Functional Domains

A model for understanding the work to be done, rather than *where* the work happens in an organizational structure or how the work is *paid for* in a financial hierarchy.
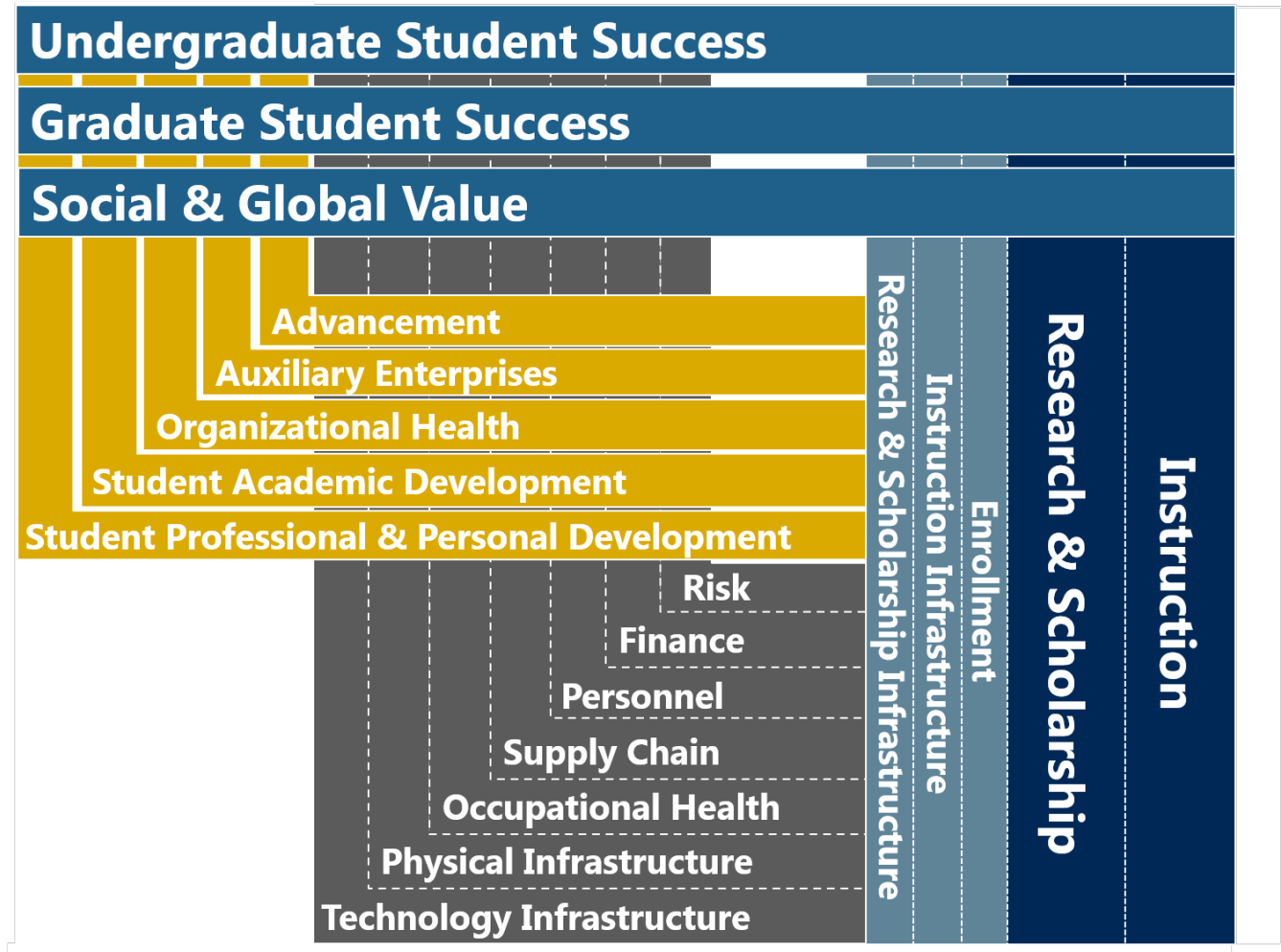
Contents

UNIVERSITY OF CALIFORNIA
MERCED | Center of Institutional Effectiveness
Business Architecture & Analytics

Organizational Health | Operational Excellence | Integrated Planning

Functional Domains

- Functional Domains are intended to represent the broadest collection of bodies of work within the institution, holding agnostic the organizational or financial hierarchies which are in a state of constant evolution as campus grows.

- Functional Domains necessarily interact with one another in order to deliver UC Merced's mission. This interaction, and other considerations, are critical to embed in campus' decision-making to increase Integrated Planning capabilities.

Functional Domain Relationship Diagram

Why Functional Domains?

The Functional Domain model is an ideal tool for **understanding the work to be done** to achieve institutional goals, rather than *where* the work happens in an organizational structure or how the work is *paid for* in a financial hierarchy

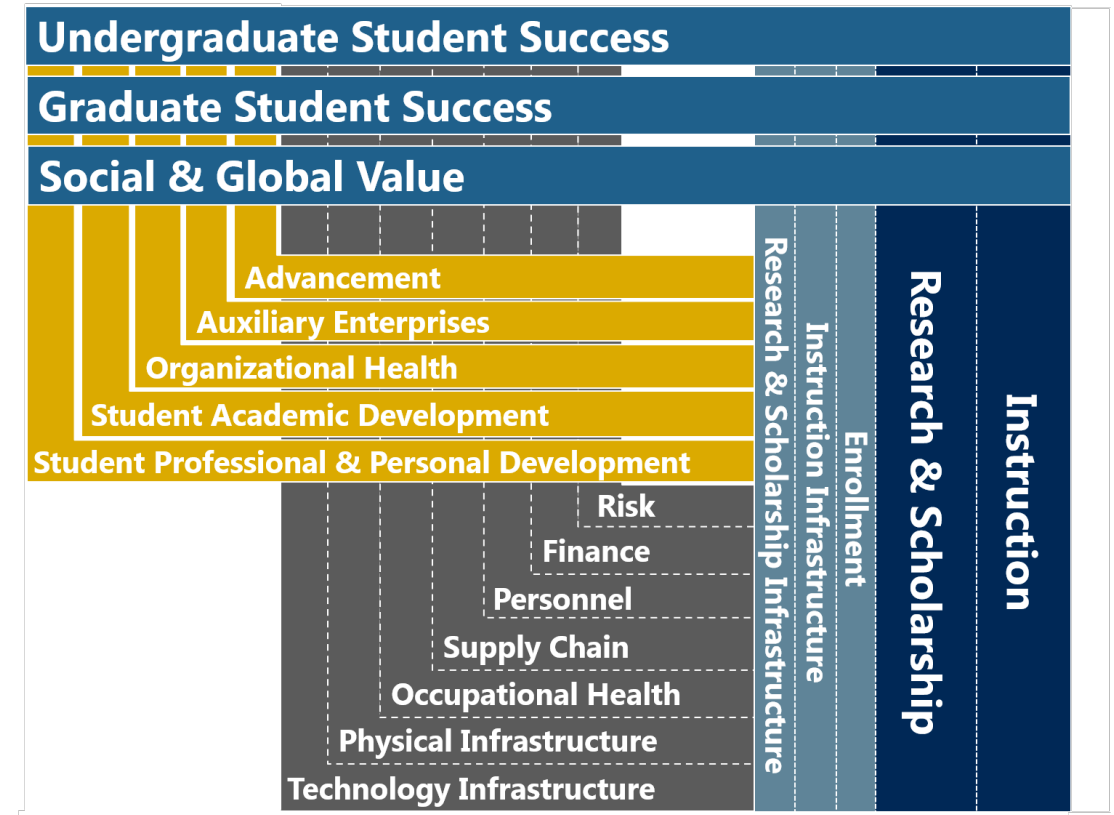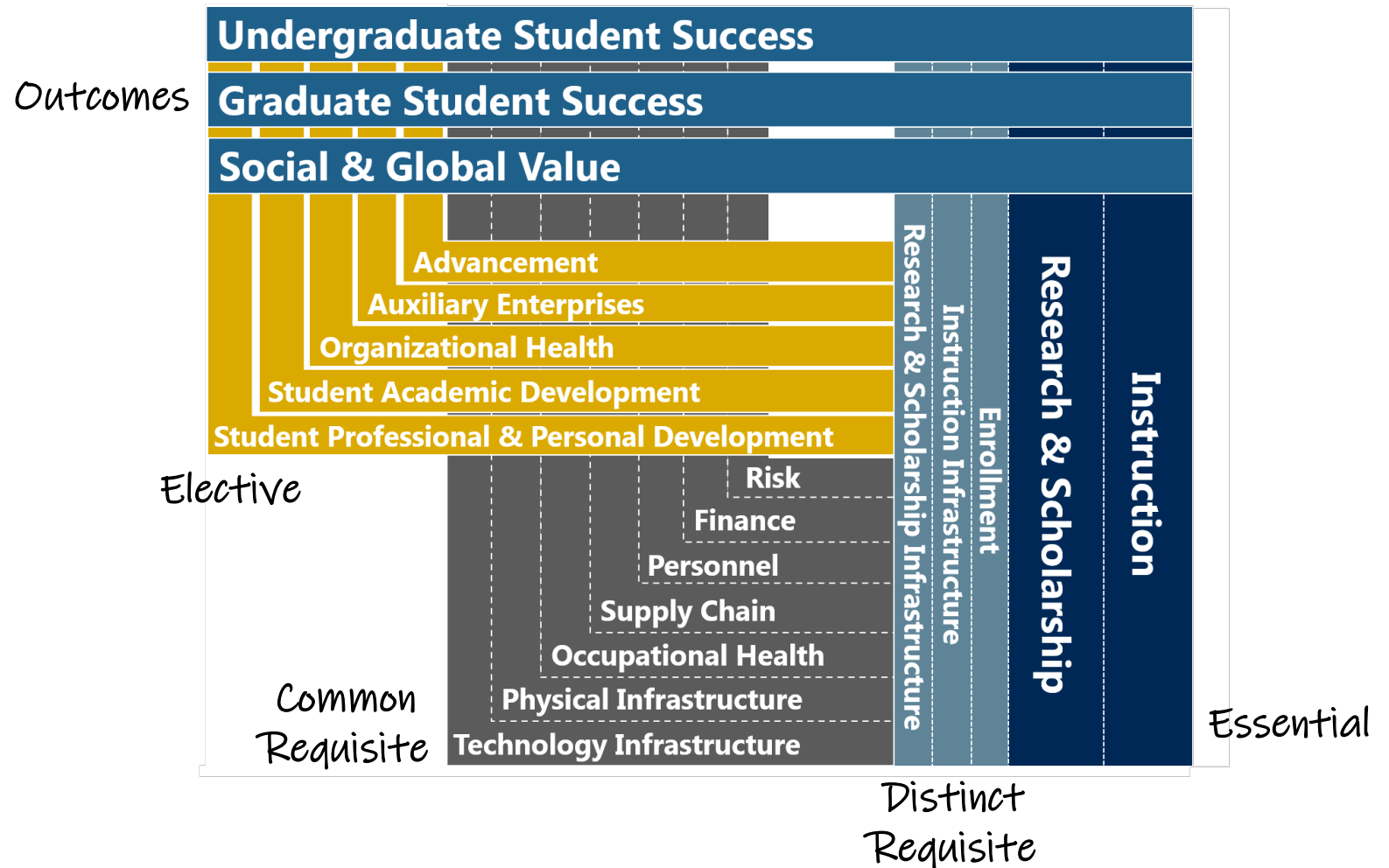| Organizational Health	Operational Excellence	Integrated Planning
• Much like the systems of the human body, this model can be used as a diagnostic tool for institutional health	• Create actual value through sustainable improvement efforts that focus on how the work is performed	• The model defines both the individual domain and its relationship to others, which enables dynamic optimization of priorities and resource allocation

Interpreting the Functional Domain Relationship Diagram

- **Color**: Each color represents the classification of the Functional Domain, which is detailed in the next slide.

- **Layer**: Imagined in three-dimensions, the grey Functional Domains are the base upon which the yellow and then blue Functional Domains stack. This stacking represents support, where each layer's Functional Domain work supports those above it.

- **Line Type**: Hashed lines indicate that the work of that Functional Domain routinely supports its neighbor(s) within the same layer.

Classifying Functional Domains

- **Essential**: This work exists, therefore "we" exist

- **Distinct Requisite:** Because we have essential work, we need to do this work

- **Common Requisite**: Because we must operate, we need to do this work

- **Elective**: Because of essential work, we get to/choose to do this work

- **Outcome**: We strive for these achievements through our delivery of essential, requisite, and elective work

Essential Functional Domains

Defines the core of the Organization's existence. If this work were not performed, the Organization would simply not be.

As a research university, we exist to teach enrolled students and perform research/scholarly activities.

Workforce Characterizations

❖ Must be performed directly

Financial Characterizations

❖ Primary source of revenue generation

❖ Client or Customer external to the organization pays money for this Work

Instruction

- Delivery of curricular programs and instruction to grant degrees

Research & Scholarship

- Performance of research and scholarship activities

Distinct Requisite Functional Domains

Defines the underpinning mechanics and operations necessary to enable the delivery of Essential Work.

Workforce Characterizations

❖ Requisite Work distinct to the Organization because of Essential Work is often directly performed

Financial Characterizations

❖ Consumes a portion of revenues generated by Essential Work, a component of "overhead"

❖ Does not generate revenues, though may have cost sharing or cost savings mechanisms

Enrollment
- Student admissions, student enrollment, matriculation, and degree-seeking activities

Instruction Infrastructure
- Instructor support and development activities including administration of curriculum coordination activities
- Instructional asset operations such as library, instructional laboratories, classrooms, and specialty instructional facilities/equipment

Research & Scholarship Infrastructure
- Researcher support and development activities including administration of sponsored project coordination and compliance activities
- Research/scholarly asset operations such as library, research laboratories, research computing, and core facilities/equipment

Common Requisite Functional Domains

Defines the "overhead" common across industries, which serves to reduce the operational and administrative burden on those performing Essential Work.

Workforce Characterizations

❖ Requisite Work that is common across industries is possible to be "outsourced" to external parties, though not always practical

Financial Characterizations

❖ Consumes a portion of revenues generated by Essential Work, a component of "overhead"

❖ Does not generate revenues, though may have cost sharing or cost savings mechanisms

Personnel
- Planning, design, implementation, management, and administration of the workforce and employee lifecycle for both academic personnel and staff

Finance
- Planning, design, implementation, management, and administration of budget and financial activity accounting

Risk
- Planning, design, implementation, management, and administration of institutional, reputational, and employer risk including legal affairs and regulatory compliance

Supply Chain
- Planning, design, implementation, management, and administration of the strategic sourcing and procurement of goods and services, including shipping and delivery logistics

Physical Infrastructure
- Planning, design, implementation, management, and administration of university buildings, individual spaces, utilities, and equipment

Technology Infrastructure
- Planning, design, implementation, management, and administration of information technology networks, tools, and services

Occupational Health
- Planning, design, implementation, management, and administration of the physical health and safety of employees in the workplace

Elective Functional Domains

Defines the services and products that the Organization chooses to offer, as it either generates revenues not possible without Essential Work or it creates cost savings in Requisite Work.

Value propositions drive the Organization's choice of whether to offer a service or product.

Workforce Characterizations

❖ Elective Work unique to the Organization because of Essential Work is often directly performed

❖ Elective Work that improves Requisite Work is possible to be "outsourced" to external parties, though not always practical

Financial Characterizations

❖ Should at least be cost neutral, if not generating revenues

❖ High performing elective domains may meet or exceed the revenue generation of the Essential Work, however, as it capitalizes on that Essential Work existing, it remains Elective

Advancement

- Planning, design, implementation, management, and administration of the institution's brand equity including public relations, marketing, and strategic communications

Auxiliary Enterprises

- Planning, design, implementation, management, and administration of revenue-generating / self-supporting non-instructional services and products.
- Each Auxiliary Enterprise is its own Functional Domain, grouped here for simplicity. See next slide for list.

Student Academic Development

- Planning, design, implementation, management, and administration of student academic preparedness and developmental activities, including study skillsets

Student Professional Development

- Planning, design, implementation, management, and administration of professional development and career-seeking/readiness activities for students

Student Personal Development

- Planning, design, implementation, management, and administration of inter/intra-personal development activities, including civic/community skills

Organizational Health

- Planning, design, implementation, management, and administration of the institution's structural capital and activities that enable the institution to function effectively, adapt, and perform at high quality levels

Auxiliary Enterprises

Each Auxiliary Enterprise has its own set of Essential, Requisite, and Elective functional domains.

Distinct Requisite functional domains are often performed by the Auxiliary Enterprise.

Common Requisite functional domains are often performed by the institutional units offering that service.

Workforce Characterizations

❖ May be directly performed or outsourced through concessionaire service(s)

Financial Characterizations

❖ Should be generating revenues or at least be cost neutral

❖ High performing elective domains may meet or exceed the revenue generation of the Essential Work, however, as it capitalizes on that Essential Work existing, it remains Elective

Student Housing
- Essential: Lodging and resident life services for enrolled students during academic terms
- Elective: Hospitality services such as day/overnight camps and guest lodging during non-academic terms

Dining
- Essential: Food services for enrolled students with housing
- Elective: Food services for campus and external community, including catering services

Student Health
- Essential: Physical health, mental health, and wellness for enrolled students
- Elective: Vaccination clinics for campus and external community

Recreation
- Essential: Recreational, wellness, and physical fitness activities for enrolled students
- Elective: Recreational, wellness, and physical fitness activities for campus and external community

Athletics
- Essential: Sports team and student-athlete services for enrolled students
- Elective: Youth sports camps and tournament hosting for campus and external community

Transportation & Parking
- Essential: Transportation services for enrolled students and campus community; parking services for all
- Elective: Car rental services and electric car charging services

Childcare
- Essential: Childcare services for enrolled students and campus community
- Elective: Childcare services for external community

Conference
- Essential: Conference and event management services for campus community
- Elective: Conference and event management services for external community

Example Analysis Using Functional Domains

Workforce Spend by Functional Domain
Data as of: 5/5/2021
Position & Wage Data Source: UCPath R-272
*excludes vacant + funded positions due to R-272 limitations

Methodology:

- Each position was assigned a functional domain inferred from working title, job classification, department/unit, and respective website service information

- Certain positions represent a collection of duties that span more than one functional domain. These positions were assigned per the methods described below:
  - **Grouped Common Requisite**: Staff that perform administrative coordination duties that span most if not all the common requisite functional domains
  - **Senate Faculty who teach and perform research** (Prof, Assoc Prof, Asst Prof) salaries were split across Instruction and Research functional domains based on the institutional credit hour load per faculty by department for Academic Year 2020-21

Classification		Functional Domain	Est. Total Annualized Salary	% Classification of Total	% Functional Domain of Total
Essential + Distinct Requisite			$ 90,209,298.54	55%	
Instruction			$ 51,990,828.96	32%	
	Essential	Instruction	$ 38,503,429.31		23%
	Distinct Requisite	Instruction Infrastructure	$ 4,454,745.18		3%
	Distinct Requisite	Enrollment	$ 9,032,654.47		6%
Research & Scholarship			$ 38,218,469.58	23%	
	Essential	Research & Scholarship	$ 30,577,895.11		19%
	Distinct Requisite	Research Infrastructure	$ 7,640,574.47		5%
Common Requisite			$ 47,651,421.59	29%	
		Grouped Requisite (Admin Coordination)	$ 11,081,131.86		7%
		Finance	$ 5,016,700.33		3%
		Personnel	$ 5,287,627.19		3%
		Physical Infrastructure	$ 8,258,348.64		5%
		Risk	$ 6,722,013.99		4%
		Supply Chain	$ 1,248,412.35		1%
		Technology Infrastructure	$ 10,037,187.22		6%
Elective			$ 26,063,308.90	16%	
		Student Academic Development	$ 3,681,858.16		2%
		Student Professional Development	$ 1,369,385.60		1%
		Student Personal Development	$ 1,010,996.00		1%
		Advancement	$ 6,850,812.18		4%
		Auxiliary Enterprises	$ 10,261,478.11		6%
		Organizational Health	$ 2,888,778.85		2%
Grand Total			$ 163,924,029.02		100%

For more information, please contact

Jessica Duffy, Business Architect

jduffy2@ucmerced.edu

or

Andrew Boyd, CIE Executive Director

aboyd2@ucmerced.edu

Return to Center of Institutional Effectiveness: Shared Resources webpage