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Institutions of Higher Education: Self-Portrayal vs. Student Experience

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Institutions of Higher Education: Self-Portrayal vs. Student Experience

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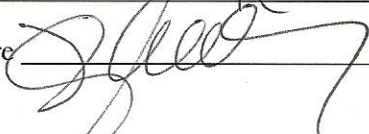
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Institutions of Higher Education: Self-Portrayal vs. Student Experience

Business Administration Honors Thesis

Rikita David

27 April 2017

Abstract:

This paper analyzes the marketed images of three nationally-recognized public universities, The University of Texas System, The University of California, and University of Connecticut; and compares these images to the student experience, based on allocation of funds. Public universities use various marketing tools to paint a desired picture of their institution. This paper investigates if the finances of the different institutions support the advertised claims. The following metrics will be used for comparison: funding for scholarships/student financial aid, amount of faculty and administrators, and bonuses and salaries for faculty and administration. Both overall budgets and allotment percentages will be explored.

Analysis of the following schools:

- *UT = The University of Texas*
- *UC = The University of California*
- *UCONN = University of Connecticut*

Paper Outline:

- Branding Overview
- Collegiate Branding
- Points-of-Difference & Points-of-Parity
- Administrative Hierarchies
- Overall Budgets/Analysis
- Conclusion
- Works Cited

Branding and Brand Equity

A brand is a name, term, sign, symbol or design that creates differentiation. The role of a brand is to identify the maker of the good and or service, simplify product handling, organize accounting, offer legal protection, signify quality, create barriers to entry into the market, serve as competitive advantage, and secure price premium. Brand equity is the added value given to products reflecting how consumers think, feel, and act about the brand. This in turn affects pricing, market share, and profitability of the brand.

Collegiate Branding – The University of Texas System

The University of Texas System, also known as UT, consists of fourteen institutions: eight academic and six health. Based on the numerous health institutions, UT brands itself as one of the nation's established clinical research education systems.

UT's brand equity conveys the promise of not only "finding one's *horns* but also your *home*" (UT Austin's Camp Texas phrase). In addition, the whole UT system instills the value of giving back and serving both the nation and those local surrounding communities on a health-care basis.

UT Brand Equity



<https://www.instagram.com/p/BS1ZapGI5HW/?taken-by=camp texas>



hawt.tamollie

Follow

hawt.tamollie I'm proud to be a longhorn because UT gives me the opportunity to support amazing causes with some of the most inspiring people. Not only is it an extremely academic campus it is also one that gives back to the greater Austin area. #UT40for40 #UTentry #TexasTHON #FTK
ashlaay_a My longhorn ❤️

<https://www.instagram.com/p/BS1hrLTlvFA/?tagged=utentry>

UT System Retweeted



TAMEST @TAMESTX · Apr 19

Researchers at @UTHealth find genetic mutation that seems to cause brain aneurysms. [goo.gl/kBSRfU](https://www.google.com/search?q=goo.gl/kBSRfU) #brainhealth



After 'digging for gold,' surgeon links gene to brain aneurysms

About one in four would report a family history of the condition, which can lead to sudden bleeding, stroke and death. Is there a specific genetic tri...

houstonchronicle.com

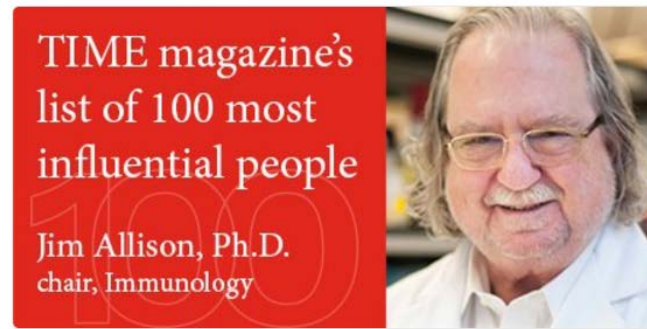
https://twitter.com/utsystem?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor

UT System Retweeted



MD Anderson @MDAndersonNews · Apr 20

Congratulations to our Dr. Jim Allison, named to #TIME100 for his #immunotherapy research: bit.ly/2oSS8IW @TIME #endcancer



6 195 426

UT System Retweeted



Bill McRaven @billmcraven · Apr 20

UT MD Anderson Cancer Center is the premier cancer center in the world, in no small part to Dr. Allison's transformative research. Congrats!

https://twitter.com/utsystem?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor



University of Texas System

Like This Page · May 23, 2016 ·

Did you know UT System institutions are working year-round to defeat stroke? Learn more about how our institutions are fighting stroke through research, technology and patient care: <http://ow.ly/nOEI300v8mj> #BrainHealthRevolution #QuantumLeaps

Mobile Stroke Unit

<https://www.facebook.com/utsystem/photos/a.436584279711548.92174.198151343554844/1013622078674429/?type=3&theater>

UT Brand Elements

- **Logo/Symbol:**



- **Slogan:** “Fourteen Institutions. Unlimited Possibilities.”



- **Brand Name:** The University of Texas System (UT)
- **URL:** <http://www.utsystem.edu/>

Collegiate Branding – The University of California

The University of California, best known as UC, is a higher educational system that comprises ten campuses, five medical centers, three national labs, and a Cooperative Extension program that provides research and education to solve agricultural, natural resource, youth development, and current nutrition challenges within the state of California. Thus, UC brands itself as the nation's leading research institution. It is also a prominent contributor on an international scale regarding research in many fields of study.

UC's brand equity promise expresses a similar progressive momentum to the state and global community it serves. A substantial importance is placed on sustainability and expanding community outreach. It is a university of the people, by the people, and for the people.



322 likes

uofcalifornia What is behind all this extreme weather? The answer lies, in part, in the changing patterns of wet air that comes to California from the tropics. @scripps_ocean grad student Tashiana Osborne is measuring and mapping the changes to help officials predict and prepare. On April 19, she will be among 22 UC students gathering in Sacramento for the eighth annual Graduate Research Advocacy Day @ucsandiego @nsfgov

<https://www.instagram.com/p/BSv3t78Bq2s/?taken-by=uofcalifornia&hl=en>



University of California

Like This Page · March 12, 2016 ·

Beatriz Sosa-Prado, a doctoral student in Public Health at [UC Merced](#), researches how cultural practices and values can promote healthy eating and physical activity in Latino communities—as well as how children's healthy behaviors change over time. The findings can help California health officials improve the environment in which people live, eat, learn and play. Sosa-Prado will be in Sacramento next week to discuss the value of graduate research to the state of California. [#UCGradResearch](#) — with Gilbert Akham.

<https://www.facebook.com/universityofcalifornia/photos/a.10150822624761923.398290.15982076922/10153249575801923/?type=3&theater>



uofcalifornia

University of California, ...

Follow

uofcalifornia Did you know? Some of the world's most important research collections on citrus diversity are located at [@ucriversideofficial](#) 🍊 | Photo credit: [@starkillerbae](#)

<https://www.instagram.com/p/BPsRUbVjyHZ/?taken-by=uofcalifornia&hl=en>



UC @UofCalifornia · Apr 21

.@ucsantabarbara alumni Kim and @jackjohnson are collaborating with students to address food security.



Taking Root

Alumni Kim and Jack Johnson partner with UCSB's Edible Campus Program on teaching farm to open next fall

news.ucsb.edu

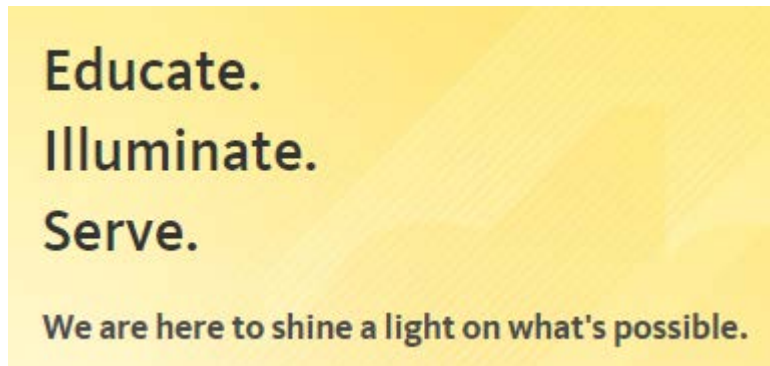
https://twitter.com/UofCalifornia?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor

UC Brand Elements

- **Logo/Symbol:**



- **Slogan:**



"The only world-class public research university for, by, and of California." ~ <https://www.universityofcalifornia.edu/uc-system>

- **Brand Name:** University of California (UC)

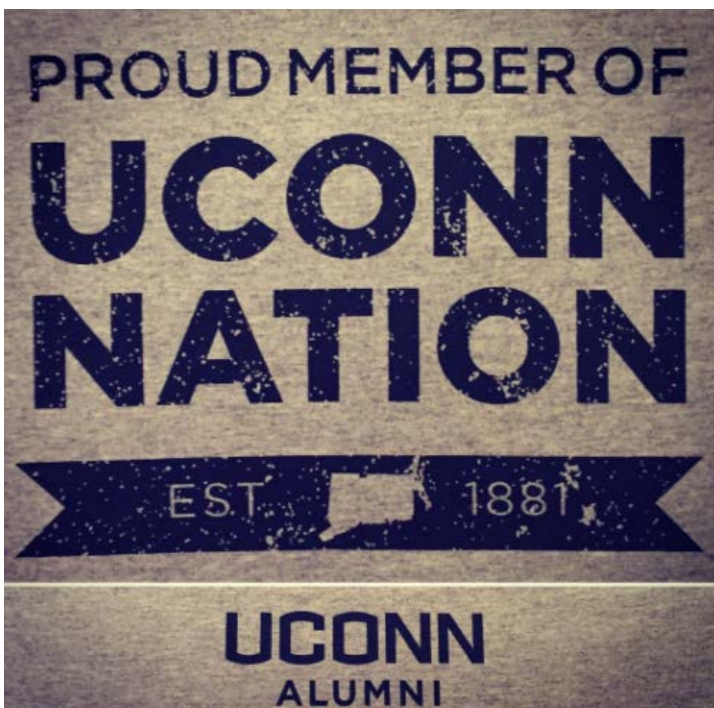


- **URL:** <https://www.universityofcalifornia.edu/>

Collegiate Branding – University of Connecticut

The University of Connecticut, also referred to as UConn, is one of the leading public educational institutions in the Northeast region and is internationally recognized for its athletics. UConn incorporates seven campuses, two of which are solely graduate-focused. Originally founded as an agricultural school, UConn has grown to compete in numerous fields including business, science and technology, and education. Therefore, UConn brands itself as not only an athletic school, but also as a challenging academic institution.

UConn's brand equity conveys the promise of diversity, cutting-edge research, and a life-long connection to the university, which is best stated by the slogan "Students today. Huskies forever." Because of UConn's athletic dominance, especially at basketball, there is a sense of pride among all UConn connections, represented by the slogan "Bleed Blue".



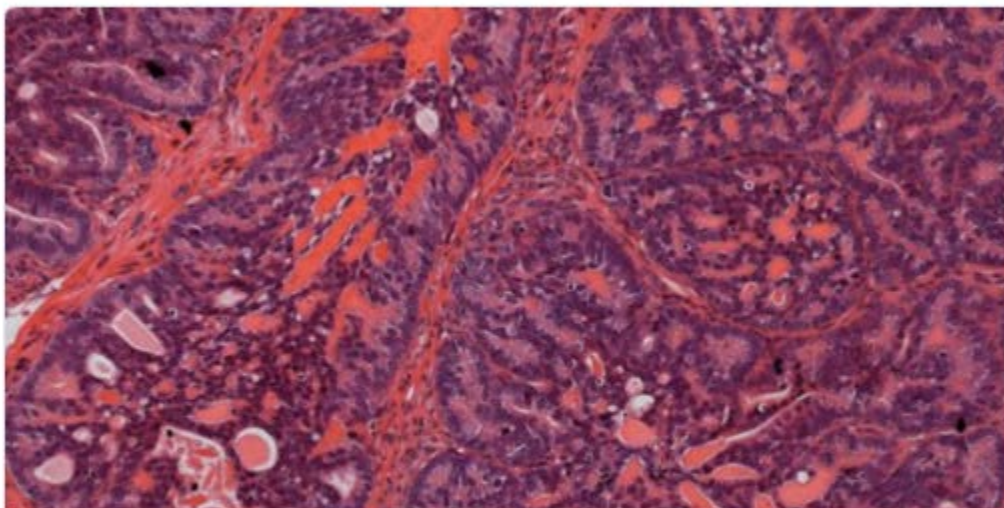
erica_nicole94 The fact that I now have a shirt that says "UConn Alumni" is kind of sad, but I guess it couldn't last forever. Once a husky, always a husky 💙 #uconnnation #graduating #studentstodayhuskiesforever

<https://www.instagram.com/p/BE1HGM7QFYk/?tagged=studentstodayhuskiesforever>



UConn @UConn · Mar 31

UConn cell biologists find promising lead that could help doctors decide how to treat #ProstateCancer.



Mark of Malignancy Identified in Prostate Cancer - UConn Today

Researchers at UConn Health have identified a protein that appears to indicate how aggressive a prostate cancer will be, potentially leading th...

today.uconn.edu

https://twitter.com/UConn?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor



#UConnNationGives



UConn

Page Liked · November 28, 2016 ·

After shopping on Black Friday and Cyber Monday, join us tomorrow for #GivingTuesday, a global day focused on giving back. To learn more and give to UConn, visit <http://bit.ly/2fEieTB>.

<https://www.facebook.com/UConn/photos/a.437484659595127.113121.419948431348750/1426881830655400/?type=3&theater>



UConn

Page Liked · February 13 · 🌐

You are here. #WhiteOutWeek — with Daniel Connolly.

#WhiteOutWeek refers to the week in February when UConn fans are asked to create an even more outstanding atmosphere at the home games for the men's and women's basketball and hockey teams. Fans are encouraged to wear their white Husky gear and in return will obtain a UConn Nation rally towel.

<https://www.facebook.com/UConn/photos/a.437484659595127.113121.419948431348750/1523449377665311/?type=3&theater>

UConn Brand Elements

- **Logo/Symbol:**



- **Slogans:**



STUDENTS TODAY
HUSKIES FOREVER

- **Brand Name:** University of Connecticut (UConn)



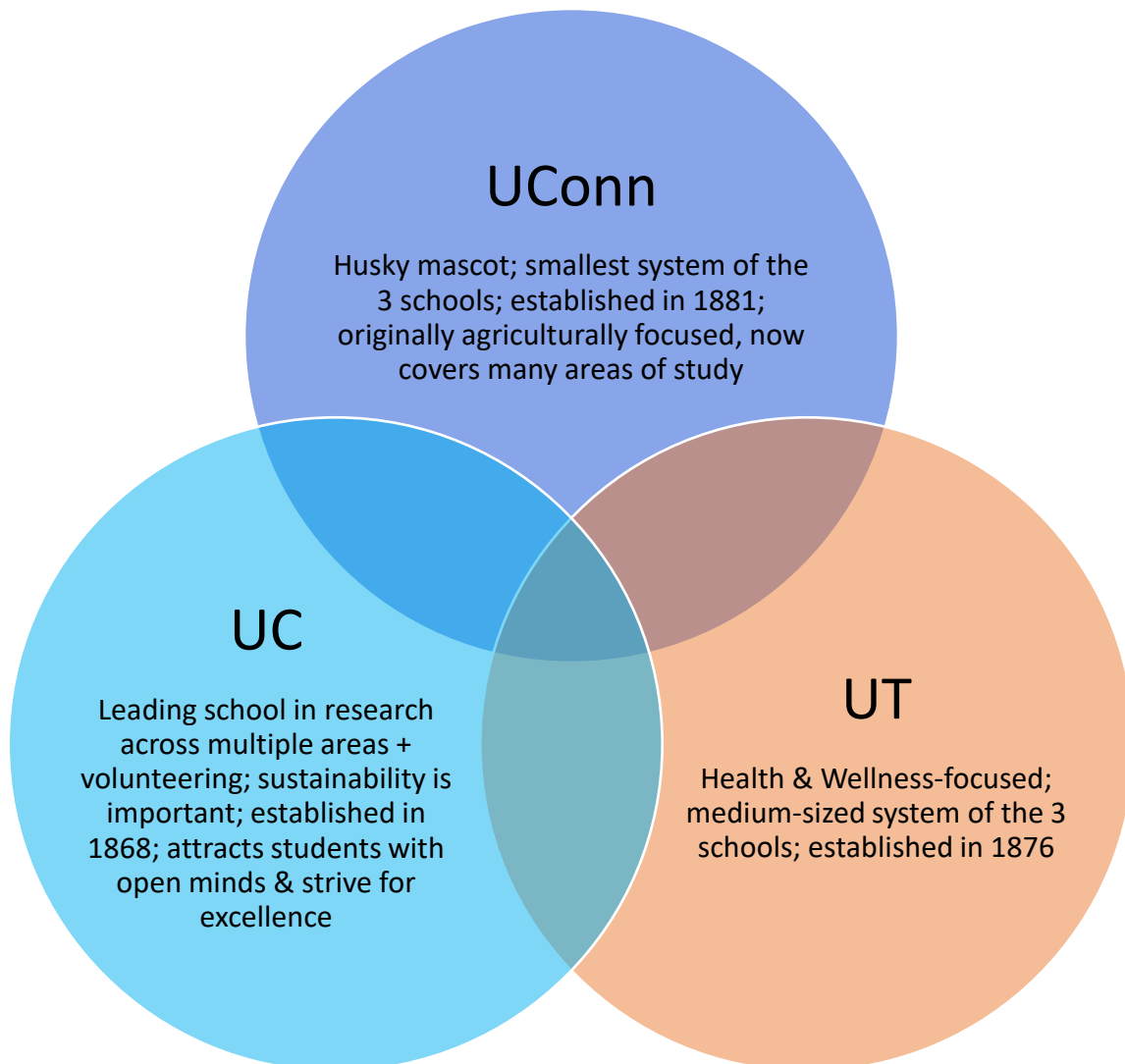
- **URL:** <http://uconn.edu/>

Points-of-Difference (PODs) & Points-of-Parity (POPs)

Points-of-Difference are defined as strong, positive associations with a brand consumers believe is unique, (Kotler, 2016).

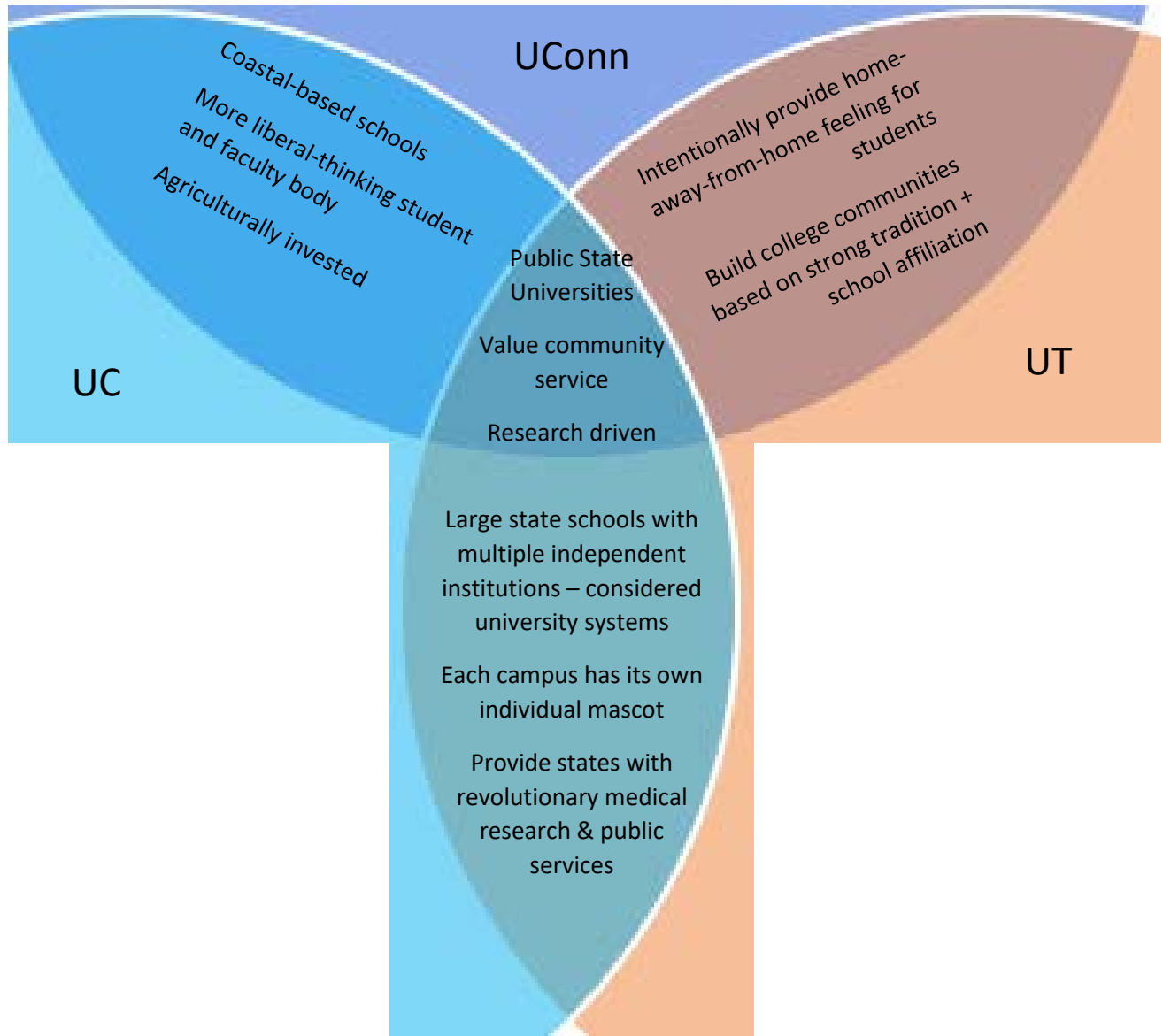
Points-of-Parity are defined as associations that are not necessarily unique to the brand – shared with other brands, (Kotler, 2016).

PODs



POPs

**A close-up of the overlapping areas from above.*



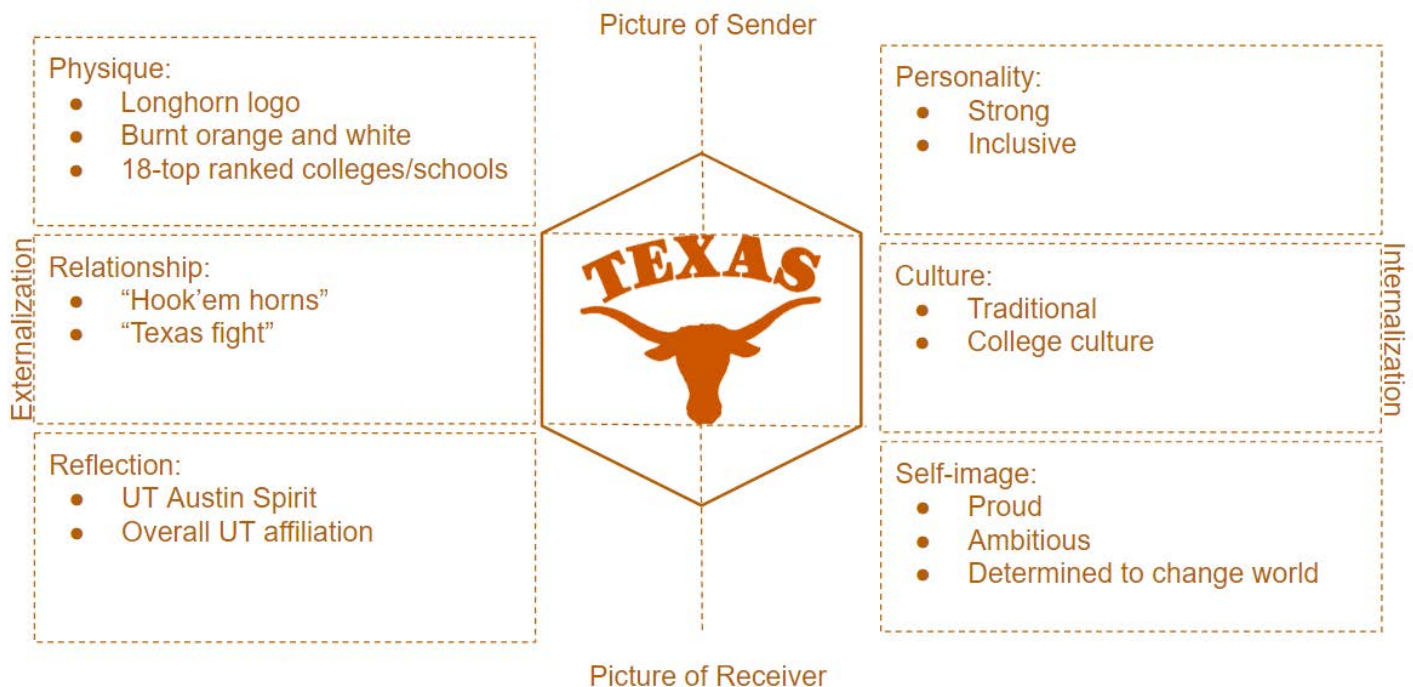
PODs continued

Prizm Segment comparison diagrams include the following:

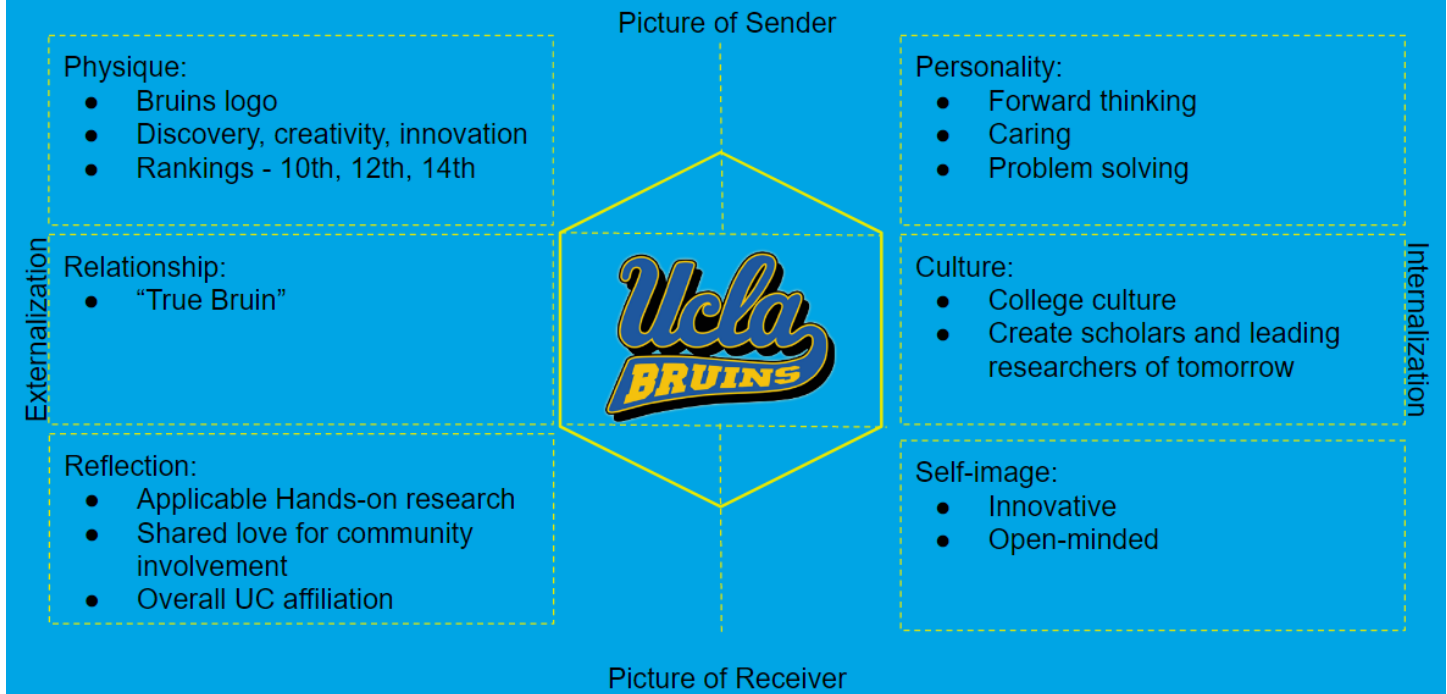
- Physique – Physique is the basis of the brand. It may include product features, symbols, and attributes.
- Personality – Personality defines what personality will the brand assume if it were a person. Personality includes character and attitude.
- Culture – Culture takes a holistic view of the organization, its origins, and the values it stands for.
- Relationship – The strength of the relationship between the brand and the customer. It may represent beliefs and associations in the human world.
- Reflection – What the brand represents in the customer's mind or rather the customer mindset as reflected on the brand.
- Self Image – How the customer sees herself/himself when compared to the brand.

*The UT and UC systems could not be directly compared to UConn due to the disparity in size. Therefore, UT at Austin and UC at Los Angeles (UCLA) were selected for a more equitable comparison. Both are considered the main campuses within their respective systems.

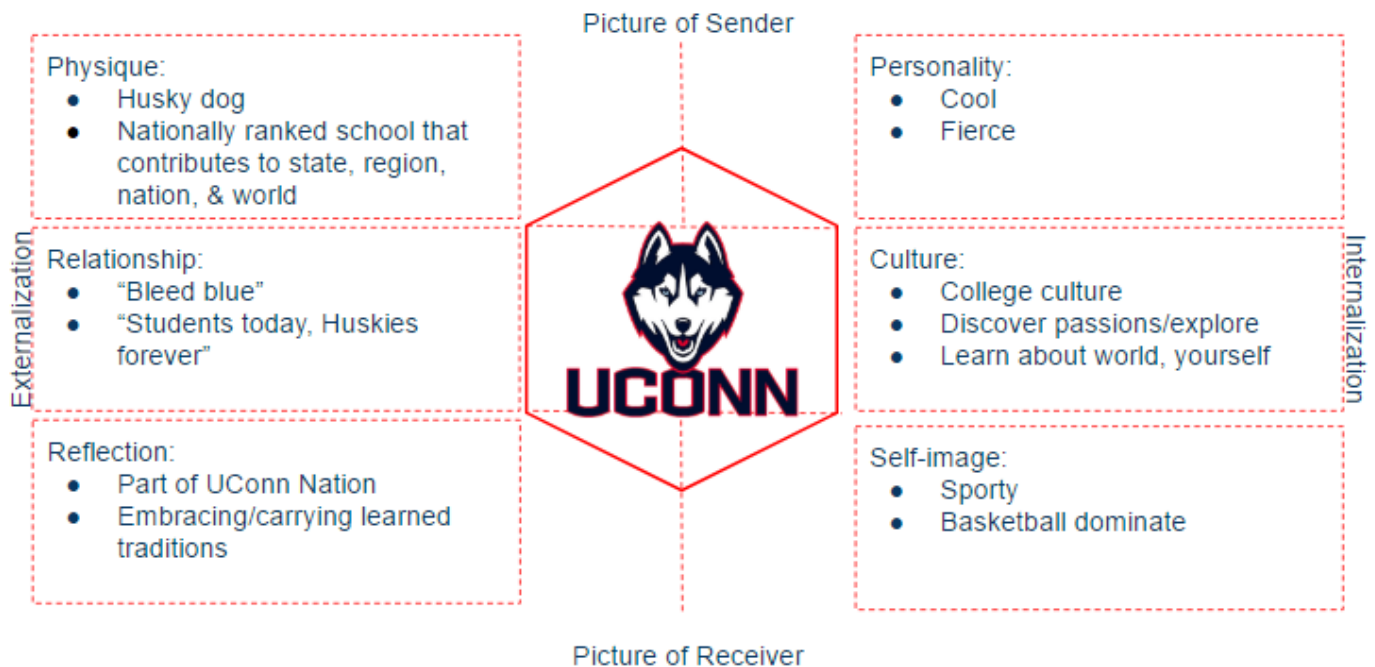
Prizm Segments - UT at Austin



Prizm Segments - UCLA

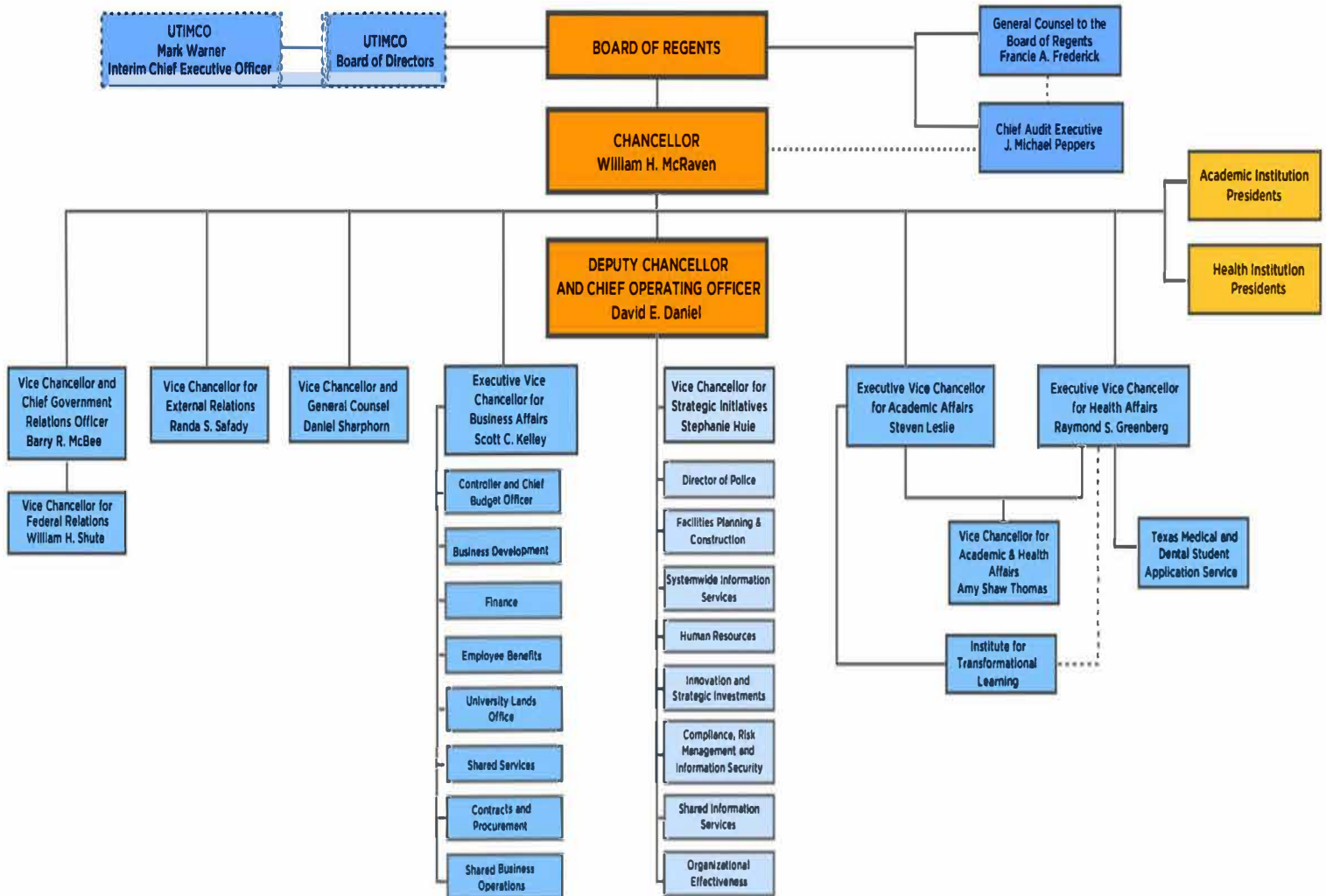


Prizm Segments - UConn



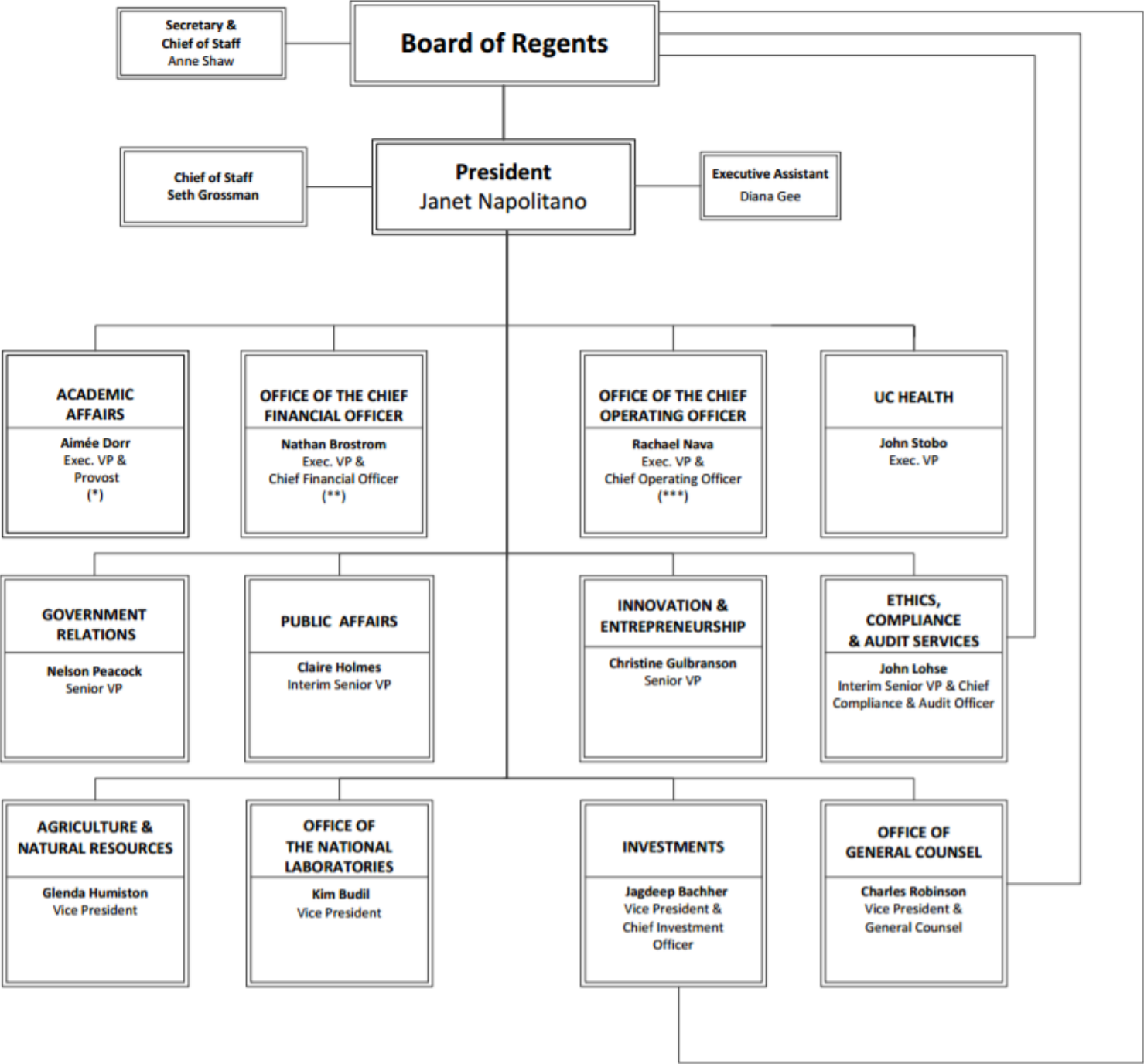
Administrative Hierarchies

UT SYSTEM ORGANIZATION CHART



UPDATED FEBRUARY 2017

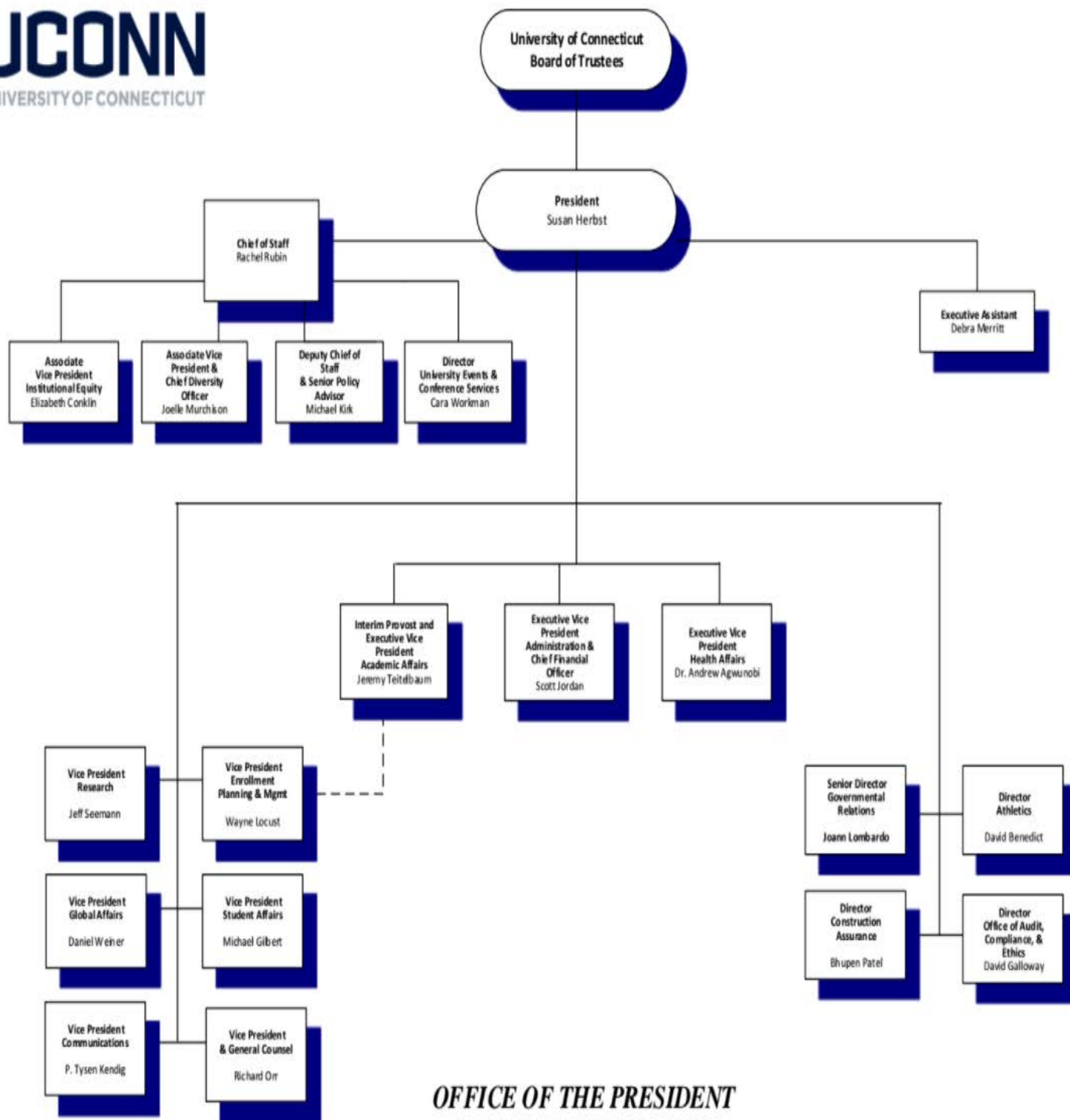
UNIVERSITY OF CALIFORNIA OFFICE OF THE PRESIDENT



*Acts for the President in her absence.

**Acts for the President in her absence and in the absence of the Provost.

***Acts for the President in her absence and in the absence of the Provost and Chief Financial Officer



*OFFICE OF THE PRESIDENT
AS OF FEBRUARY 1, 2017*

Overall Budgets

The following are the overall budgets for the three schools. By understanding the entire budgets, one can then effectively compare the allotment of money for different areas within each university. Each university will not only be compared to the other two, but more importantly, the areas within the same university will be compared with each other. Thus, administrative salaries will be compared to student-related funding to understand on a monetary level how much each university upholds the brand images they have created for themselves.

UT Budget

Operating Expenses (Table 4)

Operating expenses totaled \$17.3 billion for the fiscal year ended August 31, 2016. The following data summarizes the composition of operating expenses by programmatic function for the years ended August 31, 2016, 2015 and 2014:

Table 4	2016	2015	2014
Functional classification of operating expenses:			
		(\$ in millions)	
Instruction	3,667.1	3,393.8	3,157.7
Research	2,177.7	2,086.7	2,029.6
Public service	306.1	313.1	286.5
Hospitals and clinics	5,446.4	4,874.7	4,261.0
Academic support	846.0	747.1	665.3
Student services	260.4	245.7	233.5
Institutional support	1,553.4	1,472.1	1,532.5
Operations and maintenance of plant	764.0	759.9	765.2
Scholarships and fellowships	376.7	367.8	364.8
Auxiliary enterprises	592.4	572.2	530.1
Depreciation and amortization	1,307.7	1,178.9	1,117.3
Total operating expenses	17,297.9	16,012.0	14,943.5

Total operating expenses increased \$1.3 billion, or 8.0%, in 2016 in response to the growing cost of providing support for the institution's primary missions of instruction, research, public service, patient care and student support activities. Additionally, operating expenses include \$662.5 million related to the increase in the net OPEB obligation and \$250.3 million due to the increase in pension expense. The System's full-time equivalent employees increased 3.5% from 91,633 in 2015 to 94,879 in 2016.

In addition to the overall operating expense budget, capital projects were also completed and the following additions reflected changes in the fiscal year. These capital projects also impact the student population as there were improvements and new additions mostly made to the Health Centers and classrooms. One administrative building was also worked on. – (p.8 of UT 2016 Audit Report)

- The Jennie Sealy Replacement Hospital at U. T. Medical Branch, Galveston, \$381.1 million.
- The electronic health record system, Epic, at M. D. Anderson Cancer Center, \$183.7 million.
- The Dell Medical School Complex at U. T. Austin, \$182.6 million.
- The Bioengineering and Sciences building at U. T. Dallas, \$113.8 million.
- The Alkek Surgical and Imaging expansion at M. D. Anderson Cancer Center, \$101.5 million.
- The League City Campus, Victory Lakes, expansion at U. T. Medical Branch, Galveston, \$79.1 million.
- The Academic Learning and Teaching Center at U. T. Health Science Center at San Antonio, \$50.3 million.
- The South Texas Medical Administration Building at U. T. Health Science Center at San Antonio, \$47.2 million.

These are all bundled under the heading of “Capital/intangible assets, net,” and can be identified on the appropriate line in the following table which is The Statement of Net Position.

Table 1

	2016	2015	2014
		(\$ in millions)	
Assets			
Current assets	\$ 7,227.9	7,280.1	7,367.6
Noncurrent investments	42,658.4	39,881.3	42,240.8
Capital/intangible assets, net	15,609.7	14,827.0	14,057.5
Other noncurrent assets	439.0	414.0	335.4
Total assets	65,935.0	62,402.4	64,001.3
Total deferred outflows	951.9	740.0	249.2
Total assets and deferred outflows	\$ 66,886.9	63,142.4	64,250.5
Liabilities			
Current liabilities	\$ 7,712.7	8,493.5	8,121.6
Noncurrent liabilities	17,487.9	14,257.8	11,051.1
Total liabilities	25,200.6	22,751.3	19,172.7
Total deferred inflows	404.2	710.0	7.1
Total liabilities and deferred inflows	\$ 25,604.8	23,461.3	19,179.8
Net Position:			
Net investment in capital assets	\$ 6,375.8	6,441.7	6,109.2
Restricted	33,780.6	32,227.2	35,119.7
Unrestricted	1,125.7	1,012.2	3,841.8
Net position	\$ 41,282.1	39,681.1	45,070.7

Financial Highlights:

“The other postemployment benefits (OPEB) liability increased \$662.5 million to \$4.6 billion for 2016, related to retiree medical and dental costs. The System’s total unfunded actuarial accrued liability was \$8.6 billion as of August 31, 2016. The System is not required to fund the OPEB liability; instead, the difference between the OPEB cost and the System’s contributions to the plan will increase the unfunded actuarial accrued liability” (p.7 of UT 2016 Audit Report).

OPEB = Other Postemployment Benefits

Top four operating expenses are:

- Hospitals and clinics
- Instruction (wages)
- Research
- Institutional support

Bottom three operating expenses are:

- Scholarships and fellowships
- Public service
- Student services

Instruction (\$3,667.1 million) is based on 20,000 faculty, employed throughout the university system. This number includes tenured, full-time, and adjunct professors.

Institutional support refers to the top administration, thirteen individuals in all. They are:

- Chancellor = President
- Deputy Chancellor = VP
- Executive Vice Chancellor for Health Affairs
- Executive Vice Chancellor for Business Affairs
- Executive Vice Chancellor for Academic Affairs
- Vice Chancellor for Strategic Initiatives
- Vice Chancellor for Research and Innovation
- Vice Chancellor and Chief Governmental Relations Officer
- Vice Chancellor for External Relations
- Vice Chancellor and General Counsel
- Vice Chancellor for Federal Relations
- Vice Chancellor and Counsel for Health Affairs
- Chief Executive Officer and Investment Officer – UTIMCO (University of Texas Investment Management Co.)

Naturally, there is a significantly smaller amount of top administration than faculty. However, the ratio of faculty to cost and administration to cost are the following:

- \$3,667.1 million / 20,000 faculty = \$183,355 average annual salary
- \$1,553.4 million / 13 administrators = \$119,492,308 average annual salary

Thus, the average annual amount spent on faculty, people who directly interface with the student body and provide a large majority of the labor force of the university, is

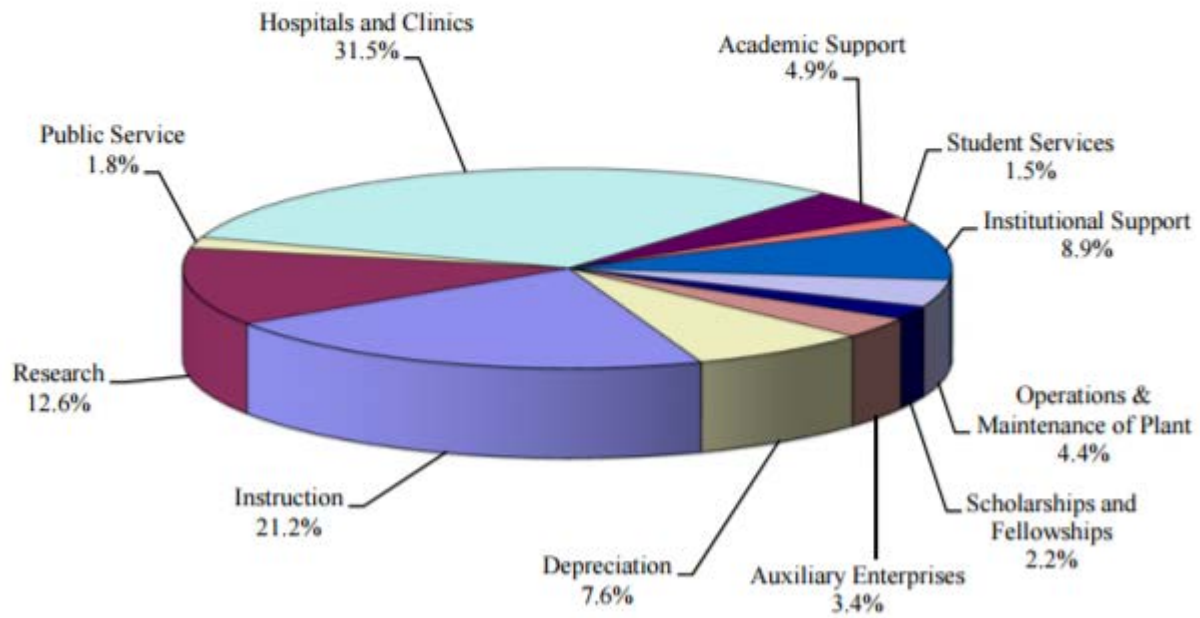
about 0.2% of the average salary of the administration. The following is a table with some of the top administrators' actual annual salaries.

Top compensation in University of Texas System Administration

Name	Title	Department	Compensation
William McRaven	Chancellor	Chancellor	\$1,200,000
David Daniel	Deputy Chancellor	Chancellor	\$725,000
Mark Houser	Chief Executive Officer	University Lands	\$700,000
Raymond Greenberg	Exec VC, Health Affairs	Health Affairs	\$700,000
Jeffrey Spath	Chief Executive Officer	Academic Affairs	\$600,000
Randa Safady	VC, External Relations	External Relations	\$550,000
Francie Frederick	General Counsel to BOR	Board of Regents	\$437,736
Scott Kelley	Exec VC, Business Affairs	Business Affairs	\$420,900
Steven Leslie	Exec VC, Academic Affairs	Academic Affairs	\$420,000
Lynda Chin	Assoc VC, Health Affairs	Health Affairs	\$400,000

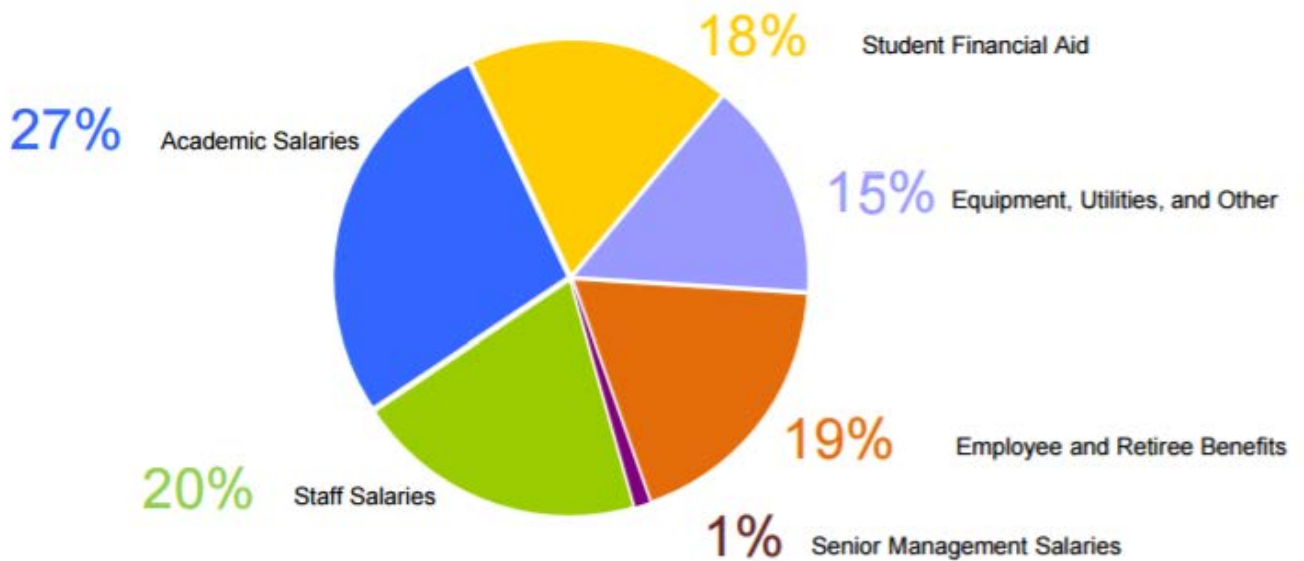
In addition, Scholarships and Fellowships and Student Services, two entities that also impact students, are significantly less than administration salaries. These amounts when totaled, only equate to \$637.1 million. Based on the pie chart below, Scholarship and Fellowships only make up 2.2% of the entire operating budget and Student Services makes up 1.5%. This in turn can be compared to both the Instruction and Institutional Support sections. While Instruction does form 21.2%, one should remember that this amount is being divided among 20,000 faculty, not including those in the Hospitals and Clinics, which is a separate section. Yet, Institutional Support is 8.9% which is divided among the top 13. Thus, the top administration at UT is receiving a larger percent of the operating expenses budget than the three sections that have a more direct, important, and lasting impact on the student population. Hence, the top administration receives a significantly higher compensation for assuming a lesser role in the lives of the students. However, it should be noted that administration does have a responsibility to interact with local and state government, sponsors, and the wider community, in advancing the brand. Nevertheless, this does not justify the tremendous gap in compensation. Faculty, staff, and administration all have crucial roles in the creation of a positive, encouraging environment, that upholds the progressive UT brand image which is projected outwardly to prospective students and the community.

Functional Classification of Operating Expenses (\$17.3 billion)



UC Budget

Display 12: 2014-15 Expenditures from Core Funds



The pie chart above provides a brief analysis of UC's operating expenses (p.21 of the 2016-17 Budget for Current Operations). UC employs over 190,000 faculty and staff, with the majority of that number naturally being faculty. The top administration is included within the staff category, thus shrinking the percent gap between the academic salaries and the staff salaries. So, the academic salary section is only 7% higher than staff salaries. Based on this understanding, the following was the change in spending for fiscal year 2016.

Changes in Spending	
UC's Plan for Unrestricted Funds	
General salary increases (3 percent)	\$152
Resident undergraduate enrollment growth (3.4 percent) ^d	50
Academic quality initiatives ^e	50
Faculty merit salary increases	32
Operating expenses and equipment cost increases	30
Health benefit cost increases (5 percent)	27
Deferred maintenance	25
Pension benefit cost increases	24
Debt service for capital improvements	15
Nonresident enrollment growth (3.2 percent) ^f	14
Dream Loan Program	5
Retiree health benefit cost increases	4
Subtotal	(\$428)
Restricted General Fund	
Proposition 2 payments for UC Retirement Plan (one time)	\$171
Deferred maintenance (one time)	35
Remove one-time funding provided in 2015–16	–122
Subtotal	(\$84)
Total	\$512

The following tables were sourced from Transparent California and UC Office of the President.

<u>Name</u>	<u>Job title</u>	<u>Regular pay</u>	<u>Overtime pay</u>	<u>Other pay</u>	<u>Total benefits</u>	<u>Total pay & benefits</u>
<u>Janet Ann Napolitano</u>	<u>PRESIDENT OF THE UNIV</u> <u>University of California, 2015</u>	\$570,000.00	\$0.00	\$14,503.00	\$69,964.00	\$654,467.00

Regular Pay	Total Pay and Benefits
-------------	------------------------

<u>John David Stobo</u>	<u>EXEC VP UC HEALTH</u> <u>University of California, 2015</u>	\$603,829.00	\$885,180.00
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These two administrators, the president and the executive VP of UC Health, are just examples of the significant amount the top administration receives. Below are faculty wages.

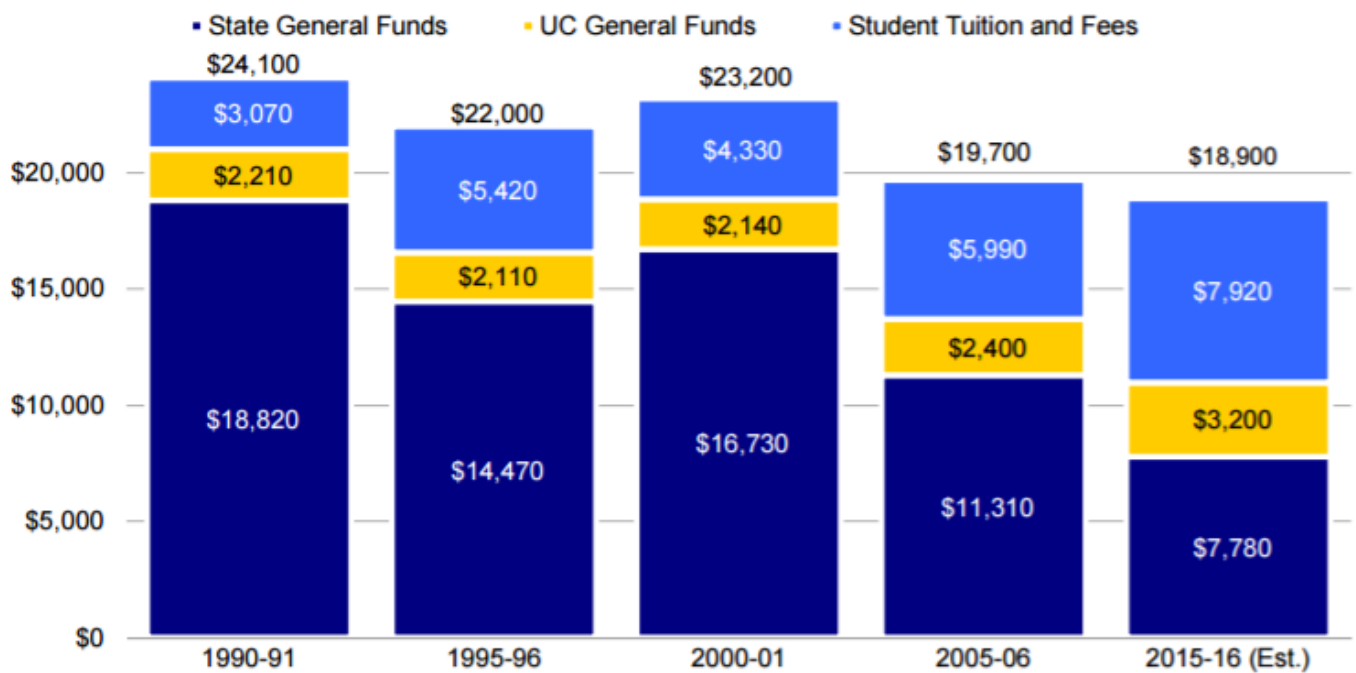
TABLE 1
FACULTY--LADDER RANKS--PROFESSOR SERIES*
ACADEMIC YEAR

<u>Rank</u>	<u>Step</u>	<u>Years at Step</u>	<u>Minimum Scale 7/1/15</u>		<u>Adjusted Scale 7/1/15</u>		<u>Minimum Scale 7/1/16</u>		<u>Adjusted Scale 7/1/16</u>	
			<u>Annual</u>	<u>Monthly</u>	<u>Annual</u>	<u>Monthly</u>	<u>Annual</u>	<u>Monthly</u>	<u>Annual</u>	<u>Monthly</u>
Instructor	--	--	48,900	4,075.00	50,300	4,191.67	49,600	4,133.33	51,100	4,258.33
Assistant Professor	I	2	56,700	4,725.00	58,500	4,875.00	57,500	4,791.67	59,400	4,950.00
	II	2	60,100	5,008.33	62,000	5,166.67	61,000	5,083.33	63,000	5,250.00
	III	2	63,400	5,283.33	65,400	5,450.00	64,300	5,358.33	66,400	5,533.33
	IV	2	67,100	5,591.67	69,100	5,758.33	68,100	5,675.00	70,200	5,850.00
	V	2	70,300	5,858.33	72,600	6,050.00	71,300	5,941.67	73,700	6,141.67
	VI	2	73,800	6,150.00	76,000	6,333.33	74,900	6,241.67	77,200	6,433.33
Associate Professor	I	2	70,400	5,866.67	72,700	6,058.33	71,400	5,950.00	73,800	6,150.00
	II	2	73,900	6,158.33	76,100	6,341.67	75,000	6,250.00	77,300	6,441.67
	III	2	78,100	6,508.33	80,400	6,700.00	79,200	6,600.00	81,700	6,808.33
	IV	3	82,900	6,908.33	85,300	7,108.33	84,100	7,008.33	86,600	7,216.67
	V	3	89,300	7,441.67	91,900	7,658.33	90,600	7,550.00	93,300	7,775.00
Professor	I	3	83,000	6,916.67	85,500	7,125.00	84,200	7,016.67	86,800	7,233.33
	II	3	89,400	7,450.00	92,000	7,666.67	90,700	7,558.33	93,400	7,783.33
	III	3	95,900	7,991.67	98,800	8,233.33	97,300	8,108.33	100,300	8,358.33
	IV	3	102,700	8,558.33	105,900	8,825.00	104,200	8,683.33	107,500	8,958.33
	V	--	110,200	9,183.33	113,500	9,458.33	111,800	9,316.67	115,300	9,608.33
	VI	--	119,200	9,933.33	122,800	10,233.33	120,900	10,075.00	124,700	10,391.67
	VII	--	129,000	10,750.00	132,900	11,075.00	130,900	10,908.33	134,900	11,241.67
	VIII	--	139,700	11,641.67	143,800	11,983.33	141,700	11,808.33	146,000	12,166.67
	IX	--	151,300	12,608.33	156,000	13,000.00	153,500	12,791.67	158,400	13,200.00

The table of the faculty wages provides a clear comparison of the wage gap between them and the top administration. The highest paid professor makes less than a quarter of the annual salary of the president ($\$158,400 / \$654,467 = 0.24$).

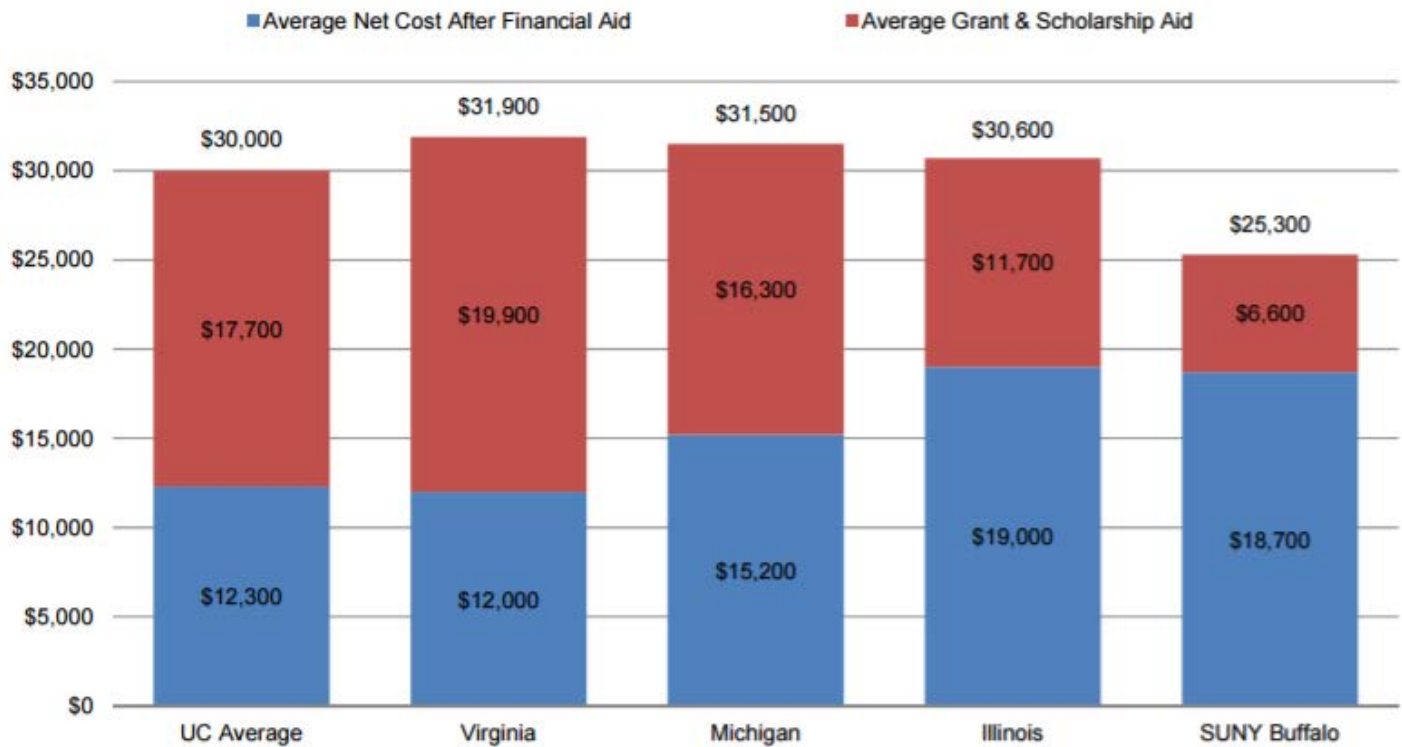
On the other hand, UC spends about 18% of their budget in financial aid for students. This surpasses many other public universities within the nation. The following two graphs depict this on both a per-student level and on a university-wide level.

Display 10: Per-Student Average Expenditures for Education (2015-16 Dollars)



(p. 19 of the 2016-17 Budget for Current Operations)

Display 2: 2014-15 Net Cost of Attendance for Undergraduate Aid Recipients



Undergraduate need-based aid recipients at UC received an average of \$17,700 in gift aid, resulting in a net cost of \$12,300. UC's net cost in 2014-15 was lower than the net cost at three of its four public comparison institutions.

(p. 11 of the 2016-17 Budget for Current Operations)

All of this proves that regardless of the wage gap between administration and faculty, one key aspect to UC's brand is that they have maintained their belief that students should have the opportunity to attend college, no matter their financial background. Scholarships and grants directly impact the student population and heavily contribute to the overall experience students receive at UC, because they are given the ability to attend without enormous financial strain. The administration liaises with local and state governments, as well as private donors and alumni, to create a solid financial aid platform which students can stand upon. Gifted faculty provide cutting-edge research for the state and the nation to receive state and federal grants that can be allocated for newer technology for students to utilize. While both faculty and administrators play important roles in the support of the student body, which translates into maintaining the UC brand image, there is still a disparity of salary that should be addressed, comparable to UT.

UConn Budget

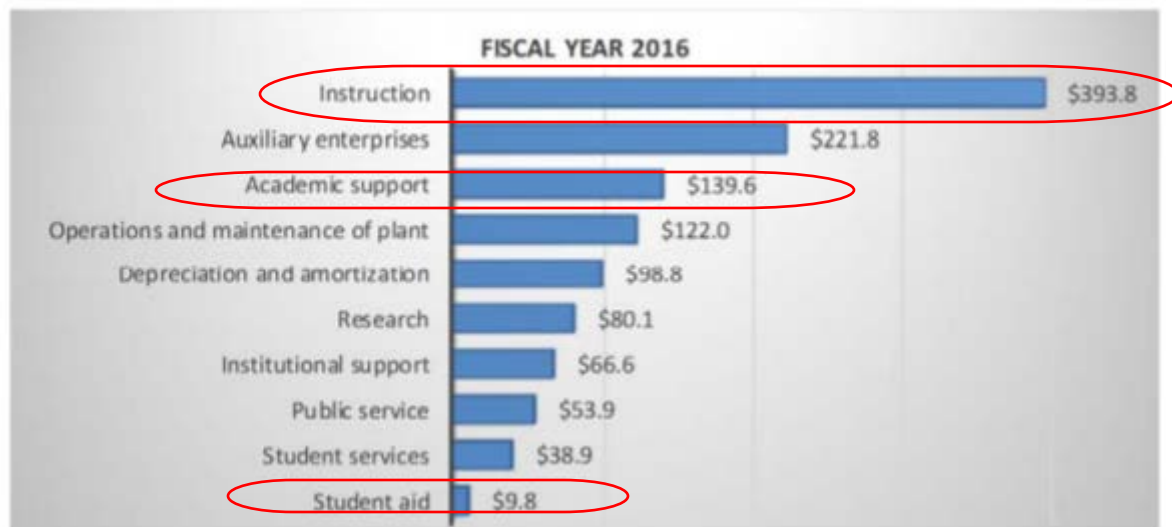
University of Connecticut

June 30, 2016

The following table shows a Condensed Schedule of Revenues, Expenses, and Changes in Net Position for the fiscal years ended June 30 (\$ in millions):

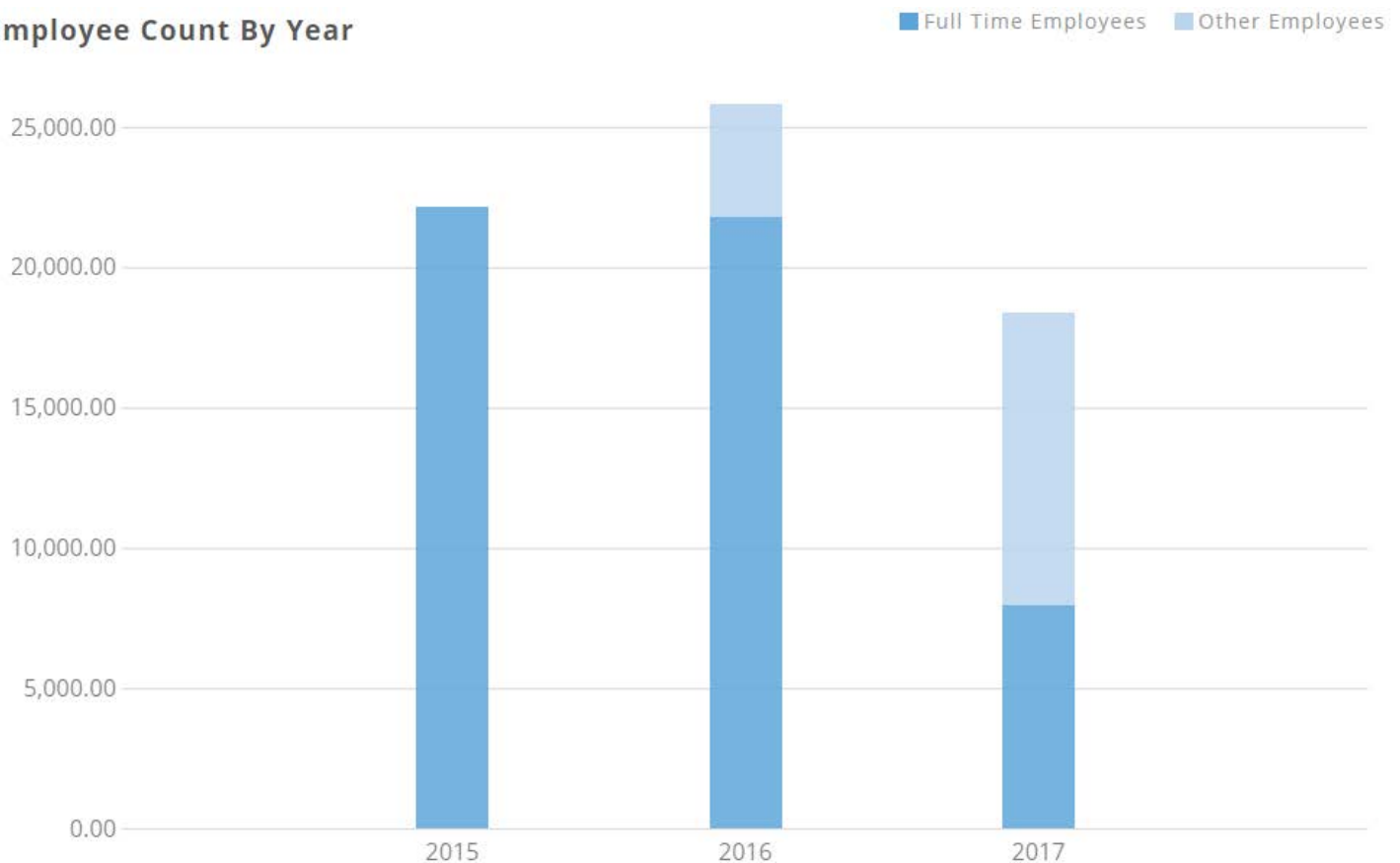
	2016	2015	\$ Change	% Change
Operating revenues:				
Student tuition and fees, net	\$ 341.8	\$ 308.2	\$ 33.6	10.9%
Grants and contracts	184.4	170.8	13.6	8.0%
Sales and services of auxiliary enterprises, net	210.5	201.1	9.4	4.7%
Other	34.7	33.3	1.4	4.2%
Total operating revenues	<u>771.4</u>	<u>713.4</u>	<u>58.0</u>	<u>8.1%</u>
Operating expenses:				
Instruction and academic support	533.4	514.2	19.2	3.7%
Research and public service	134.0	122.5	11.5	9.4%
Student services and student aid	48.7	46.1	2.6	5.6%
Institutional support and operations and maintenance of plant	188.6	172.2	16.4	9.5%
Auxiliary enterprises	221.8	209.6	12.2	5.8%
Depreciation and amortization	98.8	96.0	2.8	2.9%
Total operating expenses	<u>1,225.3</u>	<u>1,160.6</u>	<u>64.7</u>	<u>5.6%</u>
Operating loss	<u>(453.9)</u>	<u>(447.2)</u>	<u>(6.7)</u>	<u>1.5%</u>
Nonoperating revenues (expenses):				
State appropriation	384.7	350.7	34.0	9.7%
State debt service commitment for interest	53.1	46.6	6.5	13.9%
Gifts and investment income	26.8	24.7	2.1	8.5%
Interest and other expenses	(55.2)	(47.9)	(7.3)	15.2%
Net nonoperating revenues	<u>409.4</u>	<u>374.1</u>	<u>35.3</u>	<u>9.4%</u>
Loss before other changes in net position	<u>(44.5)</u>	<u>(73.1)</u>	<u>28.6</u>	<u>(39.1)%</u>
Other changes in net position:				
State debt service commitment for principal	103.4	56.4	47.0	83.3%
Capital allocation	-	131.5	(131.5)	(100.0)%
Capital gifts and grants	5.1	25.4	(20.3)	(79.9)%
Other	(8.5)	(0.4)	(8.1)	2,025.0%
Net other changes in net position	<u>100.0</u>	<u>212.9</u>	<u>(112.9)</u>	<u>(53.0)%</u>
Increase in net position	<u>55.5</u>	<u>139.8</u>	<u>(84.3)</u>	<u>(60.3)%</u>
Net position-beginning of year, as adjusted	<u>997.6</u>	<u>857.8</u>	<u>139.8</u>	<u>16.3%</u>
Net position-end of year	<u>\$ 1,053.1</u>	<u>\$ 997.6</u>	<u>\$ 55.5</u>	<u>5.6%</u>

The table above is an overall view of UConn's operating budget for fiscal year 2016 and the chart below shows the functional expenses of UConn (\$ in millions).



Though Instruction (faculty) receives the highest amount of the operation budget, the academic support (administration) receives a considerable amount in salary, especially if the number of administrators compared to the number of faculty is taken into account.

Employee Count By Year



This graph depicts the amount of full-time and non-full time employees that work at UConn. By a sharp decline in full-time employees and an increase in adjunct professors and contracted staff, the university has saved a significant amount of money.

Name / Record Number	▼	Middle Initial	▼	Job Title	▼	Agency	▼	Total Pay	▼	Salaries and Wages	▼	Overtime Pay
Susan Herbst	↗	N/A		UConnFaculty/Staff ↗		University of Connecticut	↗	\$470,913		\$470,813		\$0
Susan Herbst	↗	N/A		UCSpecPayroll ↗		University of Connecticut	↗	\$288,500		\$288,500		\$0
Jeremy Teitelbaum	↗	N/A		UConnFaculty/Staff ↗		University of Connecticut	↗	\$254,423		\$254,423		\$0

*UCSpecPayroll = annual bonus

However, in fiscal year 2016, UConn continued to pay qualifying top administrators their annual bonuses, as shown above. In addition, both the President and the Acting Provost make a substantial salary which factors into the Academic Support amount of \$139.6 million. As with the two previous institutions, both UConn's faculty and administration do have necessary roles in the maintenance of the UConn brand image. Yet, similar to UT and UC, key roles do not excuse outstanding salary gaps. Also, in the functional expense graph, Student Aid was appropriated the least amount of funds. As stated previously, Student Aid (scholarships and grants) directly impact the student population in a tremendous way because it affords students the chance to attend the university.

Conclusion

All three of these public institutions of higher education succeed in maintaining impactful brand images. This is done through several channels, some of which are unique to the individual university. Passionate faculty and staff create welcoming, learning environments conducive to student success. Administrators strive to create effective and far-reaching networks for additional brand-enhancing sustenance. Nevertheless, the disparity in compensation between faculty/staff and the top administration is cause for concern. In addition, more attention should be given to the need to increase student-related funding.

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