



ECHE420

The Educational Leader

S1 External 2018

Department of Educational Studies

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General Information

Unit convenor and teaching staff

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By appointment

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Credit points

3

Prerequisites

ECHE324 or ECHE325 or ECHE327 or ECHE499

Corequisites

Co-badged status

Unit description

This unit examines the theoretical and research influences relating to the role of Educational Leader in an early childhood setting. It draws on contemporary approaches to curriculum, pedagogy and assessment with a focus on effective pedagogies that contribute to enhanced learning outcomes for young children. Building on the pedagogical principles and practices of the Early Years Learning Framework (EYLF) the unit considers ways that educational leaders can promote thoughtful curriculum decisions that contribute to positive learning outcomes for young children. It analyses contemporary approaches to leadership and those that are understood to be most effective in early childhood settings – this includes an examination of models of distributed leadership.

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:

1. Critically examine the theoretical and research evidence base that influences contemporary approaches to pedagogy, curriculum and assessment
2. Analyse effective leadership and communication strategies that will contribute to meaningful curriculum decision making.
3. Demonstrate an advanced understanding of the role of the Educational Leader in relation to the NQF and in particular QA 1 and QA 7.
4. Synthesise knowledge to develop internal policies and guidelines that respond to the requirements of the NQS.
5. Demonstrate critical reflection and use of current theory and research in justifying curriculum decisions for children from diverse backgrounds and abilities.

General Assessment Information

Department of Educational Studies (EC) Assessment Presentation & 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 for submission.
- It is the onus of the student to ensure that all assessments are successfully submitted through turnitin.
- Faculty assignment cover sheets are NOT required for this unit.

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.

When preparing your assignments, it is essential that:

- Students must retain a copy of all assignments before submission, and retain the copy

until your final grade for the subject has been received;

- Marks will be deducted if you submit your assessment late (refer to the 'late assessments' section below for more details);
- Unless there are exceptional circumstances, no assessment will be accepted after the date that the assessment has been returned to other students.
- If an assessment is considered to be below passing standard, another staff member on the unit will provide a second opinion. No failed assessment may be re-submitted.

Final Submissions

- Students are responsible for checking that their submission has been successful and has been submitted by the due date and time.
- Late submissions due to last minute technical difficulties will incur a lateness penalty.

Assignment extensions and late penalties

Applications for extensions must be made via AskMQ at <https://ask.mq.edu.au> as a "Special Consideration" request before the submission date. Students who experience a disruption to their studies through ill-health or misadventure are able to apply for this request. *Extensions can only be granted if they meet the Special Consideration policy and are submitted via ask.mq.edu.au.* This will ensure consistency in the consideration of such requests is maintained.

In general, there should be no need for extensions except through illness or misadventure that would be categorised as unavoidable disruption according to the University definition of same, and currently available at:

<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

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 just 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.

- Please notify the unit coordinator of your intention to request an extension (via Dialogue in iLearn), however, an extension will only be granted on receipt of the completed form submitted through ask.mq.edu.au, plus documentation.
- Emails are not appropriate means of extension requests.
- It is essential that you plan ahead and organise your study time effectively. Poor time management is not grounds for an extension

Department of Educational Studies (EC) Academic Honesty Guidelines:

All assignments should cite and provide full bibliographical details of all material that you have used to inform or support your ideas. Early Childhood, students are required to use the American Psychological Association (APA) referencing procedures. Full details about how to cite and reference correctly can be found in **Perrin (2015)** and in the **Academic Honesty Handbook**.

The following guide can be purchased from the Co-op Bookshop. This is a required text: *

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

Family and Children's Records at Department of Educational Studies (EC)

Some assessment tasks require students to submit records about families and about children and their learning. It is expected that the records submitted are original, authentic, adheres to the ethical practices of the [Early Childhood Australia Code of Ethics \(2016\)](#) and is the work of the student. Issues with the authenticity of such records will be investigated for possible forgery (see *Fabrication* in the EC Academic Honesty Handbook). Please note that submitted records can only be used once for assessment purposes.

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 only the first name for children, families and staff. Do not record details that enable identification of the site, and of the adults or children.

Assessment Tasks

Name	Weighting	Hurdle	Due
Research Review	45%	No	See Assignment Guide
Interview Educational Leader	30%	No	30 April 9am
Professional Learning Project	25%	No	12 June 9am

Research Review

Due: **See Assignment Guide**

Weighting: **45%**

Review of current research including discussion of implications for practice. This assignment is submitted in three parts which build into a review of current research about the pedagogies that support young children's learning.

On successful completion you will be able to:

- 1. Critically examine the theoretical and research evidence base that influences contemporary approaches to pedagogy, curriculum and assessment
- 3. Demonstrate an advanced understanding of the role of the Educational Leader in relation to the NQF and in particular QA 1 and QA 7.
- 4. Synthesise knowledge to develop internal policies and guidelines that respond to the requirements of the NQS.
- 5. Demonstrate critical reflection and use of current theory and research in justifying curriculum decisions for children from diverse backgrounds and abilities.

Interview Educational Leader

Due: **30 April 9am**

Weighting: **30%**

Gain insight into the leaders role in working with staff teams and the National Quality Standard process. Interview an educational leader and report on their interpretation of their role.

On successful completion you will be able to:

- 2. Analyse effective leadership and communication strategies that will contribute to meaningful curriculum decision making.
- 3. Demonstrate an advanced understanding of the role of the Educational Leader in relation to the NQF and in particular QA 1 and QA 7.

- 4. Synthesise knowledge to develop internal policies and guidelines that respond to the requirements of the NQS.
- 5. Demonstrate critical reflection and use of current theory and research in justifying curriculum decisions for children from diverse backgrounds and abilities.

Professional Learning Project

Due: **12 June 9am**

Weighting: **25%**

Design a professional learning program for a team of educators. Choose an area for strengthening pedagogic practices and develop a comprehensive PL plan that will engage and inspire your team.

On successful completion you will be able to:

- 2. Analyse effective leadership and communication strategies that will contribute to meaningful curriculum decision making.
- 4. Synthesise knowledge to develop internal policies and guidelines that respond to the requirements of the NQS.
- 5. Demonstrate critical reflection and use of current theory and research in justifying curriculum decisions for children from diverse backgrounds and abilities.

Delivery and Resources

Readings for this Unit

There is no compulsory text for this unit. Required readings will be provided either through the library reserve or on the iLearn page. Please refer to the reading list provided on the unit iLearn page.

Relevant Documents

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

- *Unit Readings & Assessments & Guide*

Electronic Communication

During semester time, staff may contact students using the following means:

- *Dialogue* function on iLearn
- Official *MQ Student Email Address*

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

Unit Expectations

- In order to be eligible for a passing grade, students must meet the following attendance requirements:
 - Internal Students: Attend at least 80% of all tutorials – punctuality is expected. Consistent lateness or absence will jeopardise a passing grade
 - External Students: Attend all on-campus sessions – punctuality is expected.
- Students are required to contribute to all online and tutorials tasks
- 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
- All assessment tasks must be submitted

Withdrawing from this UG Unit

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

Unit Schedule

Lecture Schedule 2018

Week	Topic	Readings
1. Feb 26	Leadership - authority vs power Sandra Cheeseman	Siraj Blatchford and Hallet (2014) Ch 9 Ren-Etta Sullivan (2003) Ch 2
2. Mar 5	Why leadership matters in the early years. Sandra Cheeseman	Sylva et al 2010 Ch 6 File et al (2012)
3. Mar 12	Historical Influences on contemporary practice Sandra Cheeseman	Taylor, Cleveland and Thorpe (2013) Johnson et al 92005) Ch 9
4. Mar 19	The key work of the Educational Leader Vanna Lockwood	Cheeseman (2015) Grieshaber (2010)
5. Mar 26	Evidence of learning Sandra Cheeseman	Chng (2015) NQS Standards 1 & 7

Week	Topic	Readings
6. Apr 2	Staff satisfaction and motivation. Catherine Jones	Jones et al (2017)
7. Apr 9	The Educational Leader in context Vanna Lockwood	Fleet et al (2015) Cheeseman (2013)
Apr 16	Recess	On-Campus Day Friday 20 April 9am-4pm
Apr 23	Recess	
8. Apr 30	Preparing for NQS Assessment and Rating (A&R). Viviana Botero-Lopez	Green & Bickley (2013) Black (2013) Cheeseman (2013) video
9-11. May 7 - 25	ECHP425 Prac	
12. May 28	Growing staff - planning for professional learning Sandra Cheeseman	Whitaker & Fiore (2016) Whitaker (2012)
13. June 4	Facing the challenges - parents, staff and expectations Catherine Jones	Whitaker & Fiore (2016) Whitaker (2012) Millikan and Giamminuti Ch 5 NQS Standards 1 & 7
14. June 11	After A&R sustaining a momentum for quality curriculum Vivian Botero- Lopez and Chandi Jayanath	Millikan and Giamminuti Ch 5 NQS Standards 1 & 7 Botero-Lopez et al (available on the ILearn page)

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](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.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](http://students.mq.edu.au/support/study/student-policy-gateway) (<http://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](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://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 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.

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 improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

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

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.

Graduate Capabilities

Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

Learning outcome

- 4. Synthesise knowledge to develop internal policies and guidelines that respond to the requirements of the NQS.

Assessment task

- Professional Learning Project

Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

Learning outcomes

- 2. Analyse effective leadership and communication strategies that will contribute to meaningful curriculum decision making.
- 4. Synthesise knowledge to develop internal policies and guidelines that respond to the requirements of the NQS.

Assessment tasks

- Interview Educational Leader

- Professional Learning Project

Commitment to Continuous Learning

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they participate in the world. They will be capable of reflecting on their experiences and relationships with others and the environment, learning from them, and growing - personally, professionally and socially.

This graduate capability is supported by:

Learning outcomes

- 3. Demonstrate an advanced understanding of the role of the Educational Leader in relation to the NQF and in particular QA 1 and QA 7.
- 5. Demonstrate critical reflection and use of current theory and research in justifying curriculum decisions for children from diverse backgrounds and abilities.

Assessment task

- Professional Learning Project

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- 1. Critically examine the theoretical and research evidence base that influences contemporary approaches to pedagogy, curriculum and assessment
- 2. Analyse effective leadership and communication strategies that will contribute to meaningful curriculum decision making.
- 3. Demonstrate an advanced understanding of the role of the Educational Leader in relation to the NQF and in particular QA 1 and QA 7.
- 4. Synthesise knowledge to develop internal policies and guidelines that respond to the requirements of the NQS.
- 5. Demonstrate critical reflection and use of current theory and research in justifying curriculum decisions for children from diverse backgrounds and abilities.

Assessment tasks

- Research Review
- Interview Educational Leader
- Professional Learning Project

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- 1. Critically examine the theoretical and research evidence base that influences contemporary approaches to pedagogy, curriculum and assessment
- 2. Analyse effective leadership and communication strategies that will contribute to meaningful curriculum decision making.
- 5. Demonstrate critical reflection and use of current theory and research in justifying curriculum decisions for children from diverse backgrounds and abilities.

Assessment tasks

- Research Review
- Interview Educational Leader
- Professional Learning Project

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcome

- 4. Synthesise knowledge to develop internal policies and guidelines that respond to the requirements of the NQS.

Assessment tasks

- Research Review
- Interview Educational Leader
- Professional Learning Project

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

- 2. Analyse effective leadership and communication strategies that will contribute to meaningful curriculum decision making.
- 3. Demonstrate an advanced understanding of the role of the Educational Leader in relation to the NQF and in particular QA 1 and QA 7.
- 5. Demonstrate critical reflection and use of current theory and research in justifying curriculum decisions for children from diverse backgrounds and abilities.

Assessment tasks

- Research Review
- Interview Educational Leader
- Professional Learning Project

Changes since First Published

Date	Description
12/03/2018	Typographic error corrected in unit schedule week 12
26/02/2018	Typographic error in assignment 1 due date corrected
18/02/2018	Typographic errors corrected