

MANAGING PART-TIME FACULTY AT CBS

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CBS employs a large number of part time faculty, most of them with a professional background from business. To CBS this group of teachers represents an important resource by bringing practical knowledge and experience into the classroom, contributing to tacit and experiential learning.

The recent development of accreditation systems requires us to document our management of those teachers – the ways in which we measure, evaluate and maintain the competences that we claim to acquire through them. Those requirements are an occasion for adjusting our practices and routines for managing our “DVIP” colleagues, with the aim of not only producing the required documentation, but also making the process more transparent and informative to CBS.

Responsibility for VIP and DVIP management

All faculty at CBS are appointed to departments. Departments are responsible for the academic qualifications of faculty and for the maintenance and development of those qualifications.

Faculty in Research Positions (VIP) are appointed by the Senior Management Group; their performance is assessed through the monitoring of research publications and education efforts.

Faculty in Teaching Positions (DVIP) are hired by Departments. They work part-time¹, in positions as either UA (Undervisningsassistent / Teaching Assistant) or EL (External Lecturer). Neither UA nor EL are expected to be active researchers. Their performance is monitored by

¹ A small proportion of teaching positions is filled on a full-time basis. The management of full-time instructors is also the responsibility of Department Heads, and the provisions for participation in academic activities must be the same as for DVIP.

Department Heads (who can delegate the task to a research Faculty member), through teaching evaluations and CV updating.

The contents of all courses in CBS programs must be based on research. All courses must be supervised by research faculty.

Study boards, program directors and department heads are responsible for the academic quality of the course contents, including the staffing of programs and courses with the right blend of VIP and DVIP. Some courses need qualified researchers as instructors; in other courses, research is less important and practical experience, technical or empirical knowledge more relevant. In some courses, where relatively basic contents are taught, student instructors can teach under the supervision of a faculty member. Departments are responsible for the academic qualifications of DVIP as well as VIP.

Hiring and Managing DVIP – Competence Profiles

UA and EL are appointed to departments. Departments organize the assessment of applicants' qualifications according to ministerial rules and CBS requirements (see below). To be appointed, both UA and EL are required to have Masters Degrees or similar qualifications. The official regulations also specify that:

UA must be qualified to independently assume teaching assignments either on an elementary level or as a supplement to teaching by research faculty. The assessment process requires a documentation of teaching qualifications through either experience or certification (participation in the Academic Teaching programs at CBS or equivalent).

CBS also requires:

- UA must have relevant professional experience
- UA must have a qualified and updated knowledge of the relevant academic field

For UA already hired, there's a maintenance and development requirement:

- UA must follow the development of the field, enabling them to contribute to the development of the teaching content.
- UA must participate in academic and/or professional activities in their field

For EL, the same requirements obtain at a higher level; to qualify for being appointed at CBS, EL must have

- either professional experience at a level that includes either managerial functions or qualified specialist functions, or
- a record of contributing to the academic field in question through participation in projects and/or publications, and
- qualified and updated knowledge including contributions to the development of the field through professional activities

And for those already hired, the maintenance requirements: EL must:

- follow the development of the field, being able to participate in the development of teaching content and program configuration, and

- contribute to academic and/or professional activities in their field

EL can be either academically or professionally qualified to teach (a requirement from the AACSB accreditation conditions).

- Those who hold and maintain academic qualifications must participate in academic activities like research projects, publications or similar.
- Those who hold and maintain professional qualifications must participate in professional development activities, like consulting, professional development events, courses and associations, publishing on professional issues, etc.

This distinction between the two categories of EL – academic or professionally qualified - must be reflected in their CVs.

Each Department maintains a list of its DVIP, and hands it in annually to the Dean, supervising the adequacy of competence maintenance for each individual. DVIP must update their CVs annually, and their CVs must report on the following three parameters:

- Normal professional work and career: as specialist within an area of business expertise (e.g. marketing, finance, accounting, HR) or as general manager etc.
- Professional activities: Participation in courses in fx. continuing Education, Diploma (HD), MBA, Executive education or any non-degree course/qualification in the field
- Teaching experience and qualification: E.g. professional certifications in the area of teaching. Participating in CBS teaching courses, production or participation in developing teaching materials.

Ministerial regulations specify that UA can only perform examinations by special approval. CBS grants this approval and accepts UA as examiners for ordinary courses. A research faculty must be appointed to supervise exams performed by UA.

To supervise Bachelor projects, UA need special approval by their department. To allow UA to supervise masters theses, the department must apply to the Dean for permission. ELs need approval by the Department for masters thesis supervision. Departments must appoint a faculty member to coordinate and supervise thesis supervision by DVIP.

Implementing CBS requirements - staffing:

Study boards/program directors must report annually to the Dean of Education about their assignment of instructors to courses: which categories of instructors were assigned, what were the reasons for choosing either VIP, DVIP or student instructors?

Department Heads, working with boards and directors, are responsible for ensuring adequate research background for all programs and courses. The maintenance of the research background, its form and extent, will be an issue in the annual dialogues between Deans and the Heads of Department, program directors/study boards.

The criteria for employing DVIP in courses and programs are several. Among them, the following may be relevant:

- The proportion of elementary content going into the program
- The proportion of parallel classes to cohort lectures in the program
- Programs in certain fields and sectors may find a shortage of available research faculty/VIP that necessitates a larger percentage of DVIP
- Some DVIP are researchers at other institutions
- Programs and courses with a large practical content, such as internships and entrepreneurship, may have to engage practically oriented instructors to fulfill the appropriate learning goals.

The Senior Management Group (Direktionen) monitors the situation with respect to the adequacy of VIP in all fields and sectors at CBS as a whole.

Implementing CBS requirements – assessments and evaluations:

The CBS qualifications requirements for hiring and filling positions supplement and specify the ministerial rules.

All courses (including project modules) at CBS must have a faculty member who is academically responsible, normally a full-time faculty member, whose role it is to supervise teaching and advise on content development. All courses are evaluated through surveys to students and instructors who are asked about the quality of the course experience. Survey results are communicated to faculty in question, to program directors and departments.

Departments report annually to the Dean of Research about their management of DVIP. When hiring DVIP, their potential contribution to teaching quality must be assessed. When DVIP are employed, they must be provided with opportunities to develop their academic skills and interact with relevant researchers in the department. The Department must ensure that relevant events are arranged and invitations sent.

Departments monitor the annual update of all CVs for the whole department staff. UA and EL CVs must list their participation in academic/professional development.

DVIP must participate in academic cooperation. They must record their academic activities and/or their participation in professional development activities.

CBS Teaching and Learning Unit courses are offered to all CBS faculty-All must have followed the Basic Pedagogy course or have equivalent experiences. DVIP who are supervising Masters' theses must have followed the supervisor's course.