

# **MSC Policy regarding External Teachers: Recruitment, Integration, Coordination, Academic Development and Quality Assurance**

(Updated May 2021)

MSC currently employs approx. 150 external teachers (DVIP). The extent of each DVIP's teaching varies considerably – but together these colleagues constitute a vital human resource as they add competencies and practical experience that complement MSC's VIP teachers, but, importantly, also make up for the shortage of MSC VIP teaching and supervision capacity. Professional, efficient and timely handling of all matters relating to our DVIP is critical for these colleagues' experience with CBS and their motivation for continuing their commitment to our students and our programmes.

## **Recruitment**

- MSC is regularly approached by practitioners, who are interested in engaging with the Department as teachers. Often because they want to 'give back' to their alma mater/ Higher Education; and/or to scout for talent among our students; and/or to reconnect with academia. If the CV is relevant, the Head of Department (HoD) will invite these candidates to a cup of coffee and a talk to clarify whether there is a basis for a collaboration. If the first impression is positive, the HoD asks the relevant MSC VIP faculty member/course coordinator to conduct a second interview.
- When openings occur, these candidates, often in competition with candidates proactively identified through MSC's networks, compete for the positions announced together with other applicants.
- Once the Assessment Committee has submitted its evaluations of applications received for a particular opening, the HoD, in consultation with the relevant MSC VIP, makes a shortlist of candidates. The preferred candidate(s) is/are invited by the HoD and/or the relevant MSC VIP/course coordinator to a formal interview before a final decision is made.
- When an external teacher is recruited with a view to supervise master level theses, this person's academic credentials will be subject to a particular scrutiny, in coordination with thesis supervisor coordinators of relevant Study programmes.

## **Teaching skills and supervising skills**

- Once an external teacher is employed, the day-to-day responsibility for preparing this teacher for his/her teaching assignment and interacting with him/her rests with the relevant MSC VIP course coordinator, backed by MSC's teaching support staff and DVIP administrator.
- DVIPs are encouraged to regularly consult courses/workshops offered by CBS Teaching & Learning beyond the mandatory 'Learning to teach' and 'Supervision of Masters' thesis' courses.

- In order to strengthen our focus on our DVIP thesis supervisors, we will appoint a VIP thesis coordinator in order to enhance the quality assurance processes in relation to our DVIP thesis supervisors (at department level as well as in the programmes affiliated to MSC).
- Easy access to an overview of our DVIPs' competencies is important. Therefore, we are preparing a competence catalogue, which contains information about e.g. academic field, method skills and key competencies. We expect to have the catalogue ready during summer 2021. Thereafter, it will be updated annually (based on a DVIP survey).

### **Academic development and integration into the academic environment**

- MSC organises 1-2 annual events for DVIPs addressing various academic, professional and/or pedagogical topics, typically organised as interactive workshops led by MSC/CBS staff and with time for networking and peer learning.
- Once a semester, MSC organises a welcome-information meeting for newly recruited DVIPs with the HoD and DVIP administrator, which provides an introduction to MSC and CBS.
- MSC invites DVIPs to participate in all relevant academic activities at MSC: PhD vivas, inaugurals, guest lectures, workshops, seminars and conferences.
- In order to better target academic information and invitations to our DVIPs, we group the DVIPs based on the research environments we have at MSC.

### **Coordination with the individual MSC VIP course coordinator**

- Ongoing dialogue with the relevant MSC VIP course coordinator is the most important and efficient way of monitoring and developing an external teacher's specific contribution and performance. A course coordinator will always involve co-teachers (whether VIP or DVIP) in the planning phase (if the teaching team is known at that time of developing the course plan) and certainly in the detailed planning of the curriculum and constituent sessions, learning objectives and outcomes plus exam. We encourage our course coordinators to hold co-teachers meetings while we acknowledge that it can be difficult in programmes in which teachers are not compensated for these kinds of activities.

### **Quality control: Management of DVIP including evaluation and CV updating**

- The course coordinator, the relevant Study Board and the HoD monitor all DVIP's student evaluations. If results are not satisfactory, the course coordinator and the HoD will take action, which means to involve the external teacher in question to jointly arrive at an understanding of such challenges as there may be. Challenges that may have to do with the course design, the curriculum and/or the perceived quality of the external teacher's performance.
- The MSC DVIP LinkedIn group functions as a one-point entry to most of our DVIP's linkedIn profiles. Furthermore, we make sure to have a newly updated version of all DVIP CVs. Together with the

competence catalogue and the DVIP Timesheet reports, this keeps us informed about each external teachers' teaching portfolio and professional development.

- The DVIP administrator ensures continuous monitoring of DVIPs' PROPHIX hours and status of their affiliation, e.g. timely renewal of temporary contracts and transfer to permanent contracts, when relevant. The HoD and the course coordinator are always involved in decisions regarding renewal of DVIP contracts and transfer to permanent DVIP positions.
- Quality control of our permanent DVIPs: At regular intervals, the HoD and the relevant MSC VIP course coordinator together evaluate each external teacher's contribution and performance. If needed, the HoD and the course coordinator will take action, which means to involve the external teacher in question, to jointly arrive at an understanding of the challenges and the necessary steps to be taken in order to improve the quality.
- Division of roles and tasks concerning the management of DVIP at MSC:

*The HoD:*

- Makes the final decisions regarding new DVIP recruitments, renewal of DVIP contract and transfer to permanent DVIP positions.
- Initiates a dialogue with the relevant MSC VIP course coordinator in cases where an external teacher's contribution and/ or performance is not satisfactory.
- Is often involved in decisions regarding allocation of teachers to new courses/courses under change (VIP or DVIP).
- Is always available for DVIPs if these request a meeting, just as the HoD whenever deemed useful/necessary by an MSC VIP course coordinator or the DVIP administrator, engages directly with DVIPs on specific issues.

*MSC VIP course coordinators co-teaching with DVIPs:*

- Contribute significantly to the final decision regarding new DVIP recruitments, renewal of DVIP contract and transfer to permanent DVIP positions.
- Have the day-to-day responsibility for interacting with external teachers teaching in their courses and preparing them for their teaching assignment.
- Continuously evaluate the contribution and performance of the external teachers involved in their courses.

*VIP Thesis Coordinator (new role, see above)*

- Assures that DVIPs with supervision responsibilities at the master level have the right qualifications.

*The DVIP administrator:*

- Administers and monitors DVIPs' PROPHIX hours, payment and contracts
- Initiates the DVIP procedures (e.g. renewal of contracts; quality control), obtains the needed information and supports the HoD on DVIP matters in general.
- Ensures that DVIPs receive all relevant information from MSC and CBS and organises MSC's DVIP events.