ECHE4350

Management and Leadership II: Building Learning Environments

Session 1, Special circumstances 2021

Macquarie School of Education

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Disclaimer

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Notice

As part of Phase 3 of our return to campus plan, most units will now run tutorials, seminars and other small group activities on campus, and most will keep an online version available to those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face activities for your unit, please go to timetable viewer. To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

General Information

Unit convenor and teaching staff
Unit Coordinator
Luke Touhill
via iLearn dialogue
Contact via iLearn dialogue
Mia Mia
by appointment

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.

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: Unless a Special Consideration request has been submitted and approved, (a) a penalty for lateness will apply – two (2) marks out of 100 will be deducted per day for assignments submitted after the due date – and (b) no assignment will be accepted more than seven (7) days (incl. weekends) after the original submission deadline. No late submissions will be accepted for timed assessments – e.g., quizzes, online tests. Late penalties are applied by unit convenors or their delegates after tasks are assessed.

- 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:

- Please do not request a re-mark for a Failed assessment as they are all double-marked as a part of the moderation process.
- The outcome of a re-mark may be a higher/lower or unchanged grade.
- Grades are standards referenced and effort is NOT a criterion.

University policy on grading

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 any submitted assessment task is considered to be unsatisfactory in this regard, the highest possible final grade that can be awarded for the unit will be 45.

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

The following generic grade descriptors provide university-wide standards for awarding final grades.

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.

Withdrawing from this unit

If you are considering withdrawing from this unit, please seek academic advice viahttps://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.

Assessment Tasks

Name	Weighting	Hurdle	Due
Educational Leadership Essay	30%	No	14/3/21
Business Communication	35%	No	25/4/21
Optional Exam or Leadership Profile	35%	No	6/6/21 or Exam Timetable

Educational Leadership Essay

Assessment Type [1]: Essay
Indicative Time on Task [2]: 14 hours
Due: **14/3/21**
Weighting: **30%**

In this essay you will be required to demonstrate your understanding of the concept of educational (or pedagogical) leadership. You will have a choice of questions which will allow you to focus on either early childhood or school settings. (2000 words)

On successful completion you will be able to:

- Demonstrate awareness of the theoretical underpinnings that guide the work of contemporary leaders in diverse early childhood settings including schools and early childhood settings.
- Understand the role of strategic planning and the leader's role in planning and evaluating the organisation's operations.
- Understand a range of skills and strategies necessary for leading change within early childhood settings.
- Reflect on planning for continuing professional learning for themselves and their team as lifelong learners.
- Demonstrate their understanding and application of professional standards in relation to quality assurance and ethical practice.

Business Communication

Assessment Type [1]: Professional writing
Indicative Time on Task [2]: 18 hours
Due: **25/4/21**
Weighting: **35%**

This assessment task requires you to develop a mock piece of work based on a professional style of communication that teachers are required to use (e.g. a website design, grant or funding submission) (1500 words)

On successful completion you will be able to:

- Examine the role of communication within organisations and develop effective.
- Demonstrate effective communication skills and strategies as early childhood leaders.
- Engage families and other community stakeholders in decision making and planning that promotes children's rights.
- Demonstrate their understanding and application of professional standards in relation to

quality assurance and ethical practice.

Optional Exam or Leadership Profile

Assessment Type [1]: Case study/analysis
Indicative Time on Task [2]: 18 hours
Due: **6/6/21 or Exam Timetable**
Weighting: **35%**

This assessment task is a choice between an optional exam or a leadership case study. The exam is based on a case study example and requires both short and extended answers to a series of questions. The leadership profile involves interviewing an educational leader and writing a profile of that person with a focus on their experience of educational leadership. (Exam 1.5 hours short and extended answer questions) (Leadership Profile 1200 words)

On successful completion you will be able to:

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- Understand the role of strategic planning and the leader's role in planning and evaluating the organisation's operations.
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[1] If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the Writing Centre for academic skills support.

[2] Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

Required and recommended texts

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

A detailed reading list is also available on the unit iLearn site. Additional readings will be available on iLearn or the university library site.

Information about the unit iLearn site

This unit has a full web presence through iLearn.

During Session 1, 2021 all lectures will be pre-recorded and available via iLearn.

Students will need regular access to a computer and the Internet to complete this unit.

Weekly access to iLearn is compulsory for all students. Important assessment information will be posted here, as will other relevant unit notices and materials, including weekly lectures.

Various activities and materials for discussion and critical reflection are included and external students especially are encouraged to use this web component. Electronic links and suggested references will be included in the Resources section. Please check the iLearn unit regularly.

In addition to the weekly lectures, PowerPoint slides from each lecture will also be posted on iLearn.

Access and technical assistance

Information for students about access to the online component of this unit is available at https://ilearn.mq.edu.au/login/index.php. You will need to enter your student username and password.

Please do NOT contact the Unit Convenor regarding iLearn technical help.

No extensions will be given for any technical issues. Allow enough time for your submissions.

Assistance is available from IT Helpdesk ph: 1800 67 4357, or log a request at help.mq.edu.au. OneHelp is the online IT support service for both students and staff.

This unit requires students to use several ICT and software skills:

- Internet access: The iLearn site contains materials for this unit; it is also required for the online submission of all Assessment Tasks, and for the use of Turnitin submission for ALL tasks.
- Word processing, visual representations, and document formatting: You are required to use an appropriate form of software to present your assignments.
- Uploading of assessment tasks to iLearn.

Structure

The unit consists of 10 weeks of classes which comprise a one hour lecture and a two hour tutorial each week (for internal students). In the tutorial students will discuss issues and questions arising from the lectures and prescribed readings. They are expected to base their arguments/discussions on evidence from published research and other relevant material.

For external students, tutorial content will be covered at the On-Campus Sessions:

- Wednesday 7/4/21 9am - 3pm
- Thursday 8/4/21 9am - 3pm

Attendance at tutorial or on-campus classes is expected for all students. Students are also required to participate during tutorials and on-campus sessions. This participation may include small group activities, whole class discussion, reading the weekly material in advance, and completing brief tasks either as individuals or in pairs. Inadequate attendance or participation may lead to a failing grade for the unit.

Unit Schedule

ECHE4350 Unit Schedule - S1 2021

Week	Topic
Week 1 (22/2/21)	Introduction to ECHE4350
Week 2 (1/3/21)	Pedagogical Leadership
Week 3 (8/3/21)	Leading in the context of the NQS *Assignment 1 due: Midnight Sunday 14/3/21*
Week 4 (15/3/21)	Financial Management
Week 5 (22/3/21)	Professional Communication
Week 6 (29/3/21)	Leading Change
Mid-Semester Break (2-18/4/21) On Campus Days Wednesday 7th and Thursday 8th April (9am – 3pm)	
Week 7 (19/4/21)	Working with Others *Assignment 2 due: Midnight Sunday 25/4/21*
Week 8 (26/4/21)	Organisational Planning

Week 9 (3/5/21)	Working with Families and Communities
Weeks 10, 11 & 12 No Classes	
Week 13 (31/5/21)	Wrapping Up *Assignment 3 due: Midnight Sunday 6/6/21* *or Optional Exam (during exam period)*

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://policies.mq.edu.au). 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

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

To find other policies relating to Teaching and Learning, visit Policy Central (https://policies.mq.edu.au) and use the search tool.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/admin/other-resources/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

School of Education Procedures

In addition, the following policies and procedures of the School of Education are applicable in

this unit.

Attendance for undergraduate units

All Internal tutorials 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

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

External Students

1. The on-campus sessions on Wednesday 7th and Thursday 8th April are essential to student engagement and learning and attendance on all days is expected. Failure to attend or to have an approved Special Consideration, may result in a Fail grade for the unit. Please see attendance requirements in this unit guide.
2. Prior to the on-campus sessions, you should have read the prescribed readings and listened to the lectures. Summarise the main points and make a note of the key terms and definitions. Prepare any discussion questions of your own that you wish to share.
3. Please make effective use of the online component of the unit and

access iLearnregularly. Keep up to date with listening to the lectures on a weekly basis.

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.