

# DVIP policy at the Department of Finance

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For many years, the Department of Finance (FI) has employed DVIPs. This is especially the case for the HD study program and the bachelor programs taught in Danish. Furthermore, a number of DVIPs are project supervisors on BSc. and MSc. programs.

Currently FI employs 140 DVIPs (teaching assistants and external lecturers). For the majority, their primary employment is in the financial sector, e.g. Danmarks Nationalbank, the biggest Danish banks, mortgage banks, insurance companies, and pension funds. Other DVIPs have primary employment in other parts of the private or public sector.

DVIPs have updated knowledge on financial practice and institutional aspects. For that reason, DVIPs are a valued teaching and supervisory resource.

It is department policy that all mandatory courses on all levels have senior faculty members as course coordinators. An exception is some courses at HD(F) and HD(FR) which to a high degree integrate financial theory and practice. With the intention of giving the students an excellent experience of DVIPs, the department has in general special focus on the following aspects:

- Recruitment and extensions
- Activity based approvals and pedagogical course requirements
- Support
- Academic and pedagogical development
- Monitoring

The FI intranet webpage includes a separate DVIP-section summing up important DVIP-information.

## Recruitment and extensions

In short, the departments' policy regarding necessary academic qualifications for employment as DVIP is to have academic competences in Finance/Statistics on the MSc. level and the quality aim is a GPA among the top 10 %<sup>1</sup>.

Among the academically qualified candidates, FI puts priority on professional experience of current relevance as well as pedagogical experience at university level.

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<sup>1</sup> For a quite long period, the market for DVIPs in Finance and not at least in Statistics has been extremely competitive. In some cases we have been forced to deviate from the stated policy of a top quality aim. If so, the monitoring procedure is tight.

Typically, the relevant candidate has a time demanding position in the financial industry. This is a challenge for recruiting. The core arguments for applying by the relevant candidates are true pedagogical interest, affiliation with a research environment of relevance for the full-time job position, and building capabilities of communicating complex matters for a professional audience.

FI has a differentiated policy regarding the minimum level of yearly activity by a DVIP. For a teaching assistant we expect no less than 75 working hours per year, preferable more. For an external lecturer the expectation is at least 125-150 working hours per year. Although the integration in the academic environment - as well as administrative efficiency - call for a higher minimum level of activity, FI prioritizes recruiting of top qualified candidates.

#### ▼ *The formal recruitment process*

The top qualified applicants are invited to an interview (a physical or online based meeting) with an associate professor or professor. As a short introduction, the applicant is briefed on CBS in general and, especially, on FI. The interview then deals with the applicant's academic background, motivation and teaching related professional experience in relation to the open DVIP position. In case of a teaching assistant position, the tracks for promotion to a senior position as external lecturer are also outlined in short.

The Head of Department makes the decision on employment on basis of an overall assessment bringing in the applicant's academic qualifications and relevant practical experience etc. However, as mentioned, the main focus is on a strong theoretical knowledge, i.e. long practical experience at a high level cannot compensate for an unsubstantiated or scientifically weak theoretical knowledge.

The interview policy is more informal than outlined above for existing teaching assistants that applies for promotion to a position as external lecturer.

#### ▼ *External lecturers*

A position as external lecturer requires typically completion of one of two different tracks as teaching assistant. The main track is having taught lectures in a satisfactory way for two seasons. The second track is the supervisor track, i.e. supervision and examination activities (i) for term papers at bachelor programs and/or at MSc. first year and (ii) for 10 theses at BSc and/or MSc level. Candidates holding a relevant PhD are usually considered qualified for a position as external lecturer without prior employment as teaching assistant.

#### ▼ *Extensions*

The general procedure for extension is: (i) recommendation from the DVIP-coordinator<sup>2</sup> to the academic teaching coordinator, (ii) the academic teaching coordinator evaluates whether the last 2 years activities and

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<sup>2</sup> The Department has decided to have several DVIP-coordinators. Since 2003 Center for Statistics has been an integrated part of FI. The DVIP policy is common for Finance and Statistics. Because of a quite low activity-cross-over for a DVIP, we have separate DVIP-coordinators for the two fields. Furthermore, because a DVIP in Finance often has activities within teaching or supervising, we have activity based DVIP-coordinators

course evaluations fulfill the requirements for extension, (iii) the DVIP is asked for interest in extension and, if so, for an updated CV, (iv) the DVIP-coordinator signs the formal assessment, and (v) the Head of Department decides on extension.

Furthermore, for external lecturers an extension is conditioned on a satisfactory level of integration in the research environment.

### ***Activity based approvals and pedagogical course requirements***

As part of the hiring process the chairman of the assessment committee is responsible for summing up agreements and plans for pedagogical course participation as well as approvals for supervision of theses. The summing up is sent by mail and confirmed of the DVIP. Before the administrative closing of the hiring process the Head of Secretariat secure the confirmation.

#### ▼ “Learning to teach”

Participation in CBS’ academic teaching course “Learning to teach” (2 days) is mandatory for all DVIPs teaching exercises/lectures. Usually it is optimal to participate in mid of the first course taught or between the first and second season. The deadline for participation is 15 months after the date of employment. At hiring, a plan is discussed and agreed on.

#### ▼ Examiner at oral exams/defenses

The DVIP assessment committee assesses whether the candidate has sufficient experience for being examiner at oral exams/defenses. If not, which is the typical case, before being examiner at such exams the DVIP is required to participate in the CBS offered course on oral exams and assessment or to take the offered Quiz on exams. At hiring, the relevance of this course is agreed on<sup>3</sup>.

#### ▼ Supervision of theses at BSc. level and/or MSc.

Supervision of theses at BSc. level and/or MSc. level is conditioned by an approval of the academic teaching coordinator. Furthermore, for teaching assistants an approval for supervision at MSc. level must be confirmed by Dean of Education. At hiring, the DVIP is informed on the requirement of approvals and the relevance of an immediate approval for BSc. theses is agreed on.

Before supervision of theses at MSc. level, as a minimum, the DVIP should have participated in CBS’ course “Supervision of Master’s Thesis”. An additional course on theoretical modelling and research methodology can be required. At hiring, the DVIP is informed on this policy<sup>3</sup>.

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<sup>3</sup> Prevailing as of 1 April 2025

## Support

### ▼ *Course-coordinator*

For each separate course (including BSc. theses, business projects and MSc. theses) CBS/FI has appointed (or assigned) a course coordinator who is the first choice to go to in case of academic issues, e.g. regarding advice on theory and methodology in projects/theses.

In case of exams conducted by a teaching assistant he/she should be supervised by the course coordinator, especially on grading.

### ▼ *VIP-buddy*

Every DVIP has an assigned senior VIP contact person (a VIP-buddy)<sup>3</sup> who is available for all aspects/ unsettled issues related to the CBS affiliation, cf. [DVIP](#). Typically, the VIP-buddy and the DVIP-coordinator is the same person for a given DVIP.

Although the VIP-buddy is a senior faculty member, it will not always be possible, immediately, to settle all enquiries from the DVIP. If further contact in the CBS-Universe is recommended, the VIP-buddy serves as anchor person until the issue is settled. The VIP-buddy will also try to assist by referring to other relevant persons to contact in case of administrative issues.

### ▼ *Pedagogical coordination etc.*

DVIPs participate on equal terms with faculty members in coordination meetings.

The department aims for having an efficient meeting culture. As a minimum, one meeting will be held at start-up. Supplementary meetings may be scheduled for exercise classes and for coordinating the assessment of written exams.

Participation in such meetings is mandatory and remunerated.

The department welcomes any interest for informal networking among the DVIPs and aspire to combine start-up meetings with a meal/snack.

## Academic and pedagogical development

### ▼ *Pedagogical competences*

DVIPs are encouraged to participate in courses supplied by Educational Development & Quality, cf. [DVIP](#). Such participation is remunerated conditioned on approval by mail from the DVIP-buddy (cc Head of Secretariat).

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

External lecturers are expected each calendar year<sup>3</sup> to join at least one of the Departments academic seminars or a conference organized by the Department or an affiliated center. A formal procedure will be established for the purpose of follow up. Because of debureaukratization this procedure prevails only for permanent external lecturers.

FI encourages and appreciates that the external lecturers also join the informal lunch just after the seminars with an external presenter.

Teaching assistants are of course also very welcome to join the seminars and conferences and a procedure for this will be available at [DVIP](#).

### ▼ *The first status talk*

After 1-2 semesters employment the DVIP-coordinator (together, in case of lecture or exercise activities, with the relevant course coordinator) invites the DVIP for a short informal status talk, often as an integrated part of the preliminary plan for activities in the upcoming academic year.

### ▼ *Status- and Development talk for permanent external lecturers<sup>3</sup>*

At least every third year a permanent external lecturer is invited for a Status- and Development talk (online or physical meeting) with the DVIP-coordinator and usually the academic teaching coordinator.

The formats are an individual talk or a group session.

The indicative agenda for a group session includes as a minimum (i) The academic support from FI, (ii) The administrative support from FI and other CBS-units and (iii) Wishes/need for academic/pedagogical development,

In case of an individual talk the agenda is more comprehensive as it also can include e.g. (i) Updated CV<sup>3</sup>, (ii) Course evaluations, (iii) Current activities, (iv) Fulfillment of the 125-150 prophix hours intention as a 3-year average and (v) Considerations on an ideal profile for a retirement conditioned adjustment of the activities (65+ years old colleagues, only).

The talk is as a standard held every third year or more often in case of e.g. insufficient fulfillment of the yearly 125-150 prophix hours intention.

## Monitoring

### ▼ *Student evaluations*

Survey results are communicated by CBS Evaluation to the teacher/supervisor, the course coordinator, the study board and the Head of Department.

The course coordinator discusses a poor outcome with the academic teaching coordinator and the DVIP-coordinator. In case of either a response rate < 20% or < 10 respondents, the results, as a main rule, are not being considered as reliable for further action. Otherwise, the course coordinator (or another senior VIP by delegation of the Head of Department) invites the DVIP for a meeting (online or at the department). The track record perspective is integrated and of high relevance for the need of distinct pedagogical initiatives in such cases.

## Website

Finally, the department's intranet webpage, [DVIP](#) includes important DVIP-information such as (i) Departmental specific information for DVIPs, (ii) Link to the site on cbs.dk with general CBS information for DVIPs, and (iii) Link to the central online Teacher Hub with exam info.

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