



A plan to leverage education for economic and social impact



MISSION

To add distinctive and sustainable value to our students, Greece, American education, Hellenic heritage, and the global community through transformative teaching, scholarship and service

VISION

To develop The American University of Greece (when the Constitution allows) as Greece's premier, independent, non-profit university

CORE VALUES

The American College of Greece is dedicated to integrating creatively:

- American education best practices (e.g. liberal arts; holistic student development for global citizenship; sustainability; economic and social impact)
- Greece's unique intellectual and cultural heritage
- Campus ethos of mutual respect, inclusion, responsible action and high achievement



HISTORICAL PERSPECTIVE

- 1875 American Collegiate Institute founded as a school for Armenian, Greek, Jewish and Turkish girls in Smyrna, Asia Minor by Congregational women from Massachusetts
- 1923 At the invitation of Prime Minister Eleftherios Venizelos relocated to Athens, Greece following the Asia Minor catastrophe
- 1927 First 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 transitions to co-education, complying with government mandate
- 2011 Open University (UK) validation partnership; Deree dual degree system
- 2014 Frances Rich School of Fine and Performing Arts named
- 2015 Institute of Public Health established - funded by Behrakis Foundation
- 2016 Pierce IB Diploma Program initiated
- 2017 ACG/Alba integration completed (begun in 2012); ACG 150 | Advancing the Legacy, Growing Greece Campaign

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
- NECHE 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
- Quantitative/qualitative enrollment gains

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 US and regional markets
- Partner with US, EU and other institutions
- Cultivate alumni and external constituencies

THREATS

- Economic, demographic trends
- Underdeveloped non-profit organizational context
- Traditional and non-traditional competition
- Limited main campus expansion space

ACG 150 GOALS, STRATEGIES & PRIORITIES (2019-20)

GOAL 1 Achieve high standards of performance across all educational programs and make a material difference in Greece's economy and public health

Strategy: enhance ACG educational experiences; diversify and strengthen enrollment – qualitatively and quantitatively; initiate programs to boost Greece's economy and improve public health

- 1.1 Continue Pierce, Deree, Alba enrollment management trends
- 1.2 Launch Institute for Hellenic Culture and Liberal Arts Integration and Institute for Market-Based Economics, including affiliated Centers
- 1.3 Achieve OU re-validation
- 1.4 Make progress in Alba AACSB accreditation
- 1.5 Develop integrated academic plan – elementary school, comprehensive undergraduate / graduate curricula

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

Strategy: establish collegial governance rooted in a highly functioning board, faculty and staff; assure externally competitive and internally equitable compensation

- 2.1 Initiate ACG / AUGF board structure; recruit new members
- 2.2 Improve internal communication and strategic alignment
- 2.3 Build on 2018-19 compensation progress

GOAL 3 Establish ACG's educational leadership position; build a culture of constituency engagement and philanthropy

Strategy: invest in targeted marketing and communications, advancement (e.g. alumni engagement, fundraising) and public affairs initiatives

- 3.1 Launch Campaign public phase
- 3.2 Establish effective communication with new Greek government
- 3.3 Successfully implement ACG smoke-free campus plan

GOAL 4 Assure a comprehensive, sustainable financial and infrastructure model

Strategy: strengthen financial management; diversify revenue sources; develop and expand physical and technological resources; implement comprehensive sustainability initiative

- 4.1 Complete 2019 / 2020 campus projects
- 4.2 Implement short and long-term campus expansion plan
- 4.3 Advance comprehensive sustainability initiative
- 4.4 Manage to 3.5% unrestricted operations draw



| GOAL ONE TARGETS | | 2008 Actual | 2019 Actual | 2020 Target | 2025 Target |
|------------------|--------------------------------------|-------------|-------------|-------------|-------------|
| 1.1 | Pierce Secondary / Elementary (Fall) | 801 | 1,528 | 1,475 | 1,400/750 |
| 1.2 | Undergraduate (Fall-excl. JC) | 2,323 | 3,439 | 3,500 | 4,000 |
| 1.3 | Graduate (Fall) | 101 | 761 | 800 | 1,000 |
| 1.4 | Executive / Professional | 405 | 3,321 | 3,400 | 4,000 |
| 1.5 | Deree Entering Middle 50% | 2.4-2.9 | 3.4-3.8 | 3.4-3.8 | 3.4-3.8 |
| 1.6 | Graduate Entering GPA (Deree/AGBS) | 3.0/6.9 | 3.3/6.9 | 3.3/7.0 | 3.3/7.0 |
| 1.7 | Inbound Study Abroad | 10 | 1,061 | 1,100 | 1,500 |
| 1.8 | Parallel Study | 250 | 1,046 | 1,050 | 1,200 |
| 1.9 | Outbound Study & Work | 0 | 636 | 650 | 750 |
| 1.10 | Six-Months Seeking Employment | NA | 8.7% | 9% | 10% |
| 1.11 | Tobacco Risk Education | NA | 17,566 | 18,000 | 20,000 |
| 1.12 | ACG Start-Ups | NA | NA | NA | 10 |

| GOAL TWO TARGETS | | 2008 Actual | 2019 Actual | 2020 Target | 2025 Target |
|------------------|------------------------------|-------------|-------------|-------------|-------------|
| 2.1 | Advanced Degree (Pierce) | 39% | 73% | 74% | 75% |
| 2.2 | Terminal Degree (Deree/AGBS) | 52% | 85% | 86% | 90% |
| 2.3 | Scholarship (Total / Elite) | NA | 691 | 700 | 1,000 |
| 2.4 | Faculty / Staff ACG Pride | NA | 93% | NA | 95% |

| GOAL THREE TARGETS | | 2008 Actual | 2019 Actual | 2020 Target | 2025 Target |
|--------------------|-------------------------------|-------------|-------------|-------------|-------------|
| 3.1 | Event Attendance | NA | 51,458 | 52,000 | 75,000 |
| 3.2 | Deree Sports Academies | NA | 1,401 | 1,425 | 1,500 |
| 3.3 | ACG Fitness | NA | 642 | 650 | 700 |
| 3.4 | ACG Community Donations | NA | \$40,686 | \$42,000 | \$50,000 |
| 3.5 | ACG Volunteer Hours | NA | 24,431 | 25,000 | 50,000 |
| 3.6 | Alumni Donors | 11 | 230 | 350 | 1,000 |
| 3.7 | Total Donors | 98 | 466 | 600 | 1,500 |
| 3.8 | ACG 150 Campaign (Cumulative) | NA | \$12.2M | \$25M | \$75M |

| GOAL FOUR TARGETS | | 2008 Actual | 2019 Actual | 2020 Target | 2025 Target |
|-------------------|-------------------------------------|-------------|-------------|-------------|-------------|
| 4.1 | Student Support - % Tuition/Donated | 3.5% | 16.9%/0.8% | 17%/0.8% | 18%/1% |
| 4.2 | Financial Aid Recipients | 315 | 3,165 | 3,200 | 3,500 |
| 4.3 | Campus Renewal - % Depreciation | 100% | 80% | 72% | 100% |
| 4.4 | Campus Expansion - % Depreciation | 0% | 32% | 42% | 20% |
| 4.5 | STARS Rating | NA | Silver | Silver | Gold |
| 4.6 | Endowment / Reserves Draw | 2.6% | 3.5% | 4.5%/3.5% | 4.5%/3.5% |
| 4.7 | Endowment & Reserves Balance | €157M | \$229M | \$230M | \$250M |

ACG 150 PERFORMANCE ASSESSMENT

Strategic plan targets; student and parent (Pierce) satisfaction surveys; accreditation and validation reviews; learning outcomes; compensation benchmarking; faculty/staff engagement surveys; faculty/staff evaluation; board and presidential evaluation; STARS rating; alumni, parent, community engagement; national economic and public health metrics