University Council

JULY 2025

Missouri State
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Introductory Announcements

- WELCOME (President Williams)
- INTRODUCTIONS
  - Jamie Birch, Chief of Staff and Assistant to the President for Legislative Affairs
  - Dr. Clarenda Phillips, Provost and Vice President of Academic Affairs
- SEARCH UPDATES
  - Ombuds (Scot Scobee)
  - President's Office Executive Assistant (Natalie McNish)
  - Vice President for Enrollment Management (Suzanne Shaw)

Information

STRATEGIC PLAN IMPLEMENTATION

President Williams

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Information

INTERNATIONAL STUDENT UPDATE

Brad Bodenhausen

Missouri State UNIVERSITY

Missouri State University

Missouri State University
International Student Update

Brad Bodenhausen

Paula Moore

Dandan Liu

Today's Theme:

Chaos and Uncertainty,

. . . but also Hope.

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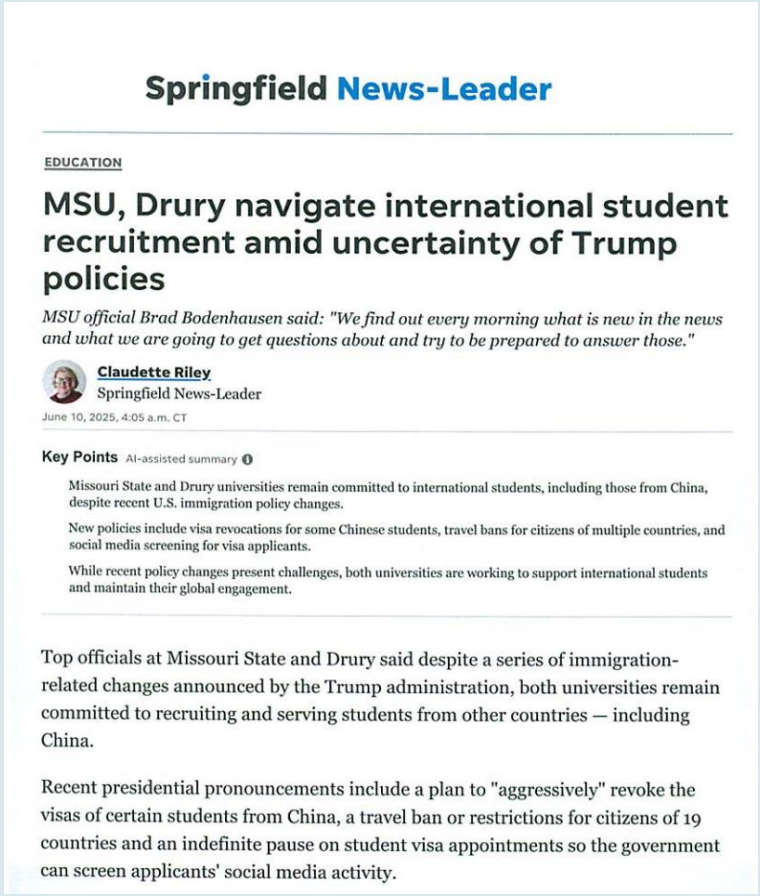
Recent and Ongoing Challenges

- SEVIS status terminations (April) – resolved for now
- Visa appointment pause to set process for screening social media accounts of applicants (late May to June 18)
- Department of State announcement of stricter visa scrutiny on Chinese nationals (May 30)
- Travel Ban Proclamation (June 4)

Extensive Media Coverage



Springfield News-Leader

EDUCATION

MSU, Drury navigate international student recruitment amid uncertainty of Trump policies

MSU official Brad Bodenhausen said: "We find out every morning what is new in the news and what we are going to get questions about and try to be prepared to answer those."

Claudette Riley
Springfield News-Leader

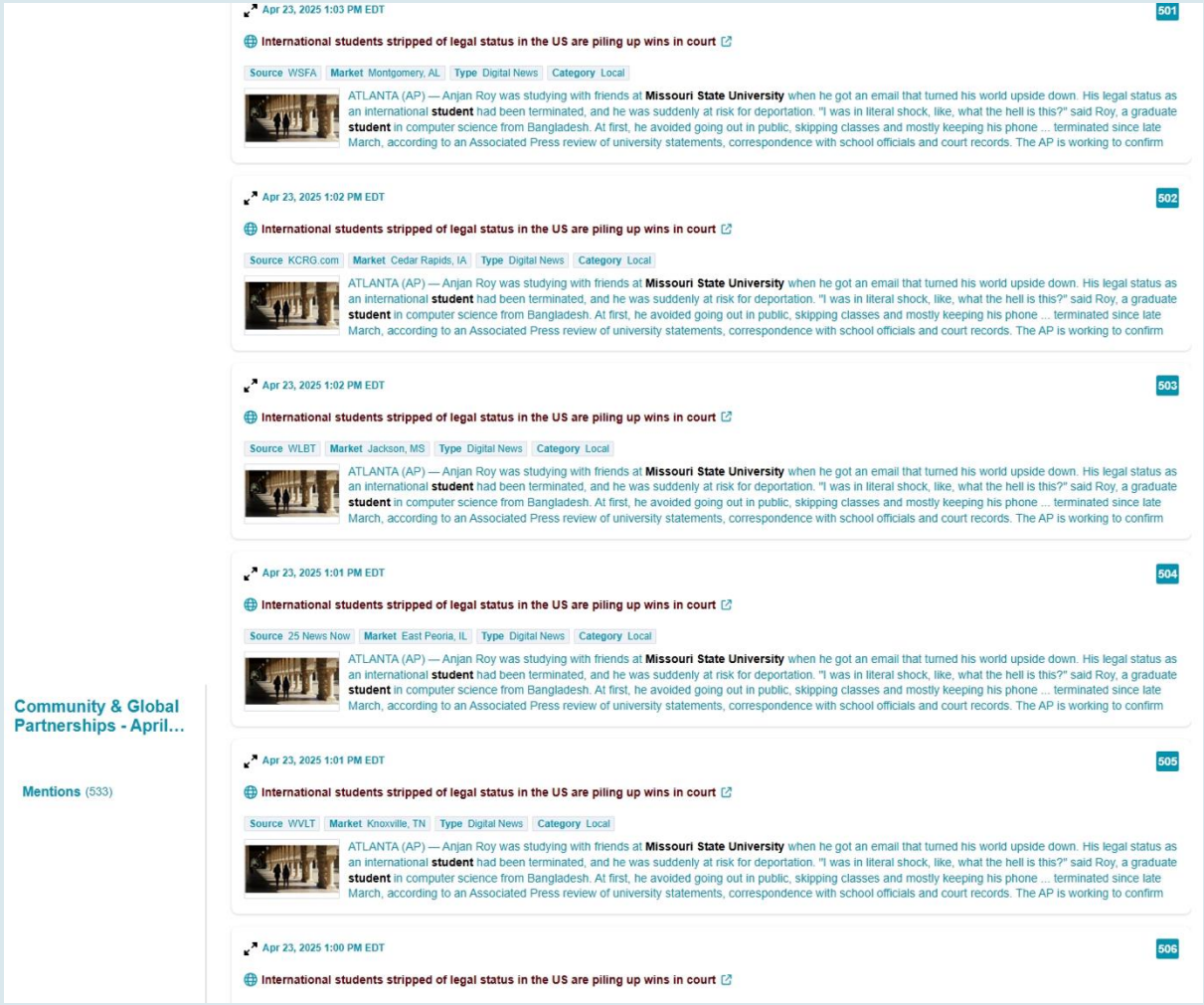
June 10, 2025, 4:05 a.m. CT

Key Points AI-assisted summary

- Missouri State and Drury universities remain committed to international students, including those from China, despite recent U.S. immigration policy changes.
- New policies include visa revocations for some Chinese students, travel bans for citizens of multiple countries, and social media screening for visa applicants.
- While recent policy changes present challenges, both universities are working to support international students and maintain their global engagement.

Top officials at Missouri State and Drury said despite a series of immigration-related changes announced by the Trump administration, both universities remain committed to recruiting and serving students from other countries — including China.

Recent presidential pronouncements include a plan to "aggressively" revoke the visas of certain students from China, a travel ban or restrictions for citizens of 19 countries and an indefinite pause on student visa appointments so the government can screen applicants' social media activity.



Community & Global Partnerships - April...

Mentions (533)

Apr 23, 2025 1:03 PM EDT — 501
International students stripped of legal status in the US are piling up wins in court
Source WSFA | Market Montgomery, AL | Type Digital News | Category Local
ATLANTA (AP) — Anjan Roy was studying with friends at **Missouri State University** when he got an email that turned his world upside down. His legal status as an international **student** had been terminated, and he was suddenly at risk for deportation. "I was in literal shock, like, what the hell is this?" said Roy, a graduate **student** in computer science from Bangladesh. At first, he avoided going out in public, skipping classes and mostly keeping his phone ... terminated since late March, according to an Associated Press review of university statements, correspondence with school officials and court records. The AP is working to confirm

Apr 23, 2025 1:02 PM EDT — 502
International students stripped of legal status in the US are piling up wins in court
Source KCRG.com | Market Cedar Rapids, IA | Type Digital News | Category Local
ATLANTA (AP) — Anjan Roy was studying with friends at **Missouri State University** when he got an email that turned his world upside down. His legal status as an international **student** had been terminated, and he was suddenly at risk for deportation. "I was in literal shock, like, what the hell is this?" said Roy, a graduate **student** in computer science from Bangladesh. At first, he avoided going out in public, skipping classes and mostly keeping his phone ... terminated since late March, according to an Associated Press review of university statements, correspondence with school officials and court records. The AP is working to confirm

Apr 23, 2025 1:02 PM EDT — 503
International students stripped of legal status in the US are piling up wins in court
Source WLBT | Market Jackson, MS | Type Digital News | Category Local
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Apr 23, 2025 1:01 PM EDT — 504
International students stripped of legal status in the US are piling up wins in court
Source 25 News Now | Market East Peoria, IL | Type Digital News | Category Local
ATLANTA (AP) — Anjan Roy was studying with friends at **Missouri State University** when he got an email that turned his world upside down. His legal status as an international **student** had been terminated, and he was suddenly at risk for deportation. "I was in literal shock, like, what the hell is this?" said Roy, a graduate **student** in computer science from Bangladesh. At first, he avoided going out in public, skipping classes and mostly keeping his phone ... terminated since late March, according to an Associated Press review of university statements, correspondence with school officials and court records. The AP is working to confirm

Apr 23, 2025 1:01 PM EDT — 505
International students stripped of legal status in the US are piling up wins in court
Source WVLT | Market Knoxville, TN | Type Digital News | Category Local
ATLANTA (AP) — Anjan Roy was studying with friends at **Missouri State University** when he got an email that turned his world upside down. His legal status as an international **student** had been terminated, and he was suddenly at risk for deportation. "I was in literal shock, like, what the hell is this?" said Roy, a graduate **student** in computer science from Bangladesh. At first, he avoided going out in public, skipping classes and mostly keeping his phone ... terminated since late March, according to an Associated Press review of university statements, correspondence with school officials and court records. The AP is working to confirm

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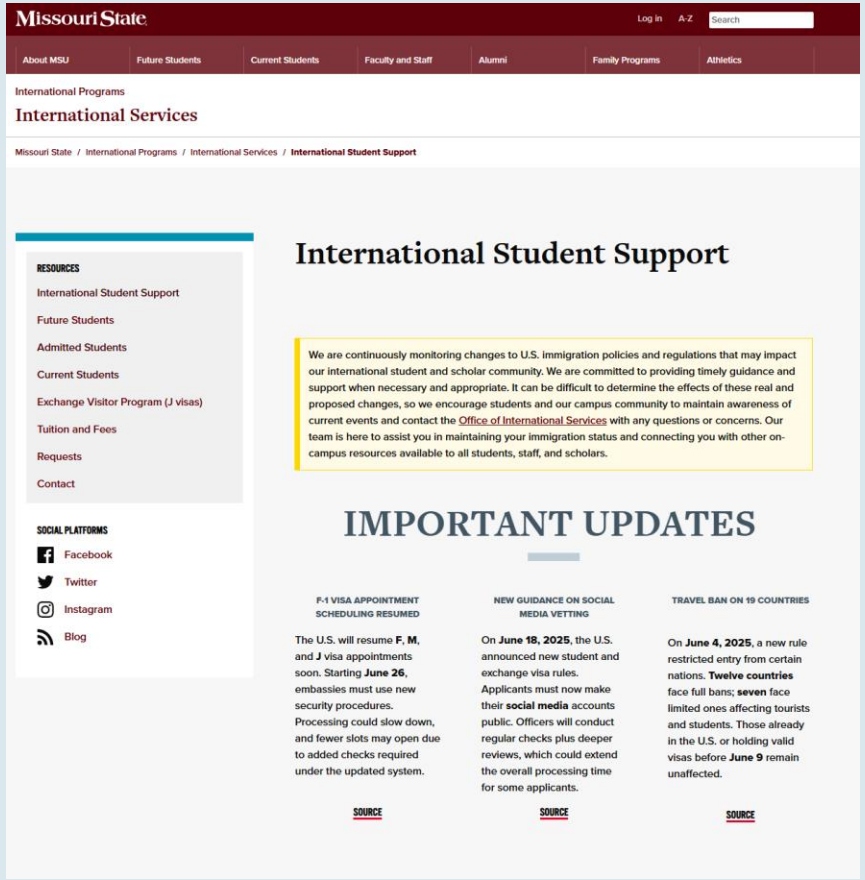
Student Communication



https://international.missouristate.edu/Services/international-student-support-and-immigration-maintenance.htm

International Enrollment Impact – FA25

Efforts to mitigate decline

- **Frequent communication with admitted students (status updates; individual tracking)**
- **Offer online start options:**
  - **MS-Project Management**
  - **MS-Computer Science**
  - **MBA (in consideration)**
  - **FTNIC Gen Ed**

On campus in Springfield: Non-Resident Alien

- FTNIC
- Transfer
- Graduate
- Non-Degree Seeking
- Enrollment will decline

External to the U.S. (Primarily in China)

- LNNU-MSU College of International Business
- Dual Degree Plant Science at SWU
- Enrollment should remain steady

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Observations and Strategic Direction

Commitment of Chinese partner universities

Understand reality of ongoing and future challenges

Maintain in China, but seek growth in other countries

Adapt and respond to new opportunities

Emphasize Global Engagement on campus and in community

Global Education and Engagement

- Global Leaders and Mentors
- *I Succeed Center* for International Students
- Education Abroad and Virtual International Exchange
- International Friends Program

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DRAFT HLC REPORT SUMMARY

Dr. Tammy Jahnke

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Preparation for HLC Visit – March 30-31, 2026

Tammy Jahnke

July 1, 2025

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Reminders from your HLC Oversight Team

TEAM MEMBERS – TAMMY JAHNKE, ANDREA WEBER, MARK WOOLSEY, SHAWN WAHL, KELLY WOOD, MARY-MARGARET BOHLEN, ALGERIAN HART

- Assurance Argument (35,000 word limit)
- Evidence (meeting agendas and minutes, reports, data, syllabi, learning outcomes, policy library, strategic plan, budget, audit reports, etc)
- Federal Compliance Report

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Timeline

- ✓PowerPoint executive summary for campus group presentations this fall.
- ✓Draft of complete assurance argument by August 18 for campus review by November 1.
- ✓Oversight committee will work on final documents through January of 2026.
- ✓Executive summaries will be distributed to all faculty, staff and students in February of 2026.
- ✓Exact schedule of meetings will not be known until late March. Please hold March 30-31 on your calendars.

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Today's Goals

- Strengths/Opportunities were written by the Oversight Team based on the criteria and what we have written so far.
- We tried to tie these to the strategic plan but these statements are only drafts.
- We need your feedback – What's missing? What is not correct?

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Criterion 1. Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations

Strengths:

- **Missouri State University fosters a robust, campus-wide identity with its public affairs mission.**
- **The 2025-2030 strategic plan, Igniting Opportunity, reaffirms the mission with a vision for MSU to become the nation's leading public affairs university. The process was shaped by faculty, students, administration, alumni and community partners which led to more clarity of the mission, vision and values.**
- **The university has a commitment to investing in local, regional and international partnerships, demonstrating its dedication to the public good.**

Criterion 1. Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations

Opportunities:

- **While public affairs is widely identified and recognized on campus, MSU could improve by developing an overarching plan or comprehensive public affairs program to avoid duplication of efforts.**

Criterion 2. Integrity: Ethical and Responsible Conduct

In fulfilling its mission, the institution acts with integrity; its conduct is ethical and responsible.

Strengths:

- **Missouri State University has a committed board of governors that functions effectively, providing feedback and maintaining connections to the student body. The board demonstrates intentionality with its training, standards, orientation, and bylaws.**
- **The university's commitment to continuous improvement and transparency is evidenced through updates and online publication of the Policy Library, Faculty Handbook, Employee Handbook for Administrative, Professional, and Support Staff, and the Code of Student Rights and Responsibilities.**

Criterion 2. Integrity: Ethical and Responsible Conduct

In fulfilling its mission, the institution acts with integrity; its conduct is ethical and responsible.

Strengths (continued):

- **Transparency is demonstrated through the annual publication of student learning outcomes and student fees. All faculty use the Bright Space learning management system to post their syllabi and gradebook for all students to have access.**

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Criterion 2. Integrity: Ethical and Responsible Conduct

In fulfilling its mission, the institution acts with integrity; its conduct is ethical and responsible.

Opportunities:

- **The use of generative artificial intelligence tools on a university campus is a challenge for faculty, staff and students. The campus community is regularly reviewing policies and procedures related to this usage. Currently only the academic integrity policy has language related to the use of artificial intelligence.**

III

Criterion 3. Teaching and Learning for Student Success

The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness in fulfilling its mission. The rigor and quality of each educational program is consistent regardless of modality, location or other differentiating factors.

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Criterion 3. Teaching and Learning for Student Success

Strengths:

- **Missouri State University's faculty are highly qualified. More than 90% hold a terminal degree in their field.**
- **Support services for students are robust and comprehensive and are available to all students – on campus, off campus and online. This includes attention to student success and a commitment to mental health.**
- **In 2024, MSU created the Office of Institutional Effectiveness, committed to a data-informed, customer-service oriented framework that includes the Office of Institutional Research and the Office of Assessment and Accreditation. As part of this new structure the university created an Academic Performance Management System (APS) document that describes assessment processes at the university, college, and department or school level.**

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Criterion 3. Teaching and Learning for Student Success

Opportunities:

- **Missouri State has a history of a robust and comprehensive program review process. However, the university paused program review during COVID. With the rebuild of the Office of Institutional Research, the university took the opportunity to develop a new program review process in 2024 and piloted this program review in spring 2025. The university has an opportunity to fully implement program review in fall 2025, using dean and faculty feedback from the pilot.**

- **MSU recognizes the importance of recruitment and retention. Building on years of enrollment management and student success initiatives, the university has created a new position, the Vice President of Enrollment Management during the summer of 2025.**

- **Faculty and administration, in the spirit of shared governance, have come to the conclusion that the current general education needs review and maybe revision. A task force will begin looking at this.**

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Criterion 4. Sustainability: Institutional Effectiveness, Resources, and Planning

The institution's resources, structures, policies, procedures and planning enable it to fulfill its mission, improve the quality of its educational programs, and respond to future challenges and opportunities.

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Criterion 4. Sustainability

Strengths:

- **Missouri State University demonstrates a commitment to continuous improvement in its strategic planning process. In 2024-2025, stakeholders including administration, faculty, staff, students, alumni, and community members identified shared values and five strategic goal areas in its 2025-2030 strategic plan.**
- **The university's budget process is made as transparent as possible through committee involvement and public communication of results, available to external, as well as internal constituents, primarily on the University's comprehensive website.**
- **The university is dedicated to developing its infrastructure. Numerous campus buildings have been upgraded and improved, including Blunt Hall and Kampeter Hall and Cheek Hall. New structures, such as the John Goodman Amphitheatre have been built and others are in development, including the Judith Enyeart Reynolds Performing Arts Complex and the Clifton M. Smart University Advancement Center.**

Criterion 4. Sustainability

Opportunities

- Missouri State University is committed to improving retention and developing its strategic enrollment management (SEM) plan.
- The university has an opportunity to implement the strategic plan that was developed in 2024-2025 and approved by the board of governors in June 2025.

Discussion

ADP TIMELINE CHANGE

Scot Scobee

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Missouri State University's Performance Management Implementation Process

Cornerstone On Demand – Performance

Scot Scobee

Office of Human Resources

Missouri State University

Performance Management Implementation

ADP Going Away, June 30, 2025

Cornerstone on Demand (CSOD) – Performance Module, August 1, 2025

- Integrates with CSOD LMS (My Learning Connection)
- Customizable
- Robust options
- Functions well with Banner

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Performance Management Implementation

Objectives – Implement new CSOD-Performance platform by August 1st so strategic plan and goals can be loaded into individual plans.

- Mirror current sections of ADP for ease of implementation
- Use the same five-point rating system
- Adopt same seven organization values, beliefs & competencies

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Performance Management Implementation

What's New?

- CSOD Performance Platform
- Review Cycle: July – June; to coincide with 5-year Strategic Plan
- Review Period Window: April - June
- Year-round system access to goals
- President's Cabinet – 360 evaluations
- Addition of Five-year Strategic Plan Goals

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Performance Management Implementation

What's the Same?

- 3-month, 6-month and annual reviews
- 5-point rating scale
- Organization values, behaviors & competencies section (sans DEI, replaced with Strategic Planning); seven elements total.

Performance Management Implementation

Timeline

- June-August: Initial Implementation
- September-November: Initial training and goal implementation
- December-January: System refinements
- February-March: Training and final refinements
- April-June: Performance reviews conducted
- July 2026: Reset strategic planning goals for FY27

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Discussion

- Is the timeline clear?
- What additional communication is needed?
- Do you have any questions about integrating the strategic plan into your department goal-setting?
- What other questions do you have?

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Wrap-Up

President Williams

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