

# Global World

## Curators address environment

By Bob Samples  
*University Relations*

When the long-range plan of the University of Missouri System is presented next year to the Board of Curators, it's likely to be printed with soybean-based ink on recycled paper. And that would be more than a symbolic gesture.

University officials currently are working to update the 1986 long-range plan and, during the curators' meeting in September, two curators strongly suggested any such plan address the growing problem of saving the global environment.

"It is reasonable for universities like the University of Missouri to really address the matter of environmental literacy," said Curator Peter Raven, an internationally renowned scientist and environmentalist. "It is a high degree of negligence for us to be graduating students who are unaware of these (environmental) issues."

For instance, Raven said, today's students should be aware of the impact of pollution and the destruction of natural resources on their lives.

"The loss of tropical forests and other resources throughout the world is proceeding so rapidly that we may lose 20 to 25 percent of all the species of plants, animals, fungi and microor-

ganisms of the world over the next 30 years, and by doing so enormously limit human opportunities for producing stable agricultural and forestry and other productive systems in the future," he said. "Yet, this is rarely presented as a significant worldwide threat to future human progress.

"We are training people who will be the leaders of Missouri in the future and the only way we can hope that those people will manage the state's resources well is to provide an opportunity for them to practice and learn about the environmental factors which are so important to us all," Raven said.

Curator Andy Runge concurred, saying, "There are many mechanical things that we must do in the area of recycling, energy conservation and the use of materials that I know the Univer-



sity will do -- and that is vital -- for us to be an example.

"We also must strive to be sure that every student who leaves our institution has an understanding of the environmental ethic; that he or she will appreciate and feel deeply what Aldo Leopold said when he expressed the hope that someday we would all come to regard the earth not as a bundle of commodities for us to use, but as a community of which we are only a part. That is the ideal toward which I hope we will strive," Runge said.

UM System Vice President for Academic Affairs Richard Wallace told the board each campus offers an array of courses related to the environment, are involved in several environmental research projects and have ongoing recycling and conservation programs. He added, however, that more can be done.

As chairman of the University's Long-Range Planning Task Force, Wallace said he will suggest that the group "work with the campuses to formulate a comprehensive environmental policy" to make the University a model for the state.

### In This Issue

- 1 In defense of quality teaching
- 2 System reorganizes administration
- 3 Campuses support environment effort

# Excellence: Scholar urges support for superior teaching

Bill Bondeson, UMC professor of philosophy, addressed by invitation the Board of Curators Sept. 6 on the topic of teaching excellence. Since joining the faculty in 1964, Bondeson's honors have included the Missouri State Professor of the Year Award, AMOCO Teaching Award, and, most recently, a gold medal in the Council for the Advancement and Support of Education Professor of the Year national competition. Bondeson's research specialty is medical ethics. His service record is strong within the University and in the mid-Missouri region. Excerpts from his speech:

a moment about those ancient folks called Druids, who lived about the same time as the Romans. They didn't have cities or towns or villages, rather they lived in forests and groves. They took those locations -- those forests and groves and trees -- as the places of the sacred, where human life can be lived most fully.

And Taylor said, suppose you want to make better Druids. One of the things you might do is give an award for Druid of the Year, and it's wonderful to recognize those people. But he also said, If you want to have better Druids, you plant better forests.

The word has gone out across the land, from the major universities to the smallest colleges, that it is time for American higher education to recognize, to recommit itself, and to rededicate itself to excellence in teaching.

It is interesting to note that the president of Stanford University, David Kennedy, just earlier this spring issued a ringing statement urging his colleagues at the great research universities around the country to reconsider the primacy and the importance of teaching.

Nils Hasselmo, the president of the University of Minnesota, echoed that same sentiment.

Ernest Boyer, in a book that will appear later this fall with the remarkable title, "The New American Scholar," makes the point that the old dichotomy between teaching and research is really not adequate for our purposes now. Boyer's claim is very simple. He says the new American scholar has a four-fold role in a four-fold model, and I think he makes an important set of distinctions:

1 The creation of new knowledge -- cutting-edge research that adds to the store of what we know and what we take to be important

2 The synthesis of new knowledge -- the ability of some scholars to pull all the strands of a discipline together so it is coherent and makes sense

3 The application of new knowledge -- the kind of scholar who applies that new knowledge to the problems of man and society, whether here or anywhere across the world

4 The communication of new knowledge -- the scholar who is able to communicate the information to minds of all shapes and sizes, old or young, of whatever kind or stripe, and make that knowledge come alive.

Boyer argues that this four-fold model of the American scholar is a desirable one for our time. And, of course, teaching is an essential, indeed a quintessential, part of that effort.

It seems to me that, in the University, we need a balance of talents. Not every great researcher can be a great teacher, not every great teacher can be a great researcher, not all the synthesizers of knowledge are the best communicators of it. But we want faculty who are able on all of those dimensions to achieve a measure of quality or excellence. And it is time for American higher education to rediscover, to reemphasize, and to reconsider the importance of what excellent teaching is all about.

Harold Taylor, one of the great critics of American higher education, in a wonderful book on higher education written in the '70s, put it this way: *Think for*



Bill Bondeson addresses the Board of Curators. (Marge Schultz/ASC photo)

It is wonderful, it is spectacular to have awards for teacher of the year; the winners create role models for everybody. But what is equally important, if not more important, is the creation of a climate, an environment, a culture, and a community, which takes teaching as central.

And if the University is to reaffirm and recommit itself to the primacy and importance of teaching, then the question we should ask ourselves over and over again is, "What can we do to create an environment in which excellent teaching is recognized, rewarded, supported, encouraged, promoted, and made to grow and flourish?" That, indeed, is our task.

Both that kind of recognition and that kind of environment are extraordinarily important. It seems to me, however, that if we are going to recognize teaching, and take it as central, you have to understand a basic fact, namely, that there is not a single model of what teaching is all about.

The kind of recognition that I've gotten is largely because the teaching I do is in very

public, large-scale arenas with lots of students.

- It is wonderful to be able to put together a great and inspiring lecture.
- It is equally wonderful to write an absolutely first-rate programmed instruction text.
- It is important to design a first-rate syllabus, through which students can work and then go and learn for themselves.
- It is equally important to spend a lot of time training teaching assistants so they can carry out their important role as well as they possibly can.

We need to understand that teaching is not simply standing up before large classes. It involves a variety of roles and a variety of models, all of which have their special and unique kind of excellence.

To talk about a return to teaching, or a reaffirmation of its importance, is not to say we haven't made many, many efforts in that direction thus far. It is not to say that this University is not committed to high-quality teaching.

It is rather to say that we need to continue to support it, that we need to continue to encourage programs, such as the Campus Writing Programs, the Undergraduate Education Task Forces, the Honors College and the Center for Excellence in Teaching, to name only a few programs on the Columbia campus.

I was part of a marvelous group this summer. Three of my colleagues and I had a grant from the Kellogg Foundation and we put together a conference on teaching up in Michigan. We had faculty teams from Iowa, Illinois, Nebraska, Missouri, Michigan universities, and Stephens and Westminster colleges in Missouri.

Together, we shared our ideas about teaching. Together, we critiqued one another's presentations, and we were not real easy on one another.

If we are going to have good teaching, we have to recognize the faculty who can do it well, and we have to put them in a position to support, critique and help their colleagues. It is that kind of peer cooperation that is going to advance the cause of teaching.

Barbara Uehling, a former chancellor of the UM-Columbia campus, once said, "Teaching has enormous psychic benefits." She was absolutely right. It is truly more fun than living. It is the reason for getting up in the morning, because when that spark moves from one mind to another, when the jaw drops and the eyes open, and the voice says, "Aha, I really understand what you were trying to tell me," you know it's been a good day.

And what we have to do is find ways of encouraging that kind of inspiration and imaginative teaching, which is really what we are all about.

I would suggest to you that the University ought to be expanding centers for teaching excellence and create, perhaps, Jefferson Professorships for those faculty who take teaching in all its seriousness and who are recognized for that activity, in the same manner as the Curators Professors are recognized for high-quality research.

We need both together. We need a University where scholarship and teaching are mutually enhancing and where

(Continued on page 3)

**'What can we do to create an environment in which excellent teaching is recognized, rewarded, supported, encouraged, promoted, and made to grow and flourish?'**

--Bill Bondeson, UMC

# UM System restructures administrative offices

By Bud Carlson  
*University Relations*

Retirements and resignations since December have given James T. McGill, UM System vice president for administrative affairs, an opportunity to reorganize his staff to meet changing priorities and to save money for the University.

By consolidating some positions, reallocating functions and downgrading or not filling several positions, the University will achieve a recurring annual savings of \$195,000, McGill says. Savings could be more than \$350,000 if positions to be vacated in the next three months do not have to be filled.

"The reorganization is consistent with the report President Magrath made to the Board of Curators last December on ways to improve the University," says McGill. "He called for a



Donald S. Holm Jr. (foreground), UM System associate vice president and treasurer, listens intently as the Board of Curators names him treasurer emeritus. Holm's 40-year University tenure includes teaching in UMC's business college, which he will continue to do. (Bud Carlson photo)

review of all administrative vacancies in an effort to cut costs by combining or eliminating positions."

The retirements and resignations since December also have allowed McGill to promote some existing staff. So far, 10 of 15 retirements or resignations have been filled or are designated to be filled. Eight positions have been consolidated or downgraded in classification and salary; four positions have not been filled -- decisions on these positions have not yet been made, pending further evaluation of workload.

#### Retirement of top-level System administrative staff include:

- Donald S. Holm Jr., associate vice president and treasurer
- Russell Cook, manager of payroll and cashing and director of special projects
- Emmett Klinkerman, director of purchasing and real estate
- Charles Crawford, director of investments
- Leland Coonce, director of information and computing services

#### Resignations (to accept other positions):

- Gebeyehu "Gebe" Ejigu, associate vice president for management services
- Melody Derendinger, coordinator of purchasing and real estate

In reorganizing, emphasis was placed on how administrative affairs could be more effective and efficient in serving the University. "Over the years the University's priorities have changed, and we are taking advantage of the opportunity to reflect those changes through our reorganization," says McGill.

Holm will retire when his replacement is selected but continue to work on a part-time basis on special projects for a year. His successor's title will be System assistant vice president for investment and banking and will be responsible for a wide range of duties including all investment functions -- endowment and retirement trust management -- banking relationships, management of the University's debt issuances and portfolios and cash management.

With the retirement of Cook and Crawford, Holm's successor will be given the task of organizing these areas and assigning duties.

Dennis P. Cesari has been appointed UM interim assistant vice president for management services, to fill the void left by Ejigu's departure.

Cesari says he will be monitoring staffing levels in all areas of management services. "The reorganization is a good idea, and we will constantly evaluate what we are doing and how we are doing it to make sure the changes are producing the results we expect," Cesari says.

Computing and information technology, facilities planning and development, risk management and insurance, telecommunications and a new business services division will continue to report to the assistant vice president for management services.

McGill has combined several activities into a new System business services department. Betty Roberts has been promoted to director of System business services and Mary Sapp to assistant director.

The new department's responsibilities will include real estate, purchasing, travel, records management, business policies and procedures, research park support services, volume purchase activities relating to microcomputer products and University Hall operations such as courier and mail services and copy services.

"Being responsible for a new division is a great opportunity and a real challenge," says Roberts. "Because all these areas are in one division for the first time, we will assess our workloads and procedures on a continual basis; we will set standards to measure our effectiveness."

Brian Sanders has been promoted to System manager of payroll and cashing. That office's responsibilities and accounts payable disbursements have been reassigned to System accounting services.

Other reorganizational efforts include transferring the processing and maintenance of vacation and sick leave records to UM human resources services and residence and educational fee rules to UM budget and analytical services.

McGill says reorganization will be a continuing process for administrative affairs. "Every time we have the opportunity to become more effective, we'll do it," he says. "The key is to ask constantly if we can do better."

## Planning Task Force impact could be significant

By Bob Samples  
*University Relations*

Although the importance of the University's Planning Task Force may not be apparent to casual observers, the group's recommendations could bring fundamental changes to the UM System campuses and extension programs.

The University's Board of Curators last approved a long-range plan in 1986. That document, according to Vice President for Academic Affairs Richard Wallace, needs revision.

"The current plan was last revised in 1986; that's too long ago," Wallace said. "None of our current curators was on the board in 1986, and they are raising questions about that plan."

"We also need to tackle this now because the existing plan is too broad and uneven," he said. "It isn't that the plan hasn't been effective; it has. It certainly has been far better than nothing, but we knew when we finished it that it needed to be better."

Wallace, who is chairman of the task force, said the new plan will be better because it will be "tighter," offering fewer goals and objectives and outlining specific priorities for the University. Also, the planning process this time involves much more campus participation.

"The 1983-84 process was very much top-down. The plan was a directive of the Board of Curators," Wallace said. "I'm certainly hopeful, with each campus already involved in planning, that information goes back and forth and there is a better balance of top-down and bottom-up. This is more of a partnership effort with the campuses than in 1983-84."

Wallace said the task force has not set a definite timetable for recommendations to President C. Peter Magrath but added, "We have made substantial progress on System and campus mission statements. That aspect of our work can be completed this fall."

When the mission statements are completed, Wallace said, the task force can concern itself with other primary issues facing the University, such as:

- academic program priorities
- governance roles of the System and campuses
- affirmative action
- environmental concerns

"The task force is not limited to these issues, but I know they will be considered," Wallace said.

The task force has met twice this year and has at least four more meetings scheduled for

1990. Members are:

Curators Sam Cook, Jefferson City; John Lichtenegger, Jackson; Ed Turner, Chillicothe; and Andy Runge, Mexico

Chancellors Martin Jischke, UMR; Haskell Monroe, UMC; George Russell, UMKC; and (interim) Blanche Touhill, UMMSL

Faculty members Lawrence Friedman, UMMSL; Vincent Roach, UMR; Allen Hahn, UMC; Frank Popp, UMKC

James McGill, vice president for administrative affairs; Gail Imig, associate vice president for academic affairs; and Paul Matteucci, student representative to the Board of Curators.

### South Africa exchange reports available

Reports on the UM System faculty exchange program with the University of the Western Cape, South Africa, are available at library sites on the four UM System campuses.

The reports, for 1987-89, are at the undergraduate reserve desk at UM-Columbia, and the reference desks at UM-Kansas City, UM-Rolla and UM-St. Louis.

# Campuses contribute to environment effort

By Bud Carlson  
University Relations

With the environment shaping up as one of the most important issues of the '90s, UM System campuses already have plans to recycle reusable materials and purchase recycled products when feasible.

Some UM System-based offices recycle white paper and computer paper in cooperation with Civic Recycling in Columbia. Plans are being developed for selected University sites to participate in a test project with Xerox Corp. for the use of recycled paper in photocopy machines.

UM-Columbia has been recycling certain materials for many years. It has recycled 3.6 million pounds of paper since 1973 and recycles more than 200,000 pounds annually. In addition, University Printing bales and recycles approximately 180,000 pounds of paper each year.

Brass, aluminum and copper have been recycled since the early 1960s through the sale of surplus property. Approximately 103,000 pounds of aluminum plate from printing operations, almost 7,600 pounds of crushed glass and 10,200 pounds of X-ray film and silver flake have been recycled since 1980. UMC also recycles waste oil and various chemicals.

During the past year, UMC used approximately 300,000 pounds of recycled paper and expects to increase that amount by using recycled paper for letterhead printed by UMC

Printing Services.

Philip Shocklee, assistant to the director of campus facilities, heads a committee responsible for implementing a formal plan to improve activities for solid waste disposal and resource recovery.

UM-St. Louis hopes to have a formal plan developed by October and, in July, implemented phase one of a three-phase recycling program.

Mary Vosevich, manager of grounds and custodial services and chairwoman of the committee working on the project, says phase one is a pilot project for paper recycling.

Phase two will include recycling aluminum cans and, in phase three, UMSL grounds personnel will recycle grass clippings, leaves and tree limbs by shredding them for mulch.

Vosevich says UMSL is purchasing recycled and recyclable products such as office paper, paper towels and toilet paper. The garage also recycles oil.

At UM-Rolla, a committee has been working on a waste reduction/recycling program since last fall.

Randy Stoll, director of purchasing and chairman of the campus's environmental committee, says the committee analyzed what is called a "waste stream" at UMR and developed



ideas to reduce waste.

Because paper is a major contributor to waste, the committee suggested UMR use duplex copying, reduce the number of copies, print as much as possible on a page, purchase copy machines with the duplex feature, encourage "string and button" reusable envelopes, promote electronic mail use, reduce the use of forms and write replies on the memo itself. Also, UMR is

going to put out a request for proposals for a recycling system.

UMR is currently recycling white paper, cardboard, aluminum cans, waste oil and batteries. The committee also will encourage waste reduction ideas generated through laboratories and classrooms.

UM-Kansas City also is developing a formal plan, under the direction of Gerald Jensen, assistant vice chancellor for administrative affairs. Current activities include recycling white paper, cardboard, grass clippings and computer paper, and buying recycled products when available.

UMKC is investigating various recycling collection systems and plans to expand all environmental activities.

## Individual effort essential in environment

While institutional policies are necessary for broad-based environmental measures, the actions of individuals remain vital. Rebecca Schedler is just one UM System employee who has taken a lead in waste reduction and recycling.

No one concerned about the environment need look further than the Ellis Library at UM-Columbia to see what individual initiative can accomplish.

Noticing that all the paper from the library's computers was discarded with other trash, library clerk Rebecca Schedler expanded a recycling program to include computer paper.

"Each computer station generates a great quantity of paper every



Rebecca Schedler

day," Schedler says. "So I took the empty printer paper boxes, wrote 'recycle' on the side and drew arrows going around in a circle and put them by each printer.

"It was more convenient for users to put their discarded paper in a nearby box than to take it to a central location," says Schedler. "You have to make recycling as simple and convenient as possible, or people won't do it. The discarded paper filled three barrels on the loading dock every two or three weeks. It was so successful it was necessary to get a larger container.

"Three barrels turned out not to be enough to comfortably collect all the paper we can generate, so we went to a large canvas-sided cart and one barrel."

Civic Recycling in Columbia picks up the computer paper from the library's loading dock.

Library staff and administrators support the recycling effort, Schedler says. When it got to be too large a chore for Schedler to empty all the boxes, other people helped her, and recently a mail delivery person was assigned to empty all the 'recycle' boxes every two weeks.

Schedler and her co-workers also maintain several sacks in the staff lounge to collect food cans, glass and plastic containers, lunch bags, cardboard and newspaper. Schedler says the materials collected are recycled, either through Civic Recycling or through the city's curbside pick-up program.

"The idea of recycling is really spreading, but it still depends on whether or not people in an area take the initiative and try to start a collection program," Schedler says. "This is a real grass-roots effort."

--BC

If you have an "environmental story" to share, write to Spectrum. The address is on page 4.

## Bondeson: Quality teaching needs support

(Continued from page 1)

all these things come together.

Great teaching does not take place in the absence of first-rate scholarship, great teaching does not take place in the absence of first-rate research, but it deserves an honor and a recognition all its own.

In the last analysis, it is the teachers who can help other teachers do what they do. When we see that that mission continues to be of centrality to all of us, then I think we will have achieved our mission as a University, as well.

**Bondeson's address generated discussion among curators and general of-**

**ficers, including these from UM-Rolla Chancellor Martin Jishke:**

"There are some fundamental comments you can make about attracting people into the teaching profession, and I offer two:

"First, those of us who are in this business and celebrate it, like Bill Bondeson does, ought to say so. We are in some ways the models -- for better or worse -- for the next generation, and often those of us in universities don't say clearly that we really love what we do.

"Although life ebbs and flows and occasionally it's not as much fun as we would like, I think there are lots of us who are very pleased with the decision we made for a career,

and we ought to say that to people.

"And second, all of us -- not just those of us in the University -- ought to make these professions attractive.

"You can do that by honoring them, by paying the kind of wages that command the talent that's involved, and providing the kind of support that allows great teaching and scholarship to take place.

"Those are the ingredients. In my own personal experience, probably the most decisive factor in my choice to become a professor was the honor of working for a really first-rate professor, a role model, and you just simply have to breed more of them."

## Curator's forum

Curator Jim Sterling addressed more than 50 students, staff and faculty affiliated with the Associated Students of the University of Missouri Sept. 14 at UM-Columbia. He focused on the need for a state tax increase for higher education. ASUM represents students at all four UM System campuses.

(Rob Hill/Mizzou Weekly photo)



## UM System aligns with black colleges

The UM System is aligning itself with two historically black higher education institutions to cooperate on research and exchange programs, President C. Peter Magrath has announced.

The University System's alliance with University of Arkansas at Pine Bluff and Delaware State College is part of a larger coalition known as the University Consortium for Research and Development, which will seek financial support from the federal government for its programs.

"This alliance will expand our research base and offer our students and faculty new opportunities," Magrath said. "It also addresses the need to expand

opportunities for minorities in major research universities such as the University of Missouri."

The effort to align research universities with historically black universities and colleges will be supported "by all federal agencies," according to Robert Goodwin, executive director of the White House Initiative on Historically Black Colleges and Universities.

Executive Order 12677, signed by President Bush in April 1989, expands the mission of 27 federal departments and agencies to mandate support for black colleges and universities.

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