THE COLLEGE OF NEW JERSEY
SCHOOL OF GRADUATE, GLOBAL, AND ONLINE EDUCATION

Administration of Graduate Programs

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Table of Contents

Introduction

The oversight of graduate programs at TCNJ occurs in the space shared by the School of Graduate, Global, and Online Education (GGOE) and the enterprises governed by the academic schools and departments of the College. Different tasks are done at a variety of levels, including those completed by administrative staff, professional staff, faculty members, and in collaboration with other offices.

Guiding the shared responsibilities are these principles:

1. **Departmental Oversight and Leadership:** Graduate programs are part of the academic departments and the same general oversight that is given to undergraduate programs and students by department chairs should also be provided to graduate programs and students. When programs exist outside of the existing academic departments (e.g. the Masters in Professional Studies and other programs with non-traditional departmental structures), departmental management may be provided by GGOE.
2. **Program Management:** Whenever possible, responsibilities for administrative management are assigned to administrative and professional staff members. Faculty work will be reserved for the areas that only faculty can accomplish (e.g., mentoring, curriculum development), thus prioritizing TCNJ's Teacher-Scholar model and recognizing the key role of faculty in the oversight of academic programs.
3. **Leadership:** The dean of GGOE and the deans of respective schools will consult and collaborate to make sure that tasks are assigned to the correct area. Academic deans will work with the dean of GGOE when making decisions or recommendations about graduate programs and graduate students (e.g., developing a new program, dismissing a student).
4. **Content Expertise:** Professional staff are expected to develop reasonable expertise in the programs they work with to provide support in areas like admissions, accreditation, and transactional advising. Faculty members will maintain primary responsibility for the academic aspects of all programs, including oversight of admissions into their programs.

The table that follows provides an overview of the tasks associated with graduate program administration, including the area (e.g., Admissions, Recruitment), the specific task, and responsible group (GGOE, School/Department, Faculty). In some cases, administrative or professional staff tasks may be completed in either GGOE or the academic school. Deans or their designees will make decisions in those cases based on available staff expertise and workloads.

While the local administration and oversight is done by GGOE and the academic units, other offices and partnerships have roles in developing and increasing enrollment in graduate programs.

- **EAB**: As the external partner for strategic enrollment management, EAB conducts general marketing of all domestic graduate programs. This includes generating leads,

executing digital marketing strategy, providing market data for current and prospective programs, and offering research analysis about best practices.

- **Communications, Marketing, and Brand Management**: The GGOE team works with the team from CMBM in every aspect of marketing programs including maintaining websites, providing content, and ensuring that all marketing materials are consistent with the TCNJ brand.
- **Records and Registration**: The Office of Records and Registration supports graduate programs by managing student records, enrollment processes, and academic policies. They facilitate course registration, maintain accurate transcripts, and ensure compliance with program requirements. Additionally, the registrar's office assists in coordinating graduation procedures and communicating vital information to both students and faculty involved in the graduate programs.
- **Center for Excellence in Teaching and Learning (CETL):** CETL provides resources, opportunities, and strategies that enhance student-centered learning in the classroom. The Director of Online Learning provides support for online course and program development.

Responsibilities For Graduate Programs

Functional Area	Task	GGOE Staff	Academic School Staff	Program Faculty
Recruitment/ Marketing	Work with partner agencies on creating and disseminating marketing materials	x		
	Maintain communication and application materials in Slate	x		
	Maintain GGOE website and graduate pages with CMBM	x		
	Set admissions targets	Admin.	Admin.	consult
	Provide content about program to GGOE and CMBM for marketing materials and website			x
	Develop marketing strategy, campaigns, and materials	x		
	Respond to inquiries and communicate with prospective students	x		
	Answer prospective students' academic questions (e.g., transfer credits)			x
Admissions	Accept applications and communicate with applicants about status of application files	x		
	Establish admissions criteria			x
	Evaluate quantitative and categorical admission criteria according to program standards (e.g., GPA, possession of certification, test scores) and provide recommendations to program faculty for acceptance/rejection	x		

Functional Area	Task	GGOE Staff	Academic School Staff	Program Faculty
	Organize admissions materials for program review	x		
	Organize interviews, if needed	x	CE[1]	
	Evaluate qualitative admissions criteria (essays, interviews, letters of recommendation) and make formal admissions decisions			x
	Notify applicants of admissions decisions	x		
	Notify faculty and program coordinators of new enrollments	x		
	Facilitate transition from BA to MA for students in combined programs	x		
	Assign students PAWS IDs	x		
Advising	Assign advisors to all graduate students	initial		x
	Provide transactional advising to all graduate students (e.g. onboarding orientation, registration, commencement)	x		
	Maintain records of students in the program and their progress	x (excluding 4+1)	CE	4 + 1
	Administer academic probation, dismissal, and appeals	x		
	Administer department/program processes for academic remediation and performance improvement plans			x
	Approve transfer credits			x
	Work with students who have exceptional needs to guide them to appropriate resources (e.g. leave of absence)	x		

[1] Counselor Education in the SOE has their own program assistant.

Functional Area	Task	GGOE Staff	Academic School Staff	Program Faculty
	Provide professional mentoring and academic guidance (e.g., transfer credit, further academic study)			x
	Develop and maintain student handbook or Canvas module with key program information, processes, retention criteria, and policies	x		x
Communication	Maintain contact list for students active in the program	X (excluding 4+1)	CE	
	Distribute information to students and program faculty about policies, events, and decisions	x	CE	
	Regularly communicate with current graduate students and faculty to share collegewide information	x		
	Ensure that central graduate website is updated	x		
	Maintain Graduate Bulletin	x		Revise
	Manage external partnerships for off-site programs and transcripting	x		
	Semester meetings of graduate coordinators	Facilitate		Attend
	Ensure current information about comprehensive exam and culminating experience is posted on the Department/Program website per College policy			x
Program Development	Develop programs with external partners	x		x
	Share a clear structure and process with program faculty for new proposals	x		
	Support faculty through program proposal and revision processes by providing timelines and guidance	x		

Functional Area	Task	GGOE Staff	Academic School Staff	Program Faculty
	Conduct market and needs analysis for proposed graduate programs	x		
	Develop sections of proposals that are not directly tied to disciplinary expertise (e.g. rationale, comparison to other programs, resource analysis, proposed CIP codes)	x		
	Create sections of new or revised proposals that require expertise in content and departmental functioning			x
	Determine the appropriate coursework for program completion			x
	Ensure that program outcomes meet the standards of the field via accreditation, state approval, or periodic review (in conjunction with departmental review cycle)			x
	Move proposals through governance process until approvals are obtained		(may provide logistical support)	x
	Recommend/approve external consultant for state review of new degree programs and departmental review cycles			x
	Provide support for online course/program development		CETL	
	Evaluate ROI and growth potential of existing and proposed programs	x		
	Obtain and manage grants	x	x	x
Instruction, Assessment, & Implementation	Arrange logistics for off-site programs	x		
	Develop course/teaching schedules	Off-site/online		x
	Select and evaluate adjunct instructors			x
	Submit contracts for adjunct instructors	Off-site/online	x	

Functional Area	Task	GGOE Staff	Academic School Staff	Program Faculty
	Set up courses in PAWS	Off-site/online	x	
	Orient new instructors to program curriculum and goals, including adjunct faculty			x
	Manage registration for off-site/online cohorts	x		
	Maintain high standards for instruction of all courses			x
	Arrange internships and field placements	x	SOE	x
	Organize comprehensive exams/culminating experiences	x	x	
	Develop and evaluate comprehensive exams/culminating experiences			x
Events	Open Houses	Organize		Attend
	Commencement/Certificate Completion Celebration	Organize		Attend
	Department or program events		x	x
Administration	Manage graduate assistant program, including solicitation of applications, evaluation of applications, maintenance of handbook, and ongoing supervision of GAs.	x		
	Determine data needed for accreditation and program evaluation			x
	Provide and organize assessment data for accreditation and program evaluation	x		
	Analyze assessment data for accreditation and improvement purposes			x

Functional Area	Task	GGOE Staff	Academic School Staff	Program Faculty
	Develop reports and participate in program self-studies and accreditation processes		(may provide support)	x
	Maintain state approvals for certification programs		SOE	x

Faculty Responsibilities

Each school with graduate programs has an associated staff member (e.g., associate director, coordinator, or program assistant) to support its programs.

Online Education Programs Coordinator
Online Health Programs Coordinator
Associate Director of Graduate Business Enrollment
Humanities and Social Sciences Graduate Programs Coordinator

Program-Specific Staff
Teaching English as a Second Language Coordinator
Online Counselor Education Program Assistant
Counselor Education Program Assistant and Clinical Coordinator

Program faculty must communicate regularly with their designated support staff to ensure they understand the needs and priorities of the program and its faculty. Ideally, each graduate program will have a designated faculty coordinator to ensure the program is achieving its academic objectives.

The following list includes faculty responsibilities that each department must ensure are being handled by the department chair, program coordinator, or other faculty members:

- Provide content about the program to GGOE and CMBM for marketing materials and website
- Confer with administration about admissions targets
- Establish program admission criteria
- Evaluate qualitative admission criteria (e.g., essays, interviews, letters of recommendation) and make formal admissions decisions
- Answer prospective students' academic questions (e.g., transfer credits)
- Administer department/program processes for academic remediation and performance improvement plans
- Approve transfer credits
- Provide professional mentoring and academic guidance (e.g., transfer credit, further academic study)
- Ensure that program and associated outcomes meet the standards of the field via accreditation, state approval, or periodic review (in conjunction with departmental review cycle)
- Develop course/teaching schedules, determine course delivery modalities
- Select and evaluate adjunct instructors
- Orient new instructors to program curriculum and goals
- Maintain high standards for instruction of all courses
- Develop and evaluate comprehensive exams/culminating experiences
- Ensure current information about comprehensive exam and culminating experience is

posted on the department/program website (i.e., eligibility, grading standards, evaluation procedures, and policies for students who are unsuccessful)
- Department or program events
- Develop reports and participate in program self-studies and accreditation processes

Some responsibilities rely on collaboration between GGOE or academic staff and program faculty. Program faculty are encouraged to communicate with staff to ensure the following areas are addressed:

- GGOE's Senior Evaluation Coordinator can assist with the collection of accreditation data.
- The SOE Certification Office helps faculty maintain state approvals for certification programs related to K-12 education.
- GGOE staff or program assistants will assist in developing and maintaining a student handbook or Canvas module with key program information, processes, retention criteria, and policies.
- GGOE relies on the input of faculty program coordinators to update the Graduate Bulletin annually.
- Due to the wide range of internships and field placements, a variety of roles have assumed responsibility for arranging these experiences. The program faculty, academic dean or assistant dean, and dean of GGOE will work together to determine the most appropriate arrangement based on the program's needs and available resources.

Program Coordinator Compensation

Faculty compensation for program coordination will depend on several variable factors, including the stage of program development, type of program, number of programs, the availability of professional support staff, and the total number of students enrolled. New programs often require more time and attention as materials are developed and offered for the first time and degree programs are more time-consuming than certificate programs.

When warranted, compensation may include stipends or reassigned time. The academic deans (or their designees) will work with Academic Affairs and GGOE to determine the level of compensation. A general framework for compensation will be developed to facilitate equity across units.

Student Handbooks

Each graduate program should maintain a student handbook or Canvas information module to provide vital information for students. This information should be shared with GGOE and any processes that involve disciplinary or probationary action or the dismissal of students from the College must be approved by the Office of the General Counsel.

Student Handbooks should include the following:

- Contact information for a specific staff member and faculty member associated with the program who can answer student questions.
- Information about how students register themselves for courses or who registers them.
- Retention criteria (e.g., minimum GPA, threshold grades in key courses, dispositions assessments).
- Processes for addressing and remediating non-academic issues that jeopardize continuation in the program (e.g., dispositional concerns).
- Comprehensive exam and culminating experience eligibility, grading standards, evaluation procedures, and policies for students who are unsuccessful.
- Information regarding how to qualify for and access required internships, co-ops, practicums, or apprenticeship experiences.
- Steps to follow for licensure, if applicable.

We have found the following areas to be common areas of inquiry. Including this information in the handbook may reduce the number of inquiries from students or allow you to expedite responses them:

- Link to the academic calendar
- Procedures for changing programs
- Procedures for adding or dropping courses
- Applying for transfer credit
- Applying for graduation
- Applying to be a graduate assistant
- Information about financial aid (e.g., 5-credit minimum for student loans)
- Information on how to access library services
- Links to key policies such as grade appeals
- Links to professional organizations, clubs, or job sites associated with the field
- Links to the Career Center and/or instructions for using Handshake