The Alabama Commission on Higher Education, a statewide 12-member lay board appointed by the Governor, Lieutenant Governor and Speaker of the House, and confirmed by the Senate, is the state agency responsible for ... 

- the overall statewide planning and coordination of higher education in Alabama,
- the administration of various student aid programs, and
- the performance of designated regulatory functions.

The Commission seeks to provide reasonable access to quality collegiate and university education for the citizens of Alabama. In meeting this commitment, the Commission facilitates informed decision making and policy formulation regarding wise stewardship of resources in response to the needs of students and the goals of institutions. The agency also provides a state-level framework for institutions to respond cooperatively and individually to the needs of the citizens of the state.

Commission Meeting Dates

March 10
June 9
September 8
December 8
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Priority Five: Organizational Effectiveness and Efficiency

The information contained in this state plan shows consistent support for student attainment and economic commitment for Alabama. ACHE remains committed to working with all of our institutions of higher education to ensure a brighter future for all Alabamians.

Please visit our website for additional information on the duties and responsibilities of the Commission.

ache.edu

Strategy One

Monitor allocations from Education Trust Fund to entities receiving financial support

Alabama Education Trust Fund (ETF) Appropriation

<table>
<thead>
<tr>
<th>Sectors</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12</td>
<td>68.62%</td>
<td>68.49%</td>
<td>68.09%</td>
</tr>
<tr>
<td>Public Universities</td>
<td>17.20%</td>
<td>17.34%</td>
<td>17.53%</td>
</tr>
<tr>
<td>Public Two-Year Colleges</td>
<td>5.92%</td>
<td>6.11%</td>
<td>6.24%</td>
</tr>
<tr>
<td>Other Higher Ed</td>
<td>0.78%</td>
<td>0.80%</td>
<td>0.70%</td>
</tr>
<tr>
<td>Financial Aid &amp; Scholarships</td>
<td>1.50%</td>
<td>1.22%</td>
<td>1.11%</td>
</tr>
<tr>
<td>ACHE Operations</td>
<td>0.05%</td>
<td>0.05%</td>
<td>0.05%</td>
</tr>
<tr>
<td>All Other</td>
<td>5.93%</td>
<td>5.99%</td>
<td>6.28%</td>
</tr>
</tbody>
</table>

Total 100.00% 100.00% 100.00%

Alabama Two-Year Public Institutions

Community Colleges

- Bevill State
- Bishop State
- Calhoun
- Central Alabama
- Chattahoochee Valley
- Coastal Alabama
- Drake State Community and Technical College
- Enterprise State
- Gadsden State
- Jefferson State
- Lawson State
- Lurleen B. Wallace
- Marion Military Institute
- Northeast Alabama
- Northwest-Shoals
- Shelton State
- Snead State
- Southern Union State
- Trenholm State
- Wallace (Dothan)
- Wallace State (Hanceville)
- Wallace State (Selma)

Technical Colleges

- Ingram State
- Reid State
Alabama Four-Year Public Institutions

Alabama A&M University
Alabama State University
Athens State University
Auburn University
Auburn University at Montgomery
Jacksonville State University
Troy University

University of Alabama
University of Alabama at Birmingham
University of Alabama in Huntsville
University of Montevallo
University of North Alabama
University of South Alabama
University of West Alabama
Priority Three: Enhancing STEM Progress

Source: Alabama Statewide Student Database

Strategy One
Monitor the number of STEM students who transfer from community colleges to four-year institutions

Strategy Two
Monitor the number of STEM enrollments

Strategy Three
Monitor the number of STEM graduates (all degree levels)

Commissioners

Charles Buntin
Chairman
2nd District
Term: 09/01/2015 – 08/31/2024

Norman Crow
7th District
Term:
09/22/2017 – 08/31/2029

Timothy Gyan
6th District
Term:
09/18/2015 – 08/31/2024

Paul W. Kennedy
4th District
Term:
09/01/2020 – 08/31/2029

Stan Nelson
At-Large
Term:
08/07/2019 – 08/31/2027

Amy Price
3rd District
Term:
09/01/2016 – 08/31/2025

Charles Buntin
Chairman
2nd District
Term: 09/01/2015 – 08/31/2024

Norman Crow
7th District
Term:
09/22/2017 – 08/31/2029

Timothy Gyan
6th District
Term:
09/18/2015 – 08/31/2024

Paul W. Kennedy
4th District
Term:
09/01/2020 – 08/31/2029

Stan Nelson
At-Large
Term:
08/07/2019 – 08/31/2027

Amy Price
3rd District
Term:
09/01/2016 – 08/31/2025
Commissioners

Stan Pylant
At-Large
Term:
09/01/2014 – 08/31/2023

Rod Scott
At-Large
Term:
08/07/2019 – 08/31/2028

Jody M. Singleton
At-Large
Term:
09/01/2021 – 08/31/2030

Ann Forbes Sirmon
1st District
Term:
09/01/2020 – 08/31/2029

Larry Turner
At-Large
Term:
03/27/2019 – 08/31/2027

Miranda Frost
Vice Chair
5th District
Term:
09/18/2015 – 08/31/2024

Priority Two: Enhancing Student Success
Source: Southern Regional Education Board (SREB) Data Exchange Survey

Strategy Four
Increase the use of dual enrollment

Strategy Three
Facilitate the use of Reverse Transfer
Letter from the Executive Director

After two years of having pandemic issues influence campus operations, Alabama’s colleges and universities are now able to focus more directly on the things we entered into this profession to do: helping students prepare for the world of work, for a lifetime of social engagement, and for an appreciation of the arts and recreation that can grow into an avocational interest to make our lives more complete. The Alabama Commission on Higher Education (ACHE) supports these efforts by advocating for accessibility, promoting affordability, and coordinating the efforts of the various higher education organizations in the state.

Attending a college and university has long been seen as a step in the process for economic mobility and success in life, both personally and professionally and is more important now than ever. Since the end of the last century, Alabama’s leaders have been successful in attracting technologically-based industry. The transition from a locale known for its low-skilled and cheap labor to one known for advanced technical skills has been fast. A generation ago 42% of our citizenry lived in poverty, whereas today, it is 17%.

It was not until 1980 that Alabama’s wealthiest counties began to make real headway. This is evidence of not only our great success in building human capital, but also evidence there is more to be done.

As we embark on the 23rd year of this 21st century, our charge is to ensure that our students are prepared for an economy and a society that is more different from the past than similar. Cost-effective and time-efficient opportunities for individuals to earn relevant credentials at the postsecondary level are undeniably critical to sustain and grow Alabama’s economy. Governor Ivey and the Alabama Workforce Council, in conjunction with other state agencies, such as ACHE, have been intentional in developing strategies to support Alabama’s success. More and more, our efforts are to skill new students entering higher education, as well as upskill the state’s existing workforce. Alignment with the existing and future needs of businesses and industries in the state of Alabama is essential.

As shown in the 2022 Annual Report, results of the ongoing priorities set forth by the Commission have shown progress, but ACHE has also implemented initiatives that more directly address the needs of our state and communities. Retain Alabama is designed to motivate young adults and recent graduates to find career opportunities in the state; (Re)Engage Alabama is designed to encourage adult learners to seek skills that enhance their marketability in the current workforce; and Recall Alabama seeks to engage Alabama alumni who have started their careers out-of-state and share with them how their next career step could be in Alabama.

Social and economic prosperity for Alabama is about showing that the American dream is readily achievable in Alabama. To meet our potential, we must be “all in” on the effort.

“An investment in knowledge pays the best interest.”

-Benjamin Franklin-
Chairman’s Message

Many new ACHE initiatives are being incorporated into the Commission’s strategic plan for higher education – Building Human Capital: the Educational Path To Alabama’s Economic Success. The plan was adopted by the Commission in 2018. Board members are given a status report each year on the blueprint of Alabama’s educational process that addresses the future needs supporting business and educational interests.

There cannot be enough emphasis put on ACHE’s commitment to student success. This continues to be evident each year in working with the legislature to increase student financial aid. For the fifth consecutive year, students received financial help due to an increase in state allocations for the Alabama Student Assistance, Student Grant, National Guard and Police Officers’ and Firefighters’ Survivors Educational Assistance Programs.

Completing my second term as chairman, I want to acknowledge ACHE’s role in the many statewide efforts to move Alabama forward through program collaboration and partnerships. Education is a continuously evolving field. Through the spirit of cooperation and committed leadership of Chair Miranda Frost and Vice Chair Amy Price, Alabama will meet those changes well into the future.

Finally, I want to stress a consistent feature that has and will continue to serve the state of Alabama well. It is the work being done by the Commission staff. I want to take this opportunity to thank them for their dedication and professionalism during and following the pandemic in coordinating higher education in Alabama.

Opening doors for a brighter future is a major focus of the Alabama Commission on Higher Education. From the approval of new academic programs, to advocating for increased student aid, to providing tools in assisting FAFSA application completions, the Commission strives to achieve its mission of accessibility, affordability and coordination.

Being at the forefront of new and innovative ways to create positive change in Alabama’s higher education system sets a gold standard for the Commission in its coordinating board role.

Having served on the Commission since 2015, I have seen many changes in higher education through the delivery of services and student support. The most notable change occurred two years ago when campuses quickly transitioned to online instructional courses. Courses have now expanded to include credit and non-credit opportunities that play an important role in equipping the workplace with skilled workers.

Numerous reports are generated from more than 14 million student enrollment and completions data collected in the Alabama Statewide Student Database. Those reports are vital to show student progression through the educational system and into the workplace. It also provides critical data for the expansion and recruitment of new and existing businesses.

“Change is inevitable. Growth is optional.”

- John C. Maxwell
Historic state support for public education. Colleges and universities received a record number of state dollars in the 2022-2023 budget. The $8.2 billion Education Trust Fund budget included a 9% increase, over $45 million more than last year, for community colleges and an 8.91%, or $118 million increase, for the public universities. Two student assistance programs administered by ACHE also received substantial budget increases. The budget included new funding in the amount of $5 million to support deferred maintenance at the state’s Historically Black Colleges and Universities.

Board leadership change. Charles D. Buntin was recognized at the September board meeting for his leadership and contributions to higher education as ACHE chairman (2020—2022). During his tenure, public education received two straight years of record funding, Alabama received national recognition for FAFSA completions, and the All in Alabama Initiative was launched. Commissioner Buntin is a Dothan resident representing the Second Congressional District.

Education Workforce Needs Index. ACHE developed an Education and Workforce Needs Index (EWNI) that uses a variety of education and workforce metrics from census data to inform policymakers and community leaders on issues impacting their region and community. The EWNI is designed to help community leaders identify regional critical needs related to education and workforce, inform policymaking, and improve educational attainment and workforce participation.

Education and Workforce Needs Index 2022

![Chart](https://doi.org/10.18128/D010.V11.0)
All in Alabama is a platform designed to connect in-state grads with some of the most exciting and innovative companies here in Alabama. Jobs in tech, healthcare, automotive, aerospace and more. It’s all right here. Keeping more graduates in Alabama will improve the state’s educational attainment and workforce capacity, resulting in a better economy and quality of life for all Alabamians.

The initiative has three programs that target specific segments of current and former students.

**RETAIIN Alabama** focuses on four-year college students to encourage them to remain in Alabama to live and work following graduation.

**RECALL Alabama** identifies former graduates who have left the state and are most likely to return based on consumer profiles developed by data mining services.

**(RE)ENGAGE Alabama** focuses on former students in Alabama with some college and no degree to encourage them to return and complete a degree or a credential for employment.

Follow us on social media.
The Commission shall be responsible for statewide long-range planning for postsecondary education in Alabama. Such planning shall be the result of continuous study, analysis and evaluation. Plans will include the establishment of statewide objectives and priorities with methods and guidelines for achieving them. (Alabama Code 16-5-6. Long-range planning)
New Program Approvals 2021-2022

In 2021-2022, the Commission approved 49 new programs of study, down slightly from the previous year’s total of 53. The number of associate degrees increased significantly from the previous year, while bachelor’s and master’s degrees were down by 30% compared with the prior year.

![ACHE New Program Approvals](chart)

The top three areas in which new programs were approved appear below. While these are the same top three areas as last year, the number of programs in Health Professions doubled in 2021-22. Business is now in second place with twice as many programs as Education. Six of the remaining areas approved had two programs and eight areas only one.

![Top Areas for New Programs in 2021-22](chart)
New Non-Degree Certificates

Between December 2021 and September 2022, Alabama’s two- and four-year public institutions developed 122 new non-degree certificates, including 64 short-term certificates at the community and technical college level. Compared to the previous year, the number of two-year certificates dropped by 16%, while four-year undergraduate certificates almost tripled and graduate certificates increased by 80%.

The top five areas in which new certificates have been developed in 2021-22 are dominated by the two-year technical programs offered in construction, engineering technologies and mechanical. The majority of the Health Professions and Business areas are split between four-year graduate and two-year certificate programs.

Post-Implementation Reporting

Between December 2021 and September 2022, a total of 30 programs submitted post-implementation reports or deletion requests. Of these, almost all programs (26) met all post-implementation conditions. Three programs did not meet post-implementation conditions and were granted post-implementation extensions or modifications by the Commission. This is less than the last two years’ reporting where 17-18% of the reported programs were granted extensions.
Non-Resident Institutions (NRI)

Out-of-state institutions that offer postsecondary programs in Alabama are identified as Non-Resident Institutions (NRI) and must be licensed or exempt from licensing by the Private School Licensure Division at the Alabama Community College System. Licensing is based in part on ACHE programmatic approval or exemption from ACHE review under certain conditions. Alabama is the only state with jurisdiction over NRI licensure and programmatic review administered by two separate state agencies. Under current policy a total of 172 NRIs have registered with ACHE as being exempt from programmatic review.

The 17 NRIs exempted from ACHE review in the past year are located in the following ten states:

<table>
<thead>
<tr>
<th>State</th>
<th>NRIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>California:</td>
<td>4</td>
</tr>
<tr>
<td>Colorado:</td>
<td>2</td>
</tr>
<tr>
<td>Florida:</td>
<td>1</td>
</tr>
<tr>
<td>Georgia:</td>
<td>2</td>
</tr>
<tr>
<td>Illinois:</td>
<td>1</td>
</tr>
<tr>
<td>Kansas:</td>
<td>2</td>
</tr>
<tr>
<td>Louisiana:</td>
<td>1</td>
</tr>
<tr>
<td>Michigan:</td>
<td>1</td>
</tr>
<tr>
<td>Rhode Island:</td>
<td>1</td>
</tr>
<tr>
<td>Texas:</td>
<td>2</td>
</tr>
</tbody>
</table>

Three additional non-exempt institutions received ACHE approval in prior years following full programmatic review. Campuses of the three non-exempt institutions are in Cupecoy (Sint Maarten), Barbados (West Indies), and Basseterre St. Kitts (West Indies). For a current list of NRIs with ACHE programmatic approval or exemption from review, contact NRI@ache.edu. The ACHE NRI review process is available at Non-Resident Institution Authorization (ache.edu). Information on Alabama NRI licensing is available at https://www.accs.edu/about-accs/private-school-licensure/.

National Council for State Authorization Reciprocity Agreements (NC-SARA)

The Instruction, Planning, & Special Services Division is responsible for State Authorization, which consists of the National Council for State Authorization Reciprocity Agreements (NC-SARA).

Since 2016, Alabama’s State Reciprocity Committee has contracted with ACHE to be the State Portal Entity (SPE) for NC-SARA. ACHE enrolls and renews institutions as members of NC-SARA, communicates policies and procedures to institutional contacts, and investigates student complaints. A uniform set of regulations and a sliding payment scale across the nation, allows members to have a lightened workload and an estimated savings of as much as $69,797 annually.

- Public Two-Year Institutions: 15
- Public Four-Year Institutions: 14
- Private Non-Profit: 11
- Private For-Profit: 1

The most recent reporting period includes 36,125 distance education students in other states enrolled in NC-SARA institutions in Alabama.
Southern Regional Education Board Programs

Academic Common Market

The Academic Common Market (ACM) is a tuition-savings program for college students in the SREB’s 15-member states who want to pursue degrees not offered by institutions in their home state. Through this program students can enroll in out-of-state institutions that offer their degree program and pay the in-state tuition rate. Alabama residents who attended institutions out-of-state via the ACM had tuition savings in the amount of $1,708,041 during the 2021-22 academic year. The average tuition savings per student for Alabama residents was $15,115.

During academic year 2021-22, the ACM included 2,223 degree programs across the SREB states, with 166 institutions participating and 2,082 students approved for tuition savings. There was a total of 113 Alabama residents who were certified to attend out-of-state institutions, while 210 out-of-state students were certified by their home state to attend Alabama institutions during academic year 2021-22.

201-22 ACM Enrollment at AL Institutions

<table>
<thead>
<tr>
<th>State of Residence</th>
<th>Students attending Alabama IHE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia</td>
<td>88</td>
</tr>
<tr>
<td>Kentucky</td>
<td>41</td>
</tr>
<tr>
<td>Mississippi</td>
<td>15</td>
</tr>
<tr>
<td>Louisiana</td>
<td>22</td>
</tr>
<tr>
<td>Tennessee</td>
<td>25</td>
</tr>
<tr>
<td>Other SREB States</td>
<td>19</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
</tr>
</tbody>
</table>

2021-2022

Top 10 Degree Programs Attracting Out-of-State Students

1. Aerospace Engineering, BSAE    6. Industrial Distribution, BS
2. Biomedical Sciences, BS       7. Neuroscience, BS
3. Cancer Biology, BS            8. Biomedical Engineering, BS
4. Genetics & Genomic Sciences, BS 9. Marine Biology, BS
5. Immunology, BS                 10. Medical Sociology, BS

Doctoral Scholars Program

Since 1993, the SREB State Doctoral Scholars Program has supported minority students by helping them earn a Ph.D. and begin a career at a college or university to diversify campus faculties. In addition to financial support, current and former scholarship recipients are invited to participate in the annual Institute on Teaching and Mentoring, a four-day professional development conference that has become the largest gathering of minority doctoral scholars in the country. The information below reflects Ph.D. Scholars who have been funded by the state and/or by individual institutions.

<table>
<thead>
<tr>
<th>Outcomes Since Beginning of Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama scholars since 1993: 214</td>
</tr>
<tr>
<td>Graduates since 1993: 153</td>
</tr>
<tr>
<td>Graduates employed in higher education: 95%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fifteen Alabama scholars were funded in 2021-22:</td>
</tr>
<tr>
<td>Alabama institutions with current scholars:</td>
</tr>
<tr>
<td>• Alabama State University</td>
</tr>
<tr>
<td>• Auburn University</td>
</tr>
<tr>
<td>• Tuskegee University</td>
</tr>
<tr>
<td>• University of Alabama</td>
</tr>
<tr>
<td>• University of Alabama at Birmingham</td>
</tr>
<tr>
<td>• University of South Alabama</td>
</tr>
</tbody>
</table>
Special Initiatives

Strengthening the Education Pipeline

Free Application for Federal Student Aid (FAFSA) Completion Project

In Spring 2021, the Alabama State Board of Education voted to require students to complete the FAFSA or submit a FAFSA waiver, in order to graduate high school beginning in 2022. ACHE partnered with the Alabama State Department of Education (ALSDE) and the statewide non-profit Alabama Possible to support implementation.

The requirement led to requests for new accounts and passwords for the FAFSA completion portal: https://fafsa.ache.edu. The web tool is valuable for educators to determine which students have or have not started the FAFSA. This information allows educators to aid students in completing the federal form.

A new platform and automated software allowed for electronic letters to be sent to students regarding their FAFSA application status, resulting in an increase in applications.

The portal is multi-faceted with visual displays of data and a link to the ACHE website featuring individual institution information and state financial aid programs.

The resources dedicated to the FAFSA Completion Project resulted in a dramatic increase in FAFSA completions across the state, making Alabama second in the nation in year-over-year improvement (24.2%) and ninth in the overall FAFSA completion rate.

Source: www.ncan.org as of August 2022
As of August 2022, Alabama was ninth in overall completions (62.1%) across the nation and ranked second in one-year improvement with a 24.2% increase.

Source: www.ncan.org
Affordability is always a major component of higher education. The cost of textbooks is a big part of the financial impact. In 2017, ACHE launched the OER Initiative for two- and four-year faculty members to replace costly commercial textbooks with low to no-cost educational online materials.

This year, ACHE and the Alabama Community College System offered a third round of grants to faculty and staff who adopted or developed OER. Eight grants, ranging from a few hundred dollars up to $5,000, were awarded.
Institutional Finance and Facilities

Consolidated Budget Recommendation

The Commission receives, evaluates, and coordinates budget requests for the public institutions of higher education in Alabama. A single consolidated budget report, containing budget recommendations for separate appropriations to each of the institutions, is presented annually to the Governor and Legislature. The recommendation by the Commission is based on, but not limited to, assessment of institutional requests, funding needs derived from standard techniques of objective measurement and need, and unit cost figures calculated through the use of comparative, verified data supplied by the institutions. The Consolidated Budget Recommendation also includes the Commission’s recommendation for a variety of statewide programs and activities.

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>FY 2022-2023 Recommendation</th>
<th>FY 2022-2023 Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama A&amp;M University</td>
<td>53,885,974</td>
<td>50,729,922</td>
</tr>
<tr>
<td>Alabama State University</td>
<td>59,706,371</td>
<td>55,871,225</td>
</tr>
<tr>
<td>Athens University</td>
<td>19,151,983</td>
<td>19,444,951</td>
</tr>
<tr>
<td>Auburn University</td>
<td>327,737,876</td>
<td>306,003,909</td>
</tr>
<tr>
<td>Auburn University Montgomery</td>
<td>32,958,723</td>
<td>29,539,550</td>
</tr>
<tr>
<td>Jacksonville State University</td>
<td>55,692,745</td>
<td>51,028,490</td>
</tr>
<tr>
<td>Troy University</td>
<td>74,963,988</td>
<td>68,023,640</td>
</tr>
<tr>
<td>University of Alabama</td>
<td>230,129,811</td>
<td>212,885,740</td>
</tr>
<tr>
<td>University of Alabama Birmingham</td>
<td>373,731,703</td>
<td>352,836,851</td>
</tr>
<tr>
<td>University of Alabama Huntsville</td>
<td>69,125,845</td>
<td>63,678,125</td>
</tr>
<tr>
<td>University of Montevallo</td>
<td>28,862,614</td>
<td>27,232,352</td>
</tr>
<tr>
<td>University of North Alabama</td>
<td>47,544,147</td>
<td>45,004,247</td>
</tr>
<tr>
<td>University of South Alabama</td>
<td>151,162,332</td>
<td>140,713,869</td>
</tr>
<tr>
<td>University of West Alabama</td>
<td>26,556,088</td>
<td>25,656,648</td>
</tr>
<tr>
<td><strong>Total Senior Institutions</strong></td>
<td><strong>1,551,210,200</strong></td>
<td><strong>1,448,649,519</strong></td>
</tr>
<tr>
<td><strong>Two Year Institutions</strong></td>
<td><strong>463,351,162</strong></td>
<td><strong>515,754,907</strong></td>
</tr>
<tr>
<td><strong>Total All Institutions</strong></td>
<td><strong>2,014,561,362</strong></td>
<td><strong>1,964,404,426</strong></td>
</tr>
</tbody>
</table>

At the December 10, 2021 meeting, the Commission approved a recommendation of $2,014,561,361 for the FY 2022-2023 budget for Alabama’s public institutions of higher education. This equated to an increase of approximately 17% above the previous year’s budget. In Act 2022-393, the Legislature appropriated a total of $1,964,404,426 from the Education Trust Fund to these institutions, an increase of over nine percent above the previous year’s budget.
Facilities Master Plan and Capital Projects Requests

Each public two- and four-year institution submitted a Facilities Master Plan and Capital Projects Request to the Commission as required by statute. The Facilities Master Plan and Capital Budget Requests report for the period covering FY 2023-2027 was presented at the December 10, 2021, Commission meeting. The two- and four-year institutions project that they will need over $5.7 billion to fund capital projects during this five-year period. Included in the report is a summary table showing the general obligation bonds that have been issued by the institutions. As of September 30, 2021, the institutions had $4,087,306,340 in Bonded Indebtedness and paid $364,607,998 in Debt Service on these bonds.

![Chart: Total Capital Requirement Projects by Category](chart.png)

<table>
<thead>
<tr>
<th>Category</th>
<th>4-Yr</th>
<th>2-Yr</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Construction/Acquisition</td>
<td>58%</td>
<td>71%</td>
<td>60%</td>
</tr>
<tr>
<td>Renovation/Major Repair</td>
<td>28%</td>
<td>17%</td>
<td>26%</td>
</tr>
<tr>
<td>Major Capital Equipment</td>
<td>1%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Deferred Maintenance/Facilities Renewal</td>
<td>13%</td>
<td>11%</td>
<td>13%</td>
</tr>
</tbody>
</table>
Alabama Soil and Water Conservation Committee
State Appropriation: $2,423,376
Alabama counties applied conservation practices including cover crops, conservation tillage, riparian buffer, feral swine control and irrigation practices.

National Computer Forensics Institute
State Appropriation: $250,000
Trained 2,786 state, local, tribal and territorial law enforcement officers, prosecutors and judges to conduct basic electronic crimes investigations, respond to network intrusion incidents and conduct computer forensic examinations.

USS Alabama Battleship
State Appropriation: $150,000
Funding was used to hire staff for a new education program. Anchor Academy was hosted aboard the USS Alabama for STEM and history students.

Alabama Established Program to Stimulate Competitive Research (ALEPScOR)
State Appropriation: $1,200,216
The ALEPScOR Program advances economic development in scientific and engineering research through a collaborative effort among the eight Alabama Ph.D. granting institutions, the Economic Development Partnership of Alabama, the Alabama Department of Commerce and ACHE.

Alabama Resource Conservation and Development Councils
State Appropriation: $3,837,744
The Councils work together to assist local citizens in developing and implementing community plans that address social, economic and environmental enrichment.

Alabama HBCU Consortium
State Appropriation: $650,000
The Consortium is committed to the development of a 10-year strategic assessment of physical, academic and economic development goals for the 14 HBCUs in Alabama.

Articulation & General Studies Committee/Statewide Transfer & Articulation Reporting System
State Appropriation: $393,067
Web-accessible database system which provides guidance and direction for prospective transfer students in Alabama.
Alabama Trails Commission
State Appropriation: $340,000
The Alabama Trails Commission is working to develop Alabama’s potential as a nationally recognized trails destination.

Alabama-Korea Education and Economic Partnership (A-KEEP)
State Appropriation: $100,000
A-KEEP’s mission is to provide multicultural diversity education programs to the students and professionals of both Alabama and Korea.

Alabama Forestry Foundation
Black Belt Initiative
State Appropriation: $532,000
Provides teachers throughout the state with resources needed to strengthen STEM education and creates awareness of STEM related careers in the forestry and forest products industry.

Alabama Black Belt Adventures
State Appropriation: $375,000
A new website was created and the development of the Black Belt Mural Trail was launched.

Ability Sport Network
State Appropriation: $60,000
The Ability Sport Network at Huntingdon College serves River Region youth and young adults with physical impairments, ages 6-21, who have a desire to participate in sport and adapted activity.

Black Belt Treasures Cultural Arts Center (BBTAC)
State Appropriation: $285,000
Presented arts education and enrichment programs in schools throughout the Black Belt region. Held a traditional Lye Soap Making class for adults and youth.

Alabama Agricultural Land-Grant Alliance (AALGA)
State Appropriation: $5,006,831
Member universities are Alabama A&M University (Winfred Thomas Agricultural Research Station), Auburn University (Alabama Experimental Station) and Tuskegee University (George Washington Carver Agricultural Experimental Station). Funds are used for agricultural research and for federal matching money.
New Program Approvals 2021 - 2022

Academics

In 2021-2022, the Commission approved 49 new programs of study, down slightly from the previous year’s total of 53. The number of associate degrees increased significantly from the previous year, while bachelor’s and master’s degrees were down by 30% compared with the prior year.

The top three areas in which new programs were approved appear below. While these are the same top three areas as last year, the number of programs in Health Professions doubled in 2021-22. Business is now in second place with twice as many programs as Education. Six of the remaining areas approved had two programs and eight areas only one.

Alabama Forestry Commission
Education Program
State Appropriation: $200,000

The three components of the program are
• to protect forests,
• service and help landowners,
• educate the general public about the value of our forests for both a healthy economy and environment.

International Motorsports Hall of Fame
State Appropriation: $200,000

Last year over 20,000 visitors from countries across the world came to the museum. The exhibits displayed continue to provide educational information on Alabama’s involvement in the automobile racing industry.

Alabama Wing of the Civil Air Patrol
State Appropriation: $100,000

Cadet programs, emergency and aerospace services are the congressionally-charted missions of the Civil Air Patrol.

Alabama Recruit and Retain Minority Teachers Pilot Program
State Appropriation: $700,000

Programs have been developed at Alabama A&M University and Athens State University to address the critical teacher shortage and lack of men of color teaching in K-12 classrooms.

Alabama Humanities Foundation
State Appropriation: $100,000

Professional development in the humanities field was provided to educators across the state, both at in-person workshops and online. Teachers were provided resource materials to take back to the classroom.

Network of Alabama Academic Libraries (NAAL)
State Appropriation: $379,201

NAAL is a consortium of 27 public and private four-year schools and ACHE. Group database licensing and price negotiation is NAAL’s primary service in order to provide discounts for hundreds of databases and e-books and thousands of e-journals. For 395 separate agreements totaling over $4,000,000, the 2021-2022 savings for subscriptions and purchases was approximately $840,000.
Building Human Capital
Strategic Plan– 2018-2030

(Board Approved 12/8/2017)

*The Educational Path to Alabama’s Economic Success*

The Commission shall be responsible for statewide long-range planning for postsecondary education in Alabama. Such planning shall be the result of continuous study, analysis and evaluation. Plans will include the establishment of statewide objectives and priorities with methods and guidelines for achieving them. *(Alabama Code 16-5-6. Long-range planning)*
Hi All in Alabama

is a platform designed to connect in-state grads with some of the most exciting and innovative companies here in Alabama. Jobs in tech, healthcare, automotive, aerospace and more. It’s all right here. Keeping more graduates in Alabama will improve the state’s educational attainment and workforce capacity, resulting in a better economy and quality of life for all Alabamians.

The initiative has three programs that target specific segments of current and former students.

RETAIN Alabama focuses on four-year college students to encourage them to remain in Alabama to live and work following graduation.

RECALL Alabama identifies former graduates who have left the state and are most likely to return based on consumer profiles developed by data mining services.

(RE)ENGAGE Alabama focuses on former students in Alabama with some college and no degree to encourage them to return and complete a degree or a credential for employment.

Follow us on social media.

Strategy One
Increase the number of high school students prepared for college

Number of Alabama College-Ready High School Students Enrolled Full-Time at Alabama's Public Colleges and Universities

<table>
<thead>
<tr>
<th># of HS Grads</th>
<th># Enrolled FT</th>
<th># College-Ready FT</th>
</tr>
</thead>
<tbody>
<tr>
<td>50,859</td>
<td>21,001</td>
<td>16,027</td>
</tr>
<tr>
<td>50,433</td>
<td>18,543</td>
<td>14,586</td>
</tr>
<tr>
<td>49,644</td>
<td>18,583</td>
<td>14,766</td>
</tr>
</tbody>
</table>

Fall 2019 | Fall 2020 | Fall 2021

Note: College-Ready students are those not requiring developmental education courses while in college.
Source: Alabama Statewide Database and Alabama State Department of Education

Strategy One
Monitor Alabama public high school graduate trends

Alabama Public High School Graduate Trends

<table>
<thead>
<tr>
<th>Year</th>
<th># of Grads</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>49,784</td>
</tr>
<tr>
<td>2018</td>
<td>50,554</td>
</tr>
<tr>
<td>2019</td>
<td>50,859</td>
</tr>
<tr>
<td>2020</td>
<td>50,433</td>
</tr>
<tr>
<td>2021</td>
<td>49,644</td>
</tr>
</tbody>
</table>

Source: Alabama Statewide Student Database and Alabama State Department of Education
Priority One: Improving Access

Strategy One
Monitor the enrollment of Alabama higher education public institutions

Alabama Public Institutions Total Enrollment

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2019</td>
<td>254,508</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>246,153</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>249,863</td>
</tr>
</tbody>
</table>

Source: Alabama Statewide Student Database

Strategy Two
Monitor the number of high school graduates enrolling in Alabama public institutions

High School Graduates Enrolling in Alabama Public Institutions

<table>
<thead>
<tr>
<th>Year</th>
<th># of HS Graduates</th>
<th># Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2019</td>
<td>50,859</td>
<td>23,202</td>
</tr>
<tr>
<td>Spring 2020</td>
<td>50,433</td>
<td>20,934</td>
</tr>
<tr>
<td>Spring 2021</td>
<td>49,644</td>
<td>20,855</td>
</tr>
</tbody>
</table>

Note: Enrollment includes Full-Time and Part-Time Students
Source: Alabama Statewide Student Database and Alabama State Department of Education
Priority One: Improving Access

Strategy Two
Monitor ACT readiness benchmarks

<table>
<thead>
<tr>
<th>Subject</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Science</td>
<td>27%</td>
<td>25%</td>
<td>23%</td>
</tr>
<tr>
<td>Reading</td>
<td>36%</td>
<td>33%</td>
<td>31%</td>
</tr>
<tr>
<td>Math</td>
<td>23%</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>English</td>
<td>50%</td>
<td>48%</td>
<td>47%</td>
</tr>
</tbody>
</table>

Source: Public Affairs Research Council of Alabama (PARCA)

Strategy Three
Monitor state financial aid

Student Assistance Programs Administered by ACHE

<table>
<thead>
<tr>
<th>Program</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASAP</td>
<td>$5,397,551</td>
<td>$5,719,093</td>
<td>$7,049,369</td>
</tr>
<tr>
<td>Student Grant</td>
<td>$6,596,128</td>
<td>$5,992,200</td>
<td>$7,695,285</td>
</tr>
<tr>
<td>National Guard</td>
<td>$4,908,550</td>
<td>$5,082,090</td>
<td>$5,644,245</td>
</tr>
<tr>
<td>Police/Firefighters</td>
<td>$302,000</td>
<td>$237,217</td>
<td>$256,003</td>
</tr>
<tr>
<td>AMSTEP</td>
<td>$187,705</td>
<td>$201,766</td>
<td>$310,415</td>
</tr>
</tbody>
</table>

Source: ACHE Actual Expenditures for 2019-20, 2020-21, and 2021-22
Priority Two: Enhancing Student Success

Strategy One
Monitor remedial education

Number and Percentage of Alabama High School Graduates Enrolled Requiring Remediation

<table>
<thead>
<tr>
<th>Year</th>
<th># of HS Grads Enrolled</th>
<th># Requiring Remediation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2019</td>
<td>23,202</td>
<td>20,934</td>
</tr>
<tr>
<td></td>
<td>(24%) 5,612</td>
<td>(21%) 4,443</td>
</tr>
<tr>
<td>2019-2020</td>
<td>20,855</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(21%) 4,305</td>
<td></td>
</tr>
</tbody>
</table>

Source: Alabama Statewide Student Database and Alabama State Department of Education

Strategy Two
Promote the seamless transfer of students from community colleges to four-year institutions

Number of New Students Transferring from Alabama Public Community Colleges to Alabama Public Universities

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>6,285</td>
</tr>
<tr>
<td>2020</td>
<td>6,014</td>
</tr>
<tr>
<td>2021</td>
<td>6,375</td>
</tr>
</tbody>
</table>

Source: Alabama Statewide Student Database Transfer Migration Report
Priority Two: Enhancing Student Success

Strategy Three
Facilitate the use of Reverse Transfer

Number of Associate Degrees Awarded via Reverse Transfer

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>364</td>
</tr>
<tr>
<td>2020</td>
<td>329</td>
</tr>
<tr>
<td>2021</td>
<td>417</td>
</tr>
</tbody>
</table>

Although there was a decrease of 10% between 2019 and 2020, an increase of 27% occurred in 2021 from 2020.

Source: Alabama Community College Reverse Transfer File

Strategy Four
Increase the use of dual enrollment

Number of Dual Enrollment Credit Hours at Alabama Public Colleges and Universities

<table>
<thead>
<tr>
<th>Year</th>
<th>Universities</th>
<th>Community Colleges</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>137,140</td>
<td>23,441</td>
</tr>
<tr>
<td>2020</td>
<td>138,830</td>
<td>28,803</td>
</tr>
</tbody>
</table>

In 2020, Dual Enrollment credits at the universities increased 23% from prior year, and there was an increase of 1.2% at the community colleges.

Source: Southern Regional Education Board (SREB) Data Exchange Survey
Priority Three: Enhancing STEM Progress

Number and Percentage of Community College Transfer Students Who Enroll in STEM Programs

<table>
<thead>
<tr>
<th></th>
<th># of Transfers</th>
<th># Enrolled in STEM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2019</td>
<td>6,285</td>
<td>1,515</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>6,014</td>
<td>1,500</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>6,375</td>
<td>1,516</td>
</tr>
</tbody>
</table>

Note: The Department of Homeland Security STEM Degree Program list is used. Source: Alabama Statewide Student Database

Strategy One
Monitor the number of STEM students who transfer from community colleges to four-year institutions

Strategy Two
Monitor the number of STEM enrollments

Number of STEM Enrollment in Alabama Public Institutions

<table>
<thead>
<tr>
<th></th>
<th># of Students Enrolled</th>
<th># Enrolled in STEM</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALL 2020</td>
<td>47,096</td>
<td>244,566</td>
</tr>
<tr>
<td>FALL 2021</td>
<td>47,485</td>
<td>247,917</td>
</tr>
</tbody>
</table>

Source: Alabama Statewide Student Database

Number and Percentage of STEM Graduates at Alabama Public Institutions

<table>
<thead>
<tr>
<th></th>
<th># of Graduates</th>
<th># of STEM Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>55,918</td>
<td>(17.8%) 9,979</td>
</tr>
<tr>
<td>2020</td>
<td>56,703</td>
<td>(18.8%) 10,667</td>
</tr>
<tr>
<td>2021</td>
<td>58,547</td>
<td>(18.8%) 11,023</td>
</tr>
</tbody>
</table>

Source: Alabama Statewide Student Database

Strategy Three
Monitor the number of STEM graduates (all degree levels)
Priority Four: Developing Alabama’s Economy and Workforce

### 2020-2021 Top 10 Completions by Major for Baccalaureate Degrees

<table>
<thead>
<tr>
<th>Major</th>
<th>Completions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nursing/Registered Nurse</td>
<td>2,354</td>
</tr>
<tr>
<td>Business Administration and Management,...</td>
<td>1,701</td>
</tr>
<tr>
<td>Psychology, General</td>
<td>1,272</td>
</tr>
<tr>
<td>Marketing/Marketing Management, General</td>
<td>1,196</td>
</tr>
<tr>
<td>Finance, General</td>
<td>1,042</td>
</tr>
<tr>
<td>Biology/Biological Sciences, General</td>
<td>1,036</td>
</tr>
<tr>
<td>Accounting</td>
<td>989</td>
</tr>
<tr>
<td>Mechanical Engineering</td>
<td>882</td>
</tr>
<tr>
<td>Elementary Education and Teaching</td>
<td>699</td>
</tr>
<tr>
<td>Computer and Information Sciences, General</td>
<td>680</td>
</tr>
</tbody>
</table>

Number of baccalaureate degrees completed at Alabama public four-year institutions was 27,920.

Source: Alabama Statewide Student Database

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Strategy One
Monitor Alabama’s employment based on degree levels

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Fall 2021 Enrollment in Alabama Public Colleges and Universities Including Students from Alabama and the Top 20 Feeder States

Source: Alabama Statewide Student Database

Note: Does not include 6,547 students from other states; and 7,585 students from unknown states, territories, and foreign countries.
Priority Five: Organizational Effectiveness and Efficiency

<table>
<thead>
<tr>
<th>Sectors</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12</td>
<td>68.62%</td>
<td>68.49%</td>
<td>68.09%</td>
</tr>
<tr>
<td>Public Universities</td>
<td>17.20%</td>
<td>17.34%</td>
<td>17.53%</td>
</tr>
<tr>
<td>Public Two-Year Colleges</td>
<td>5.92%</td>
<td>6.11%</td>
<td>6.24%</td>
</tr>
<tr>
<td>Other Higher Ed</td>
<td>0.78%</td>
<td>0.80%</td>
<td>0.70%</td>
</tr>
<tr>
<td>Financial Aid &amp; Scholarships</td>
<td>1.50%</td>
<td>1.22%</td>
<td>1.11%</td>
</tr>
<tr>
<td>ACHE Operations</td>
<td>0.05%</td>
<td>0.05%</td>
<td>0.05%</td>
</tr>
<tr>
<td>All Other</td>
<td>5.93%</td>
<td>5.99%</td>
<td>6.28%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

The information contained in this state plan shows consistent support for student attainment and economic commitment for Alabama. ACHE remains committed to working with all of our institutions of higher education to ensure a brighter future for all Alabamians.

Please visit our website for additional information on the duties and responsibilities of the Commission.

ache.edu
ACHÉ

Accessibility

Coordination

Affordability
The Alabama Commission on Higher Education, a statewide 12-member lay board appointed by the Governor, Lieutenant Governor and Speaker of the House, and confirmed by the Senate, is the state agency responsible for...

- the overall statewide planning and coordination of higher education in Alabama,
- the administration of various student aid programs, and
- the performance of designated regulatory functions.

The Commission seeks to provide reasonable access to quality collegiate and university education for the citizens of Alabama. In meeting this commitment, the Commission facilitates informed decision making and policy formulation regarding wise stewardship of resources in response to the needs of students and the goals of institutions. The agency also provides a state-level framework for institutions to respond cooperatively and individually to the needs of the citizens of the state.

Commission Meeting Dates

March 10
June 9
September 8
December 8

Mission Statement
ACHE seeks to provide reasonable access to quality collegiate and university education for the citizens of Alabama