Carina Bossu • Natalie Brown Editors

## Professional and Support Staff in Higher Education

With 36 Figures and 19 Tables



## Contents

1	Professional and Support Staff in Higher Education: An Introduction	1
	Carina Bossu, Natalie Brown, and Vanessa Warren	
Par	t I Identities and Third Space	9
2	Being a Higher Education Professional Today: Working in a <i>Third Space</i>	11
3	Academic Development: A Space, But Is It an Identity?	23
4	Crossing Divides: Professional Development for Third Space Professionals Vivien Silvey, Lacy Pejcinovic, and Tess Snowball	39
5	Role of Educational Developers in Aligning Diverse Learning and Teaching Styles in a Transnational University in China Dawn Johnson, James Wilson, Jianmei Xie, and Henk Huijser	55
6	Role of Educational Designers in Higher EducationInstitutionsDonna Bisset	71
7	Crossing Boundaries: Projects, Discourses, and Visibility in the Third Space	91
8	Intersecting Work Practices: Design Work Practices in a Large-Scale Strategic Project Rhonda Hallett	109

Part	II Concepts, Practice, and Representation	127
9	<b>Responding to a Changing Higher Education Sector: The Role</b> of Professional and Support Staff Natalie Brown, Carina Bossu, and Brian Denman	129
10	Employing Students as Support Staff in Higher Education: Opportunities, Challenges, and Recommendations from Careers Professionals Sally Fuglsang, Kristin Warr Pedersen, Jane Skalicky, and Julie Preston	139
11	Professional and Support Staff in Higher Education: Data and Decisions Jonathan Laskovsky and Jonathan O'Donnell	155
12	Role of Australian Indigenous Support Staff inHigher EducationClair Andersen	173
13	In Pursuit of Nontext Excellence: Reflections on Navigating the Multiple Literacies and Vernaculars of Higher Education Work Trish McCluskey and Peter Lane	191
14	Virtual Central Support Unit Approach to Organizational Support and Staff Development Jonathan Flutey, Beth Smith, and Stephen Marshall	209
Part	III Leadership and Collaboration	227
15	Blended Leadership: From Conceptualization to Practice	229
16	Faculty Managers: A Constantly Changing RoleJudy Szekeres and Tony Heywood	243
17	<b>Connecting the Dots for Professional Practice in Higher</b> <b>Education: Leadership, Energy Management, and Motivation</b> Heather Davis	261
18	<b>Professional Staff, Professional Recognition: Bringing Learner</b> <b>Support Staff into the Fellowship of University Educators</b> Elizabeth A. Beckmann	277
19	Pedagogical Partnerships: Collaborations for Positive   Student Outcomes   Carroll Graham	293

Contents	
----------	--

20	Building a Successful Partnership Between Professional Staffand Academics to Improve Student EmployabilityJulia Hobson, Suzanne Knuiman, Alexandra Haaxman, andJane Foster	313
21	The Role of Professional Staff in Assessing Students: A CaseStudy of the Objective Structured Clinical ExamDarci Taylor	327
Par	t IV Career Development and Progress	345
22	Career Progression and Development of Professional Staff inHigher EducationCarina Bossu, Natalie Brown, and Vanessa Warren	347
23	Careers of Professional Staff in Higher Education: Theory and Practical Implications Michelle Gander	357
24	Foundations of a Developmental Framework for Professional Staff in Higher Education Rania Sanford	373
25	Querying the P(hD)ath to Educational Development inHigher EducationSophia Abbot and Emily O. Gravett	389
26	Creating an Intentional Career Path: The Journey from Graduate Teaching Associate to Educational Developer Suzanne Le-May Sheffield, Jill Marie McSweeney, and Susan Joudrey	405
27	Professionalizing the Learning Support Role: A UK Higher Education Experience André van der Westhuizen, Phil Verrill, Simon Gamble, and Anna Limpens	423
28	Retirement of Professional Staff in Higher Education: AThree-Phase Transition ModelSeth Matthew Fishman	439
29	Future Considerations for Professional and Support Staff inHigher EducationCarina Bossu, Natalie Brown, and Vanessa Warren	455
Ind	ex	463