

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.

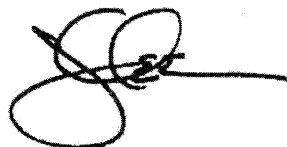
That vision continues to serve as the cornerstone of our mission. In our new *Statement of Mission and Goals*, "comprehensiveness" takes on increasing significance as we seek to serve broader segments of the hearing impaired community in new and creative ways. Our basic goals are to provide more services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