

Peer-to-peer consultations as continuous pedagogical development throughout an academic career at CBS

Implementing peer-to-peer consultations: moving from pilots towards a full roll-out

CBS is constantly developing the quality of teaching. Just to mention two recent initiatives, the building of teaching competences of assistant professor took a major step when the HETEP was introduced two years ago, and for the part-time teachers developments activities and mentors are now also regular policies.

Towards the same goal, CBS Teaching & Learning has over the years developed a broad spectrum of courses, tutorials etc. for all academic staff.

However, the ministerial order from December 2019 on university positions requires a more direct approach to permanent academic staff:

"The university is responsible for ensuring that academic staff involved in teaching have the necessary pedagogical and didactic skills to carry out their specific teaching tasks.

Staff in the main positions (assistant professor/researcher, lecturer/senior researcher and professor) and in other posts with teaching responsibilities must continuously maintain and develop their acquired teaching skills. The university must have a plan for how the maintenance and development of competences are to take place.

For all staff with teaching responsibilities, the staff member and his/her manager shall discuss on an ongoing basis how best to maintain and/or develop the pedagogical-didactical competences in the period leading up to the next discussion."

CBS has taken action on this demand for continuous development of teaching competences in several ways. Peer consultations has been discussed as a pivotal element in this strategy.

Peer consultations are not only an effective tool for developing individual teaching competencies but allows for exchange of ideas about teaching topics, tools, methods etc., and generally serves to increase awareness and interest for teaching issues at the department level.

As part of the CBS teaching evaluation revision initiated in 2019, a collegial perspective on developing teaching quality was introduced, and the strategic initiative "Teaching Appreciation & Quality" stipulates peer consultations to be introduced in the Spring term of 2023.

March 9th 2021 HoD's and DIR jointly decided on a model which was consolidated in Academic Council June 8th, 2021, and finally in HSU June 21st, 2021.

This model includes the following elements:

1. A peer consultation is required for all associate professors and professors at least every five years of an academic career at CBS.

2. The exchange of feedback given and received during a peer consultation is confidential to the participants. However, the participants report their participation during the MUS-process and offer their personal reflections about the consultations to the HoD.
3. The HoD describes and reflects on the peer consultation activities in recurring department evaluation self-reports.
4. Timing and methods are decided locally at the departments.

As a follow-up on these decisions, two departments (MARKTG and ACC) have run pilots. Based on their positive experiences, the first rounds of peer consultations now can be initiated.

The decisions leave substantial freedom to departments regarding the implementation. To reduce the uncertainties, DIR has collaborated with Teaching & Learning to develop the set recommendations and support options below.

- In order to increase the general learning effects, and to train faculty for the mandatory peer consultations every five years, all faculty should be encouraged to participate in peer consultations more often than once every five years.
- All departments should start practicing peer consultations in the spring term of 2023.
- Departments should develop a way of managing the peer-to-peer consultations, which allows all faculty to find it safe and inspiring to participate.
- As the default format, peer consultations should be carried out in triads, with roles rotating between the three participants.
- DVIP's are not the target group of this initiative, as CBS has a separate competency building strategy for this group of teachers. However, DVIP's may well be invited to participate, if they can contribute with knowledge and experience to the process.
- Likewise, PhD's, postdocs and assistant professors are not target groups but may be included on an individual basis.
- Participants are not awarded Proffix-hours for their participation.
- The departments are encouraged to exploit the experience of their cross-departmental and departmental HETEP supervisors in this process, and to engage the teaching coordinators.
- Teaching & Learning will offer workshops and consultancy on a departmental level before and during the peer-to-peer consultations and will curate materials for observation and giving feedback. For a starter, please find attached a draft of guidelines for peer consultations attached to this document.

As consequences of the introduction of the peer consultation scheme the following adjustments are needed:

- The manual for the department self-evaluations shall include a section on the peer consultations in the report.
- The MUS manual must include the peer consultations in the interview guide.

The process for these two adjustments will be decided upon by Senior Management.