



# **LINCOLN UNIVERSITY**

## **ADVANCING THE LEGACY OF EXCELLENCE**



### **Revised 2013-2018 Strategic Plan**

*This strategic plan is an essential ingredient in our journey to the future. We are determined and motivated to accomplish the tasks, regardless of how challenging, set before us.*



## MESSAGE FROM RICHARD GREEN

**THE STRATEGIC PLAN FOR LINCOLN UNIVERSITY IS ONE OF THE MOST IMPORTANT DOCUMENTS IN OUR HISTORY.** It sets the direction and benchmarks for achievements we expect to attain over the 2013-2018 period as we build upon the success of 162

Lincoln University began a long-range planning process more than two decades ago and was an early proponent of adhering to strategies that have guided us through years of dramatic growth. The 2013-2018 Strategic Plan contained five major goals which addressed several key areas necessary to deliver quality educational services. The Plan was issued in 2013. In less than two years, Lincoln University has experienced substantive changes to both its internal and external environments. The magnitude of these changes increases the importance of a careful review and restructuring of the 2013-2018 Strategic Plan to address the new environments.

At the onset of my tenure at Lincoln, a key priority was to conduct a comprehensive review of the University's 2013-2018 Strategic Plan, evaluate progress on objectives and performance metrics and determine the best way to enhance and improve upon the Plan. I invited The Barthwell Group, a Business enterprise with strategic planning and evaluation expertise to assist in the process. In addition, the process was highly collaborative, with retreats, workshops and forums with key stakeholders, faculty, staff and students to seek input and recommendations for *Advancing the University's Legacy of Excellence*.

I want to thank everyone who participated in the review process, which included an extensive SWOT (Strengths, Opportunities, Weaknesses and Threats) analysis and diligent engagement by all involved and interested in the secure future of Lincoln University. Your hard work and effort has culminated in this Revised 2013-2018 Strategic Plan. Please join us during the years to come in plotting our course for success, monitoring our programs and adapting as necessary to ensure success for a sustainable future.

Sincerely,

A handwritten signature in black ink that reads "Richard Green".

Richard Green, Ph.D.  
Interim President

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## Vision

Lincoln University will become the institution of choice for diverse students from all over the world to receive innovative and creative educational challenges that prepare them to lead in a global society.

## Mission

Founded in 1854, Lincoln University, the nation's first degree-granting Historically Black College & University (HBCU), is committed to maintaining a nurturing and stimulating environment for learning, teaching, research, creative expression and public service for a diverse student body, faculty and workforce. With myriad firsts to its credit and a tradition of producing world leaders, the University engages in programs that increase knowledge and global understanding. The University's diverse student body and expert workforce foster a supportive environment for professional and personal growth and mutual respect.



## Values

The core values of the institution are SECURE:

- The University prepares its STUDENTS to use their gifts and resources to advance the well-being of its community and to meet the challenges of a global economy.
- The University considers EXCELLENCE a standard in its academic, social, technological, economic, environmental and spiritual pursuits.
- The University cultivates a culture of CARE and service among its community, which ultimately benefits the world at large.
- The University fosters UNDERSTANDING and mutual respect for the contributions and perspectives of its diverse student body, faculty, staff, alumni, surrounding and global communities.
- The University RESPECTS its traditions and reveres its storied legacy.
- The University's identity and its work are guided by integrity and sound ETHICAL values.



## Institutional Learning Outcomes

Lincoln University's Institutional learning outcomes (ILOs) represent the broad University articulation of the knowledge, attitudes, competences and expectations for all students regardless of major area study. The institutional learning outcomes form the foundation for all academic programs, as well as co-curricular and extra-curricular activities.

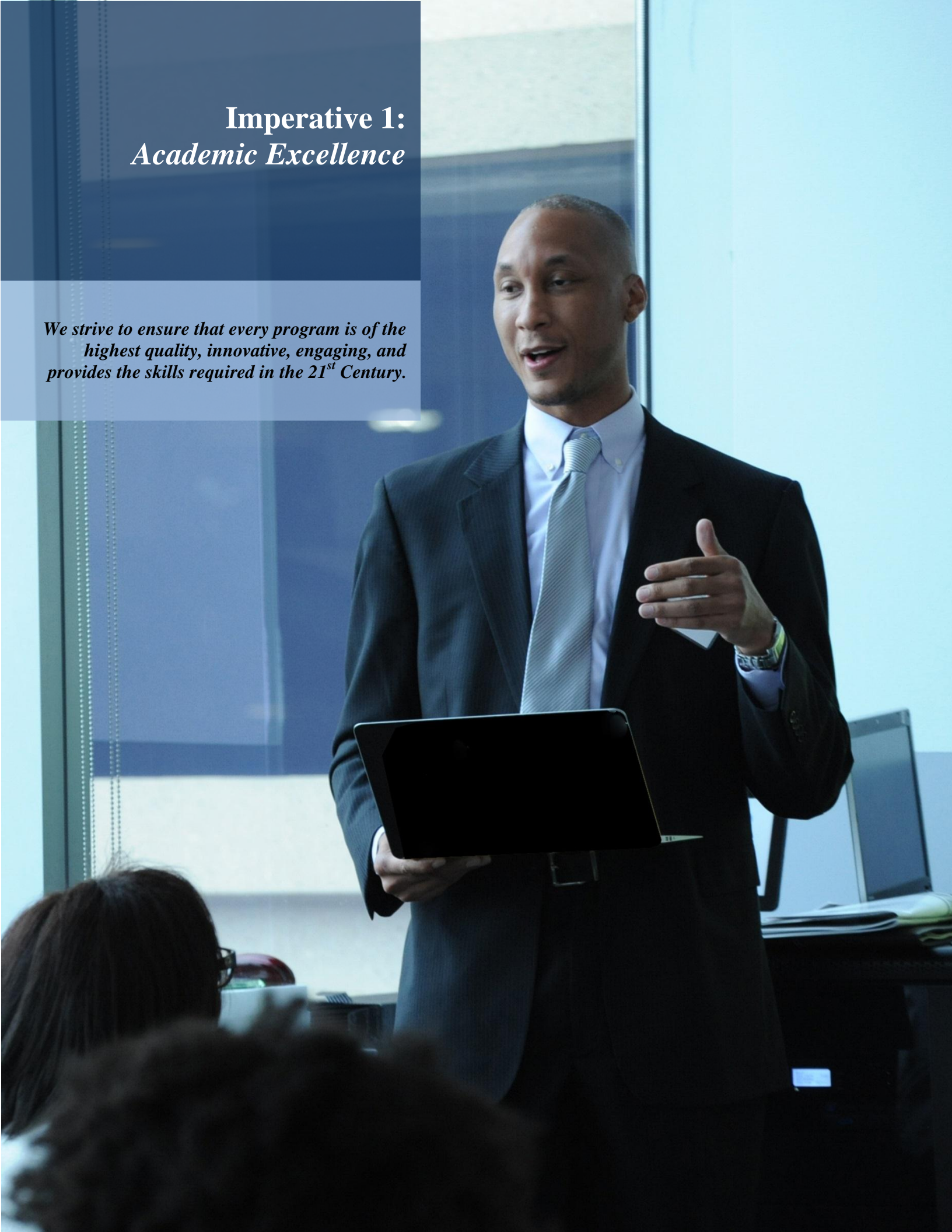
Graduates of Lincoln University will achieve the following competencies and knowledge:

1. *Effective Communication*: Effectively and clearly communicate through oral, written and visual means to increase knowledge and understanding or to promote change in a listener, reader or observer.
2. *Technology & Information Literacy*: The ability to responsibly, appropriately and effectively access, manage, integrate, evaluate, create and use general or discipline specific technologies and/or library and media sources.
3. *Diversity Awareness/Cultural Awareness*: Diversity and cultural awareness represents a set of cognitive, affective and behavioral skills and characteristics that support effective and appropriate interaction in a variety of diverse contexts.
4. *Social Responsibility and Civic Engagement*: Knowledge, skills and values that promote making a difference in the civic life of a community. Social responsibility and civic engagement encompass actions wherein individuals participate in activities of personal and public concern that are both individually life enriching and socially beneficial to the community.
5. *Critical Thinking*: Critical thinking is a comprehensive and systematic exploration of issues, ideas, artifacts and events before accepting or formulating an opinion or conclusion. Integrative learning is an understanding and a disposition that a student builds across the curriculum and co-curriculum, from making simple connections among ideas and experiences to synthesizing and transferring learning to new, complex situations within and beyond the campus.
6. *Lincoln Legacy*: Lincoln Legacy represents the intention of the University to highlight the institution's rich historical development, alumni achievement and the role of people of African descent and their ongoing global impact.
7. *Financial and Quantitative Literacy*: Financial literacy represents ideas, concepts, knowledge and skills that enable students to become wise and knowledgeable consumers, savers, investors, users of credit, money managers, and citizens of a global workforce and society. Quantitative Literacy represents the ability to reason and solve quantitative problems from a wide array of authentic contexts and everyday life situations.
8. *Integrative & Lifelong Learning*: Lifelong learning is an all-purposeful learning activity, undertaken on an ongoing basis with the aim of improving knowledge, skills and competence.



## **Imperative 1:** *Academic Excellence*

*We strive to ensure that every program is of the highest quality, innovative, engaging, and provides the skills required in the 21<sup>st</sup> Century.*





**Goal #1: Provide the professional development necessary to enable faculty to offer innovative engaging pedagogies and academic programs**

Objectives

- Convene periodic forums where faculty discuss best practices and share innovative, engaging pedagogies
- Use the Center for Excellence in Teaching and Learning (CETL)
- Foster team teaching utilizing the expertise of two disciplines in the development of multidisciplinary courses, for students to understand the theory and application of the exchange of ideas among faculty
- Provide support for faculty to attend professional conferences regarding new pedagogies applying best practices from external and internal sources
- Provide incentives and training to encourage faculty to use data assessments in the design and delivery of their courses
- Recognize faculty who are excellent teachers

**Goal #2: Conduct periodic assessments of all academic programs to ensure that they are aligned with 21st Century higher education requirements**

Objectives

- Institute “principles of excellence” that will guide faculty in ensuring that their courses are innovative, engaging, and aligned with 21st Century workplace and higher education standards
- Develop student course evaluations and integrate recommendations thoughtfully into program revisions
- Interface with corporations, not-for-profit organizations and governmental agencies in order to inform curriculum offerings and revisions to achieve desired student learning outcomes

**Goal #3: Develop systematic plans to increase in-field and specialized accreditation**

Objectives

- Prioritize desired in-field and specialized accreditations based on industry needs and academic reputation
- Review accreditation requirements and develop action plans with specific responsible persons to implement

**Goal #4: Develop systematic plans to increase graduate programs**

Objectives

- Prioritize future graduate programs based on industry needs and market demand
- Assess competitive programs to determine feasibility of implementation and delivery mode and focus of the University’s graduate program development
- Develop action plans with specific responsible persons to implement and timelines



## Imperative 2: *Student Success*

*We are committed to the timely, successful degree attainment and professional development of every student.*





### **Goal #1: Attract a diverse student population**

#### Objectives

- Revise current metrics using percentage increase over time
- Revise performance metrics to focus on overall quality rather than exact SAT and GPA numbers
- Revise current metrics regarding transfer students

### **Goal #2: Ensure the retention and timely degree attainment**

#### Objectives

- Use data to develop academic roadways to successful degree attainment
- Use data to alert counselors and students of missed milestones on academic roadways
- Enhance structured interactions between students and counselors
- Redesign gateway courses which are impeding degree attainment
- Develop a comprehensive retention plan; review current plans in place first
- Develop separate metrics for freshman and sophomore retention
- Research statewide and national best practices of retention strategies
- Enhance Academic Support Services
- Begin new initiatives for academic support services for students
- Begin initiatives to support students at certain GPAs (2.5-3.0)
- Provide greater flexibility in course scheduling
- Provide online options
- Develop special advising to enhance the success of non-traditional students, veterans and transfer students

### **Goal #3: Enhance the preparation of students to compete in the 21st Century, technologically-infused workplace**

#### Objectives

- Ensure that every student has the opportunity for an internship or service learning experience
- Build mentoring relationships for students with senior corporate executives
- Engage alumni to contribute to student success through entrepreneurial opportunities, internships, etc.

### **Goal #4: Create and sustain a culturally rich, engaging on-campus student experience**

#### Objectives

- Expand student development opportunities such as Lincoln Legacy, leadership, activism, service learning, Sophomore Year Experience and learning communities
- Enhance co-curricular experiences
- Enhance student experiences with Student Affairs programming

### Imperative 3: *Research and Scholarship*

*We will enhance opportunities for research and scholarship particularly as it enhances our collaborations and provides funding with local industries and global partners.*





## **Goal #1: Develop an environment that facilitates faculty and student research**

### Objectives

- Create a research forum where students present structured research projects
- Provide release time for faculty to engage in research
- Provide seed funding for faculty to engage in research
- Ensure that every student participates in a structured research project
- Provide incentives for faculty who engage students on their research teams
- Provide stipends for faculty and students to present at academic conferences
- Encourage faculty and students to publish papers in peer-reviewed journals

## **Goal #2: Promote focused research around specific themes to enhance Lincoln's ability to secure grants and government and private contracts**

### Objectives

- Identify potential research themes (STEM, social justice, governance, social and behavioral sciences)
- Create faculty clusters to focus on developing research around specified themes
- Build collaborations with other higher education institutions to promote thematic research

## **Goal #3: Build strategic research collaborations with industry and global partners**

### Objectives

- Assess research needs of local industry and/or global partners
- Build relationships with corporate executives (including alumni) to develop research collaborations
- Build relationships with global partners (including countries of alumni) to develop research collaborations
- Develop specific metrics to create a number of research collaborations within a set time period



## Imperative 4: *Sustainability*

*We are committed to being responsible stewards of our environment and for ensuring that our University has a firm financial foundation and that we are developing alternative revenue streams to ensure our future.*

LINCOLN





## **Goal #1: Enhance the financial sustainability of the University**

### Objectives

- Develop strategies to increase student enrollment including by developing partnerships with community colleges, veterans organizations and global organizations and enhancing enrollment management establish annual metrics for increasing enrollment of specific student populations (e.g., undergraduate, graduate, online, and transferred)
- Increase the fundraising of the University to \$2.5 million by 2018
- Increase the percentage of alumni giving to 20% by 2018
- Develop alternative sources of revenue including through athletic events, licensing and the monetization of land and facility use
- Build collaborations with corporations, majority institutions, and governmental agencies to increase R&D contracts

## **Goal #2: Enhance the maintenance and development of the University's infrastructure**

### Objectives

- Assess the status of all buildings and systems
- Implement an effective deferred maintenance plan
- Create an environment that sustains and encourages faculty, staff and administrators to be innovative and resourceful
- Maintain the historical corridor of Lincoln and its traditions

## **Goal #3: Implement environmentally responsible processes and systems throughout the University**

### Objectives

- Construct and expand LEED-certified buildings in the future
- Expand recycling throughout the University
- Conduct an energy efficiency assessment
- Create a plan to reduce cost and environmental impact
- Implement the recommendations from the assessment



A black lamp post with a white globe stands in the foreground. A banner is attached to it, featuring the word 'LINCOLN' in large white letters on a blue background, and 'UNIVERSITY' in smaller white letters on an orange background. Below the word 'UNIVERSITY' is a small blue logo of a building with the year '1854' underneath it. The background is a path lined with trees with vibrant red and orange autumn leaves under a clear blue sky.

## Imperative 5: *Institutional and Operational Effectiveness*

*We will eliminate unnecessary bureaucracy;  
increase the efficiency of our academic and  
operational processes to enhance the quality of  
every stakeholder's on-campus experience.*



## **Goal #1: Assess and improve the efficiency of administrative and operational processes**

### Objectives

- Conduct an institution-wide assessment of the administrative, fiscal and operational best practices of the University
- Conduct a best practices scan to identify optimal efficient administrative and operational higher institution practices
- Conduct periodic customer satisfaction surveys regarding the efficiency of administrative and operational processes
- Develop an action plan with specific responsible persons and a timeline to implement the recommendations from the assessment, best practices scan, and the customer satisfaction survey
- Engage and invest in the development of strategies to improve institutional and operational effectiveness

## **Goal #2: Encourage a culture that embraces innovation, cost effectiveness and change**

### Objectives

- Conduct focus groups or provide other forums where innovations to improve efficiency are discussed
- Provide incentives to reward innovative practices that are implemented

## **Goal #3: Stabilize leadership and governance**

### Objectives

- Finalize the strategic plan to use as a governance tool
- Communicate the strategic plan among key stakeholders including the Board of Trustees

## Imperative 6: *Community Engagement*

*We will seek ways to increase our engagement  
and visibility within the local and broader  
community.*



**Goal # 1: Increase engagement with the Southern Chester County and Delaware Valley communities**

Objectives

- Develop substantive collaborations with leading community organizations locally, nationally, and globally
- Develop online programs
- Develop an advisory community board to interact periodically with the President and other University stakeholders to promote better communication

**Goal #2: Enhance the visibility of the University's engagement in local communities**

Objectives

- Encourage faculty and administrators to participate in community organizations (e.g., advisory boards, boards of trustees, etc.)
- Communicate involvement of University stakeholders in community activities
- Develop specific focused activities, events, and programs which highlight the University's community involvement
- Promote volunteerism among University stakeholders



A photograph of a university campus. In the foreground, a paved path curves through a green lawn. A black lamppost stands on the path, with a metal bench nearby. In the background, a large red brick building with a curved section and a dome is visible. Bare trees are scattered throughout the scene, and the sky is clear and blue.

## **Imperative 7:** *Globalization and Diversity*

*While we remain committed to our legacy of providing the highest quality education to African American students, we recognize the importance of offering students a diverse environment and global collaborations which will prepare them for leadership in the 21<sup>st</sup> Century.*



### **Goal #1: Develop global collaborations with higher education institutions, particularly in Africa and in Asia**

#### Objectives

- Engage with internal and external stakeholders to assist in developing substantive collaborations with global institutions
- Interface with alumni from Africa and Asia to assist in developing substantive collaborations with global higher education institutions
- Assess the need to offer any language courses relevant to the University's global partners
- Develop and implement a plan for offering online courses to our global partners
- Assess joint R&D collaborations with global partners, serving their local industries
- Increase study abroad/exchange opportunities for Lincoln students and faculty

### **Goal #2: Create specific recruitment programs to enhance and broaden the diversity of the student body**

#### Objectives

- Identify high-performing high schools in regions outside of the Northeast, nationally and internationally, and actively build relationships to enhance recruitment
- Develop relationships with high performing local high schools with large numbers of students from underrepresented minorities and enhance recruitment
- Broaden the recruitment of veterans, traditional, and non-traditional students

### **Goal #3: Build collaborations with industries to develop programs for workforce enhancement**

#### Objectives

- Develop a strategy to identify and build relationships with local industries with workforce training requirements aligned with Lincoln's academic strengths
- Develop additional certificate programs

## Strategic Review Process

In order to arrive at the revised 2013-2018 strategic plan and adopted imperatives, a highly collaborative process of review, discussion, research, and analysis took place within the campus community. The process provided both a retrospective view of the effectiveness of our current strategic plan and a prospective view of the re-defining characteristics and priorities to consider for moving forward. A key outcome of the review was the opportunity to develop future-focused, big-picture goals that focus on sustainability, globalization and brand enhancement and clearly articulated and quantifiable objectives, which are derived from sound baseline data.

The process consisted of:

- A comprehensive review of assessment data (current and historical), institutional effectiveness reports and reported progress to date on the current strategic objectives and metrics;
- An analysis of the University's current strategic goals and objectives in comparison with those of selected peer and aspirant institutions;
- A series of strategic review workshops, retreats and forums to seek input from stakeholders of the campus community;
- A detailed SWOT analysis and environmental scan to inform strategic revisions; and
- The development of specific and measurable unit tactical action plans detailing implementation of the revised strategic imperatives.

## Progress and Performance

The 2013-2018 Strategic Plan is informed by five strategic goals:

- Goal 1: Recruit and retain students with high potential and strong academic achievements
- Goal 2: Enhance, expand and strengthen the University's academic programs and services
- Goal 3: Foster a learner-centered environment that inspires teaching, learning, research and service
- Goal 4: Strengthen the institution's infrastructure
- Goal 5: Operate as the public square of Southern Chester County of the Delaware Valley

University Assessment Data, Institutional Effectiveness Reports and reported progress to date on the current objectives and performance metrics are indicated below.

Strategic Goal	Number of Performance Measures	Number Accomplished	Number in Process	Number Not Started or Accomplished
1. Recruit and retain students with high potential and strong academic achievements.	11	2	4	5
2. Enhance, expand and strengthen the University's academic programs and services.	12	6	6	0
3. Foster a learner-centered environment that inspires teaching, learning, research and service.	5	1	1	3
4. Strengthen the institution's infrastructure.	13	5	4	4
5. Operate as the public square of Southern Chester County of the Delaware Valley.	7	1	6	0

## Comparative Institution Analysis

The institution not only faces competition from other historically black institutions, but it must also compete with similar majority institutions of higher education. A scan of the strategic plans of five comparative higher education institutions (the “Comparative Institutions”) was conducted in order to compare and contrast their goals and planning process to those of Lincoln University.

Comparative Institutions	Total Student Enrollment	Number of Faculty	Endowment
Delaware State University	4,505	357	\$20,800,000
Hampton University	4,397	296	\$256,561,762
Millersville University of	8,505	442	\$21,902,702
Morgan State University	7,698	437	\$23,671,970
West Chester University of	15,845	602	\$25,448,578
Lincoln University	1,856	101	\$35,605,386

\*Data is sourced from 2014-2015 IPEDS reporting

### Key Observations

- **Aspirational Visions.** Four of the five comparative institutions have visions that either describe what the university aspires to accomplish in comparison to its peers, or the type of future success it plans to provide for its students.
- **Sustainability.** All of the comparative institutions have goals which focus on sustainability. In some instances, the focus is on environmental sustainability. In many cases, the emphasis is on ensuring the long-term financial sustainability of the university.
- **Resources.** All of the comparative institutions have goals relating to enhancing and/or sustaining resources (including, in some instances, developing additional sources of funding).
- **Academic Excellence and Learning Communities.** All of the comparative institutions have specific goals regarding academic excellence and/or learning communities.
- **Community Engagement.** Four of the five comparative institutions have specific goals regarding Community Engagement.
- **Research.** Three of the five comparative institutions have specific goals regarding research.
- **Retention and Graduation Rates.** Three of the five comparative institutions have specific goals regarding retention and graduation rates.
- **Metrics and Follow-up Actions.** Generally, the comparative institutions have substantive descriptions of follow-up actions which will be implemented to execute their goals. Often these include metrics and quantifiable benchmarks.



## SWOT Analysis

Lincoln University stands at a critical crossroads: proud descendants of a distinguished institutional past, but nevertheless facing critical challenges which, if left unaddressed, will threaten our future. As part of the Strategic Review process, a comprehensive SWOT analysis was conducted to determine the University's strengths, weaknesses, opportunities and threats as they related to the 2013-2018 Strategic Plan.

<b>Strengths</b> <ul style="list-style-type: none"><li>• Plan was a highly collaborative effort</li><li>• Plan included broad goals that were aligned to a variety of areas in the institution</li><li>• Plan was an inclusive effort of internal and external stakeholders</li><li>• Plan consolidated and prioritized the numerous goals that were in the prior strategic plan</li><li>• Plan included objectives that focused on recruitment</li></ul>	<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Current Plan is more Operational than Strategic</li><li>• Objectives are not supported by a detailed plan of implementation</li><li>• Current metrics are not grounded on existing data and prior performance</li><li>• Plan omits some critical strategic areas such as financial sustainability, globalization, technology and branch enhancement</li><li>• No prior SWOT analysis or environmental scan was conducted to inform the strategic goals</li><li>• Performance metrics lack baseline data needed to assess progress and achievement</li><li>• Plan lacks financial objectives to support implementation</li></ul>
<b>Opportunities</b> <ul style="list-style-type: none"><li>• Revision of the plan allows for opportunity to develop key objectives and implementation plans that include:</li><li>• Institutional marketing &amp; re-branding</li><li>• Development of online education</li><li>• Development of new academic programs</li><li>• Identification of alternative streams of revenue</li><li>• Emphasis on research &amp; scholarship</li><li>• Addressing aging infrastructure</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Increasing competition from similar institutions</li><li>• Increasing governmental regulations &amp; scrutiny</li><li>• Declining State aid</li><li>• Challenges with affordability of higher education</li><li>• Increasing federal support and promotion of community colleges</li><li>• Online education and alternative modes of delivery as options for students</li><li>• Resistance to change both internally and externally</li></ul>

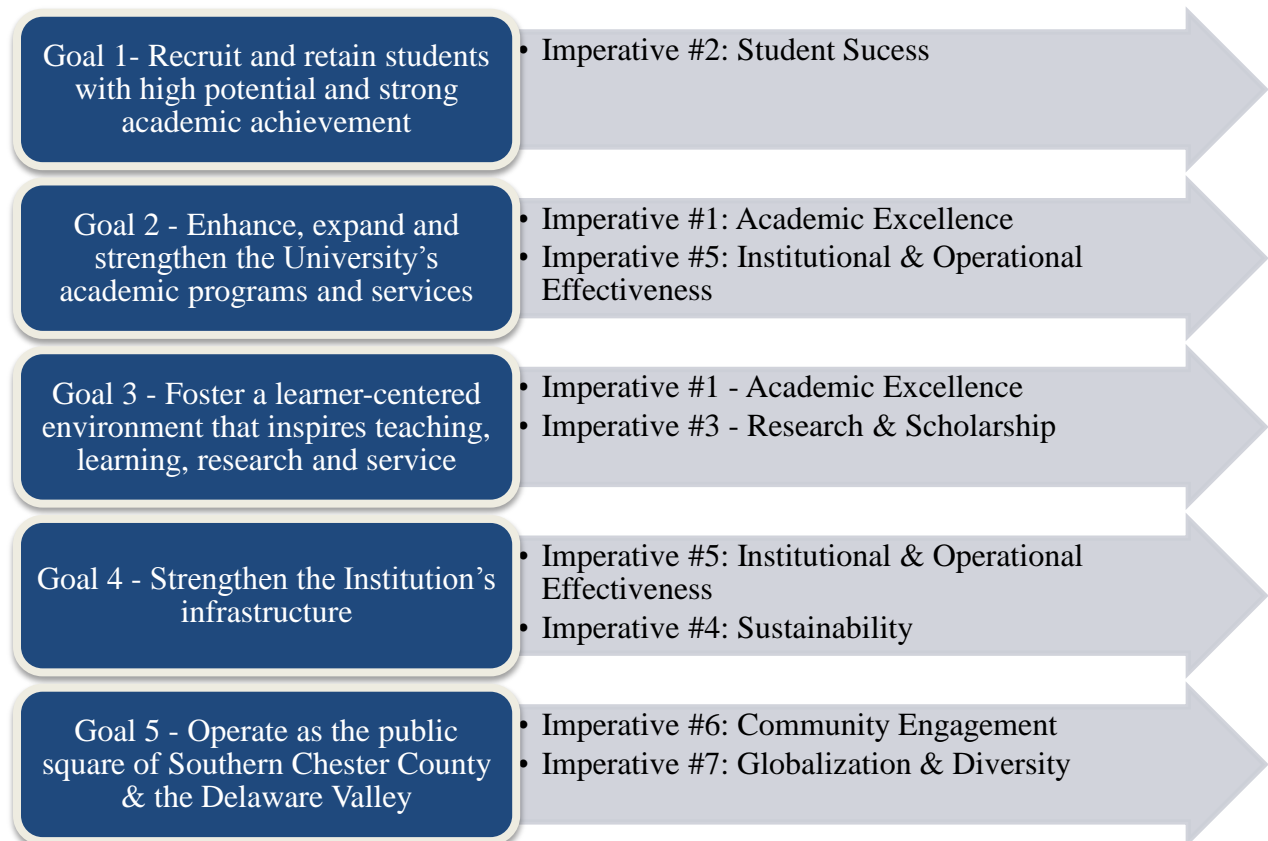
## Revised Strategic Goals

In order to re-chart our strategic roadmap, it was determined that, moving forward; the “Strategic Goals” would be referred to as “Strategic Imperatives” in order to highlight the sense of urgency that is needed for the University to progress. Through multiple collaborative discussion and research, the campus community identified seven Strategic Imperatives that will guide our future strategic planning and management.



## Alignment of Goals to Imperatives

The adopted revised strategic goals (now referred to as imperatives) maintain alignment to the previous strategic goals. The revisions provided an opportunity to include broader priorities giving way to clear objectives with adequate depth.

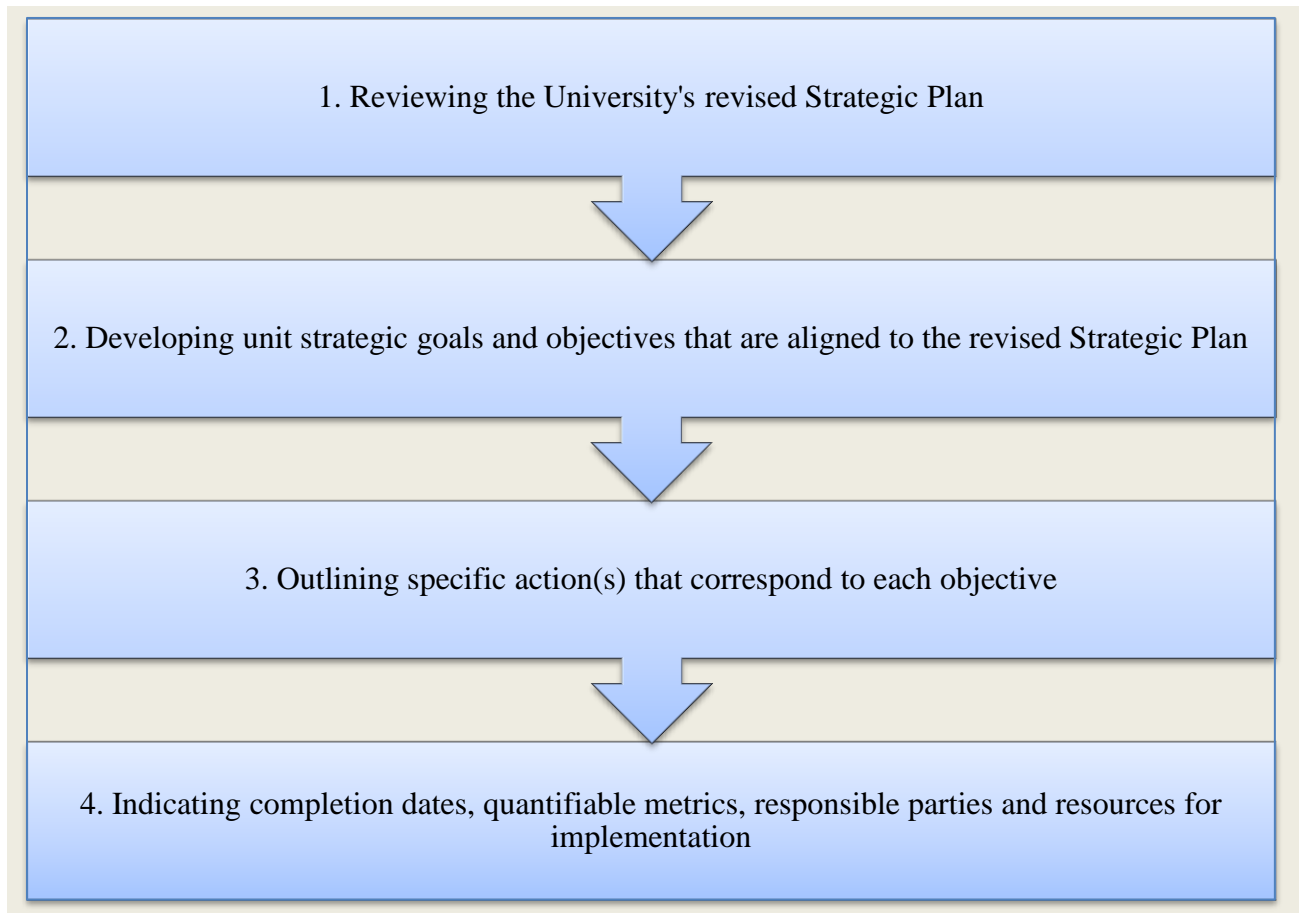




## Tactical Action Plan

The Tactical Action Plan process is designed to enable operational and academic units to develop strategic goals, objectives and implementation plans which are aligned with the University's Revised 2013-2018 Strategic Plan. In order to ensure a comprehensive implementation of Lincoln University's Revised Strategic Plan, all academic and operational units of the institutions were asked to develop a detailed tactical action plan. Tactical Action Plans are proprietary templates designed to ensure the successful implementation of the University's strategic goals and objectives throughout the institution by designating the key milestone actions which must occur at designated times and assessing the necessary resources (personnel, equipment and technology, infrastructure and financial investment). Each tactical plan includes the appropriate and aligned financial objectives to support each plan

The Tactical Action Plan process included:



## Lincoln University Facts

Enrollment	2013-2014	2014-2015	2015-2016
Undergraduate	1,624	1,589	1,694
Graduate	339	230	208
Total	1,963	1,819	1,902

Student Success	2013-2014
Average First-year retention rate	70%
Average Second-year retention rate	55%
Average Four-year graduation rate	26%
Average Five-year graduation rate	39%
Average Six-year graduation rate	4%

### U.S. New & World Report HBCU Rankings 2015-2016

- |                                   |                                       |
|-----------------------------------|---------------------------------------|
| 1. Spelman College                | 12. North Carolina Central University |
| 2. Howard University              | 13. Jackson State University          |
| 3. Hampton University             | 14. Dillard University                |
| 4. Morehouse College              | 15. Bennett College                   |
| 5. Tuskegee University            | 16. Johnson C. Smith University       |
| 6. Xavier University of Louisiana | <b>17. Lincoln University</b>         |
| 7. Fisk University                | 18. Elizabeth City State University   |
| 8. Claflin University             | 19. Clark Atlanta University          |
| 9. North Carolina A&T University  | 20. Morgan State University           |
| 10. Florida A&M University        |                                       |
| 11. Tougaloo College              |                                       |

\*Since 2014, Lincoln University has advanced three places from #20 to #17.





Founded in 1854, Lincoln University (PA) is the FIRST of four Lincoln Universities in the world and is the nation's FIRST degree-granting Historically Black College and University (HBCU). The University combines the elements of a liberal arts and science based undergraduate curriculum along with a select graduate programs to meet the needs of those living in a highly-technological and global society. Today Lincoln enrolls a diverse student body of approximately 1,900 men and women, and possesses an international reputation for preparing and producing world-class leaders such as Saara Kuugongelwa-Amadhila '94, FIRST female Prime Minister of Namibia, Dr. Soraya Coley '72, FIRST alumna president of a university.