FORMATION CRITERIA with mapped Selection Criteria

for ORDAINED MINISTRY in the CHURCH OF ENGLAND

December 2014

STRUCTURE OF THE FORMATION CRITERIA 2

Dispositions, understanding and skills 2

Progression 3

Ordained Pioneer Ministry 3

USING THE FORMATION CRITERIA 4

A. CHRISTIAN TRADITION, FAITH AND LIFE 5

B. MISSION, EVANGELISM AND DISCIPLESHIP 6

C. SPIRITUALITY AND WORSHIP 8

D. PERSONALITY AND CHARACTER 10

E. RELATIONSHIPS 11

F. LEADERSHIP, COLLABORATION AND COMMUNITY 12

G. VOCATION AND MINISTRY WITHIN THE CHURCH OF ENGLAND 13

ORDAINED PIONEER MINISTRY 15

STRUCTURE OF THE FORMATION CRITERIA

Dispositions, understanding and skills

The Formation Criteria are organised under seven headings:

1. Christian faith, tradition and life
2. Mission, evangelism and discipleship
3. Spirituality and worship
4. Relationships
5. Personality and character
6. Leadership, collaboration and community
7. Vocation and ministry within the Church of England

Within each of these headings, the Formation Criteria are organised in clusters that are disposition-led [in shaded boxes] and emphasise the primacy and inseparability of character from understanding and skills:

|  |  |
| --- | --- |
| Dispositions | These are related to formational learning and character development. They represent the most important criteria: knowledge, understanding and skills are secondary to Christ-like character. However, disposition is not easy to assess: sometimes evidence may be more anecdotal and narrative than systematic. Dispositions are often discerned relationally and developed through a combination of learning, experience, reflection and prayer. |
| Understanding | These are related in subject matter to the dispositions, but are not an elaboration of them. They are aspirational in that knowledge and understanding is never complete: ordinands and priests will gain greater depth and breadth of understanding as they continue to pursue and reflect on lifelong learning. |
| Skills | Again, related to the first two categories, but not an elaboration of them. While skills and abilities reflect competence, they, too are aspirational: greater fluency will be achieved over time through the experience of exercising ordained ministry in a reflective mode. |

Progression

The columns show a progression in the criteria from selection to completion of both phases of initial ministerial education (IME), including licensing for a post of incumbent status or equivalent responsibility.

**Selection Criteria**

An abbreviated version of the current Selection Criteria is contained in the first column. These are simply mapped onto the new Formation Criteria to demonstrate the connections between the two. Further work will be done to bring the Selection and Formation Criteria into closer alignment. It is likely this will take place when the Formation Criteria undergo their first revision in 2017.

**IME Phase 1 and Phase 2**

Criteria for IME Phase 1 (to the point of ordination) and Phase 2 (to the end of curacy) are shown side by side to illustrate progression. The criteria are cumulative: where a criterion in Phase 1 does not reappear in Phase 2, it is assumed that it will be carried through into Phase 2 and beyond. Sometimes there is progression of a criterion from Phase 1 to Phase 2. In other instances, the knowledge and understanding of Phase 1 is translated into skills and abilities in Phase 2.

Ordained Pioneer Ministry

Formation Criteria for Ordained Pioneer Ministry are described on pages 13 and 14.

**IME Phase 1**

Ordinands who are training for ordained pioneer ministry will do so through pathways that enable candidates to embed their learning in fresh expressions praxis through sustained and systematic action reflection. Although the formation criteria described above (and below) will be used to discern whether to recommend pioneer ministry candidates for ordination, progress towards the criteria will have been achieved, therefore, through a distinctive pioneer ministry pathway.

Ordained pioneer ministry candidates will work towards the formation criteria with continual reference to the formation of new ecclesial communities through contextual mission. The mix of skills, gifts, knowledge and expertise that pioneer ministry ordinands bring to their training, formation and ministry, will differentiate them.

**IME Phase 2**

Those who are serving a curacy for ordained pioneer ministry will do so through pathways that enable them to embed their learning in fresh expressions praxis through sustained and systematic action reflection. Although the formation criteria described above (and below) will be used to discern a minister’s readiness to take up a pioneer ministerial post (and, where appropriate, a pioneer post of responsibility) at the completion of initial ministerial education, progress towards the criteria will have been achieved through a bespoke IME Phase 2 pathway for pioneer ministry. It is likely that dioceses will need to draw upon resources from other institutions in order to achieve sufficient sharpness of focus on pioneer ministry in IME Phase 2.

Ordained pioneer ministers will work towards the formation criteria with continual reference to the formation of new ecclesial communities through contextual mission. The mix of skills, gifts, knowledge and expertise that they bring to their training, formation and ministry, will differentiate them.

USING THE FORMATION CRITERIA

The Formation Criteria are fundamentally aspirational: they are goals to work and develop towards rather than criteria that can be ‘fully met’. This means that they should be used as a vocational tool …

1. **by ordinands and curates** – to provide a framework for reflection on their development in ministry against the Church’s expectations at different points through the training process.
2. **by tutors** – to enable them to discern ordinands’ progress in the academic, formational and competency aspects of their development during IME Phase 1, which, in turn forms the basis for reporting to bishops concerning the candidates’ readiness for ordination.
3. **by training incumbents and diocesan colleagues** – to discern areas of and for growth and development during curacy and to provide the grounds on which to affirm the readiness of ministers to take up assistant minister, ordained pioneer minister or incumbent status posts in the Church of England.
4. **by bishops** – as a framework to enable them to confirm candidates’ readiness for ordination at the end of IME Phase 1 and to take up ministerial posts as priests of the Church of England at the end of IME Phase 2.

A. CHRISTIAN TRADITION, FAITH AND LIFE

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | AT SELECTION | AT THE END OF IME PHASE 1 | AT THE END OF IME PHASE 2 | POST OF RESPONSIBILITY |
| **1.** | Candidates should have a personal commitment to Christian faith and an ability and openness to learning and formation. They … | Ordinands are disciples of Christ who are growing in new insights through disciplined learning and reflection.  They … | Ordained ministers sustain their public ministry and personal faith in Christ through study and reflection that is open to new insights. They … | Incumbents replenish their leadership through a life of disciplined study and reflection that is open to new insights. They … |
|  | understand the significance of the Bible for the church and the world through critical engagement with Old and New Testament texts and issues relating to their interpretation. | understand the Bible as text and as holy Scripture for the church and the world through regular critical engagement with Old and New Testament texts and issues relating to their interpretation. |  |
| should be able to communicate their faith effectively. | are able to use their exegetical and hermeneutical skills to interpret and communicate Scripture clearly in a variety of settings. | are able to interpret Scripture in a wide range of settings, using their exegetical and hermeneutical skills to communicate clearly and accurately in ways that enable others to learn and explore. |  |
| should show a knowledge and understanding of the Christian faith. | understand Christian beliefs and practices: how they have developed in historical and cultural contexts and are interpreted today. | are able to engage in independent study of Christian beliefs and practices and communicate their findings in diverse settings. |  |
| **2.** | Candidates should be able to respect and work with those whose understanding of Christian faith is different from their own. They … | Ordinands are generous in their respect for the breadth and diversity of belief and practice within the Church of England. They … | Ordained ministers work with and value the breadth and diversity of belief and practice within the Church of England. They … |  |
|  | understand how Christian beliefs and practices shape the moral life of individuals and communities. | are able to engage in independent study of how Christian beliefs and practices shape the moral life of individuals and communities. |  |
| should have flexibility of mind and be able to reflect *and should have the potential to be a theological leader in mission.* | are able to reflect critically on how Christian doctrine and ethics relate to discipleship, church and society. | are able to reflect critically on how Christian doctrine and ethics relate to discipleship, church and society, communicating this appropriately inside and outside the church. | are able to exercise theological leadership for the church in mission. |

B. MISSION, EVANGELISM AND DISCIPLESHIP

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | AT SELECTION | AT THE END OF IME PHASE 1 | AT THE END OF IME PHASE 2 | POST OF RESPONSIBILITY |
| **1.** | Candidates should have a personal commitment to mission and evangelism.  They … | Ordinands have an articulate and prayerful enthusiasm for mission and evangelism that is nourished by Christ’s love for the world and lived out in acts of mercy, service, justice and reconciliation. They … | Ordained ministers have a deep and prayerful enthusiasm for mission and evangelism that is nourished by Christ’s love for the worldandlived out in acts of mercy, service, justice and reconciliation. They … | Incumbents … |
| should have a knowledge and understanding of mission and evangelism. | understand holistic and contextual engagement with the world in Christian mission and evangelism from biblical, theological, historical and ecclesial perspectives. |  |  |
| should be able to engage with contemporary culture. | are able to read the cultural, historical, economic, social, political and religious context of a community, and to develop discernment of God’s mission in and beyond the church. | are able to discern God’s mission in a specific context by reflective and empathetic engagement with it in light of its cultural, historical, economic, social, political and religious characteristics. | lead, enable and release missional vision and faithful witness in and among those for whom they have responsibility. |
|  | are able to engage in mission, evangelism and apologetics appropriate to specific contexts both inside and outside the church. | are able to engage courageously in mission, evangelism and apologetics in a range of contexts and particularly in local communities and churches. |  |
| should have effective communication skills for mission and evangelism. | are able to communicate the gospel sensitively and appropriately using a variety of media, both inside and outside the church. | are able to communicate the gospel confidently and effectively using a variety of media in diverse situations, both inside and outside the church. | enable others to articulate the gospel and participate in its proclamation. |
| should be able to enable others in mission and evangelism *and potential for engaging in mission-shaped ministry [post of respomsibility]* | enable others in mission and evangelism in a range of contexts. | are able to lead and inspire others in mission and evangelism in the local church. | are able to foster and lead mission-shaped churches. |
|  | understand the beliefs, practices and spirituality of another faith community and the nature of Christian mission in a multi faith context. |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2.** |  | Ordinands desire to see others grow in their Christian discipleship and are eager to learn about and teach the faith. They … | Ordained ministers are committed to Christian education, promoting good practice, both inside and outside the church. They … |  |
|  | understand how children and adults learn, and the implications for nurturing others in their discipleship and faith development through catechesis, teaching and preaching, including preparation for baptism and confirmation. | are able to nurture others in their faith development, including those with little previous knowledge of the faith, through catechesis, teaching and preaching, including preparation for baptism and confirmation. |  |
|  |  | understand the importance of the Church of England’s engagement with schools for the common good and for the mission and ministry of the church |  |

C. SPIRITUALITY AND WORSHIP

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | AT SELECTION | AT THE END OF IME PHASE 1 | AT THE END OF IME PHASE 2 | POST OF RESPONSIBILITY |
| **1.** | Candidates should have a disciplined personal pattern of prayer. | Ordinands are rooted and growing in disciplined personal and corporate prayer shaped by the expectations of public ministry in the Church of England. They … | Ordained ministers are sustained by disciplined personal and corporate prayer shaped by the responsibilities of public ministry and corporate worship in the tradition of the Church of England. They … | Incumbents are sustained in the strains and joys of leadership by a life of prayer. |
|  | understand different approaches to, and traditions of, personal and corporate prayer in relation to the spiritual development of children and adults. | are able to relate different approaches to, and traditions of, personal and corporate prayer to sustain and develop their own prayer life and those of others of all ages, backgrounds and in a range of life circumstances. |  |
| **2.** | Candidates should faithfully participate in corporate worship. | Ordinands depend on the grace and gifts of God to sustain humble, self-giving service in gathering the people of God in worship. They … | Ordained ministers … |  |
|  | understand Christian worship and liturgy, their theological foundations and ecclesial and contextual expressions, including pastoral services, especially in relation to the Church of England. |  |  |
|  | are able to preach and lead worship competently in a limited variety of settings, using different forms of liturgy and reflecting on their practice. | are able to demonstrate good reflective practice in preaching and in leading – and where appropriate, presiding at – public worship, including pastoral services, using appropriate forms of liturgy in a variety of settings. |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **3.** | Candidates’ spirituality should be developing. | Ordinands are growing in the love of God and in Christ-likeness as members of the body of Christ through the grace of the Holy Spirit in their lives and ministries. They … | Ordained ministers are growing in the love of God and in Christ-likeness as members of the body of Christ and can testify to the grace of the Holy Spirit in their lives and ministries. They … |  |
|  | understand historical and contemporary Christian spirituality grounded in Scripture and tradition. |  |  |
|  | are able to relate spiritual traditions to corporate and individual practices that sustain their own prayer life and spirituality, and those of others of all ages and stages of life. | are able to relate spiritual traditions to corporate and individual practices that sustain and develop their own spirituality, and those of others of all ages, backgrounds and in a range of life circumstances. |  |
| **4.** | Candidates’ spirituality should be world-engaging. | Ordinands have a spirituality that informs their relationship with others and their engagement with the world. They … | Ordained ministers’ spirituality permeates their perceptions of and interactions with others inside and outside the church. They … |  |
|  | are increasingly able to discern God’s presence and activity in the lives of others and in the wider world. | are able to help others discern God’s presence and activity in their relationships and in the wider world. |  |

D. PERSONALITY AND CHARACTER

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | AT SELECTION | AT THE END OF IME PHASE 1 | AT THE END OF IME PHASE 2 | POST OF RESPONSIBILITY |
| **1.** | Candidates should display emotional stability, maturity, integrity, appropriate self-confidence, stamina, robustness and resilience. | Ordinands are teachable, resilient and psychologically stable in the face of pressure and changing circumstances. They … | Ordained ministers show insight, resilience, maturity and integrity in the pressure and change entailed in public ministry. They … | Incumbents … |
|  | understand personality in relation to human flourishing, relating and team work. |  |  |
|  | are able to balance care for others with care for self, including an openness to spiritual direction and support from others. | are able to balance appropriate care of self with the care of others by developing sustainable patterns of life and work, and effective support networks in the context of public ministry. | encourage and enable colleagues to balance appropriate care of self with care of others. |
| **2.** | Candidates should display self-awareness and self-acceptance and a potential for self-development and growth. | Ordinands are growing in self-knowledge and commitment to Christ. They … | Ordained ministers are growing in self-knowledge and commitment to Christ within the roles and expectations of ordained ministry. They … | Incumbents personify an integration and integrity of authority and obedience, leadership and service. They … |
|  | understand the sacrificial impact of a vocation to ordained ministry on the whole of life. | are able to approach the sacrificial impact of ordained ministry on the whole of life with wisdom and discernment. |  |
|  | are able to reflect with insight and humility on personal strengths, weaknesses, gifts and vulnerability. | are able to reflect with insight and humility on personal strengths, weaknesses, failures, gifts and vulnerabilityin response to a new context of public ministry. | engage with others to reflect with insight on their style of leadership, its strengths and weaknesses in context, and demonstrate appropriate development. |

E. RELATIONSHIPS

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | AT SELECTION | AT THE END OF IME PHASE 1 | AT THE END OF IME PHASE 2 | POST OF RESPONSIBILITY |
| **1.** | Candidates’ relationships reflect the love and compassion of God. They … | Ordinands seek to imitate the self-giving love and compassion of Christ in their relationships. They … | Ordained ministers … | Incumbents … |
| should be able to develop healthy personal relationships and to relate to people who are different from themselves. | are able to form and sustain healthy relationships inside and outside the church and with those with whom they differ. | are able to form and sustain healthy relationships with peers in the mixed economy of fresh and more traditional expressions of church. |  |
|  |  | are able to handle and help resolve conflicts and disagreements, enabling growth through them. | show skill and sensitivity in resolving issues of conflict within the church community. |
|  | understand issues regarding human flourishing in relationships and Christian pastoral care. | understand human flourishing in relationships and Christian pastoral care in a range of life circumstances and contexts. |  |
| should have the potential to exercise effective pastoral care. | are able to respond appropriately to pastoral situations and reflect critically on their own practice. | demonstrate good reflective practice in a wide range of pastoral and professional relationships. | are able to supervise others in the conduct of pastoral relationships. |
| **2.** | Candidates are people of integrity. They … | Ordinands are people who respect others, demonstrating empathy and honesty in their relationships, learning from them. They … | Ordained ministers are people who respect others, demonstrate empathy and honesty in their relationships, learning from them. They … |  |
| should be able to accept the standards of sexual morality expected of ordained ministers. | are able to live within the House of Bishops’ Guidelines: *Issues in Human Sexuality* and relate empathetically to those with whom they differ. | are able to live within the House of Bishops’ Guidelines: *Issues in Human Sexuality* and engage positively with those with whom they differ. |  |
| should have the potential to develop healthy professional and pastoral relationships. | understand professional boundaries in ministerial practice and pastoral care. | are able to establish and evaluate appropriate professional boundaries in their ministerial practice and personal lives. |  |
|  | understand policies and best practice in safeguarding. | understand policies and best practice in safeguarding and their application in a variety of contexts. |  |

F. LEADERSHIP, COLLABORATION AND COMMUNITY

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | AT SELECTION | AT THE END OF IME PHASE 1 | AT THE END OF IME PHASE 2 | POST OF RESPONSIBILITY |
| **1.** | Candidates should have potential for exercising leadership. They … | Ordinands seek to model their servant leadership on the person of Christ.  They … | Ordained ministers seek to model their servant leadership on the person of Christ. They … | Incumbents … |
| should display a knowledge and understanding of leadership. | understand biblically and theologically informed perspectives on discipleship, leadership and community formation especially in the changing and diverse contexts of the Church of England. |  | show skill and sensitivity in enabling the formation and flourishing of corporate life in the presence of diversity. |
|  | understand issues of authority, responsibility, power and group dynamics in relation to leadership and communities. | are able to participate in and lead communities, reflecting on, and being alert to, the use and abuse of power. | are able to lead teams collaboratively in a variety of settings, including multi-parish benefices. |
| should show effective communication skills, a potential for collaborating with others, *and* *for exercising creative team leadership [post of responsibility].* | are able to exercise collaborative leadership as part of a team within a community. | are able to lead collaboratively and competently, working as a member of a team within a community, as an ordained person. | are able to facilitate change creatively and sensitively, exercising leadership with an entrepreneurial and forward looking approach. |
| **2.** |  | Ordinands share leadership by actively looking for and recognising the gifts of others. They … | Ordained ministers share leadership by actively looking for, recognising and nurturing the gifts of others. They … |  |
|  | are able to release and enable others to fulfill their calling to ministry and mission. | are able to use authority appropriately in ways that release, equip, enable and empower others, including colleagues, to fulfill their calling to mission and ministry from within a Christian community. |  |
|  |  | are able to supervise and mentor others in a limited range of roles and responsibilities in mission and ministry. | are able to supervise lay and ordained people in positions of responsibility in formal and informal settings of training and practice. |

G. VOCATION AND MINISTRY WITHIN THE CHURCH OF ENGLAND

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | AT SELECTION | AT THE END OF IME PHASE 1 | AT THE END OF IME PHASE 2 | POST OF RESPONSIBILITY |
| **1.** | Candidates should have an inner sense of call that is confirmed by others, that shows commitment to the Church of England and that shows how their vocation has changed them. They … | Ordinands believe themselves to be called by God and the church to ordination in the Church of England. They … | Ordained ministers are firmly convinced of their calling to ordained ministry, realistic about its challenges, and continue to ask important questions about their role as deacon or priest in the church of God. They … | Incumbents are ready for, and open to, exercising a ministry of oversight and vision as priests in the church of God. They … |
| should have understanding of ministry within the Church of England. | are able to articulate their calling to discipleship and to ordained ministry within the Church of England. | are able to articulate their calling to discipleship and to ordained ministry as a deacon or priest within the Church of England. |  |
| should have knowledge and understanding of the Church of England and show willingness to work with its diversity. | understand aspects of the history, diversity and contemporary challenges of the Church of England and the Anglican Communion worldwide. |  |  |
| should have a realistic vocation that demonstrates fulfilment of the selection criteria for ordained ministry within the Church of England. | understand the sacrificial nature and theological underpinning of different ministries in the Church of England and of the ordained ministry to which they are called within the breadth and diversity of a mixed economy of traditional and fresh expressions of church. | understand the sacrificial and corporate nature of their role in ministry and mission as a deacon or priest within the breadth and diversity of a mixed economy of traditional and fresh expressions of church. |  |
| **2.** |  | Ordinands are rooted in corporate worship in the traditions and practices of the Church of England. They … | Ordained ministers are rooted in the traditions and practices of the Church of England and share in the spiritual life of the communities they serve. They … |  |
|  | understand the Church of England’s role and opportunities for Christian ministry and mission in a range of public settings, agencies and faith communities, including schools. | are able to represent the church in public life and engage in partnerships across wider groups of parishes, including, where possible, working with churches of different denominations and traditions and other faith communities and their leaders. | take a lead role in working with partners, representing the church in public life, including, where possible, working with other faith leaders. |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **3.** | Candidates’ vocation should be informed and obedient. | Ordinands are ready to be accountable and obedient in receiving and exercising ordained ministry as a deacon within the Church of England. They … | Ordained ministers are accountable and obedient in exercising ordained ministry as a deacon or priest within the Church of England. They … | Incumbents exercise appropriate accountability and responsibility in faithfully and loyally receiving the authority of others, consistent with a position of responsibility. They … |
|  | understand the significance of the legal, canonical and administrative responsibilities of the newly ordained within a mixed economy of church. | understand the legal, canonical and administrative responsibilities of those in public ministry within a mixed economy of church. | know and understand the legal, canonical and administrative responsibilities of those having oversight and responsibility. |
|  | are able to apply the methodologies of theological reflection and reflective practice habitually and effectively to themselves and their ministry. | show developed skills as theologically reflective and reflexive practitioners in relatively unsupervised settings, exercising wise and discerning judgment. | show sophisticated skills as reflective and reflexive practitioners and the capacity to develop these further to energise creative, theologically informed practice. |

ORDAINED PIONEER MINISTRY

|  |  |  |  |
| --- | --- | --- | --- |
| AT SELECTION | AT THE END OF IME PHASE 1 | AT THE END OF IME PHASE 2 | POST OF RESPONSIBILITY |
| Pioneer ministry candidates should have a clear vision of the place of their envisaged ministry within the wider church’s response to God’s mission to the world and a demonstrable track record of innovation and initiative. They … | Pioneer ministry ordinands’ approach to mission and ministry beyond the existing church is particularly flexible, resourceful, innovative and entrepreneurial. Thriving in unfamiliar cultures and contexts, they … | Ordained pioneer ministers are particularly flexible, resourceful, innovative and entrepreneurial in their approach to ministry and mission beyond the existing church, thriving in unfamiliar cultures and contexts. They … | Ordained pioneer ministers in a post of responsibility are ready for, and open to, exercising a visionary ministry as priests in the church of God with a specific focus on the oversight of teams leading fresh expressions of church. They … |
| should have demonstrable self-motivation and a realistic and informed vocation to plant fresh expressions of church within contemporary culture. | understand and are involved in the praxis of planting fresh expressions of church. | are able to plant, lead and mature a fresh expression of church. | understand the legal, canonical and administrative responsibilities of those having oversight and responsibility, including Bishops’ Mission Orders*.* |
| should have well developed abilities to initiate change and enable others to face it in a flexible, balanced and creative way. | are unafraid to take risks in developing enterprising forms of mission. | are able to inspire and nurture the risk-taking of others |  |
|  | are capable of learning from both failure and success. | enable others to develop the capacity to learn from failure and success. |  |
|  | understand and practice the contextualisation of liturgy, sacrament and the ministry of the word, and the role of the ordained minister in this. | are proficient in contextualising the Church of England’s tradition and practices for a variety of models of fresh expressions of church. |  |
| should have the capacity to evangelise beyond the culture of the church. | are able to disciple and nurture the faith of adults and children in fresh expressions contexts. | are proficient in clearly articulating the faith to those outside the church in a variety of ways and contexts. |  |
|  |  | are able to identify, train, develop and use leaders within fresh expressions of church and release them to develop ecclesial communities in other contexts. | are able to supervise lay and ordained pioneers and leaders of fresh expressions of church in both informal and formal settings of training and practice. |
|  | understand how to develop sustainable, personal and communal support in a fresh expression context within a mixed economy. | are able and willing to develop sustainable, personal and communal support in a fresh expression context within a mixed economy, including belonging to a peer learning network. |  |