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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
Northwest Iowa Regents Resource Center
Quad-Cities Graduate Center
Southwest Iowa Regents Resource Center



**BOARD OF
REGENTS**
STATE OF IOWA

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Robert Donley, Executive Director

March 14, 2014

Michael E. Marshall
Secretary of the Senate
State Capitol Building
Des Moines, IA 50319

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

Re: Annual Report on Span of Control

Dear Members of the Iowa General Assembly:

Pursuant to Iowa Code §262.9c and Board of Regents Policy 4.20, enclosed is the Annual Report on Span of Control from the Board of Regents.

If there are any questions concerning this report, please do not hesitate to contact us.

Sincerely,

Robert Donley

H:\BF\Legislative\2014 session\responses\GA_spanofcontrolreport_031414.doc
Enclosure

cc: Robin Madison, LSA
Legislative Liaisons
Legislative Log

Contact: Marcia Brunson

ANNUAL REPORT ON SPAN OF CONTROL

Actions Requested: (1) Receive the annual report on span of control; (2) approve submission of the report to the Governor and Iowa General Assembly in accordance with Iowa Code §262.9C and Board Policy 4.20; and (3) approve the exclusion of departments with 28 or fewer FTE from the span of control calculations.

Executive Summary: 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. The complete text of Iowa Code §262.9C and the Board of Regents Policy 4.29 developed in accordance with the statute are shown in Attachment A.

As per the Board policy, the calculations to determine span of control ratios are based upon the October 1 payrolls at the five institutions. Applying the criteria set forth in the statute, 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 used in the calculation of the ratios. The resulting analysis represents a comparison of numbers of the 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 in fulfilling their supervisory responsibilities.

Also per the statute and Board policy, the Board is asked to approve the exclusion of departments with 28 or fewer FTEs from the calculation of span of control. For consistency with other reports, the universities have used the definition of "departments" as those entities identified in the institutional budgets. The University of Iowa requests exclusion of 325 departments; Iowa State University, 225 departments; and University of Northern Iowa, 115 departments. These departments are listed in Attachment B, C and D and 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 FTE, no departments at the special schools met the criteria for calculating span of control. The ratios for the three universities are as follows:

	2010	2011	2012	2013
University of Iowa	1/11.66	1/11.22	1/11.30	1/11.22
Iowa State University	1/19.42	1/16.42	1/17.25	1/14.9
University of Northern Iowa	1/14.78	1/15.02	1/15.10	1/13.82

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. Each of the institutions has unique considerations impacting the individual calculations. This span of control analysis is one consideration in determination of the appropriate staffing mix for each institution, along with the skills and expertise to perform the various forms of work required, the degree of oversight and regulation required in each context, the risk of errors and other considerations balancing efficiency with the quality and effectiveness of the work. The universities will continue to examine span of control as one of these considerations as they continue to provide annual reports to the Board, along with other analysis provided as part of the annual Comprehensive Human Resources Report.

Iowa Code §262.9C Span of control policy

1. The state board of regents shall develop and maintain a policy regarding the aggregate ratio of the number of employees per supervisory employee at each of the institutions under the control of the board subject to the requirements of this section.
2. The target span of control aggregate ratio of supervisory employees to other employees shall be one to fifteen. The target span of control ratio shall not apply to 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.
3. For the purposes of this section, “*supervisory employee*” means a public employee who is not a member of a collective bargaining unit and who has authority, in the interest of a public employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other public employees, to direct such public employees, or to adjust the grievances of such public employees, or to effectively recommend any such action.
4. The policy shall allow departments within an institution under the control of the state board of regents with twenty-eight or fewer full-time equivalent employee positions to be granted an exception to the policy by the board. Departments applying for an exception shall file a statement of need with the applicable institutional human resources office and the office shall make a recommendation to the state board of regents.
5. The state board of regents shall present an interim report to the governor and general assembly on or before April 1, 2010, with annual updates detailing the effects of the policy on the composition of the workforce, cost savings, efficiencies, and outcomes. In addition, the report and annual updates shall identify those departments within each institution under the control of the board granted an exception by the board to the policy as provided in this section.

Board of Regents Policy -- 4.20 Span of Control

As required by Iowa Code Subsection 262.9C, the target aggregate ratio of supervisory employees to other employees at institutions governed by the Board of Regents shall be one to fifteen.

Exempted from the target aggregate span of control ratio are 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.

Departments within the Board of Regents enterprise with 28 or fewer full-time equivalent employees may also be granted an exception to this policy by specific approval of the Board of Regents. The request for an exception shall be brought forward by the institutional human resources offices as a recommendation to the Board.

On or before April 1 of each year, a report shall be filed with the Governor and the General Assembly detailing the effects of this policy on the composition of the workforce, cost savings, efficiencies and outcomes. The report shall also identify any department granted an exception by the Board to the policy. The report shall be compiled using payroll data as of October 1 of each year and shall be submitted to the Board for its approval prior to submission to the Governor and General Assembly.

UNIVERSITY OF IOWA DEPARTMENTS WITH 28 OR FEWER FTE

Accounting/Tippie College of Business
Accounts Payable & Travel/VP Finance & Operations
ACO Support/VP Medical Affairs
Administration/Center for Disabilities & Development
Administration/Spec Child Health Services-M&R
Administration/Student Health
Administration/VP Medical Affairs
Aerospace Studies/University College
Alumni Services/VP Strategic Communication
Ambulatory Care Clinic/Psychiatric Hospital
American Studies/College of Liberal Arts & Sciences
Anesthesiology/UIHC
Anthropology/College of Liberal Arts & Sciences
Art & Art History/College of Liberal Arts & Sciences
Art Museum/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
Broadcasting Services/VP Strategic Communication
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
Cardiothoracic Surgery/Carver College of Medicine
Cardiovascular Center/Carver College of Medicine
Career Center/Office of the Provost
CDD Information Technology Services/Center for Disabilities & Development

CDD Scheduling/Center for Disabilities & Development
CDD-Food & Nutrition Services/Center for Disabilities & Development
Cent Elect Microscopy Facility/VP Research
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
Center for Teaching/Office of the Provost
Center on Aging/Carver College of Medicine
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
Cinema & Comparative Literature/College of Liberal Arts & Sciences
Civil-Environmental Engineering/College of Engineering
Classics/College of Liberal Arts & Sciences
Clinical Enterprise Initiatives/UIHC
Clinical Research Resources/Inst for Clinical and Translational Science
Clinical Staff Office/UIHC
Clinics/Student Health
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
Continuing Education/College of Pharmacy
Contracts & Assignments/Student Life
Creative Writing/College of Liberal Arts & Sciences
C-Stores/Student Life
CTR Health Effect of Environment/VP Research
Dance/College of Liberal Arts & Sciences
Dean of Students/Student Life
Dentistry Administration/College of Dentistry

Dermatology/Carver College of Medicine
Des Moines John and Mary Pappajohn Education Center/Continuing Education
Disability Resource Library/Center for Disabilities & Development
Division of Continuing Education/Continuing Education
Division of Drug Information Services/College of Pharmacy
Division of Sponsored Programs/VP Research
Dows Institute-Research/College of Dentistry
Economics/Tippie College of Business
Educ Policy & Leadership Studies/College of Education
Education Administration/College of Education
Electrical-Computer Engineering/College of Engineering
Emergency Medicine/Carver College of Medicine
Employment Policies Group/Center for Disabilities & Development
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
EPSDT Services Program/Spec Child Health Services-M&R
Equal Opportunity and Diversity/Office of the President
Evaluation & Assessment Center/College of Education
Evaluation & Examination Service/Office of the Provost
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
Family Dentistry/College of Dentistry
Family Medicine/Carver College of Medicine
Finance & University Services/VP Finance & Operations
Finance/Tippie College of Business
Financial Operations/VP Medical Affairs

Food & Nutrition Services/Psychiatric Hospital
General Counsel/Office of the General Counsel
Geography/College of Liberal Arts & Sciences
Geoscience/College of Liberal Arts & Sciences
Global Region Environmental Research Center/VP Research
Governmental Relations/Office of the President
Graduate College Administration/Graduate College
Graduate Medical Education/UIHC
Grants & Contracts/Spec Child Health Services-M&R
Grounds/UIHC
Guest Services/UIHC
Guest Services-info desk/UIHC
Hancher/VP Strategic Communication
Health and Disability Center/Center for Disabilities & Development
Health and Human Physiology/College of Liberal Arts & Sciences
Health Iowa/Student Health
Health Management & Policy/College of Public Health
Health Policy and Government Relations/VP Medical Affairs
Health Protection Monitoring/UIHC
Heart and Vascular Center/Carver College of Medicine
Heart Center/UIHC
High Throughput Screen Facility/VP Research
High-Res Mass Spect Facility/VP Research
History/College of Liberal Arts & Sciences
Honors Program/University College
Hospital Dentistry/College of Dentistry
Hospital Graphics/UIHC
Hospital Stores/UIHC
Housekeeping & Grounds/Center for Disabilities & Development
Housekeeping & Grounds/Psychiatric Hospital
Human Resources/VP Medical Affairs
Human Subjects/IRB Office/VP Research
Hygienic Laboratory-Administration/University Hygienic Lab
Hygienic Laboratory-Computer/University Hygienic Lab
Hygienic Laboratory-Other Support Services/University Hygienic Lab
Hygienic Laboratory-REC/Acctg/University Hygienic Lab

IA Consortium Substance Abuse/VP Research
IH Waiver Services/Spec Child Health Services-M&R
Informatics/Inst for Clinical and Translational Science
Inpatient Case Management/UIHC
Inst for Clinical and Translational Science/Inst for Clinical and Translational Science
Institute for Human Genetics/Carver College of Medicine
Institute for Public Health Practice/College of Public Health
Integrated Call Center Services/UIHC
Integrated Strategic Planning/VP Medical Affairs
Interdepartmental Programs/Tippie College of Business
Interdisciplinary Programs/Graduate College
Internal Audit/Office of the President
International Writing/Graduate College
Iowa Lakeside Laboratory/Continuing Education
Iowa Testing Programs/College of Education
IRL-Engineering Services/Iowa River Landing
IRL-ESS & Guest Services/Iowa River Landing
IRL-Materials Services/Iowa River Landing
IRL-Pathology/Iowa River Landing
IRL-Pharmacy/Iowa River Landing
IRL-Radiology/Iowa River Landing
ITS-CIO Office/Information Technology
ITS-Instructional Services/Information Technology
ITS-Research Services/Information Technology
ITS-Security Office/Information Technology
Journalism & Mass Communication/College of Liberal Arts & Sciences
Labor Center/Continuing Education
Laundry & Linen Services/UIHC
Laundry/VP Finance & Operations
Law Library/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
Management Sciences/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
Medical Records/Spec Child Health Services-M&R
Medicinal Natural Products/College of Pharmacy
Military Science/University College
Music/College of Liberal Arts & Sciences
Neurology/UIHC
Neurosurgery/Carver College of Medicine
Non-Hospital Units/UIHC
Nursing Administration & General/College of Nursing
Nursing Services/Center for Disabilities & Development
Nursing/College of Nursing
Nursing/Student Health
Obermann Center For Advanced Studies/VP Research
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 the Provost/Office of the Provost
Operations Excellence/UIHC
Operative Dentistry/College of Dentistry
Ophthalmology & Visual Science/UIHC
Optical Science Tech Center OSTC/College of Liberal Arts & Sciences

Oral & Maxillofacial Surgery/College of Dentistry
Oral Path,Radiology&Medicine/College of Dentistry
Organizations, Systems & Community/College of Nursing
Orthodontics/College of Dentistry
Outreach Clinics/UIHC Affiliates
Parent,Child & Family/College of Nursing
Pastoral Services/UIHC
Patient Financial Services/Psychiatric Hospital
Patient Library/UIHC
Patient Representatives/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/Carver College of Medicine
Physical Therapy/Center for Disabilities & Development
Physician Assistant/Carver College of Medicine
Physiology/Carver College of Medicine
Plant Operation & Maintenance/Psychiatric Hospital
Plant Operations & Maintenance/Center for Disabilities & Development
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
Procurement Services/UIHC
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
Psychology/Center for Disabilities & Development
Psychology/College of Liberal Arts & Sciences
Public Health Administration/College of Public Health
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
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
Research Information Systems/VP Research
Research Services Administration/VP Research
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/Center for Disabilities & Development
Safety & Security/Psychiatric Hospital
Shipping-Receiving/UIHC
Social Services/Center for Disabilities & Development
Social Services/Psychiatric Hospital
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
Strategic Relations/UIHC

Student Disability Services/Student Life
Student Financial Aid Operations/Office of the Provost
Student Life/Student Life
Student Organizations/Student Life
Summer Sports Program/Athletics
Surgery/UIHC
Teacher Leader Center/College of Education
Teaching and Learning/College of Education
Technology Innovation Center/Oakdale Campus
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 Children's Hospital/UIHC
UI Health Plan/UIHC Affiliates
UI Press Office Operations/Graduate College
UI Research Foundation/Oakdale Campus
UI Statewide Health Services/UIHC
UIHC & FPP Outreach-Administration/UIHC Affiliates
UIHC Compliance Office/UIHC
UIHF - Revenue & Decision Supp/VP Medical Affairs
University Apartments/Student Life
University College/University College
University Communication and Marketing/VP Strategic Communication
University Counseling/Student Life
University Creative Services/VP Strategic Communication
University Employee Health Clinic/UIHC
University Housing Administration/Student Life
University Marketing and Media Production/VP Strategic Communication
University News Services/VP Strategic Communication
Urban & Regional Planning/Graduate College
Urology/Carver College of Medicine
Utilization Management/UIHC
Volunteer Program/UIHC
Women's Resource & Action Center/Student Life
World Languages, Literatures, and Cultures/College of Liberal Arts & Sciences
Writing Program/Continuing Education

IOWA STATE UNIVERSITY DEPARTMENTS WITH 28 OR
FEWER FTE

4-H FOUNDATION
ACCOUNTING
AEROSPACE ENGINEERING
AG & LIFE SCI ADMINISTRATION
AG 450 FARM
AGRICULTURAL & BIOSYSTEMS ENGR - ENGR
AGRICULTURAL EDUCATION & STUDIES
AGRICULTURE CAREER SERVICES
AGRICULTURE COMMUNICATIONS
AGRICULTURE EXPERIMENT STATION
AGRONOMY EXTENSION
AIR FORCE AEROSPACE STUDIES
ALUMNI ASSOCIATION
ANTHROPOLOGY
APPAREL, EVENTS & HOSPITALITY MGMT
ARCHITECTURE
ART & DESIGN
BAKER CENTER BIOINFORMATICS/BIOL STAT
BIOCHEMISTRY/BIOPHYSICS & MOLC BIOL-AGLS
BIOCHEMISTRY/BIOPHYSICS & MOLC BIOL-LAS
BIOECONOMY INSTITUTE
BIOMEDICAL SCIENCES
BIOSAFETY INST GENETICALLY MODFD AT PROD
BOOKSTORE
BRENTON CENTER FOR AG INSTR TECH TRANSF
BUSINESS
BUSINESS ADMINISTRATION
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 BUILDING ENERGY RESEARCH
CENTER FOR CATALYSIS
CENTER FOR CROPS UTILIZATION RESEARCH
CENTER FOR E-DESIGN
CENTER FOR EXCELLENCE IN LEARN & TEACH

CENTER FOR FOOD SECURITY/PUBLIC HEALTH
CENTER FOR NONDESTRUCTIVE EVALUATION
CENTER FOR PLANT BREEDING
CENTER FOR PLANT GENOMICS
CENTER FOR SURVEY STAT/METHODOLOGY
CENTER FOR SUSTAINABLE ENVIRONMENTAL TCH
CENTER FOR SUSTAINABLE RURAL LIVELIHOODS
CENTRAL STORES
CHEMICAL & BIOLOGICAL ENGINEERING
CHEMISTRY STORES
CIVIL, CONSTRUCTION & ENVIRONMENTAL ENG
COMMUNICATIONS & EXTERNAL RELATIONS
COMMUNITIES - EXTENSION
COMMUNITY & REGIONAL PLANNING
COMPUTER SCIENCE
CONFERENCE PLANNING & MANAGEMENT
COOPERATIVE EXTENSION FIELD PROGRAM
DESIGN EXTENSION
DESIGN STUDIES
DESTINATION IOWA STATE-NEW STUDENT PRGMS
ECOLOGY, EVOLUTION & ORGANISMAL BIOL-LAS
ECOLOGY/EVOLUTION & ORGANISMAL BIOL-AGLS
ECONOMICS - LAS
ECONOMICS-AGLS
EDUCATIONAL LEADERSHIP & POLICY STUDIES
EDUCATIONAL TALENT SEARCH
EGG INDUSTRY CENTER
ELECTRICAL AND COMPUTER ENGINEERING
ENGINEERING ADMINISTRATION
ENGINEERING CAREER SERVICES
ENGINEERING COLLEGE RELATIONS
ENGINEERING RESEARCH INSTITUTE
ENGINEERING STUDENT SERVICES
ENGINEERING TECHNOLOGY SUPPORT
ENGINEERING-LAS ONLINE LEARNING
ENGLISH
ENROLLMENT SERVICES
ENTOMOLOGY
ENVIRONMENTAL PROGRAMS
EQUAL OPPORTUNITY
EXTENSION DISTRIBUTION
EXTENSION IT
EXTENSION ORGANIZATIONAL ADVANCEMENT

FINANCE
FINANCE EXTENSION
FIRE SERVICE TRAINING BUREAU
FLIGHT SERVICE
FOOD SCIENCE & HUMAN NUTRITION - AGLS
FOOD SCIENCE & HUMAN NUTRITION-H SCI
GENETICS INTERDISCIPLINARY
GENETICS, DEVELOPMENT & CELL BIOLOGY-LAS
GENETICS/DEVELOPMENT & CELL BIOLOGY-AGLS
GEOLOGICAL AND ATMOSPHERIC SCIENCES
GLOBAL AGRICULTURE PROGRAMS
GLOBAL RESOURCE SYSTEMS
GOVERNMENT RELATIONS
GRADUATE COLLEGE
GRAPHIC DESIGN
GREENLEE SCHOOL JOURNALISM/COMMUNICATION
HISTORY
HONORS PROGRAM-PRV
HORTICULTURE
HUMAN COMPUTER INTERACTION
HUMAN RESOURCES EXTENSION
HUMAN SCIENCES ADMINISTRATION
HUMAN SCIENCES DISTANCE EDUCATION
HUMAN SCIENCES STUDENT SERVICES
INDUSTRIAL & MANUFACTURING SYSTEMS ENGR
INDUSTRIAN DESIGN
INFORMATION ASSURANCE CTR
INFORMATION INFRASTRUCTURE INIT
INSTITUTE FOR DESIGN RESEARCH & OUTREACH
INSTITUTE FOR PHYSICAL RESEARCH & TECH
INSTITUTE FOR SOCIAL BEHAVIORAL RESEARCH
INSTITUTIONAL RESEARCH
INTEGRATED STUDIO ARTS DESIGN
INTENSIVE ENGLISH & ORIENTATION PROGRAM
INTERDISCIPLINARY GRADUATE STUDIES
INTERIOR DESIGN
INTERNAL AUDIT
INTERNATIONAL PROGRAMS
INTERNATIONAL STUDENTS & SCHOLARS
IOWA CENTER FOR ADVANCED NEUROTOXICOLOGY
IOWA ENERGY CENTER
IOWA PORK INDUSTRY CENTER
IPRT COMPANY ASSISTANCE CONTRACT RESRCH

ISU PAPPAJOHN CTR FOR ENTREPRENEURSHIP
ISU RESEARCH FOUNDATION
ISU RESEARCH PARK
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
JOURNALISM & MASS COMMUNICATION
KINESIOLOGY
LAB ANIMAL RESOURCES
LANDSCAPE ARCHITECTURE
LECTURES PROGRAM
LEOPOLD CENTER
LIBERAL ARTS & SCI STUDENT ACADEMIC SRV
LIBERAL ARTS & SCIENCES ADMINISTRATION
LIBERAL ARTS & SCIENCES CAREER SERVICES
LIBERAL ARTS & SCIENCES CROSS DISCIPL ST
MANAGEMENT
MARKETING
MATERIALS SCIENCE & ENGINEERING
MATHEMATICS
MECHANICAL ENGINEERING
MICROBIOLOGY
MICROELECTRONICS RESEARCH CENTER
MIDWEST PLAN SERVICE
MILITARY SCIENCE & TACTICS
MOLECULAR BIOLOGY BUILDING
MULTICULTURAL STUDENT AFFAIRS
MUSIC AND THEATRE
NATURAL RESOURCE ECOLOGY AND MANAGEMENT
NAVAL SCIENCE
NUTRITION & WELLNESS RESEARCH CENTER
NUTRITIONAL SCIENCES
OFFICE FOR RESPONSIBLE RESEARCH
OFFICE OF INTELLCTL PROP & TECH TRANSFER
OMBUDS OFFICE
ORIENTATION - NEW STUDENT PROGRAMS
OWA BEEF CENTER
PARKING
PARTNERSHIPS IN PREVENTION SCIENCE INST

PHILOSOPHY & RELIGIOUS STUDIES
PHYSICS & ASTRONOMY
PLANT SCIENCES INSTITUTE
POLITICAL SCIENCE
PRESIDENT
PROG FOR WOMEN IN SCIENCE & ENGR
PSYCHOLOGY
PURCHASING
RECEIVABLES OFFICE
RECREATION SERVICES
REIMAN GARDENS-VPBF
RESIDENCE LIFE
RISK MANAGEMENT
SEED SCIENCE CENTER - EXPERIMENT STATION
SEED SCIENCE CENTER - EXTENSION
SENIOR VICE PRESIDENT AND PROVOST
SMALL BUSINESS DEVELOPMENT CENTER
SOCIOLOGY - AGLS
SOCIOLOGY - LAS
SPONSORED PROGRAMS
SPONSORED PROGRAMS ACCOUNTING
STATISTICAL LABORATORY
STATISTICS
STATISTICS CALS
STUDENT COUNSELING SERVICE
STUDENT FINANCIAL AID
STUDENT SUPPORT SERVICES PROGRAM
STUDY ABROAD CENTER
SUPPLY CHAIN & INFORMATION SYSTEMS
SURVEY AND BEHAVIORAL RESEARCH SERVICES
TRANSPORTATION SERVICES
TREASURER
UNIVERSITY COUNSEL
UNIVERSITY MARKETING & PROMOTIONS
UNIVERSITY MUSEUMS
UNIVERSITY RELATIONS
UPWARD BOUND
UTILITIES ENTERPRISE-FPM
VALUE ADDED AGRICULTURE-EXTENSION
VEENKER MEMORIAL GOLF COURSE
VET DIAGNOSTIC & PRODUCTION ANIMAL MED
VET MICROBIOLOGY & PREVENTIVE MEDICINE
VETERINARY CLINICAL SCIENCES

VETERINARY MEDICINE ADMINISTRATION
VETERINARY PATHOLOGY
VICE PRESIDENT BUSINESS & FINANCE
VICE PRESIDENT FOR EXTENSION AND OUTREACH
VICE PRESIDENT FOR RESEARCH & ECON DEVEL
VICE PRESIDENT STUDENT AFFAIRS
VIRTUAL REALITY APPLICATIONS CENTER
WATER RESOURCES RESEARCH INSTITUTE
WOI RADIO
WOMEN'S CENTER - STUDENT AFFAIRS
WOMENS STUDIES
WORLD LANGUAGES AND CULTURES

UNIVERSITY OF NORTHERN IOWA DEPARTMENTS WITH 28 OR FEWER FTE

Academic Advising
Academic Learning Center
Accounting
Admissions
AF – Technology Services
Applied Human Sciences, School of
Art
Biology
Broadcasting Services
Business Operations
Career Services
Center for Early Developmental Education
Center for Energy & Environmental Education
Center for Excellence in Teaching & Learning
Center for Multicultural Education
Center for Social & Behavioral Research
Center for Social & Behavioral Sciences
Center for Teaching & Learning Mathematics
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
Communication Sciences & Disorders
Communication Studies
Compliance & Equity Management
Computer Science
Continuing Education & Special Programs
Counseling Center
Curriculum & Instruction
Dean of Students
Disability Services
Earth Science
Economics
Educational Leadership & Postsecondary Education
Educational Opportunity Center
Educational Psychology & Foundations
Educational Talent Search
Environmental Health & Safety
Environmental Science Programs
EOP/SCS
Executive Vice President & Provost
Finance
Financial Accounting & Reporting Services
Financial Aid

Gallagher-Bluedorn Performing Arts Center
Geography
Graduate College
History
Human Resource Services
IA Math Science Educational Partnership
Individual Studies
Institutional Research
Internal Audit
International Programs
Culture & Intensive English Program
International Programs
International Services
Study Abroad Center
Instructional Resources & Technology Services
Languages & Literature
Management
Marketing
Mathematics
Maucker Union Administration
Military Science-ROTC
McNair Scholars
Music, School of
North American Review
Northern Iowan
Office of Academic Assessment
Office of Student Field Experiences
Philosophy & World Religions
Physics
Political Science
President's Office
Psychology
Public Policy Program
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 Assistant to President/Board & Governmental Relations
Special Education
Student Health Clinic
Student Health Clinic Administration
Student Health Clinic Lab
Student Health Clinic Patient Care
Student Health Clinic Patient Records
Student Health Clinic Pharmacy

Student Support Services
Tallgrass Prairie Center
Technology
Theatre
UNI Center for Urban Education
UNItix
University Counsel
University Health Services
University Honors Program
University Relations
VP for Administration & Financial Services
VP for Student Affairs
Wellness & Recreation Services
WRS Administration
WRS Club Sports
WRS Fitness Instruction
WRS Health Education
WRS Intramurals
WRS Outdoor Recreation
WRS Personal Fitness
Women's & Gender Studies