
SUBSTITUTE SENATE BILL 5836

State of Washington

53rd Legislature

1993 Regular Session

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

Read first time 03/01/93.

1 AN ACT Relating to higher education; amending RCW 28B.80.330;
2 adding new sections to chapter 28B.80 RCW; adding a new section to
3 chapter 28B.10 RCW; creating a new section; providing an effective
4 date; and declaring an emergency.

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

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

1 Therefore, the legislature declares that the policy of the state of
2 Washington is to create an environment in which the state institutions
3 of higher education have the authority and flexibility to enhance
4 attainment of state-wide goals and objectives for the state's
5 postsecondary education system through decisions and actions at the
6 local level. The policy shall have the following attributes:

7 (1) The accomplishment of equitable and adequate enrollment by
8 significantly raising enrollment lids, adequately funding those
9 increases, and providing sufficient financial aid for the neediest
10 students;

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

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

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

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

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

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

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

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

34 (d) Operating as efficiently as feasible within institutional
35 missions and goals.

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

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

4 (b) Preparation of reports to the governor, the legislature, and
5 the citizens on program accomplishments and use of resources by the
6 institutions;

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

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

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

15 The legislature finds encouragement of sound management practices
16 in public institutions of higher education and the state board for
17 community and technical colleges will enhance the achievement of state-
18 wide goals and objectives through better use of available resources.
19 Savings of general fund--state appropriations from management
20 efficiencies and productivity gains by the public institutions of
21 higher education and the state board for community and technical
22 colleges shall be transferred to their respective institutional
23 accounts at the close of the biennium. These savings shall be
24 available to the institutions and the state board for community and
25 technical colleges for their purposes without being subject to an
26 offset of appropriations in succeeding biennia. The savings shall not
27 accrue as the result of a reduction in direct instructional services to
28 students.

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

31 The higher education coordinating board may waive statutory
32 regulations and administrative rules for institutional operations on a
33 pilot basis where such requests indicate potential efficiencies for the
34 institutions and the state, if these waivers do not detract from other
35 policy objectives of the legislature or the board. Proposals for these
36 projects may be initiated by the institutions, the state board for
37 community and technical colleges, or the higher education coordinating

1 board. Proposals are limited to two years and shall have measurable
2 outcomes. The higher education coordinating board shall report to the
3 governor and the legislature by November 30th of each year: Projects
4 underway, status of each project, achievements to date, and
5 recommendations for use of project results on a state-wide basis to
6 achieve efficiencies.

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

9 The higher education coordinating board, in conjunction with the
10 four-year institutions of higher education, shall conduct a study of
11 higher education system operations to identify efficiencies to increase
12 access to, improve the quality of, and reduce the cost of higher
13 education. This study shall include but not be limited to:

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

16 (2) Developing criteria for and conducting an evaluation of faculty
17 productivity;

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

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

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

25 (6) Identifying ways for institutions to share resources, faculty,
26 and curricula through collaboration with other public and private
27 postsecondary institutions and common school districts in their service
28 areas to increase student opportunities and reduce costs. Analyses
29 shall include clear articulation of functions among institutions, means
30 to reduce duplication, and policies to facilitate student movement
31 among institutions.

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

34 The higher education coordinating board, in conjunction with the
35 state board for community and technical colleges and the institutions
36 of higher education, shall report regularly to the legislature and the
37 citizens the accomplishments of, expenditures for, and requirements of

1 public postsecondary education in the state of Washington. The state
2 board for community and technical colleges and the institutions of
3 higher education shall report uniformly to the higher education
4 coordinating board, on an annual basis, the information necessary to
5 prepare the report. Examples of performance measures that could be
6 included are:

- 7 (1) Retention and graduation rates;
- 8 (2) Average time to a degree;
- 9 (3) Credit hours per degree awarded;
- 10 (4) Degrees awarded by discipline and by level;
- 11 (5) Multiple degrees;
- 12 (6) Measures taken to reduce duplicative courses, programs, and
13 requirements;
- 14 (7) Student-faculty contact hours;
- 15 (8) Placement rates;
- 16 (9) Success in recruiting and graduating underrepresented groups;
- 17 and
- 18 (10) Various fiscal and management measures.

19 **Sec. 7.** RCW 28B.80.330 and 1985 c 370 s 4 are each amended to read
20 as follows:

21 The board shall perform the following planning duties in
22 consultation with the four-year institutions, the community and
23 technical college system, and when appropriate the (~~commission for~~
24 ~~vocational education~~) work force training and education coordinating
25 board, the superintendent of public instruction for the vocational-
26 technical institutes, and the independent higher educational
27 institutions:

28 (1) Develop and establish role and mission statements for each of
29 the four-year institutions and for the community and technical college
30 system;

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

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

35 (a) Assessments of the state's higher education needs. These
36 assessments may include, but are not limited to: The basic and
37 continuing needs of various age groups; business and industrial needs
38 for a skilled workforce; analyses of demographic, social, and economic

1 trends; consideration of the changing ethnic composition of the
2 population and the special needs arising from such trends; college
3 attendance, retention, and dropout rates, and the needs of recent high
4 school graduates and placebound adults. The board should consider the
5 needs of residents of all geographic regions, but its initial
6 priorities should be applied to heavily populated areas underserved by
7 public institutions;

8 (b) Recommendations on enrollment and other policies and actions to
9 meet those needs;

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

12 The initial plan shall be submitted to the governor and the
13 legislature by December 1, 1987. Comments on the plan from the board's
14 advisory committees and the institutions shall be submitted with the
15 plan.

16 The plan shall be updated (~~((biennially))~~) every four years, and
17 presented to the governor and the appropriate legislative policy
18 committees. Following public hearings, the legislature shall, by
19 concurrent resolution, approve or recommend changes to the initial
20 plan, and the (~~((biennial))~~) updates. The plan shall then become state
21 higher education policy unless legislation is enacted to alter the
22 policies set forth in the plan;

23 (4) Review, evaluate, and make recommendations on operating and
24 capital budget requests from four-year institutions and the community
25 and technical college system, based on the elements outlined in
26 subsections (1), (2), and (3) of this section, and on guidelines which
27 outline the board's fiscal priorities. These guidelines shall be
28 distributed to the institutions and the community college board by
29 December of each odd-numbered year. The institutions and the community
30 college board shall submit an outline of their proposed budgets,
31 identifying major components, to the board no later than August 1 of
32 each even-numbered year. The board shall submit recommendations on the
33 proposed budgets and on the board's budget priorities to the office of
34 financial management before October 15 of each even-numbered year, and
35 to the legislature by January 1 of each odd-numbered year;

36 (5) Recommend legislation affecting higher education;

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

- 1 (7) Establish priorities and develop recommendations on financial
2 aid based on comparisons with peer institutions;
3 (8) Prepare recommendations on merging or closing institutions; and
4 (9) Develop criteria for identifying the need for new baccalaureate
5 institutions.

6 NEW SECTION. **Sec. 8.** This act is necessary for the immediate
7 preservation of the public peace, health, or safety, or support of the
8 state government and its existing public institutions, and shall take
9 effect July 1, 1993.

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