

OWNED AND OPERATED: A SURVEY OF STUDENT-RUN ADVERTISING AND PUBLIC RELATIONS AGENCIES AT ACEJMC ACCREDITED INSTITUTIONS

Allison Busch
University of Nebraska—Lincoln

Amy Struthers
University of Nebraska—Lincoln
astruthers2@unl.edu

ABSTRACT

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 is owned and operated by students.

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.

INTRODUCTION

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 these 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

Currently, 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 firm 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 firms or 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 who 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 firm, 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 AEJMC and ACEJMC--accredited institutions 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 suggest that some agencies possess processes similar to professional agencies, many are lacking in business process areas such as budgeting and billing, and charging client fees (Bush & Miller, 2011). The study also proposes that advisor time commitment may be more crucial to agency success than the actual structure, meaning whether it is associated with an academic program or just functions as a student organization. The study does note that agencies closely

associated with academic programs are more likely to charge client fees, have department resource support, and have a dedicated advisor.

A 2010 dissertation examines student--run public relations agency effects on students and student learning (Maben, 2010). This study is 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 lead 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 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.

FIGURE 1



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 to separate agencies into 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 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.

The author of this paper states that while these types and characteristics may seem like common sense, agencies must have clear vision of what type 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.

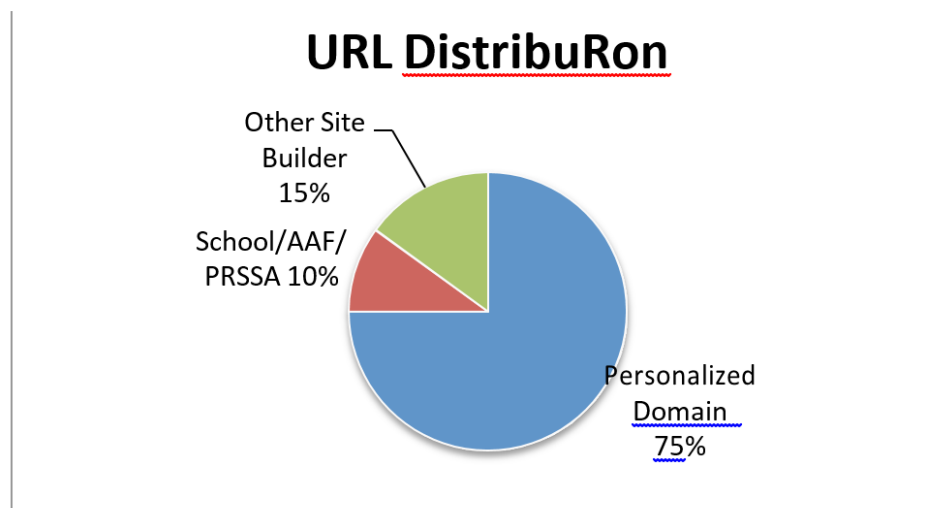
Maben’s research seems to be the most in--depth study that provides both qualitative and quantitative data on characteristics of student agencies (Maben, 2010). Maben concluded that overall, the different agencies shared more characteristics than they differed on. Additional conclusions on characteristics 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
- there is little uniformity in business processes and protocols such as planning templates, timesheets, billable hours, or office hours

FIGURE 2



- 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 come from universities with some sort of accredited program, not all

FIGURE 3

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%

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 a broad range was explored, 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 firms or 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

FIGURE 4

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

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 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.

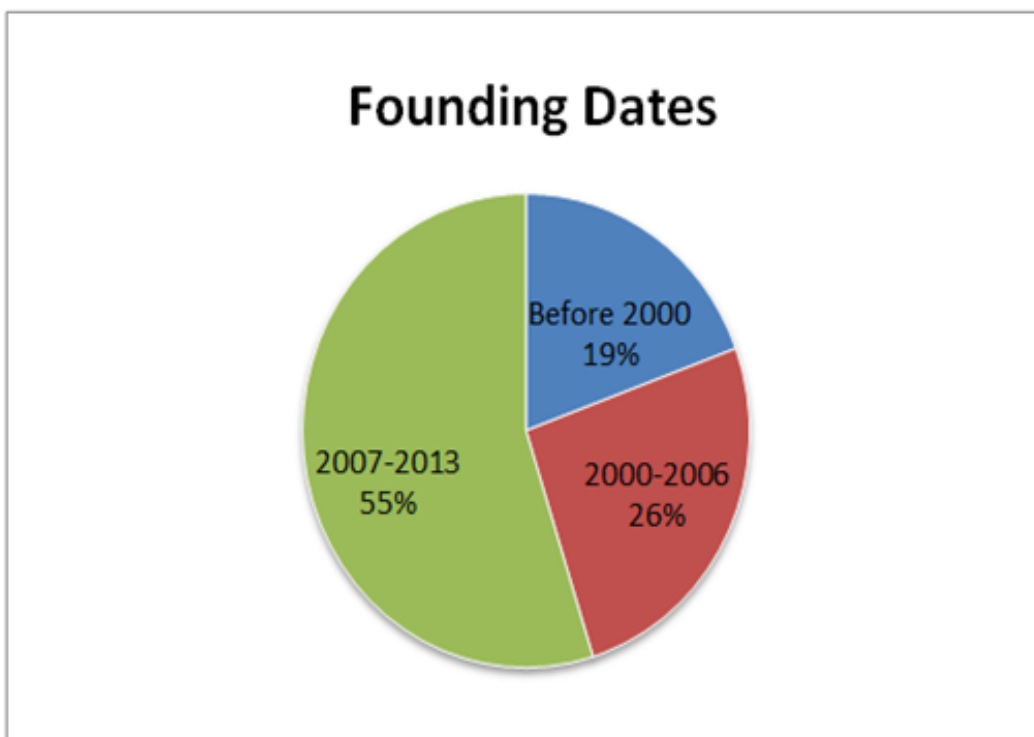
TREND ANALYSIS

Upon completion of the research, 54 agencies were found to exist, or previously exist, on ACEJMC university campuses. 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 in the eastern half of the United States, more heavily concentrated on the eastern side of the midwest, and the

FIGURE 5



northern areas of the southeast. Only approximately 30% of the agencies were located in either the west or southwest regions of the country.

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.

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.

FIGURE 6

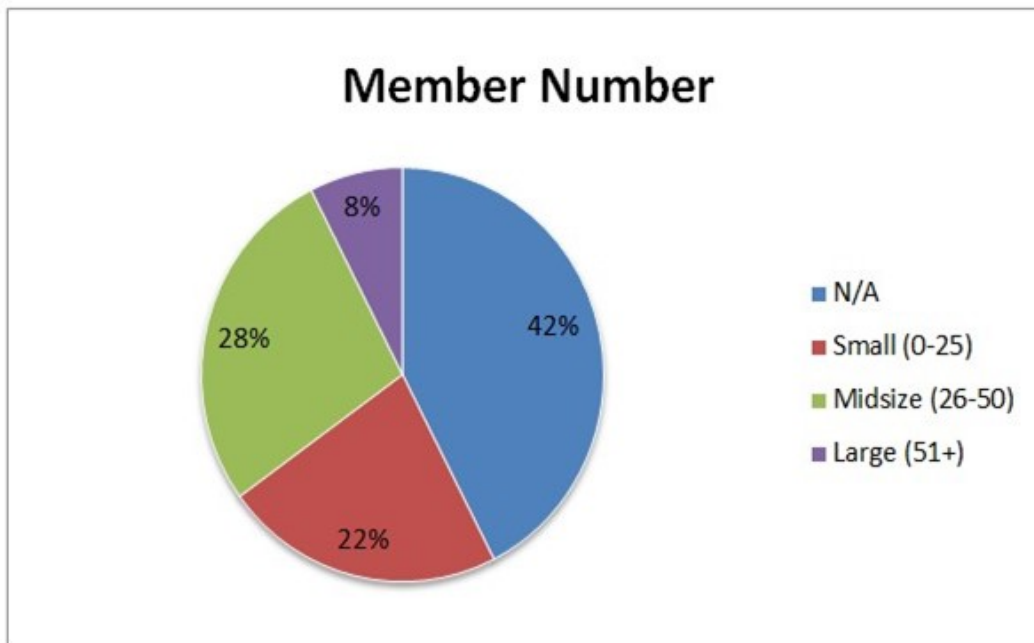


FIGURE 7

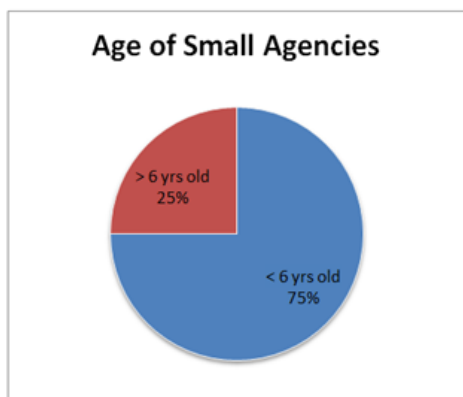


FIGURE 8

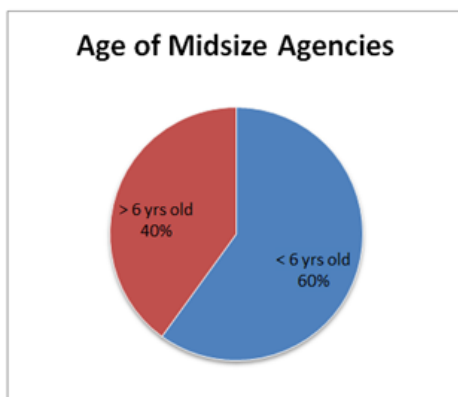
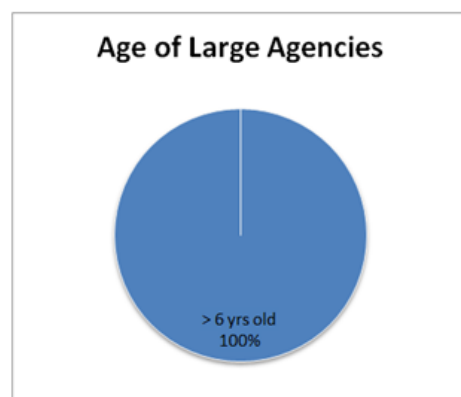


FIGURE 9



In terms of an academic program, 25 of the agencies were part of a specific college or track on campus. However, 8 of these had a secondary link to a professional organization as well.

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 4, below.

Shown in Figure 6, 55% of agencies studied were founded in the last 6 years, at an average of 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%.

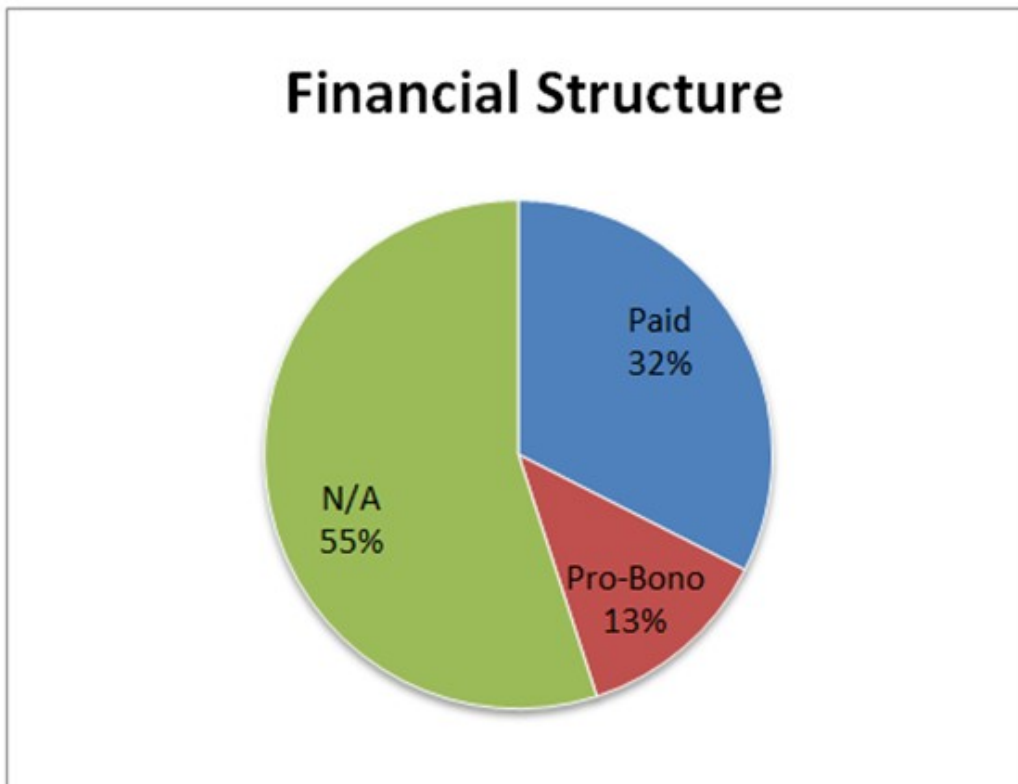
After determining agency sizes, the size and founding dates were analyzed together to uncover any correlation between the number of members and the age of the agency. Small agencies were generally founded more recently, with 75% of them founded in the last six years, or since 2007. Midsize agencies tended 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.

FIGURE 10



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 10). 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)

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.

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

FIGURE 11

The image shows a screenshot of a website for an agency. The main heading is "OUR WORK" in large, bold, black letters. Below it, it says "OVER 200 CLIENTS SERVED" in blue and black text. To the left of the main heading is a navigation menu with links: "ABOUT", "WORK", "BLOG", "INTL REACH", "CONNECT", and "HOME". Below the navigation menu is a search bar. The main content area features a collage of client logos and images. The logos include "Imagewest" (a stylized 'i' logo), "CAROLINA ACCOUNTING & TAX SOLUTIONS" (a green logo with a tree), "FLAISCHAKER" (a logo with a flame), and "CONSTRUCT" (a logo with a stylized 'C'). There are also images of a soccer ball, a star, and a building. The text "ADVERTISING SERVICES" is visible below the collage, followed by a list of services: "Consulting | Corporate Branding | Strategic Marketing and Digital Planning | Guerrilla Marketing | Media Planning and Buying | Professional Training".

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.

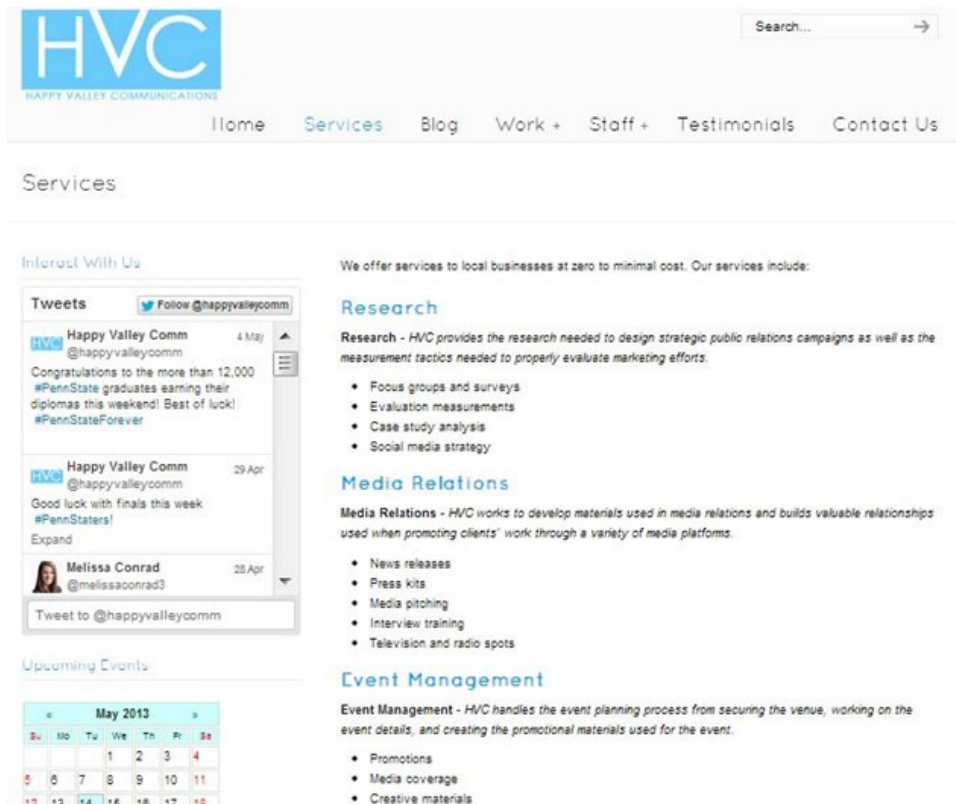
Have both academic and professional affiliations.

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 less 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 firm 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 hired on. If the client base is fairly steady, it may be helpful to also cap the number of students hired in order

FIGURE 12



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 11 and 12 are screenshots of agency websites with effective service information, featuring clear breakdowns and descriptions (Imagewest: Work, 2013) (Services, 2013) . Figure 11 shows an example of how service descriptions can also be linked to previously done client work.

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.

CONCLUSION

There are many different types and models of student--run agencies that exist on campuses today, as well as certain trends that emerge based on those structures. The vast majority of research seems to point towards the idea that these agencies are a valuable learning opportunity for students hoping to get into the advertising or public relations industries. The experience of applying classroom knowledge and learning professional skills is something that many courses are not able to provide.

Research on these student--run agencies is important but still fairly scarce when it comes to information on currently existing agencies. The purpose of this paper was to provide a starting point for those either already involved with a student agency, or those who may be looking to begin one.

FURTHER RESEARCH

As a large part of this project was listing and providing contact information for selected 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 more 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

School:	University of Arizona
Website:	www.arizonaadcats.com
Social Media:	Facebook: www.facebook.com/AdCats
Program Affiliation:	Eller College of Management (non-accredited) AAF
Founding Date:	2009
Member Number:	n/a
Financial Structure:	n/a
Services:	Marketing— advertising campaign creation, print media pieces, brand strategy, marketing research, publications and direct marketing Public Relations— event planning, event promotion, press releases, community relations, media management Interaction & Social Media— Facebook, twitter pages, buzz-marketing
Agency Structure:	Creative Director Account Director PR Director Media Coordinator Office Administrator
Client Examples:	Manzo Elementary School

California

Name: PRactical ADvantage Communications

School:	California State University — Fullerton
Website:	www.practicaladvantagecomm.org
Social Media:	Facebook: www.facebook.com/PRactical.ADvantage.Communications Twitter: www.twitter.com/PR_AD_CSUF YouTube: www.youtube.com/PRacticalADvantage
Program Affiliation:	College of Communications
Founding Date:	2011
Member Number:	46
Financial Structure:	Paid
Services:	Strategic Communication Planning Research / Data Analysis Social Media Development and Management Event Planning / Coordination Promotions / Publicity News Releases and Media Kits Brochure Design / Creation Public Service Announcements Newsletters Feature Articles Graphic Design
Agency Structure:	n/a
Client Examples:	Irvine Police Department Fullerton Arboretum Culinary Coach Kandy Shop Women's Empowerment Conference

California

Name: Tehama Group Communications (TGC)

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

California

Name: TriSight Communications

School: University of Southern California

Website: www.trisight.org

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

Program Affiliation: School for Communication & Journalism

Founding Date: 2003

Member Number: 50

Financial Structure: n/a

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

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

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

California

Name: Dwight-Bentel-Hall Communications

School:	San Jose State University
Website:	www.dbh.sjsu.edu
Social Media:	Facebook: www.facebook.com/pages/San-Jose-CA/Dwight-Bentel-Hall-Communication/62334578109?ref=mf
Program Affiliation:	School of Journalism and Mass Communications
Founding Date:	n/a, joined Facebook in 2009
Member Number:	n/a
Financial Structure:	n/a
Services:	Advertising— consumer and business to business communications, account management, brand development, creative services Public Relations— media outreach, corporate communications, community relations, event planning Media— strategic media planning, production (print, video)
Agency Structure:	n/a
Client Examples:	AAF Competition JMC, SJSU School of Journalism and Mass Communications NARF Animal Rescue San Jose Children Theater

Florida

Name: AdWerks

School: University of Florida

Website: www.adwerksuf.org

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

Program Affiliation: AAF

Founding Date: n/a

Member Number: n/a

Financial Structure: Pro-bono

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

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

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

Additional Sources: www.ufadsociety.com/adwerks

Florida

Name: Alpha PRoductions

School:	University of Florida
Website:	www.ufalphaproductions.com
Social Media:	Facebook: www.facebook.com/AlphaPRoduction Twitter: www.twitter.com/AlphaPRoduction
Program Affiliation:	PRSSA (nationally affiliated)
Founding Date:	1981
Member Number:	40
Financial Structure:	n/a
Services:	Branding Community Relations Corporate Social Responsibility Event Planning Internal Communications Issues Management Media Relations Promotion Relationship Management Research Social Networking
Agency Structure:	Managing Director Assistant Director Account Executive Account Associates
Client Examples:	United Way of North Central Florida Tioga Dental Smarter Moving Solutions
Additional Sources:	www.prssa.org/chapters/firms/Affiliated_Firms

Georgia

Name: Talking Dog Advertising

School:	University of Florida
Website:	www.talkingdogadvertising.wordpress.com
Social Media:	Facebook: www.facebook.com/TalkingDogAdvertising Twitter: www.twitter.com/TalkingDogAdv
Program Affiliation:	Grady College of Journalism and Mass Communication
Founding Date:	Rebranded/launched in 2012
Member Number:	n/a
Financial Structure:	n/a
Services:	Event promotion Rebrand Buzz creation
Agency Structure:	Account Director Director of New Business Technology Director Promotions Director Creative Director Faculty Advisor
Client Examples:	Aerofit Athens Heirloom Café The Olivia Anne Hellwig Foundation Always Baked Goodies Factory

Georgia

Name: Creative Consultants

School:	University of Georgia
Website:	www.ugacreativeconsultants.com
Social Media:	Facebook: www.facebook.com/ugacc Twitter: www.twitter.com/UGACC
Program Affiliation:	PRSSA
Founding Date:	n/a, joined Facebook in 2009
Member Number:	n/a
Financial Structure:	n/a
Services:	Websites Logos Print Collateral Social Media Campaigns Event Planning and Implementation
Agency Structure:	Director Assistant Director of Recruitment and Publicity Assistant Director of Internal Communication
Client Examples:	Chick-fil-A Barnett Shoals The Wilderness Society
Additional Sources:	www.prssa.org/chapters/firms/Affiliated_Firms

Indiana

Name: Cardinal Communications

School:	Ball State
Website:	www.cardinalcomm.org
Social Media:	Facebook: www.facebook.com/cardinalcommunications Twitter: www.twitter.com/cardinalcomm YouTube: http://www.youtube.com/cardinalcomm
Program Affiliation:	Department of Journalism PRSSA (nationally affiliated)
Founding Date:	1976
Member Number:	n/a
Financial Structure:	Paid
Services:	Digital— community engagement, consumer research, social media campaigns and monitoring, trend watch Strategy— advertising campaigns, media planning, media relations, promotional content Creative— branding/re-branding, logos, promotional materials, style guides, video production, web design Events— analysis, planning, promotion, support
Agency Structure:	Executive Directors Professional Development Committee Account Directors/Coordinators Creative Director/Coordinators Digital Director/Coordinators Video Director/Coordinators Faculty Advisor
Client Examples:	American Red Cross Asian American Alliance, Inc Goodwill College of Communication Information and Media
Additional Sources:	www.cms.bsui.edu/academics/collegesanddepartments/journalism/academicsandadmissions/programsofstudy/bachelorsdegrees/programfeatures/hands-on-immersivelearningexperiences/cardinalcommunications

Iowa

Name: Inspire Public Relations

School:	University of Iowa
Website:	www.inspirepriowa.wordpress.com
Social Media:	Facebook: www.facebook.com/InspirePublicRelations Twitter: www.twitter.com/InspirePRIowa
Program Affiliation:	PRSSA (nationally affiliated)
Founding Date:	2009
Member Number:	22
Financial Structure:	n/a
Services:	Media Relations Social Media Design Market Research Event Planning Community Relations
Agency Structure:	Faculty Advisor Co-Directors Professional Advisor Account Executives
Client Examples:	Polar Plunge Molly's Cupcakes Sure Steps Systems Unlimited
Additional Sources:	www.prssa.org/chapters/firms/Affiliated_Firms

Kentucky

Name: Imagewest

School:	Western Kentucky University
Website:	www.wkuimagewest.com
Social Media:	Facebook: www.facebook.com/wkuimagewest Twitter: www.twitter.com/imagewest YouTube: http://www.youtube.com/WKUImagewest
Program Affiliation:	School of Journalism and Broadcasting AAF
Founding Date:	2004
Member Number:	10-12
Financial Structure:	Paid
Services:	Advertising— consulting, corporate branding, strategic marketing and digital planning, guerilla marketing, media planning and buying, professional training Public Relations Services— press kits, news releases, media releases, publicity, image building, press conference coordination Graphic Design— logos, stationary, brochures, direct mail, outdoor, ads, packaging, point of purchase, signage, CD+DVD Digital Marketing— website design, social media, blogs/e-mail marketing Corporate Communication— newsletters, copywriting, presentations, feature stories, speech writing, trade show & event planning Oversize Printing— posters, banners Research— focus group coordination and facilities, secret shopper reports, market & product research Video Production— commercials, corporate videos, PSA's
Agency Structure:	PR Coordinator Account Executive Graphic Designer Broadcast Coordinator Web designer
Client Examples:	Carolina Accounting and Tax Solutions Indian Hills Country Club Koon Natural Foods

Michigan

Name: Hubbell Connections

School:	Michigan State
Website:	www.hubbellconnections.com
Social Media:	Facebook: www.facebook.com/HubbellConnections Twitter: www.twitter.com/HubbellPR
Program Affiliation:	PRSSA (nationally affiliated)
Founding Date:	2006
Member Number:	n/a
Financial Structure:	n/a
Services:	Media Relations Brand & Image Management Social Media Tools, Tactics and Training Blogging Location-Based Marketing Website Content Creation Print and Promotional Collateral Brochures Advertisements PSA's Event Coordination Market Research Strategic Planning Newsletter Design
Agency Structure:	Agency Director Account Manager Account Executives
Client Examples:	Wanderer's Teahouse and Café The YMCA of Downtown Lansing Capital City Film Festival Jeanologie Boutique
Additional Sources:	www.prssa.org/chapters/firms/Affiliated_Firms

Missouri

Name: Riverfront Public Relations

School:	Southeast Missouri State University
Website:	www.riverfrontpublicrelations.com
Social Media:	Facebook: www.facebook.com/RiverfrontPR Twitter: www.twitter.com/RiverfrontPR
Program Affiliation:	PRSSA
Founding Date:	n/a
Member Number:	19
Financial Structure:	Paid
Services:	Writing— news releases, pitch letters, newsletters, speeches, news/feature stories, questionnaires, surveys, polls Social Media— blogging, microblogging, social media Design— webpage design, flyers, presentations, graphic design Branding— slogan, logo, mission statement, goals and objectives Other— special events planning, media kits
Agency Structure:	Firm Director/Assistant Account Executive Media Relations Chair Administrative Assistant Website Chair PR Director Staff
Client Examples:	Sikeston City Re-Brand
Additional Sources:	www.southeastarrow.com/story/1959863.html

Missouri

Name: MOJO Ad

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

Nebraska

Name: Jacht Ad Lab

School:	University of Nebraska —Lincoln
Website:	www.thejachtclub.com
Social Media:	Facebook: www.facebook.com/JachtAdLab Twitter: www.twitter.com/JachtAdLab YouTube: www.youtube.com/channel/UCIoADE4F_lgqgXizkslAfbA Pinterest: www.pinterest.com/jachtadlab/ Blog: www.jachtadlab.tumblr.com/
Program Affiliation:	College of Journalism and Mass Communications
Founding Date:	2010
Member Number:	29
Financial Structure:	Paid
Services:	Branding and re-branding Web design and management Social media strategy, content, and evaluation Strategic planning Event planning and promotion Market research-- qualitative and quantitative Video production Collateral material design Photography
Agency Structure:	Faculty Advisor Professional Advisors CEO Account Executive Creative Director Video/Photography Director Social Media Director Web Director
Client Examples:	Iguana's Bar Shrine Bowl Nebraska State Stroke Association Pinnacle Bank Arena

New York

Name: Hill Communications

School:	Syracuse University
Website:	www.hill-communications.org
Social Media:	Facebook: www.facebook.com/HillComm Twitter: www.twitter.com/HillCommPR Foursquare: www.foursquare.com/hillcommpr
Program Affiliation:	S.I. Newhouse School of Public Communications PRSSA (nationally affiliated)
Founding Date:	2001
Member Number:	n/a
Financial Structure:	n/a
Services:	Research campaigns Press releases and media relations Publicity campaigns and event planning Branding Crisis communication plans
Agency Structure:	Firm Director/Assistant Director Account Supervisor Account Executive Faculty Advisor Faculty Consultants
Client Examples:	Syracuse Parks Conservancy Syracuse Stage North Medical, P.C.
Additional Sources:	www.prssa.org/chapters/firms/Affiliated_Firms

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: https://www.facebook.com/liveoakcommunications/ Twitter: www.twitter.com/liveoakcomm Flickr: www.flickr.com/photos/liveoakcommunications
Program Affiliation:	n/a
Founding Date:	2007
Member Number:	30-40
Financial Structure:	n/a
Services:	Web sites Social media Promotional videos PSA's Brochures In-store signage Print ads Broadcast spots
Agency Structure:	Director/Assistant Director Team Leaders Production Managers Account Executives Creative Coordinators
Client Examples:	Farm Bureau, North Carolina Durham Arts Council The Sunshine Center
Additional Sources:	www.elon.edu/e-net/Article/63139

North Carolina

Name: Heelprint Communications

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

Ohio

Name: ImPRessions

School:	Ohio State University
Website:	www.ouimpressions.com
Social Media:	Facebook: www.facebook.com/pages/Ohio-University-ImPRessions/312729626194?ref=ts Twitter: www.twitter.com/OUImPRessions
Program Affiliation:	E.W. Scripps School of Journalism PRSSA (nationally affiliated)
Founding Date:	2003
Member Number:	150-200
Financial Structure:	Pro-bono
Services:	Public relations strategies and tactics
Agency Structure:	CEO Vice President Account Supervisor Account Executive Account Associates
Client Examples:	Southern Ohio Copperheads Baseball Cardinal Health OU Bird Ice Arena Athens County Humane Society
Additional Sources:	www.prssa.org/chapters/firms/Affiliated_Firms

Ohio

Name: The Tannery

School:	Kent State University
Website:	www.thetannerycommunications.com
Social Media:	Twitter: www.twitter.com/TheTanneryComm
Program Affiliation:	College of Communication and Information
Founding Date:	n/a, joined Facebook in 2009
Member Number:	n/a
Financial Structure:	n/a
Services:	Branding Broadcast including radio and television spots Copywriting Identity Design Interactive Design and Development Print Design Public Relations and Media Relations Market Research Media Planning and Placement Strategic Marketing Campaigns User Experience Design Usability Studies Information Architecture
Agency Structure:	Management Associates Faculty Advisory Board Professional Advisory Board
Client Examples:	College of Architecture and Environmental Design iPlan: Graduation Planning Fe'Doctr
Additional Sources:	www.kent.edu/CCI/About/the-tannery.cfm

Oklahoma

Name: Lindsey + Asp

School:	University of Oklahoma
Website:	www.lindseyandasp.com
Social Media:	Facebook: www.facebook.com/LindseyAndAsp Twitter: www.twitter.com/LindseyAndAsp YouTube: www.youtube.com/LINDSEYandASP
Program Affiliation:	The Gaylord College of Journalism and Mass Communications PRSSA (nationally affiliated)
Founding Date:	2009
Member Number:	50
Financial Structure:	n/a
Services:	Brand management Media relations Social responsibility Issue anticipation Digital, traditional, and social design work Digital strategy, monitoring, and evaluation Video production-- traditional commercials, PSA's, corporate pieces, long-form production, animation
Agency Structure:	n/a
Client Examples:	Arthritis Foundation of OKC Rusty's Frozen Custard OU Library System Professional Oklahoma Educators
Additional Sources:	www.prssa.org/chapters/firms/Affiliated_Firms

Oregon

Name: Allen Hall Public Relations

School:	University of Oregon
Website:	www.allenhallpr.com
Social Media:	Facebook: www.facebook.com/AllenHallPR Twitter: www.twitter.com/AllenHallPR
Program Affiliation:	PRSSA (nationally affiliated)
Founding Date:	2000
Member Number:	29
Financial Structure:	n/a
Services:	Public relations planning Media relations assistance Social media management Copywriting and editing
Agency Structure:	Faculty Advisor Firm Director/Assistant Director Business Development Director Editorial Services Director Account Executive Account Supervisor
Client Examples:	Jordan Schnitzer Museum of Art Veterans Housing City of Eugene American Public Works Association
Additional Sources:	www.prssa.org/chapters/firms/Affiliated_Firms

Oregon

Name: Allen Hall Advertising

School: University of Oregon

Website: www.aha.uoregon.edu

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

Program Affiliation: n/a

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

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

Pennsylvania

Name: Happy Valley Communications

School:	Pennsylvania State
Website:	www.happyvalleycommunications.com
Social Media:	Facebook: www.facebook.com/happyvalleycommunications Twitter: www.twitter.com/happyvalleycomm
Program Affiliation:	Pennsylvania State
Founding Date:	2009
Member Number:	50
Financial Structure:	n/a
Services:	Research— focus groups, surveys, evaluation measurements, case study analysis, social media strategy Media Relations— news releases, press kits, media pitching, interview training, broadcast spots Event Management— promotions, media coverage, creative materials, event logistics Writing— feature stories, op-ed pieces, editing and layout, social media content development, press releases Campaign Planning— full campaign, creative materials, brand identity, marketing messages
Agency Structure:	Executive Director Director of Communications Director of Business Affairs Director of Staff Relations Account Executives Account Associates Creative Associates
Client Examples:	Momentum Fitness Webster's Bookstore Café Blue IV Global Entrepreneurship Week
Additional Sources:	www.news.psu.edu/story/155629/2011/09/12/student-run-happy-valley-communications-offers-professional-experience

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

Texas

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:	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

Texas

Name: TAGlines

School:	University of Texas -- Austin
Website:	www.texasadgroup.com/TAGlines
Social Media:	Facbook: www.facebook.com/taglinesut Twitter: www.twitter.com/TAGlinesUT
Program Affiliation:	AAF
Founding Date:	2007
Member Number:	16
Financial Structure:	Pro-bono
Services:	n/a
Agency Structure:	Program Director Account Planning Director Account Services Director Creative Director Art Director Interactive Director Media Director Public Relations Director Media Associate Interactive Associate Copywriter Account Services Associate Account Planning Associates
Client Examples:	Texas Rollergirls Big Brothers Big Sisters Housing Works Partnership For A Drug Free America
Additional Sources:	http://texasadgroup.com

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

Utah

Name: SoapBox Creative Agency

School: Brigham Young University

Website: www.soapboxagency.net

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

Program Affiliation: Department of Communication

Founding Date: n/a

Member Number: n/a

Financial Structure: n/a

Services: Copy
Design
Public relations Video

Agency Structure: n/a

Client Examples: BYU Testing Center
United Way

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

Utah

Name: SoapBox Creative Agency

School: Brigham Young University

Website: www.soapboxagency.net

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

Program Affiliation: Department of Communication

Founding Date: n/a

Member Number: n/a

Financial Structure: n/a

Services: Copy
Design
Public relations Video

Agency Structure: n/a

Client Examples: BYU Testing Center
United Way

West 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 Decathlon
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