
SECOND SUBSTITUTE SENATE BILL 5836

State of Washington

53rd Legislature

1993 Regular Session

By Senate Committee on Ways & Means (originally sponsored by Senators Bauer, Prince, West, Drew, Jesernig, Sheldon, Snyder and Gaspard)

Read first time 03/08/93.

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 the neediest
8 students;

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

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

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

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

21 (1) The responsibilities of the four-year institutions and the
22 state board for community and technical colleges include but are not
23 limited to:

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

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

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

32 (d) Operating as efficiently as feasible within institutional
33 missions and goals.

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

36 (a) Delineation and coordination of strategic plans to be prepared
37 by the four-year institutions and the state board for community and
38 technical colleges;

1 (b) Preparation of reports to the governor, the legislature, and
2 the citizens on program accomplishments and use of resources by the
3 institutions;

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

6 (d) Assistance to the four-year institutions and the state board
7 for community and technical colleges in improving operational
8 efficiency through waivers of administrative reporting requirements and
9 periodic review of program efficiencies.

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

12 The higher education coordinating board may review statutory
13 regulations and administrative rules for institutional operations for
14 potential efficiencies for the institutions and the state that do not
15 detract from other policy objectives of the legislature or the board.
16 Recommendations for areas of review may be initiated by the
17 institutions, the state board for community and technical colleges, or
18 the higher education coordinating board. The higher education
19 coordinating board shall report to the governor and the legislature by
20 November 30th of each year on the results of the reviews.

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

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

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

30 (2) Developing criteria for and conducting an evaluation of faculty
31 productivity;

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

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

1 (5) Examining the effectiveness of proposals on variable tuition
2 rates and faculty salary incentives; and

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

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

12 The higher education coordinating board, in conjunction with the
13 state board for community and technical colleges and the institutions
14 of higher education, shall report regularly to the legislature and the
15 citizens the accomplishments of, expenditures for, and requirements of
16 public postsecondary education in the state of Washington. The state
17 board for community and technical colleges and the institutions of
18 higher education shall report uniformly to the higher education
19 coordinating board, on an annual basis, the information necessary to
20 prepare the report. Examples of performance measures that could be
21 included are:

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

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

36 The board shall perform the following planning duties in
37 consultation with the four-year institutions, the community and

1 technical college system, and when appropriate the (~~commission for~~
2 ~~vocational education~~) work force training and education coordinating
3 board, the superintendent of public instruction (~~for the vocational-~~
4 ~~technical institutes~~), and the independent higher educational
5 institutions:

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

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

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

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

24 (b) Recommendations on enrollment and other policies and actions to
25 meet those needs;

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

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

32 The plan shall be updated (~~biennially~~) every four years, and
33 presented to the governor and the appropriate legislative policy
34 committees. Following public hearings, the legislature shall, by
35 concurrent resolution, approve or recommend changes to the initial
36 plan, and the (~~biennial~~) updates. The plan shall then become state
37 higher education policy unless legislation is enacted to alter the
38 policies set forth in the plan;

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

14 (5) Recommend legislation affecting higher education;

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

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

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

20 (9) Develop criteria for identifying the need for new baccalaureate
21 institutions.

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

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