Monitor Newsletter April 23, 2007

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Diana Shamp, Postal Services team honored for excellence

A well-respected employee and a team known for its excellence in service were honored by Classified Staff Council April 19 at its annual spring reception.

Diana Shamp, benefits officer in Human Resources, received the Outstanding Service Award. She received a check for $1,000, a plaque and a reserved parking spot for a year. The Postal Services team of Cheryl Bookenberger, Carol Drummer, Cindy Diller, Jim Stencil, Tom Talarico and Larry White was presented the CSC Team Award. They will share a $1,500 cash award and received a plaque.

Outstanding Service Award

Shamp, who retired in January after 37 years with BGSU, returned part time in March. “Even after 37 years of working in benefits, which is confidential, sensitive, frustrating and requires much patience, Diana is still committed to this institution and loves her job enough to return,” wrote colleagues Kelly Stewart and Terri Shaller.

Shamp was cited for her complete professionalism in a sometimes difficult job, coupled with extreme compassion for those who come to her office. “Diana deals with happy situations such as births of babies and retirements. She has also dealt with difficult terminal illness diagnosis, loss of a spouse and loss of a child,” wrote her nominators. Shamp somehow manages to find the right words to comfort, reassure, calm down or otherwise take care of whatever need is presented, they said, always with a high level of respect and care for the individual. This attitude has earned her the trust of employees and her colleagues alike.

She has taken the same care when dealing with BGSU Firelands employees, said Firelands supervisor Joetta Crupi. Shamp always came to Firelands to share information, she said. “No matter how long it took to answer our questions, Diana never felt there was a rush to leave... We have all become accustomed to depending on Diana for the most recent and accurate information,” she said.

According to University Treasurer Gaylyn Finn, Shamp has not only worked diligently with all factions to find solutions to complex health, life (insurance) and retirement programs, she has also stepped into a managerial role on a number of occasions and has taken on many new responsibilities over the years, “regularly going beyond what is requested of her in helping others.”

Her professionalism is also appreciated by outside agencies. Matthew Snyder and Michael Landolt of ING Financial Advisers, which offers voluntary retirement plans at BGSU, wrote that she is “efficient, knowledgeable and competent. Her personality and disposition have made her a joy to work with.”

Shamp is an invaluable member of the human resources staff. “Her ability to make one see the positive side, or a better solution, is a priceless ability to possess,” Stewart and Shaller wrote. “She is what keeps this office moving forward in a positive direction.”

CSC Team Award

The University community might be surprised to learn that the BGSU Postal Services staff handles an average 3 million pieces of mail a year. They sort, process and deliver it, often using their knowledge of the campus to find the correct address for improperly labeled mail or hand delivering late arrivals of Express Mail from the U.S. Postal Service, according to nominator Troy Lacey.

“During times of student employee shortages, our carriers will assist in sorting and delivering student mail to the dorms and Greek units,” Lacey wrote. The mail clerks will often call departments to present options for speed of delivery or possible cost savings, or to ensure...
that mail is not rejected for noncompliance with U.S. mailing regulations.

All Postal Services staff are cross-trained in other areas, and frequently are called upon to perform other duties outside their regular routines. They help set up for events and regularly work at Stampers Mail and Copy Center. "Postal services employees are very giving with their time, knowledge and expertise and they take pride in a job well done," said Lacey.

Like the proverbial mailman, they deliver campus mail through rain, sleet and snow, and are punctual, courteous and helpful, Lacey noted. Though not always the most glamorous of jobs, he said, it is "the backbone on which all other departments depend every day."

**Scholarships presented**

In addition to the awards, CSC presented 13 scholarships of $250 each to classified staff members and their dependents.

Employees receiving awards were: Lisa Bowen, Student Health Service; Kerry Foster, Office of the Executive Vice President; Sara McLaughlin, Counseling Center; Carol Schermbeck-Horne, military science; Lisa Tatham, Jerome Library, and Chad Warner, Bowen-Thompson Student Union.

Dependents who received scholarships and their parents were: Erin Bechstein, daughter of Kathryn Bechstein, higher education and student affairs; Eric Bennett, son of Deborah Bennett, BGSU Firelands; Kylee Bostelman, daughter of Marsha Bostelman, biological sciences; Zackery Fletcher, son of Parri Fletcher, Student Financial Aid; Katherine Grolle, daughter of Mary Grolle, union; Terica Lowery, daughter of Deb Lowery, bursar's office, and Nicholas Schroeder, son of Stacie Enriquez, parking and traffic.

Also at the reception, a ceremonial gavel was presented to outgoing CSC Chair Lorrie Sawaie, and Judy Hagemann was announced as incoming chair.

**Atwood named library dean**

BGSU has chosen the director of a large medical school library who has significant experience with OhioLINK as its next dean of University Libraries, Linda Dobb, executive vice president, has announced.

Thomas Atwood, currently director of the Ocasek Medical Library at Northeastern Ohio Universities College of Medicine (NEOUCOM), in Rootstown, will begin his duties at BGSU June 29.

At NEOUCOM, Atwood oversees a budget of more than $1.5 million in operating and capital expenses. In addition to the College of Medicine library, he has responsibility for the Northeastern Ohio Cooperative Regional Depository and the library's Academic Learning Resources, and oversees the management of areas such as academic technologies and course management systems, and public, technical and media services. He is also chief medical librarian for the Oliver Ocasek Regional Medical Information Center.

"The search committee felt that Tom Atwood would be an exceptional dean for the University Libraries based on his participatory leadership style and exceptional listening skills," according to Dr. William Balzer, chair of the search committee and dean of Continuing and Extended Education. "Tom's extensive professional experience and background in Ohio university libraries and his acknowledged leadership in the development of OhioLINK—arguably one of the nation's best systems for searching, accessing and sharing library resources across institutions—brings additional prestige and recognition to BGSU's well-recognized library staff, collections and services."

Atwood, chair of the OhioLINK Coordinated Depositories Task Force, also served on OhioLINK's Governing Board and Executive Committee in 2004-05, and has been a member of
Corporations part of U.S. ‘policy DNA,’ says historian Schocket

America has long had a love-hate relationship with the corporation. While a symbol of wealth and capitalism, it has also been viewed as impersonal and greedy, trampling the rights of the common man and frequently the undeserving beneficiary of "corporate welfare."

Though the standard view of historians has been that corporate power in America arose in the 19th century, a new book by Dr. Andrew Schocket, history, makes the case that the very fabric of American society has been interwoven with corporate involvement from the earliest days of the new nation. In Founding Corporate Power in Early National Philadelphia, published recently by Northern Illinois University Press, Schocket demonstrates that corporations served many purposes in the early republic, from providing regional transportation systems to establishing banks and creating the money supply (at that time, banks were authorized to print money)—all the while consolidating the wealth and power of their owners, who were most often the wealthy elite.

"Corporations were an important part of the Revolutionary settlement and how government and the economy were set up," he said. But it was an "uneasy alliance," he notes, in which both sides were suspicious of one another and social benefits were often countered by diminished self-determination for the populace. Schocket traces the history of modern-day corporate America's hostility toward government back to the 1780s, when "corporate men had great disdain for the popular government."

Philadelphia is a particularly interesting example of the rise of the corporation, in that the city's popular politics were among the most radical in all the states, yet it chose to adopt the corporation as a means of carrying out public projects, thus consolidating power in the hands of a few. "It was in Philadelphia as much as anywhere during the republic's first fifty years where these institutions took full form and their officers came to possess such power," Schocket writes in the book's introduction.

Where the early government did not have the resources or the will to undertake large projects and did not want to raise taxes sufficiently to accomplish them, the corporation stepped in to provide the service.

Though it gained a benefit, what the government lost in the bargain was control of the planning and outcome of the projects. The elite faction was allowed to perform the functions it felt were needed and to shape the institutions and even economic policy as it saw fit. In addition, "corporations had the ability to reward friends and punish enemies, increasing economic stratification" in the new democracy, he noted.

Eventually, even those members of the corporate elite who were on opposing political sides managed to work together to circumvent popular will when it was to their benefit.

In the case of the banks, for example, "they collaborated to control the money supply outside
the democratic process. They could lend money and decide who would get credit," Schocket said.

On the other hand, he said, by "consolidating economic benefits, they enabled entrepreneurs to start up." One area where this was particularly true was transportation.

When the state granted a charter to a corporation to render the Schuylkill River navigable to transport coal from eastern Pennsylvania downriver to Philadelphia to provide power to developing industry, the privately financed Schuylkill Navigation Company "succeeded beyond even the company’s grandest expectations," Schocket writes. The company controlled the length of the 108-mile canal, and soon the value of manufactured goods traveling back up the canal exceeded even that of the raw materials flowing into Philadelphia.

Rapid economic growth ensued. Small towns and businesses sprang up beside the canal, and land value increased. "In Manayunk, upriver from Philadelphia, water and textile mills sprang up, and workers flowed in," Schocket said. "The economic changes were so profound that all of society was affected." But the controlling ownership remained in Philadelphia, where the canal corporation and the owners of the mills and businesses were located. "The town was transformed in its social relations, and economic and social power were distributed differently."

Another great social benefit provided by a Philadelphia corporation—in this case the municipal government, and again with accompanying social costs—was the provision of a public water supply. "With the yellow fever epidemics of the 1790s and the decline in Philadelphia’s stature as a major city (due to the move of the capital to Washington, D.C., and the growing power of New York and Baltimore), a public water system was seen as a way to revitalize the city’s image."

Benjamin Henry Latrobe designed the steam-powered Philadelphia Waterworks, a model for its time. Once it was converted to waterpower, so great was its capacity that the city was able to sell water to the suburbs. The municipal corporation that owned it sold bonds to finance the project, and a portion of citizens’ taxes went to pay the profit for the bond issuers. The corporation enacted laws protecting the water supply, and eventually all the suburbs were brought into the city for efficiency’s sake. Through its "urban growth regime, the elite controllers of the corporation were able to push growth in the way they wanted," Schocket noted.

Though people today tend to see the economy as separate from the government, in truth "the establishment of the corporation is central to how we set up our government and institutions, how we make decisions and allocate resources," Schocket says. "It has broad implications, from who controls the airwaves to how we manage the environment, and is central to our policy making. It is part of our policy DNA."

Send out the clowns, Kawasaki advises entrepreneurs

Thomas Watson was chairman of IBM in 1943 when he uttered the decidedly un-visionary words: “I think there is a world market for maybe five computers.”

In 1977, Digital Equipment Corp. founder Ken Olsen was similarly short on foresight when he said: “There is no reason why anyone would want a computer in their home.”

And about 10 years ago, Guy Kawasaki, founder of various personal computer companies and formerly of Apple Computer Inc., turned down an offer to interview for the job of CEO of Yahoo! Why? “It’s too far to drive, and I don’t see how it can be a business,” said Kawasaki about the then-fledgling Internet company headquartered in Sunnyvale, Calif., about an hour from his San Francisco home.

That’s “Guy Kawasaki, Bozo” by his own self-deprecating description in an often amusing
Presentation, "The Art of Innovation," made to a BGSU audience April 13 as part of the fourth annual Sebo Series in Entrepreneurship.

Now managing director of Garage Technology Ventures, Kawasaki also used the clown characterization to describe the kind of person he said innovators must avoid. "Don't let the bozos grind you down," he advised, depicting them as the people who say something new shouldn't, or can't, be done.

There are two kinds of bozos, said the author of The Art of the Start. The first kind is the social misfit, he explained, but the second can be successful, famous, maybe wealthy and considered smart. That's the dangerous one, Kawasaki cautioned, "because you might be tempted to listen to that bozo."

More tips for innovators
His decision not to interview for the Yahoo! job was the right one from a family standpoint, the Hawaii native said, although he did admit to having been "stuck in the personal computer curve" at the time and not looking to the next, online curve.

Jumping to the next curve is another of his recommendations for innovation. "True innovation is doing things 10 times better," he said, citing as an example the progression in refrigeration from ice harvesting on frozen lakes and ponds to ice factories, with delivery men, to PCs—"personal chillers," i.e., refrigerators. "Don't duke it out" with competitors on the same curve; jump ahead, he said.

True entrepreneurs are also motivated by just two words—they want to "make meaning," according to Kawasaki, who defined the phrase as "ending bad things and perpetuating good things." Starting out by trying to make money may attract the wrong followers, but an effort to make meaning first will probably bring financial reward, he said.

He quoted a print advertisement in which Nike makes the cotton, leather and rubber that make up its women's aerobic shoes stand, he said, for power and liberation:

"A woman is often measured by the things she cannot control. ... She is measured by 36-24-36 and inches and ages and numbers. By all the outside things that don't ever add up to who she is on the inside. And so if a woman is to be measured, let her be measured by the things she can control, by who she is and who she is trying to become, because as every woman knows, measurements are only statistics, and statistics lie."

In another piece of concise advice, Kawasaki urged innovators to "make mantra," not mission statements, which he said are "roughly 57 words longer" than a mantra and never remembered. Nike is among the companies with a mantra ("Authentic athletic performance"), as are Wendy's ("Healthy fast food"), FedEx ("Peace of mind") and eBay ("Democratize commerce").

Roll the DICE(E)
He further counseled that entrepreneurs "Roll the DICE," short for products that are:
• Deep—and won't be in need of upgrades any time soon—such as Reef's Fanning sandals, which feature a built-in bottle opener in the sole.
• Intelligent, as in Panasonic's BF-104 flashlight, which will take any of three sizes of batteries, increasing the possibility that its owner will have at least one of the sizes needed.
• Complete. He named the Lexus as an example, noting the totality of the experience for its owners.
• Elegant, such as the iPod Nano, which allows listeners to navigate through their music by turning one small wheel.
• Emotive, as in Harley-Davidson, which people either love or hate, Kawasaki said. Such polarization is a good thing, he added, saying that while it shouldn't be done on purpose, anyone who does something great will probably make people mad. TiVo, for instance, is loved by viewers who can bypass commercials but hated by the advertisers who are being bypassed, he pointed out.

Prospective entrepreneurs shouldn't worry, either, about "elements of crappiness" in their products, but should always work on "how to fix a product to make it even better" in
subsequent versions.

They should also, in Kawasaki's words, "let a hundred flowers blossom." He explained that companies tend to "freak out" when they see people who aren't their anticipated customers buying their products. What they should do, he said, is ask the unanticipated customers why they're buying.

The venture capitalist suggested, too, that innovators find a niche, following the lead of such firms as Fandango, which allows movie-goers to buy tickets online and skip possible lines at the theater, and Breitling, whose emergency watch emits a signal "that can save your life," he said.

Student of the year, new initiatives in entrepreneurship

Before Kawasaki's presentation, aimed at empowering entrepreneurs, the College of Business Administration recognized its Entrepreneurship Student of the Year, John Lanning. Lanning, of Strongsville, is a senior with a major in business pre-law and a minor in entrepreneurship.

Milton Baker, executive in residence and director of the Dallas-Hamilton Center for Entrepreneurial Leadership, then introduced three new initiatives in business:

- The Business Experience program will bring an initial cohort of about 40 freshmen to campus in the fall to begin an immersive experience that will include work with entrepreneurial mentors. More information is available at www.bizxbg.com.
- Another program will extend the University's expertise to alumni considering a new business venture. Mike Weger, an all-American football player who embarked on a long pro career after graduating in 1967, said the idea is to tell alumni they can return to Bowling Green to discuss a business plan. BGSU representatives, including students, will evaluate the plan and help find funding, he said. The program is funded by a grant from the BGSU Foundation board, of which Weger, now an Oxford, Mich., businessman, is a member.
- "Entrepreneurship: An American Treasure" is a series produced by WBGU-PBS and hosted by Dr. Martha Rogers, a former faculty member and a founding partner of Peppers and Rogers Group, a leading customer-focused management consulting firm.

Work with subjects, not on them, researchers reminded

Dr. Katia Paz Goldfarb knows what it feels like to be an outsider, a noncitizen trying to make her way in American society. Even as an academic who came in through the "front door" with all the proper credentials and even a "green card" and eventual citizenship, she still feels some of the anxiety faced, to a much greater degree, by undocumented immigrants to the country.

That is one reason her research into the lives of immigrant families has been so successful, and why she was chosen as the keynote speaker at the April 12 Latino Issues Conference. "We wanted to have someone who knows research and can speak to research, but we also wanted someone who has worked in the community and knows the community," said Dr. Rubén Viramontez Anguiano, family and consumer sciences, in his introduction of the speaker.

Now chair of family and child studies in the College of Education and Human Services at Montclair (N.J.) State University, Goldfarb is one of the first Latina chairpersons in the human development and families field in the United States. She is also the chair of the Ethnic Minorities section of the National Council on Family Relations.

Goldfarb used the research methods she employed while a faculty member at the University of New Mexico in Albuquerque to offer guidance to the young academics at the conference, many of whom were graduate students who had also presented that day. Her research at an Albuquerque public school entailed building connections between the school and the
parents, who tended to keep a distance between themselves and the school for fear of contact with official institutions, especially “La Migra,” or the Immigration and Naturalization Service.

“Remember you are working with the community—not on the community,” she said. Building trust, being respectful, being flexible and “listening for understanding” are key elements in working with a population that lives in fear—of deportation, of not being able to speak the language, of trying to survive in a different culture. “You can feel the fear in them,” Goldfarb said.

“I had to ask what I could give them before I could take from them,” she said of the parents she worked with. Despite the requirement for objectivity implicit in all academic research, when working with immigrant populations, she added, the families’ needs must come before those of the researcher.

“Qualitative research takes a long time,” she cautioned. “You put all the pieces together and then you start understanding.”

No matter where they come from or whether they are documented or not, immigrants “do get that it’s through education they get the social mobility their children need to succeed. We all feel the same: We just want the next generation to have it easier and better than what we endured.”

While at first everything immigrants do is for their children, she found that eventually they learn that to help their children, they must also help themselves. “This is a moment of social movement,” Goldfarb said. “It’s the realization that parents need help for themselves.”

As a result, after building the participants’ trust through their continuing presence, Goldfarb and her colleague at the Albuquerque school were able to address issues of domestic violence, of undocumented people left by their spouses and having to care for families perhaps without knowing English, of intergenerational concerns—“The children are changing; what should we do?”

“All moves—whether geographical, social or emotional—carry a price,” she told the young researchers. “Remember in your work, it is not about what you need, it’s about what they need.”

Being flexible can mean being willing to adapt your identity when necessary to meet the needs of your subjects, Goldfarb said. While, for example, she is an academic, she is also a mother and a Spanish speaker who could advocate for them at times. And even though she is from South America and a native speaker, the Spanish she spoke and the Spanish spoken in New Mexico were two different varieties and she had to adapt. “Never assume you are like someone else,” she said. “I learned there are almost more differences among Latinos than between them and others.”

Goldfarb further recommended being flexible in listening. “Asking yourself what is behind the words” will help you gain greater understanding of your subjects, whatever the setting, she said.

In New Mexico, the very act of working with parents in a school setting was revealing of a greater social dynamic at work, Goldfarb said. For example, once the parents had become somewhat comfortable with the school and actually began to engage with it, suddenly “issues of power” emerged and the school resisted their input. This response only reaffirmed the feeling of disempowerment that immigrants typically internalize, she observed.

“Again, as researchers, and as educators, you have to ask yourself whose agenda are you serving,” she emphasized.
IN BRIEF

Bonnie Fink named CTLT director

Bonnie Fink has been named director of the Center for Teaching, Learning and Technology, Interim Provost Mark Gromko has announced.

She was chosen as permanent director following a national search. Fink has been interim director of the center since January 2006, following teaching and administrative assignments in the College of Technology and the English department's Scientific and Technical Communication Program.

"I'm very pleased to announce that Bonnie has accepted the position," Gromko said. "She brings experience, energy and good ideas that benefit the center and the entire University community."

Fink has been recognized both on and off campus for her teaching excellence. She was named the BGSU Master Teacher in 1998 by the Student Alumni Association, and in 2004 was presented the Jay R. Gould Award for excellence in teaching in the field by the Society for Technical Communication. Under her leadership, BGSU was last year named a regional center for faculty learning communities by the Ohio Learning Network.

Attend faculty forum on campus safety

Faculty are invited to learn more about campus safety at a forum Friday (April 27) sponsored by the Office of the provost, Student Affairs, Campus Safety and the Counseling Center. The meeting will be held from 1-2:30 p.m. in 314 Bowen-Thompson Student Union.

Some of the topics to be discussed are campus safety, preparations to ensure safety, talking with students about disasters and resources available to faculty.

RSVP to Kay Carpenter at kaycarp@bgsu.edu or 2-2915.

CALENDAR

Monday, April 23

Eighth Annual Jean Pasakarnis-Buchanan Lecture, "How Bacteria Talk to Each Other," by Dr. Bonnie Bassler, professor of molecular biology at Princeton University, 7 p.m., Bowen-Thompson Student Union Theater.

BGSU Firelands Black Swamp Literary Society Book Sale, 9 a.m.-5 p.m., Library Lounge (second floor), East Hall. Hardcover books will be $1 and paperbacks will be 50 cents. Some specialty books will be individually priced. All proceeds go toward Black Swamp Literary Society events.

Tuesday, April 24

Movie, "We Are Marshall," 9:30 p.m., Union Theater.

Wednesday, April 25

Brown Bag Luncheon, "Belly Dancing: A Woman's Dance of Power," by dancer Laura Shakti, noon-1 p.m., Women's Center, 107 Hanna Hall.

Baseball vs. Tiffin, 3 p.m., Steller Field.

Film Screening, Student Film Finals, 6:30 p.m., Gish Film Theater, Hanna Hall.

Art History Association Film Series, "A Dirty Shame," 9-11:30 p.m., 204 Fine Arts Center. April's theme is addiction.

Thursday, April 26


Creative Writing Program BFA Readings, by Alex Berge, Casey Gravelle, Ashley Rutter
BOWLING GREEN STATE UNIVERSITY

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and Rachel Wilson, 7:30 p.m., Prout Chapel. Concert, Lab Schools: Saint Aloysius and Saint Patrick bands, 7 p.m., Kobacker Hall, Moore Musical Arts Center.

Sexuality and Gender Activism, 8 p.m., 314 Union. Sponsored by Transcendence.

Friday, April 27
Last Day of Classes.
College of Musical Arts Honors and Awards Program, 2:30 p.m., Bryan Recital Hall, Moore Musical Arts Center.
Movie, "We Are Marshall," 6:30 and 9:30 p.m., Union Theater.
Art Exhibition Opening Reception, MFA Thesis Exhibition II, 7-9 p.m., Dorothy Uber Bryan and Willard Wankelman galleries, Fine Arts Center.

Sunday, April 29
Feminist Film Festival: Movies and Discussion, "Rabbit-Proof Fences" or "Whale Rider," multicultural feminism, 6-9 p.m., 105 Hanna Hall.
Movie, "We Are Marshall," 9:30 p.m., Union Theater.

Continuing Events
April 27 and 28
Dance Performance, Footfalls II, featuring class presentations and student choreography, 8 p.m., Whitney Dance Studio, 222 Epple North. Tickets are $5 and will be available at the door.

April 30-May 4
Exam Week.

Through May 1
Art Exhibition, annual student exhibitions, Little Gallery, BGSU Firelands. Gallery hours are 9 a.m.-5 p.m. Monday-Friday.

Through May 4
Planetarium Show, "Navigating with Lewis and Clark," 8 p.m. Tuesdays and Fridays, 7:30 p.m. Sunday (April 29) and 2 p.m. Saturday (April 28), BGSU Planetarium, 112 Physical Sciences Lab Building. $1 donation suggested. Stargazing follows the show on Fridays if weather permits.

April 27-May 5
MFA Thesis Exhibition II, Dorothy Uber Bryan and Willard Wankelman galleries, Fine Arts Center. Gallery hours are 10 a.m.-4 p.m. Tuesday-Saturday and 1-4 p.m. Sunday.

Through May 6
Art Exhibition, "Inspired by Art: Selections from Ceramics' Permanent Collection and Recent Ceramic Work by BGSU Students," Union Gallery. Gallery hours are 8 a.m.-9 p.m. Monday-Saturday and 10 a.m.-9 p.m. Sundays.

JOB POSTINGS

FACULTY


Mathematics and Statistics. Visiting Assistant Professor. Call the department, 2-2636. Deadline: Open until filled.

Higher Education and Student Affairs. Chair (Associate/Full Professor). Call the department, 2-7382. Review begins today (April 23).

Labor Postings
http://international.bgsu.edu/index.php?x=facinfohires

Contact the Office of Human Resources at 419-372-8421 for information regarding classified and administrative positions. Position vacancy announcements may be viewed by visiting the HR Web site at www.bgsu.edu/offices/ohr/.

Employees wishing to apply for these positions must sign a "Request for Transfer" form and attach an updated resume or data sheet. This information must be turned in to Human Resources by the job deadline.

CLASSIFIED

On-campus classified:
http://www.bgsu.edu/offices/ohr/employment/BGSU_only/page11151.html
OBITUARY

Carol Sheffer, 75, died April 14 in Pemberville. An adjunct professor at the University in the early 1980s, she taught classes in educational administration and educational history.