

## DVIP policy – Department of Economics

This note outlines the CBS Department of Economics (ECON) approach to recruitment, development and management of its part-time teachers (DVIP) which aims at securing and further developing a level of teaching at the department that fulfils the requirements for teaching and teaching management at CBS. By DVIP we mean teaching assistants (UAs) and external lecturers (ELs). The note replaces the note on ECON's DVIP approach developed in May 2021.

### **Overall management of DVIP**

At ECON the overall relation between DVIPs and the Department is coordinated by a DVIP Coordinator appointed from the group of senior faculty members. The DVIP coordinator is responsible for overseeing the teaching activities of our DVIPs including securing that the DVIP's qualifications are appropriate and put to use, as well as the further development of the DVIP's teaching competences. The DVIP Coordinator is in close contact with the general Academic Teaching Coordinator at the department. The Academic Teaching Coordinator oversees teaching overall whereas the DVIP Coordinator focuses more specifically on DVIPs in collaboration with the Academic Teaching Coordinator. Both refer to the Head of Department (HoD) and get support from the department's Teaching Administration.

All courses offered by ECON have an internal faculty member (VIP) as Course Responsible. The day-to-day practical support of our DVIP is provided by our Teaching Administrators, who are in close contact with our DVIPs offering them guidance about any practical issues they might have in connection with their employment. Together with the DVIP Coordinator, the Teaching Administrators make sure that the DVIPs have participated in the necessary and relevant pedagogical courses offered by CBS.

The ultimate responsibility for management, recruitment, assessment and development of DVIPs rests with the Head of Department (HoD).

On a daily basis management of DVIPs takes place in ongoing consultation between the teaching administration, course responsables, the DVIP Coordinator and also, when relevant, the Academic Teaching Coordinator and the HoD. The department also has a teaching coordination group

consisting of the teaching administration, the Head of Secretariat (HoS), the DVIP Coordinator, the Academic Teaching Coordinator and the HoD. The group meets quarterly to discuss various teaching-related matters, with DVIP matters being a fixed agenda item. Moreover, DVIP issues are regularly discussed at the quarterly department meetings that are prepared by the Department Forum.

On the department web site we have a section dedicated only to our DVIPs. One of the reasons for having that is that we have tried to gather all the practical information DVIPs usually seek in one place, and thus make it easier for them to navigate their search, but also because we would like to inspire them to visit our Department's website more frequently. Following the introduction of a new overall DVIP policy at CBS, we will update the department web site to also include brief presentations of each DVIP. We will continue to develop the DVIP page on our website, as we will also continually update the site according to the needs of our DVIPs.

### **Recruitment and initial assessment**

As per the CBS annual planning circle ECON is made aware of our teaching needs a few months before the semester start, once we start planning the staffing of our upcoming courses. In terms of courses, ECON both maintains core courses and develops new courses to fulfil experimental interests or new needs. Depending on whether we establish new courses, or whether more classes have been added to our existing courses, we adjust as appropriate our hiring of new DVIPs. The scrutiny is done in collaboration between Teaching Administrators, course coordinators, the DVIP Coordinator, the Academic Teaching Coordinator and the HoD. The HoD ultimately makes the hiring decisions based on informed input.

We always first try to investigate whether some of our already hired and well-performing DVIPs are available and still employable. If not, we will start the recruitment process of new DVIPs. This is usually done by advertising a job opening on the CBS recruitment platforms as well as through ECON's social media and if possible, the personal social media of our VIPs. We also systematically make use of existing networks of our VIP and DVIP when reaching out to new potential DVIPs.

ECON assesses DVIP qualifications and offers support in the start phase of their employment. Normally, we offer a UA position to the new employees, after which we might 'upgrade' them to an EL position at the

end of their term if their performance has been satisfactory. In some cases, we directly offer an EL position to the new employees, in consultation between administration, management and VIP. This is primarily done in cases when they hold a PhD, or if they have significant teaching experience from other universities.

Once a DVIP has been hired, we assign a VIP contact person to them (called a DVIP buddy). Most often, the buddy will be the course coordinator of the 'main' course the DVIP will be teaching, but sometimes it may be one of ECON's thesis coordinators if a DVIP is hired to engage in supervision, or in rare cases the DVIP coordinator.

For DVIPs whose contracts need to be extended, the DVIPs' competences and continued employability are assessed by both the DVIP buddy and also the DVIP coordinator. In case the DVIP buddy is not yet a senior faculty member, the Academic Teaching Coordinator will be the second faculty member involved in the assessment.

For DVIPs who need to enter a permanent contract, the previous performance and relevance of the future employment is evaluated by both the DVIP coordinator and the Academic Teaching Coordinator before the case is passed on to the HoD for approval. Final approval is given by the Dean of Education, see [CBS' general policy on part-time teachers](#).

Sometimes a DVIP who had until now been a UA wants to change position to become an EL. This will also initiate a hiring process that starts with internal departmental informal assessment with a detailed look at the performance of the UA so far, and also an assessment about whether the planned tasks of the UA match the need for an EL. Based on the outcome of this initial step, a process for promotion to EL is initiated.

For both new hires, extensions and promotions ECON follows overall CBS procedures. There are no formal supplementary requirements for ECON UA and EL.

Most of our DVIPs are involved in exercise classes, with some exemptions, explained in the further text.

In order to ensure quality of the teaching, the DVIP's performance is monitored both by the course responsible, the DVIP Coordinator and the HoD. If relevant, the Academic Teaching Coordinator can also be part of the monitoring group. As mentioned earlier, the DVIP buddy acts as the

primary contact and offers support to DVIP in any potential issues related to the teaching. The DVIP Coordinator and the HoD assess the teaching evaluations each semester and in case of poor evaluations, appropriate measures are taken to address the problem.

### **Pedagogical competences and development**

As mentioned, ECON relies on EL and UA most prominently in bachelor micro and macro courses, as well as the HD course Economics (Virksomheden og dens økonomiske og politiske omverden). In these cases the involved DVIPs are primarily monitored by the course responsible, but also overseen by the DVIP Coordinator. DVIPs involved in these courses are always invited to teachers' meetings at the beginning of the semester as described above. In accordance with the overall CBS DVIP policy, a VIP is appointed when a DVIP conducts an exam. At ECON this DVIP will be the course coordinator of the course the DVIP is teaching or if it makes more sense the DVIP Buddy of the DVIP or the DVIP coordinator. DVIPs who assess written exams, for example at the HD course and bachelor courses, are also invited to an assessment meeting held at ECON, where the course responsible goes through the exam questions and solutions, and thus secures consistent criteria for the assessment of the exam by all the assessors involved.

ECON has 21 ELs and 20 UAs at the entry of 2022. Nearly all of our ELs are involved in teaching (either at bachelor, master or HD level). In some cases ELs are hired specifically to supervise master's theses and in such cases we require them to have participated in the master's thesis supervision course and at the same time have years of experience in working with master's thesis students, primarily at our graduate program, Applied Economics and Finance. When relevant and needed, ECON will ask for exemption for UAs to become master's thesis supervisors. We do not expect this to happen often and in the recent past it has only happened in three cases. In those cases the UAs were selected based on their experience, i.e. the number of master's theses they have supervised in the years prior to the exemption application, as well as on the fact that they had participated in the master's thesis supervision course. Furthermore, as with the ELs who supervise master's theses their performance is monitored by the thesis coordinators at ECON. For theory and methodological advice, again the thesis coordinators at ECON will be the first go-to persons and they will refer the DVIP to relevant faculty in case their questions relate to other fields than their own.

A core forum for discussing and developing pedagogical competencies at the department are the teachers' meetings. These meetings will also keep the DVIPs updated academically in the field of their teaching. At these meetings, held by the course responsible, the content of the course and teaching methods are presented, critically discussed and put into action. Participation in the teachers' meetings is mandatory for DVIPs in agreement with the overall CBS policy.

Also, ECON is continuously encouraging and inviting DVIPs to participate in conferences, inaugural lectures, and other relevant events hosted by ECON. Annual networking events where DVIPs will have an opportunity to meet each other and the rest of the Department are in consideration.

ECON has requested all DVIPs to regularly send updated CVs to the Department's administration, so that the Department can monitor their professional development and academic activities. Through this process ECON is updated on any new teaching experiences and certificates the DVIPs might have received. From now on these updates will take place every third year (usually in connection with extension of contracts) and the DVIP Coordinator will assess whether the DVIP has stayed both sufficiently academically/professionally and teaching-wise updated. For permanent DVIPs, the DVIP Coordinator will at least every third year have a status and development talk. As a starting point these talks are individual but might also take the form of group sessions.

Several of our ELs are actively participating in developing the teaching material together with the internal course responsible (most notably on HD and bachelor programs). This process is being revised each year by the course responsible based on the experience/student feedback and evaluations from the previous years.

Also as stated above, during the process of re-hiring DVIPs, we request the DVIPs to submit an updated CV, containing all the relevant courses they have taken in the period since they have been hired. This material is reviewed together with the DVIP's teaching evaluations to regularly assess the DVIP's competences and teaching outcomes.

In order to ensure the development of our DVIPs, we also strive to keep a stable teaching staff, meaning that we ideally aim to keep the same DVIPs in the same teaching positions at least a few years in a row. From our experience, the chance for the DVIPs to work on the same course and material a longer time provides the teachers with more confidence and

experience in the given field and thus increases the quality of the teaching. This is also evident in the student evaluations, as well as the experience of our course coordinators, who clearly see the advantage of the stable DVIP pool.

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

Even though ECON DVIPs' primary contribution to the teaching and supervision at CBS lies in their experience from the professional sector, several of ECON's DVIPs are also very active in research. These DVIPs are usually also affiliated with other academic institutions as their primary place of employment, and few of them have also collaborated and/or continue to collaborate with ECON DVIPs. At the same time, some of our ELs are affiliated with our research centers, and they continue to contribute to our research and dissemination activities, through their network and experience in the public or private sector.