Resources, Facilities and Equipment
The Greenlee School is housed within the College of Liberal Arts and Sciences, which determines the school’s budget and administers grants for the unit’s technology.

The school’s director is responsible for administering and overseeing fundraising, including endowment and cash accounts totaling more than $6 million.

The school’s generous endowment provides each full-time faculty member with development funding to assist with research and travel.

In 2013, the school built a digital newsroom located on the first floor of Hamilton Hall.
Executive Summary

The Greenlee School, one of two schools in the Iowa State system, operates much like a professional college. The director is responsible for administering and overseeing fundraising, including endowment and cash accounts totaling more than $6 million. The school has an external Advisory Council; alumni groups; campus-wide signature events, such as the Chamberlin Lecture and First Amendment Day celebration; and strong industry contacts, especially among internship providers. The Greenlee School is housed within the College of Liberal Arts and Sciences, which determines the school’s budget and administers grants for the unit’s technology. As the school has experienced consecutive years of enrollment growth, our needs have become more pronounced. We not only require resources, facilities and equipment for research and teaching, as do most academic units, but also for industry partnerships and professional expectations of our graduates in advertising, public relations and journalism and mass communication, who now are required to create content across platforms. As enrollment continues to rise, we will require more classroom space and technology management to facilitate skills classes that cannot exceed 20 students, per accreditation standards. The Iowa State Daily, currently housed in Hamilton Hall, is scheduled to move out of our building in December 2015, with its space targeted for classrooms.

The Greenlee School is especially proud of our affiliated student media and organizations, which are advised by Greenlee faculty and staff members. We have several shared spaces in Hamilton Hall designed for student clubs and publication staffs including the Meredith Multimedia Suite, funded by the Meredith Corporation since 2004. The suite includes space for student groups to create projects or conduct meetings, a photography studio (room 002), a video editing booth and interview space (room 001). All students can work on projects in the open labs (located in room 001 and 007) or the focus group room (room 004) as needed. In addition, students can request the use of the school’s conference and seminar rooms in Hamilton Hall. Student groups that require larger meeting spaces or classrooms can submit an online request through the university’s Room Scheduling Office.

In 2013, the school converted an open lab and reading room into a digital newsroom (room 171). The digital studio and newsroom is on the main floor of the building and is available for student clubs and publications, through a scheduling process. The systems support specialist provides a student lab monitor to work with student clubs and organizations while they are in the newsroom. The director and the faculty would like to have more designated areas specifically for professional operations of the clubs and publications. Again, however, space is always limited.

The university, college and industry benefactors such as Meredith Corporation, mentioned above, have played a significant role in our success. Classes are well-equipped with technology and access, and we house an IT center, focus group room, print resource room, seminar room, digital newsroom, photo studio, editing bays, open computer labs and meeting rooms throughout the building.
## Table 10. Budget

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Supplies and Services</td>
<td>$53,128</td>
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<td>Undergraduate Students</td>
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<td>$13,016</td>
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<td><strong>Total</strong></td>
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<td><strong>$72,047</strong></td>
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<tr>
<td>Administrative Salaries - Director</td>
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<td>**</td>
<td>**</td>
<td>**</td>
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<td>Budgeted Tenured, Tenure Track, Non-Tenure Track</td>
<td><strong>1,605,333</strong></td>
<td><strong>1,418,462</strong></td>
<td><strong>1,276,859</strong></td>
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<td>Staff Salaries - Merit (secretarial and account clerk)</td>
<td><strong>$91,726</strong></td>
<td><strong>$89,491</strong></td>
<td><strong>$124,428</strong></td>
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<td>Staff Salaries - Professional &amp; Scientific</td>
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<td><strong>$256,670</strong></td>
<td><strong>$195,901</strong></td>
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<td>Benefits¹</td>
<td><strong>$659,047</strong></td>
<td><strong>$595,929</strong></td>
<td><strong>$542,975</strong></td>
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<td><strong>Total</strong></td>
<td><strong>$2,625,207</strong></td>
<td><strong>$2,360,552</strong></td>
<td><strong>$2,140,163</strong></td>
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<td>Supplemental²</td>
<td><strong>$4,715</strong></td>
<td><strong>$9,832</strong></td>
<td><strong>$3,889</strong></td>
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<td>Graduate Assistant Salaries</td>
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<td><strong>$21,197</strong></td>
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<tr>
<td>Equipment</td>
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<tr>
<td>Equipment maintenance</td>
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<tr>
<td>Library resources</td>
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<tr>
<td>Databases</td>
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<td>Travel</td>
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<tr>
<td>Research</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
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<tr>
<td><strong>BUDGETED TOTALS</strong></td>
<td><strong>$2,717,475</strong></td>
<td><strong>$2,463,628</strong></td>
<td><strong>$2,226,679</strong></td>
<td><strong>$2,435,914</strong></td>
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</tbody>
</table>

*Equipment, equipment maintenance, library resources, databases, travel and research are provided outside of the base budget provided by the college.

**Figure is available in the budget book provided in the workroom.

¹Benefits for all budget book positions

²Incremental salary remaining from staff changes

The Greenlee School base budget is listed above from the annual budget appropriations with adjustments for staff changes. The table shows a partial recovery from the 2009–11 recession, beginning in 2012–13. The Board of Regents, State of Iowa, instituted three consecutive years of 0% tuition increases from 2013–15. During that time, the Greenlee School enrollment (secondary and primary majors) rose from 662 majors to 793, a 20% increase.

In addition to the annual budget, the College of Liberal Arts and Sciences manages all benefits attached to salaries. The college underwrites the
Greenlee School with temporary teaching funding (TAND – see appendix 7 “commitments”) for professional non-tenure track lecturers and teaching assistants. The school also earns funds from summer teaching and distance education/online courses, depending on enrollment. Internships are a large part of the summer course earnings, as most of our students use those months to work unimpeded by classwork at media outlets across the country and globe. The IT staff apply for grants through student fee appropriations decided by the Liberal Arts and Sciences Computer Advisory Committee (LASCAC) to cover student lab monitors and computer equipment/software.

The Greenlee School’s base budget is set by the College of Liberal Arts and Sciences. As with all budgets, ours is almost exclusively dedicated toward salaries and benefits, with a limited amount for supplies.

From our generous endowment accounts school faculty members receive individual faculty development spending accounts of $3,000 per annum and lecturers receive $1,000 and up to $1,500 for senior lecturers. This funding allows the faculty and staff to travel or purchase special software and equipment for teaching. These “faculty development” accounts are shared on the public server so each faculty member can see what they have spent and the balance of the account.

The director and fiscal officer meet regularly to review requests for additional support and available funding. The director typically discusses the budget once per semester with the faculty, often during the August retreat and again in early May, closing out the year.

The school has an open-door policy on the budget as a matter of transparency. Anyone with special funding requests can write the director a memo explaining the need, usually for additional equipment or travel, and that, too, typically is granted due -- once again -- to our amply funded endowments.

The projected AY16 budget is sufficient to continue covering classes—no small point, given that our enrollment increased by 16% to 922majors in the current academic year. Moreover, the college has provided these funds despite a $4 million shortfall in its own coffers brought on by several unanticipated factors. The college had anticipated some of its AY15 searches would fail, but few actually did, resulting in 46 new positions in the college, including two assistant professor hires at Greenlee. Fewer than anticipated professors retired, and the Board of Regents, State of Iowa froze tuition for the third straight year. Even though Iowa State University has record enrollment at 34,732—the largest university in the state—the Legislature only awarded a budget increase of 1.5%. Despite these factors, the college has done all it could for Greenlee in the coming academic year. The college, aware of our needs, appreciates our enrollment growth. However, as our enrollment rises, especially with the new public relations degree, tenured/tenure-eligible professors are encountering more advisees and greater internship supervision responsibilities.

The online and summer teaching profits distributed by the college to the school are a large part of the school’s annual budget. This funding is first distributed to the graduate program for assistantships, which in turn benefits the undergraduate program when graduate teaching assistants

2 Describe the process through which the unit develops its budget, including preparation of the budget request and spending plan, review and approval, and the role of faculty in the process.

3 Describe the adequacy of resources for the unit and the sources of revenue for those resources (university funds, fees, private funding, other). Describe how the unit will supplement its annual budget from other sources or reallocate resources to reach its strategic goals.

*Based on projected fall 2015 enrollment. Official university enrollment figures are available on the 10th instructional day of the fall 2015 semester.
assist with undergraduate classes. After assistantships have been funded, the remaining profits are used for internship scholarships, student travel and events; and faculty and staff also are alerted that funds are available for special needs to enhance teaching and research.

The college also provides funding for computer replacement for faculty and staff on a four-year rotation.

The college has supplied us with ample staffing during our growth period, including a third academic adviser who coordinates our internship program. As our program emphasizes digital tools and platforms, we also requested that a secretarial staff person who retired be replaced by a media specialist. Information technology staff was moved to the College of Liberal Arts and Sciences in 2014. A complete organization chart for the school is included in appendix 7.

Private Funds
The director engages alumni with Good News from Greenlee, in which he profiles faculty and staff accomplishments under Research/Scholarship; Teaching/Advising; and Community/Professional Service. Each month when the director puts out a call for the next faculty meeting, faculty and staff submit their achievements in these three categories. Each month’s total contributions are tallied and compared with statistics from the previous year. The Good News e-newsletter is sent to more than 250 alumni and benefactors, as well as college and central administration officers. Those receiving the e-newsletter are encouraged to contact individual professors, and many do, offering words of praise and subsequently establishing relationships with Greenlee personnel beyond the director.

The Greenlee Glimpse, the school’s annual magazine, showcases the school and has both an online and print presence, for over 6,000 alumni and friends. Good News from Greenlee and The Glimpse have been effective ways to engage alumni and private and corporate benefactors in the school.

Private fund accounts held by the Iowa State University Foundation are healthy. Endowments currently generate 4.25% earnings. Most endowments are generating cash available for faculty, students and programming. A few are reinvesting to support a larger payout at a later date. The ISU Foundation reports a balance of over $5.8 million as of June 2015. That figure typically rises to more than $6 million by July, the start of a new fiscal year. Appendix 7 includes foundation reports for the past four years.

The Greenlee School has more majors than any other unit in the college. We are considered a “destination major” along with the next two largest units, psychology and computer science. Our overall state budget (see budget books) for 2014–15 ($2,463,628-including benefits) is less than half of that of psychology ($5,097,142-including benefits) and computer science ($5,253,424-including benefits). Each of these departments has different missions, research expectations and other resource-related requirements. For instance, the school must have small skills classes with no more than 20 students per section, per accreditation requirements. Hence, our credit-hour production (7,826) is less than both computer science (11,123) and psychology (13,119). As our growth primarily is associated with
enrollment, while Iowa State’s budget model rewards student credit hours, the college has supplied the school with additional funding for professional part-time lecturers over and above what is included in the “ISU Budget Book,” from which the above budget figures were taken. Additional sources of funding for psychology and computer science are not available for comparison. LAS budget figures will be available in the workroom.

- On the 10th day of classes in Sept. 2014, the Greenlee School had 22 faculty and lecturers listed in the budget book and 802 students.
- Computer science had 35 faculty and lecturers in the budget book and 499 students.
- Psychology had 37 faculty and lecturers in the budget book and 758 students.

The Greenlee School has been housed in a former publishing warehouse for many years. We have a great location on a beautiful campus. In 2000, the building interior received a facelift for slightly less than $2 million. Our 900+ students (including master’s students) call this their second home, and the layout of the building fosters that family environment. The main floor is reserved for students, equipped with a panel of televisions on news channels, including our own ISUtv. The Iowa State Daily is currently housed in Hamilton Hall; however, it’s scheduled to move in December 2015 to a campus-town location within walking distance from Hamilton.


We purchased a service called Snapstream (http://www.snapstream.com/) a few years ago to support faculty research in the school. Snapstream provides capabilities for recording television content quickly, efficiently and inexpensively. Undergraduate students benefit from examining and critiquing current television content including advertising trends. A faculty member recently won a top paper award from AEJMC based on Snapstream data analysis. Even though it requires annual subscription, the service seems to be beneficial for both teaching and research activities in the school and will be continued.
Hamilton Room 001, open computer lab located on the lower level. Includes Digital Editing Bays. Maximum capacity: 7

Hamilton Room 002, Photography Studio, located on the lower level. Scheduling available for clubs, publications, and individual projects. Maximum capacity: 18

Hamilton Room 007, Meredith Multimedia Suite, open computer lab located on the lower level. Includes electronic projection display system and connecting conference rooms. Maximum capacity: 10

The connecting conference rooms are available for private or team projects. Clubs, publications, faculty and staff meet in these conference rooms.

Hamilton Room 008, Room 010A, Room 010B, scheduled teaching labs, open during unscheduled hours, located on the lower level. Includes video/computer output projection and printer. Maximum capacity: 18.

Hamilton Room 012, scheduled teaching lab, open during unscheduled hours, located on the lower level. Includes video/computer output projection and printer. Maximum capacity: 10.


Hamilton Room 004, The Graduate Hub, located on the lower level consists of one computer lab and six office spaces for graduate student research, plus a thesis storage area. Each office space includes a computer and the lab space includes six computers. Open to graduate students only. Maximum Capacity: 40

The Greenlee School has gone from teaching five sections of JL MC 201, Reporting and Writing for the Mass Media, in fall 2009 to teaching nine sections of JL MC 201 in fall 2014. Each section of 201 meets in a lab for 4.5 hours per week. With each additional section of JL MC 201 added to the schedule of classes, we have an increased demand for lab space. The school’s growing enrollment and increase in multimedia instruction are placing stress on the availability of computer labs for classes. The school’s faculty has been proactive in developing solutions to alleviate the demand on the school's limited lab space including students bringing private computers with Word and Wireless Internet; Greenlee providing laptops for the
Hamilton Room 172, located on the first floor. Includes speaker system, movable table and chairs, video/computer output projection and white board. Maximum capacity: 40

This conference room is often used for prospective student visits and faculty committee meetings.

Hamilton Room 178C, located on the first floor. Maximum capacity: 8

Hamilton Room 178, located on the first floor. Includes movable tables and chairs, interactive whiteboard/projection system. Maximum capacity: 20

This conference room is often used for prospective student visits and faculty committee meetings.

Hamilton Room 007E, located on the lower level. Includes interactive whiteboard/projection system, magazine layout wall, movable table and chairs and whiteboard.

This conference room is often used by student clubs and organizations like Ethos Magazine and Cardinal & Gold Creative Agency.

Hamilton Room 004C, this conference room doubles as a focus group room, with room 003 as the viewing room. Located on the lower level, this room includes movable table and chairs, whiteboard and video/computer output projection. Maximum capacity: 12

There is an additional small focus group room for 1–4 people on the opposite side of room 003.

We have scheduling conflicts on a regular basis and we need a larger conference room for faculty meetings, currently held in 172, student group meetings and small events.

Office space is tight in Hamilton Hall with the increased number of faculty and lecturers. Lecturers who are not full-time are subject to sharing offices whenever necessary. The addition of a communications specialist and full-time internship coordinator prompted us to repurpose student and faculty space into staff offices. In 2011, we switched a small conference room space from just outside the administrative offices (room 101) to the former advising offices that was located on the far west end of the building (room 178). We gained a digital, 12-person conference room used for recruiting, club and publication meetings, and faculty and staff meetings. To accommodate additional staff members, we repurposed a small conference room in 101 Hamilton Hall to make two additional staff offices. In fall 2014, we combined two small student offices off of the digital newsroom and created one office for the communications specialist.

There are four general classrooms in Hamilton Hall, six multimedia computer labs, a digital newsroom with a studio and a focus group room.
Above: Associate Professor Jay Newell discusses the importance of networking during the fall 2014 Jump-Start workshop in room 169, located on the first floor.

Hamilton Room 005, located in the SW corner of the lower level in Hamilton Hall, includes movable tablet-arm chairs, document camera, DVD/video/computer output projection and white board. Maximum capacity: 30.

Hamilton Room 006, located in the SW corner of the lower level in Hamilton Hall, includes movable tablet-arm chairs, document camera, DVD/video/computer output projection and white board. Maximum capacity: 38.

Hamilton Room 0169, located in the West end of the first floor in Hamilton Hall, includes movable tablet-arm chairs, document camera, DVD/video/computer output projection and white board. Maximum capacity: 89.

Hamilton Room 0210, located on the second floor, includes movable tables and chairs, document camera, DVD/video/computer output projection and chalk board. Maximum capacity: 36.

Large classroom space is very limited on campus. Associate Director Joel Geske and Academic Adviser Jessica Hansen work closely with University Room Scheduling to schedule Greenlee courses and ensure classes are assigned to appropriate classroom spaces.

The Greenlee School Student Services Office and staff has grown in the past few years. In 2011, the school had 1½ FTEs for academic advisers and ½ FTE for an internship adviser. We currently have two full-time academic advisers and a full-time internship coordinator. Their offices are located outside of the administrative office in 101 Hamilton Hall.

Student clubs and publications use computer labs and conference rooms for the production of television packages (room 171, I-State News), meetings and group work (room 007). All conference rooms are available for scheduling student club or publication meetings and are regularly used by student publications/organizations. Many of the larger student clubs (i.e. PRSSA, Ad Club) meet in room 169, which they schedule through University Room Scheduling. The university also provides student meeting space in the Memorial Union.
Evaluate how well faculty, staff, equipment and facilities enable and promote effective scholarship, teaching and learning in a digital, technological, multimedia world. Describe the unit’s most urgent needs for resources, if any, and the plan to address these needs.

As with many programs, the Greenlee School of Journalism and Communication has a constant need for updating the building, equipment and furnishings to keep pace with the speed of technological changes and evolving industry. This is one of the school’s major priorities. Generous donors provided $2 million for a major renovation to Hamilton Hall that was completed in 2000. At the time of the renovation, the university had two large television studios housed in the Communications Building. Since 2000, those studios were not upgraded and maintained. Greenlee administrators and faculty as well as the college realized those large outdated studios could not be maintained and there was no need to, as upgrades in studio technology made it possible for a smaller digital studio to be centrally located in Hamilton Hall. The Greenlee School staff built the digital newsroom (room 171) with $50,000 from the remaining 2000 renovation funds and the WOI fund, an endowment the school uses specifically for students and equipment. The change to having the studio in Hamilton Hall has been highly beneficial to broadcasting students and multimedia instruction, recruiting efforts and course scheduling. It has, however, been extremely time-consuming for our staff and student employees. The university managed the older studios in the Communications Building and was responsible for maintenance and staffing. The school has absorbed the cost of creating the newsroom, and the staff absorbed the duties of maintaining its equipment and function with no increase in the annual budget.

Outside of Greenlee equipment, the university provides excellent equipment for all students through university IT at the Communications Building. Majors, student clubs and non-majors are allowed to check out equipment from the Communications Building. Non-majors and multi-section courses that include non-majors are encouraged to use equipment funded by the university. Equipment available for faculty and staff to check out at the university level includes:

<table>
<thead>
<tr>
<th>Video Equipment</th>
<th>Mini DV digital camcorders, VHS camcorders, VHS players, Document cameras (analog and digital), DVD players, DVD/VCR combos, LCD video projectors</th>
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<tbody>
<tr>
<td>Digital Cameras</td>
<td>Mini DV digital video camcorders, Digital cameras, Digital SLR cameras</td>
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<tr>
<td>Film Cameras</td>
<td>Canon T-60 35mm SLR</td>
</tr>
<tr>
<td>Camera Accessories</td>
<td>Canon FD mount lenses, and accessories</td>
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<tr>
<td>PA Systems</td>
<td>Lecternette (podium PA), Large outdoor PAs (by special arrangement only), Wireless PA (AC/DC), Microphones (wired and wireless)</td>
</tr>
<tr>
<td>Audio Players and Recorders</td>
<td>Digital audio recorders, Audio cassette recorders (with telephone jack), Portable cassette tape recorders</td>
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<tr>
<td>Other Equipment</td>
<td>Skyline/Mirage Displays (by special arrangement only), Projection screens [70” X 70” to 9’ X 12’] (by special arrangement only), Poster and flipchart easels</td>
</tr>
</tbody>
</table>

The WOI, Liberal Arts and Sciences Computer Advisory Committee (LASCAC) and Meredith budgets have funded the purchase of the following cameras and recorders available in Hamilton Hall (room 16) for students to check out:

- 10 Canon XH A1 HDV video cameras
- 10 Canon Vixia HF 200 video cameras
• 12 Canon 60D – and various lenses
• 13 Canon XA10
• 24 Zoom H2 digital audio recorders
• A variety of accessories for each item (tripods, lav mics, shotgun mics, handheld mics, and light kits)

For more information about other university provided equipment, visit: www.it.iastate.edu/services/equipment

The Greenlee School provides equipment for students to check out for course work. Equipment is purchased through the LASCAC grant program and the WOI fund. The WOI fund provides adequate funding for checkout equipment repair and replacement. However, the school requires more resources to add equipment, as well as upgrade and maintain the new digital studio. The university used to fund the now-defunct university studios. Currently, the Greenlee School is funding the studio with the school’s WOI fund and help from college student computer fees (LASCAC). The WOI fund is a $1 million endowment that earns approximately $58,000 per year. The fund supplies approximately $40,000 per year for multimedia equipment and software for students to check out, in addition to funding the photo studio and providing one graduate teaching assistantship to help with or teach multimedia courses. The fund also allocates $5,000–10,000 for student scholarships.

College of Liberal Arts and Sciences Computer Advisory Committee (LASCAC): The university charges students a fee for use of open-laboratory technology. The Greenlee School regularly applies for a grant from the college to fund our labs in Hamilton Hall. A previous LASCAC proposal is included in appendix 7. The grant pays for computer upgrades every four years in our computer labs, software for student use and teaching use, and student lab monitor salaries.

• The school receives an average of just over $50,000 in student wages and an additional $9,000 for data connection fees annually. Small projects are often funded, including rewiring upgrades in labs that have cost approximately $2,500 per lab.
• Spring 2014: Greenlee requested 39 new computers for labs 10A and 171 as per the chart below. Those computers had an estimated cost of $2,394 each. The request also includes software upgrades. The total requested was $114,903. After discounts through the Apple Store/ISU contract and other software contracts, GSJC was funded for $106,903.
• Spring 2013: We were fully funded to replace software upgrades and all computers in Lab 12: $57,370.
• Spring 2012: Labs 10B and 04 replacements, software upgrades: $91,353.
• Spring 2011: Labs 07 and 08 replacements, software upgrades: $125,889.

From the requests to LASCAC the school’s replacement computers for our labs is based on the schedule for each of the seven labs listed below.

Replacement Year (four year cycle):
• Room 04 -- 2016, 2020, 2024, 2028
• Room 07 -- 2015, 2019, 2023, 2027
• Room 08 -- 2015, 2019, 2023, 2027
• Room 10A -- 2014, 2018, 2022, 2026
• Room 10B -- 2016, 2020, 2024 2028
• Room 12 -- 2017, 2021, 2025, 2029
• Room 171 -- 2014, 2018, 2022, 2026
Technology is at the forefront of everything we do at the Greenlee School. The College of Liberal Arts and Sciences has created a central LAS IT hub that houses all tech support. The Greenlee School houses a computer support specialist and student computer lab monitors in room 16. The systems analyst manages day-to-day hardware and software issues with the priority of computer lab support, and faculty and staff computer issues. All other technical support issues are sent through a central ticketing system via email. The tickets are assigned to a web specialist, a systems analyst or other technician according to expertise.

Despite the state-of-the-art equipment and well-tended facilities, we may be in need of a larger space in the near future due to the uptick in our enrollment and demands of multimedia instruction. Specifically, we will require additional classrooms, offices, conference rooms, computer labs and extra multimedia newsroom/studio space. As previously mentioned, the school is housed in a former publishing warehouse and the heating and cooling system is inadequate. In light of the school’s increasing enrollment, more faculty lines, as opposed to lectureships, are desirable so that continuing professors can deliver excellent levels of scholarship as well as instruction.
APPENDIX

- Greenlee School Budgeted Expenses
- Commitments (online and summer earnings with other commitments from LAS)
- Organizational Structure of the Greenlee School
- Foundation Reports
- LASCAC Proposal

WORKROOM

- LAS Budget Figures, Budget Book