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

Allison M. Busch

University of Nebraska-Lincoln, abusch@huskers.unl.edu

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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  
JGRD 992  
May 2013

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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.

### **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.

*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.

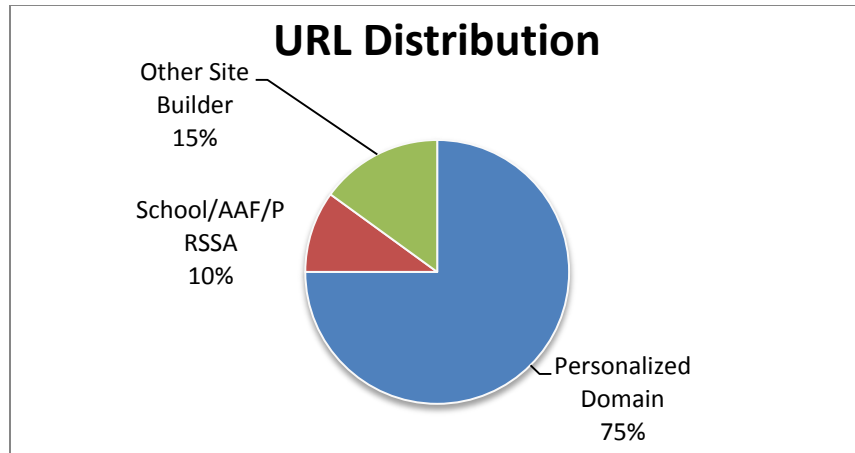
SCHOOL	# OF AGENCIES
University of Alabama	1
University of Arizona	1
California State University - Fullerton	1
California State University - Chico	1
University of Southern California	1
San Jose State University	1
University of Florida	2
University of Georgia	2
Ball State	1
University of Iowa	1
Western 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](http://www.yournamehere.com)). A subdomain ([www.yourname.wordpress.com](http://www.yourname.wordpress.com)) was used by 15% of agencies, and 10% used pages provided by their university ([www.college.edu/agency](http://www.college.edu/agency)).



**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.

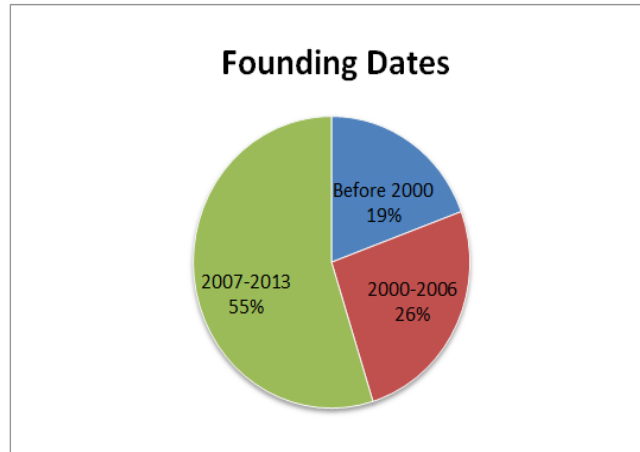
### *Founding Dates*

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%.

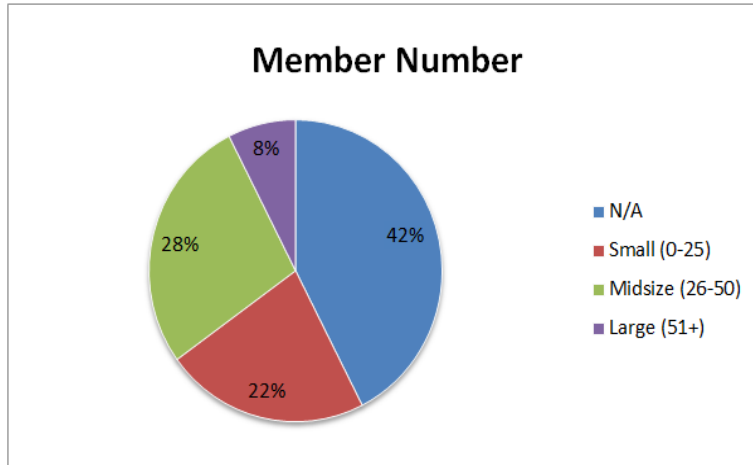


Figure 7

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.

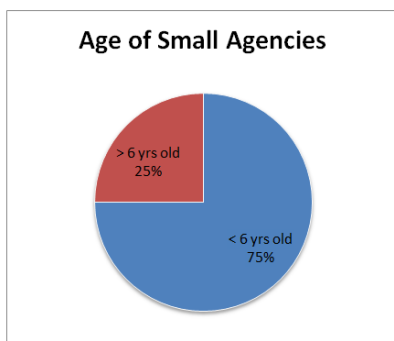


Figure 8

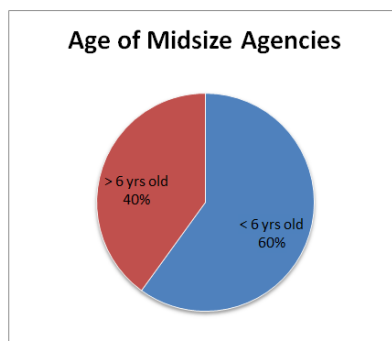


Figure 9

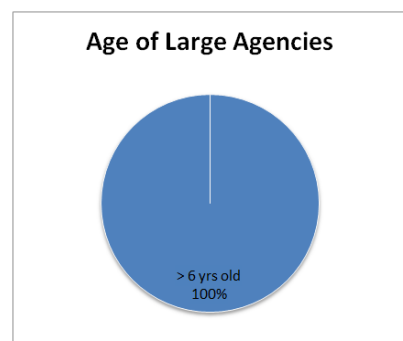


Figure 10

### *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*

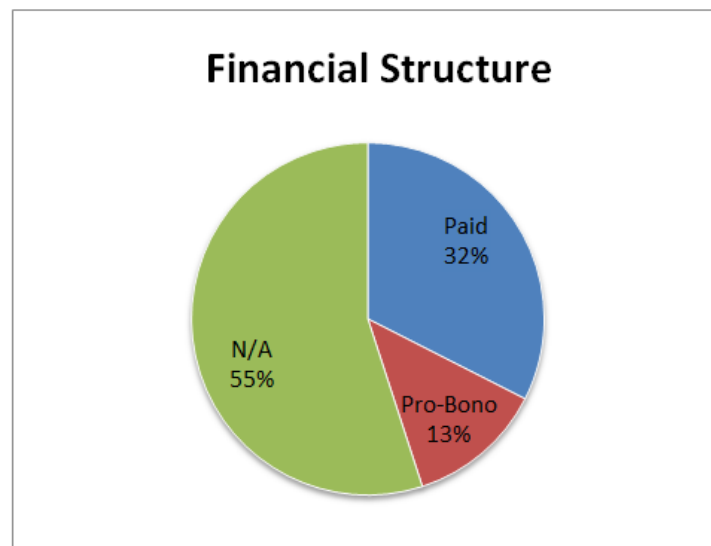
At 55%, just above half of agencies surveyed did not give any clues into their financial structure, or if they produced pro-bono or fee-based work. While no agency directly applied costs to their services, 32% of them did make some mention of fees or costs associated with the work (see Figure 11). To 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.**

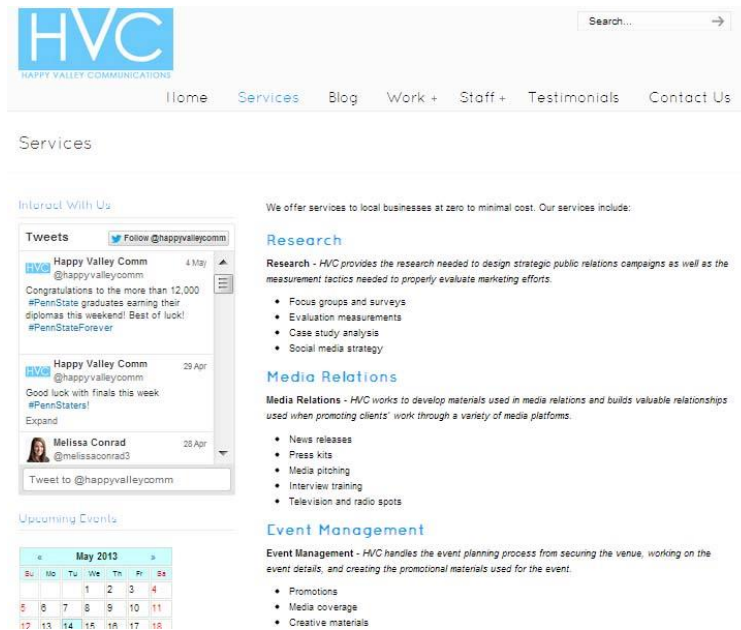
Clients aren't always sure what they're looking for, or are as familiar with industry terms. Though 'strategic communication plans' may make perfect sense to a student, a client unfamiliar with the idea may not realize the variety of work that is able to be produced under this category. A one sentence 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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**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**

<b>School:</b>	University of Arizona
<b>Website:</b>	<a href="http://www.arizonaadcats.com">www.arizonaadcats.com</a>
<b>Social Media:</b>	Facebook: <a href="http://www.facebook.com/AdCats">www.facebook.com/AdCats</a>
<b>Program Affiliation:</b>	Eller College of Management AAF
<b>Founding Date:</b>	2009
<b>Member Number:</b>	n/a
<b>Financial Structure:</b>	n/a
<b>Services:</b>	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
<b>Agency Structure:</b>	Creative Director Account Director PR Director Media Coordinator Office Administrator
<b>Client Examples:</b>	Manzo Elementary School

California

**Name: PRactical ADvantage Communications**

**School:** California State University - Fullerton

**Website:** [www.practicaladvantagecomm.org](http://www.practicaladvantagecomm.org)

**Social Media:** Facebook: [www.facebook.com/PRactical.ADvantage.Communications](http://www.facebook.com/PRactical.ADvantage.Communications)  
Twitter: [www.twitter.com/PR\\_AD\\_CSUF](http://www.twitter.com/PR_AD_CSUF)  
YouTube: [www.youtube.com/PRacticalADvantage](http://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)**

<b>School:</b>	California State University - Chico
<b>Website:</b>	<a href="http://www.tehamagrouppr.com">www.tehamagrouppr.com</a>
<b>Social Media:</b>	Facebook: <a href="http://www.facebook.com/Tehamagroupcommunications">www.facebook.com/Tehamagroupcommunications</a> Twitter: <a href="http://www.twitter.com/TehamaGroup">www.twitter.com/TehamaGroup</a> YouTube: <a href="http://www.youtube.com/theTehamaGroup">www.youtube.com/theTehamaGroup</a> Blog: <a href="http://www.tehamagroup.blogspot.com/">www.tehamagroup.blogspot.com/</a> Instagram: <a href="http://www.instagram.com/tehamagroup">www.instagram.com/tehamagroup</a>
<b>Program Affiliation:</b>	Department of Journalism & Public Relations
<b>Founding Date:</b>	1990
<b>Member Number:</b>	25
<b>Financial Structure:</b>	n/a
<b>Services:</b>	Brand Development Web Design Social Media Assistance Graphic Design Promotional Video Work
<b>Agency Structure:</b>	Faculty Advisor General Manager PR Director Online Communications Director Social Media Director Editorial Director Art Director Account Executive Photo and Video Graphic Design
<b>Client Examples:</b>	Glen Oaks Swim and Tennis Club CSU 2013 Alcohol & Other Drugs Educational Conference CSU Department of Journalism & Public Relations Paradise Charter School
<b>Additional Sources:</b>	<a href="http://www.csuchico.edu/jour/pro_work/faq_tgc.shtml">www.csuchico.edu/jour/pro_work/faq_tgc.shtml</a>

California

## Name: TriSight Communications

**School:** University of Southern California

**Website:** [www.trisight.org](http://www.trisight.org)

**Social Media:** Facebook: [www.facebook.com/TriSight](http://www.facebook.com/TriSight)  
Twitter: [www.twitter.com/TriSightComm](http://www.twitter.com/TriSightComm)  
Blog: [www.trisightcommunications.wordpress.com](http://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](http://www.dbh.sjsu.edu)

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

<b>School:</b>	University of Florida
<b>Website:</b>	<a href="http://www.adwerksuf.org">www.adwerksuf.org</a>
<b>Social Media:</b>	Facebook: <a href="http://www.facebook.com/AdWerksUF">www.facebook.com/AdWerksUF</a>
<b>Program Affiliation:</b>	AAF
<b>Founding Date:</b>	n/a
<b>Member Number:</b>	n/a
<b>Financial Structure:</b>	Pro-bono
<b>Services:</b>	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
<b>Agency Structure:</b>	Account Director Creative Director Art Director Media Planner Account Executive Copywriter Graphic Designer
<b>Client Examples:</b>	The University Athletic Association The Red Cross Volta Coffee Orion Fitness Gym
<b>Additional Sources:</b>	<a href="http://www.ufadsociety.com/adwerks">www.ufadsociety.com/adwerks</a>

Florida

**Name: Alpha PRoductions**

**School:** University of Florida

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

**Social Media:** Facebook: [www.facebook.com/AlphaPRoduction](http://www.facebook.com/AlphaPRoduction)  
Twitter: [www.twitter.com/AlphaPRoduction](http://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](http://www.prssa.org/chapters/firms/Affiliated_Firms)

Georgia

**Name: Talking Dog Advertising**

**School:** University of Georgia

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

**Social Media:** Facebook: [www.facebook.com/TalkingDogAdvertising](http://www.facebook.com/TalkingDogAdvertising)  
Twitter: [www.twitter.com/TalkingDogAdv](http://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](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)

Indiana

**Name: Cardinal Communications**

<b>School:</b>	Ball State
<b>Website:</b>	<a href="http://www.cardinalcomm.org">www.cardinalcomm.org</a>
<b>Social Media:</b>	Facebook: <a href="http://www.facebook.com/cardinalcommunications">www.facebook.com/cardinalcommunications</a> Twitter: <a href="http://www.twitter.com/cardinalcomm">www.twitter.com/cardinalcomm</a> YouTube: <a href="http://www.youtube.com/cardinalcomm">http://www.youtube.com/cardinalcomm</a>
<b>Program Affiliation:</b>	Department of Journalism PRSSA (nationally affiliated)
<b>Founding Date:</b>	1976
<b>Member Number:</b>	n/a
<b>Financial Structure:</b>	Paid
<b>Services:</b>	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
<b>Agency Structure:</b>	Executive Directors Professional Development Committee Account Directors/Coordinators Creative Director/Coordinators Digital Director/Coordinators Video Director/Coordinators Faculty Advisor
<b>Client Examples:</b>	American Red Cross Asian American Alliance, Inc Goodwill College of Communication Information and Media
<b>Additional Sources:</b>	<a href="http://www.cms.bsu.edu/academics/collegesanddepartments/journalism/academicsandadmissions/programsofstudy/bachelorsdegrees/programfeatures/hands-on-immersive-learning-experiences/cardinalcommunications">www.cms.bsu.edu/academics/collegesanddepartments/journalism/academicsandadmissions/programsofstudy/bachelorsdegrees/programfeatures/hands-on-immersive-learning-experiences/cardinalcommunications</a>

Iowa

**Name: Inspire Public Relations**

**School:** University of Iowa

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

**Social Media:** Facebook: [www.facebook.com/InspirePublicRelations](http://www.facebook.com/InspirePublicRelations)  
Twitter: [www.twitter.com/InspirePRIowa](http://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](http://www.prssa.org/chapters/firms/Affiliated_Firms)

Kentucky

**Name: Imagewest**

<b>School:</b>	Western Kentucky University
<b>Website:</b>	www.wkuimagewest.com
<b>Social Media:</b>	Facebook: www.facebook.com/wkuimagewest Twitter: www.twitter.com/imagewest YouTube: http://www.youtube.com/WKUImagewest
<b>Program Affiliation:</b>	School of Journalism and Broadcasting AAF
<b>Founding Date:</b>	2004
<b>Member Number:</b>	10-12
<b>Financial Structure:</b>	Paid
<b>Services:</b>	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
<b>Agency Structure:</b>	PR Coordinator Account Executive Graphic Designer Broadcast Coordinator Web designer
<b>Client Examples:</b>	Carolina Accounting and Tax Solutions Indian Hills Country Club Koon Natural Foods



Michigan

**Name: Hubbell Connections**

<b>School:</b>	Michigan State
<b>Website:</b>	<a href="http://www.hubbellconnections.com">www.hubbellconnections.com</a>
<b>Social Media:</b>	Facebook: <a href="http://www.facebook.com/HubbellConnections">www.facebook.com/HubbellConnections</a> Twitter: <a href="http://www.twitter.com/HubbellPR">www.twitter.com/HubbellPR</a>
<b>Program Affiliation:</b>	PRSSA (nationally affiliated)
<b>Founding Date:</b>	2006
<b>Member Number:</b>	n/a
<b>Financial Structure:</b>	n/a
<b>Services:</b>	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
<b>Agency Structure:</b>	Agency Director Account Manager Account Executives
<b>Client Examples:</b>	Wanderer's Teahouse and Café The YMCA of Downtown Lansing Capital City Film Festival Jeanologie Boutique
<b>Additional Sources:</b>	<a href="http://www.prssa.org/chapters/firms/Affiliated_Firms">www.prssa.org/chapters/firms/Affiliated_Firms</a>

Missouri

**Name:** Riverfront Public Relations**School:** Southeast Missouri State University**Website:** [www.riverfrontpublicrelations.com](http://www.riverfrontpublicrelations.com)**Social Media:** Facebook: [www.facebook.com/RiverfrontPR](http://www.facebook.com/RiverfrontPR)  
Twitter: [www.twitter.com/RiverfrontPR](http://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](http://www.southeastarrow.com/story/1959863.html)

Missouri

**Name: MOJO Ad**

<b>School:</b>	University of Missouri
<b>Website:</b>	www.mojo-ad.com
<b>Social Media:</b>	Facebook: www.facebook.com/MojoAd Twitter: www.twitter.com/MOJOAd YouTube: www.youtube.com/THEMOJOAD
<b>Program Affiliation:</b>	School of Journalism
<b>Founding Date:</b>	2005
<b>Member Number:</b>	30
<b>Financial Structure:</b>	Paid
<b>Services:</b>	Strategic Communication Plan- situation analysis, primary research, target audience and insights, communications strategy, creative brief, creative executions, integrated media plan
<b>Agency Structure:</b>	Account Executive Account Planner PR AE Media Planner Copy Editor Interactive Specialist Researcher Copywriter Art Director Graphic Designer Social Media Strategist
<b>Client Examples:</b>	U.S. Bank Hallmark Redbox Purina

Nebraska

**Name: Jacht Ad Lab**

<b>School:</b>	University of Nebraska - Lincoln
<b>Website:</b>	www.thejachtclub.com
<b>Social Media:</b>	Facebook: www.facebook.com/JachtAdLab Twitter: www.twitter.com/JachtAdLab YouTube: www.youtube.com/channel/UCloADE4F_lgqgXizksIAfbA Pinterest: www.pinterest.com/jachtadlab/ Blog: www.jachtadlab.tumblr.com/
<b>Program Affiliation:</b>	College of Journalism and Mass Communications
<b>Founding Date:</b>	2010
<b>Member Number:</b>	29
<b>Financial Structure:</b>	Paid
<b>Services:</b>	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
<b>Agency Structure:</b>	Faculty Advisor Professional Advisors CEO Account Executive Creative Director Video/Photography Director Social Media Director Web Director
<b>Client Examples:</b>	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](http://www.hill-communications.org)

**Social Media:** Facebook: [www.facebook.com/HillComm](http://www.facebook.com/HillComm)  
Twitter: [www.twitter.com/HillCommPR](http://www.twitter.com/HillCommPR)  
Foursquare: [www.foursquare.com/hillcommpr](http://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](http://www.prssa.org/chapters/firms/Affiliated_Firms)

New York

**Name:** TNH**School:** Syracuse University**Website:** [www.tnhsyracuse.com](http://www.tnhsyracuse.com)**Social Media:** Facebook: [www.facebook.com/tnhsyracuse](http://www.facebook.com/tnhsyracuse)  
Twitter: [www.twitter.com/TNH\\_SU](http://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](http://www.liveoakcommunications.com)

**Social Media:** Facebook: [www.facebook.com/pages/Live-Oak-Communications/410049025756541?fref=ts](http://www.facebook.com/pages/Live-Oak-Communications/410049025756541?fref=ts)  
Twitter: [www.twitter.com/liveoakcomm](http://www.twitter.com/liveoakcomm)  
Flickr: [www.flickr.com/photos/liveoakcommunications](http://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](http://www.elon.edu/e-net/Article/63139)

North Carolina

**Name: Heelprint Communications**

<b>School:</b>	University of North Carolina - Chapel Hill
<b>Website:</b>	<a href="http://www.heelprintcommunications.com">www.heelprintcommunications.com</a>
<b>Social Media:</b>	Facebook: <a href="http://www.facebook.com/heelprintcomm">www.facebook.com/heelprintcomm</a> Twitter: <a href="http://www.twitter.com/heelprint">www.twitter.com/heelprint</a>
<b>Program Affiliation:</b>	School of Journalism and Mass Communication PRSSA
<b>Founding Date:</b>	2009
<b>Member Number:</b>	10
<b>Financial Structure:</b>	Paid
<b>Services:</b>	Logo design Promotional print pieces Web design Media monitoring Event planning Social media campaigns Traditional PR Market research Ad creation Branding
<b>Agency Structure:</b>	Executive Team Human Resources Director Producer Strategist Graphic Designer Faculty Advisor
<b>Client Examples:</b>	Farmer Foodshare Challenge Streets Deli Restaurant and Market Innovate@Carolina Tennessee PTA
<b>Additional Sources:</b>	<a href="http://www.blueandwhitemag.com/issues/volume-15-issue-1-october2012/leaving-a-print">www.blueandwhitemag.com/issues/volume-15-issue-1-october2012/leaving-a-print</a> <a href="http://www.slideshare.net/amydobrzynski/heelprint-communications-jomc-board-of-advisors">www.slideshare.net/amydobrzynski/heelprint-communications-jomc-board-of-advisors</a>



Ohio

**Name: ImPRessions**

**School:** Ohio State University

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

**Social Media:** Facebook: [www.facebook.com/pages/Ohio-University-ImPRessions/312729626194?ref=ts](https://www.facebook.com/pages/Ohio-University-ImPRessions/312729626194?ref=ts)  
Twitter: [www.twitter.com/OUImPRessions](https://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](http://www.prssa.org/chapters/firms/Affiliated_Firms)

Ohio

**Name: The Tannery**

**School:** Kent State University

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

**Social Media:** Twitter: [www.twitter.com/TheTanneryComm](http://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](http://www.kent.edu/CCI/About/the-tannery.cfm)

Oklahoma

**Name: Lindsey + Asp****School:** University of Oklahoma**Website:** [www.lindseyandasp.com](http://www.lindseyandasp.com)**Social Media:** Facebook: [www.facebook.com/LindseyAndAsp](http://www.facebook.com/LindseyAndAsp)  
Twitter: [www.twitter.com/LindseyAndAsp](http://www.twitter.com/LindseyAndAsp)  
YouTube: [www.youtube.com/LINDSEYandASP](http://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](http://www.prssa.org/chapters/firms/Affiliated_Firms)

Oregon

**Name:** Allen Hall Public Relations

**School:** University of Oregon

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

**Social Media:** Facebook: [www.facebook.com/AllenHallPR](http://www.facebook.com/AllenHallPR)  
Twitter: [www.twitter.com/AllenHallPR](http://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](http://www.prssa.org/chapters/firms/Affiliated_Firms)

Oregon

**Name:** Allen Hall Advertising

**School:** University of Oregon

**Website:** [www.aha.uoregon.edu](http://www.aha.uoregon.edu)

**Social Media:** Facebook: [www.facebook.com/AllenHallAdvertising](http://www.facebook.com/AllenHallAdvertising)  
Twitter: [www.twitter.com/ahadvertising](http://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

Pennsylvania

**Name: Diamond Edge Communications**

**School:** Temple University

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

**Social Media:** Facebook: [www.facebook.com/DECStudentRunAdAgency](http://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](http://www.smc.temple.edu/advertising/opportunities/diamond-edge-communications-dec)

Pennsylvania

**Name: Prowl Public Relations**

**School:** Temple University

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

**Social Media:** Facebook: [www.facebook.com/PRowlPublicRelations](http://www.facebook.com/PRowlPublicRelations)  
Twitter: [www.twitter.com/prowlpr](http://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](http://www.prssa.org/chapters/firms/Affiliated_Firms)

Pennsylvania

**Name: Happy Valley Communications**

<b>School:</b>	Pennsylvania State
<b>Website:</b>	<a href="http://www.happyvalleycommunications.com">www.happyvalleycommunications.com</a>
<b>Social Media:</b>	Facebook: <a href="http://www.facebook.com/happyvalleycommunications">www.facebook.com/happyvalleycommunications</a> Twitter: <a href="http://www.twitter.com/happyvalleycomm">www.twitter.com/happyvalleycomm</a>
<b>Program Affiliation:</b>	Pennsylvania State
<b>Founding Date:</b>	2009
<b>Member Number:</b>	50
<b>Financial Structure:</b>	n/a
<b>Services:</b>	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
<b>Agency Structure:</b>	Executive Director Director of Communications Director of Business Affairs Director of Staff Relations Account Executives Account Associates Creative Associates
<b>Client Examples:</b>	Momentum Fitness Webster's Bookstore Café Blue IV Global Entrepreneurship Week
<b>Additional Sources:</b>	<a href="http://www.news.psu.edu/story/155629/2011/09/12/student-run-happy-valley-communications-offers-professional-experience">www.news.psu.edu/story/155629/2011/09/12/student-run-happy-valley-communications-offers-professional-experience</a>



South Carolina

## Name: The Carolina Agency

**School:** University of South Carolina

**Website:** [www.jour.sc.edu/tca](http://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

Texas

**Name: Mitchell & Morris**

<b>School:</b>	Abilene Christian University
<b>Website:</b>	<a href="http://www.morrisandmitchell.com">www.morrisandmitchell.com</a>
<b>Social Media:</b>	Facebook: <a href="http://www.facebook.com/morrisandmitchell">www.facebook.com/morrisandmitchell</a> Twitter: <a href="http://www.twitter.com/morris_mitchell">www.twitter.com/morris_mitchell</a> Blog: <a href="http://www.morrisandmitchell.tumblr.com">www.morrisandmitchell.tumblr.com</a>
<b>Program Affiliation:</b>	Department of Journalism & Mass Communication
<b>Founding Date:</b>	2007
<b>Member Number:</b>	n/a
<b>Financial Structure:</b>	Paid
<b>Services:</b>	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
<b>Agency Structure:</b>	n/a
<b>Client Examples:</b>	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](http://www.texastowerpr.wordpress.com)

**Social Media:** Facebook: [www.facebook.com/texastowerpr](http://www.facebook.com/texastowerpr)  
Twitter: [www.twitter.com/TexasTowerPR](http://www.twitter.com/TexasTowerPR)  
YouTube: [www.youtube.com/texastowerpr](http://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](http://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](http://www.facebook.com/SwoopAgency)

**Social Media:** Facebook: [www.facebook.com/SwoopAgency](http://www.facebook.com/SwoopAgency)  
Twitter: [www.twitter.com/swoopagency](http://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](http://www.minutemencreatives.com)

**Social Media:** Facebook: [www.facebook.com/MinuteMenCreativeAgency](http://www.facebook.com/MinuteMenCreativeAgency)  
Twitter: [www.twitter.com/mmcagency](http://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](http://www.texasadgroup.com/TAGlines)

**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>

Utah

**Name: Bradley Public Relations**

**School:** Brigham Young University

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

**Social Media:** Facebook: [www.facebook.com/bradleypr](http://www.facebook.com/bradleypr)  
Twitter: [www.twitter.com/byubradleypr](http://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](http://www.prssa.org/chapters/firms/Affiliated_Firms)



Utah

**Name:** SoapBox Creative Agency

**School:** Brigham Young University

**Website:** [www.soapboxagency.net](http://www.soapboxagency.net)

**Social Media:** Facebook: [www.facebook.com/SoapboxCreativeAgency](http://www.facebook.com/SoapboxCreativeAgency)  
Twitter: [www.twitter.com/Soapbox\\_Agency](http://www.twitter.com/Soapbox_Agency)  
YouTube: [www.youtube.com/SoapboxAgency](http://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**

<b>School:</b>	West Virginia University
<b>Website:</b>	klpurcell123.wix.com/martinhallagency
<b>Social Media:</b>	Facebook: <a href="http://www.facebook.com/martinhallagency">www.facebook.com/martinhallagency</a> Twitter: <a href="http://www.twitter.com/MHA_WVU">www.twitter.com/MHA_WVU</a>
<b>Program Affiliation:</b>	School of Journalism
<b>Founding Date:</b>	2011
<b>Member Number:</b>	50 member limit
<b>Financial Structure:</b>	Paid
<b>Services:</b>	Positioning Strategy Branding Execution Integrated Media iMedia Digital Media Social Media Graphic Design Event Management
<b>Agency Structure:</b>	n/a
<b>Client Examples:</b>	Solar Decathalon Pittsburgh Symphony Orchestra School of Journalism at WVU - News Bowl Snap Lab Media
<b>Additional Sources:</b>	<a href="http://www.journalism.wvu.edu/current_students/clubs_organizations/martin-hall-agency">www.journalism.wvu.edu/current_students/clubs_organizations/martin-hall-agency</a>

Wisconsin

**Name:** Johnston Communications

**School:** Marquette University

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

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