

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 that 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.

As required by the legislation, an interim report (see Attachment A) was submitted to the Governor and the General Assembly on April 1, 2010. Annual update reports are to detail the effects of the policy on the composition of the workforce, cost savings, efficiencies and outcomes will also be reported. This is the first of the annual updates, providing a baseline for future comparisons. The complete text of Iowa Code §262.9C and the Board of Regents Policy 4.20 developed in accordance with the statute are shown in Attachment B.

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 the merit exempt and professional staff at each institution that have administrative supervision as any portion of their overall job responsibilities, to all other types of employees without such 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 ratios and the one to fifteen target. For consistency with other reports, the institutions have used the definition of "departments" as those entities identified in the institutional budgets. The University of Iowa requests exclusion of 326 departments; Iowa State University, 228 departments; and University of Northern Iowa, 106 departments. These departments are listed in Attachment C, D and E.

After applying the statutory criteria 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.

Using October 1 payroll data and applying the statutory criteria, with the exclusion of departments with 28 or fewer FTE, the aggregate ratios of the employee population with any responsibility for supervision to the employee population that does not supervise are as follows:

University of Iowa	1/11.66
Iowa State University	1/19.42
University of Northern Iowa	1/14.78

**Discussion:**

The Universities worked to be consistent in their calculations with respect to the various employee categories on each campus, however, some differences in methodology still exist. The University of Iowa and University of Northern Iowa were able to identify supervisors by person, while Iowa State University relied upon job classification titles to identify those with supervisory responsibility.

In this initial report, the University of Iowa applied the exclusion of employees “involved in direct patient care”, to be specific only to the first line staff providing direct care to patients. Therefore, the University of Iowa calculations include a significant number of highly complex functions within UI Healthcare that would not exist at the other institutions. These would include both administrative functions and technical specialties to support and manage the care provided in the tertiary healthcare center. The University of Iowa calculations would also include staff interacting with patients involved in clinical research as human subjects.

Historically, each of the institutions has looked to other measures and methods of comparison to determine the staffing efficiencies of the institutions. For example, the Integrated Postsecondary Education Data System (IPEDS) data, reported on a biennial basis, provides a comparison of the University of Iowa to its Big Ten peer group. Looking at executive/administrative headcount staff ratios, the University of Iowa is consistently the leanest organization among its peers in this regard. In the most current report, the University reported a 2.02% ratio, in contrast to a median of 4.41%. ISU is second to the lowest in its peer group with a ratio of 1.6%.

The Board of Regents and the leadership of the institutions will continue to seek the most efficient and effective staffing mix to achieve and maintain excellence in fulfillment of their three-fold mission of teaching, research and service. Particularly in times of great financial constraint, the Board and Universities must direct resources to the areas of greatest need and maximize efficiencies. The increasing use of technology, along with the emphasis in student support and research, will likely result in future changes in the workforce at each of the Universities.

*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 Lab Regents Resource  
Center  
Quad-Cities Graduate Center  
Southwest Iowa Regents Resource  
Center  
Tri-State Graduate Center



David W. Miles, President, *West Des Moines*  
Jack B. Evans, Pro Tem, *Cedar Rapids*  
Bonnie J. Campbell, *Des Moines*  
Robert N. Downer, *Iowa City*  
Michael G. Gartner, *Des Moines*  
Ruth R. Harkin, *Cumming*  
Greta A. Johnson, *Le Mars*  
Craig A. Lang, *Brooklyn*  
Rose A. Vasquez, *Des Moines*

Robert Donley, *Executive Director*

April 2, 2010

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

Mark Brandsgard  
Chief Clerk of the House  
State Capitol Building  
Des Moines IA 50319

Re: Span of Control – Interim Report

Dear Members of the Iowa General Assembly:

Pursuant to Iowa Code Chapter 262.9C (SF 2088), below is the interim report on the span of control policy for the Regent institutions.

Due to the timing of the passage and effective date of Senate File 2088 pertaining to the requirement that the Board of Regents develop and maintain a policy that its institutions achieve a ratio of one (1) supervisory employee to fifteen (15) other employees, the policy is currently under development. The first reading of the policy revision will be presented to the Board of Regents at its April 28-29 meeting at the University of Iowa in Iowa City. The Board of Regents will be establishing a baseline of the institutions span of control and developing a policy to achieve the target span of control of one to fifteen. An annual update on the policy and the target span of control will be provided to the governor and general assembly on or before April 1 subsequently.

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

Sincerely,

Robert Donley

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cc: Dwayne Ferguson  
Legislative Liaisons  
Legislative Log

**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
Administration/Center for Disabilities & Development
Administration/Spec Child Health Services-M&R
Administration/Student Health
Administration/UIHC
Administration/VP Medical Affairs
Aerospace Studies/Office of the Provost
Air & Mobile Critical Care/UIHC
Alumni Services/VP University Relations
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 and CEO, UIHC/VP Medical Affairs
Associate VP Finance and CFO, UIHC/VP Medical Affairs
Associate VP, UIHC and CMO/VP Medical Affairs
Athletics Facility/Athletics
Belin-Blank Intl Center/College of Education
Biocatalysis/Bioprocessing Center/VP Research
Biochemistry/Carver College of Medicine
Bioengineering/Carver College of Medicine
Biomedical Engineering/College of Engineering
Broadcasting Services/VP University Relations
Business Administration-College/Tippie College of Business
Business Administration-Graduate Programs/Tippie College of Business
Business Administration-Undergraduate/Tippie College of Business
Business Services Administration/VP Finance & Operations
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 Teaching/Office of the Provost
Center on Aging/Carver College of Medicine
Central Mail System/VP Finance & Operations
Chemical & Biomedical Engineering/College of Engineering
Chemistry/College of Liberal Arts & Sciences
Chief Diversity Office/Office of the President
Childrens Network Telethon/UIHC
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 Pastoral Care/Carver College of Medicine
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 Services
Creative Writing/College of Liberal Arts & Sciences
Credit Programs/Continuing Education
CTR Health Effect of Environment/VP Research
Dance/College of Liberal Arts & Sciences
Dentistry Administration/College of Dentistry
Department of Psychiatry/Psychiatric Hospital
Dermatology/Carver College of Medicine
Disability Resource Library/Center for Disabilities & Development
Division of Continuing Education/Continuing Education
Division of Drug Information Services/College of Pharmacy
Division of Performing Arts/College of Liberal Arts & Sciences
Division of Sponsored Programs/VP Research
Dows Institute-Research/College of Dentistry
Dual Career Network/Office of the Provost
Economics/Tippie College of Business
Educ Policy & Leadership Studies/College of Education
Education Administration/College of Education
Educational Placement/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 Services
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
Financial Planning and Decision Support/VP Medical Affairs
Fiscal Services/Spec Child Health Services-M&R
Food & Nutrition Services/Psychiatric Hospital
Food Service Administration/Student Services
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
Grants & Special Projects/Spec Child Health Services-M&R
Grounds/UIHC
Guest Services, Helen Rossi Guest House/UIHC

Guest Services/UIHC
Guest Services-info desk/UIHC
Hancher Auditorium/VP University Relations
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
High-Res Mass Spect Facility/VP Research
History/College of Liberal Arts & Sciences
Honors Program/Office of the Provost
Hospital Dentistry/College of Dentistry
Hospital Graphics/UIHC
Hospital Human Resources/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
Information & Analysis/Spec Child Health Services-M&R
Inst for Clinical and Translational Science/Inst for Clinical and Translational Science
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
ITS-CIO Office/Information Technology
ITS-Instructional Services/Information Technology



ITS-Security Office/Information Technology
Journalism & Mass Communication/College of Liberal Arts & Sciences
Labor Center/Continuing Education
Language Media Center/College of Liberal Arts & Sciences
Laundry & Linen Services/UIHC
Laundry/VP Finance & Operations
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
Mail Room/UIHC
Management Sciences/Tippie College of Business
Marketing/Tippie College of Business
Material Management/VP Finance & Operations
Material Services/UIHC
Mathematics/College of Liberal Arts & Sciences
Mechanical Engineering/College of Engineering
Media Production/VP University Relations
Medical Ethics/Carver College of Medicine
Medical Instrument Shop/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/Office of the Provost
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 for Study Abroad/Office of the Provost
Office of Management & Business Development/Tippie College of Business
Office of Student Services/College of Education

Office of the Provost/Office of the Provost
Operational Improvement/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 Education/Center for Disabilities & Development
Patient Financial Services/Psychiatric Hospital
Patient Financial Services/UIHC
Patient Library/UIHC
Patient Representatives/UIHC
Pediatric Dentistry/College of Dentistry
Pediatrics/UIHC
Pentacrest Museums/VP Research
Periodontics/College of Dentistry
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
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
President/Office of the President
Preventive & Community Dentistry/College of Dentistry
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
Psychology/Center for Disabilities & Development
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
Rehabilitation Engineering/Center for Disabilities & Development
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
Research Support/Inst for Clinical and Translational Science
Residence Hall Maintenance/Student Services
Residence Life Programs/Student Services
Residence Life/Student Services
Respiratory Care/UIHC
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
Statistics & Actuarial Science/College of Liberal Arts & Sciences
Stead Technology Services Group/Tippie College of Business
Strategic Relations/UIHC
Student Activities/Student Services
Student Disability Services/Student Services
Student Financial Aid Operations/Office of the Provost
Student Health Service/Student Services
Student Organizations/Student Services
Student Services/Student Services
Summer Session Administration/Summer Session
Summer Sports Program/Athletics
Surgery/UIHC
Teaching and Learning/College of Education

Technology Innovation Center/Oakdale Campus
Theatre Arts/College of Liberal Arts & Sciences
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
University Apartments/Student Services
University College/Office of the Provost
University Counseling/Student Services
University Employee Health Clinic/UIHC
University Housing Administration/Student Services
University Relations/VP University Relations
University Relations-News Service/VP University Relations
University Relations-Publication/VP University Relations
University Veterinarian/VP Research
Urban & Regional Planning/Graduate College
Urology/Carver College of Medicine
Utilization Management/UIHC
Value Analysis Program/UIHC
Volunteer Program/UIHC
Women in Science and Engineering/Graduate College
Women's Resource & Action Center/Student Services
World Languages, Literatures, and Cultures/College of Liberal Arts & Sciences
Writing Program/Continuing Education

**IOWA STATE UNIVERSITY DEPARTMENTS WITH 28 OR FEWER FTE**

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
AIRWORTHINESS ASSURANCE CTR EXCELLENCE
ANTHROPOLOGY
APPAREL ED STUDIES 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
BIOTECHNOLOGY
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 EXCELLENCE IN LEARN & TEACH
CENTER FOR EXCELLENCE/SCI,MATH ENGR ED
CENTER FOR FOOD SECURITY/PUBLIC HEALTH
CENTER FOR INDUSTRIAL RESEARCH & SERVICE
CENTER FOR METABOLIC BIOLOGY
CENTER FOR NONDESTRUCTIVE EVALUATION
CENTER FOR PHYSICAL & COMPUTATIONAL MATH
CENTER FOR PLANT BREEDING
CENTER FOR SURVEY STAT/METHODOLOGY
CENTER FOR SUSTAINABLE ENVIRONMENTAL TCH

CENTER FOR SUSTAINABLE RURAL LIVELIHOODS
CENTER FOR TECHNOLOGY LEARNING & TEACH
CENTRAL STORES
CHEMICAL & BIOLOGICAL ENGINEERING
CHEMISTRY STORES
CHILD CARE SERVICES
CIVIL, CONSTRUCTION & ENVIRONMENTAL ENG
COMMUNICATIONS & EXTERNAL RELATIONS
COMMUNITIES - EXTENSION
COMMUNITY & REGIONAL PLANNING
COMPUTER SCIENCE
CONFERENCE PLANNING & MANAGEMENT
CONTINUING ED & PROFESSIONAL DEVELOPMENT
COOPERATIVE EXTENSION FIELD NW
COOPERATIVE EXTENSION FIELD PROGRAM
COOPERATIVE EXTENSION SERVICE
CURRICULUM & INSTRUCTION
DESIGN ADMINISTRATION
DESIGN EXTENSION
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
ELECTRICAL AND COMPUTER ENGINEERING
ENGINEERING ACADEMIC/STUDENT AFFAIRS
ENGINEERING ADMINISTRATION
ENGINEERING COLLEGE RELATIONS
ENGINEERING ONLINE LEARNING
ENGINEERING RESEARCH INSTITUTE
ENGINEERING TECHNOLOGY SUPPORT
ENGLISH
ENROLLMENT SERVICES
ENTOMOLOGY
ENVIRONMENTAL PROGRAMS
EQUAL OPPORTUNITY AND DIVERSITY OFFICE
EXECUTIVE VICE PRESIDENT & PROVOST
EXTENSION DISTRIBUTION
EXTENSION IT
EXTENSION TO AG-AES
FAMILY & CONSUMER SCIENCES RESEARCH INST
FINANCE
FINANCE EXTENSION
FIRE SERVICE TRAINING BUREAU
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 EXTENSION
GLOBAL RESOURCE SYSTEMS
GOVERNMENT RELATIONS
GRADUATE COLLEGE
GREENLEE SCHOOL JOURNALISM/COMMUNICATION HISTORY
HONORS PROGRAM-PRV
HORTICULTURE
HUMAN RESOURCE SERVICES
HUMAN SCIENCES ADMINISTRATION
HUMAN SCIENCES STUDENT SERVICES
INDUSTRIAL & MANUFACTURING SYSTEMS ENGR
INFORMATION ASSURANCE CTR
INFORMATION INFRASTRUCTURE INIT
INSTITUTE FOR DESIGN RESEARCH & OUTREACH
INSTITUTE FOR PHYSICAL RESEARCH & TECH
INSTITUTE FOR SOCIAL BEHAVIORAL RESEARCH
INSTITUTE FOR SOCIAL/BEHAVIORAL RESEARCH
INSTITUTIONAL RESEARCH
INTENSIVE ENGLISH & ORIENTATION PROGRAM
INTERDISCIPLINARY GRADUATE STUDIES
INTERNAL AUDIT
INTERNATIONAL PROGRAMS
INTERNATIONAL STUDENTS & SCHOLARS
IOWA BEEF CENTER
IOWA CENTER FOR ADVANCED NEUROTOXICOLOGY
IOWA CROP IMPROVE/COMMITTEE FOR AG DVMT
IOWA ENERGY CENTER
IOWA PORK INDUSTRY CENTER
IPRT COMPANY ASSISTANCE CONTRACT RESRCH
ISU PAPPASJOHN 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
JOURNALISM & MASS COMMUNICATION
KINESIOLOGY
LABORATORY ANIMAL RESOURCES
LANDSCAPE ARCHITECTURE
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 PREPARATION CENTER
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
OFFICE FOR RESPONSIBLE RESEARCH
OFFICE OF INTELLCTL PROP & TECH TRANSFER
OFFICE OF SUSTAINABILITY
OMBUDS OFFICE
ORIENTATION - NEW STUDENT PROGRAMS
PARKING
PARTNERSHIPS IN PREVENTION SCIENCE INST
PHILOSOPHY & RELIGIOUS STUDIES
PHYSICS & ASTRONOMY
PLANT PATHOLOGY
PLANT SCIENCES INSTITUTE
POLITICAL SCIENCE
PRESIDENT
PROG FOR WOMEN IN SCIENCE & ENGR
PSYCHOLOGY
PURCHASING
RECEIVABLES OFFICE
RECREATION SERVICES
REIMAN GARDENS-VPBF
RESEARCH INSTITUTE FOR STUDIES IN EDUC
RESIDENCE LIFE
RISK MANAGEMENT
SEED SCIENCE CENTER - EXPERIMENT STATION
SEED SCIENCE CENTER - EXTENSION
SMALL BUSINESS DEVELOPMENT CENTER
SOCIOLOGY - AGLS
SOCIOLOGY - LAS
SOIL TILTH
SPONSORED PROGRAMS ACCOUNTING
SPONSORED PROGRAMS ADMINISTRATION
STATISTICAL LABORATORY
STATISTICS
STUDENT COUNSELING SERVICE
STUDENT FINANCIAL AID
STUDENT SUPPORT SERVICES PROGRAM
STUDY ABROAD CENTER



SUPPLY CHAIN & INFORMATION SYSTEMS
SURVEY AND BEHAVIORAL RESEARCH SERVICES
TEACHER EDUCATION
TRADEMARK OFFICE
TRANSPORTATION SERVICES
TREASURER
UNIVERSITY COUNSEL
UNIVERSITY EXTENSION
UNIVERSITY MARKETING & PROMOTIONS
UNIVERSITY MUSEUMS
UNIVERSITY RELATIONS
UPWARD BOUND
UTILITIES ENTERPRISE-FPM
VALUE ADDED AGRICULTURE-EXTENSION
VEENKER MEMORIAL GOLF COURSE
VET MICROBIOLOGY & PREVENTIVE MEDICINE
VETERINARY CLINICAL SCIENCES
VETERINARY DIAGNOSTIC LABORATORY
VETERINARY MEDICINE ADMINISTRATION
VETERINARY PATHOLOGY
VICE PRESIDENT BUSINESS & FINANCE
VICE PRESIDENT FOR RESEARCH & ECON DEVEL
VICE PRESIDENT STUDENT AFFAIRS
VIRTUAL REALITY APPLICATIONS CENTER
WOI RADIO
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 Multicultural Education  
Center for Social & Behavioral Research  
Center for Social & Behavioral Sciences  
Chemistry & Biochemistry  
Classic Upward Bound  
College of Business Admin Support Services  
College of Business Administration  
College of Education  
College of Education Student Advising  
College of Humanities & Fine Arts  
College of Natural Sciences  
Communication Sciences & Disorders  
Communication Studies  
Compliance and Equity Management  
Computer Science  
Continuing Education and Special Programs  
Counseling Center  
Culture and Intensive English Program  
Curriculum and Instruction  
Disability Services  
Earth Science  
Economics  
Educational Leadership, Counseling, & Postsecondary Education  
Educational Opportunity Center  
Educational Psychology & Foundations  
Educational Talent Search  
English Language & Literature  
Environmental Health & Safety  
Environmental Science Programs  
EOP/SCS  
Executive Vice President and Provost  
Finance  
Financial Accounting and Reporting Services  
Financial Aid  
Gallagher-Bluedorn Performing Arts Center  
Geography  
Graduate College  
History  
Human Resource Services

IA Math Science Educational Partnership  
Individual Studies  
Industrial Technology  
Institutional Research  
Internal Audit  
International Programs  
International Services  
Instructional Resources and Technology Services  
Management  
Marketing  
Mathematics  
Maucker Union Administration  
Military Science  
McNair Scholars  
Modern Languages  
Museums & Collections  
Music, School of  
Northern Iowan  
Office of Academic Assessment  
Office of Student Field Experiences  
Philosophy & World Religions  
Physics  
Political Science  
President's Office  
Print Services  
Psychology  
Public Policy Program  
Public Safety  
Recycling and Reuse Technology Transfer Center  
Registrar's Office  
Science Education  
Social Work  
Sociology, Anthropology & Criminology  
Southwest Iowa Regents Center  
Special Assistant to President/Board & Governmental Relations  
Special Education  
Sponsored Programs  
Student Health Clinic  
Student Support Services  
Study Abroad Center  
Tallgrass Prairie Center  
Theatre  
UNI Center for Urban Education  
UNI-Dome Concessions  
UNI-Dome Operations  
UNItix  
University Counsel  
University Health Services  
University Honors Program  
University Relations  
VP for Administration & Financial Services  
VP for Student Affairs  
Wellness & Recreation Services  
Women's & Gender Studies