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ANNUAL REPORT
ACADEMIC YEAR
2005-2006

osgoode

OFFICE OF THE DEAN



Our mission is to contribute to new knowledge about the law and the legal system by being a centre for thoughtful and creative legal scholarship, to provide an outstanding professional and liberal education to our students so that they can assume positions of leadership in the legal profession, among legal academics and in all aspects of public life, and to serve Canadian society and the world in ways that further social justice.

Per jus ad justitiam: Through law to justice

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Introduction



I am pleased to report that Osgoode Hall Law School was successful in achieving its priorities in 2005-06 – a year that also saw the Law School's leadership position in legal education recognized with a Number 1 ranking in the annual Canadian Lawyer survey of law schools in Canada.

One of our main goals for the year was to complete a comprehensive strategic planning process and begin to implement the new Plan for the Law School 2006-2010: Making a Difference. The Plan, which was unanimously adopted by Osgoode's Faculty Council in October 2005, identifies three overarching goals for the Law School over the next five years: building a more engaged learning community; promoting the Law School's engagement with the broader community; and continuing to situate Osgoode as a global law school.

The hiring of five new members of the full-time faculty; the initiation of a comprehensive review of the Osgoode Admissions Policy; and the continued reform of the first-year curriculum are all significant academic priorities that were undertaken in 2005-06. Other important milestones included negotiating a joint LLB-LLM program with New York University School of Law (in addition to the JD-LLB program previously negotiated in 2004-05); the holding of the second Raoul Wallenberg International Human Rights Symposium at NYU in January 2006; and the creation of the Honourable Ian Scott Public Interest Internship Program through private fund raising, which will give students the opportunity to carry out public interest work in the summer.

On the financial front, the Law School achieved a balanced budget in 2005-06 for the first time in seven years; implemented a new business plan for the Osgoode Professional Development program that resulted in a 30 per cent increase in revenues over the previous year; and raised \$3.5 million in paid gifts, reflecting a continued upward trend in fund raising. In conjunction with the Schulich School of Business, the Law School also secured a gift of \$2 million from three donors to establish an endowed Chair in Corporate Governance. And, thanks to the generosity of a major law firm, we financed the renovation of the last of our large classrooms that included the addition of a much-needed window in the room.

All of us were also proud when the Ontario government announced that it will establish a new Law Commission of Ontario at Osgoode, and that Osgoode will host the Ontario Citizens' Assembly looking into provincial electoral reform.

Osgoode will continue to focus on actions in 2006-07 that will create value for our students and build on the strengths and accomplishments that are documented in this Annual Report. I would like to express my thanks to the faculty, students, staff, alumni and friends of the Law School, including members of the Alumni Association Board of Directors and the Dean's Advisory Council, for their contribution to our strong performance in 2005-06. I would also like to extend a special thank you to departing faculty members Judy Fudge, Toni Williams and Iain Ramsay, all of whom have accepted senior academic appointments at other universities. While we regret their departure, this is a reflection of the stature and international reputation of members of the Osgoode faculty.

Yours very truly,

A handwritten signature in black ink that reads "Patrick J. Monahan". The signature is written in a cursive, flowing style.

Patrick J. Monahan, Dean

Achievements

The 2005-06 year was full of significant achievements by our faculty, students, alumni and staff. Here are some – but by no means all – of their accomplishments:

Faculty

Five new professors joined the full-time Osgoode faculty, effective July 1, 2006: **Ruth Buchanan**, **Giuseppina (Pina) D'Agostino**, **Trevor Farrow**, **Dayna Scott** and **James Stribopoulos**.

Professor **C. Kent McNeil** was awarded a Canada Council for the Arts Killam Research Fellowship, which will enable him to pursue full-time research and writing for two years. McNeil and Osgoode PhD student **Janna Promislow** were also selected as members of a team of 39 researchers from 21 Canadian universities – said to be Canada's largest Aboriginal law research group – who will participate in a five-year Social Sciences and Humanities Research Council of Canada (SSHRC) project to develop models for Aboriginal governance.

Professor **Poonam Puri** was honoured as one of *Canada's Top 40 Under 40™* for 2005 – a prestigious national award sponsored by The Caldwell Partners, the Globe and Mail, Certified General Accountants of Canada, Air Canada and Privilege Magazine. Puri was also appointed one of two Research Directors of the Task Force to Modernize Securities Legislation in Canada as well as a member of the Ontario Securities Commission's Investor Advisory Committee. She also took on the role of Chair of Osgoode's Standing Committee on Teaching and Learning, which organized the inaugural Osgoode Course Design Institute, a two-day faculty workshop in May 2006 that dealt with teaching and learning.



Poonam Puri

Professor **Douglas Hay** was awarded the Walter L. Gordon Fellowship for 2006-07 by York University, which will relieve him of his teaching responsibilities for one year so that he can pursue his research project dealing with crime, war and justice in Industrial England between 1740 and 1820.

Judy Ginsberg, Special and Retrospective Collections Librarian in the Law Library, received the Canadian Association of Law Librarians' Denis Marshall Memorial Award for Excellence in Law Librarianship.

Professors **Janet Mosher** and **Mary Condon** were chosen for the 2006 Virtual Scholar in Residence Program, a joint initiative of the Law Commission of Canada and the SSHRC.

Professor **Susan Drummond** and her partner, technology journalist Harry Gefen, were named to the Canadian edition of Time Magazine's third annual list of "Canada's Heroes." Drummond's new book, *Mapping Marriage Law in Spanish Gitano Communities*, also won the Canadian Law and Society Association/Association canadienne droit et société 2006 Book Prize.

Professor **Robert Wai** was appointed Osgoode's new Associate Dean on January 1, 2006. He succeeds Professor **Janet Walker** who has been appointed Global Crystal Eastman Research Fellow within the Hauser Global Law School Program and Institute for Judicial Administration at New York University School of Law for the spring semester of 2007. Walker has also been appointed on an ongoing basis as the legal advisor to the Rules Committee of Canada's Federal Court and the Federal Court of Appeal.

Adjunct Professor **Paul Perell** and former Osgoode Professor and Associate Dean **Edward Belobaba** were appointed to the Ontario Superior Court. Justice Belobaba was also recognized for his outstanding contribution to Osgoode Professional Development (see next page).

ACHIEVEMENTS



John McCamus

Professor **John McCamus** was elected to the Royal Society of Canada, an elite group of the country's top scholars and scientists.

Adjunct Professor and Osgoode alumnus **James C. Morton** was elected as Vice President and President Elect of the Ontario Bar Association.

Professor **Judy Fudge** accepted an appointment starting in January 2007 as the Lansdowne Chair in Law at the University of Victoria Faculty of Law, and Professors **Iain Ramsay** and **Toni Williams** announced that they will be taking up offers of Chairs at Kent Law School at the University of Kent in Canterbury, England in July 2007.

Professor Emeritus and former Dean **Peter W. Hogg** received an Honorary Doctor of Laws degree at Osgoode's spring convocation on June 16, 2006. He received a similar honour from New Zealand's Victoria University of Wellington at its graduation ceremonies in May 2006.

Associate Dean **Allan Hutchinson** was awarded the title of Distinguished Research Professor by York University at the 2006 Osgoode spring convocation. There is a maximum of 20 Distinguished Research Professors at any one time at the entire University, and Hutchinson is the only active Osgoode faculty member with this designation. Hutchinson has been invited to be the J.C. Smith Trust Fund Visiting Scholar for a short period during the 2006-07 academic year at the School of Law, The University of Nottingham.

The 2006 Osgoode Teaching Awards were given to Professor **Kate Sutherland** (less than 10 years' teaching experience), Professor **Mary Jane Mossman** (more than 10 years' teaching experience), and Adjunct Professor **Chuck Gastle**. Adjunct Professor **Michael Watson** received the Distinguished Service Award. The Honourable Mr. Justice **Edward Belobaba** received Osgoode Professional Development's Part-time LLM Award and **Roslyn J. Levine** and **Scott C. Hutchinson** received OPD awards for their contribution to non-credit programs.

Professor **Joan Gilmour** was selected for a residency in the spring of 2006 at the prestigious Rockefeller Foundation's Bellagio Study and Conference Center in Bellagio, Italy.

Professors **Stephanie Ben-Ishai** and **Roxanne Mykitiuk** were awarded Borden Ladner Gervais LLP Summer Research Fellowships for 2006.

Osgoode Professors **Benjamin J. Richardson** and **Stepan Wood** were joined by colleagues and friends on April 12, 2006 at the launch of *Environmental Law for Sustainability*, the book they co-edited that is the first volume in the Osgoode-Hart Publishing reader series.

Professor Emeritus **Simon Fodden** was appointed Visiting Professor of Law and Technology for the 2005-06 academic year and **Julia Hanigsberg**, former Chief of Staff to Ontario Attorney General and Osgoode alumnus Michael Bryant, joined Osgoode for six months as Visiting Professor of Law and Government. Professor **Chris Nicholls** of Dalhousie Law School spent the fall 2005 academic term at Osgoode as Falconbridge Professor of Commercial Law and delivered the Falconbridge Lecture on September 28, 2005.

Students

Michael Abdelkerim won third prize in the American Judges Association's 2005 Law Student Essay Competition involving full-time law students from Canada and the United States for his paper entitled "Section 273.65 of the National Defence Act: Inappropriate and Unconstitutional." The paper was published in the AJA's journal, *Court Review*.

Wilson Moot 2006 champions (left to right) Kaeleigh Kuzma, Ashu Ismail, Will Hutcheson and Karin McCaig with their coach, Robin Basu.



The Osgoode team of **Will Hutcheson, Ashu Ismail, Karen McCaig** and **Kaeleigh Kuzma**, coached by Adjunct Professor Robin Basu, counsel in the constitutional law branch of the Ontario Ministry of the Attorney General, took top honours in the Wilson Moot.

The top four students in each of the four sections of first year competed for this year's inaugural Torys Cup, with the final rounds taking place at the law firm's downtown Toronto office on April 4, 2006. The finalists, whose names were engraved on the Torys Cup, were **Afif Hamid** and **Elana Summers Caro**, and the winner of the 2006 Torys Cup was **Hamid**.

Osgoode students also performed exceptionally well in a number of other moots including the Philip C. Jessup International Law Moot Court Competition where Osgoode had its best showing ever, placing ninth out of 99 teams from 74 countries.

The mooting team of **Louise Moher** and **Donna Walrond** took second-place in the 2006 Mathews, Dinsdale and Clark Canadian Labour Law Mooting Competition, the only nation-wide labour law moot competition in Canada.

The Osgoode team of **Sonu Dhanju, Lauren Tomasich, Rachel Schipper, Erin Rizok, Gerald Chan** and **Manjit Singh** and their advisors, Professor **Janet Walker** and Law Librarian **Nick Pengelley**, also tied with seven other schools for ninth place among 156 teams in the 2006 Willem C. Vis International Arbitration Moot in Vienna, Austria. It was the third year in a row that Osgoode had been in the Top Ten at the Vis Moot, the world's leading international commercial law moot.

PhD student **Laverne Jacobs** was appointed a Visiting Scholar at Cornell University Law School in Ithaca, New York for a semester.

Lauren Corber, Shashu Clacken, Lesa Ong, Gina Nardella, Elaine Jewitt-Matthen, Manuel Mendelzon, Daniel Tolhurst, Senwung Luk, Raquel Kirsch and **Jason MacIntosh** received the 2006 Dean's Gold Key Awards in recognition of exceptional leadership, commitment and enthusiasm through their participation in various activities of the Law School and the University.

First-year student **Michelle Simard** won an essay-writing contest that allowed her to serve as Dean for a Day on Thursday, October 6, 2005 while Dean Patrick Monahan returned to school and attended her classes.

Alumni

Fourteen Osgoode alumni made Lexpert Magazine's 2005 list of the top 40 in-house corporate counsel under the age of 40:

Stephen Bodley '93, VP & Assistant General Counsel, Direct Energy;

Norie Campbell '95, VP & Special Assistant, Office of the President & CEO, TD Bank Financial;

Denise Cooper '90, VP Business & Legal Affairs, General Counsel & Secretary, CHUM Ltd.;

Richard Crofts LLB/MBA '98, Executive VP, Corporate Development, General Counsel & Secretary, MI Developments Inc.;

Joseph Freedman LLB/MBA '94, Senior VP & General Counsel, Brookfield Asset Management Inc.;

Emily Jelich '90, Assistant General Counsel, Royal Bank Financial Group;

Stephania Luciuk '96, Legal Counsel, Imperial Oil Limited;

George McClean LLB/MBA '94, Legal Counsel & OnStar Canada Board Member, General Motors of Canada Limited;

Patrick McGrade '90, VP Legal Affairs & Corporate Secretary, GlaxoSmithKline Inc.;

Cynthia Mintz LLM '03, Legal Counsel, TransAlta Corporation;

Gregory Porter '90, VP & General Counsel, TELUS Mobility;

Isabel Pouliot '96, Managing Counsel, Abitibi-Consolidated Inc.;

Robert Richardson '91, VP & Associate General Counsel, Head of CIBC World Markets Group, CIBC;

John Tobia '94, VP Legal & General Counsel, Aastra Technologies Limited.

Another three Osgoode alumni – **Madam Justice Denise Bellamy '78**, of the Superior Court of Ontario, **Eileen McMahon '85**, Partner, Torys LLP and **Andrea Rosen LLB/MBA '81**, Vice Chair (on leave), TD Bank Financial Group – were honoured as three of “Canada’s Most Powerful Women: Top 100” by the Women’s Executive Network, a Canadian organization dedicated to the advancement and recognition of executive-minded women in the workplace.

Jordan Banks '94, Managing Director of eBay Canada, was honoured as one of *Canada’s Top 40 Under 40™* for 2005 by The Caldwell Partners, the Globe and Mail, Certified General Accountants of Canada, Air Canada and Privilege Magazine.

The 2005 Dean’s Alumni Gold Key winners were: **Robert J. Gemmell '83** (Achievement); **Harvey M. Haber '60** (Achievement); **Gary P. Mooney '80** (Achievement); **Catherine Beagan Flood '97** (Recent Graduate); **the Honourable Ernie Eves '70** (Public Sector); **Madam Justice Sandra Chapnik '76** (Service); and **Stephen McClyment '74** (Service).

Staff

The Louella Sturdy Leadership Award, given annually to the Law School staff member who has made an outstanding contribution through his or her leadership and teamwork with members of the Osgoode community, was presented to **Louise Resendes**, Recruitment & Admissions Manager.

Administrative assistant **Miriam Spevack** received the Wendy Rambo Outstanding Service Award for consistently providing a high level of service and making significant contributions to the Osgoode community.



Kurt Binnie

Kurt Binnie was appointed Director of Information Technology Services, and **Mya Bulwa '95** was appointed Executive Assistant to the Dean.

Suzanne Johnson joined the Community and Legal Aid Services Program (CLASP) as Review Counsel, with responsibility for supervising work in CLASP’s criminal, immigration and women’s divisions.

Joining Osgoode Professional Development were Program Lawyers **Ken Jepson** and **Heather Gore**; **Michelle Steele**, Marketing Manager; and **Glenn Cumming**, Associate Director, Finance & Business Operations.

Academic Programs

Bachelor of Laws (LLB) Program

Report of the Office of the Associate Dean

The quality of this report is somewhat impaired by the changeover as of January 1, 2006 from Associate Dean Janet Walker to Associate Dean Robert Wai. Fortunately, a substantial part of the work of the Associate Dean's office overlaps with the work of the Student Services Department, which is described in Assistant Dean Gina Alexandris's report. Further, the developments in the first-year program under the direction of Assistant Dean Colleen Hanycz are contained in her report. Accordingly, this report will focus on selected remaining developments in the LLB Program.

Aside from the change in Associate Dean, 2006-07 was a busy but "normal" year of operations. With the Strategic Plan 2006-10, a number of the proposed initiatives will require the attention of the office. For example, the Working Group on First Year Curriculum Reform is to report on its proposals for the first year LLB Program in 2006-07, which will likely require significant planning for implementation in the following year. Similarly, the emphasis in the Plan on teaching and learning will also require active involvement of the Associate Dean's office over the coming years.

Teaching Responsibilities – Full-time Faculty

A major concern of the Associate Dean's office is with the management of the teaching and administrative assignments of the full-time faculty. Under Associate Dean Walker, the administration of the teaching assignments for members of the full-time faculty was regularized. The teaching and committee preferences are now managed through an online form. In addition, it is now established practice to note on the memorandum containing the teaching and committee assignments any banked or owed credits and accrued leaves. A comprehensive record of graduate student supervision has been established so as to facilitate the management of credit for graduate supervision. This has increased considerably the efficiency of determining accurately the release time available to full-time faculty members.

The research success of the full-time faculty means that a significant number of LLB teaching hours are unavailable because of release time associated with major research grants. This can make planning the academic program difficult, especially for core courses such as mandatory courses in the first year. The planning is especially difficult when such research grants are awarded late in the planning cycle. The need to make allowance for research grant releases as well as personal leaves of other kinds, while inconvenient, is not really avoidable.

After a couple of years without significant faculty hiring, five new members of the full-time faculty were appointed to begin in 2006-07. This will add to the teaching resources of the school, but it is anticipated that the integration of new faculty members will again become a significant task for the Associate Dean's office, with respect to such matters as teaching and administrative assignments or the tenure and promotions process.

The office is also attempting to better coordinate with the Graduate Program with respect to the teaching assignments and scheduling of full-time faculty who are teaching in the Research-Stream of the Graduate Program. Balancing the teaching needs of the LLB Program for full-time faculty will become increasingly important given the rapid expansion and plans for further growth in the Graduate Program, with the attendant need for more graduate supervision hours and new Graduate Program teaching requirements.

Teaching Responsibilities – Adjunct Faculty

The adjunct faculty continues to make a large contribution to the LLB teaching program. The adjuncts continue to teach in all areas of the curriculum, from specialized seminars through to large lecture courses. There has also been effort to invite some of our graduate students with strong teaching qualifications or potential to teach as adjunct professors. Aside from the perspective options, it has been an objective in planning for 2006-07 to reduce the role of the adjuncts in the first-year compulsory courses. Nonetheless, it is clear that adjunct faculty remain essential to the maintenance of a rich and diverse set of curricular offerings by a full-time faculty whose time is pressed with substantial scholarly agendas and expanding obligations with respect to the Graduate Program.

Accordingly, adequate support of the adjunct faculty is of real significance to the success of the LLB teaching program. In that regard, the Adjunct Faculty Workshop was held again this year on June 21, 2006, giving a chance to new adjuncts to learn about most aspects of Osgoode and to meet their colleagues and some of the staff. Under Associate Dean Walker, the practice of forwarding teaching evaluations to newer adjuncts was instituted in order to provide them with an opportunity to reflect on the way in which their teaching was received. Where new adjuncts have sought RA assistance in preparing new materials, or office space in the Law School efforts have been made to accommodate their needs.

Grades Review, SAC Appeals, Complaints, Academic Dishonesty

The Grades Review Committee involving two meetings per term of five faculty members has continued to prove efficient in its operation. However, it continues to be difficult to persuade faculty members to submit their grades in a timely fashion. This was especially a problem for Fall Term grades, partly because of the way the calendar fell, with classes beginning later in January. It may also be that the incentive for timely submission has been lessened now that the shaming function of the meeting of the faculty as a whole has been removed. It was also observed by the Grades Review Committee that the increase in numbers of exchange students and National Committee on Accreditation (NCA) students has led to an increased number of grades problems with respect to these students, and that the Associate Dean and the Academic Policy Committee may need to examine grades policy with respect to such students.

There seem to be fewer appeals from our Academic Standing Committee to the Senate Appeals Committee (SAC). One appeal by a faculty member in response to the substitution of a grade by an independent reviewer is ongoing. A second appeal involving grades in three courses has just been submitted to SAC from an NCA student.

It has been a relatively busy year with respect to academic dishonesty and student misconduct investigations. Five new matters involving academic dishonesty were investigated during this academic year. Two matters, including a very serious matter involving both academic dishonesty and student misconduct, have been referred to Discipline Panels. In the three remaining matters, there was no need for a reference to a panel. One additional matter of student misconduct was investigated and a sanction imposed at the local level pursuant to Presidential Regulation No.2. In addition, two panels dealing with academic dishonesty matters from the 2004-05 academic year made their findings.

Tenure and Promotions

The 2005-06 year was a very active one for Tenure and Promotions, and our first significant experience of the new Senate Tenure and Promotions procedures, which involves, among other changes, adjudication by a Tenure and Promotions Adjudicating Committee comprised of six faculty members and two students, rather than a committee of the whole. The file together with the recommendation of the Committee is then passed to the Dean, to the Senate Tenure & Promotions Committee, and then to the President's office. In 2004-05,

one Promotion file was processed and completed. This year, three files for Tenure and Promotion to the rank of Associate Professor were processed and completed. Professors Sonia Lawrence, Ikechi Mgbeoji and Peer Zumbansen were tenured and promoted to Associate Professor effective July 1, 2006. In addition, two files for Promotion to Full Professor were processed and completed. Professors Doug Hay and Jinyan Li were promoted to Full Professor effective July 1, 2006. The new process and the number of candidates impose significant administrative pressure on the Associate Dean's office, in managing the files and meeting the various deadlines. In addition, there is less opportunity than under the old system for faculty to focus on and celebrate the accomplishments of colleagues going through the process. Partly to address that concern, the Dean hosted a celebratory lunch for the newly tenured faculty on April 5, 2006, and it is anticipated that another event will be held for those promoted to Full Professor in the fall.

This year's Adjudicating Committee also attended to the drafting of local standards under the new Senate Tenure and Promotions procedures. Based on the experience of these first files, a draft was prepared and discussed among this year's Committee members as well as with Professor Bruce Ryder, the former chair of the Senate Tenure & Promotions Committee. The draft was also circulated to faculty members and sent to the Osgoode Hall Faculty Association for comments. The draft standards will now be forwarded to the Senate Tenure & Promotions Committee for review.

Tenure and Promotions will remain a busy area in 2006-07. One file for Promotion to Full Professor is currently being adjudicated, with a promotion anticipated to be effective for January 1, 2007. Three files of candidates for tenure and promotion to the rank of Associate Professor will be adjudicated in the fall term of 2006. With the new faculty appointments, it is expected that this will continue to be a busy area for the Associate Dean's office.

Report of the Office of the Assistant Dean (First Year)

The Office of the Assistant Dean (First Year) emphasized two central priority areas in the 2005-06 session: the Academic Success Program and Curriculum Support. Due to the activities of the Curriculum Reform Working Group, of which the Assistant Dean (First Year) is a member, we are not planning any major new initiatives in the 2006-07 term. We will continue our past programming with only minor shifts as indicated by previous experience.

A. Academic Support Program

In 2005-06, the Academic Support Program consisted of several smaller undertakings, the combination of which provided a very effective introduction to legal studies for our students. The components of the Academic Support Program are as follows:

1. Academic Skills Sessions

In 2005-06, the Office of the Assistant Dean (First Year) coordinated a number of Academic Skills Sessions during the early weeks of both the fall and winter semesters. While the content of these sessions varies annually, this past year our students benefited from two sessions facilitated by Mr. Justice Marvin Catzman of the Ontario Court of Appeal, who spoke of concepts central to understanding the study and practice of law. We also piloted a successful session on wellness issues, facilitated by Assistant Dean Gina Alexandris early in the fall term, that provided first-year students with a number of effective suggestions for avoiding some of the most debilitating reactions to the widely experienced stress of law school.

In the 2006-07 academic term, we plan to run a series of five sessions, three in the fall and two in the winter. Building on the success of the wellness session last year, each session will twin a legal analysis topic with a wellness topic, to help our students achieve balance in their lives and studies.

2. Aboriginal Support

The year 2005-06 witnessed a rejuvenation of the Osgoode Indigenous Students Association that had been dormant during the previous two years.

Two sessions with new and returning Aboriginal students were held early in the fall term and it was suggested by students participating in these sessions that they were not especially interested in having targeted academic support. Rather, students were hoping to look into revitalizing the Visiting Elder Program in the hopes of strengthening cultural supports while studying at Osgoode.

In the winter 2006 term, the Osgoode Indigenous Students Association, in conjunction with the Office of Student Services and the Office of the Dean, mounted a series of Visiting Elder sessions open to the Osgoode community. For the most part, these sessions were well attended, primarily by Aboriginal law students, and anecdotal evidence supports the notion that they should be encouraged during the 2006-07 term.

Preparations are underway for the continuation of the Visiting Elder Program in 2006-07. This Program is supported by the Assistant Dean (First Year) and the Office of Student Services, but it is critically important that the students are heavily involved in terms of choosing and inviting the Elders. Tracy Coates, who will be entering her third year, deserves special mention for her dedicated work in this regard.

We will continue to encourage our students to visit York University's Aboriginal Counselor, Randy Pitawanakwat, who is housed next door to Osgoode in the Health Nursing & Environmental Studies building. Particular challenges to programming in this area include the relatively small size of the target group, and the possibility that other, more broadly based, Academic Support Program initiatives (for instance, the Dean's Fellows Program) may be seen as mandatory, leaving little time for other events. Past experience suggests that the types of programs we have offered to Aboriginal students have had disappointing take-up rates. The Office of the Assistant Dean (First Year) plans to work closely with the Osgoode Indigenous Students Association to ensure that the students are able to communicate their needs directly with this office and that we are able to collaborate on programming that Osgoode's Aboriginal students will find meaningful. It may be that there is a limited need for institutionalized and formal support systems (especially given the other academic support available). More critical, perhaps, are informal support systems within the academic institution, the legal profession and the GTA including Aboriginal faculty members and other peer support networks.

Providing academic and more broadly based support specifically to this group is a challenge that we can only meet by sustained effort and a commitment to helping our students develop their own support networks.

3. Summer Outreach to Incoming Students

As in past years, the Office of the Assistant Dean (First Year) coordinated a summer outreach package for incoming students, which was mailed just after the middle of July. In addition to sending an updated *Student Survival Guide* answering a number of frequently asked questions, we also provided each incoming student with a copy of *The Law School Book*, authored by our colleague, Associate Dean Allan Hutchinson. Widely recognized as the best text in Canada on this topic, many students mentioned the value of having this book to read during the summer months.

In 2006-07, we will be sending an updated Guide, along with Associate Dean Hutchinson's book. As always, students are encouraged to spend the summer before law school in a way that will render them mentally prepared to begin school in September, and these materials come with a letter from the Assistant Dean urging students not to worry about law school, but rather to stimulate their curiosity about law through reading widely.

4. Orientation Week

The Assistant Dean (First Year) is charged with the supervision of the Orientation Program. The office works with the upper-year students sitting on the Orientation Committee, overseeing all aspects of the planning process to ensure compliance with Osgoode's values, policies and aspirations. The Assistant Dean (First Year) is also responsible for arranging the academic schedule for Orientation Week.

Concerted efforts by students and administration led to a somewhat different tone to Orientation 2005. For instance, more events were held at Osgoode, to accommodate students with family and other responsibilities, and alcohol consumption as an event in itself was minimized. As always, the information sessions scheduled during the Orientation Week exposed students to the multitude of opportunities for public service with which they might complement their legal studies at Osgoode. For Orientation 2006, the Assistant Dean (First Year)'s office will work with students on creating an Orientation Program that sets the tone for our school year. Faculty continue to express concerns respecting the 'mix' of Orientation Week activities, many having voiced a preference following this year's Orientation for a more serious, academic focus to the students' introduction to law school. The Assistant Dean (First Year)'s office advocates for and supports an Orientation in which academic events are more prominent, and where the atmosphere is professional (albeit friendly and fun).

Dean's Fellows Program

The final major component of the Academic Success Program is the Dean's Fellows Program. First introduced on a trial basis at Osgoode during the winter semester of 2004, the Dean's Fellows Program is based on a model that has been used successfully at the University of Miami Law School for several years. It is founded on an acknowledgement that many students learn effectively from their senior peers in the context of legal education.

In brief, the Dean's Fellows Program is organized around 'fellows' who are upper-year students selected for both their general academic success at law school and, in particular, their success in the course (often with the same instructor) to which they are assigned as a fellow. Currently, the Dean's Fellows Program includes seven of the core first-year courses, excluding Legal Research and Writing (LRW) and the Perspective Option. As such, each first-year student has the benefit of working with seven different fellows during the year.

In the 2005-06 term, we made some substantive changes to the role of the Dean's Fellows, based on present thinking around peer-based learning. In particular, prior to this past year, the content of the Dean's Fellows sessions had been limited to contextualized 'skills development' specific to the course in question. This past year, however, we reconceptualized the role of the Dean's Fellows to include training in the facilitation of sessions on course content. While the Fellows remain restricted from providing answers to substantive questions, or from otherwise teaching course content to students, they have now been trained in facilitating a problem-solving model that encourages students in the sessions to collaborate in arriving at the answers themselves. We held two days of Fellows training wherein we suggested a variety of approaches to a problem-solving model that would help the Fellows in assisting students to work through the course material, without the Fellows actually communicating the content of that material directly.

Our evaluation of the program following the fall term suggests that students remain pleased with the program generally. Due to potential changes to the first-year program, the Office of the Assistant Dean (First Year) is not planning any major new initiatives to the Dean's Fellows Program for 2006-07.

B. Curriculum Support

The other central focus for the Assistant Dean (First Year) this past year was that of providing guidance to first-year students in developing their plans of study for law school.

As in past years, we coordinated the Perspective Options Fair in November. For this well-attended session, each Perspective Option instructor was invited to introduce the first-year class to their course. On a much larger scale, we also held an upper-year course selection seminar in March 2006, in conjunction with student services. Faculty members from the major areas of course concentration at Osgoode were invited to speak to students outlining the various offerings in each area and describing to students any related offerings (for example, curricular streams, intensive programs) in that area.

On an *ad hoc* basis, the Assistant Dean (First Year) continues to be one of the first places that first-year students turn to with questions about course selection and planning. This spring was no different, in that we communicated with approximately 50 first-year students around these matters.

The Assistant Dean (First Year) will continue to run the course selection sessions in conjunction with Student Services and with the cooperation of Osgoode faculty members. Connecting students and faculty over academic and legal matters is an important part of building our sense of community at Osgoode. This kind of future planning is one which faculty and students should consider a joint project.

C. Curriculum Reform Working Group

The Curriculum Reform Working Group is charged with investigating the possibility of a move to a full-year system for first-year courses, a greater emphasis on ethics and professionalism, and the creation of a two-week introductory course that would initiate students into a broad vision of legal education. The contribution of the Assistant Dean (First Year) to this process is important in that this office deals with both academic and more environmental issues facing the first-year class and is therefore well situated to advise on areas for improvement and focus. The Curriculum Reform Working Group, chaired by Professor Lisa Philipps, began meeting in May 2006, and is expected to report in late 2006.



Dean Patrick Monahan (second row, second from the right) and Dean Emeritus Peter Hogg (third row, right) join Osgoode students in celebrating the Law School's Number One ranking in Canadian Lawyer magazine's 2006 Law School Survey.

Graduate Program in Law

The 2005-06 year was one of transition. The number of new admissions had already been increased for September 2005, but a much more significant increase will occur as a result of decisions made in spring 2006, to take effect in September 2006. In less than two years, the Graduate Program will have grown from an average of 24 new students per year, to more than 50. The plan calls for the Program expansion to be limited to 60 new students. As of fall 2006, most of the planned expansion will have been completed.

A Graduate Program that works well for 24 new students per year needs considerable re-thinking if it is to more than double in size. The goals for the newly expanded program are, as follows:

1. To ensure that the quality of the Graduate Program, and the levels of student satisfaction, is increased, not decreased as a result of the growth of the program.
2. To provide a vibrant and supportive intellectual environment for all students in the program.
3. To ensure that all students receive the supervisory and intellectual support to which they are entitled.
4. To ensure that students are aided in their timely completion of their degrees.
5. To promote students' intellectual and career efforts, through support for their conference presentations, publications, the Graduate Student Conference, career advice and support.
6. To ensure a smoothly functioning administrative support system for the Graduate Program and all its students.
7. To increase the number of opportunities for exchanges and similar enrichment.
8. To increase graduate student participation in all aspects of the Graduate Program and intellectual life at Osgoode.

Key Accomplishments of 2005-06

I. Quality and satisfaction

In 2005-06, serious recruitment efforts were undertaken, such as campus visits and the creation of new publications, and display materials. The result was that the number of applications increased (while applications were down in many other faculties), to the point where the original enrollment targets provided by York's Faculty of Graduate Studies were exceeded (and additional resources were made available to Osgoode). Despite the expansion, there is every indication (from the faculty assessments of applications, for example) that quality of new admissions has been maintained.

In the summer of 2006, a graduate assistant was hired to coordinate and expand the recruitment efforts, including sending letters to Graduate alumni and to graduates of the Osgoode Professional Development LLM.

As well, a student satisfaction survey (adapted from the York University survey) was circulated to all students along with the 2006 Progress Reports, and the anonymous feedback will be tabulated and serve as a baseline to assess progress in student satisfaction.

It should be noted that 11 applications were received for the prestigious SSHRCC competition, eight went forward to SSHRCC, and four students won these awards (36 per cent success rate). The number of excellent PhD applications was higher than for LLM, and the entry class for 2006-07 is weighted toward the PhD.

2. Vibrant and supportive intellectual community

In light of the large number of new students, the graduate curriculum was revised. The Graduate Seminar, which prepares students for writing a thesis or dissertation, is now one semester only.

Five Study Groups have been added (20 sessions of two hours, offered over two semesters). Each will have an experienced discussion leader, and approximately 15 students (continuing PhD students also participate). These Study Groups are intended to provide an intellectual anchor as well as a manageably small community for all graduate students.

In 2006-07, the existing Graduate courses will be reviewed by the Graduate Studies Committee, and it may well be that some are dropped, and replaced by "integrated" courses offered at the senior LLB/Graduate level. Integrated courses might be either existing suitable LLB courses, existing graduate courses or new courses.

Every effort will be made in 2006-07 to support and publicize the Graduate Conference, and other new initiatives such as the Hamburg exchange, the Law Commission, new graduate exchanges and Atlas.

The revitalization of all of Osgoode's Research Centres will undoubtedly provide intellectual and community support for graduate students.

3. Supervisory and Intellectual support

Careful attention has been paid to the faculty norm for active graduate supervision, and all new students were accommodated with supervisors without imposing undue burden. This is the case because supervisory responsibilities are now shared fairly evenly across the faculty as a whole.

However, the increasing emphasis on the PhD (students remain active for more years) and continued increased enrollment will both put pressure on supervisory resources in the future. It is for this reason that the new graduate-program-needs-related hires are so important, as is the teaching hour credit given for successful supervision.

In 2005-06, a faculty workshop on supervisory issues was held, and while attendance was low, it was considered very helpful by those who attended.

More effort needs to go into ensuring that faculty fully appreciates the timelines for student progress and their every important role in supporting it. A session called "Meet the faculty" was considered to be very successful in increasing awareness by students of the resources available, and by faculty in increasing awareness of the intellectual riches to be found among the graduate students. More activities that bring together faculty members and graduate students are planned.

Finally, for the past two years, all incoming students have met with a reference librarian. Close working relationships between the Library and the Graduate Program are essential to the success of the program.

4. Timely Progress

The completion rates continue to improve, with about 30 students completing their degree requirements this year.

It should be noted that the administrative burden in connection with thesis completion, exams and convocation is increasing dramatically.

After consultations with the graduate students, the Graduate Studies Committee introduced an extended dissertation proposal approval process, to be completed at the end of the PhD students' first year. This process will result in students producing a major paper including a literature review and detailed research plan, meeting with their committees as a whole, making revisions to their research plans, and being thus better prepared for the task of independent research to be undertaken in the second year.

A continuing problem occurs when students have completed a first draft, and stall awaiting feedback or find themselves not sure how to revise what they have written.

5. Scholarly and career support

The aid to students presenting papers at scholarly conferences has been a great success, with approximately 10 students taking up the stipend. A publication workshop is still needed by students, as is much more support in terms of future careers, such as sessions on applying for jobs, job talks etc. This activity, while very important, seems to have fallen by the wayside in 2005-06, but will be picked up again in 2006-07.

A proposal for a job fair is being launched for next year's Graduate Student Conference, and for the Congress meetings in Saskatchewan.

6. Administrative (and Financial) Issues

The Graduate Program is progressing toward having a fully electronic admission process (except for students who lack access). The assessment of applications was done using electronic dissemination of materials, with great success.

That said, each student requires individual attention (registration, advising, scholarship processing, record keeping, transcripts, payroll, petitions, grade submission, theses defenses and convocation).

The increase in 2005-06 was absorbed (with great alacrity by the staff) because so many functions were newly electronic. However, very few economies remain to be captured. The more students, the greater the administrative cost.

By and large, there has been sufficient money to provide the necessary financial support to attract and maintain Graduate students, but arranging financial support (including teaching positions) also requires considerable effort, with more students requiring more effort, needless to say

7. Opportunities for enrichment

It remains to be seen whether Atlas and the Hamburg Exchange will get underway in 2006-07. New Graduate student exchanges are being initiated.

There is more work to be done here to make Osgoode the preferred destination for applicants, and to promote greater student satisfaction.

8. Integration with the Osgoode community

The situation has improved, with much more awareness of the Graduate Program, a new Osgoode Graduate prize, and new graduate oriented requests for additional faculty resources.

That said, there is much room for greater engagement of graduate students in the life of the Osgoode community, and conversely, greater participation from all faculty members in aspects of the Graduate Program.

The new Study Groups may help in this regard. They are open to faculty participation, and any member of the faculty may request the opportunity to lead a Study Group. The Research Centres are an ideal vehicle for increasing the engagement of faculty and students, especially but exclusively students at the Graduate level.

Looking Ahead to 2006-07

In sum, growth – with all the needed changes in policies, supervisory, financial and administrative resources, etc. – has been exciting but it is also proving quite a challenge to manage. Next year's Graduate Studies Committee has a large task in front of it in evaluating the Study Groups, proposing curriculum revisions, approving exchanges and new initiatives, assisting in recruitment, as well as carrying out its usual tasks of evaluating applications for scholarships and admissions. Now all that remains to be done is a sign on the door for the Graduate Program Director, and this we believe is in the offing.

OSGOODE PROFESSIONAL DEVELOPMENT

The purpose of Osgoode Professional Development (OPD) is to offer both credit and non-credit programs which meet the lifelong learning needs of lawyers and other professionals who need legal information. OPD embodies Osgoode's commitment to meeting the educational needs of the broader legal and business community, and is the only program of its kind among Canadian law schools.

Key Accomplishments of 2005-06

The 2005-06 year continued a period of significant change for OPD (including the change of its name from "Professional Development Program"). The senior management team continued to evolve, with the addition of a new Associate Director, Finance and Business Operations, and a new Marketing Manager. As well, a number of full-time Program Lawyers were hired, to perform research and develop the content for new programs. The bulk of the efforts of the senior management team were directed at increasing the quantity and quality of the non-credit programs, and increasing market awareness of programs overall.

The Part-time LLM Program

The objective of the Part-time LLM Program is to provide opportunities for serious, reflective learning which is designed to 1) respond to the increasing complexity and specialization of practice, and 2) to accommodate the lifestyle of working professionals. There are currently over 15 specialized two-year Part-time LLM Programs, which run on varying cycles. This program is unique in Canada.

In 2005-06, 107 new students enrolled in the four Part-time LLM Programs which commenced in September of 2005, specifically Alternative Dispute Resolution,

Intellectual Property Law, Taxation, and Labour and Employment Law.

In addition, 239 students were completing second-year course requirements or completing major research papers.

A new program, the General LLM, was approved in the winter of 2006. This program was designed to accommodate the many students who do not wish to specialize to the degree that the other Part-time LLM programs require. It also provides the option of completing a Part-time LLM on the basis of coursework only.

A new Research Methods course was made mandatory for all LLM students who entered their programs in 2005-06.

Marketing of the Part-time LLM Program was increased significantly over the course of 2005-06, with a concerted effort made to market upcoming programs not less than one year in advance.

Non-Credit Continuing Legal Education

From May 1, 2005 to April 30, 2006, OPD presented 49 days of non-credit continuing legal education programming with a total of approximately 2,444 attendees, a marked increase in attendance over prior years.

The non-credit programs ranged from one day conferences to the unique eight-day Intensive Trial Advocacy Workshop. A number of the programs were developed to appeal to non-legal professionals, as well as legal professionals, resulting in interdisciplinary audiences. For example, a number of the criminal law programs were done in collaboration with the Ontario Police College, and brought together Crowns,

police, defence lawyers and judges. Other programs, for example, “The Essential Course in Pensions” were marketed to lawyers as well as non-lawyers who have pension responsibilities within their organizations, with excellent results.

The range of legal programming was expanded from the prior year to include more topics of interest to corporate and securities lawyers.

Strategic Challenges and Issues

In 2004-05, we reported that lack of growth and declining enrollments was one of OPD’s key challenges. In 2005-06, however, the overall revenues of OPD increased by almost 30%. All of this increase was due to dramatically increased revenue in the non-credit programs, with revenues in the Part-time LLM falling by 10% due to a number of factors. Although OPD was still in a small overall loss position in 2005-06, the size of the loss was reduced dramatically over the prior year.

Although revenues are increasing, OPD has significant overhead costs which make it difficult to consistently provide a net contribution. The lease for 17,695 sq. ft. of space at 1 Dundas Street West in downtown Toronto, which represents the second largest overhead cost after payroll, expires in January of 2008. We are currently working with facilities planners at York University to assess our needs, in hopes that we can reduce the rent obligation after January 2008.

The Part-time LLM Program is an excellent program in part because of the degree of specialization it offers. However, the local demand for many of the specializations is satisfied, in many cases, the first or second time the program is run and the programs are not thereafter viable. Significant resources are, however, devoted to developing and obtaining the many approvals needed for degree programs. If the Part-time LLM is to grow significantly, we must find the technological means to effectively deliver the program on a distributed basis (i.e. to computer desktops). The few technological solutions available at present to provide two-way interactive desktop delivery are cost prohibitive, although we are continuing to make finding a solution for this a top priority.

We must also look at ways to consolidate some offerings and make the content more relevant to an international legal market, rather than focusing, as we do in many cases, on Ontario law.

OPD’s Role in Osgoode’s Strategic Plan

Engagement as a Community

During 2005-06, OPD worked to increase its engagement with the Law School by involving more faculty in its programming. We also established two new OHLS awards with respect to our programs – the Annual Award for Teaching Excellence in the Part-time LLM and the Annual Award for Outstanding Contribution to Non-Credit CLE.

Engagement with the Community – Making a Difference

During 2005-06, OPD increased its engagement with the broader community by developing programming which was of benefit not only to lawyers but also to other professionals and executives. For example, two very successful programs were delivered that tackled issues raised in a recent federal government report on wrongful convictions. “Expert Evidence in Criminal Proceedings” and “Eyewitness Identification and Testimony” were attended by a wide cross-section of Crowns, law enforcement officials, judges and defence lawyers. Another example is a conference delivered in the Fall of 2005 on the Supreme Court of Canada decision in *Chaoulli*. This event drew a diverse group of policy makers, lawyers, academics and senior healthcare executives, to discuss the impact of the case on the future of healthcare delivery in Canada.

While not all of OPD's programs have an impact at a policy or system-wide level, all of the programs are directed at meeting a need for information, education, skills or discussion within the legal community or the community at large.

Engagement in the Global Community

OPD currently has two projects in varying stages of development which will increase our engagement with the global community. The first is a certificate in U.S. Tax Law in conjunction with the University of Florida. The second is the LLM for International Students, referred to above. We also plan to market the LLM in Alternative Dispute Resolution in U.S. border states this fall.

Looking Ahead to 2006-07

We continue to focus on a strategy to build revenues by increasing the quantity and quality of programs offered.

In 2006-07, we are increasing our non-credit programs, as well as Webcasting a number of those programs to reach a larger audience. We are also planning to hold OPD events in cities outside of Toronto.

We also plan to start eight Part-time LLM Programs over the course of the year, including a new program in Family Law.

We are budgeting for an overall increase in revenues of 28 per cent. However, two large capital expenditures will be incurred this year in order to permit us to continue to grow revenue: a marketing database and improved distance education technology, primarily for the LLM. Costs will also be incurred for Web site development, which is long overdue. While these costs will reduce our net contribution to break even, it is necessary to make these investments to continue our growth.

A new 12 to 16 month LLM in Business Law for international students is currently under development. We are planning to commence the program in July 2007 or July 2008. The development costs will be incurred in 2006-07; however, there will be no return until 2007-08.

Faculty & Research

As the old Academic Plan asserted and the new Strategic Plan confirms, "Osgoode has a very strong research culture." The achievements over the past year attest to that fact – faculty continue to produce scholarship that is high in quality and large in quantity, to garner a range of honours and appointments, and to be at the cutting-edge of research into law and society in Canada and around the world. However, while the faculty have not been unsuccessful in their efforts to obtain research funding, their success has not been as strong this year as it has been in recent years. There are two general reasons for this – the overall national success rate for SSHRC applications was lower this year than in previous years and Osgoode's success in previous years means that many of its top researchers were already in receipt of funding and, therefore, were not applicants this year.

Nevertheless, Osgoode's success in obtaining external funding remains strong relative to the (perceived) success rate of other Canadian law faculties. Accordingly, while there is room for improvement, there is much to celebrate in Osgoode's achievements as a research centre of genuine excellence.

Key Accomplishments of 2005-06

The overall figures for the past year remained impressive in that there was a total of 24 new Internal and External Grants/Contracts/Fellowships for 2006. The total new Research money that was confirmed for 2006 was \$456,392.00. As regards success rate, the following figures are revealing:

External Applications

Applied 15 Successful 8

Internal Applications (*including Osgoode & BLG fellowships*)

Applied 11 Successful 10

External Fellowships

Applied 2 Successful 2

External Co-Applicants on Grants

Applied 4 Successful 4

In 2005-06, according to our best available information, the faculty published 14 books with two forthcoming, and over 82 articles and chapters in books with 12 forthcoming; this is a slight increase over last year's figures. For a complete listing of Osgoode faculty publications for the period June 2005 to May 2006, please visit the Osgoode Web site at:

<http://www.osgoode.yorku.ca/documents/OsgoodeFacultyPublications2006Sept27.pdf> .

The *Banking and Finance Law Review*, the *Canadian Journal of Women and the Law*, the *German Law Journal*, and the *Osgoode Hall Law Journal* are legal periodicals based in or published at Osgoode. Faculty and student research is supported by the Law Library, which is the pre-eminent legal research facility in Canada.

Although many faculty members continued to produce high quality work and disseminated their work in leading publications, some particular faculty members obtained special honours and awards – John McCamus became a Fellow of the Royal Society of Canada; Allan Hutchinson became a Distinguished Research Professor; and Kent McNeill was awarded a prestigious Killam Fellowship.

The measure of a leading research faculty is not simply referenced by the raw figures of publication, recognition and funding. It is vital that the scholarship and ideas are nurtured in a vital and dynamic context from which Osgoode scholars visit other faculties and to which non-Osgoode scholars contribute.

To this end, Osgoode has managed to establish several institutions and initiatives that encourage and allow for such an exciting intellectual community. For example, several legal scholars in the 'indigenous law and policy' area visited the Law School; Professor Brian Leiter gave the 'Or Emet' Lecture; Professor Craig Scott launched a transformation of the Nathanson Centre mandate; the Centre for Public Law and Public Policy ran its annual 'Constitutional Cases' conference; and both the Centre for Public Law and Policy hosted a year-long series of seminars on topical themes.

Of course, there is still room for improvement and even greater achievement on all fronts. Indeed, there remain a number of particular challenges that face the Law School and the faculty in its efforts to maintain and further assure its pre-eminence in research:

- Although great strides have been made in enhancing the overall research culture of the Law School, there is something of a stasis occurring. Efforts to develop a more collegial infrastructure for exchanging ideas and research have not been as successful as they might be. In the effort to "maintain a positive and supportive environment for research of all kinds, and in particular an environment where critical and novel work is valued and where ideas are constantly under review", more can be done. Although the creation of further venues and occasions for colleagues to interact and, in particular, for the mentoring of junior colleagues remains an important priority, our achievements in this regard have been less successful than hoped. It is possible that the establishment of the Harry Arthurs fund and related initiatives will help to kick-start a revitalization on this front;
- For instance, the tradition of organizing and presenting a Summer Seminar series has begun to disappear and has failed to generate any real interest or support from faculty. Despite repeated calls for participants and topics, there was almost no take-up and this summer's program was shelved. Whether this is a worrying development which reflects deeper difficulties at work is hard to gauge; it may be that it is simply a good idea that has run its course. On the other hand, it may speak to some more profound misgivings about the vitality of our research culture.
- While steps have been taken to improve the process through which we record and celebrate the publishing achievements of colleagues, there remains too little common knowledge about what colleagues are achieving in their research and through its dissemination in print and at conferences. Accordingly, the objective is to develop a more efficient and comprehensive way of gathering such information. It is hoped that the new Research Newsletter launched over the past couple of years will help to meet that need, along with a more streamlined and integrated reporting system. Also, the Dean's efforts to recognise individual faculty member's achievements as and when they occur is to be applauded.
- The establishment of a Global Scholars program offered a significant potential for attracting top-flight scholars to the Law School. However, the available funding has come under pressure and there are severe logistical challenges to obtaining the kind of top-notch people that we want to invite and have participate; arranging for visits, particularly extended ones, is a definite challenge.
- In order to take the next steps forward in consolidating and confirming Osgoode's reputation as a world-class research centre, there is a need to broaden still further the circle of those who are actively seeking funding and who are disseminating their work in the most prestigious academic circles. This is a difficult and sensitive task. Nevertheless, it is one that must be met. It is less a matter of talent and ability (which we have) and more about confidence and ambition. As part of the orientation for new faculty, there will be an emphasis placed on the responsibilities of research and the possibilities for funding.

Exchanges

As part of the responsibilities of the Associate Dean, the development of various 'external relations' has become an important priority. Nevertheless, mindful of Osgoode's budgetary situation, it is important that strong emphasis is placed upon the goal of not only establishing a wide variety of exchange possibilities for both undergraduate and postgraduate students, but also ensuring that the maintenance of such exchanges results in an overall benefit to the School in terms of prestige and educational achievement. Such exchanges draw upon a relatively large amount of institutional resources to develop and administer. Accordingly, the challenge is to offer a wide range of exchange possibilities with prestigious foreign universities and, at the same time, to be confident that the uptake is commensurable with the resources required to run the programs.

The existing Academic Plan proposes that "students should not only be exposed to international perspectives on their disciplines, but should have the opportunity to meet with foreign professors and students at York, and to study abroad." This objective is being achieved with a measure of success and efforts are being made to enhance the quality and range of offerings. As well as offering a rich curriculum in international studies in law, Osgoode maintains several exchange initiatives with foreign universities. The uptake of these opportunities is limited, but not insignificant. In the academic year 2005-06, over 30 Osgoode students went on exchange last year and slightly more came to Osgoode on exchange.

Over the past year, significant headway has been made in extending the opportunities available to both faculty and staff:

- The most significant achievement of the last year has been the signing of a companion agreement with NYU to the joint LLB/JD program. This will put in place a joint LLB/LLM program in which Osgoode students can obtain the joint degree after three years. Again, this initiative will require considerable effort and innovation on the part of the relevant Law School staff, but there is a definite sense that this program will have many spillover advantages for Osgoode students and faculty.
- Efforts and negotiations are in progress to extend these NYU-style agreements with other international law schools.
- While there presently exists a small-scale exchange with the South-West Institute of Law and Political Science in Chongqing, China, there are plans to develop this initiative further. Both ODP and the Graduate Program are exploring ways to extend the opportunities available for well-qualified Chinese students to study at Osgoode and for Osgoode students to be part of a summer school in China. Although this is a protracted and delicate process, we are hopeful of making good progress over the next 12 months.
- The Montreal Exchange is well established. However, although there has been a relatively balanced exchange of students between the two schools, there now appears to be less demand for Osgoode to go to Montreal and more demand for Montreal students to come to Osgoode. We have taken steps to correct this and to cap the number of Montreal students coming to Osgoode.
- The efforts to establish a summer school in Prato, with Monash University, has begun to pay considerable dividends. In the opening year, six Osgoode students enrolled in the program and two Osgoode faculty taught on the program. This year, with some modifications to recruiting and funding, over 50 students showed an interest in the Prato Summer 2006 courses, with 31 finalizing their course choices and attending. Administrative fees are \$300 Australian; there is no tuition cost per course for the students, but they are responsible for their flight and accommodation costs.

- A summer course at the Hebrew University has been established. In July 2005, 20 Osgoode Hall Law School students traveled to Israel on the first Hebrew University-Osgoode Hall Law School Summer Exchange program. Twenty students were chosen to receive the Hebrew University Scholarship of \$3,950. The scholarship was to pay for transportation, tuition and accommodation for this program. The students were able to earn four credits in completing the two courses offered. This July 2006, 22 Osgoode Hall Law School students will attend the second Hebrew University-Osgoode Hall Law School Summer Exchange program, which has been extended to three weeks. Twenty students have been chosen to receive the Hebrew University Scholarship of \$3,700 and will contribute \$500 of their own funds toward this program. Although there is no guarantee of continued funding, this initiative has been greatly enhanced by generous funding through York's Centre for Jewish Studies and Friends of Hebrew University.
- While substantial progress has been made about establishing a consortium of international law schools, under the rubric of ATLAS, this has not yet been finalized. It will comprise a postgraduate-level program to offer a shared set of programs with other leading law schools. Nevertheless, we are hopeful that a formal arrangement can be made in the next few weeks.
- Finally, considerable progress is being made in extending the number and variety of joint-degree opportunities available at York. Over the next year (Senate machinations notwithstanding), we hope to have in place at least seven further joint programs (e.g., political science, science, etc.) to supplement the existing selection.

Looking Ahead to 2006-07

In looking forward, the central challenge will be to ensure that the research initiatives and exchange programs are aligned with and energized by the general framework and thrust of the new Strategic Plan. I am confident that the present direction of research and exchanges and their future development are already moving in the direction of creating an engaged community at Osgoode that seeks to make a difference in both local and global arenas. Faculty and graduate students (and occasionally undergraduate students) produce scholarship and ideas which contribute to understanding law as a force for social improvement and which are disseminated through journals, books, seminars, conferences, and field projects. Indeed, I maintain that the new Strategic Plan and the energy generated by its adoption will enable the Law School to rationalise and advance a more concerted and integrated approach to making difficult and sensitive decisions on funding allocation, visitor plans, research events, and the like. It will be less a matter of making a sea change in Osgoode's approach to research and exchanges and more of a case of fine-tuning the community's efforts and enterprises. We have the talent, dedication, and wherewithal to put into action the proposals and purposes of the new Strategic Plan.

Student Services

Introduction

The Offices of Student Services encompass the key administrative areas relating to the Bachelor of Laws Program, namely the Programs & Records Office (PRO); the Recruitment and Admissions Office (RAO); the Student Financial Services Office (SFSO); and the Career Services Office (CSO). Most aspects of the academic and administrative life of the approximately 900-strong LLB student body are impacted daily by these areas.

In 2005-06, the Offices of Student Services began operating under an enhanced philosophy of partnership with its constituents, primarily the student body. While still offering a high level of dedication and service, students were encouraged by all areas within Student Services to play a much more active and engaged role in their academic and administrative life at Osgoode. Given the positive response of students, generally, such an emphasis will continue to guide decisions and actions for the area in 2006-07. There is a growing concern, however, that while some students and constituents are prepared to take on such responsibilities, others are unwilling and/or unable, creating increased friction and security concerns among members of Student Services. In addition, most of the areas deal with decision-making of some sort, often times resulting in a negative response to a student request. There is an increasing sense that students (and other constituents) are unwilling to accept such responses and will react accordingly, further increasing the regular pressures on all those in this "front-line" capacity at the Law School.

Further, all Offices of Student Services recognize clearly the need for engagement and cooperation among all constituents of the Law School in attaining both individual area goals, and the overall goals of the Law School. In addition to the students (prospective, current and alumni), Student Services members often work closely and intensely throughout the year with the Osgoode Faculty and Faculty Assistants, Advancement Office, Communications Manager, IT Department, Executive Office, Research and Graduate Programs Office and the Dean's Office. Success is only possible in any particular area when cooperation, understanding and fairness exist among all areas and constituents.

The upcoming year, 2006-07, will likely see decisions in many areas arising from the Law School's Strategic Plan that will impact the Law School, generally, but the Offices of Student Services directly. Student Services will be called upon to design, implement and/or administer a variety of new initiatives, including a Mandatory Public Interest Requirement, First Year Curricular Changes, increased Combined/Joint Programs and expanded International Student Exchange Opportunities. At the same time, the Ontario Government's decisions on tuition and student funding will have direct impact on our Student Financial Assistance programs (including our Bursary, Special Funding and Scholarship processes), as well as create resource challenges for the Offices of Student Services.

Key Developments and Accomplishments of 2005-06

The Student Services team continued to work together cohesively and effectively last year, welcoming a new Associate Dean, Director of Career Services (covering a two-year leave) and a Recruitment & Admissions Coordinator (covering a one-year maternity leave). In addition, over the summer of 2005, the area underwent an extensive review by York's Human Resources Department. The review identified what the members of Student Services have been stating for some time: the Student Services area is under-resourced considering the demands placed on each area. The report provided a number of recommendations regarding staffing solutions, both short-term and long-term, which were reviewed in 2005-06 and will be implemented in 2006-07 and beyond. With respect to the work of the Student Services Team, below are some of the more significant accomplishments of the various areas, from 2005-06:

Career Services Office (CSO)

a. Expanded Student Career Opportunities, Particularly Outside of Toronto:

- Visited employers and Law Associations in Hamilton and London to encourage them to advertise positions with Osgoode and to hire Osgoode students
- Lead and expand the joint Vancouver on-campus interview (OCI) process, which is run by Osgoode for all Ontario law schools and McGill
- Travelled to New York to successfully develop and implement a separate New York on-campus interview (OCI) process, increasing the number of New York firms interviewing at Osgoode to nine in 2006 from two in 2005
- Increase the number of job postings on the CSO Web site
- Attended and encouraged students to attend the Aboriginal law student career symposium hosted by the LSUC
- Attended the Ottawa Roundtable series to meet with Ottawa employers

b. Developed Social Justice Opportunities for Osgoode Students:

- Awarded six summer internships of \$5,000 each through The Honourable Ian Scott Public Interest Internship Program (in conjunction with the SFSO)
- Hired a summer work-study student to focus solely on the continued development of additional ways to communicate the various social justice career options to students
- Provided additional information sessions focused on careers in social justice including a session by Legal Aid Ontario on the career options available to lawyers who work on legal aid matters
- Lead the drafting of a proposal to the Law Foundation of Ontario to provide debt repayment assistance to students who choose to pursue careers in social justice/public interest
- Organized and successfully delivered, on behalf of all Canadian Schools, the largest Public Interest Day conference to date (in conjunction with the University of Toronto)

c. Additional Developments and Accomplishments:

- Researched a software package (Ease Law) to integrate and more effectively manage the various services provided by the CSO, including combining the employer, job posting and student databases into one program, as well as provide students with improved access to information and superior job search capability
- Continued to provide Graduate students and Alumni with increased assistance
- Developed and delivered a new CSO orientation session for first-year students in the Fall entitled, "*Plan for your career, Don't stress about it*"
- Expanded the CSO's Information Sessions (and related materials) to include sessions on *Preparing for Judicial Clerkships and Preparing for East-West Interviews*
- Developed an Orientation memo of vital information for NCA students entering Osgoode
- Developed and implemented a weekly Career Services column in the student newspaper

Recruitment and Admissions Office (RAO)

a. Recruitment

- Represented Osgoode at the LSAC Annual Meeting in Toronto, delivering three sessions at the three-day Conference and ensuring a strong Canadian presence amongst Admissions Professionals in North America

- Launched the Admissions Web site on August 1, 2005 and made revisions periodically, as required, to content, including adding an Upper Year Students' Perspectives Webcast/Video
- Held the Second Annual Osgoode Cup National Undergraduate Mooting Competition, increasing the team participation to 18 from 11 in 2005 (and accordingly increasing the alumni and current students who participated as Coaches and Judges), welcoming students from a College Law Clerk program to assist as Timekeepers on the day of the event, recruiting a team from UBC for a more national presence
- Successfully hosted a Richardson Prep Course Spring Session for prospective students in May-05 (with an increased number of panellists and participants at the June-06 session, again hosted at Osgoode)
- Successfully hosted our first Fall Open Houses for prospective students in September and October 2005, drawing many students on campus to visit the Law School
- Established TOPSS (*Teen Osgoode Program for Secondary Schools*), a community outreach initiative partnering Osgoode with Toronto high schools through a Mentoring program
- Expanded our Student Ambassador Program, increasing individual student-conducted tours for prospective students to 49 from 24 in 2004

b. Admissions

- OASIS (Osgoode Admissions Student Information System):
 - Developed and implemented 'Quick View' fields of data as part of the 'ID and Program Info' tab for quick overview of applicant scores, decisions, flags etc.
 - Developed and implemented auto response e-mail to all applicants to acknowledge receipt of application using OASIS
 - Developed and implemented 'Bulletins' board for updates and messages to applicants via their OASIS Web login page
 - Developed re-design proposal for OASIS that will, (1) allow more efficient viewing and entering of data, (2) introduce additional fields of data for reporting purposes such as ethnicity, (3) aid in the direct transmission of data to synchronize SIS and OASIS thereby eliminating duplicate data entry
 - Designed and implemented tracking system for Committee's recommendations and scores on discretionary files considered
 - Implemented new OASIS 'Final Application Decision' field – carries the final/closing application decision
 - In conjunction with the 'Final Application Decision' field, implemented new OASIS 'View by blended score' – a list of applicant names which enables the review and processing of applicant files in descending order of blended score. The detail provided in the view includes, blended score, application category, final application decision and final application decision date. Based on this information admissions staff can quickly identify files that have not yet been assessed.
 - Digitized, through OASIS, both the Letters from Dean and the Student Ambassadors
- Admissions Policy and Procedures:
 - Committee completed work on proposal for Admissions Policy Reform – significant data and historical information collected for report.
 - Designed and implemented Deferral Request application form to be completed by applicant if requesting deferral – developed procedures for tracking requests and approvals.
 - Implemented new J: drive to store scanned files of discretionary applicants to be assessed by Committee – electronic files are accessed directly by each Committee member.

Student Financial Services Office (SFSO)

- Administered Osgoode's first Early Bursary Notification Program to admitted students. The SFSO redesigned its Financial Statement previously used to determine financial need for entrance scholarships, to be used in identifying students who could be notified in advance of likely bursary awards. In its first year, 1,326 applicants completed this Statement and, after six rounds of early bursary notification, 114 bursaries were assigned to students offered admission. Ultimately, all students who ultimately registered at Osgoode and received early bursary notification received an actual bursary equal to or greater than the notification amount.
- Supported the final research for and review of draft of the Working Group on Student Financial Assistance, the final report of which was presented to Faculty Council in February, 2006. This report provided significant information and recommendations about Osgoode's Financial Services Programs.
- Following the submission of the report to Council, the Director was charged with implementing the various recommendations, both in the short-term and longer-term. One such change involved important revisions to the Online Bursary Application, a process which was begun in 2005-06.
- Negotiated three very positive changes with the Royal Bank to our Special Line of Credit Program for Osgoode students:
 - RBC will now extend a total of \$55,000 to our students for their three years of law school and one year of articling, without individual negotiations on the part of the students. If a student is in good credit standing and has no OSAP debt to date they will receive the full \$55,000. Current OSAP debt is subtracted off the \$55,000 total available.
 - Effective immediately, all students in good standing on their Royal Bank Student Line of Credit will have the "interest only " period on the loans extended to 12 months, increased from the previous six-month period. This valuable change also applied to existing Student Royal Credit Lines not yet under repayment. The positive change most importantly will give all Osgoode students more breathing space once graduating from Law School.
 - Rescheduling of the timing of the letters that are sent to Osgoode students requiring confirmation of enrolment. Letters will now be sent in September, a much better time when students will have their sessional cards in hand.
- After not being able to host one for a couple of years, the SFSO hosted an Upper- Year Financial Seminar in March 2006, in addition to the very important First-Year Financial Seminar run annually at the time of Orientation. The seminar, given by RBC, served a very important purpose in communicating to students about how to manage their debt repayment and plan their finances once they graduate from Law School.
- Successfully found alternate sources of funding for students, despite a significantly reduced Emergency Funds base. Toward the end of the year, we were able to make arrangements to improve this base for future years.
- Engaged in numerous discussions with Central Administration regarding the new provincial government's Student Access Guarantee.

Programs and Records Office (PRO)

a. Programs, Including International Opportunities

- Increased participation by Osgoode students in the 2nd year of Osgoode's involvement with the LSSSE, reaching 58.05 per cent in 2006, up from 51.6 per cent participation in 2005. Following Osgoode's introductory participation in 2005, four other Canadian law schools participated in 2006 (UNB, UBC, Queen's and Windsor).

- Coordinated and guided a significantly increased number of NCA students in their course selections and orientation to Osgoode.
- Met with various International Partner representatives in spring 2006, as many visited Canada for an International Education conference held in Montreal.
- Assisted in coordination of an increased number of students participating in both the Hebrew U Summer program and the Monash/Osgoode Prato summer program.
- Possibly as a result of increased Summer Exchange activity, fewer students accepted offers to study on exchange for 2006-07 (26 students this year versus 55 last year and 35 the year before).
- Implemented a voluntary program whereby Osgoode representatives met incoming exchange students at the Toronto airport and drove them to their residences, providing a welcoming introduction to Osgoode, Toronto and Canada.
- Finalized, through the Dean's Office, the 2006-07 Audiorecording Policy.
- Promoted the 2nd point entry for current students into the JD/LLB program with NYU (applications due spring 2006).
- Confirmed the terms for a future LLB/LLM with New York University School of Law.

b. Records and Examinations

- Provided an increased number of "specialized letters" (e.g. NY and other State Bar Admission Certifications, etc) to current students and graduates.
- Successfully managed three distinct examination processes (accommodated, "regular" and e-exams), while also managing Deferral and Extension Requests. This year, a record number (approximately 600 students in 2005-06, an increase from approximately 400 in 2004-05) registered to take their exams using laptop or the Osgoode computer labs.
- Overcame significant technical challenges (particularly during the F05 exam period). With the assistance and cooperation of both the Osgoode IT Department and the ExamSoft vendor, in early 2006 identified and satisfactorily resolved a significant technical problem that caused extreme disruption during the F05 Exam period to many students.
- Released winter 2006 grades one day ahead of last year, despite challenges, all the while maintaining the integrity of the records and grading process.
- Oversaw fewer accommodated examinations during this year's exam periods (approximately 75 overall, including 9 Exchange students, 30 Third Years, 23 Second Years and 13 First Years).
- Implemented a successful First-Year Wellness Session to students in fall 2005, presented on Student Wellness at the December 2005 Faculty Session and participated in a related Meeting of NY/Ontario Student Services Professionals in Spring 2006.

Looking Ahead to 2006-07 (and Beyond)

In assessing the priorities for 2006-07, we have taken into account established past priorities which remain active, and have not yet been completed; feedback from student forums/ groups/surveys; and the Law School Strategic Plan. Below are the Priorities and Plans for each area of Student Services for 2006-07.

Strategic Plans for Future

Overall

- Implement various recommendations of 2005-06 Human Resources Review and continue to review organizational structure and staffing requirements of area and advocate for appropriate funding.

- Review security features and measures in all areas and implement changes to protect the physical security and safety of staff and information within our offices.
- Arrange appropriate IT training for individual areas to be able to access and amend information on the Web site related to their area, as changes occur.
- Develop electronic system for all areas, to track statistics of services used.
- Continue to manage the implementation of the Law School's Strategic Plan (2005-2010).

Career Services

- Provide students with enhanced services through the successful transition of the office to the Ease Law platform, including the implementation of the OCI scheduling component in 2006 or 2007.
- Implement the re-established New York OCI program, as well as, expand it for the 2008 recruitment cycle.
- Introduce additional practice area specific memos to assist students in their specialized job search strategies.
- Deliver a successful seminar at the 2007 NALP education conference and publish an article in the 2007 NALP newsletter.
- Continue to work with the members of the new Canadian region of NALP to develop a Canadian employers' directory.
- Co-host the Canadian Legal Employers and Canadian Law Schools end of season meeting in December 2006.
- Continue to build an effective social justice career program which will allow students to more easily consider social justice career options.
- Continue with the weekly column in *Obiter Dicta*.

Recruitment & Admissions

Recruitment

- Enhance Out-of-Province recruitment/presence to increase number of admitted students from outside Ontario.
- Together with Communications, create a Multimedia recruitment tool to be used on the Web, at Recruitment Fairs, during presentations at Osgoode.
- Continue to survey students declining Offer of Admissions, particularly scholarship recipients, with goal of increasing conversion rate among this group of students.
- Build relationships with the two High Schools (staff and students) participating with TOPSS in 2006-07.
- Implement appropriate Recruitment Training Program for Osgoode Student Ambassadors.
- Grow involvement with LSAC Committees.

Admissions

- Continuing Admissions Policy Review – provide data and information as requested to both Advisory Panel and Committee.
- Review/report/amend as voted on: Upper-Year admission policies; Extended Time Program.
- Consider/design and implement procedural changes in light of policy reforms that are passed in 2006-07 – plan for possible future changes.
- Design and implement procedures for tracking and processing applicants (and especially acceptances) to Combined programs – establish timely flow of information to (and from) partner institution.
- Complete an administrative audit of the Admissions Department, as to functions; procedures; and staffing.

- Develop an Admissions staff presentation to be presented at the start of each year's admissions cycle – provide overview of coming year's process with designated responsibilities.
- Establish dialogue between IT and York SIS Team to design/implement measures that will facilitate the synchronization of OASIS data to the York SIS, resulting in the elimination of the current Shadow Data Base and the duplication of data entry.
- Revisit and refine the re-design plan for OASIS – implement changes, by priority, prior to start of 2007 admission cycle where possible.
- Design and Implement early e-mail notification advising of an offer of admission via OASIS.
- Build all admission letters into OASIS so that all can be generated via OASIS through applicant's record.
- Introduce additional recruitment letters for Offer package, such as the Assistant Dean (First Year), Mature Students Association, Aboriginal Students Association, and Directors of Combined Programs (LLB/MBA/MES/JD).
- Review additional system changes to OASIS for greater effectiveness for students and staff.
- Audit current (and past) statistical data collected – objective to design and implement a standard set of data to be reported during each admissions cycle from year to year.
- Design and implement bi-weekly, monthly and yearly standard admissions reports and a standard Admissions Management Report, to be presented with the Chair's Admissions Report to Faculty Council.

Student Financial Services

- As the university and provincial government continue to review and discuss the definition of "unmet need" and the impact of the Student Access Guarantee, the SFSO will need to review and, perhaps, update its Bursary Process to ensure it is in compliance with the new requirements. Together with ensuring compliance, the SFSO's goal has always been to ensure fairness among all Osgoode students, as well as continue its efforts to provide as much detail and access as possible to alternate sources of funding.
- Research and identify the reasons only 46 per cent of Osgoode's OSOTF funds were distributed last year. Changes must be made to many of our awards to allow them to be more easily and readily allocated to our students on an annual basis, as the criteria are often inflexible and do not allow for distribution in a given year. These changes impact on entrance scholarships, upper-year scholarships, and bursaries, and through the Advancement Office, existing criteria will need to be reviewed with donors.
- Continue to implement the recommendations of the Working Group's Financial Assistance Report. In particular, the Online Bursary application will be amended and then the results of these changes must be interpreted and assessed.
- Create a new database for Prize Distribution, similar to the bursary process, for the annual distribution of Osgoode prizes.
- Improve Recording and Reporting Systems for Financial Services, to enable more efficient and effective responses for both regular annual reports as well as ad hoc requests from various offices.
- Continue to advocate for the inclusion of a new middle-level position (formerly approved) to oversee more of the financially-related projects in the office. This recommendation was made by the Working Group in its Report, in recognition of the increasing demands on the SFSO.

Programs, Including International

- Finalize for spring 2007 a new electronic course priority system to work with LawSelect.
- Create an online, living Syllabus.
- Develop online wait list procedures.
- Review moving to online course evaluations and amending content of evaluation.
- Pursue additional Wellness sessions for Osgoode students, participate in a Summer Equity and Academic Support Roundtable at Queen's and Co-Host the 2007 NY/Ontario Student Services Representatives Meeting.
- Coordinate the Summer and Academic Year exchange programs and opportunities.
- Review staffing needs, particularly with growth of special academic (e.g. combined) and exchange programs.

Records and Examinations

- Review staffing requirements in the area, as members were barely able to keep up with current projects and requirements in 2005-06
- Develop new confidential exam number database program (i.e. current Law Trac) by fall 2006.
- Move towards a "mandatory" ESoft program for all first years (with option remaining for upper years).
- Increase the fees charged to students for participation in the ESoft Program to cover the actual costs of the program. Similarly reconsider applying fees for certain types of requested forms and letters from students and alumni.
- Due to limited financial and staffing resources, must postpone consideration of imaging of student records, but need to keep this as a long-term project consideration

Issues and Challenges

While much was accomplished, either to maintain existing programs and/or services or in initiating new ones, this past year has taken its toll on many of the members of Student Services. There is no doubt, given the dedication and commitment of all Student Services staff, similar results will be achieved in 2006-07. Nevertheless, the area's ability to successfully attain the priorities and goals considered above will be done against the backdrop of the following specific challenges applicable to some or all areas:

1. Rebuilding staff morale, confidence and sense of physical security after a very trying year in 2005-06;
2. Managing organizational and personnel changes that will be required, in accordance with the HR review, particularly in the present climate of existing grievances; in addition, manage return and retraining of Admissions staff member and departure for maternity leave of a staff member in Programs and Records;
3. Operating with increased demands and lower budget, given the continued University budget cuts for 2006-07 and the lower regulated tuition from the planned budgeted tuition increase;
4. Reviewing new governmental policies and adhering to the Student Access Guarantee requirements;
5. Responding to new or unplanned initiatives, programs or policies that arise from various committees or other offices through the Law School's Strategic Plan;
6. Ensuring a correlation of goals with other departments (IT, Communications, Alumni, Executive Office), given that many goals and projects of Student Services require the cooperation (or initiative) of other departments.

Law Library

Key Accomplishments of 2005-06

1. RECENT DEVELOPMENTS

The position of Chief Law Librarian was advertised in April 2005 as a result of the review of the Law Library undertaken by Ann Rae and Roger Jacobs. Nicholas Pengelley was appointed to the position in September 2005 and immediately began consultations with members of the Law Library Committee, faculty members, students and staff, with a view to developing a Plan for the Law Library covering the period 2005-2010.

The Plan for the Law Library was completed and accepted by Faculty Council in November 2005. Its principal proposals concern the re-establishment of the pre-eminent status of the collection, re-building of the professional librarian cadre and expansion of service offerings to a level commensurate with the Library's status as the leading legal research library in the Commonwealth, and with a view to approaching the collection, staffing and service levels long accepted as the norm in U.S. law schools. Significant steps, some of which are outlined below, have already been taken in pursuit of the goals put forward in the Plan.

2. STAFFING AND RECRUITMENT

A major recruitment process was initiated in late 2005 with a view to renewing the depleted professional librarian establishment. Four new librarians were appointed, to start in June 2006: Tim Knight (Head of Technical Services), Yemisi Dina (Head of Public Services), Daniel Perlin (Reference Librarian) and Sharon Wang (Reference Librarian).

3. LIBRARY USE

Over the course of the last year, we have sought to improve services in several ways to the user population. Opening hours have been increased on Fridays and weekends, 20 'loaner' laptop computers may now be used outside of the Library and power outlets have been installed at over 160 study desks on the main floor of the Library to address the single biggest cause of student complaints, insufficient outlets for laptop computers.

Library use has remained constant for the last few years; however borrowing by LLB students and research assistants has dropped, reflecting the widespread trend that undergraduate students prefer online materials. With respect to interlibrary loans, the drop in purchasing of new monographs over the past decade is reflected in the fact that books borrowed by us from other institutions has increased by over 200 per cent since 1995 and there has also been a significant drop in the number of books lent by us to others. It should also be mentioned that there has been a significant shift in the type of request made over the past decade, reflecting the increasing inter and cross-disciplinary nature of research at Osgoode. In 1995 nearly all requests were for legal materials while in 2005, 60 per cent of requests were for materials in subject areas other than law. Since 9/11 there has also been an increase in requests covering issues in international law.

4. THE COLLECTION

The Rae/Jacobs Review and other reports have emphasized that the budget for Library acquisitions is seriously inadequate and by any comparison with other law schools in Canada and the U.S. that is readily apparent. If not reversed, this decline will see the loss of Osgoode's prestige status as the premier legal research library in the Commonwealth. Compounding the situation is the recruitment of six new faculty

Left to right: Sharon Wang (Reference Librarian); Nicholas Pengelley (Chief Law Librarian);
Tim Knight (Head of Technical Services); Daniel Perlin (Reference Librarian);
and Yemisi Dina (Head of Public Services).

members, the planned major expansion of the Graduate Program and the establishment, at Osgoode, of the revived Ontario Law Reform Commission.

The acquisitions budget for the year under review was approximately \$900,000. Although this compares favourably with the budget of some Canadian law school libraries, it is significantly less than others which we might consider as our peers (and some that we might not). Comparisons with U.S. law schools are even more invidious.

Despite less than adequate funding, the year under review has seen some very significant acquisitions. Foremost among them has been the acquisition of Gale's *The Making of Modern Law: Legal Treatises 1800-1926*, which provides the facsimile versions of 22,000 legal treatises on U.S. and British law published from 1800 through 1926. Full-text searching on more than 10 million pages provides researchers access to valuable works of legal history in ways not previously possible. Osgoode was only the third law school outside of the U.S. (and the first in Ontario) to purchase this magnificent collection which adds enormously to our historical depth.

We have also arranged subscription to many new journals, newspapers and news magazines in the current year, and a number of significant legal databases of interest particularly to faculty and graduate researchers. A major new collection is also being formed, the *Barbara Scott Legal Fiction Collection*, based around a donation of several hundred books (including many rare and valuable titles) donated by Professor Craig Scott. This collection will be expanded over time and will also include DVDs of law-related movies. Ultimately it will be housed in its own room in the Library.

In order to streamline the selection of new monographs, and to speed their acquisition, cataloguing and 'shelf-readiness', the Law Library has contracted with YBP. A plan has been established with YBP that will ensure the automatic supply of copies of all law books published in Canada as well as those published by several major law publishers.

5. PHYSICAL FACILITIES

All users of the Library admit that it looks tired and run-down, the result of little in the way of renovation or renewal since it was established. It seems likely that major renovations and rebuilding will take place in the next two to three years and the Library is to be a core beneficiary of this work. A number of steps have been taken however, and others are being planned, that will improve the physical environment in the short term. The photocopiers have been relocated from the front entrance and display racks have been installed to display new journals, newsmagazines and newspapers. The atrium garden space will be renovated over the summer following a plan that will see the installation of benches, tables and chairs.

Further plans for renovation of the front entrance of the Library and the circulation/reference space are being prepared by York Facilities staff. These plans will see the upgrading of public workstations, much-needed new and comfortable seating, purpose-built display shelving for new journals, a new reference desk and provision of satellite television for monitoring of important news (and showing of movies from the to-be-established legal fiction collection).



6. NEW SERVICES AND FORTHCOMING INITIATIVES

Several new services have been introduced since September. A regular 'Library News' e-mail has been established and relevant information is sent to a new listserv which includes the entire Osgoode community. A principal feature of this is the weekly "New Books List". It is proposed to further enhance this service during the next year by providing links from each new title to its full online catalog entry, and also to provide for an e-mail link allowing online request/delivery of a particular book.

Looking Ahead to 2006-07

Numerous new initiatives are proposed for 2006-07. The list includes the following:

a) Web site redesign.

The Web site will be totally redeveloped and much enhanced, following the design currently being finalized by Professor Simon Fodden.

b) Journal content service.

Development of an online service that provides links from Faculty desktops to the contents of all current law journals (whether in print or online) as new issues are published. Links will be supplied to full-text where available and an online document delivery service will fill the gap.

c) Global reference service.

Investigation of the development of a 24/7 global reference service network. This network will consist of law libraries in different countries covering every world time-zone and likely utilize Web-based instant messaging. The network would be a two-way one (i.e., in that an Australian student would be able to call upon an Osgoode librarian for help).

d) Faculty support.

The employment of new reference librarians, with law qualifications, will allow us to provide skilled support services, on an individualized basis, for Faculty members in the manner of U.S. law school libraries where faculty members are typically able to call upon the assistance of an individual law librarian who is familiar with their research needs and interests, maintains a watching brief for information likely to be of interest, writes research notes on demand and provides legal research instruction to students in specified fields, also on demand.

e) Graduate student support.

Likewise we will be able to increase skilled support to graduate students, through the medium of the proposed new 'clusters' in the Graduate Program. These services will be focused both on training in advanced legal research techniques, and in the provision of services to support individual research needs.

f) Targeted collection development.

Activity in this area is ongoing but will be increased as new librarians join the staff and as, hopefully, the acquisitions budget is increased. A particular concern is to identify areas of the collection which support academic research and which have been under- or undeveloped since the early 1990s because of budget cutbacks.

g) Canadian law on the Web.

It is planned to start work on development of at least three major Web-based projects that will make a major contribution to the availability of Canadian legal materials (full text, facsimile images, fully searchable) and at the same time enhance Osgoode Hall Law School's standing as the premier legal research centre of Canada and the Commonwealth.

Information Technology Services

Key Accomplishments of 2005-06

In 2005-06, we continued to focus on the core goals outlined in the previous computing plan. These are:

1. To provide the best support to teaching and learning.
2. To provide the Osgoode community with access to key information and enhance communication among members.
3. To provide excellent support to scholarship and the Law Library.
4. To support exchange between the Osgoode community and other relevant communities around the world.
5. To enhance our reputation and image.
6. To increase the quality of connection with alumni.
7. To provide students with better access to services and improve institutional efficiency.
8. To continue to enhance Osgoode's information infrastructure, including its network, desktop systems and core applications servers to respond to the constant changing needs of the Law School community.

Highlights

In conjunction with the Instructional Technology Centre (ITC), Osgoode's newest electronic classroom was finished. Complete with computer, projector, DVD, VCR, document camera and touch screen controls, the *Cassels Brock and Blackwell LLP* classroom in Room 204 will further enhance the teaching and learning experience. Furthermore, students now have ample power requirements to meet their ever-growing laptop usage.

In support of teaching, we replaced our audio recorders that were starting to experience higher failure rates. In order to maximize stability and uninterrupted recordings, we deployed permanent audio recording stations in all our electronic classrooms. This initiative has proven to be very successful, and we hope to continue deployment in other classrooms as they are retrofitted with multimedia equipment.

On the development side, our efforts focused on consolidating administrative requirements into centralized databases. The newly deployed HR system (OHRS) combines all employee information previously managed in numerous locations and methods. The research publications database allows faculty to quickly post their research material providing both internal and external audiences with easy to access information. The Graduate admissions system (GradOASIS) will significantly improve workflow and data availability.

Looking Ahead to 2006-07

Server relocation and upgrades

The reorganization of the ITS department made is necessary to relocate Osgoode's servers to Keele. Along with this migration, IT anticipates purchasing new servers to replace aging equipment. We are planning to put all servers on a remote management solution that features asset information collecting for analysis, performance and capacity statistics tracking, alerts and response actions and remote administration, problem determination, and problem resolution. We are also investigating storage consolidation as a way to reduce storage costs and provide better management of physical resources.

Virtual Office Infrastructure

This year we will replace the existing Metaframe infrastructure that delivers the virtual office environment. By upgrading to version 4 on new load-balanced servers, Osgoode faculty and staff will have

access to best of breed remote office connectivity. Presentation server 4 allows secure virtualized application delivery and increased user density. We are switching to a virtual application delivery model from the full desktop delivered today. The new model provides a simpler interface for the end user with applications that look and feel as if they are running locally. The published application will appear as a standard local application including automatic saving of the window position. In this way, end users can intuitively access remote applications without requiring additional training.

Remote access to network drives is now possible via the Novell client. Advanced users of the research portal can access their documents from the integrated document management system.

In-house Development

ITS will continue development of the Research Portal, which is essentially a customized research desktop, accessible via the Web from any location. Document management and collaborative research will benefit significantly from this development, and it will set up a framework for improved course management.

The LawSelect application, which is a course selection program developed for Student Services in the mid-90s, will be rewritten this year. This will allow for greater flexibility when setting the parameters for course selection, and will increase end-result reliability.

The Osgoode Web site is currently being redeveloped, and the new interface will be rolled out in the near future. This is actually a collection of sites that make up the external Web presence. Special emphasis is being placed on OPD, the Law Library as well as faculty profiles.

The Clinical Programs Web sites, by means of which Osgoode clinical programs will provide information on the Web as a service to the public, are in development and will be launched shortly.

CFI – CLPE and Global Cities

We are investing significant resources in support of two Canada Foundation for Innovation projects.

The *Comparative Research in Law and Political Economy* (CLPE) project will have the following features (among others):

- posting of research papers, and an alert mechanism to Web site members
- an archive/database of the research papers
- written feedback and commentary on papers
- hyperlinks to profiles of papers' authors and of those in the network of collaborators providing feedback (such profiles having at minimum affiliation and e-mail contact details but also providing for Web site members to upload descriptions of their own research projects, published papers, course syllabi, and bibliographies)
- a constantly updated 'virtual' library/database of publications dealing with the Network's theoretical focus on comparative law and comparative political economy, both created at York from periodic bibliographic searches and researched in outside bibliographies and reading lists as have been uploaded by site members to their sub-site within the overall site
- hyperlinks to online versions of items in the virtual library, or to full-text versions where permission has been granted for a given item
- search engines both for within the site (e.g. of the text of research papers, of all bibliographies uploaded by members to their sub-sites, etc.) and linked to relevant external databases (e.g. specific library collections), with efficient and useful presentation of results and saving of desired items on the list

- online facilities for discussion forums to be created (a) by site administrators and (b) by Web site members themselves, including (i) a synchronous 'conferencing' with discussions threaded by subject and archived for viewing at the convenience of participants, (ii) real-time, 'chatting', primarily text-based but also with Web-based audio discussion potential
- online facilities that allow virtual collaboration in the sharing of research, in the writing of papers, and the editing of volumes
- tracking and posting of details about relevant conferences, symposia, and workshops around the world
- state-of-the-art Web-management capabilities, and affiliated Web interface
- as part of the foregoing, a main menu of modularized research services or features (research 'modules') that permits a simple operation by which a given service, feature or level of functionality can be selected for a site member's research portal sub-site
- the ability for the site to process a print-on-demand (POD) 'publishing' service for site members who wish to have properly bound and covered copies of research papers or, more likely, customized clusters of research papers ordered, paid for online, printed automatically (by a CLPE POD machine), and mailed.

Cities Research Laboratory (CRL) for Multimedia Projects on World Cities and Globalization

The second CFI initiative is a proposal to create the Cities Research Laboratory (CRL) for Multimedia Projects on World Cities and Globalization. Our contribution at this stage is to architect a state-of-the-art multimedia production facility that will be able to produce mixed media types that range from textual content to high-definition video creation and delivery.

Osgoode Professional Development Program

Given the importance of OPD to the Law School, both as a means of expanding and enhancing our reputation as an academic institution at the national level, and as a source of additional revenue, OPD remains a top business priority for the Law School. At the beginning of this academic year the Director of OPD, Victoria Watkins, identified three areas in which OPD needed ITS assistance:

- a) End-to-end business management system for CLE;
- b) A Webcast solution and e-commerce applications for the CLE program
- c) A new videoconference/Web conference solution for the various OPD programs that rely on distance learning.

ITS and OPD are working closely together to complete all three projects in the upcoming year. The current timelines for the projects are:

7 months

3 months

6 months

Conclusion

The reorganization of Osgoode's ITS department, the relocation of Osgoode's servers, and recent innovations in application software and Web-delivery programs should significantly improve IT capacity and delivery of IT services. As a result, IT should be able to greatly assist our efforts to achieve the three objectives identified in the Strategic Plan for the Law School: Engagement, Connection, and Globalization.

We look forward to the upcoming year, when Osgoode's dedicated ITS team should be able to make significant progress on projects which until now have been delayed by lack of resources.

Office of Advancement

The Office of Advancement approached 2005-06 with tremendous expectations. A very successful retreat in May 2004 had provided some great ideas for new programs, publications and events. There were, however, two obstacles. The Associate Director, Office of Advancement went on maternity leave and while a capable replacement was hired, she did not have the knowledge or experience to create anything new. The greater impediment was the Law School's budget constraints. While there were disappointments, there were also successes that will be important foundations for the future.

Advancement Communications

The most significant change in Advancement was in the area of communications. The reporting for the Manager of Communications changed from the Director of the Office of Advancement to the Dean. This direct report to the Dean will allow for more timely and strategic communications on all Law School news.

Alumni communications is central to any advancement operation. Before anyone will get involved as a mentor, attend an event or make a gift, they need to be informed on the School. A significant problem has been the frequency with which Osgoode communicates with its alumni. In addition, we need to manage the quality and content of the messaging.

The Advancement Office's most effective communications vehicle is *Continuum*. While it is a high quality publication that reflects well on the School, it is only published once a year. In 2005-06 the Office hoped to create a mini *Continuum* that would be mailed with the *Report on Giving* in August. Unfortunately, resources did not allow us to follow through on this plan.

In 2004 *The Osgoode Brief* was developed as a way to communicate more frequently with a select group of alumni, donors and friends. It has been sent intermittently over the past two years and only once in 2005. The original concept was an up-to-the-minute publication that would go out at least monthly. We found that we just do not have the resources, both financial and staff, to distribute this regularly.

The alumni e-newsletter, *Osgoode Online*, presented a similar problem. We could only do one edition for Winter 2006, which included stories on Dean for a Day, the Part-time LLM Program and profiles on two different LLM graduates. In addition, we will be competing for alumni attention with the new York e-newsletter, *Alumni Matters*, which is sent to all Osgoode alumni monthly.

Mass e-mail to alumni is another solution that has been tried over the last few years. In 2005-06 two e-mails were sent, one to invite them to attend the opening of the new window in the Cassels Brock Classroom and a second to announce Osgoode's ranking as the number one law school by *Canadian Lawyer* magazine. There is no real way to determine the effectiveness of this communication. We do not know how many were received, opened or read.

Welcome Book

Proud alumni evolve from students who feel a connection to and identify with their institution. Building a relationship between students and the School happens in many different ways. For a few years the Advancement Office has wanted to create a small publication for new students that describes the traditions and history of the Law School. This year we finally achieved that goal. The Welcome Book was mailed to all first-year students along with an invitation to the Orientation event at Osgoode Hall and a letter from the Mentor Program Chair, John Tobin.

Alumni

Alumni Board 2005 – 2006

Full Name	Grad Yr.	Position	Term	Term End	Company
Gina Alexandris	91	Assistant Dean, Student Service	N/A	Staff	Osgoode Hall Law School
Catherine Beagan Flood	97	Director	1st	2008	Blake Cassels & Graydon LLP
Stepahnie Ben-Ishai	00	Professor		Faculty	Osgoode Hall Law School
Penny Cader	91	Director	2nd	2007	
Leslie Dizgun	86	Director	1st	2007	Cooper Blustein & Pearlstein
Andrew Evangelista	92	Vice-President	2nd	2006	Evangelista
Beverley Flynn	01	Director	1st	2007	Morgaurd Corporation
Carol Hansell	86	Director	1st	2007	Davies Ward Phillips & Vineberg
David Jackson	72	Director/Chair Annual Fund	1st	2007	Blake Cassels & Graydon LLP
Tom Johnson		Professor		Faculty	Osgoode Hall Law School
Lynn McGrade	88	Director	1st	2007	Borden Ladner Gervais LLP
Patrick Monahan	80	Dean	N/A	Dean	Osgoode Hall Law School
James O'Sullivan	90	Director	1st	2007	Scotia Capital Markets
Atul Tiwari	87	President	2nd	2006	BMO Private Client Group
John Tobin	87	Director/Chair Mentor Program	1st	2007	Torys LLP
Daniel Tolhurst	06	President, Legal & Literary Society 05-06		2006	Legal & Literary Society, Osgoode

Alumni Awards and Dean's Alumni Reception

In May 2005, the Advancement Office held the first annual Dean's Alumni Reception downtown at Osgoode Hall. This replaced Osgoode's Homecoming, which was poorly attended and only ran for three years. It is predicted that a downtown location for an event that is held during the week will result in greater participation than something held at York on a weekend.

In 2005-06 there were 180 affirmative RSVPs and approximately 85 people attended. The Attorney General of Ontario, Michael Bryant '92, gave the keynote address. The following Alumni Gold Key Awards were presented:

Name	Grad. Yr.	Gold Key Category
Robert J. Gemmell	1983	Achievement
Harvey M. Haber	1960	Achievement
Gary P. Mooney	1980	Achievement
Catherine Beagan Flood	1997	Recent Graduate
Ernie Eves	1970	Public Sector
Sandra Chapnik	1976	Service
Stephen McClyment	1974	Service

Reunions 2005–2006

Class	Chair	Date	Location	Price	Guests
1950	Bill Bryden	Oct. 20	Albany Club	\$100	25
1955	Morley Wolfe	May 28	National Club	\$90	89
1960 Barr	Nick Paul	Oct. 29	National Club	\$125	48
1960 LLB	Lorne Morphy	Thurs. June 16	Convocation Hall Osgoode Hall	\$125	47
1970	Jim Hodgson David Purvis	Sat. Nov. 5	Convocation Hall Osgoode Hall	\$125	64
1980	Patrick Monahan	Sat. Oct. 22	Convocation Hall Osgoode Hall	\$125	93
1985	Loretta Merritt	Sat. Nov. 12	Boiler House Distillery District	\$75	82
1995	Jane Burton	Sat. Sept. 17	Alice Fazooli's Riverdale Farm	\$50 Cancelled due to lack of participation.	N/A

Fund Raising

Total Fundraising Results May 1, 2005 – April 30, 2006

(A) TOTAL REVENUE	(B) Payments against New* Pledges	(C) Payments against Previous Pledges	(D) TOTAL NEW* PLEDGES	(E) Balance of Expected Payments on New* Pledges
\$3,553,193.61	\$3,054,850.77	\$498,342.84	\$3,700,531.65	\$645,680.88

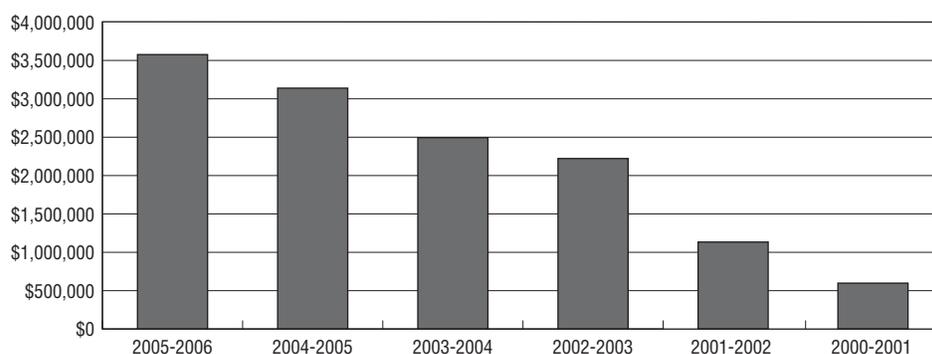
Note:

(A) Total Revenue = (B) Payments against New* Pledges + (C) Payments against Previous Pledges

(D) Total New Pledges = (B) Payments against New Pledges + (E) Balance of Expected Payments on New* Pledges

*New Pledges are recorded during the period: May 1, 2005 – April 30, 2006

Paid Gifts Report by Fiscal Year



New Pledges Totalling \$25,000 or Greater

Donor	Designation
Cassels Brock & Blackwell LLP	Cassels Brock & Blackwell Classroom
Davies Ward Phillips & Vineberg LLP	The Davies Fund for Business Law
Elementary Teachers Fed. of Ontario	Centre for Public Law & Public Policy
Estate of Suzanne E. Leggett	Stephen Leggett Entrance Scholarship
Enbridge Inc.	Jarislowsky, Dimma, Mooney Chair
Estate of Suzanne E. Leggett	Stephen Leggett Prize
Home Trust Company	Jarislowsky, Dimma, Mooney Chair
Jarislowsky, Stephen	Jarislowsky, Dimma, Mooney Chair
Leitch, John	Jarislowsky, Dimma, Mooney Chair
McCarthy Tetrault Foundation	McCarthy Tetrault Electronic Classroom
Mooney, Gary	Jarislowsky, Dimma, Mooney Chair
The Law Foundation of Ontario	Law Foundation Endowment Fund
Swiss Re Life & Health Canada	Jarislowsky, Dimma, Mooney Chair

Osgoode Hall Law School Fund

Pledged Gifts Reported by Fiscal Year

Pledges	2005	2004
Donors	\$153,000	\$169,249
Non-Donors	\$11,796	\$21,353
Total Pledged	\$164,796	\$190,602
Average Pledge Donor	\$264	\$192
Average Pledge Non-Donor	\$138	\$105
Average Pledge	\$201	\$170
Individuals		
Solicited – Donors	3373	3187
Solicited – Non-Donors	5613	5079
Pledged – Donors	718	728
Pledged – Non- Donors	135	170
Solicited Total	8655	8266
Pledged Total	853	898
Percentage that Pledged	9.9%	10.9%

After steady increases in annual fund gifts, 2005 was enthusiastically anticipated. Unfortunately, it was a less than stellar year producing \$25,806 less than in 2004-05. Factors such as an increased competition for charitable dollars may have been a significant factor. The last year has seen some very serious environmental disasters including the tsunami in the Indian Ocean in December 2004, hurricane Katrina in August 2005 and the earthquake in Kashmir in October 2005. Alumni may have given their money to these urgent causes rather than to the Law School.

A change to the York University calling system may have also played a part. In September 2005, the York University Foundation implemented a new 'SmartCall' system that automated a portion of the student calling process. While the system increased the calling capacity and enabled more attempts on prospects within a shorter time frame, it also cycled through the call queue much faster. As a result fewer alumni were reached in the fall. To remedy this, a second round of calls were made in the New Year to over 1,700 donors and 3,300 non-donors. However, it was after tax year-end and some of the incentive to give was gone.

Reunion Gifts

Class of 1980 25th Reunion Gift

Paul Torrie and Pete West led the campaign, which raised \$36,950 from 25 people. The Ontario government through the Ontario Trust for Student Support (OTSS) matched this amount to create an endowment of \$73,900. While it was a success because they did achieve their goal of endowing bursary, they had hoped to raise more money and have greater participation.

Stewardship Events

Rogers Event for Graham Fellowships – May 9, 2005

Ted Rogers hosted an event at his office for all the current and previous winners of the John Graham Fellowship. Mr. & Mrs Rogers, John Graham's widow and daughter attended.

Tennis – August 18, 2005

Our response to the invitation was very good, 58 people had accepted the invitation. But as we came closer to the day of the event people began to send their regrets. We lost about eight people on the day of the event and had three no-shows.

Torys Moot Event – September 9, 2005

In the Orientation week all first-year students were invited to the Moot Court for the announcement and presentation of the Torys Cup. On April 4, 2006 Torys hosted the final rounds of the Moot. Holding the event downtown with members of the firm acting as judges was a terrific idea. Students took it very seriously and the competition was enhanced.

Davies Fund for Business Law – September 15, 2005

Members of the firm came to Osgoode to formally announce the firm's gift of \$406,250 to support the Davies Fund for Business Law. The endowed fund will be used to establish a lecture program that will create excitement for business law within the student community and will help the Law School better connect with the broader legal and business community in Toronto.

Cassels Brock and Blackwell Classroom – September 21, 2005 & November 17, 2005

The renovation of this classroom was one of the most important events in Osgoode's history at York because it included the first window in a classroom. The news of the window was quite significant and was even featured in an edition of *Canadian Lawyer*. Two events were held, one to open the window, the other to open the classroom.

Students were asked to submit a 'headline' to go with a photo showing Mark Young (Cassels Brock) and Tom Heintzman (McCarthy Tétrault) breaking through one of Osgoode's brick walls to make way for the first-ever classroom window. Three finalists were selected:

Catherine Hayhow: *"Through Wall to Justice"*

Ron Podolny: *"A Breakthrough"*

Marty Venalainen: *"Alumni Breakthrough gives Students Right to Light"*

On September 21, 2005, students were invited to cheer their favourite entry. The winner, Marty Venalainen, 'opened' the blind on the window and was given a \$100 gift certificate for dinner at the CN Tower.

The official opening of the classroom was held on November 17, 2005. Members of the firm attended, there were speeches, a student played the piano and a reception was held on the second floor, outside the classroom.

Ian Scott Event – November 14, 2005

An event was held at the National Club to announce The Honourable Ian Scott Public Internship Program and to thank the two major contributors: Paliare Roland Rosenberg Rothstein; and Gowlings. The students who were given public interest internships for the summer of 2005 also attended. A solicitation letter was sent out to everyone on the guest list and a total of \$29,250 was pledged.

Osler Reception – November 21, 2005

A reception was held at the National Club to thank Oslers and the alumni in the firm who made a gift to the Osler Chair on Business Law.

Raoul Wallenberg International Human Rights Symposium – January 17 and 18, 2006

The Symposium was an extremely labour intensive initiative but was the Law School's best event for 2005-06. It was held at New York University School of Law on January 17 and 18, 2006. Invitations were sent to more than 1,000 people and 242 sent back a positive RSVP. NYU provided terrific support, a great venue and very good food. There were small logistical issues that could improve the organization of the conference for the future but generally it ran smoothly. The *Globe and Mail* published two articles and two letters to the editor that mentioned the conference. The published proceedings were sent to everyone who attended, those who sent in a negative RSVP, as well as speakers for 2007 and leading members of the Canadian judiciary.

Looking Ahead to 2006-07

1. Develop and Implement Advancement Communications Plan for 2006

After reviewing our communications needs, there are three areas on which we must focus this year:

- **E-Newsletter** – We need to find a more efficient, cost-effective way in which to create and send more regular newsletters.
- **Advancement Web site redesign** – The Osgoode Web site is being redesigned and the Advancement Web site must reflect the new look while maintaining its own identity. In addition, the information on the page must be reviewed and updated in a way that it does not become outdated too quickly as there is limited opportunity to refresh it on a regular basis.
- **Alumni Communications Schedule** – In 2004 a new alumni communications schedule was created. It is time to revisit the schedule and consider how the campaign may impact it and what can be successfully delivered with the new staff structure.

2. Launch Capital Campaign

Osgoode has been in the quiet phase of a campaign for some time and it is time for the public launch. To be successful in the campaign, there are certain elements that must be in place:

- **Finalize the case for support**
- **Successfully solicit a lead donor**
- **Finalize campaign plan**
- **Identify and prioritize solicitation of other major donors**

3. Organize 2007 Raoul Wallenberg Symposium

This is becoming one of Osgoode's most important public events. It provides an excellent communications and cultivation opportunity.

Communications

The Communications Office at Osgoode Hall Law School is responsible for all marketing and communications initiatives of the Law School including print and electronic publications, media relations, Web design and content development, and advertising. Working with the Dean and specific Osgoode departments as well as York University Marketing & Communications, the Communications Office seeks to promote the Law School to its internal and external publics so that the School's mission, work and objectives are understood, and its reputation is enhanced with target audiences. In a nutshell, the Communications Office aims to *inform*, *persuade* and *motivate* audiences.

The Communications Office, which consists of the Communications Manager who reports directly to the Dean, also ensures that the positioning strategy for the marketing of the Law School is incorporated into all print and electronic publications. Osgoode's positioning strategy consists of (1) our positioning platform, "Through Law to Justice," which encapsulates our mission and is meant to convey to our target audiences that Osgoode is a professional law school committed to serving Canadian society and the world in ways that further social justice; (2) our image – those qualities that constitute and distinguish Osgoode; and (3) our graphic identity – the visual representation of those qualities that constitute Osgoode.

The Communications Office also ensures that communications objectives are aligned with the organizational initiatives articulated in Osgoode's strategic plan (*The Plan for the Law School 2006-2010: Making a Difference*).

Key Accomplishments of 2005-06

- Created a document called "Communications Policies & Procedures" that provides Osgoode faculty and staff with a set of policies and procedures for applying the Osgoode and York identities; producing institutional publications; using the electronic bulletin board; dealing with the media; maintaining the Osgoode Web site; and creating advertisements.
- Updated the Law School's Communications Plan for 2006-07.
- Worked with the Assistant Dean (Student Services), York Marketing & Communications, doug agency, and Osgoode ITS to revamp the design and content of the LLB Program Web site.
- Oversaw the editing and/or proofreading, design and printing of six publications that had not previously been the responsibility of the Communications Office, namely the 2004-05 Annual Report, the PBA, the Wallenberg Program, the Wallenberg Conference Proceedings, the "Full" Strategic Plan and the "Highlights" of the Strategic Plan, while continuing to assist the LLB Program, the Graduate Program and the Advancement Office with their print and electronic publications. (See Table 1.)
- Joined the Office of the Dean in August 2005 and worked closely with the Dean to enhance internal communications to the Osgoode and York communities by (1) drafting messages from the Dean that celebrate the achievements of our faculty, students and alumni; (2) helping to promote School events such as Dean for a Day; and (3) ensuring that our success stories were shared with the greater University community through YFile.
- Proactively managed the busiest period in the six-year history of the Law School's media relations program. (See Table 2.) The top three stories that generated the most media attention for the Law School were "Clicking with students" by Tess Kalinowski of the *Toronto Star* (A3, Wed. Sept. 28, 2005); coverage of the Law School's one-day national summit on implications of the Chaoulli ruling for the future of health care in Canada; and the Supreme Court nominee hearing. Dean Monahan was kept

particularly busy with requests for media interviews regarding the nominee hearing, appearing in the *Globe and Mail*, the *Toronto Star* and *CanWest's* 11 English-language major metropolitan daily newspapers in Canada including the *National Post* and the *Ottawa Citizen*. As well, he appeared on *CTV News*, *CTV Newsnet* (twice), *CBC Newsworld*, *TVO's "Studio Two"* and *CBC Radio's "Metro Morning"*. He also wrote an op-ed piece for the *Globe and Mail* ("A Very Judicious Process", A21, Feb. 22, 2006).

- Created a Look-Ahead Calendar for the Year, which has helped to encourage the participation of program and department heads in identifying potential media opportunities.

Looking Ahead to 2006-07

Here are the Communications initiatives that will be undertaken in 2006-07:

Connecting with Prospective LLB Students

- Work with Hotsos Studio in Toronto to create a multimedia presentation about the Law School to showcase our LLB Program and facilities at recruitment fairs, at the Law School's Open Houses in the fall, and on the LLB Program Web site. As well, develop CD-ROMs of the multimedia presentation to give to prospective students.
- Update and reprint the LLB at-a-glance brochure but reduce the quantity. Update and reprint the Osgoode Cup brochure, and also update the Law School's promotional copy that appears in York's recruitment materials.
- Develop content, design and print a series of low-cost pamphlets to promote each of our joint degree programs.
- Work with York Marketing & Communications to create an advertisement for our September and October Open Houses to run in *Now and Eye Weekly*.
- Step up communication to our exchange partners by sending a letter once a year from the Dean along with some of our publications.

Connecting with Prospective Graduate Students

- Continue to implement the recruitment communications strategy developed by the Graduate Program director.
- Produce updated print recruitment package (brochure, application guide and forms), and materials for portable display unit.
- Look for opportunities to promote our Graduate students to internal and external audiences in the context of the Graduate Program's key selling points: intellectual depth; a place to learn how to both publish and teach; our interdisciplinary academic approach.
- Partner with the Research area to ensure that a Research e-newsletter is produced twice a year in the early fall and late spring.

Connecting with Alumni and Donors

- Develop, write and edit content for the *Continuum/Report on Giving*, which will be published in February 2007, and work with York Marketing & Communications on design and printing of the magazine.
- Increase the publication frequency of *The Osgoode Brief* alumni e-newsletter from twice a year to a minimum of four times a year and use the services of an outside firm for design and distribution. The Communications Office will provide writing support for the e-newsletter in the form of one "original" feature story per issue. The remainder of the articles will be cut and pasted from other Osgoode sources of information.

- Create a launch publication with the assistance of a freelance writer to mark the beginning of the public phase of the Law School's Capital Campaign in 2007.

Connecting with the Internal Community

- Continue to work closely with the Office of the Dean and other departments to bring attention to our faculty, programs, students, alumni and events within the Osgoode and York communities.
- Coordinate two half-day photo sessions to be held in May and August to obtain photos of our faculty and senior managers that can be used in conjunction with the announcement of faculty awards and honours, new books published, and other successes.
- Explore the possibility of creating a window display for visitors to the Law School on the main floor of the School near the Reception Desk that gives key facts about our faculty, programs and students as well as photos and mini-profiles of new faculty members.
- Maintain a Look-Ahead Calendar for the purpose of identifying potential internal and external publicity opportunities, and forward that calendar to the Dean's Executive Assistant on a regular basis so she can cross-check it with events on the master Osgoode Events Calendar.
- Schedule a visit by the Dean to Parkdale Community Legal Services, to build connections with faculty, staff and students who work there.
- Develop a digital photo library for the Law School with the assistance of ITS.
- Produce the 2005-2006 Annual Report, the PBA, and the 2007 Raoul Wallenberg International Human Rights Symposium print materials for the Office of the Dean.

Connecting with the External Community

Media Relations

- Continue to strive to provide a coordinated response to media inquiries and be proactive in our media relations by generating story ideas and concepts for journalists.
- Consult regularly with the Dean and other faculty, department heads and the Osgoode clinics to identify School initiatives with the greatest media relations potential, and document potential publicity opportunities in the Look-Ahead Calendar.
- Look for ways to promote, not only our LLB Program faculty, programs and students, but also our Graduate Program, Osgoode Professional Development and the Osgoode clinics with an emphasis on "firsts" and innovation.
- Provide a written report to the Dean at the end of each semester on media relations activity.
- Maintain a media log of media outlets that call the Law School and the nature of their enquiries.
- Lobby York Media Relations to acquire the Cormex Report, which would allow us to see how well we're doing in our media relations outreach by tracking how often our faculty appear in the media and how we compare in terms of media coverage to other law faculty across the country.

Osgoode Web Site

- Focus on gathering, writing, editing and organizing content for the Osgoode home page while maintaining central control of all online content.
- Ensure that certain individuals in each Law School department are trained in the use of "Macromedia Contribute" software, so they can update information themselves on their areas of the Law School's Web site.
- Develop a template for faculty bios on the Web, and engage a Communications Studies student for the summer to assist with bio writing and database input.

- Create a “live” Syllabus on the LLB Program Web site with the assistance of the Communications Studies student (content) and ITS (technical).
- Explore the use of blogging and E-chats in order to move the LLB Program Web site, in particular, from primarily a broadcast-only approach to a more participatory approach.

Table 1

Osgoode Print and Electronic Publications in 2005-06

(Produced with the assistance of the Communications Office)

	Primary Audiences	Frequency
Dean’s Office		
Annual Report	Alumni, Donors, Osgoode community	Winter – 1 x yr.
PBA	York Administration	Fall – 1 x yr.
Strategic Plan	Alumni, Donors	Every 5 years
Strategic Plan Highlights	Alumni, Donors	Every 5 years
Wallenberg Conference Materials & Conference Proceedings	Legal community, Academics	Spring – 1 x yr.
LLB Program		
LLB At-a-Glance Brochure	Prospective LLB students	Spring – 1 x yr.
NYU-Osgoode JD-LLB Brochure	Prospective JD-LLB students	Spring – 1 x yr.
Offer Package (staggered sheets in presentation folder)	Prospective LLB students	Winter – 1 x yr.
High School Students’ Recruitment Piece	Prospective LLB students	Fall – 1 x yr.
Osgoode Cup National Mooting Competition Flyer	Prospective LLB students	Spring – 1 x yr.
Graduate Program		
Applications Guide/Applications Forms/ Recruitment Poster	Prospective Research-stream LLM and PhD students	Spring – 1 x yr.
Advancement		
Continuum	Alumni, Donors	Winter – 1 x yr.
Report on Giving	Alumni, Donors	Winter – 1 x yr.
“Oz Online” E-Newsletter	Alumni, Donors	Fall and Spring
Osgoode Brief	Alumni, Donors, Legal Community	As Needed

Table 2

Media Releases Issued in 2005-06

April 28: 2005 Constitutional Cases Conference	04-21-2006
May 11: Osgoode Launches International Legal Partnership (ILP)	04-20-2006
Law Students to Assist Ontario Citizens' Assembly with its Research	04-11-2006
Osgoode Professional Development Forum on Eyewitness Identification and Testimony	04-04-2006
Undergraduate Students Learn the Art of Advocacy	03-01-2006
Canadian Law Students Share a Passion for Aboriginal Rights	02-23-2006
Former Osgoode Dean to Assist Supreme Court Nominee Hearing	02-20-2006
Feb. 8: Roundtable on Judicial Appointment, Diversity & Impact	02-03-2006
Osgoode Ranked Number One Law School in Canada	01-11-2006
Dec. 3: Osgoode Professional Development Forum on Expert Evidence	12-01-2005
Nov. 23: Law in Action: Best Practices Forum	11-22-2005
One-Day National Summit: Chaoulli and the Restructuring of Health Care in Canada	10-12-2005
First-Year Student to be Dean for a Day on Oct. 6	10-04-2005
First Visit to Canada of International Court of Justice President	09-13-2005
Osgoode Honours Eight Alumni at Dean's Annual Reception	05-24-2005

Budget

The budget of Osgoode Hall Law School is allocated in support of its core teaching, learning and research mission. In 2005-06, Osgoode budgeted \$17.3m in Total Revenue and \$17.4m in Total Expenses, with a negative Net Balance of \$76k. Actual Total Revenue came in at \$18.7m or 8.3 per cent higher than budgeted resulting from successful grant applications and an increase in restricted donations. On expenses, Total Salaries and Benefits was on budget at \$14.7m. While Total Expenses was at \$18.2m or 4.9 per cent higher than initial budget, it was offset by the increase in revenue received, allowing Osgoode to achieve a balanced budget. As part of the long-term debt reduction strategy, a one-time-only allocation of \$500k was made towards the School's negative carry forward. This resulted in a year-end Net Balance of just over \$500k.

For 2006-07, Total Revenue is budgeted at \$18.9m, with Total Expenses at \$19.2m, resulting in a negative Net Balance of \$265k. Due to the tuition cap imposed by the Government in June 2006, the Law School is expected to receive new net revenue of only \$128k, 38 per cent of which will be set aside for non-restricted bursaries. Also reflected in the budget is the recruitment cost of 5 new faculty members.

The negative carry forward accumulated over the past number of years is the result of an investment in complement, alumni and development activity that will be managed over the next few years through plans developed by the Law School and approved by the Vice President Academic and Vice President Finance and Administration.

Osgoode administers an extensive student financial assistance program for its students. This is derived from (i) endowment income that has been raised from private donors and that now exceeds \$20 million, and (ii) a holdback of a portion of the deregulated portion of tuition. In 2005-06, over \$3.3 million was provided to law students in the form of scholarships, awards, bursaries and prizes.

On non-degree programs, Osgoode Professional Development (OPD) is budgeting an overall increase in revenues of 28 per cent. However, two large capital expenditures will be incurred this year, in order to permit OPD to continue to grow revenue: a marketing database and improved distance education technology, primarily for the LLM. Costs will also be incurred for Web site development. While these costs will reduce the net contribution to approximately \$175k, it is necessary to make these investments to continue OPD's growth.

	Operating Results by Expense Type		
	2005-2006 Budget	2005-2006 Actuals	2006-2007 Budget
DEGREE			
Revenue			
External cost recoveries	985,300	1,277,740	1,328,668
Internal cost recoveries	43,500	325,372	243,734
Other revenues	914,535	996,100	985,375
Central allocations	15,366,169	16,147,861	16,355,550
Total Revenue	17,309,504	18,747,073	18,913,327
Expenses			
Faculty – Administration	45,000	32,400	42,000
Faculty – Full-time	7,626,872	7,576,508	8,000,549
Faculty – Contract	299,444	385,691	326,944
Teaching assistants	132,315	204,232	139,582
Research	1,369,585	1,443,644	2,040,454
Support/Administration	5,068,660	4,886,676	5,159,159
Other	143,000	151,412	50,700
Total Salaries and Benefits	14,684,876	14,680,563	15,759,388
Operating costs	2,146,849	2,861,823	2,548,026
Amortization of capital assets	–	–	–
Cost of goods sold	300,500	456,656	457,500
Taxes and utilities	128,150	129,914	124,050
Scholarships & bursaries	125,536	116,126	289,000
Interest on long-term debt	–	–	–
Total Expenses	17,385,911	18,245,082	19,177,964
Total Revenue less Expenses	(76,407)	501,991	(264,637)
Previous Year's Carryforward	(7,690,097)	(7,690,097)	(7,188,106)
Carryforward to Next Year	(7,766,504)	(7,188,106)	(7,452,743)
NON-DEGREE			
Total Revenue less Expenses	(356,805)	(140,943)	175,289
Previous Year's Carryforward	792,577	792,577	651,634
Carryforward to Next Year	435,772	651,634	826,923

Appendix 1

Medals & Class Standing Awards – Spring 2006

MEDALS

Gold Medal	Gerald Chan Elaine Marie Jewitt-Matthen
Silver Medal	Adrienne Dorothea Moore
Bronze Medal	Dessislav Dobrev
Dean's Gold Key Award	Shashu Clacken, Lauren Michelle Corber, Elaine Marie Jewitt-Matthen, Raquel Kirsch, Senwung Francesco Yonatan Luk, Jason MacIntosh José Manuel Mendelzon, Gina Nardella, Lesa Ong, Daniel Tolhurst

CLASS STANDING AWARDS

Carswell Prizes

For the highest standing in first, second and third years

Gerald Chan, Elaine Marie Jewitt-Matthen

McCarthy Tétrault LLP Prizes

For the students standing first and second, in the first and second years

Gerald Chan, Elaine Marie Jewitt-Matthen, Matthew Bryan Norris

Christopher Robinson Memorial Prize

For the member of the graduating class who takes second place in the examinations of the final year

Gerald Chan

George Graham Sinclair Memorial Prize

Awarded annually to the Gold Medallist

Gerald Chan, Elaine Marie Jewitt-Matthen

Chancellor Van Koughnet Prize

Awarded annually to the member of the graduating class who takes first place in the examinations of the final year

Elaine Marie Jewitt-Matthen

Matthew Wilson Memorial Prize

For the member of the graduating class who takes third place in the examinations of the final year

Adrienne Dorothea Moore

2005-2006 Officers

Dean

Patrick J. Monahan

BA (Ottawa), MA (Carleton), LLB (Osgoode), LLM (Harvard), of the Bar of Ontario

Associate Dean

Until December 2005

Janet Walker

BA Hons (York), MA (York), LLB (Osgoode), Dphil (Oxon), of the Bar of Ontario

Associate Dean

From January 2006

Robert Wai

BCom (McGill), MPhil (Oxford), LLB (British Columbia), SJD (Harvard), of the Bars of British Columbia and New York

Associate Dean, Research and Graduate Studies

Allan C. Hutchinson

LLB Hons (London), LLM (Manchester), LLD (Manchester), Barrister of Gray's Inn, and of the Bar of Ontario, FRSC

Assistant Dean, First Year

Colleen M. Hanycz

BA (Toronto), LLB (Dalhousie), LLM (Osgoode), PhD (Osgoode)

Assistant Dean, Student Services

Gina Alexandris

LLB (Osgoode)

Chief Law Librarian

Nicholas Pengelley

BA (LS) (South Australian Institute of Technology), DipL (Barristers Admission Board, Supreme Court of New South Wales), LLM (Monash University), PhD (Monash University)

Executive Officer

Richard Ooi

BAS Hons Marketing (York)

Director, Office of Advancement

Anita Herrmann

BA Hons History (York)

Director, Osgoode Professional Development

Victoria Watkins

BSc (Toronto), LLB (Toronto)

Director, Information Technology Services

Kurt Binnie

BA Hons (York)

Executive Assistant to the Dean

Mya Bulwa

BA (Western), LLB (Osgoode)



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