

# Jennifer L. Carter, Ph.D.

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## PROFESSIONAL SUMMARY

I am an experienced professor, researcher, and strategic leader. I develop people and teams and help them see their unique purpose. I am passionate about creating environments and systems where people grow and thrive in their God-given callings.

I have a demonstrated track record of scholarly research in higher education and spiritual formation. I have over twenty-one years of experience in higher education with progressively responsible roles in student affairs, academic administration, institutional research, and teaching.

## EDUCATION

### Doctor of Philosophy, Higher Education

Azusa Pacific University

August 2016

### Master of Arts, Higher Education

Geneva College

August 2006

### Bachelor of Science, Pastoral Ministry

University of Valley Forge

December 2001

## RESEARCH PUBLICATIONS

Carter, J. L., Peters, B. D., & Goodrich, R. S. (in press). Resolution of Spiritual Struggle in Undergraduate Students. *Christian Higher Education*.

Kim, Y. K., Carter, J. L., Rennick, L. A., & Fisher, D. (2023). The Relationship Between Spiritual/Religious Engagement and Affective College Outcomes: An Analysis by Academic Disciplines. *Journal of Interdisciplinary Studies in Education*, 12(2), 243-265.

Carter, J. L. (2019). The Predictors of Religious Struggle Among Undergraduates Attending Evangelical Institutions. *Christian Higher Education*. 18(4), 236-259.

Carter, J. L. (2019) The Patterns of Religious Struggle Among Undergraduates Attending Evangelical Institutions. *Christian Higher Education*. 18(3), 154-176.

Kim, Y. K., Carter, J. L., & Armstrong, C. A. (2017). Civic Responsibility Development Among College Students: How Is It Different by Student Race? In *Cultural Awareness and Competency Development in Higher Education*, Leavitt, Lynda, Sherrie Wisdom, and Kelly Leavitt, eds. IGI Global.

Carter, J. L. (2016). The Patterns and Predictors of Religious Struggle Among Undergraduate Students Attending Evangelical Institutions: A Comparison to Other Private Religious Institutions, Catholic Institutions, and Nonsectarian Institutions. Doctoral dissertation, Azusa Pacific University, Azusa, CA.

## RESEARCH PRESENTATIONS

Barneche, M., & Carter, J. L. (September, 2024). *What is "Christian" International Education?* Conference Presentation at the Best Practices in Christian Higher Education Conference, Abilene, TX.

Carter, J. L. (February, 2024). *Flourishing as A Teacher and a Leader*. Conference Presentation at the

Association for Biblical Higher Education Annual Conference, Orlando, FL.

Kim, Y. K., Carter, J. L., Guilick, M., Burwhat, L. (August, 2019). *Academic Performance and Satisfaction Among Low Income College Students at Selective Higher Education Institutions*. Paper presented at the annual meeting of the American Sociological Association, New York, NY.

Carter, J. L. (April, 2017). *An Examination of Religious Struggle Among Undergraduates Attending Evangelical Institutions* Paper presented at the annual meeting of the American Education Research Association, San Antonio, TX.

Carter, J. L., Kim, Y.K., & Edens, D. (April, 2016). *Religious Struggle Among College Students: A Comparative Analysis by Institutional Type*. Paper presented at the annual meeting of the American Education Research Association, Washington, D.C.

Kim, Y. K., Armstrong, C. L., & Carter, J. L. (November, 2013). *Civic Responsibility Development among College Students: How is it Different by Student Race and Gender?* Paper presented at the annual meeting of the Association for the Study of Higher Education, St. Louis, MO.

Kim, Y. K., Carter, J. L., Fisher, D., & Rennick, E. A. (November, 2012). *The Relationship Between Spiritual/Religious Engagement and College Student Outcomes: An Analysis by Academic Discipline*. Paper presented at the annual meeting of the Association for the Study of Higher Education, Las Vegas, NV.

## **BOOK REVIEWS**

Carter, J. L. (2024). Review of *Introduction to Spirituality*. Gary Tyra published by Baker Academic, for *Journal of Spiritual Formation and Soul Care*.

Kim, Y. K., & Carter, J. L. (2015). Review of *Today's College Students: A Reader*. Pietro A. Sasso and Joseph L. DeVitis for *The Teachers College Record* published by Teachers College, Columbia University.

Carter, J. L. (2013). Review of *Spirituality in College Students Lives: Translating Research into Practice*. Alyssa Bryant Rockenbach and Matthew J. Mayhew, Eds. *CCCU Advance*.

**Editorial Board Member**-*Journal of Christian Higher Education*, Fall 2023-Current.

## **CURRENT RESEARCH PROJECTS**

-The experiences of calling, purpose, and leadership in women ministers in the Assemblies of God  
-Understanding the spiritual formation of evangelical adults-do the established theories explain individuals' lived experiences?

## **GUEST LECTURES**

-Northwest University-CMIN/PMIN 5253 Christian Formation. March 22, 2022. "Spiritual Struggle as an Aspect of Spiritual Growth".  
-Hardin-Simmons-Psychology and Christian Theology. March 10, 2022. "Spiritual Formation in Young Adults".  
-Penn State University-HIED 841, Research and Assessment in Higher Education. October 6, 2020. "Qualitative Research in Higher Education".

## **DOCTORAL RESEARCH PROJECTS AND RESOURCES**

-Dissertation: Patterns and Predictors of Religious Struggle Among Undergraduate Students Attending Evangelical Institutions: A Comparison with Catholic, Other Religious, and Nonsectarian Institutions.  
-Predicting Intent to Graduate in High-Risk Students.

-Faculty Development Curriculum: Utilizing Active Learning Techniques to Develop Students' Critical Thinking.

-Institutional Interventions for Underprepared Students: A Review of Current Practices Recommendations.

### **MINISTRY CONFERENCES, MEDIA APPEARANCES, AND INTERVIEWS**

*Known Podcast*, "Enneagram 2s!" with Lis Burns, November 9, 2023.

*Known Conference*, "Being Known in the Unknown" Access Church, October 2023.

*Known Conference*, "Refreshing Your Calling" Access Church, October 2022.

*Known Podcast*, "Knowing God by Knowing His Word" with Lis Burns, December 15, 2021.

*Known Conference* "Being Known by Knowing Him" Access Church, October 2021.

*Christianity Today*, "Doubt Your Faith at an Evangelical College? That's Part of the Process." by Daniel Stillman, August 2019.

*A/G News*, "Belief Struggles Appreciated" by John W. Kennedy, September 2019.

*Pilgrim Radio Network*, "His People" with Bill Feltner, September 2019.

### **AWARDS AND HONORS**

Council for Christian Colleges and Universities' Best Practices Research Scholar, 2022-2024.

Geneva College, Excellence in Part-Time Teaching Award, 2018.

North Central University, Staff Employee of the Month, August 2004.

Sigma Chi Pi "Diligent Christian Leader", Honor Society of the Assemblies of God, March, 2002.

University of Valley Forge, Senior Speaker, December 2001.

### **TEACHING AND ADMINISTRATIVE LEADERSHIP EXPERIENCE**

#### **Professor of Ministerial Calling**

**January 2025-Current**

#### **Assistant Academic Director**

#### **Assemblies of God Theological Seminary at Evangel University, Springfield, MO**

- researches the current state of ministers in the Assemblies of God Called initiative.
- researches and publishes on issues related to churches, pastoral ministry, and other Assemblies of God initiatives.
- assists the Director of the Ministers of Tomorrow project with research and program development to identify, equip, release, & resource ministers for lifetime vocational ministry.
- collects and analyzes data to determine trends and possible solutions to ministry burnout
- collaborates with the AGTS Academic Director to oversee the curriculum and assessment of all the AGTS degree programs.

#### **Adjunct Professor**

**January 2025-Current**

#### **Dissertation Chair and Methodologist**

#### **Southeastern University, Lakeland, FL**

Courses Taught:

*Spring 2025*

LDRS 7533 Motivation and Influence

LDRS 7213 Quantitative Research Methods

#### **Chair of the Center for Teaching and Learning**

**July 2023-December 2024**

#### **Southeastern University, Lakeland, FL**

- developed mission, vision, and objectives for the Center for Teaching and Learning.
- successfully led a team of Faculty Fellows that demonstrated and developed teaching excellence across the University network.
- developed faculty in their callings as educators and thought leaders.

- cultivated the vocation of teaching in all SEU faculty across the SEU network.
- responsible for onboarding all new faculty, full-time and adjunct across the SEU network.
- developed multiple social and professional development programs for all SEU faculty in the newly created Center for Teaching and Learning.
- oversaw the faculty Professional Development Plan & Professional Development Review processes.
- coached struggling faculty with a goal of faculty of excellence.
- co-directed the University's Quality Enhancement Plan (QEP) *Becoming: Whole Person Development for the 21<sup>st</sup> Century* across the University's first year seminar program, which runs 50+ course sections each semester in various learning modalities.

**Professor**  
**Dissertation Chair and Methodologist**  
**Southeastern University, Lakeland, FL**

**July 2023-December 2024**

Courses Taught:

*Fall 2024:*

CORE 1111 College and Community Success  
 CORE 1112 Divine Design and Missional Vocation

*Summer 2024:*

LDRS 7213 Quantitative Research Methods  
 LDRS 7533 Motivation and Influence

*Spring 2024:*

LDRS 7213 Quantitative Research Methods  
 CORE 1111 College and Community Success  
 CORE 1112 Divine Design and Missional Vocation

*Fall 2023:*

LDRS 7213 Quantitative Research Methods  
 LDRS 7533 Motivation and Influence  
 CORE 1111 College and Community Success  
 CORE 1112 Divine Design and Missional Vocation

*Summer 2023:*

LDRS 7313 Advanced Quantitative Methods  
 LDRS 7533 Motivation and Influence  
 LDRS 7123 Foundations of Research  
 LDRS 7413 Leadership Theory

**Chair of Graduate Studies**  
**Associate Professor**  
**PhD/DSL Program Director**  
**Assistant Professor**  
**Dissertation Chair & Methodologist**  
**Southeastern University, Lakeland, FL**

**July 2022-June 2023**  
**July 2021-June 2023**  
**July 2018-June 2023**  
**May 2018-June 2021**

-Taught and developed all doctoral research methods courses for PhD in Organizational Leadership and Doctorate of Strategic Leadership programs

Courses Taught:

*Spring 2023:*

LDRS 7313 Advanced Quantitative Methods  
LDRS 7213 Quantitative Research Methods  
LDRS 7593 Leadership Prospectus  
LDRS 7533 Motivation and Influence

*Fall 2022:*

LDRS 7413 Leadership Theory  
LDRS 7313 Advanced Quantitative Methods  
LDRS 7123 Foundations of Research  
LDRS 7533 Motivation and Influence  
LDRS 7593 Leadership Prospectus (2 sections)

*Summer 2022:*

LDRS 7533 Motivation and Influence (2 sections)

*Spring 2022:*

LDRS 7313 Advanced Quantitative Methods  
LDRS 7213 Quantitative Research Methods

*Fall 2021:*

LDRS 7433 Leadership Theory (co-taught)  
LDRS 7123 Foundations of Research  
LDRS 7313 Advanced Quantitative Methods

*Summer 2021*

LDRS 7323 Advanced Qualitative Research Methods  
LDRS 7533 Motivation and Influence

*Spring 2021*

LDRS 7223 Qualitative Research Methods  
LDRS 7553 Motivation and Influence  
LDRS 7313 Advanced Quantitative Research Methods  
LDRS 7123 Foundations of Research

*Fall 2020*

LDRS 6113 Leadership Theory  
LDRS 7313 Advanced Quantitative Research Methods  
LDRS 7323 Advanced Qualitative Research Methods  
LDRS 7123 Foundations of Research

*Summer 2020*

LDRS 7223 Qualitative Research Methods

*Spring 2020*

LDRS 6233 Motivation and Influence  
LDRS 7213 Quantitative Research Methods

*Fall 2019*

LDRS 6113 Leadership Theory  
LDRS 7213 Quantitative Research Methods  
LDRS 7123 Foundations of Research

*Summer 2019*

LDRS 7123 Foundations of Research

LDRS 7223 Qualitative Research Methods

*Spring 2019*

BUSI 5103 Business Analytics and Statistics  
LDRS 2223 Leadership Theory and Practice  
LDRS 7213 Quantitative Research Methods  
LDRS 7223 Qualitative Research Methods

*Fall 2018*

LDRS 2123 Principled Leadership  
LDRS 7123 Foundations of Research  
LDRS 7213 Quantitative Research Methods

*Summer 2018*

LDRS 7123 Foundations of Research

### **PhD/DSL Program Director Responsibilities:**

- Reviewed all student applicant files and made admission decisions.
- Met with and advised potential students on all academic aspects of the doctoral programs.
- Oversaw full-time and part-time faculty.
- Conducted successful faculty search resulting in one full-time faculty hire and several adjunct hires.
- Planned and executed three doctoral residencies each academic year.
- Created and oversaw New Student Orientation for doctoral students .
- Oversaw with Student Experience Graduate Assistant for doctoral programs regarding student registration, residency planning, student academic issues, student concerns, & other student services.
- Developed and implemented strategies for student success including academic advising, academic policy, student handbook, and doctoral student support services.
- Counseled students on academic probation and develops strategies for students' success in the doctoral program.
- Oversaw and implemented procedures, interventions, and policies for student success for PhD and DSL students.
- Served on the Assessment Committee, Quality Enhancement Plan Committee, Center for Doctoral Studies Committee, Graduate Curriculum Committee, Women's Network Steering Committee.

### **Dissertation Chair**

- Jessica Duncan, PhD. The Career Experiences of Non-Instructional Itinerant Staff in K-12 Public Schools with Demonstrated Longevity.
- Jennifer Elmore, PhD. Effects of Strategic Plan Collaboration in Public Sector Aging Services.
- Shanna Flecha, PhD. The Great Resignation in Teaching: The Impact of Servant Leadership Dimensions on Teacher Retention, Job Satisfaction, and Self-Efficacy.
- Thomas Frisinger, PhD. A Quantitative Study of the Influence of Emotional Intelligence on the Ministerial Effectiveness of Executive Pastors as Scored by their Lead Pastors.
- Joel Johnson, PhD. Alumni Giving at a Christian College that Originated as a Bible College.
- Shella Miller, PhD. A Phenomenological Study on Followership and Follower Dissent Experience of Black/African Female Healthcare Leaders.
- April Novotny, PhD. The Impact of Authentic Leadership Behaviors on Novice Nurses' Practice Confidence and Resilience.
- Darin Poe, PhD. Generational Differences in Assemblies of God Ministers Regarding Assemblies of God Doctrinal Beliefs.
- Gwyn Phillips, EdD. Predictors of Empathetic Communication in Nursing Students.

### **Dissertation Methodologist**

- Christopher Clem, PhD. Exploring the Impact of Burnout and Compassion Fatigue on Career

Commitment.

-Silas Reuben, PhD. The Relationship Between Transformational Leadership and Organizational Citizenship Behaviors in Bank Employees in the United States.

**Dissertation Committee Member:**

-Kyle Kramer, PhD. Towards a Model of Leadership Development: A Case Study of a Large Evangelical Church in Virginia.

-Mark Reddy, PhD. The Influence of Mission Drift on Organizational Culture at a Christian University.

**Adjunct Professor & Course Designer, MEd in Higher Education  
Abilene Christian University, Dallas Campus, Dallas, TX**

**May 2022-current**

Courses Taught:

*Fall 2024*

HIED 632 Spiritual Development of College Students

*Summer 2024*

HIED 632 Spiritual Development of College Students

*Spring 2024*

HIED 621 Research and Assessment in Higher Education

HIED 662 Vocation and Career Formation

*Fall 2023*

HIED 662 Vocation and Career Formation

HIED 632 Spiritual Development of College Students

*Summer 2023*

HIED 632 Spiritual Development of College Students

*Fall 2022*

HIED 632 Spiritual Development of College Students

Course Designer-hired to redesign HIED 632 for future course offerings

*Summer 2022*

HIED 665 Foundations of Academic Advising

**Adjunct Professor, EdD in Organizational Leadership  
Abilene Christian University, Dallas Campus, Dallas, TX**

**January 2017-Current**

Courses Taught:

*Fall 2024*

LEAD 684 Quantitative Research Methods

*Fall 2019*

LEAD 786 Qualitative and Action Research

*Spring 2019*

LEAD 786 Qualitative and Action Research

*Fall 2018*

LEAD 786 Qualitative and Action Research

LEAD 784 Quantitative Research Methods

Spring 2018  
LEAD 786 Qualitative and Action Research

Fall 2017  
LEAD 721 Contemporary Issues in Leadership

Summer 2017  
LEAD 784 Quantitative Research Methods

Spring 2017  
LEAD 786 Qualitative and Action Research

**Instructor and Capstone Advisor, MA in Higher Education  
Geneva College  
Beaver Falls, PA**

**August 2014-June 2018**

- served as the Capstone Advisor for twelve student projects ranging from research on best practices in academic advising, secondhand effects of alcohol use in college, and assisting underprepared students for success in college.
- utilized both quantitative & qualitative methods in oversight of student capstones with data analysis in Excel & SPSS.

Courses Taught:

*Fall 2017*

HED 515 Foundations of Educational Research (2 sections)

*Fall 2016*

HED 515 Foundations of Educational Research (2 sections)

*Fall 2015*

HED 515 Foundations of Educational Research (2 sections)

*Fall 2014*

HED 515 Foundations of Educational Research (1 section)

**Registrar and Director of Academic Assessment  
Geneva College, Beaver Falls, PA**

**April 2013-April 2018**

- Responsible for the oversight of academic records, monitoring of academic policies and curriculum.
- Directed all aspects of the registration process including student registration and records, class schedules, instructional space, and graduation clearance.
- Supervised Institutional Research Analyst and all aspects of Institutional Research at the institution including IPEDS, Middle States Compliance Reporting, NSSE, SSI, and Delaware Study
- Developed and implemented strategies for maintenance, operation, and upgrading of the academic infrastructure.
- Supervised five full-time employees.
- Served as an ex-officio member on the academic program committees for the college and was a resource for each committee regarding changes in courses, degrees, and curriculum.
- Chair, Geneva College Middle States Self-Study Working Group, Compliance and Affiliation.

**Assistant Director of Articulation and Transfer Evaluation  
California University of Pennsylvania, California, PA**

**July 2008-April 2013**

- Provided academic advising, transfer credit evaluations, and academic degree plans for

approximately 1,000 new transfer students each academic year.

- Collaborated with other university departments to assist students with a seamless transfer process ensuring that the academic requirements of the university and the State System of Higher Education are met.
- Researched and evaluated course descriptions to establish course equivalencies.
- Assisted the Director with staff supervision and preparation of reports for the State System of Higher Education.
- Developed and updated 20 articulation and affiliation agreements each year.
- Participated on regional articulation agreement committees.
- Served on the University's Student Conduct Board.

**Academic Advisor and Transfer of Credit Coordinator  
Argosy University Online, Pittsburgh, PA**

**August 2006-February 2008**

- Served as the academic support contact on a team that launched completely online bachelor, master and doctoral degrees.
- Advised and counseled over 400 students in nine academic programs regarding strategies for academic success, degree requirements, class selection, course load, and the withdrawal process.
- Prepared daily retention reports regarding online classroom participation, academic standing, current and future registration for the university's Vice-Presidents.
- Followed up daily with students identified by faculty and retention reports as being at-risk for academic failure.
- Evaluated transcripts for transfer of credit.
- Trained seven new staff.

**Resident Director  
North Central University, Minneapolis, MN**

**July 2003-May 2006**

- Oversaw approximately 300 upper-classmen residents in a residence hall and on-campus apartments.
- Supervised eleven student staff, including an Assistant Resident Director.
- Planned and conducted residence life hiring and training of student staff.
- Developed and implemented active and passive programming plan for holistic student development.
- Handled disciplinary situations, mentored students and did minor counseling and intervention.