Annex

APPROVED by

HSE University Directive

No. 6.18.1-01/130122-5, dated January 13, 2022

with amendments enacted by

HSE University Directive

No. 2.10-05/251023-3, dated October 25, 2023

**Rules for Teaching Assistant, Digital Assistant and Study Assistant Projects at the Graduate School of Business of HSE University**

# **1. General Provisions**

* 1. The rules for implementation of Teaching Assistant, Digital Assistant and Study Assistant Projects at the Graduate School of Business at National Research University Higher School of Economics (hereinafter the “Rules”, “projects”, the “GSB”, and “HSE University” or the “University”, respectively) set forth the procedures and terms for involving undergrads, graduate students, doctoral students, and teachers in such projects carried out at the GSB.
  2. These Rules have been developed in line with the Regulations on Teaching Assistant, Faculty Digital Assistant and Study Assistant Projects at HSE University (hereinafter the “Regulations”) and set forth the key features of project implementation at the GSB.
  3. These Rules and amendments hereto shall be approved by a directive of a First Vice Rector of HSE University.
  4. These Rules use the following terms and abbreviations:
     1. Department – subdivision with in-house teaching positions, which is either integrated under the GSB or an associated subdivision;
     2. Committee – committee to support educational initiatives at the GSB;
     3. Coordinator – a GSB staff member, who is charged with coordinating the submission of applications and selecting Teaching Assistants (hereinafter “TAs”) and Digital Assistants, as nominated by GSB teachers, and Study Assistants, proposed by managers of GSB degree programmes, as well as signing contracts for the provision of services with TAs, Digital Assistants and Study Assistants, along with reporting on the execution of respective contracts;
     4. Campaign – coordinated efforts to hire TAs, Study Assistants and Digital Assistants at the GSB;
     5. DP/programme – degree programme – Bachelor’s degree programme or Master’s degree programme, under any mode of study, offered at the GSB;
     6. programme manager – head or manager of the programme office, whose functions include support measures for students’ studies under the given programme;
     7. special category students – students with disabilities; students who are foreign citizens or stateless persons; students admitted to studies under special quotas;
     8. Teaching Assistant/TA – a GSB undergraduate, graduate or doctoral student, selected by teachers as assistants for the provision of academic activities at the GSB as part of academic processes, e.g., courses, in line with the criteria set out in the Rules;
     9. Study Assistant – a GSB undergraduate, graduate or doctoral student, selected by a programme manager to support special category students by providing them with assistance in their academic and social adaptation, as well as assistance in solving various problems/issues;
     10. Digital Assistant – a GSB undergraduate, graduate or doctoral student, who has completed training and final testing to work as HSE University digital assistants, thus confirming their ability to work with core digital instruments of online systems and provide assistance and consulting to GSB teachers using said knowledge;
     11. EIOS – HSE University’s virtual learning environment;
     12. WC – working curriculum;
     13. MyHSE Services account – electronic personal account;
     14. АSAV – HSE University’s analytical system “Applicant. Student. Doctoral Student. Graduate”;
     15. LMS – Learning Management System at HSE University.
  5. GSB undergraduate, graduate and doctoral students, who meet the selection criteria set out in the Regulations and the Rules, may work as TAs, Digital Assistants or Study Assistants. The Coordinator shall be responsible for updating information about teachers, TAs and Digital Assistants, as well as Study Assistants, in HSE University’s EIOS. This database shall be used for determining statistical metrics at HSE University, as well as displaying information about TAs, Digital Assistants and their supervisors on the respective websites of the GSB, degree programmes and departments[[1]](#footnote-1). In turn, the GSB Coordinator shall be appointed by the Dean or First Deputy Dean of the GSB.

# **Teaching Assistants**

* 1. The Teaching Assistant project is being implemented for the purpose of preparing the University’s teaching personnel reserve.
  2. Degree students and doctoral students, including international learners, at the GSB may work as TAs if they meet the following criteria:
     1. pursuing studies as a Bachelor’s/Master’s degree student (hereinafter, collectively, “degree students”) under a programme offered by the GSB, or a doctoral student at the Doctoral School of Management;
     2. when hired as a TA, not pursuing a course in which he/she may be involved as an assistant;
     3. holding a current grade point average (GPA)[[2]](#footnote-2) of at least 7 (seven) points.
  3. Degree (Bachelor’s and Master’s) and doctoral students from other faculties shall not have the right to take part in the GSB’s Teaching Assistant project.
  4. The maximum number of TAs hired by a teacher for the provision of a single course (under the same degree programme) with financial remuneration:
     1. should not exceed 2 (two) persons during a single module – for the implementation of a course for one or two student groups; teachers may bring in more than 2 (two) TAs during a single module, only on the basis of agreements for works without compensation;
     2. 1 (one) person per each group – for the implementation of a course for several student groups; with their consent, TAs may engage in the provision of several courses simultaneously within the framework of their set teaching load and without adjustment to their reimbursement; however, the maximum load for TAs per month, for all courses in which they are involved, cannot exceed 40 academic hours.
  5. The workload of TAs shall be calculated in line with the methodology in place at the GSB and specified in the Annex to the Rules. In turn, teachers should attach a completed workload form to their applications.
  6. Twice a year, the Coordinator shall bring up the issue of the Campaign’s launch at a Committee meeting, as well as agree upon the timeframe and quantitative indicators for the recruitment of assistants. The specific timeframes for submitting applications and carrying out the project should be decided at the Committee meeting.
  7. General procedures for the submission, issue and review of applications from teachers for involvement in the Teaching Assistant project are set out in the Regulations.
  8. Teachers shall bear responsibility for their timely submission of applications. Applications submitted after the set deadlines of the respective Campaign shall not be accepted. Applications submitted for revision can be received as long as amendments have been made thereto as per the terms for participation in the project prior to the Campaign’s deadline.
  9. Teachers interested in inviting a specific degree or doctoral student to work as a TA should submit an application via their personal account in the MyHSE Services, where they must provide their own personal information, as well as that of the proposed TA, and information about the course in which the TA is involved.
  10. Campaigns to recruit Teaching Assistants are held 2 (two) times during the respective calendar year. Applications to take part in the project are submitted by teachers 2 (two) times during the calendar year. The dates and timeframe for Campaigns to recruit TAs shall be determined and approved at a meeting of the Committee.
  11. If a course continues into the following semester, a new application should be drawn up to involve a TA.
  12. If a teacher hires a TA to develop and provide methodological support for a course prior to its provision, a motivational letter should be attached to the application, stating the approval of the academic supervisor of the programme whereby a course is being delivered.
  13. After being drawn up, applications shall be sent to the Coordinator for review. In turn, he/she shall cross-check the personal information of the teacher and the candidate for an assistant position to the respective criteria, as well as the name and the duration of the stated course as set out in the programme’s working curriculum (hereinafter the “WC”).
  14. If the information specified in applications corresponds to the set criteria and the WC, the Coordinator shall mark the application as technically approved in the MyHSE Services. In other instances, the Coordinator shall mark the application as declined or sent back for revision, thusly indicating the reasons for the latter.
  15. The Coordinator is responsible for confirming the accuracy of the information about teachers and TAs in the HSE University MyHSE Services database, drawn up based on applications completed via this system. The database is used for generating HSE University statistical data.
  16. Under the project, TAs may, for instance, take part in the following activities:
      1. assisting teachers in classes and consultations with students under courses;
      2. checking the results of ongoing assessments under courses;
      3. assisting teachers in proctoring functions;
      4. assisting teachers in class preparations (e.g., developing case studies, business games, tests, training sessions, computer experiments and other didactic formats);
      5. updating the course homepage in EIOS, e.g., posting course materials, test questions, etc.;
      6. developing topics and assignments for ongoing assessments under the course;
      7. developing handouts and assignments for students' independent activities;
      8. assisting teachers in class preparation and organization (e.g., selection of materials, information sources, equipment for practical activities, sociological surveys, printing of methodological materials for students, etc.);
      9. posting content on educational platforms for e-courses or mixed format courses;
      10. checking the correctness of course settings as posted on online platforms.
  17. As per the results of completing teachers’ assignments, TAs must submit a report on their finalized work to the Coordinator upon the expiration of their agreement or submit a report drawn up by the teacher to the Curriculum Support Unit (hereinafter the “programme office”).
  18. Under the guidance of teachers, TAs should acquire the following skills:
      1. ability to organize individual tutorials and group consultations under the given course;
      2. participation in discussions and analysis of assignments, business games, small group modelling assignments for seminars, etc.;
      3. reviews and methodological breakdowns of written works; ability to form arguments and assign grades;
      4. ability to draw up methodological and didactic materials for teachers’ assignments;
      5. using technical and electronic learning devices.
  19. TAs do not have the right to:
      1. hold lectures, seminars and practical sessions with learners;
      2. develop examination assignments and assess the results of interim examinations;
      3. skip classes and disengage from studies under their respective programme thus resulting in poor academic performance owing to the work obligations as a Teaching Assistant;
      4. use academic materials, which they can access through their work as a TA, for purposes not related to their activities as an assistant.

# **3.** **GSB Digital Assistants**

* 1. The Faculty Digital Assistant project is being implemented at the GSB for the purpose of providing assistance in the academic processes held remotely and/or in an in-class format and with the application of digital technologies at HSE University.
  2. The main objectives of the Faculty Digital Assistance project include:

3.2.1. provision of assistance to teachers with the application of digital technologies (e.g., set-up and administration of digital services);

3.2.2. reducing the overall time spent by teachers on class organization thanks to the application of digital technologies;

3.2.3. enhancing the digital literacy of GSB teachers with respect to educational processes;

3.2.4. assisting teachers in converting classroom material to online courses;

3.2.5. providing support when holding academic activities online (e.g., webinars, proctoring, online testing, etc.)

3.3. Campaigns to recruit Digital Assistants to the GSB are held 2 (two) times during the calendar year. Applications to take part in the project are submitted by teachers 2 (two) times during the calendar year. The dates and timeframes for holding campaigns to screen candidates for Digital Assistant positions shall be determined and approved at Committee meetings.

3.4 Degree (Bachelor’s and Master’s) and doctoral students at the GSB, including international learners studying under programmes offered by the GSB, or pursuing studies at the Doctoral School of Management, may work as Digital Assistants.

3.5. Degree and doctoral students from other faculties do not bear the right to take part in the Faculty Digital Assistant project at the GSB.

3.6. The screening criteria for Digital Assistants include:

3.6.1. a current GPA score no lower than 7 (seven) points at the time of their application’s submission (GPA shall be calculated automatically via the student’s personal account and be made available in the ASAV and LMS systems), as well as the lack of any academic failures and disciplinary sanctions;

3.6.2. basic knowledge and experience in working as a user of online platforms, e.g., Zoom and/or MS Teams, Webinar, and MS Office;

3.6.3. personal qualities – politeness, resilience, and ability to elucidate complex ideas in simple terms, as well as highly developed communication abilities.

3.7. Degree and doctoral students should receive training and receive a certificate prior to starting their work.

3.8. Participants in the Faculty Digital Assistant project include: teachers, Digital Assistants, the Coordinator, programme offices, and HSE University’s digital services.

3.8.1. GSB teachers taking part in the project shall:

* submit applications to hire Digital Assistants (no more than 1 (one) per Campaign);
* set objectives and total workload;
* select a Digital Assistant from those proposed by the Coordinator or those who sent their CVs;
* determine tasks to be carried out by Digital Assistants and oversee the performance of their assignments (e.g., providing assistance on online platforms at Zoom, Smart LMS, MS Teams, Examus, Webinar.ru, MS Office, consulting, online session support, etc.);
* sign off on reports on assistants’ work activities and thus submit them to the programme office.

3.8.2. Degree or doctoral students taking part in the project shall:

* submit applications for participation and training for Digital Assistants, e.g., a final test and certification;
* provide consultations to GSB teachers on the application of HSE University’s digital services.

3.8.3. The Coordinator shall provide consultation to teachers and candidates to assistant positions about the completion of their applications, criteria and instruments for selecting candidates, recruit into the programme to train Digital Assistants, draw up lists of candidates to be reviewed by the Committee, inform teachers submitting requests to hire Digital Assistants about the status of their applications, and sign agreements for the provision of works without compensation.

3.8.4. The programme office shall transfer credits on the basis of reports signed off by teachers with respect to a student’s programme, if a decision has been made that students can earn credits for their participation in the Faculty Digital Assistant project.

3.8.5. HSE University’s Office for Digital Transformation offers training to Digital Assistants and issues certificates to them, as well as provides consultation to assistants during their work engagement.

3.9. The Faculty Digital Assistant project shall be implemented in several stages:

3.9.1. Digital Assistants shall upload their applications to the “Become a Digital Assistant” section of the HSE University Digital Assistants website. Upon successful completion of their training and certification, Digital Assistants should inform the Coordinator by e-mail that they are ready to take part in the project as a Faculty Digital Assistant;

3.9.2. teachers submit applications to hire assistants 2 (two) times a year during the period of Campaigns to recruit Digital Assistants via their personal account in EIOS, thereby specifying the personal information, core tasks and the requirements of each assistant and total workload;

3.9.3. the Coordinator shall send certified assistants teachers’ requests via corporate e-mail (if their applications are processed without automation in EIOS):

3.9.3.1. Digital Assistants shall accept applications of teachers, notifying the Coordinator about their approval thereof; information on approved applications of Digital Assistants shall be sent by the Coordinator to the teacher via HSE University corporate e-mail.

3.9.4. Digital Assistants may accept teachers’ applications independently if they are processed automatically in EIOS;

3.9.5. teachers shall select assistants based on applications received; information on those candidates selected is forwarded to the Coordinator for further contract signing;

3.9.6. the Coordinator shall review applications in line with these Rules, draw up a list of candidates and put forth this issue for consideration at a meeting of the Committee;

3.9.7. the Committee shall undertake decisions to appoint/refuse candidates with respect to each application;

3.9.8. the Coordinator shall sign agreements on work without compensation with confirmed candidates;

3.9.9. Digital Assistants shall carry out the total volume of work as specified in their applications; the monthly workload of Digital Assistants comes to 40 academic hours (in turn, a single academic hour shall come to 40 minutes);

3.9.10. teachers must complete reports on their work activities and submit them to the study office of the programme pursued by the relevant degree or doctoral student;

3.9.11. the programme shall transfer credits at a rate of no more than 1 (one) credit for 40 academic hours worked by an assistant.

3.10. If an assistant refuses to meet their obligations, or if a teacher wishes to replace their Digital Assistant during the execution of their work, the teacher must inform the Coordinator about this.

# **Study Assistants**

* 1. The Study Assistant project is being implemented for the purpose of assisting special category students.
  2. GSB degree students (including international students) and doctoral students may work as Study Assistants if they meet the following criteria:
     1. studying under a programme provided by the GSB, or pursuing a doctoral programme at the GSB;
     2. fluent in English (or their native language is English) at a level not below B2, if support is to be provided to international students;
     3. does not have any academic failures and/or disciplinary sanctions.
  3. Degree students and doctoral students from other faculties do not bear the right to take part in the Study Assistant project at the GSB.
  4. A single Study Assistant may oversee no more than 5 (five) individual students, as long as his/her total workload does not exceed 40 academic hours a month.
  5. Prior to the start of the Campaign to recruit Study Assistants, the study office or respective managers of the degree programme shall send group e-mails to students with information about working as Study Assistants in the following academic year and how to register. Based on the response, a general pool of candidates to Study Assistant positions shall be drawn up.
  6. To receive the support of a Study Assistant, students must contact their programme office. Those students who confirmed their need for a Study Assistant form a single pool of students to be guided for each degree programme.
  7. The programme’s study office shall e-mail applications to the Coordinator for students hired to work as Study Assistants, indicating: full name, year of study, programme of study, and contacts (e.g., e-mail, telephone contacts, etc.) of students to receive assistance.
  8. The Committee shall review applications and approve a list of Study Assistants.
  9. Campaigns to select Study Assistants are held 4 (four) times during the respective calendar year. Applications to take part in this project are submitted by programme managers 4 (four) times in the calendar year. The dates and timeframes for holding Campaigns to select Study Assistants shall be determined and approved at a meeting of the Committee. If the support of a Study Assistant is required for the subsequent academic year, a new application should be drawn up for their hiring.
  10. The activities of Study Assistants may include:
      1. providing support to special category students in their academic activities (e.g., personal contacts, in either group or individual sessions, via e-mail, other means, etc.) For the purpose of students’ academic adaptation to life at HSE University – regular consultations on courses/subjects where students may face major difficulties in their pursuits, e.g., assistance with homework assignments, preparing for examinations, informing learners about the rules in place at HSE University, etc.;
      2. providing support, if necessary, in regards to academic issues and organizational issues with course teachers, programme supervisors, programme managers, and course curators;
      3. assistance in settling organizational problems: getting used to the University’s infrastructure, dorms, assistance in printing off academic materials, access to information resources, etc.;
      4. provision of support in any type of crisis or conflict situation (e.g., involving assistance in settling such problems with programme office staff, academic supervisor of the programme/another HSE University subdivision).
      5. provision of support in translating to English (or the student’s native language) of regulatory documents, academic and other materials for students experiencing difficulties in mastering the Russian language.
  11. Study Assistants shall not have the right to:
      1. carry out home assignments, projects, and ongoing assessment of the students in their charge;
      2. skip classes or lower the quality of their pursuit of studies under the programme owing to their execution of job duties as a Study Assistant;
      3. use academic materials, which they may access while engaging in their activities as a Study Assistant, for purposes no related to their duties as a Study Assistant.
  12. The workload calculation of a Study Assistant is attached to the application, as per the format specified in the Annex to the Rules.

# **Key Features of Payments and Signing of Agreements with Students Participating in Projects**

* 1. The general procedures for payment and signing of agreements with project participants are set out by the Regulations.
     1. The established total remuneration for the job activities of Teaching Assistants at the GSB per academic hour comes to 200 roubles. The maximum workload of Teaching Assistants is regulated by p. 2.5 of the Rules. In turn, the activities of Teaching Assistants may be paid from the academic development fund of the faculty where the student is enrolled and the teacher who hired them as a TA is working.
     2. Remuneration of the work of TAs hired for courses taught under GSB fee-paying programmes, including TAs hired by teachers who are not HSE University’s staff members, shall be funded from the tuition proceeds of such fully fee-paying programmes.
     3. The payment for services of TAs who are GSB degree and doctoral students but hired by teachers who are not GSB staff members to work under courses implemented under GSB programmes may only be financed at the Committee’s decision from the budget of such degree programmes.
     4. Digital Assistants and Study Assistants may only be hired at the GSB under the terms of agreements for works without compensation.
  2. Degree and graduate students taking part in projects shall be responsible for their timely submission of reporting documents and documentation necessary for drawing up agreements/contracts, as well as informing the Coordinator in a timely fashion about any changes to their personal data (e.g., change of passport, bank card/account details, etc.)
  3. In cases of the late submission of documents necessary for drawing up agreements, contracts and certificates, students may be refused the opportunity to sign an agreement.

# **Final Provisions**

* 1. The role of the Coordinator(s) and their powers are set out in these Regulations.
  2. Degree and doctoral students at the GSB, whose instruction shall be supported by a Teaching Assistant, bear the right to notify teachers about any violations committed by said assistant of the procedures set out in the Regulations and the Rules, as well as violations of other relevant HSE University bylaws.
  3. Special category students, who opt to employ Study Assistants, bear the right to inform programme managers about a Study Assistant’s violations of the procedures set out in the Regulations and the Rules, as well as violations of other relevant HSE University internal bylaws.
  4. Participation in Teaching Assistant, Faculty Digital Assistant and Study Assistant projects cannot serve as a valid reason for a student’s poor academic performance under their respective programme.
  5. All GSB teachers, including teachers engaged in the provision of teaching services under terms of internal and external secondary employment, as well as under independent contractor agreements, may take part in Teaching Assistant, Faculty Digital Assistant and Study Assistant projects.

Annex

to Rules for Teaching Assistant, Digital Assistant and Study Assistant Projects at the Graduate School of Business of HSE University

**Workload Calculations**

for the course‘*name of course’*

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Type of work** | **Module 1** | | **Module 2** | | **Module 3** | | | **Module 4** | | |
| **Total hrs in Sept.** | **Total hrs in Oct.** | **Total hrs in Nov.** | **Total hrs in Dec.** | **Total hrs in Jan.** | **Total hrs in Feb.** | **Total hrs in Mar.** | **Total hrs in Apr.** | **Total hrs in May** | **Total hrs in Jun.** |
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| **Total** |  |  |  |  |  |  |  |  |  |  |

The total work time should be specified in academic hours.

The monthly workload of students and doctoral students should not exceed 40 academic hours.

Teacher \_\_\_\_\_\_\_\_\_\_\_\_\_\_/full name

signature

Student \_\_\_\_\_\_\_\_\_\_\_\_\_\_/full name

signature

1. If a student or doctoral student plans to take part in an academic mobility programme, he/she should inform the Coordinator about this. [↑](#footnote-ref-1)
2. A learner’s current GPA shall be calculated automatically in each student’s personal account and made available through the ASAV and LMS systems. [↑](#footnote-ref-2)