

# A strategic plan to leverage education for individual, economic, cultural 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 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



## HISTORICAL PERSPECTIVE

1875	American Collegiate Institute founded as a school for girls in Smyrna, Asia Minor by Congregational women from Massachusetts	1995	Athens Chamber of Commerce and Industry becomes third institutional member of ALBA Association
1923	At the invitation of Prime Minister Eleftherios Venizelos relocated to Athens, Greece following the Asia Minor catastrophe	2004	Deree College offers first graduate programs
1927	First post-secondary courses	2007	Association of MBAs (AMBA) accredits Alba MBA
1932	Relocated to Helleniko campus	2008	Institute of Global Affairs
1936	Renamed Orlinda Childs Pierce College	2009	Junior College teach-out; two Alba MSc programs receive EPAS accreditation
1941-44	Operation in various Athens locations during Nazi occupation	2011	Deree College begins dual degree system through validation agreement with Open University (UK)
1961	Governing authority granted by United Church of Christ to independent Board of Trustees	2012	ACG and ALBA form strategic alliance, transferring Deree graduate business programs to ALBA
1963	Recognized by the Greek state as equivalent to public schools	2014	Naming of Frances Rich School of Fine and Performing Arts for American sculptor, Frances I. Rich
1965	Relocation from Helleniko to Aghia Paraskevi campus	2015	Center of Excellence in Sustainability; AMBA accredits Alba Executive MBA
1969	First bachelor's degrees awarded	2016	Pierce International Baccalaureate Diploma Program; Institute of Public Health Greece Youth Anti-Tobacco initiative funded by Behrakis Foundation
1971	Opening of Downtown Campus	2017	Alba Graduate Business School integrated into ACG
1973	Undergraduate division named Deree College in honor of Greek American, William S. Deree	2020	Institute for Hellenic Culture and the Liberal Arts; Institute for Hellenic Growth and Prosperity (Centers of Excellence; Research, Technology, Innovation Network)
1979	Renamed The American College of Greece	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
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		



ACG 150 GOALS, STRATEGIES & PRIORITIES (2023-24)

GOAL

1

Achieve high standards of performance across all educational programs and leverage education for individual, economic, cultural and social impact by: *strategically expanding, diversifying and enhancing educational programs; strategically growing and diversifying enrollment*

- 1.1 Advance long-term enrollment strategy: PK-12; UG/GR; F2F/online
- 1.2 Assure successful Pierce Gymnasium (Grade 7) first year on East Campus
- 1.3 Advance long-term PK-12; UG/GR academic plan
- 1.4 Evolve/integrate ACG 150 institutes and centers of excellence
- 1.5 Make progress on AGBS operations: ACG integration, AACSB accreditation

GOAL

2

Cultivate a high performance, sustainable organizational culture based on transparency, mutual support, collegiality, and continuous improvement by: *enhancing collegial governance rooted in a highly functioning board, faculty and staff; assuring externally competitive and internally equitable compensation*

- 2.1 Support and assure successful presidential search, recruitment and transition process by:
- 2.1.a. Assuring appropriate input by all relevant constituencies throughout the process
- 2.1.b. Addressing board governance to assure effective board / president partnership
- 2.1.c. Preparing for effective transition to new president on July 1, 2024

GOAL

3

Establish ACG’s educational leadership position in Greece, broaden awareness in the Greek diaspora and build a culture of constituency engagement and philanthropy by: *investing in targeted marketing and communications, advancement (e.g. alumni, fundraising) and public affairs/public events initiatives*

- 3.1 Advance ACG 150 Campaign, including alumni engagement initiatives
- 3.2 Maintain effective communication with Greek and US governments (e.g. AUG validation approval, Article 28 initiative)
- 3.3 Launch new ACG and AUG websites

GOAL

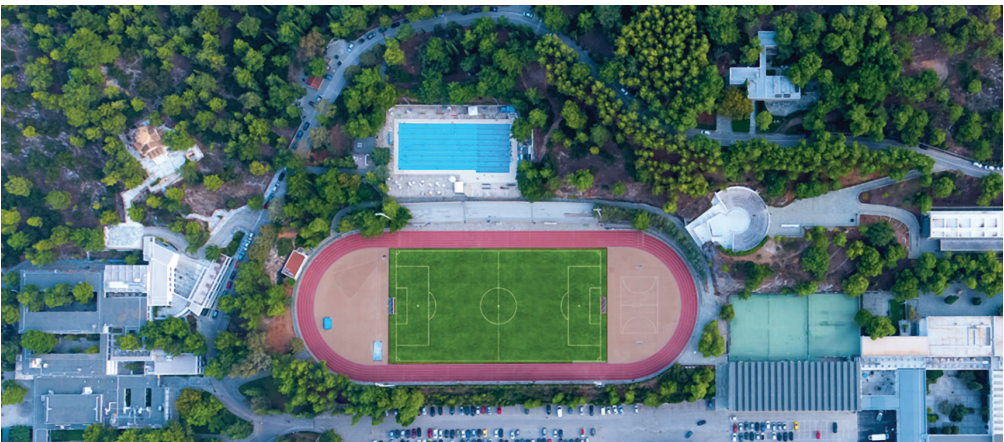
4

Assure a comprehensive, sustainable financial and infrastructure model by: *diversifying revenue sources; developing and expanding physical and technological resources; strengthening financial management; implementing a comprehensive sustainability initiative*

- 4.1 Continue development of East Campus
- 4.2 Advance long-term campus financing plan
- 4.3 Operate within board-approved financial plan



SWOT ANALYSIS	
STRENGTHS	
<div><div>• ACG and AUG value proposition: affordable, American, quality education</div><div>• Greece/Athens destination appeal</div><div>• Link to US educational system</div><div>• Entrepreneurial institutional culture</div><div>• Pierce, Deree, Alba premier brand position in Greece</div><div>• Link to Greek business community</div><div>• 10-year enrollment trend: quantity, quality, diversity</div><div>• Accreditations: NECHE, MSA, AMBA, EPAS</div><div>• Campuses/facilities quality</div><div>• Financial position – unrestricted endowment</div><div>• Alumni size, placement, prominence</div><div>• High overall faculty/staff satisfaction</div></div>	
WEAKNESSES	
<div><div>• Brand awareness, especially US</div><div>• Leadership succession depth</div><div>• US education best practice experience gaps</div><div>• Early stage culture of philanthropy</div></div>	
OPPORTUNITIES	
<div><div>• AUG: academic, enrollment, fundraising</div><div>• Development of campuses</div><div>• Development of organizational culture</div><div>• Academic and co-curricular program evolution/expansion (Schools; majors; online; Executive Education; impact)</div><div>• Alumni and major donor engagement</div><div>• US/EU partnerships and funding (ACG-RC)</div><div>• Accreditations: AACSB (Alba/Deree), Other</div><div>• Faculty development: teaching/research; collegial governance</div></div>	
THREATS	
<div><div>• Article 16: current limitations, future uncertainty</div><div>• Underdeveloped non-profit educational context</div><div>• Political change</div><div>• Demographic trends</div><div>• Traditional and non-traditional competition: enrollment, employment</div></div>	



GOAL ONE TARGETS	2012	2023	2025	2035
UG Majors/GR Degree Programs	21/17	36/21	40/26	50/40
Total Enrollment (Fall)	3,687	7,586	8,000	10,000
Pierce Enrollment (Fall)	776	2,465	2,500	2,500
UG Enrollment/FTE (Fall)	2,511	4,251/3,348	4,500/3,600	5,500/4,400
GR Enrollment	400	870	1,000	2,000
Parallel/Study Abroad Enrollment (Annual)	NA	1,081/1,206	1,000/1,000	1,000/1,000
Residential Students (Fall)	20	487	500	700
New UG Profile (Middle 50%)	2.7-3.4	3.3-3.8	3.4-3.8	3.5-3.8
GOAL TWO TARGETS	2012	2023	2025	2035
Total Faculty/Staff	344/228	650/325	680/330	700/350
Pierce Faculty (S/F Ratio)	93 (11/1)	270 (10/1)	280 (10/1)	300 (10/1)
Pierce FT Advanced Degree: PK-6/7-12	NA/46%	66%/78%	67%/79%	70%/80%
Deree & Alba Faculty (S/F Ratio)	251 (16/1)	380 (13/1)	390 (13/1)	400 (15/1)
Deree & Alba Ass. - Assoc. Professor PhD	71%	92%	93%	95%
UG Classes F-T Faculty (Fall)	80%	75%	80%	80%
Faculty Scholarship	395	1,415	1,000	1,000
ACG Survey Response/Pride	56%/97%	NA	65%/95%	70%/95%

GOAL THREE TARGETS	2012	2023	2025	2035
Total Students Served (Annual)	NA	19,000	20,000	30,000
Deree Sports Academies/ACG Fitness (Annual)	NA	2,200	3,000	3,500
Professional/Executive Education (Annual)	353	6,000	6,000	8,000
Heritage Greece (Cumulative)	60	564	750	1,750
Start-Up Launches (Cumulative)	NA	30	35	70
Alumni/Total Donors (Annual)	37/138	1,050/1,456	1,100/1,500	2,000/2,500
Total Fundraising (Ten-Year)	\$11.2M	\$36.7M	\$40M	\$60M
Cost/\$ Raised (Ten-Year)	NA	\$0.20	\$0.20	\$0.20
GOAL FOUR TARGETS	2012	2023	2025	2035
Students Aided: Pierce/Deree/Alba	14/22/57	32/62/72	30/65/70	30/65/70
Tuition Discount %: Pierce/Deree/Alba	16/8/NA	10/21/23	10/20/20	10/20/20
Funded Depreciation	32%	168%	100%	100%
Space (Sq. Ft.): PK-6/7-12	207,000	397,000	400,000	400,000
Space (Sq. Ft.): Deree & Alba	387,000	453,000	500,000	600,000
STARS Rating	NA	Gold	Gold	Gold
Endowment & Reserves Fund Balance	\$198M	\$257M	\$260M	\$255-\$270M
Total Debt/Total Revenue	0%	36%	38%	37%