

2010

Strategic Plan: Defining the Intersection of Business, Law and Public Policy

Hennick Centre for Business and Law at York University

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THE **Hennick Centre**
FOR BUSINESS AND LAW



**DEFINING THE INTERSECTION OF
BUSINESS, LAW AND PUBLIC POLICY**

**A Five-Year Strategic Plan
2009-2014**

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Executive Summary

Over the next five years, the Jay and Barbara Hennick Centre for Business and Law will become a leader on key issues at the intersection of business, law and public policy – engaging students, academics, and practitioners in its activities. Creating new linkages to the business, law, and public policy communities of Canada and beyond, the Hennick Centre will enhance the quality, stature and public contributions of Osgoode Hall Law School, the Schulich School of Business, York University and its graduates.

The Hennick Centre is intended to be a bridge between the two schools, a home for all existing and future joint programs of the two faculties as well as all business law initiatives at Osgoode, and a site for productive, interdisciplinary collaboration among faculty, students, practitioners, alumni/ae and others.

The Hennick Centre will undertake activities in pursuit of three strategic goals:

1. To create opportunities for increased engagement by current and former students with joint legal and business education, including promoting the growth and differentiation of the JD/MBA program and other business/law scholarship and instruction at York University.
2. To promote interdisciplinary dialogue and collaboration among members of the law, business and other faculties at York University toward the goal of high-quality and relevant research at the intersection of business, law and public policy.
3. To connect students and faculty with practitioners and policymakers in order to better focus on “big questions” and encourage related academic research, policy reform and innovations in the teaching and practice of business and law.

The Hennick Centre will occupy a unique space at the intersection of business, law and public policy, examining issues related to the capital markets, corporate governance, globalization and responsible business or sustainability.

In this five-year strategic plan, you will read more about our vision for the future, our goals and key programs, the outcomes we expect, and how we will measure our success. We invite your feedback and look forward to collaborating with you.

Vision

Over the next five years, the Jay and Barbara Hennick Centre for Business and Law will become a leader on key issues at the intersection of business, law and public policy – engaging students, academics, and practitioners in its activities. Creating new linkages to the business, law, and public policy communities of Canada and beyond, the Hennick Centre will enhance the quality, stature and public contributions of Osgoode Hall Law School, the Schulich School of Business, York University and its graduates.

Mission

The overall mission of the Centre is to:

- Promote and develop joint business and law education and scholarship.
- Encourage and provide an umbrella for all joint initiatives between the Schulich School of Business and Osgoode Hall Law School, as well as for all of Osgoode's business law programs.
- Reach out to the broader legal and business communities with programming and policy-informing initiatives that showcase the importance of joint business and law study and scholarship.

Strategic Goals

In order to attain our vision and conduct programs in line with our mission, the Hennick Centre will undertake activities in pursuit of three strategic and achievable goals – all to advance engagement between the fields of business and law:

- 1. To create opportunities for increased engagement by current and former students with joint legal and business education, including promoting the growth and differentiation of the JD/MBA program and other business/law scholarship and instruction at York University.*
- 2. To promote interdisciplinary dialogue and collaboration among members of the law, business and other faculties at York University toward the goal of high-quality and relevant research at the intersection of business, law and public policy.*
- 3. To connect students and faculty with practitioners and policymakers in order to better focus on “big questions” and encourage related academic research, policy reform and innovations in the teaching and practice of business and law.*

Each goal is described in more detail below.

Target Audiences

The Hennick Centre for Business and Law aims to promote quality educational opportunities, scholarship and programming among the following three key audiences:

Students – particularly those interested in pursuing careers in law, business and public policy. The Centre will primarily target students at the graduate level (in JD and MBA programs), but will also focus on recruiting high-quality undergraduates and young professionals to the joint JD/MBA program at Osgoode and Schulich and on being a resource for JD students specializing in business law.

Scholars – particularly those law and business faculty members conducting research at the intersection of law, business and public policy. By focusing on “big questions” and encouraging collaboration, the Centre aims to distinguish itself internationally through association with high-quality, interdisciplinary scholarship.

Practitioners and Policymakers – including leaders in business, lawyers in practice, and public policymakers. The Centre’s programming will focus primarily on senior practitioners for many of its academic events, such as the Speaker Series, and on younger practitioners for its interdisciplinary training opportunities, such as the Certificate in Business. Scholarship will be relevant to and designed to inform important public policy concerns.

A primary objective of the Hennick Centre will be to promote engagement – providing opportunities for its disparate audiences to interact and work with each other.

Domain

While centres dedicated to business law exist at other law schools, and programs on various aspects of financial regulation exist at business and law schools, there is no collaboration between a law school and business school like this in Canada.

The Hennick Centre will occupy a unique space at the intersection of business, law and public policy, examining issues related to the capital markets, corporate governance, globalization and responsible business or sustainability.

(See Appendix E for more detail about the existing domain in which the Hennick Centre operates.)

GOAL #1: STUDENT ENGAGEMENT

Goal

To create opportunities for increased engagement by current and former students with joint legal and business education, including promoting the growth and differentiation of the JD/MBA program and other business/law scholarship and instruction at York University.

Key Programs

The key programs related to this strategic goal are divided between those focusing on current and potential JD/MBA students, and those intended to reach all law and business students. The Hennick Centre's aim is enhance the joint program but also to present all law and business students with additional exposure to cross-disciplinary educational opportunities.

For JD/MBA students

- Hennick Scholars Program – This program will launch in 2010-2011, and will provide several scholarships each year for JD/MBA students. It will be a valuable recruiting tool to encourage students to apply for the program and to choose it over other options.
- Hennick Medal for Academic Excellence – This medal is awarded to the JD/MBA student with the highest cumulative GPA over the course of the program. It is an excellent way to honour scholastic achievement and celebrate our graduates to internal and external audiences.
- Exclusive events and access – The Hennick Centre will hold special events for the JD/MBA students, such as a “lunch with” series to meet distinguished business and law professionals. The Centre will allow the JD/MBA students preferential access beyond the Centre's public events – for example, as guests at dinners and networking events with speakers; as recorders at invitation-only policy consultations with industry groups and government agencies; and as research assistants for Hennick Centre-sponsored scholarly activities.
- Support for Students' Association – The Centre will actively support the JD/MBA Students' Association in developing programming, including mentorship opportunities, alumni/ae relations and its annual conference.
- Focus groups – The Hennick Centre will conduct focus groups of students and alumni/ae of the JD/MBA program to identify opportunities for recruitment and engagement.
- Administrative liaison – As the Hennick Centre is a joint initiative of both Osgoode and Schulich, it is uniquely positioned to be a bridge between the staff and faculty of both schools when it comes to the joint program. For example, the Hennick Centre can work with the administration at both schools and support the JD/MBA program coordinators on student issues such as course scheduling, career services, and more.

- Recruitment activities – These activities, such as assisting the two schools with production of a brochure about the JD/MBA program or providing additional representation at recruitment fairs, will be targeted primarily at undergraduates and professionals considering direct entry to the joint program.

For all law and business students

- Existing courses – The Hennick Centre will promote cross-registration for law and business courses and consult with the faculties of both schools on curriculum issues. For example, it will consider putting relevant law and business course offerings on its website and propose business law and JD/MBA specializations, working with relevant students, staff and faculty on such activities.
- New courses – The Hennick Centre will facilitate the development of new courses engaging students and practitioners at the intersection of law, business and public policy. For example, the Centre has developed an advanced investor protection seminar, and affiliated faculty are developing a new course proposal entitled “The Art of the Deal”.
- Hennick Fellows program – Students will apply to the Centre to be semester- or year-long fellows, gaining experience in issues of law and business through research assistance, program planning and website content development. In addition to a small honorarium, students will receive the prestige of being associated with the Centre.

Expected Outcomes

1. Higher profile and number – The Hennick Centre’s programming will result in a higher profile for the JD/MBA and other business/law/public policy programs at York University. This should become a differentiator for the institution.
2. Valuable training – New courses and cross-registration as well as the Fellows program will lead to better trained lawyers and business professionals who are able to identify issues and find creative solutions. These students will be better equipped to become leaders in the realms of law, business and public policy.
3. Stronger networks – All of these opportunities for students will strengthen their networks with each other and with Osgoode, Schulich and York after graduation. This will be particularly true for the JD/MBA graduates, who will see even more robust career possibilities and trajectories in their futures.
4. Multiple career opportunities – Students will have access to a broader range of career paths and initial job placements in both law and business as a result of Hennick Centre programming and networking in coordination with the two schools.

Metrics for Success

- Increased reputation of the JD/MBA program for its academic quality among external audiences, as measured by factors such as an increase in the total number of JD/MBA students, or an increase in the quantity and quality of applications to the joint program.

- Higher satisfaction with the JD/MBA program during coursework (for current students) and over time (for alumni/ae), as determined by focus groups conducted periodically with students and graduates.
- Development of new course offerings and an increase in the number of Osgoode and Schulich students who express interest in cross-registering for courses at the other school in the upper years and taking advantage of new course opportunities.
- Better job outcomes and placement for JD/MBA students and those students who participate in Hennick Centre activities such as the Fellows program, research assistance for policy consultations, and other events, as evaluated by the Career Services departments of both schools.
- Recognition of the Hennick Centre as one of the most prestigious centres in North America focused on the intersection of business, law and public policy. This in turn should contribute to the profiles of Osgoode, Schulich and York University.

GOAL #2: FACULTY RESEARCH AND ENGAGEMENT

Goal

To promote interdisciplinary dialogue and collaboration among members of the law, business and other faculties at York University toward the goal of high-quality and relevant research at the intersection of business, law and public policy.

Key Programs

- **Research Dissemination** – Through the Hennick Centre website, a new research series on the Social Science Research Network (SSRN), and other venues such as the Law Societies and Law Foundations, the Centre will be an important vehicle for disseminating the research findings of affiliated faculty members.
- **Collaboration with Professionals and Other Institutions** – The Centre will promote collaborative projects between faculty members and business leaders/policymakers.
- **International Visiting Fellows** – The Centre will host scholars of note from around the world, creating a focal point for research on business, law and public policy with a comparative and international perspective – for example through the Davies Fund for Business Law at Osgoode.
- **Collaborative Research Fund** – This annual competition will award seed grants of up to \$5,000 each to teams of researchers led by faculty members from both Osgoode and Schulich. The Hennick Centre will work with the Research Deans of both schools to implement this project and seek matching grants from various departments at York University and elsewhere.
- **Colloquia Series** – Building off of the applicant pool and grantees of the Collaborative Research Fund, the Centre will host an annual colloquia series for faculty members to present working papers to a group of interdisciplinary colleagues and students, with the goal of publishing high-quality academic papers in scholarly journals relevant to their own school's evaluation systems. The series will include three talks per semester.

Expected Outcomes

1. **Intellectual networks** – The process of administering the Collaborative Research Fund will include active networking by the Hennick Centre to introduce teams of researchers and encourage applications, thereby laying the foundation for a thriving intellectual community at the intersection of law, business and public policy.
2. **Scholarly engagement** – Scholarly engagement between the law and business faculties, as well as with other departments at York (particularly economics, political science and environmental studies) will result from the incentives and activities to collaborate provided by the Hennick Centre.
3. **Impact and reputation** – The academic profile of Osgoode, Schulich and York will be enhanced across Canada and globally due to the creative and interdisciplinary research resulting from these initiatives and the level of external

engagement. There will also be opportunities for engaged faculty to enhance their individual professional reputations through Centre activities.

Metrics for Success

- Demonstrably increased engagement by law and business scholars with students, corporate law firms, business leaders and policymakers.
- Funding attracted to support collaborative research involving faculty members from Osgoode and Schulich.
- Publications that note the Hennick Centre and/or its support in their acknowledgments.
- Substantial contributions to and regular readership of the Hennick Centre-supported SSRN abstracting journal.

GOAL #3: POLICY AND PRACTITIONER ENGAGEMENT

Goal

To connect students and faculty with practitioners and policymakers in order to better focus on “big questions” and encourage related academic research, policy reform and innovations in the teaching and practice of business and law.

Key Programs

- Certificate in Business for Lawyers – A joint initiative of the Hennick Centre, Osgoode Professional Development and the Schulich Executive Education Centre, this certificate program will provide junior to mid-level associates and in-house counsel without formal post-secondary business education an opportunity to learn key business skills in order to better serve their clients.
- Executive in Residence – This program brings senior business leaders, lawyers, academics and/or judges to campus. The Executive in Residence would bring his or her knowledge of the practice of law and/or business into the academy and engage fully in the intellectual life of the two faculties and their broader stakeholders, participating in lectures, seminars, conferences, and the Centre’s external activities.
- Hennick Medal for Career Achievement – This medal will be awarded annually to one or more individuals with law and business training who have achieved career success directly as a result of interdisciplinary education. The award will be used as a way to celebrate the medalists’ success and create a network of resources for students and the Centre. The medal will also build the Centre’s brand around a certain profile of successful law and business leaders, including Osgoode and Schulich alumni/ae.
- Consultations and multi-stakeholder roundtables – These invitation-only events will be customized for government agencies, industry groups, and professional associations on areas of law, business, and public policy, in order to attract the attention of practitioners and policymakers and stimulate policy reform in a variety of substantive areas. The Centre will identify areas that require further investigation and approach partners who can provide the resources for research. The Centre will then convene experts (not limited to the two faculties) and produce tailored research outputs (roundtable discussions, policy reports, academic articles, etc.)
- Forums and other symposia (including the Hennick Centre Speakers Series) – These public events will bridge the divide between theory and practice at the intersection of law, business and public policy, providing venues for interested legal professionals and business leaders – as well as students – to engage with issues of the day.
- Dissemination of findings – The Hennick Centre will impact policy debates and scholarship by distilling the findings from our consultations and public symposia and publishing them on our website, in academic journals, as policy white papers, and in popular business news outlets.

Expected Outcomes

1. Annual calendar – We will prepare an annual roster of regular events and “special features” in order to create some predictability about our programming to our various audiences (see Appendix C).
2. Expertise and profile – The Hennick Centre will be considered a leading expert on issues at the intersection of law, business and public policy, being called upon to comment on policy proposals and debates.
3. Impact on policy and practice – The proposals and recommendations of the Hennick Centre and its affiliated co-sponsors will impact policy and practice, resulting in reform and improving the way lawyers and corporate leaders do business.
4. Revenue – Most of these events will be revenue neutral and some will result in net revenue for the Hennick Centre through consulting fees and sponsorships of financial and in-kind resources.
5. Institutional collaboration – The Hennick Centre will build an extensive network through systematic collaboration with various agencies and industry groups – e.g., Canadian Bankers’ Association, Canadian Council of Chief Executives, C.D. Howe Institute, Investment Industry Association of Canada, Law Commission of Ontario, Canadian Foundation for Investor Rights (FAIR), Canadian Institute for Advanced Research (CIFAR), Canadian Coalition for Good Governance, as well as private sector partners.

Metrics for Success

- “Brand” recognition – developing a distinctive brand for the Hennick Centre and demonstrably enhancing the reputations of the two faculties and York University, as measured by media hits and rankings, website traffic, networking and more.
- Third-party contributions to Hennick Centre events having an external audience – whether financial or in-kind (space, catering, travel costs, etc.), exceeding \$150,000 per year.
- Successful launch of the Certificate Program in the first year, with increased interest and enrolment in subsequent years.
- Four consultations/roundtables; four public forums/symposia; and two speakers’ series events per year.
- A target number of people attracted to each event, to be determined on an event-by-event basis.
- A diversity of people attracted to each event, ensuring representation from a number of major Canadian law firms, corporations, banks, and other high-profile institutions.
- Citations of the Hennick Centre as a source regarding policy recommendations or innovations in practice on at least two major issues per year.

Conclusions and Next Steps

The Jay and Barbara Hennick Centre for Business and Law will be a catalyst for change in legal and business education. Through the implementation of this strategic plan, the Centre will become a model for training, practice and scholarship. On five axes, the Hennick Centre will make a difference:

Integration – The Hennick Centre will support the integration of the disciplines of law, business, and public policy through programming, research and training for students. The Centre will act as a high-profile venue for scholarship and education on the current issues of the day.

Impact – The Hennick Centre will draw its participants from the various key audiences described above – scholars, students, industry participants, and policymakers. As a result, the Centre will make connections that were not there before, resulting in greater stature for the two faculties as well as creative policy reform and innovations in practice.

Profile – The Hennick Centre will increase the scholarly reputation of both Osgoode and Schulich (and of individual faculty members) by providing resources and an additional forum to disseminate faculty research. It will also highlight the reputation of the JD/MBA program as the country's oldest and most distinguished by increasing the quality of applicants and entering students in the program, as well as providing them with valuable educational opportunities. The Centre will become a go-to resource for policymakers and those in practice.

Visibility – The Hennick Centre's key messages, research findings, and policy recommendations will reach the public through media hits, policy papers, citations in court opinions, and as graduating students develop their careers.

Leverage – The Hennick Centre will attract financial and other resources in addition to the generous investment of Jay and Barbara Hennick. The Centre is already seeing results on this front, with committed sponsors for every public Hennick Centre event in 2009-2010 so far, including law firms, industry organizations, and government agencies. The Centre will leverage its first five years of success to attract one or more major/endowment gifts to fund the Centre's operating costs in perpetuity. Over time, the Hennick Centre hopes to provide support to and network with other faculties/centres that will want to model our initiatives.

Challenges – Embarking on the execution of this plan will not be without its challenges. For example, Osgoode and Schulich have very different organizational cultures, on two fronts in particular – faculty incentives and approach to the business/law/policy intersection. In terms of faculty incentives, publication criteria for tenure and promotion at both faculties are quite different, and the divergent styles of research, writing, and editing by both faculties necessarily impacts research design and topics. We believe this can be overcome to some extent through thoughtful interdisciplinary collaboration fostered by the Hennick Centre.

Second, while the place of “law” is central at Osgoode (and all law schools), this is not necessarily so in business schools like Schulich, where business students and

practitioners often think of law and regulation as tangential to business activity. The Hennick Centre will strive to educate professionals on both sides of the law/business divide about the importance of learning the principles and skills of the other discipline for professional success, overcoming silo thinking in the process. Including “public policy” in the Hennick Centre’s mandate is one way to broaden the scope of legal issues under consideration by the business students and professionals in our audience.

Next steps – The staff of the Hennick Centre, in consultation with its advisory council and other key stakeholders will formalize this strategic plan and revise the Centre’s business plan. They will then:

- (1) Create a communications plan and key messages for dissemination to internal and external audiences,
- (2) Draft a student engagement plan to outline specific areas in which the Centre can promote joint legal and business education in coordination with the two schools, and
- (3) Begin work on the design of a fundraising plan for long-term sustainability.

Appendices

- A. Summary of the Gift Agreement
- B. 2009-2010 Calendar of Events
- C. Anticipated Annual Events
- D. History
- E. Market Landscape
- F. Five-Year Financial Projection

Appendix A: Summary of the Gift Agreement

The gift agreement between York University, Osgoode Hall Law School, the Schulich School of Business, and Jay and Barbara Hennick established the Hennick Centre for Business and Law and was signed on November 7, 2008. (See Appendix D. for more details about the Centre's history.) It states:

“All existing and future joint initiatives and programs between the two faculties involving business and law scholarship or education will be housed in the Hennick Centre as well [as] all future business law initiatives and programs of Osgoode.”

This includes:

- **Joint LLB/MBA program** (now has a new name – Joint JD/MBA program)
- Davies Fund for Business Law
- Advanced Certificate in Business Law (now has a new name – Certificate in Business for Lawyers)
- Jarislowsky Dimma Mooney Chair for Corporate Governance
- Oslers Chair
- James L. Lewtas Professorship
- Falconbridge Professorship
- Small Business Clinic (Osgoode clinical course offering)
- Faculty Chairs
- Joint faculty appointments
- Joint degrees
- Certificates or training programs
- Student or alumni-related initiatives

The Hennick Centre is **entitled to program funding or support associated with programs that fall within its auspices** – for example, the Certificate Program or other collaborative programs with Osgoode Professional Development or the Schulich Executive Education Centre.

The total gift is a pledge of \$3 million, consisting of three parts:

1. **An initial payment of \$1 million**, consisting of:
 - a. \$250,000 for the Hennick Scholars Program endowment fund (with a government match);
 - b. \$550,000 into a general endowment fund for the centre;
 - c. \$200,000 for start-up operating costs.
2. **An annual payment of \$250,000 for four years.** Out of this annual amount,
 - a. \$200,000 will be used for operating costs and
 - b. \$50,000 will go to the Centre's general endowment.
3. A final payment of \$1 million in 2013 to the Centre's general endowment fund, **subject to two conditions:**
 - a. The Centre is attracting or providing “incremental ongoing funding” of at least \$150,000 annually, and
 - b. The Centre has achieved a “critical mass” of activities and support so that the Hennicks have confidence in its quality and sustainability.

As a sign of their support for the Centre, Osgoode and Schulich will each provide **\$25,000 per year** to the Centre's operating budget. Both schools will also provide in-kind support at no charge (facilities, IT, etc.).

The Centre has three primary audiences – scholars, students, and practicing lawyers and other professionals.

The Centre will administer three specific new initiatives:

1. Hennick Scholars Program – scholarships for Joint JD/MBA students
2. Hennick Medal for Academic Excellence
3. Hennick Medal for Career Achievement

While the Centre is encouraged to seek out naming and sponsorship opportunities for its programs with individuals or corporations, the agreement specifies that “degree and certificate programs... will never be named after an individual or organization...”

In addition to these substantive provisions, the gift agreement also discusses the composition of the leadership and advisory council, the specific recognition to be given to the Hennicks, and the Centre's branding.

Appendix B: 2009-2010 Calendar of Events

Fall 2009		Winter 2010	
Event	Date	Event	Date
Risk and Reward: Pension Fund Investing in the Wake of the Financial Crisis	September 10, 2009 (co-sponsor with SHARE and others)	Advanced Investor Protection Seminar	Winter semester
Tax Expenditures and Public Policy in Comparative Perspective	September 12-13, 2009 (co-sponsor with Osgoode, Canadian Tax Foundation and others)	Panel on United States case, <i>Jones v. Harris Associates</i>	January 2010
Roundtable consultation on environmental and governance reporting	September 18, 2009 (co-host with Ontario Securities Commission)	JD/MBA Students' Association Conference	February 2010
Open house for Osgoode and Schulich faculty, staff, and students	October 7, 2009	Joint conference with IPOsgoode	February 12, 2010
Hennick Centre Speakers Series Fall Event: Investment and Expansion in India (Prof. Vinayshil Gautam)	October 13, 2009 (co-host with Torys LLP)	Advising the Public Company Board of Directors	February 18-19, 2010 (co-host with Osgoode Professional Development)
Financial Regulation Reform	October 19, 2009 (co-sponsor with Osgoode Professional Development)	Davies Lecture (Prof. Ben Heineman)	March 17, 2010

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Fall 2009 (cont'd)		Winter 2010 (cont'd)	
Event	Date	Event	Date
JD/MBA Luncheon with the Hennicks	October 23, 2009	Joint Symposium with FAIR – fiduciary standards for financial professionals	March 24-25, 2010
Policy Roundtable on Joint and Several Liability	October 28, 2009 (co-hosted with Law Commission of Ontario)	Business Certificate for Practicing Lawyers	March – June 2010 (co-presented with OPD and the Schulich Executive Education Centre)
Expert Consultation with UN Special Representative on Business and Human Rights	November 5-6, 2009 (co-hosted with Osgoode and Nathanson Centre)	Program with Delaware lawyers and judges	April 2010
Canada's National Securities Regulator: Constitutional Issues and Updates	November 12, 2009 (co-hosted with Blakes)	Hennick Centre Speakers Series Winter Event (TBD)	Winter 2010
Roundtable consultation on corporate social reporting and disclosure	December 7, 2009 (hosted by Hennick Centre with the support of ACCA Canada and Jantzi-Sustainalytics)	Joint program with Institute for Feminist Legal Studies	Winter 2010
Meet-and-Greet for Osgoode faculty, staff and students with FAIR Canada	TBD	Conference on risk management and the financial crisis with Prof. Daniel Diermeier	Winter 2010 (co-hosted by CIFAR)
Executive-in-Residence: Mickey Cohen			

Appendix C: Anticipated Annual Programs and Events

Following is a list of anticipated activities organized by the Hennick Centre for Business and Law each year. With these annual events as a foundation, the Centre will build a unique calendar each year including other new programs and initiatives.

Program	Timeframe
Executive in Residence	Year-long
Collaborative Research Fund	Applications solicited in the Fall, awarded in early Winter
Speaker Series	At least once per semester
Open House	October
JD/MBA Welcome Event	Fall
Davies Lecture	Annually
JD/MBA Students' Association Conference	February
Certificate in Business for Lawyers	Spring
Advanced Investor Protection Seminar	Winter
Joint event with IP Osgoode	Annual
Joint event with FAIR Canada	Annual
Joint event with Institute for Feminist Legal Studies	Annual
Support for programming by Osgoode Professional Development and Schulich Executive Education Centre	Several times per year
Support for Schulich's CONNECT alumni/ae event	Annual
Hennick Medal for Academic Excellence	Awarded at convocation in May
Hennick Medal for Career Achievement	Awarded at a celebration event/dinner, possibly at the JD/MBA Students' Association Conference or other alumni/ae event

Appendix D: History

The Jay and Barbara Hennick Centre for Business and Law was launched by Osgoode Hall Law School and the Schulich School of Business in February 2009, and became operational in August 2009. The Hennick Centre is committed to deepening the linkages between, and drawing on the resources of, the two Faculties, to create tremendous new opportunities for reinforcing the schools' respective reputations for leadership and innovation in the fields of business, law and public policy.

The Hennick Centre is funded through an initial \$3 million donation from Jay and Barbara Hennick (see Appendix A for summary of the gift agreement and payment schedule), supplemented by other project-specific fundraising initiatives. The goal of the Centre is to be sustainable beyond the initial five-year period (see Appendix F for five-year financial projection). The Hennicks believe strongly in the value of combined business and law education as a sound preparation for a successful career.

The Hennicks' respective professional careers highlight this important intersection. Mr. Hennick is a graduate of York University (B.A. 1978) as well as the University of Ottawa, where he received his LL.B in 1981. He began his career as a corporate lawyer with Fogler Rubinoff. In 1989 he founded FirstService Corporation, which today has become a diversified property services company with more than \$1.7 billion in annual revenues and more than 17,000 employees worldwide. Mrs. Hennick is a graduate of the University of Toronto (B.Comm. 1980) as well as a Chartered Accountant. She began her accounting career with a predecessor to KPMG in 1980 and spent several years as an industry auditor. Mrs. Hennick has used her expertise in financial accounting and analysis to assist numerous not-for-profit organizations over the years to improve their fundraising and financial performance.

Osgoode, Schulich, and York University are extraordinarily grateful to the Hennicks for their foresight and generosity in inspiring this unique initiative.

Appendix E: Domain

In Canada, the following initiatives at other schools have some components in common with the Hennick Centre:

- The **University of British Columbia Faculty of Law** is home to the **National Centre for Business Law** (<http://www.law.ubc.ca/ncbl/index.html>), which provides a forum for research and scholarship in business law and finance policy, focused on both domestic and international comparative law. The Centre's goal is to become a focal meeting place to enhance the intellectual exchange among the business law community, including scholars, judges, financiers, business leaders, legal practitioners, in-house counsel, government policy-makers and community members. The Centre offers some programming for law students on contemporary business issues.
- The **University of Manitoba** houses the **Marcel A. Desautels Centre for Private Enterprise and the Law** (http://www.umanitoba.ca/law/newsite/desautels_centre.php), which aims to integrate the disciplines of law, business and the humanities as they apply to family-controlled and other private enterprises, rather than public corporations.
- The **University of Toronto** operates the **Capital Markets Institute** (<http://www.rotman.utoronto.ca/cmi/>), a joint venture between the Faculty of Law and the Rotman School of Management focused on research, analysis and debate with regard to capital markets issues unique to Canada. The Institute's specific goal is to improve the competitiveness and functioning of Canadian capital markets.
- The **University of Western Ontario** has a focus on business law in a global environment and offers an area of concentration in business law for law students (http://www.law.uwo.ca/Programs/Area_of_Concentration-business-web.htm).

In the United States, the **Pollack Center for Law & Business** at **New York University** (http://w4.stern.nyu.edu/clb/about.cfm?doc_id=1134) promotes interdisciplinary legal and business education for the academic community, as well as for experienced legal and business practitioners. To do this, the Center offers an Advanced Professional Certificate in Law and Business, targeting law students to receive graduate-level training in business. The Center also promotes cross-registration between the Stern School of Business and the NYU School of Law, and runs the "Transition to Practice" course, which is built around a detailed analysis of several recent large corporate transactions. The Center also operates an annual Directors' Institute, a director education program designed to strengthen corporate governance practices of boards of directors. It also conducts the annual Lawrence P. King and Charles Seligson Workshop on Bankruptcy and Business Reorganization, a Law and Finance Seminar Series, an annual law and finance conference with University of Pennsylvania, a series on Academic Issues in Executive Compensation, and a Corporate Governance Luncheon series. The Center offers fellowships to provide research support each year to graduate students and professionals in finance and corporate law, and compiles academic working papers on its website.

Other examples of U.S. centers focused on business law or other related issues tend to be housed either at law or business schools. Many of them also conduct joint programming and research initiatives in law and economics:

- The **University of California-Berkeley** runs the **Center for Law, Business and the Economy** (<http://www.law.berkeley.edu/bclbe.htm>), which is the hub of Berkeley Law's research and teaching on the impact of law on business and the U.S. and global economies. The Center offers debates, a speaker series, symposia, extensive course offerings and a recommended curriculum in law and business for law students.
- **Northwestern University** offers a three-year "integrated" JD-MBA degree through the School of Law and the Kellogg School. Students complete the degree as a cohort and have the ability to specialize in various areas such as finance, entrepreneurship, or tax (<http://www.idmba.northwestern.edu/index.htm>).
- The **University of Pennsylvania's Institute for Law and Economics (ILE)** (<http://www.law.upenn.edu/academics/institutes/ile/>) is a joint research center of the Law School, the Wharton School, and the Department of Economics. The Institute offers a number of different initiatives aimed at students, faculty and the public, such as the [Corporate Roundtable](#) series, [Deal Day](#), the [ILE/Finance Seminar series](#), and an annual two-day [Conference on Law and Finance](#) with the Pollack Center at NYU.
- The **Boston University School of Law's Morin Center for Banking and Financial Law** (<http://www.bu.edu/law/morincenter/>) provides an organization for encouraging, managing and recognizing education and research in the field of banking and financial services law, specifically for BU Law. The Center oversees a graduate program in banking and financial law and two weekend courses designed in conjunction with the American Bar Association for practitioners, consultants and professionals, as well as several lecture series.
- **Cornell University** has two main initiatives in business law, both of which are clinical opportunities for students. First, **BR Legal** is a joint program of the Law School and the Johnson (business) School in which law students work for entrepreneurs under the direct supervision of attorneys experienced in the relevant fields of law encountered by start-ups. Second, the **Securities Law Clinic** represents public investors in upstate New York in disputes subject to arbitration at the Financial Industry Regulatory Authority. As part of its community outreach, the Securities Law Clinic also provides public education as to investment fraud, with particular attention to investment schemes targeting the elderly and retirees.
- **Duke University School of Law** houses the **Global Capital Markets Center (GCMC)** (<http://www.law.duke.edu/globalmark/>), which brings together the Law School and **Fuqua School of Business** for an interdisciplinary approach to examining and understanding capital markets and their global connections. While one of its primary research areas is corporate governance, the GCMC also performs research and curriculum development in the areas of global debt and equity capital markets, venture capital and private equity, structured finance and securitization, and securities regulation.

- At **Stanford University**, the **Arthur and Toni Rembe Rock Center for Corporate Governance** focuses on the cross-disciplinary study of corporate governance, bringing together economists, lawyers, financial experts, political scientists, engineers and practitioners. The Rock Center's goal is to advance the practice and study of corporate governance and become an important voice in the debate over governance, both domestically and internationally.

Appendix F: Five-Year Financial Projection

A baseline financial projection for the next five years is as follows:

Not including the endowment for the Hennick Scholars Program, the Centre's annual budget for each of the first five years is approximately \$250,000, made up of \$200,000 from the Hennicks and \$50,000 from Ogoode and Schulich. This does not include external sponsorships, estimated at more than \$150,000 per year. (It is noteworthy that this from its launch until December 2009, the Centre has already secured approximately \$135,000 in contributions.)

The annual budget of \$250,000 easily covers:

- The salary of the Associate Director
- Basic expenses for programmatic activities
- Operational costs such as supplies, technology, etc.

Additional external sponsorships result in some carryover each year. According to the gift agreement, amounts carried over can be used in the immediately following year, and then are moved to the Hennick Centre's general endowment fund.

In 2013-2014, the Centre hopes that the Hennicks will complete their gift with a final installment of \$1 million (to the general endowment fund). Then, we will have approximately \$50,000 a year from the endowment for operating expenses, plus \$50,000 per year from Osgoode/Schulich.

With external sponsorships on an ongoing basis for events, the Centre's basic annual needs at the current level of activity would be covered in perpetuity.

However, the Centre aims higher than this. Ideally, at the five-year mark, we will be cultivating several major gift prospects and exploring other fundraising activities such as an annual event, program revenue and matching funds from governmental agencies. These additional resources would fund long-term goals such as:

- Hiring additional staff people – at least one administrative assistant and one part-time program manager.
- Solidifying an institutionalized roster of events, with funding secured for its major elements – e.g., a naming gift for the annual speaker series; an annual flagship conference.
- Awarding additional scholarships for Joint JD/MBA students.