



Leadership,  
Policy &  
Organizations



VANDERBILT  
PEABODY COLLEGE



“At Peabody students have the opportunity to develop **new research** initiatives and explore a **wide variety** of career paths. The faculty at Peabody provides excellent **support.**”

—*Maria Angela Mendiburo,*  
*Ph.D. '10*



# The Power of Peabody

- What kinds of reforms are needed to help schools and school systems improve student achievement?
- How can higher education institutions ensure access and affordability for people throughout society?
- How can the workforce be identified and developed for 21st century businesses and organizations?

Scholars across the nation are exploring these and related issues; some of the most eminent among these scholars work at Vanderbilt University's Peabody College, in the Department of Leadership, Policy and Organizations (LPO).

The faculty believes passionately in the power of learning. They know that organizations are only as good as the people who lead them, and that today's leaders must be thoroughly conversant with research and policy. They understand, too, that leaders must nurture new generations who can take up the work and the cause. With this understanding in mind, our faculty is committed to teaching and research. Right from the start, they welcome students into a collaborative community that truly alters lives.



U.S. News & World Report  
*consistently ranks LPO's  
graduate programs among  
the **best** in the country.*

## A Conversation with Ellen Goldring



Patricia and Rodes Hart Chair, and Professor of Education Policy and Leadership, Ellen Goldring also serves as chair of the Department of Leadership, Policy and Organizations. Professor Goldring's research focuses on improving schools with particular attention to educational leadership and schools of choice. She serves on numerous editorial boards, technical panels, and policy forums and has consulted with governments both in the United States and internationally.

**Q.** *Peabody's Department of Leadership, Policy and Organizations comprises a wide range of doctoral and master's programs. What unites them?*

**A.** What we are trying to do in all our degree programs is to understand and enhance the social, institutional, and organizational contexts in which people learn—schools, universities, and workplace settings among them. We accomplish these goals through conducting research, implementing innovative teaching and training programs, and evaluating and influencing policy.

**Q.** *How would you characterize the culture of your department?*

**A.** Two words that come to mind are multidisciplinary and collaborative. We have faculty and students who work in a variety of intellectual frameworks; the assumptions and differences of these frameworks are key to the discourse and the learning in everything we do. Collaboration characterizes our research and teaching to address the enormous challenges facing all types of organizations.

**Q.** *How has your department changed over the years?*

**A.** We have grown in both the number of faculty and the diversity of their perspectives and areas of expertise. We have achieved national recognition for our research. We have also added a much stronger emphasis on policy; understanding and evaluating policy are part of strong leadership, whether it be the superintendency, college presidency, or business executive. You can't be an effective leader without a deep appreciation for research and a clear understanding of the ever changing policy context.

**Q.** *What is it like to be a student in your department?*

**A.** I think what strikes everyone about the department is both its depth and the accessibility of the faculty. Our faculty is extraordinary at every level, and the students are also outstanding. Our faculty engage with students both in and outside of class. I would say that we thrive on questions. Students come with provocative questions, and we involve students in the questions that guide our research.

# Degree Programs



“My experience at Peabody has been invaluable. The faculty, my cohort, and Peabody’s resources have deepened my understanding of the broader context of education, making me a much stronger educator.”

—Jonathan Eckert, Ed.D. '08

## PH.D. PROGRAM

LPO’s doctoral-level program in Leadership and Policy Studies offers three concentrations through close faculty mentoring and full-time research and study:

- **Educational Leadership and Policy.** This concentration prepares you to pursue an academic and research career around K-12 education issues in a college or university, work as a state or federal policy analyst, or join a research group focused on the evaluation of education policy.
- **Higher Education Leadership and Policy.** Conducting your own research, you will explore in depth the most pressing and complex problems that face higher education today, and you will be prepared for both academic and policy careers.
- **International Education Policy Management.** Whether you plan on an academic career in comparative and international education or education policy, or you seek a leadership role in a development assistance agency or international education foundation, this concentration provides superior preparation.

## ED.D. PROGRAM

Our education doctorate is often cited as a model of what an executive program should be for working professionals. With a faculty that joins theory with practice, you can explore such areas as education leadership, school choice, the achievement gap, administration finance, performance incentives, financial aid, and institutional research. The Ed.D. program offers a weekend-based curriculum that can be completed in 36 months including a capstone dissertation project. Classes are held on Friday afternoon and all day Saturday. There are two Ed.D. specializations:

- **Educational Leadership and Policy.** This specialization, focusing on K-12 schooling, prepares students to lead educational organizations and to hold professional positions such as school leaders, association executives, government officials, and private sector consultants.

- **Higher Education Leadership and Policy.** Here you will gain the depth of knowledge necessary to lead an institution or organization such as a college, university, government agency, professional association, or consulting company.

## **MASTER OF EDUCATION DEGREE**

LPO master's students can obtain an M.Ed. degree in one of three programs:

- **Higher Education Administration.** Choose from one of five concentrations: general higher education administration, enrollment management, international issues in higher education, public policy in higher education, and student affairs.
- **International Education Policy and Management.** This program will prepare you for career paths ranging from international development assistance and work with foundations to international education programs and international education policy at schools and universities in the U.S. or abroad. In addition to the M.Ed. degree, students concentrating on Latin America may be awarded a Certificate in Latin American Studies by the Center for Latin American Studies.
- **Leadership and Organizational Performance.** The Leadership and Organizational Performance program prepares students to diagnose, analyze, and evaluate how leadership and learning impact organizational performance, effectiveness, and outcomes; build knowledge and skills in leadership practices; value and recognize how employees learn and develop in the workplace; and develop competencies to manage an organization's human capital as it relates to various functions and organizational effectiveness. The LOP program attracts those who desire the development and use of their leadership abilities in varying organizational settings including for-profit, non-profit, and government settings.

## **MASTER OF PUBLIC POLICY IN EDUCATION POLICY**

The master's degree program in public policy with a concentration in education policy is a two-year professional course of study. You will gain a full understanding of policy analysis and be prepared to assume leadership roles in governmental, public, or private institutions. The degree also serves as an excellent foundation for a Ph.D. program or law school.

- **Dual J.D./M.P.P.** If you currently have strong dual interests in public policy and law, you might want to consider our J.D./M.P.P. degree. Available through Vanderbilt Law School and Peabody College, this joint degree can be achieved in four years. You must apply and be accepted separately to each program.

# Enter a World of Research

## **ENTER A WORLD OF RESEARCH**

The Department of Leadership, Policy and Organizations embraces theory, practice, and research. Research conducted in the department advances knowledge and seeks to improve the effectiveness of organizations and policy. Peabody College offers an ideal environment in which to formulate questions, find answers, and move into the world of education policy, management, and scholarship.

As a Peabody student you will be involved in exciting, next generation research right from the start. Among the issues LPO faculty and graduate students are examining:

- The effects of competition, including charter schools, on educational achievement.
- History of higher education.
- Access to higher education and the economics of financial aid.
- Leadership assessment and evaluation.
- Teacher incentives and performance pay.
- School zoning, parental involvement, and resegregation.
- The academic profession.
- Race-conscious law and policy in higher education.
- Coaching and feedback for leadership change and development.
- Leading institutional crisis.
- College student departure.
- Minority and low income student access and persistence.
- Scaling up effective schools.
- School reform.
- Instructional improvement.
- International education policy.





“What I value most about Peabody is the culture of innovation for research and practice. Faculty and students understand the critical importance of producing the best work for educational systems across the world.”

—Stella M. Flores, assistant professor of public policy and education

Peabody College and Vanderbilt University provide researchers with unmatched resources. Among them are:

**The Jean and Alexander Heard Library.** 3.5 million volumes. 3 million microfilm items, 55,260 serial subscriptions in nine library units, including the Peabody Library. Indisputably one of the major academic libraries in the United States. Learn more at [www.library.vanderbilt.edu](http://www.library.vanderbilt.edu).

**National Center on Performance Incentives.** Here scientific, comprehensive research is conducted on the effects of performance incentives in education. For more information visit [www.performanceincentives.org](http://www.performanceincentives.org).

**National Center on Scaling Up Effective Schools.** This center is tasked with identifying key elements that make some high schools in urban districts more effective at improving outcomes for low-income, minority and ELL students. Learn more at [peabody.vanderbilt.edu/ncsu.xml](http://peabody.vanderbilt.edu/ncsu.xml).

**National Center on School Choice.** This federally funded center assumes intellectual leadership in the national dialogue around the design, implementation and effects of school choice. For more information visit [www.vanderbilt.edu/schoolchoice](http://www.vanderbilt.edu/schoolchoice).

**Peabody Journal of Education.** The nation’s second longest existing publication devoted to educational research, practice, and policy. Learn more at [peabody.vanderbilt.edu/pje.xml](http://peabody.vanderbilt.edu/pje.xml).

# Next Steps



"Peabody prepared me to evaluate and conduct research. As a student, I was treated as a professional and given opportunities to participate in the education policy arena."

—Debra E. Owens, Ph.D. '06  
associate executive director of federal programs  
(No Child Left Behind), Division of Teaching  
and Learning, Tennessee Department of Education

## ADMISSIONS

Peabody College accepts applications for admission throughout the year. However, for priority consideration for admission with financial aid, your application for the fall semester should be completed by December 31. Applications received after this date will be evaluated for admission and financial aid on a space- and funds-available basis.

A completed application for admission includes the following:

- Online application or traditional application form
- Official transcripts showing degree conferral
- Letters of recommendation (3-5)
- Graduate Record Examination (GRE) scores
- Statement of Purpose
- TOEFL scores if you are an international applicant, unless English is your first language or you have completed a degree at an American university

We encourage you to apply online for admission. Both master's and doctoral students can apply online by pointing your Web browser to **peabody.vanderbilt.edu/gradadmissions**. There is no fee to apply online. For additional information, paper application materials, or to arrange a campus visit, please call, write, or e-mail:

Ms. Rosie Moody, Admissions Coordinator  
Vanderbilt University's Peabody College  
Peabody #414, 230 Appleton Place  
Nashville, TN 37203-5721  
615-322-8019  
E-mail: [rosie.moody@vanderbilt.edu](mailto:rosie.moody@vanderbilt.edu)

## FINANCIAL AID

Peabody annually awards more than \$12.5 million in financial aid in addition to low-interest loans to qualified students in graduate and professional programs. The largest form of institutional funding is through graduate and research assistantships. Other types of financial aid include scholarships, student employment, and work/study opportunities. New students are eligible for honor scholarships. You can learn more about financial aid opportunities at [peabody.vanderbilt.edu/financialaidinfo.xml](http://peabody.vanderbilt.edu/financialaidinfo.xml).

For more information about financial aid programs, please contact Ms. Rosie Moody at the address on page 10. For detailed information on need-based aid, contact:

Office of Student Financial Aid, Vanderbilt University  
2309 West End Avenue, Nashville, TN  
37203-1725  
E-mail: [finaid@vanderbilt.edu](mailto:finaid@vanderbilt.edu)

*Nashville ranked **#4** on list  
of “Top 10 College Towns”*

—LIVABILITY.COM, 2010

## LIVING ARRANGEMENTS

Nashville, a city of more than 1.6 million, is cosmopolitan, with first-rate museums, a symphony, chamber orchestra, opera, ballet, and theater companies. Comfortable, affordable housing is widely available. Vanderbilt’s Office of Housing and Residential Affairs maintains an off-campus housing referral service at: [apphost1a.its.vanderbilt.edu/housing/Main](http://apphost1a.its.vanderbilt.edu/housing/Main).

The quality of life on campus is outstanding as well. The Peabody campus is a National Historic Landmark; as part of the larger 330-acre Vanderbilt University campus it is also a National Arboretum. To learn more about Nashville, visit [www.vanderbilt.edu/nashville](http://www.vanderbilt.edu/nashville).

## CAREER DEVELOPMENT

Peabody Career Development is the strategic career partner for students, employers, and faculty. Activities are designed specifically to help students identify their career path, build a compelling pitch and connect with employers. Resources include assessment inventories, career coaching, online courses, and an extensive alumni network. Learn more at [peabody.vanderbilt.edu/Peabody\\_Career\\_Development.xml](http://peabody.vanderbilt.edu/Peabody_Career_Development.xml).

Vanderbilt is accredited by the Southern Association of Colleges and Schools (SACS), the National Council for Accreditation of Teacher Education (NCATE) and is approved by the Tennessee Department of Education, the Council for Exceptional Children (CEC), the National Association for the Education of Young Children (NAEYC), and the Association for Childhood Education International (ACEI).

#### NON-DISCRIMINATION STATEMENT

In compliance with federal law, including the provisions of Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendment of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, the ADA Amendments Act of 2008, Executive Order 11246, the Uniformed Services Employment and Reemployment Rights Act, as amended, and the Genetic Information Nondiscrimination Act of 2008, Vanderbilt University does not discriminate against individuals on the basis of their race, sex, religion, color, national or ethnic origin, age, disability, military service, or genetic information in its administration of educational policies, programs, or activities; admissions policies; scholarship and loan programs; athletic or other university-administered programs; or employment. In addition, the university does not discriminate against individuals on the basis of their sexual orientation, gender identity, or gender expression consistent with the university's nondiscrimination policy. Inquiries or complaints should be directed to the Equal Opportunity, Affirmative Action, and Disability Services Department, Baker Building, PMB 401809, Nashville, TN 37240-1809. Telephone (615) 322-4705 (V/TDD); FAX (615) 343-4969.

#### SECURITY STATEMENT

In compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act and the Tennessee College and University Security Information Act, Vanderbilt University will provide you, upon request, an annual Security Report on University-wide security and safety, including related policies, procedures, and crime statistics. A copy of this report may be obtained by writing or calling the Vanderbilt University Police Department, 2800 Vanderbilt Place, Nashville, Tennessee 37212 or by telephone at (615) 343-9750. You may also obtain this report on our Web site at [police.vanderbilt.edu/annual-security-report/](http://police.vanderbilt.edu/annual-security-report/)



**VANDERBILT**  
PEABODY COLLEGE

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Peabody #227 230 Appleton Place Nashville, TN 37203-5701  
1-866-PC ADMIT (toll free) (615) 322-8410 (In Nashville)  
[peabody.admissions@vanderbilt.edu](mailto:peabody.admissions@vanderbilt.edu)  
[peabody.vanderbilt.edu](http://peabody.vanderbilt.edu)

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