BOARD CHAIR’S MESSAGE


While the opportunity to further my family’s Greek American heritage is a motivating factor for this long-standing involvement, our devotion to the ACG cause has other deep roots. We believe strongly in the importance of outstanding education and through ACG we are able to provide students from Greece, southeastern Europe, and elsewhere the strength and benefits of proven American education. The unique histories and achievements of Greece and The American College of Greece add to the privilege of working with the dedicated and talented trustees. College leadership, faculty, staff, students, alumni, friends, and others who advance ACG’s distinctive mission and vision. This 2014 Annual Report makes clear the College’s positive momentum brought about by these constituencies.

It continues to be a personal pleasure to be associated with one of the strongest and most stable enterprises in Greece during these changing times. On behalf of my family and the Board of Trustees, I cordially invite you to join us in building ACG’s exciting future serving our students, Greece, the region, and the world.

Philip C. Korologos
Chair, Board of Trustees
The American College of Greece

PRESIDENT’S MESSAGE

This 2014 Annual Report of The American College of Greece has three primary objectives:

1. Present the recent developments of The American College of Greece in the context of the College’s Strategic Plan – ACG 150 … Advancing the Legacy
2. Clarify the non-profit governance philosophy of the College – an approach that is prevalent in the US but less familiar in Greece
3. Acknowledge and thank all those who have contributed to ACG’s positive momentum

This year marks my 31st year as a college/university president; I know well that institution-building is a collaborative process (sometimes I refer to it as collaborative art). Beginning with internal constituents (board, faculty, staff, students) and extending to external constituents (alumni, friends, corporations, foundations, public officials), collective effort is necessary to lift an educational institution. ACG’s accomplishments presented in this report are testimony to precisely this collective investment.

I want to express particular appreciation to my closest associates – members of the President’s Cabinet.

- Gabriel Alexopoulos, Controller
- Dimitris Andreou, Vice President, Enrollment and Administration
- Niki Boutari, Vice President, Marketing
- Claudia Carydis, Vice President, Public Affairs
- Olga Julius, Principal, PIERCE
- Iliana Lazana, Vice President Human Resources and Campus Services
- Kelly Morra, Vice President, Finance/CFO
- Nikolaos Travlos, Dean, ALBA Graduate Business School at The American College of Greece
- Thimios Zahropoulos, Provost

I am continuously inspired by ACG’s history and grateful to all those who helped create the impressive institution I joined in 2008 (especially those who served with my immediate predecessor, Chancellor Emeritus, John S. Bailey). I am encouraged to be able to project an era of significantly expanded personal and social contribution for the College, and I hope that bright future will be a “point of light” for others as well.

David G. Horner, PhD
President
The American College of Greece
The governance structure of The American College of Greece mirrors that of the most respected, non-profit, US schools, colleges and universities. The board of trustees constitutes ACG’s highest authority. Members serve on a volunteer basis, receive no compensation and support the College through personal, corporate and foundation philanthropy.

1. Philip Korologos (BA, JD; New York, NY) chair of the board, is a partner of Boies, Schiller & Flexner LLP; his main practice area is complex litigation.

2. Harold Levy (BS, MA, JD; New York, NY), vice chair, treasurer and chair, Finance Committee, is executive director of the Jack Kent Cooke Foundation and formerly was New York City Schools chancellor.

3. Charles Cook (BA, MA, PhD, EdD; Watertown, MA), secretary and chair, Governance Committee, was director of the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges for 25 years.

4. William Antholis (BA, PhD; Charlottesville, VA), executive director of the Miller Center, University of Virginia, which specializes in US presidential scholarship, public policy and political history, previously served as managing director of the Brookings Institution as well as in key positions in the White House and US State Department.

5. Kenyon C. Bolton III (AB, March, PhD; Cambridge, MA), principal, Kenyon C. Bolton III & Associates A.I.A.

6. Ann Caldwell (BA: Wakefield, MA), chair, Advancement Committee, is resident scholar at the Brandeis University Women’s Studies Research Center, President Emerita of the MGH Institute of Health Professions; she has held administrative positions at Brown University, Harvard University Graduate School of Education, Wheaton College (MA), and Philips Academy.

7. Nikos Ebeoglou (Ptychio, MSc; Athens, GR), executive board chairman, AIBA Graduate School of Business at The American College of Greece.

8. David G. Horner, ex officio (BA, MA, MBA, PhD; Boston, MA and Athens, GR), president, The American College of Greece, having served previously as president of Barrington College and North Park University.

9. Kosmo Kalliarekos - completed term in 2014-15 (BA, MBA; Hong Kong, China), managing director, Baring Private Equity Asia, was a founding member of The Parthenon Group, a strategic advisory firm.

10. Nikos Koumettis (BS, MS; Athens, GR) graduated from Deree – The American College of Greece in 1986 and chairs the Enrollment and Marketing Committee. He is president, Central & Southern Europe Business Unit Coca-Cola and formerly was president of Coca-Cola Ltd, Canada.

11. Ulysses Kyriakopoulos (Bsc, MBA; Athens, GR), chairman of the board, S&B Industrial Minerals, was a founder of ALBA Graduate Business School. He started Junior Achievement in Greece and has served as president of the Federation of Greek Industries and chairman of the Greek National Opera.

12. Anthony Kronman (BA, JD, PhD; New Haven, CT), Sterling Professor of Law and former Dean, Yale Law School, is a member of the Council of Foreign Relations and the American Academy of Arts and Sciences.

13. Vana Lavida (BA, MBA; Athens, GR) graduated from Deree – The American College of Greece in 1979. She is chair of the board of directors of MDA Hellas, an association for the care of people with neuromuscular disorders, which she founded.

14. Lee Ann Leahy (BSBA, CPA; Boston, MA), chair, Audit Committee, is an audit partner at PricewaterhouseCoopers, specializing in higher education, with client experience including Boston University, Columbia, MIT, NYU, Northeastern, Princeton, Stanford, Yale.

15. Jim Logothetis (BS, MBA, CPA; Atlanta, GA), Global Coordinating Partner, Ernst & Young; audit and non-audit clients have included Coca-Cola, Chrysler, Whirlpool, Porsche N.A., 3M, Sara Lee.

16. Angelo Manioudakis (Bsc, MBA; Boston, MA), chief investment officer, Global Asset Allocation (GAA) Multi-Asset Class Strategies (MACS) group, Fidelity Investments, where he oversees over $300B in assets under management.

17. Alexander Macridis (BA, JD, MBA; Athens, GR), chairman and managing director, Chryssafidis S.A., is a member of the board of ALBA Graduate Business School, the National Bank of Greece and Aegean Airlines, treasurer of the Federation of Greek Industries and serves on the Yale President’s Council on International Activities and Harvard Business School’s European Leadership Council.

18. Dan Miller (BA, MA, PhD; Providence, RI), chair, PIERCE Committee, is in his 11th year as Head of the Wheeler School, a Nursery through twelfth-grade, co-educational day school of 820 students in Providence, RI.

19. Lisa O’Donnell (BA, JD; New York, NY), managing director and co-chief operating officer, BlackRock Multi-Asset Strategies Group, previously was chief operating officer, Merrill Lynch Global Allocation Fund.

20. Anastasios Parafestas (BS, JD, LLM; Boston, MA), chair, Investment Committee, is managing member of The Galliard Group LLC, and its private equity arm, Spinnaker Capital LLC.

21. John Pyrovolakis (BA, PhD; New York, NY), founder and CEO, Innovation Accelerator, a public private partnership with the National Science Foundation, is also the managing general partner of the National Innovation Fund (NIF), an early stage venture capital fund.

22. Milton Sipp (BA, Med; Bronx, NY), assistant head of School and head of Middle School, Riverdale Country School, NYC, which enrolls 1,140 students (Pre-K to twelve), has served as National Director on the Board of the National Association of Independent Schools, chairing the Membership Committee.

23. Concetta Stewart (BA, MA, PhD; Ringoes, NJ), chair, Higher Education Academic Affairs Committee, is provost at Mercy College; previously she served as dean of art and design at Pratt Institute and dean of communications and theater at Temple University.

24. Lena Triantogiannis (Bsc, MBA; Athens, GR) is a graduate of both PIERCE (1984) and Deree (1989) and chairs the Compensation and Human Resources Committee. She is a partner with Egon Zehnder International and co-leads the firm’s Accelerated Integration Practice.
ACG 150 ... Advancing the Legacy

MISSION
To add distinctive and sustainable value to our students as well as Greece, American education, Hellenic heritage, and the global community through transformative teaching, professional engagement, academic research, and service

VISION
To establish The American College of Greece as the premier, independent, comprehensive, educational institution in southeastern Europe

CORE VALUES
The American College of Greece is dedicated to integrating creatively:
- American education best practices
- Greece’s unique intellectual and cultural heritage
- A campus community ethos of mutual respect, responsible action and high achievement
- Student development for engaged, effective global citizenship

MAJOR GOALS and CORE STRATEGIES

GOAL ONE: Achieve high standards of performance across all educational programs

CORE STRATEGY: Enhance the educational experience and diversify and strengthen enrollment

GOAL TWO: Cultivate a high performance organizational culture based on transparency, mutual support, collegiality, and continuous improvement

CORE STRATEGY: Establish collegial governance rooted in a highly functioning board, faculty and staff

GOAL THREE: Build a culture of constituency engagement and philanthropy

CORE STRATEGY: Invest in targeted institutional advancement and public affairs initiatives

GOAL FOUR: Assure a sustainable financial, physical and technological model

CORE STRATEGY: Strengthen financial management, diversify revenue sources (e.g. enrollment, fundraising, technology transfer), improve physical and technological resources and enhance environmental stewardship

ACG STRATEGIC DEVELOPMENTS: 2008 - 2014

2008
- ACG complies with new private college legislation
- ACG’s Strategic Plan proposed on four pillars:
  - Reinforce educational quality (e.g. faculty credentials; faculty professional engagement; student selectivity)
  - Reverse multi-year enrollment decline by cultivating both Greek and international student markets
  - Reinvigorate institutional advancement (development and alumni relations) as second revenue engine
  - Extend ACG’s campus competitive advantage through investment in facilities and infrastructure, including technology

2009
- DEREE discontinues admission into Junior College; final Junior College students graduate in 2011
- DEREE launches first, major, public promotional campaign in support of new student enrollment
- Campus master plan projects expansion of main campus academic and co-curricular facilities (e.g. student residences)
- College residences converted to student residential use
- Independent consultant’s report documents comprehensive technology needs; multi-year technology plan adopted

2010
- DEREE Honors Program initiated, including affiliation with Stanford University Summer International Honors Program
- ACG partners with the National Hellenic Society to offer Heritage Greece: short-term immersion for US Greek-American university students
- Renovation of ACG President’s House to support campus-wide entertainment functions

2011
- DEREE partners with Open University, UK’s largest public university, to offer dual degrees (US and EU) securing “professional rights” for DEREE graduates according to EU law
- ACG expands US Boston Office: appoints Vice President, Finance/CFO and staff to support board of trustees and US-based fundraising and study abroad initiatives
- ACG partners with Libra Group to pioneer International Internship and Study Abroad Program

2012
- ACG and ALBA strategic alliance; ALBA relocates to former DEREE Downtown Campus; DEREE consolidates all undergraduate programs on main campus
- ACG board of trustees approves multi-year investment in student financial aid and ACG right-sizing plan
- ACG initiates Office of Public Affairs to focus on public policy issues, including Greek recognition of DEREE degrees
- ACG appoints Vice President, Enrollment and Administration and Vice President, Marketing

2013
- DEREE appoints Provost to lead academic development
- DEREE Guarantee: assured undergraduate tuition for four years

2014
- ACG announces collaboration with Cornell University, Johnson School of Hotel Administration
- Naming of Frances Rich School of Fine and Performing Arts for American sculptor, Frances I. Rich (AZ)
- ACG board approves multi-year investment in development and alumni relations
- Athens-based President’s Advisory Council is formed
ENROLLMENT CAMPAIGN

DREAM DARE DEMAND
YOU’RE AT DERE

Communication Pillar #1
68% graduates employed within 6 months

Communication Pillar #2
€3M in scholarships and grants

Communication Pillar #3
Greek university Parallel Studies
Stavros Niarchos Foundation Scholars

CAMPAIGN METRICS

4 TV channels
912 spots
1,482,510 total audience

25 Sunday paper ads
225K audience

15 min on SKAI TV News
5 interviews
>80 press releases

Metro ads visible by
>198,000 passengers

Radio spots/
Advertorials in
digital media

Banner campaign in 20 websites
total impressions
44.86M

932,915 Facebook users
7,321 likes

YouTube
10.8M impressions
>68,000 led to ACG landing page

Focus Groups: (MRR Study)
“DEREE is advertised a lot lately. I saw it on
YouTube as well. It concentrates on parallel
study and that is what caught my interest.”

“The ad has a focus on the letter ‘D’ for DERE but also
talks about Dreams. This to me implies the goals I
dream about for my life.”

ACG WEBSITE

1,332,015 entrance clicks
130 homepage banners
130 ACG announcements

84% more fans in one year. How?

Student Success Stories
Vibrant Campus Life
Themes Worth Sharing
Main Campus Fall Higher Education Enrollment 2008-2014 (Undergraduate and Graduate)

ACG FALL HIGHER EDUCATION ENROLLMENT

- Total ACG undergraduate/graduate enrollment is higher in 2014 than 2008, despite a decline in the overall Greek private college market of 40%. Following the ACG/ALBA strategic alliance in 2012, total ACG higher education enrollment has increased 12.9%.
- Graduate students in 2014 account for 20.6% of total ACG higher education enrollment compared to 3.1% in 2008.
- Junior College admission was suspended in summer 2009; Junior College classes were taught out through spring 2012.
- ACG’s Downtown Athens Campus is now dedicated to ALBA Graduate Business School and serves over 500 degree-seeking students plus hundreds of executive education and open seminar students.

DEREE MAIN CAMPUS FALL ENROLLMENT UNDERGRADUATE AND GRADUATE

% OF NEW DEGREE-SEEKING STUDENTS: 18-20 HIGH SCHOOL AVERAGE

NEW AND READMITTED UNDERGRADUATE STUDENTS

SPRING TO FALL RETENTION RATE
FALL 2014 NEW STUDENT MAJORS

- Psychology
- Management
- International Business
- Marketing
- Information Technology
- International Tourism
- Accounting & Finance
- Communication
- Economics
- Theater Arts
- Visual Arts
- Other
- Undeclared

Other: Environmental Science, English, Management Information Systems, Art History, History, Music, Philosophy, Sociology

30 DEREER INTERNS IN 14 CITIES,
9 COUNTRIES ON 3 CONTINENTS
FULLY FUNDED BY CORPORATIONS

NEW APPROVED UNDERGRADUATE MAJORS
- Finance
- Management Information Systems
- Shipping Management
- Sports Management

NEW UNDERGRADUATE MAJORS IN PROCESS
- Graphic Design
- Logistics & Supply Chain Management
- Health Care Management

NEASC Accreditation

OU Validation

All DEREER undergraduate and graduate programs are covered by NEASC accreditation. All undergraduate programs are validated through the Open University.
MOU with Cornell University, Johnson School of Hotel Administration:
- DEREE undergraduates studying at Cornell
- Cornell undergraduates studying at DEREE
- Integrating Cornell’s online curriculum into DEREE undergraduate and ALBA graduate curricula
- ACG faculty benefiting from Cornell professional education programs

**Imag(in)ing Athens:**
*Art and Archaeology of Ancient Athens,* a DEREE-Duke University course was offered in spring 2014; 12 Duke students visited ACG in March 2014.

14 ACG students in Stanford University International Honors Program in last three years

**Lehigh University:** international counseling graduate program housed on campus, summer 2014

Four DEREE students in Harvard University’s Hellenic Studies Program, Nauplio, Greece since 2011

**NYU Faculty Resource Network winter conference brought 45 faculty from universities across the US to ACG**

Simultaneous, trans-Atlantic classes taught by DEREE and Albion College, summer 2014

**SCHOOL OF GRADUATE AND PROFESSIONAL EDUCATION**

Michigan State University English language testing program, represented by DEREE in southern Greece and the islands, doubled its participating institutes in the last year

**FALL 2014 ENROLLMENT IN GRADUATE PROGRAMS TOTAL: 150**
**Areti Krepapa** appointed Dean, School of Graduate & Professional Education. She joined ACG’s Graduate School in 2009 as a full-time faculty of Marketing. Her previous appointments include Assistant Dean and Graduate Program Coordinator of the MSc Marketing program. Her research interests lie in information processing and decision-making and organizational learning. She holds a BSc, Business Administration with a major in Marketing Management (DEREE – The American College of Greece), MBA (Cardiff Business School – University of Wales) and PhD, marketing (School of Management – University of Bath).

**Chryssoula Karakitsou** appointed department head of psychology. She holds a BA (Hons), psychology (DEREE – The American College of Greece), MSc and PhD, developmental psychology (University of Stirling). Her academic foci are childhood and adolescent development and education with emphasis on socio-emotional competencies, internet addiction, inclusion and vocational rehabilitation.

**Ana Sanchez-Colberg** appointed department head of theatre arts and dance. She holds a BA (Hons), theatre arts/English literature (University of Pennsylvania), MFA, dance and choreography (Temple University) and PhD, German Tanz Theater (Laban Centre for Movement and Dance, Council for National Academic Awards). She is director of the award winning Theatre en Corps with whom she has toured internationally and has been Visiting Professor of choreography and composition at the University Dance and Circus Stockholm, head of undergraduate studies at LABAN Center for Movement and Dance and course leader of the PhD & Research Degrees at Central School of Speech and Drama.

**Hariclea Zengos** appointed Associate Dean, Academic Affairs. She has been a full-time professor in the Department of English and Modern Languages at DEREE since 1989 and has served as English department head, Director of the English Language Program and Associate Dean of the School of Liberal Arts and Sciences. Her research and publications focus on colonial and postcolonial literature, Greek writers of the Diaspora, and modern travel writing about Greece. She holds a BA summa cum laude, English (DEREE – The American College of Greece), MA, English with a concentration in American Literature (Clark University), EdM in higher education administration (Harvard University), and PhD, English with a concentration in Modern British and postcolonial Literature (Tufts University).

**Elias Kapareliotis** appointed department head of marketing. He holds a Psychio, French Language and Literature (Aristotle University of Thessaloniki), MBA (University of Piraeus) and PhD, marketing (Athens University of Economics & Business). His research interests are corporate and luxury branding, qualitative and quantitative research methodologies (mainly ethnography) and marketing of small and medium-sized enterprises. He has held academic appointments at University of Abertay, Open University-Greece, Center of Business Studies at the Athens University of Business and Economics, and Robert Kennedy College-University of Wales – University of Cumbria.

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**TOTAL DEREE FACULTY PROFESSIONAL ENGAGEMENTS: 269**

- Books, Book Chapters and Refereed Publications: 36
- Non-Refereed Publications: 14
- Paper Presentations - International: 57
- Paper Presentations - Greece: 14
- Media Presentations/Interviews: 12
- Invited Speeches to Professional/Local Groups: 43
- Workshop Presenter: 24
- Public Artistic Performances: 13
- Other (e.g. poster presentation, book review): 56
Elf

The American College of Greece

240 participants from 35 countries attended the “English as a Lingua Franca” conference

ACG CARES

ACG CARES collected and distributed clothing, food and household goods for distribution to the needy

DEREE Division II Volleyball Champions

Study Abroad Housing and Study Lounge

Blender

All day festival co-organized by DEREE, Kathimerini newspaper and ALBA with the active participation of over 600 students of Greek public universities, DEREE and ALBA

AMICAL 2014

11th Annual Meeting & Conference

The American College of Greece - Athens, 14-17 May

MDA TOGETHER Project:

English Department students and faculty collaborated with MDA Hellas to engage young people on disability issues

ACG CARES

Issued reports, sponsored special presentations and courses on ACG’s commitment to become a sustainable campus and learning community

2014 Graduation
ENROLLMENT CAMPAIGN

CAMPAIGN METRICS

- 36 print ads in 12 print media
- 25 third party mailouts
- 25 articles published by ALBA faculty
- 44 press releases

ALBA WEBSITE

- 855,788 entrance clicks
- 153,074 unique visitors

30 Google AdWords campaign

258,989 Facebook users
5,012 likes

YouTube channel

115 subscriptions
43,598 views

ALBA blog - 748 views
According to the QS 2014 world university rankings, ALBA is included in the top 200 business schools worldwide. In addition, based on the University of Texas at Dallas database, ALBA ranks 1st in Greece and Cyprus according to the number of publications in top academic journals in the fields of Management and Business Administration. In the same list, ALBA ranks 4th in greater southeastern Europe which includes, among other countries, Israel, Turkey, Lebanon and Egypt.
**ACADEMIC ADMINISTRATIVE APPOINTMENTS**

**Kyriakos Kyriakopoulos**, Associate Professor of Strategy and Marketing, named Associate Dean, Academic Programs. His research and teaching interests lie in strategic marketing, business strategy, and organizational learning. His research has been published in leading international journals, *Journal of Marketing, Organization Studies, International Journal of Research in Marketing, Journal of Management Studies, Agribusiness*. He holds a BA, Agricultural Economics (Athens Agricultural University), MSc, Agricultural Economics and Food Marketing (Wageningen University), PhD, Marketing & Strategy (Nyenrode University).

**Christos Cabolis**, Associate Professor of Economics and Finance, appointed Academic Director, MBA programs. His research focuses on issues related to mergers, valuation of changes in corporate governance, price discrimination as well as measuring market power. His research has been published in the *Journal of Law and Economics* and the *Review of Financial Studies*. In 2010-2011 he was Visiting Associate Professor at the Kenan-Flagler Business School (University of Northern Carolina at Chapel Hill). He holds a BA, Economics (National University of Athens), MA, Economics (California State University), PhD, Economics (University of California, Santa Barbara).

**Vasilis Theocharakis**, Associate Professor of Marketing and Entrepreneurship, appointed Academic Director of MSc in Entrepreneurship. His research and teaching focuses on strategic marketing, new product development and entrepreneurship. He is among the most downloaded authors worldwide on the Social Science Research Network (SSRN) and has received ALBA’s outstanding research award. He is also a Visiting Scholar at the Aston Business School and the chair of the board for the European Business Plan of the Year Competition. He obtained a BEng (honors) in Electrical Engineering (State University of New York at Stony Brook), MSc in Electrical Engineering (Polytechnic University), MBA (New York University), PhD in Marketing and Strategic Management (University of Warwick).

**Evangelia Baralou**, Adjunct Assistant Professor of Organizational Behavior appointed Program Director, MSc in Tourism. Her teaching and research interests are knowledge management, organizational learning, new organizational structures, emotions and social identity. She has acted as a referee for journals and conferences such as the *Organization Studies, Organization and Human Relations* and the Academy of Management conference. She has taught at Strathclyde University, University of Glasgow, Stirling University and ALBA Graduate Business School. She holds a BSc (Hons.), Computer Science (Athens University of Economic and Business), MSc, Business Information Technology Systems (Strathclyde University), PhD, Organizational Behavior (Strathclyde University).

**Executive Development**

- Executive Management Program in Business Studies in cooperation with Novo Nordisk BAAG; modules delivered in Dubai
- Mastering Business Effectiveness executive program assigned to ALBA by Novo Nordisk Hellas
- Continuation of the MBA in Financial Services, in cooperation with Eurobank
- Development of a new program, Loan Remedial Management with two cohorts: open program and corporate program for Eurobank
- Four Executive Management Development Programs (mini MBAs)

**AHEAD** (ALBA Hub for Enterprise and Development)

- MOOC: Beyond Silicon Valley (Localization of Coursera based MOOC – 3,500 registrations throughout Greece)
- VentureGarden: Helping People Grow Ideas (Training & Mentoring new entrepreneurs)
- Family Business Event “Empowering Family Businesses with Education” – Event co-organized with IE Business School
International Schools Hosted

- Five new student exchange programs with universities from India, Germany, Portugal, China and France
- 33 exchange students hosted

Applied Research and International Development

- Coordination of evaluation of 50 Greek companies in the Best WorkPlaces (BWP) competition
- Conducted the annual RCI survey and announced the Index
- EC project on European Business Growth Catalyst Programme: prepared the training curriculum and organized the seminar, engaged 25 small company owners trained in how to grow their businesses

Social Responsibility

ALBA Center for Business Ethics, Social Responsibility and Sustainability (C.E.R.E.S.) launched “The ALBA Social Responsibility Series”, to raise awareness on CSR in cooperation with the Hellenic Network for Corporate Social Responsibility

Co-Organized Events

- “Financing Business – The Financial System in the Era of Memoranda” conference in partnership with the Association of Greek CFOs (SEODI)
- Presentation of the results of the Mobilize Youth Employability in Greece research in collaboration with CITI
- Business and Mediation conference co-organized with Hellenic Federation of Enterprises (SEV)
- PRMIA Greece & ALBA joint event Risk Management: Challenges & Prospects

Posidonia 2014 – Maritime Education, Truth or Dare for Young Professionals: An Open Discussion with Industry Experts co-sponsored by Chartered Shipbrokers (ICS Greek Branch) and the International Propeller Club (Piraeus)
ENROLLMENT CAMPAIGN

Communication Theme #1
Even if we didn’t have athletic facilities of Olympic standards, we would still teach our students how to be winners in life.

Communication Theme #2
Even if we didn’t have a 720-seat theater, we would still teach our students how to find their role in life.

Communication Theme #3
Even if we didn’t have 40,000 books in our library, we would still have the legacy of our 136 year history.

CAMPAIGN METRICS

Newspaper Ads
VIMA
KATHIMERINI
FREE SUNDAY

Web banners in 20 websites
total impressions
3.57M
total clicks
25.8K

ENROLLMENT EVENTS & PUBLICATIONS

LET’S PLAY
370 visitors
48% increase vs 2013

DISCOVER PIERCE DAY
950 visitors
35.7% increase vs 2013

OPEN HOUSE
2,363 visitors
33% increase vs 2013
Despite significant decline in Greek private school enrollment between 2008 and 2014, PIERCE enrollment increased 36.8%

Since 2012 PIERCE new student enrollment increased 135%

Per cent of PIERCE class enrolling at DEREE full-time or parallel to Greek university doubled since 2008

2010-14 UNIVERSITY ACCEPTANCES

**North America**
Boston University, Cleveland State, DePaul, Embry-Riddle Aeronautical, Harvard, Loyola (IL), Michigan State, New York University - Abu Dhabi, Northeastern, Ohio State, Pace, Rutgers, South Dakota School of Mines, Syracuse, University of British Columbia, University of Florida, University of Illinois – Chicago, University of Pennsylvania, University of Toronto, Wellesley College, Wesleyan University, Worcester Polytechnic Institute

**United Kingdom**
Aberystwyth, Liverpool John Moores University, Semmelweis University, Southampton Solent University, University of Aberdeen, University of Bath, University of Bristol, University of Edinburgh, University of Glasgow, University of the Highlands and Islands, University of Hull, University of Manchester, University of Sterling, University of Surrey, University of Waterloo, University of York
Student and Faculty Harvard Prize Recognition

Harvard Prize Book student recipient, Niki Tsiraki, and Dr. Spiros Doukas, a PIERCE math and computer science teacher, were honored at the Harvard Club of Boston breakfast on Wednesday, October 1, 2014. Dr. Doukas, who initiated E-tutoring at PIERCE this year, was the first faculty member from outside the US to be so honored.

Phillips Exeter

Five PIERCE students completed the Phillips Exeter Academy (PEA) Summer School Academic Program 2014 on scholarship, sponsored by Spiros Bouas.

Summer Camp

952 children, ages 6-15

Student Awards and Distinctions

- Toyota Dream Car Art Contest
- Best Mechanical Engineering Construction of Model Formula 1
- Junior Achievement 1st Award for the most innovative product
- 3rd place in the Mathematics Competition: Archimedes 2014
- Panhellenic Forensics Tournament: 10 distinctions
- 26th Panhellenic Information Technology Competition: two distinctions
- Model United Nations (MUN): Best Delegation of Special Committee on Millennium Goals and Best Delegation of Social, Humanitarian and Cultural Committee
- Gold Medal: Tennis – ASIS
- Gold and Silver Medal: Panhellenic Ministerial Senior High School Swimming

Non ministrari, sed ministrare

Not to be served but to serve

- Food Drives: Municipality of Aghia Paraskevi; Network for the children rights; Mother, Orthodox Church of Perama
- PIERCE Psychology and Music clubs visited the 85th Greek public kindergarten (87% immigrant children) in Athens center (Keramikos), bringing homemade food and pastries and teaching the children how to perform with music instruments
- Donated heating oil and toys to children’s institution Melissa
- Christmas Bazaar organized by Department of 2nd Foreign Languages, raised funds for ACG scholarships
# FACULTY APPOINTMENTS

<table>
<thead>
<tr>
<th>FIRST NAME</th>
<th>AREA</th>
<th>HIGHEST DEGREE</th>
<th>UNIVERSITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>George Efthymiou</td>
<td>Science</td>
<td>MSc</td>
<td>University of Athens</td>
</tr>
<tr>
<td>Akaterini Falouka</td>
<td>Physical Education</td>
<td>Ptchio</td>
<td>University of Athens</td>
</tr>
<tr>
<td>Konstantinos Garbolas</td>
<td>Math &amp; Computer Science</td>
<td>MS, MSc</td>
<td>University of Athens, Cranfield University</td>
</tr>
<tr>
<td>Spyridoula Kanta</td>
<td>Math &amp; Computer Science</td>
<td>PhD</td>
<td>University of Athens</td>
</tr>
<tr>
<td>Emmanouela Kantzia</td>
<td>Ancient/Modern Greek</td>
<td>PhD</td>
<td>Harvard University</td>
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<td>Panagiota Kehagioglou</td>
<td>Theology</td>
<td>Ptchio, Ptchio</td>
<td>University of Athens</td>
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<td>Zoi Livanou</td>
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<td>Ptchio</td>
<td>University of Athens</td>
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<td>Marilena Maniati</td>
<td>English</td>
<td>MA</td>
<td>Durham University</td>
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<tr>
<td>Athina Panagiotopoulou</td>
<td>Ancient/Modern Greek</td>
<td>MA</td>
<td>University of Athens</td>
</tr>
<tr>
<td>Maria Petropoulou</td>
<td>English</td>
<td>MPhil</td>
<td>University of Cambridge</td>
</tr>
<tr>
<td>Marina Pothitou</td>
<td>Ancient/Modern Greek</td>
<td>BA</td>
<td>University of Athens</td>
</tr>
<tr>
<td>Vrisiis Rouhota</td>
<td>Second Foreign Language</td>
<td>DEA</td>
<td>University of Sophia Antipolis</td>
</tr>
<tr>
<td>Iouliani Saliverou</td>
<td>Ancient/Modern Greek</td>
<td>MA</td>
<td>University of London-Royal, Holloway-Bedford New College</td>
</tr>
<tr>
<td>Dimitrios Souras</td>
<td>Science</td>
<td>PhD</td>
<td>University of Athens</td>
</tr>
<tr>
<td>Anna-Despoina Xenou</td>
<td>Ancient/Modern Greek</td>
<td>MA</td>
<td>University of London-King's College</td>
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<tr>
<td>Konstantinos Zaferopoulos</td>
<td>Physical Education</td>
<td>MA</td>
<td>University of Athens</td>
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<tr>
<td>Emmanouela Dimitroulaki</td>
<td>Math &amp; Computer Science</td>
<td>MA, Master</td>
<td>University of Athens, University of Larnaka-Cyprus</td>
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<tr>
<td>Konstantinos Gakis</td>
<td>Ancient/Modern Greek</td>
<td>Master</td>
<td>University of Athens</td>
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<td>Athanasios Giannopoulos</td>
<td>Second Foreign Language</td>
<td>MA</td>
<td>Universidad International de Menendez Pelayo</td>
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<tr>
<td>Christina Katsoulis</td>
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<td>BA</td>
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<td>Math &amp; Computer Science</td>
<td>Ptchio</td>
<td>Technical University of Crete</td>
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<td>Ioannis Kosmas</td>
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<td>ME</td>
<td>Bowie State University</td>
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<tr>
<td>Aspasia Krintira</td>
<td>English</td>
<td>MA</td>
<td>Utrecht University</td>
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<tr>
<td>Eleni Mitsoulia</td>
<td>Ancient/Modern Greek</td>
<td>MSc</td>
<td>University of Edinburgh</td>
</tr>
<tr>
<td>Evangelia Niadas</td>
<td>English</td>
<td>MA, MA</td>
<td>New York University, University of Essex</td>
</tr>
<tr>
<td>Christina Orfanidou</td>
<td>Second Foreign Language</td>
<td>Master</td>
<td>Universidad de Salamanca</td>
</tr>
<tr>
<td>Georgios Papachristou</td>
<td>Math &amp; Computer Science</td>
<td>Ptchio</td>
<td>University of Piraeus</td>
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<tr>
<td>Dimitrios Protopapas</td>
<td>Math &amp; Computer Science</td>
<td>MA</td>
<td>University of Athens in Cooperation with University of Cyprus</td>
</tr>
<tr>
<td>Fani Sarri</td>
<td>English</td>
<td>MA</td>
<td>Hellenic American University</td>
</tr>
<tr>
<td>Symeon Siomopoulos</td>
<td>Physical Education</td>
<td>PhD</td>
<td>University of Athens</td>
</tr>
<tr>
<td>Vassiliki Sioziou</td>
<td>English</td>
<td>MA</td>
<td>Warwick University</td>
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<tr>
<td>Evangelos Stamateris</td>
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<td>University of Edinburgh</td>
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<tr>
<td>Vassiliki Tassopoulou</td>
<td>Physical Education</td>
<td>MS</td>
<td>Brooklyn College</td>
</tr>
<tr>
<td>Maria Touriki</td>
<td>Ancient/Modern Greek</td>
<td>MA</td>
<td>University of Athens</td>
</tr>
<tr>
<td>Aggelis Triantafyllou</td>
<td>Science</td>
<td>MSc</td>
<td>University of Athens</td>
</tr>
<tr>
<td>Dafni Vlachantoni</td>
<td>Science</td>
<td>PhD</td>
<td>University of Edinburgh</td>
</tr>
<tr>
<td>Zoi Zikidou</td>
<td>Theology</td>
<td>MA</td>
<td>Aristotle University of Thessaloniki</td>
</tr>
</tbody>
</table>

**TOTAL PROFESSIONAL ENGAGEMENTS: 73**

- Books, Book Chapters and Refereed Publications
- Conference Presentations
- Non-Refereed Publications
- Other (e.g. poster presentation, book review)

**Welcome to the PIERCE Graduation Ceremony**
2014 ALUMNI ACHIEVEMENT AWARDS
Supporting Excellence

The Honorees

Maria West Lifetime Achievement Award
Marianna V. Vardinoyannis, D’02

Commitment in Education Award
Stavros Niarchos Foundation

Philanthropy and Community Service Award
Ourania Kli-Efremoglou, P’52, 54

Greek Heritage Award
George D. Behrakis

Arts and Culture Award
Evita Arapoglou, P’74

Business Award
Alexandra Pitta-Chazapi, P’67
Paris Kafantaris, D’90
Theano Liakopoulou, A’99

Education Award
Aristotelis Stouraitis, D’88

Sciences Award
Athena Andreadis, P’73

Entrepreneurship: Rising Star Award
Antonios Fiorakis, D’07
Yiannis Arabatzis, A’05

Special Commemoration
Avraam Albert Arrouh, D’73

A Taste of Excellence
Perfect bites & sips by Celebrity Chefs and Acclaimed Winemakers
ALUMNI SUCCESS STORIES

Evangelos Charatsis
D’84
Athens, Greece
Partner, BET Securities

Tatiana Averoff-Ioannou, D’76
Athens, Greece
Writer / President, E. Averoff-Tossizza Foundation

Nicholas Sfakianakis
D’96
Athens, Greece
Co-Founder, Athens Ethnographic Film Festival

Ariadni Kalpinli-Mavrou
P’63
Athens, Greece
Professor of Genetics, Athens University School of Medicine

Ioannis Begiatis, D’88
Shenzhen, China
Group CFO, APAC, Folli Follie Group

Christina Panteleimonitis
- Mavrantoni, P’77
Athens, Greece
Founder – Director, ‘Ta Mylelia’ Water Mill Ltd

Dimitris Politis, D’90
Zurich, Switzerland
Managing Director, Head of UHNWI for Greece & Cyprus, Credit Suisse AG

Lida Anestidou, P’83
Washington, D.C., Senior Program Officer, Institute for Laboratory Animal Research, U.S. National Academy of Sciences

ACG Graduates
Demographics at a Glance

Total ACG Graduates
38,956

Gender
M: 29%
F: 71%

Place of Residence

<table>
<thead>
<tr>
<th>Country</th>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greece</td>
<td>36,213</td>
</tr>
<tr>
<td>UK</td>
<td>586</td>
</tr>
<tr>
<td>USA</td>
<td>551</td>
</tr>
<tr>
<td>Cyprus</td>
<td>387</td>
</tr>
<tr>
<td>Switzerland</td>
<td>91</td>
</tr>
</tbody>
</table>

Top 5 Greek counties

<table>
<thead>
<tr>
<th>Region</th>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attiki</td>
<td>34,070</td>
</tr>
<tr>
<td>Crete</td>
<td>346</td>
</tr>
<tr>
<td>Thessaloniki</td>
<td>205</td>
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<tr>
<td>Achaea</td>
<td>167</td>
</tr>
<tr>
<td>Dodecanese</td>
<td>142</td>
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</table>

Graduates by Decade

<table>
<thead>
<tr>
<th>Decade</th>
<th>Graduates</th>
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<tbody>
<tr>
<td>2010-14</td>
<td>3,812</td>
</tr>
<tr>
<td>2000-09</td>
<td>14,221</td>
</tr>
<tr>
<td>1990-99</td>
<td>11,333</td>
</tr>
<tr>
<td>1980-89</td>
<td>5,283</td>
</tr>
<tr>
<td>1970-79</td>
<td>3,042</td>
</tr>
<tr>
<td>1960-69</td>
<td>1,147</td>
</tr>
<tr>
<td>1950-59</td>
<td>857</td>
</tr>
<tr>
<td>1940-49</td>
<td>389</td>
</tr>
<tr>
<td>1930-39</td>
<td>161</td>
</tr>
</tbody>
</table>
# Reunions

Reunions organized for 14 classes with 600 alumni attending!


## PIERCE Class of 2003

## PIERCE Class of 1953

## HONOR ROLL OF DONORS*

### $1 Million and Above

- ALBA Association (all donations, including gifts from 30 individuals and 40 corporations/foundations/organizations, to support ALBA Graduate Business School at The American College of Greece)

### $500,000 - $999,999

- The Coca Cola Company  
- Libra Group  
- James Salas Memorial Trust  
- Stavros Niarchos Foundation  
- USAID – ASHA

### $50,000 - $99,000

- Kyriacopoulos Family  
- S&B Industrial Minerals S.A.  
- Spiros Bouas

### $25,000 - $49,999

- Kenyon C. Bolton III  
- Kosmo Kalliarekos  
- Near East South Asia Council of Overseas Schools  
- Pharmathen S.A.

### $10,000 - $24,999

- The Nicholas J. & Anna K. Bouras Foundation, Inc.  
- Coca Cola Hellenic Bottling Company Greece  
- DIAGEO Hellas  
- GlaxoSmithKline Hellas  
- Nikos Koumettis, D ’86  
- National Bank of Greece  
- PIERCE College Student Community  
- Lena G. Triantogiannis P ’84, D ’89

### $5,000 - $9,999

- AB Vassilopoulos S.A.  
- AFCEA Educational Foundation  
- Athens International Airport Eleftherios Venizelos  
- Giannis Argyros  
- Athenian Brewery S.A.  
- Attica Terra Food & Drinks S.A.  
- Ann W. Caldwell  
- N. Demos Foundation, Inc.  
- DEREE College Student Government  
- Andreas C. Dracopoulos  
- David & S. Sue Horner  
- Johnson & Johnson Hellas  
- MacArthur Capital Group  
- Alexander Macridis  
- Anastasios Parafestas  
- John & Peggy Pyrovolakis  
- United Church Board for World Ministries

### $2,500 - $4,999

- ACG Alumni Association  
- Anonymous  
- Ballian Techniki S.A.  
- Behrakis Foundation  
- Vana Lavidas D ’79  
- Europa Insurance Co. S.A.  
- EYDAP S.A.  
- Margaret H. Greenberg P ’52  
- Dimitris Lyparakis Insulation Company  
- I. & S. Sklavenitis S.A.
$1,000 - $2,499
Marina Bartsoka-Martinou P'74
Charles M., Honorary Doctorate '04, & Maureen Cook
Coral S.A.
Aris Fotopoulos D'02
Green S.A.
George & Daphne, P'56 Hatsopoulos
Marilene Kanellopoulou-Papalexopoulos P'55
Adela Koukoubani-Stephani P'50
The International Propeller Club of the United States
Theano Lianidou D'88
Marian H. Morgan
Kelly Morra
Julia Norman
Martha Sinis P'54
Irene Stamatakis
Concetta M. Stewart

$500 - $999
American Women's Organization of Greece (AWOG)
Anonymous
Arthur C. & Madeline K. Anton
David L. Aronson
Effi Coutoureli-Fessa D'78
Dean (D'96) & Susan Dimizas
General Life Insurance Company
Ioulia-Anna Georgiadou P'76
Cecile Ingelessis Margellos
Dimitrios Koukouvantis – Flunet Productions
Lefkothea P. Karaviti
Kostas Kokkinakis
Vassiliki Lascarides P'51, Pierce Upper '53, '55
Harold Levy
Life Ltd.
Cathy Parthimos-Paraschi P'73
Stefan & Samira Schnitz
Schwab Charitable Fund
Temnon Construction Ltd - Yannis Pikos
Kathleen Triantafillou
Twenty-Five Year Associates
Panayota Vakalopoulos P'73, D'77
Theodore Vakrinos & Helen Abadzi

$250 - $499
Georgia Baloumi P'90, D'01
Alan & Kristin Bushley
Zoe Carnapa-Kreymyi, Pierce Upper ’53, ’55
Design Bond
Eurobank Business Services S.A.
Evropiaki Pisto AECA
Carol A. Galifianakis
Helioplan
ISS Facility Services
Kemeta – Fire Fighting Systems
Flora-Maria Kyriacopoulou P'72
Lenicon
Hebe Nanopoulou P'73
Andrew S. & Elizabeth E. Natsios
Aikaterini Papadopoulou P'73
Georgia Papaioannou-Nanopoulos P'73
Quest Holdings
Rot Printing
Anna Statinis P'78, D'82, D'88
Temecon/A/C Heating Contractor
Mary-Irene Triantafillou D'89
Elina Yiannopoulou-Harper P'61, D'75
Efthimios Zaharakopoulos

$100 - $249
American Hellenic Institute
Anonymous
Elizabeth Camelo
Harry Contos
Cosmos Business Systems
Thomy Drossiadiou-Iuppia P'72, D'74, D'82
Embassy and General Consulate of Panama in Greece
Marika Famelari P'73
Marianna Fedoroff D'12
Charalampos Filis
Steven J. & Sharon M. Gouris
Athanasios Gyftakis D'85
Fotios L. Havalinas
Olga Hourtziou-Psychogiou P'73
Elaine Kakambouras
Sofia Kalogeropoulou
Effie Kanaroglou-Niada P'46
Konstantinos M. Kapos
Myrto Kouri-Peristeraki P'69
Olga Kourousi-Skaltsa
Ilias Kritikos
Anthony S. Loumides D'88
Ileana Makri-Anastassopoulos P'71, D'78
Angelo Manioudakis
Mary Manopoulou P'73
Vilemini Margouli P'83, D'87
Themis Martou-Santulli Pierce Upper '49
Dan & Joanna Miller
Ismene Papaschale-Daniels P'73
Elita Pasta-Landis P'65
Kalliroe Peppa-Hatzipanayiotou, P'73
Phoebeus Energy
Eugene Rossides
G. Sbonias & Spouse
Scan Information Systems
Albert L. Scerbo
Maria Sharp
SKL Integrated Marketing & Communications Services
Kalroy Skilts Eklof, Pierce Upper ‘49
Skeleakis S.A.
David W. Swanson
Mari Tekirian-Papailia P'67
Telsa
Evelina Tsimonidou P ’52
Marina Tzanou
Elais-Unilever Hellas
John O. Wall III D’90
Miranda Xafa D’73
Chiona Xanthopoulou-Schwarz P’73
Melina Zekkou

56 donors supported ACG with gifts less than $100

*The Honor Roll recognizes donors who made cash gifts (direct or indirect) to The American College of Greece between July 1, 2013 to June 30, 2014 or July 1, 2014 to December 31, 2014.
FINANCIAL

ACG has kept tuition as low as possible while increasing financial aid and implementing creative policies (e.g. DEREE Guarantee) and value-added features (e.g. Open University dual degree system). “Net” in chart below is average tuition paid by students after financial aid.

<table>
<thead>
<tr>
<th>ACG Tuitions</th>
<th>2011-12</th>
<th>2014-15</th>
<th>Annual % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIERCE</td>
<td>€7,761</td>
<td>€7,753</td>
<td>-0.03%</td>
</tr>
<tr>
<td>PIERCE Net</td>
<td>€7,582</td>
<td>€7,055</td>
<td>-2.32%</td>
</tr>
<tr>
<td>DEREE - Undergraduate (cr. hr.)</td>
<td>€278</td>
<td>€291</td>
<td>1.56%</td>
</tr>
<tr>
<td>DEREE Net - Undergraduate (cr. hr.)</td>
<td>€267</td>
<td>€249</td>
<td>-2.25%</td>
</tr>
<tr>
<td>DEREE - Grad. Arts &amp; Sciences (cr. hr.)</td>
<td>€340</td>
<td>€290</td>
<td>-4.90%</td>
</tr>
<tr>
<td>DEREE Net - Grad. Arts &amp; Sciences (cr. hr.)</td>
<td>€315</td>
<td>€260</td>
<td>-5.82%</td>
</tr>
<tr>
<td>ALBA - MBA</td>
<td>€20,225</td>
<td>€19,750</td>
<td>-0.78%</td>
</tr>
<tr>
<td>ALBA Net - MBA</td>
<td>€17,888</td>
<td>€15,586</td>
<td>-4.29%</td>
</tr>
<tr>
<td>ALBA - MSc</td>
<td>€13,450</td>
<td>€12,500</td>
<td>-2.35%</td>
</tr>
<tr>
<td>ALBA Net - MSc</td>
<td>€11,896</td>
<td>€9,864</td>
<td>-5.69%</td>
</tr>
</tbody>
</table>

Every Student Supported
No PIERCE, DEREE or ALBA student pays the full cost of education. ACG endowment/reserve funds, gifts and grants bridge the gap between what students pay and the cost of education.

ACG Tuition (Thousands)

FY 14 Tuition and Fees: €30,972M

ACG Revenue (Thousands)

FY 14 Total Revenue: €37,747M

ACG Expenses (Thousands)

FY 14 Total Expenses: €37,747M

Instruction, student services and student financial aid account for 59% of ACG operating expenses.
ACG TOTAL FINANCIAL AID RECIPIENTS

2012-13

3,049 79.9%
766 20.1%

2013-14

2,844 65.9%
1,472 34.1%

ACG TOTAL FINANCIAL AID

Fulfilling 2012 board of trustees commitment, ACG financial aid has increased 109% in two years

OTHER FY2014 FINANCE HIGHLIGHTS

- **DEREE Guarantee**: undergraduate tuition guaranteed for four years
- PIERCE and DEREE on-line credit card payment – zero interest monthly installment option
- Grant Thornton named institutional auditor; financial audit completed in October 2014 – unqualified opinion, no material, internal controls findings
- ACG endowment/reserve portfolio, overseen by the Board of Trustees Investment Committee, ended FY14 with net (realized & unrealized) gains of 9.9%. Support for ACG operations in FY14 from endowment/reserve funds totaled €4.798 M (i.e. 3.2% draw on the three-year endowment/reserve average balance of approximately €150M).
- ACG economic impact:
  - Employment: 604 full-time equivalent direct and outsourced positions
  - Largest non-government employer in Aghia Paraskevi
  - Among 300 largest employers in Greece
  - IKA taxes paid: €3.744M
  - Total economic impact estimate: €50M
We envision 2015 as another year of development as ACG contributes in ever expanding ways to the lives of our students, Greece, American education, Hellenic heritage, and the global community. Specific priorities include:

1. **Response to Greece Political Developments**: National political and economic developments will set the macro-environmental context for the College as they have since 2008.

2. **Accreditation and Validation**: ACG is committed to rigorous, independent review of all operations. We will prepare a comprehensive report to support the ten-year accrediting visit of the New England Association of Schools and Colleges (NEASC) as well as complete the Open University re-validation process for all undergraduate degree programs.

3. **Enrollment Management**: We will expand student recruitment efforts in Greece and internationally with an emphasis on student quality.

4. **ACG/ALBA Integration**: We will continue to seek ways to realize the near-term and long-term potential from this unique partnership.

5. **DEREE Academic Affairs**: Key academic projects will include a revised Liberal Education curriculum (completed by all undergraduates), pilot testing the new faculty evaluation process and finalization of the Faculty Manual.

6. **International Baccalaureate Recommendation**: PIERCE is exploring adding the International Baccalaureate (IB) to its curriculum; an IB proposal/recommendation will be submitted to the board of trustees.

7. **Institutional Partnerships**: Opportunities for enriching partnerships continue to expand; we project the launch of several, new, strategic affiliations.

8. **Development and Alumni Relations**: We will complete the first year in the board-approved, multi-year plan for enhancing the College’s Office of Development and Alumni Relations.

9. **New ACG Identity System**: Results from several marketing research studies in 2014 highlighted the ongoing challenge of communicating ACG’s identity. The College’s marketing department is developing proposals, assisted by an internationally renowned agency, to address this challenge.

10. **Employment Engagement Survey Follow-up**: We have worked collegially with PIERCE and DEREE faculty over the past two years to revise our evaluation, promotion and compensation systems. A major assessment for ACG staff will be completed, leading to a new, comprehensive staff system.

11. **Campus Planning**: ACG’s growth has produced inevitable (very desirable) challenges around providing necessary spaces for academic, co-curricular and other programs and services. We will confirm new campus plans to address these challenges.

12. **2025 Targets**: ACG’s Strategic Plan points towards the historic milestone of the College turning 150 in 2025. As we approach the ten-year time horizon to 2025, we will confirm various elements of the preferred/projected 2025 ACG profile.