
ENGROSSED SUBSTITUTE HOUSE BILL 1997

State of Washington

53rd Legislature

1993 Regular Session

By House Committee on Higher Education (originally sponsored by Representatives Quall, Jacobsen, Ogden, Brumsickle, Miller, Basich, Shin, Locke, Wood, Silver and J. Kohl)

Read first time 03/03/93.

1 AN ACT Relating to higher education; amending RCW 28B.80.330;
2 adding new sections to chapter 28B.80 RCW; creating a new section;
3 providing an effective date; and declaring an emergency.

4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

5 NEW SECTION. **Sec. 1.** The legislature finds a need to redefine the
6 relationship between the state and its postsecondary education
7 institutions through a compact based on trust, evidence, and a new
8 alignment of responsibilities. As the proportion of the state budget
9 dedicated to postsecondary education programs has continued to decrease
10 and the opportunity for this state's citizens to participate in such
11 programs also has declined, the state institutions of higher education
12 have increasingly less flexibility to respond to emerging challenges
13 through innovative management and programming. The legislature finds
14 that this state has not provided its institutions of higher education
15 with the ability to effectively achieve state-wide goals and objectives
16 to increase access to, improve the quality of, and enhance the
17 accountability for its postsecondary education system.

18 Therefore, the legislature declares that the policy of the state of
19 Washington is to create an environment in which the state institutions

1 of higher education have the authority and flexibility to enhance
2 attainment of state-wide goals and objectives for the state's
3 postsecondary education system through decisions and actions at the
4 local level. The policy shall have the following attributes:

5 (1) The accomplishment of equitable and adequate enrollment by
6 significantly raising enrollment lids, adequately funding those
7 increases, and providing sufficient financial aid for needy students;

8 (2) The development and use of a new definition of quality measured
9 by effective operations and clear results; the efficient use of funds
10 to achieve well-educated students;

11 (3) The attainment of a new resource management relationship that
12 removes the state from micromanagement, allows institutions greater
13 management autonomy to focus resources on essential functions, and
14 encourages innovation; and

15 (4) The development of a system of coordinated planning and
16 sufficient feedback to assure policymakers and citizens that students
17 are succeeding and resources are being prudently deployed.

18 NEW SECTION. **Sec. 2.** A new section is added to chapter 28B.80 RCW
19 to read as follows:

20 (1) At the local level, the higher education institutional
21 responsibilities include but are not limited to:

22 (a) Development and provision of strategic plans under the
23 guidelines established by the higher education coordinating board;

24 (b) Timely provision of information required by the higher
25 education coordinating board to report to the governor, the
26 legislature, and the citizens;

27 (c) Provision of local student financial aid delivery systems to
28 achieve both state-wide goals and institutional objectives in concert
29 with state-wide policy; and

30 (d) Operating as efficiently as feasible within institutional
31 missions and goals.

32 (2) At the state level, the higher education coordinating board
33 shall be responsible for:

34 (a) Delineation and coordination of strategic plans to be prepared
35 by the institutions;

36 (b) Preparation of reports to the governor, the legislature, and
37 the citizens on program accomplishments and use of resources by the
38 institutions;

1 (c) Administration and policy implementation for state-wide student
2 financial aid programs; and

3 (d) Assistance to institutions in improving operational efficiency
4 through measures that include periodic review of program efficiencies.

5 NEW SECTION. **Sec. 3.** A new section is added to chapter 28B.80 RCW
6 to read as follows:

7 In cooperation with institutions of higher education, the state
8 board for community and technical colleges, and appropriate state and
9 local agencies, the higher education coordinating board may identify
10 methods to reduce administrative barriers to efficient institutional
11 operations. These methods may include waivers of statutory
12 requirements and administrative rules. The higher education
13 coordinating board shall report to the governor and appropriate
14 legislative committees its recommendations for any statutory changes
15 necessary to enhance institutional efficiencies. In cooperation with
16 affected institutions, the board shall work with appropriate agencies
17 to reduce administrative barriers that do not require statutory
18 changes.

19 NEW SECTION. **Sec. 4.** A new section is added to chapter 28B.80 RCW
20 to read as follows:

21 The higher education coordinating board, in conjunction with the
22 four-year institutions of higher education, shall conduct a study of
23 higher education system operations to identify efficiencies to increase
24 access to, improve the quality of, and reduce the cost of higher
25 education. This study shall include but not be limited to:

26 (1) Examining potential unnecessary duplicative and low-
27 productivity programs for possible consolidation or termination;

28 (2) Developing criteria for and conducting an evaluation of faculty
29 productivity;

30 (3) Reviewing and developing recommendations on appropriate
31 institutional roles for providing remedial instruction;

32 (4) Exploring the potential for greater use of the public higher
33 education system physical plant and other resources through such means
34 as expanded operations during summer terms, evenings, and weekends;

35 (5) Initiating pilot projects to test the effectiveness of actions
36 such as variable tuition rates and faculty salary incentives; and

1 (6) Identifying ways for institutions to share resources, faculty,
2 and curricula through collaboration with other public and private
3 postsecondary institutions and common school districts in their service
4 areas to increase student opportunities and reduce costs. Analyses
5 shall include clear articulation of functions among institutions, means
6 to reduce duplication, and policies to facilitate student movement
7 among institutions.

8 NEW SECTION. **Sec. 5.** A new section is added to chapter 28B.80 RCW
9 to read as follows:

10 The higher education coordinating board, in conjunction with the
11 state board for community and technical colleges and the institutions
12 of higher education, shall report regularly to the legislature and the
13 citizens the accomplishments of, expenditures for, and requirements of
14 the postsecondary educational system in the state of Washington. The
15 state board for community and technical colleges and the state
16 institutions of higher education shall report uniformly to the higher
17 education coordinating board, on an annual basis, the information
18 necessary to prepare the report. Independent colleges and universities
19 are encouraged to cooperate with this effort and to provide to the
20 board information in a uniform format developed by the board, in
21 cooperation with the institutions. Examples of performance measures
22 that could be included are:

- 23 (1) Retention and graduation rates;
- 24 (2) Average time to a degree;
- 25 (3) Credit hours per degree awarded;
- 26 (4) Degrees awarded by discipline and by level;
- 27 (5) Multiple degrees;
- 28 (6) Measures taken to reduce duplicative courses, programs, and
29 requirements;
- 30 (7) Student-faculty contact hours;
- 31 (8) Placement rates;
- 32 (9) Success in recruiting and graduating underrepresented groups;
- 33 and
- 34 (10) Various fiscal and management measures.

35 **Sec. 6.** RCW 28B.80.330 and 1985 c 370 s 4 are each amended to read
36 as follows:

1 The board shall perform the following planning duties in
2 consultation with the four-year institutions, the community and
3 technical college system, and when appropriate the (~~commission for~~
4 ~~vocational education~~) work force training and education coordinating
5 board, the superintendent of public instruction for the vocational-
6 technical institutes, and the independent higher educational
7 institutions:

8 (1) Develop and establish role and mission statements for each of
9 the four-year institutions and for the community and technical college
10 system;

11 (2) Identify the state's higher education goals, objectives, and
12 priorities;

13 (3) Prepare a comprehensive master plan which includes but is not
14 limited to:

15 (a) Assessments of the state's higher education needs. These
16 assessments may include, but are not limited to: The basic and
17 continuing needs of various age groups; business and industrial needs
18 for a skilled workforce; analyses of demographic, social, and economic
19 trends; consideration of the changing ethnic composition of the
20 population and the special needs arising from such trends; college
21 attendance, retention, and dropout rates, and the needs of recent high
22 school graduates and placebound adults. The board should consider the
23 needs of residents of all geographic regions, but its initial
24 priorities should be applied to heavily populated areas underserved by
25 public institutions;

26 (b) Recommendations on enrollment and other policies and actions to
27 meet those needs;

28 (c) Guidelines for continuing education, adult education, public
29 service, and other higher education programs.

30 The initial plan shall be submitted to the governor and the
31 legislature by December 1, 1987. Comments on the plan from the board's
32 advisory committees and the institutions shall be submitted with the
33 plan.

34 The plan shall be updated (~~biennially~~) every four years, and
35 presented to the governor and the appropriate legislative policy
36 committees. Following public hearings, the legislature shall, by
37 concurrent resolution, approve or recommend changes to the initial
38 plan, and the (~~biennial~~) updates. The plan shall then become state

1 higher education policy unless legislation is enacted to alter the
2 policies set forth in the plan;

3 (4) Review, evaluate, and make recommendations on operating and
4 capital budget requests from four-year institutions and the community
5 and technical college system, based on the elements outlined in
6 subsections (1), (2), and (3) of this section, and on guidelines which
7 outline the board's fiscal priorities. These guidelines shall be
8 distributed to the institutions and the community college board by
9 December of each odd-numbered year. The institutions and the community
10 college board shall submit an outline of their proposed budgets,
11 identifying major components, to the board no later than August 1 of
12 each even-numbered year. The board shall submit recommendations on the
13 proposed budgets and on the board's budget priorities to the office of
14 financial management before October 15 of each even-numbered year, and
15 to the legislature by January 1 of each odd-numbered year;

16 (5) Recommend legislation affecting higher education;

17 (6) Recommend tuition and fees policies and levels based on
18 comparisons with peer institutions;

19 (7) Establish priorities and develop recommendations on financial
20 aid based on comparisons with peer institutions;

21 (8) Prepare recommendations on merging or closing institutions; and

22 (9) Develop criteria for identifying the need for new baccalaureate
23 institutions.

24 NEW SECTION. **Sec. 7.** This act is necessary for the immediate
25 preservation of the public peace, health, or safety, or support of the
26 state government and its existing public institutions, and shall take
27 effect July 1, 1993.

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