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# A Professional Project Surveying Student-Run Advertising and Public Relations Agencies at Institutions with ACEJMC Accredited Programs

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## INTRODUCTION

A student-run agency is a valuable opportunity for advertising, marketing, and communication students to build experience, add to resumes, and apply their classroom knowledge to real-life situations. The opportunity to work with clients outside of the classroom helps students to develop skills that will set them apart later in their career search.

A student-run advertising agency essentially functions as a true advertising or PR agency does, with a few primary differences. Associated with a particular university, and usually under the guidance of one or more faculty advisors, the agency processes, clients, and projects are managed by the students involved. Depending on the size and specific specializations of the agency, students provide clients with strategies and creative direction for specific projects, campaigns, or with branding as whole. Typical clients may include other entities on the university campus, small businesses, or local non-profits.

**PURPOSE**

A survey of current student agencies operating on university campuses is a helpful tool for anyone involved with a student agency who may be looking to compare their own agency to others, as well as a beneficial starting point for those looking to begin a new agency.

The purpose of this project is to develop a list of student-run agencies that meet certain qualifications and to record basic, and easily available, information through secondary online research. The primary deliverable of this project will be one-page fact sheets of the selected sample of agencies and an analysis of any trends that emerge. The project will then finish with some recommended best practices based upon those trends.

The intended audiences for this project are faculty advisors and student leadership teams who are currently part of a student-run advertising agency or are pursuing information on student agencies. A secondary audience consists of anyone searching for information regarding the current status of student-run agencies on university campuses today.

## LITERATURE REVIEW

The objective of this literature review is to provide a snapshot of what research has been done on current student-run advertising and public relations agencies operating on campuses today.

The review begins with a situation analysis, which explains the type of currently published literature on student agencies. This section is followed by a review of literature on the following main topics which proved the most relevant to the purpose of this professional project: defining a student-run agency, models of agencies, characteristics of agencies, and ACEJMC accreditation.

*Situation Analysis*

There is no comprehensive listing of student-run advertising or PR agencies that are currently operational at institutions of higher learning in the US.

Often, a student-run agency is associated not only with a university, but with a professional organization as well, primarily PRSA or AAF. Both the Public Relations Society of America (PRSA) and the American Advertising Federation (AAF) are trade associations that represent wide networks of advertising and public relations industry professionals. The Public

Relations Student Society of America (PRSSA) is the student program of the PRSA (About PRSSA, 2013). The AAF also has a collegiate chapter program which allows students the chance to become involved.

The AAF recommends creating a chapter ad agency as an activity that the chapter could take part in (College Chapter Guide to Success). It does not, however, provide any additional resources or have any official recognition or listing of student-run agencies.

PRSSA encourages student-run agencies, and provides resources to assist them, such as a handbook, workshop, listserv, and 'national affiliation' recognition program (Student-run firms, 2013). It also records a list of universities that have chapters who self-report that they have a student-run agency on campus. Little to no additional information is recorded; the self-reporting form only consists of a box that the respondent checks if an agency exists (Maben, 2010).

While this list is helpful as a starting point for researching student-run agencies, agencies at universities that do not participate in PRSSA or do not report the agency may be left out of this list.

Consequently, there is no comprehensive listing of student-run advertising or PR agencies that are currently operational at institutions of higher learning in the US.  The large majority of published research regarding student-run agencies is more narrowly focused – concentrating on only one industry (usually public relations) or on individual agencies.

Due to this narrowed focus, much of the literature on student agencies is composed of case studies on single entities. These case studies often summarize successes, opportunities, and challenges during the development of a specific agency. Some examples include:

- A 2011 study by Swanson profiles the launch of a student-run agency, describing the learning and professional goals, as well as providing some general recommendations (Swanson, 2011).

- A previous article by Swanson features a student-run PR agency, Central Coast PRspectives, and its client base, academic structure, and application process (Swanson, 2007) (Maben, 2010).

- A 2005 article published on Imagewest at Western Kentucky University described the agency's academic structure, clients, and services (Imagewest, 2005).

While these case studies provide valuable information on existing agencies, the limitation to them is that they only present one model of a student-run agency rather than the variety that exist. Though some may make recommendations on developing an agency, they are recommendations based upon that model alone. As later sections describe, there are a variety of models and types of agencies, each with different characteristics which may require different recommendations.

Some more comprehensive studies do exist in published literature.  A 2011 article conducted qualitative and quantitative research with advisors of 51 student-run agencies to answer two research questions (Bush & Miller, 2011). The first question asked what characteristics of student-run agencies at institutions with ACEJMC accredited programs were, including agency structure, longevity, funding, facilities, services, adviser commitment and compensation, challenges, and perceived student benefits. The second question involved an agency's operation within an academic program as opposed to a student organization

structure, and how both an advisor's time commitment and a dedicated office space impacted the agency's protocols and learning outcomes.

The results of this article suggested that while some agencies possessed processes similar to professional agencies, many were lacking in business procedures such as charging client fees, budgeting and billing (Bush & Miller, 2011). The study also proposed that advisor time commitment may be more crucial to agency success than the actual structure, meaning whether it was associated with an academic program or just functioned as a student organization. The study did note that agencies closely associated with academic programs were more likely to charge client fees, have department resource support, and have a dedicated advisor.

A 2010 dissertation examined student-run public relations agency effects on students and student learning (Maben, 2010). This study was one of the most helpful in providing a primary-research based description of student-run PR agencies, and could lead to future studies on student impact. A mixed-method research design helped to answer a number of research questions about common characteristics, student benefits, and types of agencies. Research on 55 agencies led to a great amount of quantitative data and qualitative insights to add to the body of research. This study analyzed only those agencies listed with PRSSA.

*Defining a Student-Run Agency*

Campus media outlets, such as a newspaper or broadcast (radio or tv) station have been prevalent at universities for years, serving as an important way for students to receive hands-on

training in a professional environment. Student-run agencies have been established with this same experiential learning goal in mind.

A 2011 study defines student agencies as "student-run communications agencies that mimic professional public relations and advertising agencies by providing students with a professional environment in which to work on real projects for real clients."(Bush & Miller, 2011) The study suggests that student agencies fill a gap in both advertising and public relations curriculums by helping students apply skills learned in the classroom, develop professional skills, and learn applicable business processes.

The descriptor "student-run" refers to the decision-making structure that exists within these agencies. While there is often a faculty advisor who is the primary staff member responsible for the agency, it is the students who are the decision makers (Maben, 2010). They handle the agency planning, finances, client negotiation, issues, and development.

Whether the organizations studied in this project identify as an agency or a firm, in the interest of simplicity, they will be referred to as an agency in this paper. Agencies that identify as purely advertising, purely public relations, or as a combination of both are all included in this study. Information on the inclusion and exclusion of agencies is explained in the methodology section.

*Models of Agencies*

Many academic studies and papers use one study in particular to define the typology of student-run agencies. In a 2009 study, Bush analyzes characteristics of risk and of success found in agencies and offers three models (Bush, 2009).

Type 1 agencies have higher levels of accountability, usually requiring course credit, specified work hours, and team meetings ( (Bush, 2009). Faculty involvement tends to be higher in these types of agencies as well. Characteristics that set this type apart include having a titled structure, concrete business protocols, dedicated office space, the ability to charge clients, and a competitive application process, among others. Type 1 agencies generally have a low risk of dissolving. In these agencies, the structure is the most important thing that maintains stability.

Type 2 agencies have a lower level of student accountability, possibly only requiring team meetings (Bush, 2009). Faculty involvement is still fairly high, with committed advisors. Characteristics of these agencies include a titled structure, some business protocols, a non-competitive application process, a shared space, and primarily non-profit clients. In general, the stability of these agencies is based on faculty or advisor involvement, and the agencies are at a medium risk of dissolving.

Type 3 agencies have no required meetings, and therefore little to no student accountability (Bush, 2009). There is also a medium to low faculty involvement, relying primarily on student leadership. Characteristics include top-level only titles, few business protocols, volunteer based, managed as a student organization with no dedicated space, and non-profit clients only. These agencies are at a much higher risk of dissolving due to changes in dedication of student leadership.

While these types and characteristics may seem like common sense, Bush concludes that agencies must have a clear vision of what type of agency they want to be, and the characteristics they want to possess.

*Characteristics of Agencies*

While the previously mentioned case studies are helpful in analyzing the characteristics

of specific agencies, multi-agency studies are useful in comparing agencies and studying

similarities in characteristics that appear across a variety of agencies. Two primary articles

provide the best analysis on a range of agency characteristics – Maben's 2010 research and

Bush and Miller's 2011 study.

Maben's research seems to be the most in-depth study that provides both qualitative

and quantitative data on characteristics of student agencies (Maben, 2010). Maben concluded

that overall, the different agencies shared more characteristics than not. Additional conclusions

on characteristics include:

- most are funded through client fees or university funds

- the majority do not pay students

- the majority have a titled structure

- more have a client base made up of non-profits

- students are the decision makers, but advisors are present

- most agencies do not fit cleanly into only one of Bush's three types of agencies

Bush and Miller's 2011 article provides quantitative data on agency characteristics such

as structure, longevity, funding, facilities, and services (Bush & Miller, 2011). Results on

characteristics include:

- number of students in an agency averaged approximately 42, but varied greatly

- most agencies described themselves as integrated communication agencies

- about half of the schools offer credit for participation

- over half operated as part of a journalism and mass communications program or college, as opposed to as a student organization

- most do not have a dedicated workspace, or have to share a workspace

- services varied greatly, but social media was the most offered, and videography and broadcast were the least offered

- little uniformity exists in business processes and protocols such as planning templates, timesheets, billable hours, or office hours

- the majority do not compensate students

- about half charge clients for services, as opposed to working pro-bono

*ACEJMC Accreditation*

The Accrediting Council on Education in Journalism and Mass Communications (ACEJMC) is recognized by the Council for Higher Education Accreditation (CHEA) as the agency which passes judgment on accreditation of higher learning programs (General Information, 2013). Specifically, it looks to define standards of education for careers in journalism and mass communications and ensure quality of instruction. Accreditation is an entirely voluntary self-assessment and outside review in order to maintain quality of the educational units.

Colleges, schools, departments, and divisions are eligible for accreditation (ACEJMC Accredited Programs 2012-2013, 2013). Currently, the council accredits 111 programs in the US, and one outside the country. A unit is accredited when the ACEJMC judges that it meets all standards set by the council. The nine standards used to evaluate units are mission, governance

and administration; curriculum and instruction; diversity and inclusiveness; full-time and part-time faculty; scholarship: research, creative and professional activity; student services; resources, facilities and equipment; professional and public service; and assessment of learning outcomes.

The evaluation and accreditation program was established in 1945, and is made up of national and international members representing various industries in journalism and mass communications such as newspapers, broadcasting, advertising, and public relations (General Information, 2013). Three public members with no relationship to the industry serve on the board as well.

Judgment on accreditation is passed based upon a self-evaluation by the unit itself as well as an independent evaluation at six-year intervals (General Information, 2013). Units that receive accreditation are not ranked in any way, but are instead organized by state.

There have been a number of studies comparing various aspects of accredited and non-accredited journalism and mass communications programs. Many make the case that there is often an assumption that accredited programs are better than non-accredited, however, there has been no strong evidence yet to back that up (Seamon, 2010). Though accreditation is a useful way to self-evaluate and ensure quality, it does not mean one program is necessarily far superior to another. This is important to note because though all agencies analyzed in this paper are on campuses of universities with an ACEJMC accredited program, not all agencies are directly associated with that accredited program. A further explanation is provided in the methodology section.

**METHODS**

A variety of agencies exist on campuses across the country, however, the focus was narrowed to only those on the campuses of academic institutions with ACEJMC accredited programs. Agencies studied were both directly associated with the accredited program as well as programs outside of it. In some instances, the organization listed was affiliated with another academic program or with the university as a whole, rather than only with the singular ACEJMC accredited program. To ensure sufficient numbers and to explore a broad range, agencies outside of the specific ACEJMC accredited program were included in the analysis.

The research was based upon the ACEJMC's 2012-2013 list of 111 accredited programs, which were each subjected to the same three research steps.

Both advertising and public relations agencies were chosen to be analyzed due to the overlap of many of the services provided by each, as well as the similarities in structure and purpose.

First, a primary Google search for both student-run advertising and PR agencies associated with each school was conducted to include results that may be associated with programs within the school. Secondly, the website of the specific ACEJMC program was visited and searched for information on agencies. This information primarily was found on the student media, student organizations, AAF, or PRSSA pages. Conducting both of these searches for each ACEJMC listing ensured results from accredited as well as non-accredited programs.

These first two research steps provided the names, locations, and websites for the agencies to be studied. The third research step involved a web search of Google, the agency website, and the university website to compile the following information categories:

- **Name:** The name of the agency.

- **School:** The college or university the agency is a part of.

- **Website:** The site serving as the primary information hub for the agency.

- **Social Media:** The types of and links to the social media platforms used by the agency.

- **Program Affiliation:** The program, track, or college within the university that the agency is directly associated with, as well as if the agency is affiliated with any AAF or PRSSA chapter on campus. Agencies that are designated as "nationally affiliated" by PRSSA are also noted (Nationally Affiliated Firms, 2013).

- **Founding Date:** The year that the agency was founded. If a date is not stated, the year the agency developed a Facebook page was recorded.

- **Member Number:** The number of students currently participating in the agency.

- **Services:** The services provided by the agency, as listed on their website or social media.

- **Agency Structure:** A listing of the types of positions or titles students hold.

- **Financial Structure:** Whether the agency charges for services (paid) or is entirely pro-bono.

- **Client Examples:** A selection of the types of clients the agency works with or has previously worked with.

- **Additional Sources:** Included if websites outside of the agency's main site or social media were used to find information.

If information on a specific topic was not available, N/A (not-available), was assigned to the category.

To avoid out-of-date information and agencies that were no longer functioning, those

agencies with the following characteristics were excluded from analysis:

- Lack of a website and/or social media platforms

- Website, blog, or social media that had not been updated in over six months

- Broken URLs linked from social media or college websites

- Insufficient information provided (fulfilling less than 50% of the desired information

   categories)

- Limited services, such as those developed solely for competitions such as NSAC


After gathering all material available which fit the fixed categories, the information on

each agency was arranged into a one-page, summarized format, found in Appendix A.


**<u>TREND ANALYSIS</u>**

Upon completion of the research, 54 agencies were found to exist at institutions with

ACEJMC accredited programs. Fourteen of these agencies were excluded according to the

previously set delineations. The 40 remaining agencies were then analyzed for trends, or easily

observable patterns, that appeared in the collected data. Agency names were the only

information category not included in this analysis.


*School*

The agencies analyzed were located at universities that spanned 22 states. Figure 1 pinpoints

the locations of the universities. Agencies were most commonly found on campuses east of the

Mississippi river.



**Figure 1**

Seven schools had more than one student-run agency on campus. The list of schools

with agencies and the number of agencies on each campus can be found in Figure 2.

| SCHOOL | # OF AGENCIES |
|---|---|
| University of Alabama | 1 |
| University of Arizona | 1 |
| California State University  - Fullerton | 1 |
| California State University  - Chico | 1 |
| University of Southern California | 1 |
| San Jose State University | 1 |
| University of Florida | 2 |
| University of Georgia | 2 |
| Ball State | 1 |
| University of Iowa | 1 |
| Western Kentucky University | 1 |
| Michigan State | 1 |
| Southeast Missouri State University | 1 |
| University of Missouri | 1 |
| University of Nebraska - Lincoln | 1 |

| Syracuse University | 2 |
|---|---|
| Elon University | 1 |
| University of North Carolina - Chapel Hill | 1 |
| Ohio State University | 1 |
| Kent State University | 1 |
| University of Oklahoma | 1 |
| University of Oregon | 2 |
| Temple University | 2 |
| Pennsylvania State | 1 |
| University of South Carolina | 1 |
| Abilene Christian University | 1 |
| University of Texas - Austin | 3 |
| Texas Christian University | 1 |
| University of North Texas | 1 |
| Brigham Young University | 2 |
| West Virginia University | 1 |
| Marquette University | 1 |

**Figure 2**

*Website*

The research shows that there is a trend in student-run agencies purchasing their own

domain name. For those analyzed, 75% of agencies had purchased a custom domain name

(www.yournamehere.com). A subdomain (www.yourname.wordpress.com) was used by 15% of

agencies, and 10% used pages provided by their university (www.college.edu/agency).

**URL Distribution**

Other Site
Builder
15%

School/AAF/P
RSSA
10%

Personalized
Domain
75%
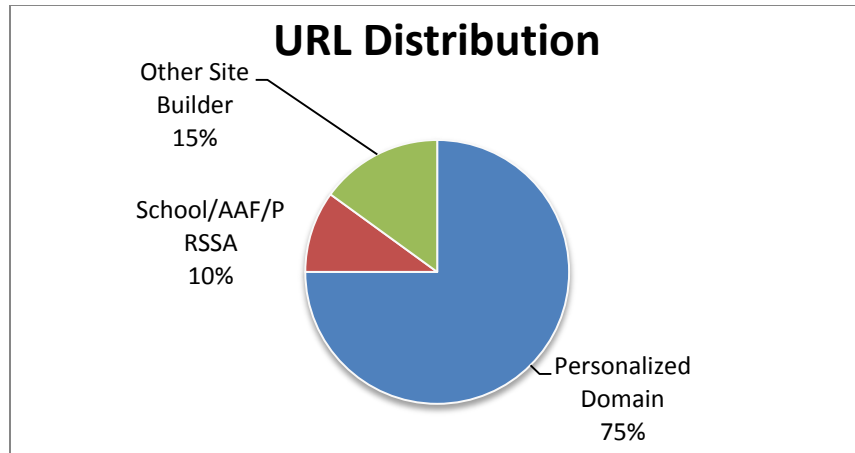
**Figure 3**

*Social Media*

The most prevalent social media platforms utilized by agencies were Facebook, Twitter, and YouTube. Facebook was the most widely used platform, with 95% of agencies possessing a public fan page. Twitter was not far behind, at 87.5%. YouTube fell behind these two principle platforms, but was substantially more popular than remaining platforms, at 22.5%. Some agencies did diversify their social media by including platforms such as Instagram, Pinterest, and Foursquare, but the numbers are not significant, following at 5% or below.

| Social Media Platform | % of Agencies |
|---|---|
| Facebook | 95.0% |
| Twitter | 87.5% |
| YouTube | 22.5% |
| Instagram | 5.0% |
| Flickr | 2.5% |
| Foursquare | 2.5% |
| Pinterest | 2.5% |
| None | 2.5% |

**Figure 4**

The most common content on both Facebook and Twitter were agency updates and industry news. Due to the previously set rules for exclusion, the large majority of these platforms had been updated in the past six months. Posting times varied – some agencies posted multiple times per day while others spaced out posts by multiple days or weeks.

*Program Affiliation*

Generally, agencies were listed as having an affiliation with some group on campus, both academic and professional. Two agencies did receive a N/A designation for this category. While they are recognized as a campus organization, an association with any specific program could not be found.

In terms of an academic program, 25 of the agencies were part of a specific college or track on campus. However, eight of these had a secondary link to a professional organization as well. Of the 40 agencies, 18 were directly associated with the ACEJMC accredited program found on campus.

The only two professional organizations linked to any of the analyzed agencies was AAF or PRSSA. Seventeen agencies described themselves as a part of the campus's PRSSA chapter, with 11 of these also being recognized as nationally affiliated with PRSSA. While AAF does not have any official recognition of agency affiliation, four agencies listed themselves as associated with or part of the local AAF chapter. No agencies were listed as affiliated with both PRSSA and AAF.

Overall, this data suggests that an academic program affiliation is the most common, but a link to a professional chapter, specifically PRSSA, is not far behind.

*Founding Dates*

The majority of the agencies analyzed have come into existence only over the last 13 years. Of the 40 analyzed, only 6 of them, or about 19%, were founded before the year 2000. Nine agencies did not have a listed founding date, and received a N/A designation. The distribution can be seen in Figure 5, below.

| Year | # of Agencies |
|------|---------------|
| <2000 | 6 |
| 2000 | 2 |
| 2001 | 1 |
| 2002 | 0 |
| 2003 | 2 |
| 2004 | 1 |
| 2005 | 1 |
| 2006 | 1 |
| 2007 | 4 |
| 2008 | 0 |
| 2009 | 5 |
| 2010 | 2 |
| 2011 | 4 |
| 2012 | 2 |
| 2013 | 0 |

**Figure 5**

Shown in Figure 6, 55% of agencies studied were founded in the last 6 years, at an average of 2.8 per year. Twenty-six percent of agencies founded more than 6 years ago landed between the year 2000 and 2007.
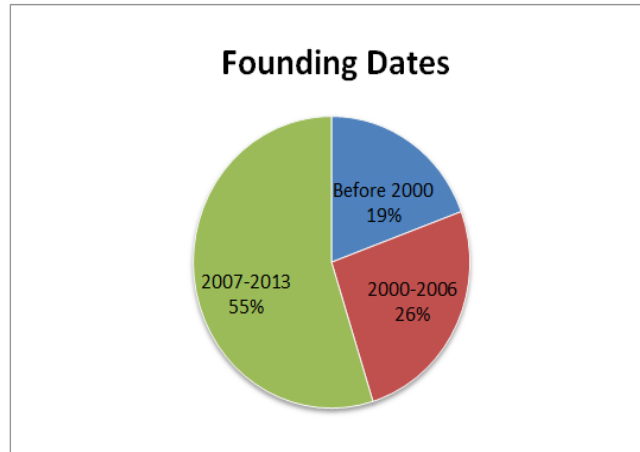
**Figure 6**

In general, this data shows there has been a trend over the past 13 years, but especially over the past 6 years, for new agencies to start up.

*Agency Size (member number)*

To analyze agency size, agencies were divided into three distinct groups – small (0 to 25 members), midsize (26-50 members), and large (51+ members) agencies. The majority, at 42%, of agencies did not provide information on the size of the agency or number of members, and were given a N/A designation. The size group that the largest percentage of agencies fell in was the midsize, at 28%, followed by small at 22%, and large agencies at 8%.
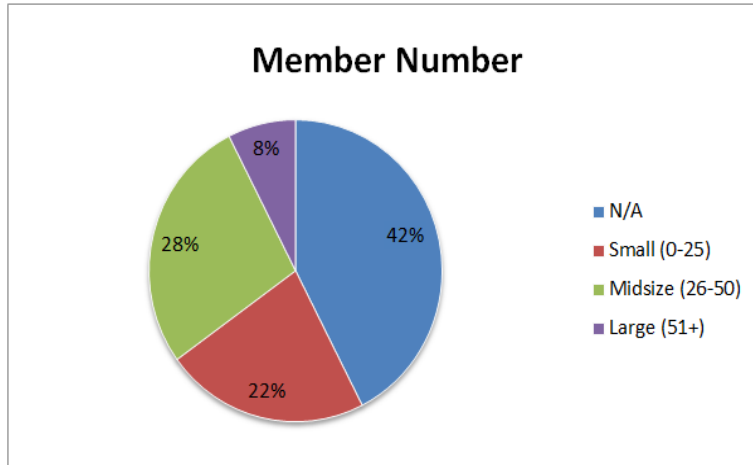
**Figure 7**

After determining agency sizes, the size and founding dates were analyzed together to uncover any correlation between the number of members and the age of the agency. Small agencies were generally founded more recently, with 75% of them founded in the last six years, or since 2007. Midsize agencies tended to be only a few years older than small agencies, with 40% founded before 2007, and 60% after 2007. All large agencies were founded earlier than 2007. The primary trend in this data indicates that more recently founded agencies have smaller numbers of participants, and suggests that numbers may grow over time.
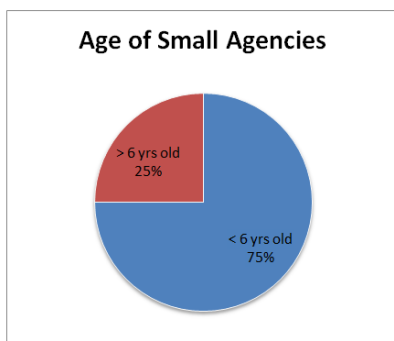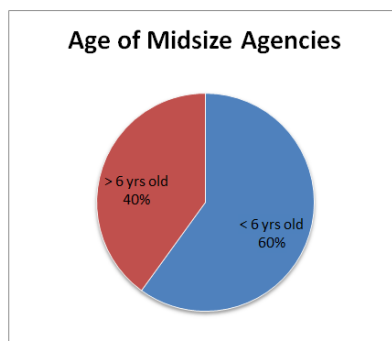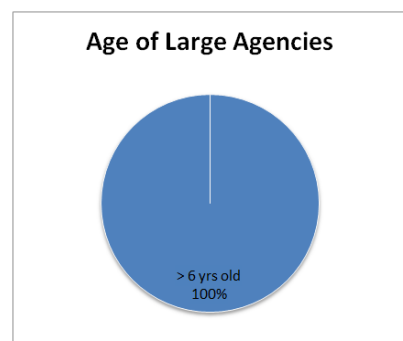


**Figure 8**          **Figure 9**          **Figure 10**

*Services Provided*

Aside from one, all agencies described in varying amounts of detail the types of services they provided. Some had entire webpages dedicated to the information, while others had only a few broad services listed in their descriptions or 'about' pages. Often, services were grouped into categories and broken down from there. The most common categories were advertising, public relations, graphic design, research, and strategy.

*Agency Structure*

Most commonly, websites featured only the titles and names of the executive team as opposed to all members of the agency. The agency was usually led by a CEO, president, or agency director, and had a leadership team consisting of directors of various departments such as creative, account services, research, social media, or public relations. Some agency structures had more of a 'club' feel, with positions such as communications or social media officers. The majority of agency titles followed those that one would find in a professional agency, such as account executive, designer, community managers, or copywriters.

*Financial Structure*

At 55%, just above half of agencies surveyed did not give any clues into their financial structure, or if they produced pro-bono or fee-based work. While no agency directly applied costs to their services, 32% of them did make some mention of fees or costs associated with the work (see Figure 11).  To make this mention more discreet and to avoid directly laying out rates, some sites (found in Appendix A) included phrases such as:

- "...full-service, revenue generating agency" (Imagewest)

- "This is a real company, working with real paying clients." (Riverfront Public Relations)

- "Our business and agency partners are required to make an investment for work done by MOJO Ad. All fees are reinvested back into MOJO Ad." (Mojo Ad)

Phrases that signaled to potential clients that work was pro-bono included:

- "...non-profit work for real world clients" (AdWerks)

- "Could your business or organization use free, quality public relations services from motivated Ohio University students?" (ImPRessions)

- "...offers design and consultation services free of charge to local establishments, non-profits and student organizations." (Minutemen Creatives)
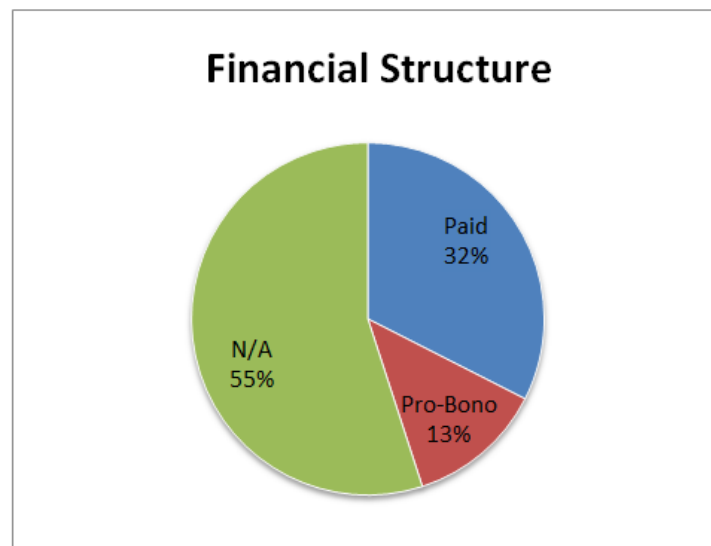


**Figure 11**

The correlation between an agency's financial structure and if the agency was directly associated with the ACEJMC accredited program on campus was also analyzed. In total, 18 agencies were directly associated with the ACEJMC accredited program. Of those 18, eight reported that they charge clients, three reported that they were pro-bono, and no information on financial structure was available for seven agencies. A chart with this information is shown below, in Figure 12.

| SCHOOL | AGENCY | ASSOCIATED WITH ACEJMC PROGRAM | FINANCIAL STRUCTURE |
|---|---|---|---|
| University of Alabama | The Capstone Agency | N | paid |
| University of Arizona | AdCats | N | n/a |
| California State University  - Fullerton | PRactical ADvantage Communications | N | paid |
| California State University  - Chico | Tehama Group Communications (TGC) | Y | n/a |
| University of Southern California | TriSight Communications | N | n/a |
| San Jose State University | Dwight-Bentel-Hall Communications | Y | n/a |
| University of Florida | AdWerks | N | pro-bono |
| University of Florida | Alpha Productions | N | n/a |
| University of Georgia | Talking Dog Advertising | Y | n/a |
| University of Georgia | Creative Consultants | N | n/a |
| Ball State | Cardinal Communications | Y | paid |
| University of Iowa | Inspire Public Relations | N | n/a |
| Western Kentucky University | Imagewest | Y | paid |
| Michigan State | Hubbell Connections | N | n/a |
| Southeast Missouri State University | Riverfront Public Relations | N | paid |
| University of Missouri | MOJO Ad | Y | paid |
| University of Nebraska - Lincoln | Jacht Ad Lab | Y | paid |
| Syracuse University | Hill Communications | Y | n/a |
| Syracuse University | TNH | Y | n/a |
| Elon University | Live Oak Communications | N | n/a |
| University of North Carolina - Chapel Hill | Heelprint Communications | Y | paid |
| Ohio State University | ImPRessions | Y | pro-bono |
| Kent State University | The Tannery | N | n/a |
| University of Oklahoma | Lindsey + Asp | Y | n/a |
| University of Oregon | Allen Hall Public Relations | N | n/a |
| Allen Hall Advertising | Allen Hall Advertising | N | n/a |
| Temple University | Diamond Edge Communications | N | n/a |

| Temple University | Prowl Public Relations | N | n/a |
|---|---|---|---|
| Pennsylvania State | Happy Valley Communications | N | n/a |
| University of South Carolina | The Carolina Agency | Y | paid |
| Abilene Christian University | Mitchell & Morris | Y | paid |
| University of Texas - Austin | Texas Tower PR | N | pro-bono |
| University of Texas - Austin | MinuteMen Creatives | N | n/a |
| University of Texas - Austin | TAGlines | N | paid |
| Texas Christian University | Roxo | Y | pro-bono |
| University of North Texas | SWOOP | Y | pro-bono |
| Brigham Young University | Bradley Public Relations | N | paid |
| Brigham Young University | SoapBox Creative Agency | Y | n/a |
| West Virginia University | Martin-Hall Agency | Y | paid |
| Marquette University | Johnston Communications | N | n/a |

**Figure 12**

*Clients*

The clients listed on each agency's websites came from a variety of industries, and were both for- and non-profit. Most commonly, clients were small, local businesses or on-campus groups or programs. Some agencies did set limitations on things such as the total number of or types of clients. Some agencies only accepted one client per semester, dedicating the entire team to the campaign. Others limited the types of clients to only on-campus or only non-profit.

**IMPLICATIONS**

Student-run agencies are a valuable educational tool for students interested in pursuing a career in advertising or public relations (Lewis, 2008). The experience of applying classroom knowledge and learning professional skills is something that many traditional courses are not able to provide. However, in order to remain such a beneficial tool, agencies must also be sustainable.

In order to ensure this sustainability, it is important that there is research about what agencies exist and which have been most successful. While this type of research is scarce, it is essential in order to guide new agency development, especially as more and more agencies have been appearing on campuses in recent years. Research on current agencies can provide information such as what resources are needed or what type of structure works best, as well as best practice suggestions based on industry trends and previous agency experiences.

*Best Practices*

A number of best practices can be suggested based upon the trends analyzed from the collected information in this project, as well as the author's own experience in a student-run agency.

**Purchase a custom web domain name.**

The agency website is an important factor to look at as it is a primary contact point for potential clients, as well as a factor in developing the tone for the agency. While website design can be a complicated and strategy-heavy process, student agencies do have control over one of the first things noticed- the domain name. The domain name is an important aspect in setting a professional tone for the website. For example, a client may think of an agency as more qualified or professional if they have their own domain, as opposed to a university-provided or free domain.

Even if the agency does not have the budget for web hosting or the resources to code and customize their own site, many of the free site builders, such as Wordpress, do have an option to purchase a customized domain name at relatively low cost.

**Place an emphasis on Facebook and Twitter, but keep any other linked social media active as well.**

While almost all agency sites possessed Facebook and Twitter accounts, some were not utilized as well as others. Having both of these primary platforms, and keeping them updated regularly, builds the agency's brand equity. This is especially important in any agency offering social media services; it is vital that they showcase their skills within their own brand.

Using other platforms such as Instagram or Pinterest may help to reach an additional audience, or set an agency apart from others. However, having additional social platforms that are visibly linked from the agency site, but are not updated or used may cast a doubtful shadow on the agency's resources or abilities.

**Have both academic and professional affiliations.**

Having an agency associated with an academic program lends credibility to the work produced by the students, as well as increased commitment. If the agency is run based upon getting course credit and has set hours similar to how a class would, it can be assumed there may be a higher level of commitment from the students. Agencies that function as more of a registered student organization (RSO) may have fewer requirements and overall commitment. A once-per-week meeting time may not provide students enough time or guidance to produce professional-level work. These RSO's may also not have appropriate repercussions should commitment lag, as opposed to an agency with course credit that may affect grades or graduation.

Affiliations with professional organizations such as AAF or PRSSA are important in providing networking and learning opportunities with other industry professionals as well as other benefits. By applying and being recognized as a 'PRSSA Nationally Affiliated Firm', agencies have access to a future client referral system and the ability to apply for student-run agency awards for further recognition.

**Keep the agency size small during the first year, and grow as it becomes more established.**

The trend in agency size shows that in their first few years, agencies tend to fall within the small size range. While it is possible for an agency to start out with a greater number of students, it may run into the 'too many cooks in the kitchen' problem. It would be beneficial to keep the agency in the small size range, under 25, during the first year or so of existence. As agency processes and structure become more established and as the client base grows, more students can be added on. If the client base is fairly steady, it may be helpful to also cap the number of students added in order to keep the application process competitive.

**Group services into broad categories and break them down from there.**

Clients aren't always sure what they're looking for, or are as familiar with industry terms. Though 'strategic communication plans' may make perfect sense to a student, a client unfamiliar with the idea may not realize the variety of work that is able to be produced under this category. A one sentence description of services is generally not enough to truly portray the range of abilities of an agency, unless the agency provides only very specialized, limited

services. Examples of work associated with the listed services also may serve as proof of

abilities in certain subjects, as seen in the first example below.

Figures 13 and 14 are screenshots of agency websites with effective service information,

featuring clear breakdowns and descriptions (Imagewest: Work, 2013) (Services, 2013) . Figure

13 shows an example of how service descriptions can also be linked to previously done client

work.



**Figure 13**
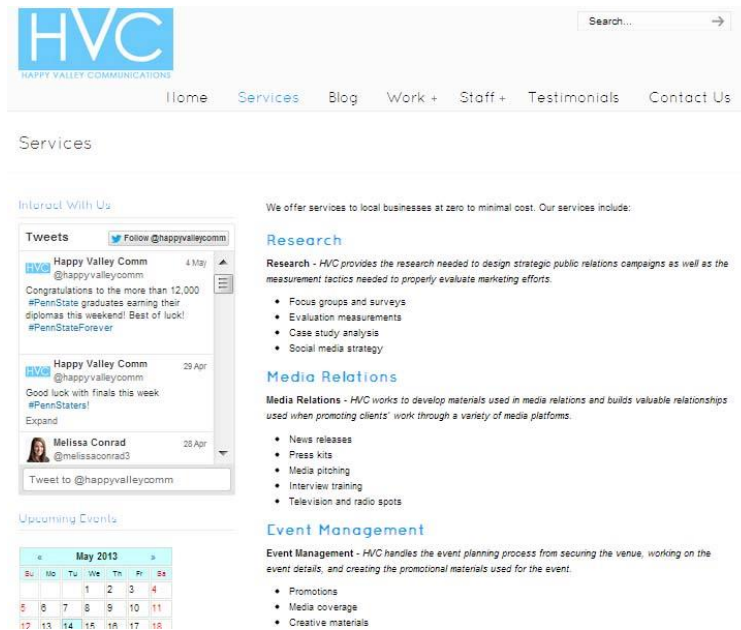
**Figure 14**

**Let clients know whether your work is fee based or pro-bono.**

In the professional world, clients know that agencies will be charging fees for their work. However, with a student agency it's not always as clear. Do students actually charge, or is this simply an academic experience for them? There are ways to discreetly mention the agency's financial structure without laying out specific fees or costs, as some examples in the trend analysis section show. Mentioning costs may also help to focus the client base and save time.

*Further Research*

As a large part of this project was listing and providing contact information for current agencies, it serves as a useful basis for a wide range of further research. A few suggestions include conducting similar research in order to develop one-page fact sheets that include agencies on other campuses that do not have an ACEJMC-accredited program. A trend analysis

and best practice recommendations could be applied as well. More in-depth research on each of the selected agencies could also be done, potentially using primary qualitative research techniques to provide insights that lead to better best practice recommendations. There is a great variety of research that could be conducted using this project's deliverables as a starting point.

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Swanson, D. J. (2007). Training future PR practitioners and serving the community through a "learning by doing" undergraduate university curriculum. *Public Relations Quarterly, 52*(3), 15-20.

Swanson, D. J. (2011). The student-run public relations firm in an undergraduate program: Reaching learning and professional development goals through 'real world' experience. *Public Relations Review, 37*, 499-505.

**APPENDIX A**

Alabama

# Name:  The Capstone Agency

**School:**            University of Alabama

**Website:**           www.capstoneagency.org

**Social Media:**      Facebook: www.facebook.com/capstoneagency
                       Twitter: www.twitter.com/CapstoneAgency

**Program Affiliation:**  PRSSA

**Founding Date:**     n/a

**Member Number:**     55

**Services:**          Research (Qualitative and Quantitative) - focus groups, in-depth interviews,
                       surveys, formative research
                       Media Relations - news releases, media kits, media pitching
                       Promotions and Advertising - logos, PSAs, promotional materials, collateral,
                       photography
                       Writing and Editing - feature stories, newsletters, op-ed pieces, speech writing,
                       communications plans, campaign plans
                       New Media - special event planning, website creation and development, social
                       media development and monitoring

**Agency Structure:**  Firm Director/Assistant Director
                       Director of PR
                       Director of Creative Services
                       Director of Media Relations
                       Director of Account Services
                       Digital Director/Assistant Director
                       Director of Insights
                       PRSSA President
                       Agency Advisor

**Financial Structure:**  Paid

**Client Examples:**   The Century Council LTUT Campaign
                       University of Alabama Student Government Association
                       Midtown Village shopping center
                       Alabama Public Libraries The Big Read Initiative

Arizona

# Name:  AdCats

**School:**              University of Arizona

**Website:**              www.arizonaadcats.com

**Social Media:**        Facebook: www.facebook.com/AdCats

**Program Affiliation:**  Eller College of Management
                        AAF

**Founding Date:**       2009

**Member Number:**       n/a

**Financial Structure:**  n/a

**Services:**            Marketing- advertising campaign creation, print media pieces, brand strategy, marketing research, publications and direct marketing
                        Public Relations- event planning, event promotion, press releases, community relations, media management
                        Interaction & Social Media- Facebook, twitter pages, buzz-marketing

**Agency Structure:**    Creative Director
                        Account Director
                        PR Director
                        Media Coordinator
                        Office Administrator

**Client Examples:**     Manzo Elementary School

California

# Name:  PRactical ADvantage Communications

**School:**              California State University  - Fullerton

**Website:**             www.practicaladvantagecomm.org

**Social Media:**        Facebook: www.facebook.com/PRactical.ADvantage.Communications
Twitter: www.twitter.com/PR_AD_CSUF
YouTube: www.youtube.com/PRacticalADvantage

**Program Affiliation:**    College of Communications

**Founding Date:**       2011

**Member Number:**       46

**Financial Structure:**   Paid

**Services**:            Strategic Communication Planning
Research / Data Analysis
Social Media Development and Management
Event Planning / Coordination
Promotions / Publicity
News Releases and Media Kits
Brochure Design / Creation
Public Service Announcements
Newsletters
Feature Articles
Graphic Design

**Agency Structure:**    n/a

**Client Examples:**     Irvine Police Department
Fullerton Arboretum
Culinary Coach
Kandy Shop
Women's Empowerment Conference

California

# Name:  Tehama Group Communications (TGC)

**School:**              California State University - Chico

**Website:**             www.tehamagrouppr.com

**Social Media:**        Facebook: www.facebook.com/Tehamagroupcommunications
Twitter: www.twitter.com/TehamaGroup
YouTube: www.youtube.com/theTehamaGroup
Blog: www.tehamagroup.blogspot.com/
Instagram: www.instagram.com/tehamagroup

**Program Affiliation:**  Department of Journalism & Public Relations

**Founding Date:**        1990

**Member Number:**        25

**Financial Structure:**  n/a

**Services:**            Brand Development
Web Design
Social Media Assistance
Graphic Design
Promotional Video Work

**Agency Structure:**    Faculty Advisor
General Manager
PR Director
Online Communications Director
Social Media Director
Editorial Director
Art Director
Account Executive
Photo and Video
Graphic Design

**Client Examples:**     Glen Oaks Swim and Tennis Club
CSU 2013 Alcohol & Other Drugs Educational Conference
CSU Department of Journalism & Public Relations
Paradise Charter School

**Additional Sources:**   www.csuchico.edu/jour/pro_work/faq_tgc.shtml

California

# Name:  TriSight Communications

**School:**                    University of Southern California

**Website:**                www.trisight.org

**Social Media:**        Facebook: www.facebook.com/TriSight
                                  Twitter: www.twitter.com/TriSightComm
                                  Blog: www.trisightcommunications.wordpress.com

**Program Affiliation:**    School for Communication & Journalism

**Founding Date:**        2003

**Member Number:**      50

**Financial Structure:**    n/a

**Services:**                Strategic Planning
                                  Corporate Identity and Branding
                                  Media Relations
                                  Product Launches and Event Planning

**Agency Structure:**    President/Co-President
                                  VP of Internal Relations
                                  VP of Accounts
                                  VP of Events

**Client Examples:**      USC Students of Fine Arts Association
                                  Alhambra Source
                                  KidPower!
                                  British Consulate General - Los Angeles
                                  The Wonder of Reading

California

# Name: Dwight-Bentel-Hall Communications

**School:**            San Jose State University

**Website:**           www.dbh.sjsu.edu

**Social Media:**      Facebook: www.facebook.com/pages/San-Jose-CA/Dwight-Bentel-Hall-
                      Communication/62334578109?ref=mf

**Program Affiliation**:   School of Journalism and Mass Communications

**Founding Date:**     n/a, joined Facebook in 2009

**Member Number:**     n/a

**Financial Structure:**   n/a

**Services:**          Advertising- consumer and business to business communications, account
                      management, brand development, creative services
                      Public Relations- media outreach, corporate communications, community
                      relations, event planning
                      Media- strategic media planning, production (print, video)

**Agency Structure:**   n/a

**Client Examples:**    AAF Competition
                      JMC, SJSU School of Journalism and Mass Communications
                      NARF Animal Rescue
                      San Jose Children Theater

Florida
# Name:  AdWerks

**School:**            University of Florida

**Website:**           www.adwerksuf.org

**Social Media:**      Facebook: www.facebook.com/AdWerksUF

**Program Affiliation:**  AAF

**Founding Date:**     n/a

**Member Number:**     n/a

**Financial Structure:**  Pro-bono

**Services:**          Creative Materials- print, outdoor, and web ads, logo design, company slogans,
                       web videos, tv storyboards, radio scripts, guerilla marketing tactics
                       Media Planning
                       Event Planning
                       Research and Strategy
                       Branding
                       Concept and Campaign Planning

**Agency Structure:**  Account Director
                       Creative Director
                       Art Director
                       Media Planner
                       Account Executive
                       Copywriter
                       Graphic Designer

**Client Examples:**   The University Athletic Association
                       The Red Cross
                       Volta Coffee
                       Orion Fitness Gym

**Additional Sources:**  www.ufadsociety.com/adwerks

Florida

# Name:  Alpha PRoductions

**School:**              University of Florida

**Website:**             www.ufalphaproductions.com

**Social Media:**        Facebook: www.facebook.com/AlphaPRoduction
                         Twitter: www.twitter.com/AlphaPRoduction

**Program Affiliation:**  PRSSA (nationally affiliated)

**Founding Date:**       1981

**Member Number:**       40

**Financial Structure:**   n/a

**Services:**            Branding
                         Community Relations
                         Corporate Social Responsibility
                         Event Planning
                         Internal Communications
                         Issues Management
                         Media Relations
                         Promotion
                         Relationship Management
                         Research
                         Social Networking

**Agency Structure:**    Managing Director
                         Assistant Director
                         Account Executive
                         Account Associates

**Client Examples:**     United Way of North  Central Florida
                         Tioga Dental
                         Smarter Moving Solutions

**Additional Sources:**  www.prssa.org/chapters/firms/Affiliated_Firms

Georgia

# Name: Talking Dog Advertising

**School:**               University of Georgia

**Website:**              www.talkingdogadvertising.wordpress.com

**Social Media:**         Facebook: www.facebook.com/TalkingDogAdvertising
                          Twitter: www.twitter.com/TalkingDogAdv

**Program Affiliation:**  Grady College of Journalism and Mass Communication

**Founding Date:**        Rebranded/launched in 2012

**Member Number:**        n/a

**Financial Structure:**  n/a

**Services:**             Event promotion
                          Rebrand
                          Buzz creation

**Agency Structure:**      Account Director
                          Director of New Business
                          Technology Director
                          Promotions Director
                          Creative Director
                          Faculty Advisor

**Client Examples:**      Aerofit Athens
                          Heirloom Café
                          The Olivia Anne Hellwig Foundation
                          Always Baked Goodies Factory

Georgia

# Name: Creative Consultants

**School:** University of Georgia

**Website:** www.ugacreativeconsultants.com

**Social Media:** Facebook: www.facebook.com/ugacc
Twitter: www.twitter.com/UGACC

**Program Affiliation:** PRSSA

**Founding Date:** n/a, joined Facebook in 2009

**Member Number:** n/a

**Financial Structure:** n/a

**Services:** Websites
Logos
Print Collateral
Social Media Campaigns
Event Planning and Implementation

**Agency Structure:** Director
Assistant Director of Recruitment and Publicity
Assistant Director of Internal Communication

**Client Examples:** Chick-fil-A Barnett Shoals
The Wilderness Society

**Additional Sources:** www.prssa.org/chapters/firms/Affiliated_Firms

Indiana
# Name:  Cardinal Communications

**School:**            Ball State

**Website:**            www.cardinalcomm.org

**Social Media:**       Facebook: www.facebook.com/cardinalcommunications
Twitter: www.twitter.com/cardinalcomm
YouTube: http://www.youtube.com/cardinalcomm

**Program Affiliation:**   Department of Journalism
PRSSA (nationally affiliated)

**Founding Date**:      1976

**Member Number:**     n/a

**Financial Structure:**  Paid

**Services:**           Digital- community engagement, consumer research, social media campaigns
and monitoring, trend watch
Strategy- advertising campaigns, media planning, media relations, promotional
content
Creative- branding/re-branding, logos, promotional materials, style guides,
video production, web design
Events- analysis, planning, promotion, support

**Agency Structure:**    Executive Directors
Professional Development Committee
Account Directors/Coordinators
Creative Director/Coordinators
Digital Director/Coordinators
Video Director/Coordinators
Faculty Advisor

**Client Examples:**     American Red Cross
Asian American Alliance, Inc
Goodwill
College of Communication Information and Media

**Additional Sources:**  www.cms.bsu.edu/academics/collegesanddepartments/journalism/academics
andadmissions/programsofstudy/bachelorsdegrees/programfeatures/handsoni
mmersivelearningexperiences/cardinalcommunications

Iowa

# Name:  Inspire Public Relations

**School:**              University of Iowa

**Website:**             www.inspirepriowa.wordpress.com

**Social Media:**        Facebook: www.facebook.com/InspirePublicRelations
                         Twitter:  www.twitter.com/InspirePRIowa

**Program Affiliation:** PRSSA (nationally affiliated)

**Founding Date:**       2009

**Member Number:**       22

**Financial Structure:** n/a

**Services:**            Media Relations
                         Social Media
                         Design
                         Market Research
                         Event Planning
                         Community Relations

**Agency Structure:**    Faculty Advisor
                         Co-Directors
                         Professional Advisor
                         Account Executives

**Client Examples:**     Polar Plunge
                         Molly's Cupcakes
                         Sure Steps
                         Systems Unlimited

**Additional Sources:**  www.prssa.org/chapters/firms/Affiliated_Firms

Kentucky
# Name:  Imagewest

**School:**                   Western Kentucky University

**Website:**                www.wkuimagewest.com

**Social Media:**        Facebook: www.facebook.com/wkuimagewest
Twitter: www.twitter.com/imagewest
YouTube: http://www.youtube.com/WKUImagewest

**Program Affiliation:**    School of Journalism and Broadcasting
AAF

**Founding Date:**      2004

**Member Number:**     10-12

**Financial Structure:**   Paid

**Services:**                Advertising- consulting, corporate branding, strategic marketing and digital planning, guerilla marketing, media planning and buying, professional training
Public Relations Services- press kits, news releases, media releases, publicity, image building, press conference coordination
Graphic Design- logos, stationary, brochures, direct mail, outdoor, ads, packaging, point of purchase, signage, CD+DVD
Digital Marketing- website design, social media, blogs/e-mail marketing
Corporate Communication-newsletters, copywriting, presentations, feature stories, speech writing, trade show & event planning
Oversize Printing- posters, banners
Research- focus group coordination and facilities, secret shopper reports, market & product research
Video Production- commercials, corporate videos, PSA's

**Agency Structure:**     PR Coordinator
Account Executive
Graphic Designer
Broadcast Coordinator
Web designer

**Client Examples:**      Carolina Accounting and Tax Solutions
Indian Hills Country Club
Koon Natural Foods

Michigan

# Name:  Hubbell Connections

**School:**              Michigan State

**Website:**             www.hubbellconnections.com

**Social Media:**        Facebook: www.facebook.com/HubbellConnections
                        Twitter: www.twitter.com/HubbellPR

**Program Affiliation:**  PRSSA (nationally affiliated)

**Founding Date:**       2006

**Member Number:**       n/a

**Financial Structure:**  n/a

**Services:**            Media Relations
                        Brand & Image Management
                        Social Media Tools, Tactics and Training
                        Blogging
                        Location-Based Marketing
                        Website Content Creation
                        Print and Promotional Collateral
                        Brochures
                        Advertisements
                        PSA's
                        Event Coordination
                        Market Research
                        Strategic Planning
                        Newsletter Design

**Agency Structure:**    Agency Director
                        Account Manager
                        Account Executives

**Client Examples:**     Wanderer's Teahouse and Café
                        The YMCA of Downtown Lansing
                        Capital City Film Festival
                        Jeanologie Boutique

**Additional Sources:**  www.prssa.org/chapters/firms/Affiliated_Firms

Missouri

# Name:  Riverfront Public Relations

**School:**              Southeast Missouri State University

**Website:**              www.riverfrontpublicrelations.com

**Social Media:**        Facebook: www.facebook.com/RiverfrontPR
                         Twitter: www.twitter.com/RiverfrontPR

**Program Affiliation:**  PRSSA

**Founding Date:**       n/a

**Member Number:**       19

**Financial Structure:**  Paid

**Services:**            Writing- news releases, pitch letters, newsletters, speeches, news/feature
                         stories, questionnaires, surveys, polls
                         Social Media- blogging, microblogging, social media
                         Design- webpage design, flyers, presentations, graphic design
                         Branding- slogan, logo, mission statement, goals and objectives
                         Other- special events planning, media kits

**Agency Structure:**    Firm Director/Assistant
                         Account Executive
                         Media Relations Chair
                         Administrative Assistant
                         Website Chair
                         PR Director
                         Staff

**Client Examples:**     Sikeston City Re-Brand

**Additional Sources:**  www.southeastarrow.com/story/1959863.html

Missouri

# Name:  MOJO Ad

**School:**              University of Missouri

**Website:**            www.mojo-ad.com

**Social Media:**       Facebook: www.facebook.com/MojoAd
                        Twitter: www.twitter.com/MOJOAd
                        YouTube: www.youtube.com/THEMOJOAD

**Program Affiliation:**  School of Journalism

**Founding Date:**      2005

**Member Number:**      30

**Financial Structure:**  Paid

**Services:**           Strategic Communication Plan- situation analysis, primary research, target
                        audience and insights, communications strategy, creative brief, creative
                        executions, integrated media plan

**Agency Structure:**   Account Executive
                        Account Planner
                        PR AE
                        Media Planner
                        Copy Editor
                        Interactive Specialist
                        Researcher
                        Copywriter
                        Art Director
                        Graphic Designer
                        Social Media Strategist

**Client Examples:**    U.S. Bank
                        Hallmark
                        Redbox
                        Purina

Nebraska
# Name:  Jacht Ad Lab

**School:**              University of Nebraska - Lincoln

**Website:**            www.thejachtclub.com

**Social Media:**        Facebook: www.facebook.com/JachtAdLab
Twitter: www.twitter.com/JachtAdLab
YouTube: www.youtube.com/channel/UCIoADE4F_lgqgXizkslAfbA
Pinterest: www.pinterest.com/jachtadlab/
Blog: www.jachtadlab.tumblr.com/

**Program Affiliation:**    College of Journalism and Mass Communications

**Founding Date:**        2010

**Member Number:**        29

**Financial Structure:**    Paid

**Services:**            Branding and re-branding
Web design and management
Social media strategy, content, and evaluation
Strategic planning
Event planning and promotion
Market research- qualitative and quantitative
Video production
Collateral material design
Photography

**Agency Structure:**      Faculty Advisor
Professional Advisors
CEO
Account Executive
Creative Director
Video/Photography Director
Social Media Director
Web Director

**Client Examples:**       Iguana's Bar
Shrine Bowl
Nebraska State Stroke Association
Pinnacle Bank Arena

New York
# Name:  Hill Communications

**School:**              Syracuse University

**Website:**             www.hill-communications.org

**Social Media:**        Facebook: www.facebook.com/HillComm
                         Twitter: www.twitter.com/HillCommPR
                         Foursquare: www.foursquare.com/hillcommpr

**Program Affiliation:**  S.I. Newhouse School of Public Communications
                         PRSSA (nationally affiliated)

**Founding Date**:       2001

**Member Number:**       n/a

**Financial Structure:** n/a

**Services:**            Research campaigns
                         Press releases and media relations
                         Publicity campaigns and event planning
                         Branding
                         Crisis communication plans

**Agency Structure:**    Firm Director/Assistant Director
                         Account Supervisor
                         Account Executive
                         Faculty Advisor
                         Faculty Consultants

**Client Examples:**     Syracuse Parks Conservancy
                         Syracuse Stage
                         North Medical, P.C.

**Additional Sources:**  www.prssa.org/chapters/firms/Affiliated_Firms

# Name:  TNH

**School:**              Syracuse University

**Website:**              www.tnhsyracuse.com

**Social Media:**        Facebook: www.facebook.com/tnhsyracuse
                        Twitter: www.twitter.com/TNH_SU

**Program Affiliation:**  S.I. Newhouse School of Public Communications

**Founding Date:**       2007

**Member Number:**       n/a

**Financial Structure:**  n/a

**Services:**            Strategy- industry research, competitor analysis, focus groups, interviews
                        Creative- branding, print & web design, copywriting, television commercials
                        Media- consulting, planning, buying, social media

**Agency Structure:**    President
                        Vice President
                        Managing Director
                        Creative Director
                        Strategy Director
                        New Business/Client Relations
                        Strategy Director

**Client Examples:**     Steiner Sports
                        Hopenhagen
                        Visit Syracuse
                        Syracuse University Mayfest 2010

North Carolina

# Name:  Live Oak Communications

**School:**              Elon University

**Website:**              www.liveoakcommunications.com

**Social Media:**         Facebook: www.facebook.com/pages/Live-Oak-
                         Communications/410049025756541?fref=ts
                         Twitter: www.twitter.com/liveoakcomm
                         Flickr: www.flickr.com/photos/liveoakcommunications

**Program Affiliation:**  Elon University

**Founding Date:**        2007

**Member Number:**        30-40

**Financial Structure:**  n/a

**Services:**             Web sites
                         Social media
                         Promotional videos
                         PSA's
                         Brochures
                         In-store signage
                         Print ads
                         Broadcast spots

**Agency Structure:**     Director/Assistant Director
                         Team Leaders
                         Production Managers
                         Account Executives
                         Creative Coordinators

**Client Examples:**      Farm Bureau, North Carolina
                         Durham Arts Council
                         The Sunshine Center

**Additional Sources:**   www.elon.edu/e-net/Article/63139

North Carolina

# Name:  Heelprint Communications

**School:**  University of North Carolina - Chapel Hill

**Website:**  www.heelprintcommunications.com

**Social Media:**  Facebook: www.facebook.com/heelprintcomm
Twitter: www.twitter.com/heelprint

**Program Affiliation:**  School of Journalism and Mass Communication
PRSSA

**Founding Date:**  2009

**Member Number:**  10

**Financial Structure:**  Paid

**Services:**  Logo design
Promotional print pieces
Web design
Media monitoring
Event planning
Social media campaigns
Traditional PR
Market research
Ad creation
Branding

**Agency Structure:**  Executive Team
Human Resources Director
Producer
Strategist
Graphic Designer
Faculty Advisor

**Client Examples:**  Farmer Foodshare Challenge
Streets Deli Restaurant and Market
Innovate@Carolina
Tennessee PTA

**Additional Sources:**  www.blueandwhitemag.com/issues/volume-15-issue-1-october2012/leaving-a-print
www.slideshare.net/amydobrzynski/heelprint-communications-jomc-board-of-advisors

Ohio

# Name: ImPRessions

**School:**              Ohio State University

**Website:**             www.ouimpressions.com

**Social Media:**        Facebook: www.facebook.com/pages/Ohio-University-
                         ImPRessions/312729626194?ref=ts
                         Twitter: www.twitter.com/OUImPRessions

**Program Affiliation:** E.W. Scripps School of Journalism
                         PRSSA (nationally affiliated)

**Founding Date**:       2003

**Member Number:**       150-200

**Financial Structure:** Pro-bono

**Services:**            Public relations strategies and tactics

**Agency Structure:**    CEO
                         Vice President
                         Account Supervisor
                         Account Executive
                         Account Associates

**Client Examples:**     Southern Ohio Copperheads Baseball
                         Cardinal Health
                         OU Bird Ice Arena
                         Athens County Humane Society

**Additional Sources:**  www.prssa.org/chapters/firms/Affiliated_Firms

Ohio
# Name:  The Tannery

**School:**            Kent State University

**Website:**           www.thetannerycommunications.com

**Social Media:**      Twitter: www.twitter.com/TheTanneryComm

**Program Affiliation:**   College of Communication and Information

**Founding Date:**     n/a, joined Facebook in 2009

**Member Number:**     n/a

**Financial Structure:**   n/a

**Services:**          Branding
                       Broadcast including radio and television spots
                       Copywriting
                       Identity Design
                       Interactive Design and Development
                       Print Design
                       Public Relations and Media Relations
                       Market Research
                       Media Planning and Placement
                       Strategic Marketing Campaigns
                       User Experience Design
                       Usability Studies
                       Information Architecture

**Agency Structure:**      Management
                       Associates
                       Faculty Advisory Board
                       Professional Advisory Board

**Client Examples:**       College of Architecture and Environmental Design
                       iPlan: Graduation Planning
                       Fe'Doctra

**Additional Sources:**    www.kent.edu/CCI/About/the-tannery.cfm

Oklahoma

# Name:  Lindsey + Asp

**School:**              University of Oklahoma

**Website:**            www.lindseyandasp.com

**Social Media:**       Facebook: www.facebook.com/LindseyAndAsp
                        Twitter: www.twitter.com/LindseyAndAsp
                        YouTube: www.youtube.com/LINDSEYandASP

**Program Affiliation:**    The Gaylord College of Journalism and Mass Communications
                            PRSSA (nationally affiliated)

**Founding Date:**       2009

**Member Number:**      50

**Financial Structure:**    n/a

**Services**:           Brand management
                        Media relations
                        Social responsibility
                        Issue anticipation
                        Digital, traditional, and social design work
                        Digital strategy, monitoring, and evaluation
                        Video production- traditional commercials, PSA's, corporate pieces, long-form
                        production, animation

**Agency Structure:**    n/a

**Client Examples:**     Arthritis Foundation of OKC
                        Rusty's Frozen Custard
                        OU Library System
                        Professional Oklahoma Educators

**Additional Sources:**    www.prssa.org/chapters/firms/Affiliated_Firms

Oregon

# Name:  Allen Hall Public Relations

**School:**            University of Oregon

**Website:**           www.allenhallpr.com

**Social Media:**      Facebook: www.facebook.com/AllenHallPR
                       Twitter: www.twitter.com/AllenHallPR

**Program Affiliation:**  PRSSA (nationally affiliated)

**Founding Date:**     2000

**Member Number:**     29

**Financial Structure:**  n/a

**Services**:          Public relations planning
                       Media relations assistance
                       Social media management
                       Copywriting and editing

**Agency Structure:**  Faculty Advisor
                       Firm Director/Assistant Director
                       Business Development Director
                       Editorial Services Director
                       Account Executive
                       Account Supervisor

**Client Examples:**   Jordan Schnitzer Museum of Art
                       Veterans Housing
                       City of Eugene
                       American Public Works Association

**Additional Sources:**  www.prssa.org/chapters/firms/Affiliated_Firms

Oregon

# Name:  Allen Hall Advertising

**School:**              University of Oregon

**Website:**             www.aha.uoregon.edu

**Social Media:**        Facebook: www.facebook.com/AllenHallAdvertising
                         Twitter: www.twitter.com/ahadvertising

**Program Affiliation:** University of Oregon

**Founding Date:**       1989

**Member Number:**       60

**Financial Structure:** n/a

**Services**:            Print campaigns
                         Strategy
                         Branding
                         Video
                         Events
                         Research
                         Interactive

**Agency Structure**:    n/a

**Client Examples:**     The Ford Alumni Center
                         University of Oregon Libraries
                         Neighborhoods USA Euguene
                         UO Student Alumni Association

# Name:  Diamond Edge Communications

**School:**              Temple University

**Website:**             www.diamondedgecomm.com

**Social Media:**        Facebook: www.facebook.com/DECStudentRunAdAgency

**Program Affiliation:**  School of Media and Communication

**Founding Date**:        2000

**Member Number:**       n/a

**Financial Structure:**  n/a

**Services**:            Research
                         Creative strategy
                         Event planning
                         Public relations & sponsorship

**Agency Structure:**    CEO
                         Executive Creative Consultant
                         Executive Account Manager
                         Executive Art Director
                         Executive Copy Director
                         Group Account Director
                         Account Manager
                         Research Specialist
                         Art Director
                         Copywriter
                         Public Relations

**Client Examples:**     Alzheimer's Association
                         Temple Ad Department
                         Adelphia Restaurant and bar
                         The Academy of Natural Sciences

**Additional Sources:**  **www.**smc.temple.edu/advertising/opportunities/diamond-edge-
                         communications-dec

## Name:  Prowl Public Relations

**School:**             Temple University

**Website:**            www.prowlpublicrelations.blogspot.com

**Social Media:**       Facebook: www.facebook.com/PRowlPublicRelations
                        Twitter: www.twitter.com/prowlpr

**Program Affiliation:**   PRSSA (nationally affiliated)

**Founding Date:**      n/a, joined Facebook in 2010

**Member Number:**      28

**Financial Structure:**   n/a

**Services**:           PR Campaigns
                        Event promotion
                        Media outreach
                        Relationship building
                        Strategic communication plans

**Agency Structure:**   Firm Director/Assistant Director
                        Director of Finance
                        Director of Public Relations

**Client Examples:**    Lemon Hill Mansion
                        Ursula's About PHace
                        Temple University Television
                        American Cancer Society's Relay for Life of South Philadelphia

**Additional Sources:**   www.prssa.org/chapters/firms/Affiliated_Firms

Pennsylvania

## Name:  Happy Valley Communications

**School:**            Pennsylvania State

**Website:**           www.happyvalleycommunications.com

**Social Media:**      Facebook: www.facebook.com/happyvalleycommunications
                       Twitter: www.twitter.com/happyvalleycomm

**Program Affiliation:**  Pennsylvania State

**Founding Date**:     2009

**Member Number:**     50

**Financial Structure:**  n/a

**Services:**          Research- focus groups, surveys, evaluation measurements, case study
                       analysis, social media strategy
                       Media Relations- news releases, press kits, media pitching, interview training,
                       broadcast spots
                       Event Management- promotions, media coverage, creative materials, event
                       logistics
                       Writing- feature stories, op-ed pieces, editing and layout, social media content
                       development, press releases
                       Campaign Planning- full campaign, creative materials, brand identity, marketing
                       messages

**Agency Structure:**  Executive Director
                       Director of Communications
                       Director of Business Affairs
                       Director of Staff Relations
                       Account Executives
                       Account Associates
                       Creative Associates

**Client Examples:**   Momentum Fitness
                       Webster's Bookstore Café
                       Blue IV
                       Global Entrepreneurship Week

**Additional Sources:**  www.news.psu.edu/story/155629/2011/09/12/student-run-happy-valley-
                       communications-offers-professional-experience

# Name:  The Carolina Agency

**School:**                    University of South Carolina

**Website:**                   www.jour.sc.edu/tca

**Social Media:**              None

**Program Affiliation:**       School of Journalism and Mass Communications
                               PRSSA

**Founding Date:**             n/a

**Member Number:**             n/a

**Financial Structure:**       Paid

**Services:**                  Event planning
                               Strategic marketing plans

**Agency Structure:**          Account Supervisor
                               Creative Director
                               Media Relations Specialist
                               Event Planner
                               Research Assistants

**Client Examples:**           Columbia Festival of the Arts
                               Colonial Life Arena
                               Christian Counseling Center
                               Dupredukes Catering

# Name: Mitchell & Morris

**School:**              Abilene Christian University

**Website:**             www.morrisandmitchell.com

**Social Media:**        Facebook: www.facebook.com/morrisandmitchell
                         Twitter: www.twitter.com/morris_mitchell
                         Blog: www.morrisandmitchell.tumblr.com

**Program Affiliation:**  Department of Journalism & Mass Communication

**Founding Date:**       2007

**Member Number:**       n/a

**Financial Structure:** Paid

**Services:**            Advertising- brand image development, media planning, print ads, brochures,
                         newsletters, direct mail, posters and banners
                         Online Marketing- website design, social media, e-mail marketing, digital ads
                         Press Relations- press kits, publicity, news releases, event marketing
                         Research- market, secret shopper reports, consumer and product focus groups,
                         polls and surveys

**Agency Structure:**    n/a

**Client Examples:**     ACU Opera Theater
                         Herban Renewal Bath & Body Care
                         Eternal Threads
                         The Grace Museum

Texas

# Name:  Texas Tower PR

**School:**              University of Texas - Austin

**Website:**             www.texastowerpr.wordpress.com

**Social Media:**        Facebook: www.facebook.com/texastowerpr
                         Twitter: www.twitter.com/TexasTowerPR
                         YouTube: www.youtube.com/texastowerpr

**Program Affiliation:** PRSSA (nationally affiliated)

**Founding Date:**       1968

**Member Number:**       n/a

**Financial Structure:** Pro-bono

**Services:**            Public relations tactics

**Agency Structure:**    Director
                         Information Officer
                         Social Media Officer
                         Communications Officer
                         Account Executive

**Client Examples:**     Candlelight Ranch
                         Minis and Friends
                         UT Career Services Offices
                         Teatro Vivo

**Additional Sources:**  www.prssa.org/chapters/firms/Affiliated_Firms

Texas

# Name:  Roxo

**School:**            Texas Christian University

**Website:**           www.tcuroxo.com

**Social Media:**       Facebook: www.facebook.com/tcuroxo
                     Twitter: www.twitter.com/RoxoTCU
                     Instagram: www.instagram.com/roxotcu
                     Blog: www.roxologytcu.wordpress.com

**Program Affiliation:** Schieffer School of Journalism

**Founding Date:**      2012

**Member Number:**      17

**Financial Structure:** n/a

**Services**:           Advertising
                     Public relations
                     Strategic planning
                     Research
                     Copywriting
                     Social media
                     Digital and graphic design
                     Creative development
                     Media planning and relation

**Agency Structure:**    Agency Director
                     Senior Account Director
                     Product Manager
                     Account Executive
                     Art Director
                     Copywriter
                     Graphic Designer
                     Researcher
                     Videographer
                     Public Relations Manager
                     Channel Planner

**Client Examples:**     Schieffer School Graduate Program
                     Bridgeway
                     My Ride Dallas
                     Go to Work!

# Name:  SWOOP

**School:**              University of North Texas

**Website:**            www.facebook.com/SwoopAgency

**Social Media:**       Facebook: www.facebook.com/SwoopAgency
                        Twitter: www.twitter.com/swoopagency

**Program Affiliation:**  Mayborn School of Journalism

**Founding Date:**      2011

**Member Number:**      15-20

**Financial Structure:**  Paid

**Services:**           Advertising
                        Public Relations
                        Social Media
                        Promotions
                        Event Coordination
                        Corporate Communications
                        Graphic Design
                        Branding

**Agency Structure:**   Account Executive
                        Art Director
                        Graphic Designer
                        Copywriter
                        Account Planner
                        Public Relations Specialist
                        Social Media Specialist

**Client Examples:**    Denton County Transit Authority
                        TJ's Pizza Wings 'N' Things
                        UNT Admissions Office
                        UNT Health Science Center School of Public Health

Texas

# Name:  Minutemen Creative

**School:**              University of Texas - Austin

**Website:**             www.minutemencreatives.com

**Social Media:**        Facebook: www.facebook.com/MinuteMenCreativeAgency
                         Twitter: www.twitter.com/mmcagency

**Program Affiliation:**  College of Communication

**Founding Date:**       2011

**Member Number:**       30-35

**Financial Structure:**  Pro-bono

**Services**:            Graphic Design- fliers, quarter sheet ads, social media account layouts, A-
                         frames, t-shirt design, pamphlet, signs, logo, business cards
                         Consultation services- campus advertising policies, campaign coordination,
                         promotional strategy planning

**Agency Structure:**    President/Co-President
                         Vice President
                         Social Media Coordinator/Secretary
                         Chief Financial Officer
                         Account Services Director
                         Creative Director

**Client Examples:**     University Film Alliance
                         Engineers for a Sustainable World
                         Women in Business Association
                         Social Media Club

Texas

# Name:  TAGlines

**School:**              University of Texas - Austin

**Website:**            www.texasadgroup.com/TAGlines

**Social Media:**       Facbook: www.facebook.com/taglinesut
                        Twitter: www.twitter.com/TAGlinesUT

**Program Affiliation:** AAF

**Founding Date:**      2007

**Member Number:**      16

**Financial Structure:** Pro-bono

**Services:**           n/a

**Agency Structure:**   Program Director
                        Account Planning Director
                        Account Services Director
                        Creative Director
                        Art Director
                        Interactive Director
                        Media Director
                        Public Relations Director
                        Media Associate
                        Interactive Associate
                        Copywriter
                        Account Services Associate
                        Account Planning Associates

**Client Examples:**    Texas Rollergirls
                        Big Brothers Big Sisters
                        Housing Works
                        Partnership For A Drug Free America

**Additional Sources:** http://texasadgroup.com

# Name:  Bradley Public Relations

**School:**               Brigham Young University

**Website:**              www.bradleypr.com

**Social Media:**         Facebook: www.facebook.com/bradleypr
                          Twitter: www.twitter.com/byubradleypr

**Program Affiliation:**  PRSSA (nationally affiliated)

**Founding Date**:        1986

**Member Number:**        n/a

**Financial Structure:**  Paid

**Services:**             Research
                          Strategic planning
                          Media relations
                          Social media
                          Measurement and evaluation

**Agency Structure:**     n/a

**Client Examples:**      Utah County Corridor Expansino
                          TravelWise
                          Utah Department of Transportation
                          CrimeReports

**Additional Sources:**   www.prssa.org/chapters/firms/Affiliated_Firms

Utah

# Name:  SoapBox Creative Agency

**School:**              Brigham Young University

**Website:**             www.soapboxagency.net

**Social Media:**        Facebook: www.facebook.com/SoapboxCreativeAgency
                         Twitter: www.twitter.com/Soapbox_Agency
                         YouTube: www.youtube.com/SoapboxAgency

**Program Affiliation:** Department of Communication

**Founding Date**:       n/a

**Member Number:**       n/a

**Financial Structure:** n/a

**Services:**            Copy
                         Design
                         Public relations
                         Video

**Agency Structure:**    n/a

**Client Examples:**     BYU Testing Center
                         United Way

West Virgina

# Name:  Martin-Hall Agency

**School:**              West Virginia University

**Website:**             klpurcell123.wix.com/martinhallagency

**Social Media:**        Facebook: www.facebook.com/martinhallagency
                         Twitter: www.twitter.com/MHA_WVU

**Program Affiliation**:  School of Journalism

**Founding Date**:       2011

**Member Number:**       50 member limit

**Financial Structure:**  Paid

**Services:**            Positioning
                         Strategy
                         Branding
                         Execution
                         Integrated Media
                         iMedia
                         Digital Media
                         Social Media
                         Graphic Design
                         Event Management

**Agency Structure:**    n/a

**Client Examples:**     Solar Decathalon
                         Pittsburgh Symphony Orchesttra
                         School of Journalism at WVU - News Bowl
                         Snap Lab Media

**Additional Sources:**  www.journalism.wvu.edu/current_students/clubs_organizations/martin-hall-
                         agency

Wisconsin

# Name:  Johnston Communications

**School:**              Marquette University

**Website:**              www.johnstoncommunications.weebly.com

**Social Media:**         Facebook: www.facebook.com/pages/Johnston-Communications-Student-Run-
Firm/118693261530305
Twitter: www.twitter.com/JohnstonComm

**Program Affiliation:**   PRSSA

**Founding Date:**        2010

**Member Number:**        13

**Financial Structure:**   n/a

**Services:**             Print- brochure, newsletter, flyers, logo creation, fact sheets
Campus Publicity- news briefs, table tents, chalking, banners, display case,
window painting
Online- website development, social media outreach, mass email, QR code
creation
Media- press releases, events calendars, advertising, media advisories
Other- event planning, photography, filming, grassroots publicity tactics

**Agency Structure:**      Firm Director
Creative Director/Assistant
Social Media Coordinator
Account Executive/Assistant

**Client Examples:**       The Delta Chi Fraternity
Marquette Women's Rugby
MU Alpha Chi Omega Sorority
ActiveMinds