

Gail H. Fernandez, Ed.D.

Curriculum Vitae

Doctor of Education with demonstrated success in building academic institutions at scale through a growth mindset and student-centered orientation. Expert at mentorship, curriculum development, program assessment, and project management, with over two decades of recorded accomplishments as a teacher and a leader in higher education. An administrator with exceptional managerial and people skills gained through extensive professional experience. Result-oriented and data-driven change agent with the ability to recognize strengths and work styles in others and appreciate faculty and staff for their contributions.

Selected Achievements

- Envisioned and established a Center for Teaching & Learning, as Director of the ACE Learner Success Lab at New Jersey City University, resulting in a substantial contribution to a culture of continuous improvement.
- Redesigned the student learning outcomes assessment model furthering data-informed decision-making at Westchester Community College.
- As Assistant Dean of Academic Affairs at Westchester Community College, guided faculty through curriculum development from concept proposal to New York State program approval.
- Earned a commendation (spring 2016) from the Middle States Commission on Higher Education (MSCHE) Self-Study Evaluation Team, for the college-wide assessment of the General Education Program (the model was shared at the annual MSCHE Conference).
- Partnered educators together to enable observation of each other's class sessions to gain insight into the variation of pedagogical approaches and to consider how diversity, equity and inclusivity are addressed in their classrooms.
- Demonstrated a continuous promotion of high standards and efficient project management in Academic Affairs, including academic policy, data-informed planning, and effective assessment.

Education and Credentials

Doctor of Education, Community College Leadership

2018

National American University, Roueche Graduation Center, Rapid City, South Dakota
Dissertation: "Faculty Demographic and Characteristic Variables and the Use of High Impact Practices in Community Colleges"

Master of Science in Education

1991

University of Pennsylvania, Philadelphia, PA
Teaching English to Speakers of Other Languages (TESOL)

Bachelor of Arts

1984

Union College, Schenectady, NY
Modern Languages/History

Professional Experience

Associate Provost, Office of Academic Affairs
New Jersey City University, Jersey City, NJ

2021 – Present

Collaborate closely with deans, chairs, directors, and faculty. Provide critical **senior mentorship**, direction, and oversight to:

- Director of Career Success Lab, Director of General Education Program, Director of Lee Hagan Center, Director of Honors Program, Directors of LATI Center, Director of Orientation to College Program, Director of the Center for Teaching and Learning, Coordinator of Community Engaged Learning.

Support the division of Academic Affairs in the **administration of a portfolio of university programs** and initiatives focused on educational excellence and student success, involving:

- Approving new, revising, and deleting course proposals; Arranging transfer and articulation agreements with community colleges and high schools; Managing academic catalog; Leading faculty through the curricular development process.
- Participate in Aspen-AASCU Transfer Intensive: Transfer Think Tank (Cohort 2), linking the University with a community college to create policies and procedures to assist student transfer.

Direct ACE Learner Success Lab, focused on integrating evidence-based practices to improve retention and completion:

- Orchestrated a Center for Teaching & Learning with a mission to improve student achievements through innovative faculty development.

Assistant Dean of Academic Affairs,
Westchester Community College, Valhalla, NY

2020 – 2021

Guided faculty through **curriculum development** from concept proposal to New York State program approval:

- Corresponded with the State University of New York (SUNY) and New York State Education Department (NYSED) on all curricular matters; Oversaw the creation and effectiveness of articulation and transfer agreements; Maintained the program catalog involving yearly curriculum and policy updates; Acted as project leader in converting program requirements into semester program maps; Authored catalog & website guidelines for faculty; Oversaw Office of High School Partnerships and Office of Academic Scheduling;

Redesigned the **Academic Program Review process** to focus on program offerings, faculty, students, and community, with a systematic, faculty-driven process. Introduced and revised **assessment processes** for measuring learning and utilized the review results to improve student educational experiences.

- Reduced the Academic Program Review process from seven to five years.
- Advised Institutional Research on program dashboards; Introduced a college-wide assessment process for the General Education program.
- Reoriented assessment of student learning from course to program level.

Demonstrated a record of promoting high standards and successful **project management** in Academic Affairs:

- Led the Prior Learning Assessment and Micro-Credential committees; Collaborated with directors of the Center for Teaching & Learning; Organized Criteria 4: Promoting & Sustaining Faculty Development of the Title V: Caminos al Éxito grant; Introduced training material for department and curricular chairs; Key participant in the “SUNY Student Success Center” and “Achieving the Dream” “*New Learning Compact: Professional Development & Campus Capacity Building*” work.

Grants Fellow
Bergen Community College, Office of Grants Administration, Paramus, NJ

2018 –2019

Identified available **funding** sources to support research, programs, professional development, and faculty scholarship.

- Guided Bergen faculty and staff with grant development in support of the college's mission, goals, and strategic priorities.
- Launched a partnership between the Grants Office and the college community by starting the “*Grants at a Glance*” newsletter, Recognition Luncheon, and related workshops.

Dean of Assessment & Lead Assessment Fellow
Bergen Community College, Center for Institutional Effectiveness (CIE), Paramus, NJ

2016 –2019 / 2011 –2016

Directed institutional and student learning outcomes assessment across the college in accordance with the strategic plan, accreditation requirements, and college vision & mission, successfully enhancing course and curriculum delivery and assessment methods:

- Managed six assessment fellows and 60 assessment liaisons; Formulated policies and procedures related to assessment and institutional effectiveness; Organized yearly meta-analysis on assessment activity; Coordinated the writing, editing, and distribution of the CIE newsletter, *CIE Update*; Developed a three-year assessment strategic plan: “*Assessment Where We Are... Where We Are Going: 2017-2020*”; Authored College Assessment Handbook (2013, updated 2015); Sponsored yearly “*Brown Bag Lunch Series*” on national higher education topics; Conducted original research to learn student participation motivation and goals (*Who Are Students Are report*).

Associate Professor
Bergen Community College, American Language Program (ESL) Department, Paramus, NJ

2003 –2016

Through Associate Professor, Testing Coordinator, and Program Review Leader positions, **taught and mentored** students of diverse socioeconomic, cultural, and ethnic backgrounds, differing levels of academic preparation, and varying abilities; Attended conferences and developed and delivered course material, curricula, and syllabi:

- Taught four levels of ESL grammar, reading, and writing skills; Collaborated on the 2010-2012 student learning outcomes analysis project (portfolio writing) which resulted in an upgrade of the Intermediate ESL exit testing policies; Created online hybrid sections of intermediate writing and intermediate reading; Paired reading and writing classes to enable students to comprehensively interact with course material; Shaped content-based courses such as “*Curriculum for a Vocabulary/Study Skills Program for ALP Students*,” “*Curriculum for Academic Skills Enhancement in the ALP*,” “*Becoming a College Student*”, and “*Business and English*.”; Improved writing rubrics for the beginner and intermediate writing classes; Researched student academic and career interests through the ALP Degree Interest Survey; Piloted and administered departmental exams in reading, writing, and grammar for all ALP advanced beginner classes; Wrote the ALP Faculty Handbook.

Committees

Chair, Learning Assessment Committee of the Faculty Senate

2011 –2019

- Managed monthly meetings of this faculty senate subcommittee; Informed faculty of assessment best practices and updated faculty on accreditation work; Wrote LAC Mission and Charter Statement.

- Chair, New Jersey Council of County Colleges Assessment Affinity Group** 2017 –2019
- Served as inaugural chair for the 19 community college members; Identified and shared assessment best practices.; Supported each college’s accreditation efforts.
- Coordinator – Program Review, Administrative & Educational Support (AES) Units** 2018 –2019
- Presented yearly orientation sessions for 30+ AES units; Coordinated with program review leaders throughout all phases of the process; Led the AES Program Review *Celebration and Presentation* event.
- Co-leader, Strategic Plan** 2016 –2018
- Guided faculty and staff in the development of institutional priorities; Co-authorized the strategic plan; Identified key performance indicators; Put together a Year One implementation plan.
- Co-chair, “Achieving the Dream” team – Curricular Clarity Group** 2015 - 2018
- Identified meta-majors (guided pathways) to map programs; Developed *Curriculum and Faculty Development* priority of ATD application.
- Chair, General Education Committee** 2013 - 2015
- Drove the original college-wide assessment of the General Education Program and received a commendation from the Middle States Commission on Higher Education Self-Study Evaluation Team in spring 2016 for the work.
 - Reviewed and approved General Education course proposals in accordance with the state-required regulations.
 - In collaboration with partnering New Jersey colleges, organized a General Education Assessment Round Table.
- Co-chair, Partners in Learning** 2007 - 2017
- Designed a faculty collaboration model whereby faculty observed each other's classes to exchange educational methods.
 - Encouraged faculty to consider how diversity, equity and inclusivity are addressed in their classrooms.

Activities & Contributions

- Academic Catalog “Grand Read”** 2017 – 2018
- Assembled a review group tasked with catalog accuracy alignment in accordance with the College website.
 - Created a catalog assessment and communication process.
- College Initiative Project** 2017 – 2018
- Classified student success programs and initiatives to incentivize coordination of ideas, efforts, and resources.
- Curricular Agility Project** 2015
- Audited 140+ academic programs to create consistency and integrity.
- Faculty Mentor** 2014 – 2019
- Mentored faculty members within the Computer Science and Physics departments.

- Aided mentees with the formation of their core competency objectives and research-based professional development projects.

Member, Strategic Enrollment Management Team 2017 – 2019

- Engaged in the formulation of the SEM Plan.

Student Success Ambassador 2015 – 2017

- Counseled 15 first and second-semester students on academic and non-academic concerns.

Working Group Member Strategic Plan 2013

- Coordinated the planning and writing of the strategic plan; Coordinated open forums, group meetings, and writing sessions.

Associate Professor 1990 – 2000

New York University, The American Language Institute, New York, NY

With a student-centered approach comprising of methods such as videotaping and analyzing student presentations for body language, pronunciation, and content, recognized the primary role of the **teaching-learning** process at all levels of grammar, reading, writing, speaking, listening, and business oral communication skills, all of which allowed for 1) preparation of international students in doctoral programs for teacher assistant positions, 2) creation of an intensive two-week Business English program used by the largest publisher in South America for onsite manager and executive training, 3) preparation of students for college-level work, all through various English programs including:

- Day Intensive and Day Comprehensive Programs; The Japan Forum; The International Teaching Assistants Program, and Carvajal, S.A., Cali Colombia.

Other Teaching

Rockland Community College, Suffern, NY 2002 –2003
Department of English as a Second Language

Boston University, Boston, MA 2000 - 2002
Center for English Language and Orientation Programs

Hunter College Of The City Of New York, New York, NY 1992 - 2000
Department of English

Pace University, New York, NY 1992 – 1996
Department of English

Hotel Teaching
Taught ESL to hotel staff.

Holiday Inn, New York City, NY	2000
Trump International Hotel & Tower, New York City, NY	2000
The New York Palace, New York City, NY	1996 – 1999
Club Quarters, New York City, NY	1996 –1997
Doubletree Guest Suites, New York City, NY	1996

Accreditation

Peer Reviewer

Spring 2017 and Spring 2022

Middle States Commission on Higher Education (MSCHE)

- Reviewed written evidence and attended a virtual visit to a Puerto Rican institution.
- Conducted an on-site visit to a CUNY institution and reviewed written evidence.

Quality Enhancement Plan Reviewer

Fall 2021

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

- Served as the Quality Enhancement Plan Reviewer for Texas community college.

Middle States Self-Study Steering Committee Chair

Fall 2013 – Spring 2015

Bergen Community College, Paramus, NJ

- Partnered closely with co-Chairs through all phases of the self-study.
- Served as a resource to working groups and as an intermediary between faculty, staff, and administrators.
- Synthesized working group reports and edited final draft.
- Built *Middle States Matters* multi-media communication plan.
- Planned evaluation team visit.
- Received the first-ever reaccreditation without follow-up (received 43 commendations).
- Received commendation for the leadership of the General Education Assessment.

Co-Leader – Middle States Periodic Review Report (PRR)

2010 - 2011

Bergen Community College, Paramus, NJ

- Researched and composed the PRR for the Middle States Commission on Higher Education.
- Headed a 12-member committee.

Professional Development

The Chair Academy

2011 - 2012

Global Leadership Training

TOPP (The Online Professor Program, I & II)

2009 - 2010

Bergen Community College

Principles and Practices of Online Teaching Certificate Program

2006 – 2007

TESOL & the University of Wisconsin – Eau de Claire

Honors

- 1st recipient of BCC Emerging Community College Leader Scholarship

2017

Selected Publications

1. “Bergen Community College: An Assessment Fellows Program Model” Member Spotlight, December 2017, League Connections

2. "An Assessment Fellows Program Model," National Institute for Learning Assessment Outcomes (NILOA), February 2016 Newsletter
3. "Interview on Studio Bergen: Vision, Mission Revision," Season 5, Episode 4, January 2016
4. Outcomes Assessment Handbook, 2013, updated 2015
5. "The CIE Fellows – Leading the Way," Faculty Focus, September 2015
6. Mother-in-Law vs. Hurricane, New York Times, November 26, 2012
7. "How Writing Portfolios Foster Student Confidence While Assessing Proficiency," Fernandez & Kasparova, Idiom, Vol. 42, No. 3, Fall 2012
8. "CIE Update," Issues 1-11 (newsletter editor/writer)

Grants

- SUNY Guided Pathways, Campus Coordinator
2020 - 2021
- Title V: Caminos al Éxito
2020 - 2021
- "First in the World" co-authored proposal
Summer 2014
"TD Bank Financial Literacy Grant" co-authored
Spring 2013
- "123 Conectèse", Title V Grant
2010 - 2011
- CIRP Grant
2008 - 2009
Web-Enhanced Content-Based ESL for College Success
- CIRP Grant,
2006 - 2007
"Bringing Career Counseling Services to Students in the American Language Program"
- English Language Minority Student Grant
2005 - 2007
"Curriculum for a Vocabulary/Study Skills Program for ALP Students"

Selected Conference Presentations

1. Topic "Addressing Accreditation Standards with a Policy Advisory Council," AACC Annual Conference, April 2019
2. "Addressing Standards II and VII Through a Policy Advisory Council," Middle States Annual Conference, November 2018
3. "Conducting a Meta-Analysis of Assessment Reports," 2017 Assessment Institute in Indianapolis, October 2017
4. "Mission Impossible & Other Assessment Tales," Drexel University Annual Conference on Teaching & Learning Assessment, September 2017
5. "Civic Competency and Engagement: From Theory to Data, From Data to Understanding," AASCU Civic Learning and Democratic Engagement Meeting, June 2017
6. "An Assessment Fellows Program: Ambassadors of a High-Performance Culture," Innovations Conference, March 2017
7. "Assessment Toolkit," Innovations Conference, March 2017
8. "From A-Z: An Assessment Toolkit," Drexel University Annual Conference on Teaching & Learning Assessment, September 2016
9. "What'd You Say? How to Communicate During the Self-Study Process," Drexel University Annual Conference on Teaching & Learning Assessment, September 2016

10. "The Assessment Fellows of the Roundtable: Ambassadors of a High-Performance Culture," American Association of Community Colleges Annual Convention, April 2016
11. "Assessment Fellows Program – An Inside-Out Approach," Middle States Annual Conference, December 2015
12. "Assessing General Education Across the Curriculum," AAC&U Network for Academic Renewal, February 2015
13. "Assessing General Education Across the Curriculum," Middle States Annual Conference, December 2014
14. "Are Our Students Thinking Critically? What We Learned by Assessing Our General Education Program," TYCA Northeast, October 2014
15. "Transforming Assessment: Using a Writing Portfolio," NE TYCA, October 2013
16. "What is 'College Level' Writing?," NE TYCA October 2012
17. "The Big 8: Teaching Information Literacy," TESOL International, March 2012
18. "Program Review: The Processes and Dilemmas," NYS TESOL, October 2011.