Osgoode Hall Law School

1. **Research Intensification, Faculty, Graduate & JD Student Support.**
   a. Due to a significant increase in interest in the Basic Financial Literacy co-curricular course taught at the JD level, another section of the course will be offered in the Spring.
   b. Graduate Program Director continues to support faculty in bringing graduate students into their grants, offering suggestions, and templates, and offering to advertise specifically for students to fill research opportunities.
   c. Created an 'In the Know' series focusing on grant writing and other grant information, as well as to introduce faculty to important metrics and enroll faculty in key platforms such Scopus, Orchid, and Google Scholar.
   d. FGS addition of Fluid Review function (identifying and enabling application for grants for Graduate students) will enhance capacity in this area.
   e. Creation of Graduate Workshops about the job market. Scheduling and supporting of practice job talks. Working with FGS regarding programming for graduate students overall
   f. Research Intensification Fund has temporarily increased.
   g. Created a 'Work in Progress' and Osgoode Speakers series.
   h. One new YRC nomination and one renewal application have been submitted by Osgoode.

2. **Alumni Outreach.**
   a. Developed a career profile form for alumni to provide information that is then shared with students.
   b. New Dependency - York Advancement. Osgoode Alumni Relations is still waiting to hear the results of the Fall solicitation of alumni.

3. **Osgoode ITS.**
   a. The digital signage at Osgoode has been connected to the new Central signage system. It's currently running an entirely new unique Osgoode template that provides a more clear and concise layout that is easier to see highly pertinent information. The system has been designed to accept emergency messaging from Central York. The emergency system component is enabled on the devices, however Osgoode is awaiting connection from central UIT.
   b. Dean's Scribe program and Accommodations access platform have been updated and all bugs have been corrected. The platform is working as intended.
   c. SharePoint has been enabled as part of the university-wide Office 365 implementation. Currently, it is being used by various departments, committees and councils.

4. **Osgoode Library and Digital Commons.**
   a. Currently the Osgoode Digital Commons houses over twenty five thousand works which have generated over 2,700,000 downloads and approximately over 450,000 metadata page visits. Faculty scholarship collection currently contains 4871 works, which have generated 989,683 downloads and approximately 221,953 metadata page visits.
   b. 5 Osgoode published journals - cumulatively, the 5 journals have contributed 2644 works to the repository which have generated 1,715,776 all time downloads. Repository statistics show that faculty work has been accessed by users across over 235 countries with the top downloads in the past year coming from Canada 384,233, the United States 127,496; the United Kingdom 66,014 India 26, 806 and Australia 17,359.

5. **Osgoode Professional Development.**
   a. OPD's downtown campus at 1 Dundas Street West underwent a major renovation and improvement in facilities.
   b. OPD introduced an online credit course in Legal Research & Writing; enhanced the NCA Online program and are turning that into stand-alone courses; have made progress on taking 3 non-credit certificates online; and have created dozens of digital assets, primarily 'primers' on law basics.
   c. On Friday, April 3rd OPD launched a series of free webinars to address legal and legal skills issues arising out of COVID-19. For example, Hon. Justice Moiz Rahman and Jonathan Rosenthal will be doing a 1 hour webinar on remote oral advocacy for those who are making court appearances; experienced adjudicators are presenting tips on remote hearings and mediations; etc. As of April 6th, OPD had over 1500 registrations. OPD will be adding more topics throughout April.

Academic Quality
1. Innovative, Quality Programs for Academic Excellence

Ensure Osgoode's curriculum responds to a rapidly-changing legal services environment

Strategy/Action	Measure/Milestone		
Implement actions from the first-year curriculum review	1) Implement nine recommendations set out in the First-year Curriculum Review Report	✓	Completed
Encourage innovation	1) Refine the offerings in the "Learning and Leading" series 2) Encourage innovation in digital learning and course delivery 3) Incorporate universal design principles in curricular reform, wherever possible	●	On Track
Improve our preparatory courses and tools	1) Curriculum review of preparatory courses, including for non-lawyer students 2) Improve resources for professional LLM students	●	Progressing
Enhance the flexibility and options in OsgoodePD's CPD offerings	1) Create more on-line and hybrid course offerings 2) Develop more customized certificates and programs in collaboration with a broad array of organizations	●	Progressing
Strengthen and revitalize Osgoode's full-time faculty complement	1) Demonstrate a growth of Osgoode's full-time faculty	●	Progressing

Academic Quality
2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative

Enhance and support a culture of scholarly inquiry and research intensification

Strategy/Action	Measure/Milestone

Integrated Resource Plan 2019-2020

Continue to develop a collegially-based approach to supporting research development and success	1) Continue the provision of internal funding to support Osgoode researchers pursuing small and large-scale research projects through the Research Intensification Fund 2) Ongoing commitment for sustaining funding levels of RIF: TBD by Dean, EO, in consultation with ADR/R&SC 3) Develop targeted initiatives that provide direct collegial support to Faculty to develop ongoing and emerging research agendas	🟢	On Track
Improve the capacity for Osgoode Faculty, working with Research Stream Graduate students, to conduct major research projects and to build research partnerships by increasing the quality and quantity of external research grant and funding applications	1) Identify and raise faculty awareness of available and relevant funding opportunities and existing Osgoode research grant development supports 2) Consider ways to improve flow of information to faculty researchers, targeted announcements, etc. (RO, with ADR/R&SC) 3) Review pre and post award support to find new opportunities to better support faculty in the process of securing and spending research dollars 4) Increase number of faculty inquiring about and applying for awards and grants 5) Provide additional assistance with grant writing and build additional incremental supports over a longer time horizon for faculty seeking to develop large-scale partnership and attract large grants	🟡	Progressing
Increase opportunities for Osgoode faculty to dedicate more time and focused attention to research-based activities between sabbaticals by growing the number of Osgoode faculty who hold research chairs, professorships, and fellowships, and explore other means by which to clear time for sustained focus on research projects	1) Ensure that Research Chair and professorship opportunities are made highly visible and attractive to Osgoode Faculty 2) Increase number of faculty applying for Research Chairs and professorships. 3) Increase the number of faculty nominations put forward 4) Improve the process by which nominees are selected	🟡	Progressing

Encourage the integration of JD and Graduate students into Osgoode's research communities, centres and institutes, allowing Osgoode to attract top Research Stream Graduate students and to nurture the research potential of all of our students	1) Ensure effective cooperation between Research and Graduate program administration 2) Encourage and assist faculty to build integration of students into external research grant applications 3) Provide more opportunities for JD students to contribute to research projects through Research Assistant and other positions with Osgoode faculty or research centres 4) Continue to support an annual JD Research Symposium, as well as many student editorial positions and publication platforms 5) Increase number of major external research grants, including funded GA positions within budget 6) Coordinate with ORUs, Research Centres/ Programs and GDP to solicit targeted graduate applications/admissions in key fields of faculty research/strategic growth 7) Consult (ADR/GDP) to identify opportunities to increase number of graduate student led and organized research events and research-related activities 8) Coordinate with GPD, RO, and Communications to improve online dissemination/profiles of graduate researchers 9) Identify measures and supports to increase effective use of JD RAs	🟡	Progressing
Continue to enable and promote open access to Osgoode Research through the development of open access publishing and research management policies, the promotion of best practices for open access publishing at Osgoode, and effective use of the Osgoode Digital Commons	1) Build on established leadership that Osgoode has demonstrated in Open Access publishing by continuing to develop transparent open access publishing and research management policies, the promotion of best practices for open access publishing at Osgoode, and effective use of the Osgoode Digital Commons 2) Efficient processing of Research Dissemination Form submissions from faculty 3) Osgoode involvement in University's Open Access/Open Data Steering Committee and proactive adoption of its recommendations (ADR in consultation with Dean, Chief Librarian, R&SC, OHFA as appropriate)	🟡	Progressing

Develop a comprehensive approach to accurately and fairly measure and represent the research contributions made by Osgoode faculty	1) Explore and develop the most meaningful indicators for measuring research productivity and success 2) Explore how non-traditional or "alt-metrics," can contribute to our understanding of the full reach and relevance of research contributions--better reflecting how the research of the Faculty is being accessed, read and used by other scholars, courts, policy-makers and the public 3) Create opportunities for collegial discussion and development of internal metrics that reflect the diversity of scholarship, methodology and pathways to impact (ADR, RO, Dean, R&SC, OHFA, etc.)	🟡	Progressing
Assist faculty in showcasing and translating their creative and innovative approaches to legal education into research outputs	1) Develop tools and strategies for assisting faculty in turning innovative legal pedagogy into research successes 2) Increase number of research funding applications that focus on legal pedagogy	🟡	Progressing
Explore how best to nurture and support the development of research agendas in non-traditional areas, or those employing novel approaches to legal scholarship, thereby encouraging the use of research as a driver of change and innovation in law	1) Enhance the support Osgoode provides to Faculty who are developing research in non-traditional areas or are forging new kinds of research connections and outputs 2) Increase non-traditional research connections and outputs 3) Institutional recognition of non-traditional research successes 4) Provide opportunities for Osgoode scholars working in novel areas to share their ideas early in their development, creating the conditions for research incubation and growth	🟡	Progressing

Continue to build strong international research partnerships, including research funding relationships and exchange programs for researchers	1) Deepen and better capitalize on the international partnerships already in place 2) Enhance faculty, staff and student knowledge of available international opportunities as well as identifying ways to better promote and facilitate faculty and student mobility 3) Increase number of applicants for international mobility opportunities by both students and faculty 4) Aim to forge stronger links with current and future international partners through the development and promotion of our visiting researcher program (including the introduction of a Research Fellows program), and by inviting and attracting more leading international scholars to offer research seminars and lectures to Osgoode audiences, either in person or remotely using technology 5) Increase number of exchange agreements containing faculty exchanges, research opportunities, and staff mobility clauses 6) Leverage Arthurs Visitor Fund, Felix Fong Fund, etc. to support international collaborative research initiatives 7) Increase the number of large-scale applications and partnerships with Osgoode PIs and co-applicants 8) Increase the number of large-scale (e.g. SSHRC PDG and Partnership) grants awarded to Osgoode researchers	🟡	Progressing
Prioritize support for advancements in scholarly communication and will provide leadership and resources for digital initiatives at the Law School	1) Expand Osgoode's open access research repository - the Osgoode Digital Commons	🟢	On Track

Student Success
3. Enhanced Quality in Teaching and Student Learning

Continue to be a leader in thinking and practice in experiential approaches to legal education in Canada

Strategy/Action	Measure/Milestone

| Evaluate, consolidate, and ensure the sustainability and accessibility of our experiential offerings and initiatives | 1) Evaluate OPIR program and implement reforms to that program
2) Assess clinical and intensive offerings to ensure that the programs and partnerships are sustainable and healthy
3) Develop a policy with respect to accommodation in clinical and intensive programs | ● On Track |

Student Success
4. A Student-Centred Approach

Improve accessibility involving admissions, financial support and curricular design

Strategy/Action	**Measure/Milestone**	
Better realizing the vision of a student body that is reflective of the diverse backgrounds and experiences found in Toronto and Canada	1) Enhance outreach to underrepresented communities 2) Further develop innovative approaches to reducing barriers to law school, such as our Access to Law and Learning (ALL) program and our collaboration with Law in Action Within Schools (LAWS) 3) Take a leadership role amongst law schools in advocating for increased public investment in accessible legal education so that Law School tuition increases can be reduced or reversed 4) Provide tuition transparency so Osgoode students can see how tuition revenues support the academic program and student success, and where tuition reduction might be possible 5) Extend and expand Osgoode's newly-implemented Income Contingent Loan Program so that more students can study first, and pay tuition only when their post-graduation income permit 6) Expand the value and number of Wendy Babcock Graduation Bursaries 7) Prioritize accessibility in our development and advancement efforts, including funds for both front-end scholarships and in-program bursaries, in pursuit of a goal of growing the total endowment for financial assistance by 10% over the next five year 8) Pursue new, recurring sources of operational funding that can replace tuition revenue so that tuition increases can be reduced or reversed	● Progressing

Strengthen Osgoode's accommodation practices and policies for students with disabilities	1) Engage students in the "universal design" process - a survey of students engaging with our academic accommodations structure to understand experiences and barriers 2) Develop a policy with respect to accommodation in clinical and intensive programs	🟢	On Track
Enhance accessibility and support for Indigenous students at Osgoode	1) Work with York's Centre for Aboriginal Student Services and Osgoode's Director of Indigenous outreach to improve outreach efforts to prospective Indigenous applicants 2) Provide programming/training to OASS staff to attune them to the unique circumstances and needs of Indigenous students 3) Create a Reconciliation Fund to provide financial support for fostering closer relationships with Indigenous communities 4) Continue to onboard a new full-time, continuing staff person (Program Manager & Special Advisor, Indigenous & Reconciliation Initiatives) to support Indigenous students	🟢	On Track
Build upon the growth in the 1L Academic Success Program by enhancing learning supports to upper-year students	1) Provide increased writing supports for our JD students to support our upper-year writing requirements 2) Provide greater assistance to students in presenting and publishing their research through writing workshops and the JD Research Symposium, organized by the Osgoode Hall Law Journal and the Associate Dean (Students) 3) Provide ongoing training and education programs organized by the Law Library (i.e. summer Research Assistants training session held each May)	🟢	On Track
Reduce the financial burden of graduate school on Osgoode students	1) Encourage students in the pursuit of prestigious scholarships and fellowships 2) Work with faculty to build financial support and training for graduate students into faculty grant applications	🟢	On Track

Enhance opportunities for the timely completion of dissertations and theses	1) Organize workshops on graduate supervision to enhance supervisory supports to graduate students 2) Provide a set of resources and workshops aimed at increasing research stream graduate students' ability to meet the challenges of the degree and achieve post-graduation objectives 3) Generate a plan to improve time to completion and completion rates	On Track
Provide tailored support for the diverse needs and career goals of the Osgoode student body	1) Continue to build new — and strengthen existing — relationships with prospective employers in all sectors and at the local, national and global level 2) Work to improve data collection about student career outcomes to help to identify systemic challenges that students face in the job market, and to implement strategies to address those challenges	On Track

Engagement and Outreach
5. Enhanced Campus Experience

Facility Enhancements

Strategy/Action	Measure/Milestone	
Improve physical accessibility to the building	1) Continue to consult with stakeholders on their accessibility needs 2) Identify sustainable solutions to physical barriers 3) Communicate solutions to the community	On Track
Invest additional resources into an expanded and responsive CDO	1) Implement a new online platform for career services 2) Expand career counselling capacity	On Track

Engagement and Outreach
6. Enhanced Community Engagement

Strengthen Osgoode's relationship with Indigenous communities

Strategy/Action	Measure/Milestone		
Engage with Indigenous communities, students, and scholars regarding what role Osgoode can play and what steps it should take to serve a leadership role amongst Canadian law schools in strengthening and deepening ties with Indigenous communities	1) Deepen relationship with the Mississaugas of the New Credit First Nation through the Dean's Office 2) Develop appropriate ways to acknowledge treaties, Indigenous land and territories 3) Create a Reconciliation Fund to provide financial support for fostering closer relationships with Indigenous communities 4) Work towards an "Elder in Residence" in collaboration with OISA 5) Continue to support the Anishinaabe Law Camp at Neyaashiinigmiing (Cape Croker) in collaboration with the Chippewas of Nawash 6) Introduce a full-time continuing staff person (Program Manager & Special Advisor, Indigenous & Reconciliation Initiatives) to develop and foster closer relationship with Indigenous communities and stakeholders	🟢	On Track
Enhance accessibility and support for Indigenous students at Osgoode	1) Work with York's Centre for Aboriginal Student Services and Osgoode's Director of Indigenous Outreach to improve outreach efforts to prospective Indigenous applicants 2) Provide programing/training to OASS staff to attune them to the unique circumstances and needs of Indigenous students 3) Create a Reconciliation Fund to provide financial support for fostering closer relationships with Indigenous communities 4) Introduce a full-time, continuing staff person (Program Manager & Special Advisor, Indigenous & Reconciliation Initiatives) to support Indigenous students	🟡	Progressing
Continue to sustain, strengthen and support Osgoode's 18 clinical/intensive programs	1) Move the Feminist Advocacy Clinic pilot into an ongoing status 2) Collaborate with FAIR Canada in the launch of Osgoode's Investor Protection Clinic, with funding from the Law Foundation of Ontario	🟡	Progressing

Sustain support for our new and existing community partnerships	1) Work with the Mississaugas of the New Credit to link students with local Indigenous Communities 2) Facilitate Osgoode's support for community economic and social development	🟡	Progressing
Facilitate student engagement in global communities	1) Continue to support students in the International and Transnational Law Intensive Program 2) Continue to facilitate student participation in Osgoode's International Legal Partnership, the Justice and Corporate Accountability Project in Latin America, and Osgoode's study abroad programs	🟢	On Track
Facilitate virtual and in person contact with alumni	1) Increase points of contact between alumni and law school 2) Deepen alumni involvement at Osgoode and York University	🟢	On Track
Effectively communicate Osgoode's success and standing as Canada's premiere law school	1) Better define Osgoode's brand 2) Identify key marketing vehicles	🟡	Progressing
Continue to seek resources from alumni and friends through fundraising	1) New solicitation material and/or programs are developed 2) Alumni participation is increased in the Osgoode Hall Law School Fund	🟡	Progressing

Enabling the Plan
7. Enabling the Plan

Create more efficient processes

Strategy/Action	Measure/Milestone		
Apply IT solutions to eliminate manual processes in order to free up human resources to better support the academic program	1) Utilization of the Academic Resource Management System in the administration of full-time and adjunct faculty assignments 2) Automate the reports required under York-OHFA Collective Agreement	🟢	On Track

Develop Standard Operating Procedures (SOPs) to document all facets of operations	1) SOPs created to be in compliance with University processes and to reflect the specific needs of Osgoode operations 2) Necessary training sessions have been held with related groups to ensure compliances	●	On Track
Enhance computing services and availability of computing resources for Osgoode students	1) Create Osgoode mobile app for iOS and Android that will push critical notifications, including class cancellations, service outages and security updates to students' phones 2) Purchase two PCs to attach to the existing screens within the Junior Common Room for collaborative student experiences 3) Install a smart board for project work, also located in the JCR 4) Purchase 13 computers for clinical education centres 5) Purchase 7 computers for ADR space 6) Purchase 7 OPAC computers for the Law Library	●	On Track
Improve student access to important/pertinent information	1) MyJD Phase II – Enable Osgoode Student Services Staff to makes changes on the student's behalf to change existing declarations for current and previous academic year and change declarations on the student's behalf 2) MyJD Phase II - Create a reporting module to display pertinent information on Declarations and Credit Completion 3) Digital signage enhancements – Integrate with UIT's Digital Signage system in order to be able to automatically project York's emergency messaging system, while providing unique Osgoode content	●	On Track
Provide comprehensive accommodations for students with disabilities	1) After the first use of the Dean's Scribe program was completed in Winter 2015, minor improvements and bug fixes identified will need to be patched	●	Progressing

Reduce printing costs by leveraging online databases	1) Osgoode ITS will continue to place more paper based student forms online 2) All student academic information, as well as degree tracking, is accessible by Student Services staff through an online web interface that is to be further optimized based on extensive feedback 3) Investigate and pilot records management software to be utilized primarily by the Dean's Office	🟡	Progressing
Increase the efficiency and reliability of infrastructure	1) Reduce planned and unplanned outages affecting faculty and staff by providing a high availability configuration for IBM Notes as well as mobile email 2) Purchase 2nd Staff/Faculty Mail server to divide the client load between two servers	🟢	On Track
Major Infrastructure revamp	1) Continue the migration of approximately 13 Virtual Servers to UIT's hosting infrastructure 2) Full examination will be conducted for security, network redundancy, monitoring and responsiveness of servers	🟢	On Track
Enhance the efficiency and improve consistency for IT services	1) Document Program Plans – creation of templates for repeatable actions to run recurring programs such as E-Exams and classroom support 2) Awareness of program plans and engaging other departments with regards to timelines and planning 3) Frequently used and complex processes will be moved from text descriptions to online forms so that clients can more easily request services 4) Newly optimized services will include new hire and video conferencing requests 5) Training / workshops will be provided to the Osgoode community to help familiarize clients with the new forms and procedures 6) SharePoint – Osgoode ITS to create a business/viability plan for a cloud based rollout of SharePoint to be reviewed by CIO and VPA's office	🟢	On Track

Osgoode Information Technology Services Helpdesk	1) Osgoode ITS will work with York Learning & Development to create an advanced custom training course focusing on customer service 2) Custom course will be provided, on top of specific job training, to all incoming Helpdesk staff 3) Create online training sessions – Create and publish educational short videos for Frequently Asked Questions regarding classroom support, Moodle support and other frequently used services	●	On Track
Improve communication with the Osgoode community	1) Hold staff meetings at least twice a year 2) Welcome opportunities to participate in town hall meetings with students 3) Collaborate with student newspaper 4) Provide reports at Faculty Council	●	On Track
Promote learning and development opportunities for staff to build capacity and to encourage growth within Osgoode	1) Increase participation by Osgoode staff in professional development opportunities (both within and outside York) 2) Invite York learning and development staff to provide Osgoode-specific training onsite	●	On Track
Invest in, expand, and enrich Osgoode's proactive and reactive supports and resources for students, faculty and staff mental health and wellness	1) Develop co-curricular programming to build skills regarding mental health and wellness 2) Enhance Osgoode's Peer Support networks and capacity 3) Develop a closer relationship between the Osgoode SSWC and the resources and in York's Personal Counselling Services 4) Expand availability of counselling services to students through the development of a Counselling Practicum Placement with our SSWC 5) Create roles for Osgoode's alumni in supporting Osgoode students making the transition from Law School to legal careers 6) Encourage respectful dialogue in the collegial governance process 7) Dean to meet with junior faculty members (untenured) 8) Encourage staff to make use of York University's mental health and wellness supports	●	On Track