

## DVIP policy at Department of Digitalization

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Department of Digitalization (DIGI) increasingly employs external teachers (DVIPs) to add vital competencies and practical experience to the IT studies. These IT studies are characterized by several topics which require hands-on experience e.g., programming, project management, change management, and innovation & entrepreneurship. The extent of each DVIP's teaching varies considerably. The majority of DVIPs are recruited from our alumni, many of whom are engaged with the selected topics in their daily practice.

IT related courses evolve continuously. They require frequent updating as technologies emerge and adapt, meaning these courses converge and interact with other courses in relatively short cycles. They thus require an ongoing coordination with respect to content and positioning with other courses.

Currently, identifying, hiring, socializing, coaching and helping DVIPs falls onto study director and other research and teaching staff. These are individuals with whom the external lecturer collaborates on teaching activities, and they often know each other on a personal basis. To increase the use of DVIPs, while maintaining quality and still achieving the purpose of easing the pressure on research staff, DIGI has set up the following work practices which focus on increasing the integration of DVIPs to daily routines.

As a rule of thumb, the DVIPs start as teaching assistants (UA). The UAs are enrolled in the studies and are entitled to do lab-exercises and tasks closely connected to syllabi, developed by the DIGI faculty. The next category is external lecturer (EL). Each EL has a minimum of a master's degree and has typically worked in industry for some years or has work experience as a UA. ELs work more independently, teaching parts of or full mandatory courses under supervision of the study director. ELs do not teach electives. DVIPs are not included in the supervision catalogue per default for master theses, it is required that they hold a PhD to be included. The DVIPs with a PhD have typically been awarded the degree from the department. DVIPs are included in the supervision catalogue for bachelor theses if they indicate an interest in supervising along with their teaching. Qualifications are assessed by the HoD. DVIPs can reach out to the relevant study director for guidance in relation to theory and methodology in relation to supervision.

### **Recruitment**

The department forecasts teaching needs on an ongoing basis. As part of forecasting, the study program director, the study directors, the local study administration, and the Head of Department discuss the need for DVIPs.

DVIP positions are announced in an open call, in which practitioners and other qualified candidates are encouraged to apply.

DIGI is regularly approached by practitioners who are interested in engaging with CBS as teachers. If their CV is relevant, the Head of Department will invite these practitioners for a meeting to discuss their area of interest and expertise. If this meeting indicates a potential fit, then the Head of Department asks the relevant DIGI study director to conduct a second interview.

Once the Assessment Committee has submitted its evaluations of applicants for a particular opening, the Head of Department, in consultation with the relevant DIGI VIPs, makes a shortlist of candidates. The preferred candidate(s) are invited for a formal interview with the Head of Department and/or relevant study director before a decision is made.

Extension of employment is assessed by the HoD in dialogue with the relevant study director on the basis of teaching-evaluations, along with an assessment of potential for improvement in case of lower evaluations.

### **Pedagogical competences and development of DVIP**

Once the DVIP begins their employment at DIGI they are onboarded by the secretariat who provides practical information from an administrative perspective. The study secretariat provides the DVIP with a detailed introduction to the Learning Management System; Canvas, along with other learning resources provided by the department, i.e., the recording room and access to Educational Development & Quality (EDQ) staff who can help with online teaching materials.

The relevant course coordinator and study director assumes the day-to-day responsibility for preparing and supporting each DVIP for his/her teaching assignment. The DVIP discusses the didactics of the specific learning activities in detail with the course coordinator, who provides help and support as needed.

Newcomers are furthermore introduced to the DVIP-coordinator, who provides hands on advice on pedagogics on an ad hoc basis, and who helps with day-to-day matters related to teaching.

ELs are required to attend:

- Pedagogical training from the Educational Development & Quality (EDQ).
- The teacher-meetings, which are held twice a year for all faculty involved in the study.

### **Academic development and integration in the research environment**

DVIPs are invited to participate in all relevant academic activities at DIGI: PhD defenses, inaugural lectures, guest lectures, workshops, seminars and conferences. They are encouraged to participate in the weekly department meeting to stay updated on CBS related news and discussions on education and research which are discussed at the department meetings.

An ongoing dialogue with the relevant study director and the course coordinator is the most important and efficient way of monitoring and developing an external teacher's performance. Additionally, the course coordinator, the relevant Study Board, and the Head of Department each monitor all DVIPs' student evaluations. If results are not satisfactory, the study director will engage the DVIP to jointly analyze the course design and teaching strategies of the DVIP.

DVIPs are also encouraged to regularly consult courses/workshops offered by Educational Development & Quality (EDQ), beyond the obligatory 'Learn to Teach' course.

### **Management of DVIP**

The secretariat monitors DVIPs' teaching hours and manages the timely renewal of temporary contracts, as well as the potential transfer to permanent contracts. The Head of Department is always involved in decisions regarding renewal of DVIP contracts. Together with the secretariat the Head of Department prepares the application package required by the Dean of Education in the case of transfer to permanent DVIP positions.

The day-to-day management of DVIP is closely connected to the relevant study director, along with colleagues who co-teach the specific courses involving the DVIP, and the DVIP coordinator.

- Learning from best practice, the study director will set up transparent standard processes for identifying DVIP needs and talents, hiring DVIPs, onboarding DVIPS (administratively and socially), pedagogical training (if needed), and continuous development.
- The standard process typically relies on a “pairing model” where DVIPs are first introduced to teaching at CBS as part of a team, and so DVIPs are not asked to face challenges on their own. This pairing model is combined with other efforts to include DVIPs in department life to the largest possible extent (to the extent the DVIP would like to take advantage of closer contact with the department).
- DIGI continuously nurtures a pool of external talents from which to employ DVIPs; individuals who are familiar with CBS processes and have demonstrated pedagogical skills (e.g., past graduates from diverse backgrounds).
- DIGI pro-actively identifies and creates new courses where it makes sense to include DVIPs; characterized by loose coupling with other courses, a focus on skills rather than research-based understanding, and a high availability of external competence on the subject.
- Once a year the DVIP-coordinator invites for an afternoon session where DVIPs get together and share experiences, get pedagogical inspiration and get updated on organization-wide strategic initiatives in the area of education.
- Every second year the permanent DVIPs are invited for a group MUS (GRUS) with the DVIP-coordinator.
- Newsletters are sent out by the DVIP coordinator twice every semester.