



NATIONAL JUDICIAL INSTITUTE
INSTITUT NATIONAL DE LA MAGISTRATURE

Annual Review

2024-25

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A MESSAGE FROM THE CHIEF JUSTICE OF CANADA



As Chair of the National Judicial Institute (NJI) Board of Governors, I am proud to present the work of an organization that stands at the forefront of judicial education excellence. The NJI's comprehensive educational programming is delivered to every Canadian judge, ensuring access to current legal developments, essential courtroom skills, and specialized training necessary for fair and informed decision-making across Canada's diverse communities.

Continuing judicial education is fundamental to maintaining an accessible and responsive justice system. The NJI's education encompasses critical areas of judicial practice, including sexual assault law, Indigenous law and legal orders, and matters affecting children and youth. Its programming is rigorously updated to encompass emerging challenges from recent scientific advancements to artificial intelligence.

Each of the Institute's educational programs and resources is developed by a committee of judges in accordance with the principle of judicial independence. This approach ensures that judges are equipped and informed to decide matters before them based solely on the law, evidence, and the values enshrined in Canada's Constitution.

The work of Canada's National Judicial Institute is recognized worldwide, with international institutions and organizations regularly requesting its guidance on judicial education. As Canadians, we can proudly say that our judges are among the best educated in the world. To all those who contribute to this vital work, I extend my appreciation and gratitude.



**The Right Honourable
Richard Wagner, P.C.**

Chief Justice of Canada
Chair of the NJI Board of Governors

FROM THE DESK OF THE CJO AND CEO



As the NJI's Chief Judicial Officer (CJO) and Chief Executive Officer (CEO), it is our privilege to present this overview of our work over the past fiscal year, from April 1, 2024, to March 31, 2025.

Throughout this period, the NJI delivered 76 judicial education programs to over 4,500 judicial participants, paired with an extensive range of digital education resources from self-study courses to live online seminars. Our bilingual programming served Canada's multi-jural system in common law, civil law, and Indigenous law and legal orders, providing comprehensive education for judges nationwide.

This year, we are particularly proud to have launched programs and resources on vital topics, including trauma-informed approaches to justice, intimate partner violence, and Indigenous over-representation in the criminal justice system. This judge-led education was enriched by extensive consultation with courts, academics, Indigenous communities, and other subject matter experts to ensure rigorous, detailed, and timely education focused on practical realities.

Over the course of this year, we are also pleased to have secured additional and ongoing access to NJI resources for Canada's provincial and territorial court judges, and to have engaged with a wide range of international partners in response to requests for collaboration in judicial training.

Our work this year reflects the dedication of our exceptional team and contributors, and we hope you will find this summary of our latest achievements both informative and inspiring.

Justice Tom Crabtree & Danielle May-Cuconato

Chief Judicial Officer (CJO) & Chief Executive Officer (CEO)

THE NJI BOARD OF GOVERNORS



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Chief Justice of Canada

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Matthews Fellow in Global Public Policy
Queen's University

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The Honourable Jean-François Michaud

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The Honourable Martel D. Popescul

Chief Justice, Court of King's Bench of Saskatchewan

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Professor Jeremy Webber

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Honorary Board Member

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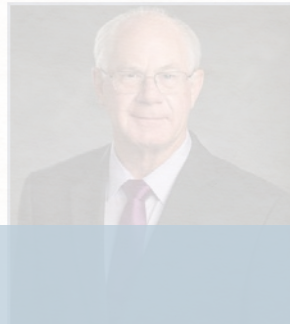
Retired Justice, Supreme Court of Canada

With our sincere thanks to outgoing members of the Board this year, for their deeply valued and dedicated service to the NJI;

Dean Marie-Eve Sylvestre, S.J.D., Ad.E.
President and Vice-Chancellor,
University of Ottawa

Secretary: Stéphanie Bachand,
General Counsel and former Executive
Legal Officer, SCC

NJI CONTRIBUTORS

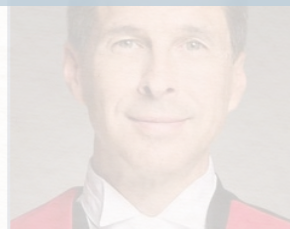
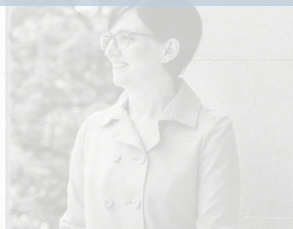


No NJI program would be possible without a dedicated community of educational champions, who generously volunteer their expertise to advance judicial education.

As speakers, facilitators, education planners, contributors, reviewers and members of our committees and Board of Governors, their engagement is foundational to the NJI's success.

To the many judges, academics and subject matter experts who contribute to the NJI, please accept our gratitude. Your work and experience guide, ground, and drive forward excellence in judicial education in Canada.

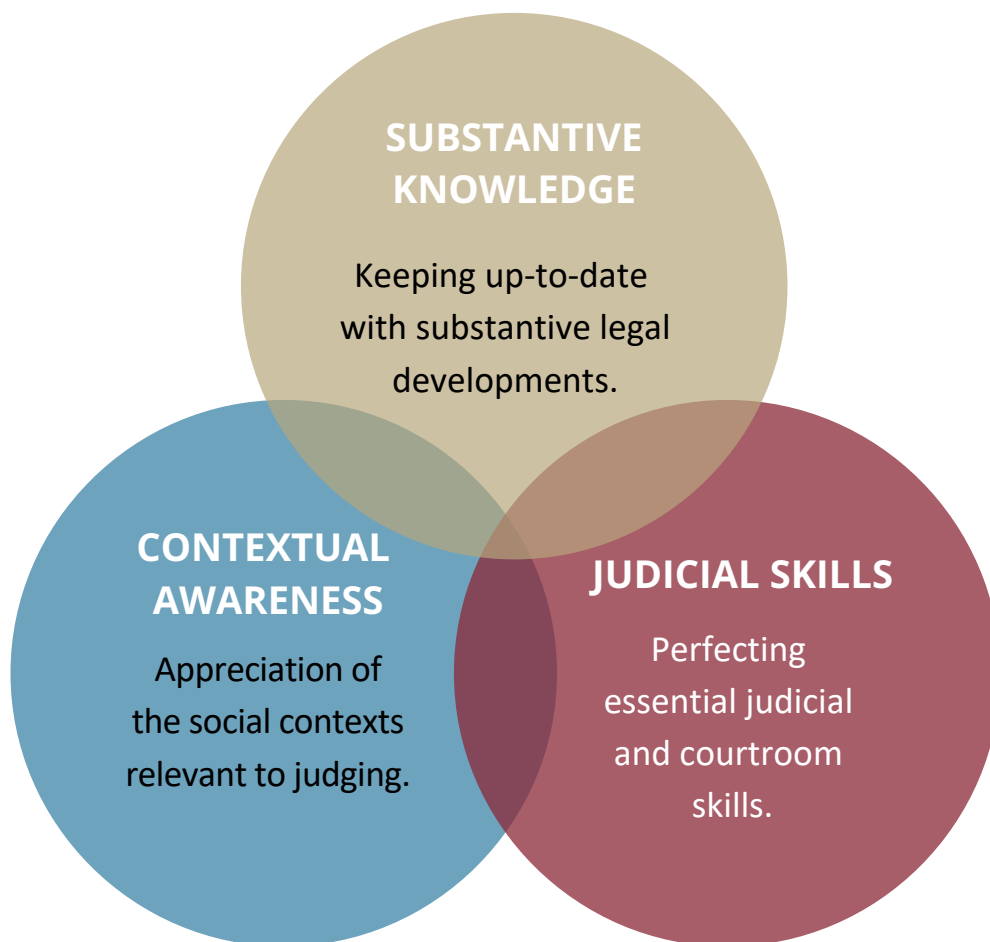
With our many thanks



OUR EDUCATIONAL MODEL

The National Judicial Institute's professional development curriculum comprises of three core dimensions of judicial education, forming an integrated continuing education experience that explores the different aspects of the judicial role.

THE 3 DIMENSIONS OF JUDICIAL EDUCATION



COMPLEMENTARY COURT-BASED AND NATIONAL PROGRAMMING

The NJI supports Canadian judges through the design and delivery of both court-requested education, specific to a court's jurisdiction and context, and national programming designed to be relevant to judges of all courts, complemented by on-demand digital resources. As a multi-jural, bilingual organization, the NJI provides programming for judges in common law and civil law jurisdictions, in English and French, and on Indigenous law and legal practices.

OUR EDUCATIONAL MODEL



JUDICIAL LEADERSHIP

Under the leadership of NJI's Chief Judicial Officer, Justice Tom Crabtree, judicial planning committees guide the design and development of NJI educational resources and programming. These committees work in close collaboration with subject matter experts inside and outside the legal profession to develop content of the highest value to their peers. Supporting this process, NJI's internal teams, from staff lawyers to events, operations, and project management professionals, work alongside judges to create meaningful learning experiences for judicial participants.

A METHODOICAL PROCESS THAT FOSTERS EXCELLENCE

The NJI's professional development planning follows a systematic approach. The process begins with identifying educational needs and articulating specific learning objectives. These objectives then guide the development of learning content, with topics and issues carefully selected to support their achievement. Each resource and seminar element is organized and designed to maximize judicial engagement and knowledge retention. After delivery, programs and resources are evaluated to identify improvements and lessons learned, and the cycle begins anew.

LIFELONG LEARNING

The NJI curriculum is designed to support judges throughout their careers, providing timely and relevant learning opportunities, no matter a judge's level of experience. From foundational advice for the first days on the bench, to on-demand resources to assist with mid-trial questions, to essential updates on substantive law and advanced seminars for experienced judges, NJI education supports Canadian judges throughout their careers.

OUR EDUCATIONAL MODEL

INTEGRATED DIGITAL AND IN-PERSON PROGRAMMING

NJI education serves judges from coast to coast and across multiple time zones, through a range of formats from intensive in-person programming to self-directed learning modules, and live online seminars.

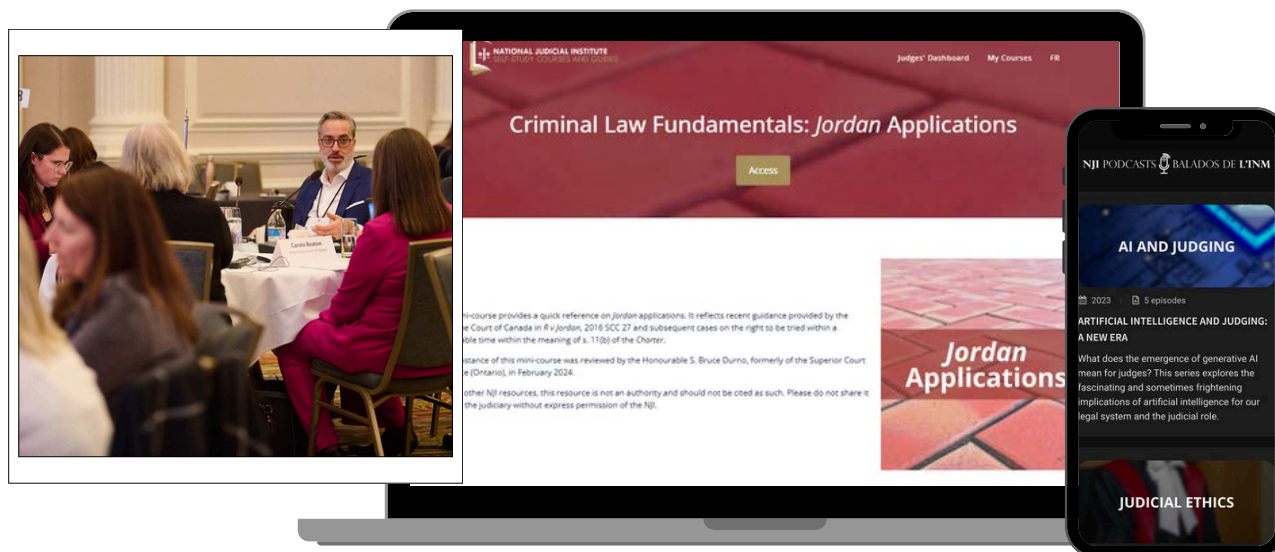
Our intensive in-person programs provide judges with immersive education in which they can:

- Engage directly on-site with leading experts;
- Participate in interactive workshops and breakout sessions;
- Discuss challenging issues in small groups, learning directly from the experience of other judges.

This indispensable on-site programming is combined with a robust digital learning environment that offers flexible, on-demand access at any time. NJI's digital platform includes:

- Interactive self-study courses featuring engaging videos, comprehensive guides, and structured opportunities for reflection and knowledge application;
- Multimedia resources, including podcasts and blogs;
- Searchable and downloadable reference materials; and
- Regular e-newsletters and legal updates.

Our integrated approach ensures that whether judges participate in in-person education or flexible digital learning, the NJI delivers high-quality education that adjusts to each judge's schedule, professional development needs, and learning styles.



OUR EDUCATIONAL MODEL

GUIDED BY BEST PRACTICES IN ADULT EDUCATION

The NJI is committed to developing and offering judicial education programming that embodies best practices in adult education. Adult learners bring a wealth of life experience to the learning environment and tend to engage most deeply with education that they can directly relate to their personal and professional circumstances.

Drawing notably on the work of adult pedagogical experts Malcolm Knowles and David Kolb, NJI judicial education is designed using an experiential learning model, which incorporates elements of experience, reflection, conceptualization, and application. Judicial learners are encouraged to draw on their personal and professional experiences, think about them in new ways, and apply their newfound knowledge and skills to real-world problems and situations. This approach places the judicial learner at the center of the educational experience: posing questions, solving problems, constructing meaning, practicing skills, and receiving feedback.

Our educational strategy encompasses a full range of formats, including lectures, simulations, case studies, and practice exercises. In our in-person programs, the NJI places significant emphasis on small group learning, creating opportunities for judges to discuss their approaches and share their experience and knowledge with peers. Our online resources are designed to address immediate judicial professional development needs, ensuring judges can quickly access the information they require. Meanwhile, our self-study courses provide a more immersive experience, bringing learning to life through engaging videos, rich imagery, and dynamic content.



NJI'S STRATEGIC PLAN 2024 - 27

The NJI's second Strategic Plan provides a comprehensive framework to guide the Institute in achieving its key goals. Our current plan runs from 2024 to 2027 and sets three core priorities:



Priority 1: Excellence in Judicial Education

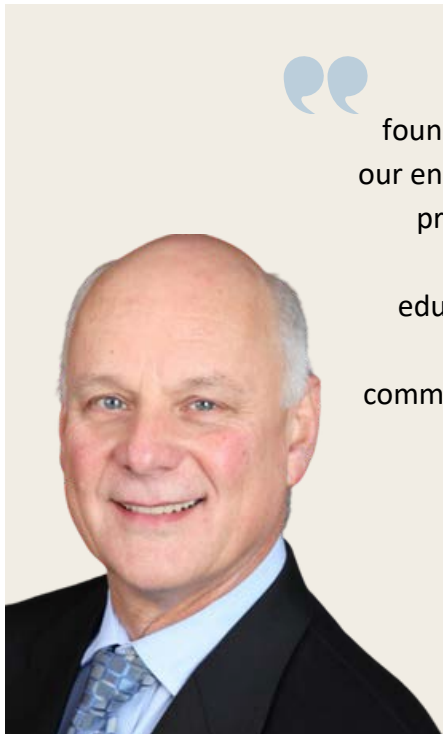
Outstanding judicial education evolves to support the realities of modern judging. Through readily adapting, innovating, seeking new perspectives, and engaging with courts, we will ensure high-quality and responsive educational content that meets judicial needs.

Priority 2: Reconciliation

Flowing from the Calls to Action of the Truth and Reconciliation Commission, the NJI is committed to contributing to the process of Canadian reconciliation between Indigenous and non-Indigenous peoples through institutional awareness and judicial education.

Priority 3: Evidence-Based Decision-Making

The administration of justice requires informed and engaged justice stakeholders and a judicial education curriculum that adapts to feedback, emerging needs, and evolving contexts. We will ensure excellence through fostering strong and open communications with justice stakeholders and developing internal systems that ensure agility and responsiveness.



The first year of our 2024-27 Strategic Plan has established a strong foundation for our ongoing work. Over the past year, we have deepened our engagement with the courts, increased access to judicial education for provincial and territorial court judges, and engaged with other judicial education institutes around the world. We have also expanded our education programming relating to Indigenous laws and legal practices, working in collaboration with Indigenous judges, academics, and community members across the country, to ensure that judicial education contributes positively to the process of reconciliation in Canada.

Justice Tom Crabtree
Chief Judicial Officer, National Judicial Institute



EXCELLENCE IN JUDICIAL PROGRAMMING

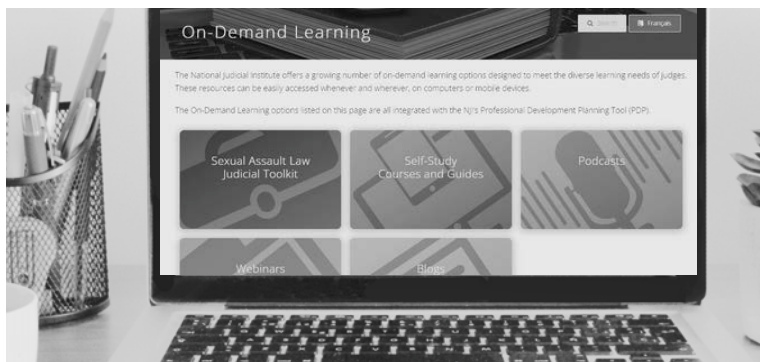
In 2024, the NJI offered 212 days worth of educational programming, with seminars rated as either “excellent” or “very good” by 90% of participants. Our successful in-person programming was complemented by the release of a wide range of high-quality digital education products, including new podcasts on AI and judging, updates to the NJI’s Sexual Assault Law Judicial Toolkit, Criminal Law Fundamentals and Sentencing Black Offenders courses, and a dedicated resource page on judicial well-being.



212 days of
in-person education, with
4,500 judicial participants

90%

Of judicial participants rated
NJI’s programs as excellent or
very good



Extensive
new and updated
digital education
resources

SUPPORTING EVERY JUDGE

The National Judicial Institute plays a foundational role in judicial education in Canada, supporting judges with comprehensive resources and programs delivered across the country. Our mandate encompasses judges appointed by the federal government, and provincial and territorial court judges who are appointed by their respective provincial governments. Funding mechanisms for judicial education differ between these groups.

Following a multi-year initiative, the NJI achieved a transformative milestone in 2024 that significantly expanded educational opportunities for Provincial and Territorial Court judges. In November 2024, in the presence of the Right Honourable Richard Wagner, P.C., Chief Justice of Canada, representatives from the NJI, the Canadian Judicial Council, and the Canadian Council of Chief Judges signed a formal Memorandum of Understanding further increasing access to education for Provincial and Territorial court judges following a successful pilot program launched in 2021. We are thrilled to bring this additional level of support to every judge in Canada.



Signing the Memorandum to Increase Access to Provincial and Territorial Judicial Education through the NJI, November 2024

From Left to Right. Justice Tom Crabtree (NJI), Chief Judge Melissa Gillespie,
The Right Honourable Richard Wagner, P.C., Chief Justice of Canada
(Chair of the NJI Board of Governors), Chief Justice Martel Popescul,
Danielle May Cuconato (NJI)

RECONCILIATION & INDIGENOUS LAW

The National Judicial Institute's expanding curriculum of programs and resources on Indigenous law provides judges with information on the diversity and distinctness of Indigenous law and legal practices, including how different sources, resources, and methodologies inform their application and understanding. NJI programs and resources in this area support judges to understand legal pluralism in the context of Indigenous law, and to meaningfully engage with diverse Indigenous legal traditions in the courtroom.

Our programming and resources explore approaches to justice that honour Indigenous legal traditions while working within current legal frameworks. One example is alternative sentencing options specifically designed to achieve better outcomes for both Indigenous offenders and victims, fostering healing and accountability in ways that align with Indigenous values. This work is being conducted in partnership with Indigenous communities, legal professionals, and academics from across Canada.



Top Row: The Wagmatcook Provincial Court, Wagmatcook First Nation, Cape Breton, Nova Scotia
Bottom Row: The Duncan First Nations Court, Duncan, British Columbia

FEATURED PROGRAMS & RESOURCES

JUDGING IN YOUR FIRST FIVE YEARS (FAMILY LAW AND CRIMINAL LAW)

These in-depth programs for recently appointed federal judges are mandatory under the CJC's Judicial Professional Development Policies and Guidelines. The criminal law iteration of the program uses sexual assault fact scenarios to anchor the issues and allow participants to hone relevant skills. The family law iteration focuses on providing judges with practical strategies to address complex parenting issues, child and spousal support claims, and the impacts of intimate partner violence.



SEXUAL ASSAULT LAW JUDICIAL TOOLKIT (ON-DEMAND RESOURCE)

This online toolkit is a resource hub on the law and social context of sexual assault for judges. Chapters are kept current with emerging jurisprudence and legislative developments and include:

- Social Context;
- Substantive Law;
- Interpreters & Testimonial Accommodations;
- Other Sexual Activity & Private Records;
- Decision-Making; and
- Sentencing.

“The best resource I’ve come across in 30 years on the law of sexual assault.”

Justice Michael Brown

“This NJI resource makes a huge difference for me, and I expect, all of our colleagues.”

Justice John M.L. Gibb-Carsley

FEATURED PROGRAMS & RESOURCES

HEARING AND DECIDING *CHARTER* ISSUES

This program allows participants to acquire the knowledge and skills needed to effectively decide *Charter* cases including:

- Procedural and evidentiary issues with claims of *Charter* breaches;
- Search and seizure;
- Detention and the right to counsel;
- Sentencing;
- *Charter* values and the role of the judge in deciding *Charter* issues; and
- Remedies for *Charter* breaches.



WHAT DOES TRAUMA-INFORMED JUSTICE MEAN FOR JUDGES?

This live online program was part of a series on emerging issues. It brought together leading subject matter experts from across the globe to examine the science behind trauma, its potential impacts on justice system participants, and the implications for members of the judiciary.



FEATURED PROGRAMS & RESOURCES

SUPREME COURT OF CANADA 150TH ANNIVERSARY SYMPOSIUM

The Supreme Court of Canada marked a historic milestone in April 2025, celebrating 150 years of upholding the rule of law, building public trust, and serving the community. As part of a range of commemorative events, the Court hosted a 150th Anniversary Legal Symposium, supported by the National Judicial Institute.

The symposium brought together judges from the Supreme Court, other Canadian and international courts, and members of the legal community to examine the role that the Court plays in today's justice system and how that role can and should evolve. Key topics of discussion included judicial independence and the rule of law in the face of a shifting social environment marked by the rise of online media, misinformation, and political polarization. Participants also explored the role of apex courts in upholding constitutional democracy and the coexistence of common law, civil law, and Indigenous legal traditions.

The symposium served as a platform to examine the Court's evolving role in the justice system and how it can continue to meet society's changing needs. It featured keynote addresses from members of the Supreme Court and Her Excellency the Right Honourable Mary Simon, Governor General of Canada.



FEATURED PROGRAMS & RESOURCES

INDIGENOUS OVERREPRESENTATION IN THE CRIMINAL JUSTICE SYSTEM

In the fall of 2024, the NJI completed a comprehensive online self-study course which examines the root causes of the over-representation of Indigenous individuals in Canada's criminal justice system, both as offenders and victims. The course follows a series of self-guided interactive modules:



- **Module 1 - General Introduction:** establishes the foundational guiding principles, and diverse perspectives essential to understanding Indigenous experiences within the justice system.
- **Module 2 - Understanding Indigeneity:** touches on the meaning of Indigeneity, definitions of key terms, and considers both legal constructions and personal experiences, as well as matters of identity in the courtroom.
- **Module 3 - Over-Representation - The Facts:** turns to statistics to consider rates of Indigenous over-representation in general as well as for Indigenous women and youth. It also provides an overview of relevant Supreme Court of Canada case law from *Gladue* and *Ipeelee* to *R v Sharma*.
- **Module 4 - How the Past Informs Today:** examines the enduring impacts of colonization on Indigenous Peoples in Canada, with a particular focus on how the legacy of colonialism continues to contribute to the significant over-representation of Indigenous persons in the criminal justice system.
- **Module 5 - Gladue and the Sentencing of Indigenous Offenders:** examines the relevant legislation and case law and key steps in the sentencing process.
- **Module 6 - Indigenous-led Justice Initiatives:** focuses on Indigenous approaches to justice and how these can work with mainstream criminal justice processes to generate better outcomes for offenders and victims.

FEATURED PROGRAMS & RESOURCES

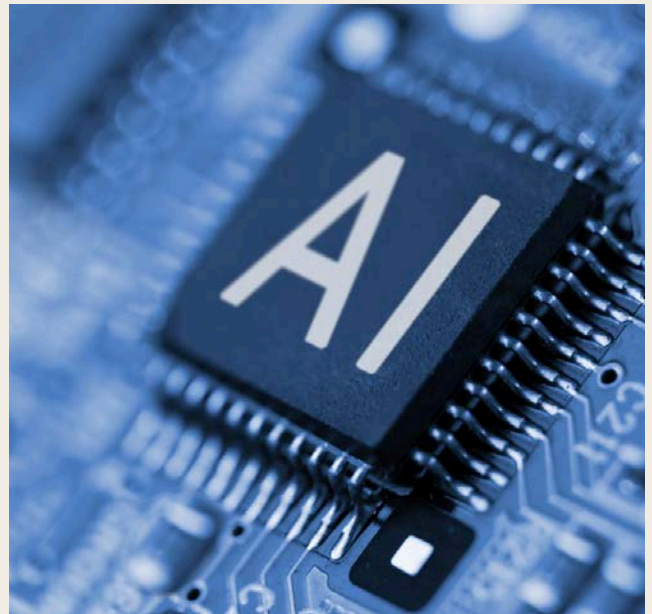
ACCESS TO JUSTICE FOR CHILDREN: IMPLEMENTING CHILD RIGHTS

Children are among the most vulnerable members of society and are entitled to heightened legal protection by the courts. This seminar considers why child rights matter in various areas of law, what it means for children to have the right to participate in decisions that affect them, how to implement child rights in the courtroom, and how to incorporate child rights effectively into judicial decision-making.



AI AND JUDGING ONLINE SUBJECT COLLECTION

NJI's newest subject collection explores the evolving role of artificial intelligence. From a thought-provoking podcast series featuring leading AI experts, to an in-depth case study on AI-assisted judicial decision-making in U.S. courts, to emerging challenges with deepfakes, these resources consider the specific challenges AI presents for judges and our legal system.



FEATURED PROGRAMS & RESOURCES

JUSTICE IN MOTION, MONTREAL, 2024



Justice in Motion is NJI's flagship national seminar conducted in French and designed by French-speaking judges from across Canada. This annual program provides a vital forum for francophone and francophile judges to connect with colleagues from diverse courts, fostering collaborative learning.

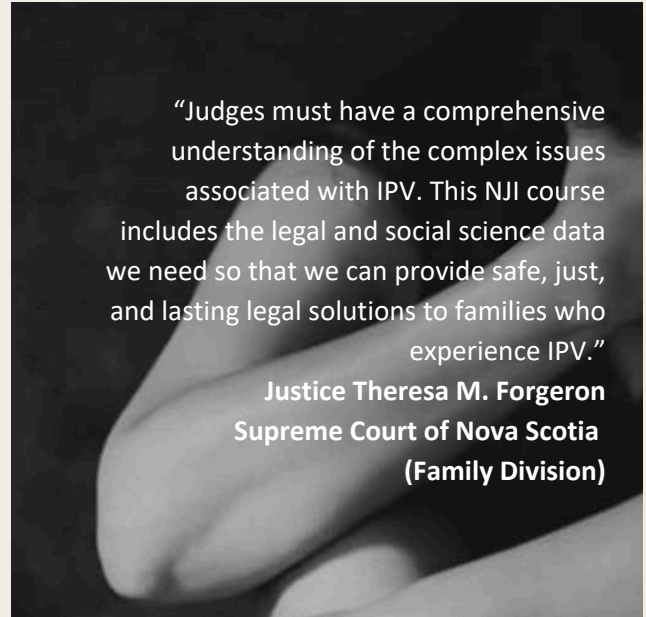
The 2024 iteration brought together judges from across the country to engage in comprehensive discussions centered on access to justice. Participants discussed topics including empirical data on citizens' experiences with the justice system and various strategies that courts can deploy to enhance accessibility. The program also addressed the unique issues and challenges that arise when conducting trials in both official languages and examined practical solutions. Significant attention was also devoted to emerging technologies, particularly artificial intelligence, with participants examining both the promising opportunities these innovations present for improving access to justice and the potential risks they may pose.

Through interactive workshops and structured peer-to-peer learning opportunities, participants gained practical insights into navigating the complexities of bilingual adjudication while staying current with technological developments that are reshaping the legal landscape. The program's collaborative approach fostered meaningful dialogue and knowledge exchange across Canada's common and civil law justice systems.

FEATURED PROGRAMS & RESOURCES

INTIMATE PARTNER VIOLENCE (IPV)

This interactive course provides judges with foundational information about intimate partner violence in the context of family and criminal law. Topics include understanding coercive control, jurisprudence on myths and stereotypes in the IPV context, and legal frameworks for intimate partner violence in family, criminal, and child protection contexts.



JUDGES AND JAILS: THE REALITIES OF INCARCERATION

This five-day program takes an immersive approach to issues around sentencing and corrections. During the seminar, judges visit a variety of correctional institutions, medical and mental health treatment facilities. These visits are complemented by skills-based educational programming focused on sentencing, social context and incarceration. Topics include considerations in the process of sentencing to custody, how to ensure that custodial sentences are as effective as possible, and the experiences of incarcerated individuals after they are sentenced to a custodial term.



FEATURED PROGRAMS & RESOURCES

ORAL JUDGMENTS

In this hands-on seminar, judges are provided with practical tools and strategies to use when preparing for, developing, or delivering oral rulings and judgments.

Participants work with experienced faculty to learn how to determine when oral judgments are appropriate, how to prepare to render and how to structure an oral judgment, and best practices for clear communication.



SENTENCING BLACK OFFENDERS

This interactive course explores Impact of Race and Culture Assessments (IRCAs) and Enhanced Pre-Sentence Reports (EPSRs), explaining their purpose, content, and how they can inform sentencing decisions. Featuring engaging videos, real-world scenarios, and expert guidance, this course reflects emerging jurisprudence across Canada.



FEATURED PROGRAMS & RESOURCES

JUDICIAL WELLBEING

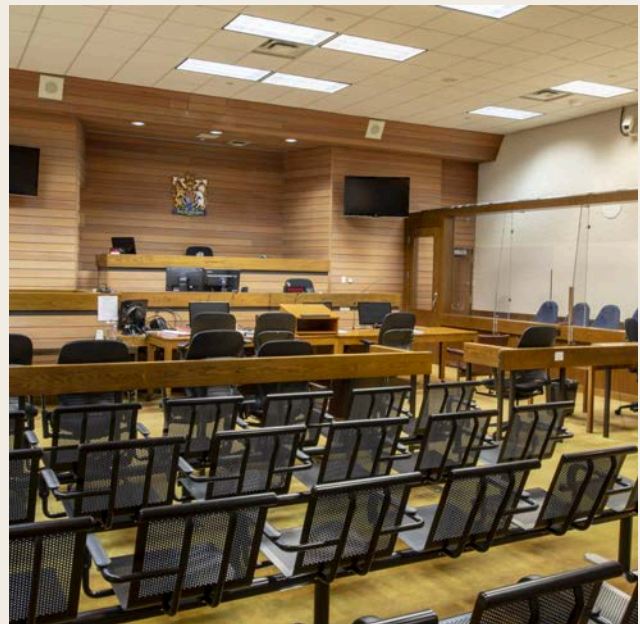
As recognized by the UN Nauru Declaration, judicial wellbeing plays a fundamental role in maintaining the rule of law. Judges must maintain optimal physical and mental wellbeing, despite the pressure and isolation of the judicial role and frequent exposure to graphic and disturbing evidence.

From vicarious trauma to stress management NJI's new Judicial Well-Being Resource Page offers practical strategies, insights, and tools for Canadian judges.



CRIMINAL JURY TRIALS

Criminal jury trials pose unique procedural, evidentiary, and substantive law challenges. This seminar focuses on aspects of criminal jury practice and law, from pre-trial conferencing to taking of the verdict, as well as a variety of evidentiary and substantive law issues trial judges will likely encounter in these cases. Throughout the program, recent legal developments and best practices are highlighted.



FEATURED PROGRAMS & RESOURCES

INDIGENOUS LAW SEMINAR, VICTORIA, 2025



The National Judicial Institute partnered with the National Centre for Indigenous Laws, at the University of Victoria to deliver its 2025 Indigenous Law Seminar. This distinctive program created a forum for meaningful dialogue between judges, leading academics, local Indigenous leaders, and community members to explore fundamental Indigenous conceptions of law and justice and their practical application within contemporary judicial contexts. The seminar was held on Indigenous territory at the Musqueam Cultural Education Resource Centre, located on the Musqueam Indian Reserve. The program was highly interactive and key sessions included:

- Indigenous Law in the Courtroom - the foundations and application of Indigenous law, legal traditions and protocols;
- Land-Based Methods - exploring the connection between Indigenous law and its relationship to land and territory;
- Teaching Indigenous Law - developing effective pedagogical approaches for legal education on Indigenous Law across Canada.

The seminar provided participants with opportunities to work through practical fact scenarios to enhance the application of these concepts in real-world contexts. For example, judges applied Secwépemc legal principles to a land and resource use scenario involving a conflict between two internal groups within a First Nation community, distilled legal principles emerging from a Cree story, and applied Coast Salish legal principles to a family wellness scenario.

INTERNATIONAL ENGAGEMENT

The NJI's expertise in judicial education is globally requested and recognized. The NJI has been engaged internationally for over two decades, collaborating with judicial institutions across the globe to strengthen judicial education capacity worldwide. Our international engagement is facilitated by invitation from a host country or implementing agency, and the NJI works in partnership with judiciaries and judicial institutions.

The NJI's international projects are judge-led, judging-focused, and based on best practices in adult education. Internationally, we offer expertise in:

- Training judges at all levels across substantive law, skills development, and social context education;
- Curriculum and course design;
- Course pedagogy using skills-based, judge-led experiential learning, local ownership and knowledge sharing;
- The development of online resources to support individual and course learning;
- "Train the trainer" judicial faculty development programming;
- Both common and civil law legal systems, in English and French;
- Institutional strengthening of judicial education institutes and courts; and
- Justice system capacity assessment and increasing equal access to justice.



The NJI has partnered with countries as diverse as Ukraine, Mexico, Ghana, Vietnam, the Philippines, Cambodia, New Zealand, Sri Lanka, Singapore, France, and Mongolia on international judicial education and justice reform projects.

INTERNATIONAL ENGAGEMENT

2024-25 INTERNATIONAL COLLABORATION

In 2024-25, the NJI engaged with key global partners, including the Supreme People's Court of Vietnam and the Vietnam Court Academy, as well as judicial training organizations in Mongolia, New Zealand, and Singapore in response to requests to explore collaborative opportunities for judicial training.



Meeting with the Chief Justice of the Supreme People's Court of Vietnam, and the Vietnam Court Academy, February 2025

INTERNATIONAL ENGAGEMENT

The NJI is also an active participant in both domestic and international judicial education forums. Domestically, the NJI is a member of the Judicial Education Committee of the CJC, and works in partnership with the Canadian Superior Court Judges Association, the Canadian Association of Provincial Court Judges, the Canadian Institute for the Administration of Justice, and the Canadian Chapter of the International Association of Women Judges in the joint delivery of judicial education.

Internationally, the NJI is a regular host to visiting delegations and acts as a member of the International Organization for Judicial Training (IOJT). The IOJT brings together 125 judicial training institutes from 77 countries to share global perspectives and insights.

In 2024, the NJI's CJO, Justice Tom Crabtree, CEO Danielle May-Cuconato, and Director of In-person Education Geoffrey Conrad formed part of a delegation of Canadian judicial educators to the IOJT's 11th biennial conference in Seoul, South Korea. They led a series of presentations and workshops, focused on effective approaches to judicial education curriculum review, educational best practices, and strengthening global judicial education institutions.



NJI presentations at IOJT 2024, Korea

OUR TEAM

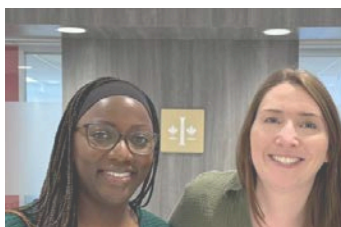
Behind every successful program, every innovative resource, and every meaningful connection featured in this Review are countless hours of thoughtful preparation, collaboration, and expertise from our dedicated team.

The NJI team of over 70 staff includes lawyers, educational experts, event planners, legal translators, IT specialists, accountants, project managers, communications experts, and human resources professionals, whose drive, creativity, and passion are the very backbone of our work. We are extraordinarily fortunate to work alongside such an incredible group, who bring excellence and care to everything they do, and who make such a meaningful difference to judicial education across Canada.



The work of the NJI is made possible by the talent, dedication, and collaborative spirit of our outstanding team—thank you for your unwavering commitment to excellence in judicial education.

Danielle May-Cuconato, CEO



LOOKING AHEAD

We are proud of the significant work undertaken in 2024-2025 and as we look ahead to 2025-26, this successful foundation positions us to pursue even more ambitious goals. Guided by our new Strategic Plan through 2027, we will focus on several key priorities, including:

- **The continued expansion of bilingual and multilingual educational resources on critical topics.**
- **Continuing development of dynamic eLearning tools** to reflect emerging trends in digital education while responding to the evolving needs and expectations of judicial learners.
- **Advancing the process of reconciliation**, including through ongoing collaboration with Indigenous communities in judicial education.
- **Court-based engagement and long-term professional development planning support for judges.**
- **Continued international engagement.**

Together, these projects and others will drive forward our mandate to build better justice through excellence in judicial education, strengthening its quality and reach, and ultimately providing a better justice system for all Canadians.

We hope that you have found this review of our recent work at the National Judicial Institute informative and engaging. Please do not hesitate to contact us if you require any additional information about our programs and resources.

JUSTICE TOM CRABTREE
Chief Judicial Officer

DANIELLE MAY-CUCONATO
Chief Executive Officer

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