ECHE4350

Management and Leadership II: Building Learning Environments

Session 1, Infrequent attendance, North Ryde 2020

Macquarie School of Education

Contents

General Information

Unit convenor and teaching staff
Unit Coordinator/Lecturer/Tutor
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Credit points
10

Prerequisites
ECH315 or ECHE3150

Corequisites

Co-badged status

Unit description
This unit examines early childhood settings through organisational evaluation and planning. A number of important concepts and debates raised in earlier units are considered in greater depth. The main focus of this unit is an examination and evaluation of theory and practice as it relates to the leadership responsibilities of early childhood educators in early childhood services and school contexts. This unit provides an orientation to high order management and leadership skills including strategic planning, negotiation and change management, advocacy, quality assurance and ethical practice, as well as marketing and business planning. Understanding the crucial role of effective communication as managers and leaders is central to this unit.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are

available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

On successful completion of this unit, you will be able to:

ULO1: Demonstrate awareness of the theoretical underpinnings that guide the work of contemporary leaders in diverse early childhood settings including schools and early childhood settings.

ULO2: Examine the role of communication within organisations and develop effective.

ULO3: Demonstrate effective communication skills and strategies as early childhood leaders.

ULO4: Understand the role of strategic planning and the leader's role in planning and evaluating the organisation's operations.

ULO5: Understand a range of skills and strategies necessary for leading change within early childhood settings.

ULO6: Reflect on planning for continuing professional learning for themselves and their team as lifelong learners.

ULO7: Engage families and other community stakeholders in decision making and planning that promotes children's rights.

ULO8: Demonstrate their understanding and application of professional standards in relation to quality assurance and ethical practice.

Assessment Tasks

Coronavirus (COVID-19) Update

Assessment details are no longer provided here as a result of changes due to the Coronavirus (COVID-19) pandemic.

Students should consult iLearn for revised unit information.

Find out more about the Coronavirus (COVID-19) and potential impacts on staff and students

General Assessment Information

Assessment Presentation and Submission Guidelines

Please follow these guidelines when you submit each assignment:

- Allow a left and right-hand margin of at least 2cm in all assignments.

- Please type all assignments using 12-point font and 1.5 spacing.

- All assessments must be submitted through Turnitin in .doc or .pdf format

- It is the responsibility of the student to ensure that all assessments are successfully submitted through Turnitin.

- Faculty assignment cover sheets are NOT required.

Draft Submissions & Turnitin Originality Reports

- Students may use Turnitin's Originality Report as a learning tool to improve their academic writing if this option is made available in the unit.

- Students are strongly encouraged to upload a draft copy of each assessment to Turnitin at least one week prior to the due date to obtain an Originality Report.

- The Originality Report provides students with a similarity index that may indicate if plagiarism has occurred. Students will be able to make amendments to their drafts prior to their final submission on the due date.

- Generally, one Originality Report is generated every 24 hours up to the due date.

Please note:

- Students should regularly save a copy of all assignments before submission,

- Students are responsible for checking that their submission has been successful and has been submitted by the due date and time.

Assignment extensions and late penalties

- In general, there should be no need for extensions except through illness or misadventure that would be categorised as serious and unavoidable disruption according to the University definition of same, see: https://students.mq.edu.au/study/my-study-program/special-consideration

- Applications for extensions must be made via AskMQ according to the Special Consideration policy. Extensions can only be granted if they meet the Special Considerations policy and are submitted via https://ask.mq.edu.au/. This will ensure consistency in the consideration of such requests is maintained.

- Late submissions without extension will receive a penalty of 5% reduction of the total possible mark for each day late (including weekends and public holidays). You are reminded that submitting even 1 day late could be the difference between passing and failing a unit. Late penalties are applied by unit convenors or their delegates after tasks are assessed.

- No assessable work will be accepted after the return/release of marked work on the same topic. If a student is still permitted to submit on the basis of unavoidable disruption, an alternative topic may be set.

- Students should keep an electronic file of all assessments. Claims regarding "lost" assessments cannot be made if the file cannot be produced. It is also advisable to keep an electronic file of all drafts and the final submission on a USB untouched/unopened after submission. This can be used to demonstrate easily that the assessment has not been amended after the submission date.

Requesting a re-assessment of an assignment

If you have evidence that your task has been incorrectly assessed against the grade descriptors you can request a re-mark. To request a re-mark you need to contact the unit convenor within 7 days of the date of return of the assignment and provide a detailed assessment of your script against the task criteria. Evidence from your assignment must be provided to support your judgements.

Note: Failed assessments cannot be re-marked as they are all double-marked as a part of the moderation process.

Please note: The outcome of a re-mark may be a higher/lower or unchanged grade. Grades are standards referenced and effort is NOT a criterion.

Criteria for awarding grades for assessment tasks

Assignments will be awarded grades ranging from HD to F according to guidelines set out in the University's Grading Policy. The following descriptive criteria are included for your information.

Descriptive Criteria for awarding grades in the unit

In order to meet the unit outcomes and successfully pass this unit, students must make a genuine attempt at all assessment tasks. Where this requirement is not met you will be awarded an FA grade with a maximum mark of 45.

Students will be awarded grades ranging from HD to F according to guidelines set out in the assessment policy: https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/assessment-in-effect-from-session-2-2016

In order to ensure clear distinctions between grades, final marks of 49, 64, 74 and 84 will not be used. The following generic grade descriptors provide university-wide standards for awarding final grades.

□HYPERLINK "https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/assessment-in-effect-from-session-2-2016"

Grade	Descriptor

HD (High Distinction)	Provides consistent evidence of deep and critical understanding in relation to the learning outcomes. There is substantial originality and insight in identifying, generating and communicating competing arguments, perspectives or problem solving approaches; critical evaluation of problems, their solutions and their implications; creativity in application as appropriate to the discipline.
D (Distinction)	Provides evidence of integration and evaluation of critical ideas, principles and theories, distinctive insight and ability in applying relevant skills and concepts in relation to learning outcomes. There is demonstration of frequent originality in defining and analysing issues or problems and providing solutions; and the use of means of communication appropriate to the discipline and the audience.
Cr (Credit)	Provides evidence of learning that goes beyond replication of content knowledge or skills relevant to the learning outcomes. There is demonstration of substantial understanding of fundamental concepts in the field of study and the ability to apply these concepts in a variety of contexts; convincing argumentation with appropriate coherent justification; communication of ideas fluently and clearly in terms of the conventions of the discipline.
P (Pass)	Provides sufficient evidence of the achievement of learning outcomes. There is demonstration of understanding and application of fundamental concepts of the field of study; routine argumentation with acceptable justification; communication of information and ideas adequately in terms of the conventions of the discipline. The learning attainment is considered satisfactory or adequate or competent or capable in relation to the specified outcomes
F (Fail)	Does not provide evidence of attainment of learning outcomes. There is missing or partial or superficial or faulty understanding and application of the fundamental concepts in the field of study; missing, undeveloped, inappropriate or confusing argumentation; incomplete, confusing or lacking communication of ideas in ways that give little attention to the conventions of the discipline.

Note: If you fail a unit with a professional experience component the fail grade will be on your transcript irrespective of the timing of the placement.

Withdrawing from this UG Unit

If you are considering withdrawing from this unit, please seek academic advice via https://ask.mq.edu.au before doing so as this unit may be a co-requisite or prerequisite for units in the following sessions and may impact on your progression through the degree.

Results

Results shown in iLearn, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

Confidentiality

Students must respect the need for sensitivity and confidentiality, and ensure that privacy obligations are met. There should be nothing in assessment submissions that identifies a centre or school. Use pseudonyms for any children or adults referred to in the assignment. Do not record details that enable identification of a site, or of children or adults.

Delivery and Resources

Coronavirus (COVID-19) Update

Any references to on-campus delivery below may no longer be relevant due to COVID-19.

Please check here for updated delivery information: https://ask.mq.edu.au/account/pub/display/unit_status

Attendance for undergraduate units

Lectures and tutorials (for internal students) begin in Week 1 of Session.

Activities completed during weekly tutorials (internal) or on campus days (external) are essential for building the core knowledge and/or skills required to demonstrate the learning outcomes of this unit [and to meet the AITSL Graduate Teacher Standards and/or ACECQA requirements]. Attendance at all tutorials or on campus days is expected and the roll will be taken.

Students are required to attend the tutorial in which they are enrolled. Any changes to tutorial enrolments must be completed officially through e-student. Please do not contact the unit convenor requesting a change.

Unit Expectations

- Students are expected to read weekly readings before completing tasks and attending tutorials

- Students are expected to listen/attend weekly lectures before completing tasks and attending tutorials

- In order to be eligible for a passing grade, students must meet the following attendance requirements:

   Internal Students: Participate in at least 80% of all tutorials – punctuality is expected. Consistent lateness or absence will jeopardise a passing grade

   External Students: Participate in all on-campus sessions – punctuality is expected.

- All assessment tasks must be submitted

Note: It is not the responsibility of unit staff to contact students who have failed to submit assignments. If you have any missing items of assessment, it is your responsibility to make contact with the unit convenor.

Electronic Communication

It is the student's responsibility to check all electronic communication on a regular weekly basis. Communication may occur via:

- Official MQ Student Email Address

- The Dialogue function on iLearn

- Other iLearn communication functions

School of Education Relevant Documents

The information in this Unit Guide must be read in conjunction with the following documents available for download from iLearn:

* Academic Honesty Handbook

* Unit Reading & Assessment Guides

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Required texts:

Waniganayake, M., Cheeseman, S., Fenech, M., Hadley, F., & Shepherd, W. (2017). *Leadership. Contexts complexities in early childhood education* **(2nd Ed.). South Melbourne: Oxford University Press.**

Students will access additional required readings from the library e-reserve or the unit ILearn page.

The following resources form part of the required reading. It is recommended that you download these documents at the beginning of semester as they are used regularly throughout the unit.

Siraj-Blatchford, I. & and Manni, I. (2006). *Effective leadership in the early years sector: The ELEYS study*. **London: Institute of Education, University of London.** *Available as a download on the Ilearn page.*

Australian Children's Education and Care Quality Authority. (2018). *Guide to the National Quality Framework*

Please download from:

https://www.acecqa.gov.au/nqf/about/guide

Additional resources

The following texts may have been purchased in earlier EC units. It is recommended that you use them to support your writing and referencing.

Grellier, J. & Goerke, V. (2010). *Communication skills Toolkit: Unlocking the secrets of tertiary success.* (2nd Ed.). South Melbourne: Thomson.

Perrin, R. (2015). *Pocket guide to APA style* (5th Ed.). Stamford, CT: Cengage Learning.

Students are expected to read widely and draw on additional readings and materials to complete assessment tasks. A list of recommended readings and useful websites can be found on the unit iLearn page.

STUDENTS SHOULD BRING COPIES OF THE WEEKLY READINGS ALONG WITH NOTES AND QUESTIONS TO CLASS AND TO THE ON-CAMPUS SESSIONS.

CLASSES

Timetable for ECH 435

Lecture: Thursday 9-10   4 Western Road Rm 220 (a recording of the lecture will also be available each week via ECHO on iLearn)

Tutorials: Thursday 10-12 4 Western Road Rm 213 (Tutor: Luke Touhill)

Thursday 12-2   4 Western Road Rm 213 (Tutor: Susan Reade)

Thursday 2-4   4 Western Road Rm 213 (Tutor: Susan Reade)

<u>**NB: There are no lectures (or tutorials) in Weeks 9, 10 & 11 due to ECHP 425 prac**</u>

Internal students are required to attend weekly tutorials, commencing week 1. These tutorials will be used to explore the readings and lecture content in more detail. There are no tutorials in weeks 9, 10 & 11 to allow for ECHP425 Professional Experience. To be eligible for an overall passing grade internal students must attend at least 80% of scheduled tutorials.

All students are expected to have listened to the weekly lecture and completed all assigned readings BEFORE tutorials or on-campus sessions.

External students <u>*on-campus days for this unit will be held on Thursday 23rd and Friday 24th April*</u>. Time and room details will be posted on the Unit iLean page closer to the on-campus dates. Sessions run at the on-campus day will provide external students with the opportunity to clarify unit content and undertake activities similar to those covered in the tutorials for internal students. They are essential to student engagement and learning and attendance on both days is expected. Failure to attend, or to have an approved Special Consideration Request for non-attendance, may result in a Fail grade for the unit.

External students are expected to have listened to the weekly lectures and completed all assigned readings up to the date of the on-campus days.

UNIT iLEARN PAGE

The unit iLearn page contains links to all of the lectures and readings required for this unit. In addition a discussion forum is provided. Internal and external students are expected to access the discussion forum for peer interaction, support bu:nd general questions directed to the unit coordinator. The unit coordinator will monitor the website regularly but the discussion board is essentially provided for students to talk with each other. The logon for the web site can be found at: https://ilearn.mq.edu.au/login/MQ/

Ilearn is used to communicate general announcements and provide a forum for discussion about unit content. **All students are expected to visit this site regularly** (at least once each week) to keep up to date with announcements and postings, and to communicate with peers enrolled in this unit. It is expected that all postings made on iLearn will relate to the Unit and will be done respectfully and constructively.

Unit Schedule

Coronavirus (COVID-19) Update

The unit schedule/topics and any references to on-campus delivery below may no longer be relevant due to COVID-19. Please consult iLearn for latest details, and check here for updated delivery information: https://ask.mq.edu.au/account/pub/display/unit_status

Week 1 week beginning 24/2	**Introduction to the Unit and Introduction to Leadership** This week will provide an overview of the unit as well as an introduction to theories of leadership and their application in early childhood education contexts	
Week 2 week beginning 2/3	**Pedagogical Leadership** This week we will explore the concept of pedagogical (or educational) leadership and its importance for outcomes for children. The specific role of the Educational Leader in the National Quality Framework will also be considered.	
Week 3 week beginning 9/3	**Leading in the context of the NQS** This week's lecture will consider leadership in early childhood settings with particular reference to the implementation of the EYLF and NQS.	
	ASSESSMENT ONE DUE: Midnight Wednesday 18th March	
Week 4 week beginning 16/3	**Business Planning and Financial Management** No educational setting can be successful without a secure financial base. This week we will consider some of the important considerations in managing finances and planning for business success.	
Week 5 week beginning 23/3	**Professional Communication** Effective communication is a key requirement for teachers and leaders in educational settings. This week we will look at the different ways in which teachers are expected to communicate and how this can be done in a professional and effective manner.	
Week 6 week beginning30/3	**Leading Change** This week we will examine organisational change and the key role played by EC and School leaders in driving and managing change in their settings **Please note** as Easter Monday falls during this week there will be no tutorials in Week 6. There will be a recorded lecture and a related task to undertake in preparation for Week 7.	

Week 7 week beginning 6/4	**Working with Others** This week we will consider the leader's role in working with their team and how they can help to grow each team member's skills, confidence and abilities.
	MID SEMESTER BREAK Saturday 11th April - Sunday 26th April **COMPULSORY ON-CAMPUS SESSIONS FOR EXTERNAL STUDENTS**: *Thursday 23rd and Friday 24th April*
Week 8 week beginning 27/4	**Leading with Vision and Organisational Planning** This week we consider the importance of organisational planning – bringing together a sound knowledge of early childhood pedagogy and your emerging understandings of leadership.
	ASSESSMENT TWO DUE: Midnight Friday 1st May
Weeks 9, 10 & 11	**NO CLASSES - ECHP 425 Professional Experience**
Week 12 week beginning 25/5	**Working with Families and Communities** This week we will look at the key role of leadership in the development and maintenance of relationships with families and communities. We will consider how services and leaders can develop strategies and approaches to engage with *all* families and the local community in an effective and meaningful way.
Week 13 week beginning 1/6	**Professional Growth and Career Planning** In this final week we will consider your continuing future professional growth as leaders in early childhood settings and schools.
	ASSESSMENT THREE (Optional Leadership Profile) DUE: *Midnight Monday 8th June*
	ASSESSMENT THREE (Optional Exam): *During Examination Period Exact time and date to be confirmed*

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy

- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/study/getting-started/student-conduct

Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Workload

In a 10 credit point unit you should expect to commit nine (9) hours of your time per week to your studies.

Electronic Communication

It is the student's responsibility to check all electronic communication on a regular weekly basis.

Communication may occur via:

- **Official MQ Student Email Address** (Note: Please do not email staff from any email account other than your uni email account)
- T**he Dialogue Function on iLearn**
- **Other iLearn communication functions**

Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to help you improve your marks and take control of your study.

- Getting help with your assignment

- Workshops

- StudyWise

- Academic Integrity Module

The Library provides online and face to face support to help you find and use relevant information resources.

- Subject and Research Guides

- Ask a Librarian

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.