



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

## CORE VALUES

AUG, AUG-Global Campus, AUG-Athens ULE, and ACG are committed 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 Orinda 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 (2024-25)

**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 Execute successfully the early phases of the Ten-Year AUG Plan, including launching the AUG-Athens ULE in fall 2025
- 1.2 Advance comprehensive academic program development strategy
- 1.3 Advance comprehensive enrollment growth strategy
- 1.4 Assure continued success of Pierce Gymnasium transfer to East Campus
- 1.5 Successfully complete MBHE and OU review processes

**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 presidential search and transition process
- 2.2 Recruit 2-6 new board members
- 2.3 Secure senior leadership consistent with presidential transition

**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 Assure strong finish for ACG 150 Campaign
- 3.2 Maintain effective communication with Greek government for ULE launch
- 3.3 Advance discussion with US DoE to establish AUG's US identity
- 3.4 Achieve official recognition of AUG as ACG validating institution
- 3.5 Launch new 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 Finalize East Campus development plan and timetable
- 4.2 Advance long-term campus development financing plan
- 4.3 Operate within board-approved financial plan

## 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 in US
- Leadership succession depth
- US education best practice experience gaps
- Early stage culture of philanthropy

### OPPORTUNITIES

- AUG and ACG ULE: 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

- ULE uncertainty and competition
- Underdeveloped non-profit educational context
- Political change
- Demographic trends
- Hiring/retention of qualified faculty/staff



GOAL ONE TARGETS	2014	2023	2024	2034
Total Enrollment (Fall)	4,387	7,586	7,967	12,000
Pierce Enrollment	1,082	2,465	2,455	2,500
Undergraduate Enrollment (Athens)	2,626	4,251	4,553	7,000
Graduate Enrollment (Athens)	679	809	852	1,000
Online & Low Residency Enrollment	0	91	107	1,500
Parallel/Study Abroad Enrollment (Annual)	293/467	1,081/1,206	1,091/1,313	1,000/1,500
Residential Students (Fall)	78	487	518	800
New UG Profile (Middle 50%)	2.8-3.5	3.3-3.8	3.3-3.8	3.5-3.8

GOAL TWO TARGETS	2014	2023	2024	2034
Total Faculty/Staff	328/180	650/325	647/336	700/350
Pierce Faculty (S/F Ratio)	111 (10/1)	270 (10/1)	263 (10/1)	260 (10/1)
Pierce FT Advanced Degree: PK-6/7-12	NA/65%	66%/78%	61%/77%	70%/80%
Deree & Alba Faculty (S/F Ratio)	217 (17/1)	380 (13/1)	384 (13/1)	440 (15/1)
Deree & Alba Ass. - Assoc. Professor PhD	74%	92%	93%	95%
UG Classes F-T Faculty (Fall)	72%	75%	75%	80%
Faculty Scholarship	643	1,415	1,400	1,000
ACG Survey Response/Pride	NA/91%	62%/93%	65%/93%	70%/95%

GOAL THREE TARGETS	2014	2023	2024	2034
Total Students Served (Annual)	15,000	19,000	20,000	30,000
Deree Sports Academies/ACG Fitness (Annual)	1,684	2,200	2,449	2,500
Professional/Executive Education (Annual)	1,708	2,000	2,035	3,000
Heritage Greece (Cumulative)	130	564	635	1,750
Start-Up Launches (Cumulative)	NA	30	32	70
Alumni/Total Donors (Annual)	44/251	781/1,285	800/1,300	2,000/2,500
Total Fundraising (Ten-Year)	\$15.1M	\$37.9M	\$40M	\$60M
Cost/\$ Raised (Ten-Year)	\$0.22	\$0.21	\$0.21	\$0.20

GOAL FOUR TARGETS	2014	2023	2024	2034
Students Aided %: Pierce/Deree/Alba	27/32/73	18/52/72	18/52/72	18/50/70
Tuition Discount %: Pierce/Deree/Alba	9/13/24	10/21/23	10/21/23	10/20/20
Funded Depreciation	67%	56%	111%	100%
Space (Sq. Ft.): PK-6/7-12	207,000	397,000	397,000	400,000
Space (Sq. Ft.): Deree & Alba	387,000	453,000	453,000	600,000
STARS Rating	NA	Gold	Gold	Gold
Endowment & Reserves Fund Balance	\$208M	\$276M	\$280M	\$300M
Total Debt/Total Revenue	0%	36%	32%	37%