

Contact: Andrea Anania

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 343 departments (pages 3-11); ISU – 180 departments (pages 12-15); and UNI – 105 departments (pages 16-18). These departments are consistent with those previously excluded by the Board.

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

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

	2012	2013	2014	2015	2016
University of Iowa	1/11.30	1/11.22	1/10.77	1/10.46	1/10.46
Iowa State University	1/17.25	1/14.90	1/15.30	1/15.10	1/14.85
University of Northern Iowa	1/15.10	1/13.82	1/13.61	1/15.47	1/15.36

Background: SF 2088 (the state reorganization bill) passed in the 2010 session of the General Assembly amended Chapter 262 of the Iowa Code to include a provision regarding span of control. The amendment, effective March 20, 2010, requires the Board develop and maintain a policy setting a target aggregate ratio of employees who perform supervision to all other employees at one to fifteen. The complete text of Iowa Code §262.9C and Board of Regents Policy 2.1(3)(G), developed in accordance with the statute, are shown on page 2.

The institutions continue to seek the most efficient and effective staffing mix to achieve and maintain excellence in fulfillment of their threefold mission of teaching, research, and service. They also continue to examine span of control as analysis is provided for other annual reports to the Board, including the Annual Human Resources Comprehensive 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 Policy Manual – Chapter 2

Operations

2.1 Human Resources

(3) Administration

G. 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 FTEs**

Accounting/Tippie College of Business
ACO Support/VP Medical Affairs
Administration/Center for Disabilities & Development
Administration/Student Health and Wellness
Administration/VP Medical Affairs
Aerospace Studies/University College
Air & Mobile Critical Care/UIHC
Alumni Services/Office of the President
Ambulatory Care Clinic/Psychiatric Hospital
American Studies/College of Liberal Arts & Sciences
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 External Relations
Business Administration-College/Tippie College of Business
Business Administration-Undergraduate/Tippie College of Business
Business Managers Office/VP Finance & Operations
Business Services Administration/VP Finance & Operations
Campus Dining Administration/Student Life
Campus Dining Operations/Student Life
Cancer Center Support Administration/UIHC
Capital Management/UIHC
Cardiothoracic Surgery/Carver College of Medicine
Career Center/Office of the Provost
CDD Scheduling/Center for Disabilities & Development
CDD State & Community Projects/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
Central Control Hygienic Lab/University Hygienic Lab
Central Control/Center for Disabilities & Development
Central Mail System/VP Finance & Operations
Centralized Transcription Services/UIHC
Chemical & Biochemical Engineering/College of Engineering
Chemistry/College of Liberal Arts & Sciences
Chief Diversity Office/Office of the President
Chief Medical Officer/UIHC
Chief of Staff/UIHC
CHSC Per Patient per month/Spec Child Health Services-M&R
Civil-Environmental Engineering/College of Engineering
Classics/College of Liberal Arts & Sciences
Clinical Staff Office/UIHC
Clinics/Student Health and Wellness
Communication Sciences and Disorders/College of Liberal Arts & Sciences
Communication Studies/College of Liberal Arts & Sciences
Community & Behavioral Health/College of Public Health
Computer Science/College of Liberal Arts & Sciences
Consultation & Res Med Educ/Carver College of Medicine
Continuing Education/Carver College of Medicine
Contracts & Assignments/Student Life
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 Performing Arts/College of Liberal Arts & Sciences
Division of Sponsored Programs/VP Research
Documentation & Coding/UIHC
Dows Institute-Research/College of Dentistry
Earth and Environmental Sciences/College of Liberal Arts & Sciences
Educ Policy & Leadership Studies/College of Education
Education Administration/College of Education
e-Health Center/UIHC Affiliates

Electrical-Computer Engineering/College of Engineering
Emerg Med/UIHC
Emergency Medicine/Carver College of Medicine
EMSLRC/UIHC
Endodontics/College of Dentistry
Engineering Administration/College of Engineering
Engineering Computer Network/College of Engineering
Engineering Electronics Shop/College of Engineering
Engineering Mechanical Shop/College of Engineering
English as Second Language/College of Liberal Arts & Sciences
English/College of Liberal Arts & Sciences
Equal Opportunity and Diversity/Office of the President
Evaluation & Assessment Center/College of Education
Facilities Administration/Student Life
Facilities Management-GEF/VP Finance & Operations
Facilities Management-Inventory/VP Finance & Operations
Facilities Management-Surplus/VP Finance & Operations
Facility Services Admin/UIHC
Faculty Practice Administration/College of Nursing
Family Dentistry/College of Dentistry
Family Medicine/Carver College of Medicine
Finance & University Services/VP Finance & Operations
Finance/Tippie College of Business
Financial Operations/VP Medical Affairs
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
Governmental Relations/VP External Relations
Graduate College Administration/Graduate College
Graduate Medical Education/UIHC
Grants & Contracts/Spec Child Health Services-M&R
Grounds/UIHC
Guest Services, Helen Rossi Guest House/UIHC
Guest Services/UIHC
Guest Services-info desk/UIHC
Hancher/VP External Relations
Health and Disability Center/Center for Disabilities & Development
Health and Human Physiology/College of Liberal Arts & Sciences
Health Information Management/Psychiatric Hospital
Health Management & Policy/College of Public Health
Heart and Vascular Center/Carver College of Medicine

History/College of Liberal Arts & Sciences
Holden Comprehensive Cancer Center/UIHC
Honors Program/University College
Hospital Based Programs/Carver College of Medicine
Hospital Dentistry/College of Dentistry
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-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/College of Liberal Arts & Sciences
Interdisciplinary Programs/Graduate College
Internal Audit/Office of the President
Internal Medicine/UIHC
International Writing/Graduate College
Iowa Center for Higher Education /Continuing Education
Iowa Institute for Public Health Research & Policy (IIPHRP)/College of Public Health
Iowa Lakeside Laboratory/Continuing Education
Iowa Reading Research Center/College of Education
Iowa Testing Programs/College of Education
IRL-Dermatology/Iowa River Landing
IRL-Diabetes Management/Iowa River Landing
IRL-Engineering Services/Iowa River Landing
IRL-ESS & Guest Services/Iowa River Landing
IRL-Family Medicine/Iowa River Landing
IRL-Gastroenterology/Iowa River Landing

IRL-General Internal Medicine/Iowa River Landing
IRL-General Pediatrics/Iowa River Landing
IRL-Materials Services/Iowa River Landing
IRL-Ophthalmology/Iowa River Landing
IRL-Orthopaedic Clinic/Iowa River Landing
IRL-Otolaryngology/Iowa River Landing
IRL-Pathology/Iowa River Landing
IRL-Pediatrics Specialty/Iowa River Landing
IRL-Pharmacy/Iowa River Landing
IRL-Procedure Suite/Iowa River Landing
IRL-Radiology/Iowa River Landing
IRL-Urology/Iowa River Landing
IRL-Women's Wellness/Iowa River Landing
ITS-CIO Office/Information Technology
ITS-Research Services/Information Technology
ITS-Security Office/Information Technology
Journalism & Mass Communication/College of Liberal Arts & Sciences
Laboratory/Student Health and Wellness
Laundry & Linen Services/UIHC
Law Library/College of Law
Law, HP & Disability Center/College of Law
Law, Labor Center/College of Law
Law-Central Admin, Facilities/College of Law
Law-Faculty/College of Law
Law-Iowa Nonprofit Resource Center/College of Law
Law-Student Services Programs/College of Law
Learning Resource Center/College of Education
Level 1 Trauma Program/UIHC
Library & Information Science/Graduate College
Management & Organizations/Tippie College of Business
Marketing/Tippie College of Business
Material Management/VP Finance & Operations
Material Services, Central Sterilizing/Iowa River Landing
Material Services/UIHC
Mathematics/College of Liberal Arts & Sciences
Mechanical Engineering/College of Engineering
Medical Ethics/Carver College of Medicine
Medical Instruments/UIHC
Medical Museum/UIHC
Medical Records/Spec Child Health Services-M&R
Military Science/University College
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/Student Health and Wellness
Obermann Center For Advanced Studies/VP Research
Ob-Gyn/UIHC
Obstetrics & Gynecology/UIHC
Ofc of Statewide Clinical Educ Prog/Carver College of Medicine
Office of Management & Business Development/Tippie College of Business
Office of Student Services/College of Education
Office of the IACUC/VP Research
Office of Transparency/VP External Relations
Operations Excellence/UIHC
Operative Dentistry/College of Dentistry
Optical Science Tech Center OSTC/College of Liberal Arts & Sciences
Oral & Maxillofacial Surgery/College of Dentistry
Oral Path , Radiology & Medicine/College of Dentistry
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
Payor relations/UIHC
Pediatric Dentistry/College of Dentistry
Pediatrics/UIHC
Pentacrest Museums/VP Research
Periodontics/College of Dentistry
Pharmaceutical Sciences and Experimental Therapeutics/College of Pharmacy
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
Production Units/College of Liberal Arts & Sciences
Project Art/UIHC
Prosthodontics/College of Dentistry
Provost Office Administration/Office of the Provost
Psych & Quant Foundations/College of Education
Psychiatry/Psychiatric Hospital
Psychological and Brain Sciences/College of Liberal Arts & Sciences
Psychology/Center for Disabilities & Development
Public Policy Center/VP Research
Purchasing/VP Finance & Operations
Radiation Oncology/Carver College of Medicine
Radiation Oncology/UIHC
Radiation Research Laboratory/Carver College of Medicine
Rape Victim Advocacy Program/Student Life
Rehab Therapy/UIHC
Rehabilitation and Counselor Education/College of Education
Religion/College of Liberal Arts & Sciences
Report Processing/Center for Disabilities & Development
Research Administration/VP Research
Research Department/College of Nursing
Residence Hall Maintenance/Student Life
Respiratory Care/UIHC
Retail Operations/Student Life
Rhetoric/College of Liberal Arts & Sciences
Risk Management Office/VP Finance & Operations
Safety & Security/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

Student Disability Services/Student Life
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
UI REACH/College of Education
UI Research Foundation/Oakdale Campus
UI Statewide Health Services/UIHC
UIHC & FPP Outreach-Administration/UIHC Affiliates
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 External Relations
University Counseling/Student Life
University Creative Services/VP External Relations
University Employee Health Clinic/UIHC
University Housing Administration/Student Life
University Marketing and Media Production/VP External Relations
University News Services/VP External Relations
University of Iowa Center for Human Rights/College of Law
Urban & Regional Planning/Graduate College
Urology/Carver College of Medicine
Vice President for Research/Oakdale Campus
Volunteer Program/UIHC
Wellness/Student Health and Wellness
Women in Science and Engineering/College of Engineering
Women's Resource & Action Center/Student Life
World Languages, Literatures, and Cultures/College of Liberal Arts & Sciences
Writing Program/Continuing Education
Wynn Inst Vision Rsch/Carver College of Medicine

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

Aerospace Engineering
Agriculture and Life Science Administration
Agricultural and Biosystems Engineering - Engr
Agricultural Education and Studies
Agriculture Communications
Agriculture Experiment Station
Air Force Aerospace Studies
Anthropology
Apparel, Events and Hospitality Management
Attending Veterinarian
Biochemistry / Biophysics and Molc Biol-AGLS
Biochemistry / Biophysics and Molc Biol-LAS
Bioeconomy Institute
Biomedical Sciences
Biosafety Inst Genetically Modfd at Prod
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 and Rural Develop
Center for Agricultural Law and Taxation
Center for Biorenewable Chemicals
Center for Crops Utilization Research
Center for Excellence in Learn and Teach
Center for Food Security / Public Health
Center for Sustainable Rural Livelihoods
Central Stores
Chemical and Biological Engineering
Chemistry Stores
Civil, Construction and Environmental Eng
Communities - Extension
Computer Science
Conference Planning and Management
Cooperative Extension Field Program
Center for Nondestructive Evaluation
Center Stat and Application in Forensic Evidence
Design Administration
Destination Iowa State - New Student Programs

Division of Finance
Ecology / Evolution and Organismal Biol-LAS
Ecology / Evolution and Organismal Biol-AGLS
Economic Development and Industry Relations
Economics - LAS
Economics - AGLS
Educational Talent Search
Electrical and Computer Engineering
Engineering Administration
Engineering Career Services
Engineering College Relations
Engineering Outreach Programs
Engineering Research Institute
Engineering Student Services
Engineering Technology Support
Engineering - Las Online Learning
English
Entomology
Equal Opportunity Office
Extension Distribution
Extension IT
Extension Organizational Advancement
Extension Organizational Development
Extension Professional Development
Faculty Senate
Finance
Finance Extension
Flight Services
Food Science and Human Nutrition - AGLS
Food Science and Human Nutrition - H Sci
Genetics / Development and Cell Biology - LAS
Genetics / Development and Cell Biology - AGLS
Geological and Atmospheric Sciences
Global Agriculture Programs
Government Relations
Graduate College
Grants Hub
Greenlee School of Journalism / Communication
History
Honors Program - Prv
Horticulture
Human Resources Extension
Human Sciences Administration

Human Sciences International Programs
Human Sciences Student Services
Industrial and Manufacturing Systems Engr
Industrial Design
Institute for Design Research and Outreach
Institutional Research
Intensive English and Orientation Program
Interdepartmental Graduate Programs
Internal Audit
International Students and Scholars
Iowa Beef Center
Iowa Energy Center
Iowa Soybean Research Center
Iowa State Research Foundation
Iowa State University Research Park
ISU Pappajohn Center for Entrepreneurship
IT Services Academic Technologies
IT Services Administrative Services
IT Services Customer Services
IT Services Networks and Communications
IT Services Office of CIO
IT Services Security and Policies
IT Services Systems and Operations
Kinesiology
Lectures Program
Leopold Center
Liberal Arts and Sci Student Academic Srv
Marketing
Materials Science and Engineering
Mathematics
Microbiology
Microelectronics Research Center
Midwest Plan Service
Military Science and Tactics
Multicultural Student Affairs
Music and Theatre
Natural Resource Ecology and Management
Naval Science
Nutrition and Wellness Research Center
Office of Intellectual Property and Tech Transfer
Office for Responsible Research
Office of Research Integrity
Ombuds Office

Orientation - New Student Programs
Partnerships in Prevention Science Inst
Philosophy and Religious Studies
Physics and Astronomy
Plant Sciences Institute
Political Science
President
Program for Women in Science and Engineering
Psychology
Purchasing
Receivables Office
Recreation Services
Reiman Gardens
Risk Management
Seed Science Center - Experiment Station
Senior Vice President and Provost
Small Business Development Center
Sociology - Agls
Sociology - Las
Sponsored Programs Administration
Senior Vice President for University Services
Statistics
Student Counseling Service
Student Financial Aid
Student Support Services Program
Study Abroad Center
Supply Chain and Information Systems
Trademark Office
Transportation Services
Treasurer
University Counsel
University Marketing and Promotions
University Museums
University Relations
Upward Bound
Value Added Agriculture - Extension
Veenker Memorial Golf Course
Vet Diagnostic and Production Animal Medicine
Vet Microbiology and Preventative Medicine
Veterinary Clinical Sciences
Veterinary Pathology
Vice President for Extension and Outreach
Vice President for Diversity and Inclusion

Vice President for Research
Vice President for Student Affairs
Virtual Reality Applications Center
Vice President for Student Affairs, Assessment and Research
Water Resources Research Institute
WOI Radio
Women's Center - Student Affairs
World Languages and Cultures

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

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

Educational Talent Search
Enrollment Management
Environmental Health and Safety
Educational Opportunity Programs / Special Community Services
Finance
Finance and Operations
Financial Aid
Gallagher-Bluedorn Performing Arts Center
Geography
Graduate College
History
Human Resource Services
IA Math Science Educational Partnership
Individual Studies
Institutional Research and Effectiveness
Internal Audit
International Programs
International Services
Instructional Resources and Technology Services
Jacobson Center for Comprehensive Literacy
Kinesiology, Allied Health and Human Services
Languages and Literatures
Management
Marketing
Mathematics
Metal Casting Center
Military Science - ROTC
McNair Scholars
Music
North American Review
Northern Iowan
Philosophy and World Religions
Physics
Political Science
President's Office
Procurement Services
Psychology
Public Safety
Recycling and Reuse Technology Transfer Center
Registrar's Office
Research and Sponsored Programs
Science Education
Social Work

Sociology, Anthropology, and Criminology
Southwest Iowa Regents Center
Special Education
Student Affairs
Student Life and Event Services
Student Support Services
Study Abroad Center
Tallgrass Prairie Center
Teaching
Technology
Theatre
Treasury
UNI Center for Urban Education
UNItix
Undergraduate Studies
University Counsel
University Honors Program
University Relations
Women's and Gender Studies