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1993 Regular Session

By Representatives Quall, Jacobsen, Ogden, Brumsickle, Miller, Basich, Shin, Locke, Wood, Silver and J. Kohl

Read first time 02/19/93. Referred to Committee on Higher Education.

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.120 RCW; adding a new section to chapter 28B.10 RCW:
4 creating a new section; providing an effective date; and declaring an
5 emergency.

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

7 NEW SECTION. **Sec. 1.** The legislature finds a need to redefine the
8 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.

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) At the local level, the higher education institutional
24 responsibilities include but are not limited to:

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

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

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

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

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

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

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 institutions in improving operational efficiency
7 through waivers of administrative requirements and periodic review of
8 program efficiencies.

9 NEW SECTION. **Sec. 3.** A new section is added to chapter 28B.120
10 RCW to read as follows:

11 It is the policy of the state of Washington that incentives be
12 provided in the omnibus appropriations act, as submitted by the
13 governor, in support of innovations to improve the higher education
14 system as prescribed by the legislature. An amount equal to one-half
15 of one percent of the proposed appropriations for the institutions of
16 higher education and the state board for community and technical
17 colleges shall be provided for this purpose in the Washington fund for
18 excellence in higher education program administered by the higher
19 education coordinating board.

20 NEW SECTION. **Sec. 4.** A new section is added to chapter 28B.10 RCW
21 to read as follows:

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

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

3 The higher education coordinating board may waive statutory
4 regulations and administrative rules for institutional operations on a
5 pilot basis where such requests indicate potential efficiencies for the
6 institutions and the state, if these waivers do not detract from other
7 policy objectives of the legislature or the board. Proposals for these
8 projects may be initiated by the institutions, the state board for
9 community and technical colleges, or the higher education coordinating
10 board. Proposals are limited to two years and shall have measurable
11 outcomes. The higher education coordinating board shall report to the
12 governor and the legislature by November 30th of each year: Projects
13 underway, status of each project, achievements to date, and
14 recommendations for use of project results on a state-wide basis to
15 achieve efficiencies.

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

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

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

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

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

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

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

34 (6) Identifying ways for institutions to share resources, faculty,
35 and curricula through collaboration with other public and private
36 postsecondary institutions and common school districts in their service
37 areas to increase student opportunities and reduce costs. Analyses
38 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. 7.** 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 public postsecondary education in the state of Washington. The state
10 board for community and technical colleges and the institutions of
11 higher education shall report uniformly to the higher education
12 coordinating board, on an annual basis, the information necessary to
13 prepare the report. Examples of performance measures that could be
14 included are:

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

27 **Sec. 8.** RCW 28B.80.330 and 1985 c 370 s 4 are each amended to read
28 as follows:

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

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

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

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

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

19 (b) Recommendations on enrollment and other policies and actions to
20 meet those needs;

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

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

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

34 (4) Review, evaluate, and make recommendations on operating and
35 capital budget requests from four-year institutions and the community
36 and technical college system, based on the elements outlined in
37 subsections (1), (2), and (3) of this section, and on guidelines which
38 outline the board's fiscal priorities. These guidelines shall be
39 distributed to the institutions and the community college board by

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

8 (5) Recommend legislation affecting higher education;

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

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

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

14 (9) Develop criteria for identifying the need for new baccalaureate
15 institutions.

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

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