

FACULTY OF LAW

# Innovation Internship Training Program

May-June, 2024  
Virtual

[law.ucalgary.ca](http://law.ucalgary.ca)

## A Message From the Dean



Dear Friends,

I'm delighted to be welcoming you as a participant in the UCalgary Law Innovation Internship Program. The program began with a very successful launch three years ago, and I'm thrilled that – thanks to our wonderful sponsors and supporters – we're continuing it into its fourth year.

Innovation lies at the core of almost everything we stand for at UCalgary Law today. As we say so often, we believe that our mission is to prepare our students for the profession they are joining, not the one we joined. That's why we're so delighted to have the IIP, which remains unique in Canada today.

As with everything that we do, we owe a great debt to our community. So, on behalf of all of us at the law school, I want to extend my thanks to each of you. This spirit of partnership is so emblematic of our city. It is what makes Calgary truly special.

For our students: congratulations! You're trailblazers, each and every one of you. And whatever comes next in your career, I hope that you'll remember this summer as a time when new horizons beckoned.

Sincerely,

**Dr Ian Holloway PC QC PhD**  
**Professor and Dean of Law**

# Program Overview

UCalgary Law is committed to preparing their students for practice in the 21<sup>st</sup> century. Through the Innovation Internship Program, forward thinking employers in the legal industry are paired with UCalgary Law students who have an interest and, through the Innovation Internship Training Program, the knowledge and skills to help employers address and overcome key business challenges.

## Program Outcomes

Through this training program, students will:

- Develop a broad understanding of the complexities of the legal industry in the 21<sup>st</sup> century
- Be able to identify the major issues facing legal service providers including large, mid-size, and small law firms as well as corporate counsel and the courts
- Gain hands on experience in key methodologies used for identifying, developing, and implementing solutions to industry challenges, including: process mapping, stakeholder needs identification, project management, and communication
- Develop a broad understanding of how technology and legal service delivery models are evolving to address industry issues and capitalize on opportunities
- Be able to apply key principles of leadership, project management, and change management to support the transition from ideation to implementation in a legal environment

## Program Delivery and Preparation:

Over the course of three days students will participate in online lectures delivered by industry leading experts and will have an opportunity to apply their learnings in a collaborative case study. Students will present their case study recommendations at the end of the program and receive feedback from a panel of industry leaders. To get the most out of this program students will be expected to complete the required background reading and activities including:

### INNOVATION INTERNSHIP PROGRAM PRE-READS

- [Metamorphosis: AI and the Law](#) - Required
- [The Legal World in 10 Years \(If we're really Lucky\)](#)
- [The One Skill Lawyers Need to Use Generative AI](#)
- [Advocate, Advise, Accompany](#)
- [Could Generative AI help solve Law's Access Problem?](#)
- [National Study on the Wellness of Legal Professionals in Canada](#)
- [Lean Six Sigma for Law Firms](#) - Required
- [Innovation Internship Case Study](#) - Required

**Case Study:**

The Case Study is an opportunity for students to actively utilize the skills and knowledge presented over the two-day Innovation Training Program including process mapping, identification of key stakeholders and their requirements, identification and analysis of inefficiency and ineffectiveness, project management, and change management. Students will work collaboratively in teams to work through the Case Study and present their learnings. Students will be provided feedback upon completion of the presentations.

# Schedule

## Tuesday, May 7

12:00 p.m.	<b>Welcome &amp; Opening Remarks</b>	<ul style="list-style-type: none"><li>• Participant Welcome &amp; Introductions</li><li>• Program Overview &amp; Requirements</li><li>• What to Expect &amp; Tips for Success</li><li>• Innovation in Law – Setting the Context</li><li>• Innovation, Leadership, and Change Management</li></ul>	Dr. Ian Holloway, PC QC Ph.D Maryanne Forrayi Céline Senecal <a href="#">Kyla Sandwith</a>
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## Wednesday, May 8

12:00 p.m.	<b>Generative AI and the Future of Legal Solutions</b>	<ul style="list-style-type: none"><li>• Impact of the pandemic on the Canadian legal ecosystem</li><li>• New opportunities and pressure points for legal innovation</li><li>• How to become a demand-focused agent of change in law</li></ul>	<a href="#">Jordan Furlong</a>
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## Thursday, May 9

12:00 p.m.	<b>Innovation &amp; Legal Technology</b>	<ul style="list-style-type: none"><li>• Legal technology in the 21<sup>st</sup> century</li><li>• Opportunities for disruption</li><li>• Categories of legal technology and the problems they're designed to fix</li></ul>	<a href="#">Mitch Kowalski</a>
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## Monday, May 13

12:00 p.m.	<b>Frameworks &amp; Tools for addressing legal industry challenges</b>	<ul style="list-style-type: none"><li>• Legal Lean Sigma &amp; Design Thinking</li><li>• Project selection/scope</li><li>• Process Mapping</li><li>• Stakeholder Needs Assessment</li><li>• Piloting</li></ul>	<a href="#">Catherine MacDonagh</a>
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## Tuesday May 14

12:00pm	<b>Case Study &amp; Facilitated Group Work*</b>	<ul style="list-style-type: none"><li>• Case Study Assignment</li><li>• Deliverables &amp; Support</li></ul>	<a href="#">Kyla Sandwith</a>
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## Thursday, May 16

12:00pm	<b>Case Study &amp; Facilitated Group Work</b>	<ul style="list-style-type: none"><li>• Case Study Assignment</li><li>• Deliverables &amp; Support</li></ul>	<a href="#">Kyla Sandwith</a>
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## Tuesday, May 21

12:00pm	<b>Innovation In Big Law</b>	<ul style="list-style-type: none"><li>• Business Imperatives &amp; KPIs</li><li>• Key issues facing Big Law in the 21<sup>st</sup> century</li><li>• Pursuing Innovation in Big Law – opportunities and challenges</li></ul>	<a href="#">Joanne Wakeford</a> <a href="#">Karen Sadler</a>
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## Tuesday, May 28

12:00pm	<b>Legal Technology in the 21<sup>st</sup> century</b>	<ul style="list-style-type: none"><li>• Addressing legal stakeholder needs through technology</li><li>• Ideas to Implementation</li><li>• Barriers to success</li><li>• Legal Technology Developers</li><li>• A 360 review of stakeholder needs in legal tech</li></ul>	<a href="#">JP Couture</a>
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## Tuesday, June 4

12:00pm	<b>The Business and Challenges of Corporate Legal Departments</b>	<ul style="list-style-type: none"><li>• Structure within the Corporation</li><li>• Business Imperatives &amp; KPIs</li><li>• Key issues facing Corporate Legal Departments</li><li>• Pursuing Innovation in Corporate Legal Departments – opportunities and challenges</li></ul>	<a href="#">Caroline Abougoush</a>
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## Tuesday, June 11

12:00pm	<b>The Business and Challenges of Courts in Canada</b>	<ul style="list-style-type: none"><li>• Structure</li><li>• Business Imperatives &amp; KPIs</li><li>• Key issues facing the Courts in the 21<sup>st</sup> century</li><li>• Pursuing Innovation in the Courts – opportunities and challenges</li></ul>	<a href="#"><u>Heidi Schubert</u></a> <a href="#"><u>Bobbi-Jo McDevitt</u></a>
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## Tuesday, June 18

12:00pm	<b>The Business and Challenges of Small &amp; Solo Firms</b>	<ul style="list-style-type: none"><li>• Business Structures</li><li>• Business Imperatives &amp; KPIs</li><li>• Key issues facing small &amp; solo firms in the 21<sup>st</sup> century</li><li>• Pursuing Innovation in Small and solo firms – opportunities and challenges</li></ul>	<a href="#"><u>Beau Atkins</u></a>
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# Speakers



**Jordan Furlong**

**Legal Sector Analyst and Forecaster, Law21**

Jordan is a leading analyst of the global legal market and forecaster of its future development. Law firms and legal organizations consult Jordan to better understand why the legal services environment is undergoing radical change, and retain him to advise their lawyers on how to build sustainable and competitive legal enterprises that can dominate the new market for legal services.



**Joanne Wakeford**

**Chief Client Officer, Dentons, In-House Solutions**

As Chief Client Officer for Dentons' business of law advisory, Dentons In-House Solutions, I work closely with our team of legal operations experts to design and deliver strategic solutions to in-house law departments. With over 20 years' experience in law firm marketing and business development, and most recent experience leading a team of 50+ Marketing and BD professionals, I have lived and breathed the dynamics of the ongoing disruption of the legal industry and the challenges and opportunities for in-house counsel. I have deep experience with strategic planning, goal setting, team engagement, metrics reporting and the importance of demonstrating the value of your team's contributions.



**Karen Sadler**

**Knowledge and Legal Operations Lawyer, Dentons**

Karen leads the development and execution of strategy related to knowledge management, practice optimization, and legal technology for the national Banking and Finance and Real Estate Practice Groups at Dentons. In this role, she brings over 16 years of experience as in-house counsel and is able to combine her substantive knowledge of real estate, financing, and legislative authorities with her passion for knowledge management and process improvement to drive greater innovation and efficiency at the practice level.





### Catherine MacDonagh

**Chief Executive Officer and Founder, Legal Lean Sigma Institute**

Catherine Alman MacDonagh, JD is an attorney entrepreneur. A former corporate counsel and law firm executive, she now serves as a catalyst for change and helps teams work even better together by teaching, training, writing, and consulting in the areas of process improvement and LPM, strategic planning, marketing and business development, and transformation project. Catherine is Founder and CEO of the Legal Lean Sigma Institute, the Chief Enthusiasm Officer of The Mocktail and the Legal Mocktail™ (experiential networking training programs), and has a strategic planning, business development training and coaching practice called FIRM Guidance. She also is one of the starters of the Legal Sustainability and Social Impact Movement and is a co-founder of the Legal Sales and Service Organization.



### Beau Atkins

**Lawyer, Evolve Family Law**

A graduate of the U of S College of Law in 2011, Beau has specialized almost exclusively in family law. In 2020, Beau founded Evolve Family Law. This innovative law office is built on core values and leverages cutting-edge technology to offer unique flat-fee services, moving away from the traditional billable hour model. The team's approach at Evolve Family Law embodies a progressive and client-centered vision for the future of legal services.



### Heidi Schubert, QC

**Executive Director and Registrar, Alberta Court of Appeal**

Heidi is a senior leader and lawyer with over 30 years of litigation, leadership, and business experience. Heidi is currently the Executive Director and Registrar of the Court of Appeal of Alberta and a former Legal Vice President with a publicly traded global upstream oil and gas company. She is a graduate from the Alberta School of Business, with a major in Finance, and a graduate from the Faculty of Law at the University of Alberta. She is a board member for both the Canadian Mental Health Association, Calgary Region and Alberta Division and a volunteer for the Law Society of Alberta and Young Women in Business mentor programs. She is a former member of both the Governance and Audit and Finance Committees of the Law Society of Alberta and is a speaker and writer on topics of professional passion that include women in leadership; workforce performance and civility; dispute management and resolution, crisis management and governance.

## Bobbi-Jo McDevitt



**Case Management Officer, Alberta Court of Appeal**

Bobbi Jo is a lawyer called in both Alberta and Saskatchewan and practice for 10 years before joining the Court of Appeal of Alberta as the first ever Edmonton case management officer (CMO). Other than a brief secondment, Bobbi Jo has remained in this position since its inception. As CMO, Bobbi Jo assists the Court with respect to the management of matters before it, including through the making of various administrative and quasi-judicial directions. Bobbi Jo reviews every appeal from commencement – and throughout its life-cycle – to proactively identify issues related to its progress and to resolve any procedural disputes that arise between the parties. Bobbi Jo also sits on various committees, contributes to a number of projects and initiatives and is part of the Court’s senior management team.



## Caroline Abougoush

**Vice-President, Legal Operations, Oxford Properties Group**

Caroline is the Vice President of Legal Operations at Oxford Properties Group. With a background in corporate commercial real estate as well as general corporate/commercial law, Caroline has practised in both private practice and in-house environments across Canada. Caroline also has been involved in commercial real estate in a business role at a Canadian large cap corporation where she was responsible for delivering sales and acquisitions strategy and delivering annual targets. Having worked both sides of the file, Caroline gained unique perspectives as both legal counsel and client. Caroline was drawn to her current legal operations role having recognized a need for greater efficiency and innovation in the delivery of in-house legal services.



## Kyla Sandwith

**Legal Operations Consultant | De Novo Inc.**

Kyla the Founder and CEO of DeNovo Inc., a legal operations consulting firm helping law firms and corporate legal departments improve efficiency and outcomes through strategic planning, process improvement, and technology. Kyla is a Sessional Instructor at the UCalgary Faculty of law and teaches Leadership for Lawyers. Kyla is also the founder of LawyersLEAD which empowers legal leaders at all stages of their career with business, technology, and leadership training.



### Jean-Philippe Couture

**Founder and CEO, Ingenio Solutions**

Jean-Philippe is the Founder and CEO of Ingenio a legal technology company building cloud based corporate records solutions. He is a tax lawyer and former partner with PwC and a self-proclaimed legal innovation enthusiast. Along with Martine and Carla he is the co-founder of the Calgary Legal Innovators Roundtable. He is also a Member of the CBA Legal Futures Initiative.



### Mitch Kowalski

**Senior Legal Counsel, Greater Toronto Airport Authority | Legal Operations Advisor**

Mitch is a thought Leader and legal operations advisor with global credibility and international experience. He is the Gowling WLG Visiting Professor in Legal Service Innovation at the University of Calgary Law School and teaches Legal Technology. He is a Fastcase 50 Innovator Award honouree, and a Fellow of the College of Law Practice Management and Ontario Bar Association President's Award for "Leadership in Justice innovation". In addition, he is the author of two critically-acclaimed books on legal operations transformation: *The Great Legal Reformation: Notes from the Field* and *Avoiding Extinction: Reimagining Legal Services for the 21st Century*.