Dean Patel welcomed the group and asked board members to introduce themselves.

After introductions, the conversation began with a discussion of the Huntsman School journey over the past decade, goals and objectives for the next decade, and the role differential tuition plays in the day-to-day operations and the strategic objectives of the school.

During AY2020-2021, 88 percent of differential tuition was used for faculty and staff salaries. The singular reason for this use is the relative pay of business-discipline faculty versus non-business faculty. Dean Patel showed the salaries for incoming assistant professors from the 2019-20 Faculty in Higher Education Survey, by the College and University Professional Association for Human Resources (CUPA-HR). Findings detailed aggregate salary information from 853 institutions for 175,706 new faculty and showed that business discipline faculty commanded more in salary than any other academic discipline, including legal professions (see chart 1). The remainder of differential tuition during AY2020-2021 was used for investments in professional staff such as career coaches, employer relations, recruiting, and philanthropy, as well as for faculty research tools and databases, IT hardware, and marketing.

![Salary chart](chart1.png)
Over the past decade from 2011 to 2020, these investments, especially in people, have meant that the total number of faculty has increased from 74 to 103. In turn, these faculty members have helped to create a complete revision of the core curriculum and 75 new academic courses just in the past five years.

Some of the impact of these investments include the following:

- A 22 percent increase in overall undergraduate enrollment in the HSB from 2011-2020, vs a 4 percent decrease in overall undergraduate enrollment at USU for the same period
- A 292 percent increase in first-time freshmen enrollment in the HSB from 2011-2020, vs a 15 percent increase in first-time freshmen enrollment at USU for the same period
- A 227 percent increase in philanthropy from 2011-2020
- A 378 percent increase in scholarship dollars provided by the Huntsman School from 2011-2020

The Huntsman School plans to focus future resources on experiential learning, including enhancing existing interdisciplinary programs in entrepreneurship and leadership, and new initiatives for female students and in data analytics.

The ensuing conversation from the group included a discussion of ways to increase awareness of the opportunities available to all students in the Huntsman School, increasing scholarship and aid to more students, and ways to incentivize students to become engaged in extracurricular opportunities.

There being no further discussion, Dean Patel adjourned the meeting.