HISTORICAL PERSPECTIVE

1875  American Collegiate Institute founded as a school for 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 post-secondary courses

1936  Renamed Orlinda Childs Pierce College

1932  Relocated to Helleniko campus

1939  Operation in various Athens locations during Nazi occupation

1961  Governing authority granted by United Church of Christ to independent Board of Trustees

1962  Recognized by the Greek state as equivalent to public schools

1965  Relocation from Helleniko to Aghia Paraskevi campus

1969  First bachelor’s degrees awarded

1971  Opening of Downtown Campus

1973  Undergraduate division named Deree College in honor of Greek American, William S. Deree

1979  Renamed The American College of Greece

1981  Deree College accredited by the New England Commission of Higher Education (NECHE)

1984  Pierce College transitions to co-education, complying with Greek government mandate

1992  ALBA Association founded by Federation of Greek Industries and Hellenic Management Association as sponsoring organization of Alba Graduate Business School

1994  Junior College launched at Downtown Campus

1995  Athens Chamber of Commerce and Industry becomes third institutional member of ALBA Association

2004  Deree College offers first graduate programs

2007  Association of MBAs (AMBA) accredits Alba MBA

2008  Institute of Global Affairs

2009  Junior College teach-out; two Alba MSc programs receive EPAS accreditation

2011  Deree College begins dual degree system through validation agreement with Open University (UK)

2012  ACG and ALBA form strategic alliance, transferring Deree graduate business programs to ALBA

2014  Naming of Frances Rich School of Fine and Performing Arts for American sculptor, Frances I. Rich

2015  Center of Excellence in Sustainability; AMBA accredits Alba Executive MBA

2016  Pierce International Baccalaureate Diploma Program; Institute of Public Health Greece Youth Anti-Tobacco initiative funded by Behrakis Foundation

2017  Alba Graduate Business School integrated into ACG

2020  Institute for Hellenic Culture and the Liberal Arts; Institute for Hellenic Growth and Prosperity (Centers of Excellence; Research, Technology, Innovation Network)

2022  East Campus acquired and renovated; Pierce P-K / Kindergarten and Elementary School on East Campus; Pierce is first Greek national curriculum school with US accreditation (Middle States Association); ACG – Research Center; The American University of Greece approved by MA Board of Higher Education

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 AUG Global Campus and the ACG Athens Campus as a unique, comprehensive, US-based, US-accredited, international, education system serving students across the education spectrum, Pre-K through graduate, and across the world

CORE VALUES
ACG and AUG are dedicated to integrating creatively:
• American education best practices
• Greece’s unique intellectual and cultural heritage
• An institutional ethos of mutual respect, inclusion, responsible action, high achievement and service

A strategic plan to leverage education for individual, economic, cultural and social impact

Fall 2022
A strategic plan to leverage education for individual, economic, cultural and social impact
ACG 150 GOALS, STRATEGIES & PRIORITIES (2022-23)

GOAL ONE TARGETS

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2022</th>
<th>2025</th>
<th>2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG Majors/GR Degree Programs</td>
<td>2/17</td>
<td>36/22</td>
<td>40/26</td>
<td>50/40</td>
</tr>
<tr>
<td>Total Enrollment (Fall)</td>
<td>3,687</td>
<td>7,140</td>
<td>7,400</td>
<td>10,000</td>
</tr>
<tr>
<td>Pierce Enroll</td>
<td>77%</td>
<td>2,372</td>
<td>2,400</td>
<td>2,400</td>
</tr>
<tr>
<td>UG Enrollment/FTE (Fall)</td>
<td>2,511/2,079</td>
<td>3,982/2,991</td>
<td>4,000/3,030</td>
<td>5,000/3,750</td>
</tr>
<tr>
<td>GR Enrollment/FTE (Fall)</td>
<td>400</td>
<td>786/315</td>
<td>1,000/650</td>
<td>2,400/1,560</td>
</tr>
<tr>
<td>Parallel/Study Abroad Enrollment (Annual)</td>
<td>NA</td>
<td>1,854/910</td>
<td>1,000/000</td>
<td>1,000/1,000</td>
</tr>
<tr>
<td>Residential Students (Fall)</td>
<td>20</td>
<td>381</td>
<td>500</td>
<td>700</td>
</tr>
<tr>
<td>New UG Profile (Midia 50%)</td>
<td>2.7-3.4</td>
<td>3.3-3.8</td>
<td>3.4-3.8</td>
<td>3.5-3.8</td>
</tr>
</tbody>
</table>

GOAL TWO TARGETS

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2022</th>
<th>2025</th>
<th>2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Faculty/Staff</td>
<td>344/228</td>
<td>600/320</td>
<td>630/330</td>
<td>700/350</td>
</tr>
<tr>
<td>Pierce Faculty (S/F Ratio)</td>
<td>93 (1/1)</td>
<td>260 (10/1)</td>
<td>280 (10/1)</td>
<td>300 (10/1)</td>
</tr>
<tr>
<td>Pierce FT Advanced Degree: PK-6/7/12</td>
<td>66/7/8</td>
<td>67/6/9</td>
<td>70/7/10</td>
<td>80/7/8</td>
</tr>
<tr>
<td>Deree &amp; Alba Faculty (Student/Faculty Ratio)</td>
<td>NA</td>
<td>64/6</td>
<td>340 (13/3)</td>
<td>350 (13/3)</td>
</tr>
<tr>
<td>Deree &amp; Alba FT PhD: Professor/Lecturer</td>
<td>7%</td>
<td>92/47</td>
<td>93/48</td>
<td>95/50</td>
</tr>
<tr>
<td>UG Classes F-T Faculty (Fall)</td>
<td>80%</td>
<td>9%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Faculty Scholarship</td>
<td>395</td>
<td>830</td>
<td>900</td>
<td>1,000</td>
</tr>
<tr>
<td>ACG Survey Response/Pride</td>
<td>56%/97%</td>
<td>62%/95%</td>
<td>65%/95%</td>
<td>70%/95%</td>
</tr>
</tbody>
</table>

ACG Survey Response/Pride

2012 | 2022 | 2025 | 2035

Total Students Served (Annual) | NA | 17,000 | 20,000 | 30,000 |
Deree Sports Academies/ACG Fitness (Annual) | NA | 2,200 | 3,000 | 3,500 |
Professional/Executive Education (Annual) | 353 | 4,800 | 6,000 | 8,000 |
Heritage Greece (Cumulative) | 60 | 491 | 750 | 1,750 |
Start-Up Launches (Cumulative) | NA | 27 | 75 | 70 |
Alumni/Total Donors (Annual) | 37/138 | 1,000/1,200 | 2,000/2500 |
Total Fundraising (Ten-Year) | NA | 11.2M | 34M | 40M |
Cost/$ Raised (Ten-Year) | NA | $0.19 | $0.19 | $0.10 |

SWOT ANALYSIS

STRENGTHS

- ACG and AUG value proposition: affordable, American, quality education
- Greece/Athens destination appeal
- Link to US educational system
- Entrepreneurial institutional culture
- Pierce, Deree, Alba premier brand position in Greece
- Link to Greek business community
- 10-year enrollment trend: quantity, quality, diversity
- Accreditations: NECHE, MSA, AMBA, EPAS
- Campuses/facilities quality
- Financial position – unrestricted endowment
- Alumni size, placement, prominence
- High overall faculty/staff satisfaction

WEAKNESSES

- Brand awareness, especially US
- Leadership succession depth
- US education best practice experience gaps
- Early stage culture of philanthropy

OPPORTUNITIES

- AUG: academic, enrollment, fundraising
- Development of campuses
- Development of organizational culture
- Academic and co-curricular program evolution/expansion (Schools; majors; online; Executive Education; impact)
- Alumni and major donor engagement
- US/EU partnerships and funding (ACG-RC)
- Accreditations: AACSB (Alba/Deree), Other
- Faculty development: teaching/research; collegial governance

THREATS

- Article 16: current limitations, future uncertainty
- Underdeveloped non-profit educational context
- Political change
- Demographic trends
- Traditional and non-traditional competition: enrollment, employment

GOAL TWO TARGETS

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2022</th>
<th>2025</th>
<th>2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Faculty/Staff</td>
<td>344/228</td>
<td>600/320</td>
<td>630/330</td>
<td>700/350</td>
</tr>
<tr>
<td>Pierce Faculty (S/F Ratio)</td>
<td>93 (1/1)</td>
<td>260 (10/1)</td>
<td>280 (10/1)</td>
<td>300 (10/1)</td>
</tr>
<tr>
<td>Pierce FT Advanced Degree: PK-6/7/12</td>
<td>66/7/8</td>
<td>67/6/9</td>
<td>70/7/10</td>
<td>80/7/8</td>
</tr>
<tr>
<td>Deree &amp; Alba Faculty (Student/Faculty Ratio)</td>
<td>NA</td>
<td>64/6</td>
<td>340 (13/3)</td>
<td>350 (13/3)</td>
</tr>
<tr>
<td>Deree &amp; Alba FT PhD: Professor/Lecturer</td>
<td>7%</td>
<td>92/47</td>
<td>93/48</td>
<td>95/50</td>
</tr>
<tr>
<td>UG Classes F-T Faculty (Fall)</td>
<td>80%</td>
<td>9%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Faculty Scholarship</td>
<td>395</td>
<td>830</td>
<td>900</td>
<td>1,000</td>
</tr>
<tr>
<td>ACG Survey Response/Pride</td>
<td>56%/97%</td>
<td>62%/95%</td>
<td>65%/95%</td>
<td>70%/95%</td>
</tr>
</tbody>
</table>

ACG Survey Response/Pride

2012 | 2022 | 2025 | 2035

Total Students Served (Annual) | NA | 17,000 | 20,000 | 30,000 |
Deree Sports Academies/ACG Fitness (Annual) | NA | 2,200 | 3,000 | 3,500 |
Professional/Executive Education (Annual) | 353 | 4,800 | 6,000 | 8,000 |
Heritage Greece (Cumulative) | 60 | 491 | 750 | 1,750 |
Start-Up Launches (Cumulative) | NA | 27 | 75 | 70 |
Alumni/Total Donors (Annual) | 37/138 | 1,000/1,200 | 2,000/2500 |
Total Fundraising (Ten-Year) | NA | 11.2M | 34M | 40M |
Cost/$ Raised (Ten-Year) | NA | $0.19 | $0.19 | $0.10 |

GOAL FOUR TARGETS

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2022</th>
<th>2025</th>
<th>2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students Aided %: Pierce/Deree/Alba</td>
<td>14/22/57</td>
<td>32/62/72</td>
<td>35/65/70</td>
<td>35/65/70</td>
</tr>
<tr>
<td>Tuition Discount %: Pierce/Deree/Alba</td>
<td>16/8/NA</td>
<td>10/21/3</td>
<td>10/20/20</td>
<td>10/20/20</td>
</tr>
<tr>
<td>Funded Depreciation</td>
<td>32%</td>
<td>75%</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Space (Sq. Ft.): PK-6/7-12</td>
<td>207,000</td>
<td>383,000</td>
<td>383,000</td>
<td>400,000</td>
</tr>
<tr>
<td>Space (Sq. Ft.): Deree &amp; Alba</td>
<td>387,000</td>
<td>467,000</td>
<td>500,000</td>
<td>600,000</td>
</tr>
<tr>
<td>STARS Rating</td>
<td>NA</td>
<td>Gold</td>
<td>Gold</td>
<td>Gold</td>
</tr>
<tr>
<td>Endowment &amp; Reserves Fund Balance</td>
<td>$198M</td>
<td>$259M</td>
<td>$250M</td>
<td>$500M</td>
</tr>
<tr>
<td>Total External Debt</td>
<td>$0</td>
<td>$18M</td>
<td>$25.3M</td>
<td>$50M</td>
</tr>
</tbody>
</table>