

COMPARISON OF BENCHMARKING DATA

University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
Cornell University ¹	<p>64 total members; all voting</p> <p>President and Governor are voting members</p>	<p>64 total members; all voting</p> <p>President and Governor are voting members</p> <p>Voting members elected by and from faculty, students, staff and alumni</p> <p>Speaker of the state assembly and the president of the state senate are voting members</p>	Not referenced	<p>64 total members; all voting</p> <p>President and Governor are voting members</p> <p>Voting members elected by and from faculty, students, staff and alumni</p> <p>Speaker of the state assembly and the president of the state senate are voting members</p>	NO DIFFERENCE

¹ Universities not referenced in the other benchmarking surveyed are not included in this comparison.

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University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
Indiana University	<p>9 total members; all voting</p> <p>Neither President nor Governor are members</p> <p>Alumni elect 3 of 9 members</p>	Not referenced	<p>9 total members; all voting</p> <p>N/A</p> <p>Alumni elect 3 of 9 members</p> <p>6 gubernatorial appointees (one must be a student)</p>	<p>9 total members; all voting</p> <p>Neither President nor Governor are members</p> <p>Alumni elect 3 of 9 members (must also be alumni)</p> <p>6 gubernatorial appointees (one must be a student)</p>	NO DIFFERENCE
Johns Hopkins	Not referenced	Not referenced	Included, but no information provided in report	35 total members; all voting	NO DIFFERENCE

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University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
Lincoln University	39 total members; all voting President is a voting member Governor is a voting member	Not referenced	39 total members; all voting N/A Governor is a voting member 4 gubernatorial appointees Secretary of Education is a voting member 4 members appointed by President of Senate; 4 members appointed by Speaker of the House	39 total members; all voting President is a voting member Governor is a voting member 4 gubernatorial appointees Secretary of Education is a voting member 4 members appointed by President of Senate; 4 members appointed by Speaker of the House	NO DIFFERENCE

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University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
Massachusetts Institute of Technology	<p>103 total members, 72 voting members and 31 non-voting members</p> <p>President and Governor are both voting members</p>	Not referenced	Not referenced	<p>111 total members, 78 voting members and 33 non-voting members</p> <p>President and Governor are both voting members</p>	<p>Bylaws Section 2 provide for a maximum of 78 voting members. The numerical variance in total board size appears to reflect changes in total number and categories of trustees over time.</p>
Michigan State University	<p>9 total members, 8 voting members</p> <p>President is a non-voting member</p> <p>Governor is not a member</p> <p>Alumni do not elect members</p>	Not referenced	<p>9 total members, 8 voting members</p> <p>President is a non-voting member</p> <p>N/A</p> <p>N/A</p> <p>No gubernatorial appointments</p>	<p>9 total members, 8 voting members</p> <p>President is a non-voting member</p> <p>Governor is not a member</p> <p>Alumni do not elect members</p> <p>No gubernatorial appointments</p>	NO DIFFERENCE
Northwestern University	All entries listed as Unknown	Not referenced	Not referenced	72 total members; 36 voting members	Information not publicly available, but obtained through contact with Board representative

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Ohio State University	<p><u>19</u> total board members; <u>17</u> voting members</p> <p>Governor appoints all voting members</p> <p>Neither Governor nor President are members</p> <p>Alumni do not elect members</p>	Not referenced	<p><u>19</u> total members; <u>17</u> voting members</p> <p>Governor appoints all members</p> <p>N/A</p> <p>N/A</p>	<p><u>20</u> total members; <u>15</u> voting members</p> <p>15 voting members appointed by governor AND 5 non-voting members:</p> <ul style="list-style-type: none"> • 2 non-voting students (one graduate and one undergraduate) selected by Governor subject to approval by the Senate • 3 non-voting charter trustees appointed by the Board (non-Ohio residents) <p>Neither Governor nor President are members</p> <p>Alumni do not elect members</p>	<p>Ohio State University Board’s website provides there are <u>20</u> total board members</p> <p>Section 3335.02 of the Ohio Revised Code provides that “The student members of the board of trustees of the Ohio state university have <u>no voting power</u> on the board. Student members shall not be considered as members of the board in determining whether a quorum is present. Student members shall not be entitled to attend executive sessions of the board. The student members of the board shall be appointed by the governor, with the advice and consent of the senate . . .”</p> <p>Per History of the Board document “On February 6, 2009, the Board of Trustees . . . established the position of Charter Trustee. This allowed the Board to elect <u>up to three</u> non-voting members of the Board.”</p>

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Purdue University	<p>10 members, all voting</p> <p>Neither President nor Governor are members</p> <p><u>Alumni elect</u> 3 of 10 members</p>	Not referenced	Not referenced	<p>10 members, all voting</p> <p>Neither President nor Governor are members</p> <p><u>Governor appoints 3 of 10 members after nomination by Purdue Alumni Association based on an election in which Alumni Association Members vote</u>; one of the 3 must be a graduate of the College of Agriculture</p>	<p>Article IX of the Purdue Alumni Association’s Bylaws provide that the Board of the Purdue Alumni Association is the nominating committee for the Alumni representatives of the Corporation. Nominees must be current members of the Purdue Alumni Association and graduates of Purdue. One shall be a graduate of the College of Agriculture. “The person so elected shall be appointed by the Governor of Indiana to serve such term.”</p>

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University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
Rutgers University	<p>15 total members, 11 voting members</p> <p>President is a non-voting member; Governor is not a member</p> <p>Governor appoints 6 of 11 voting members</p> <p>Alumni do not elect members</p>	Not referenced	Not referenced	<p>19 total members, 15 voting members</p> <p>President is a non-voting member; Governor is not a member</p> <p>Governor appoints 8 of 15 voting members</p> <p>Alumni do not elect members</p>	<p>Rutgers’ Governing Board website states: “The Board of Governors is composed of 15 voting members. The president of the university is an ex officio, nonvoting member. Two faculty and one student are elected by the University Senate as nonvoting representatives. Of the 15 voting members, eight are appointed by the governor of the state with confirmation by the New Jersey State Senate and seven are elected by and from the Board of Trustees.”</p>

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University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
Temple University	<p>39 total members, 36 voting members</p> <p>President is a <u>voting</u> member</p> <p>Governor is a non-voting member</p>	<p>39 total members, 36 voting members</p> <p>President is a <u>voting</u> member</p> <p>Governor is a non-voting member</p> <p>33 percent of members selected by state government</p>	<p>39 total members; 36 voting members</p> <p>N/A</p> <p><u>Governor is a member</u></p> <p>N/A</p> <p>4 gubernatorial appointees</p> <p>Secretary of Education is a non-voting member</p> <p>4 members appointed by President of Senate; 4 members appointed by Speaker of the House</p>	<p>39 total members, 36 voting members</p> <p>President is <u>not a member</u></p> <p>Governor is a <u>non-voting</u> member</p> <p>33 percent of voting members selected by state government</p> <p>4 gubernatorial appointees</p> <p>Secretary of Education is a non-voting member</p> <p>4 members appointed by President of Senate; 4 members appointed by Speaker of the House</p>	<p>Section 4.1 of the Bylaws provides that there are: “Thirty-six (36) voting members comprised of twenty-four (24) members sometimes referred to as “Elected Trustees” and twelve (12) members sometimes referred to as “Commonwealth Trustees”; the <u>Governor</u> of the Commonwealth of Pennsylvania, the Secretary of Education of the Commonwealth of Pennsylvania, and the Mayor of the City of Philadelphia, <u>who shall be non-voting</u>. . . An Elected Trustee and a Commonwealth Trustee shall have equal voting rights, powers and duties. An Ex-Officio Trustee and an Honorary Life Trustee shall have the privilege of attending Board meetings and participating in its deliberations, but shall not have a vote in Board decisions.” The President is not included among the members referenced in the Bylaws and is also not named among the members on the Board’s website.</p>

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University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
University of California System	28 total members; 26 voting members President and Governor are both voting members	Not referenced	Not referenced	28 total members; 26 voting members President and Governor are both voting members	NO DIFFERENCE
University of Florida	13 members, all voting Neither Governor nor President are members Alumni do not elect members	Not referenced	Not referenced	13 members, all voting Neither Governor nor President are members Alumni do not elect members	NO DIFFERENCE

COMPARISON OF BENCHMARKING DATA

University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
University of Illinois	<p>13 total members, 11 voting members</p> <p>President is not a member; Governor is a voting member</p> <p>Governor appoints 9 of 11 voting members</p> <p>Alumni do not elect members</p>	Not referenced	Not referenced	<p>13 total members, 11 voting members</p> <p>President is not a member; Governor is a voting member</p> <p>Governor appoints 9 of 11 voting members</p> <p>Alumni do not elect members</p>	NO DIFFERENCE
University of Iowa	<p>9 members, all voting</p> <p>Neither Governor nor President are members</p> <p>Alumni do not elect members</p>	Not referenced	Not referenced	<p>9 members, all voting</p> <p>Neither Governor nor President are members</p> <p>Alumni do not elect members</p>	NO DIFFERENCE

COMPARISON OF BENCHMARKING DATA

University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
University of Maryland	<p>17 members, all voting</p> <p>Neither Governor nor President are members</p> <p>Alumni do not elect members</p> <p>Governor appoints 17 of 17 voting members</p>	Not referenced	Not referenced	<p>17 members, all voting</p> <p>Neither Governor nor President are members</p> <p>Alumni do not elect members</p> <p>Governor appoints 16 voting members and Secretary of Agriculture is a voting <i>ex officio</i> member</p>	<p>No material difference – Governor appoints the Secretary of Agriculture who then serves ex officio</p>

COMPARISON OF BENCHMARKING DATA

University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
University of Michigan	9 total members; 8 voting members Governor is not a member President is a non-voting member Alumni do not elect members No gubernatorial appointments	Not referenced	9 total members; 8 voting members N/A President is a non-voting member Alumni do not elect members No gubernatorial appointments	9 total members; 8 voting members Governor is not a member President is a non-voting member Alumni do not elect members No gubernatorial appointments	NO DIFFERENCE
University of Minnesota	13 total members, 12 voting members Governor is not a member; President is a non-voting member Alumni do not elect members No gubernatorial appointments	Discusses the 3x3x3 process	Not referenced	13 total members, 12 voting members Governor is not a member; President is a non-voting member Alumni do not elect members No gubernatorial appointments	NO DIFFERENCE

COMPARISON OF BENCHMARKING DATA

University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
University of Nebraska	12 total members; 8 voting members Neither Governor nor President are members Alumni do not elect members No gubernatorial appointments	Not referenced	Not referenced	12 total members; 8 voting members Neither Governor nor President are members Alumni do not elect members No gubernatorial appointments	NO DIFFERENCE

COMPARISON OF BENCHMARKING DATA

University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
University of Pittsburgh	<p>40 total members; 36 voting members</p> <p>Governor is a non-voting member</p> <p>President is a voting member</p>	<p>40 total members, 36 voting members</p> <p>Governor is a non-voting member</p> <p>President is a voting member</p> <p>33 percent of members selected by state government</p>	<p>54 total members; 36 voting members</p> <p><u>Governor is a member</u></p> <p>N/A</p> <p>N/A</p> <p>4 gubernatorial appointees</p> <p>Secretary of Education is a non-voting member</p> <p>4 members appointed by President of Senate; 4 members appointed by Speaker of the House</p>	<p>56 total members; 36 voting members</p> <p>Governor is a <u>non-voting</u> member</p> <p>President is a voting member</p> <p>33 percent of voting members selected by state government</p> <p>4 gubernatorial appointees</p> <p>Secretary of Education is a non-voting member</p> <p>4 members appointed by President of Senate; 4 members appointed by Speaker of the House</p>	<p>We received our information from the Secretary to the University of Pittsburgh’s Board</p>

COMPARISON OF BENCHMARKING DATA

University Identified	Wagner Report	Faculty Senate Report	Baldwin Report	Governance Committee Benchmarking	Explanation of difference
University of Texas at Austin	<p>10 total members; 9 voting members</p> <p>Neither Governor nor President are members</p> <p>Governor appoints 9 of 9 voting members</p> <p>Alumni do not elect members</p>	Not referenced	Not referenced	<p>10 total members; 9 voting members</p> <p>Neither Governor nor President are members</p> <p>Governor appoints 9 of 9 voting members</p> <p>Alumni do not elect members</p>	NO DIFFERENCE
University of Wisconsin	<p>18 total members, all voting</p> <p>Neither Governor nor President are members</p> <p>Governor appoints 16 of 18 voting members</p>	Only proposed revisions referenced	<p>18 total members, all voting</p> <p>Neither Governor nor President are members</p> <p>Governor appoints 16 of 18 voting members</p>	<p>18 total members, all voting</p> <p>Neither Governor nor President are members</p> <p>Governor appoints 16 of 18 voting members</p>	NO DIFFERENCE