Georgia Institute of Technology

Dean, College of Lifetime Learning

GT Georgia Tech.

The Institution

Location	Atlanta, Georgia

About Georgia Tech	For more than 137 years, the people of Georgia Tech have dared to imagine and then create solutions for a better future. The innovative culture and leadership continue, for Progress and Service for all. Georgia Tech's mission is to develop leaders who advance technology and improve the human condition. Its mission and strategic plan are focused on making a positive impact on the lives of people everywhere. With nearly $1.37 billion awarded annually for research across all seven colleges and the Georgia Tech Research Institute (GTRI), Georgia Tech is an engine of economic development for the state of Georgia, the Southeast, and the nation. Located in the heart of Atlanta, Georgia Tech is one of the nation's top public research institutions where more than 50,000 students study, innovate and leave a lasting impact on the community and world around them. Although Tech is well-renowned for its engineering and computing programs, the Institute also offers outstanding programs in business, design, liberal arts, science and lifetime learning.

Georgia Tech is recognized nationally and internationally as a leading research university. A member of the prestigious Association of American Universities (AAU), Georgia Tech is ranked as one of the top 10 American public institutions by *U.S. News & World Report.*

Georgia Tech is committed to developing committed, global leaders who can build bridges of collaboration around the world. Georgia Tech graduates drive innovation in business, government, and academia, and they lead transformative companies and create new ones. These graduates also influence the thinking of other leaders in the private and public sectors.

In pursuit of the vision, Georgia Tech will be a leader in educational innovation and develop a global learning platform of unmatched impact and scale to support learners throughout their life journeys. The Institute will work to push the boundaries of research while focusing on the most consequential problems faced by humanity. It will act as a creative engine that will position Atlanta and the State of Georgia as examples of entrepreneurship and innovation.

Understanding that technological change is fundamental to the advancement of all people, the Georgia Tech community—students, staff, faculty, and alumni— abide by the motto of "Progress and Service." Georgia Tech has become a leader in improving the human condition in Georgia, the United States, and around the globe by steadfastly pursuing its goal to provide effective, innovative teaching and learning—as well as advances in research and entrepreneurship—in all facets of progress and service.

In 2024, the Institute refreshed the 10-year strategic plan created in 2019. The refresh reiterated the Institute's commitment to its mission to develop leaders who advance technology and improve the human condition as well as maintained its strategic priorities to amplify impact, champion innovation, expand access, connect globally, cultivate wellbeing, and lead by example. For the remaining five years of the strategic plan, the Institute is investing in four Big Bets and four Foundational Priorities. Specifically, the Institute plans to (1) be a national leader in outcomes and value for all students, (2) double the number of degrees granted and non-degree learners, (3) double the scale and amplify the impact of our research, and (4) build a national hub for innovation, creativity, and entrepreneurship. As Georgia Tech pursues these Big Bets, we will also (1) promote the well-being and protect the freedom of expression and inquiry of all people in the Georgia Tech community, (2) make Georgia Tech a model campus that supports the well-being of our campus and surrounding communities, (3) improve campus services and processes to enhance the Georgia Tech experience for all, and (4) develop the full competitive potential for Georgia Tech athletics.

In 2022, Georgia Tech announced an ambitious capital campaign, Transforming Tomorrow: The Campaign for Georgia Tech.

Georgia Tech offers a world-class education to more than 45,000 undergraduate and graduate students through more than 130 majors and minors across seven colleges and 30 schools. Over the past decade, Georgia Tech's enrollment has more than doubled with over 70 percent of the increase driven by its online programs. During this same period, undergraduate enrollment applications have more than doubled and graduate applications nearly doubled.

The quality of the Georgia Tech educational experience is reflected in at least two important ways: consistently strong rankings by national publications/organizations and a highly regarded curriculum with a technological and scientific focus throughout all of its undergraduate programs. All the Institute's degree programs, including those in the liberal arts, offer Bachelor of Science degrees. Degree programs are offered through the Colleges of Computing, Design, Engineering, Sciences, the Scheller College of Business, and the Ivan Allen College of Liberal Arts—and now, the College of Lifetime Learning. In addition, there are 10 interdisciplinary research institutes and more than 100 centers that consistently contribute vital research and innovation to both government and business.

Georgia Tech is consistently recognized for our excellence and ability to creatively address the issues facing higher education, both today and in the future. In the 2025 *US News* Rankings, Georgia Tech is ranked #2 in Most Innovative Universities.

Students

Georgia Tech attracts talented students from every state and 147 nations. Students are drawn to a collegiate atmosphere that has intercollegiate and intramural athletics, campus traditions, and over 500 student organizations. For the incoming undergraduate class of 2024, Georgia Tech received 59,761 first-year applications with about 3,880 enrolled and 6,052 transfer student applications with 1,440 enrolled. Georgia Tech received 28,922 graduate student applications and enrolled 8,219. Outside the traditional classroom and lab settings, the cooperative education and internship programs help students lay the groundwork for a successful future. Georgia Tech also serves a significant portion of online learners through 10 online Master of Science degrees and three hybrid professional master's degrees, built on the rigor of on-campus programs.

Faculty and Research

The high-quality faculty at Georgia Tech is another key contributor to its educational environment. The faculty are recognized worldwide for their dedication to teaching and their ability to secure over $1 billion annually in research support. Among the active faculty, there are 22 members of the National Academy of Engineering and the National Academy of Sciences. Additionally, Georgia Tech has over 3,500 PhD students enrolled, in addition to master's and undergraduate researchers.

Georgia Tech is one of the nation's most research-intensive universities. First-rate research, funded by government agencies and industry, is conducted at all of Georgia Tech's academic colleges, dozens of interdisciplinary research units on and off campus and at the Georgia Tech Research Institute (GTRI).

GTRI, the applied research division of Georgia Tech with more than 2,900 employees supporting eight laboratories in over 20 locations around the country, performed more than $869 million of research activity for government and industry in FY 2024. Engaging in both unclassified and classified research and development, GTRI develops advanced technology solutions and large-scale system prototypes to address the most difficult problems in national security, economic development, and overall human betterment.

In Georgia specifically, Georgia Tech plays a leading role in the state's economic development strategy as the home of the state's leading business accelerator, ATDC, a magnet for business relocations, and a number of capacity building programs throughout the state. Georgia Tech's overall impact on the state of Georgia's economy is calculated at $5.3 billion for fiscal year 2024.

Georgia Tech Campuses & Locations

Georgia Tech's main campus spans over 400 acres in the heart of Atlanta. With the creation of the Tech Square innovation district, Georgia Tech helped transform its Midtown neighborhood into a thriving place to create, learn, live, work, and play. As the state's economic and cultural hub, Atlanta is packed with attractions, small businesses, high-tech startups, and multinational corporations, along with restaurants, theaters, museums, and concert venues. Within an easy walk to campus are green spaces and parks, including Centennial Olympic Park, Piedmont Park, and the Atlanta BeltLine—a globally-praised network of public parks, multi-use trails, and public transit options (originally designed by a graduate student in the School of City and Regional Planning at Georgia Tech).

Since 2013, approximately 30 corporations have established innovation labs, technology development centers, and headquarters operations in and around Tech Square. With Georgia Tech as the project sponsor and anchor tenant, CODA opened in 2019, a facility which contains 645,000 gross square feet of office space, along with a 940,000 gross square foot High-Performance Computing Center and cost approximately $375 million.

Aside from the main campus in Atlanta, Georgia Tech also has a campus in Savannah, Georgia. The Georgia Tech Research Institute, which is headquartered on the Atlanta campus, has numerous additional locations around Georgia and the United States.

International Presence

Georgia Tech has a significant global footprint, with an instructional site in Lorraine (France), as well as research centers in Asia and Latin America. Each year, more than 2,000 students participate in over 100 programs abroad. Georgia Tech has programs and agreements in over 60 countries, along with research collaborations and alumni all over the world.

The University System of Georgia Core Values Statement

The University System of Georgia (USG) is comprised of 26 institutions of higher education and learning as well as the System Office. The USG Statement of Core Values are Integrity, Excellence, Accountability, and Respect. These values serve as the foundation for all that USG does as an organization, and each USG community member is responsible for demonstrating and upholding these standards. More details on the USG Statement of Core Values and Code of Conduct are available in USG Board Policy 8.2.18.1.2 and can be found online at https://www.usg.edu/policymanual/section8/C224/#p8.2.18_personnel_conduct.

Additionally, USG supports Freedom of Expression as stated in Board Policy 6.5 Freedom of Expression and Academic Freedom found on-line at https://www.usg.edu/policymanual/section6/C2653.

More information on Georgia Tech can be found at www.gatech.edu.

Leadership at Georgia Tech

President Ángel Cabrera

Ángel Cabrera is the 12th president of the Georgia Institute of Technology. Cabrera came to Georgia Tech on Sept. 1, 2019, after serving for seven years as president of George Mason University (GMU) in Virginia. Before leading GMU, Cabrera was president of the Thunderbird School of Global Management, now part of Arizona State University, and dean of IE Business School in Madrid.

Cabrera has been named a "Young Global Leader" by the World Economic Forum, a "Star of Europe" by Bloomberg Businessweek, a "Henry Crown Fellow" by the Aspen Institute, and a "Great Immigrant" by the Carnegie Corporation of New York. He has received honorary degrees from Miami Dade College and Universidad Politécnica de Madrid.

Cabrera serves on the boards of the National Geographic Society, Harvard College Visiting Committee, Atlanta Committee for Progress, Metro Atlanta Chamber, and Bankinter Innovation Foundation in Spain. He has served on the board of the Federal Reserve Bank of Richmond, the advisory boards of Georgia Tech and Instituto Tecnológico de Monterrey, and three publicly traded companies. Cabrera earned his M.S. and Ph.D. in psychology and cognitive science from Georgia Tech, which he attended as a Fulbright Scholar. He also holds a B.S. and an M.S. in computer and electrical engineering from Universidad Politécnica de Madrid.

Provost Steven W. McLaughlin

Steven W. McLaughlin is the provost and executive vice president for Academic Affairs at the Georgia Institute of Technology. He is a professor in the School of Electrical and Computer Engineering.

McLaughlin first joined Georgia Tech as a member of the faculty in 1996. From 2017-2020, he served as the Dean and Southern Company Chair of Georgia Tech's College of Engineering, the largest engineering college in the country. Prior roles include the Steve Chaddick School Chair in the School of Electrical and Computer Engineering from 2012-2017, and the vice provost for International Initiatives and Steven A. Denning Chair in Global Engagement from 2007-2012.

In 2011 he was awarded the honor Chevalier dans l'Ordre Nationale de Merite, (Knight of the French National Order of Merit), the second highest civilian award given by the Republic of France. He was the first Georgia Tech recipient of the Presidential Early Career Award for Scientists and Engineers (PECASE). He is a past president of the IEEE Information Theory Society and is a fellow of the IEEE. He received a B.S.E.E. from Northwestern University, an M.S.E. from Princeton University, and a Ph.D. from the University of Michigan.

About the College of Lifetime Learning

In September of 2024, the Institute announced the launch of its new College of Lifetime Learning, which is the first to be established at Georgia Tech in over thirty years. The College is the result of a multi-year effort to respond to evolving industry demands and the global economy. As technology advances and workforce requirements change, lifetime learning becomes increasingly important for job security and flexibility. The College of Lifetime Learning will offer programs that elevate the academic study of learning and transform the future of education, from K-12 to post-retirement, ensuring that education is accessible at every stage of life. The College will play a key role in Georgia Tech's commitment to double the number of degrees granted and non-degree learners reached by 2030.

The College of Lifetime Learning will have two principal missions: help people prepare and pivot throughout their lifetime and, equally as important, develop future leaders of lifetime learning to impact education, communities, and business positively. The College will develop and grant credit bearing credentials, including undergraduate and graduate degrees, in addition to expanding its portfolio of non-credit credentials.

Georgia Tech's focus on the theoretical aspects of learning and their practical application in real-world scenarios makes it a valuable resource for learners and employers. The College of Lifetime Learning will catalyze positive educational system changes and policies.

Educational Units and Physical Locations

The College of Lifetime Learning is an academic division consisting of three units: the Center for 21st Century Universities (C21U), the Center for Education Integrating Science, Mathematics and Computing (CEISMC), and Georgia Tech Professional Education (GTPE). Programming is offered at the Global Learning Center in Atlanta and the Georgia Tech-Savannah Campus.

Center for 21st Century Universities (C21U): The Center for 21st Century Universities (C21U) is Georgia Tech's living laboratory for fundamental change in higher education. Higher education is evolving, and Georgia Tech is committed to leading the initiatives that will define the next generation of educational practices and technologies. C21U works with campus administrators and faculty to identify, develop, and test new educational platforms and techniques.

C21U develops, tests, and evaluates new technologies, facilitating their deployment in higher education. The Center provides ways to experiment with and transform all aspects of higher education affected by technological disruption.

Center for Education Integrating Science, Mathematics and Computing (CEISMC): The Center for Education Integrating Science, Mathematics and Computing (CEISMC) is a unit of the College of Lifetime Learning at Georgia Tech. Since 1991, CEISMC has served as the primary connection point between Georgia Tech and the pre-collegiate education communities.

Annually, CEISMC programs impact more than 62,000 students and 3,500 teachers in over 99 school districts throughout the state of Georgia. CEISMC works closely with public and private stakeholders to expand the reach of the Institute's STEM education efforts in urban communities near Georgia Tech as well as those in rural school districts throughout the state of Georgia.

CEISMC provides inclusive and inspiring STEM/STEAM enrichment experiences in classroom and out-of-school settings. CEISMC develops an extensive array of research and implementation programs focused on multiple dimensions of STEM educational reform. CEISMC offers teacher professional development focused on innovative curricula and evidence-based practices in fields such as STEM with arts and music integration, computer science, robotics, invention and entrepreneurship.

These opportunities and initiatives are achieved through school and community outreach and local and sustainable partnerships that foster student success and workforce development.

Georgia Tech Professional Education (GTPE): Georgia Tech Professional Education (GTPE) is the global campus and lifetime education arm of the Georgia Institute of Technology, offering professional development courses, certificate programs, and online master's degrees in a variety of formats to meet the needs of working professionals and industry partners.

Georgia Tech-Savannah: Providing professional education to adult learners for over a century in Georgia and a decade in Savannah, Georgia Tech-Savannah continues to serve as the Institute's lifelong learning arm. From education for veterans to K12 STEM enrichment and outreach, leadership training, OSHA training, and applied research, Georgia Tech-Savannah offers professional education courses and community outreach for individuals and businesses in the Coastal Empire and surrounding region.

The Georgia Tech-Savannah campus is home to the region's Enterprise Innovation Institute's office for the Advanced Technology Development Center (ATDC), Georgia Tech Manufacturing Extension Partnership (GaMEP), and the Georgia Tech Procurement Assistance Center (GTPAC). In addition, the Savannah campus serves as home for the Center of Innovation for Logistics.

About the College

Working through the three units, the College performs a variety of programmatic and research activities including offering K-12 programs for students and teachers; online, distance, and professional master's degrees; short courses; and certificate programs for working populations that meet the needs of working professionals and industry/government partners. The programs leverage Georgia Tech faculty and staff showcasing their expertise to elevate the academic study of learning and to change the learning ecosystem.

Research activities span a range of efforts from new pedagogies and innovative learning approaches that provide enhanced positive impacts to new technology-enhanced learning tools and platforms. Programs are available at the Georgia Tech Global Learning Center in Atlanta, the Georgia Tech-Savannah campus, and worldwide through a variety of formats. In addition to professional course offerings, the College manages the meeting and event facilities in Atlanta and Savannah.

The Position

Position Title	Dean, College of Lifetime Learning
Location	Atlanta, Georgia
Reports To	Provost and Executive Vice President, Academic Affairs, Steven W. McLaughlin

Position Summary

From shifting demographics to the acceleration of automation and technology, the world is increasingly dynamic and connected. The landscape is changing faster than many of our systems can adjust, which presents a number of challenges for institutions, industries, and individuals. It is essential that higher education evolve to meet the needs of the workforce across their lifetime, not only in providing relevant, real-time upskilling and reskilling but also by preparing that workforce to be more resilient, perpetual learners.

Now is the time for Georgia Tech, well known and respected for its leadership in learning innovation, to embrace bold, innovative educational thinking. This opportunity presents itself at a time when Georgia Tech can lead into the future, helping maintain Georgia's reputation as a research center and the best place to do business—with the world's best talent base.

To meet the challenges of this evolving landscape, Georgia Tech created its seventh college, the College of Lifetime Learning, building upon its legacy of more than 100 years of degree and non-degree education, 40 years of distance learning, 30 years of collaborating with teachers and students in the K-12 arena, and 10 years of at-scale online Master of Science experiences. The College is uniquely positioned at the intersection of education and innovation, leveraging technology, learning sciences, and business/policy models to address these challenges.

From this bold endeavor comes a singular opportunity for a visionary and strategic leader to lead this new and forward-focused college as its Dean. Although the units and other, smaller research groups with an education focus are already in place with a history of significant contributions, this is in many ways a start-up opportunity to create something new for the benefit of Georgia Tech, the State of Georgia and well beyond.

Responsibilities

Reporting to the Provost, the Dean of the College of Lifetime Learning is the chief academic and administrative leader for the College and is a critical partner in implementing the Institute's strategic plan. The Dean works with the leaders of each unit to promote distance and online learning, professional and executive education, systemic changes to increase K-12 engagement, and the development and evaluation of new technology in higher education. In leading and executing strategy for the core academic enterprise of the College, the Dean will build upon and foster the Institute's commitment to the research enterprise, academic excellence, and scholarship for which the Institute is known, within the College of Lifetime Learning.

The Dean collaborates with senior university administrators, faculty and staff members, and the broader university community. The Dean will build partnerships with corporations and market the College's programs to their leadership. The Dean works with the different units and individuals on campus that interact with industry, government, and school systems (such as development officers, career services, etc.) and in conjunction with the State's interests in economic development.

The Dean must display an understanding of and leverage emerging technologies for education and digital learning, as the Dean provides leadership, in coordination with other academic leadership, on the development and effective

management of graduate programs that leverage distance learning and/or are of an interdisciplinary nature. Similarly, the Dean works closely with academic leadership in the development and assessment of distance/online learning and technology-enhanced activities in all academic programs. More specific responsibilities are outlined below.

- **Leadership and Strategic Planning**: These responsibilities include envisioning, creating, directing and overseeing the College's programs as well as developing the strategic directions of the College in concert with the Georgia Tech Strategic Plan. The Dean is responsible for pursuing excellence and innovation in research, education, and managing risk around new endeavors, in and out of the residential classroom setting. The Dean articulates the long-range vision, specific strategies, and detailed administrative and fiscal provisions to ensure the excellence of the College's faculty and their teaching and research. In exercising this planning leadership, the Dean works closely with the Institute's senior officers and with the other deans on multidisciplinary hiring, and on research and teaching programs. The Dean serves as external representative for the College's programs to prospective donors and partners. A commitment to promoting the Institute as a whole, participative management, and open decision-making are important components of the position.

- **Faculty Appointments**: The Dean is responsible for the recruitment, appointment, reappointment, promotion, and tenure of faculty in the College. The Dean works through the established appointment, promotion, and tenure process of the Institute and is responsible for ensuring the integrity of the process. The Dean works with the faculty, in the context of approved long-range plans, to develop annual recruiting plans for the College, with the approval of the Provost. The Dean is responsible for ensuring that the Institute's objectives, with respect to the quality of the faculty, are met or exceeded.

- **Stewardship and Development**: The Dean has primary responsibility for articulating the philanthropic aspirations of the College of Lifetime Learning in conjunction with the long-range plans of the College and the Institute. In addition, the Dean plays a critical role in ensuring that the donor funds received are well-stewarded.

- **Budgetary and Administrative Oversight**: The Dean is responsible for all aspects of the College's budget, consistent with the Institute's financial guidelines. The Dean is expected to work closely and collaboratively with the Provost's office in developing the budget for programs. In addition, the Dean is responsible for supervising faculty area leads in the College, associate/assistant deans and staff, as well as for working with the faculty to facilitate extramurally funded research to support faculty research activities and graduate training. In addition to budgetary oversight, other principal areas of administrative responsibility include: the allocation of academic facilities, stewardship of the physical facilities, planning for future academic facility needs, responsibility for non-faculty staffing decisions within the context of Institute-wide policies and procedures, and the initiation and development of collaborative teaching and research programs with Georgia Tech's other schools, colleges, and divisions, as well as with other institutions of higher education. Finally, the Dean is responsible for the establishment of effective internal controls within the College.

The Person

Pivotal Experience & Expertise

Entrepreneurial Leadership and Strategic Vision:

- An experienced leader with a track record of success in a large, complex organization in, or relevant to, academia.

- Proven ability to think creatively and act entrepreneurially to guide the establishment of a new academic college.

- Demonstrated success in navigating the complexities of launching and leading new initiatives in higher education, particularly those focused on distance and online learning, professional and executive education, systemic changes to increase K-12 engagement, and/or the development and evaluation of new technologies.

Operational Implementation and People Management Skills:

- Demonstrated evidence of the ability to bring units together, manage a new entity, and grow an organization. Relevant skills include effective development and management of programs, financial resources, staff, and infrastructure as well as business acumen.

- An astute understanding of finances and the relationship between academic priorities and the budget and operational efficiencies.

- Strong people management skills with the ability to recruit, retain, and develop outstanding faculty and staff.

Ambassadorship and Field-Building Leadership:
- A big-picture thinker on the future of lifetime learning with a global perspective, with a track record of innovation and inspiring others to mobilize behind a vision. To that end, the ability to harness Georgia Tech's appetite for bold ideas to chart and implement a differentiated strategy for the College in partnership with a diverse set of stakeholders.

Credibility and Deep Knowledge:

- Strong knowledge of current and future trends and issues in higher education is critical.

- An excellent record of scholarship, with previous tenured/tenure-track faculty appointment preferred.

Stakeholder Engagement:

- Successful experience in engaging varied stakeholders external to an organization for partnerships, collaborations and community engagement.

- An aptitude, and ideally a demonstrated ability, to develop resources including direct fundraising from a range of sources including individuals, foundations, and other relevant organizations.

Leadership Characteristics and Culture Impact

Collaborative Leader:

- The commitment, ability, and desire to broadly engage the Institute's community and myriad of external stakeholders, as well as collaborate with other deans and schools.

Persuasive Communicator:

- An articulate, enthusiastic, and effective communicator with the ability to work effectively with a broad range of internal and external constituencies.

- The Dean must be able to communicate a passion for the broad mission of the College and a compelling vision for the important role of lifetime learning in the Institute, our society, and the world.

Innovative and Forward-Looking:

- An innovative, imaginative thinker. Adapts to the opportunities and challenges afforded by new trends and provides innovative and effective direction.

- Able to imagine creative programs and initiatives that further enhance the Institute's ambitious goals for the College.

Inclusive and Community-Oriented:

- A demonstrated commitment to maintaining an environment that fosters academic excellence, diversity of thought and experience, inquiry and innovation, collaboration and community, and ethical behavior and stewardship; an understanding of its importance to the mission and richness of the College and its ongoing success.

Nomination/Application Information

Georgia Institute of Technology will be assisted by Ellen Brown Landers, Meghan Ashbrock, and Sulli Cressler of Heidrick & Struggles, Inc.

Initial screening of applicants will begin immediately and continue until the position is filled. For optimal consideration, please submit materials by February 17, 2025. Nominations, inquiries, and applications (including a CV and letter of interest) should be directed to:

GTLifetimeLearningDean@heidrick.com

The selected finalist will have to submit three letters of reference and undergo a background check as part of the hiring process.

Equal Employment Opportunity

The Georgia Institute of Technology (Georgia Tech) is an Equal Employment Opportunity Employer. The University is committed to maintaining a fair and respectful environment for all. To that end, and in accordance with federal and state law, Board of Regents policy, and University policy, Georgia Tech provides equal opportunity to all faculty, staff, students, and all other members of the Georgia Tech community, including applicants for admission and/or employment, contractors, volunteers, and participants in institutional programs, activities, or services. Georgia Tech complies with all applicable laws and regulations governing equal opportunity in the workplace and in educational activities.

Georgia Tech prohibits discrimination, including discriminatory harassment, on the basis of race, ethnicity, ancestry, color, religion, sex (including pregnancy), sexual orientation, gender identity, gender expression, national origin, age, disability, genetics, or veteran status in its programs, activities, employment, and admissions. This prohibition applies to faculty, staff, students, and all other members of the Georgia Tech community, including affiliates, invitees, and guests. Further, Georgia Tech prohibits citizenship status, immigration status, and national origin discrimination in hiring, firing, and recruitment, except where such restrictions are required in order to comply with law, regulation, executive order, or Attorney General directive, or where they are required by Federal, State, or local government contract.

More information on these policies can be found here: https://www.usg.edu/policymanual/section6/c2714 Board of Regents Policy Manual | University System of Georgia (usg.edu).