

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

University of Iowa
Iowa State University
University of Northern Iowa
Iowa School for the Deaf
Iowa Educational Services for the Blind and
Visually Impaired
Lakeside Laboratory Regents Resource Center
Western Iowa Regents Resource Center



Michael J. Richards, MD, President, *West Des Moines*
David R. Barker, PhD, *Iowa City*
Sherry Bates, *Scranton*
Nancy Boettger, *Harlan*
Abigail Crow, *Tiffin*
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Nancy Dunkel, *Dyersville*
Jim Lindenmayer, PhD, *Ottumwa*
Greta A. Rouse, *Emmetsburg*

Mark J. Braun, EdD, Executive Director

March 7, 2022

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. Meghan Nelson
Chief Clerk of the House
State Capitol Building
Des Moines IA 50319

Tim McDermott, Interim Director
Legislative Services Agency
State Capitol Building
Des Moines IA 50319

Re: Span of Control Policy Report - Board of Regents

Dear Governor Reynolds and Members of the General Assembly:

Pursuant to Iowa Code §262.9C(5), attached is the 2020-2021 Annual Span of Control Report of the Board of Regents.

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\2022 session\Reports\

Attachments

cc: Brendan Beeter
Legislative Liaisons
Legislative Log

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 331 departments (pages 2-9); ISU – 162 departments (pages 10-13); and UNI – 107 departments (pages 14-16). 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 the last five years are as follows:

	2017	2018	2019	2020	2021
University of Iowa	1 / 10.13	1/9.71	1/9.44	1/9.10	1/9.18
Iowa State University	1 / 14.61	1/13.41	1/14.27	1/11.68	1/10.85
University of Northern Iowa	1 / 14.91	1/14.16	1/12.05	1/11.38	1/10.26

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 to 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

**BOARD OF REGENTS
STATE OF IOWA**

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
Acquisitions/Library
Administration/Center for Disabilities & Development
Administration/Library
Administration/Student Health and Wellness
Administration/VP Medical Affairs
Aerospace Studies/University College
Air & Mobile Critical Care/UIHC
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
Athletic Trainer Positions/Carver College of Medicine
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
Biomedical Engineering/College of Engineering
BioVentures Center/Oakdale Campus
Branch Libraries/Library
Broadcasting Services/VP External Relations
Business Administration-Undergraduate/Tippie College of Business
Business Managers Office/VP Finance & Operations
Business 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
Cardiothoracic Surgery/Carver College of Medicine
Care Coordination Division/UIHC
Career Center/Office of the Provost
Cataloging/Library
CDD Scheduling/Center for Disabilities & Development

**BOARD OF REGENTS
STATE OF IOWA**

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 Provost
Center for Public Health Statistics/College of Public Health
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 Provost
Chief Medical Officer/UIHC
CHSC Per Patient per month/Spec Child Health Services-M&R
Circ-UE/Library
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
Conferences/University College
Conservation/Library
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 Pgms/University College
Diabetes Research Center/Carver College of Medicine
Digital Studio/Library
Division of Performing Arts/College of Liberal Arts & Sciences

**BOARD OF REGENTS
STATE OF IOWA**

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
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
Environmental Health and Safety/VP Research
Evaluation & Assessment Center/College of Education
Facilities Administration/Student Life
Facilities Management/VP Finance & Operations
Facilities Management-Inventory/VP Finance & Operations
Facilities Management-Surplus/VP Finance & Operations
Facility Services Admin/UIHC
Family Dentistry/College of Dentistry
Family Medicine/Carver College of Medicine
Finance & University Services/VP Finance & Operations
Finance/Tippie College of Business
FM Bus & Fin Svcs/VP Finance & Operations
FM Oakdale/VP Finance & Operations
FM Utilities/VP Finance & Operations
Food & Nutrition Services/Psychiatric Hospital
General Counsel/Office of the General Counsel
General University Annual/University Related Organizations
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-info desk/UIHC
Hancher/VP External Relations
Hardin Library/Library

BOARD OF REGENTS STATE OF IOWA

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
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
HSS-Scholarly Impact/Library
Human Subjects/IRB Office/VP Research
Hygienic Laboratory-Administration/University Hygienic Lab
Hygienic Laboratory-REC/Acctg/University Hygienic Lab
ICTS - Administration/Inst for Clinical and Translational Science
ICTS - CTRO Cost Recovery /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
Industrial Engineering/College of Engineering
Innovation & Economic Development/VP External Relations
Inst for Vision Research/Carver College of Medicine
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 Medicine/UIHC
International Writing/Graduate College
Iowa Institute for Public Health Research & Policy (IIPHRP)/College of Public Health
Iowa Memorial Union/Student Life
Iowa Reading Research Center/College of Education
Iowa Testing Programs/College of Education
IRL-Anesthesia/Iowa River Landing
IRL-Dermatology/Iowa River Landing
IRL-Diabetes Management/Iowa River Landing
IRL-East Neurology/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

BOARD OF REGENTS STATE OF IOWA

IRL-Hospital Based Clinics/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
Lakeside/University College
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
Leadership & Engagement/Student Life
Learning Resource Center/College of Education
Level 1 Trauma Program/UIHC
Library & Information Science/Graduate College
Library Administration & General/Library
Library IT-Digital Initiatives/Library
Mail Room/UIHC
Management and Entrepreneurship/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
MISSE/Student Life

**BOARD OF REGENTS
STATE OF IOWA**

Molecular Physiology & Biophysics/Carver College of Medicine
Music/College of Liberal Arts & Sciences
National Advanced Driving Simulator (NADS)/College of Engineering
Neurology/UIHC
Neuroscience and Pharmacology/Carver College of Medicine
Neuroscience Institute/Carver College of Medicine
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
Occupational & Environmental Health/College of Public Health
Occupational Therapy/Center for Disabilities & Development
Ofc of Statewide Clinical Educ Prog/Carver College of Medicine
Off Campus Admin/UIHC
Off Campus Specialty Clinic/UIHC
Office of Institutional Equity/Office of the Provost
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
Operative Dentistry/College of Dentistry
Oral & Maxillofacial Surgery/College of Dentistry
Oral Path,Radiology&Medicine/College of Dentistry
Organizational Development/Human Resources
Orthodontics/College of Dentistry
Outreach and Engagement/Office of the Provost
Outreach Clinics/UIHC Affiliates
Pastoral Services/UIHC
Patient Financial Services/Psychiatric Hospital
Patient Library/UIHC
Patient Representatives/UIHC
Payor Relations/VP Medical Affairs
Pediatric Dentistry/College of Dentistry
Pediatrics/UIHC
Pentacrest Museums/VP Research
Periodontics/College of Dentistry
Pharmaceutical Sciences and Experimental Therapeutics/College of Pharmacy
Pharmacy Practice and Science/College of Pharmacy
Pharmacy/College of Pharmacy
Philosophy/College of Liberal Arts & Sciences

**BOARD OF REGENTS
STATE OF IOWA**

Physical Therapy & Rehab Science/Carver College of Medicine
Physician Assistant/Carver College of Medicine
Plant Operation & Maintenance/Psychiatric Hospital
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
Psychological and Brain Sciences/College of Liberal Arts & Sciences
Psychology/Center for Disabilities & Development
Public Health Administration/College of Public Health
Public Policy Center/VP Research
Purchasing/VP Finance & Operations
Quick Care Administration/UIHC
Radiation Oncology/Carver College of Medicine
Radiation Oncology/UIHC
Rape Victim Advocacy Program/Student Life
Regents Innovation Fund/VP External Relations
Rehab Therapy/UIHC
Religion/College of Liberal Arts & Sciences
Research Administration/VP Research
Research Development/VP Research
Residence Hall Maintenance/Student Life
Residence Life/Student Life
Respiratory Care/UIHC
Retail Operations/Student Life
Rhetoric/College of Liberal Arts & Sciences
Risk Management Office/VP Finance & Operations
School of Planning and Public Affairs/Graduate College
Social Work/College of Liberal Arts & Sciences
Sociology and Criminology/College of Liberal Arts & Sciences
Spanish & Portuguese/College of Liberal Arts & Sciences
Special Collections/Library
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 Organizations/Student Life
Surgery/UIHC

**BOARD OF REGENTS
STATE OF IOWA**

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 Press Office Operations/Graduate College
UI REACH/College of Education
UI Technology Institute/College of Engineering
UI Ventures Operations/VP External Relations
UIHC & FPP Outreach-Administration/UIHC Affiliates
UIHC Otolaryngology/UIHC
UIHC Urology/UIHC
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
Urology/Carver College of Medicine
Volunteer Program/UIHC
Wellness/Student Health and Wellness
Women's Resource & Action Center/Student Life
World Languages, Literatures, and Cultures/College of Liberal Arts & Sciences

**BOARD OF REGENTS
STATE OF IOWA**

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

ACCOUNTING
ACADEMIC SUCCESS CENTER
AEROSPACE ENGINEERING
AGRICULTURAL EDUCATION & STUDIES
AIR FORCE AEROSPACE STUDIES
ALUMNI ASSOCIATION
APPAREL, EVENTS & HOSPITALITY MGMT
ASSISTANT VP FOR STUDENT HEALTH SERVICES
ATTENDING VETERINARIAN
AVP ENROLLMENT MANAGEMENT
BIOCHEMISTRY, BIOPHYSICS & MOLEC BIOLOGY
BIOECONOMY INSTITUTE
BIOMEDICAL SCIENCES
BIOTECHNOLOGY
BOOKSTORE
BRENTON CENTER FOR AG INSTR TECH TRANSF
BUSINESS
BUSINESS CAREER SERVICES
BUSINESS GRADUATE PROGRAM
BUSINESS UNDERGRADUATE PROGRAM
CAMPUS ORGANIZATIONS
CARRIE CHAPMAN CATT CENTER
CENTER FOR AGRICULTURAL & RURAL DEVELOP
CENTER FOR AGRICULTURAL LAW & TAXATION
CENTER FOR EXCELLENCE IN LEARN & TEACH
CENTER FOR FOOD SECURITY/PUBLIC HEALTH
CENTER FOR LGBTQIA+ STUDENT SUCCESS
CHEMICAL & BIOLOGICAL ENGINEERING
CHEMISTRY
CHEMISTRY STORES
CIVIL, CONSTRUCTION & ENVIRONMENTAL ENG
COMMUNITIES - EXTENSION
COMPUTER SCIENCE
CONFERENCE PLANNING & MANAGEMENT
CTR FOR BIORENEWABLE CHEMICALS
CTR FOR NONDESTRUCTIVE EVALUATION
CTR STAT & APPLCTN IN FORENSIC EVIDENCE
DEAN OF STUDENTS OFFICE
ECOLOGY, EVOLUTION & ORGANISMAL BIOL
ECONOMIC DVLPMNT & INDUSTRY RELATIONS
ECONOMICS

BOARD OF REGENTS STATE OF IOWA

EDUCATIONAL TALENT SEARCH
ELECTRICAL AND COMPUTER ENGINEERING
ENGINEERING CAREER SERVICES
ENGINEERING COLLEGE RELATIONS
ENGINEERING OUTREACH PROGRAMS
ENGINEERING RESEARCH INSTITUTE
ENGINEERING STUDENT SERVICES
ENGINEERING-LAS ONLINE LEARNING
ENGLISH
ENTOMOLOGY
ENTREPRENEURSHIP
EQUAL OPPORTUNITY OFFICE
EXTENSION DISTRIBUTION
EXTENSION IT
EXTENSION ORGANIZATIONAL ADVANCEMENT
EXTENSION ORGANIZATIONAL DEVELOPMENT
EXTENSION PROFESSIONAL DEVELOPMENT
FARM, FOOD, AND ENTERPRISE DEVELOPMENT
FINANCE EXTENSION
FOOD SCIENCE & HUMAN NUTRITION
GENETICS, DEVELOPMENT & CELL BIOLOGY
GEOLOGICAL AND ATMOSPHERIC SCIENCES
GRADUATE COLLEGE
GRANTS HUB
GREENLEE SCHOOL JOURNALISM/COMMUNICATION
HISTORY
HIXSON OPPORTUNITY AWARDS OFFICE
HONORS COURSES
HORTICULTURE
HUMAN SCIENCES ADMINISTRATION
HUMAN SCIENCES INTERNATIONAL PROGRAMS
HUMAN SCIENCES STUDENT SERVICES
INDUSTRIAL & MANUFACTURING SYSTEMS ENGR
INDUSTRIAL DESIGN
INSTITUTE FOR DESIGN RESEARCH & OUTREACH
INSTITUTIONAL RESEARCH
INTERNATIONAL STUDENTS & SCHOLARS
IOWA SOYBEAN RESEARCH CENTER
IOWA STATE RESEARCH FARMS
IOWA STATE UNIV RESEARCH PARK
IT SERVICES ACADEMIC TECHNOLOGIES
IT SERVICES ADMINISTRATIVE SERVICES
IT SERVICES CUSTOMER SERVICES
IT SERVICES NETWORKS & COMMUNICATIONS

**BOARD OF REGENTS
STATE OF IOWA**

IT SERVICES OFFICE OF CIO
IT SERVICES SECURITY AND POLICIES
IT SERVICES SYSTEMS & OPERATIONS
KINESIOLOGY
LABORATORY ANIMAL RESOURCES
LANDSCAPE ARCHITECTURE
LEARNING COMMUNITIES
LECTURES PROGRAM
LIBERAL ARTS & SCI STUDENT ACADEMIC SRV
LOGISTICS & SUPPORT SERVICES
MARGARET SLOSS CNTR WOMEN/GENDER EQUITY
MATERIALS SCIENCE & ENGINEERING
MATHEMATICS
MECHANICAL ENGINEERING
MICROELECTRONICS RESEARCH CTR
MILITARY SCIENCE & TACTICS
MULTICULTURAL STUDENT AFFAIRS
MUSIC AND THEATRE
NANOVACCINE INSTITUTE
NATL INST OF AMR RESEARCH & EDUCATION
NATURAL RESOURCE ECOLOGY AND MANAGEMENT
NAVAL SCIENCE
OFC INTELLECTUAL PROPERTY & TECH TRANSFR
OFFICE OF RESEARCH ETHICS
OFFICE OF STUDENT ASSISTANCE
OFFICE OF STUDENT CONDUCT
OFFICE OF STUDENT FINANCIAL AID
PAYROLL, BENEFITS & TAX
PHYSICS & ASTRONOMY
PLANT SCIENCES INSTITUTE
POSTAL & PARCEL SERVICES
PRESIDENT
PRINTING SERVICES
PROCUREMENT SERVICES
PROG FOR WOMEN IN SCIENCE & ENGR
PSYCHOLOGY
RECEIVABLES OFFICE
RECREATION SERVICES
REIMAN GARDENS
SEED SCIENCE CENTER - EXPERIMENT STATION
SENIOR VICE PRESIDENT & PROVOST
SMALL BUSINESS DEVELOPMENT CENTER
SOCIOLOGY AND CRIMINAL JUSTICE
SORORITY AND FRATERNITY ENGAGEMENT

**BOARD OF REGENTS
STATE OF IOWA**

SPECIALTY BUSINESS SERV & CULTURAL ARTS
SPONSORED PROGRAMS ADMINISTRATION
STATISTICS
STRATEGIC RELATIONS AND COMMUNICATIONS
STUDENT ACCESSIBILITY SERVICES
STUDENT COUNSELING SERVICE
STUDENT LEGAL SERVICES
STUDENT SUPPORT SERVICES PROGRAM
STUDENT WELLNESS
STUDY ABROAD CENTER
SUPPLY CHAIN MANAGEMENT
SVP FOR OPERATIONS & FINANCE
TRADEMARK OFFICE
TRANSPORTATION SERVICES
TREASURER
UNIVERSITY COUNSEL
UNIVERSITY MARKETING & PROMOTIONS
UNIVERSITY MUSEUMS
VEENKER MEMORIAL GOLF COURSE
VET DIAGNOSTIC & PRODUCTION ANIMAL MED
VET MICROBIOLOGY & PREVENTIVE MEDICINE
VETERANS CENTER
VETERINARY CLINICAL SCIENCES
VETERINARY PATHOLOGY
VICE PRESIDENT EXTENSION AND OUTREACH
VICE PRESIDENT FOR RESEARCH
VICE PRESIDENT STUDENT AFFAIRS
VIRTUAL REALITY APPLICATIONS CENTER
VP FOR DIVERSITY, EQUITY, AND INCLUSION
WATER RESOURCES RESEARCH INSTITUTE
WOI RADIO
WORLD LANGUAGES AND CULTURES
WRITING AND MEDIA CENTER

**BOARD OF REGENTS
STATE OF IOWA**

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

Academic Advising
Academic Affairs
Accounting
Applied Human Sciences, School of
Art
Biology
Board & Governmental Relations
Broadcasting Services
Budget Office
Business Operations
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
College of Business Professional Distinction Operations
College of Education
College of Education Academic Advising & Teacher
Education Success
College of Humanities, Arts & Sciences
College for Social & Behavioral Sciences
Communication & Media
Communication Sciences & Disorders
Community Engagement
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 Opportunity Center
Ed Psych, Foundations & Ldrshp Studies

BOARD OF REGENTS STATE OF IOWA

Educational Talent Search
Environmental Health & Safety
EOP/SCS
Finance
Finance & Operations
Financial Accounting & Reporting Services
Financial Aid
Gallagher-Bluedorn Performing Arts Center
Geography
Graduate College
Health, Recreation & Community Services
History
Honors & Scholars Programs
Human Resource Services
IA Math Science Educational Partnership
Individual Studies
Institutional Effectiveness & Planning
Internal Audit
International Engagement
Instructional Resources & Technology Services
Jacobson Center for Comprehensive Literacy
Kinesiology
Languages & Literatures
Learning Center
Management
Marketing & Entrepreneurship
Mathematics
Metal Casting Center
Military Science-ROTC
Music, School of
National Program for Playground Safety
North American Review
Northern Iowan
Philosophy & World Religions
Physics
Political Science
President's Office
Psychology
Public Safety
Recycling & Reuse Technology Transfer Center
Registrar's Office
Research & Sponsored Programs
Science Education
Social Work

**BOARD OF REGENTS
STATE OF IOWA**

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