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

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

Allison Busch
University of Nebraska-Lincoln
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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.
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.

**TREND ANALYSIS**

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.
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](image_url)

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.

<table>
<thead>
<tr>
<th>SCHOOL</th>
<th># OF AGENCIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Alabama</td>
<td>1</td>
</tr>
<tr>
<td>University of Arizona</td>
<td>1</td>
</tr>
<tr>
<td>California State University - Fullerton</td>
<td>1</td>
</tr>
<tr>
<td>California State University - Chico</td>
<td>1</td>
</tr>
<tr>
<td>University of Southern California</td>
<td>1</td>
</tr>
<tr>
<td>San Jose State University</td>
<td>1</td>
</tr>
<tr>
<td>University of Florida</td>
<td>2</td>
</tr>
<tr>
<td>University of Georgia</td>
<td>2</td>
</tr>
<tr>
<td>Ball State</td>
<td>1</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>1</td>
</tr>
<tr>
<td>Western Kentucky University</td>
<td>1</td>
</tr>
<tr>
<td>Michigan State</td>
<td>1</td>
</tr>
<tr>
<td>Southeast Missouri State University</td>
<td>1</td>
</tr>
<tr>
<td>University of Missouri</td>
<td>1</td>
</tr>
<tr>
<td>University of Nebraska - Lincoln</td>
<td>1</td>
</tr>
<tr>
<td>University</td>
<td>Count</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>2</td>
</tr>
<tr>
<td>Elon University</td>
<td>1</td>
</tr>
<tr>
<td>University of North Carolina - Chapel Hill</td>
<td>1</td>
</tr>
<tr>
<td>Ohio State University</td>
<td>1</td>
</tr>
<tr>
<td>Kent State University</td>
<td>1</td>
</tr>
<tr>
<td>University of Oklahoma</td>
<td>1</td>
</tr>
<tr>
<td>University of Oregon</td>
<td>2</td>
</tr>
<tr>
<td>Temple University</td>
<td>2</td>
</tr>
<tr>
<td>Pennsylvania State</td>
<td>1</td>
</tr>
<tr>
<td>University of South Carolina</td>
<td>1</td>
</tr>
<tr>
<td>Abilene Christian University</td>
<td>1</td>
</tr>
<tr>
<td>University of Texas - Austin</td>
<td>3</td>
</tr>
<tr>
<td>Texas Christian University</td>
<td>1</td>
</tr>
<tr>
<td>University of North Texas</td>
<td>1</td>
</tr>
<tr>
<td>Brigham Young University</td>
<td>2</td>
</tr>
<tr>
<td>West Virginia University</td>
<td>1</td>
</tr>
<tr>
<td>Marquette University</td>
<td>1</td>
</tr>
</tbody>
</table>

**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).
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.

<table>
<thead>
<tr>
<th>Social Media Platform</th>
<th>% of Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>95.0%</td>
</tr>
<tr>
<td>Twitter</td>
<td>87.5%</td>
</tr>
<tr>
<td>YouTube</td>
<td>22.5%</td>
</tr>
<tr>
<td>Instagram</td>
<td>5.0%</td>
</tr>
<tr>
<td>Flickr</td>
<td>2.5%</td>
</tr>
<tr>
<td>Foursquare</td>
<td>2.5%</td>
</tr>
<tr>
<td>Pinterest</td>
<td>2.5%</td>
</tr>
<tr>
<td>None</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

Figure 3

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.

<table>
<thead>
<tr>
<th>Year</th>
<th># of Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;2000</td>
<td>6</td>
</tr>
<tr>
<td>2000</td>
<td>2</td>
</tr>
<tr>
<td>2001</td>
<td>1</td>
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<tr>
<td>2002</td>
<td>0</td>
</tr>
<tr>
<td>2003</td>
<td>2</td>
</tr>
<tr>
<td>2004</td>
<td>1</td>
</tr>
<tr>
<td>2005</td>
<td>1</td>
</tr>
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<td>2006</td>
<td>1</td>
</tr>
<tr>
<td>2007</td>
<td>4</td>
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<td>2008</td>
<td>0</td>
</tr>
<tr>
<td>2009</td>
<td>5</td>
</tr>
<tr>
<td>2010</td>
<td>2</td>
</tr>
<tr>
<td>2011</td>
<td>4</td>
</tr>
<tr>
<td>2012</td>
<td>2</td>
</tr>
<tr>
<td>2013</td>
<td>0</td>
</tr>
</tbody>
</table>

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.
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%.
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.
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)
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.

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

<table>
<thead>
<tr>
<th>IMPLICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
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.

![Image of agency website]

Figure 13
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.
REFERENCES


APPENDIX A

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
**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
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
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
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

<table>
<thead>
<tr>
<th>School:</th>
<th>San Jose State University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website:</td>
<td><a href="http://www.dbh.sjsu.edu">www.dbh.sjsu.edu</a></td>
</tr>
<tr>
<td>Program Affiliation:</td>
<td>School of Journalism and Mass Communications</td>
</tr>
<tr>
<td>Founding Date:</td>
<td>n/a, joined Facebook in 2009</td>
</tr>
<tr>
<td>Member Number:</td>
<td>n/a</td>
</tr>
<tr>
<td>Financial Structure:</td>
<td>n/a</td>
</tr>
</tbody>
</table>

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
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
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
Name: Talking Dog Advertising  

School: University of Georgia  

Website: [www.talkingdogadvertising.wordpress.com](http://www.talkingdogadvertising.wordpress.com)  

Social Media:  

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
**Name:** Creative Consultants  

**School:** University of Georgia  

**Website:** [www.ugacreativeconsultants.com](http://www.ugacreativeconsultants.com)  

**Social Media:**  
- Facebook: [www.facebook.com/ugacc](http://www.facebook.com/ugacc)  
- Twitter: [www.twitter.com/UGACC](http://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](http://www.prssa.org/chapters/firms/Affiliated_Firms)
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/academicsandadmissions/programsofstudy/bachelorsdegrees/programfeatures/handsonimmersivelearningexperiences/cardinalcommunications
**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
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
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-lgqgXizksIAbA
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
New York

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

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
### Name: The Tannery

<table>
<thead>
<tr>
<th><strong>School:</strong></th>
<th>Kent State University</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Website:</strong></td>
<td><a href="http://www.thetannerycommunications.com">www.thetannerycommunications.com</a></td>
</tr>
<tr>
<td><strong>Social Media:</strong></td>
<td>Twitter: <a href="http://www.twitter.com/TheTanneryComm">www.twitter.com/TheTanneryComm</a></td>
</tr>
<tr>
<td><strong>Program Affiliation:</strong></td>
<td>College of Communication and Information</td>
</tr>
<tr>
<td><strong>Founding Date:</strong></td>
<td>n/a, joined Facebook in 2009</td>
</tr>
<tr>
<td><strong>Member Number:</strong></td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Financial Structure:</strong></td>
<td>n/a</td>
</tr>
</tbody>
</table>

**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
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 Eugene
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
Pennsylvania

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
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
South Carolina

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!
Texas

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
## TAGlines

<table>
<thead>
<tr>
<th><strong>School:</strong></th>
<th>University of Texas - Austin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Website:</strong></td>
<td><a href="http://www.texasadgroup.com/TAGlines">www.texasadgroup.com/TAGlines</a></td>
</tr>
</tbody>
</table>
| **Social Media:** | Facebook: [www.facebook.com/taglinesut](http://www.facebook.com/taglinesut)  
Twitter: [www.twitter.com/TAGlinesUT](http://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](http://texasadgroup.com) |
Utah

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
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 Virginia

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 Orchestra
- 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