

DVIP policy – Department of Strategy and Innovation

The Department of Strategy and Innovation’s (SI) policy regarding part-time (DVIP) faculty aims at ensuring the research basis and general quality of the teaching delivered by the DVIPs associated to the department. In addition to classroom teaching, external lecturers at SI also supervise bachelor and masters student theses. It should be noted that since SI is not involved in large-scale teaching programs at CBS, it has relatively few part-time faculty. As of the fall of 2024, SI employs 34 DVIPs and 16 of these have permanent employment at CBS. SI employs both external lecturers (“eksterne lektorer”, 27 DVIPs) and Teaching Assistants (“Undervisningsassistenter”, 7 DVIPs). SI’s external lecturers are typically chosen based on their business positions and experience, and the department ensures that they are familiar with its main research areas. At SI, the Teaching Coordinator also serves as the DVIP coordinator (in the following referred to as “the Teaching Coordinator”).

Recruitment. According to the general CBS policy on DVIPs, to be appointed, Teaching Assistant and External Lecturers are required to have a master’s degree or similar qualifications (see CBS’ DVIP policy “Managing Part-time Faculty at CBS” [MPFC], page 3). The assessment process requires a documentation of teaching qualifications through either experience or certification (participation in CBS’ course in academic teaching or an equivalent course). A Teaching Assistant must be qualified to independently assume teaching tasks on an elementary level or to assume teaching as a supplement to research faculty teaching. CBS requires relevant professional experience as well as qualified and updated knowledge of the relevant academic field. To qualify for being employed as an External Lecturer at CBS, the teacher must have qualified and updated knowledge including contributions to the development of the field through professional activities as well as either: 1) professional experience at a level that includes either managerial functions or qualified specialist functions, or 2) a record of contributing to the academic field in question through participation in projects and/or publications.

SI recruits DVIPs via open calls. The Course Coordinator requesting the employment of a new DVIP makes the request to the SI Secretariat five months before the DVIP will start the planned teaching activity. The Course Coordinator and the Teaching Coordinator conduct interviews with the candidates who appear best qualified based on the received applications to the open call, and nominate a candidate to the Head of Department. In each case, the Course Coordinator will formulate a competence-profile for the vacancy. The profile is subject to approval by the Teaching Coordinator. The profile will be included in the open call. The Course Coordinator and the Teaching Coordinator base the nomination on the CVs of the candidates with a particular

focus on teaching experiences and completed teaching-related courses as well as on the match between the candidate's profile and the competence-profile for the vacancy. The Course Coordinator produces a short, written rationale for why a given candidate was chosen and submits this statement with the request for whom to employ to the SI Secretariat. It is SI policy not to recruit DVIPs with the sole purpose of conducting supervision of students. In the case of contract extensions, the Course Coordinator and the Head of Department will evaluate the case.

Integration into the department and academic support. The Course Coordinator is the main responsible for the DVIPs teaching activities in his/her course. SI has a policy of mandatory DVIP participation in coordination meetings with the Course Coordinator. This helps ensure that the individual DVIP knows the context in which his/her teaching activities are taking place by providing knowledge of the relevant degree program. The Teaching Coordinator coordinates the efforts with the individual Course Coordinators. The role of the Course Coordinator involves meetings with the DVIPs with the aim of ensuring that the quality of teaching is up to the standard required in terms of academic content and pedagogical execution. In the case of parallel teaching on the same subject for different groups of students within large study programs (such as HA), the Course Coordinator is also required to coordinate the VIPs so that the teaching is conducted in a similar fashion across the different student groups.

Each DVIP is allocated a SI "VIP buddy". As a starting point, the Course Coordinator serves as the VIP buddy for a given DVIP (provided that the Course Coordinator works at SI). In situations where the DVIP conducts thesis supervision only, the VIP buddy role will be served by the Program Coordinator (provided that the Program Coordinator works at SI). It is SI policy that DVIPs cannot be course coordinators. Moreover, in as far as it is possible, SI only employs DVIPs who teaches courses for which SI faculty act as course coordinators or supervises in programs for which SI faculty act as program coordinators. In the rare cases where exemptions to the SI policy need to be made, the Teaching Coordinator functions as the VIP buddy of the focal DVIP. It is a requirement that there is ongoing contact between the individual DVIP and the VIP buddy at SI. Beyond practical coordination, the ongoing contact includes academic and pedagogical development.

In the rare case that exams are conducted by a Teaching Assistant, the VIP buddy supervises the process. In this case, the experienced VIP ensures that the Teaching Assistant is equipped to execute the oral exam/assess the assignments in question. This includes the Teaching Assistant being made aware of applicable CBS and ministerial orders. Moreover, Teaching Assistants can contact the VIP buddy with pertinent questions regarding the exam.

We require our DVIPs to participate in at least one research or teaching related seminar at SI per year. In addition, we organize an annual DVIP event focused on research to demonstrate the state-of-the-art related to the department's research activities. This latter event is a very important event for DVIPs to participate in, also for networking purposes between the relatively few DVIPs at SI. According to the CBS policy, DVIPs are remunerated for participation in DVIP-specific seminars/workshops (research and teaching topics) and DVIP networking events at CBS (see MPFC, page 7).

Pedagogical/didactic competences. SI invites DVIPs to participate in our teaching tools sessions organized by the Teaching Coordinator jointly with CBS Educational Development & Quality. SI has established a procedure for approving the individual DVIP's supervising qualifications ("Bachelor project supervisor", "Master thesis supervisor", etc.) that involves the verification of these qualifications by the Teaching Coordinator. We require that potential supervisors have either taken a course on supervision and/or has supervision experience. The qualifications are listed on the *DVIP profiles* of the individual SI DVIPs (see MPFC, page 5). To address the issue of academic supervising skills specifically, Program Coordinators employed at SI give advice on theory and methodology in the specific projects/theses. In the exceptional case that the Program Coordinator is not employed at SI, the Teaching Coordinator gives advice on theory and methodology in the specific projects/theses. Moreover, and as mentioned above, we organize an annual DVIP event focused on research to promote some of the latest advances within each of the department's four main areas of research. This helps ensure that thesis supervision is based on the newest practices regarding theories. Regarding methodology, we will organize an annual workshop with the focus on research methodology pertaining to thesis writing.

Student evaluations. The Course Coordinator oversees that the teaching evaluations are satisfactory. If not, the Course Coordinator will report to the Head of Department who in collaboration with the Course and Teaching Coordinators will find an appropriate solution to alleviate the problem.

CV updating and status and development talk. Following overall CBS policy, SI requires CV updates from DVIPs including lists of their academic or professional development activities and their teaching portfolios every third year. CV updating by DVIPs is mandatory according to the CBS policy (see MPFC, pages 8-9). The Teaching Coordinator is responsible for the CV updating process with support from the SI secretariat. The Teaching Coordinator checks whether the DVIPs have stayed sufficiently updated — academically as well as professionally — and whether the developments in the teaching portfolio are satisfactory. The Teaching Coordinator is also responsible for a status and development talk with the permanent DVIPs at least every three years.

Communication. Department-specific information for DVIPs is made available by SI. Currently SI refers DVIP to the below information sites.

[Managing part-time faculty at CBS Teacher Hub](#)