Jon M. Huntsman School of Business
Differential Tuition Advisory Board
November 5, 2026 Meeting Minutes

In attendance

Faculty and Staff: Sterling Bone, Tyler Brough, Ryan Whitby, Konrad Lee, Ruth Loveland, Kristyn Allred, and Elisa Hoffman.

Students: Tyler Jacobs (Business Senator), Alyssa Giles (Business Council), Tori Newswander (Business Council), and Chris Davis (MACC student).

Chair: Frank Caliendo (Interim Dean).

After brief introductions, Dean Caliendo gave a presentation on the affairs of the Huntsman School of Business (HSB), including the following topics: a brief history of our physical spaces and the financing of our new buildings, our strategic position in higher education, enrollment growth, timely degree completion, professional outcomes, state workforce needs, tuition costs, student affordability and student aid, ROI on business education (business wage premium in Utah), differential tuition history and composition, HSB expenditures by fund type, differential tuition revenues, and uses of differential tuition.

Interim Dean Caliendo then facilitated a Q&A session. All were encouraged to ask questions and share perspectives. Below is a summary:

- *What share of scholarship support do Huntsman students receive from HSB versus USU*? Huntsman students receive scholarship support from HSB and from other USU sources such as admission scholarships. Approximately 30% of scholarship support received by Huntsman Students comes from the HSB.
- *How do HSB faculty salaries compare to the market*? Faculty salaries are similar to peer schools, though it is not uncommon for HSB faculty to have higher offers elsewhere. Differential tuition helps HSB to compete for faculty talent in a marketplace where business skills are highly valued by industry and competing universities. We search for faculty who will be great in the classroom. Faculty often express a desire to stay at HSB because of a love for the student body and some have personal experience turning down higher offers elsewhere.
- *Is HSB striving for excellence, or is it striving for access and affordability*? We are striving for both. We encourage students to think of their education as an investment rather than a pure cost. Rather than trying to minimize the tuition cost—which would affect the quality of instruction—we are attempting to maximize the ROI to students. However, we are also focused on affordability as demonstrated in our significant commitment to scholarship support. We have also developed new onramps into the HSB from the Statewide system, and we are developing new course content for Statewide delivery (e.g., the Freshman Academy).
- *What is our strategy for the composition of faculty talent*? We strive for diversified faculty talent among 4 types (tenure track faculty with research expertise, professional practice and lecturer faculty with deep industry experience and knowledge, and adjuncts who play a critical role in course coverage and professional industry expertise). In all cases, we strive to find talented people who place student success as the top priority.

- *While most differential tuition dollars are used to support the School's labor costs (instruction and staff), how are the remaining differential tuition dollars used?* On programs and administrative infrastructure such as centers that have student-focused initiatives and experiences.
- *Do centers and student experiences rely solely on differential tuition?* No. All centers are active in private fundraising. Also, scholarships are generally funded by donors rather than differential tuition. For instance, Huntsman Opportunity Scholarships (for global trips, competition, career exploration etc.) are entirely donor funded.
- *How many students are getting out-of-class experiences?* We have set a goal for 100% of HSB students to have a career accelerating experience. Some students are getting many experiences, but not all students. We are working to build experiential learning infrastructure to support 100% student capacity.
- *Where is our enrollment growth coming from?* We are seeing major growth in (i) first time freshmen, (ii) internal transfers, and (iii) external transfers.

Students spoke very highly of the quality and availability of extra-curricular learning opportunities in the Huntsman School.

Faculty spoke of a transformation over a 20-year period in the business education environment at USU, with leading-edge instructors who are committed to excellence.