

REPORT for the Budget & Finance Committee Meeting of 5 Feb. 2026

The Budget & Finance Committee last met on 12-04-2025.

Attending Committee Members (Voting):

Eric Kondratieff, Chair (PCAL, History)
Sophia Arjana (PCAL, History, At-Large)
Daniel Boamah (Alt., CHHS, Social Work)
Greg Ellis-Griffith (At-large, CHHS, Public Health)
Said Ghezal (At-Large, CEBS)
Jim Lindsey (GFCB)
Rui Zhang (OCSE, Chem. & Biochemistry)
Anthony Paganelli (Libraries)

Attending Committee Members (Ex-Officio)

Jakob Barker (SGA)
Shane Spiller (GFCB, Faculty Regent)

Guest Speaker

Dean Tania Basta, CHHS

Absent (Voting and Ex-Officio)

Bud Fischer (Provost, Ex-Officio).
Blair Thomas (PCAL, Poli-Sci)
Gordon Baylis (At-Large, OCSE, Psych. Sci.)

Meeting Recap

The meeting focused on a detailed presentation by Dean Tania Basta about the College of Health and Human Services' budget, operations, and future plans. She outlined the college's structure, including its seven academic units, enrollment numbers, and various programs, emphasizing their mission to prepare health and human services professionals. She discussed budget priorities, revenue sources, and challenges, noting the impact of COVID-19 on enrollment and tuition. She also highlighted upcoming changes, including the merger of social work and public health into a new school and the planned move of some programs to a new building. The presentation covered faculty workload, professional development funding, and strategies to mitigate financial pressures. Participants asked questions about class sizes, merit raises, and budget allocation. The conversation ended with appreciation for her comprehensive overview and her commitment to the college's growth and sustainability.

Meeting Minutes

1. Meeting called to order by Eric Kondratieff (3:45 pm)

A. Approval of Meeting Minutes from 12-04-2025

B. Chair report:

Kondratieff met with Academic Quality in December to discuss presence of AI tools in WKU-provided software (e.g., Copilot in MS Office) and how that might be dealt with to prevent inadvertent or intentional reliance on AI in contexts where it should not be used.

2. CHHS Dean Tania Basta

A. Overview of academic credentials and career (see slide 2 below for details)

B. College of Health and Human Services Overview (see slides 3-4 below for details)

Dean Basta presented an overview of the college's structure, programs, and facilities. She highlighted the college's mission to prepare health and human services professionals, its diverse offerings including 16 undergraduate, 12 master's degrees, 2 professional doctorate programs, multiple certificates and 14 programmatic accreditations. She also discussed the "Revenue Dependent Units." including the McChesney Field Campus and various research centers located at South Campus. She noted that while the college is the largest on campus with 3,800 students ($\pm$ 4100 majors), 121 faculty, and 57 staff (just over 1/3 funded by grants). CHHS still receives some subsidy from the university (see slides below for details).

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C. College Department Restructuring Plan (see slides 4-5 below for details)

Kondratieff asked if Fashion Merchandising counts as a “Human Service”

Dean Basta responded that this was based on 1970s models of “Home Economics” education—which included child and family studies, interior design, fashion—that had been merged with other female-dominant careers of the era, such as nursing, social work, and public health. 50 years later, it’s not a good fit. They’ve renamed themselves Fashion Studies and will be joining PCAL School of Art and Design on July 1 as that is a better fit given their Art and Design accreditation.

Kondratieff asked how that will impact CHHS’s structure and budgeting.

Dean Basta responded that 5-6 faculty lines, 140 majors, and attendant revenue / expenses all go to PCAL. Budget-wise it will be a wash. The change was based on better alignment of the department with its home college and like-minded colleagues (including Tenure & Promotion concerns).

Dean Basta also provided an overview of her organizational structure, including her direct reports and various departments within the college. She noted that the Depts of Social Work and Public Health (both headed by Grace Lartey as interim chair) will be merging on July 1. She concluded by highlighting the college’s budget priorities, which align with their strategic plan and include initiatives such as computer refresh programs (on an as needed basis as opposed to on a set schedule), student success funding and the committee that determines what to do with the students course fees (\$20/credit hour), and internal research grant funding.

D. College Budget Planning and Allocation (see slides 6-7, below)

Dean Basta discussed the college’s budget process, explaining that they start budgeting for the next fiscal year early and involve chairs and directors in the process. She noted that personnel costs take up a substantial portion of the budget (nearly 92%), leaving limited funds for non-personnel expenses ($\pm$ \$860k). The college has a budget manager who helps allocate funds and adjust as needed.

E. CHHS Budget Process, Faculty Involvement, and Communication (see slides 8-9, below)

Dean Basta explained the budget processes and communication methods for the College of Health and Human Sciences (CHHS). She emphasized the importance of communication among leadership and noted that regular faculty and staff can schedule meetings with her if needed. “I discuss enrollment and budget updates in every leadership team meeting that I have with my admin council every two weeks, and I hope and assume that that gets passed on by chairs and directors down to faculty and staff as appropriate.” She also sends out college-wide emails to provide updates on what’s coming for the next budget year.

She also discussed implementation of student fees and a Student Fee Committee and regular meetings with faculty (by rank) each semester, and staff (also each semester). No set agenda, usually Q&A. Also, she maintains an open door policy at set times every week.

F. CHHS Financial Stability (see slides 10-14 below)

She highlighted that CHHS ended the fiscal year with a surplus of \$2.2 million, emphasizing a conservative budgeting approach that has helped ensure the university’s overall financial stability (CHHS doesn’t spend just to spend; if they had spent all available dollars, WKU would have ended up in the red due to overspending in other units). She also discussed specific variances in revenue and expenses, such as reductions in tuition and fees for certain programs; an increase in revenue from additional services; and the use of QTAGs, outside funds, and money from open faculty lines to fund necessary travel expenses for faculty.

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G. Scholarship Budget and Enrollment Challenges (see slides 14-15 below)

Kondratieff asked a question about the “Less Institutional Financial Assistance” line on slide 14.

Dean Basta explained the budgetary impact of scholarships, noting that while the university budgeted \$10 million to CHHS, only \$9 million was received which left an expense deficit to CHHS of \$1.214m.

Lindsey asked about the impact of state and federal funding changes on various programs.

Dean Basta discussed enrollment challenges in graduate programs, particularly in physical therapy, where COVID-19 left a lasting impact (including in student preparation for college-level work), leading to increased student academic and financial struggles as well as program adjustments.

She also highlighted a budget surplus, which allowed for an additional \$350,000 to be allocated for professional development, with \$246,000 distributed to departments and schools. Despite a decline in full-time faculty positions, the college saw an increase in student credit hour production, aligning with RAMP model revenue goals.

H. Class Size and Teaching Workload (see slide 16 below)

The discussion next focused on class sizes and teaching loads. CHHS has seen an overall increase in SCHP by 1.8% while simultaneously losing 20 faculty (net) in the last few years. The need to increase SCHP is tied to the RAMP budget model that rewards SCHP.

Kondratieff asked about the concerns brought up in Senate by CHHS faculty about the problems of teaching much larger classes and concerns about academic quality in balance with feasible workload.

Dean Basta explained that while faculty prefer smaller classes the college needs to balance revenue and maintain appropriate class sizes. Target class enrollment is 42 for UG, 21 for GR. CHHS has also had to reduce staff per dept.

Part of CHHS’s strategy is to have more colonnade classes taught and to better utilize part-time faculty (e.g., by making sure the courses they teach are full).

Kondratieff: Do those faculty teaching classes with 150 students get GAs or TAs or get a 1/1 teaching load?

Barker (SGA) asked how the professors split up the teaching? By specialty?

Dean Basta explained that in Nursing 102, with 150 students, is split into three sections taught by different faculty members; while there are no GAs for these large classes, the workload is managed through faculty division (perhaps up to three faculty per class).

She stated that CHHS is working on a proposal for incentives when moving to a new building, which will include a 200-seat lecture hall, and an efficiency committee is developing bonus structures for teaching large sections.

I. CHHS Strategic Planning & Budgeting, Future Plans (see slides 17-19 below)

Dean Basta provided an overview of CHHS's current state and future plans, including new programs and certificates, facility developments, and budget considerations. She discussed the implementation of a CHHS student fee to consolidate and manage various costs, cover part-time faculty costs, as well as plans for restructuring departments and establishing a new School of Health and Social Services.

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J. Q&A (slide 20, below)

In response to a set of questions submitted in advance by the B&F Committee, Dean Basta also addressed faculty concerns about merit raises and budget allocation, emphasizing the need for a larger raise pool to provide across-the-board adjustments that account for inflation and reward productivity. A 2% pool is insufficient to do both.

Dean Basta mentioned that she is not reducing or eliminating programs just because they are small, as dental hygienists, for example are very much needed in the community; so, despite the smallness of the program, it must be kept going to achieve the college mission of working for the public good, even if it means uneven allocations of budget dollars. Allocating money (left over after salary and benefits are covered) based only on the number of students in a program — as opposed to real need for, e.g., important and costly training equipment or technology upgrades — would be unfair. Besides, keeping up with current technology is crucial to maintaining accreditation for the various programs under CHHS's umbrella.

She highlighted ongoing efforts to reduce financial barriers for clinical placements (CHHS covers a lot of the costs for these), to cut costs for summer internships and practicums by condensing them to three weeks from six, and to support faculty development (QTAGs, internal faculty grants for research and teaching, etc.). CHHS is also taking some forward thinking steps to recruit and retain students (as noted in work on new programs, certificates, etc., above) to increase enrollments. Dean Basta only moves vacant lines out of a unit if that unit has had substantial decline in its majors / enrollments. But so far, she has been able to keep the vacant lines and hiring priorities situated in the units that have seen faculty members depart. In addition, many of CHHS's program accreditations require the maintenance of a certain faculty:student ratio, thus driving hiring priorities.

4. CONCLUSION / ADJOURNMENT

Eric Kondratieff asked if anyone had further questions (questions were raised in the prompt submitted to Dean Basta in advance of our meeting and answered throughout; additional questions brought up during the presentation were also answered). No one had any additional questions, but committee members expressed their thanks for a very informative meeting and also complimented Dean Basta on the quality of students from CHHS who have entered the local workforce and are doing an excellent job. Thanks all around. The meeting was adjourned at 4:51 pm.

CHHS Budgeting Process

Dr. Tania Basta



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A little about me!

- **Educational Background**

- BS in Exercise Science, Indiana University
- MPH in Community Health Education, Indiana University
- PhD in Health Promotion and Behavior, University of Georgia

- **Academic Background**

- **Ohio University (RCM)**

- Assistant Professor, 2006-11
- Associate Professor, 2011-19 (promoted to full in 2019)
- Community and Public Health BS Coordinator, 2006-16
- Associate Director, Appalachian Rural Health Institute, 2010-14
- MPH Coordinator, 2012-17
- Chair, Social and Public Health, 2016-19

- **WKU**

- Dean, CHHS, 2019 – current



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CHHS Mission and Vision

- **Mission**

- We prepare health and human services professionals who will work to improve the quality of life in their communities and beyond.

- **Vision**

- To be an innovative leader in the student-centered, interprofessional preparation of health and human services professionals by providing students with an inclusive, community-engaged, and interdisciplinary academic experience.



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CHHS Background

- **Departments (unduplicated headcount)**

- Applied Human Sciences (326)
- Communication Sciences & Disorders (340)
- Physical Therapy (84)
- Public Health (486)
- Social Work (413)

- **Schools**

- Kinesiology, Recreation & Sport (698)
- Nursing & Allied Health (1,351)

- **Degrees**

- 16 undergraduate degrees
- 12 master's degrees
- 2 professional doctorates (DNP and DPT)
- Numerous certificates
- 14 different programmatic accreditations

- **Students**

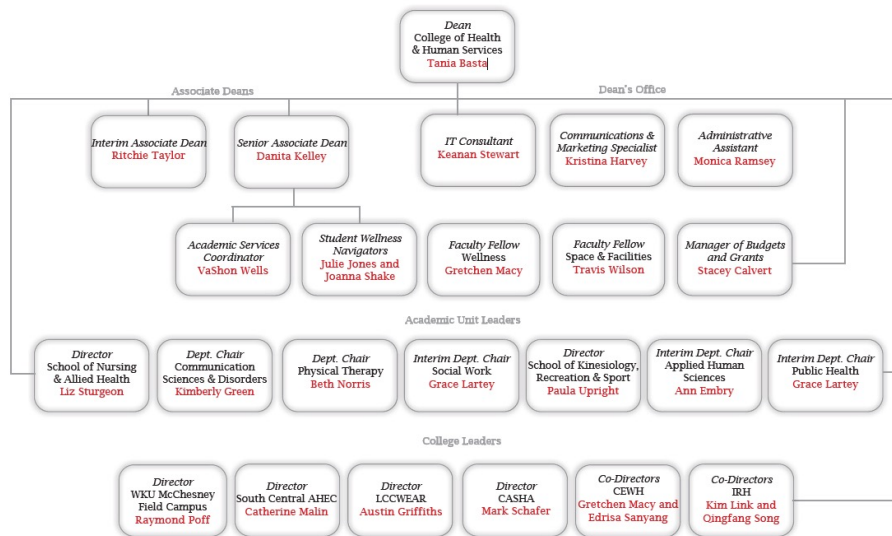
- ~3800 students (~4150 majors)
- 121 faculty
- 57 staff

- **Revenue Dependent Units**

- McChesney Field Campus
- Institute for Rural Health
- Center for Environmental and Workplace Health
- Dental Clinic
- Area Health Education Center
- CPR Center
- LifeSkills Center for Child Welfare Education and Research
- Center for Applied Science in Health and Aging
- Communication Disorders Clinic



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Last updated: October 2025

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CHHS Budget Priorities

- **CHHS funding priorities follow the WKU and CHHS Strategic Plans.**
 - Work Groups formed around our strategic plan and each of those have received funding (if needed/requested).
 - Community Engagement
 - Interprofessional Engagement (IPE)
 - Recruitment and Retention
 - Efficiencies and Resources Allocation
 - Innovation
 - Employee Wellness and Engagement
 - Computer refresh program.
 - Funding to support student success (Student Wellness Experience).
 - Internal research grant funding.
 - Professional Development funds for faculty.
 - Funding to support/enhance our facilities.
 - Recruiting new students.



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Budget Creation Process

- Salary and benefits are about 91% of our FY26 budget, which leaves **\$1.7 million** for operating (E&G = \$858,814).
- CHHS Budget Manager sends the non-personnel budgets to each Chair/Director and asks them to budget the dollars accordingly.
 - Remains relatively stable, but accreditation site visits and/or faculty search visits may be different from year to year.
- Chairs/Directors can appeal to Dean for additional funds for one-time and/or recurring costs.
- The Dean and Budget Manager review budget requests and make changes iteratively until budget is finalized.



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Faculty Involvement in Budget Process

- Chairs/Directors rely on Program Coordinators for budget development and requesting faculty/staff lines, but faculty can provide input at anytime.
- Faculty/staff can schedule time to talk with the Dean about funding priorities or contact via email.
- CHHS Student Fee Committee exists to determine funding priorities for the CHHS fee funds.
 - Stacey Calvert and Dr. Paula Upright are Co-Chairs.
 - Requests over \$5,000 go to committee for recommendations.



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Budget Communication

- Dean communicates prior year budget performance and current fiscal year projections at the CHHS All-College Meeting in August.
- Dean meets with faculty/staff by rank each semester for open dialogue about budget and other topics.
 - Assistant Professors
 - Associate Professors
 - Professors
 - Clinical/instructors
 - Staff
- Deans discusses enrollment and budget updates with the CHHS Leadership Team every two weeks in CHHS Academic Council meetings.
 - These updates get passed on by the Chairs/Directors as appropriate.
- Dean sends email updates to all faculty/staff with budget information (as needed).
- Dean has open office hours at MCHC on Mondays from 9-12.



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End of FY25 Range

Division/Unit	Exp. Authority	Actual Expenses	Balance	% of Budget Spent	Indicator
Athletics	31,141,873	31,129,333	12,540	100.0%	✓
CEBS	17,416,333	16,428,039	988,294	94.3%	✓
CHHS	22,123,247	19,893,698	2,229,550	89.9%	✓
ESE	28,226,329	29,550,062	(1,323,733)	104.7%	●
GFCB	14,066,713	13,709,444	357,268	97.5%	✓
OCSE	28,101,129	26,165,761	1,935,367	93.1%	✓
PAE	3,817,609	3,797,035	20,574	99.5%	✓
PCAL	24,925,902	23,599,025	1,326,877	94.7%	✓
President	5,891,999	5,827,766	64,233	98.9%	✓
Provost & AA	41,777,618	33,797,735	7,979,883	80.9%	✓
SOF	46,680,438	44,632,926	2,047,512	95.6%	✓
University-Wide	69,845,425	77,272,441	(7,427,016)	110.6%	●
Total	\$334,014,615	\$325,803,266	\$8,211,350	97.5%	✓

* Restricted funds (grants and contracts) excluded



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FY25 CHHS Budget

Revenue	Current Budget	Actual	Commitment	Balance
Gross Tuition & Fees	3,505,500	3,143,296	0	(362,204)
State Appropriation	0	0	0	0
Grants & Contracts	0	0	0	0
Other Revenue	0	65,015	0	65,015
Auxiliary	0	0	0	0
Sales & Services	194,800	225,631	0	30,831
Total	3,700,300	3,433,942	0	(266,358)
Expense	Current Budget	Actual	Commitment	Balance
Wages/Salaries	14,379,965	13,525,723	0	854,242
Fringe Benefits	5,063,472	4,544,224	0	519,248
Total Personnel	19,443,437	18,069,947	0	1,373,490
Scholarships	74,405	13,502	0	60,903
Supplies & Operating Expenses	2,293,540	1,223,544	1,698	1,068,297
Maintenance	119,982	83,146	0	36,836
Debt Service	0	0	0	0
Utilities	1,392	547	0	845
Travel	190,492	234,955	0	(44,464)
Total	22,123,247	19,625,641	1,698	2,495,908
Total Balance				2,229,550



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Revenue Budget vs. Actual

Revenue	Current Budget	Actual	Commitment	Balance
Gross Tuition & Fees	3,505,500	3,143,296	0	(362,204)
State Appropriation	0	0	0	0
Grants & Contracts	0	0	0	0
Other Revenue	0	65,015	0	65,015
Auxiliary	0	0	0	0
Sales & Services	194,800	225,631	0	30,831
Total	3,700,300	3,433,942	0	(266,358)

- **Gross tuition and fees**
 - Variance of \$362,204 due to enrollment decline.
 - DNP had reduction of \$11,492 in tuition
 - DPT had a reduction of \$249,109 in tuition
 - Nursing had reduction of \$93,400 in program fees
- **Other revenue**
 - KRS study-away fee-for-service contracts, CPR Center, and foundation reimbursements.
- **Sales and services**
 - Increase in revenue from the CSD clinic.

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Expense Budget vs. Actual

Expense	Current Budget	Actual	Commitment	Balance
Wages/Salaries	14,379,965	13,525,723	0	854,242
Fringe Benefits	5,063,472	4,544,224	0	519,248
Total Personnel	19,443,437	18,069,947	0	1,373,490
Scholarships	74,405	13,502	0	60,903
Supplies & Operating Expenses	2,293,540	1,223,544	1,698	1,068,297
Maintenance	119,982	83,146	0	36,836
Debt Service	0	0	0	0
Utilities	1,392	547	0	845
Travel	190,492	234,955	0	(44,464)
Total	22,123,247	19,625,641	1,698	2,495,908



- **Supplies and operating expenses**

- \$1,068,297 from indirect funds and course fees/program fees as carryforward.

- **Travel**

- We used QTAGS, indirect funds and vacant lines as the funding sources for the travel.

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FY25 RAMP Budget

Revenue	Current Budget	Actual	Balance
Gross Tuition & Fees	37,116,070	36,443,523	(672,547)
Less Institutional Financial Assistance	(10,308,230)	(9,093,454)	1,214,776
Net Tuition Revenue	26,807,840	27,350,069	542,229
State Appropriation	16,413,431	16,881,924	468,493
Grants & Contracts	2,156,522	3,861,412	1,704,890
Other Revenue	101,694	172,129	70,435
Auxiliary	0	0	0
Sales & Services	194,800	225,631	30,831
Total	45,674,287	48,491,165	2,816,878
Expense	Current Budget	Actual	Balance
Wages/Salaries	15,094,265	15,472,218	(377,953)
Fringe Benefits	5,181,129	5,168,815	12,314
Total Personnel	20,275,394	20,641,033	(365,639)
Supplies & Operating Expenses	3,027,192	1,905,951	1,121,241
Maintenance	243,064	117,329	125,735
Debt Service	0	0	0
Rent Allocation	660,000	351,038	
Utilities	1,392	547	845
Travel	321,553	345,517	(23,964)
Total Operating	4,253,201	2,720,382	1,532,819
Indirect Expenses	21,174,488	21,174,488	0
Total Expenses	45,703,083	44,535,903	1,167,180
Total Balance			3,984,058



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FY25 Subvention to Fund Professional Development

- **We were given an additional \$350,000 by the Provost for strategic operations.**
 - Most of these dollars were appropriated back to the schools/departments to use for professional development/travel funds.
 - Allocated \$2,000 per tenured/tenure track faculty
 - Allocated \$1500 per non-tenured faculty
 - Total of \$246,000 allocated to the Departments/Schools



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Budget Efficiencies

- **Increase in SCHP by 1.8% from FY24 to FY25, while number of full-time faculty declined.**
 - Larger sections being taught.
 - More colonnade classes being offered.
 - Almost all units are offering an introductory class.
 - Better utilization of part-time faculty.
- **Target average class enrollment is 31 (42 for UG and 21 for GR).**
- **Reduced the number of staff per department/school/Dean's Office.**



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Budget Efficiencies and Innovations for FY26 and Beyond

- **Implemented the CHHS Student Fee in Fall 2025.**
 - \$20 per credit hour starting in Fall25 (excluding DPT)
 - Fees will cover:
 - Current course fees
 - Part-time faculty costs
 - Student wellness program
 - Net revenue will be around \$320,000 that be used to cover student needs.
- **School of Health Social Services to be established 7/1/26.**
 - Depts of Social Work and Public Health merging likely along with Child and Family Services
- **Department of Applied Human Sciences will likely dissolve 7/1/27.**
 - IDFS will join PCAL 7/1/27



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New Programs and Certificates

- **Implemented**
 - Food Service Design Certificate (Fall 2024) – 10
 - Trauma and Resilience Certificate (Fall 2024) – 20
 - School Social Work Certificate (Fall 2024) - 22
 - RN-BSN program (Fall 2025) – 20
 - Substance Use Disorder Certificate – 11
- **Planned**
 - Influencing in Health and Wellness Certificate (Fall 2026)
 - Digital Health and Data Management (Fall 2026)
 - Health Policy and Systems Management (Fall 2026)
 - Certified Nurse Anesthetist (CRNA) program (Fall 2027+)
 - Paramedic to BSN (Fall 2027+)



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New Facilities

- **Implemented**

- Community Health Sciences Complex at South Campus
 - Applied Research Centers
 - Institute for Rural Health
 - CPR Center
 - Rachel Tinius's Research Lab
 - Interdisciplinary research/meeting space

- **Planned**

- Dental Hygiene Clinic will move to South Campus (Fall 2027+)
- Communication Disorders Clinic will move to South Campus (Fall 2027+)
- New Academic Complex opens Fall 2028+
- New CRNA space at MCHC and WKU Owensboro



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Questions?



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Suggested topics for Dean Basta's meeting with Faculty Senate Budget & Finance Committee

NOTE to Dean Basta: Questions 1-3 are the main questions we asked Dean Murphy last year; they have been modified slightly for clarification. Questions 4-5 are matters of technical interest to the committee as we learn how different Deans approach budgeting processes. If you would prefer to start with Questions 4 and 5 to provide orientation to your budgeting processes and challenges, that would be fine.

1. WKU's budget process is ongoing and the Provost provides regular updates about where the budget is in terms of the overall development process; yet faculty have little to zero input and know nothing concrete until the budget is presented as complete.
 - a. *How can faculty have input into a process that is completed mostly "behind the scenes" and then only reports out?*
 - b. *How and in what modes / venues are budgetary matters communicated to CHHS faculty and staff?*
2. President Caboni and Provost Fischer frequently tell faculty they should approach their Deans with questions and concerns about their college's budget and strategic allocation of resources.
 - a. *What process would you suggest that faculty could implement and participate in that would be both constructive and reflective of shared governance?*
3. Each year the Board of Regents approves a 2% raise pool that they send on to BEC to determine how it will be distributed. The BEC regularly opts for across-the-board cost-of-living adjustments, as—we have been informed—the BEC does not believe a 2% raise pool is enough to implement a merit-raise system. However, President Caboni recently addressed the Faculty Senate with an argument for the intense need to move to raises based on merit.
 - a. *How can we stop this annual game of merit talk and merit dismissal?*
4. Please orient us to the range of academic enterprises and service units under the umbrella of CHHS.
5. Additional questions from the Budget and Finance Committee:
 - a. *How does the college determine budget allocation across departments and programs?*
 - b. *Are there plans for investment in recent technology, lab space, or clinical training facilities?*
 - c. *What steps is the college taking to reduce financial barriers to required clinical placements?*
 - d. *How does the college support faculty and departments in pursuing continuing education or certificate programs?*
 - e. *What risks or financial pressures does the college foresee, and how is it preparing for them?*
 - f. *How are faculty lines prioritized and funded across departments?*
 - g. *Are there upcoming capital projects that will affect the college's budget?*