



# ACG 150 | Advancing the Legacy, Growing Greece

*A plan to leverage education & re-invigorate the economy*



## 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, scholarship and service

## VISION

To establish The American College of Greece as the premier, independent, comprehensive, educational institution in southeastern Europe and make a material difference in the economic performance of Greece

## 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 ethos of mutual respect, responsible action and high achievement
- Student development for engaged, effective global citizenship



## HISTORICAL PERSPECTIVE

- 1875 Founded by Congregational, women missionaries from Massachusetts in Smyrna, Asia Minor as American Collegiate Institute - a school for Armenian, Greek, Jewish and Turkish girls
- 1923 Following the Asia Minor catastrophe of 1922, relocated to Athens, Greece at the invitation of Prime Minister Eleftherios Venizelos
- 1927 First offering of higher education courses
- 1936 Renamed Orlinda Childs Pierce College
- 1961 Governing authority granted to independent Board of Trustees
- 1963 Government recognition equivalent to six-year Greek high school (one of three in Greece)
- 1965 Relocation from Hellenicon to Aghia Paraskevi; first bachelor degrees awarded
- 1979 Pierce and Deree (named in 1973) become divisions of The American College of Greece
- 1981 Deree accredited by NEASC (first, regionally accredited US institution abroad)
- 1984 Pierce becomes co-educational in compliance with government mandate
- 2011 Open University validation partnership – Deree dual degree (American & British) system
- 2014 Naming of Frances Rich School of Fine and Performing Arts
- 2015 Launch of Institute of Public Health funded by Behrakis Foundation
- 2016 Launch of IB Diploma Program
- 2017 ACG/Alba integration completing ACG/Alba strategic alliance (2012)

## SWOT ANALYSIS

### STRENGTHS

- Classical heritage of Greece and appeal of Athens as an educational/cultural destination
- Link to US education system
- Europe's oldest and largest American, comprehensive, independent, non-profit, educational institution
- NEASC accredited, Open University validated
- Dramatic and aesthetically inspiring main campus complemented by downtown facilities
- Prominence of alumni and success in graduate placement - jobs and graduate studies
- Strong financial foundation and management
- Enrollment increase – quantitative/qualitative

### WEAKNESSES

- "Article 16" constraints
- Penetration of enrollment markets beyond Greece
- Limited philanthropic tradition

### OPPORTUNITIES

- Cross-leverage Pierce, Deree, Alba for institutional and national development
- Expand in underdeveloped markets – US and regional
- Partner with US, EU and other institutions
- Cultivate alumni and external constituencies

### THREATS

- Unfavorable economic, political, demographic trends
- Traditional and non-traditional competition
- Underdeveloped context for non-profit organizations
- Limited space for program expansion on main campus



# GOALS · STRATEGIES · PRIORITIES · TARGETS

**GOAL 1** Achieve high standards of performance across all educational programs and develop effective linkages to support Greece's economic recovery

*Assessment: Dashboard; student and parent satisfaction surveys; learning outcomes; accreditation and validation reviews; national economic performance (e.g. GDP, employment)*

**STRATEGY:** Enhance the educational experience; diversify and strengthen enrollment; implement new academic and co-curricular initiatives to boost Greek economic growth

- PRIORITIES**
- 1.1 Achieve optimal Pierce, Deree, Alba enrollment size and composition through effective enrollment management
  - 1.2 Invest in academic and co-curricular programs and institutional partnerships and initiatives (e.g. Convergence Initiative) to: enhance the ACG student experience; create an extroverted, entrepreneurial culture in Greece; contribute to Greek economic growth
  - 1.3 Selectively add professional accreditation (e.g. AACSB)



**GOAL 2** Cultivate a high performance organizational culture based on transparency, mutual support, collegiality, and continuous improvement

*Assessment: Dashboard; board evaluation; presidential performance review; faculty/staff engagement surveys; faculty/staff evaluation*

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

- PRIORITIES**
- 2.1 Recruit and engage a superior board of trustees
  - 2.2 Build an academic culture synthesizing teaching, scholarship and service
  - 2.3 Invest in faculty/staff development (e.g. Institute for International Faculty and Staff Development)
  - 2.4 Provide equitable, competitive compensation



**GOAL 3** Establish ACG's public position and build a culture of constituency engagement and philanthropy

*Assessment: Dashboard; alumni/parent participation; government initiatives; community engagement*

**STRATEGY:** Invest in targeted marketing, institutional advancement and public affairs initiatives

- PRIORITIES**
- 3.1 Establish ACG public positioning through creative and cost-effective marketing and communication
  - 3.2 Improve services to and working relationships with ACG alumni and parents
  - 3.3 Enhance community outreach programs
  - 3.4 Execute effective public affairs initiatives in Greece, EU, US
  - 3.5 Continue progress in development and alumni relations initiatives; finalize and launch 2025 Legacy Gift Campaign

## GOAL ONE TARGETS

	2008-09	2016-17	2017-18	2025
1.1 Pierce (Secondary)	801	1,334	1,423	1,400
1.2 Undergraduate (Associate/Bachelor)	861/2,323	0/2,958	0/3,114	0/3,600
1.3 Graduate (Deree/Alba)	101	707	670	1,000
1.4 Pierce Graduating Middle 50%	16.1-18.8	17.7-19.2	17.5-19	17.5-19
1.5 Deree Entering GPA Middle 50%	2.4-2.9	3.14-3.78	3.2-3.8	3.3-3.8
1.6 Graduate Entering GPA (Deree/Alba)	3.0/6.9	3.1/6.9	3.2/6.95	3.2/7.0
1.7 Inbound Study Abroad (Annual)	10	648	700	1,200
1.8 Parallel Study (Annual)	250	539	700	800
1.9 Outbound Study Abroad, Internships, Apprenticeships, Work Study (Annual)	0	398	420	600
1.10 Six-Months Seeking Employment	NA	18%	17%	10%

## GOAL TWO TARGETS

	2008-09	2016-17	2017-18	2025
2.1 Advanced Degree (Pierce)	39%	65%	69%	80%
2.2 Terminal Degree (Deree/Alba)	52%	75%	79%	90%
2.3 Scholarship (Total/Elite)	NA	926/6	800/6	1,000/10
2.4 Faculty/Staff ACG Pride	NA	NA	97%	97%
2.5 Pierce Parent Satisfaction	NA	90%	90%	90%
2.6 Deree/Alba Student Satisfaction	4.2	4.2	4.2	4.2

## GOAL THREE TARGETS

	2008-09	2016-17	2017-18	2025
3.1 Total Raised	\$.42M	\$3.14M	\$3.2M	\$10M
3.2 Community Donations by ACG	NA	\$192,500	\$195,500	\$300,000
3.3 Community Volunteer Hours by ACG	NA	10,500	11,000	20,000

## GOAL FOUR TARGETS

	2008-09	2016-17	2017-18	2025
4.1 Student Financial Support (% Tuition)	3.5%	14%	14%	15%
4.2 Campus Renewal (% Depreciation)	100%	67%	28%	90%
4.3 Campus Expansion (% Depreciation)	0%	30%	115%	10%
4.4 STARS Rating	NA	Bronze	Bronze	Gold
4.5 Endowment / Reserves Draw	2.6%	3.5%	4.0%	4.5%/3.5%
4.6 Endowment / Reserves Balance	\$175M	\$205M	\$207M	\$235M

**GOAL 4** Assure a comprehensive and sustainable financial and infrastructure model

*Assessment: Dashboard; capital improvements; financial and sustainability benchmarks*

**STRATEGY:** Strengthen financial management; diversify revenue sources; improve physical and technological resources; implement comprehensive approach to sustainability

- PRIORITIES**
- 4.1 Link effective and efficient financial management to board approved financial allocation, spending and investment policies and targets
  - 4.2 Invest in campus development and technology to extend the College's "competitive advantage" and pursue alternatives for future growth
  - 4.3 Evolve ACG's comprehensive approach to sustainability