The Alabama College System, consisting of public two-year community and technical colleges and an upper division college, seeks to provide accessible quality educational opportunities, promote economic growth, and enhance the quality of life for the people of Alabama.
The need for services provided by the institutions of The Alabama College System reached an all-time high in 2003 at a time when the state confronted its greatest financial crisis since the Great Depression. Nonetheless, the Alabama State Board of Education and other System leaders responded positively and aggressively to finish the year well-positioned for the future.

**Plan for the worst...Hope for the best**

The year got under way with the State Board of Education approving bold recommendations by Chancellor Roy W. Johnson to position the System for 2003. The Board agreed to revise tuition for 2003-2004 to protect against proration and provide contingency funds (more than a dozen of the System’s 27 colleges started 2003 without adequate contingency funds). The tuition increases – which range from $0 to $8 per semester hour – are adding stability to the colleges’ operating reserves to prevent program cuts and layoffs. Tuition at Alabama’s public two-year colleges remains well below the $4,000 annual ceiling for Pell Grants, and more than 60 percent of the System’s students qualify for Pell Grants. Enrollment showed steady gains throughout the 2002-2003 academic year. The Alabama College System’s unduplicated headcount enrollment for 2002-2003 was 164,885.

The Board also approved three mergers that reshaped The Alabama College System. Chancellor Johnson recommended the mergers in December 2002. The mergers combined MacArthur State Technical College and Lurleen B. Wallace Junior College to form Lurleen B. Wallace Community College, the Ozark and Mobile campuses of Wallace Community College-Dothan with Enterprise State Junior College to form Enterprise-Ozark Community College, and Ayers State Technical College with Gadsden State Community College. The mergers marked the first time in System history that three were conducted at the same time, reducing the total number of lower division colleges to 21 community and five technical colleges. The mergers proceeded through the complex approvals required by the Alabama Commission on Higher Education and the Southern Association of Colleges and Schools to become final by the end of 2003. Alabama had 43 lower division public two-year colleges 15 years ago. These latest mergers resulted in a combined...
$3 million annually in available funds that can be redirected into instructional programs, with more than $30 million redirected to instructional programs over the past 15 years through mergers. Governor Bob Riley, in his first month in office, praised The Alabama College System’s trend of consolidation. Governor Riley said he would “like to follow (Chancellor Roy Johnson’s) lead in merging colleges and schools.”

State bank wires were late in December 2002, and it became evident that recovery from proration of the FY 2001 Education Trust Fund was nowhere in sight. Late bank wires historically serve notice that revenue collections are below projections, and that mid-year cuts may be necessary. System institutions had been managing their resources tightly since the beginning of FY 2003, so none needed short-term loans. Immediately, however, System leaders started working for more stable and adequate funding. The resulting partnership among the K-12 system, postsecondary system and universities concluded that education is grossly underfunded at all levels. In a report titled Alabama Public Education: Standing at the Crossroad, public education leaders urged Governor Riley and the Legislature to adopt tax reform to adequately fund public education.

A $1.2 billion revenue and accountability plan emerged from a special session of the Alabama Legislature. The plan was designed to achieve greater efficiencies in education and state government and generate new revenue for school improvements, college scholarships, and struggling general fund programs. Voters defeated Governor Riley’s proposal in a September 9 referendum. After the defeat, Governor Riley called a special session to write education and general fund budgets based on existing revenue. The Legislature approved a budget for the System that was about $40 million less than the System requested in February. The System sought the increase to provide additional funding for adult education, prison education, workforce development and healthcare education. The Legislature did, however, appropriate new funds in the 2004 budget to address mandated increases in the cost of benefits for the System.

**Fiscal challenges continue**

The System continues to lack additional money for healthcare education despite of the fact that Alabama is facing a critical nursing shortage. System institutions presently cannot register all qualified nursing applicants due to a lack of facilities and funding. Jobs in allied health represent 10 of the top 20 fastest growing occupations. System institutions provide training in all 10 health occupations, but cannot increase enrollments to help meet the shortages under existing financial conditions.

<table>
<thead>
<tr>
<th>State</th>
<th># of Two-year Colleges</th>
<th>Population</th>
<th>Population per Two-year College</th>
<th>Rank among SREB states</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oklahoma</td>
<td>61</td>
<td>3,494,000</td>
<td>57,279</td>
<td>1</td>
</tr>
<tr>
<td>North Carolina</td>
<td>58</td>
<td>8,320,000</td>
<td>143,448</td>
<td>6</td>
</tr>
<tr>
<td>Tennessee</td>
<td>40</td>
<td>5,797,000</td>
<td>144,925</td>
<td>7</td>
</tr>
<tr>
<td>Alabama</td>
<td>26</td>
<td>4,487,000</td>
<td>172,577</td>
<td>8</td>
</tr>
<tr>
<td>Georgia</td>
<td>49</td>
<td>8,560,000</td>
<td>174,694</td>
<td>9</td>
</tr>
<tr>
<td>Mississippi</td>
<td>15</td>
<td>2,872,000</td>
<td>191,467</td>
<td>10</td>
</tr>
<tr>
<td>Maryland</td>
<td>16</td>
<td>5,458,000</td>
<td>341,125</td>
<td>16</td>
</tr>
</tbody>
</table>

With Alabama entering its fourth fiscal year of stagnant state revenue collections, it appears things might get worse before they get better. The Alabama College System has suffered through proration eight times since 1960. The System’s older colleges have endured proration 14 times since 1949. The result is an education system that climbs up the ladder only to be knocked down again. Proration in 2001 resulted in $16.2 million in lost appropriations and caused six System colleges to take short-term loans to make payroll until late bank wires arrived. Governor Riley borrowed $179.9 million from the Education Rainy Day Fund to avoid another round of mid-year cuts in 2003, money which must be repaid within five years. No replacement funds for the Rainy Day account were appropriated in the 2004 budget, so a balloon payment will come due from Education Trust Fund monies over the next four years. Between the lost appropriations and dwindling state revenues through the end of the 2003 fiscal year, the System turned its attention to operating conservatively and basing budgets on previous year expenses.
Another fiscal challenge is that appropriations from the Education Trust Fund are not keeping pace with rising costs for utilities, healthcare and other benefits. Mandated increases for employee insurance, cost-of-living raises and retirement rate increases consumed all new Education Trust Fund dollars during the past decade. From 1990 to 2003, the value of the Education Trust Fund appropriations to the System fell from 66 percent of operations revenues to 61 percent of operations revenues. The percentage of operations revenues from tuition and fees rose from 22 percent to 36 percent during the same period. Despite these factors, System institutions serve about 42 percent of Alabama students enrolled in higher education with only 22 percent of the Education Trust Fund dollars for higher education, and the demands for services by the System are growing in scope and proportion.

**Special services for Alabama citizens**

Increasingly, Alabama citizens are turning to the institutions of The Alabama College System to make life better. Whether it is the System’s mission of providing academic transfer courses or diploma and certificate programs for job skills, or the growing need for Adult Education and workforce training programs, the System offers affordable, accessible programs that are tailored to meet the needs of traditional and nontraditional students. Students range in age from high school students to senior citizens. The State Board of Education allows accelerated high school students to enroll and earn college credit while completing their remaining high school curriculum requirements. The Board’s Dual Enrollment programs allow high school students to earn dual credit for high school courses while also earning college credit. The Board’s Senior Adult Scholarship program offers free tuition to eligible students 60 and older who desire to enroll in college-credit courses.

The fastest growing programs in the System are those that provide workforce training and job skills. These also are the programs with the most immediate impact on the lives of those enrolled, whether in the area of credit or noncredit courses, because the participants are earning life and career skills that help them function and be better providers for themselves and their families. The System continues development of Adult Education and Skills Training Divisions to offer programs ranging from basic adult education to short-term noncredit training programs with flexible entry points.

These divisions, in conjunction with the state’s Adult Education and GED programs, have positioned the System as the leading source for helping adults master the skills they need to be productive in Alabama’s increasingly complex workplace.

Alabama’s public two-year colleges are critical to the state’s future economy. The same is true nationwide because 80 percent of the new jobs in the next decade will require some postsecondary education but not a four-year degree, meaning two-year colleges will increase in popularity among those seeking job skills and retraining. The Adult Education program will be a doorway for many of those who need workforce skills since 57 percent of Alabama citizens over the age of 25 are functioning at the lowest level of literacy. The Adult Education program, which was transferred to the Department of Postsecondary Education in 2002, served 22,019 adult learners in 2002-2003. These adults had goals that included earning a GED, entering postsecondary education or training, gaining employment skills and gaining skills to remain employed. As the workplace becomes more advanced, and as more jobs require postsecondary training, more Alabama citizens who lack basic literacy skills will turn to The Alabama College System.

As 2003 drew to a close, Alabama was poised to become the first state in the country to provide a comprehensive system where Adult Education participants with a learning disability can get the
professional help they need to succeed. Instructors are being trained to identify adult learners who may have an undiagnosed learning disability. Instructors can implement appropriate instructional strategies once learning disabilities are diagnosed by a licensed psychologist. The diagnosis also helps these struggling adult learners qualify for special accommodations to take the GED and maintain future employment. The System now has an Assessment Specialist who works with the Department of Rehabilitation Services, which is providing assistance from its staff psychologists. Adult learners now have free access to these diagnostic assessment services, whereas eligibility requirements previously closed the door on many adult learners.

The Adult Education program is continuing to expand its offerings for adults who want to learn but are not able physically to attend classes. Finding creative, new delivery options is critical because available funds serve less than three percent of the state's target population. The state Adult Education staff has provided GED Connections and Workplace Essential Skills programs for Alabama Public Television (APT) to broadcast. These programs each have online components that are available to anyone in Alabama who has access to the Internet. In addition, the Adult Education program in 2003 became the first in the nation to secure a statewide site license for the new cutting-edge distance learning GED preparation program titled GED On-Line. This program uses the same instructional content that is used in most of Alabama's Adult Education classrooms in printed form.

The Alabama Department of Postsecondary Education became the home to Private School Licensure and the State Approving Agency in 2002. The four staff members for these functions, which were previously part of the State Department of Education, are housed in an annex office located a few blocks from the Department's offices in the Alabama Center for Commerce.

The Private School Licensure office licenses private colleges, truck driving schools, real estate schools and other postsecondary schools under the authority of Code of Alabama, Section 16-46. This office currently licenses 214 schools. Private School Licensure also receives transcript requests for closed private schools whose records have been transferred to the state, processing about 20 requests each week.

The State Approving Agency works closely with institutions of higher learning, apprenticeship programs and corporate on-the-job training programs to provide veterans with smooth and efficient career transitions from the military to civilian jobs. The agency approves training programs that comply with the requirements of the U.S. Department of Veterans Affairs, and assures the ongoing quality of educational programs by conducting annual on-site reviews. In 2003, the State Approving Agency approved 313 separate veterans training programs.

Responding to special needs

Despite a year filled with challenges, the State Board of Education maintained a sharp focus on how The Alabama College System can help the people of Alabama. In April, after it became clear that Alabama's citizen soldiers had a growing role in the war on terrorism, Board members unanimously activated Operation Family Shield. This program continued a tuition refund program for active duty or National Guard personnel who are required to withdraw from classes due to deployment. Also under Operation Family Shield, the spouses and dependents of citizen soldiers are eligible for tuition scholarships. The State Board of Education provided 126 tuition scholarships through Operation Family Shield during the 2003 Summer and Fall terms. These scholarships have an estimated value of nearly $60,000, providing a valuable educational benefit to the families of Alabama's citizen soldiers who are deployed abroad and sacrificing daily to protect our freedoms. In December, the Board voted to continue these benefits through Summer 2004.

Throughout 2003, the Board responded to the news of layoffs and plant closings by approving 50 percent tuition waivers for displaced workers. The Board began offering the tuition waivers in
1996 as a way to retrain workers who do not qualify for other forms of workforce or tuition assistance. The number of laid-off workers approved for these tuition benefits reached nearly 40,000 in 2003, when the Board approved waivers for an additional 4,000 Alabama workers who lost jobs at 13 plants. The biggest layoff was in Madison County, where District 8 board member Dr. Mary Jane Caylor sought assistance for more than 1,000 workers who lost jobs when Goodyear Dunlop closed its Huntsville plant.

The Board at various times in 2003, as needs and opportunities arose, approved new instructional sites in college service areas. These new sites provide greater access for local residents to the benefits of credit and noncredit educational programs, particularly in the areas of dual enrollment, Adult Education and workforce training. In November, the Board authorized Jefferson State Community College to open an instructional site at a vacated school building in Warrior. This instructional site allows the college to offer educational opportunities to improve the quality of life for citizens in northern Jefferson County. The area’s high school and college graduation rates are below the county average. The vacant building provided a local opportunity for Jefferson State to offer college classes, GED and One-Stop services to help local residents attain educational goals and gain workforce skills. The Board also approved instructional sites for:

➤ Alabama Southern Community College to replace a previous site in 2004 at a facility being constructed through a collaboration between the college, the city of Demopolis, the University of West Alabama and the University of Alabama. The primary source of funds was a $1.3 million grant to the city of Demopolis from the Delta Regional Authority. The grant was written by the college, the mayor and city council. The facility will offer access to university transfer programs, business and computer training, Adult Education and workforce training, and K-12 student services. It will include two computer labs, a science lab, six multimedia classrooms, a teleconference center and Internet access in every room;

➤ Trenholm State Technical College to operate a Machine Tool Technology program (in conjunction with the Alabama Industrial Development Training Institute and the Alabama Department of Economic and Community Affairs) at the Elmore County Technical Center allowing high school students to earn dual enrollment credit alongside adult learners, and to offer a variety of programs for inmates at Maxwell Federal Prison Camp in Montgomery;

➤ Wallace State Community College-Hanceville to relocate the helicopter flight training program to the Cullman Airport, where ground and flight courses can be taught more efficiently to achieve greater student retention, reduced training costs and increased enrollment;

➤ Shelton State Community College to partner with the Bibb County Board of Education to offer paraprofessionals and other educators courses to comply with the federal No Child Left Behind Act of 2001; and

➤ Reid State Technical College to offer welding and industrial maintenance courses at Greenville High School to provide skilled workers for the new Hyundai plant in Montgomery and the new Hwashin plant in Greenville. This instructional site will help the city of Greenville and Butler County address the area’s lack of a skilled workforce and high unemployment, while benefiting the new Hyundai plant and its local suppliers.

Another program aimed at increasing access is being implemented by Athens State University, which now operates University Centers at three community colleges. These centers allow students to pursue a four-year degree on the same campus where they completed their freshman and sophomore coursework. The Board several years ago approved these cooperative arrangements between Athens State and its two-year sister institutions. University Centers are operating at Wallace State Community College-Hanceville, Snead State Community College and Northeast Alabama Community College. These partnerships will eventually put a university education within 20 to 30 miles of everyone in Alabama, based on the location of community colleges.

Faulkner State Community College gained approval in 2003 to offer an associate degree in registered nursing and a licensed practical nursing program. Both programs opened Fall Semester. The American Hospital Association says the national shortage of nurses is the most critical manpower problem facing American hospitals.
Enhancing facilities

Altogether in 2003, the Board approved 50 repair, renovation and construction projects at 18 System institutions with a total cost of approximately $70 million funded by a combination of bond issues, state and federal appropriations, college plant funds, and other college funds. Despite these improvements, documented deferred maintenance projects exceed $95 million. Annually for the past 10 years, the System has requested state funds to address deferred maintenance. Aging buildings continue to deteriorate, especially in structures that house technical programs. Throughout the System, 42 percent of buildings are 30 years old or older, and 25 percent of buildings are 20 to 29 years old. Despite these obstacles, System institutions will benefit from new arrangements negotiated by Chancellor Johnson with bond rating and insurance companies to allow better access to bond funding for capital projects. The Board leveraged the strength of the entire System to guarantee repayment of bond issues for the smaller colleges, which will enable these colleges to get low rates on loans for campus improvements.

J.F. Drake State Technical College broke ground in the spring on a 45,000-square-foot Library/Technology Center. U.S. Representative Bud Cramer attended the groundbreaking, and announced that he helped secure $1.2 million for construction. State Senator Jeff Enfinger secured an additional $400,000 in state funding for the project. The new facility will help alleviate the college’s shortage of classroom space and make more current technology available to students.

A long-term revitalization project recently got under way at Snead State Community College with renovation work on the Claude M. Elrod Science Building. The nearly $7 million revitalization project is intended to preserve the traditional beauty of the college and bring technology to the fingertips of each student. The renovated science building will house the college’s science and math departments. The completion date for the renovation is December 2004. Other projects will include renovation of a campus building into a dormitory that offers apartment-style living for approximately 90 students and renovation of a separate building that will house a new LPN and RN nursing program.

Calhoun Community College officially opened its Advanced Electronics Manufacturing lab in 2003. The lab supports the college’s Advanced Electronics Manufacturing associate of applied science degree program. The lab is located in a new Advanced Manufacturing Processes building. It is part of the college’s Aerospace and Advanced Technology Park in Decatur. The college has invested $2.9 million in refurbishing and connecting two existing buildings to create the 28,000-square-foot Advanced Manufacturing Processes facility that is the second phase of Calhoun’s three-building Aerospace and Advanced Technology Park. Construction on the third phase, the Information and Visualization Technology Center, also a combination of refurbished and new construction, was scheduled to begin in the latter part of 2003.

Renovations are under way on the former military police training center at Fort McClellan after months of planning by Gadsden State Community College and Jacksonville State University. Gadsden State will begin offering classes at the renovated 140,000-square-foot facility by fall 2004, with JSU occupying the building by early 2005. The cost, split by JSU and Gadsden State, is $8.2 million. Gadsden State’s wing will house its current Anniston facilities, along with 20 classrooms, six science labs, three computer science labs and a 450-seat auditorium.

Southern Union State Community College’s Health Sciences Division is offering Alabama’s first Paramedic-to-RN fast-track option. The program allows licensed paramedics to earn an Associate Degree in Nursing in only two semesters of nursing courses. Before Fall Semester 2003, paramedics were not given any credit for their previous paramedic education, and those desiring a nursing degree in addition to their paramedic certification were required to attend six semesters of nursing classes.
The Board approved a bond issue to allow construction of an $8 million, 62,000-square-foot Fine Arts Complex at Southern Union State Community College’s Wadley campus. The complex will house the music, dance, theater, English and language programs. The bond issue will be used for construction, with student tuition and fees paying the debt service rather than college plant fund sources. The same bond issue will also fund replacement of the current administration building on the Wadley campus, which is 35 years old. The new facility, at 30,000 square feet, will be smaller and more efficient.

Another bond issue – in the amount of $8.5 million – cleared the way for Lawson State Community College to build a 63,883-square-foot Excellence in Technology Building to satisfy the growing needs of the college’s service area and to support enrollment increases. The three-story facility will include traditional and distance learning classrooms, conference rooms, computer labs, teacher training rooms, faculty offices and computer certification centers. Funds from tuition and facility renewal fees will pay the debt service on this project.

The Board granted approval for Reid State Technical College to leverage $3 million in bonds to build a two-story, 20,000-square-foot Library/Technical Building. The new structure is necessary to meet increased student enrollment and to meet accreditation criteria of the Southern Association of Colleges and Schools.

**Quality, Performance, Accountability**

Chancellor Johnson kicked off a project in July to produce quality standards, performance indicators and accountability information for use within The Alabama College System. The project is being directed by former University of Alabama vice president and SACS associate executive director Dr. Donald Crump, with help from a steering committee and task forces consisting of System personnel. Project QPA (Quality, Performance, Accountability) will develop a model community college characterized by quality, performance and accountability standards, and will result in findings presented to the Alabama State Board of Education. Project QPA will provide a model college evaluation system to assess each college based on performance indicators and accountability information.

Promoting economic growth

The Alabama Industrial Development Training Institute (AIDT), part of the System created to assist new and expanding industries, spent 2003 dividing time among major training programs for Alabama’s burgeoning automotive industry. The latest project is the $1 billion Hyundai plant under construction in Montgomery, which will create more than 2,000 jobs at an average salary estimated at $49,400 – twice the current annual salary of the typical Montgomery worker. Commercial production begins in 2005. Economic developers have praised AIDT as the most important incentive Alabama has to offer to new industry prospects like Hyundai. AIDT is screening applicants and conducting training as part of the state’s commitment to the automaker. Hyundai joins Honda, Mercedes and Toyota to position Alabama second in the Southeast for the number of automobiles made annually. AIDT coordinates about 75 training projects at any given time through permanent centers in Montgomery, Huntsville and Mobile and project-based facilities throughout the state.

Making Alabama better

The Alabama College System’s value to the people of Alabama has never been greater. Nor have the challenges facing the System as it seeks to provide a bridge to baccalaureate education and beyond, to train Alabama’s workforce and to give adult learners new skills and hope. The institutions that form The Alabama College System provide beneficial services to the people of Alabama. Each institution draws on the strength of a unified System that helps overcome challenging times, while remaining local enough to be uniquely part of their communities.
Leadership

The Alabama College System's Deans of Student Affairs Association sponsored a Student Leadership Institute in July at Faulkner State Community College's Bay Minette campus. The institute, through its theme of "Exploring the Dynamics of Leadership," challenged participants to explore the dynamics of leadership through understanding their personal talents, valuing the talents of others and expanding their core leadership skills.

Dr. James C. Bailey retired April 30, 2003 after 32 years as president of Wallace State Community College in Hanceville. The System's longest-serving president at his retirement, he remains active as a member of the college's foundation board of directors. He transformed Wallace-Hanceville from a small technical college into one of the System's largest community colleges.

The Alabama State Board of Education in 2003 appointed three new presidents in The Alabama College System. The Board made Snead State Community College acting president Dr. Devin Stephenson permanent at its June meeting, and in August appointed Dr. Laurel Blackwell president at Chattahoochee Valley Community College and Dr. Vicki Hawsey president at Wallace State Community College-Hanceville.

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Chancellor Roy Johnson and Alabama Commission on Higher Education executive director Mike Malone worked closely during 2003 to strengthen relations between The Alabama College System and ACHE.

Chancellor Roy Johnson, center, talks with vice chancellors Bob Romine and Debbie Dahl.

Stephenson
Blackwell
Hawsey

The Alabama College System launched its fourth annual Alabama Community College Leadership Academy in 2003. The System's program was among the first nationwide that seeks to cultivate potential leaders from existing college employees. Research by the American Association of Community Colleges validates the System's leadership academy with findings that administrators and faculty members are projected to retire at alarming rates through 2007.
Governor Bob Riley was named Public Official of the Year by Governing magazine for proposing his comprehensive reform and accountability package. Even though Riley’s plan failed, his leadership garnered praise from a magazine known more for criticizing Alabama’s tax system than for recognizing efforts to make conditions better.

The members of the Alabama State Board of Education serve as trustees for The Alabama College System. The Alabama Legislature created Alabama’s system of public two-year colleges in May 1963, placing governance with the Alabama State Board of Education. The Board consists of nine members, with the governor as president of the Board by virtue of his elected office. The remaining members are elected from eight districts. The Board elects a vice president and a vice president pro tempore from among its members annually. Monthly public work sessions and meetings are held in Montgomery, Alabama, and at times in the various Board districts, to discuss and act on two-year college system business.
Above, Dr. Mary Jane Caylor participates in the ribbon cutting for Northeast Alabama Community College’s new technology training center. Right, Judge Sue Bell Cobb administers the oath of office for board members from Districts 2, 4, 6, and 8.

Shelton State Community College honored its member of the Alabama State Board of Education on August 3 when it dedicated the Sandra Hall Ray Fine Arts Center. The new building bears the name of District 7 board member Sandra Hall Ray, who has served on the State Board of Education since 1995. She is currently serving her third term, during which time she supported efforts to build the new Shelton State campus in the mid-1990s. She is a founding member of the Shelton State Foundation, and served as its president from 1985 to 1987.
The Alabama College System

Community Colleges
1. Alabama Southern Community College
2. Bevill State Community College
3. Bishop State Community College
4. John C. Calhoun Community College
5. Central Alabama Community College
6. Chattahoochee Valley Community College
7. Jefferson Davis Community College
8. Enterprise-Ozark Community College
9. James H. Faulkner State Community College
10. Gadsden State Community College
11. Jefferson State Community College
12. T.A. Lawson State Community College
13. Northeast Alabama Community College
14. Northwest-Shoals Community College
15. Shelton State Community College
16. Snead State Community College
17. Southern Union State Community College
18. George C. Wallace Community College - Dothan
19. Wallace State Community College - Hanceville
20. George Corley Wallace State Community College - Selma
21. Lurleen B. Wallace Community College

Technical Colleges
22. Bessemer State Technical College
23. J.F. Drake State Technical College
24. J.F. Ingram State Technical College
25. Reid State Technical College
26. H. Councill Trenholm State Technical College

Senior University
27. Athens State University

Industrial Training
28. Alabama Industrial Development Training Institute