

# CARLOTA TOLEDO

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## EDUCATION

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### **University of Houston Health Law Center, attended fall 2005**

Health Law & Policy Institute, Health Law LLM program

### **DePaul University College of Law, JD 2005**

Health Law Certificate, Health Law Institute, CALI Award for Legal Drafting

### **University of Chicago, BA 2000**

Sociology, Thesis: The Hispanic Experience at University of Chicago

## PROFESSIONAL EXPERIENCE

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**Nova Southeastern University, Fort Lauderdale, FL**

### **06/22 – Present *Professor of Practice***

- Teach five (5) sections of the Legal Success and Professionalism I and II courses in the first-year law school curriculum with enrollment of 25-30 students per section.
- Teach and provide academic support to law students throughout the academic year.
- Teach courses and workshops which focus on academic development and bar preparation.
- Teach and provide bar preparation support to alumni throughout the academic year.
- Focus efforts on enhancing alumni ability to outperform their statistical predictors on high stakes state bar licensure exams and the Uniform Bar Exam (UBE).
- Coach and provide resources to assigned graduates with their individual bar preparation efforts during the bi-annual Florida Bar Auxiliary Program (FBAP).
- Mentor and provide resources to assigned bar preparation coach volunteers (faculty, alums) who assist alum repeaters with their Florida bar exam preparation efforts.
- Regularly assists with designing and implementing the various programming and instructional segments to prepare students for success in law school, the bar exam, and practice.
- Coordinates and creates structures for the integration of law school and community-wide resources to facilitate the delivery and development of bar exam preparation across the curriculum.
- Focus efforts on academic skills development including best practices in andragogy and self-regulated learning.
- Conducts, promotes, and coordinates assigned skills workshops.
- Provide regular, meaningful feedback to students on the core skills, competencies, and learning outcomes required for students and alumni.
- Meets with students who require personal counseling and advice about how to utilize the academic support and bar preparation program to succeed in law school and the bar exam.
- Identifies and collaborates with faculty interested in assessing, improving, critiquing student skills development.
- Conducts research in appropriate, related areas, including analysis of data relating to bar passage and academic performance among students.
- Train and supervise graders as needed.
- Maintains and updates online learning management system (Canvas) and academic support center websites on an ongoing basis. Coordinates and establishes teaching support platforms online.
- Meets regularly with the Assistant Dean and Professor of Practice colleagues and coordinates Library, faculty, and administration assistance for skills workshops.
- Coordinates with Student Affairs to monitor and assist students with academic difficulties.

- Focus efforts on professional identity formation in accordance with ABA Standard 303.
- Readily available, responsive, and accessible to law students and constituents of the College of Law.
- Collaborate with colleagues and student organizations to co-sponsor student wellness and engagement events on campus and off-campus. Assist with inaugural “Family and Friends” event hosted by the Student Bar Association. Create and coordinate annual “Halloween Costume Contest” event for law students and expand to “Halloween Trick-or-Treat Tour” to invite families of law school community members to campus.
- Conduct complex meetings with faculty, senior staff, and student representatives.
- Assist all members of the College of Law to achieve institutional mission from applicants, students, alums, staff, faculty, and administration.
- Ensures compliance with university policies and procedures; county, state, and federal regulations; and accreditation requirements.

**Kaplan**, Boston, MA

**05/19 – Present Tutor**

- Collaborate with internal and external stakeholders to deliver bar examination prep and/or other educational content tailored to student needs for various state jurisdictions and the Uniform Bar Exam (UBE).
- Prepare future attorneys for this rigorous exam using tutoring methods and a carefully curated curriculum to fully immerse students in the language of the bar examination.
- Support students both in and out of tutoring sessions, enabling them to solve problems with critical thinking across the legal curriculum.
- Assist students with learning methods based on their learning styles, share learning resources, assess student needs, answer inquiries, identify weak areas, and monitor student performance.
- Use assessment data to close the success gap for underperforming and underrepresented students.
- Communicate effectively with law school faculty and administration via weekly tutoring reports regarding assigned students.
- Connected with students remotely and used online platforms to deliver tutoring services.

**Indiana University School of Medicine (IUSM)**, Indianapolis, IN

**08/15 – 12/16 Lead Advisor, Academic Advising**

- Serve as the primary academic advising liaison for a cohort of MS1-MS4 students through individual and group advising meetings.
- Responsible for design, development, and operation of IUSM academic advising programs.
- Provide academic advising focused on supporting the career, personal, and academic development of undergraduate medical students.
- Responsible for composing draft Medical Student Performance Evaluations (MSPE) for MS4s with final review and approval by career services dean.
- Guide MS4s through the National Residency Match Program (NRMP) process and official NRMP online application and information portals as well as mobile applications.
- Advise MS4s and provide information regarding required residency application documents including personal statement, student questionnaire, and MSPE via cohort workshops, one-on-one advisement, and email communications.
- Assist students through barriers to student academic progress.
- Develop advising materials for undergraduate medical students.
- Responsible for developing strategies to enhance undergraduate medical student advising.
- Provide academic advising and extracurricular and personal counseling to undergraduate medical students.
- Assist undergraduate medical students achieve academic progress.
- Develop academic intervention and remediation strategies for at-risk students.
- Establish a system to identify resources and issue student referrals for academic support.
- Provide curricular advising as per academic policies.

- Provide academic support and test preparation resources for institutional and national high-stake standardized examinations.
- Propose policy and procedural changes for academic and student affairs policies, particularly those involving student retention and degree attainment.
- Collaborate with administration, faculty, staff, and students to promote professional and academic development.
- Establish collaborative relationships with faculty, senior administration, and staff by providing expert advice on academic support and bar preparation matters.
- Conduct complex meetings with faculty, senior staff, and student representatives.
- Collaborate with colleagues to co-sponsor student wellness and outreach events.

**Indiana University Robert H. McKinney School of Law, Indianapolis, IN**  
**01/10 – 08/15 Associate Director, Student Affairs**

- Responsible for creating and managing academic support programming and advising services.
- Responsible for creating and teaching for-credit bar preparation courses (Legal Analysis and Drafting Skills: Multistate Performance Test and Legal Analysis and Drafting Skills: Essays).
- Develop academic support workshops for law students from Orientation to bar preparation.
- Responsible for coordinating academic intervention, referral, and retention programs.
- Provide academic advising and extracurricular and personal counseling to law students and help them achieve academic progress.
- Provide curricular advising as per academic policies and in preparation for the bar examination.
- Provide suggestions and recommendations for academic and student affairs policies.
- Collaborate with faculty, staff, and students to promote professional and academic development.
- Establish collaborative relationships with faculty, senior administration, and staff by providing expert advice on student affairs and academic support matters.
- Conduct complex meetings with faculty, senior staff, and student representatives.
- Staff advisor and administrator for the Dean’s Tutorial Society (DTS) peer mentoring program.
- Collaborate with faculty and administration to assist Legal Process and ICLEO student populations.
- Collaborate with Adaptive Educational Services and serve as the law school liaison for ADA services.
- Exam administration: ADA accommodations, manage communications with faculty, student training sessions, proctor hiring and training.
- Academic committees: Student Affairs, Readmissions, Program Review and Assessment, Scholarships
- Student Awards: Best Administrator – White Cane Award (2011, 2012, and 2013)
- Collaborate with several student organizations to offer academic support programming for law students (Black Law Student Association, Phi Alpha Delta, Student Bar Association, Women’s Caucus).
- Create and coordinate annual “Halloween Trick-or-Treat at the Law School” event.
- Collaborate with colleagues to co-sponsor faculty/staff events.

**Michigan State University College of Law, East Lansing, MI**  
**9/06 – 01/10 Associate Director, Student Affairs**

- Provided one-on-one tutoring for at-risk and law students on academic probation.
- Collaborated with the Associate Dean to provide academic support workshops to first year students and group advising sessions for students on academic probation.
- Implemented and coordinated bar exam preparation programs and services, including a series of bar prep workshops for graduating students and an essay writing workshop during bar review.
- Developed and maintained several bar exam preparation online resources.
- Taught several workshops on bar exam topics focusing on skills development.

- Provided academic advising and student counseling to law students.
- Implemented academic advising workshops for 2L and 3L law students.
- Provided suggestions and recommendations for student affairs process improvements.
- Coordinated first publication and conducted annual edits of the Student Handbook.
- Coordinated first publication and conducted annual edits of Student Organization Handbook.
- Responsible for advising over 50 student organizations, including the Student Bar Association on matters ranging from event planning to financial administration.
- Established financial oversight and reimbursement policies and procedures for student organizations.
- Created, implemented, and coordinated annual student leader training.
- Coordinated student leader meetings and workshops throughout the year.
- Created and maintained TWEN courses for academic support and student organization resources.

**DePaul University, Chicago, IL**

**10/03 - 05/05 *Executive Secretary, Office of Academic Affairs***

- Collaborated with the Associate Vice-President (AVP) of Faculty Development on academic and financial projects relating to internal university grants.
- Coordinated internal grants for the following faculty councils: University Research Council, Quality Instruction Council, Public Service Council and Vincent DePaul Professorship program.
- Addressed and managed complex AVP and faculty council issues.
- Researched and produced written products for senior faculty and executive administrators.
- Responsible for increased grant productivity and faculty satisfaction.

**08/02 -10/03 *Law Clerk, Office of the General Counsel***

- Drafted correspondence including legal memoranda, contract reviews, executive summaries and monthly activities reports for General Counsel and high-level university executives.
- Conducted legal research on institutional compliance issues including FERPA, HIPAA, Sarbanes-Oxley, and state law compliance.
- Conducted complex meetings with various university constituencies.
- Established procedures for submission and timely review of university contracts.
- Created and implemented new procedures for ensuring HIPAA compliance and standard procedures for all operating groups within the Office of the General Counsel, resulting in more effective communications with other departments.

**06/00 - 08/02 *Coordinator: Admissions & Enrollment Management, School of Education***

- Supervised and performed graduate student academic advising and support services for the fifteen graduate and doctoral programs in the School of Education.
- Managed quarterly graduate admissions, degree conferral and annual convocation for the college.
- Drafted and implemented standard policies over graduate admissions and degree conferrals.

**06/99 - 06/00 *Faculty Secretary, School of Education***

- Coordinated special projects: quarterly faculty course evaluations, NCATE and Title II reports.
- Collaborated effectively with academic and financial departments to address faculty and student issues.
- Served as staff liaison on the School of Education Dean Council.

## **RECENT PRESENTATIONS**

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“Engaging Today’s Learners, Part 1: Characteristics, Challenges, and Motivations”, Campus-wide virtual presentation, Nova Southeastern University, July 20, 2023.

“Engaging Today’s Learners, Part 2: Building Connections and Fostering Learning” Co-facilitator (with Judith Slapak-Barski and Marti Snyder), campus-wide virtual presentation, Nova Southeastern University, August 3, 2023.

“Shattering the Magic Mirror: Promoting Student Resilience”, Co-presenter (with Charlotte Taylor), Association of Academic Support Educators national conference, Texas A&M School of Law, May 25, 2017.

“Assessment in Academic Support and Bar Prep Programs with Practical Applications”, Co-presenter (with Peg McCann and Michelle Buck), Association of Academic Support Educators national conference, John Marshall Law School, May 28, 2015.

“Self-Efficacy 201: Non-Academic Assessment and Case Management”, Indiana Academic Advising Network annual conference, Ivy Tech Community College, June 28, 2013.

“Helping Students Learn the Way They Learn Best”, Co-presenter (with Charlotte Taylor), Association of Academic Support Educators national conference, University of Nevada Las Vegas William S. Boys School of Law, May 30, 2013.

## **RESEARCH & TEACHING INTERESTS**

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Research interests: NextGen Bar Exam, Assessment, Andragogy, Student engagement  
Courses taught: Legal Skills and Professionalism (Academic Skills, Professional Identity Formation), Legal Analysis and Drafting Skills (Essay and Multistate Performance Test)

## **GRANTS RECEIVED**

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**Building Bar Skills Initiative (BBSI), AY 2023-2024**

AccessLex Institute

Project: Work alongside doctrinal faculty member to create a Criminal Law bar skills course module aligned with the skills targeted for assessment on the NextGen Bar Exam. The Bar Skills Learning Module will provide law faculty with 4-6 hours of assignable course materials, for use both on-line and in-class use, including multiple formative assessment exercises. The module will align with the Foundational Skills and Associated Learning Tasks to be utilized on the NextGen Bar Exam based on the National Conference of Bar Examiners (NCBE) Content Scope Outlines.

## **STRENGTHS**

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Fluent in Spanish. Proficient in Brazilian Portuguese. Promotes diverse and inclusive community-building. Creative, resourceful and analytical problem solver. Outstanding interpersonal and communications skills. Strong coalition and relationship building skills. Enthusiastic and effective in promoting team effort.

## **BAR ADMISSION**

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**State of Illinois**, November 2006-present

## **PROFESSIONAL MEMBERSHIPS**

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Member, Association of Academic Support Educators (AASE), 2012-present.

- Assisted with founding of this national organization for law school academic support and bar preparation professionals
- Hosted the second annual AASE national conference at the Indiana University Robert H. McKinney School of Law, May 29-June 1, 2014, Indianapolis, IN
- Served on the executive board as host school liaison, 2014-15
- Member of the Bar Exam Advocacy and Scholarship committees

- Working with Bar Exam Advocacy Committee to draft communication addressing NextGen Bar Exam implementation and timeline concerns

Member, Academic Support Section and Bar Passage Committee, American Association of Law Schools (AALS), 2010-present

- Advocate for bar passage issues and concerns before the American Bar Association
- Developed strong network with academic support faculty and professionals working on bar passage issues faced by ABA-accredited law schools
- Worked with faculty and academic support professionals nationally to draft memo addressing ABA Standard 301-6

Member, Southeastern Associations of Law Schools (SEALS), 2022-present

- Member of the Moderator committee
- Member of Ad Hoc working group to address best practices for AI in legal education across the curriculum from doctrinal to experiential

Member, Learning and Educational Center (LEC), 2022- present

- Member of the LEC Advisory Council
- Help create a sense of ownership among faculty and staff while serving in an advisory capacity to support the LEC with strategic planning efforts.
- Support the law school in their goal toward pre-eminence.
- Ensure representation and collaboration with all NSU colleges and programs.
- Offer perspective and insight into the development needs of NSU faculty.
- Serve as a two-way communication bridge between the law school and the LEC.
- Support LEC as a model that is inclusive, collaborative, and proactive in meeting NSU's teaching and learning needs.
- Member of the LEC Mako Commons, a virtual community of practice for NSU faculty.
- Help foster and sustain a community of NSU faculty that advances the learning of all members.
- Share ideas, information, and resources related to research and practice in teaching and learning.
- Engage in collaborative learning within an environment of shared authority, trust, and mutual respect.
- Help strengthen institutional capacity for effective teaching and learning.

Member of the Academic Support Network, Law School Admissions Council (LSAC), 2010-2016

- Participated in several academic support national and regional conferences sponsored by LSAC on academic support and teaching pedagogy topics
- Participated in several bar prep conferences and workshops sponsored by LSAC and ABA
- Developed and maintained strong network with academic support faculty and professionals across the country

Member, National Academic Advising Association (NACADA), 2006-present.

- Participated in several national and webinars sponsored by NACADA on academic advising
- Participated in IUPUI chapter of NACADA meetings and conferences
- Attended several NACADA national and regional conferences

Member, Jaguar Academic Advising Association (JACADA), 2010-2016.

- Participated in several training sessions sponsored by JACADA on academic advising
- Participated in JACADA meetings and conferences

Member, Graduate Professional Academic Advisors Committee (GPAC), 2010-2016.

- Co-founded the IUPUI Graduate and Professional Academic Advisors Committee

Member, Program Review and Assessment Committee (PRAC), 2006-2016.

- Attend monthly PRAC meeting during the academic year for the law school
- Participate in several trainings sponsored by PRAC on assessment best practices
- Attended several assessment national and regional conferences including the annual Assessment Institute in Indianapolis

Member, IUPUI Latino Faculty Staff Council, 2006-2016.

Member of Health Law Section, Legal Education & Admissions to the Bar Section, American Bar Association, 2001-present.

Attorney Member, Illinois State Bar Association and Chicago Bar Association, 2006-present.