

# A Regional Palmetto College

FO Minutes October 27, 2023 – 11:00 AM Room C104

In Person Attendance:	Online attendance:
Professor Gale Ashmore	Professor Monica Covan
Dr. Deborah Hudson	Dr. Tekla Johnson
Dr. Steve Lownes	Dr. Katie Klik
Dr. Dave Hudson	Professor Randy Ivey
Dr. Maggie Aziz	Professor Sandy Phillips-Long
Dr. Avery Fouts	Dr. Steve Lowe
Dr. David Sharpe	Dr. Joe Anderson
Dr. Allan Charles	Professor Neill Hance
Dr. Andrew Pisano	Professor Kevin Torres
Dr. Lee Morris	Professor Susan Goebel
Dr. Randy Lowell	Professor Caroline Wilson
	Professor Greta Bailey
	Professor Courtney Pinnell
	Professor Megan Collier Bansil
	Dr. Christine Sixta Rinehart
	Dr. Emily Schafer

FO Chair Dr. Andrew Pisano called the meeting to order at 11:00 AM

# **Approval of minutes from September meeting**

Approved.

# Dean's Report: Dr. Randy Lowell

Dr. Lowell's report is attached.

Specifically, he mentioned:

Scholar-Donor luncheon yesterday went well. Mrs. Rippey gave a check for another
\$20,000 in scholarship money.
Anita recently did a Fresh Check Day at Bell Street in Clinton.

	There was a ribbon cutting at Myco Works; they want to work with us on some curricular items.
	Research club will hold a bake sale next week.
	There was a recent announcement from USC Columbia regarding automatic admission for students in the top 10% of their class. For satellite campuses that will include the top 20%.
	Dr. Amiridis will be coming to our commencement this year.  Bantam Gazette is back in action.
	Mr. USC Union pageant – scholarship money is available. Athletic updates
	Bobby Holcombe recently organized a guidance counselor luncheon.
	Dr. Lowell attended ACHE conference and made a presentation with Dr. Elkins about Apple Labs.
	Facilities updates:
	<ul> <li>There is a new flagpole in outfield in Jonesville.</li> </ul>
	<ul> <li>Whitener is very close to being ready for upstairs move in. Most furniture is back in place; new furniture arriving; touch up painting still to be completed. Hoping to gradually get back up there in the next week or two.</li> </ul>
	<ul> <li>Truluck Gym still undergoing work.</li> </ul>
	New wet lab is being completed.
	<ul> <li>Plans are underway for new baseball and softball fields. Work will start soon.</li> <li>More work will be done on Whitener – entryway floor and classrooms floors and ceilings, between Thanksgiving and the end of the semester.</li> </ul>
Acade	emic Dean's Report: Dr. Maggie Aziz
Dr. Az	tiz's report is attached. Specifically, she mentioned:
	SASC will offer a workshop on study skills led by Dr. Kettler on the 15 <sup>th</sup> of November.
	Finals fest will take place the last week of the semester.  Professor Simpson has pointed out that Disability Services is being recognized by the
	community for a variety of reasons.
	Tanja Black has sent out reminder about book orders for spring 2024.
	HR: let Amber know of any class cancellations and put in sick leave.
	Academic Affairs: November 08 First Generation celebration. Encourage attendance and participation. Excuse students for afternoon part which is by invitation only.
	Student athlete workshops November 13-16 open to all students. Mandatory for athletes.

o Monday – Dr. Schafer – relationships

 Tuesday – drunk driving Wednesday – NAMI Thursday – Safe passage o Dr. Aziz suggested offering incentives to students for attendance. ☐ Faculty action items: Annual reviews coming out on November 01. Adjuncts need to be peer reviewed. ☐ Advising for spring has begun. Reach out to advisees directly to schedule appointments. ☐ Dr. Aziz will send out a "how to" sheet on adjusting availability in Calendly. □ New hires: Dr. Aziz read a comprehensive list of newly hired faculty members. There was discussion of the need to support female students when they are menstruating. Professor Covan offered to reach out to a contact of hers at Upstate regarding "The Period Project". **<u>Dr. Klik</u>** brought up the need for continuing evaluation of adjunct instructors to assure high quality in this cohort. Discussion of this point ensued. No decisions were made. **Dr. Lownes** spoke about the following matters: ☐ Changes to the Handbook regarding the Faculty Advisory Committee and adding members to that committee. During the November meeting faculty will vote on these proposed changes. ☐ The Scholarship Committee changes that had been discussed at the September meeting were approved by unanimous consent. Dr. Lownes then discussed the possibility of creating a budget committee. The

<u>Dr. Schafer - Diversity, Equity and Inclusion (DEI)</u> – Dr. Schafer spoke about the proposed name change for the committee to: Access, Opportunity and Engagement.

Council. Discussion about faculty governance then ensued.

recommendation of a budget committee came from the System Faculty Leadership

## Dr. Pisano – Alumni relations

Dr. Pisano brought up the idea of outreach for alumni, because of recent conversations with alumni about the value of their Union education.

Idea of having an alumni house where events can be held.

Dr. Pisano talked about his study abroad next summer (June '24) with Dana Lawrence from Lancaster. He will send out information to advisors who should contact their advisees about this.

# **Professor Ivey – Upcountry Literary Festival**

Information attached.

This will be the first time it has been live in 4 years. He just sent out an email to faculty about it. It will be held on Friday, November 3 from 1-5 and Saturday November 4 from 9-1

<u>Dr. Klik – needs a volunteer for the awards committee – Duffy Plyler and Shaw.</u> Dr. Morris volunteered and will serve.

# **Adjournment**

At 12:54 PM there was a motion to adjourn. It was seconded and unanimously approved.

Submitted by: Gale Ashmore, FO Secretary

# Attachments:

Dean's Report Academic Dean's Report Information on Upcountry Literary Festival Budget Committee recommendations

#### Students

- Fall enrollment is near the freeze for the semester and represents a Fall semester record high, and an overall record high. As of yesterday, October 26, our headcount is at 1,354 (up 26.31% over last Fall's total at freeze of 1,072), and our FTE is at 775 (up 22.05% over last Fall's total at freeze of 635). This exceeds the previous Fall record of 1,218 from the Fall 2021, as well as the previous overall record of 1,228 from Spring 2022, and includes increases in traditional student headcount (especially new freshmen), as well as increases in dual enrollment student headcount.
- Scholar & Donor Luncheon was yesterday at the Main Street Junction. As usual, Bobby Holcombe did a great job planning this event, and also a great job by four of our current students speaking on their experiences. Also, Barbara Rippy presented a check for \$20,000 to create new endowed scholarships for students moving forward.
- Anita Whitney organized a mini Fresh Check Day event for our students over at the Bell Street location in Clinton, which they were very appreciative of there.
- MycoWorks in Union had their ribbon cutting event earlier this week to launch operations at their brand new plant over by Midway Green. They expressed an interest in meeting to discuss some potential curricular alignment with us in the future that would help our students learn more about them and develop the necessary skills to find employment with them down the road as well.
- The Research Club will have a Halloween Bake Sale next week on Monday from 1:00-4:00 and on Tuesday from 9:00-4:00 (or while supplies last), outside of the Success Center in the Main Building. There will also be a raffle for a gift basket at the bake sale. Keep an eye out for a flyer circulating around campus and social media. And congrats to Research Club President, Za'Kyah Jeter-Walton, on her recent crowning as Miss Union County Fair that she won at the fair in Union.
- Men's Soccer wrapped up their season on Tuesday, falling 2-1 to SMC in the first round of the conference tournament. This was their best season so far, finishing with a winning record for the first time and with their highest tournament seeding as the #4 seed.
- Women's Volleyball wrapped up their season with their sophomore night home match on Monday night against USC Sumter, winning 3-1 in that match in front of a packed Truluck gym crowd.
- Our new golf team had their first match this month, which was against USC Sumter at Lakeside Country Club in Laurens, resulting in a tie. They will travel to Sumter in November to compete against that again. Their simulator is set up and fully operational in the golf room at Bell Street, along with their driving range outside of the building there.
- Two of our anglers, freshmen Isaac Greene and Bryson Holderness, had a top finish at an event earlier this month at the Clemson Bass Fishing Trail "Lake Keowee" event. Also, sophomore Kyler Murray, spent some time last weekend volunteering as a boat captain for two middle school students on the Broome High School Bass Fishing Team.
- Sophomore Rifle Team Captain, Bianca Monteith, recently finished second place in the Razorback Shootout, finishing ahead of five of the six Clemson rifle team members.
- Softball competes today at Wofford and then travels to Atlanta on Sunday, as they near the end of their Fall exhibition season. They have been active in the community over the past month, including participating in Union's Miracle League event and assisting Veterans Affairs in Union with the changing of the flags in preparation for Veterans Day.
- Baseball hosts more exhibition games this weekend, as they also near the end of their exhibition season. They recently had a new flagpole in the outfield donated by the Woodmen of the World insurance company, with a dedication ceremony for that new flagpole and flags earlier this month.
- USC recently announced an automatic admit opportunity for SC students graduating in the top 10% of their class, going into next year, as well as for the top 20% of their class for the other USC system campuses. For those in the top 10%, this was announced as also coming with a scholarship that would

- allow for the students to attend tuition-free. The details of this are still being worked out as to where those funds will come from, but for our campus, the cost of this would be very minimal given the substantial free money that students with those types of grades already receive from other sources first to attend USC Union.
- The Bantam Gazette campus paper has released its first issue since being resurrected by Macy Petty and the student article contributors who she has recruited and work with on those stories. She looks forward to keeping the momentum going with this effort and hopes to be able to get as close to a monthly edition of the Gazette as she can. If you know any students who would be interested in getting involved with the Gazette, definitely send them her way at <a href="mailto:PETTYMA@mailbox.sc.edu">PETTYMA@mailbox.sc.edu</a>.
- President Amiridis has confirmed that he will be attending the USC Union Commencement this year, as one of the system campus ceremonies this rotation.
- Mr. USC Union pageant is scheduled for November 11 at 6:00pm, thanks to Bobby Holcombe. The application deadline 10/30, and there is scholarship money available for the winners.

## Faculty/Staff News

- Bobby Holcombe put on the annual Guidance Counselor Luncheon on 9/29, which was attended by guidance staff from a number of different high schools from around the state. They were provided with updates on Palmetto College and USC Union from Chancellor Elkins and Dr. Aziz, as well as financial aid updates by staff from the SC CHE.
- We had a site visit at the Bell Street school in Clinton with folks from USC Columbia's Hospitality, Retail, and Sport Management (HRSM) school to discuss opportunities for future offerings there in connection with some of their degree programs, as entry level elective course options, creation of more in-depth 2+2 programs, and continuing education or community offerings related to their areas of expertise. We look forward to working with them to see what we can make available to our students there.
- Last week I presented with Chancellor Elkins and the other Palmetto College Campus Deans at the Association for Continuing Higher Education (ACHE) conference in Charleston on our iCarolina Labs. While I was there, I connected with Dr. Devon Carter's, an Assistant Professor of Special Education at the University of Akron. He described a program that he has developed related to Recognizing Education and Learning (REAL), which is designed to inspire more kids to take education seriously and recognize its value. He indicated a willingness to travel to speak with students, faculty, and staff about this initiative, so we may try to arrange for him to visit our campus at some point.

## **Facilities**

- The Whitener Central Building second floor project is nearing completion. Once the final couple of rooms pass a ceiling grid inspection and have ceiling tiles dropped in, then the new HVAC system will be able to be tested and have a final inspection. Latest projections have us moving back in over the next couple of weeks or so.
- Next phase of Truluck renovation will begin soon, including new roof and exterior painting. The issues with the pipe under the road that arose last week were resolved and those recently renovated bathrooms were back up and running Monday night.
- Creation of the new wet lab space in the Nursing Simulation Lab building is near completion, with power to the new fume hoods being worked on, as well as new windows for the back side of the building after some remediation.
- Latest timeline from Segra and DoIT in Columbia on when the university network would get moved for us from the old location to the new location, was supposed to be October 18, at which point the full beaming technology setup could be installed there to use for our beaming classes between Union and that location. However, they did not make that timeline and are supposed to provide a revised date for this to happen.

- Preparations for other major capital projects are underway in various stages, such as the Main Building project and the athletic fields.

# **Budget**

- The campus met budget projections for FY23 and ended the year with a positive fund balance. For FY24, tuition and fees are once again frozen, with no increases for the 5<sup>th</sup> year in a row. The campus will receive \$5 million in critical care & maintenance funds to address deferred maintenance and facility needs on campus. These state capital funds are managed by the main campus' facilities department with guidance from the campus. We have submitted budget requests to the Governor's Office for additional deferred maintenance and operating funding for FY25, as well as continued tuition mitigation funds so that tuition and fees can remain the same next year.

Academic Dean's Report Maggie Aziz October 27, 2023

### Relevant Department Updates:

**Athletics:** Fall season just wrapped up. Soccer ended the season with its best overall record in school history. Soccer got to host its first ever home game for the playoffs. Sadly, the boys ended up losing against SMC 2-1. If you have any concerns about student-athletes, please be sure to contact the Athletic Director, Zach Simmons.

**Student Academic Success Center:** The Student Academic Success Center will be offering a Study Skills Workshop, to be hosted by Dr. Kettler, on November 15<sup>th</sup> from 12 until 1. Finals Fest this year will be from December 11th-14th. During this week, we will have doughnuts, muffins, cookies, and pizza, as well as a coffee bar and hot chocolate bar. We will have Christmas movies in the student lounge and, possibly, an interactive event to create "ugly Christmas T-shirts". Please encourage your students to participate in these events.

**Disability Services:** USC Union Disabilities Services Department is being recognized in the community. Community members are reaching out to receive information about Disability Services to pass along to students who may be interested in attending USC Union. We are using the latest in assistive technology to assist our students who are hearing and visually impaired. Disability Services also works alongside Vocational Rehab to provide disability students with extra funding and assistance if needed.

#### **Bookstore:**

Please submit Spring 2024 book orders if you haven't done so already. When you are submitting book orders, please be sure to double-check ISBN numbers. Even if you are using the same textbook from a previous semester, you will need to still place a book order for each section you teach each semester.

#### **Human Resources:**

Please be reminded that Amber Ivey must be informed of any class cancellations. Please be sure to input your sick leave in the time and absence system. Also, be reminded that open enrollment ends Oct. 31.

### Academic Affairs:

#### **Upcoming Events**

- ☐ First Generation College Celebration Day: On November 8, we're celebrating First-Generation College Day with a lineup of engaging activities. One of our goals is to foster connections between students and our dedicated faculty and staff throughout the day. Please encourage your students to attend the various events scheduled throughout the day and if you can, please provide incentives to encourage participation. Also, please excuse students from the afternoon first-generation celebration party, this portion of the day is by invite only (2:45-4:00). All events will be held in the gym. Attendance will be recorded and sent to all faculty after the event has concluded.
  - 9:00-10:00 Morning Mingle: Biscuits and Brainiacs please consider volunteering to play trivia.
     Currently, only four faculty/staff members have volunteered. Breakfast provided by Bantam
     Chef. This is open to all students, faculty, and staff.
  - o 11:30-2:30 Expo currently we have 22 booths reserved. Please submit any printing/purchase requests to Amber Ivey no later than November 1. Students will be required to visit a minimum of 10 booths to earn a food ticket. Mac Attack will be the food vendor. Food options include Burnt End Chili Mac, Carolina Pulled Pork, Nashville Hot Chicken, and Classic Mac Attack. All dishes will include a cookie and drink. For dessert, we will also offer Down South Water ice. This is open to all students, faculty, and staff.
  - 2:45-4:00 First-Gen Scavenger Hunt and Party Open only to first-generation college students, faculty, and staff.
- □ <u>Student-Athlete Workshops</u>: Each November, the Office of Academic and Student Affairs hosts a workshop series for student-athletes. While mandatory for student-athletes, this year we will open these workshops up to all students so please encourage your students to attend and help us get the word out.

Faculty are also invited. This year, the workshop series is scheduled for November 13-16. List of workshops below: Each workshop will be held in the auditorium.

- Monday, November 13 (3:00-4:00) Relationships 101: Join Dr. Schafer for an interactive hour discussing relationships. We will cover topics such as communications, red and green flags, and healthy boundaries. Bring your experiences and your questions!
- Tuesday, November 14 (2:30-4:00) Join Mothers Against Drunk Driving (MADD) to learn about the long-term impacts of impaired driving.
- Wednesday, November 15 (2:30-4:00) Ending the Silence: Join the National Alliance on Mental Illness (NAMI) to learn about the warning signs of mental health conditions and what steps to take if you or a loved one are showing symptoms of a mental health condition.
- Thursday, November 16 (2:30-4:00) Join Safe Passage to learn about sexual assault and interpersonal violence prevention.
- Blackboard Ultra Training: As you may be aware, starting in the Fall 2024, the default mode for setting up Blackboard course shells will be in Blackboard Learn Ultra Course View, which differs from the traditional view you may be accustomed to. To get ready for this change, today at 1:00 staff from the Center for Teaching Excellence and the E-Learning Team from USC Columbia will be here to conduct a training session. They will be able to set up sandboxes for faculty to work with and will return on November 17 to follow up with any questions and conclude the training.

#### **Faculty Action Items:**

Faculty Information Forms and Individual Research, Scholarly Activity, and Service Reports will be emailed Nov. 1 and are due back to me by the end of January. I will forward the reports to the appropriate committees for peer reviews. Administrative evaluations will be completed by the end of March.

To conduct a thorough review, please consider incorporating the following in each section:

- Teaching teaching load, # of preps/new courses, locations, formats, results of course evaluations, descriptions of each course taught each semester (including course design, link to USCU mission, Carolina core fulfillment, professional development, etc.
- Scholarship list and describe each activity (papers in preparation, presentations, papers under review, publications, grants, creative activities, consultations, workshops, etc.)
- Service list and describe each activity (advising, committees, attendance at university functions,

club activities, peer reviews, etc.)
Adjunct Peer Reviews will begin this fall. I have already started reaching out to those who require a review
and enlisting volunteers to conduct those reviews.
Advising for Spring 2024 has begun. The schedule has been emailed out to all faculty advisors. If you need
a copy of the AA, AS, and Dual Degree advising forms, please let me know. I will email advisors any
changes to the schedule. Reach out to your advisees directly to schedule appointments. New students will
be assigned via Calendly. Keep a lookout for those appointments and make sure to put in your availability.
Summer and Fall 2024 Schedule Planning: I will begin reaching out to all faculty before the end of this
semester to plan Summer/Fall 2023. Please begin thinking about what you would like to offer.
I will be reaching out to schedule a meeting with the <u>CCSSE committee</u> to review the results soon.

### **New Faculty/Staff Hires:**

Several full-time faculty positions are currently available (Art, Statistics, Sociology, Chemistry,
Mathematics, English). Psychology position will be posted soon.
Currently interviewing for Success Center Coordinator position.
Now for the himse for AV 22, 24 includes

- New faculty hires for AY 23-24 includes:
  - Monica Covan Instructor of Nursing (MS, Gardner-Webb University PCAM 101, CLAS 230,
  - Tim Bertoni Adjunct Instructor of Sociology (MA, University of South Carolina) SOCY 101, SOCY 304, SOCY 311

- Megan Collier-Bansil Adjunct Instructor of Art (MFA, Savannah College of Art & Design) ARTE 101, ARTS 103, ARTS 111
- David Sharpe Adjunct Instructor of Management (MBA, City University; EdD, Seattle University)
   PCAM 205, FINA 101
- Sarah Heuss Adjunct Instructor of Mathematics (Ph.D., Auburn University) MATH 111, MATH
   115
- Jason Philson Adjunct Instructor of Sports Management (MA, Southern New Hampshire University)
- Taylor Daniel Adjunct Instructor of Criminal Justice (JD, Florida Coastal School of Law) CRJU
   314
- Frank Hart Adjunct Instructor of Engineering and Management (MS, Clemson University; MBA, USC Aiken)
- Taylor Atkinson Adjunct Instructor of Library and Information Science (MA, University of South Carolina) – LIBR 101
- o Michael Burriss Adjunct Instructor of Spanish (Ph.D., University of Georgia) SPAN 110
- o Amanda Coates Adjunct Instructor of Spanish (MA, University of Northern Iowa) SPAN 110

# New/Prospective Programs & Partnerships:

As you may recall, I submitted a prospectus to increase the number of credit hours offered at Gray
Collegiate Academy. This substantive change was approved by SACSCOC, so we are now able to offer 50%
or more of the AA and AS degree programs at this site. Gray Collegiate put out a press release regarding
this new partnership.
I have recently submitted another prospectus on behalf of <u>Clover High School</u> , who is also seeking to offe
50% or more of the AA and AS degree program through USC Union beginning Fall 2024. We should hear
back from SACSCOC within the next 9 months.
I have reviewed and sent revisions back to USC Upstate for the <u>Union County Fast-Track to Teaching</u> MOA
We intend to offer three 2+2 programs in partnership with USC Upstate and Union County Schools (early
childhood, elementary education, and middle-level).
We recently engaged in discussions with the leadership of the College of Hospitality, Retail, and Sport
Management (HRSM) at USC Columbia to create a 2+2 program based at the Bell Street Location. I will be
crafting the curriculum based on the major maps provided by Columbia. We will be meeting with
representatives from the <u>Cherokee School District</u> to discuss opportunities for offering courses in district
schools.
I had a meeting with representatives from Union County Adult Education who expressed their interest in
guiding their graduates toward higher education at USC Union. This week, Bobby, Brad, Caden, and I had
the pleasure of meeting some of these students and are planning a college tour in November.
We will be formally requesting approval to offer the AS degree programs in Criminal Justice and Business
Administration at USC Union, Salkehatchie, and Sumter.

## THE USC-UNION UPCOUNTRY LITERARY FESTIVAL SCHEDULE 2023

Friday, November 3rd"

1:00PM: Welcome by Dr. Randy Lowell, Dean of USCU and Professor of Psychology

1:05PM: Introduction by Randy Ivey, Senior Instructor of English at USCU

1:10PM: Joey Holland, novelist and memoirist, introduced by Randy Ivey

1:30PM: Thomas Alan Holmes, poet, introduced by Dr, Steve Lownes, Associate Professor of Languages at USCU

1:50PM: Hester Booker, memoirist, introduced by USCU student

2:10PM: Tally Johnson, author and ghost storyteller, introduced by Dr. Andrew Pisano,

Associate Professor of English at USCU

2:30PM: Break

2:50PM: Randy Ivey, fiction writer, poet, and memoirist, introduced by Dr. Avery Fouts,

Professor of Religion and Philosophy at USCU

3:20PM: Break

3:30PM: Keynote address by George Singleton, novelist and story-writer, introduced by Randy

Ivey

4:15PM: Break

4:30PM: Freddie Vanderford, musician, introduced by Derik Vanderford, writer and son

5:00PM: Festival adjourned

Saturday, Nov. 4th

9:00AM: Introduction by Randy Ivey

9:05AM: Michael Cody, novelist and story-writer, introduced by Randy Ivey

9:25AM: Rieppe Moore, poet, introduced by Caden Jackson, interim director of USCU Student Services and USCU graduate; presentation of The Tandy R. Willis Award for Most Promising Writer to Rieppe Moore.

9:45AM: Jim Clark, poet and musician, introduced by Nanette Jenkins, local musician

10:10AM: Break

10:30AM: Fredrick Tucker, historian and biographer, introduced by Tina Cordell, coordinator for the Union Arts Council

10:50: Break

11:00AM: Marjorie Hudson, novelist, introduced by USCU student

11:20AM: Val Nieman, poet and novelist, introduced by USCU student

11:40AM: Dialogue on the Craft of Fiction: Val Nieman and Marjorie Hudson

12:10PM: Break

12:30PM: Jesse Graves, poet, introduced by Rieppe Moore

1:00PM: Festival adjourned

Here's the specific language from the Columbia Faculty Manual on the unit budget committees:

## "BUDGET COMMITTEES

Each Dean-led college or school, including the University Libraries, (hereafter, college) shall have a representative committee that advises on the allocation of funds to its programs. The faculty of each college shall decide on an appropriate size and makeup for this committee, provided that it shall have no fewer than five members and be made up of a majority of elected faculty members. This committee will serve as a liaison between the college administration and the faculty on matters pertaining to the university and college budgets, advocate for faculty priorities on matters of budget and budgetary policy, and provide a venue for discussing faculty questions and concerns about the budget and budgeting process. This committee shall support the key role that chairs and directors play in colleges' budget decision making. The committee shall meet regularly with the Dean or other senior administrative officer(s) of the college to discuss financial matters and collaborate in the development of budgetary processes and plans. The committee shall report its work to the faculty of the college and solicit feedback and input from the faculty on budgetary matters. The committee shall be properly oriented and trained in the details of the University of South Carolina Columbia and college budgeting processes. The committee shall have access to all relevant budgetary data to fulfill its purpose including, but not limited to analyses of past budgetary experience, reports on current budgets, and budgetary projections."

If anyone is interested, I can also forward a one-page "best practices" document for these committees, although the FM text is fairly clear.

Regards, Wayne Outten