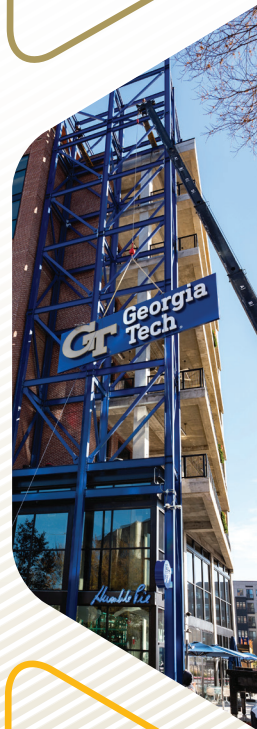![Georgia Tech logo — GT] **Georgia Tech**
College of
Lifetime Learning

Strategy 2035

Message from the Dean

Learning is fundamental to what makes us human. It shapes how we understand the world, navigate change, and imagine what is possible. At the College of Lifetime Learning, we embrace learning as a driving force for individual growth, economic vitality, and societal progress.

Georgia Tech created this College to revolutionize learning. Our charge is to develop technologies for learning, conduct groundbreaking research, and contribute to building a true learning society across our programs, platforms, and partnerships.

Strategy 2035, completed in just over 70 days, reflects more than 450 points of engagement with students, faculty, staff, alumni, and partners. It provides a roadmap for how we will advance learning across the lifespan and contribute to a future in which education is more accessible, adaptable, and impactful. Through this strategy, we will advance the Institute's Big Bets and take meaningful strides to advance the human condition.

I invite you to join us in this work, which is only just beginning and promises new discoveries, bold ideas, and meaningful opportunities ahead!

Keep Learning!

William Gaudelli, Inaugural Dean
College of Lifetime Learning

MISSION
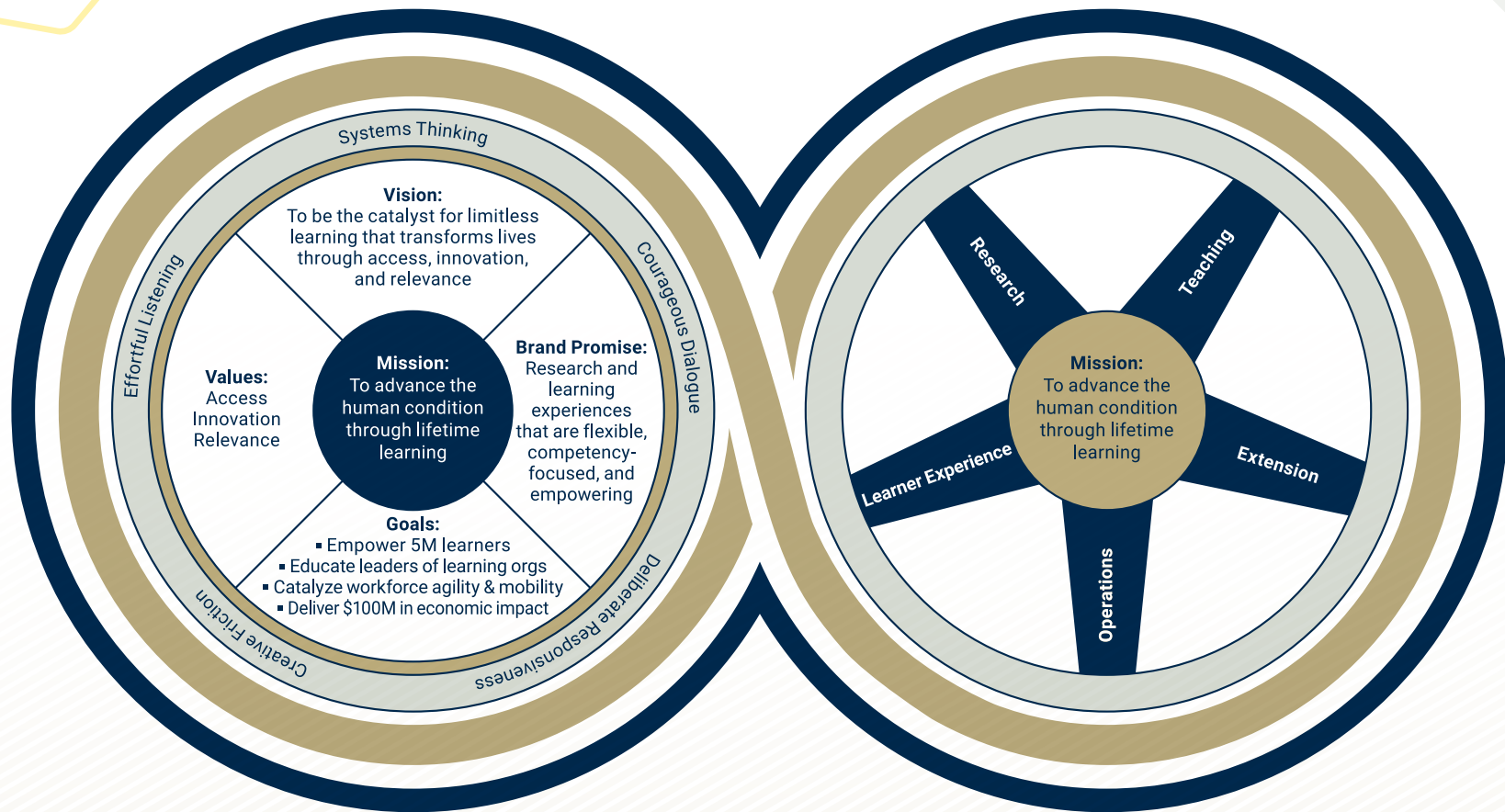To advance the human condition through lifetime learning

VISION
To be the catalyst for limitless learning that transforms lives through access, innovation, and relevance

MOTTO
Limitless learning for everyone

Left circle (inner):

Systems Thinking

Courageous Dialogue

Deliberate Responsiveness

Creative Friction

Effortful Listening

Vision:
To be the catalyst for limitless learning that transforms lives through access, innovation, and relevance

Brand Promise:
Research and learning experiences that are flexible, competency-focused, and empowering

Mission:
To advance the human condition through lifetime learning

Values:
Access
Innovation
Relevance

Goals:
- Empower 5M learners
- Educate leaders of learning orgs
- Catalyze workforce agility & mobility
- Deliver $100M in economic impact

Right circle:

Research

Teaching

Learner Experience

Extension

Operations

Mission:
To advance the human condition through lifetime learning
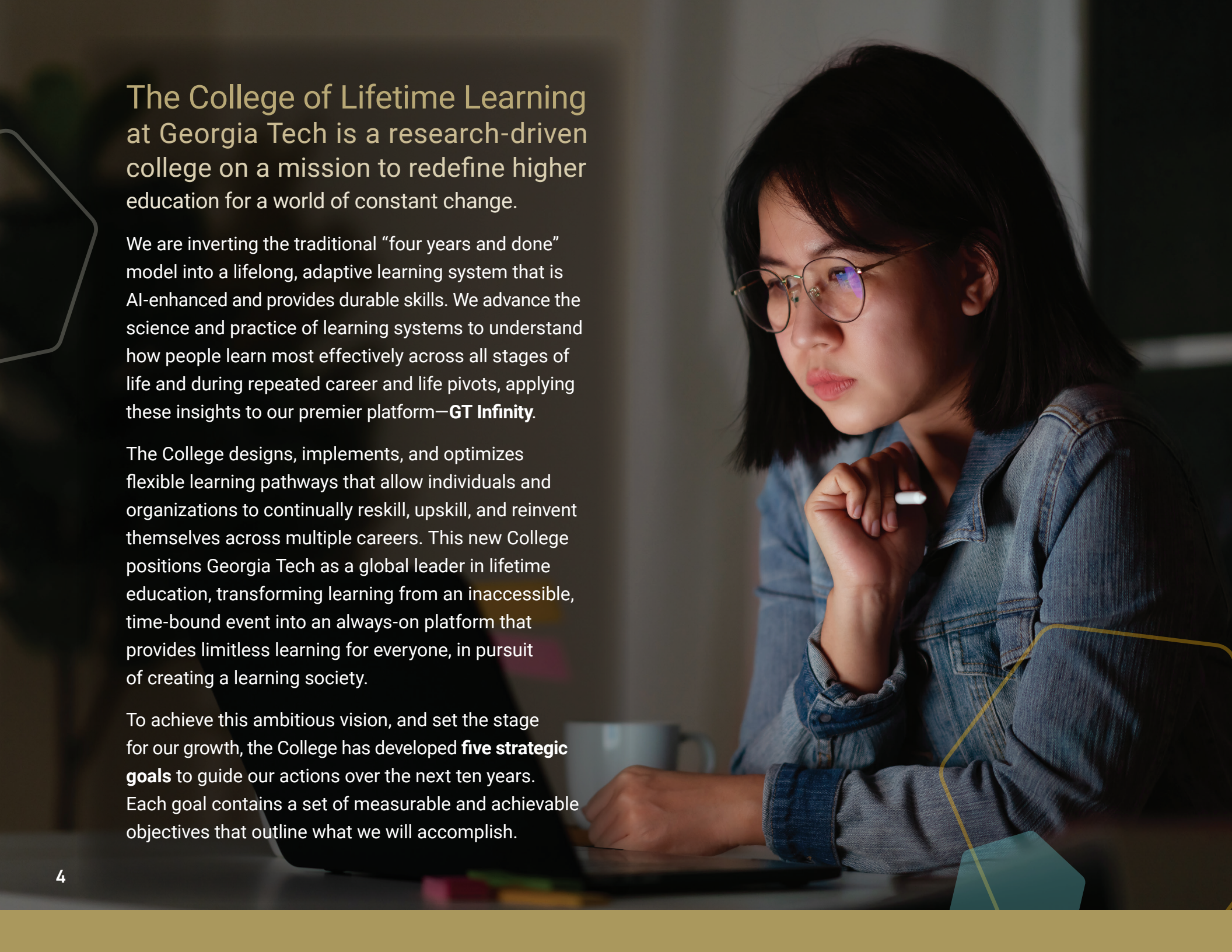

Our **compass** is the shared reference point we'll return to when we're making choices, big or small, so our decisions stay aligned with why we exist, what we're aiming to build, and how we show up along the way.

At the center is our **Mission** surrounded by our **Vision, Values, Brand Promise,** and **Goals,** which translate that purpose into clear direction and concrete priorities. Encircling it all are the **Modeled Behaviors** that guide how we act daily to implement our vision, fulfill the brand promise, and live up to the Institute's and our collective values, ultimately creating an environment that positions the College to successfully achieve its ambitions.

The thought leadership and effort of the college, as we drive the change from learned to learning societies, is focused on five key spokes – **teaching, research, learner experience, extension, and operations** – that support the revolving renewal around our core mission and perpetual promise to improve the human condition through lifetime learning.

The College of Lifetime Learning at Georgia Tech is a research-driven college on a mission to redefine higher education for a world of constant change.

We are inverting the traditional "four years and done" model into a lifelong, adaptive learning system that is AI-enhanced and provides durable skills. We advance the science and practice of learning systems to understand how people learn most effectively across all stages of life and during repeated career and life pivots, applying these insights to our premier platform—**GT Infinity**.

The College designs, implements, and optimizes flexible learning pathways that allow individuals and organizations to continually reskill, upskill, and reinvent themselves across multiple careers. This new College positions Georgia Tech as a global leader in lifetime education, transforming learning from an inaccessible, time-bound event into an always-on platform that provides limitless learning for everyone, in pursuit of creating a learning society.

To achieve this ambitious vision, and set the stage for our growth, the College has developed **five strategic goals** to guide our actions over the next ten years. Each goal contains a set of measurable and achievable objectives that outline what we will accomplish.

GOAL 1:

Catalyze a learning society and build the world's home for transformative learning systems leaders.

OBJECTIVES

- **Be the premier global hub for learning-systems leaders,** deeply informed both by Georgia Tech's heritage of cutting-edge technological research and campus academic partnerships, credentialing and graduating 5,000+ leaders in the field of lifetime learning by 2035.

- **Launch field-defining degrees** at every higher education level by 2029 that curate the future of learning through doctoral programs that attract leading graduate scholars, as well as undergraduate and master's programs of study that build the field.

- **Create a stackable ecosystem** of credentials, minors, and service courses which prioritizes learner agency and flexible curriculum.

- **Shape the field** so that at least 50 learning leaders from Fortune 500 organizations hold one of our credentials by 2035.

GOAL 2:

Empower communities with limitless learning and scale our extension model for global impact.

OBJECTIVES

- **Activate our physical spaces as premier regional hubs** for connecting learners, industry, and research, that catalyze hybrid learning opportunities and economic impact in communities. These regional models will become global benchmarks of learning ecosystems.

- **Create a global network of connected learning** with at least 200 hubs by 2035 linking every region into accessible, innovative, and relevant programming.

- **Build impactful partnerships** with government and industry leaders for learning solutions that promote economic growth.

- **Launch regional and national initiatives** in support of entrepreneurship, innovation, and economic development, that incubate a cohort of at least 25 tech start-ups that have achieved market adoption by 2035 thereby making Georgia Tech synonymous with innovations in learning technology.

GOAL 3:
Engage 5 million learners with Georgia Tech–designed lifetime learning touchpoints.

OBJECTIVES

- **Credential 2 million unique learners globally.**

- **Double the 3-year graduation rate at Georgia Tech** by 2035 through strategic expansion of Dual Enrollment programs.

- **Become Georgia Tech's preferred non-credit platform** through our own proprietary learning ecosystem by 2030.

- **Leverage generative AI** to accelerate responsive content development and redeployment from months to days, resulting in annual content renewal rate of 35%.

- **Design fully stackable interdisciplinary pathways** with campus partners to promote learner agency.

- **Develop a digital credentialing platform** that leads this industry-wide imperative and makes us a leader in competency-centric education.

- **Promulgate a new standard** that replaces the incumbent seat-time tradition with learning performance metrics.

GOAL 4:
Be the global thought leader in optimized learning systems.

OBJECTIVES

- **Establish Georgia Tech as the world's preeminent research center** for optimized learning systems that deliver economic value across a lifespan.

- **Innovate and deploy massively scalable and personalized augmented learning environments** based in curated Small Language Model-AI and emergent technologies.

- **Create and deploy agentic synthetic learners** on supercomputing infrastructures to simulate massive learning communities and model learning behaviors to study neural and social processes of learning and design optimal learning environments.

- **Deliver research thought leadership** that defines optimal learning environments and shapes policy, standards, and practice.

- **Deliver research that defines the value proposition of limitless learning** for individuals and institutions through ROI modeling.

- **Grow the research portfolio to $20M** in annual expenditures in external funding to drive breakthrough work in AI, learning analytics, and workforce systems by 2035.

GOAL 5:

Revolutionize an operational model that is seamless, data-rich, proactive, and delivers a learner-first experience.

OBJECTIVES

- Build the operating system for the College with an AI-driven backbone where processes are continually optimized and people focus on organizational learning and impact.

- Create an aspirational workplace that merges personal missions, learning ambitions, and societal imperatives to provide an unparalleled experience in higher education.

- Become data-informed, delivering transparency through interactive dashboards across every strategic objective.

- Enable an innovative culture where everyone embodies a systems learning mindset, creating a flywheel of organizational improvement and unlocking creativity.

Georgia Tech®

The Georgia Institute of Technology has been an engine of Progress and Service for more than 135 years. As a public research university, we are committed to developing leaders who advance technology and improve the human condition.

The new College of Lifetime Learning extends this mission by asking a fundamental question: How must learning evolve so that people, communities, and organizations can thrive amid constant change?