaluating friend groups, social activity level Prioritization: Identifying students requiring urgent intervention

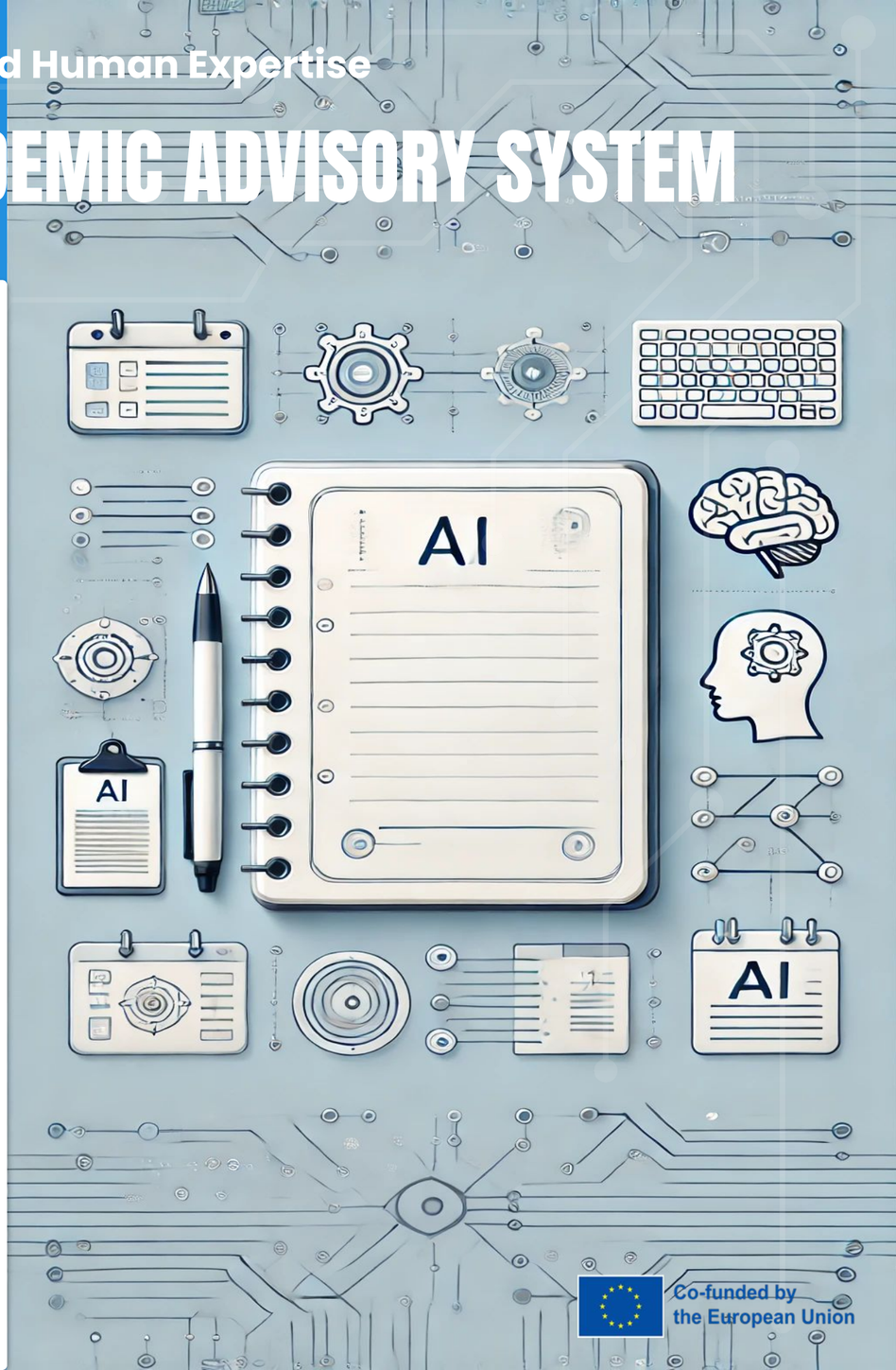


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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

COMPETENCY AREAS OF AI AND HUMAN ROLES

STAGE 2: Counseling and Planning Process
AI's Contributions: Course Optimization: Most suitable course combinations according to student profile Success Predictions: 82% accuracy end-of-semester success projections Career Guidance: Analyzing career paths of similar profiles Resource Recommendations: Suggesting course materials, additional training opportunities Time Planning: Optimal study calendar and milestones
Advisor's Unique Contribution: Individual Goal Setting: Clarifying student's personal mission and vision Emotional Support: Providing psychological comfort during stressful periods Motivation Techniques: Person-specific encouragement and motivation methods Problem Solving: Strategies for overcoming non-academic obstacles Family Communication: Coordination and information sharing with family when necessary

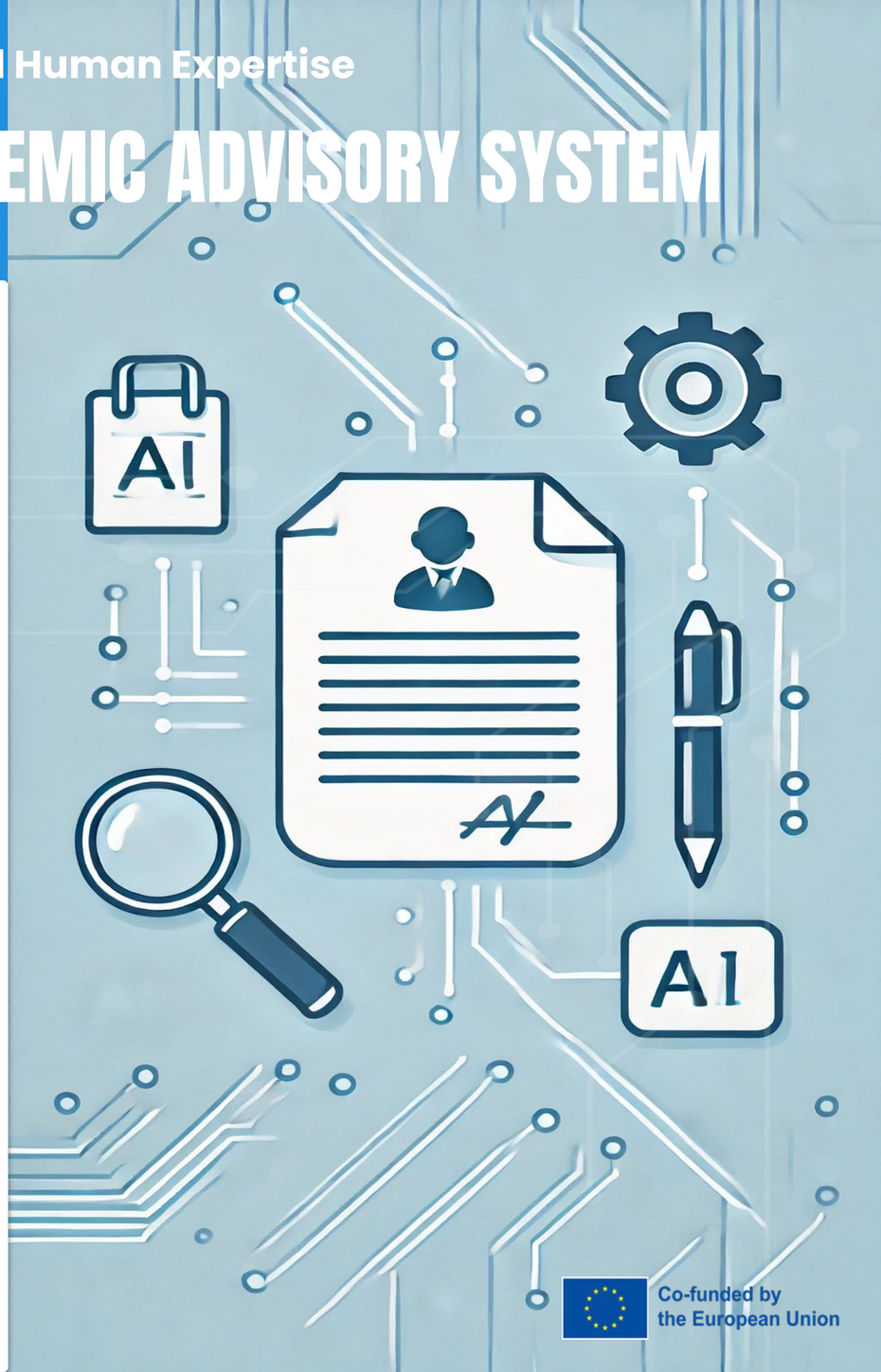


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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

COMPETENCY AREAS OF AI AND HUMAN ROLES

STAGE 3: Monitoring and Intervention
Hybrid Tracking System: AI Continuous Monitoring: 24/7 academic performance tracking and trend analysis Human Touch: Weekly/monthly face-to-face meetings and situation assessment Proactive Intervention: AI early warning + Advisor rapid action plan Success Evaluation: AI quantitative data + Advisor qualitative development analysis



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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

CHALLENGES AND SOLUTION STRATEGIES

1. Technology Fear and Resistance: Challenge: Experienced advisors' distrust of AI Solution Strategies: Highlighting success stories Building trust through small steps Peer-to-peer learning programs Creating volunteer pioneer groups
2. Data Privacy and Ethical Concerns: Challenge: Protection of student data and ethical usage Solution Strategies: GDPR-compliant data processing protocols Transparent data usage policies Student consent systems Establishment of ethics committee
3. Age and Technology Level Differences: Challenge: Different adaptation speeds of advisors from different generations Solution Strategies: Personalized training programs 24/7 technical help desk Simple user interface design Patient and understanding training approach
4. Continuity and Motivation: Challenge: Sustaining long-term system usage Solution Strategies: Gamification elements (achievement badges, leaderboards) Continuously updated content Goals linked to career development Recognition and reward systems

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09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

SUCCESS CRITERIA AND MEASUREMENT TECHNIQUES

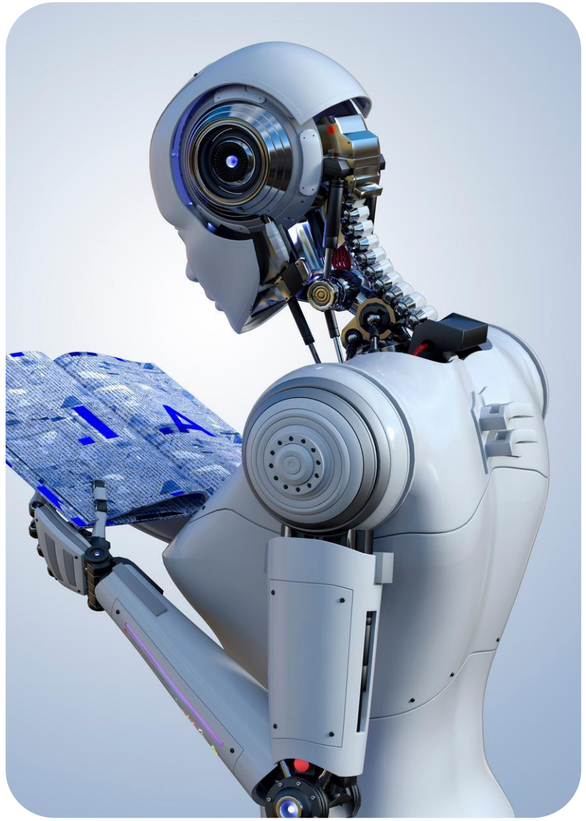
Assessment Techniques:
1. Stakeholder Feedback System: Student Surveys: Monthly satisfaction measurement Advisor Evaluations: System effectiveness report Academic Management: Process efficiency analysis Parent Perspective: Communication and transparency assessment
2. Performance Evaluation Matrix: Individual Goals: Personal success tracking for each advisor Department Performance: Comparative analysis by department Institutional Impact: University-wide academic success trend Financial ROI: Return on investment calculation
3. Continuous Monitoring Systems: Real-Time Dashboard: Instant performance indicators Weekly Summary Reports: Trend and deviation analyses Monthly Strategic Assessment: Direction-setting meetings Annual Comprehensive Evaluation: System revision and updates

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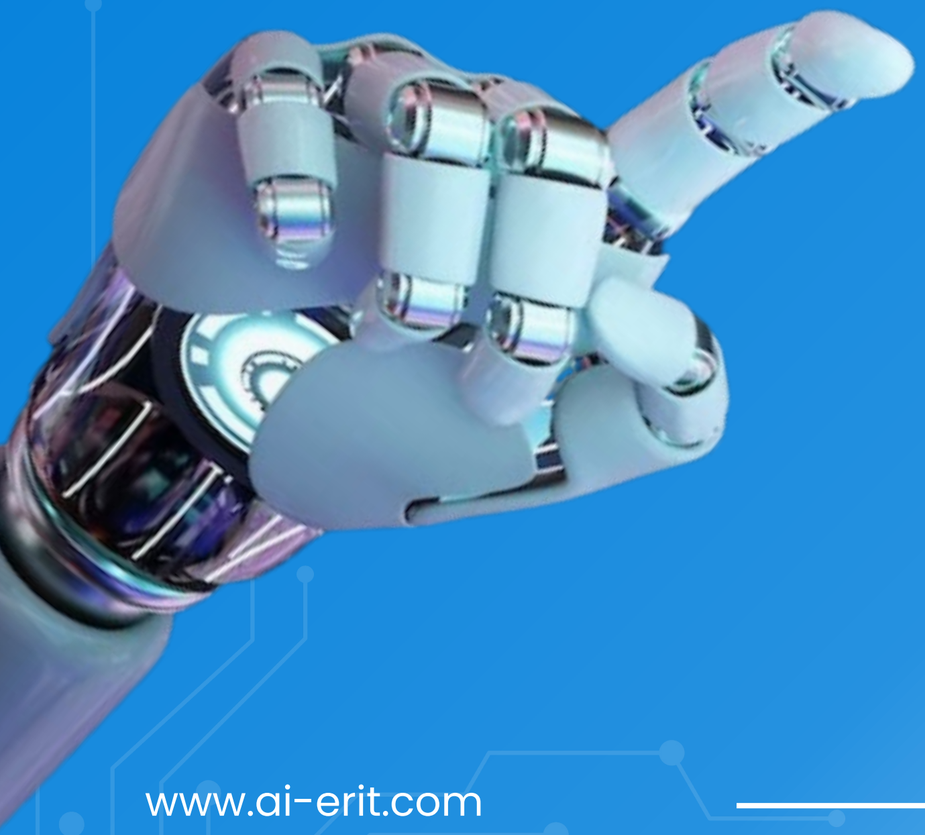
09 COMPREHENSIVE SCENARIO: STUDENT ACADEMIC ADVISORY SYSTEM

CONCLUSION

Success Factors: Human-AI Synergy: Clear role definitions and continuous collaboration Gradual Approach: Building trust through small successes Continuous Education: Dynamic learning and development culture Transparency: Open communication and accountability
Conclusions: AI can never replace the advisor Empathy and human touch are indispensable Data quality determines success Correct data input is critically important Technology fear must be taken seriously Patient change management is essential Ethical boundaries must be clear Student privacy must be prioritized above all
This comprehensive scenario demonstrates in detail how AI-human collaboration can be effectively implemented in academic counseling, what challenges may be encountered at each stage of the process, and how these challenges can be overcome.



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THANK YOU FOR ATTENTION

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AI competent administration

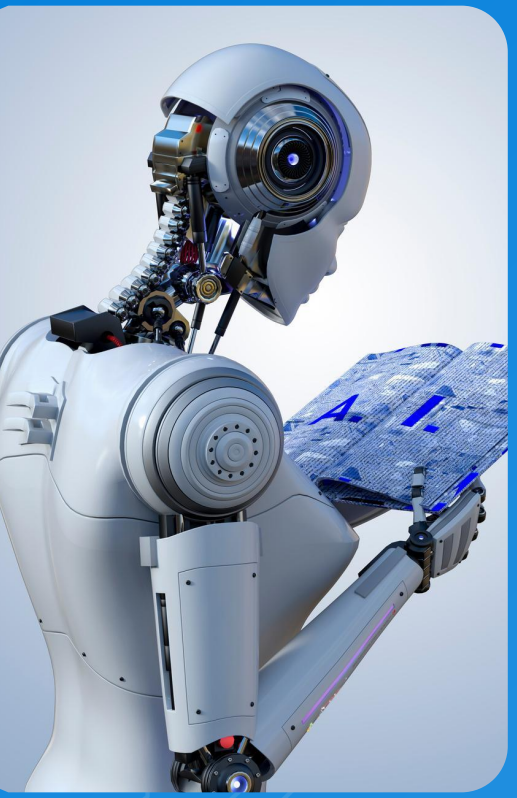


Module 1.4. Ethical Considerations: Fostering Human-AI Trust and Accountability

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How to ensure AI's outputs are ethically sound and that humans are always in the loop when it comes to final decisions?

02 **AI's Role in Supporting Ethical Decision-Making**
AI as a decision-support tool

03 **Strategies for AI Transparency and Trustworthiness**
Trust in AI systems, transparency in AI decision-making processes, and feedback loops for adjusting AI recommendations

What you explore in this Module

Introduction and Overview of this module

In this module, you will learn what to consider when integrating AI into administrative processes, emphasizing human oversight and accountability, using AI to support rather than replace decision-making, especially in ethically sensitive decisions. You will learn how to critically evaluate AI results and what strategies to use to ensure transparency, enabling you to act confidently and responsibly.
The aim is to provide knowledge and tools to enable the confident use of AI, while maintaining accountability, fairness and trust throughout the decision-making process.

In this module, you will be encouraged to think critically about how AI affects decision-making and how to maintain control over decisions and promote trust and accountability between humans and AI



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What you explore in this Module

Introduction and Overview of this module

By the end of this module, you will be able to:

- Understand how to assess AI outputs critically
- Explore AI as an ethical decision-making support tool
- Learn strategies for building transparency and trust in AI systems



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Before we start...



Brainstorm

How is the ethical use of AI implemented in higher education institutions (HEIs)?

1. What specific guidelines or frameworks do HEIs currently use to ensure ethical AI practices in administrative decisions?

2. How can HEIs effectively balance the efficiency provided by AI tools with the ethical necessity of human oversight and accountability in decision-making?

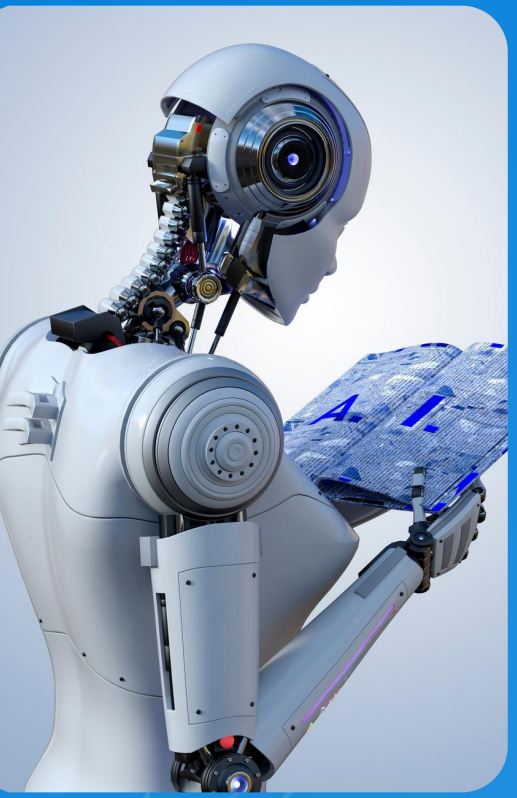
3. What challenges might one face when critically assessing and potentially overriding AI-generated recommendations?

4. What measures can be adopted to improve transparency and build trust among staff regarding the use of AI in critical administrative functions?

Take a moment to reflect and share your thoughts.

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PART 1





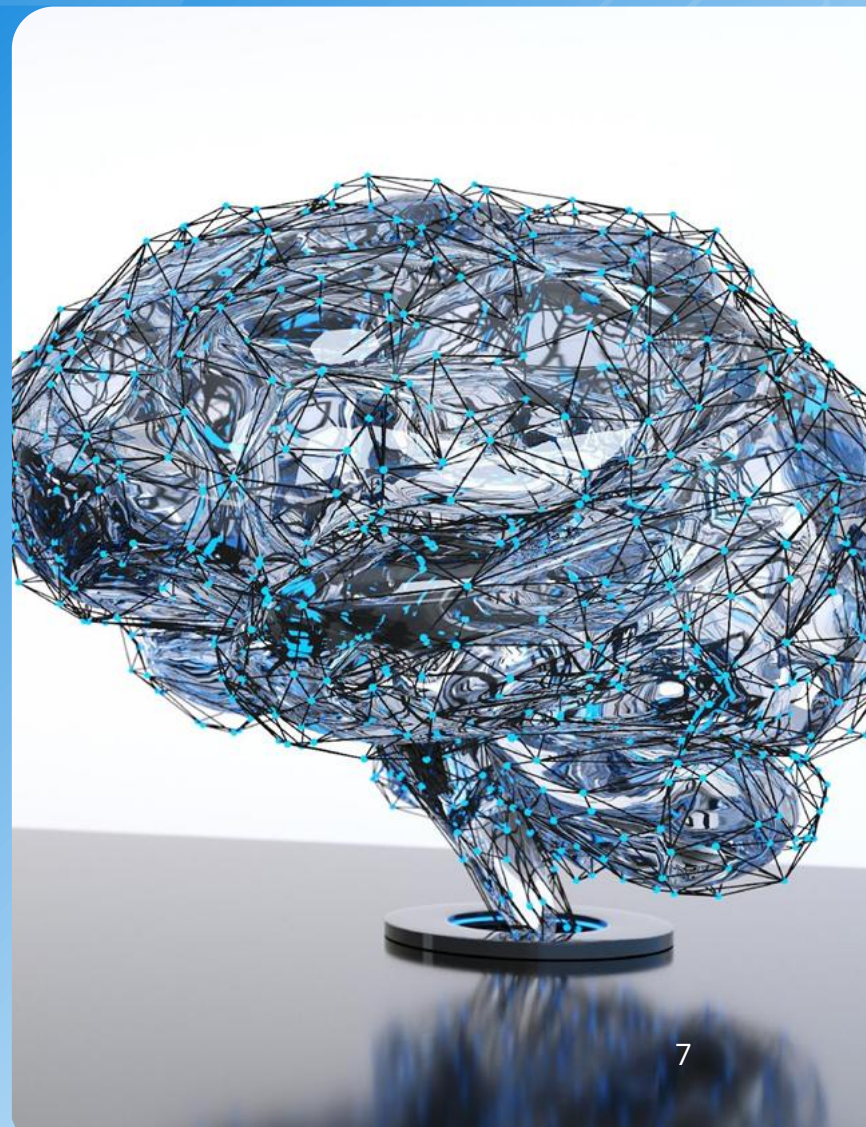
01 Maintaining Human Oversight in AI Decision-Making

How to ensure AI's outputs are ethically sound and that humans are always in the loop when it comes to final decisions?

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Maintaining Human Oversight in AI Decision-Making

«The future of admissions isn't about choosing between people and AI. It's about building the right partnership between the two. »(Kadiu, 2025)



Maintaining Human Oversight in AI Decision-Making

Maintaining human oversight over artificial intelligence (AI) systems is essential in higher education administration. Ethical AI design principles universally stress that humans must remain in control of critical decisions.

As universities adopt AI to enhance efficiency, human judgment, accountability, and values must guide final decisions.

Ethical design dictates that AI should augment human decision-making, never replace it in matters impacting individuals' rights and futures.



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Ethical Principles: Keeping Humans in Control of AI

«It may be the case that sometimes humans would choose to rely on AI systems for reasons of efficacy, but the decision to cede control in limited contexts remains that of humans, as humans can resort to AI systems in decision-making and acting, but an AI system can never replace ultimate human responsibility and accountability»
Source: UNESCO (2021)Recommendation on the Ethics of Artificia lIntelligence.

«High-risk AI systems shall be designed and developed in such a way, including with appropriate human-machine interface tools, that they can be effectively overseen by natural persons during the period in which they are in use.
Human oversight shall aim to prevent or minimise the risks to health, safety or fundamental rights .....»
Source: EUROPEAN UNION (2024) Artificial Intelligence Act.

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Measures to ensure that AI produce ethically justified and reliable results

Use high-quality, representative data for AI training to minimize bias. Regularly auditing and updating AI models helps catch issues early.

Give preference to AI tools that can explain their recommendations (e.g., why a candidate was deemed high risk), allowing people to evaluate the reasoning. This transparency builds trust and allows employees to identify errors or unfounded conclusions.

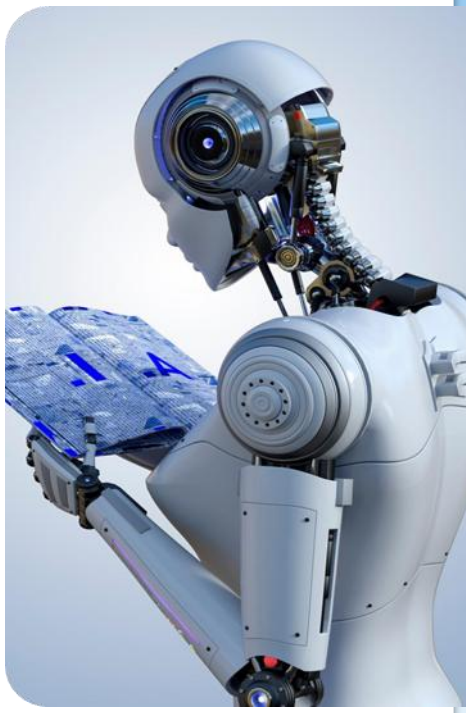
Establish clear governance for AI use. This may include an AI ethics committee or task force to review algorithms and their impact.



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Measures to ensure that AI produce ethically justified and reliable results

AI outputs are treated as advisory, with human experts reviewing AI-generated insights before any final decision. No critical decision (admission denial, disciplinary sanction, etc.) should be made solely by an AI without human review.



Staff Training and AI Literacy. Staff must know how to interpret AI recommendations and recognize when the AI might be wrong or biased. With proper training, staff can leverage AI's speed while still applying their expert discretion and empathy.

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In which areas is human involvement in decision-making vital?

AI is used to help manage admissions – for instance, to automate initial application scoring, predict student success, or personalise recruitment. Admissions decisions affect lives and must remain holistic and nuanced.



Best Practice:

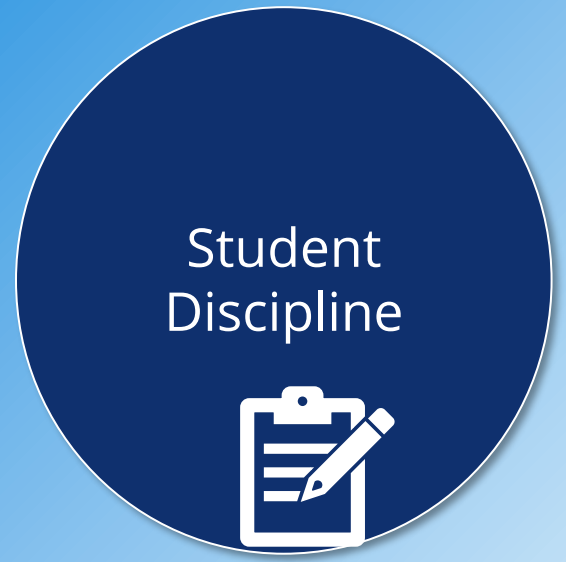
Hybrid approach - use AI as a first-round filter or advisor, but keep humans in charge of final admissions calls. AI might sort applications by objective criteria (GPA, test scores, etc.), flagging certain candidates for closer review. The admissions committee then closely reviews files, essays, and context. Human officers can override AI-generated rankings or recommendations in light of personal essays, unique talents, hardships, or institutional mission fit .

Source: https://www.scribbr.com/plagiarism/types-of-plagiarism/ (Published on January 10, 2022 by Raimo Streefkerk. Revised on October 18, 2024 by Jack Caulfield)

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In which areas is human involvement in decision-making vital?

In disciplinary matters – such as academic integrity violations or student conduct cases – human oversight is crucial to avoid miscarriages of justice. AI tools can assist by detecting patterns or flagging potential issues.
Administrators should treat AI findings as preliminary, to be verified through human investigation.
Human oversight in these scenarios ensures that students are treated fairly and that disciplinary decisions are based on verified facts and ethical judgment, not just an algorithmic output.



Example:
if an AI proctoring system flags a student for "looking off-screen" during an online exam, a human proctor or committee should examine the recording to distinguish cheating from, say, a technical glitch or an innocent distraction.

Source: https://www.scribbr.com/plagiarism/types-of-plagiarism/ (Published on January 10, 2022 by Raimo Streefkerk. Revised on October 18, 2024 by Jack Caulfield)

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In which areas is human involvement in decision-making vital?

Using AI for student support – from predictive analytics that identify at-risk students, to AI chatbots that answer advising questions. Here, human-in-the-loop practices maximize the benefit of AI while maintaining personal support for students.
The AI essentially functions as a proactive "eyes and ears," but it does not deliver the intervention itself – a human advisor does. This ensures that when a student gets an email or call about their progress, it comes with human empathy and understanding of context.
AI-powered advising chatbots (used to answer routine questions) are overseen by student support staff. The staff monitor the chatbot's responses and step in when queries become complex or sensitive.

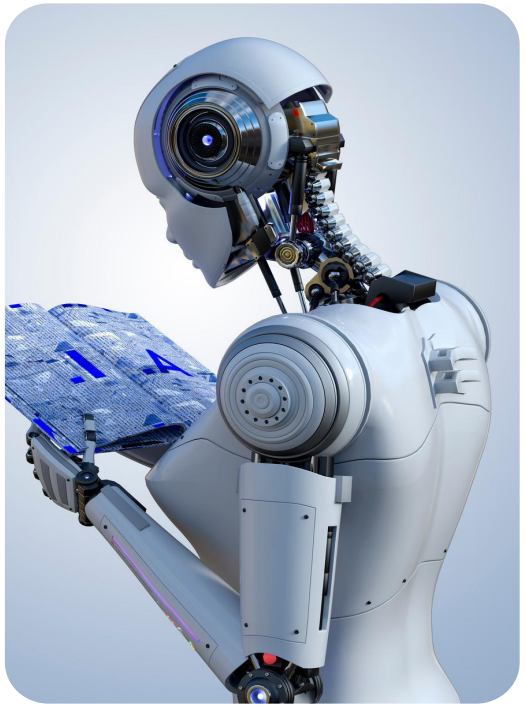


Example:
Early-alert systems, AI can analyze data to predict which students are likely to struggle academically or drop out. Such a system flags at-risk students before midterms, prompting academic advisors to intervene early with outreach and support .

Source: https://www.scribbr.com/plagiarism/types-of-plagiarism/ (Published on January 10, 2022 by Raimo Streefkerk. Revised on October 18, 2024 by Jack Caulfield)

What are the risks of over-reliance on AI?

Algorithmic Bias - AI systems can inadvertently perpetuate bias. If delegated unchecked authority, an AI might systematically disadvantage certain groups. An unsupervised algorithm could then wrongly deny opportunities (admission, scholarships,etc.)



Mitigation - by reviewing AI-driven decisions, human oversight provides a chance to catch and correct these biases.

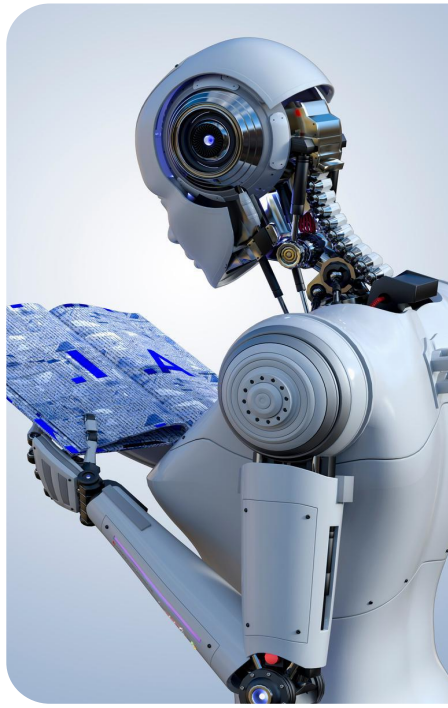
Lack of Context and Nuance - AI often cannot grasp the full context behind data. In admissions or discipline, purely algorithmic decisions may ignore intangible qualities (character, personal circumstances) or valid exceptions. For example, an AI might flag a gap in an applicant's education as a risk factor without knowing it was due to illness or military service, or a disability.

Mitigation - human decision-makers bring contextual understanding and empathy. Ensuring a person examines each case – especially any case where the AI recommendation "feels" questionable .

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What are the risks of over-reliance on AI?

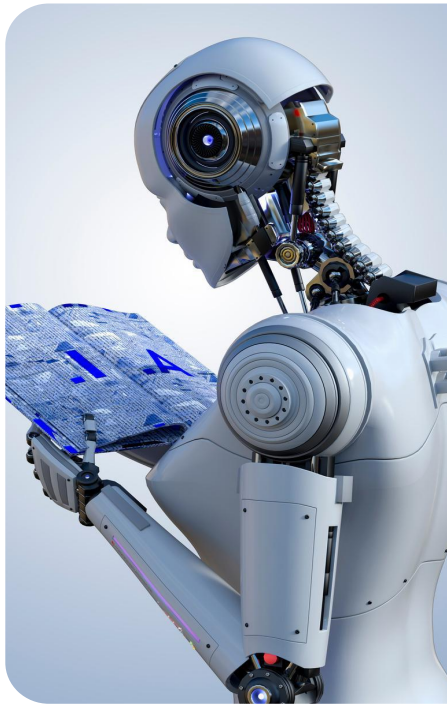
Automation Bias, introducing AI can lull humans into deferring too readily to “the machine’s” judgement, if administrators treat AI outputs as infallible, they may stop critically evaluating decisions.



Mitigation -human supervisors must be train and remind not to blindly trust AI , this means cultivating a culture of critical evaluation. Structured decision checklists can help – e.g. requiring a human to document why they agree or disagree with an AI’s suggestion – to ensure active thinking. Regularly rotating or auditing the human reviewers can also prevent complacency.

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What are the risks of over-reliance on AI?



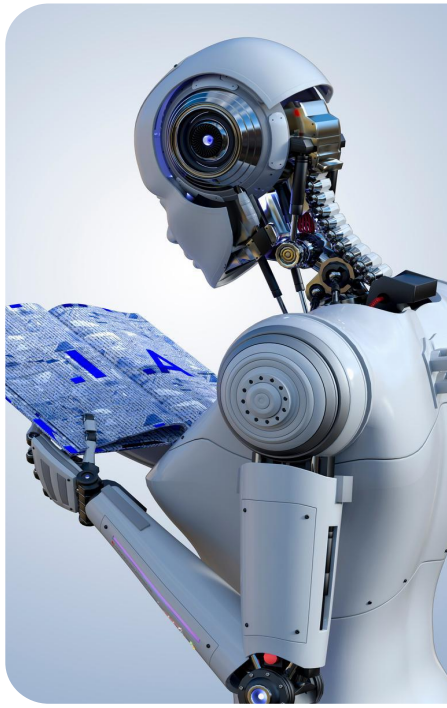
Transparency and Trust Issues. A lack of transparency (the “black box” effect) can make outcomes feel arbitrary or unchallengeable . For instance, an applicant denied by an AI-driven process may feel dehumanized and doubt the fairness of the decision.

Mitigation - keep humans accountable for AI-supported decisions, this could mean requiring sign-off by a responsible administrator for any AI-generated recommendation. From an ethics standpoint, the institution should treat AI outputs as just another form of input or evidence, with the ultimate judgment belonging to a human authority. This ensures there is always a responsible person who can be questioned or who will step in if the AI goes awry.

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What are the risks of over-reliance on AI?

Legal and Ethical Accountability, if a university were to delegate too much control to AI, it may run afoul of legal and ethical standards. Data protection laws (like GDPR in Europe) grant individuals the right to not be subject to purely automated decisions with significant effects, essentially requiring an option for human intervention. Ethically, removing humans from the loop could mean no one is clearly accountable for a bad outcome, which is unacceptable when students' futures are at stake.



Mitigation - keep humans accountable for AI-supported decisions, this mean requiring sign-off by a responsible administrator for any AI-generated recommendation.

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How to integrate effective human oversight into AI-supported processes?

Best Practices for Administrators:

- Develop a clear **AI use policy and clear institutional guidelines** that set out how AI will be used in decision-making. Specify the decisions in which AI can assist and ensure that the final decision in critical areas rests with humans. Establish an AI oversight committee or appoint an ethics expert to review AI implementation and monitor compliance with this policy and the university's values.

- **Design workflows** so that AI systems provide recommendations or risk assessments that are then sent to a human decision-maker for approval. Do not allow AI to fully automate hiring offers/rejections, disciplinary sanctions, or similar decisions with significant impact.



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How to integrate effective human oversight into AI-supported processes?



Best Practices for Administrators:

- Integration of the **appeal process** - the existence of an appeal process not only protects students but also provides feedback to the institution on AI errors or bias.
- Collect **feedback** on experiences with AI tools – this can help uncover unnoticed issues that require human attention.
- **Schedule regular audits** of AI outcomes for bias and accuracy . By actively monitoring, administrators can catch problems early and adjust the AI or its usage policy accordingly.
- Provide **training sessions** and resources for all staff who will interact with AI-driven systems . This training should cover the limitations of AI, how to interpret model outputs, and the ethical responsibilities of using AI. Building a strong AI literacy across the institution ensures oversight is not just a formality, but that humans are truly capable of catching AI's mistakes or biases.

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How to integrate effective human oversight into AI-supported processes?



Best Practices for Administrators:

- **Be transparent** with the university community about where and how AI is used and what oversight measures are in place. When introducing a new AI tool, inform students and faculty about the tool's purpose, the data it uses, and how people will oversee its recommendations. Openness can reassure stakeholders that AI is being used responsibly, while inviting input, for example by including student representatives or faculty members from different disciplines on AI governance boards, will ensure that that the oversight process benefits from a variety of expertise (technical, ethical, pedagogical).

- Develop AI and human **workflows that leverage the strengths of each**. Use AI for speed—it can quickly process numbers, analyze trends, and handle routine requests 24/7—but always trust humans with tasks that require ethical judgment, creativity, empathy, and deep contextual understanding.

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Exercise - Create your own ethical oversight pledge



Exercise

Consider your role in ensuring human oversight and accountability in AI-supported administrative processes

INSTRUCTIONS:

1. **Write a short ethical oversight pledge** (max. 150 words) to accompany any administrative decision you make using AI tools.
2. Your pledge should address:
   - Whether and how you used AI in the decision-making process
   - How human oversight was maintained
   - How you ensured fairness, accuracy, and transparency
   - How you would respond to concerns or appeals
3. **Form small discussion groups** and reflect on the following:
   - What specific decisions in your institution should never be fully automated?
   - What policies or training would help staff maintain ethical human oversight?
   - Would your institution endorse a pledge like yours?

OUTCOME: Gain clarity on how to ethically and responsibly integrate AI into institutional decision-making. Be prepared to explain and defend your commitment to maintaining human control, especially in ethically sensitive contexts like admissions, student discipline, or academic advising.

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Take Aways

- AI should support—not replace—human decision-making in higher education.
- Final responsibility for important decisions must remain with humans, particularly in areas affecting rights and futures (e.g., admissions, discipline, student support).
- Use AI systems that explain their reasoning to ensure decisions can be understood, questioned, and improved.
- Transparency fosters trust and reduces the “black box” effect.
- Risks include automation bias, lack of context, and ethical/legal violations.
- Humans must critically evaluate AI outputs and not blindly follow them.



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Take Aways

- Decisions must comply with laws like GDPR and ethical standards that guarantee fairness and individual rights.
- There must always be a path for appeal and human review.
- Set institutional policies for AI use.
- Establish oversight committees and audit systems regularly.
- Train staff in AI literacy and ethical responsibilities.



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Take Aways

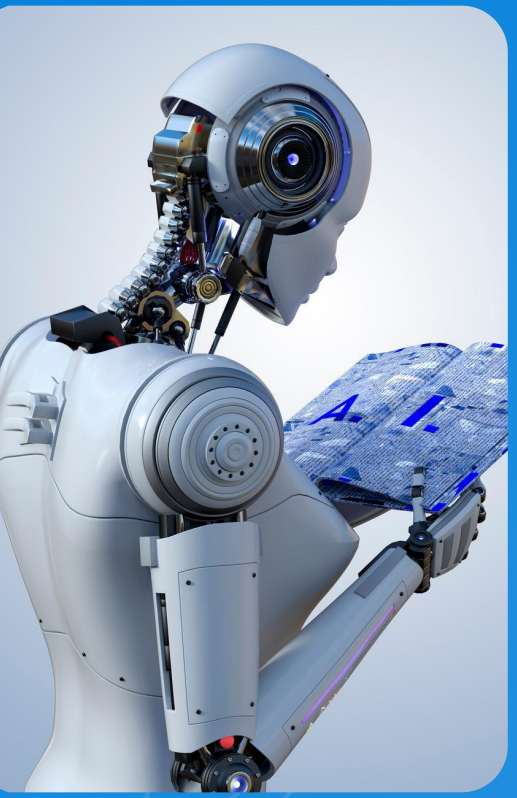
Areas Requiring Strong Human Involvement

- **Admissions** - AI can rank or flag applications, but humans make final calls.
- **Discipline** - AI flags potential issues, but only humans evaluate context and decide.
- **Student Support** - AI can predict risks, but humans deliver interventions with empathy.



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PART 2

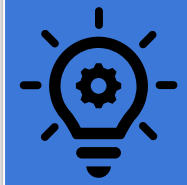




02 AI's Role in Supporting Ethical Decision-Making

AI as a decision-support tool.

AI as a Decision-Support Tool



The goal is to leverage AI's data-driven insights while ensuring that human values, empathy, and oversight remain at the forefront of decision-making.

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Data-Driven Insights in Ethically Sensitive Areas

AI can support university administrators by offering data-driven insights in several ethically sensitive domains.

Example

In student admissions, AI algorithms can quickly evaluate large numbers of applications and even help identify trends that indicate bias.

AI tools can be used in the investigation of academic misconduct or student behavior to identify potential problems. The tools can quickly identify suspicious patterns that might go unnoticed by humans, alerting staff to potential issues.

When making decisions about the effective allocation of limited resources – teaching positions, funding, scholarships, university services – AI can help analyze complex data sets (admission trends, financial data, student performance, etc.), to recommend effective solutions .

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AI Tools & Platforms for Ethical Administration

University administration is increasingly turning to artificial intelligence (AI) to streamline processes in admissions, student records, human resources (HR), and communications.
AI-Enhanced student information and ERP systems large enterprise systems for student information and campus operations now embed AI to improve efficiency and decision support. These platforms manage admissions, academic records, and HR data while leveraging AI for predictive insights and automation. They also tend to have strong compliance measures, emphasis is placed on ethical considerations such as data privacy, bias mitigation, and transparency in AI decision-making.

Below is a list of tools -platforms commonly used by education institutions:

Ellucian
Oracle
Workday
Unit4
Salesforce Ed. Cloud
Element451
Civitas Learning
Mainstay
Ocelot
BotPenguin

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Ellucian

TOOL No.1

Use & features: SIS/ERP for student records, admissions, finance. AI features include generative assistants (chatbots for FAQ, form help) and predictive analytics for student outcomes.

Strengths:

- Comprehensive feature set for higher ed admin (admissions, records, advising, finance) with new AI capabilities (chatbot assistants, predictive analytics) embedded .
- Strong commitment to ethical AI: transparent models, human oversight, data privacy protections, and bias mitigation processes built-in .

Weaknesses:

- High cost and complex implementation
- Adopting new AI features may require upgrading to the latest versions or cloud offerings.

Pricing: No free tier. Annual licensing per institution. High cost, suitable for medium-large universities; includes support and updates.

www.ellucian.com

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Oracle

TOOL No.2

Use & features: Cloud SIS covering admissions, academics, advising, financial aid, HR. AI-driven automation and alerts (e.g. proactive academic warnings, "touchless" processes in financial aid) . Chatbot integrations via Oracle Digital Assistant.

Strengths:

-Comprehensive unified platform**,** manages the full student lifecycle (from recruitment to alumni) plus HR/finance if needed, reducing data silos.
-Incorporates AI-driven automation to improve efficiency
-Data privacy and security
-Regular updates (including AI enhancements) and worldwide support.
-Adapting to new laws by allowing bias audits and disclosures for AI-driven hiring recommendations reflecting a corporate commitment to fair AI use.

Weaknesses:

-High cost and complexity
-Heavy customization can hinder adopting new AI features that come with updates
-Training is needed for staff to fully leverage advanced AI features.

Pricing: Subscription licensing, typically institution-wide. No free tier beyond trial. High initial and ongoing cost; often part of broader Oracle Cloud package.

www.oracle.com

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Workday

TOOL No.3

Use & features: Unified platform for student admin and HR. AI/ML for resume screening & ranking, talent matching, course demand forecasting, and a conversational HR assistant. Analytics for anomaly detection and predictions.

Strengths:

-Combines student administration and HR in one system with a modern user experience.

-Advanced AI/ML features

- Strong public stance on responsible AI, including independent bias audits and transparency reports

-Human-in-the-loop emphasis**,** AI suggestions require human confirmation

-Customers automatically get new AI features and improvements

-Extensive customer support and a community for best practices.

Weaknesses:

-Very high costs

-Implementation complexity - configuring the system for all university processes and training users can be an 18+ month project

-Less higher-ed specific track record

Pricing: Subscription pricing, generally per user or student. No free tier. Implementation and support via partners add to cost.

https://www.workday.com/en-us/solutions/industries/education.html

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TOOL No.4

Unit4

Use & features: ERP for higher ed (student records ,finance, HR) with "Ava" AI assistant to automate tasks and answer queries . Focus on "selfdriving" workflows.

Strengths:

-People-centric design
-Automates routine tasks
-Integrated with familiar tools: for example Microsoft Teams
-Mid-market focus: It can be a good fit for universities that find Oracle/Workday too costly or complex.
-Continuous improvement

Weaknesses:

-Less prevalent in large institutions
-Ava is new: The AI agent is a recent introduction compared to more mature AI assistants).
-Integration limitations: While core integrations (SIS, finance, etc.) are strong within the Unit4 suite, connecting to third-party systems might require additional work.
-Cost significant

Pricing: Subscription based; modular pricing (Studentmanagement module, etc.). No free tier. Enterprise support available.

https://www.unit4.com/industries/higher-education-erp-software

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Salesforce Ed. Cloud

TOOL No.5

Use & features:. CRM for recruitment, admissions, student engagement, alumni. Einstein AI for predictive lead scoring (who's likely to enroll), personalized comms, chatbots for FAQ, and analytics with bias detection . Highly customizable platform with myriad integration options.

Strengths:

-Highly customizable and feature-rich

-Strong AI toolkit with transparency: Built-in features like Einstein's bias check and explanations (model cards)

-Data privacy and compliance framework: company's clear ethical AI principles

-Large user community and support

-Integration capabilities

Weaknesses:

- Cost and complexity, Implementing Salesforce for admissions or student services can be expensive, especially when adding advanced AI features.

-Requires expertise to use optimally

Pricing: Per-user or per-org subscription. Discounts for nonprofits/education. Costs can escalate with advanced Einstein features or large user counts. Free developer sandbox available (for testing only).

https://www.salesforce.com/education/

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Element451

TOOL No.6

Use & features:. AI-enhanced admissions platform (CRM + application system). Automates application sorting and routine communications. Includes chatbots for applicant FAQs and Ai generated personalized outreach content. Provides enrollment predictions and analytics to optimize recruitment.

Strengths:

-Purpose-built for admissions: This means faster deployment and useful out-of-the-box features
-Personalized communications at scale
-Inclusive approach and bias reduction
-Transparency and explainability- admissions committees can be given interpretable insights (e.g., *"This applicant is flagged because their engagement score is high even though test score is slightly low"*).
-Moderate cost for value

Weaknesses:

-Less known vendor
-Scope limited to admissions/enrollment; No free version and additional costs for AI features
-Integration and data maintenance, if uses alongside other systems (financial aid, main SIS, etc.), IT staff will need to ensure robust integration.

Pricing: Subscription or annual license. No free tier.

https://element451.com/

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Civitas Learning

TOOL No.7

Use & features: Predictive analytics for student success and retention. AI models predict at-risk students and suggest intervention points. Dashboards for advisors with risk scores and contributing factors, plus tools for "what-if" degree planning.

Strengths:

-Robust predictive models with real-time data
-Emphasis on fairness and avoiding bias
-Transparency and explainability: Administrators and advisors can get clear visuals or lists of key factors contributing to a student's risk
-Action-oriented platform
-Data-driven culture shift

Weaknesses:

-Dependency on data quality and integration
-Risk of false sense of security or bias
-Privacy concerns, students might be uncomfortable if they become aware that an algorithm is predicting their likelihood to succeed.

Pricing: Annual subscription, priced by student FTE and modules. No free tier.

www.civitaslearning.com/

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Mainstay

TOOL No.8

Use & features: AI chatbot for student communications and nudging. Conversational SMS and chat that answers FAQs, sends reminders, and provides guidance from pre-enrollment through graduation.

Strengths:

-24/7 instant support for students
-Proven student engagement results
-Ethical and safe AI usage
-Bias mitigation and inclusivity
-Ease of use and quick implementation
-Multi-channel reach
-Human escalation- if the bot encounters a complex or urgent issue, it can flag a human

Weaknesses:

-Focused scope, is mainly for Q&A and outbound nudges;
-Potential for student opt-out: Some students may find text messages unwanted or intrusive and opt out.
-The institution must keep the knowledge base up-to-date.
-Integration needed for advanced use: To get the most out of Mainstay, integration with student information systems or CRMs can be beneficial
-Success requires active management and cross-department cooperation .

Pricing: Annual subscription, often tiered by number of students or messages. No free tier beyond possible pilots.

https://mainstay.com/

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Ocelot

TOOL No.9

Use & features: AI chatbots for comprehensive student support across departments. Handles FAQs 24/7 on web, SMS, WhatsApp etc., with large pre-built knowledge base. Offers live chat handoff, multilingual support, and student self-service for tasks.

Strengths:

-High knowledge coverage and accuracy
-Reduces staff workload, by handling repetitive inquiries and automating FAQs
-Compliance and accessibility
-Omnichannel presence.
-Insights and continuous improvement, the system provides analytics on what students are asking, which can inform policy or communications.
-Demonstrated scale -Ocelot has a repository of thousands of financial aid questions and even video answers).

Weaknesses:

-Requires regular content maintenance
-Initial training/tuning effort
-Not a decision-maker - bot won't make actual decisions for students
-Potential AI misunderstandings- there will be cases where the AI misunderstands a question or a student asks something truly novel.
-Over-reliance concerns: There might be a fear that students become frustrated if they can't easily reach a human.

Pricing: Annual license, typically based on institution size or modules . No free tier. Updates and content improvements included in subscription.

https://ocelot.ai/

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BotPenguin

TOOL No.10

Use & features:. Framework to build custom AI chatbots. Capabilities depend on implementation: can handle FAQs, complex dialogues, and integrate with campus systems. Requires inhouse Development to train and design conversations. Extremely flexible (any language, any channel with appropriate connectors).

Strengths:

-No license cost & full data control
-Highly customizable, allows tailoring the AI exactly to institutional needs courses
-Transparency and extensibility: access to the full code and can understand how the model is making decisions.
-Active community and improvement: There are forums and many pre-built examples (e.g., templates for a university FAQ bot) one can leverage.
-Integration with human handoff, can be configured to seamlessly hand over to human agents via chat systems when needed.
-Scalability

Weaknesses:

-Requires technical expertise and maintenance
-Longer time to deploy
-No guaranteed support (unless paid separately)
-Upgrades and improvements require effort
-Harder to benchmark success

Pricing: Free (Open-Source). No license cost for core platform. Optional paid enterprise edition with support if desired.

https://botpenguin.com/chatbot-industry/education

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Exercise - Evaluating AI Tools for Ethical Administration



Evaluate and compare AI-powered administrative tools used in universities from both a functional and ethical perspective. By the end of this exercise, you should be able to identify each tool's key features, understand its ethical safeguards (data privacy, bias mitigation, transparency), consider its cost and implementation effort, and determine which tool might best fit your university's needs and values.

Exercise

INSTRUCTIONS:

1.Select 2–3 AI tools for university administration.

2.Analyze each selected tool using the following criteria:

-Features & Capabilities: What are the platform's main functions and AI capabilities for administrative tasks ?

-Ethical Safeguards: How does the tool address ethical issues?

-Cost: Reflect on whether the tool's ethical features justify its cost, and how budget constraints might impact a decision to adopt it.

-Ease of Implementation: How easy or difficult would it be to implement this tool at your institution?

3. Compare and reflect on:

-Which tool's features align best with your university's needs?

-Are there any potential obstacles to adopting the tool at your university?

DISCUSSION:

-Which tool provides the best balance of robust functionality and strong ethical governance *and why*?

-How might implementing of these tools influence the trust that **staff and students** have in your university's administrative processes?

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Take Aways

- **Universities often need a mix of AI tools to meet different administrative goals.**
- **Choose tools that respect privacy laws and actively mitigate bias. Prioritize vendors with auditable, transparent AI.**
- **Platforms that explain their decisions build trust and ensure accountability.**
- **Open-source tools offer control but require technical skill. Paid tools provide ease of use but vary in cost—evaluate ROI carefully.**



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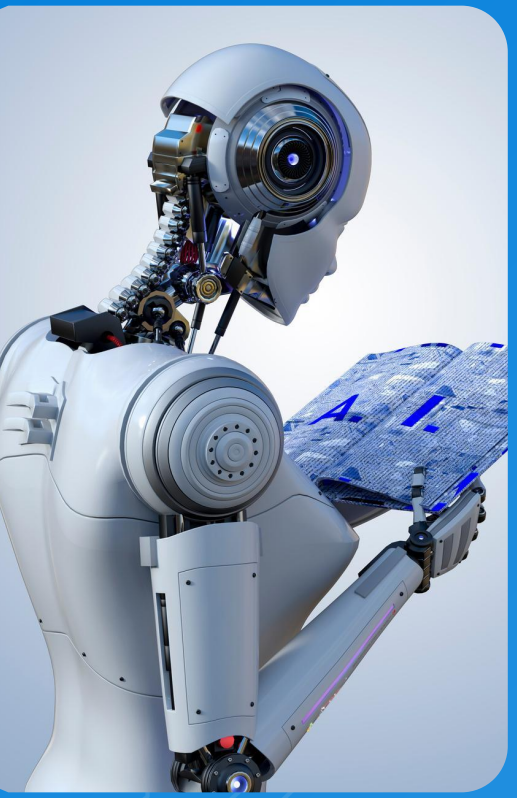
Take Aways

- **Popular tools benefit from active user networks, shared best practices, and regular updates.**
- **Use AI for efficiency, but keep humans in charge of final decisions to ensure fairness and empathy.**
- **Adopt AI with optimism and caution—ethical, well-chosen tools can make administration more efficient, transparent, and equitable.**



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PART 3





03

Strategies for AI Transparency and Trustworthiness

Trust in AI systems, transparency in AI decision-making processes, feedback loops for adjusting AI recommendations.

While AI can improve efficiency and decision-making, university communities often express concerns about trust and accountability in AI-driven processes . To build trust in AI systems, transparency in how AI decisions are made is crucial, coupled with feedback loops that keep human administrators in control.

AI becomes woven into the fabric of higher education, “transparency will emerge as a critical element in building trust within the campus community” .

Administrators and stakeholders need to understand how AI works and feel confident that AI tools are used ethically, fairly, and under human oversight . So is important to outline key strategies for enhancing AI transparency and fostering trust.

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Ensure Explainability and Transparent Decision-Making

A foundational strategy for trustworthy AI is to make the system's decision process visible and understandable to humans. Institutions should adopt practices of explainable AI (XAI) and thorough documentation:

Use interpretable models. Whenever feasible, choose AI models thatare inherently interpretable (e.g. decision trees or linear models) or augment complex models with explanation tools. For example, if an AI system scores student applications, it should highlight the key factors that led to a given recommendation. Best practices strongly encourage "demanding AI explainability" – any AI tool in education should come with clear information on how it arrives at decisions

Disclose AI decision criteria and data. Openly communicating what data the AI uses and how that data influences outcomes, this might involve publishing documentation on the AI system's design, data sources, assumptions, and limitations . Such disclosures allow stakeholders to scrutinize the process, verify that the AI aligns with institutional values, andunderstand the system's scope.

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Ensure Explainability and Transparent Decision-Making

Implement AI documentation and audit trails. A practical way to bolster transparency is to maintain detailed documentation and audit logs of AI system behavior. Documentation provides "transparency into the design, attributes, intended use, and shortcomings" of the AI, which supports accountability and trust . This kind of transparency not only aids understanding, but also "can foster appropriate levels of trust from users and enhance human agency" , since people know there is a clear record of the AI's actions.

Communicate AI's Role to Stakeholders. Building trust university leaders should make AI usage policies public and clear, so that educators, students, and parents understand when and why AI is being applied . For instance, if a chatbot answers student queries or if an algorithm helps screen applications, the institution should announce this usage and describe its purpose. Openly sharing this information "cultivates understanding, which is crucial for establishing trust within the university community" . Training sessions, FAQs, or dashboards can help explain AI outputs in plain language to non-technical stakeholders .

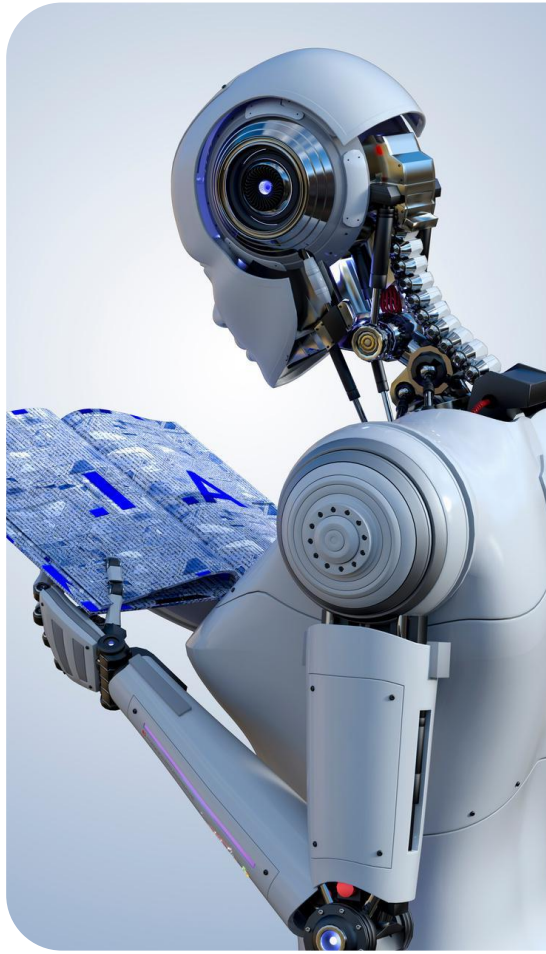
Providing clear explanations and ensuring AI systems are understandable and interpretable - builds trust in AI, promotes fairness, and enables human oversight.

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Integrate Human-in-the-Loop Oversight and Feedback

Human oversight and feedback mechanisms are essential for trustworthy AI in administrative processes. Key practices include:

- ☑ **Retain human decision authority - mandating human oversight to validate or veto AI outputs**
- ☑ **Establish feedback loops for AI suggestions - a trustworthy AI system should learn fromhuman feedback and improve over time. This iterative human-AI collaboration optimizes results and reinforces trust that the system won't run unchecked.**
- ☑ **Define override and appeal mechanisms, there must be clear protocols for when and how humans can challenge the AI.**
- ☑ **Promote a human–AI teaming mindset. A broader cultural strategy is to treat AI as part of a "human-machine team". University leaders canfoster this mindset by explicitly framing AI tools as decision support systems that work alongside people. For instance, if a predictive analytics model identifies students at risk of dropping out, human advisors should review those predictions, use their personal knowledge of the students, and then decide on interventions. This kind of collaborative workflow optimizes performance andsafety while keeping humans responsible.**



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Foster an Ethical AI Culture and Governance Structure

Beyond the technical steps of explainability and oversight, building trust in AI requires organizational strategies and a culture that values transparency. Some recommended approaches include:



- Establish AI governance policies that explicitly include transparency, fairness, and accountability principles - universities create a framework that administrators can follow consistently. Clear guidelines set expectations for AI behavior and human oversight, there by aligning AI tools with the institution's values from the start.

- Engage stakeholders and encourage dialogue: open dialogue about AI initiatives helps surface concerns early and address them.

- Educate and train users, equip staff with shared knowledge and values , aligning everyone on responsible practices.

- Monitoring and Improvement. After deploying AI systems, institutions should monitor their performance and impacts continuously . Moreover, staying current with evolving AI regulations and best practices helps universities update their strategies proactively.

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A Trustworthy AI in Action

To illustrate the strategies discussed above, let us consider a specific use case: recruitment with the help of AI. A university may use an AI tool to sort or evaluate applications, thereby helping to identify promising candidates more efficiently.



The institution discloses that an algorithm is used in initial application screening and publishes information about how it works (e.g. the model considers GPA, test scores, essay sentiment, etc., and how these factors weigh into recommendations) . Admissions officers are provided with an explainability interface that shows which parts of an application influenced the AI's recommendation. For instance, the tool might highlight that a student's leadership experience and grades were key to their high score . This level of transparency addresses staff questions and concerns; when such clarity is lacking, counsellors may "raise concerns about potential discrimination or improper categorisation" by the AI . Documenting the system design for easy explainability and ensuring stakeholders have the necessary context to interpret the AI's outputs. The transparency not only fosters trust among the admissions team but also allows them to detect any odd or biased patterns in the AI's decisions.

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A Trustworthy AI in Action

In trustworthy admissions process, the AI's role is strictly assistive. The admissions committee reviews the AI's suggestions but has full ability to override them. The university's policy explicitly states that final admissions decisions are made by humans, with AI providinga recommendation only.

After each admissions cycle, the university evaluates the AI system's performance versus human decisions. If the AI consistently underrated students who later excelled, developers adjust the model (with transparency about these changes). Admissions officers provide feedback on cases where the AI's recommendation seemed off-base, which is used to improve the next iteration. Additionally, the institution might conduct bias audits – checking if the AI's suggestions showed any inadvertent bias against certain groups – and publish the results. By acknowledging and addressing biases transparently, the university demonstrates its commitment to fairness, further strengthening trust in the AI-augmented process.

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A Trustworthy AI in Action

The university can include in its application FAQ a note that an algorithm assists in screening files, accompanied by a plain-language explanation of what that means and offer an avenue for applicants to inquire about or contest a decision, thereby ensuring accountability and recourse. For example, if a student feels the AI misunderstood their application, they can request a human reevaluation. This practice shows transparency and human-centric oversight as core to trustworthy AI.



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Exercise -Create Your AI Trust & Oversight Statement



Reflect on your institution's use of AI in university administration, focusing on transparency, ethical oversight, and human-AI collaboration.

Exercise

INSTRUCTIONS:

1. Draft a short professional integrity statement (max. 150 words) outlining your expectations and position on the use of AI in your administrative work or decision-making context.

Your statement should address:

- How AI is (or could be) used in your administrative role (e.g., admissions, student support, HR, planning)?
- What transparency and oversight mechanisms you believe are essential?
- How ethical concerns (e.g., fairness, bias, explainability) should be handled?

2. Share your statement in a peer discussion group and reflect on:

- What level of AI decision-making transparency is appropriate for your university?
- Should final decisions always rest with humans? When and why?
- Would your department or institution support this level of AI governance?

OUTCOME:

You will articulate your stance on **responsible, transparent, and human-centered AI use** in university administration and be prepared to explain and defend this perspective to stakeholders and colleagues.

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Take Aways

- **Transparency builds trust -** making AI decisions clear and explainable helps overcome fear of the "black box."
- **Humans must stay in control-** human oversight ensures AI supports—not replaces—ethical judgment and values.
- **Ethics matter -t**ransparency, fairness, and accountability are essential for trustworthy AI in education.
- **Culture + Tools - c**ombine explainable AI tools with strong governance and a culture of responsible use.
- **Trust grows with understanding-** when people understand how AI works and know it's guided by humans, trust follows.

... step by step!



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FURTHER READING AND RESOURCES

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Check your own institution's AI policies.

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Modules of this Tutorial



Module 1.1.
Introduction Identifying Core Administrative Needs for AI Integration

Module 1.2.
Balancing AI Automation with Human Oversight

Module 1.3.
Designing Effective AI Training Tutorials: Integrating AI and Human Expertise

Module 1.4.
Ethical Considerations: Fostering Human-AI Trust and Accountability

Module 1.5.
Facilitating AI Adoption: AI as a Support Tool for Humans

Module 1.6.
Designing Effective AI Training Tutorials: Human-AI Co-Creation

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AI-ERIT Online Training

AI Competent Administration



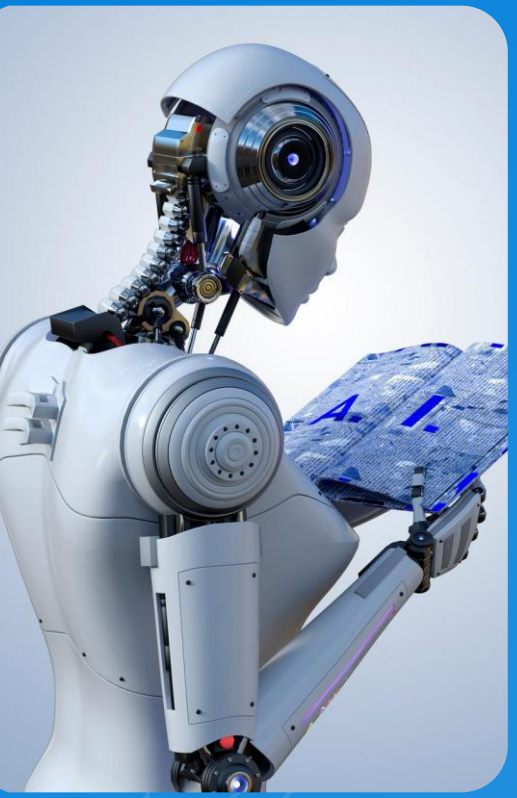
Module 1.5. Facilitating AI Adoption: AI as a Support Tool for Humans

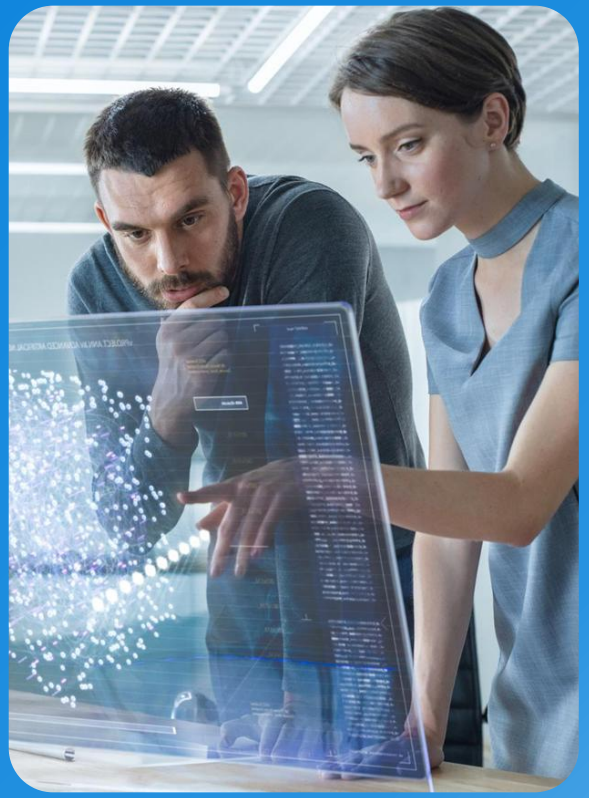
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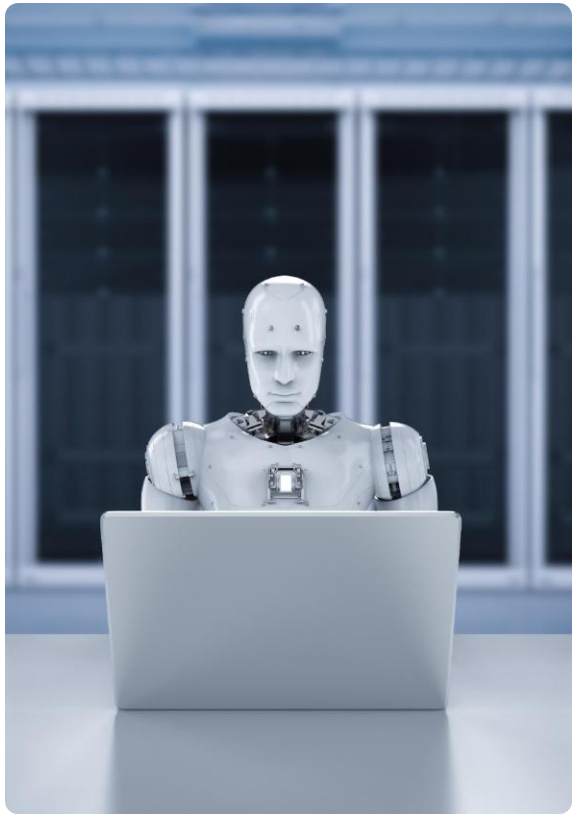
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What you explore in this Module

Introduction and Overview of this module

In the face of rapid digital transformation, artificial intelligence (AI) is too often seen as a looming replacement for human labor. For administrative staff, this perception can generate anxiety, skepticism, or resistance to new technologies. But the reality is different—and far more empowering.

This tutorial invites you to reframe AI not as a competitor, but as a collaborative tool that enhances their work. AI is not designed to replace the human element of administration; rather, it exists to support it—by taking over time-consuming, repetitive tasks and delivering actionable insights that allow staff to work more efficiently, creatively, and strategically.



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What you explore in this Module

Introduction and Overview of this module

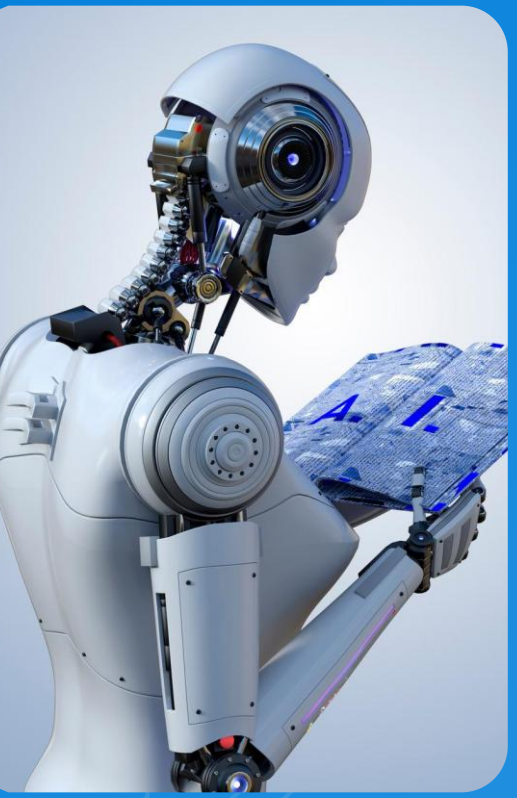
By the end of this module, you will be able to:

- understand AI as a supportive tool that enhances administrative work rather than threatens it
- recognize routine, repetitive activities (e.g., scheduling, reporting, data entry) that can be streamlined using AI tools.
- use predictive analytics and data informed recommendations to support strategic planning and improve daily operations.



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PART 1





01 Empowering Administrators through AI

Practical Benefits of AI in Administrative Work

Rethinking Administrative Roles with AI

This part of the tutorial is designed to introduce higher education administrators to the practical, real world applications of artificial intelligence in administrative work by demonstrating how AI can automate repetitive tasks, improve communication, enhance decision making through predictive analytics, and ultimately allow staff to focus more on strategic, student-centered priorities.



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AI Supported Core Areas in Administrative Work

Task Automation

In the evolving landscape of higher education, institutions are increasingly turning to AI and automation to improve efficiency and reduce administrative burden. Key areas where support is most needed include data management, reporting, and analytics - core functions that require significant time and precision. Automating these processes allows administrators to shift their focus from manual data handling to strategic decision making.



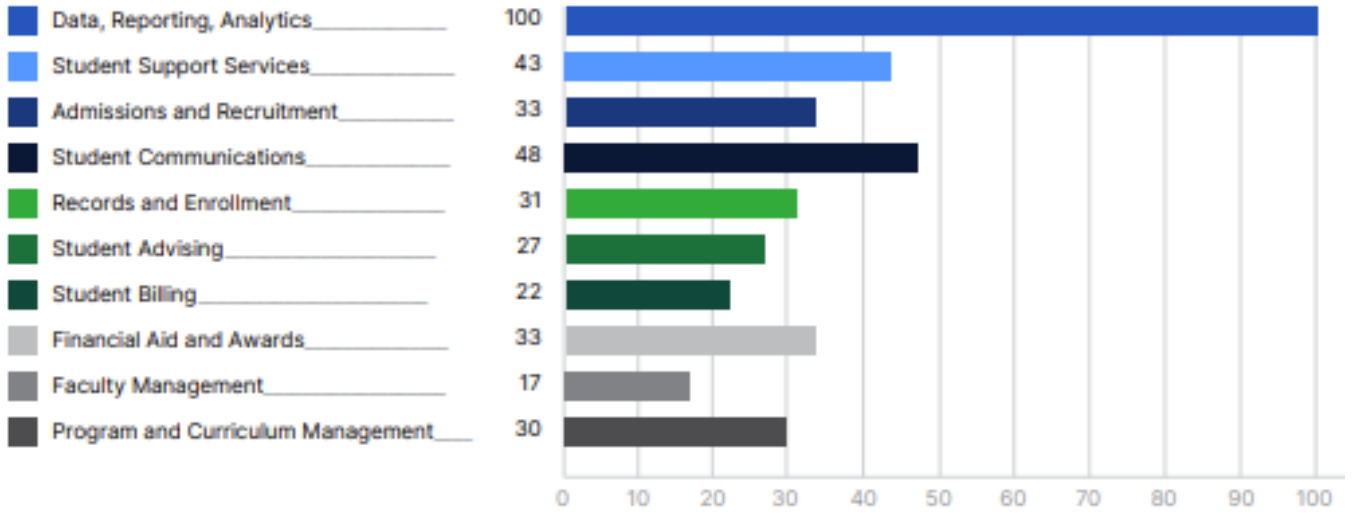
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Rethinking Administrative Roles with AI

Task Automation

The research (Whitehead, 2024) shown that communication with students, admissions procedures and support services are seen as high - impact zones for automation. These functions involve frequent, repetitive interactions that AI tools can manage efficiently, ensuring consistency, responsiveness and better allocation of human resources.

Administrative operations such as enrollment processing, academic advising, and billing also present opportunities for AI integration. By streamlining these workflows, institutions can enhance accuracy, reduce delays and improve the overall experience for both staff and students.



Whitehead, R. (2024). AI Usage in Higher Education Administration: Where Do We Need It? https://www.anthology.com/sites/default/files/2024-11/NA_White_Paper-AI_Usage_in_Higher_Education_Administration_v1.pdf

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AI Supported Core Areas in Administrative Work

Task Automation



Scheduling and Calendar Management

AI scheduling tools can simplify complex coordination efforts across departments, faculties, and student cohorts. These tools analyze availability, preferences, and constraints to automate the booking of:

- ✓ Lectures and seminars
- ✓ Exams and thesis defense sessions
- ✓ Department meetings and events

AI tools used:

- ➢ Microsoft 365 Copilot – integrates with Outlook to suggest meeting times and draft
- ➢ invitesCalendly – automates meeting coordination with external partners or students
- ➢ Google Calendar AI suggestions – auto-suggests optimal times based on historical behavior

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AI Supported Core Areas in Administrative Work

Task Automation



Email Sorting and Smart Responses

AI helps HEI administrators manage large volumes of internal and external communication. By automatically prioritizing emails, suggesting replies, or routing queries to appropriate departments, AI can dramatically improve response time and consistency.

Use cases include:

- ✓ Responding to prospective student inquiries
- ✓ Categorizing student service requests (housing, transcripts, visas)
- ✓ Filtering internal staff communications

AI tools used:

- ➢ Gmail Smart Reply & Smart Compose
- ➢ Microsoft Outlook Viva & AI Rules
- ➢ ChatGPT (via custom integration) – to draft responses based on templates or policy documents
- ➢ Tidio or Freshdesk AI Chatbots – for real-time, automated FAQ handling on university websites

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AI Supported Core Areas in Administrative Work

Task Automation



Invoice Processing and Budget Tracking

Finance offices in HEIs deal with grants, student payments, supplier invoices, and inter-departmental budgets. AI-enabled finance tools automate document scanning, categorize expenditures, flag inconsistencies, and generate financial summaries.

Use cases:

- ✓ Matching invoices to purchase orders
- ✓ Tracking project spending vs. grant allocations
- ✓ Forecasting departmental budgets

AI tools used:

- ➢ SAP Concur – AI for automated expense processing
- ➢ QuickBooks with AI plug-ins – for small-to-midsize HEIs
- ➢ Xero + Hubdoc – OCR-based automation for invoices and receipts

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AI Supported Core Areas in Administrative Work

Task Automation



Database Updates and Document Classification

Managing records (student applications, academic reports, policy documents) is a data-heavy task. AI can assist by extracting information from documents, updating institutional systems, and tagging files for easy retrieval.

Use cases:

- ✓ Automatically entering new student data into SIS (Student Information System)
- ✓ Classifying and archiving digital documents by type (e.g., syllabi, minutes, contracts)
- ✓ Extracting metadata from scanned documents or PDFs

AI tools used:

- ➢ DocuWare or M-Files – document management systems with AI for tagging and classification
- ➢ OCR engines like ABBYY FineReader – to digitize and structure printed documents
- ➢ ChatGPT or Claude (via API) – to summarize or classify uploaded documents into predefined format

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AI Supported Core Areas in Administrative Work

Task Automation



Data, Reporting, and Analytics

In managing institutional data, such as enrollment trends, performance indicators, budget reports, and compliance metrics AI can assist by automating data collection, generating reports, and uncovering trends to support strategic planning and decision making.

- ✓ Aggregating data from multiple administrative systems (e.g., SIS, LMS, HR platforms)
- ✓ Generating customized reports for accreditation, funding, or internal review
- ✓ Detecting patterns in student performance, retention, or resource utilization

AI tools used:

- ➢ Power BI with AI capabilities – to visualize data and deliver predictive dashboards
- ➢ IBM Cognos Analytics – for automated report generation and anomaly detection
- ➢ IBM Cognos Analytics – for automated report generation and anomaly detection

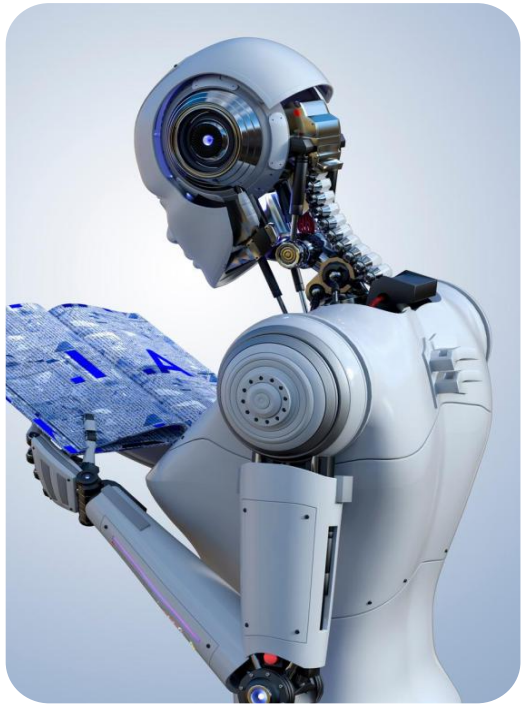
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AI Supported Core Areas in Administrative Work

Predictive Analytics for Smarter Decisions

As Cooley (2024) highlights, universities are increasingly using predictive analytics to improve recruitment, increase enrollment yield, and boost retention. This data-driven approach is not only transforming student services but also redefining the role of administration.

Administrative teams can now proactively plan enrollment strategies, allocate staffing and financial resources based on projected needs, and streamline internal processes. By identifying at-risk students early and targeting support efficiently, administrators are empowered to make faster, smarter decisions that enhance institutional performance and sustainability.



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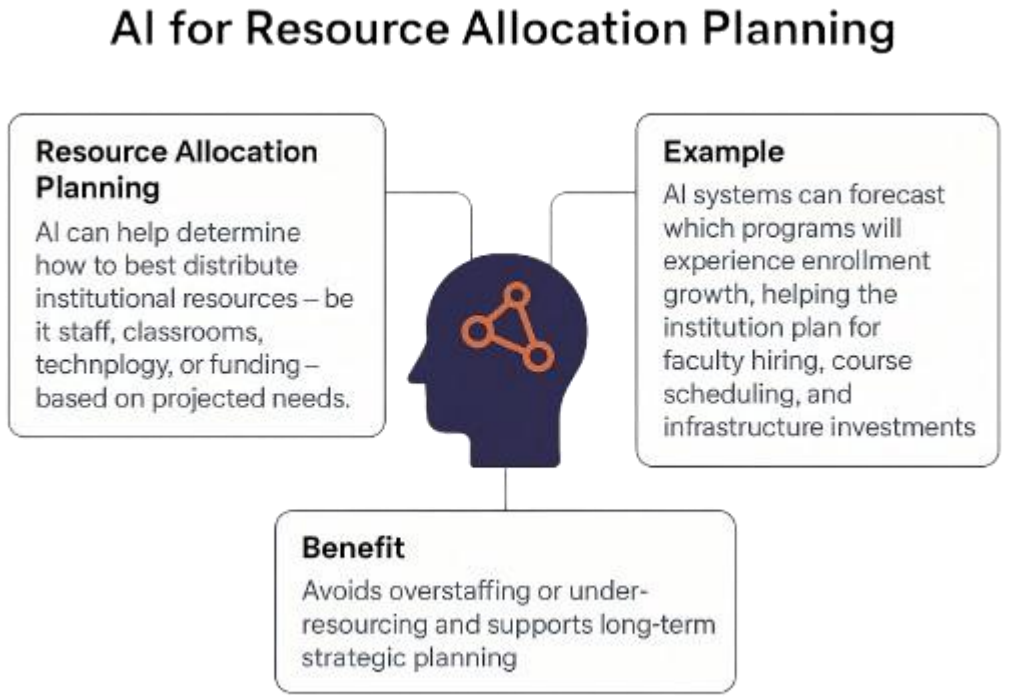
Predictive Analytics for Smarter Decisions

Resource Allocation Planning

Imagine being able to see the future not through guesswork, but through data backed projections. That's exactly what predictive AI offers administrators when it comes to resource allocation.

What Does AI Do Here?

AI uses historical data (like enrollment numbers, course popularity, staffing records, etc.) and cross analyzes it with external variables (e.g., labor market trends, demographic changes) to predict future institutional needs. Rather than reacting to shortages or overages, administrators can act proactively.



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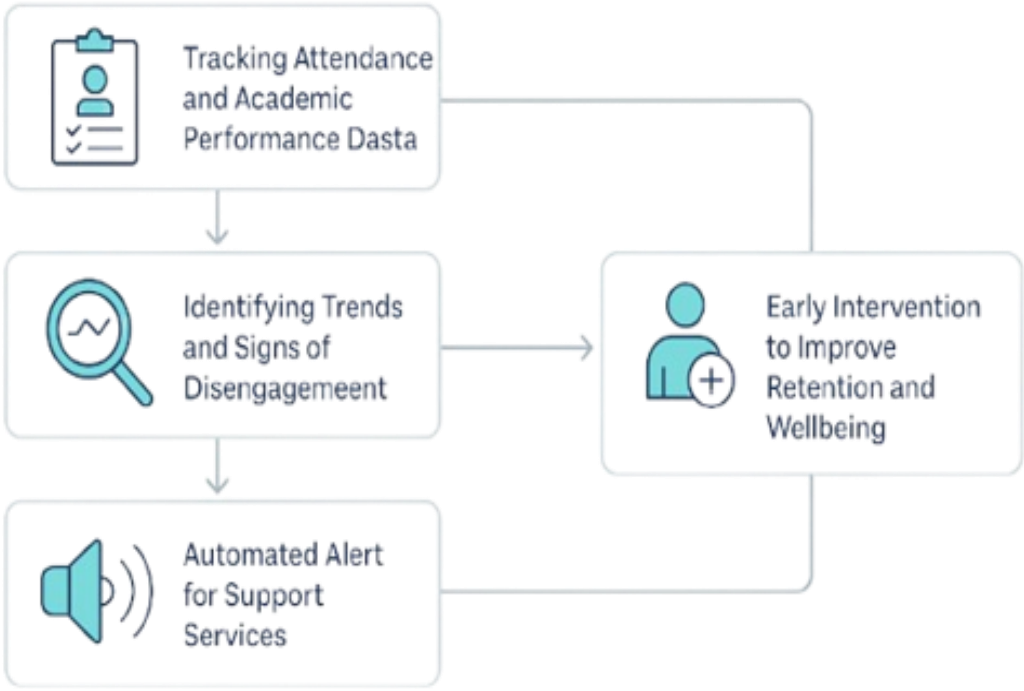
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Predictive Analytics for Smarter Decisions

Attendance and Performance Monitoring

AI tools can track student attendance and academic performance data over time to identify trends or early signs of disengagement.

AI-powered systems continuously track attendance, assignment submissions, test results, and learning management system (LMS) activity, flagging any concerning trends. The goal isn't to "watch" students. The main aim is to support them better.



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AI Supported Core Areas in Administrative Work

Predictive Analytics for Smarter Decisions

Attendance and Performance Monitoring

Example:

A sudden drop in lecture attendance, combined with declining grades may trigger an automatic alert for student support services to intervene early.

Benefit:

Supports early intervention strategies that improve retention, reduce dropout rate and enhance students wellbeing.



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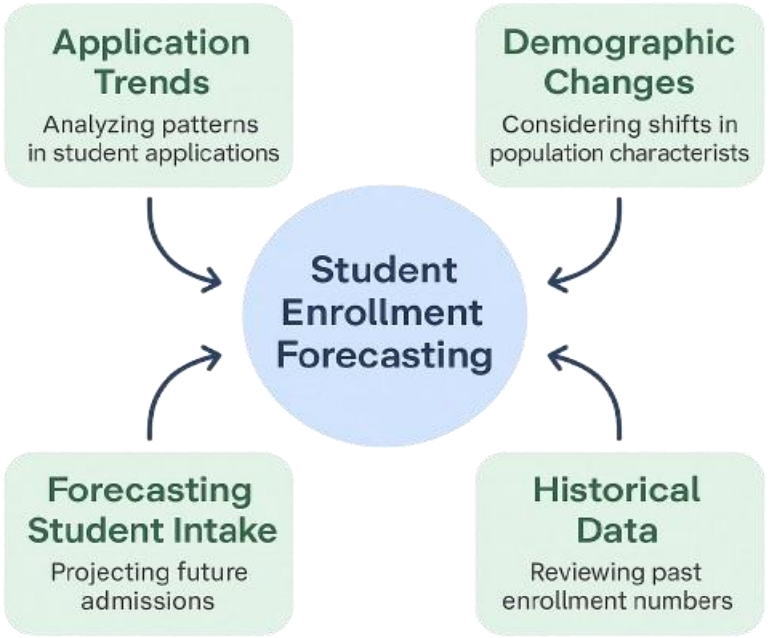
Predictive Analytics for Smarter Decisions

Student Enrollment Forecasting

In higher education, few things impact institutional planning more than student enrollment numbers. Too many students in an unprepared program can overwhelm staff and facilities. Too few, and you face underutilized resources and financial inefficiencies.

With AI-powered predictive models, administrators no longer need to rely on intuition or outdated historical comparisons. Instead, they can use intelligent systems to forecast future enrollment trends with a level of accuracy and timeliness that manual methods simply can't match.

What Can AI Predict?



Using these inputs, AI can project likely enrollment patterns across programs, campuses, or demographics often months in advance.

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AI Supported Core Areas in Administrative Work

Predictive Analytics for Smarter Decisions

Early Identification of Risks or Inefficiencies

The integration of predictive analytics into administrative workflows enhances agility, accountability, and foresight. It empowers decision makers to allocate resources more efficiently, intervene in a timely manner, and align short term actions with long term institutional goals. In essence, predictive analytics acts as a strategic radar system by scanning multiple operational layers to surface insights that are otherwise buried in complexity.



Ultimately, predictive analytics strengthens institutional resilience, improves student support, and fosters a culture of continuous improvement in higher education governance.

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Predictive Analytics for Smarter Decisions

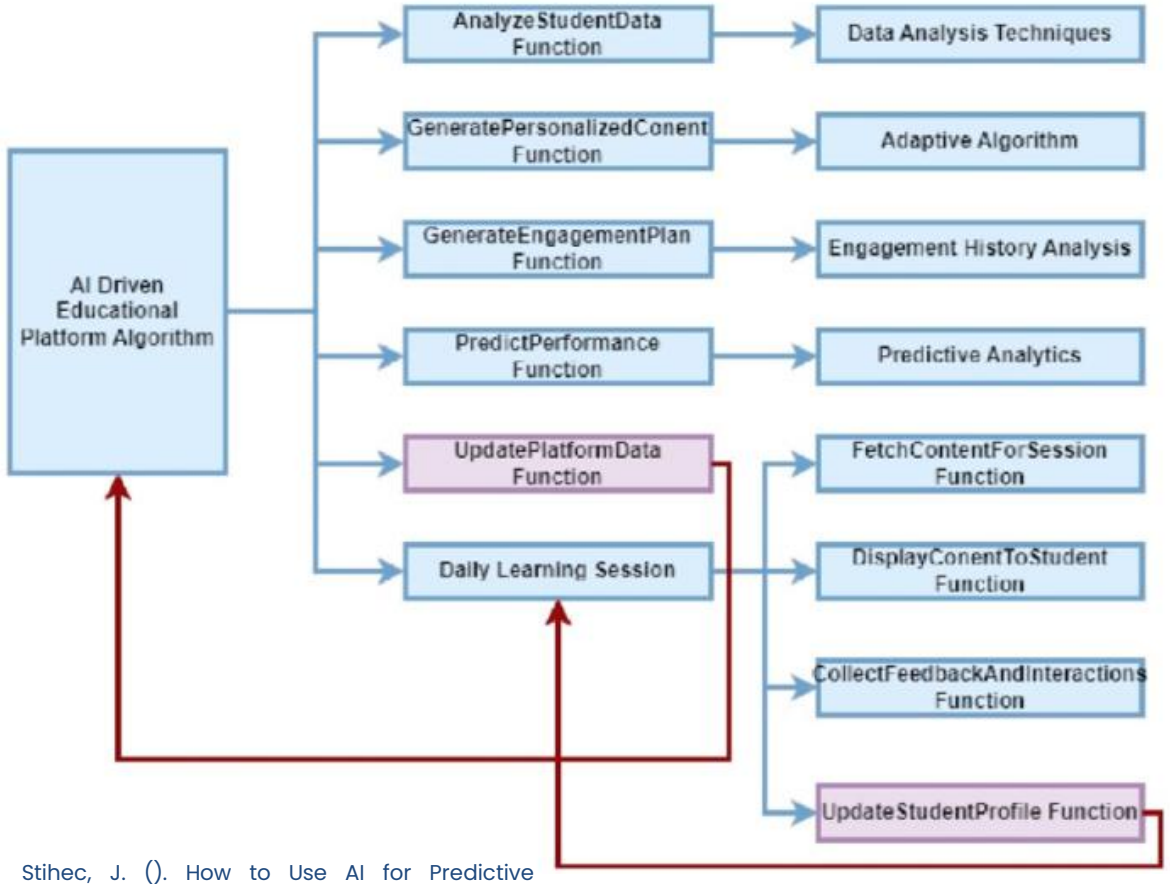
Early Identification of Risks or Inefficiencies

What Does AI Do?

AI systems monitor and analyze real-time and historical data streams from multiple administrative domains, such as:

- Student information systems
- Financial operations
- Human resource management
- Campus infrastructure and facilities

AI identifies patterns, anomalies, or outliers. It flags potential risks like inconsistencies, delays, or unusual activity, helping decision makers intervene before problems escalate.



Stihec, J. (). How to Use AI for Predictive Analytics anhtt2024ps://shelf.io/blog/ai-for-predictive-analytics/
d Smarter Decision Making.

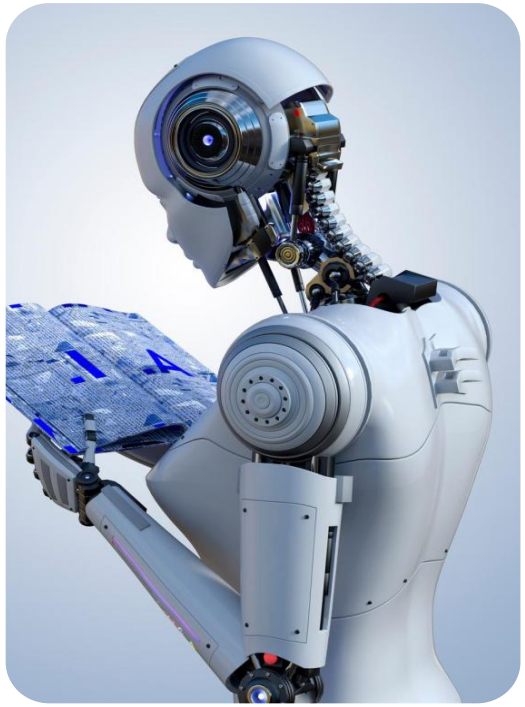
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AI Supported Core Areas in Administrative Work

Enhanced Communication and Workflow

In the dynamic environment of higher education administration, communication is constant. Emails, forms, internal requests, inquiries from students or faculty - these tasks demand not only speed but consistency, clarity, and coordination. However, these same communication flows often consume a significant portion of administrators' time and attention.

AI tools can significantly ease this burden. Instead of being a replacement for human interaction, AI acts as a smart, scalable support system that helps handle repetitive, low-complexity communication, while administrators focus on higher-value, interpersonal tasks (Majorana at all, 2022).



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AI Supported Core Areas in Administrative Work

Enhanced Communication and Workflow

Responds to Standard Queries

One of the most powerful and accessible ways AI supports administrative work is by automating answers to repetitive, routine questions. These are the queries that flood inboxes daily and eat into valuable time: simple, factual, and urgent for the person asking, yet tedious for staff who must repeat the same information again and again.

Case Example:

A university faced a daily flood of emails from students asking the same questions. Answering these manually consumed staff time and delayed responses. To solve this, the university deployed an AI chatbot using IBM Watson Assistant integrated into its student portal and FAQ page. The chatbot was trained to:

- Recognize frequently asked questions
- Pull answers from a curated knowledge base
- Provide instant responses 24/7 without human involvement

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AI Supported Core Areas in Administrative Work

Enhanced Communication and Workflow

Routes Requests Automatically

One of the most time consuming and error prone parts of administrative work is manually reading, forwarding, and categorizing incoming messages, especially when the same types of questions or requests arrive daily from hundreds of students, staff, or departments.

AI-powered systems now make it possible to automatically route these requests to the correct place, person, or system reducing delays, human error, and redundant effort.

Case Example:

A university struggled with manually sorting and forwarding hundreds of daily emails from students and staff. To improve this, they implemented Microsoft Power Automate with Azure AI Language Understanding (LUIS).

What it did:

- ✓ Analyzed message content automatically
- ✓ Identified request type (e.g., IT, finance, admissions)
- ✓ Routed each to the correct person or system instantly

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AI Supported Core Areas in Administrative Work

Enhanced Communication and Workflow

Supports Internal Collaboration

Efficient internal collaboration is the backbone of any well functioning administrative unit. Yet, much of it still relies on time consuming tasks such as taking meeting minutes, drafting updates, chasing overdue tasks, or preparing agendas.

This is where AI-enhanced collaboration tools come in by not to taking over the work, but to amplify productivity, enhance consistency, and reduce friction in daily coordination.

Case Example:

An administrative team at a university struggled with routine coordination tasks. To improve efficiency, they adopted Microsoft Copilot for Teams and Otter.ai.

What the tools did:

- Otter.ai auto-generated meeting transcripts and summaries
- Copilot assisted in drafting emails, updates, and agenda items

Both tools synced with calendars and task boards for real-time follow-up

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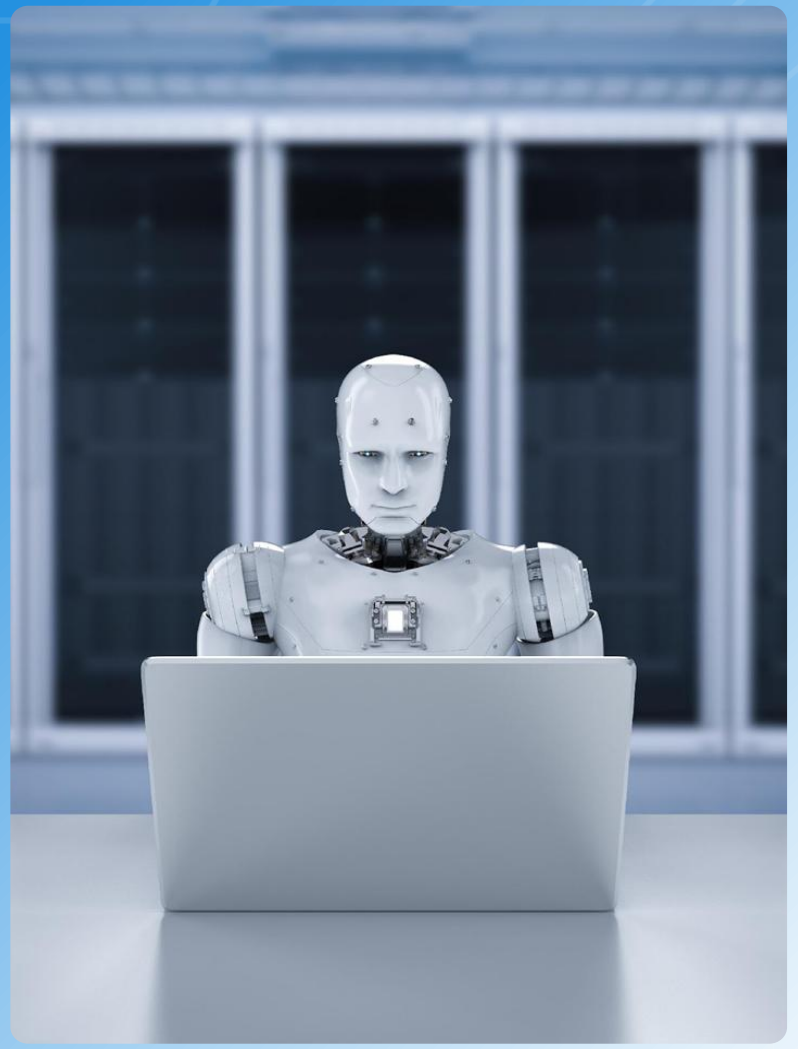
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AI Supported Core Areas in Administrative Work

Conclusions from this Topic

In this topic, you have got an overview of how artificial intelligence can support higher education administrators by automating repetitive tasks, improving communication workflows, enhancing decision making through predictive analytics and enabling smarter resource planning.

You've explored practical use cases, such as scheduling, email handling, document processing, and enrollment forecasting, that show how AI tools can ease workload and empower administrators to focus on more strategic, student-centered responsibilities.



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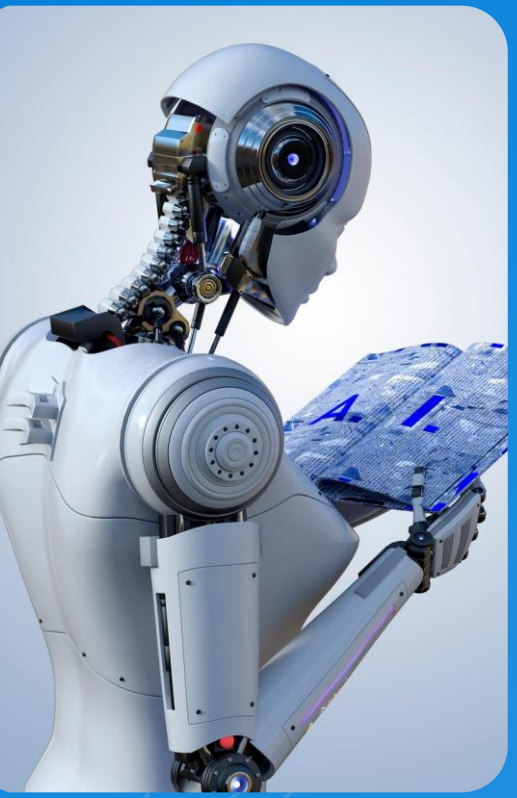
TAKE AWAYS

As an AI competent administrator, you are expected to:

- From scheduling and email management to document processing and budget tracking, AI significantly reduces manual workload, allowing administrators to focus on higher-value activities.
- AI helps administrators transition from reactive to proactive planning by forecasting trends, identifying risks, and enabling smarter resource allocation based on data-driven insights.
- Tools like chatbots and smart assistants automate responses to common queries, route requests efficiently, and support internal collaboration, improving both speed and service quality.
- Rather than replacing human roles, AI complements themhandling repetitive, low-complexity tasks while administrators retain control over interpersonal, ethical, and strategic responsibilities.

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PART 2





02 Overcoming Resistance to AI in Administration

Improvement of overall productivity of Administrators

Rethinking Administrative Roles with AI

This part of the tutorial is designed to open the conversation around the real and perceived risks of AI in higher education administration. It aims to create psychological safety for administrators by validating common fears and misconceptions, while gently guiding participants toward a mindset shift from viewing AI as a threat to recognizing it as a strategic ally.

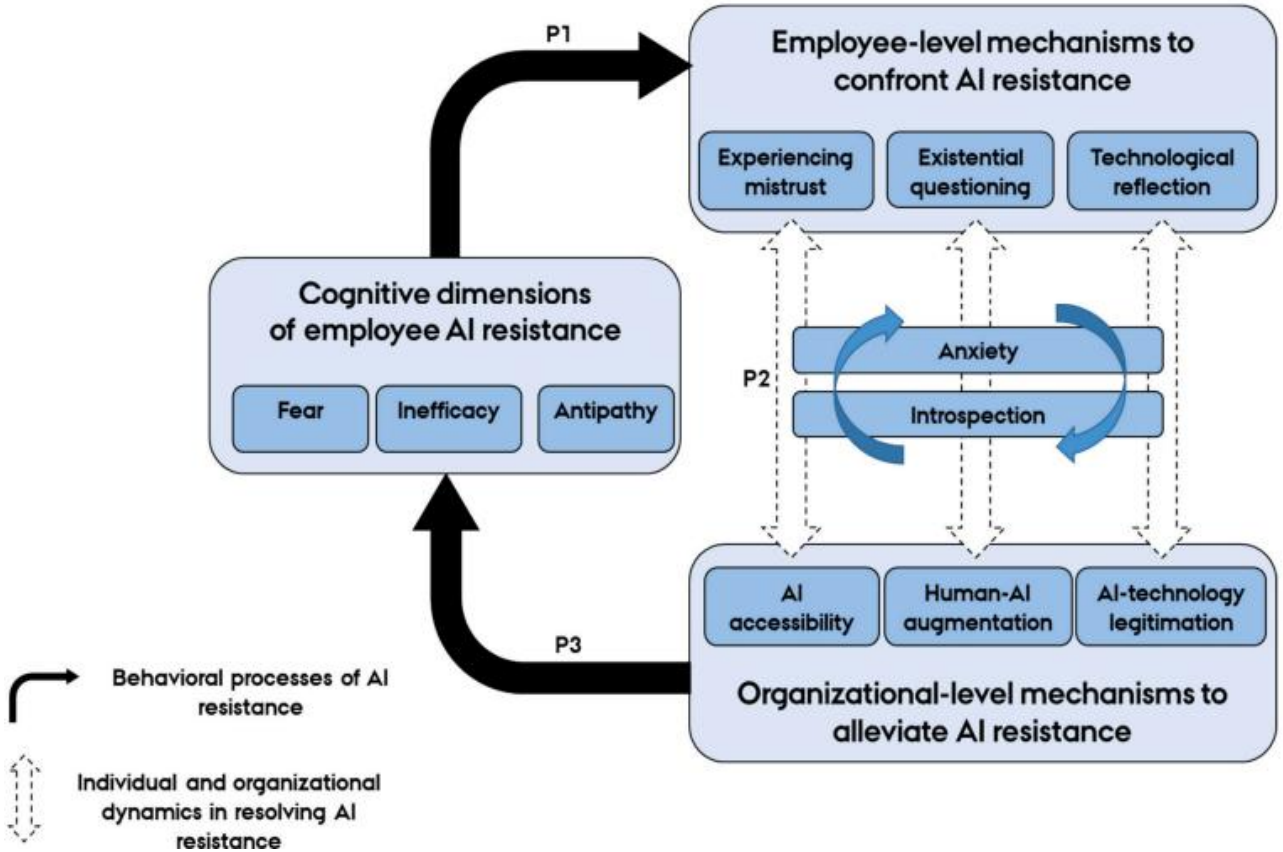


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Rethinking Administrative Roles with AI

Resistance to artificial intelligence (AI) in higher education administration is a multifaceted issue rooted in psychological, organizational, and cultural factors. Understanding these concerns is crucial for administrators aiming to foster a supportive environment for AI integration.

A comprehensive study by Golgeci et al. (2024) identifies AI resistance as encompassing employees' fears, inefficacies, and antipathies toward AI. These dimensions reflect underlying anxieties about job security, loss of autonomy, and skepticism towards AI's capabilities. The study emphasizes the importance of addressing these concerns through transparent communication and inclusive strategies to alleviate resistance.



Golgeci et al. (2024). Confronting and alleviating AI resistance in the workplace: An integrative review and a process framework. https://www.researchgate.net/publication/387517054_Confronting_and_alleviating_AI_resistance_in_the_workplace_An_integrative_review_and_a_process_framework

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Rethinking Administrative Roles with AI

Understanding the Concerns: Why AI Feels Threatening

Before administrators can embrace AI, it's essential to first acknowledge the resistance many feel. These concerns are not only valid - they're rooted in real shifts happening in the workplace. Ignoring them may lead to quiet disengagement, resentment, or fear - driven resistance that slows down innovation.

Perceived Loss of Control

The Concern: AI may be viewed as a decision-making "black box," leading administrators to feel that their authority or influence is being diminished.

The Solution: Design AI systems where final decisions are reviewed and confirmed by staff. Make it clear that AI suggests, humans decide.

Uncertainty About Role Transformation

The Concern: many are unsure how their roles will change. Will AI take over parts of their work they enjoy? Will they be expected to manage unfamiliar technologies without support?

The Solution: involve administrators in shaping how AI is used. When people help define the tools and use cases, they feel empowered, not threatened.

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Rethinking Administrative Roles with AI

Understanding the Concerns: Why AI Feels Threatening

Fear of Job Loss or Redundancy

The Concern: a growing fear that as AI becomes more advanced, institutions might reduce staff or consolidate roles. This anxiety is especially strong among employees whose tasks are routine, repetitive, or easily automated.

The Solution: AI is designed to remove time consuming work, not people. By offloading low-value tasks, AI frees up time for administrators to focus on strategic initiatives, personalized student services, and campus development.

Misconception: AI = Full Automation or Replacement

The Concern: Pop culture portrays AI as an all knowing, human like force that replaces entire professions. This image feeds anxiety and confusion.

The Solution: Use simple definitions: AI is a tool that follows programmed instructions, recognizes patterns, and offers support—not a thinking entity.

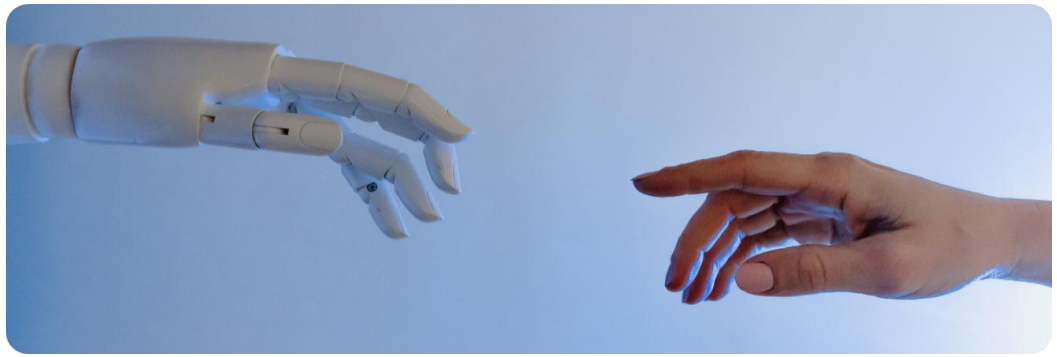
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Rethinking Administrative Roles with AI

Reducing Burnout and Stress through Human-AI Collaboration

Artificial Intelligence (AI) is increasingly recognized as a valuable tool in higher education administration, particularly in mitigating staff burnout and stress. By automating routine tasks and enhancing decision-making processes, AI allows administrators to focus on more strategic and interpersonal responsibilities. Several studies and reports have highlighted the positive impact of AI on administrative workloads and staff well-being.

A study (Linda, Saragih, Faris, 2024) examines the influence of AI on burnout among higher education staff. The research indicates that AI can alleviate administrative burdens, leading to improved job satisfaction and reduced stress levels. The study emphasizes the importance of integrating AI thoughtfully to support staff rather than replace them.

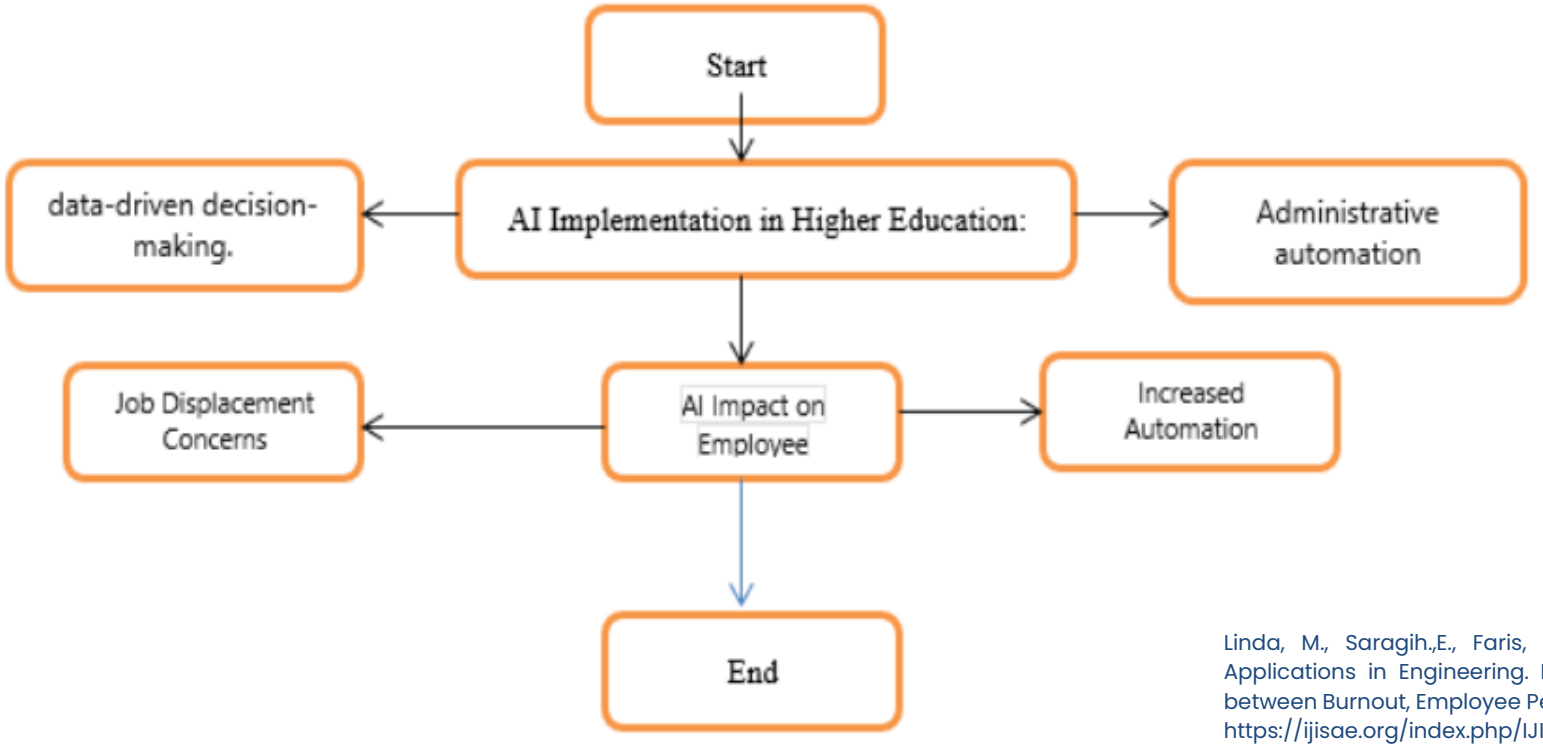


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Rethinking Administrative Roles with AI

Reducing Burnout and Stress through Human-AI Collaboration

Artificial Intelligence with burnout and employee performance



Linda, M., Saragih.,E., Faris, S. (2024). Journal of Intelligent Systems and Applications in Engineering. Examining the Influence of Artificial Intelligence between Burnout, Employee Performance in Higher Education. https://ijisae.org/index.php/IJISAE/article/view/5633

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Rethinking Administrative Roles with AI

Reducing Burnout and Stress through Human-AI Collaboration



Why Burnout Happens in Administration

- Repetitive information requests
- Manual form processing
- Report generation
- Email coordination and calendar management, exams, or funding cycles

This type of "high-volume, low-impact" work reduces emotional output:

- Emotional exhaustion
- Cognitive overload
- Decreased job satisfaction
- Risk of human error due to fatigue



How AI Alleviates Pressure

AI tools can act as a buffer, taking over routine tasks that don't require creativity, empathy, or judgment, allowing administrators to be left with mental clarity and emotional capacity for strategic and interpersonal duties.

Examples of AI reducing burnout:

Email overload Document management Scheduling pressure

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Rethinking Administrative Roles with AI

Building Confidence: AI is a Reliable Assistant, Not a Replacement

Many concerns about AI in higher education stem from the perception that machines will eventually replace people. This fear is often amplified by media narratives, lack of training, or misunderstandings about how AI actually works. In reality, AI is not here to replace administrators - it's here to support them.

Insights from Enrollify (2024) indicate that AI-powered automation can alleviate administrative burdens, allowing staff to focus on strategic and interpersonal tasks. By handling routine inquiries and processes, AI enables administrators to engage more deeply with students and institutional planning.



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Rethinking Administrative Roles with AI

Building Confidence: AI is a Reliable Assistant, Not a Replacement

AI is Transparent and Adjustable

In higher education administration, trust in AI tools is not automatic — it must be earned through transparency, control, and responsiveness. Modern AI platforms such as Microsoft Copilot, Google Workspace AI, ChatGPT, and Power Automate are designed with built-in mechanisms that empower administrators, not bypass them.

These tools emphasize user agency and traceability, ensuring that AI becomes a collaborative assistant rather than a black-box decision-maker.

Control Settings

Users can define tone, style, output format, or level of detail.

Example: Adjusting email drafts to be formal/informal or shortening summaries.

Undo / Rollback Functions

No action is permanent; users can easily revert AI-suggested steps.

Feedback & Flagging

Users can flag biased, irrelevant, or inappropriate responses.

Usage Logs & Action History

Administrators can view, trace, and review actions take by the AI.

Example: See what edits Power Automate made to a workflow, and revert changes.

Explainability (in some tools)

Some tools offer explanations of why a suggestion was made, increasing trust.

Example: Copllot in Excel might explain its logic behind forecasting results.

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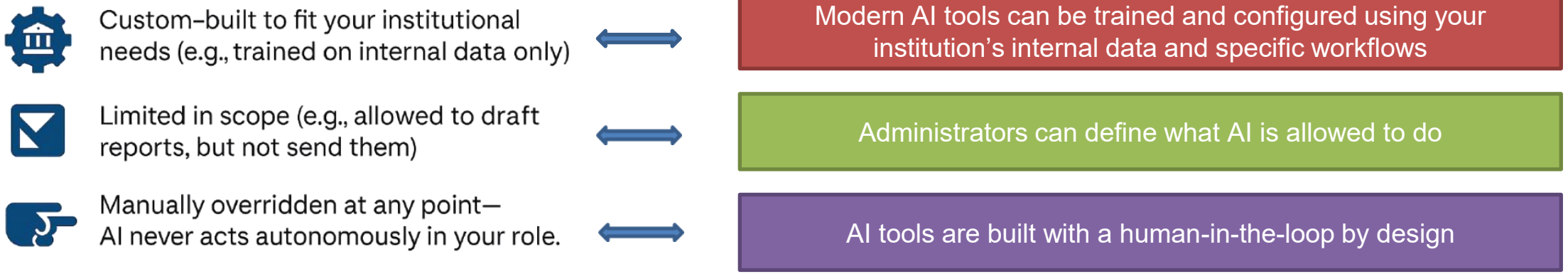
Rethinking Administrative Roles with AI

Building Confidence: AI is a Reliable Assistant, Not a Replacement

You Decide the Boundaries

One of the key strengths of AI in higher education administration is its flexibility and controllability. Unlike outdated notions of AI as fully autonomous or uncontrollable systems, today's AI tools are built to operate within clear, human-defined boundaries—with institutions firmly in charge.

Administrators retain full oversight over when, how, and to what extent AI is used. This ensures that artificial intelligence becomes a trusted assistant, not a decision-maker acting beyond its intended role.



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Rethinking Administrative Roles with AI

Building Confidence: AI is a Reliable Assistant, Not a Replacement

Administrators Remain in Control

At the heart of responsible AI integration in higher education institutions (HEIs) is a simple truth: AI does not take over — it assists.

While artificial intelligence can automate workflows, provide data-driven suggestions, and save time on repetitive tasks, it always operates under the guidance and oversight of human administrators. Rather than removing human responsibility, AI in HEI administration is designed to enhance human capacity, offering tools that extend rather than replace the administrator's decision-making power.

- AI doesn't make decisions for you — it provides options, suggestions, and automation based on your input.
- You lead the workflow: AI only enhances how efficiently you get it done.
- Administrators are the drivers; AI is the navigation system — helpful, but not in charge.

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Rethinking Administrative Roles with AI

From Resistance to Readiness: How to Get Started with AI

The Challenge: Shifting from Hesitation to Hands-On

One of the most common barriers to AI adoption in higher education administration is resistance rooted in uncertainty. Staff may feel overwhelmed by unfamiliar technology, afraid of "breaking something," or worried that adopting AI means surrendering control.

Key Principles for a Smooth Transition

1. Start with Low-Risk, High-Impact Tools

Begin the AI journey with tools that are simple, safe, and require no technical background. These tools should solve real everyday problems and demonstrate immediate value:

- *AI scheduling assistants* (e.g., x.ai, Clockwise, Google Calendar)
- *Email or document draft assistants* (e.g., Microsoft Copilot, GrammarlyGO, ChatGPT)
- *FAQ chatbots for student queries* (e.g., Tidio, Intercom, Drift)

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Rethinking Administrative Roles with AI

From Resistance to Readiness: How to Get Started with AI

2. Create Collaborative Pilots

Rather than enforcing top-down adoption, empower small teams to test AI tools together in real work contexts.

- Assign a pilot team from admissions, finance, or registrar's office
- Define clear goals (e.g., reduce email response time by 30%)
- Share outcomes and lessons learned with other departments

3. Include Administrators in AI Selection and Feedback Loops

AI adoption is more successful when the end users help shape the process. Involve administrators early in evaluating tools, setting expectations, and providing feedback after testing.

- Run short surveys before and after pilot use
- Collect feedback on interface ease, usefulness, and suggestions
- Adapt tool use based on administrative realities, not just IT assumptions

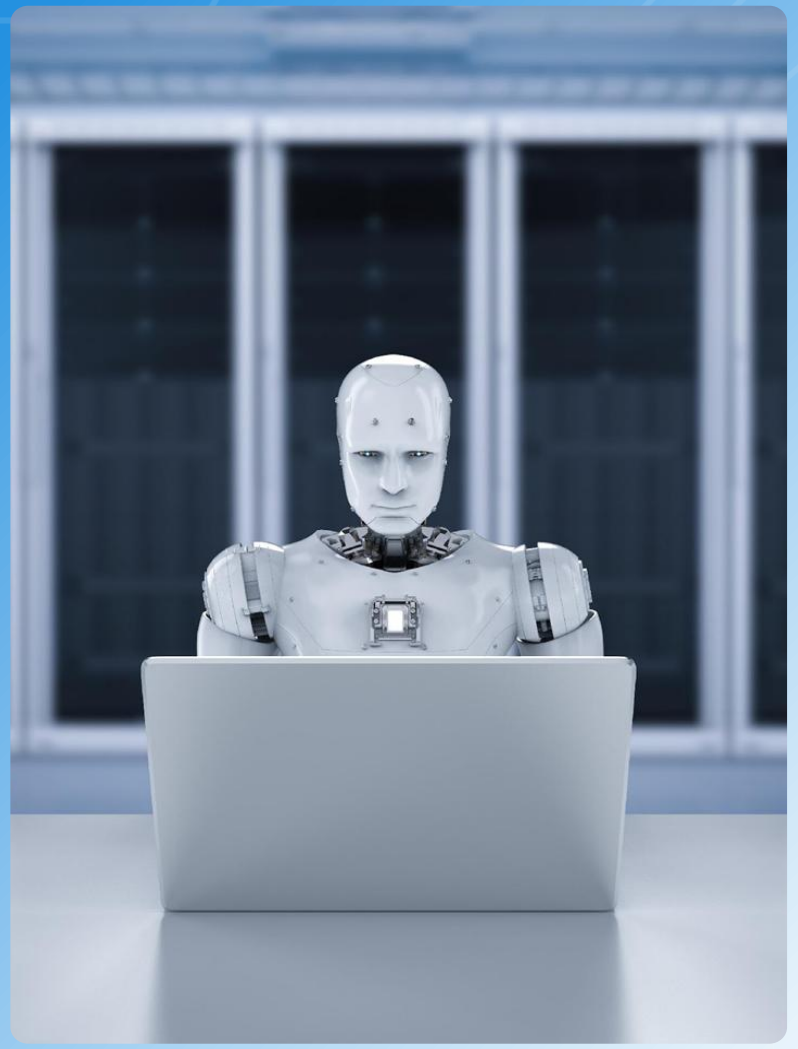
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AI Supported Core Areas in Administrative Work

Conclusions from this Topic

In this topic, you have got an overview of the emotional and practical concerns surrounding AI in higher education administration, laying the groundwork for open dialogue, trust-building, and a mindset shift—from fear and resistance to seeing AI as a supportive, human-centered tool that enhances, rather than replaces, your professional role.



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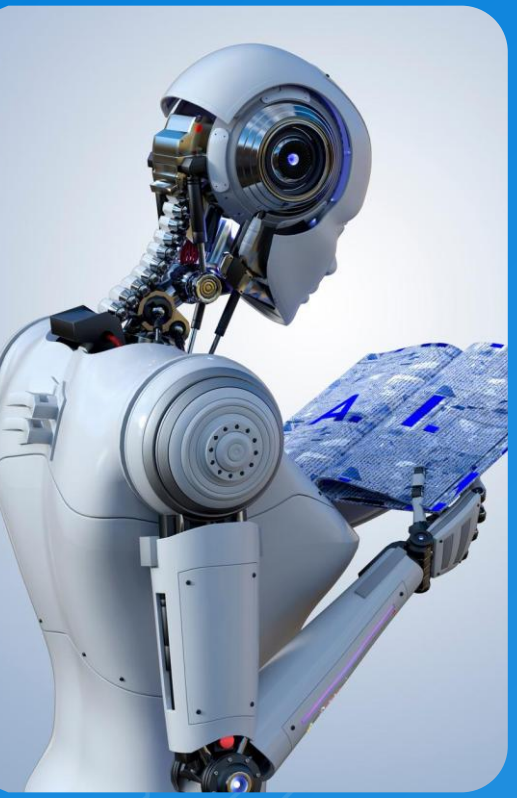
TAKE AWAYS

As an AI competent administrator, you are expected to:

- approach artificial intelligence not as a threat, but as a strategic ally that enhances your role. This means actively participating in shaping how AI is used, embracing tools that reduce routine workloads, and using the time saved to focus on strategic, creative, and human-centered tasks.
- remain in full control. AI assists by offering suggestions and automating repetitive actions, but final decisions are always yours.
- build trust in AI systems by understanding their transparency, boundaries, and adjustability, while also supporting your team through inclusive piloting and feedback processes.

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PART 2



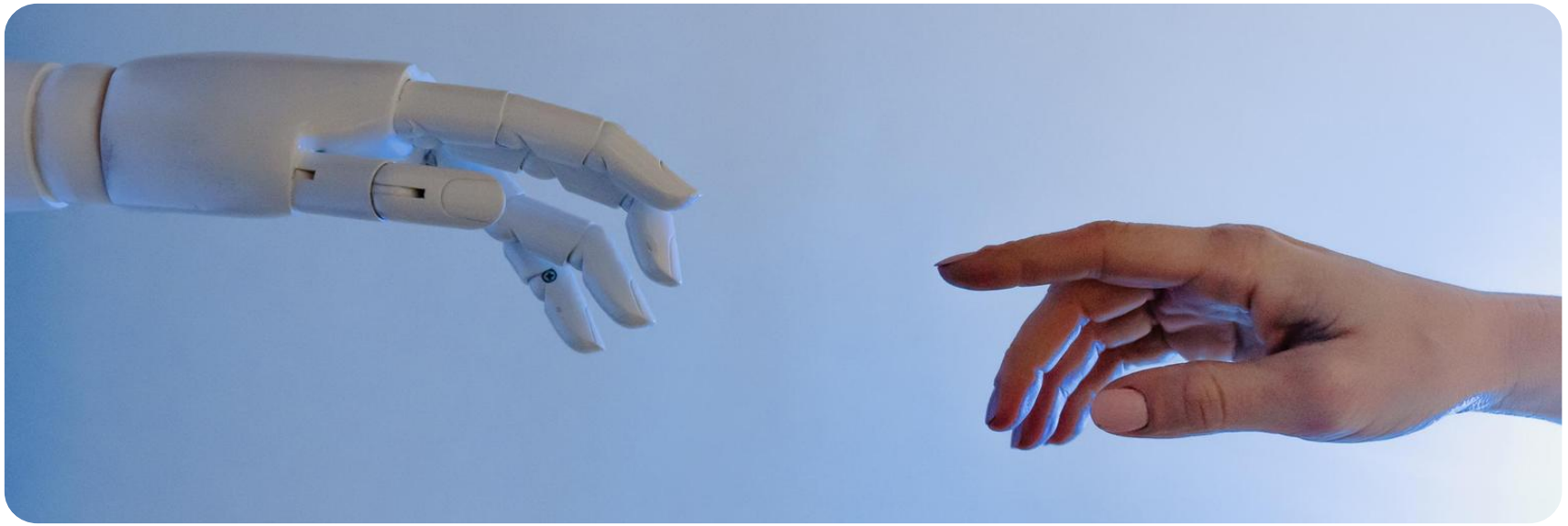


03 Designing Human Orientated AI Workflows in Administration

Practical synergies between humans and AI

Enhancing Administrative Impact

This part of the tutorial is designed to equip administrators with the strategic mindset and practical tools needed to embed artificial intelligence sustainably into the fabric of higher education administration. This chapter shifts toward long term integration, ensuring AI becomes a trusted, human support tool, not just a temporary add on.



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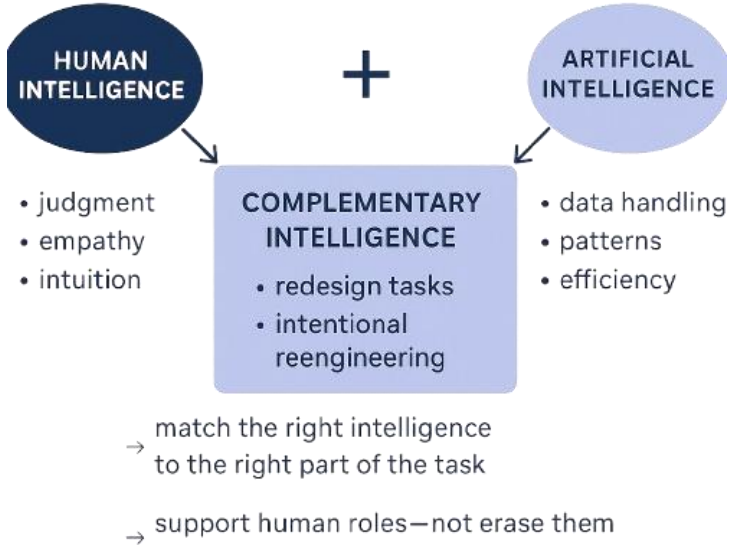
Enhancing Administrative Impact

Collaborative Workflow Design

Collaborative workflow design is not a "plug in AI and walk away" strategy. It is a mindset shift from viewing AI as a replacement, to seeing it as an augmentation partner. It's the process of intentionally rethinking and reengineering work tasks so that both human intelligence and artificial intelligence operate at their best, in tandem.

When collaborative workflows are well designed:

- ✓ Administrators spend less time on data entry, and more on student support
- ✓ Schedules and forms are managed automatically, freeing time for planning and innovation
- ✓ Staff feel empowered, not micromanaged by machines
- ✓ AI is seen as a colleague, not a competitor



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Enhancing Administrative Impact

Task

Think of one recurring task in your week that takes too much time (e.g., replying to emails, entering data, scheduling meetings).

Map out the steps:

1. What part of this task requires your judgment or empathy?
2. What part is repetitive, rule-based, or time-consuming?
3. Could that part be delegated to an AI tool (e.g., ChatGPT, Microsoft Copilot, calendar bots)?

Now draw a new version of the task – with AI embedded as your helper.

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Enhancing Administrative Impact

Human-in-the-Loop: Oversight and Boundaries

Human in the loop (HITL) is a framework in which humans and AI systems collaborate, with humans making the final call. AI may generate options, recommendations, or pre-filled forms but a human reviews, confirms, modifies, or vetoes those outputs.

Administrators remain in control at all times. Delegating thinking to AI without appropriate human oversight is dangerous, especially in educational contexts. Here's why human oversight must be embedded:

Ethical accountability: AI may unintentionally reinforce biases or overlook individual needs. Only a human can weigh fairness, context, and nuance.

Legal responsibility: Institutions remain liable for errors—even if AI generated them.

Trust and transparency: People trust processes more when they know a human is still involved, especially in areas like grading, admissions, and resource allocation.

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Enhancing Administrative Impact

Task

Choose one workflow you currently manage (e.g., processing student petitions, approving event space bookings).

Break it down into steps.

For each step, ask:

1. Can this be handled by AI?
2. Should a human always review or approve?
3. What could go wrong if AI acted without oversight?

Use color codes:

- AI can act independently
- AI suggests, human confirms
- Human must fully control

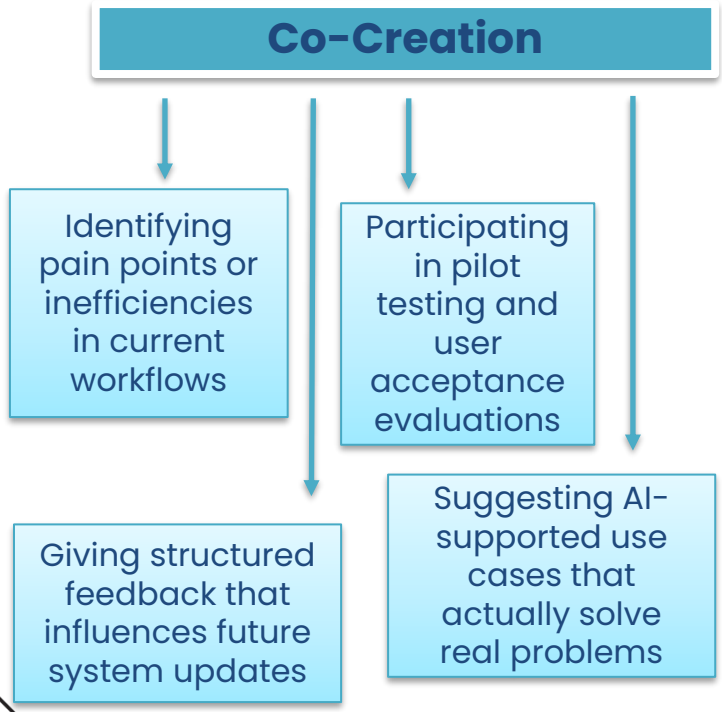
This mapping reinforces practical judgment about AI boundaries in real institutional contexts

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Enhancing Administrative Impact

Co-Creation and End-User Feedback

Co-creation is a collaborative development model where administrators and staff play a direct role in shaping how AI is applied in their daily work. This includes:



AI tools that are developed without the input of end users often miss the nuances of real-world administrative workflows; overlook user needs for flexibility, explanation, or control; cause frustration due to poor interfaces or inappropriate recommendations.

By involving administrators from the start, institutions ensure that AI solutions:

- ✅ Fit their actual context
- ✅ Support real needs
- ✅ Build trust and increase adoption
- ✅ Enhance—not hinder—existing workflows

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Enhancing Administrative Impact

Task

Take a sheet of paper or open a digital note. Divide it into four sections and fill in the following:

What process in your work feels inefficient or repetitive?

- (E.g., responding to student emails, compiling reports, scheduling.)

What idea do you have for how AI could support this task?

- (E.g., a chatbot, form auto-filler, meeting assistant, template generator.)

Who else should be involved in testing or giving feedback on this tool?

- (E.g., your team, student reps, IT staff.)

How would you want to give feedback or suggest improvements?

- (E.g., a survey, team meeting, comments on a shared doc.)

In this way you can propose to their team or leadership for future AI tool development or refinement.

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Enhancing Administrative Impact

Nurturing a Culture of Trust and Experimentation

Yet when new technologies like artificial intelligence are introduced, administrative teams are frequently left out of strategic conversations, expected to adapt without support, and discouraged from experimenting with tools they don't fully understand.

For administrative professionals, this means shifting from:

- Passive compliance → to active participation
- Avoidance of risk → to responsible experimentation
- Dependence on IT → to collaborative learning with peers



Small, focused trials like testing AI scheduling tools or email assistants let administrators learn by doing, not just theory.

Instead of top-down or tech-led training, administrators are encouraged to share quick tips and lessons learned - what worked and what didn't.

AI systems provide metrics like usage data and error rates—this section shows how to use them for learning, not blame.

Mistakes or misfires shouldn't be punished if they're part of thoughtful experimentation.

Even small improvements—like reducing report preparation time by 20% using AI templates—should be recognized.

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Enhancing Administrative Impact

Task

Using a simple 1–5 scale (1 = not at all, 5 = very much), rate three key dimensions of their work culture:

1. How supported do I feel when trying new digital tools?
(Do I have access to help, encouragement from supervisors, or peer guidance?)
2. Do I have time and space to experiment in my daily routine?
(Is innovation squeezed out by reactive tasks, or is exploration encouraged?)
3. Have I ever been recognized for improving a workflow?
(Are small digital wins acknowledged, shared, or rewarded?)

After scoring, reflect individually or in small groups on what would need to change to improve your scores. This leads to a constructive discussion around:

- Institutional support systems
- Time/resource constraints
- Recognition practices
- Peer culture around experimentation

The activity helps uncover cultural barriers and enablers, and sets the stage for realistic, team-driven improvements in AI readiness.

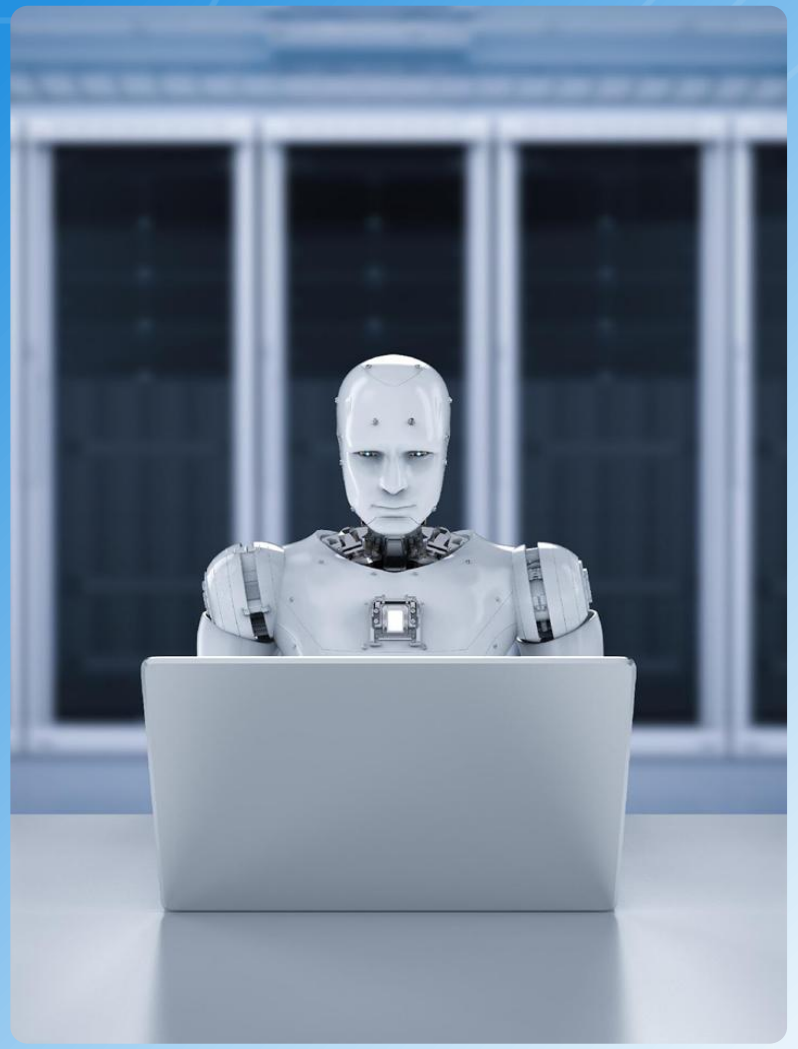
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AI Supported Core Areas in Administrative Work

Conclusions from this Topic

In this topic, you have got an overview of how artificial intelligence can be introduced into higher education administration not as a disruptive force, but as a sustainable, human-centered support system—shifting the mindset from fear and resistance toward empowerment, collaboration, and long-term integration.



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TAKE AWAYS

- AI should be seen as a tool that enhances administrative work by handling repetitive tasks, allowing staff to focus on strategic, human orientated responsibilities.

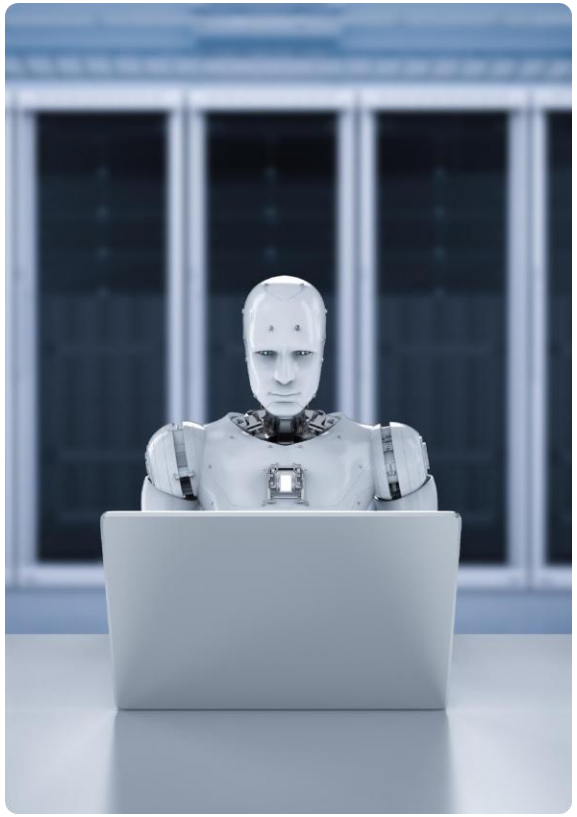
- Human – in – the - loop workflows ensure that administrators retain oversight and final decision making, safeguarding ethics, trust and accountability.

- Involving administrative staff in AI development and creating safe spaces for testing and feedback leads to better tools, stronger adoption and a more innovative administrative culture.

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In this Module you have rearned

- ✓ AI in higher education supports, not replaces, staff by automating repetitive tasks like scheduling and emails.
- ✓ AI streamlines administration work by automating tasks, supporting planning, and improving communication.
- ✓ The "human-in-the-loop" approach ensures that AI assists with suggestions or automation, while humans retain control - reviewing, confirming, or overriding decisions to maintain ethical accountability, transparency, and trust.
- ✓ AI fears, like job loss and lack of control, can be eased through communication, staff involvement, piloting, and showing it reduces workload, not jobs.
- ✓ Involving staff in AI design, mapping tasks, and encouraging experimentation ensures effective and trusted use.



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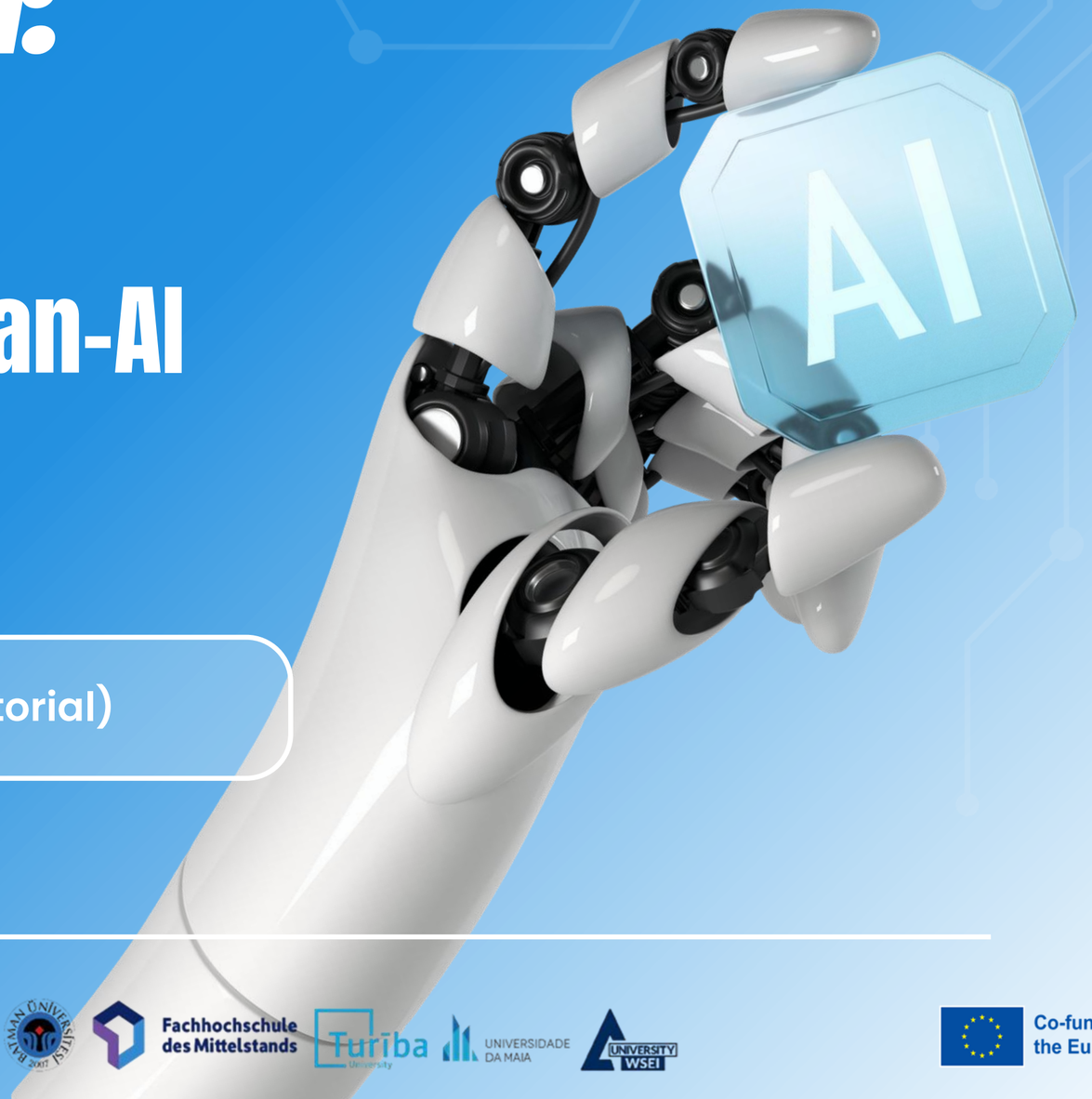
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AI-ERIT Tutorial:

Designing Effective AI Training Tutorials: Human-AI Co-Creation



3.6 AI competent Administration (Tutorial)

www.ai-erit.com

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Welcome to this Module

Are you wondering how **Artificial Intelligence (AI) can enhance administrative work in higher education?** Then you're in the right place. This module is part of the AI for Administrative Transformation tutorial series.

It introduces you to the evolving role of administrators as co-creators with AI, showing how human expertise and AI capabilities can work together to improve outcomes. **This tutorial isn't about handing decisions over to machines or learning a set of abstract features.**

It's about building the confidence, skills, and mindset to collaborate with AI meaningfully, using it to support better decisions, streamline workflows, and stay aligned with real-world tasks and values.



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Topics of this Module

01 **From Users to Co-Creators: Evolving with AI**
A shift from passive use to active collaboration as administrators become co-creators in shaping AI.

02 **What is Human-AI Co-Creation?**
An exploration of human-AI co-creation as a dynamic, collaborative process where each shapes and enhances the other.

03 **The Evidence for Co-Creation**
Research shows co-creation with AI boosts creativity and confidence, making collaboration more effective than simple editing.

04 **Why Co-Creation Matters in Administration**
Explores how co-creating with AI leads to better decisions, greater confidence, and a stronger sense of involvement.

05 **Human Strengths vs AI Capabilities**
Examines how combining human judgment with AI capabilities enhances decision quality, reduces errors, and supports more effective workflows.

06 **Tutorial Design Principle #1 – Empowerment Through Interaction**
Explains how interactive, decision-based AI tutorials improve engagement, support deeper learning, and build user confidence through hands-on experience.

07 **Tutorial Design Principle #2 – Task-Specific Co-Creation**
Highlights how job-specific, real-task AI training boosts engagement, encourages reflection, and improves adoption by aligning with daily administrative needs.

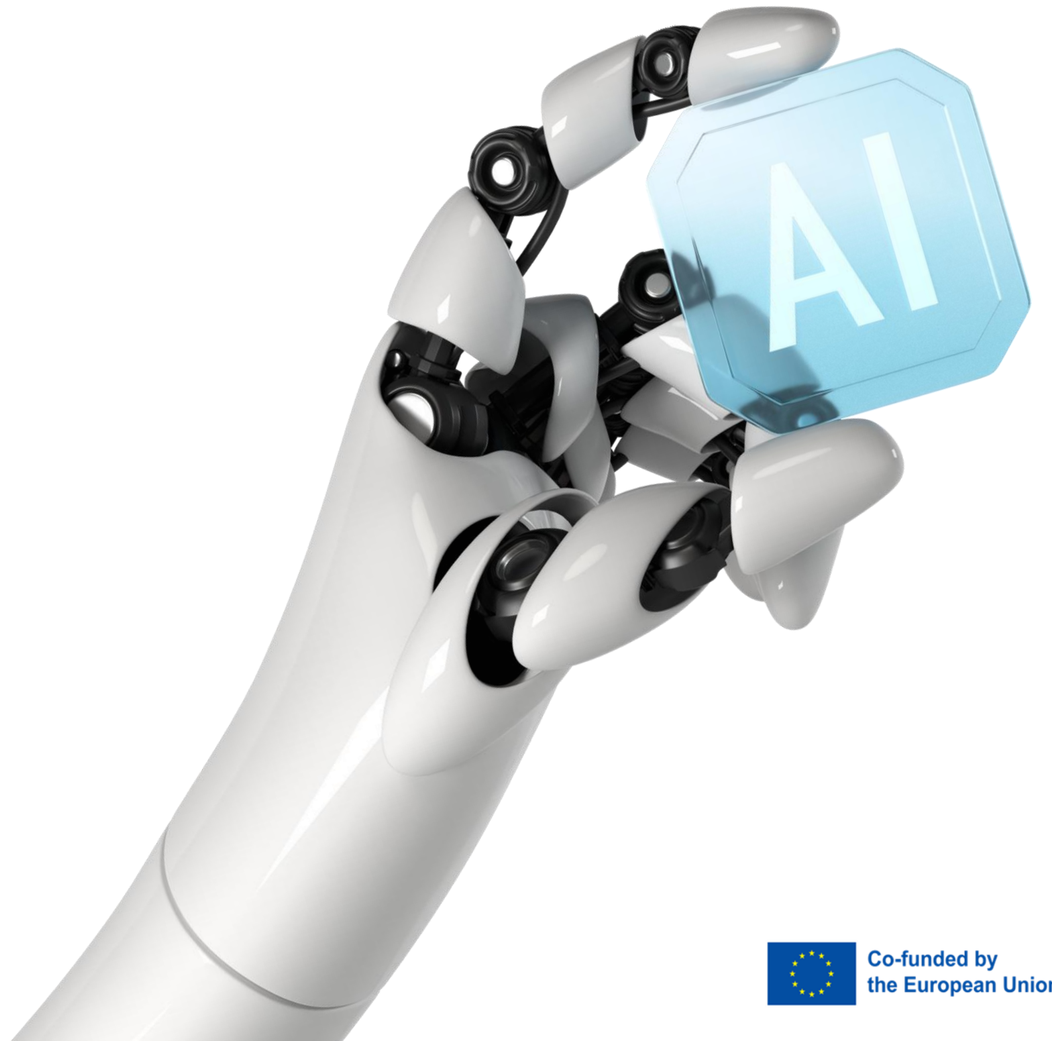
08 **Example Tutorial Scenario**
Demonstrates how real-world, co-creation-based tutorials help teams apply AI effectively, improving accuracy, trust, and operational outcomes.

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Introduction

Introduction to this Topic

As artificial intelligence continues to reshape the way we work, the role of humans is evolving alongside it. We are moving from being mere users of technology to becoming co-creators—actively shaping how AI functions and influences outcomes. This shift is especially vital in administrative settings, where decision-making, judgment, and context matter deeply. Rather than treating AI as a tool we operate, we now have the opportunity to collaborate with it, blending human insight with machine efficiency to create smarter, more responsive systems. This new model of human-AI co-creation has powerful implications for how we train, empower, and engage administrators.



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01 From Users to Co-Creators: Evolving with AI

Remember when we used to see technology as something we just operated, like a fancy calculator or a database? That idea is quickly becoming outdated. The way we work with AI has changed a lot in the last ten years.

At first, AI tools were made to be used passively, something administrators would interact with but not influence. But now we know that when administrators take an active role in shaping how AI works, the results are much stronger. This shift, from being a "**user**" to becoming a "**co-creator**", is more than a new label. It reflects a big change in how we think about working with AI.

When **administrators act as co-creators, they bring their own knowledge, experience, and judgment to the table. AI, on its side, adds speed, data processing, and pattern spotting.**

It's like the difference between being handed a script versus writing one with a partner. When you co-write the story, it ends up sounding more like you. It captures your values, your goals, and your voice.

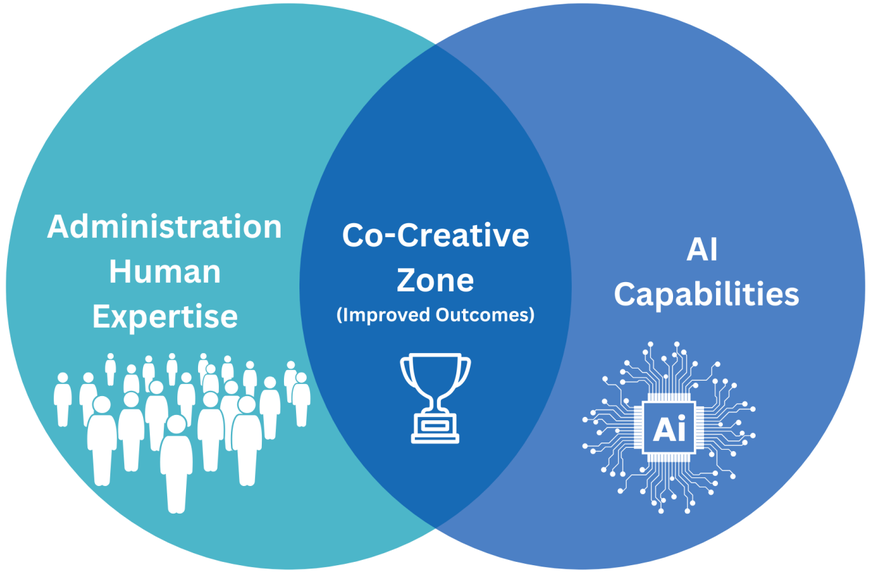


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02 What is Human-AI Co-Creation?

So what are we talking about when we say **“human-AI co-creation”**? At its heart, it means people and AI working side by side. Each brings something different to the table, and together, they can do things that wouldn’t be possible alone. Humans offer creativity, context, values, and deep experience in their field. AI brings speed, pattern recognition, and the ability to handle huge amounts of data without missing a beat. When those strengths come together, the outcome can be far more powerful than what either could manage on their own.

This type of collaboration isn’t just a one-way street. It’s not about people giving instructions and AI spitting out results. It’s more of a loop, where what people do influences how the AI behaves, and the AI’s output, in turn, shapes human decisions. Think of it like dancing with a partner. You’re not just moving independently, you’re listening, adjusting, and building something in sync. That’s the core idea behind co-creating with AI.



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03 The Evidence for Co-Creation

Co-creation with AI isn't just a "good idea", it's **backed by real research**. A 2024 study in Nature's Scientific Reports by McGuire, De Cremer, and Van de Cruys, found something surprising: people were actually **more creative when they worked with AI** rather than just editing what it produced. The creativity drop that came from editing AI content vanished when people co-created instead.

So, what's driving that shift? It all comes down to something called creative self-efficacy, basically, how confident we feel in our ability to be creative. When people act more like editors, just adjusting what AI gives them, that confidence drops. But if they're involved early, helping shape the ideas, their belief in their own creativity goes up .

Another study by Wang, Yang, and Sun (2023) looked at how **humans and AI complement each other**. People tend to come up with more varied ideas, while AI is good at polishing and refining. The best results? They come when the human gets things started, and the AI helps fine-tune it. All of this matters when we're thinking about how to train administrators to use AI. If we want better outcomes, we need to design tutorials that support collaboration—not just tool usage.



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04 Why Co-Creation Matters in Administration

A study from Stanford in 2024 found that when **teams build decisions with AI**, not just use it passively, the **quality jumps** by around **34%**. Part of that is because it takes pressure off people. Instead of doing every step by hand, they can focus on judgment, not just process. Plus, it helps people feel more confident in what they're doing.

Amy Edmondson's (2018) research on psychological, talks about how important it is to **feel safe trying things and offering input**. That's what co-creation allows.

You're not just reacting, you're shaping how the system works. When administrators feel like they have that kind of say, they're more invested. It's not just tech anymore, it's theirs.

That's exactly what Prahalad and Ramaswamy (2004) described in their co-creation model**: shared problem-solving turns rigid systems into something more flexible, responsive, and actually useful**.



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05 Human Strengths vs AI Capabilities

When it comes to decision-making in administrative work, people and AI bring very different strengths, and that's a good thing.

Humans are great at **making sense of complex situations**, especially when things aren't clear-cut. That kind of fast, intuitive thinking, what Daniel Kahneman called **"System 1"** back in 2011, helps us navigate grey areas, apply context, and make ethical or empathetic choices. AI, on the other hand, **handles the stuff we can't**: massive datasets, pattern detection, and applying rules the same way every time, without getting tired.

Now here's where it gets interesting: according to McKinsey's 2023 report, **combining** those strengths can **boost decision quality** by around **40%** and **cut down** on **errors** by **35%**. That's not about picking one over the other. It's about teaming them up. When we build systems that let human judgment guide AI analysis, and let AI take care of the heavy lifting, we end up with smarter, more flexible workflows that actually work for people.



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06 Tutorial Design Principle #1 - Empowerment Through Interaction

One of the best ways to make **AI training tutorials** work is to make them **interactive**, not just in a click-here sense, but in a way that actually makes people think and decide. When users are given decision points throughout a tutorial, they're not just watching, they're doing.

And that's when confidence starts to build. This idea connects back to how people learn best: through back-and-forth interaction, not just passively taking things in. It's what Diana Laurillard (2012) called a "**conversational framework**," where learning happens through structured dialogue—even if that dialogue is with a system.

The more the tutorial invites users to make choices, the more they stay engaged. In fact, **tutorials** that include **interactive decision** points have been shown to **boost completion rates by over 30%**. And here's another powerful piece: letting people try things, even if they mess up a bit first.

These so-called "**productive failures**," especially in safe, low-risk environments, actually help them learn faster and trust themselves more. So, the goal here isn't just to explain how a tool works, it's to let people shape the experience as they go, building real skills and real confidence.



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06 Tutorial Design Principle #1 - Exercise



Exercise: Co-Creating a Project Communication Plan with ChatGPT

You are part of the administrative team for a European Union–funded project. Your responsibilities include preparing clear, consistent communications for partners, reporting deadlines, and upcoming deliverables. You want to explore how AI tools like ChatGPT can support this work, without replacing your expertise or judgment.

Part 1: Define the Task

Imagine you need to prepare an internal email to all project partners, reminding them of an upcoming reporting deadline and summarizing key actions they must take. The tone should be professional, concise, and cooperative. Write a short description (2–3 sentences) of the kind of communication you typically send in this situation. Mention: The type of EU project or project in general, what kind of reminders or coordination is needed, and the preferred tone and style. For example: “We are managing a Horizon Europe project involving 8 partner institutions. I need to send a reminder about the submission of WP2 progress reports, and include key actions and dates. The tone should be formal but academic.”

Part 2: Collaborate with AI

Open ChatGPT or a similar tool and enter the prompt: "Act as a project officer in an EU-funded project. Draft a professional email reminder for partners about the upcoming [type of deliverable] due on [date]. The tone should be clear, formal, and cooperative. Include key actions and deadlines. "Review the response and select one version to keep, one to edit, and one to reject (if applicable). Briefly explain what worked well, what needed improvement, and how you would adjust the message based on your real experience with EU project communication.

Review the result

Reflect on how well ChatGPT matched EU project communication standards, what adjustments are needed for your context, and how you might use it in future tasks.

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07 Tutorial Design Principle #2 - Task-Specific Co-Creation

If you want AI training to really land, it has to feel like it fits the job. **People switch off** when they get **generic examples** or **abstract walkthroughs**. That's why tutorials that focus on real tasks, what an administrator actually deals with, make a difference.

When users **work with familiar data** or actual workflows, they **stay more engaged** and **learn quicker**. Kvan (2000) talked about, how collaboration works best when everyone knows what part they're playing. So, in a good tutorial, it's clear which parts rely on human decisions and which are handled by the AI.

For example, maybe an administrator reviews flagged applications, and the AI just runs the checks. Another thing that helps? Giving people time to think during the tutorial. Schön called it "reflection-in-action"—basically, building in moments where users stop, decide, and learn as they go. And when the training uses real data from the organisation, adoption jumps. Because in the end, what matters is **closing the gap between what AI can do and what people actually need it to do, day to day**.



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08 Example Tutorial Scenario

Let’s take a real-world example, HR forecasting in a large healthcare system. They were dealing with unpredictable staff turnover, which kept messing with patient coverage and drove up emergency recruitment costs. The goal was to create a smarter staffing model by combining what the HR team already knew with what AI could uncover.

The **tutorial** was broken into **three parts**. First, the team **identified patterns** they’d seen before, like seasonal drops or predictable retirements. Then, the **AI took over** for a bit, digging through years of data to find connections they hadn’t noticed. This is where ideas from Taleb’s Black Swan come in, those hidden trends that don’t show up unless you’re really looking. Finally, **the team stepped back in to tweak the predictions** based on things only a human would know, like local policy changes or team dynamics.

The results? **Turnover prediction got 27% more accurate. HR’s trust in the system shot up by 85%,** and emergency hiring costs dropped by nearly a third, based on numbers from a recent Deloitte study. Bottom line: when tutorials walk teams through this kind of co-creation process, AI stops being abstract, and starts becoming something genuinely useful.



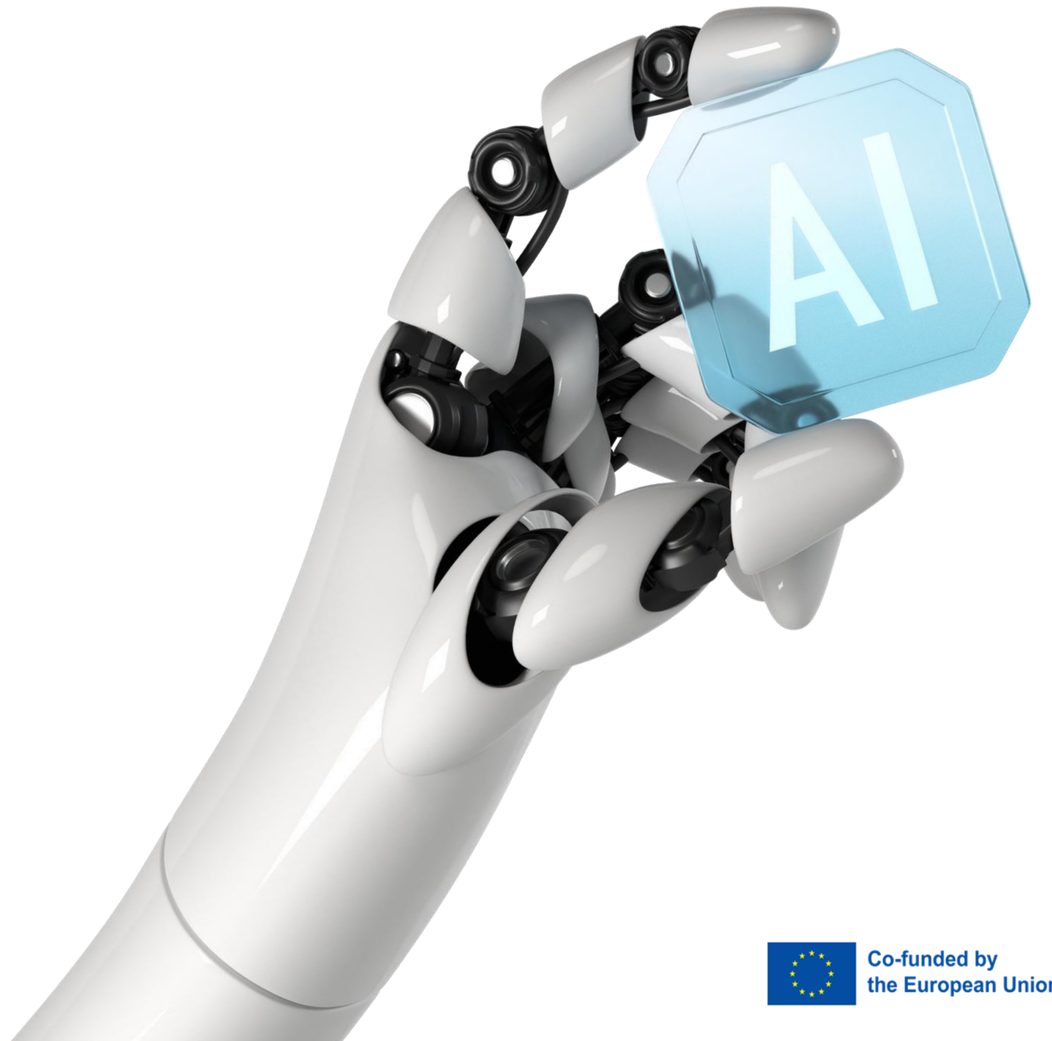
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Conclusions from this Topic

Conclusions from this Topic

Working with AI isn't just about saving time or getting better tools. It's about making sure people stay at the center of the process. When administrators help shape how AI fits into their work, they feel more confident, more involved, and more supported. The key is giving them space to try things, make choices, and learn from real situations, not just follow instructions.

When we train with that in mind, AI becomes more than just a system. It becomes something people trust, use well, and actually want to be part of.



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Take Aways from this Module

This module highlights a major shift in how we engage with AI—from passive users to active co-creators. It emphasises that the most effective human-AI collaborations happen when people bring their contextual expertise, judgment, and creativity into the process, while AI contributes speed, data processing, and pattern recognition.

The evidence is clear: co-creation boosts creativity, decision quality, and user confidence. For administrators, this means moving beyond just operating tools to actively shaping how those tools work. Effective AI training must reflect this shift, using interactive, task-specific tutorials that build real-world skills and trust. Ultimately, co-creation transforms AI from a technical add-on into a meaningful partner in solving real problems.



Take Aways from this Module

Finaly here are five learnings from this module. You are invited to ad your own Insights:

Human-AI co-creation boosts creativity and decision-making outcomes.

AI supports pattern recognition and data analysis; humans add context and values.

Interactive tutorials build confidence by encouraging hands-on learning.

Real-world, task-based examples increase engagement and skill transfer.

Co-creation fosters ownership and trust in AI tools and outcomes.



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Definitions

Human-AI Co-Creation



Definition

The collaborative process where humans actively participate in shaping AI functionalities and outputs, combining human expertise with AI capabilities to achieve superior outcomes.

Creative Self-Efficacy



Definition

The belief in one's ability to generate creative ideas and solutions. It increases when individuals are involved in co-creating with AI from the inception of ideas.



Learn more

AI Creativity and the Human-AI Co-creation Model

https://www.researchgate.net/publication/352937210_AI_Creativity_and_the_Human-AI_Co-creation_Model

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Video

Video

How human-AI collaboration is the future of work ?



In this episode of Thinking Tech, Sneha Banerjee explores how humans and AI are increasingly working together across industries. From collaborative robots (cobots) in manufacturing to AI tools in healthcare diagnostics, the episode highlights how this partnership is transforming workflows, boosting efficiency, and opening up new possibilities for innovation and growth.

https://www.youtube.com/watch?v=OeAaTbzeNs4

Video

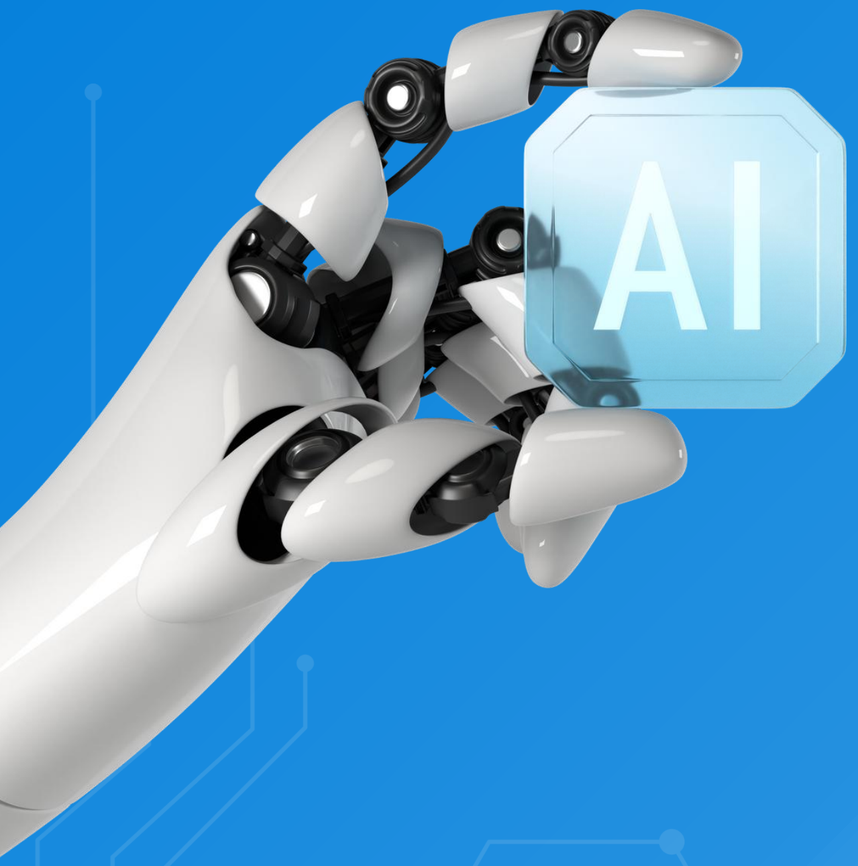
The future is not human versus machine — it is human + machine



James Taylor presents the concept of SuperCollaboration™, where humans and AI work together rather than compete. He highlights the need to equip employees with key skills to lead with AI, viewing it as a partner in innovation and a source of competitive advantage.

https://www.youtube.com/watch?v=SRcksbykEao

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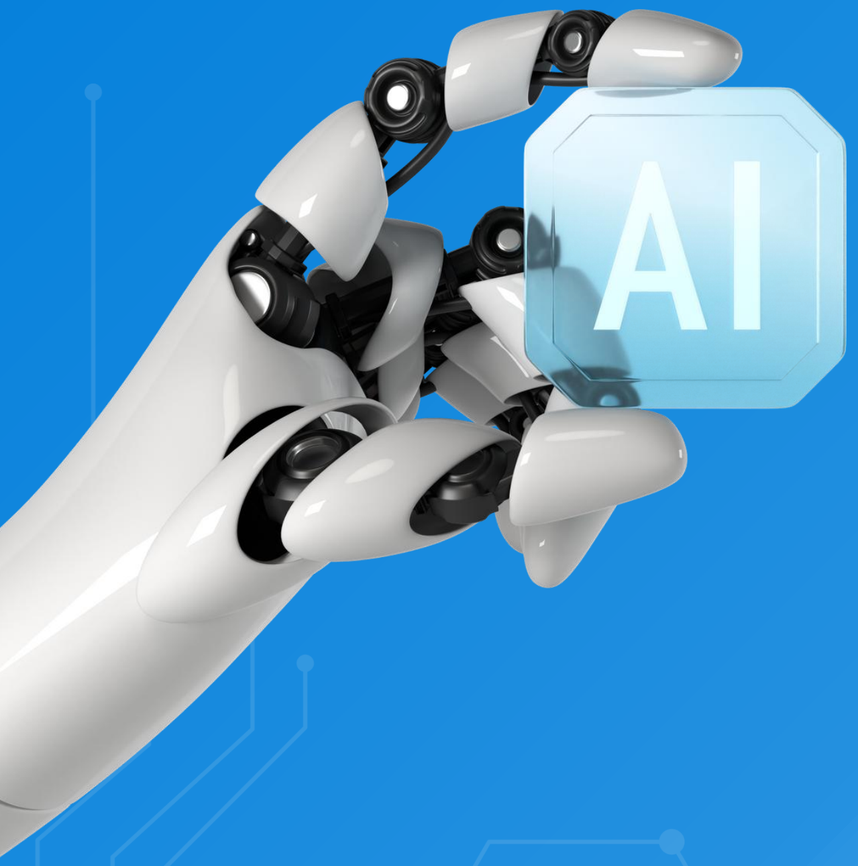


THANK YOU FOR ATTENTION

See also the other Tutorial modules next page!

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Modules of this Tutorial



1.1 **Identifying Core Administrative Needs for AI Integration**

1.2 **Balancing AI Automation with Human Oversight**

1.3 **Designing Effective AI Training Tutorials: Integrating AI and Human Expertise**

1.4 **Ethical Considerations: Fostering Human-AI Trust and Accountability**

1.5 **Facilitating AI Adoption: AI as a Support Tool for Humans**

1.6 **Designing Effective AI Training Tutorials: Human-AI Co-Creation**

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