

PRIMER ON LAWYER ADVERTISING

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OVERVIEW



SOME HISTORY

LAWYER ADVERTISING IS FREE SPEECH

BUT: LAWYER ADVERTISING CAN BE REGULATED

RULES REGULATE

EXAMINE RULES – 7.1 – 7.5

GOOD TASTE SHOULD MODULATE

SUGGEST SOME “DO’S” AND “DON’T’S”

ASPIRATIONAL GOALS

HISTORY

OLDEN TIMES: LAWYERS DO NOT ADVERTISE
LAWYERS DO NOT NEED TO ADVERTISE
ADVERTISING WAS UNSEEMLY AND PLEBIAN



CANONS OF PROFESSIONAL ETHICS

1908 – FIRST FORMAL NATIONAL CODE OF ETHICS

TAKEN FROM ALABAMA CANONS

1909 - ADOPTED IN KANSAS

MOML Legal Treatises, 1800-1925

Canons of professional ethics.



CANONS – NO ADVERTISING

UNPROFESSIONAL - CIRCULARS OR ADVERTISEMENTS

UNPROFESSIONAL - PROCURE BUSINESS BY **TOUTERS**

INSPIRING NEWSPAPER COMMENT - SELF-LAUDATION

= DEFY THE **TRADITIONS OF THE BAR**

= LOWER THE TONE OF OUR **HIGH CALLING**

= ARE **INTOLERABLE**



MODEL CODE

1969 – ABA

1969 - KANSAS

NO SELF-LAUDATORY COMMENTS

TV, RADIO, FILM, PAPER, MAGAZINE, BOOK

NO COMMERCIAL PUBLICITY

[OK = BUSINESS, CIVIC, PROFESSIONAL, POLITICAL ORG.]

NO CHASER OR PRESS, RADIO, TELEVISION PUBLICITY

WHY DO MODERN LAWYERS HAVE TO ADVERTISE?

MORE **LAWYERS** = MORE **COMPETITION**

ECONOMY **STRUGGLES**

SOME LAWYERS: “LAW IS A **BUSINESS**”

CLIENTS DEMANDING **LESS**

- GOING WITHOUT
- IN-HOUSE COUNSEL



A man in a dark suit, light blue shirt, and red tie stands in a workshop. He is holding a large, dark-colored hammer with both hands, positioned behind his back. The background shows a wooden wall and some tools hanging on it.

SIZE MATTERS!

Lowell "The Hammer" Stanley
459-CASH

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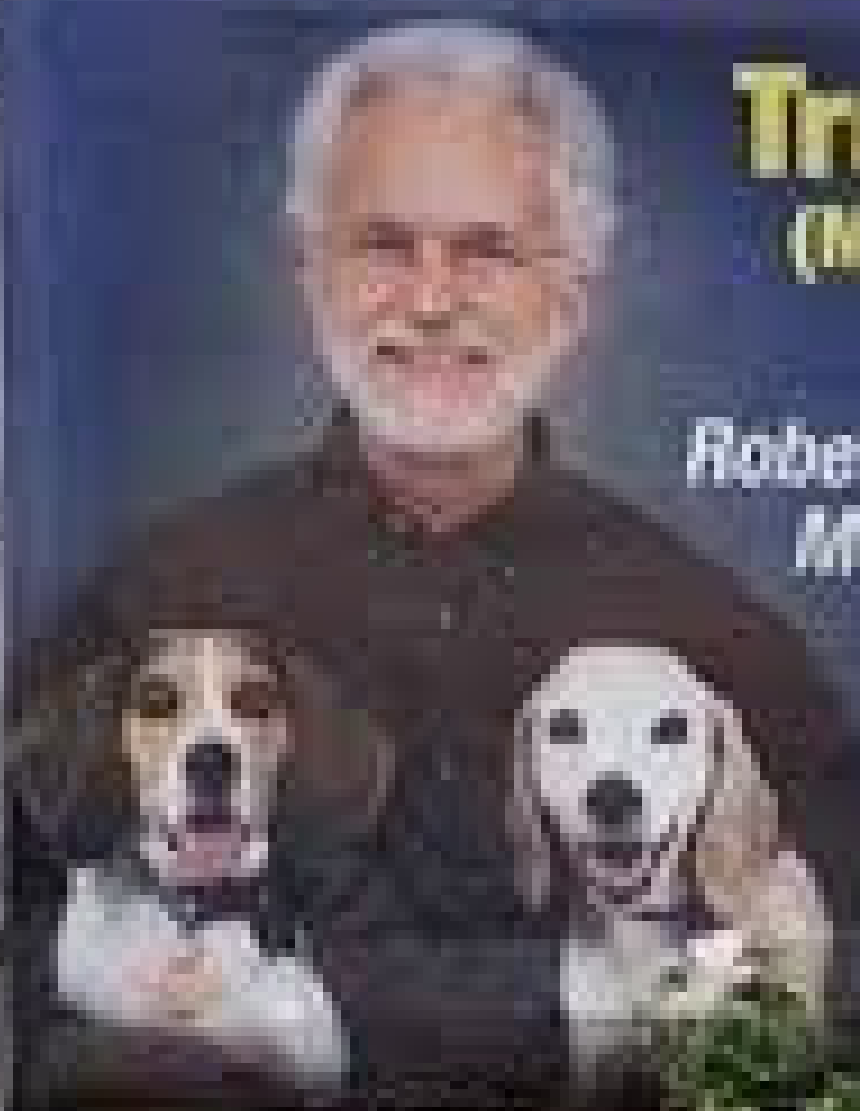
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+

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PERSONAL INJURY & ACCIDENT LAW



SO: LAWYERS FEEL NEED TO ADVERTISE

DIGITAL MARKETING

SEARCH ENGINE OPTIMIZATION = “SEO”

BLOGGING

PRINT AND DIGITAL ADS

EVERYONE IS DOING IT

CONFLICT BETWEEN YE OLDE RULES AND NEW DEMANDS



SO: LAWYERS TESTED THE OLD LIMITS

1977 - ***BATES V. STATE BAR OF ARIZONA***: 1ST AMENDMENT
FREE SPEECH

- CANNOT PROHIBIT NEWSPAPER AD

- *YE OLDE* RULE IS OUTDATED

BUT: NOT PROTECT “**FALSE, DECEPTIVE, OR
MISLEADING**” AD

- MAY IMPOSE **REASONABLE RESTRICTIONS**

Bates

PROGENY OF *BATES*

1985 -*ZAUDERER V. OFFICE OF DISCIPLINARY COUNSEL*

AD = IUD DEVICE

EMBARASSING OR OFFENSIVE ?

BENEATH SOME LAWYERS' DIGNITY ?

= COMMERCIAL FREE SPEECH

= CANNOT PROHIBIT



PROGENY OF *BATES*

1988 - *SHAPERO V. KENTUCKY BAR ASSOCIATION*

DIRECT MAIL ADVERTISING

= PROTECTED COMMERCIAL SPEECH

= CANNOT BAN

UNLESS **FALSE AND MISLEADING**



PROGENY OF *BATES* – “HOWEVER”

1995 - *FLORIDA BAR V. WENT FOR IT*

BAR CAN PROTECT AGAINST
UNSOLICITED CONTACT BY LAWYERS

REPEATED INVASION **ERODE CONFIDENCE** IN
THE PROFESSION



KANSAS SUPREME COURT AGREES

2007 – *IN RE. COMFORT*

LAWYERS **TRADE CERTAIN FREE SPEECH
RIGHTS – FOR
LICENSE TO PRACTICE LAW**



A lawyer's right to free speech is tempered by his or her obligation to both the courts and the bar, an obligation ordinary citizens do not undertake.

MODEL RULES

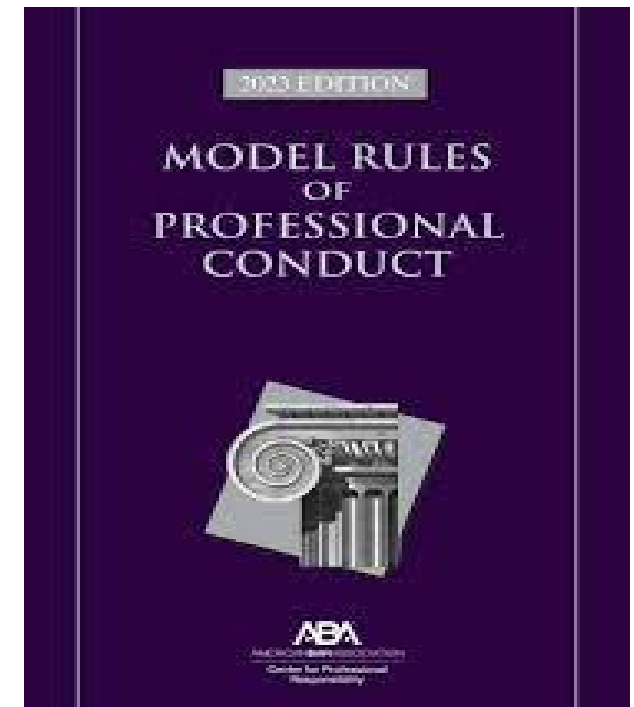
ABA: **1983** – INCL. PRINCIPLES IN *BATES* AND
PROGENY

OVERHAULED THE CODE

1988 – ADOPTED IN KANSAS

SECTION 7 - ADVERTISING

WILL DISCUSS NOW



SECTION 7 – ADVERTISING - SUMMARY

7.1 – COMMUNICATIONS ABOUT SERVICES

7.2 – ADVERTISING

7.3 – SOLICITATION OF CLIENTS

7.4 – FIELDS OF PRACTICE

7.5 – FIRM NAMES AND LETTERHEADS

SUMMARY

RULE 7.1 - NO FALSE OR MISLEADING ADVERTISING

NO FALSE OR MISLEADING COMMUNICATION ABOUT THE LAWYER OR THE LAWYER'S SERVICES =

- **NO MATERIAL MISREPRESENTATION** OF FACT OR LAW
- **NOT OMIT NECESSARY FACT**



RULE 7.1 (CONT.)

- NOT CREATE AN **UNJUSTIFIED EXPECTATION** ABOUT RESULTS
- NOT STATE/IMPLY THAT LAWYER CAN **ACHIEVE RESULTS** BY VIOLATING RULES OR LAW
- NOT MAKE **UNJUSTIFIED/UNSUBSTANTIATED COMPARISON** WITH OTHER LAWYER'S SERVICES



RULE 7.1 – NO FALSE OR MISLEADING ADVERTISING

2015 – *IN RE BARKER*: UPS BOX = “OFFICE”

1990 – *PIZEL V. ZUSPANN*: GUARANTEED RESULT

1989 – OP. 89-6: “FIRM” IS NOT A FIRM

2006 – OP. 06-03: DISBARRED LAWYER IN FIRM’S NAME

2003 – *IN RE FRANCO*: BUSINESS CARD, IMPLYING ADMISSION IN STATE

2012 – *IN RE WEAVER*: TWO-LAWYER FIRM = “NATIONWIDE NETWORK”

1987 – *IN RE ZANG* (ARIZ.): TV AD = LAWYERS IN COURTROOM

1995 – *STATE V. CARPENTER* (COLO.): FALSE MULTIPLE FIELDS OF PRACTICE



RULE 7.1 - SUMMARY

NO FALSE STATEMENTS

NO MISLEADING STATEMENTS

NO GUARANTEES

NO FALSE COMPARISONS



RULE 7.2 – ADVERTISING BOUNDARIES

MAY ADVERTISE

**WRITTEN, RECORDED OR ELECTRONIC
COMMUNICATION**

INCLUDING PUBLIC MEDIA

- **(NO INTERNET IN 1983)**



RULE 7.2 – ADVERTISING BOUNDARIES

KEEP COPY OF ALL VERSIONS, ALL ADS
TWO YEARS AFTER LAST DISSEMINATION
RECORD: WHEN / WHERE USED
DISCIPLINARY ADMINISTRATOR WILL **AUDIT**

RULE 236



RULE 7.2 – ADVERTISING BOUNDARIES

NOT PAY FOR **RECOMMENDING** LAWYER'S SERVICES

EXCEPT: MAY PAY COST OF ADVERTISEMENTS

EXCEPT: MAY PAY USUAL CHARGES OF NOT-FOR-PROFIT LAWYER REFERRAL SERVICE

ALL ADS: **INCLUDE THE NAME OF AT LEAST ONE
LAWYER RESPONSIBLE**



RULE 7.2 – CELEBRITY ENDORSEMENTS?

KANSAS = **NO** PAID CELEBRITY ENDORSEMENTS

MISSOURI: A COMMUNICATION IS FALSE AND MISLEADING IF IT:

CONTAINS A PAID TESTIMONIAL OR ENDORSEMENT WITHOUT **CONSPICUOUS IDENTIFICATION** THAT PAYMENT HAS BEEN MADE

= PAID ENDORSEMENT IS OK, IF CONSPICUOUSLY STATE PAYMENT **HAS** BEEN MADE (MO. RULE 4-7.1(h))



RULE 7.2 - DISCLAIMER

**MANY STATES REQUIRE CONSPICUOUS
DISCLAIMER:**

**“THE CHOICE OF A LAWYER IS AN IMPORTANT
DECISION AND SHOULD NOT BE BASED SOLELY
UPON ADVERTISEMENTS.”**

MISSOURI **DOES REQUIRE – RULE 4-7.2**

KANSAS DOES **NOT REQUIRE**

DISCLAIMER

RULE 7.2 – ADVERTISING BOUNDARIES

KANSAS OP. 08-03 (2008):

***FLYER* TO FAMILIES OF ACCIDENT VICTIMS:**

"TIME MAY BE RUNNING OUT!" – WARNING RE. S/L

"BEFORE SIGNING MEDICAL RELEASE FORMS" –
WARNING NOT TO SETTLE CHEAP

"INSURANCE CLAIMS FOR FAMILY MEMBERS" - ADVICE

SYMPATHY – **S/L STARTS** AT DATE OF DEATH



RULE 7.2 – ADVERTISING BOUNDARIES

KANSAS OPINION 08-03:

ADVERTISING IS FREE SPEECH

MUST SAY: "Advertising Material" (SEE RULE 7.3)

SOON AFTER ACCIDENT, MAY BE “COERCION, DURESS OR HARASSMENT” – (SEE RULE 7.3)

ALLOW “SUFFICIENT TIME” = NOT “COERCION, DURESS OR HARASSMENT.”

HOW LONG IS “SUFFICIENT TIME”?



SUMMARY OF RULE 7.2

MAY ADVERTISE VIA **SOCIAL MEDIA**

MUST MAINTAIN **COPY** ALL ADVERTISING FOR 2 YEARS

MUST NOT GIVE **FEE** FOR RECOMMENDING LAWYER -
EXCEPT:

- LEGAL SERVICE PLAN OR
- NOT-FOR-PROFIT OR
- QUALIFIED LAWYER REFERRAL SERVICE

MUST INCLUDE **NAME** OF AT LEAST ONE LAWYER
RESPONSIBLE FOR ITS CONTENT IN ALL ADS



RULE 7.2 – NO REFERRAL FEE?

RULE 7.2 - NO PAYMENT FOR **RECOMMENDATION**

WHAT ABOUT **REFERRALS**?

THANK YOU GIFTS ARE COMMON

FEE SHARING

KANSAS: PERMITS FEE SHARING FOR REFERRAL IF:

TOTAL FEE **REASONABLE**

CLIENT ADVISED – **NOT OBJECT** – RULE 1.5(g)



REFERRAL FEES - MISSOURI

MISSOURI: PERMITS FEE SHARING **ONLY** IF:

DIVISION IS ACTUALLY **PROPORTIONAL** TO WORK
DONE BY EACH

EACH LAWYER ASSUMES **JOINT RESPONSIBILITY**

CLIENT AGREES – **CONFIRMED IN WRITING**

TOTAL FEE IS **REASONABLE**



RULE 7.3 – SOLICITATION

NO IN-PERSON, LIVE TELEPHONE OR REAL-TIME ELECTRONIC CONTACT

TO SOLICIT PROFESSIONAL EMPLOYMENT

UNLESS: CONTACT

(1) IS A LAWYER; OR

(2) HAS CLOSE RELATIONSHIP WITH LAWYER



RULE 7.3 – NO DIRECT SOLICITATION - WHY

POTENTIAL FOR **OVERREACHING**

IMPORTUNING BY THE TRAINED ADVOCATE

CONTACT MAY FEEL **OVERWHELMED** BY THE CIRCUMSTANCES

DIFFICULT TO FULLY **EVALUATE** AVAILABLE ALTERNATIVES



RULE 7.3 – NO DIRECT SOLICITATION - WHY

CONTACT MAY NOT USE **REASONED JUDGMENT** AND
APPROPRIATE **SELF-INTEREST**

IN FACE OF LAWYER'S PRESENCE AND **INSISTENCE**

FRAUGHT WITH THE POSSIBILITY OF **UNDUE
INFLUENCE, INTIMIDATION, AND OVERREACHING**



RULE 7.3 - NO DIRECT SOLICITATION

WHAT IS **REAL-TIME ELECTRONIC CONTACT**?

PHONE CALL = YES

TEXT = YES

E-MAIL? STATES VARY (KANSAS NOT SPOKEN)

CHAT ROOMS ? STATES VARY (KANSAS NOT SPOKEN)

NOT FACEBOOK, X, SOCIAL MEDIA, OR BLOG POSTINGS



RULE 7.3 – SOLICITATION

**NO WRITTEN, RECORDED, ELECTRONIC SOLICITATION - AND
NO IN-PERSON, TELEPHONE OR REAL-TIME ELECTRONIC
CONTACT EVEN IF PERMITTED ABOVE –**

IF

TARGET HAS MADE KNOWN DESIRE **NOT TO BE SOLICITED**

OR

SOLICITATION INVOLVES **COERCION, DURESS OR
HARASSMENT**



COMMENT [3] TO RULE 7.2

- ELECTRONIC ADVERTISING = MOST **POWERFUL** MEDIA FOR GETTING INFORMATION TO THE PUBLIC
- PROHIBITING TELEVISION, INTERNET, AND OTHER FORMS OF ELECTRONIC ADVERTISING WOULD IMPEDE THE **FLOW OF INFORMATION**



RULE 7.3 – SOLICITATION

WRITTEN, RECORDED, OR ELECTRONIC SOLICITATION
KNOWN TO BE IN NEED OF LEGAL SERVICE

MUST INCLUDE

“ADVERTISING MATERIAL” –

OUTSIDE ENVELOPE

- BEGINNING & ENDING OF RECORDED/ELECTRONIC COMMUNICATION
- (UNLESS RECIPIENT IS LAWYER OR CLOSE RELATIONSHIP)



RULE 7.3 - SOLICITATION

**NO SOLICITATION: IF PROSPECTIVE CLIENT HAS NOT SAID
“NO SOLICITATION”**

**[CAN PARTICIPATE IN PRE-PAID OR GROUP LEGAL PLAN
WHICH SOLICITS VIA IN-PERSON OR TELEPHONE CONTACT]**

NO SOLICITING

SUMMARY OF RULE 7.3

NO IN-PERSON OR LIVE SOLICITATION:

- – UNLESS **LAWYER OR FAMILY/FRIEND**
- - IF TOLD **“NO”**
- - IF INVOLVES **COERCION, DURESS OR HARASSMENT**
- [NOT A GOOD WAY TO GET BUSINESS ANYWAY]

MUST INCLUDE **“ADVERTISING MATERIAL”** ON E-MAIL OR LETTER

RULE 7.3
SOLICITATION
OF CLIENTS
Direct Contact
with Prospective
Clients



RULE 7.4 - FIELDS OF PRACTICE

LAWYER MAY LIST AREAS OF PRACTICE

ENGAGE / NOT ENGAGE

“**SPECIALIST**” =

- **PATENT** LAWYER
- **ADMIRALTY** LAWYER
- **CERTIFIED** BY APPROVED ORGANIZATION - CLEARLY ID IN AD
 - KANSAS = 0
 - ABA = 18



RULE 7.5. - FIRM NAMES/LETTERHEADS

NO MISLEADING

NOT IMPLY GOVERNMENT

MULTIPLE STATES: LIST WHERE EACH LAWYER LICENSED

LAWYER IN PUBLIC OFFICE NOT IN FIRM NAME UNLESS ACTIVELY/REGULARLY PRACTICING IN FIRM

NOT CLAIM PARTNERSHIP IF NOT TRUE

SUMMARY: NO MISLEADING FIRM NAME OR LETTERHEAD



ELECTRONIC MEDIA ADVERTISING

RULES WERE WRITTEN IN DAYS OF NEWSPAPER AND RADIO

◦ **MRPC = 1983**

SAME RULES APPLY TO ELECTRONIC ADVERTISING

◦ **INTERNET = 1993**



WEBSITES

EVERY FIRM HAS ONE

**2016 – *IN RE HOLYOAK* [KANSAS]: WEBSITE INCLUDED
WIFE AND HER MEDIATION SERVICES**

OMITTED FACTS = MATERIALLY MISLEADING

UNCLEAR IF WIFE IS LAWYER

VIOLATED KRPC 7.1



WEBSITES

2012 – *IN RE. WEAVER* [KANSAS]: CLAIMED FIRM = **NATION-WIDE NETWORK** OF ATTORNEYS

(ONLY ONE OTHER ATTORNEY)

“PROVIDE **BANKRUPTCY AND OTHER LEGAL SERVICES**”

(NO INTENTION OF EVER PROVIDING SUCH SERVICES)

= VIOLATED KRPC 7.1



BLOGS

**BLOG (“WEBLOG”) - INFORMATIONAL WEBSITE -
OFTEN INFORMAL DIARY-STYLE TEXT POSTS**

**2013 – *HUNTER V. VA. STATE BAR*: BLOG IS A FORM OF
LAWYER ADVERTISING**

- COVERED BY THE RULES**
- MUST NOT BE **MISLEADING****
- [MUST INCLUDE THE REQUIRED DISCLAIMER]**



E-MAIL SOLICITATION

E-MAIL ADVERTISING IS **PERMITTED**

NOT THE PRESSURE OF REAL-TIME SOLICITATION

= IT MAY BE IGNORED

MUST CONTAIN THE LEGEND “**ADVERTISING MATERIAL**”
AS REQUIRED BY RULE 7.3(c)

(UTAH ETHICS OP. 02-02)



“X” - TWITTER

**MAY USE TWITTER TO PROMOTE PRACTICE
BUT TWEETS MUST NOT BE MISLEADING (LIKE ANY
ADVERTISING)**

2015 – *IN RE McCOOL* (LA.)

**TWEETS WERE "FALSE, MISLEADING, AND
INFLAMMATORY"**

DISBARRED



TELEVISION

WIDELY USED

LAWYER ADVERTISING = “A BILLION DOLLAR INDUSTRY”

NO LIMITS?

MORE TIME FOR VIEWER REFLECTION AND DELIBERATION

2005 – *FLA. BAR V. PAPE*: IMAGE OF A PIT BULL WEARING A SPIKED COLLAR

FIRM’S PHONE NUMBER, 1-800-PIT-BULL

FOUND TO BE MISLEADING

THAT WAS 2005



TELEVISION

2010 – *ALEXANDER V. CAHILL: STATE ENJOINED DISCIPLINE TV*

ADS:

JINGLES

SPECIAL EFFECTS – DRAMATIZATIONS - COMICAL SCENES

LAWYERS ACTING

PROVIDING LEGAL ASSISTANCE TO SPACE ALIENS

**SLOGAN = WE ARE “HEAVY HITTERS” - “THINK BIG” - “WE’LL
GIVE YOU A BIG HELPING HAND”**

2ND CIR: ALL OK



TELEVISION

2014 - *RUBENSTEIN V. FLA. BAR*: TV AD LISTING “PAST PERFORMANCE OR **RESULTS**” = OK

2012 – *BELLINSON LAW LLC V. IANNUCCI*: MERE **PUFFERY** = OK

1990 – *LIEHE V. NORTHERN CAL. COLLECTION SERV.*: BRAGGING ABOUT LAWYER’S **SKILLS AND OFFERINGS, INCL. COST ADVANTAGES** = OK

2011 – *PUBLIC CITIZEN V. LA. BOARD*: MOTTOS OR NICKNAMES THAT STATE OR IMPLY AN ABILITY TO OBTAIN RESULTS – **NOT OK**



TELEVISION

**SOME STATES REQUIRE TV ADS TO BE SUBMITTED FOR
PRIOR APPROVAL**

FLORIDA, CONNECTICUT

KANSAS NOT REQUIRE – COMMENT:

- **BURDENSOME**
- **EXPENSIVE [TO STATE]**
- **DOUBTFUL CONSTITUTIONALITY**



SPIFFS AND PRODUCTS

SPIFF = SALES PERFORMANCE INCENTIVE FUND

- **FIRM LOGO – CUPS – BAGS - SHIRTS**

FIRM'S LOGO:

- **NOT EXTOL FIRM'S EXPERTISE**
- **NOT ENCOURAGE CONTACT THE FIRM**
- **DOES NOT REQUEST EMPLOYMENT**

= OK

NOT NEED TO CONTAIN THE WORDS “ADVERTISING MATERIAL” ON THEM

2002 – UTAH ETHICS OP. 02-02



SUMMARY – DO’S AND DON’T’S

1. DO NOT MISLEAD –

- a. DO NOT STATE FALSE OR MISLEADING FACTS
- b. DO NOT OMIT FACTS NECESSARY TO MAKE THE STATEMENT TRUE



SUMMARY – DO’S AND DON’T’S

2. DO NOT CREATE **UNJUSTIFIED EXPECTATIONS**
 - a. DO NOT **GUARANTEE** RESULTS
 - b. DO NOT MAKE A COMPARISON TO OTHER ATTORNEYS UNLESS OBJECTIVELY JUSTIFIED
3. KEEP **COPIES** OF ALL ADVERTISING FOR TWO YEARS
4. INCLUDE THE NAME OF AT LEAST **ONE LAWYER** ON ALL ADVERTISING



DO'S



DON'TS

SUMMARY - DO'S AND DON'T'S

5. **NO IN-PERSON, REAL TIME SOLICITATIONS** (INCLUDING TELEPHONE AND ELECTRONIC)
EXCEPT TO ANOTHER ATTORNEY, FAMILY MEMBER, OR PERSONAL/BUSINESS FRIEND
6. **NO IN-PERSON, REAL-TIME SOLICITATION OF ANYONE IF THE TARGET HAS COMMUNICATED A DESIRE NOT TO RECEIVE SOLICITATION** OR IF IT INVOLVES **COERCION, DURESS OR HARASSMENT**



DO'S



DON'TS

SUMMARY - DO'S AND DON'T'S

7. DO INCLUDE **“ADVERTISING MATERIAL”** ON ALL SOLICITATIONS (NOT ADS)
8. DO INCLUDE FIELDS WHERE LAWYER PRACTICES/DOES NOT PRACTICE; LIST **PATENT** ATTORNEY OR **ADMIRALTY** OR **CERTIFIED** BY RECOGNIZED AGENCY
9. DO NOT USE A **MISLEADING FIRM NAME** OR INCLUDE THE NAME OF A DISBARRED ATTORNEY



RULES = LOWER LIMIT

**SHOULD ETHICAL, PROFESSIONAL LAWYER
ASPIRE TO MORE?**

PROFESSIONALISM

DIGNITY

ASPIRE TO MORE THAN AVOIDING DISCIPLINE



LAWYER ADVERTISING – BEYOND THE RULES



ABA ASPIRATIONAL GOALS FOR LAWYER ADVERTISING

- **INHERENT DIGNITY AND PROFESSIONALISM**
- **INSPIRE PUBLIC CONFIDENCE**
- **COMMITMENT**
- **LEARNED PROFESSION**

ABA ASPIRATIONAL GOALS FOR LAWYER ADVERTISING

1. PUBLIC'S **CONFIDENCE**
2. PUBLIC **UNDERSTAND** LEGAL RIGHTS
3. **DIGNITY AND GOOD TASTE**
4. NOT BE **AMBIGUOUS OR CONFUSING**
5. DESCRIBE **FEES AND COSTS**



ABA ASPIRATIONAL GOALS FOR LAWYER ADVERTISING



6. **DRAMATIC, UNSEEMLY, HAWKISH, SLAPSTICK, OUTLANDISH**
7. **UNDERSTANDABLE, RESPECTFUL AND APPROPRIATE**
8. **PROFESSIONAL CONSULTANTS**
9. **COMPETENT TO HANDLE**
10. **AFFORDABLE TO THE PUBLIC**



ABA ASPIRATIONAL GOALS FOR LAWYER ADVERTISING

[HTTPS://WWW.AMERICANBAR.ORG/GROUPS/PROFES
SIONAL RESPONSIBILITY/RESOURCES/PROFESSIONA
LISM/PROFESSIONALISM ETHICS IN LAWYER ADVE
RTISING/ABAASPIRATIONALGOALS/](https://www.americanbar.org/groups/professional_responsibility/resources/professionalism/professionalism_ethics_in_lawyer_advertising/abaaspirationalgoals/)



AMERICAN **BAR** ASSOCIATION

CONCLUSION

FREE SPEECH

NO BLANKET SUPPRESSION”

BUT: REASONABLE REGULATION

= RULES 7.1 – 7.5, KRPC

FLAGRANT – UNPROFESSIONAL

WE ARE IN THIS TOGETHER – BEYOND THE RULES

ABA ASPIRATIONS

DIGNIFIED AND RESTRAINED



THANK YOU



NICK BADGEROW

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OVERLAND PARK, KANSAS