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5 Strike everything after the enacting clause and insert the  
6 following:

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

20 Therefore, the legislature declares that the policy of the state of  
21 Washington is to create an environment in which the state institutions  
22 of higher education have the authority and flexibility to enhance  
23 attainment of state-wide goals and objectives for the state's  
24 postsecondary education system through decisions and actions at the  
25 local level. The policy shall have the following attributes:

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

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

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

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

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

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

8 (a) Development and provision of strategic plans under the  
9 guidelines established by the higher education coordinating board. In  
10 developing their strategic plans, the research universities shall  
11 consider the feasibility of significantly increasing the number of  
12 evening graduate classes;

13 (b) For the four-year institutions of higher education, timely  
14 provision of information required by the higher education coordinating  
15 board to report to the governor, the legislature, and the citizens;

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

19 (d) Operating as efficiently as feasible within institutional  
20 missions and goals.

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

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

25 (b) Preparation of reports to the governor, the legislature, and  
26 the citizens on program accomplishments and use of resources by the  
27 institutions;

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

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

32 (3) At the state level, on behalf of community colleges and  
33 technical colleges, the state board for community and technical  
34 colleges shall coordinate and report on the system's strategic plans  
35 and shall provide any information required of its colleges by the  
36 higher education coordinating board.

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

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

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

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

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

24        (2) Developing criteria for and conducting an evaluation of faculty  
25 productivity;

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

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

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

33        (6) Identifying ways for institutions to share resources, faculty,  
34 and curricula through collaboration with other public and private  
35 postsecondary institutions and common school districts in their service  
36 areas to increase student opportunities and reduce costs. Analyses  
37 shall include clear articulation of functions among institutions, means

1 to reduce duplication, and policies to facilitate student movement  
2 among institutions.

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

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

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

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

32 The board shall perform the following planning duties in  
33 consultation with the four-year institutions, the community and  
34 technical college system, and when appropriate the (~~commission for~~  
35 ~~vocational education~~) work force training and education coordinating  
36 board, the superintendent of public instruction for the vocational-

1 technical institutes, and the independent higher educational  
2 institutions:

3 (1) Develop and establish role and mission statements for each of  
4 the four-year institutions and for the community and technical college  
5 system;

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

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

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

21 (b) Recommendations on enrollment and other policies and actions to  
22 meet those needs;

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

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

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

36 (4) Review, evaluate, and make recommendations on operating and  
37 capital budget requests from four-year institutions and the community  
38 and technical college system, based on the elements outlined in  
39 subsections (1), (2), and (3) of this section, and on guidelines which

1 outline the board's fiscal priorities. These guidelines shall be  
2 distributed to the institutions and the community college board by  
3 December of each odd-numbered year. The institutions and the community  
4 college board shall submit an outline of their proposed budgets,  
5 identifying major components, to the board no later than August 1 of  
6 each even-numbered year. The board shall submit recommendations on the  
7 proposed budgets and on the board's budget priorities to the office of  
8 financial management before October 15 of each even-numbered year, and  
9 to the legislature by January 1 of each odd-numbered year;

10 (5) Recommend legislation affecting higher education;

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

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

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

16 (9) Develop criteria for identifying the need for new baccalaureate  
17 institutions.

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

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