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OSGOODE

ANNUAL REPORT
ACADEMIC YEAR
2004-2005

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

The 2004-05 year was both an ambitious and exciting year for Osgoode Hall Law School.

With so many of our faculty, students and alumni receiving recognition for their accomplishments, the reopening of our renovated Moot Court Room, the establishment of a joint degree program with New York University School of Law, and a generous gift of \$1 million from Osler Hoskin & Harcourt LLP to endow the Osler Chair in Business Law, we had much to celebrate in the 2004-05 academic year.

While it is true that we continued to face challenges throughout the year, there is a strong sense that we are moving forward, building on our existing strengths, and building toward the future. This Annual Report documents the accomplishments of the past year.

On a sad note, the Law School mourned the passing in December 2004 of Professor Dianne Martin, co-founder of the Innocence Project at Osgoode and a tireless advocate for social justice. Professor Martin was honoured posthumously with the YWCA Toronto Woman of Distinction 2005, Special Award and Legal Aid Ontario's Sidney B. Linden Award. The Law School also struck a medal, the Dianne Martin Medal for Social Justice through Law, which will be awarded to a member of the Canadian legal community who has exemplified Professor Martin's commitment to law as an instrument for achieving social justice and fairness. The first recipient of the Martin Medal was Marlys Edwardh, an Osgoode alum and close friend of Dianne's, who has been a tireless advocate for the poor and the disenfranchised throughout her career.

As set forth in the Budget in this report, in 2004-05 we achieved our financial goals for the Law School through implementation of the expenditure reductions identified in 2003-04, and we have an approved operating budget for the Law School for 2005-06.

The Law School received a total of more than \$3 million in paid gifts in 2004-05, up from \$2.5 million in 2003-04 and \$2.2 million in 2002-03. We completely overhauled our Professional Development Program and developed a multi-year business plan that should return the program to profitability in the 2006-07 fiscal year. And we initiated a comprehensive strategic planning process for the Law School, which is expected to result in a new five-year Plan for the Law School by the fall of 2005.

I want to thank the faculty, students, staff, alumni and friends of the Law School for your dedication and support in the past year. Because of you, we are that much closer to realizing our commitment to being the recognized leader in Canadian legal education.

Yours very truly,



Patrick J. Monahan, Dean

Achievements

The following represents but a few of the many achievements of our faculty, students, alumni and staff in the 2004-05 academic year:

Faculty

Professor Emeritus **Harry Arthurs**, who retired in 2005, was appointed Commissioner to lead the Review of Federal Labour Standards.

Osgoode faculty received numerous prestigious fellowships and awards in 2004-05, as noted in the Faculty & Research section of this Annual Report. A total of \$1,224,330.56 in research funds was received for the 2004-05 fiscal year, up from \$563,509.50 received in 2003-04.

Professors **Carys Craig, Ikechi Mgbeoji, Roxanne Mykitiuk and Poonam Puri** received three of the five curriculum development awards presented in 2004 by the Centre for Innovation Law and Policy at the University of Toronto Faculty of Law. In addition, Professor Mgbeoji was awarded a \$10,000 faculty research grant. His award is one of five \$10,000 faculty grants awarded by the Centre in 2004 to support research by faculty members of Ontario law schools.

Professor Craig also won the David Watson Memorial Award for her article, "Locke, Labour and Limiting the Author's Right: A Warning against a Lockean Approach to Copyright Law," which appeared in Volume 28 of the Queen's Law Journal. The award is given annually for the article in the Journal that is judged to make the most significant contribution to legal scholarship.

Frank Iacobucci, former Justice of the Supreme Court of Canada, received an honorary Doctor of Laws degree at the 2005 Spring Convocation.

Adjunct Professor **Leslie H. Macleod** was given the Ontario Bar Association's Award for Excellence in Alternative Dispute Resolution.

John McCamus was honoured with the title University Professor at the 2005 Spring Convocation.

Craig Scott, who concluded his three-year term as Associate Dean (Research and Graduate Studies) in June 2004, was promoted to Full Professor, effective July 1, 2005.

Professor **Garry Watson** was awarded the Ontario Bar Association's David Mundell Medal for outstanding contribution to the law through legal writing. Previous Osgoode faculty who have received this high honour are Professors Emeriti **Jean Castel, Harry Arthurs** and **Peter Hogg**, and Professors **John McCamus** and **Sharon Williams**.

We welcomed our newest faculty member, Professor **Peer Zumbansen**, holder of the Canada Research Chair in the Transnational and Comparative Law of Corporate Governance.

Nick Pengelley was appointed Osgoode's Chief Law Librarian, effective September 1, 2005.

The 2005 Osgoode teaching awards were given to Professors **Lisa Philipps** and **Bruce Ryder**, and Adjunct Professor **Dale Lastman**. Adjunct Professor **Martin Rochweg** received a distinguished service award.

A number of eminent scholars and jurists visited the Law School in 2004-05 including **Leah Whiu** of Waikato University, New Zealand; **James Hopkins**, Director of the Indigenous Peoples Law and Policy Program at University of Arizona; **Susan Hare**, Anishnabe lawyer practising in her First Nation community on Manitoulin Island; **Jean Teillet**, Métis lawyer and counsel; and **Madam Justice Rose Boyko** of the Ontario Superior Court.

Madam Justice Rosalie Abella of the Supreme Court of Canada visited the Law School in October, speaking to students and responding to their questions at the weekly “Coffee with the Dean” get-together in the School’s mixing area.

Students

Student **Amer Mushtaq** stepped into Osgoode Dean Patrick Monahan’s shoes on September 30 as winner of the Law School’s Dean-for-a-Day contest. Dean Monahan reinstated an old tradition when he brought back Dean for a Day, which is designed to solicit ideas and feedback from students on how they would run the Law School.

In the spring of 2005, Dean Patrick Monahan presented the **Dean’s Gold Key Awards** to nine graduating LLB students in recognition of exceptional leadership, commitment and enthusiasm through their participation in various activities of the Law School and the University. They are: **Richard Appiah, Nancy Claridge, Antonio Di Domenico, Timothy Fitzsimmons, Tina (Christine) Lee, Winnie Luk, Robert (Graham) Phoenix, David Rosner** and **Bobby Wang**. See Appendix 1 for the names of other medal and award winners.

Osgoode LLB students shone in many different mooting competitions including the **Kawaskimhon 2005 National Aboriginal Rights Moot**, a non-competitive moot based on current issues in Aboriginal-Government relations that was held March 4 and 5 in Saskatchewan. Osgoode will have the honour of hosting this unique moot in 2006.

Osgoode PhD student **Shadi Mokhtari** accomplished a remarkable feat in founding a new journal called the Muslim World Journal of Human Rights.

Alumni

Eight Osgoode Hall Law School alumni took home awards for distinguished contribution at the 2005 Dean’s Alumni Reception in May at Osgoode Hall in downtown Toronto, and **Marlys Edwardh** ’74, partner with Ruby & Edwardh in Toronto, received the inaugural Dianne Martin Medal for Social Justice through Law, honouring the late Osgoode Professor Dianne Martin.

The **Osgoode Alumni Association’s 2005 Gold Key Awards** were presented to:

Robert Gemmell ’83, President and Chief Executive Officer of Citigroup Global Markets Canada Inc.;

Harvey M. Haber ’60, senior partner at Goldman Sloan Nash & Haber LLP;

Gary P. Mooney ’80, President and Chief Executive Officer of Fidelity National Financial and Chief Title Agent for Chicago Title Insurance Company;

Catherine Beagan Flood ’97 of Blake, Cassels & Graydon LLP;

The Honourable Ernie Eves ’70, former Ontario Premier and Member of Provincial Parliament for nearly 24 years;

Madam Justice Sandra Chapnik ’76 of the Superior Court of Justice;

and **Stephen McClyment** '74, Senior Investigation Counsel at the Law Society of Upper Canada.

Six Osgoode alumni - **Andrew Brodtkin** '93, partner at Goodmans in Toronto; **Kelly Gill** '91, partner at Gowling Lafleur Henderson in Toronto; **Scott Hyman** '91, partner at Davies Ward Phillips & Vineberg in Toronto; **Jonathan Lisus** '90, partner at McCarthy Tétrault in Toronto; **Dee Rajpal** '90, partner at Stikeman Elliott in Toronto; and **Maureen Ryan** '89, partner at Stewart McKelvey Stirling Scales in St. John's - made Lexpert magazine's 2004 list of the top 40 lawyers under age 40.

Staff

Two outstanding long-time employees of Osgoode Hall Law School were presented with **Staff Recognition Awards** in December at the School's holiday luncheon for faculty and staff. It was the first year of the awards and they will be presented annually to deserving staff members. **Maureen Boyce**, who joined the Law Library in 1968 and has been Inter-library Loan Coordinator since 1996, received the Wendy Rambo Outstanding Service Award, named after a highly dedicated administrative assistant who worked in the Dean's Office from 1984 until her untimely passing in 1998. **Nancy Sperling**, who is Examinations and Records Coordinator in the Office of Student Services and has been with the Law School for 22 years, was given the Louella Sturdy Leadership Award. Sturdy, who joined the Law School in 1948 as general secretary to the full-time faculty then served as registrar from 1957 until her retirement in 1991, was on hand for the presentation.

Chantal Morton, who had been Director of Career Services since late 2003, accepted an offer of appointment as the Academic Director of Parkdale Community Legal Services for a two-year term, commencing July 1, 2005. **André Bacchus**, an Osgoode Hall Law School and York alumnus, succeeded Morton as Director of the CSO.

Victoria Watkins was appointed to the position of Director of the Osgoode Professional Development Program, effective December 6, 2004.

Academic Programs

Bachelor of Laws (LLB) Program

Osgoode admitted 280 LLB students (136 males and 144 females) in the 2004 admissions cycle. Academic record is a key criterion for regular admission to the LLB Program. In keeping with its commitment to equal access to legal education, Osgoode also has a special admissions program. Each year, up to 30 per cent of the incoming LLB class is made up of applicants from discretionary admissions categories that include mature students, aboriginal students, and people with disabilities. Once students are admitted, the retention and completion rates are over 95 per cent.

Osgoode received 2,428 applications in 2004-05 for 290 first-year places, compared to 2,405 applications in 2003-2004. The total number of students in the LLB Program was 867, and there were 51 full-time Osgoode faculty and 90 adjunct professors.

Report of the Office of the Associate Dean

Teaching Responsibilities - Full-time Faculty

There was continued progress in 2004-05 on regularizing the administration of the teaching assignments for members of the full-time faculty. The teaching and committee preferences form is now managed online facilitating the response by faculty members and the tabulation of that response. This has generally been well received with minor technical challenges being addressed individually.

The practice has now been established of noting on the memorandum containing the teaching and committee assignments any banked or owed credits and accrued or pending leave. In addition, 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 NYU School of Law/Osgoode JD-LLB Program

The announcement of a new JD-LLB Program with New York University School of Law was made at Osgoode on January 25, 2005. Front row seated, left to right: York University President Lorna Marsden, NYU School of Law Dean Richard Revesz, Osgoode Dean Patrick Monahan. Standing, left to right: The Honourable Paul Cellucci, then U.S. Ambassador to Canada, the Honourable Pamela Wallin, Canada's Consul General in New York, Lawson Hunter, Q.C., Executive Vice-President at BCE Inc.

Teaching Responsibilities - Adjunct Faculty

The adjunct faculty continues to make a large contribution to the LLB teaching program. There is strong demand for some of the specialized courses taught by adjuncts; some of the large lecture courses taught by adjuncts are enormously popular; and some of the adjunct instructors in the first-year program are enjoying tremendous success. It seems clearer each year that the adjuncts' support for the teaching program is essential to the maintenance of a rich and diverse set of curricular offerings, particularly since the full-time faculty is pressed for time with substantial scholarly agendas.

Accordingly, adequate support of the adjunct faculty is of real significance to the success of the LLB teaching program. The Adjunct Faculty Workshop was held on June 6, 2005 and attended by more than 20 participants who found the briefings useful and who seemed to enjoy the opportunity to meet some of their colleagues. In addition, the Law School implemented the practice of forwarding teaching evaluations to newer adjuncts in order to give them an opportunity to reflect on the way in which their teaching was received, and has regularized the practice of forwarding to new adjuncts existing teaching materials to assist in the development of their course materials.

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. The Law School also conducted a comprehensive review of compensation rates to ensure that any variations were the subject of specific arrangements with the Dean.

Grades Review, SAC Appeals, Complaints, Academic Dishonesty

The smaller Grades Review Committee involving two meetings per term of five faculty members has continued to prove efficient in its operation, although it continues to be difficult to persuade faculty members to submit their grades in a timely fashion now that the incentive of avoiding public embarrassment has been removed.

As a result of a spate of failed SAC appeals from the Grades Appeal Committee there seem to be fewer appeals. One was withdrawn in the fall of 2004 after the Law School's response was submitted. An appeal submitted by a faculty member in response to the substitution of a grade by an independent reviewer is ongoing. A third has just been submitted to SAC.

A serious and complex matter of academic dishonesty involving three Osgoode alumni was investigated and prosecuted throughout the academic year. The final result is pending from the Panel. Five other matters that arose in the winter term of 2004-05 have been investigated. Three of these have not needed to be referred to an Academic Discipline Panel. The remaining two are in process.

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

Osgoode Hall Law School is the only law school in Canada that provides a resource in the form of a decanal position - Office of the Assistant Dean (First Year) - dedicated solely to assisting students in their first year with making a smooth transition into the study of law. In 2004-05, the Office adopted the following three key priorities: (a) the Academic Success Program, (b) Aboriginal Support Initiatives, and (c) Curriculum Support.

Key Accomplishments of 2004-05

Academic Success Program

The Academic Success Program is the central pillar of the Office of the Assistant Dean (First Year). In 2004-05, the Academic Success Program consisted of several smaller undertakings, the combination of

which provided a very effective introduction to legal studies for Osgoode students. The components of the Academic Success Program include:

Summer Communication

A package of materials was delivered to incoming students in mid-July, including the "Student Survival Guide" along with a number of articles focused on approaching legal studies effectively.

Orientation

The Office worked with upper-year students sitting on the Orientation Committee, overseeing all aspects of the Orientation planning process to ensure compliance with Osgoode's values, policies and aspirations. The Office was also responsible for arranging the academic schedule for Orientation Week, as well as a number of information sessions.

Academic Skills Sessions

In September and October, 2004, four Academic Skills Sessions, each of which was between 90 to 150 minutes in length and led by an Osgoode faculty member, were held. Another series of four sessions was held in January, 2005. These sessions were extremely well attended by first-year students and assisted them in interpreting in a meaningful way the substantive material to which they were being exposed.

Dean's Fellow Program

First introduced on a trial basis at Osgoode during the winter semester of 2004, the Dean's Fellow 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. In 2004-05, each first-year student had the benefit of working with seven different fellows during the year. The Office has completed the second year of a three-year pilot project for the Dean's Fellow Program. The preliminary data collected over 2004-05 from faculty, first-year students and Dean's Fellows supports the findings of 2003-04 that this is a successful initiative that still requires some fine-tuning.

Aboriginal Support Initiatives

Another focus area of the Office of the Assistant Dean (First Year) has been that of supporting those Aboriginal students who experience academic difficulty in the first year of legal studies.

In the 2004-05 academic session, a number of modest support mechanisms were implemented to assist these students. Primarily, this consisted of enlisting the support of York University's Aboriginal Counsellor, Randy Pitawanakwat, in encouraging students to adopt successful approaches to their studies.

In 2004-05, Madam Justice Rose Boyko of the Ontario Superior Court took a study sabbatical from the court and agreed to spend some of that time making herself available to assist Aboriginal students at Osgoode. Madame Justice Boyko was given office space at the Law School and held regular office hours. It appears that Aboriginal students were reluctant to avail themselves of this valuable resource.

Curriculum Support

The final area of current focus for the Office of the Assistant Dean (First Year) is that of providing guidance to first-year students in developing their plans of study for law school.

While eight of the nine first-year courses offered are mandatory, there remains to be chosen the 'perspective option' course for the winter semester. In November, 2004, the Office coordinated the Perspective Options Fair at which each of the perspective options instructors was invited to introduce to

the first-year students their respective courses. Many of the instructors also distributed written materials for students in order to assist them with their selection process. The feedback we received surrounding this event was very positive. On a much larger scale, the Office also held an upper-year course selection seminar in March, 2005.

Looking Ahead to 2005-06 & Beyond

In addition to continuing the core projects of this Office, a number of new and modified initiatives are planned for the 2005-06 academic year as follows:

- Each incoming student will be provided with a copy of an excellent introductory text, *The Law School Book*, authored by Osgoode Associate Dean Allan Hutchinson. An updated "Student Survival Guide" will also be sent to students in July, 2005.
- A 'buddy system' connecting incoming students with upper-year students will be investigated and potentially initiated over the summer of 2005.
- The Dean's Fellow Program will be significantly modified over the summer of 2005, resulting in a revised model, which will provide extensive pre-service training for the fellows in the skills associated with facilitated learning. This new model will be implemented in the 2005-06 academic term.
- The Office of the Assistant Dean (First Year) will continue to work to develop programs in support of Aboriginal students in first year in the hopes of developing a support model that can be utilized effectively by these students and thereby improve their collective engagement with the Osgoode community.
- During the 2005-06 academic session, a proposal will be made to strike a standing committee of Faculty Council charged with supporting the Office of the Assistant Dean (First Year). Among other things, it is envisioned that this committee would undertake a review of the existing first-year curriculum. In particular, this committee might study the existing courses in Civil Procedure and Legal Research and Writing, with a view toward enhanced integration of these courses in the future.

Report of the Chair of the Clinical Education Committee

Osgoode offered 11 Intensive or Clinical Programs in the 2004-05 academic year. A total of 260 first and second-year students submitted applications for one or more of the Intensive and Clinical Programs in the selection process for 2005-06. A total of 169 students accepted a place in one of the programs as part of their upper-year course of study.

Clinical Education and Intensive Programs 2004-05

One-Semester Intensive Programs

Criminal Law
Aboriginal Lands, Resources and Governments
Poverty Law at Parkdale Community Legal Services
Advanced Business Law Workshop I
(Corporate Finance & Governance)
Advanced Business Law Workshop II
(Mergers & Acquisitions)

Two-Semester Clinical Programs

Innocence Project
Osgoode Business Clinic
Community and Legal Aid Services Program

Other Clinical Education Opportunities

Labour Law Co-op Program
Osgoode Hall Law Journal
Mooting Program
Pro Bono Students Canada (non-credit)

Summer Clinical Education Opportunities

Summer Public Interest Advocacy Program
Centre for Innovation Law & Policy Summer
Fellowship Program

Graduate Program

It is fair to say that the Graduate Program in Law at Osgoode has reached maturity. Over the past few years, it has changed both qualitatively and quantitatively, such that it can now hold its own in comparison with leading Graduate Programs in Law anywhere in the world. This is not to say that Osgoode's Graduate Program has yet achieved "top tier" status, but only that the groundwork has been laid for doing so. Having built a solid foundation, in terms of approach, intellectual content and recruitment, it is now timely and possible to take the program to the next stage of its development.

Graduate Program accountability and policies come from the Faculty of Graduate Studies (FGS); all supervision, petitions, registration, approval of theses, scholarships and the greater proportion of funding must conform to FGS policies. Certification of the program (by OCGS) is done through FGS. The Graduate Program Director is appointed by and is accountable to FGS.

Key Accomplishments of 2004-05

The Graduate Program in Law admitted 26 students in 2004-05: 13 PhD students and 13 LLM students, bringing the total number of Graduate Program students to 107. The total number of applications for the Graduate Program in 2004-05 was 140, compared to 195 in 2003-04.

In 2004-05, a major effort was made to improve completion rates. More than 31 students defended their theses or graduated in 2004-05, well above the previous average of 12 per year. Eight of the current graduate students secured tenure track teaching positions.

A new policy on "Advancement" (LLM students admitted to the PhD) was approved. Students must now complete the LLM (or equivalent) before being "Advanced," and must do so within the one-year time period.

Initial steps were taken to move toward a complementary approach to graduate education, one that is relied upon by all of the "top tier" graduate programs. It involves the integration of graduate research into research programs that encompass faculty members (usually more than one faculty member, sometimes involving networks of researchers from other universities or other disciplines at York, and interdisciplinary research). This is a departure from the long-standing model of graduate education that saw both students and faculty members as independent scholars. In the past, Graduate supervision has involved mainly one-to-one mentoring, with students pursuing projects of their own choosing.

In 2004-05, a new supervisory policy was approved, making the expectations clear for students and supervisors alike. In the fall of 2005, it will be widely distributed again. Supervisors are now expected to approve the scope and the viability of the proposed research, to ensure that students have access to additional expertise as required, and to monitor the timely progress to degree completion (and of extra employment). As well, the Graduate Program Director now works closely with supervisors to provide additional support, especially at the stage where a draft dissertation has been prepared. The 10-hour work per week rule for graduate students with jobs is being enforced, and progress reports are closely monitored. Students and supervisors are now informed that changing supervisors, while not a trivial matter, is allowed, and, in some cases, encouraged to benefit both the student and supervisor alike. Finally, close attention is being paid to thesis outlines, so that problems in the scope or expertise required for thesis research can be dealt with before they become an impediment to timely completion.

In the last year, the Graduate Program streamlined its administration, taking advantage of opportunities for the electronic delivery of administrative support. By 2006, approximately 70 per cent of the administrative functions of the Graduate office will have been computerized, including student record keeping, new applications and application tracking, financial support, and student and applicant information. The Graduate portion of the Osgoode Web site is also now fully activated.

In 2004-05, the Graduate Law Students Association (GLSA) hosted a conference (supported in part by Osgoode). This conference is now a major and academically impressive annual event, bringing students from across Canada (and, this year, Deans from several law schools) to Osgoode for three days.

Looking Ahead to 2005-06 & Beyond

The Graduate Program now admits between 28 to 32 students (including advancing students) a year, approximately half for the PhD Program. In the past few years, the student body has numbered more than 125, but this is not a sign of success, because many of these students were still on the list because they had not completed their studies in a timely manner. Plans are being developed to increase the size of the graduate program in 2005-06.

Some other law schools view the LLM as a “feeder” to their PhD, and admit only PhD students who have completed their own LLM. In the next year, the Graduate Studies Committee will consider whether there is any aspect of this “feeder” approach that could and should be adopted for Osgoode.

In 2005-06, the Graduate Program Committee will explore whether to introduce some form of specialization, and if so, how to ensure that the program remains open to all deserving students. The Graduate Program currently does not offer “specializations.” Applications are considered in terms of their merit and the availability of individuals willing to supervise, and without regard for the topic area or for Osgoode’s particular strengths in terms of research.

As of 2005-06, the Graduate Program has added a “Pro Seminar” for continuing students to ensure that the intellectual community is fostered and that they have access to the intellectual resources at Osgoode; work closely with other faculty to create viable research communities within Osgoode that are matched to the Law School’s strategic priorities; and actively promote integration of graduate students into new and on-going intellectual activities, research centres and faculty research programs at Osgoode.

A poster and new application guide (also online) have been prepared, and the Graduate Program Director plans visits to several universities in Canada in 2005-06 to speak with potential applicants to the PhD Program. Recruiting graduate students is a common practice among law schools. Osgoode’s faculty could do much more of this.

Professional Development Program

The purpose of the Osgoode Professional Development Program (PDP) is to offer both credit and non-credit programs that meet the lifelong learning needs of lawyers and other professionals who need legal information. The program 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 2004-05

The 2004-05 academic year was a time of significant internal change for the Professional Development Program. The senior management of the program departed in the early summer of 2004. The program was put under the leadership of Professor Richard Haigh as Acting Director until December 2004, when Victoria Watkins was appointed as the new Director. For the balance of the academic year, the focus of senior management was on building the team and the resources for rebuilding in 2005-06 and significant growth in 2006-07, while maintaining the smooth operation of the program for the balance of 2004-05.

The Part-time LLM Program

There are currently 17 specialized two-year Part-time LLM Programs that run on varying cycles.

In 2004-05, 116 new students enrolled in the five Part-time LLM Programs, which commenced in September of 2004 and January of 2005, specifically Alternative Dispute Resolution, Administrative Law, Business Law, Banking and Securities. In addition, 320 students were completing second-year course requirements or major research papers.

The Professional Development Program continued to offer instruction by videoconference to students in Vancouver, Calgary and Ottawa. However, due to problems with the reliability of videoconferencing, its continued use in the Part-time LLM Program is under review. For new programs beginning in the fall of 2005, PDP will be relying more on intensive courses until the issues with distance learning technology can be resolved.

On the last OCGS review in 2001, several concerns were raised about the governance of the Part-time LLM Program. In order to address these, the first two changes below were implemented in 2004-05, and approval will be sought on the third change at the first opportunity, as follows:

- A PDP LLM Academic Committee was formed to oversee a number of governance issues, from establishing academic policies and procedures related to each specialization, to approving new courses and specializations to reviewing and recommending program Directors and Academic Directors. This Committee will report to the Faculty of Graduate Studies on an ongoing basis.
- LLM programs were categorized into those that should run frequently, and those that should run less often, and a rolling five-year plan for LLM programs was created. This plan will be reviewed and revised annually.
- A new course on Research Methods was added to the PDP LLM curriculum to assist students with their research plan and strategy. Approval will be sought to include a pure coursework LLM that will allow students to opt out of doing a major research project.

Non-Credit Continuing Legal Education

From May 1, 2004 to April 30, 2005, PDP presented 36 non-credit continuing legal education (CLE) programs with a total of approximately 1,743 registrants. The programs ranged from half-day seminars to the unique eight-day Intensive Trial Advocacy Workshop, which had its 25th anniversary in 2004-05.

Notably, some of the most popular CLE programs, such as the annual Constitutional Cases conference, have now grown too large for the PDP facility, requiring that they be accommodated elsewhere or that registrations be capped.

Looking Ahead to 2005-06 & Beyond

PDP's overriding challenge is its continued economic viability. The extraordinary "one-time" financial success of the E-Business Part-time LLM Program in 2001 masked some fundamental business problems at PDP. Those problems are now front and centre, and must be successfully tackled if PDP is to go forward in its present form.

Lack of growth

PDP's revenues have been flat or declining for several years. There have been very few new programs offered recently, at a time when other CLE providers, both profit and non-profit, have been growing both in terms of numbers of students and revenues. At the same time, in-house law firm training programs have expanded significantly, drawing away a key source of potential revenue. The price of many PDP programs has remained static or has been reduced in an effort to boost attendance. Tuition for the Part-time LLM has remained at \$16,000 since 2003.

High overhead costs

PDP has two significant overhead costs: payroll and rent. Although PDP is a small business in terms of its revenues, its operations are multi-faceted and complex, requiring several functional specializations and staff coverage from early morning to late evening, and frequently on weekends. Obligations under collective agreements affect staffing models. This has resulted in payroll costs that are out of proportion to the incoming revenues.

PDP rents 17,695 sq. ft. of space at 1 Dundas Street West in downtown Toronto, at a significant cost. The lease expires in January, 2008. The overall space is much larger than is needed for PDP's staffing and programming needs. At the same time, the space is not configured to properly accommodate some of PDP's larger non-credit events. In fact, in the past year, one event had to be moved to the Law School and registrations had to be cut off for at least two others.

In order to defray the rent costs, PDP rents space to third parties, mainly the Schulich Executive Education Centre. In fact, third parties currently use the PDP space more than PDP does. While the third-party rental business earns some modest revenue from underutilized staff and plant, it draws resources away from PDP's primary mission.

Strategy focused on building revenues

In the short-term, PDP is focused on a strategy to build revenues. This requires building a stable staffing team at PDP with the competencies and skills to create, on an ongoing basis, high quality, innovative and market-driven programs using the expertise of faculty, practitioners, judges and others. PDP is also adding staff with the competencies to effectively market programs, while building the tools to enable proper marketing, such as a marketing database and more effective promotional materials.

In 2005-06, PDP will increase its non-credit offerings and launch at least one certificate program to address the need for programs that fall between non-credit and full degree programs. One key challenge is to distinguish PDP offerings from those of competitors and to effectively communicate the value of those distinctions to prospective students. PDP is building on some traditional areas of programming strength by working together with other organizations to reach a broader market. One example is an upcoming collaboration with the Ontario Police College and the Ontario Association of Crown Attorneys to provide a program on the Use of Expert Witnesses in Criminal Proceedings.

Some non-credit programs will be offered at higher prices than in the past. These price increases will reflect market factors such as what competitors are charging for programs of similar value and the particular market's ability to pay. The tuition for the Part-time LLM is also under review, although the lead-time to make changes in tuition is approximately one to two years.

Faculty & Research

Osgoode has a very strong research culture and the achievements in 2004-05 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. Recognition of their excellence includes the appointment of seven faculty as Fellows of the Royal Society of Canada, three faculty to the Order of Canada for their academic accomplishments, three as University Professors, and one as a Distinguished Research Professor.

Key Accomplishments of 2004-05

In 2004-2005, Osgoode faculty received numerous prestigious fellowships and awards including a Canada Research Chair and a Canada Foundation for Innovation Grant, awarded to Professor Peer Zumbansen; York University Professorship awarded to Professor John McCamus; Hospital for Sick Children's grant awarded to Professor Joan Gilmour; Borden Ladner Gervais LLP Fellowships (BLG) awarded to Professors Judy Fudge and Jamie Cameron. Professor Roxanne Mykitiuk received funding from the University of Toronto and Genome Canada for her research in "International and Comparative Perspectives on Health Systems and Insurance Implications of Genetic Testing." Professors Judy Fudge and Harry Arthurs each received a grant from the International Institute of Labour Studies, Geneva for their participation in The Scope of Labour Protection Workshop at the Rockefeller Center, Bellagio, Italy.

Osgoode faculty were awarded four Social Sciences and Humanities Research Council (SSHRC) Standard Research Grants, one SSHRC Specific Research Grant, one SSHRC Aid to Research and Transfer Journal, two SSHRC small grants, six SSHRC Travel Grants, three University of Toronto Center for Innovation Law Grants, funding from Law Foundation of Ontario, and a contract with the Federal Government in Labour Studies. This amounts to \$1,224,330.56 in research funds received for the 2004-05 fiscal year, up from \$563,509.50 received in 2003-04.

In 2004-05 the faculty published 13 books with four forthcoming, and more than 72 articles and chapters in books, with 51 forthcoming. Osgoode publishes the Osgoode Hall Law Journal, one of the leading scholarly journals in Canada and the Law School is home to the Canadian Journal of Women and the Law. Faculty and student research is supported by the Law Library, the pre-eminent legal research facility in Canada.

For the second consecutive year, Osgoode received two BLG Fellowships. The Borden Ladner Gervais LLP Summer Student Fellowship Program is intended to remunerate two students for a summer's work as research assistants to two faculty members.

There was a steady stream of visitors to the Law School in 2004-05, ranging across disciplines and jurisdictions. The development of a **Global Scholars** program has significantly aided this effort. In 2004-05, the focus was on 'indigenous law and policy.' The Law School was fortunate to have eminent scholars and activists, such as Ms Leah Whiu of Waikato University, New Zealand, James Hopkins, Director of the Indigenous Peoples Law and Policy Program at University of Arizona, Susan Hare, Anishnabe lawyer practising in her First Nation community on Manitoulin Island, and Jean Teillet, Métis lawyer and counsel.

The **Centre for Public Law and Public Policy** ran its annual conference on the constitutional decisions of the Supreme Court of Canada and published, along with the Robarts Centre for Canadian Studies, the highly regarded Canada Watch, a newsletter on national affairs. During 2004-05, the Centre hosted a series of seminars on the theme of "Religion and the State." Along with the African Studies Program of

the Division of Social Science, it co-hosted the first Oputa lecture, which will focus on constitutional issues in Africa. The first speaker, Chief Ojo Madduekwe, is the Special Presidential Adviser on Constitutional and Legal Matters and on International Relations to Nigerian President Olusegun Obasanjo. Chief Maduekwe spoke about "Africa: The Challenges of State Building."

In June 2004, the **Nathanson Centre for the Study of Organized Crime and Corruption**, together with the Centre for Public Law and Public Policy, held a major Symposium on Government/Police Relations. The event was co-sponsored by Osgoode and the Ipperwash Inquiry, headed by the Honourable Sidney B. Linden. The provincial inquiry is examining the events surrounding the death of Mr. Dudley George, including the protest by Aboriginal people and the policing of protest at the Ipperwash Provincial Park in 1995. The Centre also conducted research into the effects of informal international banking systems on Canada, youth and auto-theft, money laundering, as well as other topics. For the 2004-05 year, the Nathanson Centres supported the research of graduate students Alexandra Orlova (law), Ann McKerlie (sociology), Catherine Tuey (sociology), Daniel Tsai (law), Kalyani Munshani (law), Vanessa Iafolla (sociology), and Yota Vassou (sociology).

The **Institute for Feminist Legal Studies** sponsors and initiates research and publications on issues of importance to women and the law. In 2004-05, it continued with its Feminist Fridays lecture series. Topics covered were maternity/parental benefits; pay equity; women, law and disability; and "feminism, corporatism and the legal academy."

Exchanges

The most significant achievement of the last year was the signing of an important agreement with NYU to establish a joint JD/LLB Program. Scheduled to have its first intake of students in September 2006, the basic structure is now in place to ensure that this will be a strong and continuing success. Steps are also being taken to sign a similar agreement to establish a joint Osgoode LLB/NYU LLM Program.

The existing Academic Plan proposes that "students should not only be exposed to international perspectives in 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. In the academic year 2004-05, about 30 Osgoode students went on exchange and slightly more came to Osgoode on exchange.

There are several old and new initiatives:

- The Université de Montréal Exchange is well established and there is a balanced exchange of students between Osgoode and that school.
- A new initiative to offer a summer school in Prato, with Monash University, has begun. Six Osgoode students enrolled in the program and two Osgoode faculty taught on the program in 2004-05.
- A summer course at the Hebrew University has been established, thanks to generous funding from York's Centre for Jewish Studies and Friends of Hebrew University. Twenty Osgoode students will go there in July 2005 and undertake studies and tours.
- While substantial progress has been made in 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. It is hoped that a formal arrangement can be made over the summer.

Looking Ahead to 2005-06 & Beyond

1. The central challenge will be to ensure that Osgoode's research initiatives and exchange programs are aligned with and energized by the general framework and thrust of the new Plan for the Law School 2006-2010.
2. Although great strides have been made in enhancing the overall research culture of the Law School, there is still a need to develop a more collegial infrastructure for exchanging ideas and research. It is hoped that the new Research Newsletter launched this past year will help to meet that need.
3. The establishment of a Global Scholars program has been a large step forward in creating the funds and opportunities to attract top-flight scholars to the Law School. Arranging for visits, particularly extended ones, of scholars who are in keen demand is still a definite challenge.
4. As part of the move toward a greater reliance on electronic publishing, it will be important to ensure that further and better efforts are made to include Osgoode faculty's scholarship as part of the growing Social Science Research Network.
5. 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.

Student Services

Student Services performs a central role in the administration of the LLB Program at the Law School. It is comprised of the Career Services Office; the Student Financial Services Office; the Programs and Records Office; and the Recruitment and Admissions Office. The staff in Student Services are dedicated and committed to providing superior, timely, effective and efficient services to all constituents.

Goal for 2004-05

In light of the climate and challenges of the preceding years, the offices of Student Services set a rather modest general goal for 2004-05: To maintain the status quo. The staff's priority was to successfully cope, implement and deliver existing programs and services to students and faculty as effectively and efficiently as in the past.

Not only did the areas maintain the status quo effectively and efficiently, they also undertook a variety of new initiatives, viewing their roles as a partnership with constituents, in which the constituents had an equal, if not greater, direct responsibility for the various matters involving them and the offices of Student Services.

Key Accomplishments of 2004-05

Two elements that clearly enhanced the effectiveness of Student Services in 2004-05 were: (1) the sense of dedication, commitment and enjoyment of the staff in working in an educational environment, and at Osgoode in particular, and (2) the fact that this group works extremely well as a cohesive team within the Law School. Some of the more significant accomplishments of the various areas were:

Career Services Office

| From 2004-05 Plan | Implementation/Accomplishments |
|---|---|
| "Expand and develop job opportunities, particularly focusing in following new areas: 905 region and beyond, alternatives and international" | <ul style="list-style-type: none">• Created "Endless LawCations" e-newsletter• Developed 905 Database with over 900 firm contacts, to encourage students to consider options outside of Toronto/Bay Street• Lead negotiations between law schools and firms to implement the upcoming Vancouver on-campus interview (OCI) process, which will be run by Osgoode• Enhanced New York outreach to law firms/hiring reps• Developed "Alternative Careers" Web page• Undertook Hamilton, Ontario outreach |
| "Oversee development of overall Social Justice Programming at Osgoode" | <ul style="list-style-type: none">• Created The Honourable Ian Scott Public Interest Internships (in conjunction with the Student Financial Services Office). Five summer internships of \$2,500 to \$5,000 each were awarded. |
| Other accomplishments | <ul style="list-style-type: none">• Provided Graduate students with increased assistance• Put NALP (National Association of Law Placement) Survey on-line• Participated in and encouraged CSO Forum• Reviewed and reported on proposal to move OCI to Winter Term |

Student Financial Services Office

| From 2004-05 Plan | Implementation/Accomplishments |
|---|--|
| "Early Bursary Process (planned for upcoming Admissions Process)" | <ul style="list-style-type: none">• Created on-line Financial Statement (for both scholarships and early bursary consideration of new admits)• Implemented first Early Bursary Notifications process• Participated in and supported the Working Group on Student Financial Assistance• Devoted approximately 20 per cent of staff time in January through April to direct recruitment of scholarship recipients |
| Other Accomplishments | <ul style="list-style-type: none">• Implemented on-line current student bursary process• Adopted a new communications strategy for dealing with third-year debtors who are required to pay off debt in order to receive a degree.• Began transferring some duties elsewhere where they are best located (i.e., Dean's Scholarship Reception; aspects of Convocation, Millennium cheque distribution; Winter OSAP awards)• Surveyed 1L class regarding best way to receive information |

Programs and Records Office

| From 2004-05 Plan | Implementation/Accomplishments |
|---|---|
| Programs: | <ul style="list-style-type: none">• Introduced NYU and Osgoode JD/LLB Program; coordinated program requirements |
| "Development of Law Select Priority System" | <ul style="list-style-type: none">• Implemented Hebrew University Summer Program, with assistance from Osgoode Research Office• Increased Osgoode's participation in the Monash summer exchange program in Prato, Italy |
| "Electronic Waiting List" | <ul style="list-style-type: none">• Moved Syllabus on-line and eliminated print version |
| "Web site for Programs" | <ul style="list-style-type: none">• Increased outgoing exchanges from 35 to 55 students• Increased incoming exchange students from York International exchanges• Participated in the Law School Survey of Student Engagement 2005 survey - 51% participation rate |
| Records and Examinations: | <ul style="list-style-type: none">• Met with staff from the Registrar's office regarding fees and decided it was not appropriate at this time to implement new fee schedule |
| "Electronic archiving of Student Records (pre-'82s are priority)" | <ul style="list-style-type: none">• Conducted preliminary research and meetings with Registrar and IT staff regarding digitizing student records• Reviewed and adjusted Deferral Process (no deferrals on deferrals) |
| "Develop a fee schedule from fees for certain services" | <ul style="list-style-type: none">• Increased Class Notes Program, providing an anonymous, effective method of obtaining lecture notes for students requiring accommodations |
| "Streamline SIS and LawTrac" | <p>Other:</p> <ul style="list-style-type: none">• Implemented an e-exam program across all courses/years• Managed three distinctive exam processes (accommodated, e-exam and regular exam) |
| "Review and evaluate accommodations and deferrals processes" | <ul style="list-style-type: none">• Issued grade reports on-line only, not on paper• Completed pilot project for on-line evaluations• Moved convocation sign-up/name change confirmation on-line |

Recruitment and Admissions Office

| From 2004-05 Plan | Implementation/Accomplishments |
|--|---|
| "Provide Statistical Data for Admissions Committee Review" | <ul style="list-style-type: none">• Completed significant data and historical collection for Richardson Admissions Policy Report to Faculty Council |
| "Create an Annual Recruitment Plan (both in terms of priorities and publications)" | <ul style="list-style-type: none">• Presented information via the Dean to Faculty Council in the fall on Student Recruitment Fairs• Held First-Year Student Recruitment Focus Group• Encouraged greater involvement of Dean/others in calls to scholarship/top students |
| "OOP recruitment and high school/elementary school outreach" | <ul style="list-style-type: none">• Successfully implemented First Annual Osgoode Cup National Undergraduate Mooting Competition, coordinating materials, applicants, alumni coaches, judges, assistants, promotion and planning for the day |
| Other | <ul style="list-style-type: none">• Created OASIS on-line for applicants to view status of file• Began work to move more information onto the LLB Web site and decrease the size of the LLB print brochure• Created PowerPoint presentation for upcoming fall '05 fairs• Drafted promotional materials for NYU and Osgoode JD/LLB Program launch, and handled questions about same |

Looking Ahead to 2005-06 & Beyond

Each area of Student Services has set specific priorities for 2005-06. The attainment of those priorities will be tied to the department's ability to successfully meet the following challenges:

1. Manage multiple staff changes in 2005-06 (i.e., new Associate Dean in January; new Chair of Admissions; new Director of Career Services; possible new hire for one of the areas; departure of one staff member on maternity leave; one staff returning from maternity leave);
2. Review and manage existing HR/supervision issues;
3. Operate with increased demands and lower budget;
4. Manage the increasing demand and overlap with the Communications area for realization of much of the plans;
5. Manage the increasing demand and reliance on IT resources to satisfy student and faculty demands;
6. Increase funding from external sources for events such as the Osgoode Cup National Undergraduate Mooting Competition;
7. Manage increasing e-mail demands;
8. Implement priorities within the context of the requirements and values set forth in the Plan for the Law School;
9. Recognize the generational change in today's students who are connecting more on a one-to-one basis and expecting the same of the offices of Student Services. These students are also significantly more computer-savvy, wanting programs and services tailored to them individually.



2004-05 Student Services Staff

Back row, left to right: Chantal Morton, Karen Willoughby, Vicky Faclaris, Nancy Sperling, Filomena Baldassarra.
Middle row, left to right: Gina Alexandris (Assistant Dean, Student Services), Louise Resendes, Gayle Dyke, Nadia Narcisi.
Front row, left to right: Leslie-Anne Dall'Acqua, Penny Spence, Nadine Reid. Missing from the photo is Elisa Cavaliere.

Law Library

Osgoode's Law Library is one of the premier law libraries in the Commonwealth. Its collection of approximately 450,000 volumes (including microform) on five floors includes extensive holdings of both primary and secondary sources in the legal literature of Canada, Great Britain and other common-law countries. The quality of its librarians, reference services and research databases contributes to its reputation as a world-class facility where faculty and students can discover, test and produce information, ideas and knowledge.

Key Accomplishments of 2004-05

The Law Library's most significant accomplishments of 2004-05 represented continuity with the accomplishments of the preceding years, and not a break with the past. The Law Library continued to acquire new books; to license access to digital legal research resources; to make the availability of its research resources known through the online catalogue and other Web sites; to lend books and laptop computers; to borrow items from other libraries for use by our students and faculty; to provide space, furniture, equipment, lighting, power and connectivity for use in research and study; to preserve and maintain our collections and facilities; and last, but by no means least, to answer reference questions and generally help people make the best use of the Law Library's resources and facilities.

Professor Douglas Hay chaired the Library Committee of Faculty Council in 2004-05, and will continue in 2005-06. John Davis continued to chair Osgoode's Information Technology Committee in 2004-05. It will be chaired by Professor Tom Johnson in 2005-06. Davis also served as a member ex-officio of the Senate Committee on Libraries and Information Technology, but will be replaced by the new Chief Law Librarian in 2005-06. Professor Toni Williams continued as the Director of Osgoode's Legal Education Technology Centre (LETC), and also served on the Senate Committee.

The Library Committee of Faculty Council took a very active role in 2004-05 in providing feedback and suggestions with respect to library resources and services, and in the process of strategic planning.

As part of this strategic planning exercise, Roger Jacobs (Director of the Kresge Law Library, Associate Dean and Professor, University of Notre Dame) and Ann Rae (retired Chief Law Librarian of the University of Toronto) visited in late May 2004 to do an external review. Their report, dated September 23, 2004, included the following summary of recommendations:

- Provide additional financial resources to the library's base budget: 16% of the Law School's resources or a percentage necessary to keep it at or superior to its closest peers, whichever is the greater. Fiscal realities may require reaching these levels over a multi-year period by adopting a strategy of reaching the target by increasing the base incrementally each year for five years.
- Select an agreed-upon group of libraries against which to benchmark over a number of years and track comparative figures across a range of measures in order to gauge progress or leadership.
- Consider initiating with dispatch certain modest changes like those enumerated.
- Establish positions for two additional reference librarians.
- Establish a librarian position in technical services.
- After new librarians are added, direct recommended resources into acquisitions aiming to approximate the ARL pattern.

- Anticipate that until clear additional demand presents itself, approximately 10%-15% of the acquisitions budget will be expended on electronic resources.
- The library should undertake the revision of the Collection Development Policy, having sought input and advice from the Osgoode community, with a view to seeking the approval of the Faculty Council for the updated policy.
- The director of IT and the Law Librarian should collaborate on a memorandum of understanding that establishes goals for the development of library technologies, for IT support of those goals and strategies to achieve them.
- The Law Library's needs should continue to be represented among the Law School's development initiatives, relying on a regularly updated 'wish list' from the Law Librarian.

These recommendations were reviewed by faculty members at a special meeting on December 10, 2004.

The York University community beyond Osgoode made substantial use of the Law Library in 2004-05, as in previous years, and contributed significantly to its reference and circulation statistics. The Law School's alumni, the legal profession generally, and other members of the public also used the Law Library's resources and facilities. Outreach to these communities has always been seen as part of the Law Library's mandate of service.

Within this context, however, it has likewise always been necessary to set priorities for services and access to facilities. In the spring of 2005, the Law School reluctantly reached the conclusion that during examination periods, the uses of the Law Library by the Osgoode student community and the broader university student community were in conflict. Accordingly, plans are being made to limit, commencing with the December 2005 examination period, access to study facilities within the library by persons who are not Osgoode students.

In 2004-05, as in previous years, the Law Library suffered the same central cut to its cuttable (non-book) base budget as the Law School generally did. These were 1 % in 2000-01, 2.75 % in 2001-02, 3.5 % in 2002-03, 2.5 % in 2003-04, and 1.45% in 2004-05. The cut for 2005-06 is 1.75%. Fortunately, the University has continued to provide annual 5 % increases to the non-cuttable (library acquisitions) base throughout this period.

The work of replacing the public computers in the library was completed over the summer of 2004, with Osgoode's IT department assuming responsibility for their configuration and maintenance. This was done in conjunction with the York University Libraries' IT department, which formerly had responsibility for them.

Wireless network access for laptops has been available throughout the library for some time. Wireless printing was introduced in the fall of 2004.

In the spring of 2005, the Law Library replaced the last of its analog public copiers with digital copiers. One of the new machines was networked and configured to do double duty as an additional public printer. A second will soon be similarly configured.

Work has been underway since the fall of 2004 to replace Informix with Oracle as the database management system component of the shared SIRSI integrated library system. The plan is to put the entire new configuration into production in early July 2005.

The Law Library Web site was significantly updated in the summer of 2004. In response to student demand, an outdoor book return bin was also acquired in the spring of 2005. There are plans to construct additional graduate student workspaces on the ground floor of the library in the summer of 2005.

Looking Ahead to 2005-06 & Beyond

In June 2005, it was announced that Nick Pengelley had been appointed Osgoode's Chief Law Librarian, effective September 1, 2005. Within the overall strategic planning context for the Law School, the new Chief Law Librarian will take a leading role in developing plans for the Law Library in 2005-06 and beyond.

Marianne Rogers will cease to be a full-time librarian on June 30, 2005. She will, however, continue with a series of part-time appointments, pursuant to the provisions of the YUFA collective agreement. Upon her formal retirement, the Law Library will proceed to fill the vacancies left by her and librarian Louise Tsang.

Information Technology Services

Goals for 2004-05

1. To provide the best support to teaching and learning;
2. To provide the Osgoode community with access to key information and enhance communication between members;
3. To provide the best 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 to 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 constantly changing needs of the Law School community.

Key Accomplishments of 2004-05

Information Technology Services (IT) continued to focus on access to technology; flow, direction and accessibility of Law School related information; infrastructure; and service delivery. Continued emphasis was placed on the need for faculty training and development, especially the need for personalized support services. IT efforts led to more training on demand, and individual consultations for full-time and adjunct faculty members, with a special focus on research. Several projects listed below are representative of that effort:

1. Expansion of wireless network and implementation of wireless printing

The wireless initiative that began in 2001 has been one of the most successful IT initiatives at Osgoode. More than 50% of Osgoode students own a laptop that they use at School in conjunction with the wireless network, and wireless Internet access is now prevalent throughout the entire Law School. The Law School relies heavily on the printing of electronic documents and students see printing as a high priority service for IT. In a joint project with CNS, Osgoode deployed Novell's iPrint, allowing students to print from their wireless laptops to any of the computer lab printers. This new service was very well received by the new students and IT is currently looking at expanding the number of printers accessible via the wireless network. Efforts are also underway to assess current and future student printing needs to ensure proper availability of printing services including digital public scanners, colour printing and photocopying.

2. Improvement in anti-Spam e-mail capabilities

One of the highest preoccupations of any IT organization these days must be the amount of unsolicited bulk e-mail, also known as Spam, affecting its users. In 2004-05, IT implemented a new anti-Spam solution known as Barracuda that now provides significant detection and prevention of unwanted e-mail and has significantly reduced the amount of Spam received by our users.

3. Launch of virtual lab (Metaframe) service to graduate students

The MetaFrame infrastructure at Osgoode was further expanded in 2004-05 to include graduate students. This additional service allows graduate students to access Osgoode law databases, normally provided in the graduate/faculty computer lab, from their home. This is particularly significant given the considerable cost of some highly specialized software.

4. Lotus Notes upgrade

Lotus Notes has been used at Osgoode since 2000. In the summer of 2004, the Law School moved from version 5 to 6.5.1. The new Lotus Notes is very similar to the old version, but with a new look and some neat features including instant messaging that allows users to have instant live chats with colleagues through the e-mail system, an enhanced calendaring feature, and better junk mail management at the local and server level.

5. Application development

Web technologies and the growth of the Internet have transformed the operation of the Law School. Besides using the Web in support of teaching and research, applications are constantly being developed and refined to improve institutional efficiency, conduct more effective student recruiting, track prospective donors with more precision, and analyze financial aid requirements more reliably.

6. IT Infrastructure

The work of building the Osgoode IT infrastructure has mostly been completed but maintenance and fine tuning activities are ongoing. It should be noted that intensive work took place during the summer to update software and hardware, and improve redundancy of critical services such as mail, course Web sites and online student services. There is, however, one outstanding project and that is to replace the computer equipment for the Smalley-Baker Lab, Osgoode's only public student computer lab. The lab has 40 seats and the equipment was purchased in 2000. The replacement of these computers will positively affect both the LLB and Graduate students. When new computers are purchased for the Smalley-Baker lab, the old computers will be cascaded into the Law School's 40 Graduate carrels.

In 2004-05, the renovation of Osgoode's Moot Court Room was completed, thereby enhancing our electronic teaching facilities. The room was officially re-opened on January 12, 2005 following a \$1.3 million renovation. In addition to the extensive physical renovation, the room can be divided into two distinct electronic classrooms, each with state-of-the-art built-in audio-visual equipment including a computer with projector, an overhead, VCR and DVD access, a document camera, and more. Each room also has a telephone with direct access to the helpdesk for quick technical support.



Moot Court Renovation

Osgoode marked the reopening of its Moot Court on January 12, 2005 following a \$1.3 million renovation. Among the room's new features are an enlarged stage area with full-width audio-visual screen, new seating, storage areas and lighting. A folding partition on the lower level can be closed to acoustically isolate two classroom spaces.

Looking Ahead to 2005-06 & Beyond

Over the past five years, the Osgoode IT strategic focus has concentrated on the areas of teaching and the delivery of services. These areas have now been well served by IT and the Law School needs to turn the attention of IT toward the Law Library, research and legal scholarship. Indeed, various areas of needs and trends involving the Library and IT have been identified as areas of high impact for the future, for faculty research and teaching, the Graduate Program and Osgoode's reputation of excellence in legal education and legal scholarship. The current strategic planning process should provide the necessary strategic directions as to what should be the new priorities for IT.

Moving forward, the following strategies have been identified to ensure continuous improvement in aligning IT to support the priorities of the Law School:

- **Proper IT Governance:** The Director of Information Technology will work with stakeholders to constantly improve IT governance at the Law School. Establishing a project prioritization mechanism will be a priority for Osgoode in 2005-06.
- **Proper Funding Mechanism:** A plan for the next three years has been proposed to ensure that realistic funding strategies are in place and stakeholder expectations are aligned with IT's capacity to deliver.
- **Best IT Management Practices:** Osgoode IT will focus on its core competencies and outsource the functions that can be handled better or cheaper by CNS or outside vendors.

Office of Advancement

The year 2004-05 marked the first anniversary of the newly structured Office of Advancement, which includes the areas of alumni relations, communications and fund raising. It was a challenging year in terms of the number of things the Advancement Office needed to accomplish. However, the Office was successful and accomplished far more than it imagined it could.

Below are four key objectives that the Advancement Office wished to achieve in 2004-05 and their outcomes:

1. Restructure the Office of Advancement and write strategic plan

The duties of the Assistant Dean (Advancement) were reallocated and the roles of each Advancement team member were reviewed. A strategic plan was written to clearly articulate and meet goals in the upcoming year.

2. Develop capital campaign timeline

Development of a timeline outlining the various actions and dates for the upcoming campaign was deferred, pending the solicitation of a lead donor or donors. The solicitation of a lead donor or donors must be resolved before dates can be assigned, and there will also be the need to integrate Osgoode's campaign with York University's 50th anniversary campaign.

3. Reorganize the Alumni Board of Directors and develop a mandate

The year 2004-05 marked a major transition for the Board. Many long-standing Board members retired, which afforded the opportunity to revitalize the Board. With Atul Tiwari as the new President, the Board was engaged in a more meaningful way.

4. Conclude and implement Osgoode branding project

The Office of Advancement had been working for two years on developing the Osgoode brand position. It has become obvious that this is an ongoing project that has many different stages. With the help of York's Communications department, the Office of Advancement completed an important step in developing the Osgoode Master Brief. This has and will continue to serve as the foundation for future Osgoode communications and branding objectives.

Key Accomplishments of 2004-05

Accountability, Planning and Administration

To ensure the success of the new Advancement structure, it was apparent that a fresh, more organized approach to planning would be needed, and that it would be necessary to include the participation of individuals outside the Advancement Office in the planning process. On May 3, 2004 a full-day retreat with members of the Law School's senior management and an external facilitator took place. The day allowed the senior administration to focus on external issues and define some overarching goals. Some of these could be achieved in the next year; others would require a longer-term approach and might change as the Law School's strategic plan developed.

Advancement

The three areas of Advancement - alumni, communications and fund raising - really came together in 2004-05 and functioned more as a unit, rather than three separate areas. This was most apparent in the Advancement communications and events calendar. The change in the calendar was prompted by the discontinuation of Homecoming, due to low attendance at the previous three annual Homecoming events.

Moving an alumni event to the spring provided an opportunity to re-examine the timing of all Advancement Office points of contact. A new cycle was created which will give more points of contact in different ways and with different people.

Advancement Communications Cycle

| Month | Previous Cycle | 2004 - 2005 Cycle |
|-----------|---|---------------------------------|
| August | Dean's Newsletter | Dean's Newsletter |
| September | Homecoming Annual fund solicitation letter | Annual fund solicitation letter |
| November | | E-Newsletter |
| January | Continuum & Report on Giving | Continuum & Report on Giving |
| March | | E-Newsletter |
| April | | Letter from Alumni President |
| May | | Dean's Alumni Event |

Several major Law School events in 2004-05 provided opportunities for alumni participation:

- May 27, 2004: Retirement dinner for Peter Hogg, Professor and former Dean
- January 5, 2005: Memorial service for the late Professor Dianne Martin
- January 12, 2005: Reopening of the Moot Court Room after a \$1.3 million renovation
- January 25, 2005: Launch of the new NYU-Osgoode JD/LLB Program
- March 30, 2005: New York City Alumni Event

Alumni Relations

Alumni Board 2004-05:

Thomas Bastedo '69, Annual Fund Chair; Atul Tiwari '87, President; Andrew Evangelista '92, Vice-President; Howard S. Black '83; Judy N. Boyes '79 (Calgary representative); Penny Cader '91; L. Leslie Dizgun '86; Beverley G. Flynn '01; Carol A. Hansell '86; J. David A. Jackson '72; Ian McDougall (Faculty representative) Lynn M. McGrade '88; Patrick Monahan (Dean) '80; James P. Sullivan '90; John J. Tobin '87; and Richard Appiah '05, President, Legal & Literary Society.

Alumni Awards

The Board of Directors of Osgoode Hall Law School Alumni Association created the **Alumni Gold Key Award** in 2002 to honour outstanding alumni. Over the last year the Board of Directors, the Dean and the Advancement Office discussed the purpose and scope of the awards and the Alumni Board Awards Committee recommended that the awards be expanded in 2005 to include four new categories: achievement, recent graduate, public sector law and service.

A new alumni award - the **Dianne Martin Medal for Social Justice through Law** - was established in memory of late Osgoode Professor Dianne Martin. It will be awarded to a member of the Canadian legal community who has exemplified Professor Martin's commitment to law as an instrument for achieving social justice and fairness. Alumni will be asked for their nominations at the same time as the Gold Key Awards.

Alumni Communications

Osgoode Online

This alumni e-newsletter was created in the fall of 2004 as a cost-effective way to increase alumni communication frequency. Two e-newsletters were sent out in 2004. The plan is to increase this to at least a quarterly publication.

Osgoode Pins

To introduce current students to the Alumni Association is an important way to build future alumni relations. In 2004 a bronze pin was attached to a card that described the coat of arms and given to new graduates, a silver pin will be given at the 25th reunion and a gold pin at the 50th reunion.

Mentor Program

The Osgoode Hall Law School Alumni Association Mentor Program is the longest running alumni program in the Law School. It introduces students in the first year of the LLB Program to upper-year students and members of the Osgoode alumni community. There were 45 mentors assisting 156 first-year and 58 upper-year students in 2004-05.

Communications

Osgoode Master Brief

The University has developed a more strategic and professional approach to communications. This new approach has helped to inform and develop Osgoode's communications strategy, policies and procedures. The Communications Manager worked with the York Communications Department to develop the Osgoode Master Brief. This document sets out the Osgoode brand positioning ("Through Law to Justice") and articulates the way in which Osgoode should be perceived by target audiences.

LLB Program Recruitment Strategy

Together with the Recruitment & Admissions Office and York Communications, the Manager of Communications reviewed the Web sites of all Canadian law schools and the top 10 ranked law schools in the U.S. Given declining demand for print recruitment publications (source: OLSAS Law School Calendar Mailing Statistics) and the fact that most prospective students come to Osgoode's Web site first, a decision was made to focus attention on redesigning the LLB Program Web site and produce a much smaller "At-a-Glance" Brochure that provides an overview of Osgoode's programs and services and drives audiences to the Osgoode Web site.

Continuum

The January 2005 issue of Continuum was redesigned to give it a fresher, cleaner and more modern look, tone and feel. There was also a deliberate editorial decision to include more substantive information that would educate alumni on a particular topic as well as feature the work of Osgoode's faculty.

The Osgoode Brief

This is a new initiative that is used to raise Osgoode's profile among key influencers such as prominent alumni, donors, the Alumni Board, the Dean's Advisory Council, managing partners of law firms, recruitment staff at law firms, and important friends. It is a one-page announcement that is mailed in a special envelope marked "The Osgoode Brief." It is only sent when something extraordinary has happened at Osgoode and is meant to be immediately recognizable to the recipient. There were two Osgoode Briefs sent in the past year: the first announced the Osler Hoskin & Harcourt LLP gift of \$1 million and the second, the NYU-Osgoode JD/LLB Program.

Dean's Newsletter

The third Dean's Newsletter was to have been published in August 2004 but was cancelled. There was some ambiguity about the content and the decision was made to discontinue the publication.

Planning and Consultation - Communications Plan

The Communications Manager drafted an initial Communications Plan to support the School's strategic goals and objectives. The plan will be revised and aligned with the Dean's new Strategic Plan in 2006.

Communications Advisory Group

To ensure that all of the Law School's marketing tactics are working in an orchestrated way and that the various target audiences are receiving consistent messages, a Communications Advisory Group was formed composed of the Dean and other senior School administrators. The Communications Advisory Group met twice in 2004-05.

Alumni Board Communications Committee

The Alumni Board Communications Committee was formed in 2004 to elicit ideas and advice from Osgoode alumni with respect to various Law School communications initiatives. The Committee met once in 2004-05.

Media Relations

A total of 11 media advisories and releases were issued in the 2004-05 academic year. The School's Constitutional Cases Conference in April 2005, marking the 20th anniversary of the creation of the Canadian Charter of Rights, attracted the most media attention. Stories ran on OMNI-TV, and in the Toronto Star, the Globe and Mail, the National Post and the ethnic press.

Fund Raising

Total Fundraising Results May 1, 2004 - April 30, 2005

| (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 |
|-------------------------|--|--|------------------------------|---|
| \$3,110,346 | \$2,740,913 | \$369,433 | \$3,563,763 | \$822,850 |

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, 2004 - April 30, 2005

Annual Giving

The annual solicitation of alumni through the telemail program has matured over the last few years. Alumni are now familiar with the program and it is time to tailor the ask more specifically to the prospect. For example, older alumni are solicited by mail only. A new strategy was developed to better solicit donors who gave \$500 or more in 2003. From a group of 83 previous donors in 2003, 22 gave in 2004. While this did not yield the participation result that had been hoped for, it did raise a total of \$16,050. It also provided an opportunity to engage the Alumni Board in fund raising.

Telemail Dollars Raised

| | 2004-2005 | 2003- 2004 |
|--------------------------|---------------|---------------|
| Total Pledged | \$ 190,601.92 | \$ 185,006.65 |
| Pledges From Donors | \$ 169,249.04 | \$ 161,100.87 |
| Pledges From Non-Donors | \$ 21,352.88 | \$ 23,905.78 |
| Average Pledge Donor | \$ 192.00 | \$ 187.00 |
| Average Pledge Non-Donor | \$ 108.00 | \$ 121.00 |

Class Reunion Giving

| Designation | Leader of Class Gift | Total Raised | OSOTF |
|-------------|------------------------------|--------------|-------|
| 1954 | Ralph Turner, Alan Strike | \$ 15,651 | Yes |
| 1964 | Tim Kennish | \$ 15,640 | Yes |
| 1969 | Tom Bastedo, Victor Saccucci | \$ 69,250 | Yes |
| 1974 | Peter Milligan, John Varley | \$ 27,972 | Yes |

Stewardship Events

- August 23, 2004: J. Edward Thompson Classroom Opening
- September 29, 2004: School toast to Osler Hoskin & Harcourt LLP for \$1 million gift
- November 4, 2004: Richard Bogoroch hosted an event at his firm regarding his gift
- April 20, 2005: Chancellor Peter Cory presented with his portrait by the American/Canadian Colleges of Construction Lawyers

Looking Ahead to 2005-06

Below are the key objectives for the Office of Advancement in 2005-06:

1. Budget planning

The highest priority is to stay within the allocated budget. The Office of Advancement plans to closely monitor the budget so that it can alert the Executive Officer should there be costs that arise that exceed the Advancement budget.

2. Create new Continuum/Report on Giving magazine

The Office of Advancement needs to consider the benefits and costs of putting out a 'mini Continuum' in August and change the publication date of the Report on Giving. This is a particularly challenging year in which to make these changes as there are budget constraints, the Associate Director is on maternity leave, and the Communications Manager is working with Student Services on launching a new Admissions Web site.

3. Solicit lead donors for building campaign

In 2005-06 the Office of Advancement needs to determine if the Law School building can be named after a lead donor or donors.



Osler Chair in Business Law

The Osgoode community toasted Osler, Hoskin & Harcourt LLP at the announcement in September 2004 of the firm's \$1 million gift to create the Osler Chair in Business Law at Osgoode. Left to right: Associate Dean Janet Walker; Professor Emeritus Peter Hogg; Purdy Crawford, Counsel, Osler, Hoskin & Harcourt LLP; Osgoode Dean Patrick Monahan; Tim Kennish, Co-Chair, Osler, Hoskin & Harcourt LLP; and Donald Ross, Partner, Osler, Hoskin & Harcourt LLP.

Budget

The budget of Osgoode Hall Law School is allocated in support of its core teaching, learning and research mission. Expenditures reflect existing activities, as well as new appointments and academic initiatives described in this report. The budget for 2005-06 reflects higher income from new tuition levels as well as reductions in expenditures. The Law School undertook a comprehensive budget review in 2003-04, which resulted in the identification of approximately \$750,000 in annual savings, as reflected in the reduced expenditure for 2004-05 and 2005-06. 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) the income from an endowment that has been raised from private donors and that now exceeds \$17 million, and (ii) a holdback of a portion of the deregulated portion of tuition. In 2004-05, approximately \$2 million was provided to undergraduate law students in the form of scholarships, awards, bursaries and prizes.

| | Operating Results by Expense Type | |
|--|-----------------------------------|---------------------|
| | 2004-2005 Actuals | 2005-2006 Budget |
| Revenue | | |
| External Cost Recoveries | 678,893 | 985,300 |
| Internal Cost Recoveries | 194,339 | 43,500 |
| Other Revenue | 1,186,088 | 914,535 |
| Central Allocations | 15,073,510 | 15,259,216 |
| Total Revenue | 17,132,830 | 17,202,551 |
| Expenses | | |
| Faculty Administration Salaries & Benefits | 47,400 | 45,000 |
| Faculty Full-Time Salaries & Benefits | 7,554,012 | 7,626,527 |
| Faculty Contract Salary & Benefits | 299,758 | 299,444 |
| Teaching Assistants Salary & Benefits | 185,769 | 126,932 |
| Research Staff Salaries & Benefits | 1,369,125 | 1,369,585 |
| Support Staff Salary & Benefits | 4,813,510 | 4,962,139 |
| Other Salaries & Benefits | 97,107 | 143,000 |
| Total Salaries & Benefits | 14,366,681 | 14,572,627 |
| Operating Costs | 2,533,929 | 2,146,849 |
| Cost of Goods Sold | 292,642 | 300,500 |
| Taxes & Utilities | 127,780 | 128,150 |
| Scholarships & Bursaries | 231,909 | 125,536 |
| Total Expenses | 17,552,941 | 17,273,662 |
| Total Revenue less Expenses | (420,111) | (71,111) |
| Previous Year's Carryforward | (7,269,976) | (7,690,087) |
| Carryforward to Next Year | (7,690,087) | (7,761,198) |

Appendix 1

Medals & Class Standing Awards - Spring 2005

MEDALS

| | |
|----------------------------------|--|
| Gold Medal | Ryan Dzierniejko and Gail Henderson |
| Silver Medal | Maria Sountas |
| Bronze Medal | Ryan Doig |
| The Dean's Gold Key Award | Richard Appiah, Nancy Claridge, Antonio Di Domenico, Timothy Fitzsimmons, Tina (Christine) Lee, Winnie Luk, Robert (Graham) Phoenix, David Rosner, Bobby Wang and Jordan Zed |

CLASS STANDING AWARDS

Carswell Prizes

For the highest standing in first, second and third years
Gerald Chan, Christopher Hall, Amanda Heydon and Evan VanDyk

McCarthy Tétrault LLP Prizes

For the students standing first and second, in the first and second years
Gerald Chan, Amanda Heydon, Matthew Norris, Evan VanDyk and David Vitale

Christopher Robinson Memorial Prize

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

George Graham Sinclair Memorial Prize

Awarded annually to the Gold Medallist
Ryan Dzierniejko and Gail Henderson

Chancellor Van Koughnet Prize

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

Matthew Wilson Memorial Prize

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

2004-2005 Officers

Dean

Patrick J. Monahan

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

Associate Dean

Janet Walker

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

Associate Dean, Research and Graduate Studies

Allan C. Hutchinson

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

Assistant Dean, First Year

Colleen M. Hanycz

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

Assistant Dean, Student Services

Gina Alexandris

LLB (Osgoode)

Executive Officer

Richard Ooi

BAS Hons Marketing (York)

Director, Office of Advancement

Anita Herrmann

BA Hons History (York)

Director of the Professional Development Program

Victoria Watkins

BSc (Toronto), LLB (Toronto)

Director of Information Technology

Mario Therrien

BSc Computer Studies (York), MBA (York)

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