



RYERSON LAW PRACTICE PROGRAM

October 19, 2016

Dear Benchers:

Re: Pathways Report - Submission by Ryerson's Law Practice Program (LPP)

Please accept the following submission in response to the Professional Development and Competence Committee's request for comments about the Pathways Pilot Project.

Ryerson's Law Practice Program (LPP)

Ryerson University has developed and delivered the English Law Practice Program (LPP). We are now in the third year. We reviewed the Professional Development and Competence Committee Report to Convocation, September 22, 2016 ("Pathways Report") and the accompanying material.

We feel compelled to clarify certain matters about both the LPP and the people who take this Pathway to licensing. The Pathways Report was public. Our brief note will also be public.

Launching the LPP

The LPP represented a bold initiative by the Law Society of Upper Canada ("LSUC") to address 2 issues:

1. The need to strengthen the experiential component of licensing; and
2. The need to address a continuing shortage of articling positions, which prevented many who the LSUC deemed eligible to start licensing from having a path to success.

LPP Success

On both of the above counts, the LPP has been a resounding success:

1. First, the skills-based training has been of high quality, by practitioners, and is standardized, supervised and assessed. The Pathways Report acknowledges that the LPP training is at least as good, and in some ways "superior", to articling (Page 24, Paragraph 50, Pathways Report).
2. Second, by the end of this third year, almost 700 people who would otherwise have been prevented from meeting the LSUC experiential requirement and the opportunity to become licensed due to a shortage of articling positions or other factors, will have successfully met the LSUC experiential requirement. This group is disproportionately racialized compared to the articling cohort.

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Chris Bentley
Executive Director

Gina Alexandris
Director

André B. Bacchus
Assistant Director, Work Placement Office

The Goal

Ryerson's goal in undertaking the significant task of developing and delivering the English LPP has been to benefit the Public, the Profession and potential licensing candidates. That remains our goal.

Therefore, Ryerson suggests that the LSUC continue to benefit from the results of the LPP for at least 2 additional years. This will provide the LSUC the opportunity to ensure that any new licensing process is strengthened, achieves its public duty, and does not repeat the mistakes and shortcomings of the past. We believe we can contribute to that future.

Evidence Over Perception

Hardly surprising was the observation that the new pathway was perceived to be less desirable than the 50 plus year traditional articling pathway. Surprising was the data used to show this: a survey of LPP candidates in August, before they had even started the program (Pathways Evaluation Interim Results: Years One and Two - "Consultant Report", page 12). Of course it was their second choice. The hiring dates and the LPP launch process meant they had all spent 1, 2 or more years looking for articling before the LPP had its first day. It is astonishing that so many (38% in Year 1 and 27% in Year 2, Pathways Report, Page 26) actually identified the LPP as their first choice! **That is the real story.**

Shocking was the Committee's acceptance of perception, not evidence, as a legitimate basis for ending the LPP. Perception that existed long before the LPP started.

In fact, the Consultant Report also referenced a Law Practice Program Exit Survey, as well as focus groups. From these data sources, the Consultant Report found that candidates were generally satisfied with "all of the aspects of the administration of the Law Practice Program" (Consultant Report, page 25).

We are a profession of evidence over perception. The rule of law demands it. Acceding to perception simply reaffirms the opinions of those who hold them in the face of and despite the evidence, hardly a publicly-reassuring basis for decision-making.

The Evaluation Questions

The four evaluation questions asked about the success of the two pathways within the Consultant Report, at page 10, are as follows:

1. Does the Law Practice Program provide licensing candidates with effective transitional experiential training in defined areas of skills and tasks considered necessary for entry-level practice?
2. Does the Articling Program provide licensing candidates with effective transitional experiential training in defined areas of skills and tasks considered necessary for entry-level practice?

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3. How does each pathway, LPP and Articling, support the licensing candidates' opportunity to obtain the transitional experiential training requirement of the Licensing Process?

4. Is one Pathway, LPP or Articling, more effective in delivering transitional experiential training in defined areas of skills and tasks considered necessary for entry-level practice?

However, the Subcommittee ultimately selected other criteria in its determining evaluation, including data relating to first-attempt licensing exam failure rates and hireback results, neither of which directly relates to the LPP's stated goals or are within the control of the LPP.

The Subcommittee changed the evidence (ie the criteria) needed for its evaluation of the LPP. In addition, neither the Pathways Report nor the Consultant Report have much evidentiary support with only one year of statistics, at best two. In fact, they have given so little time to evaluate a brand new program.

It is, therefore, not appropriate to cancel the LPP, based on such factors.

Failure Rate on First Attempt of Licensing Examinations Tables

The LPP is not a licensing examination preparation program. Having said that, the use of those tables (Pathways Report, page 34) was wrong, as was the proposition suggested.

The table only shows the percentage of passes on the first attempt of the licensing exams.

From the little information available through the LSUC, the only relevant statistic, frankly, is who actually passes, regardless of the number of attempts.

What does it all mean? Nothing. It is irrelevant according to the LSUC's own rules. The LSUC allows all licensing candidates three attempts (previously more). Once called to the Bar, all lawyers are equal. No asterisks. The LSUC is continuing the three attempt rule. Obviously, they are fine with it.

All licensing candidates follow the rules of the LSUC. Once they pass the licensing exams (having successfully completed an experiential component), they get called to the Bar. They have a right not to have an irrelevant factor cast a shadow on them and their future.

Shockingly, the Subcommittee suggests in the Pathways Report that this table is somehow evidence that people who write more than once cannot become competent lawyers (Pathways Report, page 33, paragraphs 92-93)! There is no evidence presented within the Reports to suggest this linkage at all, and in particular as it relates to LPP candidates. As indicated above, licensing failure rates was not one of the evaluation tools used in the Consultant's Report (page 12, Consultant Report), nor was it one of the four questions for the evaluation (page 10, Consultant Report).

The Subcommittee should be evaluating the program on its merits, not based on factors the LSUC itself has sole responsibility for (such as who's taking the licensing exams, when they are written and how many times).

Cost

Cost is always an issue.

Ryerson has delivered excellent value for money. Can we reduce the cost? It is a challenging question. How long? How many?

We will not sacrifice quality, and we take pride that every year the program gets stronger. We will not reduce our determination to find placements for everyone, even in a difficult market and with perceptions that are challenging. It is unfortunate that those perceptions stop some legal employers from even interviewing LPP candidates.

Regardless of what happens to the LPP, the Subcommittee has said that the licensing fees are not returning to where they were.

Furthermore, a strengthened licensing program is part of the LSUC's obligation to act in the public interest. The privilege of self-regulation comes with costs.

Finally, creating a fairer approach to licensing will cost money. If there is systemic racism, it will cost a lot more.

Having said all that, Ryerson can reconfigure some parts of the program to reduce costs.

Report #2: Challenges Faced By Racialized Licensees

At about the same time this Subcommittee delivered the Pathways Report, another Subcommittee of the LSUC tabled the report: Working Together for Change: Strategies to Address Issues of Systemic Racism in the Legal Professions ("Systemic Racism Report"). The Systemic Racism Report finds that systemic racism exists in the legal profession, including the hiring process and the licensing process.

The LPP includes many racialized licensees.

It is shocking that one LSUC Subcommittee finds systemic racism, at about the same time another LSUC Subcommittee recommends killing the most effective equity program the LSUC has for racialized licensees.

We don't style it as such - we know how they are perceived. Our program is inclusive.

The LSUC has no backup plan.

The fact is that the LPP delivers high quality training, finds placements, and offers **all** LPP licensees a path to success.

Canada and Ontario are about ensuring all talented people have a path to success. The public expects fairness. Systemic racism is not. Unfair processes are not.

The LPP has given the LSUC an answer and an excellent, skills-based solution, to a very difficult problem. Why end it with no alternative?

If the LSUC was to cancel the LPP, giving in to “perception”, why would anyone have any confidence that the LSUC was either serious or capable of confronting and dealing with systemic racism.

Conclusion

The development and delivery of Ryerson’s LPP has been challenging and energizing. We live every day with hope and success on faces that have only seen rejection. We see talented people that this province and country need, finally be given their chance to prove themselves, and their chance to succeed. Every successful person was given that same chance at some point. The profession is stronger for inclusivity. The public is better served. The LPP ensures that those subject to unfairness have a pathway to success.

The LPP is a new way to provide experiential training. We can, as lawyers, be proud of our traditions, but at the same time be open to evidence-based new approaches. The LPP strengthens experiential training.

The LSUC should take the opportunity to continue the LPP for at least an additional 2 years. It should benefit from the strong results and strengthened training that will continue with the LPP.

Ryerson has been pleased to contribute to the Profession, will continue to do so, and would be pleased to continue to do so via delivery of the LPP.

Sincerely,

Chris Bentley, Executive Director (LPP and LIZ)
Gina Alexandris, Senior Program Director
André Bacchus, Assistant Director, Work Placement Office



THREE YEARS OF THE LPP

LAW PRACTICE PROGRAM (LPP)

Ryerson's Law Practice Program (LPP) Why? It's Working!

Ryerson's successful Law Practice Program (LPP) assists the LSUC in meeting its public interest obligations by better preparing lawyers to serve the Public in the 21st Century.

Experiential Training That Better Serves the Public

Tab 1

1. High-quality, skills-based training meets the highest public service and protection requirements
2. Standardized, supervised and assessed – Meets the highest standards for training set by LSUC
3. Excellent lawyers - 200 plus - develop, deliver, mentor, supervise and assess it
4. Excellent training that lawyers need to serve the Public in the 21st Century

Work Placements for All

Tab 2

1. 100% of Candidates have been placed in each of the first two years, notwithstanding it is a new program, in a challenging market, with a profession that likes its traditions
2. 440 new placements over 2 years across the province: mid-size, boutique and small private firms; in-house roles; government opportunities; and legal clinics
3. 72% paid Year II (stipends: 6.8% Year II down from 9.8% in Year I) - as good as articling
4. Post-placement success Year II: as of May 2016, 44% were either hired or extended, up from 35% in Year I

Strong, Diverse Candidates - Very Successful LSUC Diversity Program

Tab 3

1. Candidates reflect the Province of Ontario, not necessarily the legal profession
2. 440 (of 524) Candidates completed the 4-month training, then 4-month work placement
3. Very successful diversity program by the LSUC - Candidates have opportunity to get jobs
4. About half are from 17 Canadian law schools (all Ontario except Lakehead) - of the internationally-educated, half (25% of the total) started here and then went to the US or overseas for law school
5. Over 2 years: 57 different languages. Year II: 63 Candidates completed 33 different Masters Degrees, and 4 different PhDs; 24 Candidates have practiced abroad on average 5.8 years

Very Successful – Candidates Are Working After Call

Tab 4

1. 75% of Year I who are Called were employed full time in law 6 months post-LPP
2. 75% of Year I who are Called are employed in law or law-related positions one year post-LPP (plus 5% are otherwise employed and 3 Candidates have reported being on Family Leave)
3. Post-placement success Year II: as of May 2016, 44% were either hired or extended, up from 35% in Year I

Innovative – Prepares Candidates to Serve 21st Century Society & Improves Access to Justice

Tab 5

1. Prepare Candidates to combine strong foundational skills with the ability to take advantage of change to better serve 21st Century Society
2. Access to Justice Innovation Challenge (A2J) encourages Candidates to develop smarter, faster, better ways to meet legal needs
3. Group-firm work and learning encourages success working in teams
4. Diversity and international experience opens eyes and minds to better serve Ontario Society

You Helped Build It. Take Advantage. Use It!

LAW PRACTICE PROGRAM (LPP)

TRAINING

High-quality, innovative skills-based training, that is standardized, comprehensive, mentored and assessed.

LPP Training Component

Think about running your own general practice law firm, with three other partners, incorporating technology and online opportunities. That is what our Candidates do when they begin the Ryerson LPP each August.

The Training Component: Introducing the Virtual Law Firm (VLF)

During the Training Component, Candidates are randomly placed into virtual law firms (VLFs) of approximately four people. This ensures that LPP Candidates are exposed to group dynamics from the very beginning, which is relevant to today's successful professional development. We have had 60 firms in each of Years 1 and 2. Each firm is paired with a Mentor, who is a member of the legal profession in Ontario. Our Mentors come from across the province, average about 15 years of practice, and cover all areas of practice and workplace settings (clinics, government, private practice of all sizes, in-house counsel). These Mentors act as "Supervising Lawyers" for the VLFs, meeting with the entire firm once weekly for 17 weeks via webinar, and then bi-weekly with individual Candidates. During these interactions, Mentors and firms review the case file work that the Candidates have been working on that week, or have coming up, as well as discuss specific themes of Professionalism and Ethics, Practice and Client Management.

Competencies and Practice Areas

So what do the Candidates do during the Training Component? The LPP is "work" not school. On the basis of the expectations of the Law Society's mandate, our goal is to develop and assess in our Candidates the following skills (broadly):

- Professionalism and Ethics
- Analytical
- Research (legal and factual)
- Communications (oral and written)
- Practice Management
- Client Management

How do we develop these skills? Our Candidates meet at Ryerson 3 times for a week at a time (launch week end of August; middle of October; and middle of December). These 3 weeks offer Candidates the opportunity to engage in intensive workshops or panels (eg Trial Advocacy, Corporate Counsel), be assessed in-person by the bench and bar, develop and expand their professional network with each other (future colleagues) as well as members of the profession. The rest of the 14 weeks they are "working" in a simulated environment, responding to lawyer and client requests on a rapid, regular, intense basis.

LAW PRACTICE PROGRAM (LPP)

Their work is “delivered” via case files in the subject areas mandated by the LSUC:

- Administrative Law (previously a Landlord/Tenant matter; this year an Immigration matter);
- Business Law
- Civil Litigation
- Criminal Law
- Family Law
- Real Estate Law
- Wills & Estates Law

Input by the Profession: Subject Matter Experts, Mentors and Assessors

Each of the case files is developed by a Subject Matter Expert (SME), a leading Ontario practitioner in their field. The SME develops/updates a background story, online reference resources, precedents and “typical” file assignments. These assignments (over 100 in 2015) include client meetings, to opening a file to research, responding to clients’ questions, to drafting or reviewing contracts or pleadings, through to arguing or presenting before a court or tribunal...and then billing and collecting fees. Candidates receive these assignments throughout the business day/week as “emails” from “Senior Partners” in the relevant practice area. The case files are layered, beginning with work on one, then a second, eventually with all seven, therefore also building the skill of professional prioritization (aka practice management). Sometimes VLFs are working on a single file for a day or two; other times they are juggling the expectations of multiple files...as is the case in “real world” practice.

VLFs connect with their Mentors, each other, Managing Partners, Subject Matter Experts and their clients virtually through webconferencing and other online platforms (eg video “meetings”). Who are these clients, you might ask? In five of the files, the VLFs have the benefit of live-actor simulators, trained on the file and the requirement of “client management” skills, through Ryerson’s specialized Interpersonal Skills Teaching Centre (ISTC – see: <http://www.ryerson.ca/istc>).

Candidates submit some work through their firm, most individually. They are offered feedback by their Mentors on some of their work (particularly as they first begin the work), or self-assess based on model answers available by the SMEs (and then discussed during the weekly Firm Meetings with the Mentors). In addition, however, Candidates will be assessed by other members of the profession as specific Assessors for particular subject matter tasks (Motions, Client meetings, Negotiations, Opening/Closing Statements, Cross/Direct Examinations, Submissions, Bail Hearing, Supervisor Meetings), during the 2nd and 3rd in-person meetings. Candidates are assessed monthly by their Mentors on all six of the competencies noted above. Candidates are assessed as “Developing”, “Meets Expectations” or “Exceeds Expectations” by their Mentors and Assessors, and overall success depends on consistent and developing performance throughout the four months.

LAW PRACTICE PROGRAM (LPP)

**LAW
PRACTICE
PROGRAM**

**RYERSON
UNIVERSITY**

Training Component

17 weeks



- Ethics and Professionalism
- Oral and Written Communication
- Analytical Skills
- Research Skills
- Client Relationship Management
- Practice Management

AUG OCT DEC



ONGOING MEETINGS & EVENTS

- Professional Development and Guest Speakers
- Client interviews, meetings & negotiations
- Weekly meetings with Managing Partners
- Courthouse and Tribunal visits
- Hearings and appearances before assessors
- Virtual Firm meetings led by lawyer Mentors

GENERAL FILE WORK

- Open and manage files, including retainers, conflict checks, tickler systems
- Manage, review, analyze and address correspondence and memos to file
- Docket all matters - billable and otherwise, review accounts and prepare draft invoices

CLIENT MATTERS

- Administrative Law
- Business law
- Civil Litigation
- Criminal Law
- Family Law
- Real Estate Law
- Wills and Estates Law

ASSIGNMENTS

- Legal Research and Memorandum
- Draft Retainer
- Draft Demand Letter
- Respond to urgent voice message
- Draft Opinion Letter
- Draft Designation
- Draft letter to opposing counsel
- Draft Agreement of Purchase and Sale
- Draft Application and Financial Statement
- Draft Statement of Claim
- Memo - Bail Hearing
- Search of Title through Teraviv
- Review Pleadings of other side
- Draft Letter of Intent
- Confirming Representation and Capacity
- Draft Application
- Small Claims Research
- Draft Powers of Attorney for Property and Personal Care
- Draft Requisition Letter
- Draft Reporting Letter
- Draft Closing Agenda, Share Purchase and Non-competition Agreements
- Contract Drafting
- Draft questions for Examination-in-Chief and Cross-Examination
- Draft Statement of Funds and Statement of Adjustments
- Discuss file strategy
- Draft Third Party Consents and Promissory Note
- Prepare Case Conference Materials
- Guilty Plea and Sentencing
- Draft Affidavit of Documents
- Draft Will
- Present submissions to the Landlord & Tenant Board
- Prepare client for examinations
- Review and use precedents and checklists

SPECIAL PROJECTS

- Intensive Trial Advocacy Program
- Business Plan
- Access to Justice Innovation Challenge
- In-House Counsel Concentration

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Thank You

to our mentors, assessors, curriculum developers, guest speakers, the Ontario Bar Association, for our strategic alliance, and The Law Society of Upper Canada.



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Cara Zwibel

Thank You

3 Day Intensive Trial Advocacy Program LPP

Developed & delivered by:



Sheila R. Block, Partner
Torys LLP



James Seckinger, Professor
University of Notre Dame

With support from:

65 Practitioners, from many organizations, providing advocacy training

and



Looking forward to the 2016–2017 Law Practice Program



2015/2016 LPP Candidates

Expert Advocacy Practitioners

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Aghi Balachandran
Sandra Barton
Katherine Batycky
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LAW PRACTICE PROGRAM (LPP)

WORK PLACEMENTS

High-quality, supervised and assessed.

Work Placement Component

Candidates move on to the four-month Work Placement only after they have successfully completed the Training Component. We recruit employers on the basis that our Candidates are ready to “hit the ground running” in January. Our employers span the range of practice areas and office settings across the province. Candidates are prepared for both general and more focused practice areas for their Work Placements. A list of our employers is attached.

Securing Work Placements

Once an LPP Candidate has successfully completed the 4-month intensive Training Component they are eligible to begin their work placement. LPP Candidates can secure work placements in two ways: **1)** by applying to the job postings we have secured through the program's outreach efforts; and/or **2)** conducting outreach to potential employers they would like to work with which we then review and confirm the work placement's eligibility. It is important to note that the vast majority of LPP Candidates secure their work placements through applying to the job postings the Work Placement Office secures and posts in our PlacePro database.

To secure the over 440 work placement job postings, during the first two years of the program, the Work Placement Office, along with the outreach efforts of the overall LPP team, made many phone calls to prospective employers, attended and presented at numerous legal association and legal conference events, as well as, placed advertisements in a variety of legal publications including the Ontario Reports, Canadian Lawyer Magazine, the Lawyers Weekly, Precedent Magazine, Legal Association Newsletters and, this year, in the National Post.

The Work Placement Office works diligently throughout the year to develop the work placement opportunities with potential employers. In addition to conducting many outreach phone calls, they conduct numerous follow-up calls to confirm the employers participation (i.e. to get the Employer Profile Form from the employer to create the placement position); the position is then vetted and posted for LPP Candidates to apply to; once the position closes the LPP Candidate applications are then reviewed to create a shortlist that employers can review; the applications are then submitted to the employers along with a link to all the applications submitted for their placement position; follow-up calls are then placed to confirm which candidates the employer would like to interview; and again, follow-up calls are made to confirm who the employer has decided to hire. Once the LPP Candidate accepts the position the Work Placement Office sends a completed Work Placement Agreement and Education Plan to the employer and the LPP Candidate to sign and return. The employer also receives a Pre-Placement FAQ & Checklist to assist them in preparing for their LPP Candidate's arrival in January.

Within the current legal and economic environment, over the past two years, the Work Placement Office has been able to create over 440 work placement opportunities that would not have otherwise existed in Ontario. Over 70% of roles are paid, with the overwhelming majority being fully paid, with some stipends. We believe this compares favourably with what is actually going on with articling.

The participating employers include large and small employers across all legal sectors from private practice to in-house and legal clinics to all 3 levels of government.

LAW PRACTICE PROGRAM (LPP)

The Work Placement Office has once again been working diligently to secure enough opportunities to meet the demands of our expanded LPP Candidate pool and is on track to once again meet our target of a 100% rate of placement for all LPP Candidates during the third year of the program.

In-Placement Check-Ins

During the four-month work placement period the Work Placement Office conducts two in-depth check-in calls with each employer as well as an in-depth check-in call with the LPP Candidate. These check-in calls provide us with the opportunity to gather feedback on the LPP Candidate's performance, as well as, the LPP Candidate's experience. The feedback received during the employer check-in calls can be very insightful and, in most instances, quite extraordinary. Employers tend to immediately comment on how well-prepared the LPP Candidate was to "hit the ground running". In fact, they often mention that they operate at a significantly higher level than other licensing candidates they have encountered in the past. Similarly, LPP Candidates during their check-in calls also comment on how prepared they felt arriving into the new work environment particularly since many of the experiences they are engaging in are tasks they prepared for or completed during the Training Component.

In addition to the formal check-in calls, the Work Placement Office reminds both employers and LPP Candidates that they are always available to support them with any matters that may arise during the work placement. In some cases this may mean acting as a facilitator or providing additional resource support to the employer or the LPP Candidate.

Post-Placement Success

Early indications are that LPP Candidates, once called, are meeting with excellent employment success:

- 75% of Year I who are Called were employed full time in law 6 months post-LPP
- 75% of Year I who are Called are employed in law or law-related positions one year post-LPP (plus 5% are otherwise employed and 3 Candidates have reported being on Family Leave)
- Post-placement success Year II: as of May 2016, 44% were either hired or extended, up from 35% in Year I

Ryerson Law Practice Program (LPP)

Thank You

to our work placement employers,
our strategic partner, the Ontario Bar Association
and The Law Society of Upper Canada.



Aasara Lawyers Professional Corporation
Abraham Jonas LL.B.
Aequitas Neo Exchange
Ajay Duggal Professional Corporation
Alcohol and Gaming Commission of Ontario
Allan S. Blott Q.C. Professional Corporation of Lawyers
Ananaba Law Office
Anissimoff Mann Professional Corporation
Annie A. Cheng
Appleton & Associates
Association in Defence of the Wrongly Convicted (AIDWYC)
Bank of Montreal - BMO Financial Group
Barbra Schliker Commemorative Clinic
Bennett Law Chambers Professional Corporation
Bianchi Presta LLP
Bickhram Litigation P.C.
BMW Group Canada
Bombardier Commercial Aircraft
Brent C. Balmer
Canadian Civil Liberties Association
Canadian Environmental Law Association (CELA)
Cardus
Castle-Trudel
Centre for Addiction and Mental Health (CAMH)
Centre for Spanish Speaking Peoples
Chan Yeung Kang
Chartwell Retirement Residences
Chicago Title Insurance Company Canada
Children's Aid Society of Hamilton
CI Investments Inc.
City of Hamilton
CLEO - Community Legal Education Ontario

Cohen Peeters Yates LLP
College of Audiologists and Speech-Language Pathologists
Community Advocacy & Legal Centre (Belleville)
Community Legal Clinic of York Region
Cooper Barristers
Dani Z. Frodis Barristers
Daniel C. Fernandes Law Office
Davidsons Lawyers
Davoudi Law Firm
Department of Justice Canada - Ontario Regional Office
Devadas Law Professional Corporation
Dhaliwal & Dhaliwal LLP, Barristers & Solicitors
Dorrington and Associates Professional Corporation
Echelon Insurance
Elgin-Oxford Legal Clinic
Enbridge Gas Distribution Inc.
Enriched Investing Incorporated
Equifax Canada Co.
Evans, Bragagnolo & Sullivan LLP
Farooq & Chaudhry LLP
Forbes Chochla LLP, Barristers & Solicitors
Forgione Law Office
Francesca E. Yaskiel, Barrister & Solicitor
FreemanLaw - Barristers
FRHI Hotels & Resorts (Canada) Inc.
Gahir & Associates
Galan Law Firm
GFL Environmental Inc.
Gibson Criminal Defence
Gilead Sciences Canada, Inc.
Global Affairs Canada
Glover & Associates
Govedaris Professional Corporation
Habib and Associates Law Office

Hackett Simpson Tripodi LLP
Hale Criminal Law Office
Harbic Law
Heal & Co. LLP
Hicks Morley Hamilton
Stewart Storie LLP
Housing Services Corporation
Hudson's Bay Company
Hull & Hull LLP
Huron Perth Community Legal Clinic
Impact Law LLP
Indigo Books & Music Inc.
Infrastructure Ontario
Jamshidi & Associates
Janice R. Johnson, Barrister, Solicitor & Notary Public
Janssen Law Professional Corporation
Jay I. Bernholtz Barrister and Solicitor
Jeff J. Li Professional Corporation
Juriansz & Li
Kashlaw Professional Corp.
Kayani Law Firm
Kazembe & Associates PC
Kelly Manthorp Heaphy
Ken J. Berger MD JD Barristers and Solicitors
Kingston Community Legal Clinic
Klotz Associates, Barristers & Solicitors
Koskie Minsky LLP
Lake Shore Gold Corp.
Law Chambers of Nadir Sachak
Law Office of Adela Crossley
Law Office of Michael Fairney
Law Office of Ravinder Mann
Law Office of Vane Senthooran
Law Studio Professional Corporation
Lawyers' Professional Indemnity Company
Ledgley Law
Legal Aid Ontario (LAO) - Major Case Management Office
Lomic Law

LoPresti Law
Lori R. Dubin Family & Criminal Law Office
Lozano Law Office
MacGregor Horic LLP
MAG - Agency and Tribunal Relations Division
MAG - Court Services Division
MAG - Crown Law Office Civil (CLOC)
MAG - Ministry of Health and Long-Term Care, Legal Services Branch
MAG - Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
Maniaci Sobel Altbaum
Marco Sciarra - Criminal Lawyer
Martel Law Office
Mazinani Law Offices
McCarthy Tétrault LLP
McDonald's Restaurants of Canada Limited
McMahon Morrison Watts Labour and Employment Lawyers (Toronto office)
Mendonca Law Office Professional Corporation
Mercedes Ibgghi - Barrister, Solicitor & Notary Public
Monica Goyal
MUNERA
N.H. Winter Law Firm
Nadia Liva, Barrister & Solicitor
NAV Canada
Negi Samson LLP
Neighbourhood Legal Services (London & Middlesex) Inc.
Nicole Matthews Professional Corporation
Nissan Canada Inc.
Ontario Bar Association (OBA)
Ontario College of Trades
Ontario Institute for Cancer Research (OICR)
Ontario Motor Vehicle Industry Council (OMVIC)
Oyubuli Law Professional Corporation

PA Law Firm Professional Corporation
Pacific Exploration & Production Corporation
Paliare Roland Rosenberg Rothstein LLP
Parnega Langley LLP
Patrick Orr, Barrister and Solicitor
Paula Seymour, Barrister & Solicitor
Peter Loucks Professional Corporation - Loucks & Loucks
Philips Canada
PointClickCare Corp.
Primero Mining Corp.
Pro Bono Law Ontario
Q9 Networks
Randy Ai Law Office - Labour & Employment Lawyer
Raviele Vaccaro LLP
RBC - Royal Bank of Canada
Reach Canada
Rekai LLP
Rexdale Community Legal Clinic
Riches, McKenzie & Herbert LLP
Rodan Energy Solutions Inc.
Roos Law Professional Corporation
Rosenblatt Immigration Law
Ross & McBride LLP
Roth Law Offices
Rubenstein, Siegel
Rusonik, O'Connor, Robbins, Ross, Gorham & Angelini LLP
Rutman & Rutman Professional Corporation
Ryerson University
RZCD Law Firm LLP
Salim J. Khot Legal Professional Corporation
Scotiabank - Bank of Nova Scotia
Shael Eisen Professional Corporation
Shemesh Criminal Law

Shillers, LLP
Sobeys Inc.
Soble, Davis & Day LLP
Society of Composers, Authors and Music Publishers of Canada (SOCAN)
Solomon Orjiwuru Law Office
Sony Music Entertainment Canada Inc.
Stephen Hebscher, Barrister Sudbury Community Legal Clinic
Tangerine Bank
Teva Canada Limited
The Law Society of Upper Canada (LSUC)
The Sheridan College Institute of Technology and Advanced Learning
Thomas G. Chalmers
Thomson Mahoney Delorey
Toronto Catholic District School Board
Toronto International Film Festival (TIFF)
Travel Industry Council of Ontario
Valdman Law Professional Corporation
W. Grant Buchan-Terrell
Wakulat Dhirani LLP
Warren Camacho LLP
Wasserman Law Firm
William Demant Group of Companies, Canada
Wolfson Law Professional Corporation
Workers' Health & Safety Legal Clinic
Workplace Safety & Insurance Board (WSIB)
Wyatt, Purcell, Stillman & Angevine LLP
Yossi Schochet, Barrister & Solicitor
YWCA Peterborough
Haliburton

RYERSON LAW PRACTICE PROGRAM (LPP)

Thank You

to our work placement employers, our strategic partner,
the Ontario Bar Association and The Law Society of Upper Canada.

Ahmed Law
Aboriginal Legal Services of Toronto
Access Copyright
Aecon Group Inc.
Aequitas Neo Exchange Inc.
Alcohol and Gaming Commission of Ontario
Allen & Allen, Barristers and Solicitors
Anissimoff Mann Professional Corporation
Annie A. Cheng, Barrister and Solicitor
Association in Defence of the Wrongly Convicted (AIDWYC)
ATX Law Professional Corporation
Axxess Law Corporation
Babin Bessner Spry LLP
Bahmadi Law Professional Corporation
Ballantyne Yates LLP
Barbra Schlifer Commemorative Clinic
Beber Professional Corporation
Berger Law Firm
Bernstein, Newman & Associates
BMO - Bank of Montreal
Bookman Law Professional Corporation
Brookfield Asset Management
Business Immigration Law Group
Cabanela Law Office
Cambridge LLP
Canada Industrial Relations Board (CIRB)
Canadian Civil Liberties Association (CCLA)
Canadian Environmental Law Association (CELA)
CASPLO - College of Audiologists & Speech-Language Pathologists of Ontario
Castle-Trudel Criminal Defence
Centre for Addiction and Mental Health (CAMH)

Centre for Spanish Speaking Peoples
Centre Francophone De Toronto
Chehab & Khan, Barristers Solicitors
CIBC - Canadian Imperial Bank of Commerce
CitiFinancial Canada Inc
City of Barrie
City of Hamilton
City of London
CLEO - Community Legal Education Ontario
Cohen, Sabsay LLP
College of Nurses of Ontario
Community Advocacy & Legal Centre (Belleville)
Community Legal Clinic of York Region
Community Legal Clinic Simcoe-Haliburton-Kawartha Lakes
Côté Professional Corporation
CSE - Communications Security Establishment
CST Trust Company
Delaney's Law Firm
Deol & Nagpal Law Firm LLP
Dooley Lucenti Barristers & Solicitors
Dorrington & Associates Professional Corporation
Echelon General Insurance Company
Edgar Chana Law
Edward M. Otto, Barrister & Solicitor
eHealth Ontario
Elgin-Oxford Legal Clinic
Enriched Investing Incorporated
Equifax Canada
Eunice Kim & Associate Professional Corporation
Evans Sweeny Bordin LLP
Fairmont Raffles Hotels International Inc

Family and Children's Services of Frontenac, Lennox and Addington
Farooq & Chaudry LLP
FCT
Fleck Law
Fleet Street Law
Flemingdon Community Legal Services
Forbes Chochla LLP
Francesca E. Yaskiel, Barrister & Solicitor
Garfin Zeidenberg LLP
Grechi Carter Professional Corporation
Gary Anandasangaree & Associates
Gavin C. Holder, Barrister & Solicitor
Geoffrey A. R. Pollock, Barrister & Solicitor
Gilead Sciences Canada Inc
GlaxoSmithKline Inc (GSK)
Goldman Hine LLP
Goodmans LLP
Govedaris Professional Corporation
Government of Canada - Foreign Affairs, Trade and Development
Graham Estate Law
Graham Tobe Professional Corporation
Grill Barristers
Harbic Law
Heal & Co. LLP
Hicks Morley Hamilton Stewart Storie LLP
Hodder Barristers
Housing Services Corporation (HSC)
Howard Kelford & Dixon, Barristers & Solicitors
Hudson's Bay Company (HBC)
Hull & Hull LLP
Hung Tan Truong Law Office
Huron Perth Community Legal Clinic
Impact Law LLP
Infrastructure Ontario
Janice R. Johnson, Barrister & Solicitor
Janis P. Criger, Barrister & Solicitor



Jeffrey F. Mazin, Barrister & Solicitor
Jewitt McLuckie & Associates
Johnson & Schwass Professional Corporation
Joseph G. LoPresti, Barrister & Solicitor
Justice for Children and Youth
Kaiser Akbar Law Firm
Kayani Law Firm
Kazembe & Associates PC
Kensington Bellwoods Community Legal Services
Kingston Community Legal Clinic
Knezy Mourawed LLP
Koshy Law
Koskie Minsky LLP
KPMG Law LLP
Krylov & Company, Barristers
Lakhwinder Sandhu, Barrister & Solicitor
Law Office of Joanna J. Ringrose
Law Office of Rosalind E. Conway
Law Offices of Warren & Jansen
LawPRO
Legal Aid Ontario - Major Case Management Office
Legal Aid Ontario - North York
Lenczner Slaght Royce Smith Griffin LLP
Levy Zavet PC
Lewis Downey Tornosky Lassaline & Timpano Professional Corporation
Loucks & Loucks - Barristers & Solicitors
Lozano Law Office
Luke's Place
Macdonald Porter Drees, Barristers & Solicitors
MacGregor Horic LLP
Malhi Law Professional Corporation
Malicki Sanchez Law
Marok Law Office
Michael W. Caroline Law Office

Ministry of Attorney General - Court Services Division
Ministry of Attorney General - Crown Law Office Civil
Ministry of Government and Consumer Services
Ministry of Health and Long-Term Care, Legal Services Branch
Mount Sinai Hospital
MUNERA Professional Corporation
Nathens, Siegel Barristers LLP
Neha Chugh Criminal Defence Lawyer
NEI Investments
Neighbourhood Legal Services (London & Middlesex) Inc.
Nissan Canada Inc.
Olalere Law Office
Ontario Bar Association (OBA)
Ontario Hospital Association (OHA)
Ontario Motor Vehicle Industry Council (OMVIC)
Pacific Rubiales Energy Corp.
Paliare Roland Rosenberg Rothstein LLP
Pallett Valo LLP
PCK - Perry + Currier Inc. / Currier + Kao LLP
Pinto Wray James LLP
Pro Bono Law Ontario (PBL0)
RBC - Royal Bank of Canada
Rene Larson Law Office
Rerri Law Firm
Rexdale Community Legal Clinic
Richard M. Goldman, Barrister & Solicitor
Rochon Geneva LLP
Rosenblatt Immigration Law
Rosen Fromstein LLP
Roth Law Offices
Ryan LLP
Ryerson University

Sack Goldblatt Mitchell LLP
Sahara Lawyers Professional Corporation
Schible Law
Sears Canada Inc.
Shael Eisen Professional Corporation
Sheridan College
Siddiqui Law Office
Smordin Law Professional Corp.
Solar Income Fund Inc.
SP Law Office PC
Squire Law Office
St. Michael's Hospital
Stephen Hebscher, Barrister & Solicitor
Stevensons LLP
Subhash Joshi Law Office
Sunnybrook Health Sciences Centre
T. Edmund Chan, Barrister & Solicitor
Tangerine Bank
TD Bank Group
Teva Canada Limited
The Children's Aid Society of Hamilton
The Law Office of Alesha A. Green
The Law Office of Vaneer Senthoooran
The Law Society of Upper Canada (LSUC)
Thompson Dymond
Toronto International Film Festival (TIFF)
Vasuki Devadas Law Office
Wakulat Dhirani LLP
Wendy Harris Bentley, Barrister & Solicitor
Wolfson Law Professional Corporation
Woolgar VanWiechen Ketcheson Ducoffe LLP
Workplace Safety & Insurance Board (WSIB)

Ryerson Law Practice Program

BE PART OF THE FUTURE

*"Industrious, hard-working ...!
Her contributions to the organization
started 10 minutes after she got here.
We got exactly what we wanted and
there are no surprises. ... We are
very happy to be involved in
the program."*

**Ontario Motor Vehicle
Industry Council (OMVIC)**

*"She was fabulous.
She was able to hit the ground
running. We were able to get
her involved in a lot of different
things: contractual negotiations,
regulatory discussions and policy
developments - and she was
able to contribute."*

**Royal Bank of Canada
RBC**

*"His work is top quality... [He] is
doing a great job, the LPP provides
Candidates with practical experience
and it benefits us too because
he is assisting us."*

**Chicago Title Insurance Company
Canada**

*"She exceeded our expectations.
...Up there with 1st and 2nd year
lawyers. ...I wish all students
could go through the LPP so
they get consistent training
across the board."*

GFL Environmental Inc.

*"The LPP...has been
wonderful. I adored the
candidate that we had.... He
was absolutely amazing, very high
calibre. The practical training
that he is getting here is amazing...
and we as an organization are
benefitting from it as well."*

Infrastructure Ontario

*"Our LPP student was thrown
into the middle of a trial and was
required to take the lead on it. She did
an outstanding job and was
victorious at the end of the day."*

Nissan Canada

INNOVATIVE • EXPERIENTIAL • ENTREPRENEURIAL

To participate as a Mentor or to provide a Work Placement opportunity visit:

ryerson.ca/lpp

**LAW
PRACTICE
PROGRAM**

**Ryerson
University**

LAW PRACTICE PROGRAM (LPP)

CANDIDATES

Curious, Creative, Intelligent, Diverse, Ambitious

Over the last two years **50% of LPP Candidates have graduated from one of 17 different law schools across Canada** (all of the Ontario schools, except Lakehead) and of the internationally-educated (**104 different law schools from around the world**), half of them (25% of the total) started here and then went to the US or overseas for law school.

In Year II: 63 Candidates completed 33 different Masters Degrees, and 4 different PhDs; 24 Candidates have practiced abroad on average 5.8 years.

Masters Programs		
Art History	Arts	Business Administration
City Design and Social Science	Early Childhood Studies	Economics
Education	English	Health Administration
History	Human Resources Management	Human Rights and Criminology
International Affairs	Law	Law - Business Law
Law - Canadian Common Law	Law - Commercial Law	Law - Constitutional Law
Law - ELLM	Law - Employment and Labour	Law - International Business Law
Law - International Economic Law	Law - International Humanitarian & Security Law	Law - International Trade Law
Philosophy	Political Science	Psychology
Public Policy and Administration	Public Relations	Slavic Studies
Social Work	Socio-Legal Studies	Sociology
PhD Programs		
Law	Law - International Human Rights	Philosophy
Science		

LAW PRACTICE PROGRAM (LPP)

Year I and Year II: LPP Candidates are fluent in 57 languages ranging from American Sign Language to Yoruba.

American Sign Language	Arabic	Bengali
Bosnian	Cantonese	Chinese
Danish	Dari	Edo
English	Farsi	Filipino
French	German	Greek
Gujerati	Hebrew	Hindi
Hindko	Hungarian	Ibibio
Ibo	Isoko	Italian
Japanese	Kannada	Khme
Korean	Latin	Malay
Malayalam	Mandar	Mandarin
Nepali	Oriya	Pashto
Persian	Polish	Portugese
Punjabi	Romanian	Russian
Serbian	Shona	Sinhala
Spanish	Swahili	Swedish
Tagalog	Taiwanese	Tamil
Teochew	Twi	Ukranian
Urdu	Vietnamese	Yoruba

LAW PRACTICE PROGRAM (LPP)

SUCCESS AFTER THE LPP

- 75% of Year I who are Called were employed full time in law 6 months post-LPP
- 75% of Year I who are Called are employed in law or law-related positions one year post-LPP (plus 5% are otherwise employed and 3 Candidates have reported being on Family Leave)
- Post-placement success Year II: as of May 2016, 44% were either hired or extended, up from 35% in Year I

A sampling of their **job titles** include:

Anti-Money Laundering Client Analyst	Associate Lawyer
Associate Legal Counsel	Bilingual Staff Lawyer
Business Manager	Compliance Officer
Contract Reviewer	Duty Counsel
Early Resolutions Officer	In-House Corporate Counsel
In-House Counsel	Junior Lawyer
Junior Partner	Lawyer In Association
Leasing Manager	Legal Clinic Staff Lawyer
Legal Counsel	Legal Counsel and Compliance Coordinator
Legal Editor	Legal Manager
Legal Officer	Listings Analyst
Operations	Partner
Private Practitioner	Project Coordinator
Resolution Manager	Returning Officer and Board Secretariat
Sole Practitioner	Strategic Planner
Tech Start-Up Developer	Trust Officer

INNOVATION

Preparing lawyers to successfully serve Society in the 21st Century: breaking new ground in the area of skills development and practice management.

A few examples of LPP innovations include:

- **Virtual Law Firms (VLFs) - Simulated Practice:** Using the university learning management system, the LPP has created a virtual law office setting with incoming email and voice messages from “partners”, “associates”, “law clerks” and “clients”. The virtual law office contains an administrative area with general resources including: an Office Manual; a virtual library of resources and precedents; the partners “in-tray” for the submission of assignments for assessments; and, a “lunchroom” discussion board for Candidates and Mentors to exchange ideas and suggestions.
- **Technology** - The VLF is enhanced with the additional technology of: webconferencing via Webex; Google Docs for collaboration and file management; WestlawNext Canada and LexisNexis for legal research (as well as the practice management tools offered by both companies to new lawyers); Clio for practice management, docketing and billing; Teranet and Lawyer Done Deal for real estate files; Clausehound for drafting; and, Kira Talent for interview preparation.
- **Intensive Trial Advocacy Program (ITAP)** - Sheila Block (Partner at Torys LLP) and Jim Seckinger (Professor of Law at the University of Notre Dame) developed and delivered a 3 Day Intensive Trial Advocacy Program with the support of 65 practitioners from various organizations for candidates in Year II and are doing so again in Year III.
- **Alternative Dispute Resolution (ADR)** - In Year III, Allan Stitt delivered his Harvard Negotiations Workshop, enhancing the presentations and his online Negotiation Module previously offered to LPP Candidates. In Year III, Colin Stevenson will be offering his Mediation Workshop. Candidates also engage in ADR via their business, civil litigation and family files.
- **A2J Innovation Challenge** - Each year the VLFs prepare a pitch to deliver a legal service smarter, faster and better. These pitches might involve people, process and/or technology. The top 7 VLFs pitch to a panel of experts. The winning firm then has lunch with the Chief Justice to discuss their innovative idea and the opportunity to work with the Legal Innovation Zone to help bring their idea to fruition.

LAW PRACTICE PROGRAM (LPP)

- **Business Plan** - The practice of law is a profession, but it is also a business. Whether you are in private practice, a corporate in-house law department, or part of a public institution, understanding the business aspects of the practice of law is essential to success. Each year the VLFs prepare a business plan to set up a firm the day after their Call. Business plans include 2 years of financial statements for submission to the Bank. This Plan also includes the areas in which they intend to practice, the business structure they propose to implement, their plans to develop a client base, and a financial pitch to a bank to secure financing.
- **In-House Counsel Concentration** - Candidates develop a greater understanding of the work and challenges of in-house counsel, through panel discussions, presentations and workshops on topics including: company policies; ethical dilemmas in the in-house context; proactive litigation management; deal management; contract administration; and corporate financial literacy. They gain an appreciation of working as a business partner with their internal clients rather than focusing only on the legal issues.
- **Client Simulations - Interpersonal Skills Teaching Centre (ISTC – see: <http://www.ryerson.ca/istc>)** - the LPP has revolutionized the development of practice and client management skills of future lawyers, by offering live (in-person and online), performance-based simulations with actors trained through the ISTC. These simulators allow Candidates to experience working with clients, over four months, in a variety of practice settings, from the first interview through to client calls, client/witness preparation to negotiations/mediations and in-court trials.

Sample view of the VLF:

The screenshot displays the LPP website interface. At the top, there is a navigation bar with the 'LAW PRACTICE PROGRAM' logo on the left and the 'Ryerson University' logo on the right. Below the logos, a copyright notice states: '© Law Practice Program, Ryerson University, 2016. All rights reserved. No part of the material within these shells may be reproduced, modified, distributed, sold, published, broadcast, retransmitted, in any form, without the prior written consent of the Law Practice Program and Ryerson University.' The navigation bar includes links for 'Messages', 'General Resources', 'Firm Resources', 'Submissions for Review', and 'Discussions'. The main content area is divided into two columns. The left column, titled 'Messages', shows an email titled 'Additional Information For Civil New Client Interview'. The email content includes a greeting 'Dear Candidates', a reference to a schedule for a Civil Client Interview, and a list of instructions for the WebEx coordinator. The right column, titled 'Browse Resources', contains a 'Bookmarks' section with links to 'General Resources' and 'Firm Resources'.

LPP Training Summary

440+ Candidates and **120** Firms over two years

In a single Year:

8 Standardized Clients

85+ Simulators per year

90+ Pieces of Simulated Legal Correspondence

40+ Custom Videos

20+ Learning Modules

110+ Deliverables assigned to individual Candidates and Firms

9+ Specialized applications and databases

200+ Practicing lawyers as Assessors, Advisors, Subject Matter Experts and Mentors per year