

## O.J. SALINAS

University of North Carolina School of Law  
5064 Van Hecke-Wettach Hall  
Chapel Hill, North Carolina 27599-3380  
(919) 962-0279 | [osalinas@email.unc.edu](mailto:osalinas@email.unc.edu)

### EDUCATION

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#### Master of Arts (Counseling)

2007 | University of Texas at San Antonio | San Antonio, Texas  
Concentration in Community Counseling

#### Juris Doctor

1999 | University of Dayton School of Law | Dayton, Ohio  
*Cum Laude* Graduate (top 10% of class)  
Thurgood Marshall Scholar – Full Tuition Scholarship Recipient (1996-1999)

#### Bachelor of Arts

1996 | St. Mary's University | San Antonio, Texas  
Double Major in Psychology and Philosophy  
*Summa Cum Laude* Graduate

### PROFESSIONAL EXPERIENCE: LAW SCHOOL TEACHING

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#### University of North Carolina School of Law | Chapel Hill, North Carolina (2011 – present)

- Clinical Professor of Law & Director of Academic Excellence (July 2020 – present)
- Clinical Associate Professor of Law & Director of Academic Excellence (July 2017 – June 2020)
- Clinical Associate Professor of Law (July 2015 – June 2017)
- Clinical Assistant Professor of Law (July 2011 – June 2015)
  - Teach courses focused on the substantive law tested on the bar examination, as well client counseling and negotiations.
  - Oversee and run all aspects of the law school's Academic Excellence Program, including providing academic success and bar support programming for all UNC Law students from pre-orientation through the bar exam.
  - Review and analyze bar passage data.
  - Provide individual and group academic counseling to students.
  - Serve on various faculty committees.
  - Previously taught courses in the 1L legal research and writing program.
  - First Hispanic full-time faculty member to teach at UNC Law.

**HONORS**

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**2017 | University of North Carolina School of Law**

- Awarded the Frederick B. McCall Award for Teaching Excellence by the graduating Class of 2017.
- First clinical faculty member teaching within the Writing and Learning Resources Center to be awarded the McCall Award for Teaching Excellence.

**2017 | University of North Carolina School of Law**

- Recipient of the Charles E. Daye Award for Excellence in Faculty Service.

**TEACHING ACTIVITIES (LAW SCHOOL)**

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**Law 461 and 462: Applied Legal Concepts I and II**

Applied Legal Concepts (“ALC”) identifies select core legal concepts tested on the Multistate Bar Examination (“MBE”) portion of the bar exam, and it develops strategies for applying these concepts effectively—particularly in a high-stakes testing environment. ALC I and II are reserved for 3Ls.

I co-taught ALC I with Jon Lee during the Fall 2016 semester. After I was appointed Director of Academic Excellence in the summer of 2017, I decided to expand enrollment in the ALC courses and restructure how the courses are taught. I write about how the expansion and restructuring of the courses increased UNC’s bar passage in the Summer 2019 Edition of *The Bar Examiner* (a publication by the National Conference of Bar Examiners).

Since the restructuring of ALC, course materials include access to an online early bar preparation portal that contains materials similar to those that students will use when they are studying for the bar examination after graduation. Students have access to substantive outlines, lecture handouts, video lectures, MBE and essay questions, and a diagnostic exam.

ALC assessments consist of a closed-book diagnostic multiple-choice (M/C) exam; live in-class polling; in-class practice M/C questions; online platforms for M/C questions; in-class essays; and a closed-book final exam with M/C & essay questions. Students receive direct feedback on their online work via their individual online bar preparation portals. Students also receive feedback throughout the semester on MBE and essay questions in class or through individual conferences.

- **Law 461:** ALC I focuses on concepts from constitutional law, tort law, and contract law that are commonly tested on the MBE and essay portions of the bar examination.

Year	Student Enrollment
Fall 2025	106
Fall 2024	96
Fall 2023	77
Fall 2022	91
Fall 2021	75

Fall 2020 (asynchronous/remote class)	97 (lead professor; co-taught with John Kasprzak)
Fall 2019	90 (lead professor; co-taught with John Kasprzak and Stephanie Crosse)
Fall 2018	Section 1 = 45 (lead professor; co-taught with Sherry Honeycutt) Section 2 = 35 (lead professor; co-taught with Sherry Honeycutt)
Fall 2017	29
Fall 2016	20 (co-taught with Jon McClanahan)

- **Law 462:** ALC II focuses on concepts from criminal law/criminal procedure, evidence, and property law that are commonly tested on the MBE and essay portions of the bar examination.

Year	Student Enrollment
Spring 2026	110
Spring 2025	104
Spring 2024	112
Spring 2023	94
Spring 2022	80
Spring 2021 asynchronous/remote class)	100 (lead professor; co-taught with John Kasprzak)
Spring 2020 (transitioned to asynchronous/remote class)	79 (lead professor; co-taught with John Kasprzak)
Spring 2019	Section 1 = 46 (lead professor; co-taught with John Kasprzak) Section 2 = 36 (lead professor; co-taught with John Kasprzak)
Spring 2018	43

**Law 527: Lawyering Communication and Negotiation Skills Survey (previously Soft Skills Seminar)**

Lawyering Communication and Negotiation Skills Survey serves as an overview to the nuts and bolts of listening and communicating like an attorney and counselor. The course introduces students to the basic theory and techniques of client interviewing and counseling, negotiations, and conflict resolution that are necessary for effective representation of clients. Since the Fall 2023 semester, this course is a requirement for 2Ls on the law school’s alternative dispute resolution moot court teams (i.e., client counseling and negotiations). The course is open to non-moot court team members.

The course couples theoretical readings and discussions with practical and intensive experience with negotiation and client counseling. Students contemplate negotiation and client counseling skills, practice those skills in simulations with other students, and reflect upon and critique techniques (including those of their classmates).

During the course, students perform a variety of simulated negotiations and client interviews. Some simulations are videotaped, and students are asked to reflect on their preparation for and performance during the simulations. Feedback is also provided to the students during class and outside of class.

Assessment for the course is based on a final reflection paper, performance in and critique of an extended simulation, journal entries that reflected upon certain class simulations, and class attendance, participation, and professionalism.

Year	Student Enrollment
Fall 2025	16
Fall 2024	14
Fall 2023	18
May 2019	8
May 2018	9

### **Law 295: Research, Reasoning, Writing, and Advocacy (RRWA) I**

RRWA provides students with foundational, practice-oriented and skills-focused instruction. The course meets in small class sections and fosters active learning with opportunities for self-evaluation and feedback. Working both individually and in teams, students learn the fundamentals of legal reasoning, research, and writing, primarily by simulating important aspects of law-office work. RRWA I focuses on state law and objective writing.

Year	Student Enrollment
Fall 2016	18 (Section 295.1)
Fall 2015	17 (Section 295.4) 16 (Section 295.12)
Fall 2014	16 (Section 295.11) 16 (Section 295.12)
Fall 2013	20 (Section 295.1) 21 (Section 295.3)
Fall 2012	16 (Section 295.8) 17 (Section 295.14)
Fall 2011	20 (Section 295.9) 21 (Section 295.10)

### **Law 296: Research, Reasoning, Writing, and Advocacy (RRWA) II**

RRWA provides students with foundational, practice-oriented and skills-focused instruction. The course meets in small class sections and fosters active learning with opportunities for self-evaluation and feedback. Working both individually and in teams, students learn the fundamentals of legal reasoning, research, and writing, primarily by simulating important aspects of law-office work. RRWA II focuses on federal law and persuasive writing.

Year	Student Enrollment
Spring 2017	17 (Section 296.3) 15 (Section 296.5)
Spring 2016	17 (Section 296.7)
Spring 2015	15 (Section 296.10) 14 (Section 296.11)
Spring 2014	14 (Section 296.10) 16 (Section 296.15)
Spring 2013	15 (Section 296.4) 17 (Section 296.5)
Spring 2012	20 (Section 296.1) 21 (Section 296.11)

### **Law 467: Negotiations**

This course introduces students to the theory and practice of negotiation in our legal system. Students develop negotiating skills and improve their understanding of the negotiation process by participating in simulations, analyzing bargaining behavior, discussing negotiation concepts, and receiving critique.

Year	Student Enrollment
Spring 2016	29 (Section 2)

### **RESEARCH/SCHOLARSHIP STATEMENT**

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Faculty members teaching within the Writing and Learning Resources Center (“WLRC”) are not required nor expected to produce scholarship. Nevertheless, working within a law school environment has motivated me to engage in some scholarly work.

My scholarship has primarily focused on law school academic success, including the 1L experience and bar support. For example, I published an essay on bar support in the *The Bar Examiner*, a publication by the National Conference of Bar Examiners. In the essay, I discuss the curricular and staffing changes that I believe contributed to the rise in bar passage rates for UNC Law students. The National Conference of Bar Examiners invited me to publish the article after the release of UNC Law’s July 2018 North Carolina bar examination results. More recently, I published an essay in the *Minnesota Law Review* in 2023. The essay focuses on status and equity issues for faculty teaching skills courses. The essay includes observations and personal reflections—both from my work as a skills and academic support professor, as well as my experience as a first generation, person of color who almost quit law school. I was invited to publish this work after participating as an invited panelist for the Minnesota Law Review Symposium, *Leaving Langdell Behind: Reimagining Legal Education for a New Era*.

I have also published several academic support blog posts as a Contributing Editor for the *Law School Academic Support Blog*. Readership for the *Law School Academic Support Blog* includes law school students and law school academic support professionals. My “Being Different Doesn’t Mean Being

Irrelevant” blog post was recognized as a Top 10 Blog Post by the *Texas Bar Today*, an online publication by the State Bar of Texas. I also post several bar exam blogs on LinkedIn.

Finally, I have written two books published by West Academic. In my first book, *A Short and Happy Guide to Effective Client Interviewing and Counseling* (2016), I introduce skills for effective client interviewing and counseling. I summarize basic client counseling skills that attorneys can use in interviewing and counseling clients, and I provide several hypothetical interactions between attorneys and clients that illustrate effective client interviewing and counseling skills. The second edition to the book was published in 2024 and includes a new chapter on how client counseling skills may be tested on the NextGen bar exam.

My second book, *MBEs for the MBE: Mnemonics, Blueprints, and Examples for the Multistate Bar Examination* (2021), can be a stand-alone textbook for a bar preparation course focused on the MBE or it can be used as a supplement to traditional bar vendor materials. A large part of the book includes summaries (or “Blueprints”) of the seven substantive areas of law tested on the MBE: civil procedure, contracts, constitutional law, criminal law/criminal procedure, evidence, property, and torts. The Blueprints are included at the beginning of each chapter for each substantive area of law. Within each chapter are memorization strategies and techniques (or “Mnemonics”) to help students better categorize and recall the immense amount of black letter law tested on the MBE. Each chapter also has separated, highlighted rules and tips for the commonly tested subtopics on the MBE, and each highlighted rule is listed in the book’s appendix as a short review of the substantive law. Each chapter also includes AdaptiBar questions and answers (or “Examples”)—in the text and on an online platform—where students can practice answering multiple-choice questions and assess and reinforce their understanding of the substantive law covered in the book.

## **BIBLIOGRAPHY & PRODUCTS OF SCHOLARSHIP: BOOKS**

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2021 | **MBEs for the MBE: Mnemonics, Blueprints, & Examples for the Multistate Bar Examination** (West 2021).

2016 | **A Short and Happy Guide to Effective Client Interviewing and Counseling** (West 2016).

- Second edition was published in 2024 and includes a chapter on the NextGen bar examination.

## **BIBLIOGRAPHY & PRODUCTS OF SCHOLARSHIP: ENGAGED SCHOLARSHIP**

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2023 | *On the Sidelines*, 6 RAISING THE BAR 4, Fall 2023, at 2 (invited Distinguished Commentary).

2023 | *Secondary Courses Taught by Secondary Faculty: A (Personal) Call to Fully Integrate Skills Faculty and Skills Courses into the Law School Curriculum Ahead of the NextGen Bar Exam*, 107 MINN. L. REV. 2663 (2023).

2022 | *Book Review of Lawyering Skills in the Doctrinal Classroom: Using Legal Writing Pedagogy to Enhance Teaching Across the Law School Curriculum*, JOURNAL OF LEGAL EDUCATION, Vol. 70, No.1 (Fall 2020), pgs. 181-189.

2019 | *Improving Bar Success: Curricular Changes at University of North Carolina School of Law*, THE BAR EXAMINER (Summer 2019), pgs. 14-16 (invited publication by the National Conference of Bar Examiners).

2015 | *Beyond the Socratic Class: Helping Prepare Practice-Ready Students by Incorporating Client Interviews in the 1L LRW Class*, THE LEARNING CURVE (Summer 2015), pgs. 7-9.

2014 | *Do as I Say, Not as I Do: Maintaining the Foundation of Strong Individual Professional Development*, THE LEARNING CURVE (Winter 2014), pgs. 12-14.

2014 | *Effective Client Interviewing and Counseling*, UNC Legal Studies Research Paper No. 240119 (available at <https://papers.ssrn.com/abstract=2401119>) (this paper provided the framework for my client counseling book).

2012 | *Law School Learning Communities: A Community of Learners for the Benefit of All Learners*, 19 THE LAW TEACHER 28 (Fall 2012), pgs. 28-29.

## **BIBLIOGRAPHY & PRODUCTS OF SCHOLARSHIP: PODCAST & BLOG POSTS**

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2021 | Invited Panelist on Professor Jonah Perlin's *How I Lawyer Podcast*. The episode focused on succeeding during your 1L year in law school.

- Available at <https://podcasts.apple.com/us/podcast/how-i-lawyer-podcast-with-jonah-perlin/id1546577526?i=1000532128039>

2017 | Contributing Editor to the *Law School Academic Support Blog*

All blog posts are available on the *Law School Academic Support Blog*. A select few listed below include hyperlinks to the blog posts.

- “*Outlining=A Better Understanding of the Doctrinal Materials*” posted on October 30, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/10/outlining-a-better-understanding-of-the-doctrinal-materials-.html](https://lawprofessors.typepad.com/academic_support/2017/10/outlining-a-better-understanding-of-the-doctrinal-materials-.html).
- “*The End of October is Approaching*” posted on October 23, 2017.
- “*October Slump & Shout-Outs*” posted on October 16, 2017.
- “*Dare to Disclose*” posted on October 9, 2017.
- “*Hypothetically Speaking . . .*” posted on October 2, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/10/hypothetically-speaking-.html](https://lawprofessors.typepad.com/academic_support/2017/10/hypothetically-speaking-.html).
- “*We Are Not in College Anymore*” posted on September 25, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/09/we-are-not-in-college-anymore.html](https://lawprofessors.typepad.com/academic_support/2017/09/we-are-not-in-college-anymore.html).
- “*1L Enrichment Groups*” posted on September 18, 2017.
- “*ASP During Challenging Times*” posted on September 11, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/09/asp-](https://lawprofessors.typepad.com/academic_support/2017/09/asp-)

- [during-challenging-times.html](#).
- “Ready. Set. Go, 1Ls—You are in Training Camp Now!” posted on September 4, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/09/we-just-completed-our-first-week-of-school-at-carolina-law-like-many-law-students-throughout-the-country-our-1ls-experience.html](https://lawprofessors.typepad.com/academic_support/2017/09/we-just-completed-our-first-week-of-school-at-carolina-law-like-many-law-students-throughout-the-country-our-1ls-experience.html).
- “Energized After Pre-Orientation” posted on August 28, 2017.
- “Think Twice Before Banning Laptops: A Note on Accommodations and Diverse Thinking and Learning” posted on August 21, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/08/i-mentioned-in-last-weeks-blog-about-my-inability-to-remain-focused-on-our-law-school-voluntary-pre-orientation-program.html](https://lawprofessors.typepad.com/academic_support/2017/08/i-mentioned-in-last-weeks-blog-about-my-inability-to-remain-focused-on-our-law-school-voluntary-pre-orientation-program.html).
- “Focusing When You’re Frustrated and, Potentially, Frightened: Some ASP Thoughts Following Charlottesville” posted on August 14, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/08/focusing-when-youre-frustrated-and-potentially-frightened-some-asp-thoughts-following-charlottesvill.html](https://lawprofessors.typepad.com/academic_support/2017/08/focusing-when-youre-frustrated-and-potentially-frightened-some-asp-thoughts-following-charlottesvill.html).
- “Being Different Doesn’t Mean Being Irrelevant” posted August 7, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/08/being-different-doesnt-mean-being-irrelevant.html](https://lawprofessors.typepad.com/academic_support/2017/08/being-different-doesnt-mean-being-irrelevant.html).
    - This blog was recognized as a Top 10 Blog Post by the *Texas Bar Today*, an online publication by the State Bar of Texas.
- “The Power of Listening” posted on July 31, 2017.
- “ALWD Intro & Bar Exam Encouragement” posted on July 24, 2017.
- “Some Thoughts on the NYT Article ‘The Lawyer, The Addict’” posted on July 17, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/07/the-new-york-times-recently-published-the-lawyer-the-addict-a-very-compelling-article-about-a-tragic-event-https.html](https://lawprofessors.typepad.com/academic_support/2017/07/the-new-york-times-recently-published-the-lawyer-the-addict-a-very-compelling-article-about-a-tragic-event-https.html).
- “Anxiety and Doubt Don’t Equal Failure” posted on July 10, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/07/anxiety-and-doubt-dont-equal-failure.html](https://lawprofessors.typepad.com/academic_support/2017/07/anxiety-and-doubt-dont-equal-failure.html).
- “Perseverance, Plans, and Passing the Bar Exam” posted on July 3, 2017.
  - Available at [https://lawprofessors.typepad.com/academic\\_support/2017/07/perseverance-plans-and-passing-the-bar-exam.html](https://lawprofessors.typepad.com/academic_support/2017/07/perseverance-plans-and-passing-the-bar-exam.html).

#### 2017 | **Guest Blogger**

- Alexa Chew and I published a piece called “Listening Begets Listening” on July 17, 2017, on the *Listening Like a Lawyer Blog*.
  - Available at <https://listenlikealawyer.com/2017/07/17/listeningbegetslisting/>.

## **BIBLIOGRAPHY & PRODUCTS OF SCHOLARSHIP: UNPUBLISHED ORAL PRESENTATIONS**

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**June 2025 | Invited presenter at BARBRI's inaugural *ConnectED: Ideas, Insights, Impact—Navigating the NextGen Bar Exam Together* conference in Minnesota (co-presented with Alexa Chew).**

- Presentation Topic: NextGen Bar Exam Skills: Understanding NextGen Skills and Practicing NextGen Skills in the Classroom.
- The conference brought together individuals from the National Conference of Bar Examiners and law school faculty and administrators from jurisdictions that will be administering the NextGen bar exam in July 2026 and July 2027.

**May 2025 | Presented at the Carolina's Legal Research and Writing Colloquium at Duke University School of Law (co-presented with Alexa Chew).**

- Presentation Topic: Legal Research and Writing (and other Practical Lawyering Skills) and the NextGen Bar Exam.

**July 2024 | Panelist for the 2024 Legal Writing Institute Biennial Conference**

- Presentation Topic: Infusing Professional Identity into the Legal Writing Classroom.

**January 2024 | Invited Panelist for the 2024 AALS Annual Conference**

- Presentation Topic: Defending Democracy in Law School.
  - Sponsored by the AALS Scholarship Section.

**January 2024 | Panelist for the 2024 AALS Annual Conference**

- Presentation Topic: Learning with Our Students: Adjusting to Our Developing Understanding of the NextGen Bar Exam.
  - Sponsored by the AALS Section on Legal Writing, Reasoning, and Research; co-sponsored by the AALS Sections on Academic Support, Law Libraries and Legal Information, and Student Services.

**October 2022 | Invited Panelist for the 2022 University of Minnesota Law Review Symposium.**

- Symposium Topic: *Leaving Langdell Behind: Reimagining Legal Education for a New Era.*

**May 2022 | Panelist for the 2022 AALS Conference on Clinical Legal Education.**

- Presentation Topic: NextGen Full Send: Institutional and Course-Based Tools to Prepare for the NextGen Bar Exam.

**February 2022 | Panelist for the University of Virginia Law Review Symposium on curricular reform in legal education.**

- Presentation Topic: *Writing and Legal Skills Across the Curriculum.*

**June 2021 | Panelist for the Association of Legal Writing Directors Conference (remote conference hosted by University of Michigan School of Law).**

- Presentation Topic: *Balance in the Age of COVID-19.*

**May 2021 | Panelist for the Hispanic National Bar Association (North Carolina Chapter; remote conference).**

- Presentation Topic: *Remote Bar Examination Best Practices.*

**August 2020 | Panelist and Discussant for the Legal Writing Section at the Southeastern Association of Law Schools Conference in Fort Lauderdale, Florida (remote conference).**

- Presentation Topic: *Balance in the Age of COVID-19.*
- Discussion Group Topic: *Faculty Status: Unpacking our Past and Envisioning our Future.*

**October 2019 | Presented at the Association of Academic Support Educators Biennial Diversity Conference in Chicago, Illinois.**

- Presentation Topic: *Difficult Conversations in the ASP World—An Interactive Workshop on Enhancing and Using Counseling Skills to Facilitate Learning in the ASP Classroom and Beyond.*
- Co-presented with Professors Kaci Bishop and Stephanie Crosse.

**August 2019 | Panelist and Discussant for the Legal Writing and Academic Support Sections at the Southeastern Association of Law Schools Conference in Boca Raton, Florida.**

- Presentation Topic: *Teaching and Writing as Resistance.*
- Discussion Topic: *Academic Support and Bar Prep Professionals—Finding Status in the Legal Academy.*

**May 2019 | Presented and moderated discussions at the 2019 Association of Legal Writing Directors Conference in Boston, Massachusetts.**

- Presentation Topic: *Creating Student Leaders (a discussion on UNC's Academic and Oral Argument Enrichment Group Leaders).*
- Moderated two panels on diversity and inclusion issues, including implicit bias and stereotype threat, as well as status and salary issues related to the legal writing profession.

**December 2018 | Presented at the 2018 Legal Writing Institute's Regional Workshop in Knoxville, Tennessee.**

- Presentation Topic: *Meeting Academic Challenges with a Hybrid LRW/ Academic Success Program.*

**August 2018 | Panelist for the UNC's Office of Diversity and Inclusion THINKposium in Chapel Hill, North Carolina.**

- Presentation Topic: *Belonging...What a Feeling!*

**August 2018 | Panelist for the Legal Writing and Academic Support Sections at the Southeastern Association of Law Schools Conference in Fort Lauderdale, Florida.**

- Presentation Topic: *Promoting Inclusion and Equity—Connecting Disciplines, Legal Education, and the Legal Profession.*

**May 2018 | Invited plenary speaker at the 2018 Association of Academic Support Educators Conference in St. Louis, Missouri.**

- Presentation Topic: *Counseling in the ASP World: An Interactive Workshop on Enhancing Our ASP Counseling Skills.*

**October 2017 | Presented at the 2017 Association of Academic Support Educators Biennial Diversity Conference in Baltimore, Maryland.**

- Presentation Topic: *Dare to Disclose? A Workshop on How Sharing Personal Stories Can Help Foster a Supportive Learning Environment for All of Our Students.*

**July 2017 | Presented and moderated discussions at the 2017 Association of Legal Writing Directors Conference in Minneapolis, Minnesota.**

- Presentation Topic (co-presented with Alexa Chew): *A Growing National Problem — Diversity and Inclusion at our Law Schools: What Can We Do to Help Foster a Supportive Learning Environment for ALL of Our Students?*
- Moderated two panels on diversity and inclusion issues, including implicit bias and stereotype threat.

**June 2017 | Presented at the 2017 CAPALF and Northeast People of Color Legal Scholarship Conference in Brooklyn, New York.**

- Presentation Topic: *Pathways to Teaching Experiential Courses.*

**May 2017 | Presented at the Association of Academic Support Educators Conference in Fort Worth, Texas.**

- Presentation Topic: *Educators, Attorneys, and Counselors—Oh My! (A Workshop on Enhancing our ASP Counseling Skills).*

**May 2017 | Moderated a discussion at the 2017 Carolinas Colloquium in Chapel Hill, North Carolina.**

- Presentation Topic: *Being in the Room Where it Happens—A Conversation about the Conversations LRW Faculty have with Students in Individual Conferences.*

**May 2016 | Presented at the Association of Academic Support Educators Conference in New York City, New York.**

- Presentation Topic: *Growing National Problem—Diversity and Inclusion at our Law Schools: What Can We Do to Help Foster a Supportive Learning Environment for ALL of Our Students?*

**August 2015 | Panelist for the Academic Support Section at the Southeastern Association of Law Schools Conference in Boca Raton, Florida.**

- Presentation Topic: *Fostering a Supportive Environment to Enhance Learning In and Out of the Law School Classroom.*

**May 2015 | Presented at the Association of Academic Support Educators Conference in Chicago, Illinois.**

- Presentation Topic: *Use of Oral Presentations and Client Interviews in the Classroom and in the ASP Setting to Help Reach a Variety of Learners.*

**March 2015 | Presented at the Southeast/Southwest People of Color Legal Scholarship Conference in Durham, North Carolina.**

- Presentation Topic: *Connecting the Work of Clinicians, Legal Writing Professors, and Practicing Attorneys to Prepare Students for Law Practice.*

**December 2014 | Presented at the 2014 Legal Writing Institute's Regional Workshop in Charlotte, North Carolina.**

- Presentation Topic: *Use of Oral Presentations and Client Interviews in a 1L LRW Class.*

**December 2013 | Presented at the 2013 Legal Writing Institute's Regional Workshop in Charleston, South Carolina.**

- Presentation Topic: *Integrating Client Interview Skills in the 1L Legal Research and Writing Class.*

**July 2013 | Presented at the Council on Legal Education Opportunity's Attitude is Essential Seminar in Miami, Florida (lead professor for this seminar).**

- Presentation Topic: *Expert Learning for Law Students.*
- AIE is a pre-law program designed to orient entering first-year law students from underrepresented backgrounds to law school. Topics that are covered in the AIE seminar include expert learning skills, case reading and briefing, exam writing, and group dynamics.

**June 2013 | Presented at the Institute for Law Teaching and Learning in Topeka, Kansas.**

- Presentation Topic: *Hybrid Teaching Beyond the Traditional Course.*
- Co-presented with Professor Craig Smith.

**January 2013 | Presented at the AALS Section on Academic Support in New Orleans, Louisiana.**

- Presentation Topic: *Understanding the Ways Data can be Used and Misused in Evaluating the Success of ASP Initiatives.*
- Panel Presentation Topic: *Assessing Our Students, Our Successes, and Ourselves.*
- Co-presented with Professor Jon McClanahan.

**June 2012 | Presented at the Law School Admission Council's Academic Assistance Conference in Denver, Colorado.**

- Presentation Topic: *Counseling Students on Academic and Non-Academic Issues.*

**October 2011 | Presented at the Law School Admission Council's Academic Assistance Workshop on Learning Disabilities in San Antonio, Texas.**

- Presentation Topic: *Working with Students with Learning Disabilities.*
- Presentation Topic: *Law School Study Aids.*

## **SERVICE & ENGAGEMENT STATEMENT**

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### **Service to UNC School of Law**

I was appointed as the Director of Academic Excellence in late July 2017. Prior to my appointment as Director, I provided service to the Academic Excellence Program as a faculty member of the WLRC.

As the Director of Academic Excellence, I oversee and run all aspects of the law school's Academic Excellence Program, including academic success and bar support programming for all UNC Law students from pre-orientation through the bar exam. Some program highlights are listed below:

- Legal Education Advancement Program (“LEAP”)
  - LEAP is Carolina Law’s voluntary pre-orientation program that helps incoming 1Ls transition to the rigorous study of law. LEAP provides academic training and opportunity for community building. The academic training provides incoming 1Ls with a preview of the arc of the 1L semester: (1) reading and briefing cases; (2) outlining the law; (3) using the law to issue spot and answer short hypotheticals; and (4) answering a final exam essay question based on the outlined law.
  - Since I have taken over as Director of Academic Excellence, we have averaged approximately 75 1Ls in LEAP each year (we had 89 1Ls for the Class of 2027).
- 1L Academic Enrichment Groups
  - Nearly 50 1Ls choose to participate *each* semester in the academic enrichment groups each semester.
  - I hire, train, and supervise 2L and 3L students as Academic Enrichment Group Leaders.
- Services related to the Guided Enrollment Policy
  - There are approximately 30-35 total students subject to the Guided Enrollment Policy each year.
- Bar Success Workshops and Counseling
- Academic and Wellness Workshops
- Counseling and Academic Tutoring

As Director of Academic Excellence, I also regularly meet with the Associate Deans for Student Affairs, Academic Affairs, and Career Development to discuss matters relating to student support.

In addition to serving as the Director of Academic Excellence, I have also served on the Grading Task Force and the Admissions, Faculty Speakers, Academic Affairs, and Readmission (chair, 2023-2025) committees. I also served on the search committees for the Director of the Law Library and Assistant Dean for Student Services positions. I am currently serving on a NextGen Bar Examination committee.

I also served on the law school’s inaugural Diversity and Inclusion Task Force, where one of my responsibilities included moderating several law school “Town Halls” focusing on wellness, equity, and inclusion.

Finally, I have continued to serve as the faculty advisor for the Hispanic/Latino Law Students' Association (HLLSA) and as the faculty coach for the Holderness Client Counseling Teams.

### **Service to the Discipline**

In addition to my service to the law school, I have provided service to and engagement with the profession.

I have served as a contributor and consultant for law school academic success and bar support services. I have contributed to coaching videos for the Law School Admission Council (LSAC), BARBRI, and AdaptiBar. I also serve as a consultant and lecturer for BARBRI.

I have served as one of four faculty Subcommittee Members nationwide for the American Bar Association's (ABA) Law Student Division Negotiations Competition. As part of the Negotiations Subcommittee, I helped draft and revise the various problems that law schools use at the ABA regional and national Negotiations competitions. I also helped run the Negotiations National Finals Competition in Chicago, Illinois, and I assisted in the scheduling and troubleshooting of the various regional Negotiations competitions throughout the country. I served as Chair of the committee in 2019-2020.

I also served as the Senior Editor for the Law School Academic Success Project, and I am a member of the Association of Academic Support Educators (AASE), the Legal Writing Institute (LWI), and the Association of Legal Writing Directors (ALWD). I served on the Planning Committee for AASE's 2019 Biennial Diversity Conference, and I previously served on the Planning Committee for the LWI's 2017 Moot Court Conference. I currently serve on AASE's Mentor/Mentee Committee.

Finally, I am a frequent presenter at various regional and national academic support and legal writing conferences. For example, I was an invited plenary speaker for AASE's 2018 Conference in St. Louis, Missouri. At this conference, I led two interactive workshops on enhancing academic support counseling skills. At the 2021, 2019, and 2017 ALWD conferences, I presented and moderated discussions on non-tenure track status issues and implicit bias. More recently, I was a panelist for the 2022 AALS Conference on Clinical Legal Education, the 2022 University of Virginia Law Review Symposium, and the 2024 AALS Annual Conference. For these presentations, I spoke on experiential learning, curricular and faculty status reform, and the NextGen Bar Exam. My 2023 Minnesota Law Review essay helped prompt the invitation to speak at the 2024 AALS Annual Conference by the AALS Section on Scholarship.

### **PROFESSIONAL SERVICE: SERVICE TO UNC SCHOOL OF LAW (LIST)**

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**2017 – present** | Director of Academic Excellence

- Oversee and run all aspects of the law school's Academic Excellence Program, including academic success and bar support programming for all UNC Law students.
- Programming includes our:
  - Legal Education Advancement Program ("LEAP");
  - 1L Academic Enrichment Groups;

- 1L oral advocacy support;
- Services related to the Guided Enrollment Policy;
- Bar Success Workshops and counseling;
- Academic and Wellness Workshops; and
- Counseling and Academic Tutoring.

**2024 – 2025** | Academic Affairs Committee

**2023 – 2025; 2016 – 2018** | Readmission Committee (Chair, 2023-2025)

**2023 – 2024** | Search Committee member for Director of the Law Library

**2023 – 2024** | Search Committee member for Assistant Dean for Student Services

**2022** | Faculty member on the Grading Task Force (subcommittee for Academic Affairs)

**2021 – 2022; 2018 – 2019; 2012 – 2015** | Faculty member on the Admissions Committee

**2019; 2014 – 2016** | Presented an interviewing and counseling training session to students participating in pro bono service trips

**2015 – 2017** | Faculty member on the Diversity and Inclusion Task Force

**2019; 2015** | Faculty Speakers Committee Member

**2014 – 2021** | Faculty Coach for the Hispanic/Latino Law Students' Association (HLLSA) Moot Court Team

➤ **Coaching Results for HLLSA Teams**

- 2nd place: National Latina/o Law School Association's Moot Court Competition in Atlanta, Georgia (2017-2018 Academic Year)
- 3rd place: National Latina/o Law School Association's Moot Court Competition in Chicago, Illinois (2015-2016 Academic Year)

**2013 – 2017** | Faculty Advisor for the Oral Argument Enrichment Groups

**2013 – 2017** | Faculty panelist and moderator on 1L strategies for student success

**2013 – 2015** | Faculty member participant for the Everett Chancellors Scholarship Interviews

**2013 – present** | Faculty member participant for the law school's Admitted Students Days and Admissions events

**2012 – 2019** | Faculty participant at the Holderness Moot Court Skills Camp

- Lead panelist for the Interviewing and Counseling sessions.

2012 – present | Faculty Coach for the Client Counseling Holderness Moot Court Teams

➤ **Coaching Results for Client Counseling Teams**

**2025 – 2026 Academic Year**

- 1st and 2nd place: ABA’s Regional Client Counseling Competition (St. Louis Region).
- Both UNC teams advanced to finals.
- Both teams will advance to the ABA’s National Finals Client Counseling Competition.

**2024-2025 Academic Year**

- 1st place: ABA’s Regional Client Counseling Competition (Philadelphia Region).
- Regional Championship team advanced to the ABA’s National Finals Client Counseling Competition.

**2023 – 2024 Academic Year**

- 1st and 3rd place: ABA’s Regional Client Counseling Competition (Boston Region).
- Both UNC teams advanced to finals.
- Regional Championship team advanced to the ABA’s National Finals Client Counseling Competition.

**2022 – 2023 Academic Year**

- Both UNC teams advanced to the semifinals: ABA’s Regional Client Counseling Competition (New York Region).

**2020 – 2021 Academic Year**

- 2nd place: ABA’s Regional Client Counseling Competition (remote competition).

**2019 – 2020 Academic Year**

- 2nd and 4th place: ABA’s Regional Client Counseling Competition (Region 7).
- Both UNC teams advanced to the semifinals (one team advanced to the finals).

**2018 - 2019 Academic Year**

- 3rd and 4th place: ABA’s Regional Client Counseling Competition (Region 4).
- Both UNC teams advanced to the semifinals (one team advanced to the finals).

**2017 - 2018 Academic Year**

- Both UNC teams advanced to the semifinals: ABA’s Regional Client Counseling Competition (Region 5).

**2016 - 2017 Academic Year**

- 1st and 3rd place: ABA’s Regional Client Counseling Competition (Region 4).
- Both teams advanced to the finals.
- Regional Championship team advanced to the ABA’s National Finals Client Counseling Competition.
  - UNC advanced to the semifinal round at the National Finals.

**2015 - 2016 Academic Year**

- 1st and 3rd place: ABA's Regional Client Counseling Competition (Region 4).
- Both UNC teams advanced to the finals.
- Regional Championship team advanced to the semifinals at the ABA's National Finals Client Counseling Competition.

**2014 - 2015 Academic Year**

- 3rd place: ABA's Regional Client Counseling Competition (Region 4).
- Both UNC teams advanced to the semifinals (one team advanced to the finals).

**2013 - 2014 Academic Year**

- 1st place: ABA's Regional Client Counseling Competition (Region 4).
- Both UNC teams advanced to the semifinals (one team advanced to the finals).
- Regional Championship team advanced to the ABA's National Finals Client Counseling Competition.

**2012- 2013 Academic Year**

- One UNC team advanced to the semifinals: ABA's Regional Client Counseling Competition (Region 2).

**2011 – present** | Faculty Advisor for the Hispanic/Latino Law Students' Association (HLLSA)

**2011 – present** | Provided individual counseling on academic success strategies to students

**2011 – present** | Taught in the Legal Education Advancement Program (LEAP)

- Presentation topics included how to critically read and brief cases, how to engage in the Socratic classroom, exam writing, and professionalism.
- Organized and directed LEAP (2017 – present).

**2011 – 2017** | Contributed to the Academic Excellence Program Lunchtime Workshops

- Presentation topics included: learning styles; working effectively in groups; and expert learning skills for law students.

**2011 – 2017** | Provided writing sample assistance to law students

**PROFESSIONAL SERVICE: SERVICE TO THE DISCIPLINE (LIST)**

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**2022 – present** | Contributor and consultant for law school academic success and bar support services, including contributor and lecturer for the Law School Admission Council (LSAC), BARBRI, and AdaptiBar

**2019** | Planning Committee Member for the Association of Academic Support Educators' Bi-Annual Diversity Conference in Chicago, Illinois

**2017 – 2021** | Served as one of four faculty Subcommittee Members nationwide for the American Bar Association’s Law Student Division Negotiations Competition

- 2019 – 2020 | Chair of the Negotiations Subcommittee.

**2017 – present** | Member of the Association of Legal Writing Directors (ALWD)

**2017** | Served as a Contributing Editor to the *Law School Academic Support Blog*

**2017** | Planning Committee Member for the Legal Writing Institute’s Moot Court Conference in Chicago, Illinois

**2013 – 2021** | Senior Editor for the Law School Academic Success Project Website

**2013 – present** | Member of the Association of Academic Support Educators (AASE)

- Mentor/Mentee Subcommittee member (2022 – present).

**2012** | Southeast Regional Academic Excellence Coordinator | Council on Legal Education Opportunity (CLEO)

- Served as lead professor for the Southeast Region’s Attitude is Essential Seminar (AIE), a pre-law program designed to orient entering first-year law students from underrepresented backgrounds to the study of law.

**2012 – present** | Member, Legal Writing Institute

**2011 – present** | Presenter at various regional and national academic support and legal writing conferences

## **ADDITIONAL HONORS/ACHIEVEMENTS**

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**2012** | **Council on Legal Education Opportunity (CLEO)**

- Selected as the Southeast Regional Academic Excellence Coordinator for CLEO

**2007** | **University of Texas at San Antonio**

- 4.0 GPA in graduate counseling program

**1996 – 1999** | **University of Dayton School of Law**

- *Cum Laude* Graduate (top 10% of class) (1999)
- Associate Editor, Law Review (1998 – 1999)
- Staff Member, Law Review (1997 – 1998)
- President, Hispanic Law Students’ Association (1998 – 1999)
- Moot Court – National Team Member (1998 – 1999)
- Intraschool Moot Court Champion (1997)

**1992 – 1996** | **St. Mary’s University**

- *Summa Cum Laude* Graduate (3.95 GPA) (1996)

- Learning Assistance Center Writing Peer Tutor (1994 – 1996)
- St. Mary's University Tennis Team (1992 – 1996) (academic conference scholar all four years)

## **PROFESSIONAL EXPERIENCE: ADDITIONAL TEACHING**

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### **UNIVERSITY OF TEXAS AT SAN ANTONIO | San Antonio, Texas (2007 – 2011)**

#### **2010 – 2011 | Lecturer**

- Taught introductory criminal justice courses to undergraduate students and a legal seminar course to graduate students in the Master's in Justice Policy program.

#### **2007 – 2011 | Instructor**

- Taught academic success Learning Communities courses through the Tomás Rivera Center for Student Success.
- Assisted first-time freshman students in the transition from high school graduates to successful college students.
- Provided guidance on a variety of academic success topics, including outlining and note-taking, critical thinking and study skills, learning styles, exam preparation, and time and stress management.

## **PROFESSIONAL EXPERIENCE: OTHER EMPLOYMENT**

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### **Self-Employed | San Antonio, Texas**

2006 – 2010 | Attorney/Real Estate Consultant

- Drafted and reviewed real estate contracts for buyers and sellers.
- Counseled clients on real estate transactions.

### **Ball & Weed, P.C. | San Antonio, Texas**

2002 – 2006 | Associate Attorney

- Represented clients in a diverse civil defense litigation practice, including products liability, business and commercial litigation, and insurance and personal injury defense.

### **Royston, Rayzor, Vickery, and Williams, L.L.C. | Corpus Christi, Texas**

1999 – 2002 | Associate Attorney

- Represented clients in a diverse civil defense litigation practice, including admiralty litigation, premises liability, business and commercial litigation, and insurance and personal injury defense.