2009


Osgoode Hall Law School of York University

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Office of the Dean
Osgoode Mission Statement

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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As I write this letter I am preparing to leave Osgoode on June 30, 2009 to take up a new position as Vice President Academic and Provost of York University. Osgoode Professor Jinyan Li will serve as Interim Dean of the Law School until such time as a new permanent dean takes office.

While I am looking forward to this new challenge, it is very difficult for me to be leaving this great Law School, which has been my professional home for the past 32 years. I want to thank the Law School’s students, faculty, staff, alumni and friends, including the members of the Alumni Association Board of Directors, the Dean’s Advisory Council and the Building Osgoode Campaign Cabinet, for making my past six years as dean so rewarding and satisfying. I hope to remain involved, albeit in a much more indirect and secondary way, in the Law School’s development and I will continue to teach on a part-time basis in our JD program.

As you will see in this Annual Report, which covers the period from May 1, 2008 to April 30, 2009, the Law School continued to aim high in the 2008-09 fiscal year and succeeded in achieving several major goals.

Our biggest achievement was to bring to fruition the funding and design plan for the much-needed renovation and expansion of our 41-year-old building. This is something that the Law School has been working on since 2000 when Dean Emeritus Peter Hogg initiated the first facilities study that recommended the renovation and expansion of our existing building to accommodate growth in programming, students and faculty.

Our successful fundraising efforts over the past several years have been geared toward raising money for the renovation and expansion project as well as our academic programs. Inspired by our vision to be Canada’s Law School for the 21st Century Knowledge Society, we launched a number of important academic initiatives in 2008-09 including the Jay and Barbara Hennick Centre for Business and Law with Schulich School of Business; the IP Osgoode Intellectual Property Law and Technology Program; and the Paul B. Helliwell Centre for Innovation in Dispute Resolution.

We had hoped to begin construction of our building in the Fall of 2008, but then the global economic downturn hit and our project had to be postponed. At the risk of pre-empting next year’s Annual Report, I can report that construction will definitely proceed in the summer of 2009. We were delighted to receive word on Friday, May 29, 2009 that the federal and provincial governments will contribute a total of $25 million under the Federal-Provincial Knowledge Infrastructure Program toward the $50 million cost of the construction.

The excellence of our people and our programs combined with our renovated and expanded physical premises, the Osgoode Chambers student residence, and the upcoming extension of the TTC subway line to York will strengthen our already strong institution and ensure that Osgoode remains among the top law schools in the world.

This fiscal year also saw York University’s Senate approve the change in Osgoode’s undergraduate law degree designation from Bachelor of Laws (LLB) to Juris Doctor (JD). The JD will take effect with our graduating class of 2009, which will convocate in June and will also apply retroactively to those alumni who choose to convert their degree.

The JD designation, which is an increasing number of law schools in Canada and internationally have adopted or are in the process of adopting, will be a clearer reflection of the nature of the Osgoode degree. It will acknowledge that the degree holder has completed a period of post-secondary education prior to entering law school and that law is a second-entry degree. This is particularly important for international audiences who may not be familiar with the LLB and who may incorrectly think that an LLB is a first-entry degree.

In closing, I want to say thank you to everyone for another great year. I believe Osgoode is well positioned for continued growth, development and success in the years ahead.

Patrick J. Monahan
Dean
Achievements

FACULTY

Six Osgoode professors – three full-time and three adjunct fac-
ulty members – were honoured with Law School teaching excel-
ence awards for 2009.

The teaching awards for full-time faculty went to Professor
Aaron Dhir (less than 10 years’ teaching experience) and Pro-
fessor Tom Johnson (more than 10 years’ teaching experience).

Professor Garry Watson, who retired at the end of 2008, re-
ceived a special award from Osgoode Pro-
ductional Development for outstanding con-
tribution to Continuing Legal Educa-
tion through his leadership for three decades of the
acclaimed eight-day Inten-
tive Trial Advocacy Work-
ship.

A teaching excellence award was also presented to adjunct faculty mem-
ber Gert Sedawoy who works with students in the immi-
gration group at Parkdale Community Legal Services.

As well, Kenneth Jull and the Honourable Justice Todd
Archibald received awards for teaching excellence in the Part-
time Master of Laws (LML) program.

Professor Lisa Phillips was appointed Associate Dean (Re-
search, Graduate Studies and Institutional Relations) and Pro-
fessor Bruce Ryder was named Assistant Dean First Year,
effective July 1, 2009. Phillips succeeds Professor Peer Zum-
brom, who served as Acting Dean. Professor Senia Lawrence,
Professors Sara Sline and Gus Van Harten were tenured and
promoted to Associate Professor effective July 1, 2009. Profa-
sor Mary Condon was promoted to Full Professor effective Jan-
uary 1, 2009, and Professors Oiora Osokor and Benjamin
Richardson promoted to Full Professor effective July 1, 2009.

Professors Shelley Gavrin and Benjamin Geva were awarded
Osgoode Hall Law School Research Fellowships for 2009.
The fellowships enable them to have a semester free of teach-
ing responsibilities to work on their research projects.

Professors Giuseppina D’Agostino and Kate Sutherland were
awarded BLC Fellowships for 2009.

Professor Trevor Farrow was appointed Chair of the Board
of the Canadian Forum on Civil Justice, succeeding Justice
Thomas Cromwell who was appointed to the Supreme Court of
Ontario – to be in residence at Osg-

oode exploring strategies to increase access to civil justice,
personally for people living in poverty or on a low income.

Professor Daphne Tatas, Associate Dean (Research) and Direc-
tor of the PhD Program at the University of Calgary’s Hasse-
Law School of Business, was a Distinguished Visitor to Osgoode’s In-
stitutionalized Feminist Legal Studies in the 2008-09 academic year.

Margaret Thornton, a Professor of Law and an Australian Re-
search Council Professorial Fellow at the Australian National
University College of Law, was Barbara Belcherman Distin-
guished Visitor.

The Pierre Genest Global Faculty who joined us in 2008-09 to
work for three decades of the
world for a labour law scholar.

The 2008 Alumni Gold Key Awards were presented at the Dean’s
Alumni Reception at Osgoode Hall in downtown Toronto on May
21, 2009. The award winners were:

The late Justice Archie Campbell ’67 (Public Sector), N. Jane
Peplow ’70 (Achievement), Chris G. Paliare ’70 (Achievement).

Atul Tiwari ’87 (Service), Sven Spengemann ’98 (Recent Gradu-
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Social Justice Through Law.
During the 2008-09 academic year, the Office of the Associate Dean continued with its principal responsibilities for the JD teaching program and for full-time faculty and adjunct faculty members. The work involved responsibilities with respect to the duties of Student Services, which are described in Assistant Dean Gina Alexandris’ report, and responsibilities of the Office of the Assistant Dean, First Year, which are described in Professor Lawrence’s report. This report will focus on developments in the JD Program related to Curriculum Reform, Teaching and Learning, and Student Conduct. It will also address faculty issues including teaching complement and Tenure and Promotion.

It begins with an overview of the labour disruption experienced during the academic year and its impact on our teaching program.

LABOUR DISRUPTION

On November 6, 2008, CUPE 3903, representing teaching assistants, graduate assistants and contract faculty members, began a work stoppage. A strike followed on February 2, 2009. The Senate Executive of York University had resolved that all classes would be cancelled during the strike.

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CURRICULUM REFORM

Chaired by Professor Jinny Li, the Upper-Year Curriculum Reform Working Group worked diligently throughout the 2008-09 year to develop our Upper-Year Undergraduate Degree Level Expectations (UDDLEs) — or learning outcomes — as required by all undergraduate degree programs in the province. The articulation of these learning outcomes will be important to the periodic Undergraduate Program Reviews required at the University. One of our goals in the 2009-10 academic year will be to ensure that the articulation of these learning outcomes can be mapped onto the learning outcomes we have identified for the program overall. The course outlines will be one of the important courses of evidence of our ability to deliver the UDDLEs we have articulated.

The Working Group undertook significant work on curricular reform and also engaged the services of Norma and Associates to undertake a survey of our graduates and other members of the profession on the issue of legal competencies. The Working Group prepared a discussion paper outlining three overarching approaches (outcome-based, integrative and reflective) to guide curriculum reform. The discussion paper served as the foundation for a full-day of discussion at a Faculty Retreat on May 21, 2009. The next steps include a multidisciplinary mapping of the curriculum and the development of concrete proposals building upon these overarching approaches. The Working Group will continue its work over the 2009-10 academic year under the leadership of Professor Obora Okotar.

BUILDING CONSTRUCTION AND PLANNING

The 2008-09 academic year saw many ups and downs in terms of the status of the building project, but ended on a high note with the announcement of federal and provincial infrastructure funding that would see the building project move ahead in the summer of 2009 with substantial completion by March 2011.

The Associate Dean’s office has been working actively with the Dean’s office, the Office of Student Services in the planning of the relocation of faculty and staff offices and of components of our academic program.

GRADES REVIEW, ACADEMIC DISHONESTY, STUDENT CODE OF CONDUCT, SAC APPEALS

Review and approval of all JD grades is the responsibility of the Grades Review Committee, consisting of five faculty members and chaired by the Associate Dean. With respect to grade appeals and other petitions from students, the Academic Standing Committee retains principal responsibility at Osgoode. Six appeals were initiated by students from decisions of the Academic Standing Committee to the Senate Appeals Committee (SAC). The Associate Dean’s office has principal responsibility for responding to such matters on behalf of the School. Of these SAC matters, two were considered and leave received by SAC, two were considered and leave granted (a full hearing on one of these has occurred and we are waiting for the decision), and we are in the process of preparing responses to the two remaining requests for hearing.

With respect to academic offence matters such as plagiarism, the office of the Associate Dean retains principal responsibility at Osgoode for dealing with academic honesty matters. In 2008-09, one matter related to a full hearing. Professor Marilyn Pilkington was the case presenter for Osgoode in this matter. In a second matter, the student and the Associate Dean agreed on an admission of breach and a joint submission on penalty; an Academic Panel comprised of three faculty members reviewed and agreed the approved penalty. There are five academic offence matters that are still under investigation from the 2008-09 academic year.

The Associate Dean is, by virtue of the office, a local adjudicator for the Student Code of Conduct. Complaints referred to the Associate Dean under the Code are not restricted to Osgoode students and in the 2008-09 the Associate Dean was assigned a complex file involving a number of non-Osgoode complainants and respondents.

TEACHING AND ADMINISTRATIVE RESPONSIBILITIES — FULL-TIME FACULTY

A major concern of the Associate Dean’s office is the planning of teaching and administrative assignments for the full-time faculty. There are constant challenges in making these assignments, while also encouraging faculty research, promoting teaching and supervision in the Graduate Program,
Full Professor and three files of candidates for Tenure and Promotion to the rank of Associate Professor will be prepared and adjudicated.

TEACHING RESPONSIBILITIES - ADJUNCT FACULTY
Osgoode has always had as part of its teaching tradition an active role for adjunct faculty drawn from all parts of the legal profession, including distinguished judges, private practitioners and government lawyers and policy-makers. In addition, some Osgoode graduate students with strong teaching qualifications or potential are invited to teach as adjunct professors. The adjunct faculty provides a necessary complement to our full-time faculty, and remains a real strength of Osgoode's teaching program. As well as the role of the Associate Dean's office in coordinating the appointment of adjunct faculty, the various administrative offices make an effort to facilitate the experience of adjunct professors in managing the preparation of course materials, the scheduling of classes, and the process of examinations and evaluation. Adequate support and oversight of the adjunct faculty is important to the success of the JD program. In that regard, the Adjunct Faculty Workshop was held again this year on June 17, 2009. Close to 25 adjunct faculty members attended the workshop, where they had an opportunity to meet Osgoode staff and learn about the Osgoode services and supports available to them. We also used the workshop as an occasion to introduce our UUDLEs and their relationship to the articulation of course learning outcomes. Adjunct faculty members were also invited to the Course Design Institute, and a number did attend.

CHALLENGES FOR 2009-10
• Curriculum reform: ongoing monitoring of the implementation of the first-year curriculum reforms (APC is to monitor the implementation and should report to Faculty Council on their impact); steps toward ensuring our ability to measure our UUDLEs; continuing work on upper-year curriculum reforms.

This report covers activities from the summer of 2008 through June 2009. Professor Bruce Ryder will become the ADFY on July 1, 2009. The past 12 months, and the near future, are challenging times for Osgoode. In 2008-09 we had to deal with a major strike involving CUPE 3903, which had significant ramifications for the Law School, and we have recently received the news that Osgoode will be undergoing a massive renovation project starting in fall 2009. These events have an enormous impact on the work of the ADFY for a variety of reasons, as should become obvious through this report.

The basic outline of the strike is well known. On November 7, 2008, CUPE 3903 walked off the job and the University officially ceased instructional activity. Osgoode reopened, minus instructors from CUPE 3903, on December 1, 2008. A number of students decided not to return to class for the duration of the strike. As per Senate Policy 008, they are entitled to do so without academic penalty. Furthermore, the first-year program did have a number of instructors who were members of CUPE 3903. These included all of the Legal Process LRFW tutorial leaders and one Criminal Law instructor. None of these courses could be resumed or completed until the strike ended. Both of these issues led to students writing fall semester examinations after the completion of winter examinations, in the summer of 2009.

The remediation plan called for rescheduling the fall examinations, for the majority of students, to January 2009, after the year-end break (with the result that first-year students had a much longer time to prepare than they ordinarily did). Reading Week, in February 2009, was cancelled, and we prepared to reschedule the two-week intensive Ethical Lawyering in a Global Community at some point after the strike ended. An additional complication involved the Perspective option courses, many of which were taught by CUPE 3903 instructors. These courses were not started until after the strike ended, which meant they were severely shortened in total length, although the contact hours were met.

The difficulties encountered during the strike were immense. In particular, the uncertainty about when the strike might end and recovering significant time investment in the development of contingency plans. Students were extremely anxious. Dealing with the concerns of Section C (the section in which Criminal Law could not resume) took significant time. From the vantage point of June 2009, I am pleased to say that thanks to the efforts of the whole community, but most particularly the Associate Dean and the Assistant Dean of Student Services, we weathered this test very well. However, it was a significant disruption and it is impossible to describe the past year without opening with the strike, just as we assume it will be impossible to describe the role of the ADFY in 2009-10 without reference to the renovation project.

The remainder of the report covers the main aspects of the role of the ADFY.
Academic Programs

Report of the Office of the Assistant Dean, First Year (cont’d)

• Research refresher for students writing research papers: Academic Success Program: Library Research Refresher: 25/02/2009 with Librarian Yemisi Dina
• Writing Research Papers sessions: March 4, 2009 with Professor Neil Brooks
  – Plans Unfulfilled
• Owing to the strike a variety of plans went unfulfilled, including
  – One of the fall ASP sessions
• The “Choose your Perspective Option” Session
  – The Wellness Week, which was planned for February by the Assistant Dean, Student Services and the Director, Career Services. We had hoped to offer activities during the lunch hours every day, with information available about stress, and stress-lifting activities available on campus. This event will be aimed at students, staff and faculty, not just first years.
  – The effort to have more contact between librarians and Perspective Option instructors was severely hampered by the late start and shortened time frame of the winter term.

Dean’s Fellows Program

Last summer the ADFY reported on the DF program and recommended that it continue into the future. This year, the DF large groups sessions were cancelled for the duration of the strike.

• However, the plans from last year – to centrally schedule the sessions and introduce some controls on timing of the sessions – did seem to work from September to November, and these should continue into the future.
• Plans for 2009-10
  – Depending on the nature of the plans for the building and relocation of our classes, there may be significant difficulties in finding space/time for the sessions we’ve been offering. It might, therefore, make sense to decrease the DF program by offering it in perhaps two out of the four classes in the first-year program.
  – We have solicited “nominations” for the positions, but are awaiting more information on the building before we settle on the precise format for this year’s program.

Individual Academic Support

2008-09

As the only official academic support person, the ADFY was available to meet one-on-one with any first-year students needing help or advice. A significant number of students sought this kind of help.

• Most of these meetings involved students who were experiencing multi-faceted problems. Typical complaints included inability to concentrate, inability to keep up with readings, generalized anxiety or panic, feelings of inadequacy or inability to cope, confusion about learning expectations.
• The ADFY, in appropriate cases in consultation with Assistant Dean, Student Services Gina Alexandris, advised students about study skills, stress management, communication with peers and faculty, and academic support and individual counseling resources available at the University. In some cases the ADFY urged students to seek help from the counseling services.
• Students are usually asked to follow up with the ADFY in a week or so.
• Some students wanted to meet about academic issues alone. These students were asked to bring their work with them. Meetings of 1 hour to 1.5 hours were scheduled to focus on a variety of particular concerns. The ADFY and the student would try to identify a particular problem, and then attempt to find the cause of the problem in order to strategize a solution.
• Materials from this OP site were used in these meetings:

CURRICULUM REFORM

The First Year Curriculum Reforms were implemented in 2007-08.

2008-09

• (With the Associate Dean) Responded to Student Caucus regarding their report on a survey of first-year students about the reforms (in addition to a few other issues).
• Met with Student Caucus reps about stress, particularly as a problem for the first-year class

2009-10

• I did not follow up on the draft Perspective Options under Curriculum Reform report, since the perspective options were significantly affected by the disruption.
• The ADFY is now a member of the Upper-Year Curriculum Reform Working Group (focus on developing University Undergraduate Degree Level Expectations and the Discussion Paper considered at May’s Faculty Retreat). This significant undertaking will continue through the 2009-10 school year.

Depending on the nature of the disruption caused by the renovation, the ADFY could work with the Assistant Dean, Student Services and the Director, Career Services on two initiatives:
• an integrated stress management program which gathers self-help, contacts and information for a variety of different kinds of stress into a single place. We hope that the consistent message about stress, and the recognition of the multiple facets of that stress will help alert students to the variety of resources we offer, and to the critical importance of minimizing stress in law school. Some of the written material for this project was developed last year.

• A “Wellness Week” for early February 2010. This week will offer activities during the lunch hours every day, with information available about stress, and stress-fighting activities available on campus. This event will be aimed at students, staff and faculty, not just first years. With this kind of event, we attempt to capture the attention of a very wide cross section of the School, and start a conversation about the problem of stress, and how to solve it, around Osgoode.

CURRICULUM SUPPORT
Another focus for the ADFY this year was providing guidance to first-year students in developing their plans of study for law school.

2008-09
• In the early part of the summer, the ADFY offers individual sessions with students who are choosing their upper-year courses.
• The ADFY also provides materials on the Web site to help students with course selection/academic planning (information sessions held in March).
• The Perspective Option Selection Session was cancelled as it was scheduled during the strike. The materials were provided by e-mail.
• A Course Selection Session was held in March 2009
  – We continue to try to take a proactive approach to educating students about what firms want and how they might make their own choices.
  – The ADFY has provided much of this information to the Curriculum Reform Working Group.

2009-10
The ADFY will continue practices from 2008-09.

ABORIGINAL SUPPORT
The ADFY’s mandate includes support of Osgoode’s Aboriginal students, a varied group with some common concerns. Please see the 2006 report for a description of this challenging task. Past experience suggests that the types of programs we have offered to Aboriginal students have had disappointing take-up rates. The Office of the ADFY tries to work closely with OSA to ensure that the students are able to communicate their needs directly with this office and that we are able to collaborate on programming that Osgoode’s Aboriginal students would find meaningful.

This year, a key contact was student Emilee Whetung. The significant disruptions of this year, and a change in personnel for OSA (namely the departure of student Tracy Coates) meant that not much was accomplished. It may be that OSA functioned well independently of the ADFY’s support, and this would be a positive development. Emilee should be contacted to follow up on this past year and plans for the future.

SUMMER: PREPARATION AND CONTACT WITH INCOMING STUDENTS
As in past years, the ADFY is busy during the summer planning for the upcoming year and communicating with the incoming class.

Summer 2008
• Mailing package with Allan Hutchinson’s Law School Book and other information
  – Information is also circulated through the ADFY’s Web site.
  – Communication with incoming first years
  – Participation in Webcast and some open houses for incoming students

Summer 2009 Plans
• The ADFY will prepare a summer outreach package for incoming students in mid-July, including:
  – A welcome letter already available on the Web, which urges students not to worry about law school, but rather to stimulate their curiosity about law through reading widely.
  – The letter also suggests that students look at their ability to manage time and to focus, since these will be critical to their success at law school.
  – A booklet answering “frequently asked questions” may be updated, depending on the status of construction plans.
  – A copy of the new edition of The Law School Book, authored by our colleague, Allan Hutchinson, (many students mentioned the value of having this book to read during the summer months).
• The summer also sees the ADFY
  – Participating in the summer Webcast
  – Answering questions by e-mail & phone on a variety of questions over the summer months
  – Attending the summer Welcome Day to answer questions in person
  – Maintain activities from summer 2007
• This year we are making efforts to provide students with materials slightly earlier, sometimes by posting them on the Web.
• There was also a suggestion that we consider including readings for ELOC with summer mailings.

ORIENTATION WEEK
The ADFY is charged with working with the upper-year students sitting on the Orientation Committee, and overseeing all aspects of the planning process to ensure compliance with Osgoode’s values, policies and aspirations. The ADFY is also responsible for arranging the academic schedule for Orientation Week, and for planning and either delivering or overseeing many of the information sessions held in the early term. The ADFY’s office advocates for and supports an Orientation in which academic events are more prominent, and where the atmosphere is professional (albeit friendly and fun). In addition, the ADFY makes efforts to have a greater faculty presence during the week, since this is one way by which the tone of the events can be shaped and community connections created.

Orientation 2008
• Played a significant role in helping staff (Karen Willoughby) develop the (very complicated) schedule for the ELGC program in September
• Planned and (or negotiated significant changes to Orientation to meet new curriculum
  – O Week continued into the second week of classes
  – Many information sessions traditionally during the first week were moved to later in the month
  – No evening events on Wednesday and Thursday of the first week of classes in order to facilitate scheduling and to ensure that students have some time to prepare for their intensive course and for Legal Process
• Orientation leaders were provided with a briefing on the new curriculum and reminded of the extent of their influence over incoming students.
• In 2008, the ADFY successfully urged the Orientation Committee to provide some exposure for not-for-profit public interest lawyers and government job opportunities, institutions that are normally unable to participate in Orientation through monetary sponsorship.

Orientation 2009 Plans
• The plans are underway. With some question about the availability of our building and student spaces, the planning will not be easy this year.
• Many law firms have also indicated that they will be giving less money to sponsoring Orientation, which may lead to a somewhat different experience.

COMMUNICATIONS WITH STUDENTS
As many Osgoode staff and faculty have found, communication with students can be greatly facilitated by the use of the Web. The ADFY maintains a Web site on Osgoode’s Quickplace system that contains a variety of resources.

• Static resources for students on academic skills and wellness issues
• Details about office hours and a link to e-mail for an appointment
• Announcements
• Schedules of ASP sessions
• PowerPoint or links to recordings of ASP sessions
• Links to other helpful Web sites
• Copies of materials sent from the ADFY’s office

The Web site is listed in the Quicklinks section of the MyOsgoode page. There are links for the ASP program and the ADFY’s office separately, although in reality there is one Quickplace site. The site address is http://osgoode.yorku.ca/QuickPlace/academicsuccess/Main.nsf

2008-09 Plans
• Focus on communication with students about events and resources:
  – The ADFY’s Web site is in need of rationalization and updating to make it more useful to students. A significant concern raised by the Student Causus survey is the extent to which students do not know about the available resources on key topics (for instance, course selection; stress; academic support, etc). The Web site clean-up (July 2008) should provide more clarity for those attempting to navigate the site, but publicizing the site and encouraging students to use it are also necessary.
  – The ADFY is also working with ITS, the Assistant Dean, Student Services and the Communications Manager to improve the functionality of the MyOsgoode Portal, particularly the events calendar.

CONCLUSION
The Office of the ADFY continues to develop programs and materials which help introduce students to law school, and which support students in making a deeper commitment to their own responsibilities as students and members of our Osgoode community. The first-year experience should be one which encourages and supports students in their pursuit of scholarship, personal growth and a commitment to their communities both within and beyond Osgoode.
In the past year, the Graduate Program has dealt with a period of significant change and new challenges. The principal issues to note are as follows:

**REVIEW OF THE PROGRAM BY THE ONTARIO COUNCIL OF GRADUATE STUDIES (OCGS)**

Graduate programs in Ontario are individually evaluated by the OCGS every seven years, and Osgoode’s PhD and LLM programs (including OPG) were evaluated in 2008 including a visit by the Law School by the OCGS consultants in October 2008. They delivered a generally favourable report of the Graduate Program, and in May 2009 the OCGS Appraisal Committee recommended that the program be classified as “of good quality” (as sought). This judgment is expected to be confirmed by the OCGS soon.

**GRADUATE PROGRAM OFFICE (GPO)**

There has been significant staff turnover in the GPO. Two long-standing staff members, Lisa Dooley and Roberta Castellarin, left during the year. In turn, the GPO benefited from the recruitment of two highly capable staff with experience in the York Faculty of Graduate Studies (FGS), namely Rhonda Dossett and Lisa Bunker. Lisa was hired as a senior manager (non-YUSA position). Donelda McLean continues to work in the GPO. The office is now functioning very effectively.

**ADMISSIONS**

The Graduate Program has experienced significant growth in student numbers in recent years. The admission quotas set by FGS for the law program have increased from approximately 28 students per year (both LLM and PhD) in 2004 to approximately 45 students in 2008-09. The result has been a large increase in the overall number of students in the program during this period from approximately 90 to 165.

This level of growth is not sustainable under current conditions. The quality and size of the applicant pool is not strong enough to recruit students suited to graduate legal education. Individually, applicants to graduate programs including the law program should not be expected to focus on the quality of the programs. In other words, individual shifts from a policy of rapid growth in its graduate programs to a policy of admission quotas still exist, albeit in a softer form), and their value as a means of recruiting international students on a full-tuition fee basis.

**RECRUITMENT AND MARKETING**

During the fall 2008, a series of recruitment visits were made to law schools across Canada to speak to prospective graduate students. The Director of the program visited the law schools of UFT, UBC, Manitoba and Ottawa. Further, two members of the Osgoode Graduate Studies Committee visited Windsor, McGill and Dalhousie law schools to promote the program. Attendance at these promotional visits was generally low (UBC a notable exception), and their value as a means of recruiting applicants to the Graduate Program will be reviewed.

The Web site of the Osgoode graduate program was completely overhaul in summer 2008, providing a more modern, eye-catching and user-friendly interface. The Web site is emerging as our principal tool for promoting the Graduate Program, along with providing various benefits to current students.

**INTERNATIONAL STUDENTS**

The Graduate Program wishes to attract more international students, who presently comprise only about 10 percent of total numbers in the LLM and PhD streams. More international students would bring pedagogic benefits through the presence of students from culturally and intellectually diverse backgrounds. In turn, they would help to promote the international brand name of the Law School.

The OCGS consultants’ evaluation of Osgoode’s Graduate Program was critical of the provincial and York University policies that have restricted the admission of international applicants. Although the Government of Ontario provides very limited funding to universities for admission of international students, at York University there has been a further hurdle created by the University’s funding policy for graduate education. That policy prohibits the admission of international students beyond the tiny quota presently assigned. The University has not been prepared to allow individual graduate programs to admit additional visa students on a full tuition fee basis.

However, recently FGS Dean, Douglas Peers, indicated that York will shift from a policy of rapid growth in its graduate programs to a focus on the quality of the programs. In other words, individual programs including the law program should not be expected to chase arbitrary admission quotas at the expense of ensuring a high-quality program with only well-qualified students admitted, each supported by an appropriately qualified supervisor.

For 2009-10, presently 37 students have accepted offers of admission, with more students admitted into the LLM program than the PhD program. A further three to five students will probably be admitted by fall 2009, as the admission process has not concluded. Conversely, some admittees may withdraw because of the disruptions during the Osgoode building renovations or last-minute change of plans.

**SUPERVISION**

The quality of supervision is crucial to the student experience in a research stream graduate program. At Osgoode, there have been some problems in ensuring high-quality supervision. The problem is partly a result of the significant growth in student numbers, which has increased faculty members’ supervision load. There are also some significant inequities in the supervision load among faculty in the Law School, which reflect a combination of faculty members’ willingness to supervise and the research needs of students. The current supervision policies are not sufficiently comprehensive to provide a best practice guide for students and faculty members.

The Graduate Studies Committee will review the supervision policies and procedures during 2009 with the aim of better meeting students’ needs while ensuring that the supervision load is managed more equitably and efficiently across the faculty.
Osgoode Professional Development

The 2008-09 year was one of continuing growth and renewal for Osgoode Professional Development (OPD). Highlights were the launch of the Master of Laws in Business for International Students in July 2008 and the extensive renovation of OPD’s space at 1 Dundas Street West over the summer of 2008. Despite the dramatic downturn in the economy in the fall of 2008, OPD’s overall revenue grew by 8%. Net contribution was 20% greater than budgeted and 26% greater than the prior year.

THE PART-TIME LLM PROGRAM

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

In 2008-09, a total of 496 students were enrolled in the program, an increase over 2007/08 of 77 students or 18%. A total of 170 new students enrolled, up from 129 new students in 2007-08, but down from 206-07 when 195 new students enrolled. Among the specializations that started in 2008-09 was the Launch of the Master of Laws in Business for International Students in July 2008 with 17 students from 8 different countries. The program combines advanced ESL with courses in Comparative Law, Canadian Business Law, US Business Law and International Business Law. Students also take some electives from the JD program and have the option of doing an unpaid two-month internship in a legal setting. For the 2009-10 cohort, we received 51 applications from students abroad with an undergraduate law degree who wish to undertake studies in International Business. Professor Carys Craig and Martin Kratz were appointed as new Directors of the LLM specializing in Intellectual Property Law. The Honourable Justice John Evans, Professor Gus Van Harten and Mahmud Jamal were appointed as new Directors of the LLM specializing in Administrative Law.

In the fall of 2008, the Part-time LLM program was reviewed by the Ontario Council of Graduate Studies as part of its regular review of its accreditation of Ontario graduate programs. As part of the review process, legal education consultants assessed the program and filed a report with the OCGS. Although the review process has not been finalized, the report filed by the consultants was favourable and raised no major concerns.

LLM IN BUSINESS LAW FOR INTERNATIONAL STUDENTS

In early 2007, Senate approved a new LLM specialization designed for students from abroad with an undergraduate law degree who wish to undertake studies in International Business. The program was launched in July 2008 with 17 students from 8 different countries. The program combines advanced ESL with courses in Comparative Law, Canadian Business Law, US Business Law and International Business Law. Students also take some electives from the JD program and have the option of doing an unpaid two-month internship in a legal setting. For the 2009-10 cohort, we received 51 applications from students in 23 different countries, as compared to 34 applications from 13 different countries in 2007-08.

NON-CREDIT CONTINUING LEGAL EDUCATION

From May 1, 2008 to April 30, 2009, OPD presented 92 days of non-credit continuing legal education programming with a total of 3,529 attendees. This was a slight decrease in attendance from the prior year. For the early part of the fiscal year, average attendance numbers were up significantly over prior years; however, the weak economy affected attendance numbers in the latter half of the year.

Offerings to both lawyers and non-lawyers were expanded in 2008-09. A highlight of the year was the launch of the Osgoode Certificate in Mental Health Law, the first program of its kind in Canada, which attracted 47 participants from a broad cross-section of the community, including psychiatrists, senior hospital administrators, community treatment officers, social workers, police officers, correctional services personnel and lawyers in private practice. It will be offered again in 2009/10. Other new public programs launched in 2008-09 included Legal Risk Management for Long-Term Care, Commercial Dam-

THE PLAN GOING FORWARD

Due to the anticipated impact of the weak economy on non-credit program attendance, OPD is planning modest growth in 2009-10.

Five Part-time LLM programs will commence in September of 2009 (Alternative Dispute Resolution, Health Law, Securities Law, Tax Law, and General) and three will commence in January of 2010 (Criminal Law, Intellectual Property, Administrative Law). Two new certificate programs are expected to be launched - Health Law and Procurement Law. We are also working in partnership with Schulich Executive Education Centre and the Henri Centre to introduce a Certificate in Business for Lawyers.

OPD’S ROLE IN OSGOODE’S STRATEGIC PLAN

Engagement as a Community

OPD has continued to involve more Osgoode faculty in its programs, particularly in leadership roles in the Part-time LLM. Schulich Executive Education has also given OPD an opportunity to meet the education needs of practicing lawyers beyond their need for legal education.

Engagement in the Global Community

OPD’s current efforts at engagement with the global community are primarily focused on the LLM in Business Law for International Students. The growth of distance learning in the Part-time LLM has also added a new international dimension to that program.

This report was submitted by Victoria Watkins, Director, Osgoode Professional Development.
Academic Programs

Report of the Office of the Associate Dean, Research, Graduate Studies and Institutional Relations

INTENSIFY AND WIDEN THE RESEARCH CULTURE AND INVEST IN RESEARCH INFRASTRUCTURE

Over the last years, Osgoode Hall Law School has invested large financial and personnel resources into developing and consolidating its research infrastructure. An important milestone was reached in the summer of 2007 through the initiation and launching of a comprehensive, fully searchable Web site listing all internal and external research funding opportunities (http://www.osgoode.yorku.ca/research/funding_opportunities.html). In light of the particular challenges facing academic scholarship in law – most world-renowned law reviews are not peer-reviewed – the Law School has been placing a particular emphasis on identifying the actual research produced by its faculty’s “Knowledge Areas.” Divided into nine areas designed to capture the fast-evolving, interdisciplinary nature of legal theory and practice, “OSGOODE KNOWLEDGE” seeks to represent its faculty research expertise in a powerful combination with related course offerings, special seminars and events as well as publications. OSGOODE KNOWLEDGE represents the most advanced approach at any Canadian law school today to bring together faculty’s scholarly profile with the School’s teaching program and larger intellectual life.

DEVELOP QUALITATIVE AND QUANTITATIVE MEANS TO MEASURE AND DOCUMENT OSGOODE’S RESEARCH SUCCESSES

In a 2008 survey published by Maclean’s magazine, Osgoode Hall Law School was ranked number 1 in Canada for its faculty publications (tied with the University of Toronto Faculty of Law). This success reflects not only the impressive scholarly output of the Law School’s faculty, but important substantive improvement of visibility of Osgoode research. Internally, a Web site update procedure has been implemented to ensure that all faculty Web pages are regularly updated. In addition to the improvements made to faculty Web pages, already existing features to enhance Osgoode research visibility include:

1. Online listing of all “Top-Ten” downloads for CLPE Comparative Research in Law & Political Economy Research Papers authored by Osgoode faculty (and graduate students), published with the SSRN Social Science Research Network, the world’s largest repository for legal and economic scholarship (http://www.osgoode.yorku.ca/research/ssrn_top10.html). The CLPE Series is Osgoode’s and York University’s first and so far only SSRN Series.


3. A Web site for Osgoode’s new Faculty of Business & Law, jointly hosted with York University’s Schulich School of Business.

In the Spring 2009 issue of the Law School’s alumni magazine ‘Continuum’, six Osgoode faculty members published essays on the relation between their research and the concept of the Knowledge Society, introduced by programmatic essays by Osgoode Dean Patrick Monahan and Associate Dean Research Peer Zumbansen.

2. To be launched in the 2009-10 academic year, a new Web site “Education Innovation,” will provide a gateway to Osgoode’s contribution to transforming Canadian and transnational legal education. Under the new Web site, all Osgoode faculty publications on legal education will be available as well as background information and links to program innovations in both JD and Graduate streams. An additional feature is the 2009 inauguration of the “Osgoode Lectures on Legal Education.”

13. Also launched in 2009 was a new comprehensive Web site segment entitled OSGOODE KNOWLEDGE, described above under I. OSGOODE KNOWLEDGE will provide a uniquely designed gateway to all Osgoode faculty’s research expertise, related course offerings, publications, events and seminars as well as opportunities for further research, in new designated “Knowledge Areas.” OSGOODE KNOWLEDGE is a central pillar in the Law School’s continuing effort to significantly enhance and consolidate its research profile. Through a continuous updating and amending of the related Web pages of OSGOODE KNOWLEDGE, this gateway will become the prime reference site to display the Law School’s unique and innovative approach to building on its rich traditions in legal education reform on the one hand and in cutting-edge, interdisciplinary and critical research on the other. Building on these incremental steps, the next challenge consists in A) further refining both qualitative and quantitative means to measure faculty research and in B) complementing the quantitative segment with more differentiated measurement standards of the quality of research. The following elements are planned for the next five-year period.

1. Follow-up to received and concluded research grants in the form of research reports, listing of resulting research publications, and invitation of third-party experts to comment on research results at dedicated public event.

2. Annual internal “Research Celebration” to highlight faculty achievements with publications on display and larded by Dean

3. Central the refinement and regular update of the Web pages under OSGOODE KNOWLEDGE in order to foster a rich Web-based platform for research and teaching.

4. Establishment of “SSRN Author Pages” for all Osgoode faculty members. This sourcing of otherwise in-house hosted faculty publication lists makes Osgoode publications directly accessible online to the world’s largest academic network in both Law and Economics. In addition, each publication uploaded onto SSRN – at no cost – will allow a numeric count for views of abstract and numbers of full-text downloading.

Leading academics, in particular in U.S. law schools, have long converted their in-house publication listings to SSRN author pages.

Complementing the quantitative measurements with qualitative ones

1. Transformation of the Annual Publication List into a differentiated and digitalized report listing published books, book chapters, articles (refereed and non-refereed – see above under I.), essays, reports, case notes as well as presented papers and given lectures. Under the leadership of the Osgoode Hall Law School Law Library, the 2007-08 Faculty Publication List is currently being digitized by connecting all publicly available publications with their place of publication.
In response to the University’s regular demands to improve the demand in both electronic and other forms.

3. An annual “Research Awards Report”, published both online and in hard copy that includes all received grants, awards and prizes, listed along with a short presentation of the project, collaborators and projected outputs (publications, conferences, further collaborations)

4. In response to the University’s regular demands to improve the department and faculty-based reporting of research results (specifically grants, publications), it will be of prime importance to work with an appropriately differentiated system of measuring research contributions, in order to make them available at demand in both electronic and other forms.

REVIEW OF RESEARCH STRUCTURES AND REGULATORY PROCESSES TO ENSURE THAT THEY COMPLEMENT OVERALL RESEARCH PRIORITIES AND PROVIDE RESOURCES TO SUSTAIN THE STRUCTURES IN PLACE TO REALIZE RESEARCH OBJECTIVES

Funding Opportunities / Grants and Awards Gateway

The major innovation in initiating faculty submissions to award granting organizations was the creation in 2007 of the University’s leading one-stop-shop, fully searchable Web site listing all internal and external funding opportunities (with deadlines, requirements, forms). This Web site (http://www.osgoode.yorku.ca/research/funding_opportunities.html) is continuously updated through the efforts of the Academic Dean Research. Throughout the years 2007 and 2008, a newly introduced “Internal Collab Peer Review Process” for all prospective applications to the SSHRC did significantly contribute to an increasingly rich and collaborative research dialogue among Osgoode colleagues and eventually contributed to the successful awards of particularly major projects.

In 2008-09, the ADRGS met four new faculty members (Rehaag, Van Harten, Waitzer, Tanquay-Renaud). As described above under 1. B, the Law School’s central platform to identify, enhance, and document emerging and continuing research projects will be OSGOODE KNOWLEDGE. Using this platform as the centralized gateway to bring together more information on new projects, grant proposals and awards, publications, collaborations, conferences and workshops, but also on the introduction of new courses and seminars, will enhance Osgoode in adequately communicating its leadership role in a highly competitive, esoteric globally law school environment.

Research Priorities

With a large and diverse faculty with the country’s largest publication record, the designation of research priorities follows the excellent quality of the School’s faculty, not the other way around. That said, the challenge for a Law School of that size - Osgoode continues to be the largest law school in common-law Canada – consists in identifying, recognizing, facilitating and supporting faculty research interests.

With that in mind, the following elements are being pursued:

1. Get-in-Touch meeting between Associate Dean Research and newly hired faculty members to identify research interests and research support needs. In 2008-09, the ADRGS met with four new faculty members (Rehaag, Van Harten, Waitzer, Tanquay-Renaud).

2. As described above under 1. B, the Law School’s central platform to identify, enhance, and document emerging and continuing research projects will be OSGOODE KNOWLEDGE. Using this platform as the centralized gateway to bring together more information on new projects, grant proposals and awards, publications, collaborations, conferences and workshops, but also on the introduction of new courses and seminars, will enhance Osgoode in adequately communicating its leadership role in a highly competitive, esoteric globally law school environment.

3. The Office of the ADRGS will continue to assume responsibility for the reporting of research results to York University and can only do so on the basis of: a) its internal identification methods in function and b) an appropriately differentiated measurement system to identify, record and communicate the different segments of the Law School’s research contributions (see above under 1. B. 4).

FOSTER COOPERATIVE RESEARCH WITHIN THE LAW SCHOOL AND THE UNIVERSITY AND BUILD COOPERATIVE PARTNERSHIPS OUTSIDE YORK

Beyond numerous collaboration agreements between Osgoode faculty and researchers in Canada and abroad – including a Canadian-U.S. jointly received, substantive SSHRC award in 2008 – it is namely through the Law School’s research centres and programs that cooperative research is being pursued within and beyond the University. The following can be highlighted:

1. In 2007, the Law School inaugurated the Genest Global Faculty Program, through which it was possible to invite three to four world-renowned legal scholars to research and teach at Osgoode for a certain period of time. After a highly successful first year with visits from Professors from Harvard, Wisconsin and Whittier Law Schools, 2008-09 saw the introduction of intensive teaching programs for Genest Faculty, coming from the University of Arizona, British Columbia and Singaporean Law Schools. More information can be found at: http://www.osgoode.yorku.ca/faculty/genest.html

2. The Intensive Program in Aboriginal Lands, Resources & Governance at Osgoode Hall Law School, which received the 2007 Canadian Bureau for International Education (CBIE) Excellence Award for “Outstanding Program” in recognition of “high quality and highly creative programming in international education”, provides unique opportunities for Osgoode students to gain first-hand experience during their external placements, opening up gateways for long-term oriented professional contacts and networking.

3. Since 2005, Osgoode Hall Law School has been welcoming visiting researchers as guests of the CLPE Comparative Research in Law & Political Economy Fellowship Program http://www.osgoode.yorku.ca/clape/faculty_clpe.html. CLPE Fellows have come to Osgoode from Argentina, Canada, Israel, the Netherlands, Switzerland, the U.K. and the U.S. Through the intensive involvement of CLPE Fellows in the research and seminars site at Osgoode, further collaboration opportunities have been developed for Osgoode faculty and, very importantly, Osgoode Graduate Students. Such collaborations have been leading to joint organizations of conferences, joint publication of articles and an ongoing peer review of work-in-progress. The CLPE Network was created through Osgoode’s first of now two substantive grants received from the Canada Foundation for Innovation (CFI). Directed by Osgoode Professor Dayna Nadine Scott, the National Network on Environments and Women’s Health is a nation-wide renowned centre of excellence and a unique source of timely research and commentary for scholars inside and beyond York University, focusing on the social, economic and social environments of women living in Canada today.

4. Under the leadership of Osgoode Professor Shin Imai, there has been a long time collaboration between scholars at Osgoode and in South and Latin America.
The Offices of Student Services encompass key administrative areas of the Juris Doctor (JD) Program; the Career Services Office (CSO); the Recruitment and Admissions Office (RAO); the Student Financial Services Office (SFSD); and the Programs & Records Office (PRO). Most aspects of the academic and administrative life of approximately 900 JD students are impacted daily by these areas. The 2008-09 labour dispute and economic downturn had a tremendous impact on our area, given we were the front line for both faculty and students. Despite these challenges, the areas continued to work together extremely well and deliver exceptional and professional services to our students.

CAREER SERVICES OFFICE (CSO)

Achievements:

- Ran program for new Calgary OCI process for fall 2008
- Developed and ran CLC/AN annual December meeting, 2008
- Participated in NALP Canadian section working groups including: Diversity, Summer andArticling Recruitment, and the Canadian Directory of Legal Employers
- Awarded 14 summer internships of $10,000 each through The Honourable Ian Scott Public Interest Internship Program (in conjunction with the SFSD) for summer 2009
- Coordinated and consulted with law firms regarding due diligence and transcript matters.
- Administered two LFO-funded programs: DRAP and Clinical Instructors Sabbaticals
- Implemented Symplectic software
- Implemented self-reflection in Career Guide, and ongoing programs and individual counselling

Future Goals:

- Restructure CSO Web site
- Develop “curriculum” with focus on professional development as aspect of career

PROGRAMS AND RECORDS OFFICE (PRO)

- Though the Student Services Offices were impacted by the 2008-09 labour dispute, the PRO was primarily involved in coordinating, implementing and administering the Remediation Plan of the Law School.

Achievements:

- Promoted the JD/LLM with NYU and successfully recruited 3 students to the program. Academic and International Exchange coordinator attended NYU to meet with administrators and to attend their career fair with hopes of further advertising and promoting the joint programs.
- Coordinated Osgoode’s consultation with York around changes to the Sessional Dates policies and practices at the University.
- Created the first Osgoode International Brochure, with support from Communications and Research and Graduate Studies Offices.
- Successfully managed the summer exchange programs in addition to fall/winter exchanges: 16 students participated in the Monash University (Prato) program for summer ’08; 22 for summer ’09; 24 in the Hebrew University program for summer ’08; 25 in Hebrew U. program for summer ’09; and 2 in the new Bucerius (Germany) program.

- Created detailed letters for new students to the New York bar exam (approximately 30 students which represents a significant increase from 2007).
- Developed and ran CLC/AN annual December meeting, 2008
- Participated in various pan-York committees, including Access York, New Student Transition Council, Retention Council, Registrarial Roundtable, Student Advising Forum and Course Evaluation Pilot Project.
AND EVERYONE TUCKED INTO A CELEBRATORY BARBECUE LUNCH.

ALSO OFFICIALLY OPENED, THE NEW OSGOODE FLAG WAS RAISED FOR THE FIRST TIME, COMPLEX, ON WEDNESDAY, SEPTEMBER 10, 2008. THE OWLS’ NEST STUDENT LOUNGE WAS LOCATED ACROSS THE STREET FROM THE LAW SCHOOL IN THE PASSY GARDENS HOUSING THE OSGOODE COMMUNITY MARKED THE OFFICIAL OPENING OF OSGOODE CHAMBERS, ORDERED by the Osgoode Community Enhancement Forum, and their relevant constituents (particularly students) as both the program and services transition to being offered in new temporary locations.

If approved by Osgoode Faculty Council and York Senate, admin-istrator up to 4 new combined programs with other York graduate departments (i.e. LL/BMA) and new combined programs with external partners.

• Improve the Osgoode Chambers Residence Fellows program.
• Review and implement greater security features and proce-dures with respect to grades and transcripts.
• Review possibility of implementing online course evaluations.
• Research cost and feasibility of imaging of student records from 1982 on.
• Continue to review and monitor administrative requirements regarding First-Year Curricular Reforms, including accurate re-flection of first-year curriculum on transcripts.

RECRUITMENT AND ADMISSIONS OFFICE (RAO)
Achievements:
• Successfully implemented the new Admissions policy and process, with a new holistic approach to admissions files. A great deal of time was dedicated to creating, monitoring and modifying the infrastructure necessary for this significant change, in order to maintain (or improve) our admission tar-gets in a year of challenges (including new policy, transcript concerns, labour dispute, building announcement).
• Improved our out-of-province conversion rate.
• Conducted a transcript audit on all current files.
• Hosted the 5th annual Osgoode Cup National Undergraduate Mooting Competition, as part of the York 50th Celebrations.
• Offered mentorship to high school students from two partner schools (West Toronto Collegiate and James Cardinal McGuigan) through TOPSS (Teen Osgoode Program for Sec-ondary Schools). For various reasons, TOPSS activities will be suspended in 2009-10.

Future Goals
• Develop alternative methods to maintain a strong recruitment and conversion campaign during the building renovations.
• Update and modernize the Future Students Web site to make it more reader-friendly and interactive.
• Introduce a Facebook Presence for Osgoode’s Admissions Office.
• Create a new Recruitment brochure, focussing on Osgoode’s people and programs.
• Review and update infrastructure and security needs of the Admissions policy in light of past experiences, including OASIS.

STUDENT FINANCIAL SERVICES OFFICE (SFSO)
Achievements
• Successfully negotiated (with the Dean’s assistance) an additional $300,000 in funds from York which, along with our donor-designated funding, allowed us to maintain the high level of bursary funding distributed annually to Osgoode students, all while working within the guidelines of the mandatory Student Access Guarantee. Total bursary funding was $2,84M to 514 recipients/552 applicants with an average bursary award of $5,530, allowing us to lower the debt of all Osgoode students, and in particular those who are graduating.
• Increased our scholarship funding to $562,075 for 178 students with an average award of $3,157, representing an average scholarship increase of 12% over 07-08.
• Promissory Notes issued as part of our Emergency Funding Program increased from 13 in 07-08 to 25 in 08-09, a 4X increase demonstrating additional need. Importantly 100% of the loans were written off through our Bursary Process.
• Greatly improved Osgoode’s distribution rate for OSOTF and non-OSOTF awards from about 50% a few years ago, to an 80%+ distribution rate in 08-09 (note that following this success, given the economic downturn and negative impact on award values, York’s advice is to reduce award funding for 09-10).

Future Goals
• To continue to recruit the best students to Osgoode and well serve our current students, additional surveying of potential and prospective students is taking place to implement continuous changes to the Student Financial Service Web site. Ensure that not only is it interactive, student-friendly and comprehensive, but also one of the best financial law school Web sites out there.
• Because the economic downturn seriously lowers the total amount of award funding available next year, be creative in developing systems that will mitigate the effects on our students. Communicate with students to make them aware of the economic impacts that may affect them.
• Continue to review and work with York’s Student Financial Services Office to make the best possible use of our financial awards and systems for our students.

ISSUES AND CHALLENGES FOR 2009-10
The Student Services team continued to show their commit-ment and dedication to the Law School and its students. The area’s ability to successfully attain the priorities and goals out-lined above will be dependent, in part, on the following chal-lenges applicable to some or all areas:
1. The upcoming building renovations and relocation;
2. University Budget concerns (with respect to operations) as well as general concerns (with respect to available financial assistance for students); and
3. Ensuring a correlation of goals with other departments (e.g. Dean’s Office, IT, Communications, Alumni, Executive Office), given that many goals and projects of Student Services re-quire the cooperation (or initiative) of other departments.

This report was submitted by Gina Alexandris, Assistant Dean, Student Services.
The 2008-09 academic year marked the first full year for our Chief Law Librarian, Louis Miranda, in his position. He began his tenure as a comprehensive review of the Library’s collections budget and re-evaluating the allocation of financial resources. With input from faculty and the Library Committee, many subscription services, specifically those provided by aggregators, were cancelled. The money saved by this exercise was re-allocated to the acquisition budget for monographs (texts). Just in the past year, the library was able to increase spending for texts—essential to the support of faculty and graduate research—by 54%. This has allowed us not only to buy more texts but to develop our collection in new directions to support emerging areas of study and research. For example, this year the library started developing a collection of texts on Latin American law, specifically in the areas of constitutional law and human rights, in support of new programs and courses at both Osgoode Hall Law School and York University.

**Library Services**

The library introduced two new online services to enhance services to its users, specifically for the retrieval of information by and dissemination of information to students, faculty and researchers. The first is a new “e-Journal Portal” that provides users with a single point of entry to tens of thousands of electronic serials (journals, newspapers, newsletters, magazines, law reports, loose leafs, etc.) to which we subscribe, whether in traditional or aggregating services such as LexisNexis and Westlaw. The portal provides researchers with a variety of options for access, including an A-to-Z title list, powerful title searching, and subject browsing—features, all from Web pages that are branded to match the look and feel of the library’s Web site. The software’s “Journal Links” feature provides researchers with direct links to each title without having to navigate publishers’ title lists or content menus. The “e-Journal Portal” has already proved to be a boon to students throughout the university in determining what we have access to and how to access it.

The other new service introduced this year is the library’s blog, called Off the Shelf (http://libblog.osgoode.yorku.ca). The blog’s purpose is to deliver news about the library and library staff. The introduction of the blog has allowed the library, including the weekly “New Books” report, and to provide information about the atmosphere. The “preservation copy” will be kept as the copy of record for future generations of researchers.

**Electronic Books (E-Books)**

Electronic books or e-books are nothing new in university libraries and many thousands are available through the York University Libraries catalog. Until now, however, there were not many law books, and certainly no Canadian law books, available in electronic format. That is now changing and this year the Osgoode Library acquired its first collections of law-specific e-books.

The Law Library now subscribes to the digital version of Oxford Scholarship Online, which is a collection of over 5 million pages of works published by Oxford University Press since 2000. Oxford’s academic texts are essential for legal studies at the graduate level. Towards this end, the library now subscribes to the Global, an online legal research service based in Barcelona, Spain—vdx offers case law, legislation, and other legal materials for nearly 98 countries, with a particular focus on jurisdictions in Europe and Latin America. Content there are more than 22,000,000 documents to date comes from 84 publishers, including commercial publishers, governments, international organizations such as the IMF and World Bank.

The library also now subscribes to LawInfoChina, an online resource from the Legal Information Foundation of Ontario. LawInfoChina provides Osgoode access to Chinese and English versions not only of China’s laws, regulations, Gazetteers and judicial decisions, but also of tax treaties, legal news and leading Chinese law journals.

**Digitization of Collections**

This year, the library also took its first steps in digitizing its collections, as a partner in the Ontario Digitization Initiative (ODI), an initiative of the Ontario Council of University Libraries (OCUL). The ultimate objective of the ODI is to digitize legal government documents published prior to 2000 (after which date almost all Ontario government documents were “born digital”). The scanning and digitization of the documents is being done by the Internet Archive (archive.org), a non-profit organization committed to providing permanent access for researchers, historians and scholars to historical collections in digital format free on the Web. The Internet Archive contains a large collection of the University of Toronto's Robert's Library As its pilot project, the ODI has undertaken to digitize all Ontario legislation documents (statutes, gazetteers/laws, Hansard/legislative debates, legislative journals) from the colonial period to 2000. The ODI also contributed to this digitization effort. Now that our Ontario statute collection has been digitized, it's our intention to send the volumes for deacidification and then to move them into our Rare Book Room for permanent preservation.

Additional copies of the statutes remain in the library's general collection, they are slowly deteriorating from constant use and exposure to the atmosphere. The “preservation copy” will be kept as the copy of record for future generations of researchers.

**Electronic and Digital Collections**

The Osgoode library continues to expand the selection of electronic and digital resources available to the students of both Osgoode Hall Law School and York University. The publishers of Lexis Quicklaw and Westlaw Canada continue to provide their services free to Canadian law schools, though the selection of databases available to us on both services is restricted. This year, the Osgoode library, in partnership with York University Library, took out a commercial subscription to the expanded Lexis Academic service, including premium Quicklaw content, which allows the students of both Osgoode Hall Law School and York University access to a much wider range of not only of Canadian, US, UK, Commonwealth and international legal resources, but also business and news resources online. We now also subscribe to the Beilstein database from Canada Law Book and the National Reporter System Online from Maritime Law Book. Consequently, the students of Osgoode Hall Law School now have access to all available Canaian case law research services online and the training provided to them for using these services will prepare them for any eventuality when they enter practice.

It is trite to say that the world and the law are becoming more globalized. To remain at the cutting edge of legal research and education, the School has identified as one of its goals an integrated strategy to respond to this global turn and it is the Library’s responsibility to support the heightened international and comparative focus of the School, especially at the graduate level. Towards this end, the library now subscribes to vdxGlobal, an online legal research service based in Barcelona, Spain—vdx offers case law, legislation, and other legal materials for nearly 98 countries, with a particular focus on jurisdictions in Europe and Latin America. Content there are more than 22,000,000 documents to date comes from 84 publishers, including commercial publishers, governments, international organizations such as the IMF and World Bank.

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Other significant online resources acquired by the Osgoode Library through the University of Toronto's Library are the Max Planck Encyclopedia of International Law, and several of the leading Chinese law journals.

In addition to these resources, the ODI also provides Osgoode access to Baroncelli, an online legal research service based in Argentina, Spain—vdx offers case law, legislation, and other legal materials for nearly 98 countries, with a particular focus on jurisdictions in Europe and Latin America. Content there are more than 22,000,000 documents to date comes from 84 publishers, including commercial publishers, governments, international organizations such as the IMF and World Bank.

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Information Technology Services

Review of Past Year

The following is the status of initiatives outlined in the Osgoode Computing Plan for 2008-09 and additional major accomplishments.

What dominated the IT agenda in the last year was the support for multiple research initiatives, a major facility renovation project at Osgoode Professional Development, and several new high-profile Web sites.

Two remote sites were added to the IT support portfolio in 2008-09: the Canadian Foundation for the Advancement of Investor Rights (FAIR Canada) and the Collaborative Urban Research Laboratory (CURL). Both are located away from Osgoode in the Computer Methods Building.

Academic: Other Support Initiatives

Academic MyOsgoode – Osgoode’s Web Portal

http://myosgoode.yorku.ca

The student portion of the MyOsgoode portal was showing its age and was in desperate need of a significant redesign. A concerted effort was made over the last year to rebuild the site to serve as an efficient communication platform and self-service tool for students and be more relevant to the needs of the Osgoode community.

The new interface is modern, less cluttered and better organized for students and be more relevant to the needs of the Osgoode community.

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The 2008 Osgoode Course Design Institute (OCDI) was designed to encourage engagement by faculty members with technology issues arising in and around the learning experience at Osgoode. The OCDI Committee worked with the Standing Committee on Teaching and Learning (SCOTL) to promote best practices and critical reflection on issues in legal education at Osgoode focusing particularly on the role of technology.

The premise was that Osgoode now has significant years of experience with various uses of technology in teaching and learning. Therefore, there is a need to engage critically with some of the ways that technology has changed both learners and learning possibilities in the contemporary law school classroom. The primary question considered was: “What role does technology play in advancing or impeding the achievement of learner-centered objectives?”

Topics at the 2008 OCDI included:

- Addressing the role that technology plays in learning (not only informing faculty about available technology, but also highlighting actual faculty experience on a variety of topics)
- Learning assistance outside the classroom (Web sites, blogs, podcasts, chatrooms, e-mail)
- Evaluation methods (including new possibilities associated with technology)
- The changing role of course materials (including issues about online and Web-based materials)
- The role of digital signage

The goal was to allow a range of faculty experiences and experiments with technology to be included so that nobody is excluded and because often broader engagement may coalesce around more moderate or considered uses of technology.

Academic Bridging the Gap

During the labour disruption at the University, technology played a critical role in delivering education and services to the faculty and students who would not or could not come on to the campus.

Online Delivery

An assignment submission document management system was developed in-house and released in time to accept end-of-term papers. It allows students to upload single or multiple assignment materials to selected courses and seminars. Student services staff manage printing and distributing the collected assignments. With the labour disruption ended, the system is still in use and available via the MyOsgoode portal.

Lecture Audio Recordings and Virtual Classrooms

Desk staff at a new recordings management system built in-house. These recordings are surfaced via the portal and are tailored specifically for each student based on his/her course enrollment. A few courses went further than audio recording and used hosted conferencing software (GoToMeeting) to provide real-time multi-party voice collaboration (VOIP) and data sharing from the classroom to those located off-campus.

Videoconferencing and real-time chat software was used in a course linked with the University of Jos in Nigeria. Several faculty pre-recorded lecture materials using Mediasite, Camtasia studio and other software/hardware.

The GoToMeeting hosted meeting service shows a lot of promise for data and voice collaboration. The audio quality is excellent even at low bandwidth and the data sharing is capable of showing any desktop application, including a YouTube or equivalent video. It also minimizes the stress on York’s network as a single low bandwidth stream is sent to the GoToMeeting (Citrix) servers and all remote clients rely on the quality of service Citrix is able to deliver. Further uses for this service will be explored in the upcoming year, as a replacement for the h.239 data stream in videoconferenced courses and for remote support of distance students.

Osgoode Professional Development Facility Renovations

This project entailed the integration of state-of the-art technology into four classrooms and builds on previous work to implement a robust behind-the-scenes infrastructure capable of handling multiple concurrent videoconferences at multiple sites. The primary goal of the integration effort this year was to improve the learning experience for both in-class and remote LLM students in videoconferencing sessions. The system provides for video reinforcement in the room when necessary. As a result, projected data and video are very easy to see even for those located at the back of the room.

High definition cameras capture the conferences and are used for video reinforcement in the room when necessary.

Academic: Other Support Initiatives

- Migrated all students to Domino Web Access 7.0.3, a much-improved webmail template and on to a dedicated server.
- Upgraded course support server to Quicker release 8.0 and relocated server hardware.
- Purchased Revیolos Fusion wireless microphone system for rapid deployment and full room mic coverage for Webcasts and conferencing since none of the Osgoode classrooms at the Keele campus are equipped with permanent microphones.
- Adopted the York standard for personal response systems by purchasing 75 next callers for use by Osgoode faculty and students.

Research: Web Projects

The Jay and Barbara Hennick Centre for Business and Law

http://www.hennickcentre.ca

The Hennick Centre for Business and Law is the first Canadian centre to promote and develop joint business and law scholarship and education. It is a hub for initiatives and programs that deliver the comprehensive professional need to analyze business and legal problems in a holistic way. It is a joint initiative of Osgoode Hall Law School and the Schulich School of Business.

IP Osgoode

http://ip osgoode.ca

IP Osgoode at Osgoode Hall Law School is a new, independent and authoritative voice that explores legal governance issues at the intersection of intellectual property (IP) and technology. The site features a blog run by students and covers an ongoing basis pressing intellectual property law and related issues of the day. The corresponding Web site features projects and publications, related teaching activities and e-resources.

The Jack and Maa Nathanson Centre on Transnational Human Rights, Crime and Security

http://nathansoncentre.osgoode.yorku.ca

The Nathanson Centre offers annual research fellowships to graduate students and hosts international workshops, lectures and an annual seminar series, “Legal Philosophy Between State and Transnationalism.”

Functionality in the new Web site includes:

- Blogging
- Podcasting
- Live and archived events page (for Webcasts)
- An intranet with discussion boards, collaboration and chat facilities
- RSS feed aggregation
Osgoode Information Technology Services

Research: Bricks and Mortar

Collaborative Urban Research Laboratory (CURL)
The cutting-edge Collaborative Urban Research Laboratory conceived in 2006 and completed in early 2009 was conceptualized for interdisciplinary and multimedia research on social and material urban infrastructure. Osgoode ITS will continue to support the CURL production facility through the entire project duration. This laboratory serves as a centre of expertise in rich collaboration and production without equal in Canada. The CURL production facility features:
- Two Avid Nitris DX | Media Composer high-definition editing suites
- Pro Tools audio suite with soundproof booth
- 25-seat meeting and screening
- Sony XDCam EX3.
- Six development and test editing computers
- Three portable production kits and substantial acquisition gear
- 100% digital workflow featuring the new solid state Sony XDCam EX3.
- Flash and Silverlight development environment
- CURL facility staffed with an artistic director, a technical supervisor, as well as three films students from York’s Department of Film.
- Osgoode IT staff worked tirelessly to bring this project to fruition and will provide ongoing support to the lab. Over 2008-09 all design tasks, procurement and renovations were provided as in-kind support for the project.

Research Other Initiatives

Research Fellows Lab
A four-seat lab, including printing, for Research Assistants and Research Fellows was created.

Development
A custom database was developed for an Osgoode researcher tracking international court decisions related to his research area.

Support for Conferences:
http://IAPL2009.ca
Built Web site for the International Association of Procedural Law conference Added registration and real-time credit card processing to the IAPL2009.ca and Israel/Palestine: Mapping Models of Statehood and Prospects for Peace conference.

Osgoode Library Blog
Developed “Off the Shelf,” the official blog of the library of Osgoode Hall Law School. Its purpose is to publish news about developments in legal information and legal information technologies for research and practice. It also reports on new books and electronic resources (including weekly “New Books” reports) and news about the library and staff.

Collaborative Urban Research Laboratory (CURL)

The CURL facility is staffed with an artistic director, a technical supervisor, as well as three films students from York’s Department of Film.
- Osgoode IT staff worked tirelessly to bring this project to fruition and will provide ongoing support to the lab. Over 2008-09 all design tasks, procurement and renovations were completed and the first HD documentary is expected to be ready by early May 2009. Design, project management, rich media development, as well as server installation and maintenance were provided as in-kind support for the project.

Osgoode Centre for Innovation in Dispute Resolution (CIDR)
The proposal for Innovation in Dispute Resolution (CIDR) to be built as part of a major addition to the Law School, a new research Philip Myers server was added to the existing farm to host IP Osgoode, TheCourt.ca, the Nathanson Centre, and the Hennick Centre Web sites.

Research: MyOsgoode

MyOsgoode portal
- Graduate Studies Oasis (admissions system) -designed and implemented a decision letter build module
- Developed a Graduate Oasis-based database to maintain funding & other records for enrolled grad students
- Built a Funding Distribution and Management Module

Osgoode Professional Development

ODP Webcast Management System
- system manages live and archived Webcast content
- integrated Webcast registration/powered-protected account system
- replaces previous ad hoc system of account management
- fixes ODP from any day-to-day reliance on Osgoode IT for account creation and Webcast distribution

New dedicated streaming server for live events
- added after multiple failures of the MediaSite live stream system during live events

Room bookings system developed in-house.

Functionality includes:
- Contact management
- Room bookings
- Equipment rentals
- Invoicing
- Reporting

CLE registration system
Maintained database, Informer Web-based reporting tool and shopping cart installed and configured by ITS on dedicated servers.

2008-09 COMPLETED INFRASTRUCTURE INITIATIVES

Career Services
The Career Services Web site was integrated with an e-business platform. Osgoode IT supported the migration from Easellaw to a new solution, Symplify, already in use in other units of the University. Support provided in-house included LDAP directory integration with the Symplify system.

Osgoode HR System (OHRS)
Added Research Assistant / Work Study Module — a central location to manage RA/WS student information and timesheet submission.

Graduate Studies

Built new graduate studies Web site
http://www.osgoode.yorku.ca/graduate_studies
- Created revised content for existing graduate students via

MyOsgoode portal
- Graduate Studies Oasis (admissions system) -designed and implemented a decision letter build module
- Developed a Graduate Oasis-based database to maintain funding & other records for enrolled grad students
- Built a Funding Distribution and Management Module

This report was submitted by Kurt Binnin, Director, Information Technology Services.
NEW PLEDGES TO OSGOODE HALL LAW SCHOOL

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<tr>
<th>May 1, 2008 to April 30, 2009</th>
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<tr>
<td>Academic Talent</td>
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<tr>
<td><strong>Total</strong></td>
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**FUNDRAISING**

This has been one of Osgoode’s most successful years of fundraising since the beginning of the Building Osgoode Campaign. While the focus of the Campaign is the renovation and fundraising since the beginning of The Building Osgoode Campaign, this has been one of Osgoode’s most successful years of fundraising.

**Student Access and Achievement**

May 1, 2008 to April 30, 2009

Lawyers, business and legal community leaders and public policymakers, along with Poonam Puri (Osgoode) and James Darroch (Schulich) serving as Co-Directors.

Professor Giuseppina D’Apostolo is the founder and driving force behind IP Osgoode, an innovative new Intellectual Property (IP) Law and Technology Program. A number of Ontario law firms and industry leaders have joined in partnership with IP Osgoode to provide a new, independent and authoritative voice that explores legal governance issues at the intersection of intellectual property and technology.

**ALUMNI RELATIONS**

Two new annual events for alumni and students were launched this year. The first annual Osgoode Classic golf tournament was held at Lionhead Golf & Country Club in August 2007. More than 100 alumni, students and friends had an outstanding day of golf in support of the Law School. In the winter, insights from distinguished alumni, a new speakers series was launched. The Board of Directors of the Osgoode Hall Law School Alumni Association wanted to find a way for alumni to have meaningful engagement with the Law School and the students. Carol Albert ’80, LLM ’98 spoke on Top 10 Tips for Appearing in Court and Anil Kapoor ’96 conducted a session on Can There Be National Security & Protection For Human Rights? Both were extremely well-received and further events will be planned in 2008.

The Osgoode Alumni Mentor Program, which has been running the same way for many years, needed to be reviewed. After careful consideration, it was determined that the program needed some restructuring. First-year students, who have so much to adjust to when they begin law school, did not fully benefit from contact with alumni. They were now paired with upper-year students who could offer better advice on how to get through the first year of law school. Alumni mentors were paired only with upper-year students who were focused on their career choices and entering the profession.

**ALUMNI**

There are three large events organized annually by the Alumni Office: the Dean’s Alumni Reception, the Osgoode Classic Golf Tournament, and the first day of law school event at Osgoode Hall. This year we also organized 12 different class reunions from 1948 to 2003, each with its own volunteer committee, location and date.

The Dean’s Alumni Reception has slowly been growing and this year had the largest number of guests. Academic medals were given to four members of the Class of 1963 in a special presentation. At their 45th reunion they had laminted to Dean Monahan that they were the only class that did not have a gold, silver or bronze medalist because of a complicated set of rules.

A gift of $250,000 from the estate of Betty McKay came as an unexpected surprise. Her husband, Frederick C. McKay, graduated from Osgoode in 1923 and went on to become a judge of the Supreme Court of Ontario and a member of the Ontario Court of Appeal. The gift will be matched by the Ontario government, creating a total endowment of $500,000 for student financial aid.

With the assistance of Professor Emeritus R.J. Gray, who was a member of the faculty in 1963, it was determined that the winners were:

- **Gold Medal**: Hartley Nathan
- **Silver Medal**: Don Brown
- **Bronze Medal**: Gerald Adler and Don Matheson

The Alumni Speakers Series, which was launched last year, was interrupted by the strike so only alumni could participate. Andrew Evangelista ’92 spoke on How to Run your own Law Firm to a very interested group of students.

The Mentor Program is reviewed annually to try to find new ways to reach students and alumni. In 2008, the number of alumni mentors increased from the year before and tremendous effort was made to match a student’s interest with the mentor’s experience. First-year students are not yet focused on their career choices but need advice on what to expect in law school. To better address the needs of this group, we paired them primarily with upper-year students, but did give them the opportunity to meet alumni in the second semester.

Alumni were also invited to participate in Osgoode’s Curriculum Review process. A series of focus groups were held with recent graduates downtown and all alumni were given the opportunity to participate in a survey. This was a very meaningful exercise because alumni were included with the rest of the Osgoode community and provided a unique insight.

**COMMUNICATIONS**

In January 2009, Osgoode announced that the York University Senate had approved the change in the designation of the Osgoode degree from an LLB to a JD. This was perhaps the most important news for alumni since the granting of LLB degrees to pre-York graduates. Alumni had already been surveyed about their interest in the JD degree designation and a large majority had indicated their support. The alumni e-newsletter, The Osgoode Brief, was sent out immediately and 55% clicked to open the email. This is the highest opening rate of any Osgoode Brief and was well above the 34% average.
Communications

The 2008-09 academic year was a good one for the Communications Office despite the fact that the Law School faced, arguably, its biggest communications challenges ever with the strike by CUPE 3903 and suspension of academic activities at the University.

Communications to the Osgoode community during the strike was well handled by the Dean and Associate Dean in consultation with the Law School’s CUPE Strike Working Committee. Fortunately, classes at Osgoode were able to resume after a three-week stoppage.

THE HENNICK CENTRE, IP OSGOODE AND THE JD DESIGNATION

The communications firm, Navigator Limited, was engaged by the Law School from July to October 2008 to assist in the development of a communications plan to ensure the successful launches of the Jay and Barbara Hennick Centre for Business and Law as well as IP Osgoode, our new Intellectual Property (IP) Law and Technology Program.

Both launches achieved their objectives of creating awareness among current and prospective students of the educational opportunities offered by the Hennick Centre and IP Osgoode, as well as among leaders of government, the legal and business communities and the academic community.

Media coverage of the Hennick Centre launch, in particular, was excellent, with well-placed stories in the National Post and Globe and Mail.

Both launches included a student plebiscite and alumni survey in which 75 per cent of students and 90 per cent of alumni respectively indicated their support.

The following key communications messages regarding the JD designation were articulated:

(1) The move to the JD is part of a growing trend among law schools in Canada and internationally to acknowledge that the degree holder has completed a period of post-secondary education prior to entering law school and that law is a second-entry degree.

(2) The JD is a clearer reflection of the nature of the Osgoode degree, particularly for international audiences who may not be familiar with the LLB and who may incorrectly think that an LLB is a first-entry degree.

(3) The change in degree designation follows on the heels of extensive consultation with Osgoode students and alumni, including a student plebiscite and alumni survey which found 75 per cent of students and 90 per cent of alumni respectively indicated their support.

(4) The new designation will take effect with the graduating Class of 2009 who will graduate at Spring Convocation in June.

(5) Osgoode students in the Class of 2009 who wish to receive an LLB degree rather than a JD degree will be able to opt for the LLB. The procedure for doing so will be determined by the Registrar’s Office at York University in conjunction with the Student Services Office at Osgoode and announced in the spring.

(6) Osgoode alumni will have the option of converting their LLB degree to a JD degree. Details of the exchange process, to be announced in the fall of 2009, will be determined by the Registrar’s Office at York University and the Student Services Office at Osgoode.

MEDIA RELATIONS

The Cormex Media Analysis Report of Canadian universities, which has allowed us in the past to track media stories involving our faculty experts, has been discontinued. York Media Relations had intended to move forward in 2008-09 with an alternative software program called Media Tracker, but that initiative has been delayed. Until such time as we have a program like Media Tracker, it is impossible to track with any accuracy the amount, type and tone of media coverage we are generating. Anecdotally speaking, the Communications Office can report that more of our recent faculty recruits are offering commentary in the media, which is an encouraging sign that we are starting to engage a broader cross-section of our faculty in the media relations process.

DIGITAL PLATFORMS

In 2008-09, the Communications Office stepped up efforts to bring more of our print publications online. The 2008-09 Annual Report was our first full-colour, paperless, easy-to-read digital edition. We negotiated a very reasonable price with Olive Software to produce the report. A one-time-only set-up fee of $500, plus $500 to digitize the report itself, and a rock-bottom $25 a month for hosting. We will also take advantage of this sophisticated and user-friendly way of presenting reports for our 2008-09 Annual Report.
Communications

is considered an excellent response. The Dean’s Ovations cele-
brates various outstanding achievements of students, faculty
and staff.

Much more time and resources were devoted to improving Web
strategy and quality. The following successful initiatives were
undertaken:

• Development of “Web Policies and
Procedures” posted on MyOsgoode.

• Development of a “Web Request
Form” posted on MyOsgoode.

• Development of the Web
Management Executive (WME)
Committee composed of the
Associate Dean, Research, Graduate
Studies & Institutional Relations;
the Executive Assistant to the
Dean; the ITS Director and the
Communications Manager. The
WME sets goals and priorities for
the Web site and establishes a
hierarchy of needs. The WME is also institutionally responsible
for the overall content and design of the Web site and has
final approval of individual departments’ sites.

• Development of the Web Editorial Committee (WEC),
composed of department heads who meet every two weeks to
bring forward suggestions for enhancing their respective sites.

• Hiring of two work-study students as Online Communications
Assistants to assist with collecting and creating Web content.

• Attention to Google Analytics reports as a means of setting
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• The following major Web tasks were undertaken in 2008-09:
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The budget of Osgoode Hall Law School is allocated in support of its core teaching, learning and research mission. In 2008-09, Osgoode budgeted $20.6m in Total Revenue and $21.1m in Total Expenses, with a negative Net Balance of $551k.

Actual Total Revenue in 2008-09 came in almost $100k over initial budget at $20.7m. On expenses, while Total Salaries and Benefits was $560k over initial budget, total operating costs came in $857k lower than initial budget. With Total Expenses at $20.8m, the actual Net Balance was an improvement of 68.3 per cent over initial budget at negative $175k.

In 2009-10, Total Revenue is budgeted at $20.8m. With Total Salaries and Benefits dropping to $17.3m, due to a few retirements and resignations, Total Expenses is budgeted at $21.1m. The budgeted negative Net Balance for 2009-10 is $369k.

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 School and approved by the Vice President Academic & Provost and Vice President Finance & Administration.

Osgoode administers an extensive student financial assistance program for its students. This is derived from (i) endowment income that has been raised from private donors and the endowment now exceeds $20 million, and (ii) a holdback of a portion of the deregulated portion of tuition. Despite the economic downturn in 2008-09, over $3.0 million was provided to law students in the form of scholarships, awards, bursaries and prizes.

With respect to non-degree programs, Osgoode Professional Development (OPD) budgeted a Net Balance of $427k for 2008-09. Actual Net Balance came in slightly higher at $511k. The non-degree programs developed and delivered over the past year have been very successful and well-attended. OPD also completed its renovation project of over $850k which is capitalized over 4 years. For 2009-10, OPD is budgeting a positive Net Balance of $469k.

Consolidating both Osgoode’s and OPD’s budgets, actual 2008-09 Net Balance was at $336k and the School is projecting a positive Net Balance of $100k for 2009-10.

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### Operating Results by Expense Type

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Allocations</td>
<td>17,692,377</td>
<td>18,973,700</td>
<td>18,147,616</td>
</tr>
<tr>
<td>External Cost Recoveries</td>
<td>1,195,382</td>
<td>1,192,486</td>
<td>973,700</td>
</tr>
<tr>
<td>Internal Cost Recoveries</td>
<td>166,462</td>
<td>301,235</td>
<td>191,709</td>
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<tr>
<td>Other Revenues</td>
<td>1,538,875</td>
<td>215,209</td>
<td>1,458,300</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>20,593,096</td>
<td>20,682,629</td>
<td>20,771,325</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty – Administration</td>
<td>79,608</td>
<td>60,040</td>
<td>60,608</td>
</tr>
<tr>
<td>Faculty – Full-time</td>
<td>9,655,011</td>
<td>9,952,756</td>
<td>8,979,255</td>
</tr>
<tr>
<td>Faculty – Contract</td>
<td>385,598</td>
<td>378,761</td>
<td>397,639</td>
</tr>
<tr>
<td>Teaching assistants</td>
<td>223,372</td>
<td>209,072</td>
<td>193,589</td>
</tr>
<tr>
<td>Research</td>
<td>1,379,680</td>
<td>1,372,226</td>
<td>2,022,577</td>
</tr>
<tr>
<td>Support/Administration</td>
<td>5,441,030</td>
<td>5,544,730</td>
<td>5,483,237</td>
</tr>
<tr>
<td><strong>Total Salaries and Benefits</strong></td>
<td>17,191,601</td>
<td>17,753,082</td>
<td>17,250,205</td>
</tr>
<tr>
<td>Operating costs</td>
<td>3,082,569</td>
<td>2,240,240</td>
<td>3,057,056</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>487,500</td>
<td>538,522</td>
<td>445,500</td>
</tr>
<tr>
<td>Taxes and utilities</td>
<td>148,000</td>
<td>167,551</td>
<td>144,500</td>
</tr>
<tr>
<td>Scholarships &amp; bursaries</td>
<td>243,504</td>
<td>157,982</td>
<td>243,504</td>
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<tr>
<td>Interest on long-term debt</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>21,144,174</td>
<td>20,834,841</td>
<td>21,140,765</td>
</tr>
<tr>
<td><strong>Total Revenue less Expenses</strong></td>
<td>(551,078)</td>
<td>(174,694)</td>
<td>(369,439)</td>
</tr>
<tr>
<td>Previous Year’s Carry Forward</td>
<td>(7,598,008)</td>
<td>(7,598,008)</td>
<td>(7,772,702)</td>
</tr>
<tr>
<td>Carry Forward to Next Year</td>
<td>(8,149,085)</td>
<td>(7,772,702)</td>
<td>(8,142,142)</td>
</tr>
<tr>
<td><strong>NON-DEGREE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue less Expenses</td>
<td>427,615</td>
<td>510,547</td>
<td>469,347</td>
</tr>
<tr>
<td>Previous Year’s Carry Forward</td>
<td>1,701,050</td>
<td>1,701,051</td>
<td>2,211,597</td>
</tr>
<tr>
<td>Carry Forward to Next Year</td>
<td>2,128,665</td>
<td>2,211,597</td>
<td>2,680,944</td>
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</table>

This report was submitted by Richard Ooi, Executive Officer.
MEDALS

Gold Medal  Daniel Auron
Silver Medal  Daniel Sheppard
Bronze Medal  Dan Dedic

Dean’s Gold Key Award
Awarded annually to students who demonstrate exceptional leadership, commitment and enthusiasm through their participation in various activities of the Law School and the University.
Alyssa Brierley, Shane D’Souza, Marlon Hylton, Sabrina Kumar, Carole Piovesan, J.P. Rodrigues, Sidra Sabzwari, Kara Smith, Kevin Tilley, Jonathan Tong

CLASS STANDING AWARDS

McCarthy Tétrault LLP Prizes
For the students standing first and second, in the first and second years
First in First: Larissa Moscu
Second in First: Sarah Mohamed
First in Second: Mohamed Reslan
Second in Second: Christy Lee

Chancellor Van Koughnet Prize
Awarded annually to the member of the graduating class who takes first place in the examinations of the final year
Karen Steward

Christopher Robinson Memorial Prize
For the member of the graduating class who takes second place in the examinations of the final year
Daniel Sheppard

Matthew Wilson Memorial Prize
For the member of the graduating class who takes third place in the examinations of the final year
Kevin Tilley & Meryl Gary

George Graham Sinclair Memorial Prize
Awarded annually to the Gold Medalist
Daniel Auron

2008-2009 OFFICERS

Dean
Patrick J. Monahan
BA (Ottawa), MA (Carleton), LLB (Osgoode), LLM (Harvard), of the Bar of Ontario

Associate Dean
Janet Mosher
BMusA (Western Ontario), LLB (Queen’s), LLM (Toronto), of the Bar of Ontario

Associate Dean, Research, Graduate Studies & Institutional Relations
Peer Zumbansen
Licence en droit (Paris), LLB (Frankfurt), LLM (Harvard), PhD (Dr. iur., Frankfurt), German Bar Exam (Wiesbaden), Habilitation (Frankfurt)

Assistant Dean, First Year
Sonia Lawrence
BA, MSW, LLB (Toronto), LLM (Yale)

Assistant Dean, Student Services
Gina Alexandris
LLB (Osgoode)

Chief Law Librarian
Louis Miranda
BA Hons (Toronto), MLS (Toronto)

Executive Officer
Richard Ooi
BAS Hons Marketing (York), MBA (Kellogg/Schulich)

Director, Office of Advancement
Anita Herrmann
BA Hons History (York)

Director, Osgoode Professional Development
Victoria Watkins
BSc (Toronto), LLB (Toronto)

Director, Information Technology Services
Kurt Binnie
BA Hons (York)

Executive Assistant to the Dean
Mya Buiwa
BA (Western), LLB (Osgoode)