

REACHING THE NEXT LEVEL



*President's  
Report*  
2020-2021

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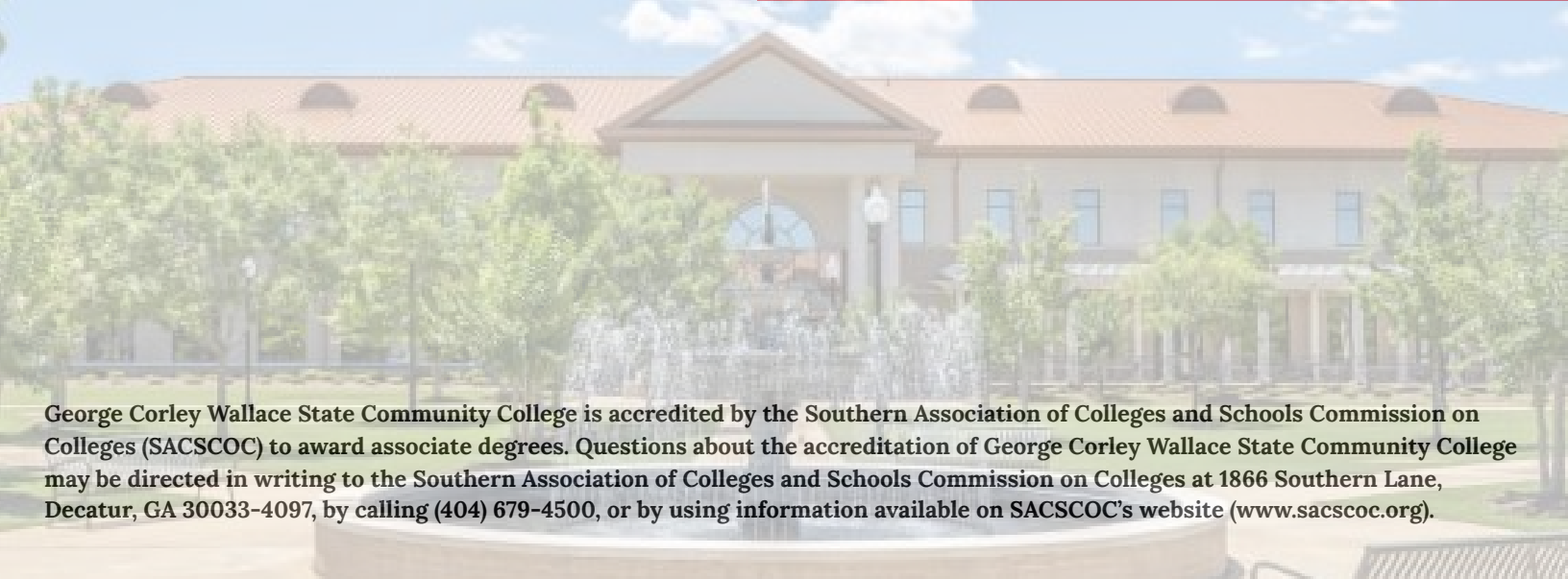
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George Corley Wallace State Community College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate degrees. Questions about the accreditation of George Corley Wallace State Community College may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website ([www.sacscoc.org](http://www.sacscoc.org)).



# FROM THE PRESIDENT

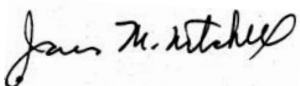
In spite of the global challenges we all faced, this academic year marked another year of accomplishments for the College. While we experienced challenges aplenty, it was a significant year in terms of academic accomplishment, student initiative and faculty development.

The health and safety measures we implemented — such as mask mandates, campus checkpoints, and vaccinations of faculty, staff, students and community members — supported a safer campus environment. Amid all this, we were able to provide high-quality education, create new and cutting edge college initiatives, strengthen community connections, and celebrate student and faculty accomplishments.

Within this report, we highlight what building a better normal looks like here at WCCS. We emerge from this year determined to deliver what our students and our communities expect and deserve. As we anticipate the fall, we are committed to fully open our campus with both traditional and online courses. We are committed to providing a high-quality educational experience in a safe environment for each of our students and it will remain our primary focus.

On behalf of our students, full and part-time faculty and staff, we thank you and all our friends, colleagues, associates, partners, business and industry for your continued interest and support to the programs and services we offer at this institution. We hope you will enjoy reading about our significant milestones and I wish you and your families a safe year.

Best Regards,



James M. Mitchell,  
President

## VISION STATEMENT

The College shares a vision of a learning-centered education that is responsive to the needs of our service area and is manifested by quality teaching, opportunities for learning, effective educational support services, and access to a quality education. Challenged by change and innovation, the College will move forward to create a future responsive to the diverse needs of students, community, and state.

## PHILOSOPHY

The philosophy of Wallace Community College Selma is expressed in the following beliefs: Education is essential to the economic, social, environmental, and political well-being of the citizens of WestCentral Alabama; Education should be made academically, geographically, physically, and financially accessible to all students; Wallace Community College Selma is uniquely qualified to deliver excellent and equitable educational opportunities and services; and Quality education requires unity and cooperation of all stakeholders who work together toward a common goal.

## MISSION STATEMENT

The mission of Wallace Community College Selma is to provide high-quality learning-centered educational opportunities and services through varied instructional-delivery modes that are responsive to individual, community, and state needs.

## CONTACT US

(334) 876-9227  
3000 Earl Goodwin Parkway  
Selma, Alabama 36703  
[www.wccs.edu](http://www.wccs.edu)

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- I. Teaching & Learning:** Promote and provide quality teaching and learning environments and experiences that enhance the development of knowledge, skills, behaviors, and values for students and enables them to be successful in the workforce or subsequent education.
- II. Student Focus/Services Success:** Promote high-quality student experiences through services consistent with student needs, interests, and abilities that lead to student development and success.
- III. Technology:** Broaden the development of educational and administrative technology that enhances student learning and improves college management processes and functions.
- IV. Workforce/ Economic Development:** Provide high-quality workforce development programs that meet the needs of businesses and industries and enhance the economic development efforts of the region and the state.
- V. Community Engagement/Development:** Foster key relationships with community leaders to support community engagement and development efforts in the college's service area.
- VI. Adult Education:** Provide an Adult Education program that alleviates educational gaps and helps participants gain economic and social mobility.
- VII. Enrollment:** Implement a strategic enrollment management plan that has a positive impact on the College's financial stability.
- VIII. Efficiency of Operations:** Improve efficient operations of the College.

# College Initiatives



## WCCS Hosted Traditional 2022 Commencement Services

Wallace Community College Selma hosted a traditional in-person commencement ceremony Friday, May 13, on the Selma campus of WCCS.

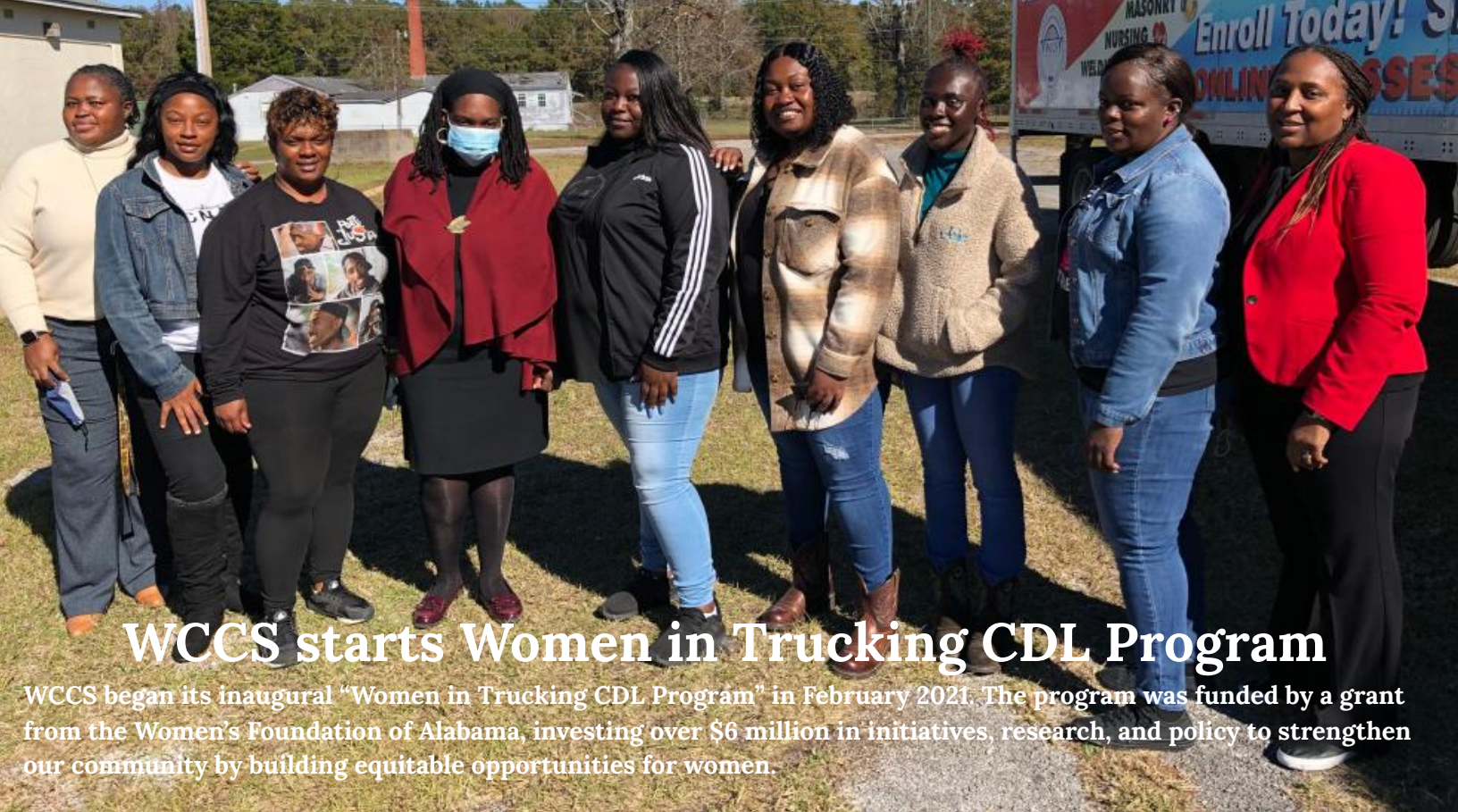
The ceremony was held outdoors at the front of the WCCS campus and graduates from the fall semester of 2021 through the spring semester of 2022 along with dually enrolled graduates were recognized.

“We are very proud of our 2022 graduates and know that they will represent WCCS well in their chosen career pathways,” said Dr. James M. Mitchell, WCCS President. “To whom much is given, much is required.”

A total of 397 students successfully completed the requirements for associate degrees or certificates. Timmyous Brown was presented with the James M. Mitchell Technical Award, and Justice Joyner received the James M. Mitchell Academic Award. Joyner also received the Academic Excellence Award for graduating with a 4.0 GPA.







## WCCS starts Women in Trucking CDL Program

WCCS began its inaugural "Women in Trucking CDL Program" in February 2021. The program was funded by a grant from the Women's Foundation of Alabama, investing over \$6 million in initiatives, research, and policy to strengthen our community by building equitable opportunities for women.

The program currently has a 95% pass rating. The Women's Foundation of Alabama has also pledged additional funding for another class of candidates. Alicia Eldridge, Jakarya Johnson, Raven Manzie, Cordelia Jones, Ashiya Coleman and Sherry Scott were the first participants in the program.

Jennifer Reynolds, Director of Student Success at WCCS, said the program put women drivers on the map. "This program is a game changer," Reynolds said. "We're excited for the women participating in our program." WCCS Dean of Technical Programs and Workplace Development Raji Gouridine said State Senator Malika Sanders-Fortier played a key role in starting the program.

Sanders-Fortier said she's glad to see the women's trucking program develop successfully. "We're at a time where there's a high demand for truck drivers and we're excited for the women drivers," Sanders-Fortier said. "My hope and vision for our area is having excellent education, employment and entrepreneurship. Wallace Community College-Selma is providing that."

## Wallace Community College-Selma introduces CDL simulator



WCCS has added a new CDL truck simulator to its CDL program. WCCS officials made the announcement at a press conference on Thursday, August 20 at Craig Field Industrial Park.

WCCS purchased the \$115,000 simulator in June through an Industries Certification Initiative Grant in June. The CDL program started in February 2020 and has a 95 percent rating. CDL classes at the college last eight weeks with five trucks to use for practice among students in Selma and Demopolis. Upon completion, students are eligible to test for a Class A license.

Wiley Sanders, Budweiser, and CRAIG were among the businesses that each had a representative at the press conference.



## WCCS honors 2022 nursing graduates in pinning ceremony

On Thursday, May 12, the Wallace Community College Selma's Associate Degree Nursing and Practical Nursing programs held its 2022 pinning ceremony. The event, which took place in the Earl Goodwin Theatre, honored 68 graduates of the program.

"Reflections of Our Journey" were provided by Alexis Martin, PN Graduate and Jessica Cotton, ADN Graduate. Dr. Pearlie Miller, Director of Health Science Programs, saluted the graduates for completing a very challenging course of study and encouraged them to continue to pursue their educational dreams. "The Faculty and staff of the WCCS Nursing Program are very proud of these program graduates. We thank them for allowing us to play an important part in their educational success. We also acknowledge the graduates' families and support groups. Thanks for your encouragement and sacrifice," she said.



## WCCS Cosmetology Department hosts Styling Competition



The WCCS Cosmetology Department held a Student Styling Competition on Thursday, April 21. The competition entitled, "Sunset on the Quad," featured hairstyles by the students.

The following week, students donated handmade wigs to the area cancer center.

## Career Tech students graduate already certified

On Friday, May 13, 2022, five dual enrollment students from the Lowndes County Career Technical Center under the supervision of Mr. Pope, Instructor, graduated from Wallace Community College Selma. They received their certificate in Welding.

These students also received their National Center for Construction Education & Research Certifications (N.C.C.E.R) which includes Core Curriculum, and Level 1 & 2 Welding. These same students graduated from Central High School on Saturday, May 21, 2022.







## 15 graduate from inaugural Shift2Success program

WCCS celebrated 15 graduates of the inaugural Shift2Success program in Selma at Wallace Community College on Wednesday, October 6, 2021. The program was eight weeks long and sponsored by the Regions Foundation, a nonprofit initiative funded by Regions Bank. During the two-month curriculum, students focused on writing and interview skills and technical skills. . Together, these skills empower students to fulfill in-demand careers across the manufacturing industry. The Shift2Success is part of the Manufacturing and Ready to Work Training Program.

“Our work at the Regions Foundation is about building more inclusive prosperity and removing barriers to success. That’s exactly what Wallace Community College in Selma is doing every day, and that’s why we are honored to support this incredible new program,” said Marta Self, executive director of the Regions Foundation. “I am honored to work with the Regions Foundation as we seek to enhance the world of work for aspiring students,” said Dr. James M. Mitchell, president of Wallace State Community College Selma.

## WCCS Phi Theta Kappa Chapter named a REACH Chapter



Wallace Community College Selma’s Phi Theta Kappa Honor Society’s Eta Tau Chapter has been named a 2022 Recognizing Excellence in Acceptance and Completion with Honors Rewards Chapter (REACH). The REACH Rewards program recognizes the recruitment efforts of chapters that are growing in membership.

WCCS celebrated the distinction among 1,081 chapters nationwide, a select group given the honor society’s presence on nearly 1,300 community college campuses in 11 nations across the globe. The chapter’s distinction provides four free PTK graduation stoles to chapter officers or members to wear during graduation in celebration of the College’s membership milestone.

## WCCS students named to ACCS All-Alabama Academic Team



Robert Glass and Justice Joyner from WCCS were recently named to the ACCS All-Alabama Academic Team. Members of the All-Alabama Academic Team were selected for their demonstration of academic excellence and intellectual rigor, leadership, service, and for a commitment to extending their education beyond the classroom to benefit society. Mr. Glass and Ms. Joyner were honored at the 2022 All-Alabama Academic Team Recognition Program at the Hyatt Regency Birmingham – The Winfrey Hotel on Friday, April 22.



Two students from each of Alabama's community colleges were selected by members of Phi Theta Kappa Honor Society for their demonstration of academic excellence and intellectual rigor, leadership, and service, and for their commitment to extending their education beyond the classroom to benefit society. Members of the 2022 team were awarded more than \$50,000 total in scholarships.

The All-Alabama Academic Team recognition program was founded in 1995 to complement the All-USA Academic Team Program that is sponsored by USA Today, Phi Theta Kappa Honor Society, and the American Association of Community Colleges.

## Mart' Chavious Johnson receives the Demius K. Jackson Scholarship



WCCS student Mart' Chavious Johnson receives the Demius K. Jackson "Choose Life" Scholarship. The Demius K. Jackson "Choose Life" Scholarship fund was established to honor the life and legacy of Demius K. Jackson a former welding student at Wallace Community College Selma. Demius' mother, Ms. Sharon Jackson presents a \$500 award to contribute towards one student's education at Wallace Community College Selma annually.

Mart' Chavious Johnson is the 2022 recipient of the scholarship. Johnson graduated in May of 2022 with an associate degree and he plans to transfer to Alabama State University in the fall of 2022.



# Strengthening Communities

## Central AlabamaWorks hosted a hiring event at WCCS



Central AlabamaWorks hosted a hiring event on Wednesday, April 27th at WCCS. Gindi Prutzman, Executive Director for Central AlabamaWorks, said the event was the first of six planned at community colleges in the region, which covers 13 counties.

“The events were being held strategically at every community college across the region,” she said. “The point of that is so students will know, which businesses are hiring and what kind of jobs there are.”

## WCCS participates in Spring Cleanup initiative

In celebration of “Community College Month” and the state’s “Don’t Drop It on Alabama” Spring Cleanup initiative, WCCS formed a team to join efforts across the state. Students, Faculty and Staff of the College met on Tuesday, April 12 to clean up the perimeter of the campus along the front, and the one-mile stretch along the front of campus (Earl Goodwin Parkway).



## WCCS partners with Rural Health to battle COVID-19



Rural Health Medical Program Inc. partnered with the Nursing Program at Wallace Community College Selma, The Selma Chapter of Links Incorporated, and Partners in Health to give 200 vaccines at a Pop-up Vaccination Clinic at WCCS Gymnasium on Wednesday, January 26.

## WCCS Among 22 colleges that are teaming up to improve student success

A first-of-its-kind network of 22 historically and predominantly Black community colleges has banded together to develop new initiatives to improve their students’ career and economic prospects. One of the PBCC-HBCC Network’s first steps will be to more thoroughly gauge the needs of adult learners of color. Over the next two years, colleges will work to better align their courses and degree programs with the needs of employers to boost the value of the credentials students can earn. The schools will also share advances in advising and wraparound supports such as access to nutrition, housing, and affordable transportation.

# WCCS President speaks at Selma-Dallas County Library



Wallace Community College-Selma President Dr. James Mitchell was the guest speaker at the Selma-Dallas County Public Library on Thursday, November 4, 2021. Mitchell spoke at “the lunch at the Library” program and discussed the book written about him, “Touchstone of Determination.” The book was written by Mitchell’s cousin, author Linda Eatmon-Jones and published two years ago.

Mitchell said he predicted as time passed that Eatmon-Jones would veer away from writing a book. “I was reluctant and said yes. I figured she would bog down and get busy and she wouldn’t have time to write a book. My cousin was smart. She started early and wrote the book. She talked to around 60 people across the country about the book.”

Mitchell said he and Eatmon-Jones planned to do book signings across the country, but her death and the COVID-19 pandemic prevented that from happening. He has donated a copy of the book to all schools across the Black Belt Region.

## Wallace Community College-Selma hosted U.S. Rep. Terri Sewell’s, D-AL, 11th Annual Job Fair

U.S. Rep. Terri Sewell’s Job Fair was held at WCCS for the third time in its 11-year history. Countless people visited the post of 80 employers that came from 15 different industries across the state and region, including Dallas County, on Thursday at the WCCS Gymnasium.

At a press conference, Sewell said she was pleased with the high volume of people seeking employment during the four-hour event. “My expectation was that people in need of a better opportunity would come to the job fair,” Sewell said. “People want good paying jobs and workers want good people. It takes education and an employment opportunity.”



WCCS President Dr. James Mitchell thanked Sewell for having the job fair on his campus. He also praised Sewell for her work in the whole district. “What a great day for Selma and the Seventh Congressional District,” Mitchell said. “Congresswoman Sewell has a busy schedule and could’ve gone anywhere, but she chose Selma.”



## WCCS Co-hosts Annual Unity Breakfast

As thousands gathered in the for the grand finale of the Annual Bridge Crossing Jubilee in Selma, the festivities kicked off bright and early with the Martin and Coretta King Unity Breakfast at Wallace Community College Selma.

“It’s the Unity Breakfast. So, it speaks to the fact that we need to be united as we continue to fight for our right to vote,” said Congresswoman Shontel Brown of Ohio. “It was very important for me to be here to demonstrate the importance of this sacred fundamental right that we hold so dear.”



The breakfast was once again a drive-in event. Although the panel of guest speakers — appeared in-person — to deliver their messages.

## Alabama Power make donation to WCCS



Alabama Power recently donated \$8,600 to assist in the ongoing development of a new Cybersecurity Program. The program supports WCCS’s ongoing mission to provide new and innovative workforce initiatives.

Alabama Power’s community Relations Manager, Aubrey Carter, presented the check to WCCS President Dr. James M. Mitchell on Wednesday, February 23.

## WCCS hosts Rice Book Discussion and Signing

Dr. Rolundus R. Rice held a book discussion and signing at Wallace Community College Selma on Thursday, March 3.

Rice is the author of “Hosea Williams: A Lifetime of Defiance and Protest,” which is the first comprehensive study of one of America's most gifted civil rights activists and political mavericks.



## Women's History Month National Theme: "Women Providing Healing Promoting Hope"



In conjunction with Women's History Month, WCCS hosted three symposiums focusing on education, healthcare, and law and government. The education symposium entitled: "Adding Value Towards the Community's Perception Concerning Education," was moderated by Dr. Donitha Griffin, and panelists included Dr. Tammie Briggs, Dean of Instruction, Wallace Community College Selma; Dr. Tonya Chestnut, Alabama State Board of Education Representative District 5; Mrs. Hattie Shelton, Superintendent, Dallas County Schools; Dr. Cheryl Washington, Chief Academic Officer, Selma University; and Dr. Avis Williams, Superintendent, Selma City Schools.

The healthcare symposium entitled: "Healthcare Issues Affecting African American Women," was moderated by Dr. Carol Jefferson Ratcliffe, Professor of Healthcare Administration And Informatics, Samford University. Panelists included Dr. Tracey Shannon, Interim Dean, School of Nursing, Tuskegee University Dr. Brittany Anderson, Family Internal Physician, Assistant Professor of Family, Internal, and Rural Medicine, University of Alabama Mrs. Marilyn Scott, Associate Chief Nurse of Geriatrics, Central Alabama Healthcare Systems Dr. Beverly Bell-Shambley, Clinical Psychologists, President of BBL Consulting, Inc.; and Dr. Tiffany Maycock, Associate Professor, Program Director, UAB Selma's Family Medicine Residency Program.

The law and government symposium entitled: "How to Work in Unity to Make our Communities Safer," was moderated by: Judge Jo Celeste Pettway, Wallace Community College Foundation Board Member; and panelists included Senator Malika Sanders Fortier, Alabama State Senate, District 23; Judge Vernetta Perkins, Dallas County District Judge Attorney Azzie Taylor, Montgomery County Chief Deputy, District Attorney Former Interim Chief Ramona Harris, Montgomery Police Department Councilor Marche Johnson, Montgomery City Council, District 3





# Educational Outreach



## WCCS-Demopolis continues to grow

In 2018 the College's service area was expanded to an eight-county region representing Dallas, Perry, Wilcox, Lowndes, Marengo, Sumter, Hale, and Green counties. The College has been fortunate to partner with the city of Demopolis in Marengo County to implement offsite instructional campuses offering traditional, hybrid and online courses/programs.

On June 16, 2022 the Southern Association of Colleges and Schools, Commission on Colleges approved Wallace Community College Selma's request for expansion of educational offering at the Higher Education Center off-site, located at 186 Field of Dreams, Gallion Alabama, 36742. Effective Fall 2022, The Higher Education Center will offer fifty percent (50%) or more of courses in the Associate in Applied Science Degree and Standard Certificate in the Business Education, Computer Information Systems, Office Administration and Drafting programs. In addition, a Standard Certificate will be offered in Patient Care Technician.

The West Alabama Regional Training Center located at 1701 Highway 43 South, Demopolis Al. 36732, is a second instructional offsite that will offer an Associate in Applied Science and Standard Certificate in the Industrial Maintenance Program and standard Certificate in the Welding Programs effective January 2023.

The two instructional off-sites (Demopolis campus )will provide students in surrounding counties the opportunity to complete a degree or certificate at its onsite facilities. Wallace Community College Selma has led the charge of expanding educational opportunities with demonstrated successes within its service area. The College's mission is to provide high-quality learning-centered educational opportunities and services through diverse instructional delivery modes that are responsive to individual, community, state and global needs.

# WCCS Awarded Minority Outreach Grant

In pursuant to the college's mission, WCCS was recently awarded a grant to increase educational opportunities for high school students in the College's service area (Dallas County, Greene County, Hale County, Lowndes County, Marengo County, Perry County, Sumter County, and Wilcox County).

Minority Outreach, a grant-funded program, was developed through the U.S. Department of Education's Predominantly Black Institutions Program - Competitive Grants in October 2021. The focus of this program is to expand higher education opportunities and increase persistence in postsecondary education for first-generation, low-income, African-American students within the eight counties covered by Wallace Community College Selma's service area.

The WCCS grant will provide access to higher education for secondary students through visits to high schools to share opportunities available through Dual Enrollment and by hosting high school students on visits to the College. Persistence from the fall to the spring semesters for First-Time Freshmen is achieved through a focus on these students' First Year Experience (FYE) via LIFE 101 workshop sessions, visits to four-year institutions, and student success coaching.

This program will provide direct support to students in our service area on how to navigate entry into higher education, whether as a dual student or high school graduate. Also, according to Education Data Initiative, most college students who drop out of college do so in the first academic year. One of the program's goals is to provide targeted support to first-time freshmen to increase persistence. We believe if they are successful in the first year, they are more likely to continue and graduate.

## Two WCCS Faculty Members visit Auburn University's Study Abroad Program in Madrid



When Auburn University offered a chance for two faculty members from the Alabama Community College System to learn about planning and running faculty led study abroad programs through shadowing one of their current study abroad trips, two WCCS instructors jumped on the opportunity. WCCS Computer Information Systems Instructor Yulonda Randolph and Music Instructor Michael Walker were chosen from a host of applicants

from the Alabama Community College System.

The program, which is sponsored by the Office of International Programs, provided the community college faculty members a chance to learn the ins and outs of running study abroad trips, including curriculum development, insurance requirements, risk assessment, costing and financial planning, site selection, in-country activity planning, and pre-and post-trip activities.



# Patriot Athletics

## WCCS women's basketball team helps Gospel Tabernacle with food drive

The Wallace Community College-Selma women's basketball team chose a food giveaway for its Community Service Project. The Lady Patriots teamed up with Gospel Tabernacle Church and the Son Light Center to prepare 120 food boxes for a food giveaway at Block Park.

The WCCS players who participated were: Deniyah McMillian, Toniah Foster, Janiya Jones, Airriana Colley, Jayla Webb, Breanna Smith, Aja Wiltshire.



## WCCS student-athletes named to the Fall 2021 Commissioner's Academic Honor Roll

**Baseball:** Anthony Anderson , Zavion Anderson, Cameron Baker, Matthew Baxley, Chris Bedgood, Garrett Borst, Travis Glasgow, Justin Hargett, Kaleb Hellard, Ray Hernandez, Andrew Hilgendorf, K.J. Hollenquest, Stephen Huggins, Reney Hunt, Tucker Jones, Chris Mancill, Jonathan Napier, Austin Nix, Kaleb Priest, Devin Tinsley, and Zekel Toles.

**Men's Basketball:** Jamal Albritton, Tremere Brown, Christian Campbell, Marquis Davison, Austin Galuppo, Taveon Goods, Jaques Holt, Kelton Petty, and Jalin Thomas.

**Volleyball:** Nyla Billingsley, Arnesha Lawson, and Breanna Smith.

**Women's Basketball:** Naya James, Janiya Jones, Breanna Smith, Areyanna Williams, and Aja Wiltshire.

## WCCS Hosts Volleyball Camp



Wallace Community College Lady Patriots volleyball program hosted a volleyball camp that included girls from all over the Black Belt area including Selma High, R. B Hudson, Southside High, Tipton Middle, Dallas County, Martin Middle, Keith Middle-High, Stanhope, Linden, R.C. Hatch, and Clark Elementary. Over 80 participants showed up on June 4 from 9 am-3 pm, to learn the skills and fundamentals of volleyball.

The Lady Patriots head volleyball coach, Wanda Tyler stated, "that she felt the need to host this camp because the students in this Black Belt area needed another outlet to gain opportunities and possibly earn scholarships."

Coach Tyler also stated that she wants to recruit more athletes in this area and in order for her to do that, she has to have competitive athletes and they have to start early.

# FALL '21 FACTS

THE OFFICE OF INSTITUTIONAL EFFECTIVENESS

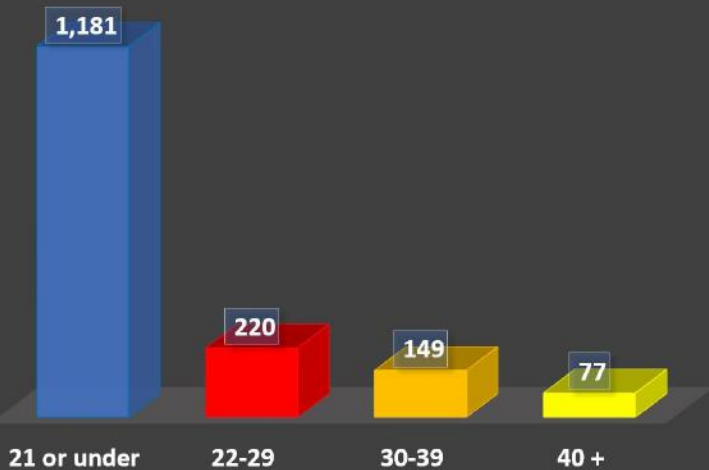
## OUR STUDENTS

FALL 2021 ENROLLMENT

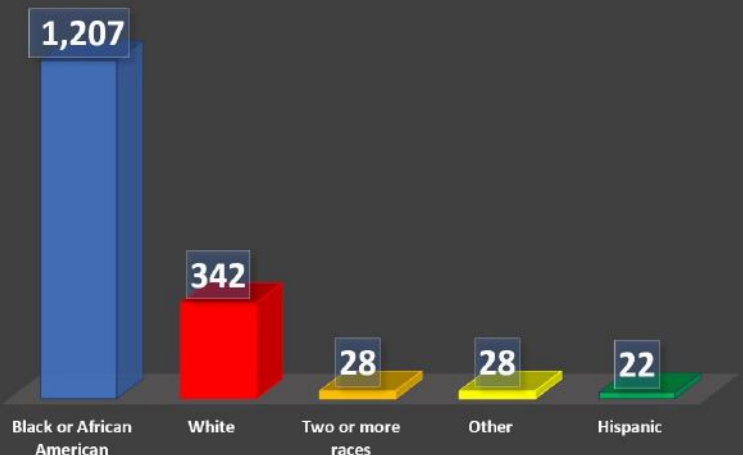
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STUDENTS

### AGE GROUP



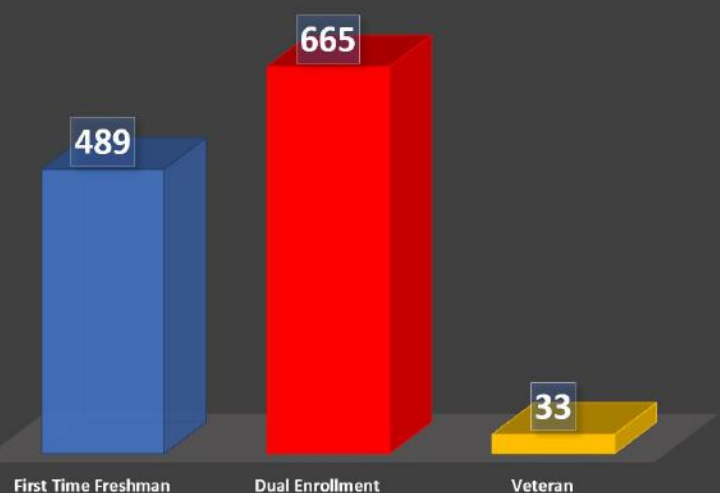
### RACE & ETHNICITY



### OUR STUDENTS



### STUDENT TYPE





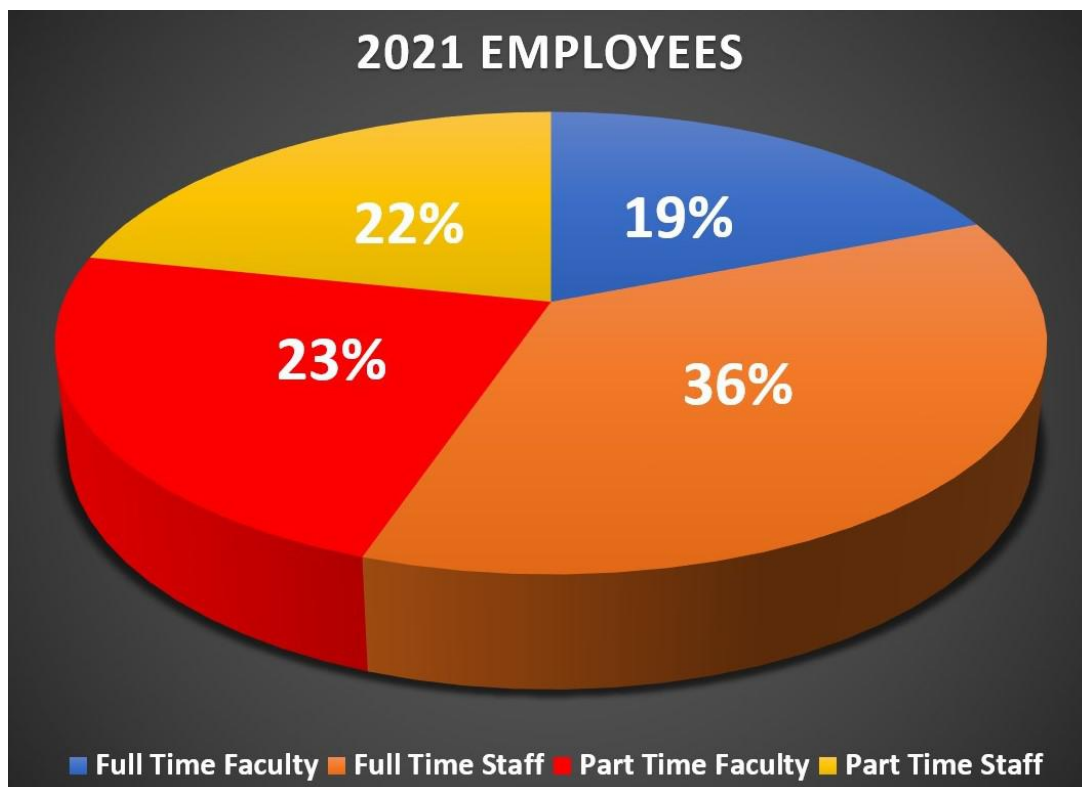
# OUR PROGRAMS

## ACADEMIC PROGRAMS

Our Programs	Certificate	Degree	Non Degree Seeking
Associate in Arts/Associate in Science		492	233
Business Administration		62	7
Computer Information Systems		29	21
Criminal Justice			
Registered Nursing		99	
Practical Nursing	65		
Patient Care Technician	12		78
Cosmetology	24		3
Drafting and Design Technology		11	11
Electrical Technology	5	24	23
Industrial Maintenance	3	11	69
Masonry, Building, and Trades	9		14
Welding	88		174
Office Admin/Information Processing	1	7	26
Undeclared			26
Total	207	735	685

# OUR PERSONNEL

## FALL 2021 EMPLOYEES



# Our Financial Picture

## REVENUES (2018-2021)

	2018-2019	2019-2020	2020-2021
State Appropriation	\$9,371,100	\$8,930,208	\$9,185,705
Tuition & Fees	\$1,525,315	\$2,307,345	\$1,924,420
Fed/State/Local Grants & Contracts	\$9,336,115	\$9,168,540	\$12,618,354
Sales & Service	\$1,477		\$95,118
Other	\$152,068	\$148,744	\$126,000
<b>TOTAL REVENUE</b>	<b>\$20,386,075</b>	<b>\$20,554,837</b>	<b>\$23,949,597</b>

## EXPENDITURES (2018-2021)

	2018-2019	2019-2020	2020-2021
Instruction	\$6,658,841	\$6,433,383	\$6,451,299
Public Service	\$101,009	\$56,721	\$112,106
Academic Support	\$910,104	\$974,369	\$1,101,357
Student Services	\$3,779,227	\$3,212,674	\$3,764,658
Institutional Support	\$3,487,437	\$4,148,571	\$3,371,699
Operation & Maintenance	\$1,846,165	\$2,099,639	\$2,198,899
Scholarships & Financial Aid	\$2,472,360	\$2,845,105	\$7,312,462
Depreciation	\$1,818,467	\$1,630,606	\$1,677,264
<b>TOTAL EXPENDITURES</b>	<b>\$21,073,610</b>	<b>\$21,401,068</b>	<b>\$25,989,744</b>



