
From: Tamara Ko <
Sent: Thursday, August 13, 2026 12:52 PM
To: Darryl Holloman; Lamar Hylton; Christakis, Michael; Roberts, Darby M; kblack
Cc: Suzann Westerfield; Donna Wiley; Amanda French; Amy Shopkorn; Desire'e Comer
Subject: Governance Task Force Implementation Meetings

This Message Is From an External Sender

This message came from outside your organization.

Hi Darryl, Lamar, Mike, Darby and Karnell,

We are ready to move forward with scheduling additional Governance Task Force Implementation Team meetings and ask that you fill out the following Doodle polls for December through June 2027 (please note that the polls were created in Eastern timezone but should convert appropriately). Once we figure out the monthly meetings, we will inform the implementation team of those dates and times.

[December 2026](#)

[January 2027](#)

[February 2027](#)

[March 2027](#)

[April 2027](#)

[May 2027](#)

[June 2027](#)

I appreciate receiving your responses by next Friday, August 21.

Thank you!

Tamara

Tamara Ko
Executive Assistant to the President
NASPA - Student Affairs Administrators in Higher Education

From: Abby Vollmer <
Sent: Thursday, August 13, 2026 10:40 AM
To: Dobiyski, Victoria E; Roberts, Darby M
Subject: RE: Updated Proposal

This Message Is From an External Sender

This message came from outside your organization.

Good morning, Vicki,

My apologies for my slower than normal response—I have been out of the country and am catching back up to my inbox.

With a site visit in early summer, I'd recommend the following for a revised timeline:

Identify Review Team and Launch Project: November-December 2026

Document Repository Development: December 2026-February 2027

Launch Self-Assessment-January 2027

1. Assignments Due to NASPA: January 7
2. Assessment Launches: January 20
3. Assessment Closes: February 10

Sit Visit/Campus Interviews: late May-early June (recommended date blocks: *May 24-26 or June 3-4)

(*Note, we could also look at late April/early May, if preferred—this would allow for an earlier report delivery)

Report Delivery: ~mid-July 2027

Does this revised timeline align your needs and availability? Please let me know and I can provide an updated agreement.

All my best,
Abby

Abby Vollmer
Assistant Vice President, Strategy and Impact
She | Her | Hers

From: Dobiyanski, Victoria E <vdobiyanski@tamu.edu>
Sent: Saturday, August 1, 2026 11:40 AM
To: Abby Vollmer < > Roberts, Darby M <darby@tamu.edu>
Subject: Re: Updated Proposal

External Email: Please verify the sender and exercise caution with links and attachments.

Hi Abby,
I had a good discussion with the other AVP's and we plan to move forward with the plans. However, at this point, we are tapped for the fall. We would like to start the process mid to late fall with onsite in early summer. Can you do an updated proposal with that and I will begin moving it forward.

Thanks,
Vicki

Dr. Vicki Dobiyanski '03 | Associate Vice President & Chief of Staff
Division of Student Affairs | Texas A&M University
1256 TAMU | College Station, TX 77843
ph: 979.845.4728 | vdobiyanski@tamu.edu

studentaffairs.tamu.edu

From: Abby Vollmer < >
Date: Wednesday, July 29, 2026 at 7:24 AM
To: Dobiyanski, Victoria E <vdobiyanski@tamu.edu>, Roberts, Darby M <darby@tamu.edu>
Subject: Updated Proposal

This Message Is From an External Sender

This message came from outside your organization.

Good morning,

Attached is a revised proposal that reflects a slightly modified start date. Please let me know if you have any questions or would like any further modifications. (For example, if preferred, or easier given your procurement processes, we can also change the pricing structure of the agreement from a reimbursable model to an all-inclusive model.)

Best,
Abby



Abby Vollmer, MEd
Assistant Vice President, Strategy and Impact
(she/her/hers)

From: Tamara Ko <
Sent: Tuesday, August 11, 2026 11:29 AM
To: Roberts, Darby M
Subject: Fall Board 1:1 Meeting

This Message Is From an External Sender

This message came from outside your organization.

Dear Darby,

I am emailing to schedule a 30 minute 1:1 meeting for you and Amelia for some time in September/October.

Please find a [Doodle poll link](#) with some available options (created in Eastern timezone but should convert accordingly to your appropriate timezone).

I will follow up with a calendar invitation and Zoom information once I have your confirmed meeting time. Good luck with upcoming fall preparations!

Thank you!
Tamara

Tamara Ko
Executive Assistant to the President
NASPA - Student Affairs Administrators in Higher Education

Workstream D. Cross-Group Liaison Role

Workstream D Roster:

- b.a. medina
- Martha Enciso
- Tim Wilson
- Dallas Doane

Reference Notes:

- Original taskgroup recommendations eliminated the cross-group representative position in its current form and removed it from advisory board
- Evolved into liaison role (note: is this even the right name?) This should be discussed.
- Outline structure for how this role will work going forward
- How to ensure connection and collaboration between groups
- Ensure the right voices are in the conversation
- Discuss how this person is selected/appointed (note: this connects to work of Subcommittee 2: Elections and Appointments)

Further define the evolution of the previous representative position into a new cross-group liaison position, outlining structure and process for this optional role.

- Recommendations eliminated the cross-group representative position in its current form and removed it from advisory board
- Evolved into liaison role (note: is this even the right name?) This should be discussed.
- Outline structure for how this role will work going forward
 - How to ensure connection and collaboration between groups
 - Ensure the right voices are in the conversation
 - Discuss how this person is selected/appointed (note: this connects to work of Subcommittee 2: Elections and Appointments)

Workstream Notes & Questions:

(b.a. in purple)

First draft thoughts:

In the Gender & Sexuality KC, we developed cross functional liaisons for a few groups - Latinx/a/o KC, WISA KC, and the Indigenous Peoples KC, with varying success. It really came down to the individual who would connect groups across identity in meaningful ways (or not). It did mean that they generally had two leadership teams they served and met with every month.

In terms of structure, it depended on the position (though consistency would be nice in this case!)

- For the IPKC liaison position, the person was appointed by the GSKC with an acknowledgement of the IPKC.
- For the Womxn Connections position (with WISA), the person really only served on the GSKC but then attended WISA events as desired. It was truly meant to have an intersectional space for the Annual Conference's LGBTQIA+ Womxn Coffee Break (formerly breakfast).
- For the Latinx/a/o KC role, both KCs had their chairs sign off and formally appointed on both teams, and programming (Blooming) was a joint venture. This was made more challenging when the liaisons would show up for LKC meetings but never GSKC meetings.

I happened to be in the Subcommittee #2 meeting (Elections and Appointments) in July by accident, instead of our own group. We talked a bit about the differences in the type of position for elections (broad representation) and appointments (specific skills / expertise). The group hasn't gotten to differentiating whether KC chairs should absolutely be elected (that's my opinion) and who gets appointed.

I recognize that I have been speaking about KCs and not Divisions or other groups, largely because I am representing multiple KCs in this task force. I also served on the EISJ/JEDI division for many years (when that existed with those names), and there was a mix of people being appointed from their respective KC to serve or others who were selected by Monica or another NASPA staff. I believe only the Division chair was elected, though I could be wrong.

Before jumping into this any further, I welcome thoughts / responses / criticism! 😊

Martha's thoughts:

Currently there is some role confusion as to how the liaison role (i.e. KC liaisons on division teams/division liaisons on KC teams, KC to KC liaisons, regional representatives, KC co-coordinators) functions. Past issues/concern with the role:

- Do the liaisons officially serve on both leadership teams?
 - Excellent question. For the GSKC/LKC shared position, they serve on both. For the WISA and IPKC, they have served only on the GSKC. It would be preferred that this be consistent if possible
 - Region reps are a whole other story - I am challenged to justify keeping them, based on my direct and indirect experiences
 - For Divisions, I have found it helpful for identity-based KCs to be in the formerly named EISJ/JEDI Division to uplift our needs and efforts directly to NASPA leadership. However, it was a lot of work as we planned for events or initiatives.
- What is the role of the liaison?

- I think it really depends on the needs, but at minimum, they should be a connector between groups.
- Who oversees the liaisons?
 - Some KCs have a person on the leadership team that oversees all liaisons and this person reports to the chair
- Who selects the liaison?
 - Generally, that has been the chair or chairs for KCs, and for Divisions, the Division Chair alongside NASPA staff representative
- Difficulty in obtaining volunteers for the role
 - That is true for much of NASPA and the field right now
- Volunteers say yes to the role but ghost the co-chairs (volunteer in name only)
 - Indeed... what to do with that? You can 'fire' them but then what?

Proposed Ideas:

- Keep these roles as optional
- Develop clearly defined position descriptions for the role (agreed)
 - Which team do they primarily serve?
 - I.e. are they a KC/division/steering committee representative on the regional advisory board
 - Do they sit on both leadership teams?
 - How often do they report back to the secondary leadership team?

From: Division of Student Affairs <no-reply-tamustuaaffairs@tamu.edu>
Sent: Monday, August 3, 2026 2:49 PM
To: Hill, Jon; Roberts, Darby M; Mailbox - DSA - Staff Development Team
Subject: [Division of Student Affairs] Jon Hill - DSA Grant Activity Review

Name

Jon Hill

TAMU Email

jonhill@tamu.edu

Department

Student Affairs, Planning, Assessment & Research

Department Head Email

darby@tamu.edu

Professional Development Opportunity Description

The SSHE Conference is designed to engage professionals in critical discussions and strategies surrounding Assessment, Planning, and Data Analytics (APDA), Dismantling Systemic Barriers to Student Success (DSBC), and First-generation Student Success (FGSS). Each track will address the unique challenges and opportunities within these fields, equipping attendees with actionable insights to enhance institutional effectiveness, promote equity, and foster student achievement. This is a space for collaboration, innovation, and the exchange of best practices across higher education, focusing on the student experience from a data-informed, equity-centered perspective.

Completion Date of Professional Development Opportunity

6/13/2026

Share the top two or three things gained from completing this professional development opportunity:

- 1) Presenting to other student affairs educators about the Student Affairs Transformational Experiences here at Texas A&M University.
- 2) Connected with different colleagues across the US who are interested in our SATE programs and how it was established/how it is ran today.
- 3) Chatted with folks who also work in student learning and gained some new insights on how to measure direct student learning.

Would you recommend encouraging colleagues to complete this professional development opportunity?

Yes

Total Spent (all costs, including departmental support) on Professional Development Opportunity

\$1,640.63

Total spent of the allocated DSA Professional Development Grant on this opportunity:

\$1,000

From: Roberts, Darby M
Sent: Friday, July 31, 2026 11:47 AM
To: Ford, Jennifer L
Subject: RE: NASPA Excellence Awards: Nominations Open

I thought of that, too!

Darby

Darby M. Roberts, '88, Ph.D. | Director
Student Affairs Planning, Assessment & Research | Texas A&M University
1254 TAMU | College Station, TX 77843-1254
ph: 979.862.5624 | darby@tamu.edu

<https://sapar.tamu.edu/>

From: Ford, Jennifer L <jennifer-ford@tamu.edu>
Sent: Friday, July 31, 2026 7:38 AM
To: Roberts, Darby M <darby@tamu.edu>
Subject: RE: NASPA Excellence Awards: Nominations Open

We won't have enough data about Aggie Experience Groups but hopefully it's a success and we can submit for 2027 cycle.

Jennifer Ford
jennifer-ford@tamu.edu

From: Roberts, Darby M <darby@tamu.edu>
Sent: Thursday, July 30, 2026 3:12 PM
To: DSA - DL - DSA Directors <dsa-directors@tamu.edu>
Subject: NASPA Excellence Awards: Nominations Open

Howdy DSA Leadership!

The [NASPA Excellence Awards nomination](#) season is now open through October 1. This is a great opportunity to recognize the outstanding programs and services that come out of the Division of Student Affairs. The nomination guidelines and judging criteria are [here](#). Part of the nomination packet is evidence of data and assessment to support program outcomes, which SAPAR is happy to support.

Excellence Awards Categories:

- Academic Advising, Careers, Graduate, Professional, and related
- Alumni, Community Relations, Family Programs, Fundraising, and related
- Assessment, Persistence, Data Analytics, and related

- Athletics, Recreation, Counseling, Health, and related
- Campus Security, Crisis Management, Student Conduct and Community Standards, Violence Prevention, and related
- Civic Learning, Democratic Engagement, Service-Learning, and related
- Commuter, Off-Campus, Military-Connected, Non-traditional, and related
- Contracted Services, Housing, Residential Life, and related
- Enrollment Management, Financial aid, First-year, Other-year, Orientation, and related
- Equity, Inclusion, Social Justice, and related
- First-generation Student Success, and related
- Fraternity and Sorority Life, Leadership, Student Activities, Student Union, and related

NASPA has a myriad of other awards open now as well, listed [here](#). To see more about the awards, you need to log into the NASPA website, so let me know if you want more information.

If you have any questions, I'm happy to help. Thanks!

Darby

Darby M. Roberts, '88, Ph.D. | Director
 Student Affairs Planning, Assessment & Research | Texas A&M University
 1254 TAMU | College Station, TX 77843-1254
 ph: 979.862.5624 | darby@tamu.edu

<https://sapar.tamu.edu/>

From: Division of Student Affairs <no-reply-tamustuaaffairs@tamu.edu>
Sent: Friday, July 31, 2026 11:00 AM
To: Tharp, Gabrielle M; Roberts, Darby M; Mailbox - DSA - Staff Development Team
Subject: [Division of Student Affairs] Gabrielle Tharp - DSA Grant Activity Review

Name
Gabrielle Tharp
TAMU Email
gtharp@tamu.edu
Department
Student Affairs, Planning, Assessment & Research
Department Head Email
darby@tamu.edu
Professional Development Opportunity Description
Student Success in Higher Education Conference (NASPA)
Completion Date of Professional Development Opportunity
June 14, 2026
Share the top two or three things gained from completing this professional development opportunity:
1. I went to a presentation about assessing student organizations' health, including what members get out of participation and the perceived continuity risk of the organization. Since SSHE, a couple of us have met with the presenter to continue the conversation about organizational health, how they developed the tool, and potential future partnerships. 2. I also went to a presentation on helping departments determine what student metrics to track in relation to their strategic plan, while streamlining the metrics to be something that is actionable. If there is no strategic use, don't track it for the purpose of continuous improvement and strategic planning.
Would you recommend encouraging colleagues to complete this professional development opportunity?
Yes
Total Spent (all costs, including departmental support) on Professional Development Opportunity

\$1458.80

Total spent of the allocated DSA Professional Development Grant on this opportunity:

\$1000

From: Division of Student Affairs <no-reply-tamustuaaffairs@tamu.edu>
Sent: Wednesday, July 29, 2026 4:16 PM
To: Louis, Sarah; Roberts, Darby M; Mailbox - DSA - Staff Development Team
Subject: [Division of Student Affairs] Sarah Louis - DSA Grant Activity Review

Name
Sarah Louis
TAMU Email
louissar_25@tamu.edu
Department
Student Affairs, Planning, Assessment & Research
Department Head Email
darby@tamu.edu
Professional Development Opportunity Description
NASPA Student Success in Higher Education
Completion Date of Professional Development Opportunity
06/13/2026
Share the top two or three things gained from completing this professional development opportunity:
1) Foster Collaboration: Connect with experts and peers nationwide, facilitating knowledge sharing and collaboration on assessment and analytics best practices that can inform our division's work and support institutional accreditation efforts. 2) Student Success Initiatives: Participate in discussions and engage in strategies for supporting first-generation students. This enabled me to learn about initiatives that address the unique challenges faced by these students. 3) Additionally, my participation in SSHE allowed me to present and share current research by our office relating to the student employment benefits of career readiness skills as well as bring new ideas and strategies back to our institution, to enhance our work across the Division, directly benefiting our students and the broader campus community.
Would you recommend encouraging colleagues to complete this professional development opportunity?
Yes
Total Spent (all costs, including departmental support) on Professional Development Opportunity
1271.99 plus transportation costs that were shared for department
Total spent of the allocated DSA Professional Development Grant on this opportunity:
\$1,000.00

From: Division of Student Affairs <no-reply-tamustuaaffairs@tamu.edu>
Sent: Wednesday, July 29, 2026 1:20 PM
To: Fox-Forrester, Susan J; Roberts, Darby M; Mailbox - DSA - Staff Development Team
Subject: [Division of Student Affairs] Susan Fox-Forrester - DSA Grant Activity Review

Name
Susan Fox-Forrester
TAMU Email
sforrester@tamu.edu
Department
Student Affairs, Planning, Assessment & Research
Department Head Email
darby@tamu.edu
Professional Development Opportunity Description
NASPA Student Success in Higher Education Conference
Completion Date of Professional Development Opportunity
June 13, 2026
Share the top two or three things gained from completing this professional development opportunity:
Presenting to other student affairs educators about the Texas A&M University Division of Student Affairs abridged version of high impact practice recognition, Student Affairs Transformational Experiences. Presenting on career - readiness study of Division of Student Affairs student employees; full room and spill over outside, as this seems to be a topic on trend in the industry - how to understand the impact of student employment on and off campus.
Would you recommend encouraging colleagues to complete this professional development opportunity?
Yes
Total Spent (all costs, including departmental support) on Professional Development Opportunity
\$1249.42
Total spent of the allocated DSA Professional Development Grant on this opportunity:
\$1000

From: Abby Vollmer <
Sent: Wednesday, July 29, 2026 7:24 AM
To: Dobiyanski, Victoria E; Roberts, Darby M
Subject: Updated Proposal
Attachments: NASPA Advisory Services-Review-Texas AM DSA.pdf

This Message Is From an External Sender

This message came from outside your organization.

Good morning,

Attached is a revised proposal that reflects a slightly modified start date. Please let me know if you have any questions or would like any further modifications. (For example, if preferred, or easier given your procurement processes, we can also change the pricing structure of the agreement from a reimbursable model to an all-inclusive model.)

Best,
Abby



Abby Vollmer, MEd
Assistant Vice President, Strategy and Impact
(she/her/hers)

-Discipline-Individualization-Achiever-Learner-Restorative-

NASPA - Student Affairs Administrators in Higher Education
One Dupont Circle NW, Suite 300
Washington, DC 20036
202-719-1199

www.naspa.org | [Facebook](#) | [Twitter](#) | [YouTube](#)

NASPA Advisory Services: <https://advisoryservices.naspa.org/>

Proposal for External Review



Texas A&M University
Division of Student Affairs

Proposal
July 29, 2026

Introduction

In response to a request from the associate vice president & chief of staff (AVP/COS), on the behalf of the vice president for student affairs (vice president), NASPA proposes a comprehensive external review of the Texas A&M University (Texas A&M; the University) Division of Student Affairs (the Division). This proposal introduces NASPA, and NASPA Advisory Services (Advisory Services) including our approach to projects, scope of work, activities, timeline, and fees for services.

About NASPA

NASPA is the leading association for the advancement, health, and sustainability of the student affairs profession. We serve a full range of professionals who provide programs, experiences, and services that cultivate student learning and success in concert with the mission of our colleges and universities. Established in 1918 and founded in 1919, NASPA is comprised of over 1,000 institutional members and 10,000 individual members. NASPA members serve a variety of functions and roles, including the vice president and dean for student affairs, as well as scholars and educators working within housing and residence life, student unions, student activities, counseling, career development, orientation, enrollment management, graduate preparation, and retention and assessment.

About NASPA Advisory Services

On December 1, 2016, NASPA launched Advisory Services for divisions of student affairs and services. Advisory Services is rooted in NASPA's mission to be the principal source of leadership, scholarship, professional development, and advocacy for student affairs; our services are established in the NASPA Strategic Plan 2015-2018.

The purpose of NASPA Advisory Services is to:

- Provide higher education institutions—particularly institutional executives, including provosts, deans, and presidents—with mission-sensitive guidance on strengthening essential practices and critical elements for divisions of student affairs;
- Offer an external examination of a division of student affairs as a whole, providing expert perspective, meaningful insight, and valuable recommendations with an emphasis on foundational elements of review;

- Strengthen the functionality, productivity, and effectiveness of a student affairs division within its respective college or university mission and culture.

NASPA Advisory Services is designed to be applicable to divisions of student affairs and services regardless of institutional mission, size, function, organization, and budget. Our services are not a form of accreditation, ranking, rating, or scoring but, instead, include self-assessments and external expertise to assist divisions of student affairs and services for the previously stated purposes. NASPA Advisory Services does not engage in legal or compliance-based reviews.

NASPA Advisory Services largely focus on conducting reviews of student affairs and services at the *division level*. The framework for each review generally consists of up to nine areas of emphasis, or elements; NASPA refers to this framework as PRACTICES™.

Institutions participating in Advisory Services' projects will receive NASPA's highest, professional quality in both process and substance. While NASPA cannot and does not warrant the impact or effect of these projects, it warrants that its services shall be of professional quality.

Scope of Work and Activities

Effective upon execution of the signed contract, NASPA and Texas A&M University shall begin to work together to commence an external review of the Division of Student Affairs. The agreement will begin after it is signed by both parties and be in effect until May 31, 2027, or until all funds are accounted for, and the final report is delivered. The final written report and the self-assessment reports will be the project deliverables.

NASPA Advisory Services will work primarily with the vice president, and a designated project lead, for all project activities as stated within this proposal. NASPA will provide instruction, guidance, and support to the project lead via email and web/telephone calls throughout all project activities.

The comprehensive review will consist of the activities detailed below:

Introductory Project Call

NASPA Advisory Services staff will organize a teleconference call with the project lead. The purpose of this call is to formally launch the project; review major project activities and outcomes,

including discussion of expectations regarding external reviewers; and establish methods of communication.

Project Participant Brief

NASPA will draft and share a project participant brief with the project lead. This document will provide a high-level overview of the project activities, PRACTICES™ framework, and timeline. The project participant brief will be shared with the project lead so they may distribute it among project participants for the purpose of promoting transparency.

Creation of Texas A&M University Advisory Services Web Portal

NASPA will commence building a secure and customized web portal for the Texas A&M University Division of Student Affairs to serve as the official online portal to the NASPA Advisory Services PRACTICES™ self-assessment. This web portal will be password protected; it will be open to the project lead and all campus members selected for involvement in the review. The web portal will include (1) instructions for its use; (2) full definitions and descriptions of the PRACTICES™ elements; and (3) information on, and links to, the PRACTICES™ self-assessment.

Administer PRACTICES™ Self-Assessment

NASPA will work with the project lead to introduce the nine PRACTICES™ foundational elements of self-assessment and review. Upon reviewing the PRACTICES™ framework and nine elements, the project lead will determine:

- which of the nine PRACTICES™ elements should be the subjects of self-assessment within the Division;
- the timing of those elements to be assessed;
- which Division leaders and staff should complete the various PRACTICES™ self-assessment modules.

NASPA will provide guidance and support to the project lead in making these determinations, as well as the preferred time period for conducting and closing the self-assessment.

NASPA will collect and organize the contact information for all campus members identified by the project lead to complete each self-assessment. NASPA will program the PRACTICES™ self-assessment to assign all campus members selected by the project lead to their respective self-assessment modules. NASPA will communicate instructions for completing the self-assessment by

email to all campus members participating in one, or more, self-assessment module. These communications will include (1) details on how to access the NASPA Advisory Services web portal and (2) instructions for completing self-assessment modules to which each campus member has been assigned. Each self-assessment will be completed in a password protected, online environment. NASPA will send one to two reminder emails to campus members who have been assigned to a self-assessment but have yet to complete it.

Once all assigned campus members have completed the PRACTICES™ self-assessment, or once the agreed upon self-assessment time period has expired, NASPA will close the self-assessment. NASPA will then compile and review the findings from the self-assessment. These findings will inform the comprehensive project report as well as be shared with the vice president and project lead by email at the conclusion of the project.

These findings will be organized within individual reports of each PRACTICES™ element. The reports will include confidential responses of self-assessment participants in aggregate as well as potential areas of agreement and disagreement among participants who completed self-assessments of the same element.

These findings will be considered along with other University and Division documents and data, and on-campus interviews, in the separate, comprehensive project report. The report organization and structure will be determined by NASPA upon concluding all data collection activities, including both self-assessment and external review components.

Identification of Review Team

NASPA benefits from the expertise, knowledge, and experiences of our members, including current and retired senior-level student affairs officers (SSAOs). These SSAOs have served an array of institutions and student affairs divisions diverse in mission, size, organization, budget, geography, and history.

NASPA Advisory Services considers it essential that the reviewers who work with Texas A&M University Division of Student Affairs have significant experience with divisions of student affairs/services at similar institutions. NASPA will identify approximately two senior-level student affairs officers from the Advisory Services pool to work with the Texas A&M University Division of Student Affairs as members of the Review Team. NASPA will submit the members of the Review Team to the project lead for approval.

The Review Team will consist of the agreed upon two senior-level student affairs officers and one NASPA professional staff member. Responsibilities of the Review Team members are outlined below:

- **Reviewers** bring senior-level, expert knowledge and perspective to the project. They expertly guide the inquiry process through leading web/telephone and campus interviews and meetings, act as trusted advisors to the vice president throughout the review process, and serve as primary contributors to data-informed and experience-rich analyses, recommendations, and presentations.
- **NASPA staff** provide direction, structure, and coordination for all project activities. They deliver proactive and timely communications with Texas A&M University; participate in project calls and electronic communications, web/telephone interviews, and meetings during the campus visit; and contribute to report development, finalization, and delivery.

All Review Team members are considered active partners and stakeholders in working with and supporting the Division in achieving successful project outcomes.

Data Collection and Review

Based on the introductory project call, NASPA will develop a draft list of relevant Division of Student Affairs reports and data for review. NASPA will share the draft list of reports and data with the project lead for their input. NASPA anticipates this request will include institutional and Division of Student Affairs organization charts and staffing information, strategic plans, annual reports, and assessment documents. Upon receipt of the project lead's input, NASPA will finalize the list and work with the Division to collect reports.

The purpose of reviewing Division reports and documents is to provide additional context to the review in advance of the interview period. This information will also inform the comprehensive project report.

Campus Site Visit and Interview Period

NASPA Advisory Services will work with the project lead to identify and plan for the Review Team to visit the Texas A&M University campus. NASPA suggests that the campus visit occur in early February 2027.* The campus visit is anticipated to last 1.5 days in duration. The visit will consist of a series of meetings with selected individuals and groups including the vice president and

project lead (starting and ending meetings), Division of Student Affairs department leaders and staff, select campus partners, at least one group of students, and a brief tour of Division spaces.

NASPA Advisory Services will develop and share a draft campus visit schedule template with the project lead, for review and feedback in advance of the visit. The final schedule will be shared to NASPA Advisory Services by the project lead prior to the campus site visit.

Preliminary Report of Findings, Analysis, and Recommendations

After the conclusion of the campus site visit, the Review Team will analyze all data collected to date and compose a preliminary comprehensive report. This preliminary report will be situated within the project scope and will share NASPA Advisory Services' findings, analysis, and recommendations.

Remote Discussion of Preliminary Report

The preliminary report will be delivered to the vice president and project lead via email. NASPA will schedule one web/telephone call for the purpose of discussing the preliminary report with the vice president and project lead and responding to their questions and feedback.

Final Report

NASPA will consider the feedback provided by the vice president and project lead in revising and finalizing the report. The window for feedback and revision is 45 days after the delivery of the preliminary report. The final report, if applicable, will be shared with the vice president and project lead via email. The delivery of the final report is considered the conclusion of the project and further requests for technical assistance related to the project may necessitate an addendum to the existing or creation of an additional agreement.

Timeline

1. Introductory project call (September 2026)
2. Administer PRACTICES™ self-assessment (October-November 2026)
3. Identification of Review Team (November 2026)
4. Data collection and review (November 2026-February 2027)
5. Campus site visit (February 2027*)
6. Preliminary report of findings, analysis, and recommendations (April 2027)
7. Remote discussion of preliminary report (April 2027)
8. Final report, if applicable (April/May 2027)

*NASPA Advisory Services proposes the following dates as options for the site visit:

*Week of February 8, 2027

Any changes to the project timeline, including but not limited to start dates, milestones, and completion dates, must be documented in writing and agreed to by both NASPA and the Texas A&M University. A material change to the project scope or timeline may necessitate a formal amendment to the agreement.

Fees for Services

NASPA will provide the services described in this proposal for a fees for service total of \$20,000. NASPA allows payment to be issued in its entirety at the beginning of the project or via separate invoices. Should Texas A&M University opt for separate invoices, NASPA will invoice the Texas A&M University at the following points for respective amounts:

- Upon Execution of Agreement: \$10,000
- February 1, 2027: \$10,000

The Texas A&M University will also provide the following for each of the three members of the Review Team:

- Advance-purchase, coach roundtrip flights to Easterwood Airport (CLL) from each Review Team members' local airports. NASPA will book roundtrip coach airfare. NASPA will arrive the day before the campus visit begins and dependent upon flight availability may depart the day following the campus visit.
- Roundtrip ground transportation between the airport, the hotel, and campus.
- Hotel accommodations (minimum three star) for up to three (3) nights near the campus.
- Meals for initial and return days of travel between review team members' home locations and Texas (not to exceed the U.S. General Services Administration per diem rates for the area.)

NASPA will manage purchases of airfare, ground transportation, hotel accommodations, and meals (not provided during the campus visit) for the Review Team and will request reimbursement from Texas A&M University following the campus visit. Reimbursement payment must be submitted to NASPA within thirty days of receipt by Texas A&M University.

Communicable Disease Safety Precautions

NASPA requires that campus visit participants follow local, state, tribal, and federal guidance, including the CDC, with the most stringent level of guidance followed regarding masking and other precautions related to the spread of communicable disease, including COVID-19. Regardless of guidance, campus visit participants may request that other participants wear masks.

In the event that either party considers it necessary or prudent to cancel travel associated with this contract due to any circumstances related to COVID-19 or another public health reason, either party may do so at its sole discretion. Should travel related to this contract be canceled, this project would transition to fully remote and be subject to the same fee-schedule as outlined in the original agreement, minus the specific costs related to travel provided that they have not already been incurred. The canceling party will be responsible for any review team travel-related expenses already incurred, which are outlined in the Fees for Services section.

Exclusivity

During the term of this contract, the parties agree that they are in an exclusive relationship such that neither will seek additional partnerships related to the NASPA Advisory Services project.

Confidentiality

NASPA agrees that any data that it collects regarding student affairs' projects or any private person pursuant to this contract ("Confidential Data") will not be used or revealed in any publication, report, presentation, or other venue in a manner that would reasonably be expected to be identifiable to a specific institution or private person; provided, that NASPA may use or reveal in any publication, report, presentation, or other venue Confidential Data that is presented in aggregate form and Confidential Data that is split out by characteristics (e.g., rural vs. urban institution, private vs. public) to the extent such characterizations would not reasonably be expected to identify a specific institution or private person.

NASPA will ensure that access to the Confidential Data will be limited to those staff and project team members having a need for such data and those staff and project team members will maintain Confidential Data confidentiality at all times. These individuals will be instructed

regarding the confidential nature of the Confidential Data, the safeguards required to protect such data, and the sanctions for unauthorized disclosure of Confidential Data.

NASPA certifies that any private person or institution from whom identifiable information is collected or obtained shall be notified that such data will only be used or revealed for research or statistical purposes and that compliance with the request for information is not mandatory and participation in the project may be terminated at any time.

Texas A&M University agrees that the procedures and work products provided by NASPA are meant only for the institutional use of the Texas A&M University and not for transfer to or use by other parties or for other purposes.

NASPA will take reasonable measures to store and maintain Confidential Data in a place and manner that is physically secure from access by unauthorized persons.

The results of any PRACTICES self-assessment, custom survey, and project reports shall be owned by the institution, with the current project lead being the primary point of contact and only individual authorized to release such reports. Should there be a staffing transition, the President assumes the role of primary point of contact and only individual authorized to release such. Should any individual within the institution want access to completed self-assessment, custom survey or project reports, the President at the time of the request will need to authorize such release.

Project Duration and Termination

This contract shall become effective upon signature by the authorized officials of each party below and will remain in effect until the completion of the project as stated in the Scope of Work, Review Team, and Activities. The Parties will develop and follow an agreed-upon schedule of tasks for each Party to complete in order to maintain a workable timetable for the project. This contract may only be modified by mutual, written consent of the parties.

The Texas A&M University may terminate this contract at any time upon 30-day written notice to NASPA. However, should the contract be terminated before the completion of the project as stated in the Scope of Work, Review Team, and Activities, NASPA will retain all fees for services completed to date as well as payment in full for any current or future activities of the project that have been started. For clarity, both parties will mutually agree to the start of each activity.

Disclaimer

NASPA expressly disclaims all representations and warranties, whether expressed or implied, relating to the outcomes of the external review, technical assistance and/or other services provided under this agreement.

Each Party (the “Indemnifying Party”) shall indemnify, defend and hold harmless the other Party and its directors, officers, employees, agents, and contractors (each, an “Indemnified Party”) from and against all claims, actions, liabilities, losses, expenses, damages and costs (including reasonable attorneys’ fees), that may at any time be incurred by such Indemnified Party, to the extent arising out of, or relating to (i) the negligence, gross negligence, or intentional acts of the Indemnifying Party; or, (ii) any breach of the representations, warranties, covenants, agreements or obligations of the Indemnifying Party, its agents, employees and representatives, in connection with the performance of its obligations hereunder, and with the solicitation for, and conduct of its Programs.

Independent Status

NASPA (and their employees and representatives) agree that they are entering into this Agreement in their capacities as independent contractors, and not as joint venturers, partners, employees, associates, or agents with or of NASPA. NASPA (and their employees and representatives) are independent contractors and shall not be entitled to any rights, benefits, or privileges of employment, including, but not limited to, wages, insurance, and other benefits of the other party.

Conflict Resolution

In the event of a dispute, the parties agree to try to resolve the matter informally. If that does not succeed, the parties will use mediation. Should that not resolve the matter, the parties shall employ arbitration through the Washington, DC, USA chapter of American Arbitration Association prior to seeking other legal action or recourse.

Proposal Validity Period

The Proposal, including its terms, fees, and conditions, is valid for acceptance within 60 days from the date of issue or by the agreed upon start date as listed in the Proposal, whichever comes first. NASPA reserves the right to amend the Proposal in relation to timeline, fees, and reimbursable expenses should the Proposal not be converted to a contract Agreement within this period.

IN WITNESS WHEREOF, the parties hereto execute this Agreement.

Amy Shopkorn
Executive Vice President
NASPA

Date

Dr. Bill Kibler
Vice President for Student Affairs
Texas A&M University

Date

From: Staff Development Team <dsastaffdevelopment@tamu.edu>
Sent: Thursday, August 13, 2026 9:30 AM
To: Roberts, Darby M
Subject: Staff Development Team 2026-27 Updates

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Howdy,

We hope you had a great summer! The Division of Student Affairs Staff Development Team is excited to kick off another year of learning, connection and professional growth.

With updates to the committee structure, we're sending a comprehensive email to the entire division to share everything you need to know about Staff Development Team opportunities and resources for the upcoming year.

Staff Development Program

Click the links below to add monthly programs to your calendar and learn more about each session's topic. Based on feedback from the annual Staff Development Team assessment, breakfast tacos are back! Join us at 8 a.m. for breakfast, followed by programming from 8:30–10 a.m.

- **Wednesday, Sept. 2:** Rudder Theater

- **Wednesday, Oct. 7:** Memorial Student Center, Bethancourt Ballroom (MSC 2300)
- **Wednesday, Nov. 4:** Memorial Student Center, Bethancourt Ballroom (MSC 2300)
- **Wednesday, Feb. 3:** Student Recreation Center, Room 2229
- **Wednesday, March 3:** Memorial Student Center, Bethancourt Ballroom (MSC 2300)
- **Wednesday, April 7:** Rudder Theater

New Staff Orientation

DSA New Staff Orientation is required for all newly hired full-time employees and encouraged for part-time employees, affiliate staff and graduate assistants. The 2026-27 New Staff Orientations are on Sept. 11, Feb. 26 and June 4.

All new staff will receive an invite one month before the program. If you believe you or someone you supervise should have received an invite but did not, please contact dsastaffdevelopment@tamu.edu.

Professional Development Grant

During the 2025–26 academic year, the Professional Development Grant program supported nearly 40 division staff. The 2026-27 grant process has been updated. See below for details.

Eligibility & Funding

The Professional Development Grant provides up to \$2,500 for division staff and graduate assistants and up to \$1,000 for affiliate staff. Applicants must have six months of service before the professional development opportunity.

Important Updates

Given that we reached our funding capacity last year, these updates are intended to support the growth and sustainability of the program as interest and participation continue to expand.

- **Apply early:** Submit applications at least 60 days before the event. Applications are reviewed monthly (Sept.–April), with decisions communicated by the second Friday of each month.
- **Exceptions:**
 - **Out-of-Cycle Requests** — Applications submitted outside the standard process must include a Director (Department Head) support letter on Texas A&M letterhead, uploaded with the application for review.

- NASPA/ACPA Requests — All applications for the NASPA or ACPA Annual Conference must be submitted no later than Nov. 1. Earlier submissions are welcome. Applications for these conferences will be reviewed together in November.
- **Purpose of the grant:** This funding supplements, not replaces, departmental professional development funding and supports opportunities beyond those routinely attended or required. Opportunities attended or completed within the past three fiscal years are not eligible, regardless of funding source.
- **Covered expenses:** Funding is limited to essential costs such as registration, airfare and lodging. Non-essential expenses (e.g. meals, ride share charges and optional conference activities) are not eligible for funding.
- **After your experience:** Recipients will be required to submit a post-activity review form and final receipts for funded costs. If actual expenses are significantly lower than requested, unused funds may be reallocated to support other staff members.

Key Dates

- Aug.17: FY27 application cycle opens
- Sept. 1: First monthly application review
- Nov. 1: Deadline for NASPA and ACPA Annual Conference applications
- April 1: Deadline for professional development opportunities occurring between May-August

Additional information related to the Professional Development Grant can be found on the DSA Intranet.

Professional Development Grant Intranet Webpage

Thank you for all the work you do in the division. If you have any questions, please contact [**dsastaffdevelopment@tamu.edu**](mailto:dsastaffdevelopment@tamu.edu).

Sincerely,

Alex Hersperger and DJ Scott

2026-27 Staff Development Team Co-Chairs

You are receiving this official university correspondence, sent on behalf of *Texas A&M University Division of Student Affairs*, because you are either an incoming, current or former student, affiliate, staff or faculty member of Texas A&M University.

This email was sent to: **darby@TAMU.EDU**

1256 TAMU Texas A&M University | College Station, TX 77843 US

[Mass Email Policy](#)

From: NASPA Region III <engage@naspa.org>
Sent: Saturday, August 8, 2026 8:08 PM
To: Roberts, Darby M
Subject: This Month in Region III | August 2026

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August 2026

start of another exciting academic year. As our campuses come alive with new and returning students, I am reminded that our greatest

is an honor and a privilege to serve as your Region III Director, and I look forward to connecting with many of you throughout the year.



Juan Guardia, Ph.D.

Region III Director

2026-2028

Upcoming Events

ays to Leadership for Undergraduate Students"

sity of Arizona)

ir identities, discover leadership opportunities within higher education, and begin developing a plan for personal, academic, and professional growth. *Workshop is hosted through an Indigenous lens but open to all professionals.

[View Full Calendar of Events](#)

Job & Internship Openings in Region III

ing of job and internship openings in Region III. Submissions are not independently verified. Please conduct your own research.

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[View Job a](#)

Community College Corner

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Welcome to the Community College Corner where we will highlight a community college in Region III in each newsletter.

Small Business Administration Administrator Kelly Loeffler as she toured the college's advanced manufacturing training

Valencia offers over 150 degree and certificate programs. The college earned the inaugural Aspen Prize for Community College Partnership, approximately 20% of University of Central Florida graduates began their academic journey at Valencia.

community college in Region III? Email Dr. Edna Jones Miller (ejonesmiller@valenciacollege.edu) and Dr. Takesha Mc



This email was sent to: **darby@tamu.edu**

This email was sent by: National Association of Student Personnel Administrators
One Dupont Circle, NW Suite 300 Washington, DC 20036 US

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From: NASPA Public Policy Division <naspa@naspa.org>
Sent: Thursday, August 6, 2026 5:25 PM
To: Roberts, Darby M
Subject: August NASPA Policy Updates

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POLICY 101:

Why does federal agency guidance matter?

Federal agencies are responsible for interpreting, implementing, and enforcing federal laws, including those that impact higher education. Agency officials, like Under Secretary of Education Nicholas Kent, may issue guidance documents and technical assistance to clarify how the Department understands and applies existing laws and regulations. Agency guidance does not create new legal requirements in the same way as statutes or formal regulations. Guidance can, however, influence institutional decision-making as institutions often rely on these materials to understand compliance expectations and prepare for potential federal oversight. As administrations change, agency priorities and interpretations may also shift, making it important for student affairs professionals to monitor federal guidance and understand how it may affect campus policies and practices.

August 2026 Policy Update

In July, the NASPA Public Policy Division partnered with NASPA staff to develop recent Member Briefing, **Funding Policy in Focus: State Budget Trends and Institutional Implications for Student Affairs**. The briefing is now available to all NASPA members through the NASPA Policy Hub under [Public Policy Resource Essentials](#). Division leaders helped identify this timely topic, provided recommendations for panelists, and contributed to shaping a conversation focused on the policy and funding issues most affecting student affairs professionals today.

As state budget decisions, affordability initiatives, and federal policy uncertainty continue to reshape higher education, this member briefing examines how funding policies are influencing institutional priorities, staffing, student support services, and campus operations.

Higher education leaders **Frank Cuevas** (University of Tennessee, Knoxville), **Maya Temperley** (Rochester Institute of Technology), and **Jessica Thompson** (The Institute for College Access & Success) discussed:

- State budget trends and higher education funding decisions shaping institutional priorities
- How affordability initiatives, fiscal pressures, and federal policy uncertainty are affecting staff and students
- Strategies for navigating changing fiscal environments while continuing to support student success
- Ways student affairs professionals can communicate the value and impact of their work during periods of resource constraint

We encourage Public Policy Division members and colleagues to watch this timely discussion on the evolving higher education funding landscape and its implications for student affairs through the NASPA Policy Hub today!

[View the Recording](#)

Public Policy Updates

The Public Policy Division has curated a list of articles that we encourage Division members to engage with in order to stay updated:

- [F-1 Visa Changes](#)

- [Department of Education Reorganization](#)
- [University of Houston Reorganization](#)
- [Student Loan Discharge](#)
- [Harvard Department of Justice Investigation](#)
- [American Association of University Professors Report on Extorted Compliance](#)
- [Career and Technical Education Program Admin Changes](#)
- [Disparate Impact Discrimination Removal](#)
- [Federal Grant Changes](#)
- [Accreditor Withdrawal](#)
- [Yale & Department of Justice Settlement on Admissions Practices](#)
- [Florida's STOP WOKE Act is Unlawful](#)
- [Public Service Loan Forgiveness Remains Intact](#)
- [Dear Colleague Letter Released on Affinity Housing](#)
- [AI Change Agents](#)
- [Senate Slows Down Department of Education Dismantling](#)

NASPA is currently tracking 1,628 active bills across state legislatures and the 119th Congress, and has recently added state-by-state trackers to the NASPA Policy Hub under the [State Legislation Tracking](#) section.

To stay informed on these developments, and access bi-weekly updates, legal analysis, and deeper dives into emerging policy issues, sign up for the [NASPA Policy Hub](#), your central resource for timely, actionable public policy insights affecting student affairs.

NASPA Public Policy Hub

[View in browser](#)

NASPA, One Dupont Circle NW, Suite 300, Washington, District Of Columbia 20036, (202) 265-7500
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