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# LEGAL SOFTWARE SOLUTIONS FOR CLINICS

UNITED STATES AND EUROPEAN SOFTWARE SOLUTIONS

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**Nove Pravosuddya Justice Sector Reform Program (New Justice)**

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# INTRODUCTION

Legal clinics use a variety of technology in order to streamline legal services, make them more accessible, and provide greater efficiency in clinic operations. This report will briefly inform on the type of technology used in legal clinics, and then discuss the primary functions of case management software, which is one of the more prevalent uses of technology in legal clinics. The report will then give a brief description of some of the numerous open-source and free or inexpensive case management software currently used in the U.S. and across the globe. Next, the report will briefly discuss how using legal software can support People Centered Access to Justice, with a few practical ideas. The report will then provide a discussion on the time saved by technology in the legal field in general. The training section will briefly discuss current training available for software, followed by suggested best practices for software roll-outs. Next, the report will provide some security best practices and considerations, and then review some of the ethical points currently being discussed in the U.S. and Europe. Finally, the report will give a brief discussion and suggested best practices on accreditation as it pertains to legal clinics in the U.S. The best practices suggested throughout this report should not be considered an exhaustive list of concerns or practices, but rather should be taken as a starting point, and an illustration of the kind of practices or points of consideration undertaken in the respective areas.

## LEGAL SOFTWARE

### LEGAL SOFTWARE USED IN LEGAL CLINICS

A 2019-2020 study conducted by the Center for the Study of Applied Legal Education (CSALE), surveyed over 95% of ABA accredited law schools regarding their legal clinics and other similar information.<sup>1</sup> In addition to general information, CSALE also received information from over 1,300 legal clinic and field placement professors, representing over 900 legal clinics and 300 field placement courses. CSALE's survey results showed that a variety of technology is used in legal clinics, see table one below.<sup>2</sup> Case management is the most heavily used. Of legal clinics using case management software, CSALE provides a break-down of the case management software utilized, see table two. However, not all case management software used in legal clinics is of equal desirability for purposes of this report.<sup>3</sup> For example, Time Matters, used by 8% of clinics,<sup>4</sup> costs range from approximately \$39 per month per 2 users to \$390 per user per month. Therefore, based on pricing and features, this report will only review case management software determined to be most relevant.

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<sup>1</sup> Robert R. Kuehn, Margaret Reuter & David A. Santacrocce, *2019-20 Survey of Applied Legal Education*, Center for the Study of Applied Legal Education p. 2 (2020).

<sup>2</sup> *Id.* at 36.

<sup>3</sup> *Id.*

<sup>4</sup> *Id.*

## WHAT IS CASE MANAGEMENT SOFTWARE?

This section is based on a video by the American Bar Association Legal Technology Resource Center.<sup>5</sup> Case management software is specifically designed to help attorneys manage their practice and can be used by legal clinicians for the same purpose. Case management software can include a variety of features, some of which are common to all case management software, and some of which are specific to only certain software. In many cases, the best solution for a practice may be to implement two or more software programs, which, when combined, provide a tailored fit to the needs of the practice (or in this case legal clinic). Case management software should achieve at least one of two objectives: 1) provide information about cases and clients or 2) execute work using tools such as document automation. Below are some of the most common features of case management software:

- **Client Relationship Management (CRM):** keeps track of contact information of variety of individuals and organizations, such as clients, judges, or other community organizations. CRM manages person to person relationships and can include as much or as little detail as desired. For example, the CRM might only include basic contact information, or it might also include what hours of the day an individual is generally available.
- **Matter Management [or case management]:** matter management, is essentially case management. A digital file is created for every matter/case/project.
  - Matter management will include the case details, and should allow the user to create their own naming conventions to easily organize the matters/cases. Matter management is one aspect where the software features may show significant variance. Some software matter management, such as Clio, might allow a user to customize fields. For instance, a user might customize fields specifically for a criminal case and have different custom fields for property cases.
  - Documents, prior versions of documents, and documents with tracked changes that are related to the matter/case are also generally stored within the matter management portion of the software. Generally, users can also create notes specific to the case to be viewed only by the team. Users can generally create other notes that can be viewed by others sharing the system, such as other students or professors. There may also be related subcontracts specific to a case.
- **Reporting:** allows leadership to take a holistic look at the clinic and assess matters such as where the clients are coming from, the stage of each case, or what kind of cases are handled most frequently. A holistic view of a clinic also provides an extra layer of protection in that information. For example, important information, such as the status of a case, upcoming court or filing dates, or the number of cases assigned to each person etc., are no longer dependent on a verbal or handwritten update from any given individual. Reporting also enables the clinic's leaders to better see opportunities to grow or see if different kinds of expertise or partnerships might be helpful to the legal clinic. Reporting could also help accreditation or even help to ensure that things are being run ethically in accordance with some of the objectives being rolled out in the Concept.
- **Billing:** almost all case management software includes some sort of time/billing features. While billing may not be necessary for a clinic, and certainly not all of the billing functions will be utilized, some of the timing and billing functionalities may help students and even professors track the time that is being spent on specific cases or activities. Timing in particular has the potential to create accountability for professors and students alike, as they make time entries showing what cases they

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<sup>5</sup> American Bar Association Legal Technology Resource Center, *Case Management 101*, YouTube (Oct. 8, 2015), <https://www.youtube.com/watch?v=cH3IjkvoT00>.



spent their time on and how they spent the time on the case. Additionally, some of the billing/expenses features may help show how time is being spent and show expenses related to client cases, which may prove beneficial when reconciling the clinic's budget or trying to generate funding.

- Attorney/client portals: portals where clients can upload documents or forms, or fill out information. Some attorney/client portals also have messaging functionalities. Some of the advantages are that client portals are more secure than [plain unencrypted] emails, and it can reduce data entry which saves time. Additionally, the messaging functionality allows attorneys to chat with clients without searching out a private room, and enables them to chat for longer periods of time since they are not speaking over a phone. An ethical benefit of the messaging functionality is that it creates an accurate audit trail of the communication between the [student] lawyer and the client, which can be used to show clearly what the agreement was between the parties.
- Email management: in the U.S. lawyers receive on average 120 emails a day. Case management software will often include some sort of email management. Commonly, email management will integrate the case management software with the users email inbox, so that emails and attachments can be tagged and assigned to its specific digital file to be later accessed by anyone on the team.
- Document automation: some case management software allows the user to build their own documents, in order to eliminate the repetitive task of creating the same type of document over and over again. For example, if the clinic is dealing with the same client name, contact information, reference number, case number etc., the software can check for grammatical errors, and input the repetitive information. Document automation keeps work between staff consistent in appearance, and improves quality control. Having a library of documentation/forms already created for each case type also saves resources because it does not have to be recreated every time. The time saved with document automation can be reinvested into clients, or spent in a variety of different ways.

*Common questions to consider. when choosing case management software:*

- Create a “mind map” showing what portions of the day are spent in what area: is it spent heavily on documentation? Phone calls? Client visits? Write down the hours assigned to each type of activity. Deciphering which activities are done the most, or are consuming the most time will be helpful when selecting a software solution.
- Think of the current needs and also the potential needs a year down the road. [How easy or difficult might it be to expand or upgrade to continue the growing needs of legal clinics]?
- [How might the software integrate with other applications currently in use at other community organizations? For example, if the legal clinics wanted to partner with the hospitals or local shelters, how easy or difficult would it be for the legal clinics and hospitals to share information given the respective platforms, integrations and capabilities of their respective systems?]
- What security features are built into the software? For example, does the software come with regular security and software updates? What are the security mechanisms in place for information that is uploaded and stored in the system? What extra security features will need to be added? Also consider, employee policies and training. For example, will students/professors be allowed to use their personal mobile devices to access the system? If so, how will it be ensured that the personal device is secure? If not, are there policies and training in place to ensure that everyone knows what is/is not permissible, and why?

## EXISTING RELATIONSHIPS BETWEEN SOFTWARE PROVIDERS AND LAW SCHOOLS IN THE UNITED STATES

There is some precedent for partnerships between technology and software companies and law schools in the United States and Europe, although these partnerships are focused more on improving law students' knowledge of technology. Oftentimes, these programs are facilitated through the government or non-profits, whose goal is to provide easy access to justice through technology.

The Legal Services Corporation (LSC) is a non-profit corporation founded by the United States Congress in 1974 to provide equal access to justice.<sup>6</sup> As technology has developed, LSC has worked to provide low-income people and law students with technological solutions to legal problems. They have provided law school legal clinics with basic and rudimentary software in order to facilitate this. While this includes some of the features of modern case management technology (such as automated intake documents) the software provided is extremely simple, and not nearly as comprehensive as some of the paid and free software discussed later in the report.<sup>7</sup> Unlike comprehensive software like Clio, the LSC does not provide one software which encompasses case management, time tracking, and automated forms. Additionally, the LSC's focus is on providing technology directly to low-income individuals in need of legal services, rather than to law schools and law clinics, and most of the funding is allocated towards the individuals rather than already established legal services.<sup>8</sup>

Access To Justice (A2J) is a software program utilized by nonprofits to provide services to low-income individuals in need of legal services. Once again, the software is meant to be used by individuals rather than clinics, and is made up of intake forms, and online guided interviews.<sup>9</sup> A2J aims to help self-represented litigants, and much of the provided services are tailored towards individuals who are unfamiliar with law or legal terms. Nonprofits in the United States have partnered with A2J; however, the primary purpose is to train law students how to use the technology and provide it to individuals, rather than to streamline clinical services. Center for Computer-Assisted Legal Instruction (CALI), a nonprofit, also provides software to law schools. It includes over 1,000 interactive tutorials, free casebooks, and develops software for experiential learning.<sup>10</sup> The software is meant to be educational in nature and is not clinic specific. Finally, there are non-profits which provide training for law students and legal clinics to use Established software like CLIO but does not provide the software itself.<sup>11</sup>

The partnership between software companies and legal clinics in the United States is tenuous and rudimentary, with a focus on nonprofits and government aid. The non-profits which provide these services aim to educate law students on effectively using technology and helping individuals who may not have access to clinics or other forms of legal aid.

One way that access to justice tools are being developed at Universities is through "legal hackathons."<sup>12</sup> Legal hackathons are usually one day events where computer programmers and lawyers partner to develop a program or application designed to resolve a specific issue.<sup>13</sup> Legal hackers began in 2012 and has since become a global movement

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<sup>6</sup> Ronald W. Staudt & Andrew P. Mederios, *Access to Justice and Technology Clinics: A 4% Solution*, Justice, Lawyering and Legal Education in the Digital Age, 707 (2013).

<sup>7</sup> Staudt & Mederios, *supra* note 6 at 707–708.

<sup>8</sup> Staudt & Mederios, *supra* note 6 at 707.

<sup>9</sup> Access to Justice <https://a2j.org/> (last visited July 9, 2021).

<sup>10</sup> Center for Computer-Assisted Legal Instruction, <https://www.cali.org/> (last visited July 9, 2021).

<sup>11</sup> Lydia Bleasdale et al., *Part 1 Law clinics: What, why and how?* The Clinical Legal Education Handbook, 49-50 (2020).

<sup>12</sup> Legal Hackers, *Our Story*, <https://legalhackers.org/our-story/> (last visited July 9, 2021).

<sup>13</sup> Stephanie Francis Ward, *Thanks to Legal Hackers, Hackathons are an Important Tool For Making Law More Accessible*, LEGAL REBELS (Feb. 1, 2020, 2:50 AM) <https://www.abajournal.com/legalrebels/article/thanks-to-legal-hackers-hackathons-are-an-important-tool-for-making-law-more-accessible>.

consisting of “lawyers, policy makers, designers, technologists and academics,” who work together to find ways technology can be used as a solution to a variety of legal and policy issues.<sup>14</sup> For instance, at the University of Oregon School of Law, developers and students partnered together for a two day global hackathon with over 5,000 participants representing 25 countries.<sup>15</sup> One of the solutions that resulted from the Hackathon was the development of an app “Legal RouterAccess to Law” that was designed for low income families in need of legal assistance in the area of domestic violence. Two law students worked together with developers to create the app. The law students were able to do the necessary legal research to develop an appropriate questionnaire to guide users based on needs, while the developers helped the students turn their questionnaire into an app.<sup>16</sup> Beyond Hackathons, other events hosted by Legal Hackers include demo nights, design jams, and workshops to name a few.<sup>17</sup> Legal Hackers continues to grow, and at present has expanded its Chapters to more than 100 cities across 6 continents.<sup>18</sup>

Other advancements occur directly through legal technology clinics or through law students and professors with a background in technology. For instance, the Loyola Law Tech Clinic in New Orleans, Louisiana engages students in projects to create technology solutions to advance access to justice issues.<sup>19</sup> Some of the projects include the Louisiana Civil Navigator, Interactive Decision Tree, and Incarceration Transparency to name a few. The Louisiana Civil Navigator was created in partnership with the Lagniappe Law Lab, and is a web application that uses artificial intelligence to analyze legal issues and navigate the user to applicable legal resources. Similarly, the Interactive Decision Tree is a tool that enables potential clients to “selfscreen” their legal claims, and navigate to various resources by using the tool. Professor Judson Mitchell of Loyola Law is a software developer himself, and founded the former clinic.<sup>20</sup> Professor Mitchell is also responsible for the creation of Clinic Cases, one of the software programs discussed below.<sup>21</sup>

On a similar note, individuals like Ayyoub Ajmi are using their background skills in technology to create access to justice tools for their law schools and communities. Ajmi has a Bachelor of Arts in Communication and Technologies, and a Masters of Science in Library and Information Science, Ajmi has created numerous access to justice tools while a part-time law student at the University of Missouri Kansas City School of Law.<sup>22</sup> The following examples of Mr. Ajmi’s success are based on an interview with Mr. Ajmi.<sup>23</sup>

One of Ajmi’s projects was tailoring CiviCRM (discussed below) specifically for law clinics. During an interview, Mr. Ajmi explained how he came to realize the limited budget of law school legal clinics, and though many of the expensive solutions worked, they offered nothing special that he could not build himself. Receiving a grant of \$2500, Ajmi set to work on customizing the CiviCRM extensions to the specific needs of the individual law clinics at his school. Now, the school will typically contract out any customized functions they wish the software to accomplish. Ajmi noted that while finding someone who was familiar with CiviCRM is rare, it is easy to find someone who knows the coding language used for CiviCRM.

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<sup>14</sup> Legal Hackers, *supra* note 12.

<sup>15</sup> Ryan Jackson, *Global Hackathon: Law Students Explore Access to Justice Via Tech*, University of Oregon School of Law, <https://law.uoregon.edu/global-hackathon-law-students-explore-access-justice-tech> (last visited July 9, 2021).

<sup>16</sup> *Id.*

<sup>17</sup> *Id.*

<sup>18</sup> Legal Hackers, *supra* note 12.

<sup>19</sup> Loyola Law Tech, *Law Students Who Code*, <https://loyolalawtech.org/> (last visited July 9, 2021).

<sup>20</sup> Loyola University New Orleans College of Law, *Judson Mitchell Pro Bono Coordinator and Clinic Professor*, ACADEMICS, <https://law.loyno.edu/academics/faculty-and-staff-directory/r-judson-mitchell-jr> (last visited July 9, 2021).

<sup>21</sup> *Id.*

<sup>22</sup> Ayyoub Ajmi, *About Me*, <https://ayyoubajmi.com/index.php> (last visited July 9, 2021).

<sup>23</sup> Zoom Interview with Ayyoub Ajmi, Digital Communications and Learning Initiatives Librarian, University of Missouri Kansas City School of Law (June 30, 2021).

Another successful project by Ajmi was an app to file for a protective order in domestic violence situations. The project was undertaken by Ajmi before COVID-19. In Kansas, Domestic Violence Protection Orders (PO) were difficult to file. Some of the issues that faced those wishing to file for a PO was inability to afford a lawyer to help them navigate the system, and the complexity of filling out the form. The form for a PO was a 34 page packet, written in legal language, which made it challenging for petitioners to fill out themselves, especially when in a state of crisis thinking. In particular, the narrative section of the PO form was challenging for petitioners to fill out, and it often contained irrelevant information, while leaving out relevant information. Other prime issues were that petitioners would fill out the wrong form, or petitioners believing that they had a case when they did not. The courts themselves had created “self-help” centers to help petitioners, but nonetheless, still found that they had to have court clerks doublechecking the work. Ajmi was able to leverage his expertise to create an online filing process, which is also mobile friendly. The questionnaire uses everyday plain language, and very specific questions to help the filing process go smoother. For instance, one of the questions might be, “were you punched?”. Once the petition is completed, it goes to the county database. The online process was built in 70 days, and has been live in 3 counties since December 2020, and increased to over 100 counties in April. A process that once took approximately all day to complete, has now been reduced to 41 minutes respectively.

**Pick a problem to be resolved,  
and then just go for it!**

— Ayyoub Ajmi, University of Missouri  
Kansas City School of Law

When asked what advice he would have for others wanting to engage in similar ventures, Ajmi had a few things to say. First, he noted the importance of finding a partner organization. Partnering with someone on creating access to justice tools has the benefit of potentially bringing in additional funding for the project and opening the door to work with a larger variety of experts. Additionally, Ajmi recommends to pick a problem to be resolved—and then just go for it! Ajmi urges not to be discouraged if a solution is unsuccessful, just keep trying!

[Back to Start](#)

## PROPOSED U.S. CASE MANAGEMENT SOLUTIONS

The following are software recommendations based on the criteria of price (emphasizing open-source and no cost) and use of the software internationally as search guidelines. General descriptions of the software have been included and have been retrieved from the software website unless otherwise specified. The authors have attempted to not include details which are unlikely to be available with the open-source versions, though in general vendors are unclear about what is or is not included in the open-source versions. Additionally, some feature sets may vary according to the version. Specifically, feature sets may vary based on whether the open-source or paid version is downloaded, and what level of the paid version is used.

### ARKCASE COMMUNITY EDITIONS

ArkCase case management software is utilized by organizations such as the U.S. Equal Employment Opportunity Commission and World Health Organization.<sup>24</sup> The Community Edition offers many of the same benefits as the Enterprise software without the cost. The below details are derived from the website and from an interview with an ArkCase representative.

*Basic Features:* ArkCase is case management software that is offered in two different formats: community edition, and enterprise. ArkCase comes with a variety of features. ArkCase comes with Enterprise Content Management (ECM) integration, which means that ArkCase can be integrated with other programs in use by the clinic.<sup>25</sup> ArkCase also includes CRM integration, which means that it can be integrated with other software and third party applications, such as Salesforce (another CRM application).<sup>26</sup> Having ArkCase integrated with other programs and applications allows a user to utilize the various systems without toggling between them.<sup>27</sup> The ability to integrate would also allow the legal clinics flexibility in the future, if they wanted to adopt more or different kinds of software.<sup>28</sup> ArkCase also comes with its own CRM capabilities. In addition to ECM and CRM integration, ArkCase also includes calendar, email, and directory services integration. According to their website, ArkCase's other functionalities include the ability to automate audit management, brand management, user management, and queue management.

When first logging into ArkCase, the user will see a dashboard that shows a synopsis of widgets such as tasks and requests. To the left of the dashboard is a menu that allows the user to navigate to requests, documents, tasks, reports search etc. At the top of the screen, a pop out box allows the user to add a person, organization as an "object" that has access permissions and controls; users may also add a document repository or create a new request. Visually, when a case is opened in ArkCase, it appears in a tree like structure showing organizations, documents, tasks, references, time, cost, tags, Calander, suggested requests, encryption codes etc.

Tasks and cases can be assigned to specific individuals. When a task is assigned, the assignee receives an email notifying them they have been assigned a task. When a task is completed, the assignor receives an email stating the task has been completed.

PDF documents are viewable within ArkCase, but they are not editable in the community edition. However, ArkCase integrates with Microsoft products. Users may upload documents and spreadsheets, after they have been customized in the respective Microsoft application.

*Cost:* ArkCase Enterprise edition has more features but is offered starting at approximately \$60 per month per person.<sup>29</sup> However, there are customizable plans via Amazon AWS which only charges the instillation fees of different features of the software. Some of the features included in enterprise include the ability to edit PDFs, client portals, and more intuitive artificial intelligence (AI) functions. However, the community edition of ArkCase (described above) is a free open-source platform that is downloadable already configured.

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<sup>24</sup> ArkCase, <https://www.arkcase.com> (last visited June 3, 2021).

<sup>25</sup> DocuWare, *Enterprise Content Management Integrations: Integration with other Applications is a Defining Success Criterion for ECM Deployments*, <https://start.docuware.com/enterprise-content-management/ecm-integrations> (last visited June 3, 2021).

<sup>26</sup> ArkCase, <https://www.arkcase.com> (last visited June 3, 2021).

<sup>27</sup> ITConvergence, *How Important is CRM Integration?*, <https://www.itconvergence.com/blog/how-important-is-crm-integration/> (last visited June 3, 2021).

<sup>28</sup> ArkCase, <https://www.arkcase.com> (last visited June 3, 2021).

<sup>29</sup> Zoom Interview and Demo with John Sung, Senior Partner Solutions Engineer, Armedia (June 1, 2021).

*Accessibility:* ArkCase community edition is downloadable from Github, a website hosting a collaborative community of developers who share open-source products.<sup>30</sup> ArkCase is platform agnostic,<sup>31</sup> meaning that it can run well on a wide variety of platforms.<sup>32</sup> The community edition is self-support only, meaning that the users are responsible for any technical difficulties encountered; the community edition does not come with professional IT support.

*Other:* ArkCase allows for the flexibility of using out of the box automation or customizing the automation process using a “drag and drop builder.” ArkCase was designed with security in mind, and comes compliant with the U.S. standards of HIPPA, HITECH and other similar security controls.

## CLINICCASSES

As mentioned earlier, ClinicCases is a legal software solution created by Professor Mitchell, a legal clinician for legal clinics.<sup>33</sup> While not as popular as other products, such as Clio, ClinicCases is used by multiple law schools across the U.S.<sup>34</sup>

*Basic Features:* ClinicCases has five different case management tools: cases, journals, board, utilities, and messages. The five tools appear as tabs at the top of a dashboard. A user may select the *cases* tab to view all cases that have been entered into the system. The user can organize the cases within the *cases* tab to view all cases, or filter specifically for those that are open or closed. A case can be selected by clicking on the case. Once a case is selected, the case details are organized into neat sub-tabs in a menu to the left: case notes, case data, documents, events, messages, contacts, and conflicts. All sub-tabs can be viewed, added to or edited. Additionally, there is a timer feature within the case which allows the user to track how much time they are spending on that case. As mentioned earlier, the timer function could be helpful if the student is going to receive academic credit for their work in the clinic. The other sub-tabs within the case, such as documents and case data, allow all aspects of the case to be input into the system in an organized manner. The messaging feature within the case’s sub-tabs allows messaging between students and professors.

The remaining tabs are simple to use. The journaling tab allows students a place to write down journal reflections on their studies or notes to their professors. The board tab is meant to be a virtual bulletin board where announcements, and other similar postings may be made by anyone on the team. The utilities tab correlates with the timer function from the *case* tab mentioned earlier. Students or professors may start the timer when they begin working on a case. When the user stops working on the case, they click the stop button, and then click an *add* button, and put a note about how they spent their time. The time entry then appears in the *utilities* tab in the form of a report which can be viewed, exported, or printed. The *messages* tab shows all messages, whereas the messages sub-tab within the cases shows only the messages applicable to that case. The messages functionality allows for smooth and organized communication between students and professors. Finally, the home tab shows all recent activity, as well as features a calendar where upcoming events can be added and viewed. The features in ClinicCases are customizable. New users or groups may be added, and the fields within the case tab can be customized to help clinics organize their information in a way suitable to the specific needs of the clinic.

*Cost:* ClinicCases is free open-source software that can be downloaded for free from Github. ClinicCases’ code receives regular updates, which users can subsequently access at no cost.

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<sup>30</sup> GitHub, *Features* <https://github.com/features> (last visited June 3, 2021).

<sup>31</sup> ArkCase, <https://www.arkcase.com> (last visited June 3, 2021).

<sup>32</sup> NetLingo, *Platform Agnostic*, <https://www.netlingo.com/word/platform-agnostic.php> (last visited June 3, 2021).

<sup>33</sup> ClinicCases, <https://cliniccases.com> (last visited June 3, 2021).

<sup>34</sup> *Id.*

ClinicCases will work on a cell phone and is used around the world. The software can be downloaded directly onto the clinic's server, or ClinicCases will host the data for the clinic for \$99 per month. ClinicCases offers a discount for newly practicing organizations and non-profits. More research is needed to confirm the operating system requirements.

SCREENSHOT OF CLINICCAS, CASES TAB SELECTED, TAKEN 6/3/2021.

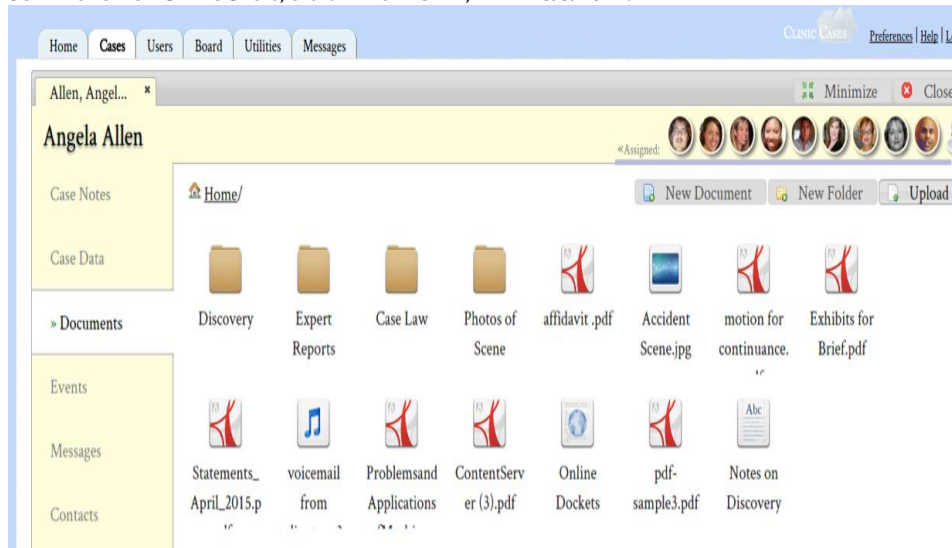


PHOTO: ClinicCases, <https://clinnccases.com> (last visited June 3, 2021).

**Accessibility:** More research is needed to determine whether and how much of a discount Ukrainian law clinics might receive in the event they are interested in ClinicCases hosting their data. ClinicCases is used worldwide, it does not appear that this software is available in the Ukrainian language.

## CIVICRM

CiviCRM is utilized by over 10,000 non-profit organizations around the world, including legal clinics. CiviCRM can be customized for the specific needs of a clinic.

**Basic Features:** CiviCRM is open-source CRM software.<sup>35</sup> In general CiviCRM provides a number of different optional features, including case management, email marketing, event management and contribution management, and contact management and reporting. The configuration can be customized to suit the needs of individual clinics. The case management feature allows users to view/add case details (including attachment), and see upcoming events pertaining to the case. Users can also customize the workflow of a given case, adding and tracking various case-specific activities. Additionally, users may customize case-reports by redacting sensitive or irrelevant client information. The ability to redact information could make it easier for students and professors to, with client permission, share relevant client information with other organizations that provide nonlegal services which the client may require.

When users log into CiviCRM, they are presented with a dashboard that shows a summary of activities, cases, donors etc. At the top of the page is a menu, where the user may select from a variety of options such as contacts, events, cases, campaigns, mailings, volunteers, or reports to name a few. When a user hovers their mouse over a menu option, a pop-out submenu allows the user to select from a variety of functions pertaining to- that option. Most of the menu options feature their own dashboards that shows a synopsis of the information pertaining to that feature. For example, the cases dashboard shows a synopsis of

<sup>35</sup> CiviCRM, <https://civicrm.org> (last visited June 3, 2021).



the number of cases that are ongoing, resolved, or urgent, along with upcoming activities and recently performed activities. Events, cases, mailings, reports etc. all easily created and edited by clicking on what the user would like to do.

**Cost:** CiviCRM is available for download at no cost.

**Accessibility:** CiviCRM can be downloaded directly from their website. Installation requirements, and user and administrative guides are also available on the CiviCRM website. Similar to ClinicCases, CiviCRM can be hosted directly by the clinic, or CiviCRM members also provide hosting for a fee. Organizations interested in CiviCRM can search the CiviCRM database to find an expert to host CiviCRM and assist with installation and more. CiviCRM is available in Ukrainian. Theoretically, CiviCRM should be able to operate on any operating system as it was not specifically designed for a certain operating system. However, CiviCRM has been tested and used the most on Unix based operating systems, specifically Linux. CiviCRM is flexible in terms of platform compatibility. Supported CiviCRM platforms include Backdrop, Drupal 7, Drupal 8/9, Joomla and WordPress.

Screenshot of CiviCRM Dashboard with mouse hovering over the Cases option, taken from the CiviCRM demo, 6-3-21.

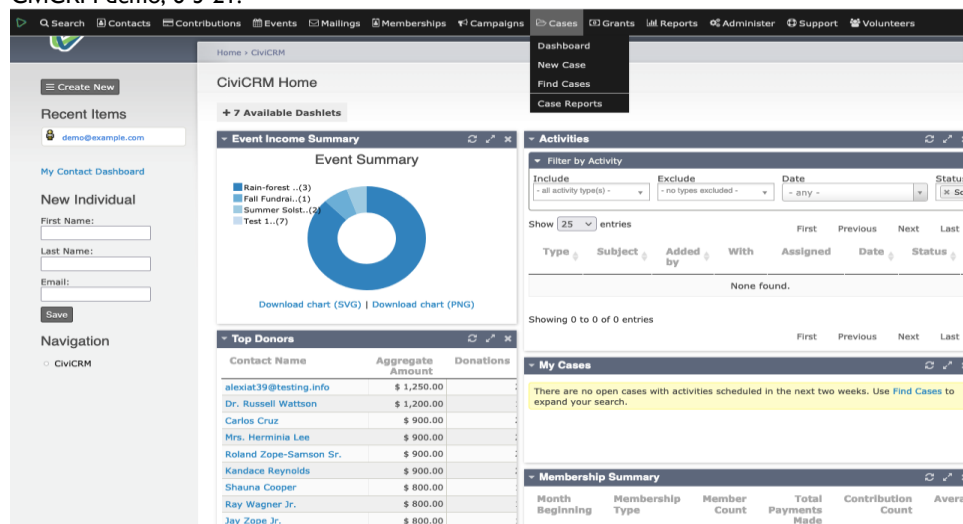


PHOTO: CiviCRM, <https://civicrm.org> (last visited June 3, 2021).

## ASANA

ASANA software has an emphasis on visualization of project management, and in general the software is used by organizations such as USAID, the New York Times and NASA.<sup>36</sup>

**Basic Features:** ASANA, while technically project management software, offers many of the features of case management software. The basic version allows up to fifteen team members to utilize the software and offers unlimited file storage of up to 100 MB per file. The basic version provides a variety of features including task management, for an unlimited number of projects, messaging, activity logs and project overviews and briefs.

ASANA provides different visualization options according to users' preferences. Projects can be viewed as a list or on a board and may be assigned to individuals. The list view of projects features tasks in list format, showing who the task was assigned to, when it's due and a color-coded status of the task. Board view also features tasks visually, showing them in the category of "to-do," "in progress" or "review ready" in a block format. Items from

<sup>36</sup> ASANA, <https://asana.com> (last visited June 3, 2021).



the board may be easily dragged and dropped into any of the former categories as the project progresses. ASANA also features two-factor authentication, calendar view and status updates. Additionally, ASANA has a mobile app available for android and iOS and will also integrate with over 100 different applications.

Screenshot of the Board, taken 6/3/21.

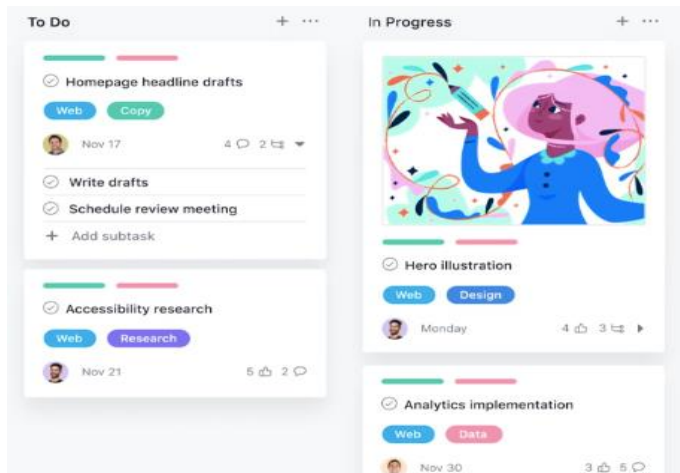


PHOTO: ASANA, <https://asana.com> (last visited June 3, 2021).

**Cost:** The basic version of ASANA is free. The cost to upgrade the ASANA package starts at \$10.99 per user per month.

**Accessibility:** ASANA is available for demo in Ukraine, and therefore presumably would be available to download in Ukraine. While ASANA is featured in numerous languages, including French, Polish and Russian, it does not appear to be available in Ukrainian currently. ASANA also offers webinars and training on how to use the software. More research is needed to determine the operating system requirements.

## CASEONE

CaseOne has been available for 12 years on the legal technology market. While relatively new, it is used by over 3000 customers globally, with 12 million users annually.<sup>37</sup>

**Basic Features:** CaseOne features include case management, documents, and reports hosted in a secure cloud. CaseOne provides a newsfeed that features all the various case events that are available to the user. Users may click on the event to view more detailed information about the case event (such as the primary person responsible for the case etc.) which appear on additional tabs; the tabs can be customized to suit the purposes of the clinic. Users may enter the amount of time that they spend on a specific event, or similar to ClinicCases users may start a timer directly within the software to track their time spent on a task or case. Time spent is integrated within the billing functionality, minimizing the time spent transcribing data from one program or tab to another. Events may be filtered a variety of ways, including by the type, person responsible or date, to name a few. Cases are stored in a single system, and access to a case is assigned to individual users for optimal security control. While access is controlled, folders and projects can easily be shared with a simple click. Case One also allows users to customize the view of their cases to their specific preferences by dragging and dropping.

Once a case/event is selected, it is organized into various tabs: case, feed, participants, tasks, documents, time, expenses, bills, and users. The case tab will feature customizable

<sup>37</sup> CaseOne, <https://case.one/> (last visited June 3, 2021).

information such as client information, lists, indexes, dates, or formulas just to name a few examples. The information appears in a block format. The feed tab stores the case history. The participant tabs features information about the different participants to the case, including their role and contact information, which is easily editable. Under the Tasks tab, users may create tasks for completion by various persons within the clinic, the time spent feature is also available within this functionality for easy time tracking. The tasks tab will show the tasks, the person assigned to the task, the status, priority, and due date. The documents tab shows the documents that have been uploaded pertaining specifically to the case/event that is in view. The document tab shows the date the document was received, the type of document, and it has a share function for easy sharing. New documents may also be created under the Documents tab. The documents tab offers a variety of templates that will auto-populate basic information entered by users. The time tab features the time spent on the case in a report format, and the expense tab shows various indirect client expenses in the form of an invoice. The Bills tab shows the status of client payments. The users tab shows all individuals who have been assigned to the case/event in view. From the Users tab, new users may be added and current users' access rights may likewise be managed.

CaseOne also offers an integrated calendar feature. An unlimited number of calendars may be created in CaseOne, as well as an integrated calendar that shows the workload schedule of all users. CaseOne also has a reporting functionality, which can create customizable reports showing how many cases have been assigned to each student or the number of a certain type of claim filed to name a few examples. Users may select the categories of interest by clicking, and CaseOne will automatically generate the corresponding report. The report can then be filtered.

General screenshot of CaseOne, taken 6-3-21.

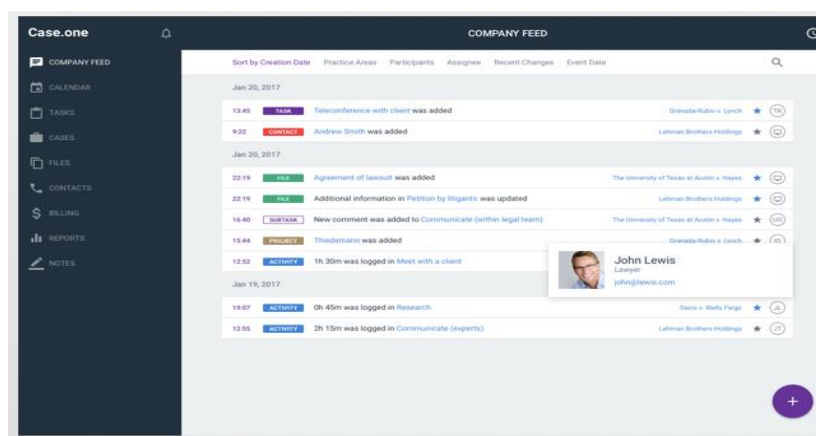


PHOTO: CaseOne, <https://case.one/> (last visited June 3, 2021).

**Cost:** CaseOne case management software is offered at no cost for up to the first 10 cases. While CaseOne does not directly provide their pricing on their website, according to user reviews after the first 10 cases, CaseOne's pricing increases to \$0.99 per case per month.

**Accessibility:** More research is needed to see if Ukrainian court forms could be uploaded and utilized as templates, as well as whether all the customization features are available with the free version of the software. While CaseOne is offered in a variety of languages, including French and Russian, it does not appear to be offered in Ukrainian. When you choose one of the supported languages during user (or org-wide) setup, Case Management objects, fields, settings, and user interface text appear in that language, although some of the text may still appear in English.

## CLIO

As indicated earlier in table two, Clio is by far the number one software utilized by legal clinics responding to the CSALE survey.<sup>38</sup> As mentioned below, Clio offers a variety of packages, including Clio Academic Access Program (CAAP).<sup>39</sup> CAAP is used by a variety of clinics and non-profits, including the California and Georgia Innocence Projects.

*Basic Features:* CAAP comes with training resources accessible at no cost, as well as live support and some academic resources. While further research is needed to determine precisely which features are included with CAAP, generally Clio's features include case management, document management, contact management, calendaring, time tracking, task management, accounting and more. Clio also offers client intake and client relationship management software, including workflow automation, appointment booking, document automation and electronic signatures via email and more. Clio integrates with over 200 applications, and features a mobile app. CAAP is available free to faculty and students who are active in a variety of educational atmospheres, including legal clinics.

*Cost:* As mentioned above, Clio offers a variety of software packages ranging from \$39 per user per month to \$125 per user per month. CAAP is offered at no fee and may be applied for via Clio's website.

*Accessibility:* While Clio is readily available in Europe, further research is needed to determine whether it is specifically available in Ukraine, however research revealed nothing that would indicate Clio would be unavailable in Ukraine. While it has not been manually translated into Ukrainian it has been translated manually into Russian, though Clio also uses google translate software.

*Other:* Clio is designed with security in mind and comes with a variety of security features including daily security malware scans, encryption both at rest and in-transit, login safeguards, two factor authentication, password policies and more. Clio comes with the tools necessary to be compliant with General Data Protection Regulation (GDPR) guidelines. GDPR was passed in 2018 in European Union, replacing prior legislation, and is intended to provide- uniform regulations of businesses that manage the personal information of EU citizens.

## NOTION

Notion is a productivity software which is not specific to the legal profession. Notion describes itself as "The all-in-one workspace for your notes, tasks, wikis, and databases."<sup>40</sup>

*Basic Features:* The software focuses on three aspects: Team Wiki, Projects and Tasks, and Notes and Docs. Team Wiki focuses on pulling together different information throughout a company, startup, or educational system in order for individuals to easily access the information. It creates a shared workspace which can "Document office policies, company goals, employee contact info, engineering practices — any important info — in one central location."<sup>41</sup> Although not specified for use in legal clinics or law firms, this software and the wiki in particular can be used to help compile legal data for students and professors and can

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<sup>38</sup> Robert R. Kuehn, Margaret Reuter & David A. Santacrose, *2019-20 Survey of Applied Legal Education*, Center for the Study of Applied Legal Education p. 36 (2020).

<sup>39</sup> Clio, <https://www.clio.com/> (last visited June 3, 2021).

<sup>40</sup> Notion, [www.notion.so](https://www.notion.so) (last visited July 7).

<sup>41</sup> *Supra* note 42.

even be used similarly as a case management system to organize data on a variety of subjects and cases in an easy to access format. The Project and Task feature contains Kanban boards, tables, lists, and more in an effort to replace similar task software such as Trello and Jira. Although it has all the typical functions of a project management system present in the other software discussed here, an advantage not present in other, similar software, is that Notion is completely customizable. While not every available option may be useful for legal services or law clinics, Notion can be customized so that only the most pertinent and accessible features are usable. Finally, notes and docs is used to create collaborative documents, similar to functions and Google Docs and Evernote.<sup>42</sup>

*Cost:* The personal package is free. This includes unlimited pages, the ability to share with five guests and sync across devices. For larger groups, plans start at \$8 per user per month. This package includes unlimited team members, collaborative workspace, and admin tools. Notion also offers an Enterprise package, in which the software is tailored to the needs of the specific company. There is no set pricing on this package, which includes advanced security as well as everything included in the other packages, however, the Enterprise package can cost as much as \$20 per user, per month.<sup>43</sup>

*Accessibility:* Notion was originally available exclusively in English. However, as it grew in popularity the company attempted to expand its language capabilities. Unlike the other software's described, instead of directly translating into a few common select languages, they have tailored the software itself to be easily translated with a variety of languages, "Within the product itself, the Notion team built a way to consolidate all that text in Lokalise's databases and serve them dynamically depending on the user. Instead of having a different version of Notion for every language, they have one extremely multilingual one."<sup>44</sup> As of 2020, Notion was planning to expand into Eastern Europe, which may mean they are preparing to have the standard version available in Ukrainian or Russian in the near future.<sup>45</sup> Focused on accessibility, Notion is compatible with all browsers and has a mobile app which is compatible with both Android and iPhone.<sup>46</sup>

*Other:* Notion uses the cloud and Amazon Web Services within a virtual private network that cannot be accessed via the public internet. While the data is encrypted, Notion does not enable end to end encryption, meaning that the data may technically be accessed by employees of the software company. However, Notion emphasizes that this is only ever done with consent of the user.<sup>47</sup>

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<sup>42</sup> *Supra* note 42.

<sup>43</sup> *Supra* note 42.

<sup>44</sup> David Pierce, *Inside Notion's Global Expansion Plan*, Protocol (2020), <https://www.protocol.com/notion-app-korea>.

<sup>45</sup> Pierce, *Supra* note 46.

<sup>46</sup> Pierce, *Supra* note 46.

<sup>47</sup> *Supra* note 42.

# PROPOSED EUROPEAN CASE MANAGEMENT SOLUTIONS

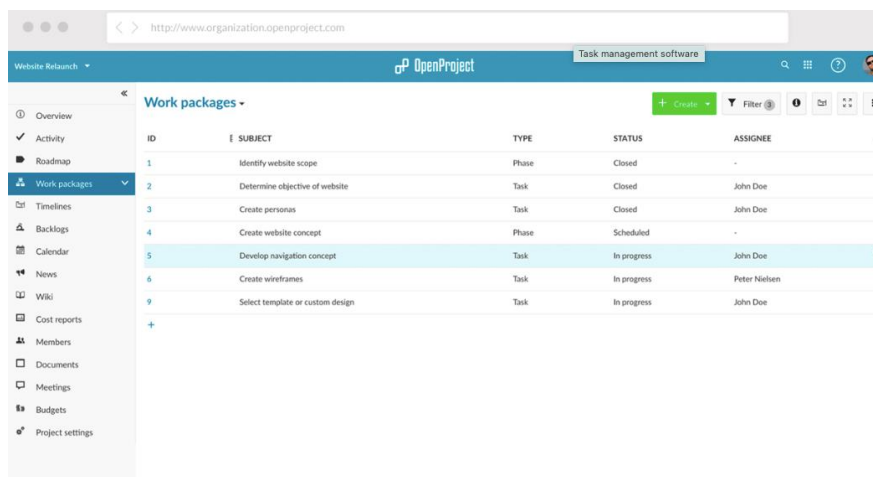
## OPEN PROJECT

Started in 2012, OpenProject is international case management software, that is quickly leading the way.<sup>48</sup>

*Basic Features:* While technically project management software, OpenProject features many of the tools useful in case management. OpenProject offers project planning and scheduling, task management and team collaboration, various visual organization options such as Kanban boards integrated Gantt charts, as well as time tracking and reporting features. Like Notion, OpenProject also offers a feature called Project Wiki, where manuals, references, guidelines, and similar documents may collaboratively be created and shared with team members.

Once logged in, OpenProject users are able to select from a variety of options featured on the menu on the left side of their screen. Example options include Activity, Timeline, Calendar, Documents, Wiki, Workpackages and Members to name a few. Once an option is selected, the details open in main part of the screen, showing information pertaining to the option. For instance, when the Workpackages option is selected, a list of Workpackages opens in the center of the screen. The list shows the subject, type, status and assignee. Users can then select a specific Workproject from the list by clicking on it. The specific Workproject will then show information such as the details, activities and comments. On the same task screen, a tab in the upper right corner called “watchers”, allows the user to see details such as the estimated time and cost of the task.

General screenshot of OpenProject, taken from the OpenProject website, 6-3-21.



ID	SUBJECT	TYPE	STATUS	ASSIGNEE
1	Identify website scope	Phase	Closed	-
2	Determine objective of website	Task	Closed	John Doe
3	Create personas	Task	Closed	John Doe
4	Create website concept	Phase	Scheduled	-
5	Develop navigation concept	Task	In progress	John Doe
6	Create wireframes	Task	In progress	Peter Nielsen
7	Select template or custom design	Task	In progress	John Doe

PHOTO: OpenProject, <https://www.openproject.org/> (last visited June 3, 2021).

<sup>48</sup> OpenProject, <https://www.openproject.org/> (last visited June 3, 2021).

**Cost:** Similar to ArkCase, OpenProject comes in variety of editions. The Enterprise and cloud edition both come at a fee. However, the Community Edition is free and open-source software that can be downloaded along with various plugins from GitHub.

**Accessibility:** OpenProject is available in over 30 languages and appears to be available in Ukrainian. The community edition is regularly updated, and the new releases are available at no cost. More research is needed to determine the operating system requirements.

## OPENKM

OpenKM stands for Open Knowledge Management and is best for those with few users and small repositories.<sup>49</sup>

**Basic Features:** OpenKM is a document management system (DMS), that comes in a variety of versions. While a DMS is not as effective as a CMS, DMS still provides a variety of useful functions for legal clinics. OpenKM community version also offers smart tasks, document converters and add-ins for Microsoft Word, Excel, PowerPoint, and Outlook. Features also include the ability for clients to scan in documentation, as well as digital client signatures and an active directory. Users may collaborate on task management, documents, workflows, calendars, notifications and more. OpenKM also comes with a mail account and chat functionality. The community edition is also accessible on mobile devices.

Once logged in, OpenKM has a menu on the left, and a toolbar at the top left, and tabs at the top right. The menu on the left has variety of folders, the folders can be opened in a tree like structure. When a document or file is selected from the menu, it opens into the center of the screen. The tools on the top allow users to take actions such as create new folders or documents, bookmark, find a template and more. The tabs on the far right allow users to select their view, choosing from a dashboard, administrative view etc.

General screenshot of OpenKM taken 6-3-21 from the OpenKM website video.

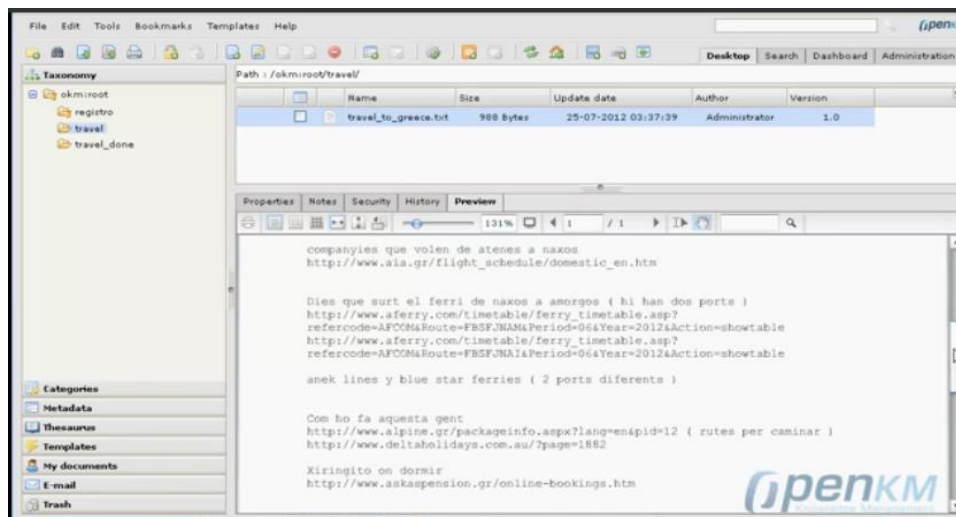


PHOTO: OpenKM, <https://www.openkm.us/> (last visited June 3, 2021).

**Cost:** The community version is available to download at no cost, while the Enterprise and cloud versions are available at a fee.

<sup>49</sup> OpenKM, <https://www.openkm.us/> (last visited June 3, 2021).



*Accessibility:* OpenKM community version offers nightly updates, and may be downloaded onto a variety of operating systems, including Windows, Red Hat, Linux Mint, Debian and others. An administrative guide and developer guide are available on the website at no cost. OpenKM is available to demo in Ukraine, and thus is likely to be available for use in Ukraine; it is also offered in multiple languages, however it does not appear to be offered in Ukrainian.

## JUSNOTE

Jusnote is a prevalent case management program utilized in Europe, designed specifically by lawyers with lawyers in mind.

*Basic Features:* Jusnote offers case management, billing software, and timekeeping. Beyond these basic features, Jusnote can be integrated with both Microsoft and Google, which serves to streamline calendar events and to-do lists into one cloud-based system to minimize complications and confusion within the clinic.<sup>50</sup> All the features are listed in a sidebar and a timer is provided in the upper right corner of the screen so tracking time is easily accessible. Users can begin by inputting clients, then users can add documents, calendar events, matters, and tasks to each individual client. Each document can be assigned to a specific user, and documents can be tailored to only be viewable to certain users. One of the more unique components of Jusnote is that they generate reports which track productivity based on matters and tasks. Jusnote also provides a mobile component that is compatible with Apple and Android, for added convenience.

*Cost:* The basic package starts at \$7.28 per user per month, and includes task management, professional billing and timekeeping, fiscal management, collaboration on projects, Integrations (Google Calendar, Viber), basic reports, automated correspondence, 5 GB of disk space and technical support. The professional package is \$13.5 per user per month and includes priority customer service, expanded integration options (including Microsoft) and the ability to detect conflicts of interest.<sup>51</sup>

Screenshot of New Matter creation taken from the Jusnote website, 6-2-21.

Jusnote, <https://jusnote.com/> (last visited June 3, 2021).

<sup>50</sup> Jusnote, <https://jusnote.com/> (last visited June 3, 2021).

<sup>51</sup> *Supra* note 52.

*Accessibility:* Although Jusnote primarily works with firms rather than clinics, it is based in Europe and available in both Russian and Ukrainian. Because of its transnational nature, Jusnote has built in elements of multi-currency and multi-languages. This is especially important as it makes the 24-hour assistance more accessible to Ukrainian clinics. They also offer a community option where other users can pose questions and discuss the software on a public forum, further aiding in the ease of use. There are a series of webinars and interactive articles which cover the basics of setting up an account, and very specific articles which discuss more in depth and specific uses of the forum. All these knowledge based resources ensure that users can use the software to its fullest ability.

*Other:* In order to ensure that security is maintained, Jusnote is audited every day by McAfee Secure and Trusted Site.<sup>52</sup>

## **PRACTICE PANTHER**

Practice Panther is another international open-source legal software which provides forms of all the services discussed above, including case management, time tracking, and integration with google, outlook, and any smartphone calendar or to-do system.<sup>53</sup>

*Basic Features:* Practice Panther offers the same basic services as other CMR programs. It employs matter management to organize and manage cases. Under each matter is a timer which can track users' times. Documents, notes, contact information, and calendar events can be linked to each matter or client. One of the many benefits they offer is outdated workflow, which uploads standard business practices (such as adding new clients) into a standardized template in order to increase efficiency and reduce error.<sup>54</sup> This same feature allows for documents to be tagged, filtered, and analyzed so that clinics can see which templates and documents are used most often and may need additional support. Additionally, custom templates can be tailored to specific clients or cases and labeled in order to streamline the use of certain forms or contracts. Additionally, they offer secure contact management where sensitive information from a variety of sources (email, contracts, documents etc.) can be uploaded securely and disseminated to clients on a need-to-know basis. Because it is based on the cloud, Practice-Panther offers remote case management from a mobile app, which allows for use of all the features of PracticePanther remotely on both IOS and android.<sup>55</sup>

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<sup>52</sup> *Supra* note 52.

<sup>53</sup> PracticePanther, <https://www.practicepanther.com/case-management/> (last visited June 3, 2021).

<sup>54</sup> *Supra* note 55.

<sup>55</sup> *Supra* note 55.



Screenshot of PracticePanthier dashboard, taken from the PracticePanthier website, 6-2-21.

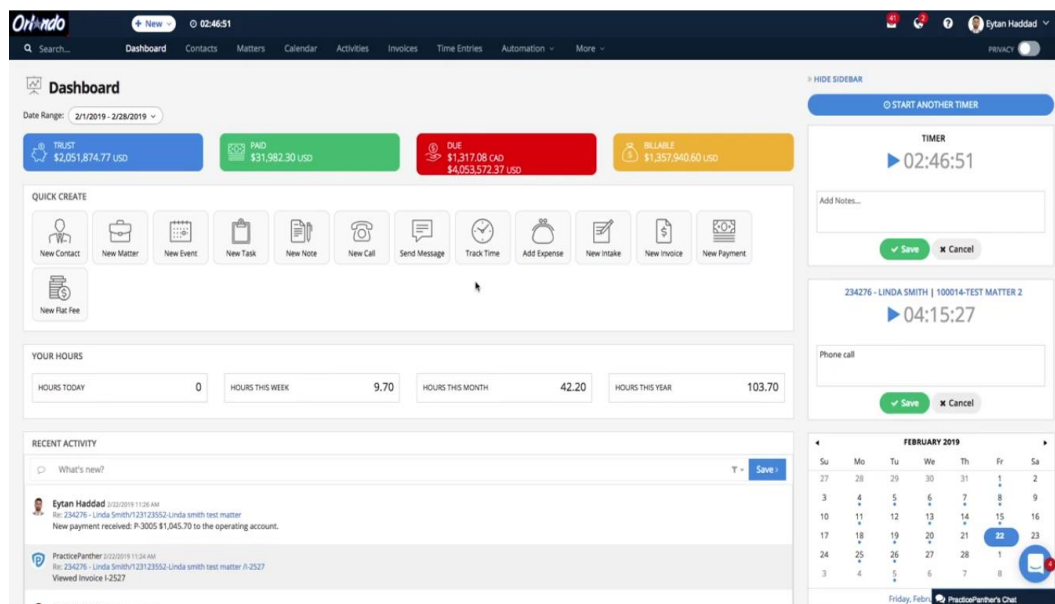


PHOTO: PracticePanthier, <https://www.practicepanther.com/case-management/> (last visited June 3, 2021).

**Cost:** PracticePanthier offers different plans starting at \$39 a month per user, with different features tailored to different size practices. For the needs of a smaller clinic, it is likely that the cheapest plan would be sufficient, which includes templates, automated workflows, and integration.

**Accessibility:** PracticePanthier is set apart from similar paid services because of its highly rated ease of use, ranking higher than even Clio.<sup>56</sup> The intuitive visual set-up allows for easy navigation through the platform, with minimal need for training. Additionally, it is supported in a variety of different languages and can be manually translated into Ukrainian upon request (although tech support is only available in English). They offer a variety of training videos in English with live customer support. However, because the training is limited to video, it cannot be automatically translated into Ukrainian.

**Other:** Practice Panther is HIPAA compliant and places a high emphasis on security. All communications between attorneys and clients are encrypted, and enterprise level security is used when integrating with box.com. There are additional options for security in place where users can enact a dual security system.<sup>57</sup>

## AMBERLO

Amberlo is one of the top legal software solutions in Europe for law firms. Amberlo saves approximately 20 hours per user per month.

**Basic Features:** A popular international choice, Amberlo is ISO/IEC certified.<sup>58</sup> The free version of the software is recommended for solo practitioners because it only is available to one user. The single user version includes a multitude of features typical to legal software including Matter Management (although the maximum task management is 50) Time & Expense Tracking, Contact Management, Legal Calendaring, Contract Management, and a

<sup>56</sup> *Supra* note 55.

<sup>57</sup> *Supra* note 55.

<sup>58</sup> Amberlo, <https://www.amberlo.io/> (last visited June 3, 2021).

mobile app which is functional on both IOS and Android. Like many of the other software available, when a specific case is selected, the user can start a timer to track their time on the matter, link it to calendar events, and upload specific to-do lists or documents pertaining to the case. Tasks can be grouped by matter, client, or day and time, and marked as ongoing or completed. This creates an intuitive approach to completing tasks.

*Cost:* The version described above is free, However, the next plan begins at \$30.33 per user

Screenshot of Amberlo Case Management, taken from the Amberlo website, 6-2-21.

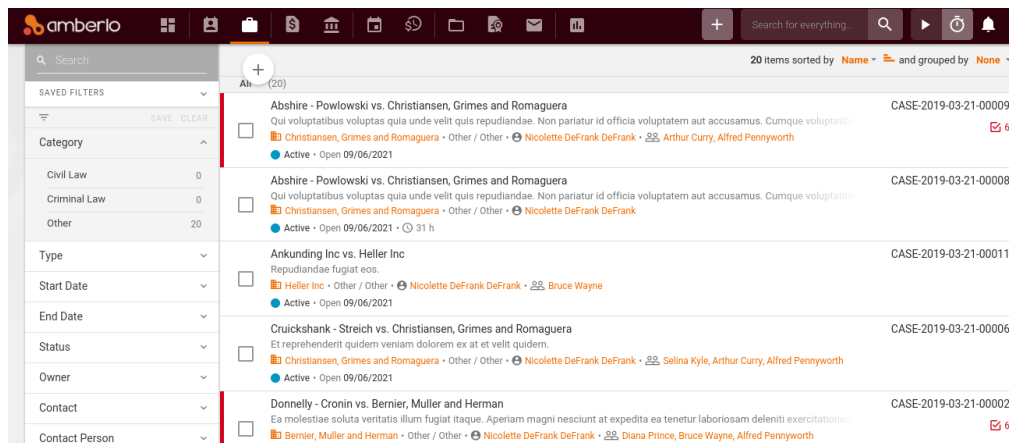


PHOTO: Amberlo, <https://www.amberlo.io/> (last visited June 3, 2021).

per month, and contains several more important features, most notably integration with Google and Microsoft and a client portal. Client portals allow for clients (or other individuals who are not an active user) to access some of the basic information about cases which may pertain to them. While not necessary, client accessibility may be something to keep in mind when running a justice centered clinic which keeps clients and those in need of legal aid informed of their rights and the progress made on their cases.<sup>59</sup>

*Accessibility:* Although there is no current market in Ukraine, the software supports Russian and English. Clicking on the ‘help’ link in the upper right corner redirects the user to a series of articles which give specific instructions for a variety of tasks including document management, email management, and basic functions such as changing a password. When signing up for the service there is a brief video tutorial on how to access basic functions such as adding clients and calendar events. Amberlo also offers technical support; however, all of the available methods require emailing, chatting, or calling representatives, and may only be available in a limited number of languages.

*Other:* Amberlo is encrypted to enhance security and uses state of the art firewalls and AWS technology provided by amazon to protect information within the servers. Each update reevaluates the security of the system and runs additional tests so that the service is constantly up to date.<sup>60</sup>

## APP4LEGAL

Used by organizations such as Coca-Cola, Aliant, and Detroit Justice Center, App4Legal is a prominent practice management solution.<sup>61</sup> Customers appreciate how the software is user friendly and intuitive.

<sup>59</sup> *Supra* note 60.

<sup>60</sup> *Supra* note 60.

<sup>61</sup> App4Legal, <https://www.app4legal.com/> (last visited June 3, 2021).

**Basic Features:** Like the other software discussed above, App4Legal offers packages which include basic client management, integration with other software such as Microsoft and Google, and timing and billing functions. They also offer a multilanguage component in their basic package. Additionally, unlike some of the other software options, they sell individual add-ons such as Client Portal which can be added individually rather than forcing firms or other clients to simply buy a larger package. App4Legal's time tracking software is more integrated than some of the other software discussed above, with the ability to set a target hour on the task and assign specific users to meet that target within a limited time period. While the dashboard lists the cases in order and specific cases may be selected manually, the litigation dashboard also organizes the cases by court, region, and stage in litigation. It also allows for cases and tasks to be organized by the assignee and broken down into hearings and other interlocutory processes.

Screenshot of App4Legal Matters Board taken from App4Legal website, 6-2-21.

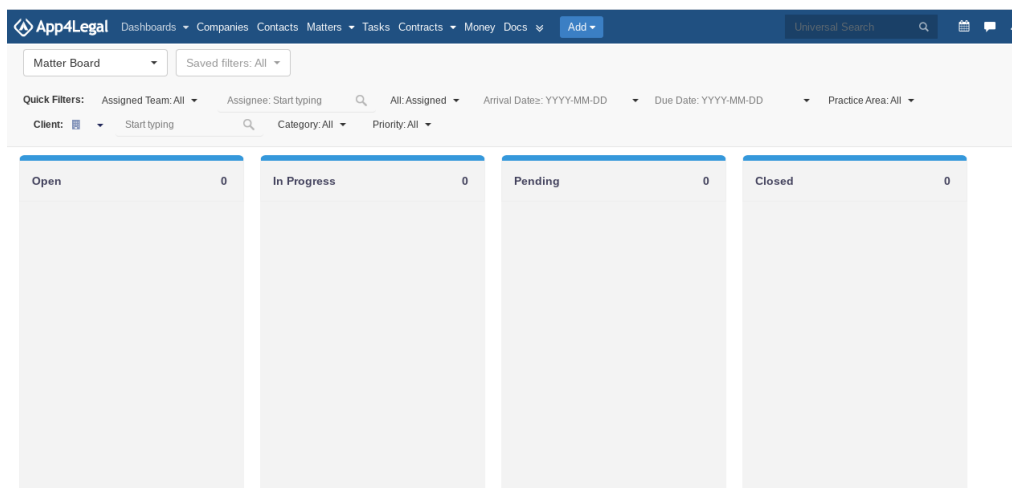


PHOTO: App4Legal, <https://www.app4legal.com/> (last visited June 3, 2021).

**Cost:** App4Legal is another inexpensive cloud-based software with the basic package starting at \$19 per month per user. Like the other software discussed above, App4Legal offers packages which include basic client management, integration, timing and billing functions and integration, they also offer a multilanguage component in their basic package. Their business package is \$29 per user per month and offers several more features such as in-line word editor and workflow automation.<sup>62</sup>

**Accessibility:** While there are training webinars available, there do not appear to be written articles or other resources which may aid in training students and professors or otherwise explain the software to unfamiliar users. On demand training is a part of all the available packages, although it is not clear what exactly that entails.

**Other:** In addition to providing security measures to encrypt data, in the wake of COVID they offer services which cater to fully virtual legal operations. These features include partnerships with Google and Outlook, as well as Zoom and a fully virtual e-learning center.

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<sup>62</sup> *Supra* note 64.

# PEOPLE CENTERED JUSTICE AND TECHNOLOGY

Legal clinics serve a necessary role in the legal field by immersing students in the realities of the profession, and more importantly, serving communities in need. Technology can help support people-centered access to justice in a variety of ways, some of which are listed below. The imagination is the limit in terms of how technology can be used to make justice more accessible to marginalized groups. Hence, the below list is certainly far from exhaustive, but provides some concrete examples of how legal technology may be employed in order to put people at the center and make justice more accessible:

- Streamlined holistic Assistance:
  - Checklists can be stored within the case management systems to help students ensure they are asking more than just the legally necessary questions at client intake: for example, for a client facing eviction, they may ask whether the client currently has a place to stay, their employment status, or whether they assistance with client services.
  - Based on answers to the above, the student might connect the client with organizations to help with the non-legal matters, such as shelters, employment agencies, childcare services etc. Contact information of the organizations can be stored within the CRM of the case management software.
  - With the client's permission, the student could send over relevant client information to respective agencies, redacting anything confidential, in order to help streamline the process when the client arrives at the organization.
- Document templates and automation can be used to free up student's time to invest back into clients.
- While not listed as software in this report, websites should also be considered as a potential asset to legal clinics as a website would enable legal clinics to provide general information to prospective clients that could help them determine things such as a) whether a lawyer or other professional may be better suited to assist, b) whether there are options to defuse a situation that has not yet escalated (i.e. if a landlord has threatened eviction for the first time, what are some general resources that may be available to the prospective client), and c) what are some general pieces of information/documentation that would likely be helpful to have on hand for the first appointment.<sup>63</sup>
- Document templates and client portals could help legal clinics achieve the same results as the above bullet point, only in a more personalized way. Information collected via a client portal may give the student lawyer an idea of general information the client may find helpful; the same kind of information as listed above may be provided via a premade template to the client in advance of their appointment. When the client meets with the student lawyer, the client will be better informed of their options, and the conversation will likely be more productive.
- Client portals and secure messaging tools may make justice more accessible by allowing clients who otherwise would not be able to travel to a legal clinic to still meet with a student lawyer.

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<sup>63</sup> TANEL KERIKMAE ET AL., LEGAL TECHNOLOGY FOR LAW FIRMS: DETERMINING ROADMAPS FOR INNOVATION, 24 *Croatian International Relations Review* 81 at 98–99 (categorizing needs that legal online services can meet).

- Secure emails with a survey attached could be sent to each client whose case is “completed.” The survey could ask questions assessing the client’s experience, which would have a variety of benefits. First, it would help the legal clinic understand whether the client was satisfied, why or why not. If the client is unsatisfied, the legal clinic would know about it in more or less real time, and could take steps to remedy the matter, if remedy is possible. Additionally, it would provide real feedback to the legal clinics, which over time could help them better understand how to improve services to the community.

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# BENEFITS AND CONSIDERATIONS OF SOFTWARE IMPLEMENTATION

## TIME AND MONEY CAPABILITY OF SOFTWARE

There is a consensus that legal software, particularly case management software, automation programs, and time tracking software, streamlines legal processes to save money and time.<sup>64</sup> However, it is difficult to predict exactly how much time and money can be saved in legal clinics in Ukraine by implementing a legal software. Despite this, research in the United States indicates that automation could facilitate more effective use of time for professors and students in clinics.

Clio, a legal software provider, collected anonymized aggregate data from over 70,000 legal professionals in the United States in order to track legal trends in technology.<sup>65</sup> The study examined both the time and money saved from implementing their legal software. Ultimately, the study concluded that on average, across practice areas, lawyers lost up to 5.6 hours per day performing managerial tasks which were not billable.<sup>66</sup> This focus on billable hours is a result of the high number of firms who participated in the study. The study also focused on how these 5.6 hours were spent throughout the day, with a total of 3.3 hours wasted on organizing firm materials, including delegation of tasks, and transferring data into software.<sup>67</sup> These tasks are easily automated through software systems where the information can be streamlined and easily accessed by members of the clinic. Implementing legal software into clinics is not only beneficial for the students in order to maximize their time and learning experience, but it allows the members of the clinic to use

**There is a general consensus that legal software, particularly case management software, automation programs, and time tracking software, streamlines legal processes to save money and time**

— Clio, *Legal Trends Report 2018*

<sup>64</sup> Clio, *Legal Trends Report 2018* (2018).

<sup>65</sup> *Supra* at note 65 at 4.

<sup>66</sup> *Supra* at note 65 at 11.

<sup>67</sup> *Supra* at note 65 at 14.

their time efficiently in order to best serve marginalized groups or persons in need of legal assistance in Ukraine.

Another study, conducted in 2016 of United States lawyers and paralegals, found that 22% of lawyers and 35% of paralegals' tasks could be automated.<sup>68</sup> This is an indication of how much time is wasted daily in any given legal practice. Access to automation technology and software can reduce the number of menial tasks that a professor or student must complete on a daily basis.<sup>69</sup> To know the exact number of hours which can be saved by implementing legal software, it will depend on the size and concentration of the clinic, the number of clients, and the current use of technology. However, some software companies do offer “productivity calculators” where users can enter the number of repeated tasks they complete and how long it takes them to complete them in order to calculate how many hours could be saved by using case management software or automated workflow.

Much of the research in this area focuses on firms and private practices, meaning that the money saved is calculated using billable hour rates and averaged across practices. Because of this, much of the current literature is inapplicable to legal clinics or other non-profits. However, cloud based legal software tends to save money because it is automatically updated, whereas desktop software requires fees to receive new updates.<sup>70</sup> Additionally, cloud-based software typically includes IT help and user assistance, meaning that there is less cost to upkeep the software and troubleshoot any issues. While for large firms with already established IT departments, it may be more efficient to buy desktop software up front, cloud-based software is a cheap alternative which conveys all the same benefits of automated workflow and case management.<sup>71</sup>

## TRAINING

Currently, webinars and online technical assistance appear to be the most popular forms of training and assistance. While these methods are more interactive than articles or PowerPoints, possible language barriers may make some of these resources less accessible to legal clinics. Additionally, courses are usually tailored to the United States, with some webinars even being state specific. General practices of effective software training include emphasizing the reasons why the software is important, and primarily training in the most important parts of the software. This may differ from clinic to clinic (for instance criminal law clinics may place more emphasis on coordinating hearings on the calendar function while tax clinics may place more of an emphasis on document management). Because many of the software is based in the United States, much of the technical support is only available during US work hours. This means that PowerPoints or articles should be made available in an easily accessible language and there should be one Professor and or student who is familiar with the software.

*Rolling Out the Software.* Transitioning a team or business to new software can be a challenge. Below are a few suggested best practices and tips compiled from various articles supplemented with additional thoughts. While two of the articles were not specifically discussing legal software, the tips are applicable for software roll-outs in general.

- Select a pilot team.

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<sup>68</sup> Caroline Hill, *How Much of What Lawyers do can be Automated?*, Legal Technology, (2016) <https://legaltechnology.com/guest-post-how-much-of-what-lawyers-do-can-be-automated-a-look-at-new-research/>

<sup>69</sup> *Supra* note 69.

<sup>70</sup> See Generally Michael Chui, James Manyika & Mehdi Miremadi, *Four Fundamentals of Work Place Automation*, Mckinsey Digital, <https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/four-fundamentals-of-workplace-automation#> (2015).

<sup>71</sup> *Supra* note 69.

- Clarify with the [pilot] team the goals the software is anticipated to meet.<sup>72</sup>
- Create realistic expectations surrounding the implementation of the software.<sup>73</sup> [Software implementations are rarely perfect upon download, patience with process, the learning curve and getting the clinic into a rhythm is important.] Try to foresee and prepare for how transitioning to the software may interrupt business.<sup>74</sup>
- Create a schedule for the role out.<sup>75</sup> The schedule might include:
  - Training dates with a realistic timeline to adjust to the learning curve.<sup>76</sup> [consider an orientation prior to beginning in the clinic for students who will be working in pilot clinics]. Also remember to schedule ongoing and follow up training.<sup>77</sup>
  - Implementation dates:
    - Implementation for the software
    - Transitioning current business being done by hand to the case management system.
  - Intervals for the [pilot] team to share feedback.<sup>78</sup>
- Customize training to the needs of different kinds legal clinics as needs may differ.<sup>79</sup>
- Select an individual [or two] to own the transition/pilot. This person can be the point of contact for those who have questions [and can help the transition go smoothly as challenges arise].<sup>80</sup>
- Beyond getting buy in- from those who will be using the software, ensure that everyone is involved and feels comfortable with software solution and incorporate their feedback.<sup>81</sup>
- Training: consider the individual training needs should be assessed; consider creating a handy instruction for users and providing a hands-on- training where users are allowed to navigate the system themselves while the trainer observes.<sup>82</sup>
- Create a workflow deciding how the clinic will run with the new software in place. The workflow already in place at the legal clinic may still be applicable, but it likely to need tweaks or even restricting once the new software is running. For example, if a designated person is responsible for entering client information into the system, it will need to be determined whether they will continue to do so, and if so whether they will enter information under an admin account, or under the assigned student's user information etc.

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<sup>72</sup> *The Small Law Firm Guide to Implimenting or Changing Legal Software*, Smokeball (last visited June 3, 2021), <https://www.smokeball.com/small-law-firm-guide-to-implementing-or-changing-legal-software/#whydifficult>.

<sup>73</sup> *Id.*

<sup>74</sup> *Id.*

<sup>75</sup> *Tips for Implimenting New Technology at Your Law Firm*, One Legal (Jan. 11, 2018), <https://www.onelegal.com/blog/implementing-new-technology-at-your-law-firm/>.

<sup>76</sup> *Id.*

<sup>77</sup> *The Small Law Firm Guide to Implimenting or Changing Legal Software*, Smokeball (last visited June 3, 2021), <https://www.smokeball.com/small-law-firm-guide-to-implementing-or-changing-legal-software/#whydifficult>.

<sup>78</sup> *Id.*

<sup>79</sup> *Tips for Implimenting New Technology at Your Law Firm*, One Legal (Jan. 11, 2018), <https://www.onelegal.com/blog/implementing-new-technology-at-your-law-firm/>.

<sup>80</sup> *Id.*

<sup>81</sup> *Cf. Id.*

<sup>82</sup> Jeff Green, *5 Important Areas of HER Training During Implimentation*, EHR In Practice (last updated Aug. 16, 2018), <https://www.ehrinpractice.com/five-areas-ehr-training-implementation-236.html>.



- Test, test, and retest! Test the software prior to transitioning the legal clinic's transactions to it. Test for items such as whether there are spelling errors, and the icons are readable, whether information is transferred correctly between the various interfaces, and stress test the software.<sup>83</sup>

## SECURITY

The American Bar Association Law and Technology makes nine recommendations to safeguard data, which are listed below.<sup>84</sup> The recommendations have been supplemented with additional information regarding cyber security and followed up by additional cyber security measures that ought to be taken as a part of basic security hygiene. The below is not an exhaustive list, nor is it detailed. The list is meant to provide a starting point for basic security considerations when implementing legal software or technology in a legal clinic:

1. Creation of strong passwords. Passwords should be long, complex, and use upper- and lower-case letters along with numbers and symbols. Passwords should never be shared, sent, or stored via email without proper encryption. Passwords should be changed on a regular basis. Strong passwords should be utilized everywhere a password is required.
2. Two factor authentication should be implemented whenever and wherever possible. Two factor authentication, as the name implies, requires two sets of proof that user logging in is who they say they are. [Consider in general, security that verifies the user is who they say are, and security that verifies the user should have access to the item they are attempting to access].
3. Recognition and avoidance of phishing scams. Phishing is when an individual attempts to gain information by posing as a trusted source, such as trusted vendor or company. Phishers often send links via email, or will call and ask for information [which, on its own may either seem like harmless information to provide or may seem urgent to provide]. Staff should be trained on how to avoid phishing scams, such as not clicking on links in emails from unverified sends, [and how to respond in the event they believe they have encountered a phishing scam]. Staff should also be trained on the most common phishing tactics. [As the use of emails, messaging, phone calls, and client portals are implemented, staff should be even more on guard to be conscientious of what information they are providing to whom, and what links they are clicking on].
4. If using public Wi-Fi, be sure to utilize a VPN. [As students and professors make the transition to virtual tools, they will be able to access anything stored on a cloud from anywhere including] court houses, coffee shops etc., who often provide free Wi-Fi. Public Wi-Fi tends to have weak security and is often subject to being intercepted by others connected to the same Wi-Fi (man in the middle attacks), or other users create "rogue access points" in order to spy on online activity. [If a VPN is unavailable, another option is to prohibit accessing cloud data unless on a pre-approved and secured Wi-Fi connection]. If it is necessary to work on public Wi-Fi without a VPN, users should at the very least avoid viewing or entering any private or confidential information.
5. Implement a Firewall and antivirus software. Both are necessary, as they perform two different but crucial functions. While the two have overlap, firewalls are focused on traffic, what comes in and out of the system. Firewalls function like "gate guards" on

<sup>83</sup> Clinical and Translational Research, Larking Community Hospital, Miami USA, *Electronic Health Record Implimentation: A Review of Resrouces and Tools*, National Center for Biotechnology (Sept. 2019), <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6822893/>.

<sup>84</sup> Thiago Coelho, *Nine Steps You Can Take Today to Safeguard Your Law Firm's Data*, Law Technology Today (Jan. 28, 2021), <https://www.lawtechnologytoday.org/2021/01/nine-steps-you-can-take-today-to-safeguard-your-law-firms-data/>



the network, application or circuit level. On the other hand, antiviruses can stop attacks from going further by removing or isolating corrupted files. While antiviruses also perform some scanning functions for malicious software, because antiviruses function differently than firewall software, what they protect against is different. A comprehensive understanding of the specific firewall and antivirus software selected (different software functions differently and protects differently) and their functionalities is important in order to ensure the best security.

6. Keep the operating system updated. When an update appears, rather than clicking *remind me later*, updates may include solutions to bugs or security vulnerabilities. [Also, keep in mind that operating systems should be hardened prior to downloading any software. There are many available resources on the intranet that can be used to create a hardening checklist depending on the operating system in use; hardening is an ongoing activity, and hardening checklist should be created and reviewed periodically. Some of the hardening activities will overlap with the steps already outlined, while others will be more specific to the operating software, such as encrypting the hard disk].
7. Close down services and delete accounts not in use. [Legal clinics should pay particular attention to this recommendation, as the student turn-over rate will be regular.] Unused accounts are a simple way for hackers to compromise the system without detection.
8. Ensure that data is backed up on the cloud, and ensure private information is encrypted. [Other forms of data back-up may also be utilized, such as copying information to another server.] The important thing is to ensure that if one server crashes, essential information is not lost. [A regular back-up schedule and means of back up should be decided early on].
9. Staff training. [Employees are often considered one of the most vulnerable security access points]. Clinic staff should receive initial training and be kept up to date on “cybersecurity best practices.”

*Other.*

- Physical security is often one of the most overlooked aspects of cybersecurity. Any access points, including servers, employee devices, and access points in intranets, need physical protection. Security of confidential information stored “securely” in a virtual space is only as secure as the physical security measures protecting the hardware. Stay attentive to items such as security controls when clinic staff members leave their devices unattended, whether there are windows or vents individuals can break-in through, or whether the temperature in the server room is appropriate for the machinery stored (machinery can be destroyed at high temperatures).
- Consider designating an individual who will be in charge of security implementation, updates/upkeep and training for the clinic.
- Consider creating a clinic cybersecurity policy book/guide. The book/guide might contain policies ranging from how to respond to a request for information via email, to whether or how a personal device may be used to work on cases.<sup>85</sup>
- Consider access controls. While collaboration is an important aspect of legal work, access control is central point of ensuring security of information. Similar to passwords, and two factor authentication, access control can be managed at many different levels: from determining access controls of the operating system to managing access of specific cases, access control should be set to allow the least amount of access necessary for completion of a job.
- Create a business continuity plan.<sup>86</sup> If the internet fails or the server crashes or a natural disaster strike, be prepared with a plan to continue running the clinic, or

<sup>85</sup> The American Bar Association Cybersecurity Handbook: A Resource for Attorneys, Law Firms, and Business Professionals p. 217 (Jill D. Rhodes & Robert S. Litt eds., 2nd ed. 2017).

<sup>86</sup> *Id.* at 290.

resume business as usual as soon as possible. The plan may incorporate items such as data back-up, students/faculty response steps, client notification if applicable etc.

- Create a response plan in the event of a security breach.
- Comply with the applicable data protection legislation and relevant security standards.

There are many resources and models available for implementation of the basics discussed above and more. Again, the above is meant to give a starting point for security considerations due to the highly sensitive nature of what we do as legal professionals.

## ETHICS

*United States.* In the United States, the ethical considerations of implementing technology within the legal field center around security and privacy, and the interplay between artificial intelligence and humans conducting legal service activities. The American Bar Association (ABA) recognizes confidentiality and competency as key areas of ethical concern relating to technology.<sup>87</sup> The ABA's discussion on ethics primarily concerns Model Rules 1.1, 1.6 which regarding attorney's technological competency, and an attorney's obligation to protect confidential client information.<sup>88</sup> An attorney must take reasonable efforts to ensure client confidentiality when employing technology.<sup>89</sup>

Although states within the U.S. vary as to whether specific security measures are required, the ABA does not require any specific security measures to be taken, nor does it require infallibility of the security mechanisms. Rather, the ABA requires "reasonable efforts" to ensure a client's confidentiality. To guide attorneys in determining what constitutes reasonable considerations, the ABA recommends the following considerations:

1. The sensitivity of the information
2. The likelihood of disclosure if additional safeguards are not employed
3. The cost of employing additional safeguards
4. The difficulty of implementing the safeguards and
5. The extent to which the safeguards adversely affect the lawyer's ability to represent clients.

**Instead of requiring specific security measures, the ABA requires "reasonable efforts" to ensure client confidentiality.**

— American Bar Association Standing Committee on Ethics and Professional Responsibility, *Formal Opinion*

When considering the use of technology as it pertains to client confidentiality, the ABA proposes the following six considerations:

1. Understand the nature of the threat
2. Understand how client confidential information is transmitted and where it is stored
3. Understand and use reasonable electronics and security measures
4. Determine how electronic communications about clients' matters should be protected
5. Label Client confidential information
6. Train lawyers and nonlawyer assistances in technology and information security
7. Conduct due diligence on vendors providing communication technology.

Attorneys are also required to maintain competency in the legal field, including "understanding the basic features of relevant technology" to provide adequate representation.

<sup>87</sup> American Bar Association Standing Committee on Ethics and Professional Responsibility, *Formal Opinion 477R* p., (May 22, 2017).

<sup>88</sup> *Id.* at 2.

<sup>89</sup> *Id.* at 3.

If an attorney does not possess the competencies to determine whether the use of certain technology is appropriate, the attorney is responsible to seek out assistance, hiring an expert if needed. Similarly, attorneys who supervise others are responsible not only for their own competency but must also take reasonable efforts to ensure that those they supervise are also compliant with the competency requirement.<sup>90</sup>

In the cybersecurity handbook, the ABA taskforce outlines a few examples ethic's application to technology.<sup>91</sup> Specifically, email, obligations when third parties may have access to a client's computer, portable and other devices that retain data, metadata leaks and outsourcing are outlined as examples of where a privacy-centric approach is ripe for utility. Attorneys should consider things like whether specific technology employed (i.e. telephone or email) is an appropriate mode of communication given all factors, including the nature and sensitivity of the communication. Similarly, attorneys should consider whether they are transmitting meta-data containing confidential information, and whether outsourced workers are meeting the same standards of security demands as the hiring attorneys.

Other considerations include, whether working virtually will lead an attorney to practice in a jurisdiction where they have not been admitted to the local jurisdiction; and if so, whether such work is permissible the given jurisdiction.<sup>92</sup> While not specifically listed by the ABA as an ethical consideration, attorneys should also consider incorporating risks-associated with legal clinic's use of technology to their initial conversation with clients regarding the attorney client- privilege.<sup>93</sup> Unless specifically told, clients may be unaware of the risks facing the attorney client- privilege when technology is employed.

*European Union.* Further research is needed to better comprehend the scope of the ethical conversation surrounding legal technology in the European Union. According to the Charter of Core Principles of the European Union and Code of Conduct for European Lawyers, similar to the United States, lawyers ought to be aware of the technological environment and should be aware of the benefits and risks of using relevant technology in practice.<sup>94</sup> Another source impacting the conversation of ethics in legal technology is the EU Artificial Intelligence Act (AI Act). According to an article written by Dr. Nico Brunotte and Christoph Engelmann, the AI Act will apply to legal technology, though not to clients or public authorities in a third country.<sup>95</sup> Legal technology is not specifically implicated in the AI Act, though due to the way the AI Act is categorized, legal technology solutions will be required to comply.

The EU guidelines on Ethics in Artificial Intelligence: Context and Implementation, while applicable to artificial intelligence (AI) in general may be a helpful resource in ensuring that legal clinics remain compliant with EU standards as they increase the use of AI in assisting clients.<sup>96</sup> The ethical standards outlined aim to ensure that AI is trustworthy. Seven elements are listed:

1. Human agency and oversight
2. Robustness and safety

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<sup>90</sup> The American Bar Association Cybersecurity Handbook: A Resource for Attorneys, Law Firms, and Business Professionals p. 125 (Jill D. Rhodes & Robert S. Litt eds., 2nd ed. 2017).

<sup>91</sup> *Id.* at 127-41.

<sup>92</sup> American Bar Association, *Standing Committee on Ethics and Professional Responsibility*, [https://www.americanbar.org/groups/professional\\_responsibility/committees\\_commissions/ethicsandprofessionalresponsibility/](https://www.americanbar.org/groups/professional_responsibility/committees_commissions/ethicsandprofessionalresponsibility/) (last visited July 22, 2021).

<sup>93</sup> The American Bar Association Cybersecurity Handbook: A Resource for Attorneys, Law Firms, and Business Professionals p. 151 (Jill D. Rhodes & Robert S. Litt eds., 2nd ed. 2017).

<sup>94</sup> *Charter of Core Principles of the European Legal Profession & Code of Conduct for European Lawyers* (May 17, 2019).

<sup>95</sup> Dr. Nico Brunotte & Christoph Engelmann, *Impacts of the EU's AI Act on Legal Tech*, Lexology (April 27, 2021), <https://www.lexology.com/library/detail.aspx?g=30f61d6d-835e-4275-99ad-ebe4820d6829>

<sup>96</sup> Briefing by Tambiama Madiaga, European Union Guidelines on Ethics in Artificial Intelligence: Context and Implementation, EUR. PARL. (Sep. 2019).

3. Privacy and data governance
4. Transparency
5. Diversity, nondiscrimination, and fairness
6. Societal and environmental well-being
7. Accountability

Finally, an article by the Croatian International Relations Review listed how online legal services can help meet the needs of society. Categorizing the various needs that online legal services can meet, the authors propose that lawyers may be ethically obligated to use low or no cost legal assistance software to more effectively provide legal services.<sup>97</sup>

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# EARNING CREDIT FOR LEGAL CLINIC PARTICIPATION: *BEST PRACTICES*

In the U.S, the ABA requires a minimum of six credits worth of experiential learning.<sup>98</sup> According to ABA rules of accreditation, a credit hour is roughly the equivalent amount of work of at least one weekly classroom hour or under directly supervision, and two weekly hours of work outside the classroom for fifteen weeks.<sup>99</sup> Experiential learning may be in the form of a simulation course, legal clinic or field placement.<sup>100</sup> The ABA requires that law schools provide substantial opportunity for students to participate in law clinics or field placement.<sup>101</sup> Twenty three percent of schools require student participation in a legal clinic or field placement, out of which 15 percent of schools require a law clinic.<sup>102</sup> Over 1500 legal clinics were offered in 2019-20 spread across 90% of the ABA accredited schools (only six do not offer a clinic).<sup>103</sup> Best practices include:

- Consideration of student eligibility.
  - Be mindful students' competency levels based on their progress in the law program.<sup>104</sup>
  - Consider pre and co requisite courses as a part of the clinic participation requirements.<sup>105</sup>
- Consideration of the student/faculty ratio in the clinic: clinics should not be overpopulated with students. On average, clinics allow approximately 15 students to a clinic per academic year (summer clinics typically only have four students).<sup>106</sup>

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<sup>97</sup> Tanel Kerikmäe et al., *supra* note 63, at 91, 99 (2018).

<sup>98</sup> American Bar Association, ABA Standards and Rules of Procedure for Approval of Law Schools 2020-2021, p. 18 (2020)

<sup>99</sup> *Id.* at 22.

<sup>100</sup> *Id.*

<sup>101</sup> *Id.*

<sup>102</sup> Robert R. Kuehn, Margaret Reuter & David A. Santacroce, *2019-20 Survey of Applied Legal Education*, Center for the Study of Applied Legal Education p. 15 (2020).

<sup>103</sup> *Id.* at 6.

<sup>104</sup> *Id.* at 9 (noting that in the U.S., partially due to requirements and partially due to school preferences, over 90% of schools do not allow first year law students to participate in clinics).

<sup>105</sup> *Id.* at 29 (stating that over 50% of respondent clinics require pre or co requisite courses).

<sup>106</sup> *Id.* at 26.

- Consider creating participation rules.<sup>107</sup>
- Credit for participation in the clinic should be proportional with the time, effort, and anticipated quality of the educational experience.<sup>108</sup> While the exact number of credits earned for clinic participation varies, the median number is six credits spread out over either one semester or two.<sup>109</sup>
- Clinics should incorporate legal doctrine, skills, theories, and ethics into the program. Clinics should also develop the underpinning concepts of professional skills.
- When participating in a clinic, students should have numerous opportunities to perform, reflect, receive feedback and self-evaluate.
- Classroom instruction, tutorials or similar training should be a complimentary component to the student's work in the clinic.
- Students should be directly supervised by a faculty member.
- Student practice forms should be signed by both clients and faculty, gaining both parties consent for the law student's assistance.<sup>110</sup>
- Create a student practice rule<sup>111</sup> [guidebook, discussing the laws that limit student's functionalities, and defining the scope of the student's participation and expectations].

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<sup>107</sup> The Practice, *School Clinics: How Law School Accreditation Standards Help Shape Clinical Legal Education*, 6 Clinical Legal Education 2 (2020).

<sup>108</sup> American Bar Association, ABA Standards and Rules of Procedure for Approval of Law Schools 2020-2021, p. 20 (2020).

<sup>109</sup> Robert R. Kuehn, Margaret Reuter & David A. Santacrose, *2019-20 Survey of Applied Legal Education*, Center for the Study of Applied Legal Education p. 26 (2020).

<sup>110</sup> Georgetown Law Library, *Student Practice Rules - Clinical Research Guide* <https://guides.ll.georgetown.edu/c.php?g=271042&p=1808941> (last visited June 3, 2021).

<sup>111</sup> The Practice, *School Clinics: How Law School Accreditation Standards Help Shape Clinical Legal Education*, 6 Clinical Legal Education 2 (2020).

# ANNEX A. LEGAL CLINIC TECH

## PREVALENCE OF LEGAL TECH IN CLINICS

TABLE 1

TECHNOLOGY	PERCENTAGE IN USE
TECHNOLOGY USED IN LEGAL CLINICS	
Case Management	77%
Dedicated Intranet	60%
Cloud Computing	64%
Student Phones	77%
Courtroom Software	9%

Robert R. Kuehn, Margaret Reuter & David A. Santacroce, *2019-20 Survey of Applied Legal Education*, Center for the Study of Applied Legal Education p. 36 (2020).

TABLE 2

TECHNOLOGY	PERCENTAGE IN USE
TECHNOLOGY USED IN LEGAL CLINICS	
Clio	69%
Time Matters	8%
Legal Server	8%
ClinicCases	2%
Amicus	2%
Other [not specified in the report]	7%

Robert R. Kuehn, Margaret Reuter & David A. Santacroce, *2019-20 Survey of Applied Legal Education*, Center for the Study of Applied Legal Education p. 36 (2020).

## SUMMARY OF LEGAL SOFTWARE

	FEATURES	COST	ACCESSIBILITY	OTHER
<b>ARKCASE</b>	-Case Management -Program Integration -CRM -Automation	-Free version -Paid version begins at \$60 per month per user	-Downloadable from GitHub -Platform Agnostic	-HIPPA compliant
<b>CLINICCASSES</b>	-Case Management -Journals -Board Utilities -Document integration	-Free -Optional version where ClinicCases can host data for \$99 per month	-Downloadable from GitHub -Downloaded directly to server	-Specifically made for use in clinics by professors and students
<b>CIVICRM</b>	-Case Management -Event Management -Contribution Management -Reporting -Redacting	-Free -CiviCRM can host for a fee	-Downloadable directly from website -Available in Ukrainian	-Offers training and experts to assist with installation
<b>ASANA</b>	-Case Management -Activity logs -Visual Task Manager	-Free for 15 users -Upgraded version starts at \$10.99	-Available for demo in Ukraine -Available in Russian -Training Webinars	
<b>CASE ONE</b>	-Case Management -Document storage -Reporting	-No cost for the first 10 cases -\$0.99 per case per month	-Offered in multiple languages, including Russian	
<b>CLIO</b>	-Case Management -Program Integration -CRM -Automation	-Packages range from \$39-\$125	-Manually translated into Russian -Integrated with Googletranslate to translate to Ukraine	-Daily security scans -Two factor authentication -Compliant with GDPR
<b>OPEN PROJECT</b>	-Project planning -Scheduling -Task management -Team collaboration -TimeTracking	-Community Edition is free	-Available in Ukrainian	-Technically project management software
<b>OPEN KM</b>	-Document managing system -Scheduling -Task management -Team collaboration -TimeTracking	-Community edition is free	-Available for demo in Ukraine -Available in multiple languages	

	FEATURES	COST	ACCESSIBILITY	OTHER
<b>JUSNOTE</b>	Case Management -Program Integration -CRM -Automation	- Basic package is \$7.28 -Business package is \$13.5	-Available in Ukraine -Available in Ukrainian	-Audited every day -Webinars available for training assistance
<b>PRACTICE PANTHER</b>	-Case Management -Program Integration -CRM -Automation	-Packages start at \$39 per user per month	-Can be manually translated into Ukrainian	-HIPAA compliant
<b>AMBERLO</b>	Case Management -Program Integration -CRM -Automation	-Single user version is free -Packages starting at \$30.33 per user per month	-Training webinars available	-Encrypted -AWS technology to protect servers
<b>APP4LEGAL</b>	Case Management -Program Integration -CRM -Automation -TimeTracking -Integration with	-Packages start at \$19 per user per month	-On demand training and help is included in package	-Encrypted
<b>NOTION</b>	-Project planning -Scheduling -Task management -Team collaboration -TimeTracking	-Single user version is free Packages starting at \$8 per user per month	-Training webinars available -On demand training and help is included in package, but may only be available in English	-Encrypted



# ANNEX B. SOFTWARE VISUAL AIDS

## ASANA

Screenshot of ASANA Kabana board, taken from the ASANA website, 6-3-21.

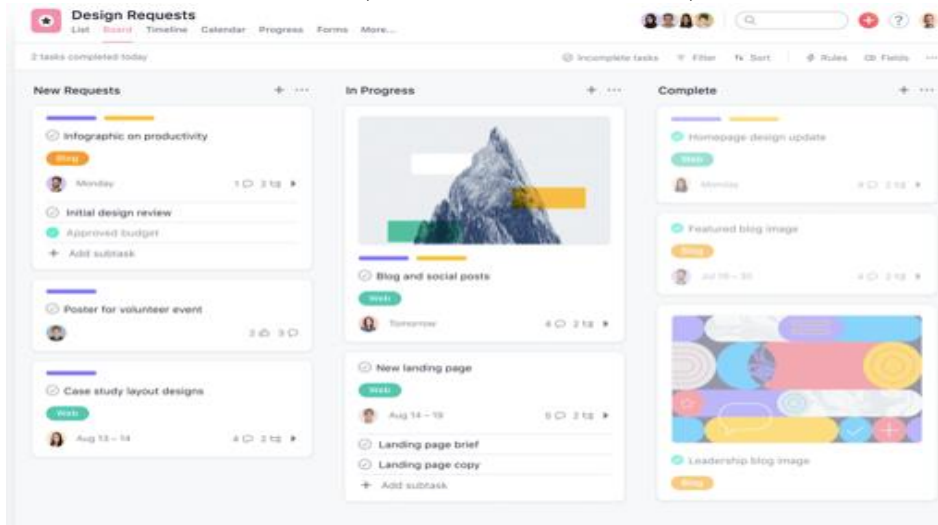


PHOTO: ASANA, <https://asana.com> (last visited June 3, 2021).

OPEN PROJECT

Screenshot of OpenProject WorkPackages, taken 6/3/21 from the OpenProject Website.

Work packages

+ Create

Filter

ID	SUBJECT	TYPE	STATUS	ASSIGNEE	
2	Project planning	Phase	In progress	John Doe	
3	Development	Phase	Scheduled	John Doe	
4	Great feature	Feature	Developed	John Doe	
5	Best feature	Feature	Specified	John Doe	
6	Terrible bug	Bug	Confirmed	John Doe	
7	Go-Live	Milestone	Scheduled	John Doe	
8	Project kick-off	Milestone	New	-	
9	Initial design	Phase	New	-	
10	Create content	Phase	New	-	
11	Implement design	Phase	New	-	
12	Test new changes	Phase	New	-	
13	Analyze improvements	Phase	New	-	
14	Release website	Milestone	New	-	
15	Gather customer feedback	Phase	New	-	
+					

OVERVIEW

ACTIVITY

RELATIONS

WATCHERS

Phase: Project planning

Work package #2: Created by John Doe. Last updated on 06/09/2017 4:45 PM.

Show all attributes

Project \*

Demo project

Status \*

In progress

DESCRIPTION

Click to enter description...

PEOPLE

Assignee

John Doe

DETAILS

Date

06/06/2017 - 06/20/2017

Priority

Normal

Drop files here or click to add files

PHOTO: OpenKM, <https://www.openkm.us/> (last visited June 3, 2021).

Screenshot of OpenProject Timeline Gantt chart, taken from the OpenProject website on 6/3/21.

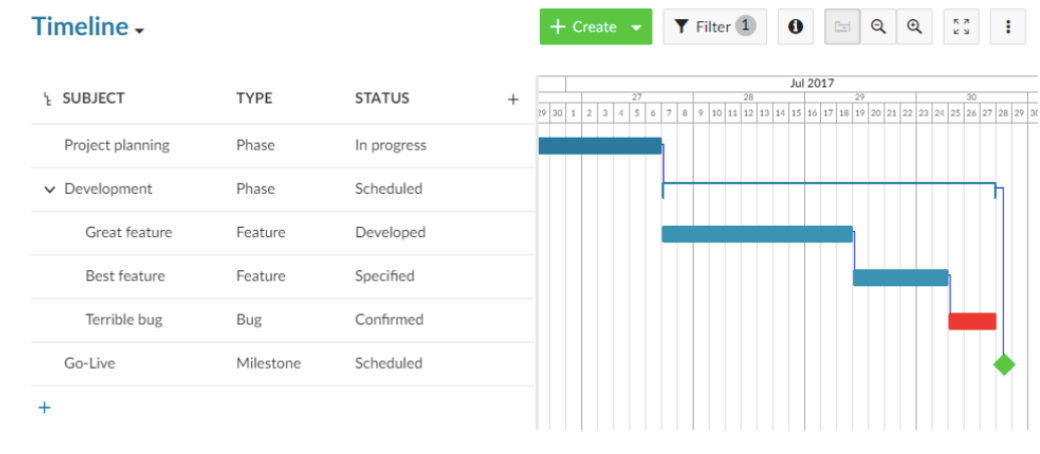


PHOTO: OpenKM, <https://www.openkm.us/> (last visited June 3, 2021).

Screenshot of Jusnote Reports option, taken on the Jusnote website 6-2-21

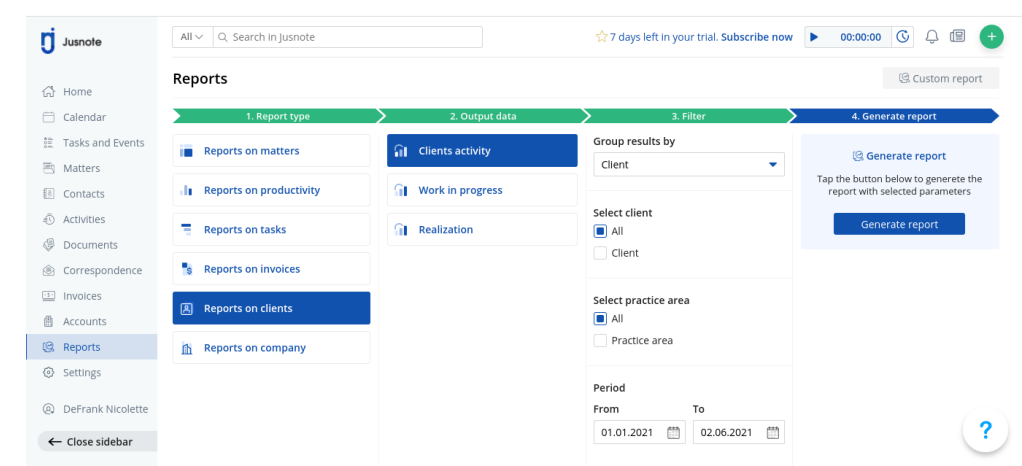


PHOTO: Jusnote, <https://jusnote.com/> (last visited June 3, 2021).

Screenshot of Jusnote Event Creation function, taken on the Jusnote website, 6-2-21.

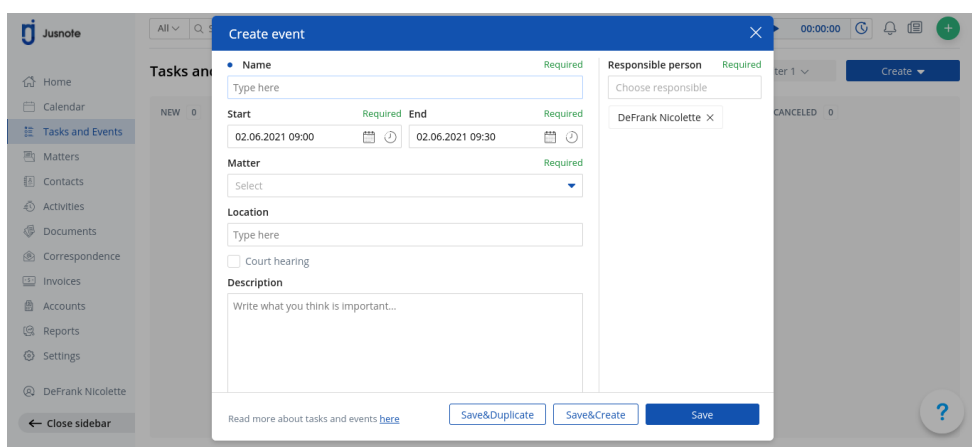


PHOTO: Jusnote, <https://jusnote.com/> (last visited June 3, 2021).

## PRACTICE PANTHER

Screenshot of PracticePanther New Intake form taken from Practice Panther Website, 6-2-21.

PHOTO: PracticePanther, <https://www.practicepanther.com/case-management/> (last visited June 3, 2021).

## AMBERLO

Screenshot of Amberlo files, taken from the Amberlo website on 6-2-21

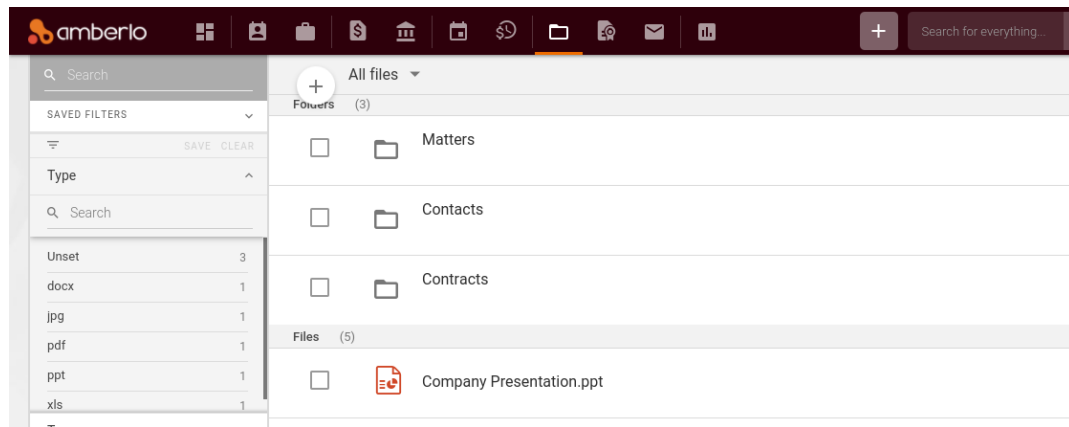


PHOTO: Amberlo, <https://www.amberlo.io/> (last visited June 3, 2021).

## APP4LEGAL

Screenshot of App4Legal document entry, taken from the App4Legal website, 6-2-21.

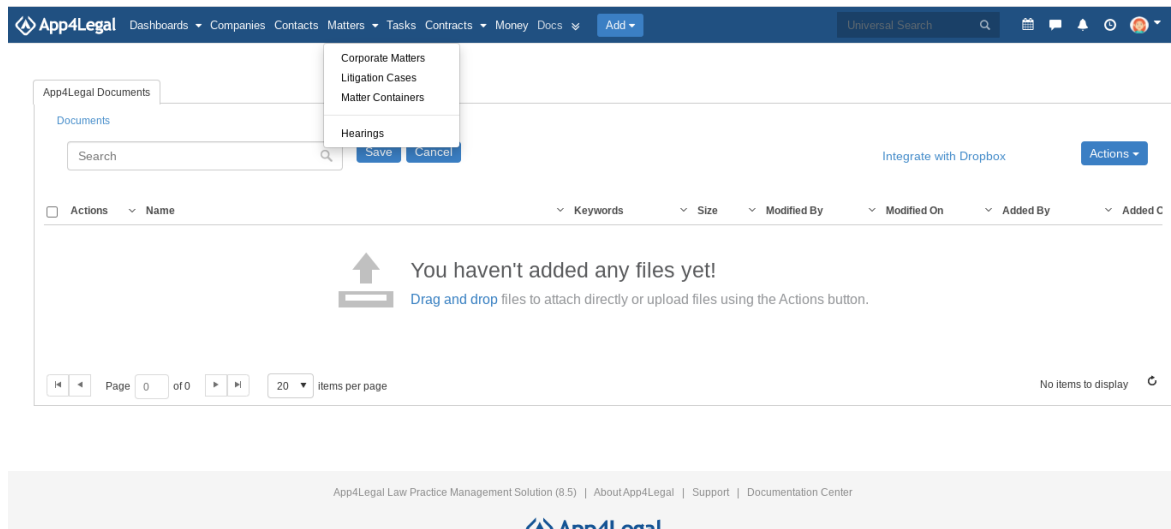


PHOTO: App4Legal, <https://www.app4legal.com/> (last visited June 3, 2021).

