

*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
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 8, 2016

The Honorable Terry Branstad
State Capitol Building
Des Moines, IA 50319

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 Governor Branstad and 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\2016 Session\responses\GA_spanofcontrol03082016.doc
Enclosure

cc: Robin Madison, LSA
Legislative Liaisons
Legislative Log

Contact: Patrice Sayre

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 included 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 339 departments; Iowa State University, 179 departments; and University of Northern Iowa, 102 departments. These departments are listed in Attachments 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 FTEs, 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 | 2014 | 2015 |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| University of Iowa | 1/11.66 | 1/11.22 | 1/11.30 | 1/11.22 | 1/10.77 | 1/10.46 |
| Iowa State University | 1/19.42 | 1/16.42 | 1/17.25 | 1/14.90 | 1/15.30 | 1/15.10 |
| University of Northern Iowa | 1/14.78 | 1/15.02 | 1/15.10 | 1/13.82 | 1/13.61 | 1/15.47 |

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 |
| ACO Support/VP Medical Affairs |
| Administration/Center for Disabilities & Development |
| Administration/Spec Child Health Services-M&R |
| 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 |
| Anatomy & Cell Biology/Carver College of Medicine |
| 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 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 |
| Career Center/Office of the Provost |
| CDD Scheduling/Center for Disabilities & Development |
| CDD-Food & Nutrition Services/Center for Disabilities & Development |
| Cent Elect Microscopy Facility/VP Research |
| Center Bioinformatics Computational 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 |

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|--------------------------------------------------------------------------|
| Center for Student Involvement and Leadership/Student Life |
| 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 |
| 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 |
| 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 |
| 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 Sponsored Programs/VP Research |
| Documentation & Coding/UIHC |
| Dows Institute-Research/College of Dentistry |
| Earth and Environmental Sciences/College of Liberal Arts & Sciences |
| Economics/Tippie College of Business |
| 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 |

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|-----------------------------------------------------------------------------|
| 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 |
| 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/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, Helen Rossi Guest House/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 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 |
| Hospital Graphics/UIHC |
| Housekeeping & Grounds/Center for Disabilities & Development |
| Housekeeping & Grounds/Psychiatric Hospital |

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| 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-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 - Community Programs/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/Graduate College |
| Internal Audit/Office of the President |
| Internal Medicine/UIHC |
| International Writing/Graduate College |
| 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-Gastroenterology/Iowa River Landing |
| IRL-General Internal Medicine/Iowa River Landing |
| IRL-General Pediatrics/Iowa River Landing |
| IRL-HVS/Iowa River Landing |
| IRL-Materials Services/Iowa River Landing |
| IRL-OBGYN General/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-Pharmacy/Iowa River Landing |
| IRL-Procedure Suite/Iowa River Landing |
| IRL-Radiology/Iowa River Landing |
| IRL-Urology/Iowa River Landing |
| ITS-CIO Office/Information Technology |

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| ITS-Research Services/Information Technology |
| ITS-Security Office/Information Technology |
| Journalism & Mass Communication/College of Liberal Arts & Sciences |
| Labor Center/Continuing Education |
| Laboratory/Student Health and Wellness |
| Laundry & Linen Services/UIHC |
| 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 |
| Military Science/University College |
| Mobile Clinics & Support/Spec Child Health Services-M&R |
| Music/College of Liberal Arts & Sciences |
| Neurology/UIHC |
| Neurosurgery HR/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 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 |

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| 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 |
| Organizations, Systems & Community/College of Nursing |
| 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 |
| Pediatric Dentistry/College of Dentistry |
| Pediatrics/UIHC |
| Pentacrest Museums/VP Research |
| Periodontics/College of Dentistry |
| Pharmaceutical Sciences and Experimental Therapeutics/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 |
| 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 Health Administration/College of Public Health |
| Public Policy Center/VP Research |

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| 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 |
| 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 |
| 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/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 |
| 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 Partners/Oakdale Campus |
| UI Press Office Operations/Graduate College |

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| UI Research Foundation/Oakdale Campus |
| UI Statewide Health Services/UIHC |
| UIHC & FPP Outreach-Administration/UIHC Affiliates |
| UIHC Compliance Office/UIHC |
| UIHC Otolaryngology/UIHC |
| UIHC Urology/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 |
| Vice President for Research/Oakdale Campus |
| Volunteer Program/UIHC |
| VP Operational Efficiency and Regulatory Analysis/Office of the President |
| Wellness/Student Health and Wellness |
| 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 FTE

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|----------------------------------------------|
| Aerospace Engineering |
| Ag & Life Sci Administration |
| Agricultural & Biosystems Engineering - ENGR |
| Agriculture Communications |
| Agricultural Education & Studies |
| Agriculture Experiment Station |
| Air Force Aerospace Studies |
| Alumni Association |
| Anthropology |
| Apparel, Events & Hospitality Mgmt |
| Attending Veterinarian |
| Biochemistry/Biophysics & Molc Biol-AGLS |
| Biochemistry/Biophysics & Molc Biol-LAS |
| Bioeconomy Institute |
| Biomedical Sciences |
| Biosafety Inst Genetically Modfd At Prod |
| Biotechnology |
| 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 |
| Central Stores |
| Chemical & Biological Engineering |
| Chemistry Stores |
| Civil, Construction & Environmental Eng |
| Communities - Extension |
| Computer Science |

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| Conference Planning & Management |
| Cooperative Extension Field Program |
| Center For Nondestructive Evaluation |
| Design Administration |
| Destination Iowa State-New Student Prgms |
| Ecology/Evolution & Organismal Biol-AGLS |
| Ecology, Evolution & Organismal Biol-LAS |
| Economic Development & Industry Relations |
| Economics-AGLS |
| Economics - LAS |
| 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 |
| Enrollment Services |
| Entomology |
| Equal Opportunity Office |
| Extension Distribution |
| Extension IT |
| Extension Organizational Advancement |
| Extension Organizational Development |
| Extension Professional Development |
| Faculty Senate |
| Finance |
| Finance Extension |
| Flight Service |
| Food Science & Human Nutrition – AGLS |
| Food Science & Human Nutrition-H Sci |
| Genetics/Development & Cell Biology-AGLS |
| Genetics, Development & Cell Biology-LAS |
| Geological And Atmospheric Sciences |
| Global Agriculture Programs |
| Government Relations |
| Graduate College |
| Grants Hub |
| Greenlee School Journalism/Communication |

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| History |
| Honors Program-PRV |
| Horticulture |
| Human Resources Extension |
| Human Sciences Administration |
| Human Sciences Student Services |
| Industrial & Manufacturing Systems ENGR |
| Industrial Design |
| Institute For Design Research/Outreach |
| Institutional Research |
| Intensive English & Orientation Program |
| Interdepartmental Graduate Programs |
| Internal Audit |
| International Programs |
| International Students & Scholars |
| Iowa Beef Center |
| Iowa Energy Center |
| Iowa Soybean Research Center |
| ISU Pappajohn Center 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 |
| Kinesiology |
| Lectures Program |
| Leopold Center |
| Liberal Arts & Sci Student Academic Srv |
| Marketing |
| Materials Science & Engineering |
| Mathematics |
| Mechanical Engineering |
| Microbiology |
| Microelectronics Research Center |
| Midwest Plan Service |
| Military Science & Tactics |
| Multicultural Student Affairs |
| Music And Theatre |
| Natural Resource Ecology And Management |
| Nature Connects |

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| Naval Science |
| Nutrition & Wellness Research Center |
| Office Intellectual Property & Tech Transfer |
| Office For Responsible Research |
| Office Of Research Integrity |
| Ombuds Office |
| Orientation – New Student Programs |
| 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 |
| Risk Management |
| Seed Science Center - Experiment Station |
| Senior Vice President And Provost |
| Small Business Development Center |
| Sociology - AGLS |
| Sociology - LAS |
| Sponsored Programs Administration |
| Statistics |
| Student Counseling Services |
| Student Financial Aid |
| Student Support Services Program |
| 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 |
| Veterinary Clinical Sciences |

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|-------------------------------------------|
| Vet Diagnostic & Production Animal Med |
| Vet Microbiology & Preventive Medicine |
| Veterinary Pathology |
| Vice President Business & Finance |
| Vice President For Extension And Outreach |
| Vice President For Research |
| Vice President Student Affairs |
| Virtual Reality Applications Center |
| WOLI Radio |
| Women's Center - Student Affairs |
| World Languages And Cultures |

UNIVERSITY OF NORTHERN IOWA DEPARTMENTS WITH 28 OR FEWER FTE

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|--------------------------------------------------|
| Academic Advising |
| Academic Affairs |
| Academic Learning Center |
| Accounting |
| Administration & Financial Services |
| Admissions |
| AF – Technology Services |
| Applied Human Sciences, School of |
| Art |
| Biology |
| Broadcasting Services |
| 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 Multicultural Education |
| Center for Social & Behavioral Research |
| College 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 |
| Culture & Intensive English Program |
| Curriculum & Instruction |
| Dean of Students |
| Disability Services |
| Earth Science |
| Economics |
| Educational Leadership & Postsecondary Education |

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| Educational Opportunity Center |
| Educational Psychology & Foundations |
| Educational Talent Search |
| Enrollment Management |
| Environmental Health & Safety |
| EOP/SCS |
| Finance |
| Financial Accounting & Reporting Services |
| Financial Aid |
| Gallagher-Bluedorn Performing Arts Center |
| Geography |
| Graduate College |
| Health Education |
| History |
| Human Resource Services |
| IA Math Science Educational Partnership |
| Individual Studies |
| Institutional Research & Effectiveness |
| Internal Audit |
| International Programs |
| Instructional Resources & Technology Services |
| Languages & Literature |
| Management |
| Marketing |
| Mathematics |
| Maucker Union Administration |
| Metal Casting Center |
| Military Science-ROTC |
| McNair Scholars |
| Music, School of |
| 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 |
| Sociology, Anthropology & Criminology |

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| Southwest Iowa Regents Center |
| Special Assistant to President/Board & Governmental Relations |
| Special Education |
| Student Affairs |
| Student Support Services |
| Study Abroad Center |
| Tallgrass Prairie Center |
| Teaching |
| Technology |
| Theatre |
| UNI Center for Urban Education |
| UNItix |
| Undergraduate Studies |
| University Counsel |
| University Honors Program |
| University Relations |
| Women's & Gender Studies |