

CULTIVATING COMMUNICATION

Policy Recommendations

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Presidential Leadership Academy

Leadership, Thinking, and Action in a Gray World

THE PENNSYLVANIA STATE UNIVERSITY

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“Communication is the real work of leadership.”
Nitin Nohria, Dean of Harvard Business School

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Table Of Contents

Title.....1

Appreciation.....2

Executive Summary.....4

Introduction and Background.....5-8

Interview Introduction.....9

Disclaimer.....10

Interviews.....11-37

 Daniel Hagen.....11-16

 Julie Del Giorno.....17-19

 Edward R. Hintz, Jr.20-21

 Chris Arbutina.....22-25

 Cynthia B. Hall.....26-31

 Steve Sampsell.....32-33

 College of Communication Alumni Board.....34

 Chip Ray.....35-37

Pulse Points Findings38-39

Policy Recommendations.....40-45

Conclusion and Poem.....46-47

Works Cited.....48-49

EXECUTIVE SUMMARY

The Presidential Leadership Academy brings together students from varied backgrounds to recommend policy changes to potentially enhance The Pennsylvania State University. Specifically, our team members include Marielena Balouris, Kori Chapic, Abu Fofanah, Lindsey Lorefice, and Eric Vishnevetsky. Through research, interviews, and class discussions, the team developed recommendations to improve the University's communications, public relations, and marketing strategies. The first policy recommendation implements a Public Engagement Group, PEG. The second policy recommendation adds new representatives to the Board of Trustees, and the third policy offers a student intern assistant to the future newly hired Web Analyst. The team hopes to shape the future of The Pennsylvania State University with pertinent policy recommendations.

INTRODUCTION AND BACKGROUND

When examining issues that affect The Pennsylvania State University, communication exists as a topic discussed by the Presidential Leadership Academy's Delta class. The class feels that this topic remains extremely important, since communication exists as a crucial component of the success of the University, especially concerning the negative effects after the events of November 2011. Specifically, the Sandusky scandal affects how many people and groups view the University. Therefore, future leaders of Penn State must address the perceptions by creating a more welcoming environment.

In a broad sense, communication includes conveying information through the exchange of thoughts, ideas, and information by using methods such as speech, writing, visuals, and behavior. At Penn State, communication deals with keeping all groups with a stake in the University informed and aware of events Penn State. Communications directly relates to many groups that are both inside and outside the University. All of these groups serve the University in a variety of ways and are connected to the school in different ways. These groups were also all affected by the events of the Sandusky scandal.

On November 5th 2011, the news broke that former Penn State football coach Jerry Sandusky allegedly sexually assaulted young boys in the Lasch building. There was an immediate media frenzy, as one of the most legendary football programs in the country was suddenly thrown into the spotlight for a scandal that would eventually send a shockwave through an entire University. Former President Graham Spanier declared "unconditional" support for both former Penn State athletic director Tim Curley and

former vice president for finance and business Gary Schultz on November 5th, 2011. Almost immediately after that statement was released, the Board of Trustees demanded that no one within the University would be allowed to speak. By restricting communications coming from the University, the Board of Trustees prevented the Office of University Relations from addressing the issue and responding effectively, which created an extremely difficult situation. This lack of response from the University created the perception that school officials were hiding something and allowed the media to attack the University without response.

The next poor decision was cancelling former Penn State head football coach Joe Paterno's press conference, which he scheduled to discuss the scandal. Cancelling the press conference at the last minute only increased the public sentiment that the University was trying to cover-up what happened. Paterno did release his own statement, which included the phrase "with the benefit of hindsight, I wish I had done more (NESN)." Shortly thereafter, the Board of Trustees held a press conference announcing that they fired both Paterno and Penn State President Graham Spanier. Executive Vice President and Provost Rodney Erickson became Penn State's interim President and then was formally declared President.

There was a sense of betrayal among the entire Penn State community. For students, their football coach and President were unceremoniously taken away from them without any warning. For alumni, the man that they felt helped build their University was disgraced by the place he loved and served.

Because the University was not upfront in telling its side of the story, the general public was extremely confused. Withholding information only contributed to the sense

of conspiracy surrounding the University. This portrayed Penn State in a negative light and affected the image of the University, because Penn State did not share its side of the story with media. The media had no other option but to dive into the scandal and focus its coverage entirely on the story. Because public opinion is heavily influenced by media coverage, the University should have better used the media to convey its side of the story. However, communication from the University failed, and the media and the general public continued to attack the football program and the University.

As the scandal continued to unfold and information was eventually brought forth, it was evident that there were many issues in communications at all levels of the University. The most striking fact was that people like former Penn State football coach Mike McQueary were afraid to honestly speak to people higher up on the Penn State chain of command. Another disconnect was shown through the miscommunication between Penn State leaders such as Schultz, Curley, Spanier and Paterno. As various people began to testify, it was never clear who was aware of what specific information. Additionally, the issue of transparency on all levels of the University was brought to light.

The Sandusky scandal proved that the University did not have a functional plan set in place to deal with a crisis of this nature, however most institutions would never imagine having to handle a crisis that dealt with child sex abuse by a former football coach. The scandal also proved that there are fundamental flaws with regards to the University's communication. These communication issues were only specifically addressed because of the Sandusky scandal, however they are overlying problems that affect all aspects of the University, which is why it is important to address the

issue. These issues affect both internal and external groups that are related to the University. Internal communications relates to different groups that center on campus, such as faculty, staff, students and administrators. External communications relates to groups that are not necessarily part of the university, such as the media and the general public.

The Sandusky scandal affected the University in a negative way, but Penn State will continue to move forward. The communication issues brought to light were only addressed because of the scandal.

INTERVIEW INTRODUCTION

The candidates chosen to interview were selected due to their varied interests, particular connections to The Pennsylvania State University, and their unique perspectives on current communications, public relations, and marketing issues. Three recommendations arose from these candid interviews. The first policy recommendation implements a Public Engagement Group, PEG. The second policy recommendation adds new representatives to the Board of Trustees, and the third policy offers a student intern assistant to the future hired Web Analyst. Daniel Hagen, the Faculty Senate Chair (2011-2012), inspired the addition of the faculty member and a staff member to the Board of Trustees in non-voting positions. Julie Del Giorna, the Athletic Integrity Officer, inspired the importance of the Athletic Integrity department to participate in the PEG group. Edward R. Hintz, Jr., Board of Trustees Visitor and Presidential Leadership Academy Endowment Donor, also encouraged the policy to add the non-voting faculty member and staff member to the Board of Trustees. Chris Arbutina, College Relations Coordinator of Schreyer Honors College, encouraged transparency, which the PEG group demonstrates. Cynthia B. Hall, Ph.D., Interim Chief Marketing and Communications Officer and Associate Vice President. inspired the recommendation for the student Web Analyst and the need for the PEG group. Steve Sampsell, the Director of College Relations for the College of Communications, inspired the use of slogans for the PEG group to utilize, College of Communication Alumni Board inspired the added interests that the PEG group provides and Chip Ray, Intrafraternity Council President, encouraged the transparency of the PEG group.

DISCLAIMER

Our team interviewed various individuals associated with the Pennsylvania State University. The topics of communication, public relations, and marketing were discussed with candor. Sensitive issues, such as the Sandusky scandal and the Chi Omega incident, remain relevant throughout the interviews. The opinions expressed in the interviews exist as personal sentiments concerning these topics, delicate dilemmas, and confidential subject matters. The interviews stand alone and do not reflect the opinion of the University, but rather inspire recommendations for the University to consider in the future.

DANIEL HAGEN, THE FACULTY SENATE CHAIR (2011-2012)

Public Relations, communications, and marketing make an impact at The Pennsylvania State University. Therefore, our team interviewed Daniel Hagen, Chair of the Faculty Senate during the 2011 and 2012 academic year, who ran the Senate Council meetings that reviewed re-organization proposals. His leadership withstood the setbacks of the Sandusky Scandal in November 2011. According to the Penn State website, “The University Faculty Senate is the representative body of Penn State's faculty with legislative authority on all matters pertaining to the educational interests of the University and all educational matters that concern the faculties of more than one college. In addition, the Senate is recognized by the University as an advisory and consultative body to the President on all matters that may affect the attainment of the University's educational objectives.”

The Sandusky Scandal caused upheaval in the Faculty Senate. Specifically, the members held extra meetings as a whole along with extra Senate Council meetings. Moreover, communicating with the public became an issue since a trial process had not yet begun. The Faculty Senate took steps to improve communications between the organization and the Board of Trustees as the scandal unfolded. “In the aftermath of the events of last November, the University Faculty Senate had extensive discussions about the role of the Board of Trustees in those events and many expressed concerns about insufficient communication between the Board and various University constituencies. In response, then Senate Chair Dan Hagen appointed the Special Committee on University Governance, a diverse group of faculty, students, staff and alumni, to study the Board's structure, functions, practices, and responsibilities as they relate to the Board's

interactions with the University community and to make recommendations for improving communication.”

According to Hagen, allegations concerning Sandusky and the events that had happened were heated topics. People wanted to express their opinions, yet it was difficult because the issue had not gone to trial. There needed to be a prepared statement to handle it. Moreover, there was debate over whether apologizing to the public would show guilt. Some people thought that statements should have been more forcefully said.

Furthermore, early November was filled with angst. Coach Joe Paterno died in January 2012 and with his death died his possible knowledge of the events. Nevertheless, the Faculty Senate still got its job done in the midst of the festering wounds. Eventually, students moved on and the Board of Trustees elected new members, and now they are currently looking for an auditor general. Needless to say, things that needed to be changed were altered. For example, a Special Committee on University Governance was appointed. A 40-page report from Dr. John Nichols was released. Dr. John Nichols was the Faculty Senate Chair during the September 11, 2011 terrorist attacks, on the Committee of Intercollegiate Athletics, and a previous College of Communications faculty member. He pulled the report together and helped to restructure the Faculty Senate.

Communication-wise, the Sandusky Scandal happened very quickly and communications lacked. The Tuesday after the grand jury, individuals in various leadership positions had a meeting with former President Graham Spanier and the Provost. On November 8, 2011, they had an abbreviated meeting. Then on Wednesday night of that week, the Board of Trustees fired both Coach Joe Paterno and President

Graham Spanier. Erickson was brought in as interim President. Then, the Board of Trustees decided that he should be the official President of The Pennsylvania State University.

In a short amount of time, media requested interviews with President Erickson for radio, television, and newspaper patrons. He was selective on what he would do and therefore, he did very few. Daniel Hagen also chose to participate in only a few interviews. Nevertheless, media vans camped out all day and night for a long time. Reporters wanted an angle on unfolding stories. They wanted to probe for information about the allegations. With nothing proven, the frequency of communication with the President increased.

The Faculty Senate's business section adheres to the rule that if someone brings up a new motion during the meeting time, then no action can be taken until the next regular meeting. There were defeated motions. Three years ago, the Senate started using clickers for voting and swiping ID cards for attendance purposes. Yet, confidence was not approved by these means, since the interested parties felt there was a sustained positive interaction between the Board and Senate, chair, chair-elect, and secretary. Committee meetings were held during the afternoon before Faculty Senate meetings in the evening. Specifically, the chair would discuss business to be considered by the Faculty Senate at the committee meetings.

Concerning changes to the Faculty Senate after the Sandusky Scandal, the Faculty Senate increased the number of committees and work sessions. The secretary, chair-elect, and chair of university planning serve as planning members on the Board of Trustees committees. They sit on the Board meeting and the Faculty Senate. The Faculty Senate

proposed to have two faculty members as elected members of the Board of Trustees. No University employees can serve on the Board of Trustees with exception of the President. Currently, they have a student representative on the Board of Trustees, but no staff and no faculty.

Concerning leadership roles within the Faculty Senate, there exist four officers, an elected secretary, an elected chair, chair, and immediate last chair to help bridge transitions. They serve on various administrative committees, such as the Committee of Institutional Operation. Four people will participate in programs concerning this committee and will learn about governing the University. The Faculty Senate selects a leadership panel of 15 individuals on the Senate. The chairs and vice-chairs report back to the Senate chair. The Senate chair runs the Senate council meetings. The Senate Council reviews re-organization proposals. The Board of Trustees ultimately reviews the proposals.

According to Dan Hagen, the larger campuses have a representative on the Faculty Senate. Smaller units are represented by one person collectively. The Senate chair sends the agenda to the student body President and meets with the President and the Provost the morning of the Senate Council meeting day. The Senate officers plus three elected members talk with the President and the Provost. The Senate runs similar to the academic year with an August or September start date. The student representation on the Senate has been down-sized. to a ratio of one to 25. Three years ago, a decision to set a maximum size of Senate was made. 200 elected senators will fluctuate. The representation of the students will not change. There will be no more than 10% of seats to be administrative appointments, deans, administrators from Old Main, registrars from the

Senate, and financial aid workers. The Faculty Senate still has students and administrators. The input from the faculty and student help work out the major issues on a particular situation. They can serve 16 years on the Senate by being re-elected for four-year periods. The Senate newsletter goes out to all colleges. Then, the colleges send the newsletter out to the faculty. A re-organization committee was set up to recommend a Senate newswire with a different distribution.

There is a proposal to change the Faculty Senate by getting senators to be more actively involved. This time factor can be difficult for people, making it harder to run for the Senate. There is also a discussion about changing the term for a senator. Nevertheless, it takes a while to figure out what is happening. Experience is needed. The Senate will be going through a transition, because Susan Youtz is retiring in December. They will then change the structure of the office.

Another point that Hagen addressed is that slogans and mottos are hard to change quickly because it takes so long to change people. This ideology also applied to Penn State. The Pennsylvania State University has been around since 1855. Currently, there exists an official Penn State website where people must scroll to find everything. The website is a live, colorful, vibrant marketing tool, which helps Penn State stay at the top. Penn State does not want to hide or ignore what is happening, therefore, making some changes while not losing the core where the institution started from is paramount. The website helps show that Penn State is not the way some people have labeled Penn State.

Penn State looks disorganized when so many voices give advice on what to do. People scramble at times and misstatements are said. Hopefully, Penn State has been learning from its mistakes. Policy-wise, Penn State needs more active participation

between the Faculty Senate and the Board of Trustees. This will help the Board of Trustees understand how the University works from a faculty perspective, because the Board of Trustees views are mostly from businesses, which do not have hands-on interaction. Nine members are Penn State alumni. Together, alumni business personnel and faculty will help both sides to understand the responsibilities of each side.

With public relations, communications, and marketing making such an impact at The Pennsylvania State University, our Presidential Leadership Academy team was fortunate to interview Daniel Hagen and hear his invaluable insight from the past, as well as his goals for future visionary changes. With solid leadership, set policies, and means to handle unforeseen circumstances, the future of Penn State and the mood in Happy Valley looks brighter.

JULIE DEL GIORNO, NEW ATHLETIC INTEGRITY OFFICER

After the scandal emerged on November 4, 2011, there was a lot of negative attention on the Penn State campus, especially concerning the football program and athletic department. As a requirement of the *Athletics' Integrity Agreement*, a new position held by Julie Del Giorno was created in charge of “development, implementation, and oversight of policies and practices within the Department of Intercollegiate Athletics that ensure compliance and ethical conduct”. This position, as a result of the scandal, is the first of its kind created in intercollegiate athletics to help with the issue of communication and compliance with the NCAA.

In speaking with Julie Del Giorna about her perspective and now taking on this new position, she had a very optimistic view of the University and the opportunities that will be created through her position. Her perspective is interesting because she has seen both sides of the story, as an outsider and now being directly related and involved with Penn State. When questioned about her outside perspective of the University, she thinks her previous higher education background had helped her in understanding the situation fully. She mentioned the obvious imbalance between the football program and the President's office but after reading the Freeh report she felt there was not enough emphasis on the victims but rather the focus was leaning towards Sandusky and implications to be taken towards him. The power that head football coach, Joe Paterno, had was something that was concerning to Del Giorna because people should not be completely judged on the worst thing they have done nor the best thing they have done.

Compliance and ethical behavior should not be based off of this idea of deference to someone or something but rather a habit out of purity of heart.

Concerning the overall school reputation, she was very optimistic and believes that Penn State has been very compliant in what they are doing, more than many other schools. The recent negative attention gives the University the opportunity to emphasize all of the rules that are being followed ethically. The focus needs to shift to the real issue in this matter and get down to the core of these issues so nothing as severe will arise in the future and, as expected, it is always easier to address the situation before it emerges rather than to crisis manage.

This position, coming from such a negative situation, has a very negative connotation to it from the people of the University. It is seen as a “police officer” watching every move, ready and waiting for someone to make a mistake. However, as responsible citizens, we need to look into the positives of this new opportunity. She believes that we need to celebrate the fact that we are the first University to care so much about integrity and proud to show all the integrity we already possess. This idea of putting ourselves out there, open to the outside, and showing that there is nothing that needs to be hidden at Penn State reflects our idea of this University’s proactive push towards better communication and that transparency and success are compatible.

Following this idea of transparency, Julie Del Giorna, being a member of the new athletic integrity council, believes that the University’s internal message is what is most important. It reflects on the idea of “controlling what we can control” as a University. The internal message needs to be an expectation and enforced by the internal leadership. With leadership being the focus, these leaders need to be able to look through the

different lenses within the Penn State community to gain a better understanding and represent more of the majority with a wider base of knowledge and perspective. This is why Julie Del Giorna believes the PEG group would be beneficial in communicating to all levels within Penn State.

After addressing the addition to the Board of Trustees, one non-voting faculty and staff member, she agrees that this will help in widening the lens of decision making and help with this connection between internal and external communication. She also feels this will help in giving the chance for all levels of input to be valued and considered. There should be a smaller knowledge gap within this University and as a collective group Penn State needs to address this issue. Internally we need to understand that word of mouth is very powerful and take into account that the power of one person can be very effective for the University, as we have seen from both the positive and negative ends of the spectrum already.

Ultimately, Del Giorna's position came from a situation that can intimidate people on this campus and make people feel as if their every move is being monitored. As a community focused primarily on higher education and research, Penn State needs not only focus on the University's success but also on the production of good citizens who are ready for the real world. Knowledge is power and people have the knowledge to understand the individualized impact each and every person has on the University, which affects the overall image of the institution. As an internal community Penn State needs to highly consider and understand its responsibility to society and how its actions are going to make Penn State better in the future.

EDWARD R. HINTZ, JR., BOARD OF VISITORS AND PRESIDENTIAL
LEADERSHIP ACADEMY ENDOWMENT DONOR

Our Presidential Leadership Academy team interviewed Ed Hintz. He has had experience with leading the Board of Trustees as its President. His involvement with marketing, public relations, communications, and the media makes him a valuable person to interview since the Sandusky Scandal.

According to Hintz, the Board of Trustees has very little conversations among the other trustees, with students, and faculty. Moreover, this lack of communication was not that no one wanted to do it, but the fact that someone needed to take the initiative. Hintz was one of the first people to meet with the Faculty Senate head. He did this once a year. Hintz mentioned that the governor never showed up at the meetings. This caused frustrations.

As far as new policies, stronger internal communications need to occur. In fact, Hintz learned about the Sandusky Scandal from his daughter who saw the news reported on the television. If communications were effective internally, then Hintz would have been informed by the Board of Trustees. Moreover, he suggested that new policies should never let the Athletic Director be less powerful than the football coach. There should be changes in how things are reported between the President and football coach. People should feel comfortable reporting events.

Concerning Hintz's point of view on communications between the Faculty Senate and the Board of Trustees, he says faculty want to participate in the Board of Trustees. The faculty desires a change in reporting to happen. In eight years, Tom Ridge came once to a Board of Trustees meeting. Hintz suggested that the Governor of Pennsylvania should attend the meetings more regularly. In the aftermath of the Sandusky Scandal, it is

the first time ever that alumni have been split on the Board of Trustees and among themselves. This is hard to correct. Currently, Mark Dambly is tackling the issues of public relations within the Board of Trustees.

In analyzing our interview with Ed Hintz, internal communications need to increase between individuals residing on the Board of Trustees. The acting governor should make an effort to attend meetings. Individuals in leadership positions should take the initiative to lead. Successful leadership begins with effective communication. Allowing a Faculty Senate representative to voice his or her opinion on the Board of Trustees in a non-voting position will benefit communications between the two organizations.

CHRIS ARBUTINA, COLLEGE RELATIONS COORDINATOR: SCHREYER
HONORS COLLEGE

Our Presidential Leadership Academy team interviewed Chris Arbutina. She has had experience with promoting the college to prospective students and their families and regularly updating alumni and friends of the college's news and activities. Her involvement with marketing, communication, and prospective students and their families makes her a valuable person to interview.

According to the Schreyer Honors College website, their mission statement is “Shaping people who shape the world.” The mission of the Schreyer Honors College is to promote:

- Achieving academic excellence with integrity
- Building a global perspective, and
- Creating opportunities for leadership and civic engagement

The Schreyer Honor College’s mission provides the foundation in which Arbutina uses to strategize her marketing and communication towards prospective students and their families. One thing Schreyer does well is making their website very accessible and transparent. This is helpful because during the recruitment process, they provide answers to most questions that are typically asked on the website.

On the Schreyer website, numerous accounts exist of many individuals’ experiences in the Schreyer Honors College and at Penn State. In addition, there is a message from the Dean in where he talks about what it means to be an Schreyer Honors College scholar and how he thinks the college ought to approach this academic life. Below is another approach of branding and strengthening SHC’s mission to prospective students and their families.

Penn State offers our students the chance to study just about any topic imaginable in any discipline conceivable. SHC enables our Scholars opportunities to engage in this study to great depth and breadth, both here and abroad. SHC affords our students the benefits of a small, student-centered teaching environment with close interaction between faculty and student and the access and benefits of one of the best research universities in the world. These are great opportunities and I want to encourage you all to take advantage of them! In fact, there are so many opportunities that you may find it difficult to know where to begin so take advantage of us! Make an appointment and one of us will be happy to meet with you and discuss the possibilities.

All our Scholars are outstanding students, but Schreyer Scholars are called to be men and women of integrity, of high moral character, who employ their knowledge and skills for the betterment of society. This is the hallmark of Schreyer Scholars and what sets the SHC head and shoulders above other honors programs. Our mission states that we seek to achieve academic excellence with integrity, build a global perspective, and be engaged in civic leadership. Because “honor” is not just about academic accolades – it is about knowing what is right and doing it. You will often hear me say that answering the question “what is right” is something that each of us has to do for ourselves, yet we cannot answer it by ourselves. The answer comes from being honest and earnest within a community that will support and encourage you, a community like SHC.

Another example of how they promote the college to prospective students and their families is by creating opportunities for engagement with the Schreyer Honors College in meaningful ways. Below are charts that describe the Schreyer Honors College strategic plan:

Strategic Goal: Constituent Relations		
Create opportunities for our constituents to engage with the SHC in meaningful ways that advance the college		
Objectives & Strategies	2008 Baseline	Target
<ul style="list-style-type: none"> • Enhance Scholar Parent Engagement through: <ul style="list-style-type: none"> ○ Parent Open House 	40-50 families attend	Increase participation through expanded exhibits, student engagement, and promotion
<ul style="list-style-type: none"> ○ Parent Information Sessions (FTCAP, SHO TIME) 	150 parents attend	Increase attendance and expand content to include parent volunteer involvement
<ul style="list-style-type: none"> ○ Parent-hosted yield sessions 	4 events	75% of all yield sessions held
<ul style="list-style-type: none"> ○ Parent-hosted Summer Sendoffs 	5 events	6-8 events per year
<ul style="list-style-type: none"> ○ Parents Fundraising Committee 	Does not exist	Assess need/form committee if necessary

Figure 1:
Strategic Goal: Constituent Relations

Challenge 3: Recruiting and Retaining a Diverse Student Body			
Educate and survey high school administration and guidance counseling staff both in-and out-of-state.	Opportunistic and reactive methods used, focus almost entirely in state.	Focus on New York State, PA and then neighboring states to meet with suitable faculty and staff at target sites.	Coordinator of Admissions.

Figure 2:
Strategic Goal: Challenge 3: recruiting and retaining a Diverse Student Body

Appendix A: Framework to Foster Diversity

Continue receptions in Philadelphia and D.C.	Two per year	Continue at least two per year.	Coordinator of Admissions.
Expand receptions to local magnet schools in N.Y.	None	At least one per year.	Dean
Explore collaboration with the alumni association.	Minimal interaction with D.C. Alums	Systematic contact with NY, DC, and California regions.	Coordinator of Alumni Relations
Publicize for Scholars a list of honors faculty who teach and do research outside the U.S.	Not done	Coordinate information gathering and appropriate web presence.	Associate Dean
Publicize for Scholars a list of honors faculty who teach or do research about multi-cultural issues within the U.S.	Not done	Coordinate information gathering and appropriate web presence.	Associate Dean

Figure 3:
Strategic Goal: Framework to Foster Diversity

One of the takeaways is that she tries to do a very good job of promoting the Schreyer Honors College through her marketing strategies. After speaking to Arbutina on many accounts, our team believes that she loves what she is doing because she believes in the mission of the college.

CYNTHIA B. HALL, PH.D., INTERIM CHIEF MARKETING AND COMMUNICATIONS OFFICER AND ASSOCIATE VICE PRESIDENT

Our team interviewed Cynthia B. Hall Ph.D., Interim Chief Marketing and Communications Officer and Associate Vice President. According to Hall, there originally existed no marketing departments in higher education. First, the University conducted extensive market research on the individual campuses. In the Philadelphia area, a marketing department was one of the first one of its kind in higher education. Then, the University of Indiana followed the Philadelphia lead. The Committee on Institutional Cooperation and new directors abandoned these market departments due to muddled results. Over time, Penn State's biggest successes resulted in using marketing research instead of launching advertising campaigns.

The department employed six people and an assistant director for advertising. Specifically, a marketer runs the Penn State's film office and department of publications. The department produces brochures. The department maintains a digital component with more online work. Nevertheless, marketing has been slow to come to higher education.

Additionally, branding has been slow to take root, since few people understand it. Currently, there exists a strong passion to rebrand the institution. Penn State is strengthening the brand from reputational damage and the changes at the top. By marketing and disseminating public information, people think of rebranding as just news. Nevertheless, this also consists of marketing techniques.

Concerning jobs in the office of Marketing and Communications, multiple positions exist. The assistant director for research and planning conducts numerous studies. In Philadelphia, research is done with multiple audiences, guidance counselors, and recruiters. The assistant director for advertising creates image work, big campaigns,

large campaigns, digital billboards, and online advertising. The head of the film office handles product placement. Producers who want to film must talk to the director of the film. With a partnership with Information Technology Services the department launched a redesign of the website. The chief information officer heads the marketing department. The department includes the web developer, web designer, copywriters, editors, production crews, and photographers. The department uses the WPSU to some degree, as well as outside agencies.

It takes leg work to recruit students. In recruitment videos, students wear Penn State apparel. Successful videos contain diverse teen actors with wide-set smiling eyes that have been tested on camera. High school students should feel that they could be friends with these students.

The department seeks to add positions with greater emphasis in developing marketing plans, analytics, focusing on Google, and social media sites. The individuals involved in the office of Marketing and Communications are in the process of hiring a Web Analyst. The Web Analyst will work with Google Analytics. This person will analyze information similar to Figure 4. The Web Analyst will compare and contrast collected data in order to assess the current communications atmosphere. Planning is critical; yet, sometimes the strategy falls flat. The Board of Trustees, an outreach committee, handles communications and fundraisers. The outreach Vice President resides on the Board and works with the chair of the outreach committee and the Vice Chair. The Vice President has far more contact with them on certain topics and hires the crisis communication Ederman group. The group is downsizing.

The outreach committee talks once a week. The committee also communicates

with business leaders from different communities. It is important that communication occurs between the advisory boards and each of the commonwealth campuses. Due to the previous scandal, there is commitment to talk to the President about forward initiatives, moving on, branding, and launching spring campaigns. The plan is to show individual faces in the “Faces of Penn State” campaign.

With administrative changes, the web design of the new website helped strengthen Penn State and its brand initiative. Developing a new web presence was a huge task for the staff in University Relations. The project utilized 80 collaborative volunteers. The new website launched the day before Penn State’s Dance Marathon (THON) 2013. The desire of the people involved in the enhancement of the website consisted of promoting Penn State in a positive light. They hoped that the public would look up the website since THON was around the corner.

Concerning communications work externally, Penn State hired a group from Austin, Texas to do an assessment of the communications. They audited 50 materials and made some changes. Penn State will go ahead with a brand statement and strategy.

Quarterly meetings are held and workshops are provided to get people going in the same direction. Over 250 in-depth interviews were done with stake-holders, called together by a brand steering committee. The interviews dealt with the perspectives of students and alumni. The surveys will help Penn State solidify a new brand. The chief information officer, University Marketing Council, and ITS agree that it is time for a change.

The new President should have a business orientation with a degree in economic investments, balanced viewpoints, be able to understand the absolute importance of the

Penn State brand, support enrollment at the campus, and respect the opinions of many people. According to Hall, she would be delighted to see a female president. It would be very symbolic of change. With the onslaught of tremendous complexities, this position requires a sense of passion. Penn State pulls off things with limited finances; yet, the University has passion and is keenly interested in the student experience.

Marketing will continue to change over the next five years. Penn State needs to have a greater awareness of the strategic value of marketing and the brand initiative. There needs to be support where the University is moving, understanding of strategies, and focus on tuition. Marketing is not just putting an advertisement on a billboard but it is a process of being part of the decision making. The Blue White Vision Council is making progress in this regard by achieving faster, influential decision making.

As far as the scandal regrets, the former Vice President received directives when the scandal broke. The public information director was made aware. They realized there is a time to make a decision to do what is right even when you might lose your job. They were centered on the slowness in communicating out, since people were not able to talk about it with candor. Additionally, people were not able to respond due to the confidentiality of it. This is hard on the staff to not be able to speak. Therefore, people have been critical of the public information department. It was difficult to be prepared for the unforeseen scandal. Questions remain on how much staff would have helped and if it would have been a good use of funds. According to Hall, she feels like she has to turn the opinion of her officemates. Penn State requires ethical decisions to fight on. Moreover, the staff in the University Relations found that filming at night, in the midst of the candlelight, sparks passion for the University and brand.

Cynthia Hall, Lisa Powers, and the staff did not speak for the University when the media vans camped out. Hall used the university marketing group to get messages out by making conference calls with the chancellors and drafting notes for academic deans. Many attorneys were involved and everything was carefully managed and controlled. It was a good decision to talk to the football coaching staff and have a crisis team there. Town hall meetings were held. Rod Erickson had interviews with the *New York Times*. In fact, eight people lived here for a few months due to significant legal implications.

The Faculty went to talk to the leaders of the Faculty Senate, who perform the behind the scenes work. According to Hall, she thinks that they should have had more meetings across campus to manage the stress better. The need for additional employees inspired the Depth chart, which denotes that there are not enough people in the leadership roles. The Associate Vice President and Director of Public information needed more people. They proposed to flatten people, providing more people on the same playing field and making people members of teams. The publication group was added to marketing and Penn State redesigned the website to help people stay on the same playing field.

As far as change, there needs to be a greater recognition of marketing strategies at Penn State. Donors say that “you need to be at the table in order to do things.” They want to understand the importance of the marketing and strategic mission as opposed to just calling them in later to provide funds. The department is working to fill the new vice presidency position and looking for a corporate marketer. Furthermore, with analytics, the marketers will continue to look at Facebook, radio, and social media, as listening tools to make changes.

Tone of Twitter Reaction: Penn State/Football Program

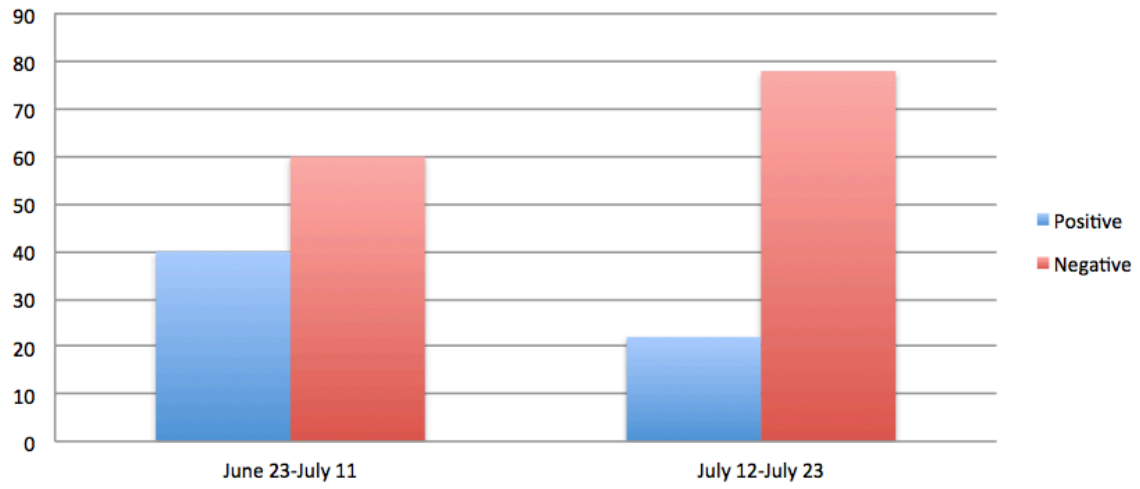


Figure 4:
Tone of Twitter Reaction

INTERVIEW WITH STEVE SAMPSELL, DIRECTOR OF COLLEGE RELATIONS
FOR THE COLLEGE OF COMMUNICATIONS

One interview we conducted was with Steve Sampsell, director of college relations for the College of Communications. Steve Sampsell, a Penn State graduate, also teaches news and sports writing courses for the College.

Steve Sampsell primarily discussed the University's reaction to the Scandal and how Penn State did not properly handle the issue. When the Board of Trustees demanded that no one within the University was allowed to speak, it put the Office of University Relations in a very tough position. While they may have had a plan in place to deal with an issue of this nature, they were unable to utilize it. No one within the University was prepared to deal with a crisis of this nature, and that was clearly shown by the lack of a response from within the University as everything crashed at one time. Sampsell was included in discussions led by Penn State's University Relations, and he said that they knew there was nothing they could do because of the actions taken by the Board.

According to Steve Sampsell, there is a group that is currently trying to create a new catch phrase for the University. This group is not trying to entirely re-brand the University, but try to create a phrase that will help move the University forward. In Sampell's opinion, a new phrase will not do much to help the University.

Steve Sampsell believes it is necessary for the University to try and rebuild bridges with people, especially alumni, who were upset by the events of the scandal. It is important to make the efforts to all groups that have a stake in the University, even if they are not currently on campus. There will always be people who do not like the University, but there is nothing Penn State can do to convince those people to support the University again.

One point that Sampsell continually emphasized was that students are the first priority at Penn State. All students should feel like they matter and have a stake in the University. To do that, the University needs to become more student-centered. The College of Communications has succeeded at doing that by making sure class sizes are small and that students have a personal connection with advisors and many professors within the college. Additionally, Sampsell believes that students have moved on from the scandal and just want life at Penn State to return to normal.

Steve Sampsell feels that the overzealous media is focusing on Penn State and the University is under a microscope, but the University will be fine. There are, however, some things that need to be changed because perception of the University has shifted. One thing is how Penn State markets itself. It cannot be marketed as a football school, but rather an institution of higher learning that provides a well-rounded education for students.

DISCUSSION WITH MEMBERS OF THE COLLEGE OF COMMUNICATIONS
ALUMNI BOARD

Our team also had the opportunity to meet and talk with members of the College of Communications' Alumni Board. Members of the Board are graduates of the College of Communications that have been successful in their fields. They meet two times every academic year and serve as an advisory board to the College.

Most Board members shared the same sentiment that they had moved on from the scandal. No one was particularly upset or critical of the University. They were, however, frustrated by how the Office of University Relations handled the crisis situation. The alumni felt that they could have served as resources during an extremely hectic and stressful time for the University. They felt that the University appeared to be overwhelmed and unable to handle the situation at hand.

Overall, these alumni realize that the students have moved on, but they also see that there are many people outside of the Penn State community that do not understand that Penn State is much more than its football program. They feel that the best way to remedy this perception is to continue to excel in academics and provide opportunities for students to succeed.

INTERVIEW WITH CHIP RAY, INTERFRATERNITY COUNCIL PRESIDENT

Our team took on the task of interviewing individuals of importance within student organizations. More specifically, our team decided to tackle the world of Greek Life. On March 20th, our team sat down with the President of the Interfraternity Council, Chip Ray, to gain a better understanding of the responsibilities within his position. The goal of this informational interview was to gain an understanding of any issues that arise in the public relations and communications departments both internally and externally stemming from the Greek community.

To start off the discussion, our team's goal was to gain relevant background information from Chip Ray. Ray revealed that it was never his intention to become the President of the IFC, he saw the position as "super unattainable," and did not think it was in his future. However, through various leadership experiences within Greek Life, including Pledge Class President, President of Acacia, and most recently Executive Vice President of the IFC. These various positions of leadership had Ray very confident in his abilities.

The discussion continued as Ray went on to describe his responsibilities. These included, but were not limited to, acting as the liaison between the Interfraternity Council and the University, as well as, the Borough of State College. He is also the face of the Interfraternity Council when faced with the task of interacting with other student organizations. These responsibilities require Ray to keep a professional composure at all times in order to maintain his integrity.

When discussing his responsibilities, Ray expressed a little frustration about the misconceptions that come along with his position. He aims to dispel these

misconceptions to the best of his ability. Some misconceptions that he mentioned were that he wanted to make it clear that he was working for the students and not the University, and more importantly, his agenda was his own and not something someone told him he had to adhere to in his position.

The conversation transitioned to the public relations realm. Ray made it clear that there are a number of reasons his position requires him to keep a steady eye on the perception of the Greeks. One of the biggest reasons is that we, as Penn State, have the largest Greek life chapter-wise, with over 50 active fraternities. Although within the University, Greeks only make up around 12 percent of the population, there are over 4,000 members involved and that can become a lot of individuals to keep tabs on in the system. Ray made a comment about how much the media spotlight has increased ever since the scandal, a comment that is a huge reason for the topic of internal and external communications to be researched. The media spotlight caused the Chi Omega incident to become much larger than anyone could have ever imagined.

Chip Ray has made it a goal of his to increase transparency within the Greek community. As the single point of contact for almost all media outlets, as well as, University officials, Ray would like to feel comfortable in knowing that others in the community are capable of representing the masses, as well. By keeping people well informed, he firmly believes that this will slowly become more and more possible.

Chip Ray went on to say how one of the biggest issues with these media outlets is the Interfraternity Council's lack of a filter. Due to the lack of a personal connection or affiliation to the University, websites such as Total Frat Move, have no reason to hold back and post as they please without second thought. He mentioned that potentially

monitoring something like this will allow for better media presence for the University and could potentially prevent situations like the Chi Omega one from spreading in the future.

One of the takeaways Chip Ray left our team with was that he is more supportive of this growing Greek community than ever. He has high hopes for the next five years as his plans begin to come into motion. He preaches how useful of a network the Greeks are, in addition to, how important academics are at Penn State.

All in all, this interview shed a lot of positive light on what Chip Ray is attempting to accomplish. His hopes of increasing transparency and tightening media exposure and contact will do wonders for the University and the Greek community if done correctly and efficiently.

PULSE POINT FINDINGS

Pulse Point is an award winning digital media and advertising technology company offering integrated tools and insights that help marketers and publishers engage and grow their audience (What We Do). The Board of Trustees hired Pulse Point to conduct research on the University and use their expertise in the field to analyze from top to bottom both the internal and external issues of the University. The main purpose of this initiative was to assist Penn State University on its journey to rediscovering a brand, and Pulse Point would act as “compass” for the process (Pulse Point Presentation - Dropbox). The feedback that was received addressed a number of issues within the University, mainly the goal to “rebrand,” in addition to, a number of useful thoughts on the marketing and communications front which our team found very useful.

Pulse Point provided the Board of Trustees with a list of recommendations based on quantitative findings and analysis they conducted. A point that they made was the necessity to stress proactive internal communications. This resonated with our team because our PEG advisory group aims to increase the transparency and provide a more open forum across the school.

Pulse Point provided an excellent source to gauge what many people felt about the University. It acted as a launch point for many of our policies because it provided research that our team did not have the means to conduct in the time allotted.

Develop a Cohesive Positioning & Brand Strategy

1. Create a Brand Development and Advertising unit
2. Develop a research-based brand strategy that includes:
 - a. Interviews with key constituents
 - b. Assessment of Communication Assets
 - c. Assembling of a Brand Committee
 - d. Development of positioning and

Figure 5:
Develop a Cohesive Positioning & Brand Strategy

Create A World-Class Marketing & Communication Mission and Function

1. Re-envision University Relations
2. Modernize and Restructure to meet strategic needs:
 - a. Building and enhancing Penn State's brand
 - b. Digital center of Excellence
 - c. Proactive internal communications
 - d. Strategic Issues and Crisis Management
 - e. Collaboration with units and Commonwealth campuses

Figure 6:
Create A Word – Class Marketing & Mission and Function

POLICY RECOMMENDATIONS

Based on our research and findings, we propose that three new policies should be implemented in order to cultivate communicating effectively at Penn State. Policy 1 consists of the Public Engagement Group, Policy 2 requests that new representatives should be added to the Board of Trustees, and Policy 3 states that a student Web Analyst should work closely with the new Web Analyst that Penn State's Marketing and Communications Department is in the process of hiring.

POLICY RECOMMENDATION 1: PUBLIC ENGAGEMENT GROUP, PEG

Our first policy consists of creating the Public Engagement Group. In our research, we found that the University has the Blue and White Vision council already in place. This council will work to develop a strategic plan for the University for the next five to 10 years. Their mission is to broaden and expand the perspectives of Penn State. This council is similar to what we are collectively doing as a class in researching various ways to improve Penn State over the next five to ten years. However, this council covers such a large scope of the University's vision. We recommend that a Public Engagement Group should be created in order to improve Penn State's image and enhance effective communication between individuals across Penn State on a smaller scope. Engagement acts as an umbrella term to encompass various areas of communication including public relations and marketing. It directly adheres to the ways in which we engage the public through our marketing, public relations, and branding strategies. The group will peg down and pinpoint ways in which to improve our reputation. The acronym PEG alludes to the meaning of a fastener or a spike driven into the ground for holding items in place. Additionally, PEG will help drive points, grounding the institution in a positive light. The term PEG is catchy and easy to remember for marketing strategies. Furthermore, actual pegs can be distributed with imprinted slogans and logos at meetings in order to reinforce their mission with a visual aid.

PEG will act as an Advisory Group where individuals of various leadership roles on campus will work closely with the staff members in the Marketing and Communications Department to analyze the progress of Penn State's marketing, communications, public relations, and branding strategies. The group will meet once a

month in order to maintain consistent communication. We firmly believe in the idea of promoting consistent communication. This group will act as a precautionary measure so that the University will be equipped with the skills to communicate to the public when a crisis arises. PEG will allow individuals to discuss their views on the perception that the world has of Penn State. Research will be conducted in order to analyze what direction the university should take to enhance and improve its reputational status. The group will foster a sense of open communication between individuals involved in Penn State in different capacities.

More specifically, the Public Engagement Group, PEG, will consist of the University Park Undergraduate Association President, a member of the Board of Trustees, a member of the Faculty Senate, the Associate Vice President of Marketing and Communications, the Athletic Integrity Officer, and the personnel responsible for communications from each of the 12 academic colleges at University Park and from each Commonwealth Campus. The Associate Vice President of Marketing and Communications will lead the group. We believe that is especially important for the Athletic Integrity Officer to be present due to the complications of the Sandusky Scandal. We find it crucial that the Athletic Department connects with the Department of Marketing and Communications more and PEG is a way to bring about that change. Funds will not be needed to support the group.

POLICY RECOMMENDATION 2: ADD REPRESENTATIVES TO BOARD OF TRUSTEES

Our second policy recommendation consists of inducting two more members to the Board of Trustees in non-voting positions. In discussing the nature of the Faculty Senate with Daniel Hagen, the previous chair of the Faculty Senate who withstood the blows of the attack of the Sandusky Scandal, he brought to light the fact that there are not any faculty members on the Board of Trustees. Also, he said that there are not any staff members on the Board either. Daniel Hagen struggled with communication obstacles during the Scandal, so we feel that in order to improve communication between the Faculty Senate and the Board of Trustees, a faculty member should be allowed onto the Board of Trustees. We want the voice of a staff member to share his or her opinion so that individuals who experience the University in a different way can share his or her thoughts. A staff member views the University in a different light and can bring new information to the table. We truly want to foster open communication between individuals of various backgrounds and experiences at Penn State. By making the faculty and representatives of the staff non-voting positions, the size of the Board of Trustees can remain the same size.

POLICY RECOMMENDATION 3: STUDENT WEB ANALYS ASSISTS NEW WEB ANALYST

Marketing and Communications at Penn State is seeking a Web Analyst to measure the performance of the website presence for Penn State. She/he will provide web analysis and search strategy and data-driven recommendations for the University's main website and specific marketing campaigns. Experience in web analytics, user testing, A/B and multivariate testing, search engine optimization, and measuring the effectiveness of marketing campaigns is a must. The main responsibilities of this position include helping create an analytics and search strategy for Penn States' main website. Other responsibilities include analysis of clickstream, search, and testing data as well as marketing campaigns (multiple channels). The person in this position will create and analyze reports, run usability tests, collaborate with internal and external partners and will work closely with developers to implement and/or maintain Google Analytics. Familiarity with HTML and Google Analytics tracking code is a must. Relationship-building and sharing best practices for web analytics University-wide is essential to the position. Typically, this position requires a Bachelor's degree or higher plus four years of related experience, or an equivalent combination of education and experience. This is a fixed-term appointment funded for one year from date of hire with excellent possibility of re-funding.

We propose that a student Web Analyst should work closely with the Web Analyst in order to provide a student's perspective on current trends in social media. This will provide the Web Analyst with an assistant. The position will benefit the student by

gaining experience in an internship. No funding is required for this position since it will be an internship. We believe that recruiting a student will promote education about communications and marketing. We would like to recruit students from The College of Communications and the College of IST to share their opinions. This will benefit undergraduate research at the University and provide a wonderful opportunity for further learning.

For example, this graph shows information that the Web Analyst and Student Web Analyst will work with in their job descriptions. This shows the public's reaction on Twitter before and after the Freeh report. There were high levels of negativity. Unfortunately, there has not been any statistics on the reaction on Twitter before the Sandusky Scandal. The Web Analyst and Student Web Analyst will be conducting this research on a daily basis so that the University knows where it stands and can focus on improvement.

CONCLUSION

The Sandusky Scandal made everyone aware of many issues within the University that needed to be addressed. One of those issues was communications. Because of the Sandusky scandal, there were many negative ramifications felt by the University. The consequences were extreme, but Penn State has proven that it is an extremely resilient University and has moved beyond the scandal.

Because of the scandal, the University has the opportunity to learn from mistakes and fix issues within the University that address communications. The policies proposed in this paper – PEG, new Board representatives and a student analyst—will all assist in creating a more open and cohesive atmosphere throughout the University. The policies provide a vehicle for increasing communication between Board of Trustees and many other people, including students, faculty and staff, and alumni. These policies will also help the University grow for the future and enable internal and external communications to be more efficient and effective.

There is no way for the University to tell people what to think and there will always be people, even alumni, who are upset with the way things were handled in November 2011. However, the University can do everything in its power to shape public perception into a positive, and that starts inside the University.

The University will continue to succeed with new policies that have already been put in place and many other policies that are being suggested. Amazing things are happening at Penn State, which makes the school special. We are primarily an institution of learning, but we also provide many ways to experience a well-rounded education. One

of our team members summed up the scandal and vision for the future in poetic form.

Through creative communication we can achieve our ideals, We Are...Penn State!

In the Midst By Lindsey Lane Lorefice

In the midst of the pain,
In the dark of the night;
Stands students in silence,
As their candles burn bright!

In the midst of questions,
In the light of Dawn's day;
Falls the pieces of lives,
To children we betray!

In the midst of shadows,
In the gray of regret;
Lies the depth of deep loss,
When the innocent fret!

In the midst of the fight,
In the gleam of what's best;
Runs the race to redeem,
From abuse we detest!

In the midst of the song,
In the glow of its spark;
Pulls the heartstrings to heal,
With a blue and white mark!

In the midst of prayers,
In the music of hope;
Shows the mosaic gift,
While together we cope!

In the midst of belief,
In the shout of **We Are...**
Rises **Penn State** ideals,
Making all children STAR!

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