

limit the university reimbursement for the administrative costs of research grants and contracts to 26 percent of direct charges.

This level was set at 26 percent because that is the current average of the costs allowed to universities. In other words, many of the universities in the United States are reimbursed for indirect charges at a rate in excess of 26 percent. While the reimbursement situations between research grants and contracts and the NTID/RIT relationship are not directly comparable, the fact that the NTID rate is about one-half of the 26 percent average would suggest that the level of these payments is reasonable.

Dear Friends:

Over the past two years, the Gallaudet College community has been deeply involved in a major planning program designed to help us successfully meet new challenges posed by our changing society. In charting our future course, we are building on the strong foundation of previous planning efforts and projecting Edward Miner Gallaudet's vision of a "comprehensive" institution into today's and tomorrow's world.

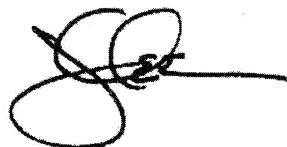
That vision continues to serve as the cornerstone of our mission. In our new *Statement of Mission and Goals*, "comprehensiveness" takes on increasing significance as we seek to serve broader segments of the hearing impaired community in new and creative ways. Our basic goals are to provide more services to more people in more locations and to do so in an effective and resource-efficient way.

One of our highest priorities this academic year—and one which underlies our new *Statement* is to develop and submit new legislation designed to confer university status upon Gallaudet. Our overall plan, therefore, reflects and supports our expectation that Gallaudet will achieve full university status, both in scope and name, in the near future.

Gallaudet College has a long and distinguished history, characterized by the significant, positive impact it has had on the quality of life of deaf persons. As we move forward with our mission, and as we continue service as the flagship educational institution for deaf people in our nation and around the world, we will use this plan to chart our future course.

Our comprehensive planning process involved 12 developmental phases, carried out over a two-year period, which resulted in our new *Statement*. Our planning does not stop here, however. It is an ongoing process, with individual units of the College continuing to develop their own programs in support of the general plan. Those plans and overall goals and activities will be regularly reviewed and revised.

We are grateful to all those who participated in the creation of this plan; with your continued commitment and support, the plan will serve as a dynamic force in the fulfillment of our mission. Please join with us as we set forth on our newly-charted course.



Jerry C. Lee
President

The Gallaudet Heritage

Since its founding in 1864, Gallaudet College has provided leadership, inspiration, and exemplary programs for the hearing impaired people of the world. It has become a symbol to hearing impaired individuals of their successes and their potential. To meet society's changing needs, Gallaudet has evolved from a small liberal arts college to a multi-purpose educational institution, providing comprehensive academic programs from nursery school through Ph.D. levels, public service to tens of thousands of people each year, and research programs aimed at meeting the needs of all hearing impaired people.

The Gallaudet Mission

Today, the mission of Gallaudet College is, as it always has been, to serve hearing impaired people in the United States and around the world through teaching, research, and service. That mission will continue to be the focal point of our future efforts.

The Gallaudet Scope of Service

While that basic mission remains unchanged, Gallaudet recognizes that the demands of the times and the needs of hearing impaired people call for new and expanded emphases.

To fulfill today's and tomorrow's service obligations, Gallaudet affirms its commitment to:

1. Educating for work and independence by providing academic programs that prepare graduates for successful careers and successful participation in the non-career aspects of life.
2. Fostering learning skills by developing active learners who have acquired the knowledge and skills associated with general education or the liberal arts.
3. Enrolling all qualified students, regardless of social or economic status.
4. Serving society by providing programs to governmental agencies, private industry, and other organizations.
5. Associating with other educational institutions.
6. Providing service to its constituencies in local communities.
7. Improving the quality of life of its constituents.
8. Assuring the economic vitality, personal enrichment, and intellectual growth of its adult constituents.
9. Providing services on both a national and international basis.
10. Creating new knowledge through scholarly pursuits.

Mission and Goals — Priorities

To support and enhance these commitments, Gallaudet's new *Statement of Mission and Goals* identifies 14 central themes, each with a number of corresponding goals. While Gallaudet considers each theme to be a vital component of its dynamic future, it also recognizes that for the overall plan to be effective, implementation must be approached in an organized, methodical manner. Therefore, certain priority areas will receive immediate attention.

New Constituents

Gallaudet's top priority is to serve new constituencies and to increase the number of those served through current programs.

To expand its services, the College will enroll students from segments of the hearing impaired population on whom it has not traditionally focused, including students with less than profound hearing losses. In addition, the College will offer undergraduate degree programs to a limited number of hearing students in areas related to deafness.