

## IOA DVIP Strategy 2024

The Department of Organization (IOA) has around 110 teaching assistants and external lecturers (DVIP). The DVIPs are an important and necessary part of IOA with their contribution to teaching at the many educational programs and courses that the department is responsible for. In addition, they strengthen IOA's and CBS students' relation to practitioners and the field. It is a key priority for IOA to integrate the DVIPs in the research environment of the department in order to ensure the quality of teaching and that teaching is connected to the research base of the department. Furthermore, IOA wants to make sure that DVIPs participate in pedagogical development and are kept up to date with the most recent research development at the department. To this end, IOA has established the following functions and procedures.

### Academic Teaching Coordinator

The department has appointed a senior scholar as the Academic Teaching Coordinator (currently Emil Husted). The teaching coordinator is the main contact person for all DVIPs, but the day-to-day contact function can be delegated to other VIPs at IOA. The course coordinators serve as 'buddies' for the DVIP who will assist with academic support in relation to teaching and exams, including supervision of exams.

### Recruitment

When hiring DVIPs, IOA always matches the candidate's competences with the research and teaching profile of the department. We require that the candidates are clearly qualified in terms of relevant academic qualifications at a high level. We hire candidates with high grades (as a rule, an expectation of at least 10 in their Master Thesis) and additional academic qualifications, such as PhD degree, research experience, publications, and teaching experience at higher education institutions. Furthermore, we emphasize relevant professional experience at a high level, such as specialist or managerial competence. These qualifications are viewed as a necessary precondition for successful integration of DVIP in the research environment and the study programs. The IOA teaching coordinator formally approves all calls for new DVIP positions, and all new DVIP recruitments are formally approved by the Teaching Coordinator and the Head of Department. Contract extensions are also approved by the course coordinator and the Teaching Coordinator.

### Newsletter and website

IOA produces and distributes a newsletter for DVIPs twice a year with research results, presentation of new projects or publications by IOA researchers, news from the administration, and a calendar of coming academic and teaching events. The newsletter also contains a section with links to relevant pedagogical webinars, seminars, and courses. Department specific information for DVIP is also made available at the CBSshare IOA departmental webpage:

<https://cbsshare.cbs.dk/teams/afdelinger/ioa/EL/Pages/default.aspx> and linking to the central CBS website at cbs.dk with general CBS information for DVIPs.

### **Collaboration between VIP and DVIP**

The department encourages collaboration between VIP and DVIP in relation to co-teaching sessions, book projects, case-development, and other projects. All DVIPs must participate in all teachers' meetings led by the course coordinator at the program where they are involved. IOA, furthermore, offers access to drop-in desk space for DVIP in close proximity to IOA faculty. As of spring 2024, DVIPs at IOA are offered keycards that provide access to teaching facilities and printers at CBS. This should strengthen ties between DVIP and VIP, but it also functions symbolically to underline the fact that DVIP are an integral part of the department.

### **Coordination between department and study program**

The Head of Department and the Teaching Coordinator organize an annual meeting with the Program Directors and Line Coordinators at the department where the integration of DVIPs at the study programs and lines are discussed. Furthermore, the Teaching Coordinator has ad hoc dialogues on a regular basis with the department's course coordinators about needs for new DVIPs as well as about the performance and development of DVIP.

### **Quality assurance and pedagogical development**

It is mandatory for all newly recruited DVIPs to attend the two-days course 'Learning to teach', offered by CBS' Teaching and Learning unit. DVIPs who supervise master thesis are required to attend a course on supervision. In addition to these mandatory courses, DVIPs are regularly encouraged to attend pedagogical courses and webinars.

The department runs two annual workshops targeted at DVIPs. One of the workshops focuses upon new research, which is presented by the department's senior scholars and discussed with the participating DVIPs. The other workshop addresses pedagogical issues and state-of-the art methods related to teaching. The latter workshop will be organized in collaboration with CBS' Educational Development and Quality unit and selected course coordinators. This workshop aims specifically at the pedagogical development of DVIPs. It is not mandatory for DVIPs to participate but they are strongly encouraged to do so, and we register participation. DVIPs will also be invited to PhD defences, Inaugural Lectures, and other public events where IOA scholars present their research.

Every semester the Head of Department and the Teaching Coordinator discuss the formal course evaluations of all DVIPs. The teaching coordinator has dialogues with the course coordinators about the evaluations and we have follow-up conversations and offer supervision to DVIPs with unsatisfying evaluation results.

Every third year, IOA collect updated CV from all DVIPs as well as a short report on how they ensure to stay academically updated (participation in teachers' meetings, seminars, workshops, lectures, articles, media, etc.). Based on this input, the Teaching Coordinator will assess whether it is necessary to call for status meetings and follow-up.

The Teaching Coordinator ensures that competence development dialogues (Mini-MUS) with the department's permanent external lectures are conducted every third year. These dialogues may be conducted as individual or group meetings.

### **DVIP and thesis supervision**

Based on their academic qualifications, external lecturers are allowed to supervisor master thesis if they are approved to do so by the Teaching Coordinator and the course responsible for master thesis at the study program in question. The rule is that external lecturers with PhD degrees can supervise mater theses, but exceptions can be made if the external lecturer is particularly knowledgeable about a specific topic or has privileged access to an empirical field. If approved, the external lecturer may be listed on the IOA supervisor list that is made available to all master students at the IOA-led programs. If an external lecturer wishes to supervise a master thesis from a program led by another department, they must apply for approval in advance by sending a request to the Teaching Coordinator. As mentioned above, it is mandatory for all master thesis supervisors to attend the course on master thesis supervision offered by CBS' Educational Development and Quality unit. The master thesis course coordinator can also provide advice on theory and methodology if needed. Bachelor project supervisors are approved by the course coordinator at the relevant program.