

**Governing Iowa's public  
universities and special schools**

University of Iowa  
Iowa State University  
University of Northern Iowa  
Iowa School for the Deaf  
Iowa Braille and Sight Saving School  
Lakeside Laboratory Regents Resource Center  
Western Iowa Regents Resource Center



Michael J. Richards, MD, President, *West Des Moines*  
Patty Cownie, President Pro Tem, *Des Moines*  
Sherry Bates, *Scranton*  
Nancy Boettger, *Harlan*  
Milt Dakovich, *Waterloo*  
Nancy Dunkel, *Dyersville*  
Rachael Johnson, *Sioux City*  
Jim Lindenmayer, Ph.D., *Ottumwa*  
Larry McKibben, JD, *Marshalltown*

Mark J. Braun, Executive Director

April 2, 2019

Governor Kim Reynolds  
Office of the Governor  
1007 East Grand Ave.  
Des Moines, IA 50319

Mr. Charlie Smithson  
Secretary of the Senate  
State Capitol Building  
Des Moines IA 50319

Ms. Carmine Boal  
Chief Clerk of the House  
State Capitol Building  
Des Moines IA 50319

Glen Dickinson, Director  
Legislative Services Agency  
State Capitol Building  
Des Moines IA 50319

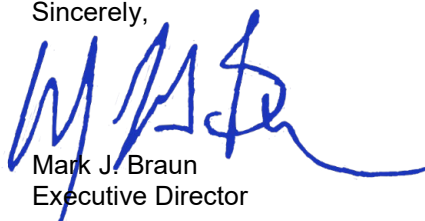
Re: Board of Regents Span of Control Policy Report

Dear Governor Reynolds and Members of the General Assembly:

Pursuant to Iowa Code §262.9C (5), attached is the Span of Control Policy Report which shows that the Regent institutions continue to seek the most efficient and effective staffing mix to achieve and maintain excellence in fulfillment of their threefold mission of teaching, research, and service.

If you have any questions or need more information, please don't hesitate to contact this office.

Sincerely,



Mark J. Braun  
Executive Director

\\Box Sync\Board of Regents Shared\BF\Legislative\2019 session\Reports\

Attachments

cc:Robin Madison  
Legislative Liaisons  
Legislative Log

Contact: Tim Cook

**ANNUAL SPAN OF CONTROL REPORT**

**Actions Requested:**

- Receive the report;
- Approve the exclusion of departments with 28 or fewer FTEs from span of control calculations; and
- Approve submission of the report to the Governor and the Iowa General Assembly in accordance with Iowa Code §262.9C and Board Policy §2.1(3)(G).

**Executive Summary:** Span of control analysis is one consideration in determining the appropriate staff mix for each institution along with: (1) skills and expertise to perform the various forms of work required; (2) degree of oversight and regulation required in each context; (3) risk of errors; and (4) other considerations balancing efficiency with quality and effectiveness of the work.

Calculations to determine span of control ratios are based upon October 1 payrolls at the five institutions.

Employees involved with direct patient care, faculty, and employees in other areas of the institutions that must maintain different span of control ratios due to federal or state regulations were not included in calculation of the ratios.

The resulting analysis represents a comparison of numbers of merit exempt and professional staff at each institution that have administrative supervision as any portion of their overall job responsibilities as compared to the number of other employees with no supervisory responsibilities. This analysis is based upon headcount and does not measure the amount of effort spent by individuals to fulfill their supervisory responsibilities. Each institution has unique considerations, which impact individual calculations.

For consistency with other reports, the universities have defined “departments” as those entities identified in the institutional budgets. SUI requests exclusion of 330 departments (pages 2-8); ISU – 182 departments (pages 9-12); and UNI – 108 departments (pages 13-15). These departments are consistent with those previously excluded by the Board.

After applying the statutory criteria to October 1 payroll data, excluding faculty, direct patient care employees and departments with 28 or fewer FTEs, no departments at the special schools met the criteria for calculating span of control.

Ratios for the three universities for last five years are as follows:

	2014	2015	2016	2017	2018
University of Iowa	1 / 10.77	1 / 10.46	1 / 10.46	1 / 10.13	1/9.71
Iowa State University	1 / 15.30	1 / 15.10	1 / 14.85	1 / 14.61	1/13.41
University of Northern Iowa	1 / 13.61	1 / 15.47	1 / 15.36	1 / 14.91	1/14.16

**Background:** SF 2088 (the state reorganization bill) passed in the 2010 session of the General Assembly amended Chapter 262 of the Iowa Code to include a provision regarding span of control. The amendment, effective March 20, 2010, requires the Board develop and maintain a policy setting a target aggregate ratio of employees who perform supervision to all other employees at one to fifteen. In Board of Regents Policy 2.1(3)(G), the BOR has met the requirements to develop and maintain a policy regarding span of control as set forth in the Iowa Code. The institutions continue to seek the most efficient and effective staffing mix to achieve and maintain excellence in fulfillment of their threefold mission of teaching, research, and service. They also continue to examine span of control as analysis is provided for other annual reports to the Board, including the Annual Human Resources Report.

**UNIVERSITY OF IOWA  
Departments with 28 or Fewer FTEs**

Accounting/Tippie College of Business  
Accounts Payable & Travel/VP Finance & Operations  
ACO Support/VP Medical Affairs  
Administration/Center for Disabilities & Development  
Administration/Student Health and Wellness  
Administration/VP Medical Affairs  
Aerospace Studies/University College  
Air & Mobile Critical Care/UIHC  
Alumni Services/Office of the President  
Ambulatory Care Clinic/Psychiatric Hospital  
American Studies/College of Liberal Arts & Sciences  
Anthropology/College of Liberal Arts & Sciences  
Art & Art History/College of Liberal Arts & Sciences  
Art Museum/Office of the Provost  
Assessment/Office of the Provost  
Associate VP Finance and CFO, UIHC/VP Medical Affairs  
Athletics Facility/Athletics  
Banquets and Catering/Student Life  
Belin-Blank Intl Center/College of Education  
Biocatalysis/Bioprocessing Center/VP Research  
Biochemistry/Carver College of Medicine  
Bioengineering/UIHC  
Biomedical Engineering/College of Engineering  
BioVentures Center/Oakdale Campus  
Broadcasting Services/VP External Relations  
Business Administration-College/Tippie College of Business  
Business Administration-Undergraduate/Tippie College of Business  
Business Managers Office/VP Finance & Operations  
Business Services Administration/VP Finance & Operations  
Campus Dining Administration/Student Life  
Campus Dining Operations/Student Life  
Cancer Center Support Administration/UIHC  
Capital Management/UIHC  
Career Center/Office of the Provost  
CDD Scheduling/Center for Disabilities & Development  
CDD State & Community Projects/Center for Disabilities & Development  
Center Bioinformatics Comput Biology/College of Engineering  
Center for Advanced Studies In Measures & Assess/College of Education  
Center for Diversity and Enrichment/Office of the President  
Center for Public Health Statistics/College of Public Health  
Center for Student Involvement and Leadership/Student Life  
Central Control Hygienic Lab/University Hygienic Lab  
Central Control/Center for Disabilities & Development  
Central Mail System/VP Finance & Operations  
Centralized Transcription Services/UIHC  
Chemical & Biochemical Engineering/College of Engineering  
Chemistry/College of Liberal Arts & Sciences  
Chief Diversity Office/Office of the President  
Chief Medical Officer/UIHC  
Chief of Staff/UIHC  
CHSC Per Patient per month/Spec Child Health Services-M&R

Civil-Environmental Engineering/College of Engineering  
Classics/College of Liberal Arts & Sciences  
Clinical Staff Office/UIHC  
Clinics/Student Health and Wellness  
Communication Sciences and Disorders/College of Liberal Arts & Sciences  
Communication Studies/College of Liberal Arts & Sciences  
Community & Behavioral Health/College of Public Health  
Computer Science/College of Liberal Arts & Sciences  
Consultation & Res Med Educ/Carver College of Medicine  
Continuing Education/Carver College of Medicine  
Contracts & Assignments/Student Life  
Core Research Facilities/VP Research  
Creative Writing/College of Liberal Arts & Sciences  
C-Stores/Student Life  
Ctr for Child Hlth Impr Innov/Spec Child Health Services-M&R  
CTR Health Effect of Environment/VP Research  
Dance/College of Liberal Arts & Sciences  
Dean of Students/Student Life  
Dental Research/College of Dentistry  
Dentistry Administration/College of Dentistry  
Dentistry/UIHC  
Dermatology/Carver College of Medicine  
Dermatology/UIHC  
Des Moines John and Mary Pappajohn Education Center/Continuing Education  
Diabetes Research Center/Carver College of Medicine  
Division of Continuing Education/Continuing Education  
Division of Performing Arts/College of Liberal Arts & Sciences  
Division of Sponsored Programs/VP Research  
Documentation & Coding/UIHC  
Earth and Environmental Sciences/College of Liberal Arts & Sciences  
Educ Policy & Leadership Studies/College of Education  
Education Administration/College of Education  
e-Health Center/UIHC Affiliates  
Electrical-Computer Engineering/College of Engineering  
Emerg Med/UIHC  
Emergency Medicine/Carver College of Medicine  
EMSLRC/UIHC  
Endodontics/College of Dentistry  
Engineering Administration/College of Engineering  
Engineering Computer Network/College of Engineering  
Engineering Electronics Shop/College of Engineering  
Engineering Mechanical Shop/College of Engineering  
English as Second Language/College of Liberal Arts & Sciences  
English/College of Liberal Arts & Sciences  
Equal Opportunity and Diversity/Office of the President  
Evaluation & Assessment Center/College of Education  
Facilities Administration/Student Life  
Facilities Management-GEF/VP Finance & Operations  
Facilities Management-Inventory/VP Finance & Operations  
Facilities Management-Surplus/VP Finance & Operations  
Facility Services Admin/UIHC  
Faculty Practice Administration/College of Nursing  
Family Dentistry/College of Dentistry

Family Medicine/Carver College of Medicine  
Finance & University Services/VP Finance & Operations  
Finance/Tippie College of Business  
Food & Nutrition Services/Psychiatric Hospital  
General Counsel/Office of the General Counsel  
Geographical and Sustainability Sciences/College of Liberal Arts & Sciences  
Global Region Environmental Research Center/VP Research  
Governmental Relations/VP External Relations  
Graduate College Administration/Graduate College  
Graduate Medical Education/UIHC  
Grants & Contracts/Spec Child Health Services-M&R  
Grounds/UIHC  
Guest Services, Helen Rossi Guest House/UIHC  
Guest Services/UIHC  
Guest Services-info desk/UIHC  
Hancher/VP External Relations  
Health and Disability Center/Center for Disabilities & Development  
Health and Human Physiology/College of Liberal Arts & Sciences  
Health Information Management/Psychiatric Hospital  
Health Management & Policy/College of Public Health  
Heart and Vascular Center/Carver College of Medicine  
History/College of Liberal Arts & Sciences  
Holden Comprehensive Cancer Center/UIHC  
Honors Program/University College  
Hospital Based Programs/Carver College of Medicine  
Hospital Dentistry/College of Dentistry  
Housekeeping & Grounds/Center for Disabilities & Development  
Housekeeping & Grounds/Psychiatric Hospital  
HR Administration/Human Resources  
Human Subjects/IRB Office/VP Research  
Hygienic Laboratory-Administration/University Hygienic Lab  
Hygienic Laboratory-REC/Acctg/University Hygienic Lab  
IA Consortium Substance Abuse/VP Research  
ICTS - Administration/Inst for Clinical and Translational Science  
ICTS - Clinical Research Resources/Inst for Clinical and Translational Science  
ICTS - Design Biostat and Ethics/Inst for Clinical and Translational Science  
ICTS - Education/Inst for Clinical and Translational Science  
ICTS - Informatics/Inst for Clinical and Translational Science  
IH Waiver Services/Spec Child Health Services-M&R  
Informatics/Office of the Provost  
Institute for Human Genetics/Carver College of Medicine  
Institute for Public Health Practice/College of Public Health  
Integrated Strategic Planning/VP Medical Affairs  
Interdepartmental Programs/Tippie College of Business  
Interdisciplinary Programs/College of Liberal Arts & Sciences  
Interdisciplinary Programs/Graduate College  
Internal Audit/Office of the President  
Internal Medicine/UIHC  
International Writing/Graduate College  
Iowa Center for Higher Education /Continuing Education  
Iowa Institute for Public Health Research & Policy (IIPHRP)/College of Public Health  
Iowa Lakeside Laboratory/Continuing Education  
Iowa Reading Research Center/College of Education

Iowa Testing Programs/College of Education  
IRL-Dermatology/Iowa River Landing  
IRL-Diabetes Management/Iowa River Landing  
IRL-Engineering Services/Iowa River Landing  
IRL-ESS & Guest Services/Iowa River Landing  
IRL-Family Medicine/Iowa River Landing  
IRL-Gastroenterology/Iowa River Landing  
IRL-General Internal Medicine/Iowa River Landing  
IRL-General Pediatrics/Iowa River Landing  
IRL-Materials Services/Iowa River Landing  
IRL-Ophthalmology/Iowa River Landing  
IRL-Orthopaedic Clinic/Iowa River Landing  
IRL-Otolaryngology/Iowa River Landing  
IRL-Pathology/Iowa River Landing  
IRL-Pediatrics Speciality/Iowa River Landing  
IRL-Pharmacy/Iowa River Landing  
IRL-Procedure Suite/Iowa River Landing  
IRL-Radiology/Iowa River Landing  
IRL-Urology/Iowa River Landing  
IRL-Women's Wellness/Iowa River Landing  
ITS-CIO Office/Information Technology  
ITS-Research Services/Information Technology  
ITS-Security Office/Information Technology  
Journalism & Mass Communication/College of Liberal Arts & Sciences  
Laboratory/Student Health and Wellness  
Laundry & Linen Services/UIHC  
Law Library/College of Law  
Law, Labor Center/College of Law  
Law,HP & Disability Center/College of Law  
Law-Central Admin,Facilities/College of Law  
Law-Faculty/College of Law  
Law-Iowa Nonprofit Resource Center/College of Law  
Law-Student Services Programs/College of Law  
Learning Resource Center/College of Education  
Level 1 Trauma Program/UIHC  
Library & Information Science/Graduate College  
Management & Organizations/Tippie College of Business  
Marketing/Tippie College of Business  
Material Management/VP Finance & Operations  
Material Services, Central Sterilizing/Iowa River Landing  
Material Services/UIHC  
Mathematics/College of Liberal Arts & Sciences  
Mechanical Engineering/College of Engineering  
Medical Ethics/Carver College of Medicine  
Medical Instruments/UIHC  
Medical Museum/UIHC  
Military Science/University College  
Molecular Physiology & Biophysics/Carver College of Medicine  
Music/College of Liberal Arts & Sciences  
Neurosurgery HR/UIHC  
Neurosurgery/Carver College of Medicine  
Non-Hospital Units/UIHC  
Nursing Administration & General/College of Nursing

Nursing/Student Health and Wellness  
Obermann Center For Advanced Studies/VP Research  
Ob-Gyn/UIHC  
Obstetrics & Gynecology/UIHC  
Ofc of Clinical Quality Safety and Performance Improvement/UIHC  
Ofc of Statewide Clinical Educ Prog/Carver College of Medicine  
Office of Management & Business Development/Tippie College of Business  
Office of Student Services/College of Education  
Office of the IACUC/VP Research  
Office of Transparency/VP External Relations  
Operations Excellence/UIHC  
Operative Dentistry/College of Dentistry  
Optical Science Tech Center OSTC/College of Liberal Arts & Sciences  
Oral & Maxillofacial Surgery/College of Dentistry  
Oral Path,Radiology&Medicine/College of Dentistry  
Organizational Development/Human Resources  
Orthodontics/College of Dentistry  
Orthopaedic Surgery/UIHC  
Outreach and Engagement/Office of the Provost  
Outreach Clinics/UIHC Affiliates  
Outreach/Student Health and Wellness  
Parent,Child & Family/College of Nursing  
Pastoral Services/UIHC  
Patient Financial Services/Psychiatric Hospital  
Patient Library/UIHC  
Patient Representatives/UIHC  
Payor relations/UIHC  
Pediatric Dentistry/College of Dentistry  
Pediatrics/UIHC  
Pentacrest Museums/VP Research  
Periodontics/College of Dentistry  
Pharmaceutical Sciences and Experimental Therapeutics/College of Pharmacy  
Pharmaceutics/College of Pharmacy  
Pharmacology/Carver College of Medicine  
Pharmacy Practice and Science/College of Pharmacy  
Pharmacy/College of Pharmacy  
Philosophy/College of Liberal Arts & Sciences  
Physical Therapy & Rehab Science/Carver College of Medicine  
Physical Therapy/Center for Disabilities & Development  
Physician Assistant/Carver College of Medicine  
Political Science/College of Liberal Arts & Sciences  
Ponseti International/Carver College of Medicine  
President/Office of the President  
Preventive & Community Dentistry/College of Dentistry  
Printing Department Services/VP Finance & Operations  
Production Units/College of Liberal Arts & Sciences  
Project Art/UIHC  
Prosthodontics/College of Dentistry  
Provost Office Administration/Office of the Provost  
Psych & Quant Foundations/College of Education  
Psychiatry/Psychiatric Hospital  
Psychological and Brain Sciences/College of Liberal Arts & Sciences  
Psychology/Center for Disabilities & Development

Public Policy Center/VP Research  
Purchasing/VP Finance & Operations  
Radiation Oncology/Carver College of Medicine  
Radiation Oncology/UIHC  
Radiation Research Laboratory/Carver College of Medicine  
Rape Victim Advocacy Program/Student Life  
Regents Innovation Fund/VP Research  
Rehab Therapy/UIHC  
Rehabilitation and Counselor Education/College of Education  
Religion/College of Liberal Arts & Sciences  
Report Processing/Center for Disabilities & Development  
Research Administration/VP Research  
Research Department/College of Nursing  
Residence Hall Maintenance/Student Life  
Respiratory Care/UIHC  
Retail Operations/Student Life  
Rhetoric/College of Liberal Arts & Sciences  
Risk Management Office/VP Finance & Operations  
Safety & Security/Psychiatric Hospital  
Shipping-Receiving/UIHC  
Social Services/Center for Disabilities & Development  
Social Services/UIHC  
Social Work/College of Liberal Arts & Sciences  
Sociology/College of Liberal Arts & Sciences  
Spanish & Portuguese/College of Liberal Arts & Sciences  
State Archaeologist/VP Research  
Statistics & Actuarial Science/College of Liberal Arts & Sciences  
Stead Technology Services Group/Tippie College of Business  
Student Disability Services/Student Life  
Student Life/Student Life  
Student Organizations/Student Life  
Summer Sports Program/Athletics  
Surgery/UIHC  
Talent/Human Resources  
Teacher Leader Center/College of Education  
Teaching and Learning/College of Education  
Training & Project Services/Center for Disabilities & Development  
Treasury Operations/VP Finance & Operations  
UHC Clinics/Center for Disabilities & Development  
UI Center for Conferences/Continuing Education  
UI Health Plan/UIHC Affiliates  
UI Press Office Operations/Graduate College  
UI REACH/College of Education  
UI Ventures Operations/VP External Relations  
UIHC & FPP Outreach-Administration/UIHC Affiliates  
UIHC Otolaryngology/UIHC  
UIHC Urology/UIHC  
UIHF - Revenue & Decision Supp/VP Medical Affairs  
UIRF Operations/VP Research  
University College/University College  
University Communication and Marketing/VP External Relations  
University Counseling/Student Life  
University Creative Services/VP External Relations



University Employee Health Clinic/UIHC  
University Housing Administration/Student Life  
University Marketing and Media Production/VP External Relations  
University News Services/VP External Relations  
University of Iowa Center for Human Rights/College of Law  
Urban & Regional Planning/Graduate College  
Urology/Carver College of Medicine  
Volunteer Program/UIHC  
Wellness/Student Health and Wellness  
Women in Science and Engineering/College of Engineering  
Women's Resource & Action Center/Student Life  
World Languages, Literatures, and Cultures/College of Liberal Arts & Sciences  
Writing Program/Continuing Education  
Wynn Inst Vision Rsch/Carver College of Medicine

**IOWA STATE UNIVERSITY  
Departments with 28 or Fewer FTEs**

AEROSPACE ENGINEERING  
AG & LIFE SCI ADMINISTRATION  
AGRICULTURAL & BIOSYSTEMS ENGR-ENGR  
AGRICULTURAL EDUCATION & STUDIES  
AGRICULTURE COMMUNICATIONS  
AGRICULTURE EXPERIMENT STATION  
AIR FORCE AEROSPACE STUDIES  
APPAREL, EVENTS & HOSPITALITY MGMT  
ARCHITECTURE  
ASSISTANT VP FOR STUDENT HEALTH SERVICES  
ASSOC VP ENROLLMENT MANAGEMENT  
ATTENDING VETERINARIAN  
BIOCENTURY RESEARCH FARM  
BIOCHEMISTRY/BIOPHYSICS & MOLC BIOL-AGLS  
BIOCHEMISTRY/BIOPHYSICS & MOLC BIOL-LAS  
BIOECONOMY INSTITUTE  
BIOMEDICAL SCIENCES  
BOOKSTORE  
BRENTON CENTER FOR AG INSTR TECH TRANSF  
BUSINESS  
BUSINESS CAREER SERVICES  
BUSINESS GRADUATE PROGRAM  
BUSINESS SERVICES  
BUSINESS UNDERGRADUATE PROGRAM  
CAMPUS ORGANIZATIONS  
CARRIE CHAPMAN CATT CENTER  
CENTER FOR AGRICULTURAL & RURAL DEVELOP  
CENTER FOR AGRICULTURAL LAW & TAXATION  
CENTER FOR BIORENEWABLE CHEMICALS  
CENTER FOR CROPS UTILIZATION RESEARCH  
CENTER FOR EXCELLENCE IN LEARN & TEACH  
CENTER FOR FOOD SECURITY/PUBLIC HEALTH  
CENTER FOR SUSTAINABLE RURAL LIVELIHOODS  
CHEMICAL & BIOLOGICAL ENGINEERING  
CHEMISTRY STORES  
CIVIL, CONSTRUCTION & ENVIRONMENTAL ENG  
COMMUNITIES - EXTENSION  
COMPUTER SCIENCE  
CONFERENCE PLANNING & MANAGEMENT  
COOPERATIVE EXTENSION FIELD PROGRAM  
CTR FOR NONDESTRUCTIVE EVALUATION  
CTR STAT & APPLCTN IN FORENSIC EVIDENCE  
DESIGN ADMINISTRATION  
DESTINATION IOWA STATE-NEW STUDENT PRGMS  
DIVISION OF FINANCE  
ECOLOGY, EVOLUTION & ORGANISMAL BIOL-LAS  
ECOLOGY/EVOLUTION & ORGANISMAL BIOL-AGLS  
ECONOMIC DVLPMNT & INDUSTRY RELATIONS  
ECONOMICS - LAS  
ECONOMICS-AGLS  
EDUCATIONAL TALENT SEARCH

ELECTRICAL AND COMPUTER ENGINEERING  
ENGINEERING ADMINISTRATION  
ENGINEERING CAREER SERVICES  
ENGINEERING COLLEGE RELATIONS  
ENGINEERING OUTREACH PROGRAMS  
ENGINEERING RESEARCH INSTITUTE  
ENGINEERING STUDENT SERVICES  
ENGINEERING TECHNOLOGY SUPPORT  
ENGINEERING-LAS ONLINE LEARNING  
ENGLISH  
ENTOMOLOGY  
EQUAL OPPORTUNITY OFFICE  
EXTENSION DISTRIBUTION  
EXTENSION IT  
EXTENSION ORGANIZATIONAL ADVANCEMENT  
EXTENSION ORGANIZATIONAL DEVELOPMENT  
EXTENSION PROFESSIONAL DEVELOPMENT  
FACULTY SENATE  
FINANCE  
FINANCE EXTENSION  
FOOD SCIENCE & HUMAN NUTRITION - AGLS  
FOOD SCIENCE & HUMAN NUTRITION-H SCI  
GENETICS, DEVELOPMENT & CELL BIOLOGY-LAS  
GENETICS/DEVELOPMENT & CELL BIOLOGY-AGLS  
GEOLOGICAL AND ATMOSPHERIC SCIENCES  
GLOBAL AGRICULTURE PROGRAMS  
GOVERNMENT RELATIONS  
GRADUATE COLLEGE  
GRANTS HUB  
GRAPHIC DESIGN  
GREENLEE SCHOOL JOURNALISM/COMMUNICATION  
HISTORY  
HONORS PROGRAM-PRV  
HORTICULTURE  
HUMAN RESOURCES EXTENSION  
HUMAN SCIENCES ADMINISTRATION  
HUMAN SCIENCES EXTENSION AND OUTREACH  
HUMAN SCIENCES INTERNATIONAL PROGRAMS  
HUMAN SCIENCES STUDENT SERVICES  
INDUSTRIAL & MANUFACTURING SYSTEMS ENGR  
INDUSTRIAL DESIGN  
INSTITUTE FOR DESIGN RESEARCH & OUTREACH  
INSTITUTIONAL RESEARCH  
INTENSIVE ENGLISH & ORIENTATION PROGRAM  
INTERNAL AUDIT  
INTERNATIONAL STUDENTS & SCHOLARS  
IOWA NUTRIENT RESEARCH CENTER  
IOWA SOYBEAN RESEARCH CENTER  
IOWA STATE RESEARCH FOUNDATION  
IOWA STATE UNIV RESEARCH PARK  
ISU PAPPAJOHN CTR FOR ENTREPRENEURSHIP  
IT SERVICES ACADEMIC TECHNOLOGIES  
IT SERVICES ADMINISTRATIVE SERVICES

IT SERVICES CUSTOMER SERVICES  
IT SERVICES NETWORKS & COMMUNICATIONS  
IT SERVICES OFFICE OF CIO  
IT SERVICES SECURITY AND POLICIES  
IT SERVICES SYSTEMS & OPERATIONS  
KINESIOLOGY  
LABORATORY ANIMAL RESOURCES  
LEARNING COMMUNITIES  
LECTURES PROGRAM  
LIBERAL ARTS & SCI STUDENT ACADEMIC SRV  
LOGISTICS & SUPPORT SERVICES  
MANAGEMENT  
MATERIALS SCIENCE & ENGINEERING  
MATHEMATICS  
MICROBIOLOGY  
MICROELECTRONICS RESEARCH CTR  
MIDWEST PLAN SERVICE  
MILITARY SCIENCE & TACTICS  
MULTICULTURAL STUDENT AFFAIRS  
MUSIC AND THEATRE  
NANOVACCINE INSTITUTE  
NATURAL RESOURCE ECOLOGY AND MANAGEMENT  
NAVAL SCIENCE  
NUTRITION & WELLNESS RESEARCH CENTER  
OFC INTELLECTUAL PROPERTY & TECH TRANSFR  
OFFICE FOR RESPONSIBLE RESEARCH  
OFFICE OF RESEARCH INTEGRITY  
OMBUDS OFFICE  
ORIENTATION - NEW STUDENT PROGRAMS  
PARKING  
PHILOSOPHY & RELIGIOUS STUDIES  
PHYSICS & ASTRONOMY  
PLANT SCIENCES INSTITUTE  
POLITICAL SCIENCE  
PRESIDENT  
PROCUREMENT SERVICES  
PROG FOR WOMEN IN SCIENCE & ENGR  
PSYCHOLOGY  
RECEIVABLES OFFICE  
REIMAN GARDENS  
RISK MANAGEMENT  
SEED SCIENCE CENTER - EXPERIMENT STATION  
SENIOR VICE PRESIDENT & PROVOST  
SMALL BUSINESS DEVELOPMENT CENTER  
SOCIOLOGY - AGLS  
SOCIOLOGY - LAS  
SPONSORED PROGRAMS ADMINISTRATION  
SR VICE PRES FOR UNIVERSITY SERVICES  
STATISTICS  
STUDENT COUNSELING SERVICE  
STUDENT SUPPORT SERVICES PROGRAM  
STUDENT WELLNESS  
STUDY ABROAD CENTER

SUPPLY CHAIN & INFORMATION SYSTEMS  
TRADEMARK OFFICE  
TRANSPORTATION SERVICES  
TREASURER  
UNIVERSITY COUNSEL  
UNIVERSITY MARKETING & PROMOTIONS  
UNIVERSITY MUSEUMS  
UNIVERSITY RELATIONS  
UPWARD BOUND  
VALUE ADDED AGRICULTURE-EXTENSION  
VEENKER MEMORIAL GOLF COURSE  
VET DIAGNOSTIC & PRODUCTION ANIMAL MED  
VET MICROBIOLOGY & PREVENTIVE MEDICINE  
VETERINARY CLINICAL SCIENCES  
VETERINARY PATHOLOGY  
VICE PRESIDENT EXTENSION AND OUTREACH  
VICE PRESIDENT FOR DIVERSITY & INCLUSION  
VICE PRESIDENT FOR RESEARCH  
VICE PRESIDENT STUDENT AFFAIRS  
VIRTUAL REALITY APPLICATIONS CTR  
VP STUDENT AFFAIRS ASSESSMENT & RESEARCH  
WATER RESOURCES RESEARCH INSTITUTE  
WOI RADIO  
WOMEN'S CENTER - STUDENT AFFAIRS  
WORLD LANGUAGES AND CULTURES

**UNIVERSITY OF NORTHERN IOWA  
Departments with 28 or Fewer FTEs**

Academic Advising  
Academic Affairs  
Accounting  
Admissions  
Applied Human Sciences, School of Art  
Biology  
Board & Governmental Relations  
Broadcasting Services  
Budget Office  
Business Operations  
Camp Adventure  
Career Services  
Center for Early Developmental Education  
Center for Educational Transformation  
Center for Energy & Environmental Education  
Center for Excellence in Teaching & Learning  
Center for Social & Behavioral Research  
Center for Teaching & Learning Mathematics  
Center for Violence Prevention  
Chemistry & Biochemistry  
Child Development Center Classic Upward Bound  
College of Business Admin Support Services  
College of Business Administration  
College of Education  
College of Education Student Advising  
College of Humanities, Arts & Sciences  
College for Social & Behavioral Sciences  
Communication Sciences & Disorders  
Communication Studies  
Compliance & Equity Management  
Computer Science  
Continuing Education & Special Programs  
Culture & Intensive English Program  
Curriculum & Instruction  
Dean of Students  
Diversity, Inclusion & Social Justice  
Earth & Environmental Sciences  
Economics  
Educational Leadership & Postsecondary Education  
Educational Opportunity Center  
Educational Psychology & Foundations  
Educational Talent Search  
Enrollment Management  
Environmental Health & Safety  
EOP/SCS  
Finance  
Finance & Operations

Financial Aid  
Gallagher-Bluedorn Performing Arts Center  
Geography  
Graduate College  
HCC Bookstore  
Health, Recreation & Community Services  
History  
Human Resource Services  
IA Math Science Educational Partnership  
Individual Studies  
Institutional Research & Effectiveness  
Internal Audit  
International Programs  
International Services  
Instructional Resources & Technology Services  
Jacobson Center for Comprehensive Literacy  
Kinesiology  
Languages & Literatures  
Learning Center  
Management  
Marketing  
Mathematics  
Metal Casting Center  
Military Science-ROTC  
Music, School of  
North American Review  
Northern Iowan  
Philosophy & World Religions  
Physics  
Political Science  
President's Office  
Procurement Services  
Psychology  
Public Safety  
Recycling & Reuse Technology Transfer Center  
Registrar's Office  
Research & Sponsored Programs  
Science Education  
Social Work  
Sociology, Anthropology & Criminology  
Southwest Iowa Regents Center  
Special Education  
Student Accessibility Services  
Student Affairs  
Student Life & Event Services  
Student Success & Retention  
Student Support Services  
Study Abroad Center  
Tallgrass Prairie Center

Teaching  
Technology  
Theatre  
Treasury  
UNI Bookstore  
UNI Center for Urban Education  
UNItix  
Undergraduate Studies  
University Counsel  
University Honors Program  
University Relations  
Women's & Gender Studies