

CARL ANDREW SEAQUIST

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PROFESSIONAL SUMMARY

I like to add value, make things work better, and serve students. Throughout my career I have sought opportunities to develop skills and grow professionally, and I hope to continue doing so in future positions. I have developed particular expertise in higher education finance and budgeting, assessment, and teaching/learning, but I work hard and can quickly learn on the job whatever skills I might need.

DEGREES

University of Pennsylvania Ph.D., Religious Studies	2004
University of Pittsburgh MBA, Finance	2004
University of Wisconsin, Milwaukee M.A., Philosophy	1993
University of Pennsylvania B.A., Classical Studies	1990

DEGREE IN PROGRESS

University of Bath (UK) DBA, Higher Education Management	expected 2021
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HIGHER EDUCATION ADMINISTRATION (SUMMARY)

York College of Pennsylvania Associate Provost for Institutional Effectiveness	2014-Present
Bethel University (Tennessee) Director of Quality Enhancement Plan, Budgeting, and Strategic Planning	2008-2012
University of Pennsylvania Associate Director of Academic Administration, Writing Program	2004-2006

TEACHING EXPERIENCE

Full-Time Faculty

University of Vermont 2006-2007

Part-Time Faculty

Middle Tennessee State University 2011-2012
 Montgomery County Community College 1999

As Administrator

York College of Pennsylvania 2015-2016
 University of Pennsylvania 2004-2006

As Graduate Student

University of Pennsylvania 1997-2003
 University of Pittsburgh 1993-1997
 University of Wisconsin, Milwaukee 1991-1993

Courses Taught, by Discipline

Philosophy: Symbolic Logic (as TA), Introduction to Philosophy
 Classics: Greek Civilization (as TA), First Year Latin, Second Year Latin,
 Greek History, Roman History, Classical Mythology and Literature
 Religious Studies: Religions of the West (as TA), The Cult Controversy (as TA),
 Religion and Literature (as TA), Introduction to the Study of Religion,
 World Religions, Greek and Roman Religions, Hellenistic Religions,
 Religion and Science, Evolution of Religion, Cognitive Approaches to Religion
 Economics: Principles of Microeconomics, The Economics of Everyday Life
 History: Western Civilization (ancient to medieval)
 Political Science: Ancient Political Thought
 Interdisciplinary: First Year Seminar

ADDITIONAL STUDY

University of Pittsburgh 1993-1997
 Ph.D. Student, Program in Classics, Philosophy, and Ancient Science

Villanova University 1990-1991
 M.A. Student, Classical Studies

DISSERTATION

Title: *Ritual Syntax*

Committee: Guy Welbon (Associate Professor Emeritus, South Asia Studies)

Ludo Rocher (W. Norman Brown Professor Emeritus, South Asia Studies)

Mitch Marcus (RCA Professor of Artificial Intelligence, Computer Science)

PUBLICATIONS

"Mind Design and the Capacity for Ritual Performance", in Patrick McNamara, ed., *The Biology of Religion: Neuroscience, Evolution, and Faith*, Westport, CT: Praeger, 2006.

"Ritual Individuation and Ritual Change", *Method & Theory in the Study of Religion* v. 21, no. 3 (2010)

PRESENTATIONS

"Determining the Viability of Programs, or Strategic Planning for the Rest of Us", Southern Association of Colleges and Schools (Commission on Colleges) Annual Meeting, 2010 (forthcoming)

Respondent for session "Topics in the Cognitive Science of Religion," American Academy of Religion (Atlanta), 2010

"Getting to a General Theory of Ritual," American Academy of Religion, 2007

"Ritual Syntax", Computational Linguistics Lunchtime Colloquium, University of Pennsylvania, 2005

"Cognitive Study of Ritual Action: Theorizing Agency," American Academy of Religion (San Antonio), 2004

"Error, Change, and Rule-Following in Religious Rituals," American Academy of Religion (Toronto), 2002

EMPLOYMENT (DETAILS)

York College of Pennsylvania

Private masters-level, 5,000 students, \$100 million budget

Associate Provost for Institutional Effectiveness 2014 - Present

- Partnered with Provost in all functions of the division
- Oversaw assessment across the institution
- Managed regional accreditation and supported disciplinary accreditations
 - Wrote monitoring report, 4 substantive change requests (Middle States Commission on Higher Education)
- Managed budget development for Academic Affairs (\$29 million), managed Provost's budget (\$2.8 million), helped with budget management across schools and departments
- Provided data analyses and helped with strategic planning, e.g.:
 - Data analyses for 2 grant proposals
 - Data analyses for ad hoc faculty compensation committee
 - Financial analyses for York's first online program
 - Modelled cost structure of existing programs
- Worked with departments to improve efficiency in course scheduling

- Served as Chair of Institutional Review Board (IRB) and Institutional Officer of Animal Care and Use Committee (IACUC)
 - Reorganized IRB process, reviewed over 500 applications
- Served on Curriculum and General Education committees of faculty senate
- Wrote faculty contracts, helped resolve faculty personnel matters
- Directly supervised Director of Institutional Research

Bethel University (Tennessee)

Private master-level, 6,000 students, 56% of students online, \$60 million budget

Director of Critical Thinking Program (QEP) 2008 - 2012

- Supported reaffirmation of accreditation
 - Wrote QEP and monitoring report (Southern Association of Colleges and Schools)
- Designed workshops to train faculty in teaching critical thinking across the disciplines

Director of Budgeting (to 2011) and Strategic Planning 2009 – 2012

- Organized annual budgeting process
- Performed cost accounting analyses
- Performed financial analyses and developed financial projections
- Organized review of proposed academic and administrative programs

University of Vermont

Public flagship, 12,000 students, \$445 million budget

Visiting Lecturer, Department of Religion 2006-2007

- Taught 4-4 load

University of Pennsylvania

Private research, 24,000 students, \$4.2 billion budget

Associate Director, Writing Program 2004-2006

- Managed enrollments and course rostering
- Liaison with registrar, college office, and academic departments
- Provided analyses for strategic planning and budgeting, reconciled budget
- Helped hire and train teaching staff

University of Pennsylvania Student Federal Credit Union

\$8.5 million assets managed

Board Member 2000-2002

Vice President of Credit 2000-2001

- Led all loans and collections efforts
- Managed 10 employees
- Increased loans portfolio 500%
- Established long-term advertising strategy for loans
- Wrote and updated training manuals and loans policy

- Hired and trained workers
Assistant Director of Member Services 1999-2000
- Supervised Member Services office
- Managed 25 employees
Teller, Account Executive, Loans Committee 1998-1999

GRADUATE STUDENT EMPLOYMENT

University of Pennsylvania, part-time positions

- Webmaster of <http://www.sas.upenn.edu/ctl/> 1999-2001
Redesigned and maintained website, wrote content, located links
- Graduate Assistant, Career Services Office 2002
Drafted 58 "Letters of Evaluation" for Health Professions Advisory Board

SERVICE

American Academy of Religion, Cognitive Science of Religion Consultation

- Steering Committee Member 2008-2010

University of Pennsylvania, Graduate Student Government

- Vice President for Ph.D. Affairs 1999-2000
- Executive Board Member-at-Large 1998-1999
- Departmental Representative 1997-1998

University of Pennsylvania

- Joint Taskforce on Graduate Student Teaching 2002-2003
- Graduate Council of the Faculties 1999-2003
- University-Wide Personnel Benefits Committee 1998-1999

University of Pittsburgh, Department of Classics

- Committee to Review Undergraduate Education 1994-1995

LANGUAGES

Greek, Latin, German, Sanskrit, French
(reading knowledge only, strongest to weakest)

REFERENCES

Available upon request