

VIRGINIA Lawyers Weekly



LEGAL INNOVATION SUMMIT 2026



Letter from the Publisher



Dear readers,

We hope you enjoy this special Legal Innovation Awards section. Our inaugural Legal Innovation program celebrates law firms, attorneys, organizations and law schools that are leading innovation in the practice of law.

Our 2026 honorees are being recognized for exemplifying how the legal profession is evolving to better serve clients, improve access to justice, and modernize how legal services are delivered.

We will celebrate all of our honorees at an in-person event at The Boathouse at Rockett’s Landing in Richmond on June 24. The pages that follow offer some insights into the honorees who are being recognized. Please join me in congratulating them.

Susan A. Bocamazo, Esq.
Managing Director
Bridgetower Media



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PARRISH LAW FIRM

James R. Parrish, Principal
Manassas

On our legal innovation:

We have made a focused effort to use AI and other technology to make our legal work more efficient while protecting client information. Before adopting any new tool, we test it carefully to ensure it meets our security standards. We use AI-supported tools for legal research, document review, client intake, workflow management, and organizing case information — reducing repetitive work, improving turnaround times, and freeing our team to focus on strategy, client communication, and delivering strong results.

Community involvement:

Parrish Law Firm supports families, students, teachers, and local schools through several programs, including the 500 Coat Drive, Golden Apple Program, Wild Summer Kids at Play Campaign, NOVA Future Leaders Scholarship, Academic Scholarship Nationwide, and Vote for a NOVA School. These initiatives provide coats to families in need, grants and supplies for teachers, scholarships for students, and outdoor play equipment for children.

Advice:

Have an open mind, ask a lot of questions, and do not adopt technology simply because it is new. Make vendors prove their tools will help your team and protect client information, and require the ability to test drive programs before committing. Just as

importantly, get your entire team involved early so they understand the purpose of the change and feel comfortable with the new tools.

Biggest challenges:

The biggest challenge facing the profession is adapting to rapidly evolving technology while maintaining the trust, judgment, and client service that good legal work requires. I view these not as obstacles but as opportunities to improve. The firms and attorneys who succeed will be those willing to keep an open mind, welcome innovation, and adapt thoughtfully rather than resist change.

On implementing innovation, the biggest hurdle has been separating genuinely useful tools from those that merely sound impressive. We overcame this by testing, questioning, and exploring each option before committing — asking vendors direct questions, testing programs in real situations, and confirming that any tool we adopt improves efficiency while protecting client and firm data.

Outlook for legal innovation:

I believe AI’s greatest opportunity over the next five years lies in reducing the time attorneys and staff spend on repetitive tasks, freeing them to build and maintain stronger client relationships. Firms that use AI thoughtfully will move faster, communicate better, and deliver a superior client experience.



MELONE HATLEY

Reston

On our legal innovation:

At Melone Hatley, innovation centers on improving how clients access and navigate the legal process during difficult times. We’ve developed educational video and podcast content addressing custody, co-parenting, finances, and estate planning in clear, approachable language. We’ve built jurisdiction-specific child support calculators to set realistic financial expectations early. Plain-language legal resources empower clients to participate more actively in their cases. Our Client Concierge Team provides consistent communication throughout, so clients feel supported and informed at every stage.

Community involvement:

We actively support education, financial literacy, and community engagement. We participated in the Junior Achievement of Greater Hampton Roads Bowl-a-Thon, funding entrepreneurship and financial education for young people. In partnership with Chesapeake Public Library, we hosted Estate Planning Basics: Let’s Get Uncomfortable, covering wills, trusts, powers of attorney, and advance directives. We remain engaged across legal and business communities through professional involvement and educational outreach.

Advice:

Innovating in a risk-averse field comes down to one question: How can we better serve our clients? When clients fully understand the process and feel informed at

each stage, they make sounder decisions. Innovation doesn’t have to be complicated — it should be practical and sustainable. Grounding improvements in client needs allows firms to create lasting change without compromising the professionalism and trust that define us.

Biggest challenges:

The greatest challenge is the disconnect between a complex legal system and the client’s ability to navigate it confidently. Clients arrive uninformed, overwhelmed, or armed with inaccurate AI-generated strategies. This affects their trust, decision-making, and outcomes. Our profession must bridge that gap — delivering reliable information in clear, real-world terms, partnering with clients rather than dictating to them.

Outlook for legal innovation:

The greatest opportunity over the next five years lies in making the legal process easier to understand, access, and navigate. Expanding practical educational resources helps clients understand their options earlier and avoid unnecessary conflict. Technology and AI can support attorneys — freeing time for advocacy, strategy, and personal guidance — without replacing them. Ultimately, the greatest opportunity is redefining the client relationship as a true partnership, where informed, engaged clients are better equipped to make thoughtful, forward-looking decisions.





TRICIA DUNLAP

Founder
Dunlap Law
Richmond

On my legal innovation:

Over three years, I led a comprehensive effort to transform Dunlap Law into an AI-native, data-driven firm. We built a proprietary business intelligence platform integrating practice management, accounting, and operational data into real-time dashboards, giving attorneys visibility into revenue, productivity, and matter profitability that are uncommon in small-firm practice. We developed matter-level profitability measurement to price flat-fee services using actual data, enabling value-based pricing while maintaining strong financial performance. We also redesigned our intake process, implemented structured digital intake and conflict-checking workflows, and deployed automated lead-nurturing systems.

Most recently, we focused on responsible AI adoption — implementing secure enterprise tools, developing internal governance policies, and training staff on ethical use. I also served on the Virginia Bar Association’s AI Task Force, helping develop Virginia’s first model policy for lawyer use of AI and an accompanying ethics checklist. All of this was accomplished within a small firm, demonstrating that sophisticated operational infrastructure, responsible AI deployment, and data-driven practice are achievable at any scale.

Community involvement:

I serve on the Virginia Bar Association Board of Governors and previously served on the VBA AI Task Force and Small Firm Committee. I regularly speak on legal innovation, AI, law firm management, and ethical pricing. Through Dunlap Law, I provide educational programs for business owners, trade associations, and nonprofits across Virginia. I am committed to mentoring attorneys and sharing operational innovations with other firms. My dedication to civic engagement was inspired

by my mother, Pat Dunlap, former president of the League of Women Voters.

Advice:

Innovation in law should begin with a problem, not a technology. Identify friction points, measure outcomes, and improve processes first—then use technology to amplify what works. Experiment thoughtfully rather than waiting for certainty; the pace of change is too fast for hesitation. Most importantly, innovation and ethics are not competing values. The most successful innovations strengthen competence and improve client service.

Biggest challenges:

The profession’s greatest challenge is reluctance to question longstanding assumptions about how legal services should be delivered. Lawyers are trained to identify risk, but that same mindset can resist beneficial change. Ethics rules drafted for a different era also deserve review — some create unnecessary barriers to efficiency and access to justice. Virginia Legal Ethics Opinion 1901, recognizing competent AI use as ethical, is an encouraging example that innovation and professional responsibility can coexist.

Outlook for legal innovation:

The greatest opportunity over the next five years lies in intelligent operating systems that free attorneys from carrying everything in their heads. At Dunlap Law, we are building custom dashboards unifying workflow, client communications, financial performance, and operational tasks in one interface — so attorneys can focus on judgment, strategy, and counsel rather than administration.



COOPER HURLEY
INJURY LAWYERS
THE CAR CRASH EXPERTS

Congratulations, Jim Hurley!

*On receiving Virginia Lawyers Weekly’s
Client Experience Innovation Award*

*As Managing Partner, your commitment to our
team, our clients, and our community inspires us
to show up and do our best work everyday.*

- Your team at Cooper Hurley Injury Lawyers

The firm that helps injured people
through their most difficult time.

757-333-3333
cooperhurley.com



BROWNGREER

Lynn C. Greer and Orran Brown Sr., Founding Partners
Richmond

On our legal innovation:

In early 2025, BrownGreer was appointed as data administrator in the Depo-Provera MDL. The appointment became an opportunity to roll out a significant modernization of operations, integrating secure AI technologies with purpose-built, in-house solutions.

We designed and implemented an Azure-based AI and Retrieval-Augmented Generation (RAG) architecture tailored to legal workflows, dramatically accelerating large-scale document reviews. Hard copy intake was modernized through AI-driven data extraction, eliminating manual entry and improving processing efficiency. We also enabled everyone at BrownGreer with Microsoft Copilot and developed custom application frameworks that shortened deployment cycles by as much as 50 percent. All AI systems operate within secure, walled-off environments — siloed from each other and the outside world. Judge M. Casey Rodgers, who oversees the Depo-Provera MDL, called the deficiency process “the smoothest I’ve ever seen.”

Community involvement:

BrownGreer supports numerous organizations, including: Atlantic Outreach’s Fresh Start Recovery Program (supply drive, 2024); The READ Center, improving adult literacy in Richmond (trivia bee, 2024 and 2025); Safe Harbor, supporting survivors of sexual assault and trafficking; Higher Achievement, where employees serve as mentors; the Journey of Awesomeness, which raised \$265,000 for food and water initiatives; Henrico Christmas Mother (volunteered 2023–2024); and RVA1004100, a student-run charity event for children.

Advice:

Innovation is most effective when it starts small, practical, and outcome-focused. We began by applying tools to low-risk tasks — summarizing communications, organizing data, reducing manual review time — which delivered immediate time savings and built trust across



Lynn C. Greer

Orran Brown Sr.

the firm. Once teams saw that innovation enhanced their work without increasing risk, scaling to more advanced capabilities became possible. Our key advice: approach innovation as a series of deliberate steps. Start where value is clear and risk is low, prove the benefit, and build confidence over time.

Biggest challenges:

Implementing innovation at scale without compromising trust, security, or professional judgment. This surfaced in three areas: security and governance (addressed by embedding controls from the outset); performance and cost at scale (addressed through pilots and careful monitoring); and adoption and trust (addressed by demonstrating clear value and maintaining human oversight throughout).

Outlook for legal innovation:

The greatest opportunities over the next five years will center on removing friction from routine work — automating high-volume tasks, accelerating application development, and creating capacity for higher-value legal work. The defining factor will be responsible integration: tools that augment human expertise, operate within clear governance frameworks, and preserve accountability. Attorneys who leverage

these technologies will be several paces ahead — and the best will use them to enable greater empathy and diligence in serving clients.



RITTER LAW

Justin A. Ritter, Founder; Christopher J. Sullivan, Associate
Charlottesville

On our legal innovation:

Since 2023, Ritter Law has systematically integrated generative AI into its legal practice while offering a leading voice helping practitioners do the same. The firm has built an extensive library of custom AI tools covering review, research, drafting, and strategy—and has begun shifting toward value-based billing as AI-assisted speed makes the billable hour inequitable.

We have shared their expertise through multiple CLE events on AI implementation and as adjunct faculty at the University of Richmond School of Law, where we co-teach “Artificial Intelligence in Legal Practice.” The course covers AI fundamentals, prompt engineering, and ethical implications, culminating in a “Legal AI Pitch Night” where students build and demonstrate their own custom tools.

Advice:

The risks of AI are real but navigable. Hallucinations can be managed by treating every AI output as you would any document drafted by someone else: verify its claims, check its sources, and scrutinize its reasoning. Confidentiality can be managed by scrubbing client identifiers, investing in secure closed-loop systems, and obtaining informed client consent. AI does not replace attorney responsibilities — it helps attorneys produce better and faster work. Often overlooked is lawyers’ affirmative obligation to stay competent in emerging technologies. Consider the absurdity of an attorney refusing to use email in 2026; in a few years, refusing to use AI will likely seem similarly untenable.

Biggest challenges:

Wholesale unauthorized practice of law (UPL) repeal to allow AI legal bots — not licensed attorneys — to provide direct legal advice. If human attorneys do not solve access-to-justice and legal desert issues using AI, we deserve to have our regulatory UPL



Sullivan

Ritter

protections eroded. We encourage all interested parties to review “Modernizing Unauthorized Practice of Law Regulations to Embrace AI-Driven Solutions and Improve Access to Justice,” published by the National Center for State Courts and Thomson Reuters Institute in August 2025.

From years of AI usage, Ritter Law has encountered every kind of hallucination—invented citations, fabricated precedents, falsely quoted attorneys, even gibberish. The habit of “never trust, always verify” has prevented critical errors. Constant due diligence and consultation with the Virginia State Bar have given the firm a strong grasp on ethical AI safeguards.

Outlook for legal innovation:

Firm-specific custom AI tools and, eventually, AI agents trained on a firm’s own templates and work product; the decline of the billable hour in favor of flat-fee and value-based billing; greater access to justice as pro se litigants arrive with AI-prepared materials; specialized, vertical legal AI — narrow, task-specific models rather than all-in-one megamodels; and revolutionized legal education, where AI literacy becomes a core competitive skill.

PROMETHEUS IQ

Seth Carroll and Isaac McBeth, Founding Partners
Richmond

On our legal innovation:

In 2025, we launched PrometheusIQ to address a practical gap in litigation: Smaller firms are expected to deliver large-firm caliber work without large-firm staffing. We built a litigation support model that keeps experienced human judgment at the center, with AI responsibly used as an efficiency layer — not a substitute for experience, legal reasoning, or collaboration. We designed a repeatable workflow to check accuracy, enhance structure, and guarantee usability so litigators can confidently rely on the end product. By outsourcing time-consuming work into a quality-controlled pipeline, litigators can shift attention to strategy, client development, depositions, hearings, and trial—improving outcomes while controlling costs.

Community involvement:

PrometheusIQ lawyers participate in CLE programming, mentor attorneys on practice efficiency, and work with access-to-justice stakeholders. We have contributed to federal rulemaking and provided testimony, and participate in the Federal Bar Association, Virginia State Bar, D.C. Bar, AAJ, VTLA, and the National Police Accountability Project. We have served on legislative committees, taught procedure and drafting at University of Richmond Law School, done church mission work, coached youth sports, and served on the Central Virginia MDA board.

Advice:

Innovation in law works when it reduces risk rather than adding to it. Do not ignore technology, but double down on experienced human oversight as the distinguishing feature. At PrometheusIQ, we use technology to decrease cost and increase the quality of human

content — not the other way around. The model is collaborative: client lawyer, PrometheusIQ lawyers, and technology — each maximizing their respective strengths. Prove value under deadline. Frame innovation as business and ethics alignment, helping lawyers serve clients better while maintaining professional responsibility.

Biggest challenges:

The profession faces a widening gap between what litigation demands and what clients can afford. Simultaneously, technology is transforming practice faster than many can responsibly adapt. Clients will either be too slow to trust technology or too quick to demand surrendering processes requiring human judgment. For us, the hardest challenge is building trust in a market crowded with automated options that sound good but don't hold up when a lawyer has to file the work and own it. We overcome skepticism by delivering consistently under deadline and maintaining processes that produce work counsel can confidently file.

Outlook for legal innovation:

The greatest opportunities over the next five years will be operational: building systems that make legal work more consistent, affordable, and manageable without sacrificing professional responsibility. Quality-assured litigation support will become a standard tool for small and mid-sized firms. Leaner practices will emerge as internal overhead gives way to outsourced components handled by trusted, specialized partners — allowing firms to focus fixed resources on core daily needs while expanding capacity strategically.

EMERGING
TECHNOLOGY
INNOVATION



Seth Carroll



Isaac McBeth

EDWARD T. WHITE JOHN MCINNIS III

Partner and Associate, Willams Mullen
Richmond

On our legal innovation:

White: As chair of Williams Mullen's Name, Image, and Likeness (NIL) service, I have led a multidisciplinary practice integrating intellectual property, regulatory compliance, and commercial transactions to address the evolving NIL landscape. This includes developing compliance frameworks for universities and collectives aligned with NCAA, state, and emerging federal guidance, and structuring NIL agreements that reflect the long-term commercial value of student-athlete brands.

McInnis: I focus on advancing innovation by translating complex legal and regulatory requirements into clear, usable frameworks. I applying that same framework-driven approach in NIL by helping clients understand shifting rules and structure agreements that are both compliant and commercially practical.

Community involvement:

White: International Trademark Association, American Intellectual Property Law Association; leadership roles in Greater Richmond Intellectual Property Law Association and Thomas Jefferson Intellectual Property Inn of Court; boards of LEAD Virginia and Virginia Repertory Theatre.
McInnis: Richmond Bar Association, North Carolina Society of the Cincinnati
Legal Aid Justice Center's Pro Bono Housing Program, ABA Free Legal Answers Pro Bono Program

Advice:

White: Align your legal strategy with the client's

business goals and frame new approaches around managing risk and maximizing value in uncertain environments.

McInnis: Be selective on your target. Focus on a practice area or industry that interests you and is ripe for change. Innovation will be most effective when you shift your focus to areas or industries where the law is actively evolving.

Biggest challenges:

White: Keeping pace with rapidly evolving regulatory frameworks while providing clear, actionable counsel. In areas like NIL, the lack of uniform rules creates ongoing uncertainty for clients.

McInnis: A key challenge in operating in the NIL industry — indeed the challenge — is predicting where the major stakeholders will push it. What makes this so particularly challenging is the sheer number of players with a seat at the table.

Outlook for legal innovation:

White: AI and data governance will reshape how intellectual property is created and commercialized, creating opportunities for legal counsel to play a more strategic role in guiding innovation while protecting client assets.

McInnis: As the budding intersection of law and technology becomes more prominent, I am optimistic that disputes will be resolved with increasing efficiency. I am hopeful that efficiency will allow for both individual cases to be more immediately adjudicated, and that some of the open questions looming over the NIL industry are resolved more quickly.

PRACTICE
AREA
INNOVATION



Edward T. White



John McInnis III



COOPER HURLEY INJURY LAWYERS

James Hurley Jr., Founding Partner
Virginia Beach

On our legal innovation:

Advancing innovation begins with improving how clients experience representation. I formalized a structured client journey with mandatory 30-day case updates, shifting communication from reactive to proactive. This reduced complaints and increased satisfaction measurably. We redesigned onboarding with clear journey explanations and personalized welcome materials, strengthening client confidence and improving retention. We also integrated milestone-based surveys and real-time feedback systems, substantially increasing online review volume and engagement. Internally, we invested in technology, training, and operational systems that treat client experience as a discipline. Innovation, to me, means reducing uncertainty, increasing transparency, and improving the human experience of legal representation.

Community involvement:

I began my career as a legal aid attorney — an experience that permanently shaped how I define success. I have pledged to raise \$160,000 for Legal Aid Society of Eastern Virginia, launching that commitment with a personal \$30,000 donation and an additional \$30,000 from our firm. I maintain ongoing annual support for Catholic Charities of Eastern Virginia, Morring Community Foundation, St. Mary’s Home, Eggleston, and the Kiwanis Club of Norfolk. Our firm invests in education through scholarships, university partnerships, and school-based initiatives throughout Hampton Roads. Programs like Vote for a Cause and Vote for a School shift charitable giving into civic engagement, giving residents a voice in where resources are directed. Community involvement, to me, is stewardship — strengthening the institutions that support the clients we serve.

Advice:

Focus innovation on reducing friction, increasing clarity, and building predictability — not chasing novelty. I live by two pillars: a good tickler system and a good to-do list. Sustainable innovation is built on execution, not inspiration. Operationalize new systems, make them firm standards, and measure outcomes. Track communication gaps, client feedback, and response times. When you demonstrate that change improves service and trust, resistance decreases. Meaningful innovation strengthens our core values rather than threatening them.

Biggest challenges:

The profession’s greatest challenge is maintaining relevance and trust in a rapidly changing world. AI and digital platforms are reshaping how people access services, yet legal services remain complex and difficult to navigate. Public trust is fragile — clients now expect transparency, responsiveness, and accountability. Equally critical is ensuring technology enhances rather than replaces judgment and ethics. The danger is not innovation itself; it is innovation without responsibility.

Outlook for legal innovation:

The greatest opportunities over the next five years are practical: expanding access to legal services, building disciplined communication systems, and embracing technology responsibly. AI can improve efficiency and research while lawyers remain focused on strategy, ethics, and advocacy. The firms that lead will not be chasing trends — they will be executing fundamentals more consistently and transparently than ever before.



KELLAM T. PARKS

Managing Member
Parks Zeigler
Virginia Beach

On my legal innovation:

I founded my firm in 2012 as a cloud-based, paperless solo practice. As we’ve grown to 37 people, we’ve prioritized automation, tech stacks, and AI. I’ve spoken on law and technology through the Virginia State Bar, CLEs at local, regional, and national levels, law schools, and podcasts. I chaired the VSB’s Special Committee on Technology and the Future Practice of Law and recently accepted Justice Powell’s invitation to serve on Virginia’s Technological Capital Focus Group beginning September 2026. I also launched the MOTIVATED Lawyer, a coaching company for law firm owners built around my MOTIVATE framework (Mindset, Organization, Team, Information, Visibility, Action, Tech/ AI, and Education).

Community involvement:

Local: Virginia Beach Bar (member/speaker); Norfolk & Portsmouth Bar (member, past president, speaker). State: Virginia State Bar (past chair, Special Committee on Tech); Virginia Trial Lawyers Association (board member, speaker); Virginia Judicial Branch Technology Capital Focus Group. National: American Bar Association (CLE speaker; upcoming Family Law Conference). Pro bono: Legal Aid volunteer

Advice:

Learn the fundamentals and find solutions that fit lawyers’ actual needs — avoid shiny object syndrome. Lawyers want to work more efficiently but lack time to explore new tools. I’ve succeeded by explaining how innovations like automation and AI work, demonstrating time and cost savings within existing workflows, and providing proper implementation support and training. Help is essential — lawyers’ time is better spent practicing law.

Biggest challenges:

The legal profession’s biggest challenge is complacency and tradition. Law has long been built on specialized knowledge and precedent, but AI is making legal

knowledge broadly accessible. Firms must shift their value proposition toward experience, applied judgment, and client service to remain competitive. Implementation also brings real hurdles: limited time and natural resistance to change. We’ve addressed both by engaging expert consultants and focusing on clear communication of personal benefits, followed by thorough training to drive adoption.

Outlook for legal innovation:

AI is the greatest near-term opportunity — agentic AI is expanding rapidly and will fundamentally reshape law firm operations and access to justice. It may also finally displace the billable hour, enabling flat-fee models that benefit both firms and clients. Non-lawyer ownership of law firms is also emerging and warrants careful planning around client protection and firm sustainability.



LAURA E. WILSON

Chief Academic Officer
Appalachian School of Law
Grundy

When Laura E. Wilson joined the faculty at Appalachian School of Law on a full-time basis in fall 2019, she brought a wealth of knowledge and experience to one of the school’s core areas. In alignment with the ASL’s Appalachian location and regional economic dependencies on energy and mining, the school specializes in natural resources law. Wilson has extensive practical experience in that arena, including mineral title examinations and transactional matters for clients in the natural resources industry, as well as long expertise in environmental regulations. Wilson previously practiced in the Abingdon and Bristol offices of Penn, Stuart & Eskridge, where her practice primarily focused on commercial and personal injury litigation in state and federal courts and included appearing before the Supreme Court of Virginia and the 4th U.S. Circuit Court

of Appeals. She earned a B.A. in accounting from Transylvania University in Lexington and her J.D. from the University of Kentucky College of Law, where she was a member of the law school’s moot court team. She is also a graduate of the William & Mary Summer School of Law in England through the Marshall-Wythe School of Law, during which she also completed a legal clerkship in Exeter. Wilson clerked for Hon. Elizabeth A. McClanahan at both the Court of Appeals and the Supreme Court of Virginia and, in private practice, was admitted to the bars of Virginia, Tennessee and Kentucky. She maintains her licenses to practice law in Virginia and Kentucky. Dean Wilson has served as an adjunct professor at Emory & Henry College, teaching constitutional law, and at ASL, teaching conflict of laws, Virginia law foundations, and Virginia bar preparation.



BETH B. WALLER

Principal
Woods Rogers Vandeventer Black
Richmond

On my legal innovation:
I have actively shaped policy on emerging technologies by working with Virginia’s Cybersecurity Planning Committee and engaging with state leaders on artificial intelligence, helping align legal frameworks with rapidly evolving technology.

Community involvement:
I serve on the commonwealth’s Cybersecurity Planning Committee and as an adjunct professor at William & Mary School of Law, teaching on AI, cybersecurity, and data privacy. I participate in programs supporting women in technology and expanding access to tech education. I have served on boards including the Roanoke Blacksburg Technology Council and the Virginia State Bar’s Technology Committee, and assisted the Virginia Bar Association’s AI task force. Most recently, Chief Justice Powell asked me to serve on the Virginia Judicial Branch’s strategic planning focus group on Technology Capital. I also support public institutions, including school systems and local governments, in strengthening cybersecurity and responding to incidents.

Advice:
Innovation in law means finding better ways to help clients manage existing risks, not taking on unnecessary ones. Stay close to clients to understand where traditional approaches fall short. Build credibility through results — faster response times, clearer decisions, reduced disruption. And collaborate: meaningful progress comes from working with business leaders, policymakers, and technical experts to develop solutions that reflect how organizations actually operate.

Biggest challenges:
Emerging technologies are advancing faster than regulatory frameworks, creating uncertainty for organizations trying to innovate responsibly. Legal issues are also increasingly intertwined with business and operational risk — clients need

real-time guidance, not just legal analysis. Shifting expectations around the role of legal counsel has been a personal challenge; we addressed it by demonstrating value early in high-stakes situations. The technical complexity of cybersecurity and data privacy required building multidisciplinary teams and clear frameworks to navigate effectively.

Outlook for legal innovation:
Companies are already adopting AI faster than their policies and contracts allow — that gap is where lawyers can add significant value. I also see growing opportunity in proactive, resilience-focused legal service models, helping organizations prepare for and manage risk before a crisis occurs, an area where attorneys can deliver real strategic impact.

