

**THE PENNSYLVANIA STATE UNIVERSITY  
BOARD OF TRUSTEES**

**COMMITTEE ON OUTREACH, DEVELOPMENT, AND COMMUNITY RELATIONS  
MINUTES OF MEETING  
VOLUME ODCR 8**

**March 19, 2015**

A meeting of the Committee on Outreach, Development, and Community Relations was held on March 19, 2015, in Empire Room D of The Hershey Lodge, Hershey, Pennsylvania, at 10:00 a.m.

The following committee members, constituting a quorum, were present: Chair Paul Silvis, Vice Chair Ryan McCombie, Ted Brown, Betsy Huber, Bob Jubelirer, and Todd Rucci. Trustee Keith Masser attended the meeting as an Ex officio member. Emeriti committee members David Jones and Joel Myers were also present.

The following staff members, constituent representatives, or invitees were also present: Michael DiRaimo, Rod Kirsch, David LaTorre, Lawrence Lokman, Kay Salvino, Jeremy Warner and Craig Weidemann. Guest speakers were Sheilah Borne, Kelsey Cohen, Taylor Mitcham, Mitch Robinson, Neil Sharkey, Elisa Vitalo, and Roger Williams.

The meeting was called to order by Chairman Silvis, and roll was taken.

Chair Silvis opened the meeting by going around the room requesting good news, either personal or professional, from each individual seated at the table. The minutes from the previous committee meeting were approved unanimously.

Lawrence Lokman, along with students Taylor Mitcham and Mitch Robinson, gave a presentation on Student Entrepreneurship. Each student presented their endeavors in entrepreneurship, and fielded questions from the committee. (See Appendix I)

Neil Sharkey discussed the New Leaf entrepreneurship program and Penn State's role in ramping up efforts in the entrepreneurship initiative.

Roger Williams and StrategyOne consultants Kelsey Cohen and Elisa Vitalo presented the annual Alumni Survey results. (See Appendix II)

Rod Kirsch gave an update regarding Talent Management and recruitment in the Development office. (See Appendix III)

Mike DiRaimo and Sheilah Borne provided a history of governmental relations at The Milton S. Hershey Medical Center and Penn State College of Medicine. (See Appendix IV)

The Committee discussed ways to mitigate annual tuition increases following a proposal made by Trustee Brown to consider a motion that would establish a zero percent tuition increase across the University.

Kay Salvino provided an update of events organized by the Penn State Alumni Association.  
(See Appendix V)

Craig Weidemann updated the committee on outreach endeavors and the World Campus.  
(See Appendix VI)

Chair Silvis adjourned the meeting at 12:00 p.m.

Respectfully submitted,

Holly N. Kruggel  
Administrative Support Assistant  
Board of Trustees

# Penn State student entrepreneurs

Taylor Mitcham, Simple Car Wash

Mitch Robinson, Resume Ruby

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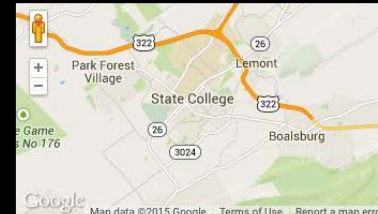
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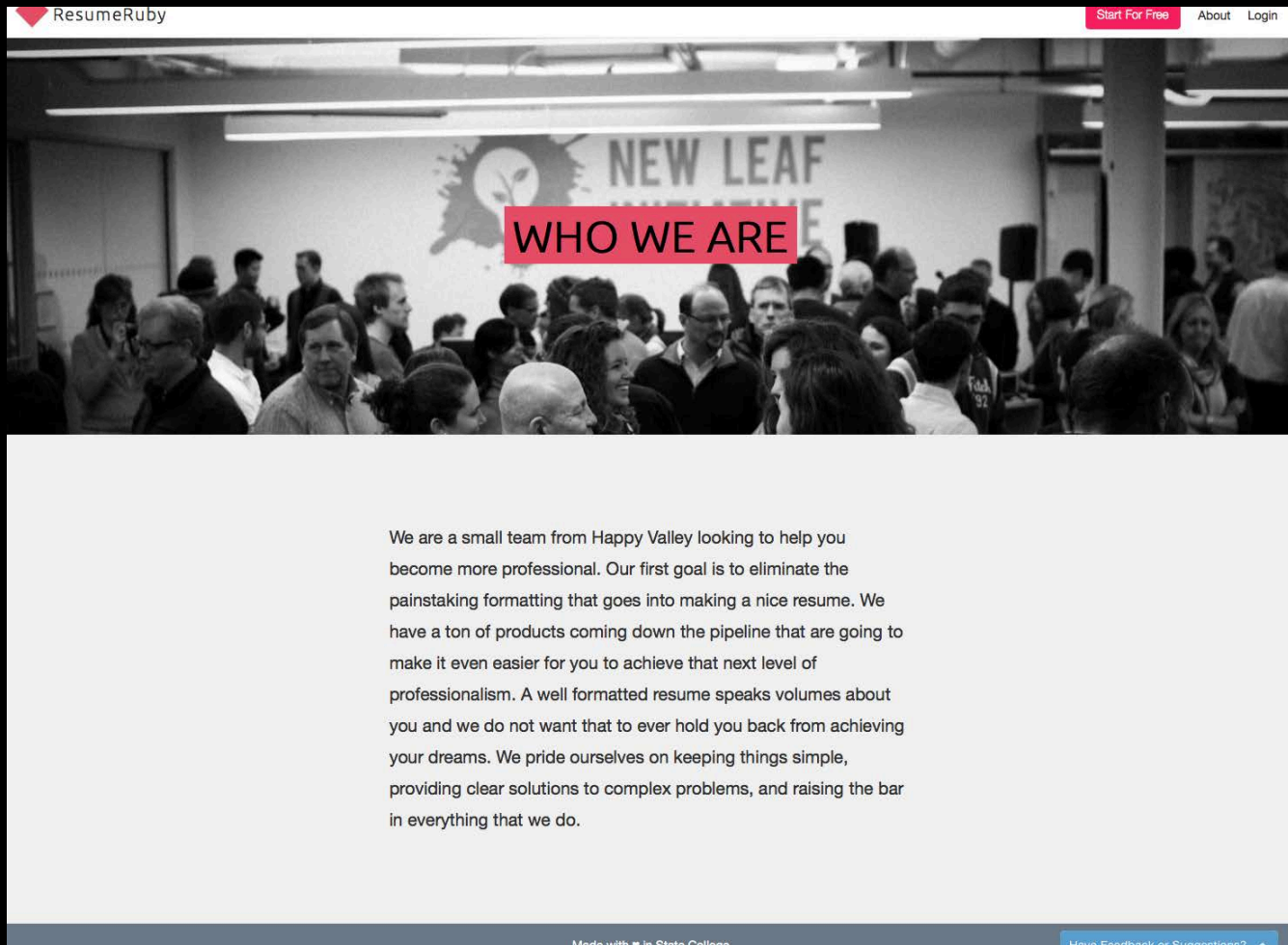
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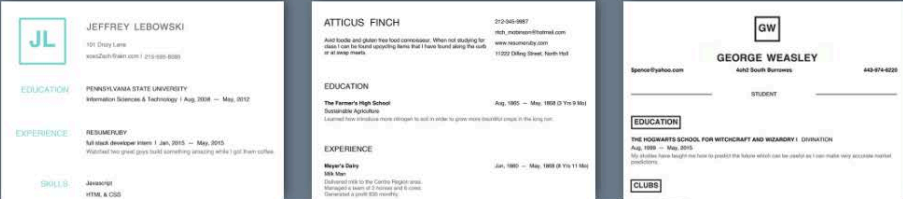


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# Alumni Opinion Survey Overview

## January 2015

The Penn State Alumni Association routinely surveys alumni to better understand their views and opinions on a variety of issues about Penn State, membership, and current events, and to benchmark historical trends in alumni attitudes.

Following are the results of the fourth national Alumni Opinion Survey conducted since November 2011. All four surveys have been commissioned by the Penn State Alumni Association and conducted by StrategyOne. Research for the fourth and most recent survey was conducted in December 2014. The results are presented in a format that offers easy response comparison across all four national surveys.

The December 2014 survey results show that the University's core reputation metrics have held steady over the last year. Notably, 84% of alumni feel positively toward Penn State and 71% believe the University is headed in the right direction.

Other findings include:

- When asked how Penn State has handled the events of the last year, 35% say all or most of the actions were right, 15% say all or most actions were wrong, and 50% say it was mixed. Alumni cite new leadership and the University's emphasis on moving forward as examples of right actions.
- Nearly half (47%) of alumni say they are following news about Penn State's academic rankings and ratings very closely.
- About one-quarter (26%) of alumni are closely following Eric Barron's presidency, and alumni say his top priorities should be restoring the University's reputation and maintaining a focus on academics.

### Methodology

The survey was conducted December 5-15, 2014, using a mixed-mode data gathering. The Alumni Association provided a sample of 19,000 records, selected at random from among all alumni for whom a telephone number and/or email address was available. A total of 1,304 respondents completed the survey, with 958 completing it online and 346 on the phone. The margin of error is + 2.71% in 95 out of 100 cases.

### About the Penn State Alumni Association

The Penn State Alumni Association is the largest dues paying alumni association in the world with more than 174,000 members. Established in 1870, the Alumni Association's mission is to connect alumni to the University and to each other, provide valued services to members, and to support Penn State's mission of teaching, research and service. For more information, visit our website at [alumni.psu.edu](http://alumni.psu.edu).

### About StrategyOne Inc.

StrategyOne is an insights-driven strategic consulting firm owned by DJE Holdings, Inc. StrategyOne provides evidence-based stakeholder insights, analysis and media measurement to corporate, organizational and governmental clients globally. The firm specializes in reputation, branding and communications research.

# Penn State Alumni Association Alumni Opinion Survey

**Methodology:** StrategyOne was commissioned by the Penn State Alumni Association to conduct a survey of alumni. The survey was conducted December 5-15, 2014, using a mixed-mode data gathering. The Association provided a sample of 19,000 records, selected at random from among all alumni for whom a telephone number and/or email address was available. A total of 1,304 respondents completed the survey, with 958 completing it online and 346 on the phone. The margin of error is  $\pm 2.71\%$  in 95 out of 100 cases.

StrategyOne conducted the previous survey wave December 4-15, 2013, using the same methodology. A total of 1,297 respondents completed the survey (993 online, 304 via telephone).

StrategyOne conducted the previous survey wave November 28-December 11, 2012, using the same methodology. A total of 1,172 respondents completed the survey (672 online, 500 via telephone).

StrategyOne conducted the initial survey wave May 8-20, 2012, using the same methodology. A total of 1,282 respondents completed the survey (779 online, 553 via telephone).

*An asterisk (\*) indicates less than 1%. Totals may not equal 100 due to rounding.*

### Question 1

First, how satisfied are you with the experience you had as a student at Penn State?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL SATISFIED</b>	<b>97%</b>	<b>95%</b>	<b>98%</b>	<b>96%</b>
<b>TOTAL DISSATISFIED</b>	<b>2%</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>
VERY SATISFIED	78%	76%	79%	78%
SOMEWHAT SATISFIED	19%	20%	19%	18%
SOMEWHAT DISSATISFIED	1%	2%	1%	2%
VERY DISSATISFIED	1%	1%	*	1%
NEITHER SATISFIED OR DISSATISFIED	*	*	*	1%
DON'T KNOW/NO ANSWER	1%	1%	0%	*

### Question 2

And, how would you describe your overall feelings toward Penn State today?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL POSITIVE</b>	<b>82%</b>	<b>81%</b>	<b>86%</b>	<b>84%</b>
<b>TOTAL NEGATIVE</b>	<b>10%</b>	<b>10%</b>	<b>8%</b>	<b>9%</b>
VERY POSITIVE	47%	50%	57%	54%
SOMEWHAT POSITIVE	35%	31%	29%	30%
SOMEWHAT NEGATIVE	8%	7%	6%	6%
VERY NEGATIVE	3%	3%	2%	3%
NEUTRAL	7%	8%	6%	7%
DON'T KNOW	1%	*	*	*

### Question 3

Now, I'd like to ask about some other feelings, and for each one, please tell me if you feel it a great deal, a fair bit, only a little, or not much at all.

*[The order of the four statements was randomized.]*

Pride in your Penn State degree

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL GREAT DEAL/FAIR BIT</b>	<b>95%</b>	<b>94%</b>	<b>95%</b>	<b>94%</b>
<b>TOTAL LITTLE/NOT MUCH</b>	<b>5%</b>	<b>6%</b>	<b>5%</b>	<b>6%</b>
A GREAT DEAL	76%	74%	78%	76%
A FAIR BIT	20%	20%	17%	18%
ONLY A LITTLE	4%	4%	4%	4%
NOT MUCH AT ALL	1%	2%	1%	2%

A sense that Penn State is part of who you are

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL GREAT DEAL/FAIR BIT</b>	<b>82%</b>	<b>79%</b>	<b>83%</b>	<b>80%</b>
<b>TOTAL LITTLE/NOT MUCH</b>	<b>18%</b>	<b>21%</b>	<b>17%</b>	<b>20%</b>
A GREAT DEAL	55%	52%	59%	53%
A FAIR BIT	27%	26%	24%	27%
ONLY A LITTLE	14%	14%	12%	13%
NOT MUCH AT ALL	5%	7%	5%	7%

An emotional connection to Penn State

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL GREAT DEAL/FAIR BIT</b>	<b>83%</b>	<b>80%</b>	<b>83%</b>	<b>81%</b>
<b>TOTAL LITTLE/NOT MUCH</b>	<b>17%</b>	<b>20%</b>	<b>17%</b>	<b>19%</b>
A GREAT DEAL	58%	53%	57%	54%
A FAIR BIT	25%	27%	26%	27%
ONLY A LITTLE	12%	13%	11%	12%
NOT MUCH AT ALL	5%	6%	6%	7%

A feeling that you are still part of the Penn State community

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL GREAT DEAL/FAIR BIT</b>	<b>70%</b>	<b>68%</b>	<b>71%</b>	<b>70%</b>
<b>TOTAL LITTLE/NOT MUCH</b>	<b>30%</b>	<b>32%</b>	<b>29%</b>	<b>30%</b>
A GREAT DEAL	35%	39%	40%	35%
A FAIR BIT	34%	29%	31%	35%
ONLY A LITTLE	20%	21%	19%	19%
NOT MUCH AT ALL	10%	11%	10%	11%

**Question 4**

On a scale of 0-10, where 0 is not at all likely and 10 is extremely likely, how likely would you be to recommend Penn State to a prospective undergraduate of your own interests and background?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>9-10 (PROMOTERS)</b>	<b>63%</b>	<b>63%</b>	<b>69%</b>	<b>67%</b>
<b>7-8 (PASSIVES)</b>	<b>24%</b>	<b>22%</b>	<b>19%</b>	<b>20%</b>
<b>0-6 (DETRACTORS)</b>	<b>13%</b>	<b>15%</b>	<b>10%</b>	<b>12%</b>
10 - VERY LIKELY	48%	49%	54%	52%
9	15%	14%	16%	15%
8	16%	15%	13%	14%
7	8%	7%	6%	6%
6	4%	3%	3%	3%
5	4%	6%	3%	4%
4	1%	1%	2%	1%
3	1%	2%	1%	1%
2	1%	1%	1%	1%
1	1%	*	*	1%
0 - NOT AT ALL LIKELY	*	1%	1%	1%
DON'T KNOW/NOT SURE	0%	0%	1%	1%

**Question 5**

All in all, would you say Penn State as an institution is going in the right direction, or is off on the wrong track?

	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL RIGHT DIRECTION</b>	<b>74%</b>	<b>71%</b>
<b>TOTAL WRONG TRACK</b>	<b>6%</b>	<b>9%</b>
COMPLETELY RIGHT DIRECTION	16%	13%
MOSTLY RIGHT DIRECTION	58%	58%
MOSTLY WRONG TRACK	5%	6%
COMPLETELY WRONG TRACK	2%	3%
MIXED	12%	11%
DON'T KNOW/NOT SURE	7%	9%

**Question 6**

Being as specific as possible, what are some of the reasons you indicated Penn State is [going in the right direction/off on the wrong track].

[Open-ended question; Results shown off total base of 1,304]

	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>-RIGHT DIRECTION-</b>		
<b>ACADEMICS</b>	<b>70%</b>	<b>65%</b>
ACADEMICS/QUALITY EDUCATION (NON SPECIFIC)	21%	11%
DIVERSE CURRICULUM/DIVERSE EDUCATIONAL OPPORTUNITIES/ONLINE COURSES	5%	10%
HIGH RANKING ACADEMICS/HIGH ACADEMIC STANDARDS/HIGH STANDARDS OF EXCELLENCE/NATIONAL RANKING	3%	6%
FOCUS ON ACADEMICS NOT ATHLETICS/EMPHASIS ON ACADEMICS/PROVING THEY'RE MORE THAN FOOTBALL	6%	6%
EMPLOYERS LOOK FOR PENN STATE GRADS/COMPANIES THINK HIGHLY OF THEIR STUDENTS/QUALITY OF GRADUATES	4%	5%
FOCUS ON THE STUDENT/CONCERN FOR STUDENTS EDUCATION/STUDENT CENTERED	4%	4%
PROFESSORS/GREAT PROFESSORS	3%	3%
EMPHASIS ON ACADEMICS AND ATHLETICS/EXCELLENCE IN ATHLETICS	0%	2%
<b>HANDLING OF SCANDAL</b>	<b>24%</b>	<b>22%</b>
CHANGING AFTER SANDUSKY INCIDENT/MOVING FORWARD/FIXING THINGS/REBUILDING IMAGE	17%	9%
NEW LEADERSHIP/FIRING AND HIRING/IMPROVED LEADERSHIP	4%	8%
ADDRESSED THE ISSUE/TOOK RESPONSIBILITY/HANDLED SANDUSKY INCIDENT WELL (NON SPECIFIC)	5%	6%
SCHOOL SHOULDN'T HAVE BEEN PUNISHED FOR THE SCANDAL/UNJUSTLY PENALIZED	*	*
<b>SCHOOL FOCUS</b>	<b>16%</b>	<b>16%</b>
RESEARCH/FOCUS ON RESEARCH/BEST RESEARCH INSTITUTION	7%	7%
BUILDINGS/BUILDING NEW FACILITIES/EXPANDING CAMPUS	3%	4%
STRONG SCHOOL SPIRIT/SENSE OF COMMUNITY	2%	2%
COMMUNITY INVOLVEMENT/REACHING OUT ACROSS THE STATE/GIVING BACK TO COMMUNITY	1%	2%
THON/GOOD DEALINGS WITH THON	1%	1%
TECHNOLOGY/KEEPING UP WITH TECHNOLOGY	1%	1%
CHILD PROTECTION/ADDRESSING CHILD ABUSE AND INTERVENTION	1%	1%
<b>OTHER POSITIVE MENTIONS</b>	<b>10%</b>	<b>9%</b>
RIGHT DIRECTION/DOING THINGS RIGHT (GENERAL)	7%	6%
TRANSPARENCY/FOSTERING OPENNESS	1%	2%
PROUD TO HAVE GRADUATED FROM PENN STATE/PROUD TO HAVE CHILD ATTEND	2%	1%
<b>-WRONG TRACK-</b>	<b>27%</b>	<b>28%</b>
<b>BOARD OF TRUSTEES CONCERNS</b>	<b>19%</b>	<b>18%</b>
DISLIKE HOW THEY HANDLED THE SANDUSKY SCANDAL/POORLY HANDLED THE SANDUSKY SCANDAL	7%	7%
BOARD OF TRUSTEES CONCERNS/LOW OPINION OF THE BOARD OF TRUSTEES (NON SPECIFIC)	4%	4%
ACCEPTING NCAA SANCTIONS/BOT LET THE NCAA DICTATE THEIR ACTIONS	2%	3%
BOT NEEDS TO BE REORGANIZED/BOARD OF TRUSTEES NEEDS TO BE REPLACED	2%	3%
LEADERSHIP CONCERNS/LACK OF LEADERSHIP/MISMANAGED	4%	2%
FREEH REPORT/ACCEPTING THE FREEH REPORT	1%	2%
ONLY CONCERNED ABOUT MONEY/SPENDING MONEY UNWISELY	2%	1%
DON'T HAVE THE BEST INTEREST OF THE UNIVERSITY IN MIND	2%	1%
LACK OF TRANSPARENCY/TOO SECRETIVE/SHOULD BE TRANSPARENT	2%	1%
ROD ERICKSON/DISLIKE ACTIONS OF ERICKSON	0%	*
<b>OTHER NEGATIVE MENTIONS</b>	<b>8%</b>	<b>11%</b>
HIGH COST OF TUITION/TUITION COSTS ARE BECOMING TOO HIGH/INCREASING TUITION COSTS	4%	4%
WRONG TRACK/FEEL NEGATIVELY (GENERAL)	2%	2%
FOOTBALL FOCUS/TOO MUCH FOCUS ON FOOTBALL AND NOT ACADEMICS	2%	2%
NEED MORE STUDENT SUPPORT/DON'T HAVE STUDENTS IN MIND	0%	2%
TOO LIBERAL/POLITICAL	0%	1%
EMBARRASSED TO BE ASSOCIATED WITH PENN STATE/DON'T WANT TO ADMIT ATTENDANCE THERE	1%	1%
<b>JOE PATERNO TREATMENT CONCERNS</b>	<b>6%</b>	<b>6%</b>
TREATMENT OF JOE PATERNO (NON SPECIFIC)	4%	5%
STATUE BEING REMOVED/SHOULDN'T HAVE REMOVED JOE PATERNO STATUE	1%	1%
FIRING OF JOE PATERNO/DISAPPOINTED HOW THEY HANDLED FIRING	2%	1%
JOE PATERNO/FIRING OVER THE PHONE	2%	1%
NOT UP TO DATE/UNSURE WHERE PENN STATE IS GOING/DON'T KEEP UP WITH IT	5%	8%
OTHER	1%	1%
NONE/NOTHING	1%	3%

DON'T KNOW  
REFUSED

1% 1%  
2% 1%

**Question 7**

*Phone:* Before this call, when was the last time you mentioned Penn State in a conversation?

*Online:* Before today, when was the last time you mentioned Penn State in a conversation?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL TODAY OR YESTERDAY/WITHIN PAST WEEK</b>	77%	76%	81%	77%
<b>TOTAL WITHIN PAST MONTH/MORE THAN A MONTH AGO</b>	22%	21%	17%	20%
EARLIER TODAY OR YESTERDAY	34%	38%	33%	35%
WITHIN THE PAST WEEK	43%	38%	48%	42%
WITHIN THE PAST MONTH	16%	16%	11%	13%
MORE THAN A MONTH AGO	6%	6%	6%	7%
DON'T KNOW/NOT SURE	1%	3%	2%	3%

**Question 8**

Were your comments about Penn State mostly favorable or mostly unfavorable?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL FAVORABLE</b>	86%	85%	88%	85%
<b>TOTAL UNFAVORABLE</b>	6%	5%	4%	6%
COMPLETELY FAVORABLE	40%	40%	47%	38%
MOSTLY FAVORABLE	47%	45%	41%	47%
MOSTLY UNFAVORABLE	5%	4%	3%	4%
COMPLETELY UNFAVORABLE	1%	1%	1%	2%
MIXED	6%	8%	7%	8%
NOT ALL/DON'T KNOW/NOT SURE	2%	1%	2%	1%

**Question 9**

Which of the following statements best reflects your overall opinion and perceptions of Penn State?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL SPEAK HIGHLY</b>	83%	84%	85%	84%
<b>TOTAL BE CRITICAL</b>	6%	7%	6%	7%
I WOULD SPEAK HIGHLY OF THE UNIVERSITY WITHOUT BEING ASKED	51%	47%	54%	50%
I WOULD SPEAK HIGHLY OF THE UNIVERSITY IF SOMEONE ASKED MY OPINION	32%	36%	31%	34%
I WOULD BE CRITICAL OF THE UNIVERSITY IF SOMEONE ASKED MY OPINION	5%	6%	5%	6%
I WOULD BE CRITICAL OF THE UNIVERSITY WITHOUT BEING ASKED	2%	1%	1%	1%
I HAVE A NEUTRAL OPINION OF THE UNIVERSITY	10%	8%	8%	8%
I DON'T KNOW ENOUGH ABOUT THE UNIVERSITY TO HAVE A STRONG OPINION	1%	1%	1%	1%

**Question 10A**

What would you say positively about Penn State?

[Open-ended question asked of total speak highly in Question 9, N=1,092; Results shown off total base of 1,304]

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>ACADEMICS/FACULTY</b>	<b>53%</b>	<b>58%</b>	<b>55%</b>	<b>54%</b>
EDUCATION/HIGHER EDUCATION/GREAT EDUCATION/QUALITY EDUCATION/ACADEMIC LEADER	41%	42%	43%	37%
VARIETY OF DEGREES/GOOD PROGRAMS	9%	17%	8%	13%
FACULTY/STAFF	9%	10%	7%	7%
STUDENTS ARE SOUGHT AFTER BY EMPLOYERS/HIGHLY REGARDED BY EMPLOYERS	0%	0%	2%	5%
RESEARCH LEADER/RESEARCH FACILITIES/QUALITY RESEARCH	3%	2%	2%	3%
<b>OTHER MENTIONS</b>	<b>23%</b>	<b>20%</b>	<b>30%</b>	<b>31%</b>
I ATTENDED PENN STATE/HAD A GOOD EXPERIENCE THERE (NON SPECIFIC)	*	6%	9%	9%
POSITIVE FEELINGS/I LIKE PENN STATE/POSITIVE PAST EXPERIENCE/GOOD PLACE TO GO TO SCHOOL (GENERAL)	13%	4%	9%	7%
PROVIDES GREAT OPPORTUNITIES/MANY OPPORTUNITIES	0%	0%	4%	6%
PROVIDES NETWORKING OPPORTUNITIES/ALUMNI NETWORKING/GOOD ALUMNI	4%	6%	5%	4%
PRICE/TUITION/AFFORDABLE/GREAT VALUE	3%	2%	3%	2%
I AM WHERE I AM TODAY BECAUSE OF PENN STATE	3%	3%	2%	2%
HANDLED SCANDAL WELL/HAPPY WITH THE WAY THEY HANDLED THE SANDUSKY SCANDAL	0%	0%	1%	1%
THON/THON FUNDRAISER	0%	0%	1%	1%
<b>FACILITIES/CAMPUS</b>	<b>17%</b>	<b>17%</b>	<b>18%</b>	<b>16%</b>
COMMUNITY/TOWN/SUPPORTIVE COMMUNITY	9%	9%	6%	6%
APPEALING ENVIRONMENT/CAMPUS ENVIRONMENT	0%	4%	4%	4%
ATTRACTIVE CAMPUS/BEAUTIFUL CAMPUS	7%	3%	6%	3%
LOCATION	1%	1%	1%	2%
FACILITIES/TOP NOTCH FACILITIES	2%	2%	1%	1%
SAFE/SAFE CAMPUS	0%	0%	2%	1%
<b>STUDENT BODY/ATMOSPHERE</b>	<b>10%</b>	<b>12%</b>	<b>14%</b>	<b>15%</b>
STUDENT BODY/STUDENTS/MET A LOT OF GOOD PEOPLE/FRIENDS	4%	8%	6%	5%
FUN PLACE/FUN STUDENT LIFE/GOOD STUDENT LIFE/GREAT STUDENT EXPERIENCE	0%	0%	2%	5%
ATMOSPHERE (NON SPECIFIC)	0%	0%	2%	2%
FAMILY-LIKE ATMOSPHERE/FEELING OF FAMILY	3%	2%	2%	2%
SMALL COLLEGE FEEL/SMALL SCHOOL FEEL/SMALL CLASSROOM SIZE	2%	1%	1%	2%
DIVERSITY AMONG STUDENTS	1%	2%	1%	1%
<b>SPORTS/SOCIAL OPPORTUNITIES</b>	<b>13%</b>	<b>14%</b>	<b>8%</b>	<b>8%</b>
SPORTS/FOOTBALL/VOLLEYBALL/WRESTLING	6%	7%	5%	4%
EXTRA CURRICULAR ACTIVITIES/CLUBS/SOCIAL ACTIVITIES	8%	8%	4%	4%
<b>TRADITION/REPUTATION</b>	<b>11%</b>	<b>11%</b>	<b>8%</b>	<b>8%</b>
RESPECTED UNIVERSITY/PRESTIGIOUS/STRONG REPUTATION	6%	3%	5%	5%
TRADITION/FOCUS ON TRADITION/PRIDE/SCHOOL SPIRIT	6%	8%	3%	3%
OTHER	2%	1%	1%	*
NONE/NOTHING	*	1%	*	2%
DON'T KNOW	*	*	*	*
REFUSED	1%	1%	2%	2%

**Question 10B**

What is keeping you from speaking highly of Penn State?

[Open-ended question asked of neutral in Question 9, N=102; Results shown off total base of 1,304]

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
PATERNO/SANDUSKY SCANDAL/RECENT EVENTS	5%	3%	2%	2%
BOARD OF TRUSTEES/DISHONEST BOARD OF TRUSTEES/BOT IS TOO BIG/POOR LEADERSHIP	1%	1%	1%	2%
PERSONAL EXPERIENCES/MY EXPERIENCE WHEN I WENT THERE (NON-SPECIFIC)	1%	1%	1%	1%
HAVEN'T ASSOCIATED WITH THEM FOR A LONG TIME	0%	1%	1%	1%
COST/TUITION	1%	1%	1%	1%
SIZE OF CLASSES/CLASS BODY	1%	*	*	*
FOCUS ON SPORTS/FOOTBALL MORE IMPORTANT THAN ANYTHING/NOT ENOUGH FOCUS ON EDUCATION	1%	1%	*	*
LIMITED EDUCATION/QUALITY OF EDUCATION	1%	2%	*	*
FACULTY/STAFF/BIASED FACULTY/DISHONEST FACULTY	1%	*	*	*
TROUBLE FINDING A JOB/COULDN'T FIND A JOB IN MY FIELD/LIMITED CAREER OPPORTUNITIES	0%	0%	*	*
THE WAY PENN STATE HANDLED THE CHILD ABUSE SCANDAL/HANDLED IT POORLY	0%	1%	1%	*
POLICIES (NON SPECIFIC)	*	*	0%	0%
OTHER	*	*	*	*
NONE/NOTHING	*	*	*	*
DON'T KNOW	*	0%	0%	*
REFUSED	*	1%	1%	*

**Question 10C**

What is causing you to be critical of Penn State?

[Open-ended question asked of total critical in Question 9, N=92; Results shown off total base of 1,304]

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>SCANDAL/PATERNO</b>	<b>6%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>
SANDUSKY SCANDAL/COVER-UP/CHILD ABUSE ALLEGATIONS	2%	4%	1%	2%
BOARD OF TRUSTEES/BOT/DISHONEST BOARD OF TRUSTEES/LACK OF LEADERSHIP	3%	2%	3%	2%
SENIOR LEADERSHIP/SPANIER/CURLEY/SCHULTZ/MCQUEARY	*	2%	1%	1%
PATERNO FIRING/HANDLING OF PATERNO FIRING/HOW PATERNO WAS TREATED	3%	1%	1%	1%
RECENT EVENTS (NON SPECIFIC)	*	*	*	*
ROD ERICKSON/DISLIKE ACTIONS OF ERICKSON	0%	0%	0%	*
<b>OTHER MENTIONS</b>	<b>1%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>
COST/TUITION	1%	*	*	1%
LACK OF JOB PLACEMENT	0%	*	*	*
TOO BIG/LARGE CLASS SIZES	*	*	*	*
FOCUS ON SPORTS	*	*	*	*
BIG BUSINESS FEEL RATHER THAN EDUCATION SYSTEM	*	1%	0%	*
OTHER	*	*	*	1%
NONE/NOTHING	0%	0%	0%	0%
DON'T KNOW	0%	0%	0%	0%
REFUSED	0%	*	1%	1%

**Question 11**

Would you say Penn State has more integrity, less integrity, or the same amount of integrity as other colleges and universities in the nation?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
MORE INTEGRITY	37%	36%	43%	42%
LESS INTEGRITY	10%	14%	11%	9%
ABOUT THE SAME	53%	50%	45%	49%

**Question 12**

How likely are you to donate to Penn State in the coming years?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL LIKELY</b>	<b>57%</b>	<b>55%</b>	<b>58%</b>	<b>56%</b>
<b>TOTAL UNLIKELY</b>	<b>34%</b>	<b>31%</b>	<b>33%</b>	<b>34%</b>
VERY LIKELY	30%	30%	31%	29%
SOMEWHAT LIKELY	28%	25%	27%	27%
SOMEWHAT UNLIKELY	16%	12%	14%	13%
VERY UNLIKELY	18%	19%	19%	21%
DON'T KNOW/NOT SURE	8%	14%	9%	10%



**Question 13**

Using a 0-10 scale where 0 is not following at all and 10 is following very closely, how closely have you been following each of the following?

*[Items tested in random order]*

The beginning months of the Eric Barron presidency  
 2013: *The search for the new Penn State president*

	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>27%</b>	<b>26%</b>
<b>5-7</b>	<b>28%</b>	<b>26%</b>
<b>0-4</b>	<b>44%</b>	<b>46%</b>
10 - VERY CLOSELY	10%	10%
9	8%	7%
8	10%	9%
7	8%	9%
6	8%	7%
5	12%	10%
4	5%	5%
3	6%	6%
2	6%	6%
1	6%	6%
0 - NOT FOLLOWING	21%	23%
DON'T KNOW/NOT SURE	1%	2%
MEAN	4.7	4.5

Penn State football season

	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>66%</b>	<b>67%</b>	<b>62%</b>
<b>5-7</b>	<b>17%</b>	<b>16%</b>	<b>17%</b>
<b>0-4</b>	<b>17%</b>	<b>16%</b>	<b>20%</b>
10 - VERY CLOSELY	44%	42%	37%
9	12%	12%	13%
8	10%	13%	12%
7	6%	7%	7%
6	4%	3%	4%
5	6%	6%	6%
4	2%	2%	3%
3	2%	2%	3%
2	3%	3%	4%
1	3%	3%	3%
0 - NOT FOLLOWING	7%	6%	8%
DON'T KNOW/NOT SURE	0%	1%	1%
MEAN	7.5	7.6	7.2

The Freeh Report and its recommendations  
 2013: *Implementation of the Freeh Report recommendations*  
 2012: *The release of the Freeh Report*

	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>56%</b>	<b>35%</b>	<b>45%</b>
<b>5-7</b>	<b>25%</b>	<b>27%</b>	<b>22%</b>
<b>0-4</b>	<b>19%</b>	<b>36%</b>	<b>30%</b>
10 - VERY CLOSELY	33%	16%	23%
9	11%	8%	11%
8	13%	11%	11%
7	9%	8%	8%
6	6%	7%	5%
5	10%	11%	9%
4	3%	5%	3%
3	4%	4%	4%
2	3%	5%	3%
1	2%	5%	5%
0 - NOT FOLLOWING	8%	17%	15%
DON'T KNOW/NOT SURE	0%	2%	2%
MEAN	7.0	5.4	6.0

	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>55%</b>	<b>40%</b>	<b>39%</b>
<b>5-7</b>	<b>27%</b>	<b>28%</b>	<b>27%</b>
<b>0-4</b>	<b>18%</b>	<b>31%</b>	<b>33%</b>
10 - VERY CLOSELY	29%	19%	19%
9	10%	10%	9%
8	16%	11%	11%
7	11%	9%	9%
6	7%	8%	7%
5	10%	10%	11%
4	4%	6%	4%
3	4%	6%	5%
2	3%	6%	5%
1	2%	4%	6%
0 - NOT FOLLOWING	4%	9%	13%
DON'T KNOW/NOT SURE	0%	1%	1%
MEAN	7.1	6.0	5.7

Various lawsuits and other developments associated with the NCAA sanctions  
 2013: Various lawsuits associated with the NCAA sanctions  
 2012: NCAA Sanctions against Penn State

	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>67%</b>	<b>44%</b>	<b>49%</b>
<b>5-7</b>	<b>21%</b>	<b>28%</b>	<b>25%</b>
<b>0-4</b>	<b>12%</b>	<b>27%</b>	<b>25%</b>
10 - VERY CLOSELY	40%	20%	24%
9	12%	11%	12%
8	15%	13%	13%
7	8%	12%	10%
6	5%	7%	7%
5	7%	9%	8%
4	2%	4%	3%
3	2%	5%	5%
2	2%	5%	4%
1	2%	5%	5%
0 - NOT FOLLOWING	3%	8%	8%
DON'T KNOW/NOT SURE	0%	1%	1%
MEAN	7.8	6.2	6.5

THON - the annual dance marathon to raise funds for the fight against pediatric cancer

	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>37%</b>	<b>37%</b>
<b>5-7</b>	<b>24%</b>	<b>24%</b>
<b>0-4</b>	<b>37%</b>	<b>37%</b>
10 - VERY CLOSELY	19%	17%
9	10%	9%
8	9%	11%
7	8%	9%
6	7%	6%
5	10%	9%
4	4%	4%
3	4%	6%
2	5%	4%
1	5%	5%
0 - NOT FOLLOWING	19%	19%
DON'T KNOW/NOT SURE	2%	1%
MEAN	5.4	5.4

Penn State Board of Trustees meetings

	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>25%</b>	<b>25%</b>
<b>5-7</b>	<b>22%</b>	<b>21%</b>
<b>0-4</b>	<b>52%</b>	<b>52%</b>
10 - VERY CLOSELY	10%	11%
9	6%	6%
8	9%	8%
7	7%	6%
6	7%	7%
5	8%	9%
4	5%	5%
3	7%	7%
2	6%	8%
1	8%	6%
0 - NOT FOLLOWING	26%	27%
DON'T KNOW/NOT SURE	1%	1%
MEAN	4.2	4.2

News about Penn State's academic rankings and ratings

	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>49%</b>	<b>47%</b>
<b>5-7</b>	<b>30%</b>	<b>27%</b>
<b>0-4</b>	<b>20%</b>	<b>25%</b>
10 - VERY CLOSELY	19%	18%
9	13%	13%
8	16%	16%
7	12%	12%
6	7%	7%
5	11%	9%
4	3%	3%
3	4%	4%
2	3%	4%
1	2%	3%
0 - NOT FOLLOWING	8%	10%
DON'T KNOW/NOT SURE	1%	1%
MEAN	6.6	6.4

Efforts to restructure the Board of Trustees

	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>36%</b>
<b>5-7</b>	<b>23%</b>
<b>0-4</b>	<b>39%</b>
10 - VERY CLOSELY	18%
9	7%
8	11%
7	7%
6	6%
5	10%
4	4%
3	5%
2	5%
1	5%
0 - NOT FOLLOWING	20%
DON'T KNOW/NOT SURE	1%
MEAN	5.2

**Question 14**

In your view, what should the top priorities be for the new president of Penn State, Eric Barron?

2013: In your view, what should the top priorities be for the new president of Penn State?

[Open-ended question]

	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>RESTORING REPUTATION/MOVING FORWARD</b>	<b>40%</b>	<b>39%</b>
REESTABLISH REPUTATION/GET OUR REPUTATION BACK/REBUILDING SCHOOL IMAGE/REGAIN TRUST (NON SPECIFIC)	19%	20%
RESTORE PATERNO'S REPUTATION/REESTABLISH THE LEGACY OF JOE PATERNO/PUT STATUE BACK	6%	7%
MOVING FORWARD/MOVE PAST THE SANDUSKY SCANDAL	8%	6%
RESTRUCTURE BOARD OF TRUSTEES/REMOVE THE CURRENT BOARD OF TRUSTEES	3%	6%
ALUMNI RELATIONS/ENCOURAGE ALUMNI INVOLVEMENT/ENCOURAGE DONATIONS/REPAIR RELATIONS WITH ALUMNI	5%	4%
CLEAN HOUSE/MAKE CHANGES (NON SPECIFIC)	3%	1%
<b>ACADEMICS/SCHOOL FOCUS</b>	<b>45%</b>	<b>38%</b>
ACADEMICS/EDUCATION (NON SPECIFIC)	8%	14%
ACADEMIC EXCELLENCE/MAINTAIN STATUS AS TOP ACADEMIC FACILITY/ACADEMIC STANDARDS	17%	12%
FOCUS ON ACADEMICS/PRIORITY SHOULD BE ACADEMICS/LESS EMPHASIS ON SPORTS	14%	7%
FOCUS ON THE STUDENTS/STUDENT CENTERED	7%	4%
RESEARCH/FOCUS ON RESEARCH	5%	3%
ATHLETIC FOCUS/CONTINUE TO FOCUS ON SPORTS	3%	3%
UNDERGRADUATE EDUCATION	1%	1%
<b>TUITION/FUNDING</b>	<b>14%</b>	<b>16%</b>
LOWERING TUITION/KEEPING COSTS AFFORDABLE/MINIMIZE TUITION INCREASE	11%	13%
FUNDING/IMPROVE FUNDING (NON SPECIFIC)	2%	2%
FUNDS TO THOSE WHO NEED IT/SCHOLARSHIPS TO STUDENTS	1%	1%
MONEY FOR RESEARCH/FUNDS FOR RESEARCH	1%	*
<b>ETHICS/CHARACTER OF LEADERSHIP</b>	<b>21%</b>	<b>14%</b>
INTEGRITY/MAINTAIN INTEGRITY/GET INTEGRITY BACK	12%	7%
TRANSPARENCY/OPEN COMMUNICATIONS/HONESTY	9%	6%
ETHICS/ETHICAL LEADERSHIP	3%	1%
<b>ADDRESSING SCANDAL</b>	<b>9%</b>	<b>13%</b>
STAND UP TO NCAA/REJECT THE NCAA ACTIONS/HAVE NCAA DROP SANCTIONS	4%	6%
REJECT FREEH REPORT/FIGHT FREEH REPORT	1%	5%
ADDRESSING ISSUES/ANSWER QUESTIONS ABOUT THE SANDUSKY SCANDAL	3%	3%
ENSURE ANOTHER SCANDAL WON'T HAPPEN/MAKE SURE IT DOESN'T HAPPEN AGAIN	1%	1%
<b>OTHER MENTIONS</b>	<b>7%</b>	<b>8%</b>
SAFETY/MAKE THE SCHOOL A SAFE ENVIRONMENT	2%	3%
GET THE BEST PROFESSORS/BRING IN QUALITY PROFESSORS	4%	2%
DO HIS BEST/CONTINUE IN THE RIGHT DIRECTION	0%	2%
TRUE LEADER	0%	2%
RECRUIT TOP NOTCH STUDENTS/RECRUIT BRIGHT STUDENTS	2%	1%
OTHER	1%	2%
NONE/NOTHING	4%	4%
DON'T KNOW	4%	5%
REFUSED	1%	2%

**Question 15**

Who or what do you rely on for news and information about Penn State?  
 2012: What information sources do you rely on for information about Penn State?  
 [Open-ended question]

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>GENERAL MENTIONS</b>	<b>93%</b>	<b>90%</b>	<b>88%</b>	<b>89%</b>
INTERNET/ONLINE (NON SPECIFIC)	38%	36%	22%	24%
ALUMNI ASSOCIATION (MAILINGS/EMAIL/MATERIALS/ALUMNI NEWSLETTER ETC)	20%	14%	26%	23%
NEWS/NATIONAL NEWS/LOCAL NEWS/MEDIA (NON-SPECIFIC)	37%	34%	20%	21%
WORD OF MOUTH/FRIENDS/FAMILY/FELLOW ALUMNI/CHILD WHO IS A STUDENT	20%	17%	18%	18%
NEWSPAPER/LOCAL NEWSPAPER (NON SPECIFIC)	28%	30%	21%	18%
SOCIAL MEDIA/FACEBOOK/TWITTER	8%	7%	11%	15%
EMAIL (NON SPECIFIC)	13%	7%	13%	14%
TELEVISION (NON SPECIFIC)	8%	18%	8%	10%
NEWSLETTERS (NON SPECIFIC)	5%	3%	6%	6%
MAGAZINES (NON SPECIFIC)	0%	0%	0%	3%
GOOGLE/YAHOO	0%	0%	3%	3%
FOOTBALL LETTER/FOOTBALL MESSAGE BOARD	0%	0%	4%	2%
RADIO (NON SPECIFIC)	3%	5%	2%	2%
ALL/EVERYTHING/MEDIA (GENERAL)	0%	2%	2%	2%
PS4RS	0%	0%	0%	1%
<b>SPECIFIC SOURCE MENTIONS</b>	<b>32%</b>	<b>27%</b>	<b>38%</b>	<b>34%</b>
THE PENN STATER	10%	3%	9%	8%
DAILY COLLEGIAN/COLLEGIAN ONLINE	5%	5%	6%	7%
CENTRE DAILY TIMES/CDT	6%	4%	7%	6%
PSU.EDU/PENN STATE WEBSITE/PENN STATE TODAY	7%	2%	7%	5%
ONWARD STATE/ONWARDSTATE.COM	0%	0%	4%	5%
PENN STATE LIVE/PENN LIVE	3%	2%	3%	3%
ESPN	3%	6%	4%	3%
CNN.COM	0%	6%	4%	2%
HARRISBURG PATRIOT NEWS	2%	2%	2%	2%
NEW YORK TIMES/NYT	2%	4%	2%	2%
PHILADELPHIA INQUIRER	0%	0%	2%	1%
STATECOLLEGE.COM	0%	0%	0%	1%
GOPSUSPORTS.COM	0%	0%	0%	1%
PENN STATE NEWSWIRE	2%	1%	4%	1%
BLACKSHOEDIARIES.COM	0%	0%	0%	1%
BLUE AND WHITE ILLUSTRATED	1%	*	1%	1%
WALL STREET JOURNAL	1%	1%	2%	1%
OTHER	2%	1%	1%	1%
NONE/NOTHING	1%	1%	2%	3%
DON'T KNOW	*	*	*	*

**Question 16**

How, if at all, do the recent events involving Penn State affect your general feelings toward the University - would you say feel much more positively, somewhat more positively, somewhat more negatively, much more negatively or has it not changed your feelings toward the University?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL MORE POSITIVELY</b>	<b>9%</b>	<b>17%</b>	<b>27%</b>	<b>27%</b>
<b>TOTAL MORE NEGATIVELY</b>	<b>48%</b>	<b>38%</b>	<b>31%</b>	<b>29%</b>
MUCH MORE POSITIVELY	3%	7%	11%	9%
SOMEWHAT MORE POSITIVELY	6%	10%	17%	18%
SOMEWHAT MORE NEGATIVELY	36%	26%	23%	21%
MUCH MORE NEGATIVELY	11%	12%	8%	8%
IT HAS NOT CHANGED MY FEELINGS TOWARD THE UNIVERSITY	41%	42%	38%	39%
DON'T KNOW/NOT SURE	3%	2%	3%	5%

**Question 17**

How, if at all, have recent events impacted your likelihood:  
*[Items tested in random order]*

To donate to the University?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL MORE LIKELY</b>	6%	10%	12%	9%
<b>TOTAL LESS LIKELY</b>	29%	26%	23%	22%
MUCH MORE LIKELY	3%	3%	4%	3%
SOMEWHAT MORE LIKELY	3%	7%	8%	6%
SOMEWHAT LESS LIKELY	17%	12%	10%	10%
MUCH LESS LIKELY	13%	14%	14%	12%
IT HAS NOT AFFECTED MY LIKELIHOOD	65%	64%	60%	66%
DON'T KNOW/NOT SURE	0%	0%	5%	4%

To promote the reputation of the University to a friend or family member?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL MORE LIKELY</b>	21%	25%	31%	28%
<b>TOTAL LESS LIKELY</b>	23%	20%	15%	14%
MUCH MORE LIKELY	9%	13%	16%	12%
SOMEWHAT MORE LIKELY	12%	13%	15%	15%
SOMEWHAT LESS LIKELY	18%	15%	11%	9%
MUCH LESS LIKELY	5%	5%	4%	5%
IT HAS NOT AFFECTED MY LIKELIHOOD	57%	54%	51%	56%
DON'T KNOW/NOT SURE	0%	0%	3%	2%

To recommend Penn State to a prospective undergraduate?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL MORE LIKELY</b>	12%	17%	22%	18%
<b>TOTAL LESS LIKELY</b>	14%	14%	9%	11%
MUCH MORE LIKELY	6%	9%	11%	9%
SOMEWHAT MORE LIKELY	6%	8%	11%	9%
SOMEWHAT LESS LIKELY	11%	10%	7%	8%
MUCH LESS LIKELY	3%	4%	3%	3%
IT HAS NOT AFFECTED MY LIKELIHOOD	74%	69%	67%	70%
DON'T KNOW/NOT SURE	0%	0%	2%	2%

To volunteer on behalf of the University?

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL MORE LIKELY</b>	10%	14%	16%	12%
<b>TOTAL LESS LIKELY</b>	16%	17%	12%	14%
MUCH MORE LIKELY	3%	5%	5%	4%
SOMEWHAT MORE LIKELY	7%	9%	11%	8%
SOMEWHAT LESS LIKELY	9%	8%	6%	7%
MUCH LESS LIKELY	7%	9%	6%	7%
IT HAS NOT AFFECTED MY LIKELIHOOD	74%	69%	66%	68%
DON'T KNOW/NOT SURE	0%	0%	6%	7%

**Question 18**

Thinking about how Penn State handled the events of the last 12 months, would you say that...

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>TOTAL ALL/MOST RIGHT</b>	11%	19%	29%	35%
<b>TOTAL ALL/MOST WRONG</b>	58%	26%	20%	15%
ALL OF THE ACTIONS PENN STATE TOOK WERE THE RIGHT THING TO DO	4%	2%	5%	6%
MOST OF THE ACTIONS PENN STATE WERE THE RIGHT THING TO DO	7%	16%	25%	29%
MOST OF THE ACTIONS PENN STATE TOOK WERE THE WRONG THING TO DO	30%	20%	17%	13%
ALL OF THE ACTIONS PENN STATE TOOK WERE THE WRONG THING TO DO	28%	6%	3%	2%
SOME OF THE ACTIONS PENN STATE TOOK WERE THE RIGHT THING TO DO, AND SOME WERE THE WRONG THING TO DO	31%	56%	51%	50%

**Question 19**

What are examples of RIGHT actions Penn State took over the last 12 months?

2012-2013: What are examples of RIGHT actions Penn State took?

[Open-ended question asked of all right, most right, some right/some wrong, most wrong in Question 18, N=1,272; Results shown off total base of 1,304]

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>OTHER MENTIONS</b>	<b>5%</b>	<b>26%</b>	<b>24%</b>	<b>32%</b>
MOVING FORWARD/TRYING TO HEAL THE UNIVERSITY	0%	5%	11%	10%
FOCUSING MORE ON EDUCATION/ACADEMICS	0%	0%	0%	6%
ABUSE AWARENESS/FIGHTING AGAINST CHILD ABUSE	0%	9%	8%	5%
CONSTANT COMMUNICATION/INFORMATION FROM ALUMNI OFFICE/BEING TRANSPARENT	0%	9%	3%	5%
IMPLEMENTING CHANGES/IMPROVING POLICIES	0%	0%	0%	3%
ALLOWING ATHLETES TO COMPLETE THEIR SEASON/COMPLETE FOOTBALL SEASON	1%	4%	2%	3%
THEY TOOK ALL THE RIGHT ACTIONS (GENERAL)	4%	1%	1%	2%
<b>DISMISSALS/NEW HIRES</b>	<b>30%</b>	<b>42%</b>	<b>31%</b>	<b>29%</b>
BRINGING IN NEW LEADERSHIP/NEW PRESIDENT/NEW COACH/NEW ATHLETIC DIRECTOR/CHANGING LEADERSHIP	3%	4%	8%	22%
FIRING OTHERS/DISSMISSING CURLY/SPANIER/ATHLETIC DIRECTOR/PRESIDENT	16%	26%	10%	6%
HIRING OUTSIDE COACH/NON PSU COACH/HIRING COACH O'BRIEN	2%	10%	9%	1%
TAKING SANDUSKY'S KEYS AWAY/BARRING SANDUSKY FROM CAMPUS	1%	2%	1%	1%
CLEANING HOUSE/FIRED PEOPLE (NON SPECIFIC)	0%	0%	5%	1%
FIRING JOE PATERNO/NECESSARY ACTION	11%	6%	3%	*
HIRING ROD ERICKSON AS PRESIDENT	0%	2%	*	0%
<b>ABUSE SCANDAL/INVESTIGATION</b>	<b>15%</b>	<b>34%</b>	<b>41%</b>	<b>23%</b>
ACCEPTING RESPONSIBILITY/SANCTIONS/HOLDING PEOPLE RESPONSIBLE/COMPLYING WITH THE NCAA/WITH SANCTIONS/FOLLOWING RECOMMENDATIONS	0%	12%	16%	7%
ACCEPTING THE FREEH REPORT	0%	3%	7%	4%
TRANSPARENCY/BEING OPEN AND HONEST	0%	0%	6%	4%
ADDRESSING THE ISSUE/NOT DENYING ANYTHING/ACKNOWLEDGING MISTAKES/ADMITTING PROBLEM	6%	6%	6%	3%
STANDING UP TO SANCTIONS/FIGHTING SANCTIONS	0%	0%	0%	2%
ACTING QUICKLY/SWIFT RESPONSE TO CHARGES	3%	4%	4%	2%
HELPING THE VICTIMS AND THEIR FAMILIES/DONATING MONEY TO VICTIMS	3%	5%	5%	1%
COOPERATING WITH INVESTIGATORS/AGENCIES	0%	2%	1%	1%
PRIVATE INVESTIGATION/OWN INVESTIGATION COMMITTEE/HIRING LOUIS FREEH TO INVESTIGATE	4%	9%	3%	1%
<b>PATERNO MEMORIAL/FUNERAL</b>	<b>6%</b>	<b>4%</b>	<b>1%</b>	<b>1%</b>
ALLOWING STUDENT BODY TO MOURN/HONOR COACH PATERNO	1%	*	0%	*
REMOVING THE STATUE/LEAVING THE NAME ON THE LIBRARY	0%	3%	*	*
HAVING PATERNO'S FUNERAL ON CAMPUS/ACKNOWLEDGED PATERNO'S CONTRIBUTIONS DURING FUNERAL	3%	1%	*	0%
PAYING PATERNO'S FAMILY FULL PENSION/GIVING THEM THE MONEY THEY DESERVED	1%	*	*	0%
OTHER	1%	2%	1%	1%
NOTHING/NONE	11%	6%	7%	17%
DON'T KNOW	5%	3%	5%	7%
REFUSED	3%	3%	4%	4%

**Question 20**

What are examples of WRONG actions Penn State took over the last 12 months?

2012-2013: What are examples of WRONG actions Penn State took?

[Open-ended question asked of most right, some right/some wrong, most wrong, all wrong in Question 18, N=1,228; Results shown off total base of 1,304]

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>ABUSE SCANDAL/BOARD OF TRUSTEES</b>	<b>25%</b>	<b>46%</b>	<b>32%</b>	<b>28%</b>
BOARD OF TRUSTEES COMMUNICATION/BOT'S LACK OF COMMUNICATION WITH THE PUBLIC AND/OR STUDENTS/LACK OF COVER UP/COVERING UP ABUSE/THE UNIVERSITY SHOULD HAVE ACTED ON THE REPORTING WHEN IT HAPPENED/NOT HANDLING THE SITUATION WHEN IT HAPPENED/DIDN'T REACT IN A TIMELY MANNER	5%	6%	7%	10%
ACTIONS TAKEN BEFORE HAVING ALL THE FACTS /KNEE JERK REACTION/JUMPED TO CONCLUSIONS	6%	20%	10%	5%
ALLOWING THE MEDIA TO DICTATE AND INFLUENCE ACTIONS THAT THE UNIVERSITY TOOK/BOT RESPONDED TO MEDIA PRESSURE	0%	9%	7%	5%
UNIVERSITY WAS UNPREPARED/UNPREPARED FOR THE FALLOUT/BOT WAS UNPREPARED TO HANDLE A CRISIS/SHOULD HAVE A CRISIS MANAGEMENT TEAM IN PLACE	8%	6%	4%	4%
USING PATERNO AS A SCAPEGOAT FOR THE ABUSE SCANDAL/BLAMING EVERYTHING ON PATERNO	2%	3%	1%	3%
LACK OF MANAGEMENT/CRISIS MANAGEMENT	8%	3%	5%	2%
SPANIER/FIRING SPANIER/ALLOWING SPANIER TO RECEIVE SEVERANCE PACKAGE	0%	1%	1%	2%
	0%	6%	2%	1%
<b>INVESTIGATION/SANCTIONS</b>	<b>0%</b>	<b>35%</b>	<b>32%</b>	<b>24%</b>
ACCEPTING NCAA SANCTIONS/SHOULD HAVE FOUGHT THE SANCTIONS/AGREEING TO NCAA SANCTIONS	0%	27%	20%	16%
FREEH REPORT/BLIND ACCEPTANCE OF THE FREEH REPORT/PAYING MILLIONS FOR A FALSE REPORT	0%	15%	16%	12%
DIDN'T INVESTIGATE FIRST/DIDN'T DO A FULL INVESTIGATION (NON SPECIFIC)	0%	0%	3%	1%
HIRING LOUIS FREEH TO INVESTIGATE/HIRING LOUIS FREEH IN THE FIRST PLACE	0%	0%	2%	1%
SHOULDN'T HAVE HIRED OUTSIDE INVESTIGATOR/ LOUIS FREEH	0%	3%	*	*
<b>OTHER CONCERNS</b>	<b>4%</b>	<b>6%</b>	<b>13%</b>	<b>15%</b>
EXTREMELY POOR TREATMENT TOWARDS JOE PATERNO AND HIS FAMILY/TREATED HIS FAMILY BAD/TREATED HIS WIFE BAD	3%	5%	4%	4%
NOT DEFENDING ITSELF ENOUGH/NOT FOCUSING ON IMPROVING REPUTATION	0%	0%	0%	4%
MISHANDLING FUNDS/RAISING PRICES	0%	0%	0%	3%
PUNISHING THE PLAYERS/TAKING AWAY WINNINGS/LESS BOWL GAMES	0%	0%	3%	2%
ALL OF IT/EVERYTHING (NON-SPECIFIC)	*	1%	5%	2%
<b>JOE PATERNO'S DISMISSAL</b>	<b>75%</b>	<b>36%</b>	<b>30%</b>	<b>13%</b>
FIRING JOE PATERNO/THE WAY HE WAS FIRED (NON-SPECIFIC)	23%	25%	21%	6%
FIRING ONLY JOE PATERNO/SHOULD HAVE FIRED OTHERS/SHOULD'VE FIRED MEMBERS OF THE BOT	5%	1%	2%	4%
NO DUE PROCESS GIVEN TO PATERNO/ACTION TAKEN BEFORE HEARING ALL THE FACTS/JUMPED TO CONCLUSIONS/SHOULD HAVE BEEN GIVEN THE OPPORTUNITY TO GIVE HIS SIDE OF THE STORY/MOVED TO QUICKLY	28%	6%	6%	3%
FIRING OVER THE PHONE/SHOULD HAVE DONE IT FACE TO FACE/GIVEN A SLIP OF PAPER AND TOLD TO CALL A NUMBER/POOR MEANS OF COMMUNICATION WITH PATERNO	26%	4%	2%	*
FIRING JOE PATERNO LATE AT NIGHT/ANNOUNCEMENT AT NIGHT LED TO RIOTS	4%	1%	*	*
PATERNO WAS GOING TO RETIRE ANYWAY/SHOULD HAVE WAITED FOR HIS RETIREMENT/SHOULD HAVE LET HIM FINISH THE SEASON	10%	2%	*	*
<b>PATERNO'S LEGACY</b>	<b>19%</b>	<b>14%</b>	<b>13%</b>	<b>10%</b>
TAKING DOWN PATERNO'S STATUE	0%	10%	8%	5%
NOT STANDING UP FOR PATERNO/NOT TRYING TO CLEAR PATERNO'S NAME	0%	0%	3%	3%
PATERNO GAVE HIS LIFE TO PENN STATE/DESERVED BETTER AFTER 61 YEARS OF COACHING/FACE OF THE UNIVERSITY	13%	3%	2%	2%
PATERNO REPORTED WHAT HE KNEW/DID WHAT HE WAS SUPPOSED TO	8%	1%	1%	*
TOOK PATERNO'S NAME OFF THE BIG 10 TROPHY	*	*	*	*
<b>OTHER</b>	<b>3%</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>
NONE/NOTHING/NO WRONG ACTIONS	1%	3%	3%	16%
DON'T KNOW	2%	2%	5%	7%
REFUSED/NO COMMENT/NO OPINION	3%	3%	4%	8%



**Question 21**

Please indicate the extent to which you agree or disagree with the following statements, use a 0-10 scale where 0 means completely disagree and 10 means completely agree.

[Statements randomized]

Penn State is committed to excellence in all its activities - academics, athletics, and research.

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>75%</b>	<b>78%</b>	<b>78%</b>	<b>76%</b>
<b>5-7</b>	<b>19%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>
<b>0-4</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>
10 - COMPLETELY AGREE	42%	47%	47%	43%
9	15%	16%	16%	17%
8	18%	15%	15%	17%
7	10%	8%	8%	8%
6	4%	3%	2%	3%
5	5%	4%	4%	4%
4	1%	1%	2%	1%
3	1%	1%	1%	1%
2	1%	*	1%	1%
1	*	0%	*	1%
0 - COMPLETELY DISAGREE	1%	1%	1%	1%
DON'T KNOW/NOT SURE	2%	3%	3%	4%
MEAN	8.5	8.7	8.6	8.5

The public perception of athletic programs should not overshadow teaching, research and service found throughout the University.

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>81%</b>	<b>82%</b>	<b>85%</b>	<b>84%</b>
<b>5-7</b>	<b>13%</b>	<b>12%</b>	<b>11%</b>	<b>10%</b>
<b>0-4</b>	<b>3%</b>	<b>5%</b>	<b>3%</b>	<b>4%</b>
10 - COMPLETELY AGREE	60%	66%	67%	67%
9	9%	8%	9%	8%
8	13%	8%	8%	10%
7	5%	5%	4%	4%
6	3%	2%	2%	3%
5	5%	4%	4%	4%
4	1%	1%	1%	1%
3	1%	1%	1%	1%
2	*	1%	*	*
1	*	*	*	*
0 - COMPLETELY DISAGREE	1%	2%	1%	1%
DON'T KNOW/NOT SURE	2%	2%	2%	2%
MEAN	8.8	8.9	9.0	9.0

Penn State is committed to doing the right thing for sexual abuse victims, their families, and the Penn State community.  
2012: Penn State is committed to doing the right thing for victims, their families, and the Penn State community.

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>53%</b>	<b>61%</b>	<b>66%</b>	<b>63%</b>
<b>5-7</b>	<b>27%</b>	<b>23%</b>	<b>18%</b>	<b>16%</b>
<b>0-4</b>	<b>8%</b>	<b>6%</b>	<b>5%</b>	<b>6%</b>
10 - COMPLETELY AGREE	26%	33%	39%	34%
9	10%	13%	13%	14%
8	17%	16%	13%	15%
7	11%	10%	9%	7%
6	6%	5%	4%	4%
5	9%	7%	6%	5%
4	2%	1%	1%	1%
3	2%	2%	1%	1%
2	2%	1%	1%	1%
1	1%	*	1%	*
0 - COMPLETELY DISAGREE	1%	1%	1%	2%
DON'T KNOW/NOT SURE	12%	10%	11%	15%
MEAN	7.6	8.0	8.3	8.2

Penn State is committed to the core values of honesty, integrity and community.

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>57%</b>	<b>63%</b>	<b>62%</b>	<b>61%</b>
<b>5-7</b>	<b>28%</b>	<b>24%</b>	<b>23%</b>	<b>23%</b>
<b>0-4</b>	<b>10%</b>	<b>7%</b>	<b>9%</b>	<b>9%</b>
10 - COMPLETELY AGREE	26%	35%	33%	30%
9	13%	12%	13%	13%
8	18%	16%	16%	19%
7	13%	11%	11%	11%
6	7%	6%	5%	5%
5	8%	6%	7%	7%
4	4%	2%	2%	2%
3	2%	3%	2%	2%
2	2%	1%	2%	2%
1	*	*	1%	1%
0 - COMPLETELY DISAGREE	2%	1%	2%	2%
DON'T KNOW/NOT SURE	5%	5%	6%	8%
MEAN	7.6	8.0	7.8	7.8

Penn State will be able to rebuild the trust and confidence that people have had in the University.

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>63%</b>	<b>65%</b>	<b>66%</b>	<b>64%</b>
<b>5-7</b>	<b>26%</b>	<b>23%</b>	<b>23%</b>	<b>22%</b>
<b>0-4</b>	<b>5%</b>	<b>6%</b>	<b>6%</b>	<b>7%</b>
10 - COMPLETELY AGREE	33%	35%	35%	33%
9	12%	13%	13%	13%
8	18%	18%	17%	18%
7	13%	9%	12%	12%
6	6%	6%	6%	5%
5	6%	8%	5%	5%
4	1%	2%	2%	1%
3	2%	2%	1%	2%
2	1%	1%	2%	1%
1	*	*	*	1%
0 - COMPLETELY DISAGREE	*	1%	1%	1%
DON'T KNOW/NOT SURE	6%	6%	5%	7%
MEAN	8.1	8.0	8.1	8.0

Penn State should publicly recognize Joe Paterno for his service to Penn State.

2012: Penn State should publicly recognize Joe Paterno for his years of service to Penn State.

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>87%</b>	<b>75%</b>	<b>81%</b>	<b>81%</b>
<b>5-7</b>	<b>7%</b>	<b>14%</b>	<b>9%</b>	<b>10%</b>
<b>0-4</b>	<b>3%</b>	<b>7%</b>	<b>6%</b>	<b>6%</b>
10 - COMPLETELY AGREE	76%	61%	70%	70%
9	6%	6%	5%	5%
8	5%	8%	6%	6%
7	3%	6%	4%	4%
6	1%	3%	1%	2%
5	3%	6%	4%	4%
4	*	1%	1%	1%
3	1%	2%	1%	1%
2	*	1%	1%	1%
1	*	1%	1%	*
0 - COMPLETELY DISAGREE	1%	3%	2%	3%
DON'T KNOW/NOT SURE	3%	4%	3%	3%
MEAN	9.3	8.6	8.9	8.9

Penn State has made progress in implementing nearly all the recommendations in the Freeh Report.  
 2012: Penn State has made progress in implementing the recommendations outlined in the Freeh Report.

	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>34%</b>	<b>48%</b>	<b>46%</b>
<b>5-7</b>	<b>26%</b>	<b>15%</b>	<b>15%</b>
<b>0-4</b>	<b>5%</b>	<b>4%</b>	<b>4%</b>
10 - COMPLETELY AGREE	13%	22%	22%
9	8%	11%	12%
8	13%	14%	12%
7	12%	9%	7%
6	5%	3%	3%
5	9%	4%	5%
4	2%	1%	1%
3	1%	1%	1%
2	1%	*	*
1	1%	*	*
0 - COMPLETELY DISAGREE	1%	1%	2%
DON'T KNOW/NOT SURE	35%	33%	35%
MEAN	7.4	8.1	8.0

Penn State is committed to openness and transparency.

	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>40%</b>	<b>39%</b>
<b>5-7</b>	<b>29%</b>	<b>29%</b>
<b>0-4</b>	<b>21%</b>	<b>20%</b>
10 - COMPLETELY AGREE	15%	14%
9	10%	9%
8	14%	16%
7	11%	11%
6	8%	8%
5	10%	10%
4	4%	3%
3	6%	5%
2	3%	3%
1	1%	2%
0 - COMPLETELY DISAGREE	7%	6%
DON'T KNOW/NOT SURE	10%	12%
MEAN	6.4	6.4

**Question 22**

Please indicate the extent to which you TRUST the following groups to provide you with information about Penn State, use a 0-10 scale where 0 means you do not trust them at all and 10 means you completely trust them.

[Groups randomized.]

The Penn State Board of Trustees

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>13%</b>	<b>16%</b>	<b>16%</b>	<b>19%</b>
<b>5-7</b>	<b>33%</b>	<b>34%</b>	<b>37%</b>	<b>36%</b>
<b>0-4</b>	<b>49%</b>	<b>44%</b>	<b>39%</b>	<b>34%</b>
10 - TRUST COMPLETELY	3%	3%	3%	3%
9	2%	3%	3%	4%
8	8%	9%	10%	11%
7	10%	10%	12%	13%
6	8%	9%	10%	9%
5	14%	15%	14%	14%
4	7%	8%	5%	5%
3	9%	9%	7%	6%
2	7%	6%	6%	5%
1	6%	4%	5%	4%
0 - DO NOT TRUST AT ALL	20%	18%	15%	14%
DON'T KNOW/NOT SURE	6%	6%	9%	11%
MEAN	4.0	4.3	4.5	4.8

The Penn State Alumni Association

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>57%</b>	<b>60%</b>	<b>66%</b>	<b>62%</b>
<b>5-7</b>	<b>31%</b>	<b>27%</b>	<b>24%</b>	<b>24%</b>
<b>0-4</b>	<b>7%</b>	<b>7%</b>	<b>5%</b>	<b>8%</b>
10 - TRUST COMPLETELY	18%	25%	24%	21%
9	16%	13%	19%	18%
8	23%	22%	23%	23%
7	16%	13%	12%	12%
6	7%	6%	4%	5%
5	9%	8%	8%	7%
4	2%	2%	2%	2%
3	2%	1%	2%	2%
2	1%	1%	1%	1%
1	*	1%	*	1%
0 - DO NOT TRUST AT ALL	1%	2%	1%	2%
DON'T KNOW/NOT SURE	5%	5%	5%	6%
MEAN	7.6	7.7	8.0	7.7

The Penn State University Administration

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>23%</b>	<b>26%</b>	<b>28%</b>	<b>32%</b>
<b>5-7</b>	<b>44%</b>	<b>41%</b>	<b>40%</b>	<b>40%</b>
<b>0-4</b>	<b>27%</b>	<b>27%</b>	<b>25%</b>	<b>19%</b>
10 - TRUST COMPLETELY	5%	6%	5%	7%
9	4%	5%	7%	8%
8	14%	15%	16%	17%
7	16%	15%	14%	17%
6	12%	10%	11%	10%
5	17%	16%	14%	13%
4	7%	6%	5%	3%
3	6%	6%	6%	4%
2	6%	4%	4%	3%
1	2%	2%	3%	2%
0 - DO NOT TRUST AT ALL	6%	9%	7%	6%
DON'T KNOW/NOT SURE	6%	5%	8%	10%
MEAN	5.5	5.5	5.7	6.1

Current Penn State students

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
<b>8-10</b>	<b>56%</b>	<b>66%</b>	<b>67%</b>	<b>62%</b>
<b>5-7</b>	<b>32%</b>	<b>24%</b>	<b>22%</b>	<b>24%</b>
<b>0-4</b>	<b>5%</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>
10 - TRUST COMPLETELY	22%	31%	29%	22%
9	12%	15%	19%	16%
8	22%	20%	19%	24%
7	16%	10%	11%	12%
6	6%	5%	4%	5%
5	10%	8%	7%	7%
4	1%	1%	1%	1%
3	1%	1%	1%	*
2	1%	1%	*	1%
1	*	*	*	*
0 - DO NOT TRUST AT ALL	1%	1%	*	*
DON'T KNOW/NOT SURE	7%	7%	9%	10%
MEAN	7.7	8.1	8.3	8.0

	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
8-10	64%	64%
5-7	26%	24%
0-4	3%	5%
10 - TRUST COMPLETELY	22%	18%
9	20%	20%
8	22%	26%
7	15%	13%
6	5%	4%
5	6%	7%
4	1%	1%
3	1%	1%
2	*	1%
1	*	*
0 - DO NOT TRUST AT ALL	*	1%
DON'T KNOW/NOT SURE	7%	8%
MEAN	8.0	7.9

[Note: Demographic data appended from the sample records provided by the Penn State Alumni Association]

**Gender**

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
MALE	58%	57%	60%	61%
FEMALE	42%	43%	40%	39%

**Age**

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
30 OR UNDER	19%	19%	15%	14%
31-40	18%	15%	15%	16%
41-50	17%	17%	18%	16%
51-60	21%	22%	23%	22%
61 AND ABOVE	26%	27%	29%	32%

**Class Year**

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
2010'S	8%	10%	9%	12%
2000'S	25%	22%	19%	17%
1990'S	16%	14%	16%	15%
1980'S	17%	19%	20%	19%
1970'S	19%	19%	21%	21%
BEFORE 1970'S	15%	16%	15%	16%

**PSAA Membership**

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
ACTIVE MEMBER	48%	45%	56%	55%
TOTAL NON-MEMBER	52%	55%	44%	45%
INACTIVE	44%	46%	37%	38%
NEVER	7%	9%	7%	7%

**Campus**

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
UNIVERSITY PARK	59%	55%	57%	58%
OTHER CAMPUS	41%	45%	43%	42%

**U.S. Census Region**

	<u>MAY</u> <u>2012</u>	<u>DEC</u> <u>2012</u>	<u>DEC</u> <u>2013</u>	<u>DEC</u> <u>2014</u>
NORTHEAST	72%	72%	69%	68%
MIDWEST	6%	7%	7%	7%
SOUTH	15%	14%	16%	17%
WEST	8%	7%	8%	7%

# Talent Management Overview



**Rod Kirsch, Senior Vice President for  
Development and Alumni Relations**

**Penn State Board of Trustees**

**Committee on Outreach, Development and  
Community Relations**

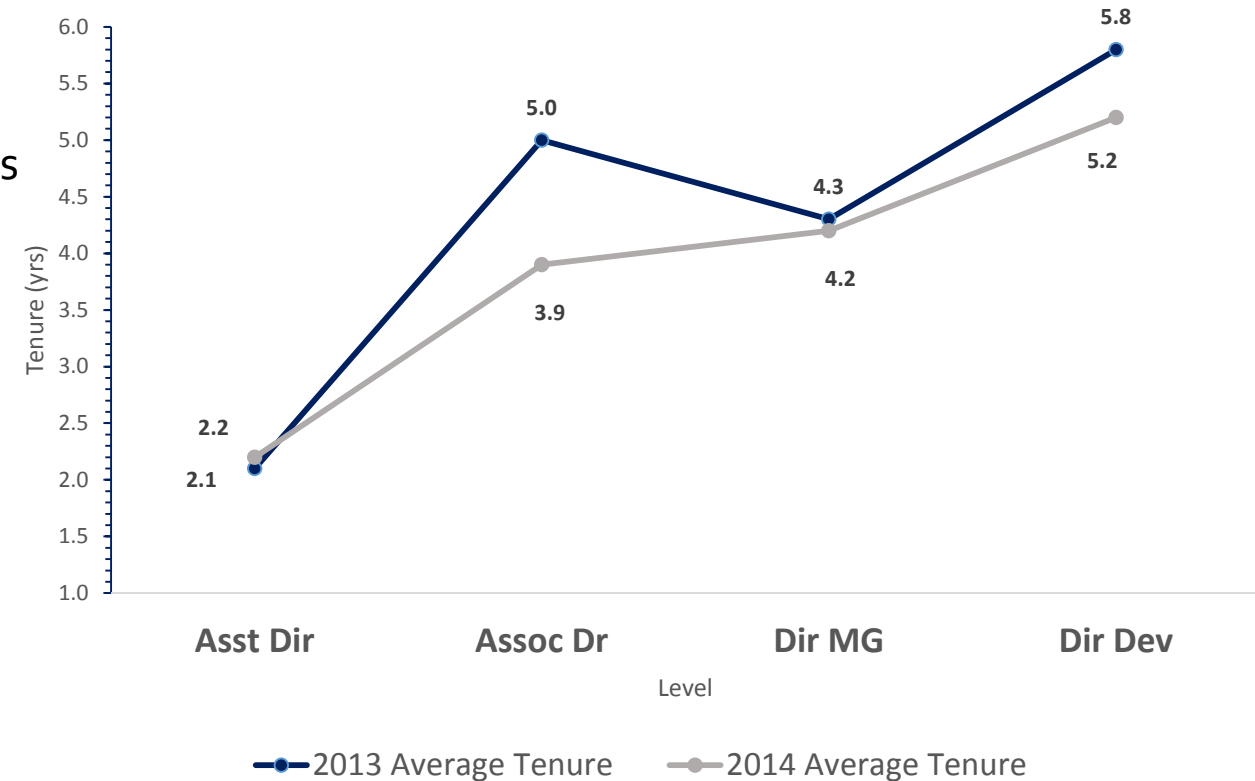
**March 19, 2015**

# Critical Trends

- Major Gift Officers (MGOs) have significant career options; they're moving more frequently between institutions.
- MGOs are frontline fundraisers responsible for \$100K gifts and above.
- Need for MGOs is greater than ever: Philanthropy goals continue to rise, time between campaigns has declined.
- No traditional pipeline: There is not an undergraduate program in academic philanthropy.
- Demand for qualified development professionals is outpacing supply.

Major Gift Officer (MGO) Tenure: 2013-2014

Wamser, 2014





# Many Career Options

- 32% of fundraisers are actively or passively seeking new employment
- 84% of fundraisers have been contacted by a recruiter at least 3 times in the last 12 months.

*Bentz, Whaley, Flessner 2014*

# FY15 Fundraising Expectations

Director of Development: **\$2.7M**

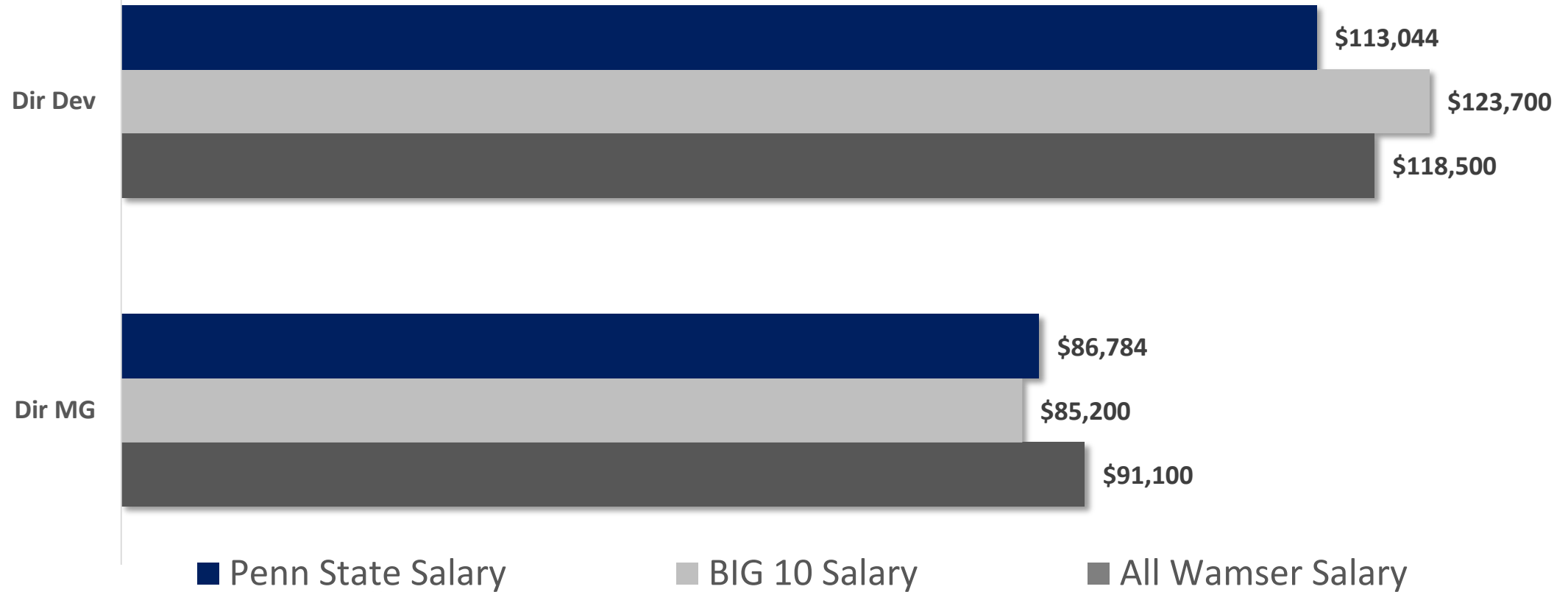
Director of Major Gifts: **\$1.04M**

Associate Director of Development: **\$618K**

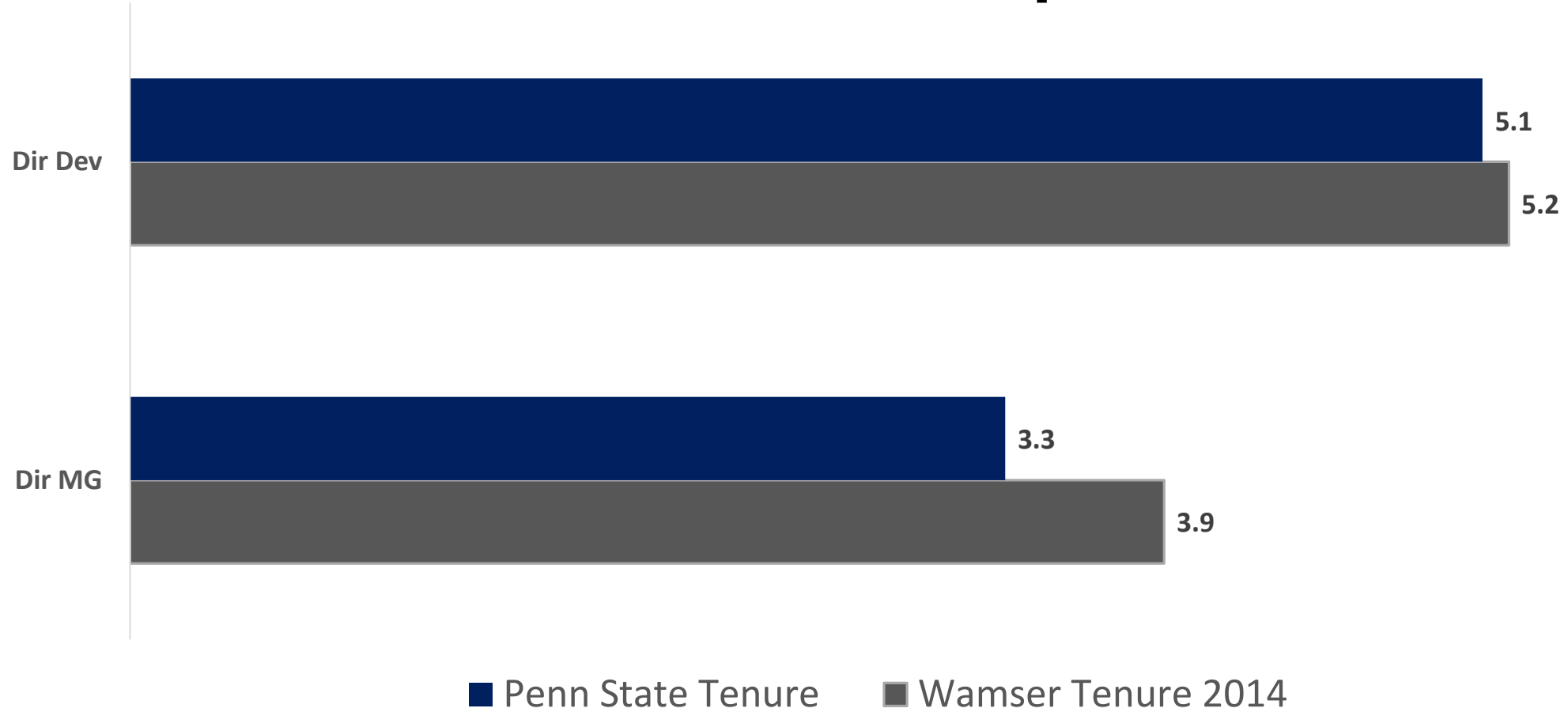
Assistant Director of Development: **\$540K**

# 2014 Salary Comparison

*Comparison of Current Penn State, BIG 10, and All Salaries for Institutions participating in the 2014 Wamser Study*

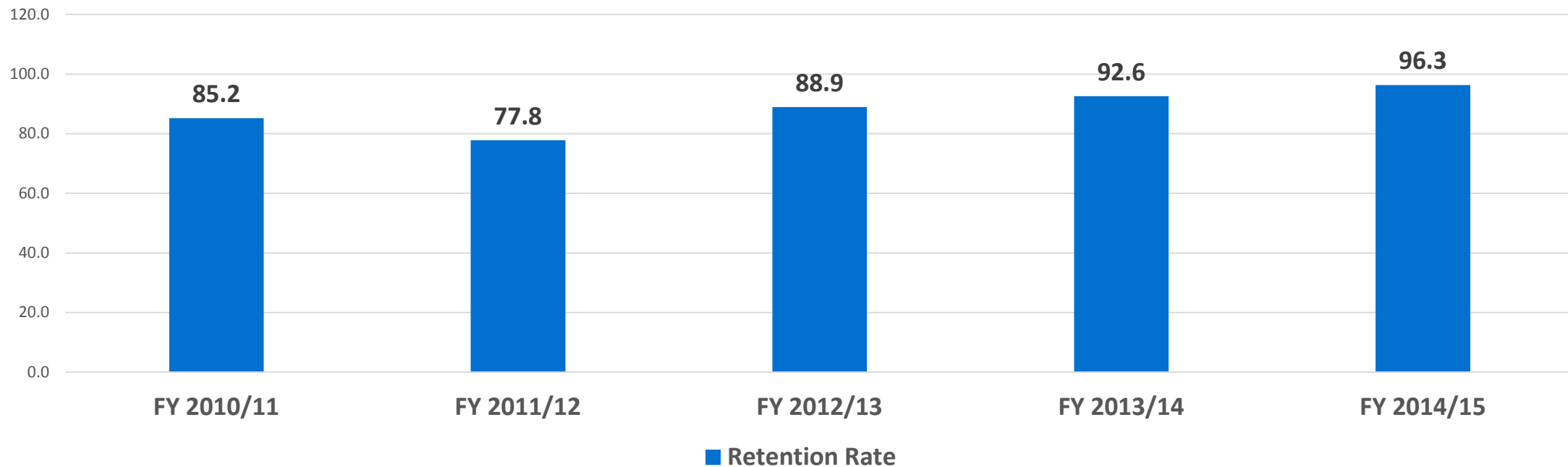


# 2014 Tenure Comparison



# Retention at Penn State

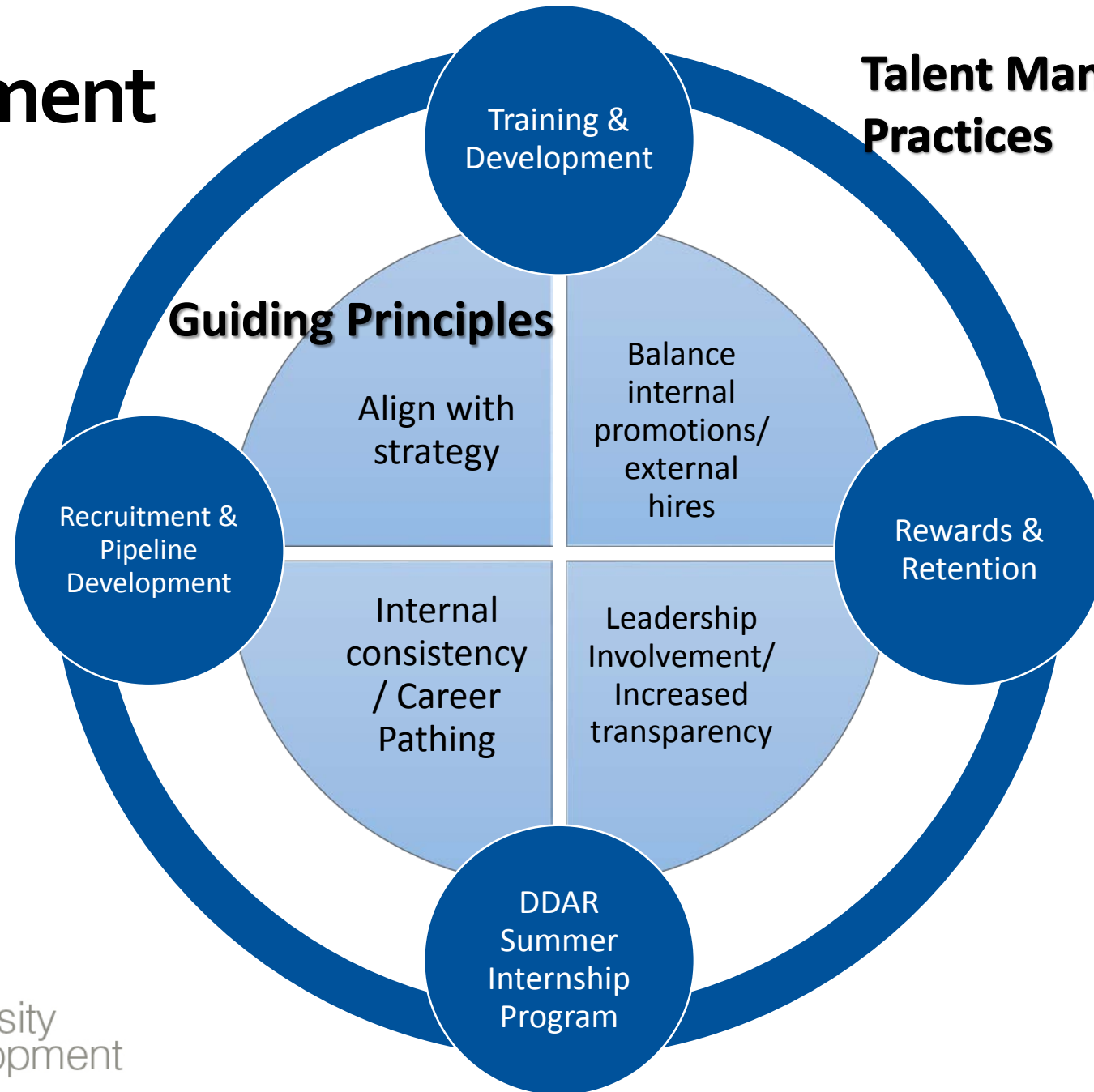
Director of Development Retention Rate



5 year retention rate=88%

# Talent Management Framework

## Talent Management Practices



# Guiding Principles



# Recruitment



- Creative Marketing
- Proactive Sourcing
- Exceptional Experience



# Creative Marketing

- Recruitment Fact Sheet
- Revised Job Descriptions
- Robust Advertising Strategy



# Proactive Sourcing

- Linked In Recruiter
- Employee Referral Program



# Exceptional Experience

- High-Touch Philosophy
- Candidate Care Approach



# DDAR Summer Internship: A Division-Wide Priority



2015 – 7<sup>th</sup> program cohort  
Fresh Eyes Committee,  
*13 participants*

Established in 2009  
*10 participants*

61 graduates, total  
Working in Development:  
46% - Nationally  
16%- Penn State

**Thank You!**

# Penn State Hershey: A Government Relations Overview



Sheilah A. Borne

Assistant Vice President of Government Health Relations

Penn State University

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together**



# Fast Facts:

- Founded in 1963
- 4 hospitals
- 7 institutes
- 17 hospital affiliates
- 551 licensed beds
- 24 academic departments
- 63 practices located at 24 sites
- 10,000 employees

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# Role of Government Relations

- Cultivate relationships and build support with local, state and federal officials on affiliations
- Identify sources of state and federal funding
- Work with local government officials on campus-related infrastructure, energy and community engagement issues
- Serve as liaison with local business leaders, chambers and economic development entities

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# History of State/Federal Funding

## State Funding

- Funded as a line item in PSU's non-preferred appropriation until 2006 when "federalized"
- CURE (Commonwealth Universal Research Enhancement Funding) under the Tobacco Settlement Fund
- Annual programmatic funding
- Capital funding
- University Park Regional Medical Campus funding

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# History of State/Federal Funding

## Federal Funding

- Rely heavily on NIH funding
- Medicaid/Medicare reimbursement
- Capital funding
  - Nearly \$40 million in Department of Defense funding for Penn State Hershey Cancer Institute
- Federal Highway Funding
  - Currently working with Derry Township, engineers and other stakeholders on Rt. 322 widening

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# FY15-16 Funding Outlook

- Governor's budget
  - Holds line on federalized line item, programmatic funding and CURE funding
  - Eliminates Medical Assistance lines
  - Proposes full Medicaid Expansion
- Federal budget
  - NIH funding
  - SGR & Doc fix
  - Ebola funding

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# The Challenges Facing Penn State Hershey

## Health Care Reform:

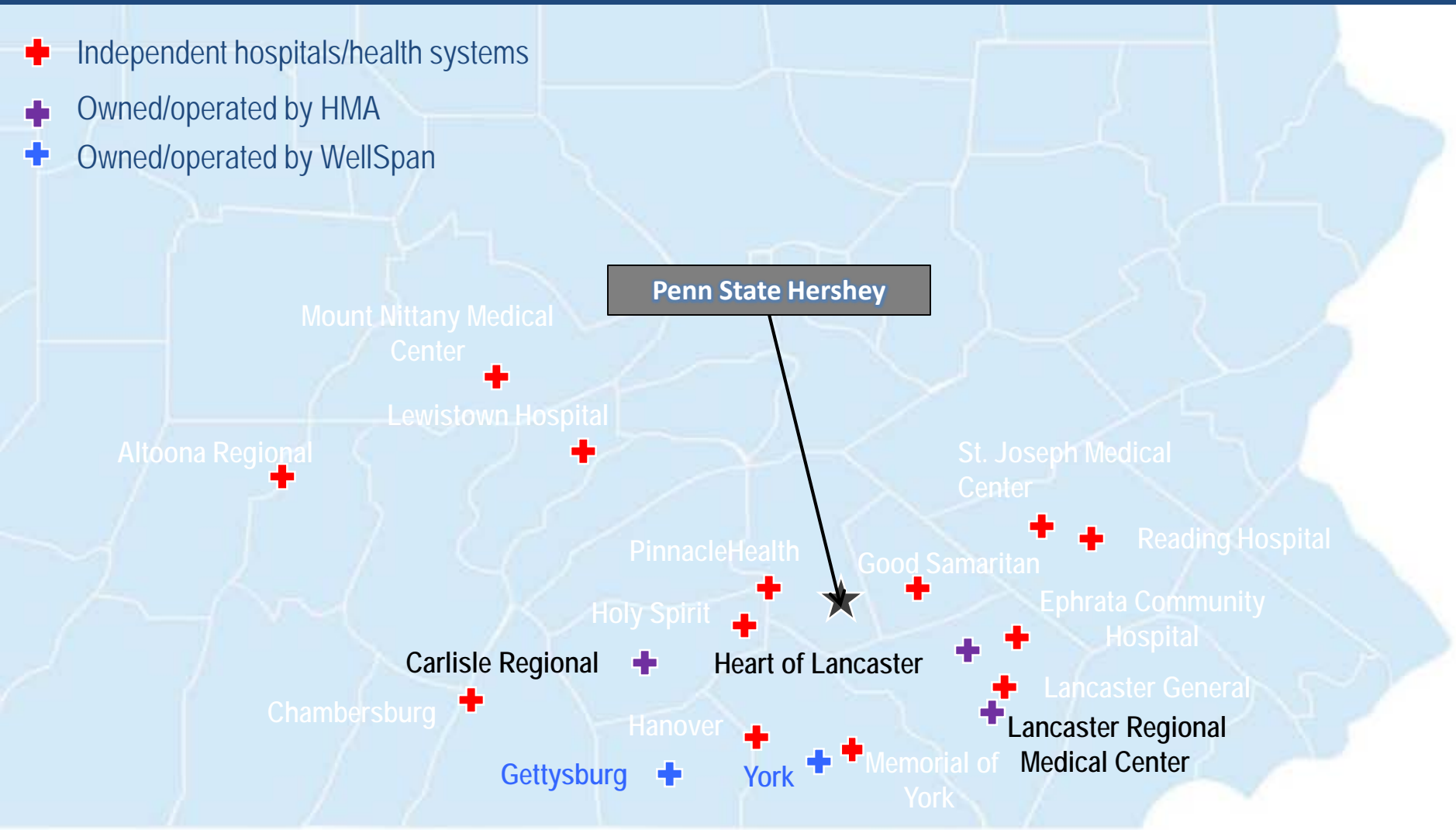
- Changing Reimbursement
- “Quality, not Quantity”
- Population Health

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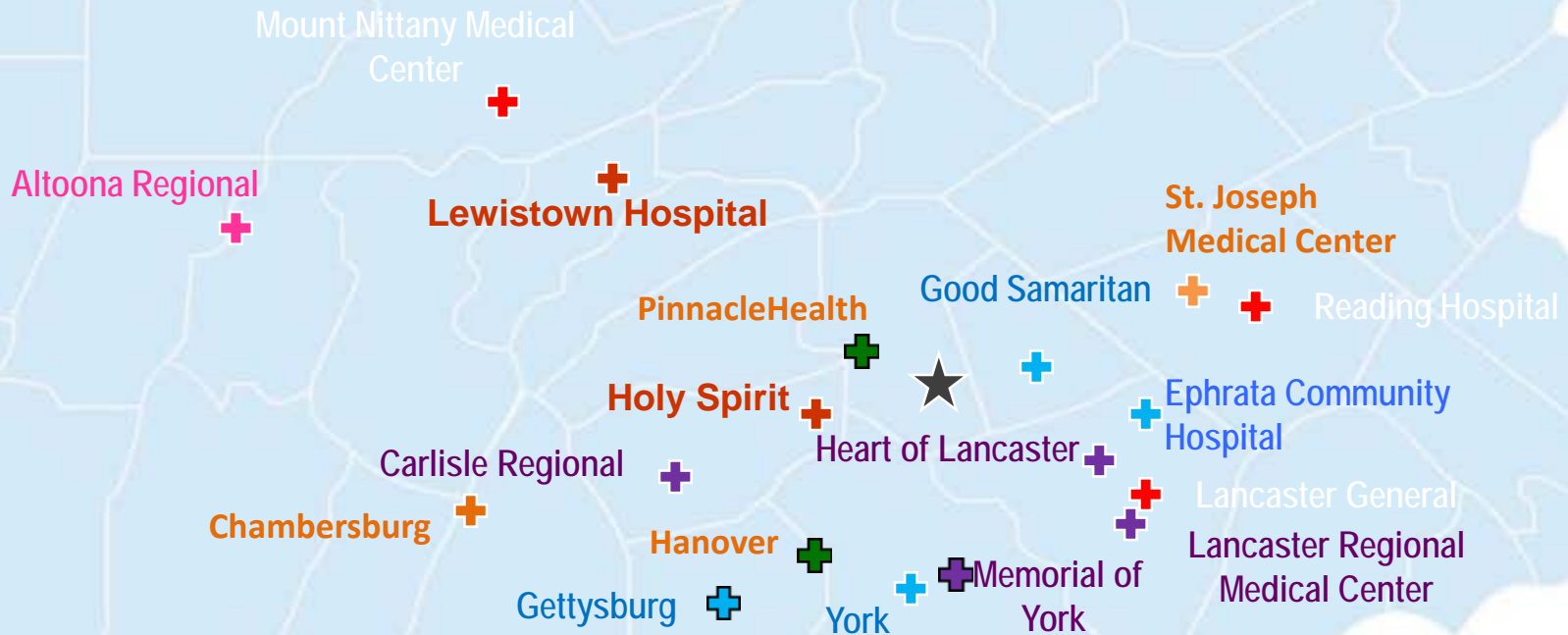
# The Landscape in 2011

- ✚ Independent hospitals/health systems
- ✚ Owned/operated by HMA
- ✚ Owned/operated by WellSpan



# The Landscape in 2014

- Owned by/affiliated with Geisinger
- Owned/operated by CHS
- Owned by/affiliated with WellSpan
- Owned/operated by UPMC
- Seeking a partner/merger



# Immediate Priorities

- Affiliations
  - Pinnacle HealthSystem
  - Reading St. Joe's
- State budget
- Ebola Funding
- Lebanon VA
- Rt. 322 Infrastructure
- Ongoing legislative issues

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# Governmental & Community Engagement

- PA Republican Congressional Delegation
  - January 2015
- Women's Leadership Initiative
  - March 2015
- Host the PA Alliance of Children's Hospitals
  - April 2015
- Project Medical Education
  - October 2015

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# Questions?



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## Update from the Penn State Alumni Association

Kay Salvino, President

To: Board of Trustees Committee on Outreach, Development, and Community Relations  
March 19, 2015

- **Promoting President Barron and his Vision for Penn State**—In concert with the Office of University Development, the Penn State Alumni Association sponsored six alumni receptions for President Barron in February. At these events, he spoke about several of his six imperatives, particularly “Invent Penn State,” which emphasizes economic development and student career success. He spoke at Dallas, Texas, on Feb. 9; Houston, Texas, Feb. 11; Hilton Head Island, S.C., on Feb. 23; Tampa, Fla., Feb. 24; Naples, Fla., Feb. 25; and Boca Raton, Fla., Feb. 26, reaching a total of 944 registrants at these six locations. Coupled with the 1,564 registrants at his six alumni receptions last fall, he has now reached more than 2,500 alumni and friends through these 12 events. In addition, the February and March issues of *Alumni Insider*—the Alumni Association’s e-newsletter, which reaches 120,000 members—featured stories on President Barron’s new TV talk show on WPSU, “Higher Education in Focus,” and his inspiring plan for Penn State (copies attached).
- **Penn State’s Musical Culture Promoted in Philadelphia**—The Alumni Association has sponsored two major events in Philadelphia this month: On March 3, we co-sponsored the President’s Concert, a venture of the School of Music, the College of Arts and Architecture, the Office of the President, and the Penn State Alumni Association. At this event, the Concert Choir, Symphonic Wind Ensemble, and Penn State Philharmonic performed in the world-class hall that is the Kimmel Center, with some 300 alumni and friends in attendance on any icy evening. On March 14, the Alumni Association sponsored its first City Lights cultural event of the season, a production of *Swan Lake* at the Pennsylvania Academy of Music. Alumna Barbara Weisberger ’45, the founding artistic director of the Pennsylvania Ballet, was the featured speaker at a reception for 125 alumni and friends before the concert.
- **Match Day**—Tomorrow, March 20, the College of Medicine will participate in Match Day, in which graduating M.D. students learn where they will serve their residencies. In 2007, the Alumni Association made a \$300,000 gift to endow Match Day activities, the centerpiece of which is a luncheon for the students and their family members. The event highlight is the simultaneous opening of envelopes that reveals the institution for

their residency. In many ways, Match Day is the culminating event of their four years in medical school. The president of the Alumni Association presents a congratulatory talk, as will be the case again tomorrow.

- **Alumni Achievement Awards**—On March 27, the Alumni Association will induct 12 alumni (under age 35) as recipients of the 2015 Alumni Achievement Awards. This award is given to young professionals who have distinguished themselves at an early age. They return to campus to speak to students, faculty, and staff, which adds a dimension of professional practice not otherwise available in the academic curriculum. This will be the 11th class honored since the Alumni Achievement Awards were established in 2005. This year's class (roster attached) will bring the total awardees to more than 125.
- **Capital Day**—On March 31, the Alumni Association, through its Grassroots Network, will again sponsor Capital Day in Harrisburg. At this event, teams of students and alumni visit the offices of state legislators to make the case for Penn State's appropriation request. In addition, there is a rally in the Rotunda at noon for the Penn State faithful, followed by an ice cream social. It's a day when we are joined by trumpeters from the Penn State Blue Band, cheerleaders, and the Nittany Lion, underscoring the pride and passion our students and alumni have for Penn State.
- **Addressing Child Abuse Issues**—The Penn State Alumni Association will again be a "Defender"-level sponsor for the Vision of Hope Gala sponsored by the Pennsylvania Coalition Against Rape on March 28. The event is a fundraiser for PCAR's Vision of Hope Fund, which supports research programs aimed at mitigating child abuse. In addition, the Alumni Association will be supporting a new initiative of the Council of Commonwealth Student Governments—the Commonwealth Day of Service on April 11. For this event, Penn State students from the Commonwealth Campuses and others will volunteer for a day of service to improve the various Child Advocacy Centers (CACs) across Pennsylvania. The CACs provide comprehensive support services for abused children in a single location at the same time.
- **Coaches Caravan**—The fourth annual Penn State Coaches Caravan, co-sponsored by the Alumni Association and the Nittany Lion Club, will make its way across Pennsylvania and neighboring states in May. These events feature not only the head football coach, but also head coaches from an array of other varsity programs, offering attendees the opportunity to see first-hand the quality that is Penn State Intercollegiate Athletics and our University. Since 2012, more than 15,000 alumni and friends have attended Coaches Caravans event. This year, 12 stops are planned over six days (schedule attached).

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President's Concert Scheduled for March in Philadelphia

The Circle of Life

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## Dr. Barron Creating Conversations With Talk Show

[Eric Barron's](#) position as president of Penn State carries with it multiple responsibilities. The University he oversees just received 127,000 applicants, boosting enrollment yet again. His life is composed of meetings, interviews and appointments, all with the aim of, in his words, "making a great University even greater."

But what he really needs now is an ink pen.

Barron is sitting on a dais in the main studio of [Penn State Public Broadcasting](#), at Innovation Park. To his left is [Patty Satalia](#), a senior producer for the station. The two are preparing to host their monthly talk show titled "[Higher Education In Focus](#)," and to his right are today's guests: Renata S. Engel, associate vice provost for Online Programs, and David Christiansen, associate vice president for Commonwealth Campuses and senior dean for academic programs.

The show adheres to a live-to-tape format, meaning the production is taped and aired at a later date, with a minimal amount of editing. It's a multi-layered process with lots of moving parts, featuring five cameras and dozens of lights. Video and audio cables clutter the floor and a producer and technical director oversee the action from a nearby control room.

Everyone is situated appropriately, with production nearly ready to start. Countdown is imminent. Except one thing: the ink pen on set isn't working for Barron. So producer Whitney Chirdon dashes into the studio, hands a new pen to Barron and the cameras roll shortly after.

An approximate 20-minute roundtable discussion follows, with Barron and Satalia asking questions and adding to the dialogue with their own questions and insights. The two play off of one another's comments like a veteran news team, belying the fact they just teamed up for the first time last fall.

This episode spotlights an especially important goal of Barron's: making



#### Helpful Links

[Penn State Alumni Association](#)

[Affiliate Groups](#)

[Penn State University](#)

[The Alumni Store @ Penn State](#)

#### Previous Issues

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[December 2014](#)

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[October 2014](#)

[September 2014](#)

[August 2014](#)

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Penn State education both accessible and affordable. The guests are part of a committee that's overseeing pilot programs put into place. That they are having a discussion set for the airwaves is particularly noteworthy.



"From my viewpoint, it's really important on a lot of fronts; this is talking about the University being strategic—Where are we trying to go? What are we trying to do? What is the goal?" Barron said after production wrapped. "In the program, I stated it. I want to look everybody in the eye and say, 'You can come here, graduate on time and graduate at the same high rate as anyone else. I don't

care what you look like or what your background is, whether you're first in your family to go to college, whether you're poor, whether you're rich, you can be successful.'

"This is a great public, so we're putting that bar out there in front of us on what a great public is all about. Then the idea is: If that's the bar, how do we get there?"

The discussion ends, the set is re-arranged, and Barron and Satalia finish the episode with a shorter back-and-forth conversation between themselves.

Before and after they tape the show, the two hosts chat informally with the guests as production details are set. There's non-stop banter between the group, helping the downtime seem not as down, and the free flowing feel that permeates the studio also exists during production.

"He's very comfortable in that kind of setting," Chirdon said of Barron. "It's a very casual dialogue among all the guests and he jumps in as much as Patty does. They all go back and forth and we like to keep it a very fluid conversation. Dr. Barron is very comfortable with that, and I think that's what makes it a more dynamic program."

"Higher Education In Focus" is based on a similar show that Barron hosted at Florida State, and deals with topics that are both serious and fun. He met with Chirdon and two station producers last summer to discuss his expectations for this show, as well as format, set design, and topic and guest ideas.

Chirdon could tell Barron would be comfortable in front of the camera and not need any coaching; and to her point, Barron made quick observations during the latest production and understood his cues immediately.

[Athletic Director Sandy Barbour](#) served as the guest for the show's inaugural episode in September, and other guests have covered topics such as the Lunar Lion team, sustainability, and civility and ethics in the classroom, workplace and society.

"What I really like about the show is we're tackling the kinds of topics that I think Penn Staters want to hear him address, so I think that's terrific," Satalia said.

"Dr. Barron is very passionate about making Penn State the best university it can be and that comes across in my conversations with him. He talks to everyone with the same regard and respect. He could talk to a

parent on the street or a student, and he'd have the same conversation with them as with another university president."

After Barron and Satalia finished their latest episode, the two spoke with Chirdon on possible future topics, such as philanthropy, economic development, job creation and student career success, topics directly related to [Barron's six imperatives](#). There's enough relevant information available to sustain a three-part series, they feel, so that will be the direction of the show for the next couple episodes.



It's typical for the trio to speak after each show wraps. After last month's production, they stayed on set, making notes and discussing future topics for about 15 minutes.

"That's very valuable time we get to spend with him," Chirdon said. "The three of us talk about what we might want to focus on for the next few shows. He's open to our ideas, he has his own ideas, and together we come up with topic ideas and possible guests for the season."

After a topic is selected, Chirdon will initially speak with the guests, and then draft a preliminary list of questions for the show, which are sent to Barron. He'll make edits and suggestions before production, though as he said, the list of questions is usually in pretty good shape by the time he sees it.

There's already been plenty of thought pored into the episode before anybody shows up at the studio and turns on a camera, so when that time does arrive, the organic conversation comes easily because this isn't new territory for anyone.

"They do a very good job, so it isn't stressful for me," Barron said, referencing Chirdon and Satalia. "Sometimes I'll write a question out, but we tend to have that in our head. If you watch the show, we're not following a script—we have it in front of us, but we're not *following* a script. We're letting the show evolve naturally, so it's a good partnership."

Both Chirdon and Satalia have heard positive feedback from the community; Satalia has had people stop her and say they're looking forward to the next episode, or that they enjoy Barron is discussing issues that are important not just to Penn State, but to universities nationwide. "I think that's a really good sign for a show that's aired only four episodes," Satalia said, adding that Barron is ahead of the curve in addressing such topics.

"Higher Education In Focus" also fits into Barron's overall mission of making himself available for exactly these types of conversations.

One example:

A half-dozen students recently contacted him for individual appointments—doing so since they knew of Barron's interest in entrepreneurship—as did a faculty member whose class worked around Barron's schedule to share 12 new business ideas with him.

Barron's assistant wasn't sure he could fit the class time into his regular

schedule, so the students improvised and made themselves available later in the day. Barron then met with the students, saying, "I think it's very important to be out there and to be accessible."



On the way back to campus after recording last month's show, Barron used the following analogy: He called himself a sponge, though he extended the comparison by saying it's necessary for him to hear from a wide range of groups, including alumni, staff, faculty and students. For him to know what's going on, he said, he can't be a *passive* listener, but listen *actively* and then ask the right

questions.

With "Higher Education In Focus," that's the exact blueprint they follow. And while everyone expects the show to continue growing its audience—highlighting Chirdon and Satalia's point about community feedback—Barron has been especially pleased with how everything has unfolded so far.

"I think an awful lot of people fail in the fact that they don't communicate," Barron said. "I really think you've got to find every way you possibly can to get these ideas out there, and I'm really appreciative that this is another way to do it. I think it's a lot of fun, too. These are interesting people and good topics, and I enjoy it."

The next episode of "Higher Education In Focus" will air 8:00 p.m. Thursday, Feb. 19, and will feature Steve Sheetz '69 and an honoree from the [Sheetz Fellows Program](#).

**[PRINTER FRIENDLY VERSION]**

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## President Barron's Inspiring Plan for Penn State

Every time I hear President Eric Barron speak, I get excited. Excited about Penn State, to be sure. But equally excited about the future of our beloved but beleaguered Commonwealth of Pennsylvania.

I think President Barron's vision for Penn State has the potential to begin the regeneration of Pennsylvania's economy and improve the quality of life for all. And Pennsylvania's new governor, Tom Wolf, appears to be buying into Dr. Barron's vision in a big way, proposing a substantial increase in Penn State's appropriation for 2015-16. As a result, Pennsylvania could begin to reclaim its heritage of leadership, serving as a model for the equally beleaguered states of the Northeast and Upper Midwest.



*Photo by Patrick Mansell*

Pennsylvania is very old—333 years old. For most of that time, for about 250 years, Pennsylvania was an innovator and a national leader. In fact, you could make the case that Pennsylvania was among the foremost drivers of innovation and leadership in the Western world.

Michael Zukerman, professor of history at the University of Pennsylvania, has an interesting perspective. According to Zukerman, in the 17th century, the revolution that consumed the Western world was the religious revolution. New ideas of religious freedom appeared in various places, but nowhere else as powerfully and pervasively as in Pennsylvania. Here was William Penn's Holy Experiment—a special mission to show that people of diverse religions and nationalities could live in tolerance and peace.

In the 18th century came the democratic revolution. New ideas of popular participation in government appeared here and there, but nowhere more resoundingly and enduring as in Pennsylvania. Here, in Pennsylvania, we broke away from the most powerful nation in the world and invented a new one based on the pre-eminence of the individual, freedom, and the pursuit of happiness.

In the 19th century came the industrial revolution. New sources of power, new forms of production and exchange developed elsewhere, of course—





but nowhere else in the United States as intensively and extensively as in Pennsylvania: Coal, oil, lumber, railroads, steel, and heavy manufacturing abounded.

So for 250 years, Pennsylvania was a leading actor, if not *the* leading actor, in the religious, democratic, and industrial revolutions.

In recent decades, however, things have not gone as well for the commonwealth. Deindustrialization, disinvestment, out-migration, and social stagnation have caused Pennsylvania to lose its position of leadership—its historical legacy.

And so the challenge is this: How does Pennsylvania get its mojo back? How do we move our commonwealth forward? How do we help our people prosper? How do we propel Pennsylvania into a position of leadership once again?



I think a good part of the solution is bound up in higher education. Pennsylvania is blessed with an abundance of excellent colleges and universities, both public and private. But at the top of the heap are the four great research universities. Penn State, of course, but also Pitt, Penn, and Carnegie Mellon. It is these institutions that, to my mind, are the new mines and mills—the

education “factories” that generate the new products, processes, inventions, discoveries, interpretations, insights, and creations that can change the world. And it is these great Pennsylvania research universities that educate tens of thousands of young men and women every year.

Thus, it is these great research universities that, perhaps more than any other institution, can forge the new economy and improved quality of life that Pennsylvania needs.

And so, along comes a new Penn State president with some concrete ideas for doing exactly that. He calls it “Invent Penn State.” Basically, this means turning University-generated ideas and discoveries into the building blocks of a vibrant economy based on new knowledge and advanced technologies. This leads to better employment opportunities for all Pennsylvanians as well as increased career opportunities for Penn State graduates right here in the commonwealth. Currently, 57 percent of our graduates live in Pennsylvania.

The University is putting its money where its mouth is—committing \$30 million for investment in economic development and student career success.

As President Barron puts it: “By leveraging our size and broad research strengths, Penn State will be a driver for job creation, economic development and student career success. Our aim is to accelerate the transfer of new ideas into useful products and processes that encompass a broad range including: energy, food security, environmental protection, health care, manufacturing, educational technologies, medical devices and pharmaceuticals.”

#### Helpful Links

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Through its \$30 million investment, Penn State will build a stronger “entrepreneurial ecosystem” around its statewide campuses. The University will create flexible, vibrant physical spaces in key locations across the Commonwealth to host entrepreneurial boot camps that will allow individuals and groups to incubate their ideas and develop viable businesses.



“We will be hiring dozens of entrepreneurs-in-residence and new faculty members in areas of potential economic impact to serve as a catalyst for both innovation and marketable products,” Barron adds. “Through new faculty reward structures, we are promoting interdisciplinary partnerships to foster productivity and creative solutions.”

The infusion of tens of millions of dollars also will enable Penn State to launch an online branded platform to encourage outside investment in startup companies, as well as provide the expertise to kick-start promising new companies. The goal is to provide help at every stage of the entrepreneurial process, including legal advice and assistance navigating the patent process. The initial \$30 million investment will be augmented through fundraising as well as industry and government partnerships to bring in additional expertise and resources.

It’s a big, bold, audacious plan, but it’s entirely consistent with the mission and role of Pennsylvania’s land-grant university. If there is to be a better economic future for Pennsylvania, let it begin here, at The Pennsylvania State University.

For the Future,

A handwritten signature in black ink that reads "Roger L. Williams". The signature is written in a cursive, flowing style.

Roger L. Williams '73, '75g, '88g  
Executive Director

**[[PRINTER FRIENDLY VERSION](#)]**

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# Congratulations to our 2015 Recipients

The Alumni Achievement Award recognizes alumni 35 years of age and younger for their extraordinary professional accomplishments. For more information on this year's recipients and lists of past recipients, visit [alumni.psu.edu/awards](http://alumni.psu.edu/awards).

## Sharifa T. Anozie '08

Writer  
Owner  
The Sacred Word  
*Penn State Schuylkill*

## Rebecca Allen Delaney '06

Mechanical Team Leader  
Skidmore, Owings & Merrill LLP  
*College of Engineering*

## Christopher Fanini '12

Co-Founder and Chief Technology Officer  
Weebly  
*College of Information Sciences and Technology*

## Andrew Giffin '05

Lighting Designer  
Gifld, LLC  
*College of Arts and Architecture*

## Aaron M. Gotwalt '04

Co-Founder  
Orphid  
*Schreyer Honors College*

## Ryan J. Healy '06

Founder and President  
Brazen Careerist  
*Smeal College of Business*

## Kim Kingsley '02

Chief Operating Officer  
POLITICO  
*College of Communications*

## Katherine A. LaBelle '06

Executive Officer  
Office of Communications  
National Weather Service  
*College of Earth and Mineral Sciences*

## Raymond P. Mastre '04

Director  
SAP Security/GRC Consulting  
PwC  
*Penn State New Kensington*

## Javier Moreno '07

Manager  
External Affairs and Communications  
Toyota Motor North America, Inc.  
*College of Agricultural Sciences*

## KerriLaine Prunella '01

Senior Advisor  
U.S. Department of Health and Human Services  
*College of the Liberal Arts*

## Emilia Speal-Harris '04

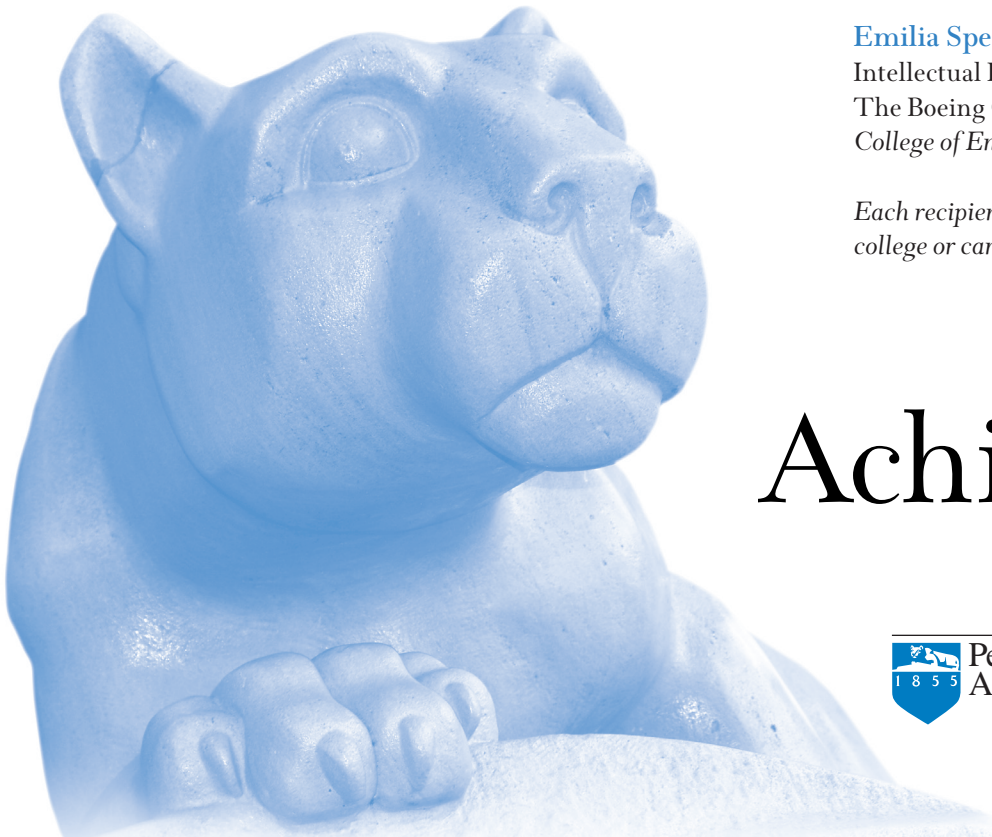
Intellectual Property Strategy Specialist  
The Boeing Company  
*College of Engineering*

*Each recipient is listed with the nominating college or campus.*

# The 2015 Alumni Achievement Awards



Penn State  
Alumni Association



Join the Coaches Caravan in May!

[View this email in your browser](#)



If you haven't met Penn State football coach James Franklin yet, here's your chance. He'll be headlining this year's **Coaches Caravan**, which features 12 stops across Pennsylvania and in Baltimore, New York City, Washington, D.C., and New Jersey.

As part of this year's Coaches Caravan, Franklin and other featured Penn State coaches will visit 12 locales in four states in a two-week span **beginning May 5 in Harrisburg and Lancaster, Pa.** At each stop, alumni, friends and fans will have the opportunity to meet the coaches and hear about their athletic programs at a lunch or evening event.



The Penn State Coaches Caravan is jointly sponsored by the Penn State Alumni Association and the Nittany Lion Club. As a benefit of membership, Alumni Association and Nittany Lion Club members will have the opportunity to register in advance, before the caravan is open to the general public. **Member registration begins in March, with general public access to follow.**

Franklin is scheduled to participate in all 12 stops and at least one other coach from Penn State's 31-sport athletic department will join him at each location. [Read a press release here](#) about the 2015 Coaches Caravan.

### Watch for Registration Details

Complete details on event locations, the other coaches participating and registration information for each stop on the tour will be available and announced soon.

### Penn State Coaches Caravan schedule:

Dates	Locations
May 5	Harrisburg (Lunch)

	Lancaster (Evening reception)
<b>May 6</b>	Washington, D.C. (Lunch) Baltimore (Evening reception)
<b>May 7</b>	Altoona (Lunch) Pittsburgh/Cranberry Township (Evening reception)
<b>May 19</b>	Philadelphia/Center City (Lunch) Philadelphia/Bucks County (Evening reception)
<b>May 20</b>	New York City (Lunch) Northern New Jersey/Morris County (Evening reception)
<b>May 21</b>	Lehigh Valley (Lunch) Wilkes-Barre (Evening reception)

### Questions?

For more information, visit the Alumni Association's website at [alumni.psu.edu](http://alumni.psu.edu), contact us at 800-548-LION (5466), option 4, during business hours, or email [alumni-events@psu.edu](mailto:alumni-events@psu.edu).



Free or discounted fees for members

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**Update for Committee on  
Outreach, Development, and  
Community Relations**

Craig Weidemann, Vice President for Outreach, Vice Provost for Online Education

March 19, 2015

# Today's Update

## Initiatives and Milestones

Penn State opening classroom/office in San Diego;  
engaging alumni with World Campus students

Penn State EdTech Network hosting student  
entrepreneurship event (HackPSU)

WPSU Penn State celebrating  
50th Anniversary

# Opening of Classroom and Office in San Diego

## Expanding access:

- Invitation by U.S. Marine Corps
- Limited face-to-face classes to help military students transition to World Campus to complete their degrees
- On-site World Campus admissions counselor and outreach coordinator

## Military population within 15 miles:

- 55,000 military personnel

17% of World Campus students are active military or veterans





# Opening of Classroom and Office in San Diego



17% of World Campus students are  
active military or veterans

- Invitation by U.S. Marine Corps
- Limited face-to-face classes to help students transition to World Campus
- On-site World Campus admissions counselor and outreach coordinator
- 55,000 military within 15 miles

# Engaging San Diego Alumni with World Campus Students



## San Diego Alumni Chapter

- 400+ members in chapter
- 2,400 alumni in area

# Engaging San Diego Alumni with World Campus Students



- MCRD Related Activities
- World Campus students eligible for Chapter Scholarship
- World Campus Student “Adoption” Program Pilot



# Penn State EdTech Network Hosting Student Entrepreneurship Event

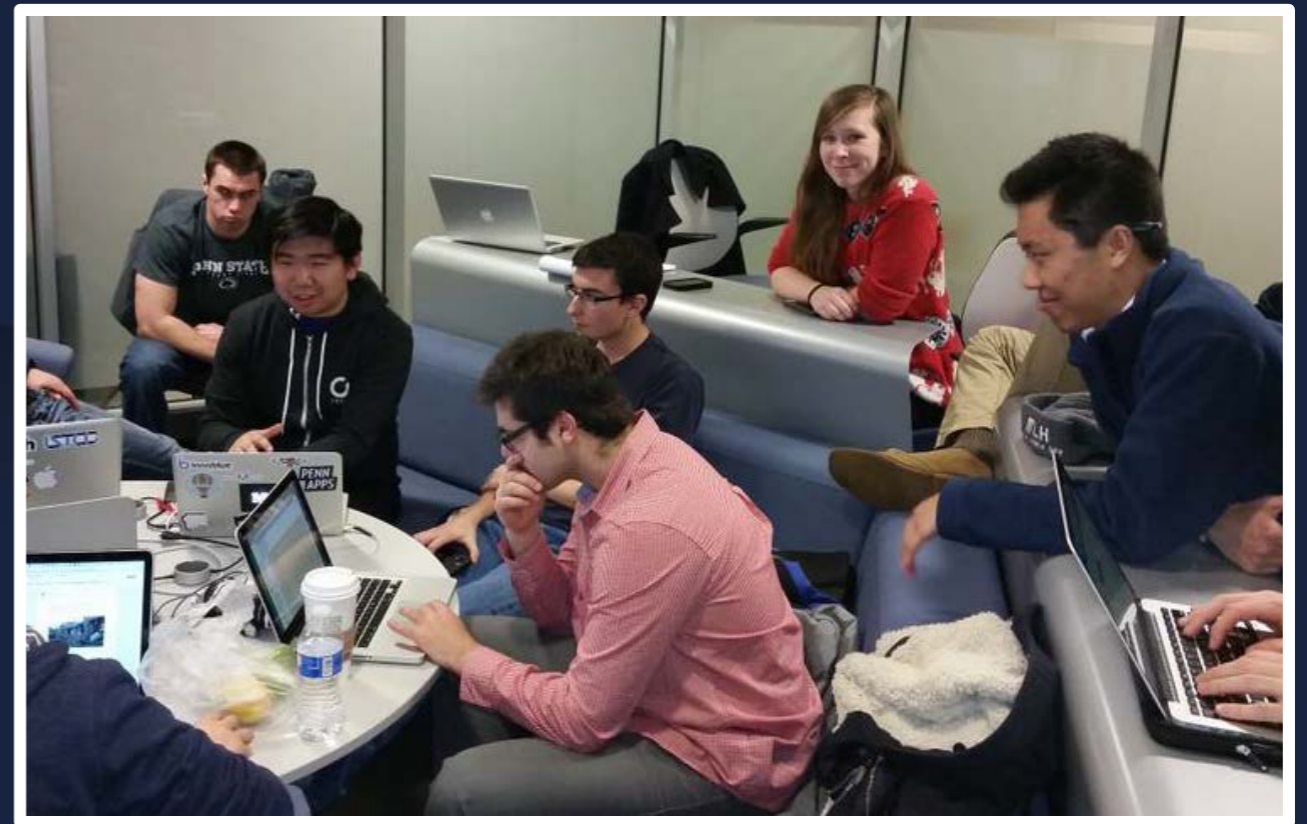
24-hour hackathon, March 28-29

- 5<sup>th</sup> annual
- 1<sup>st</sup> time focus on EdTech
- Initiative of student group Innoblue Entrepreneurship
- Other campus sponsors – Office of Industrial Partnerships, Global Entrepreneurship Week, student branch of the Institute of Electrical and Electronics Engineers
- Corporate sponsors – Microsoft, Facebook, Amazon Web Services, others



# Penn State EdTech Network Hosting Student Entrepreneurship Event

- Expect 400 students from across the country to attend on site
- 1<sup>st</sup> time students will attend virtually — expecting 40
- Goals — stimulate ideas, solve problems, and seek solutions in EdTech within higher education
- Technology and computing-based prizes to be awarded

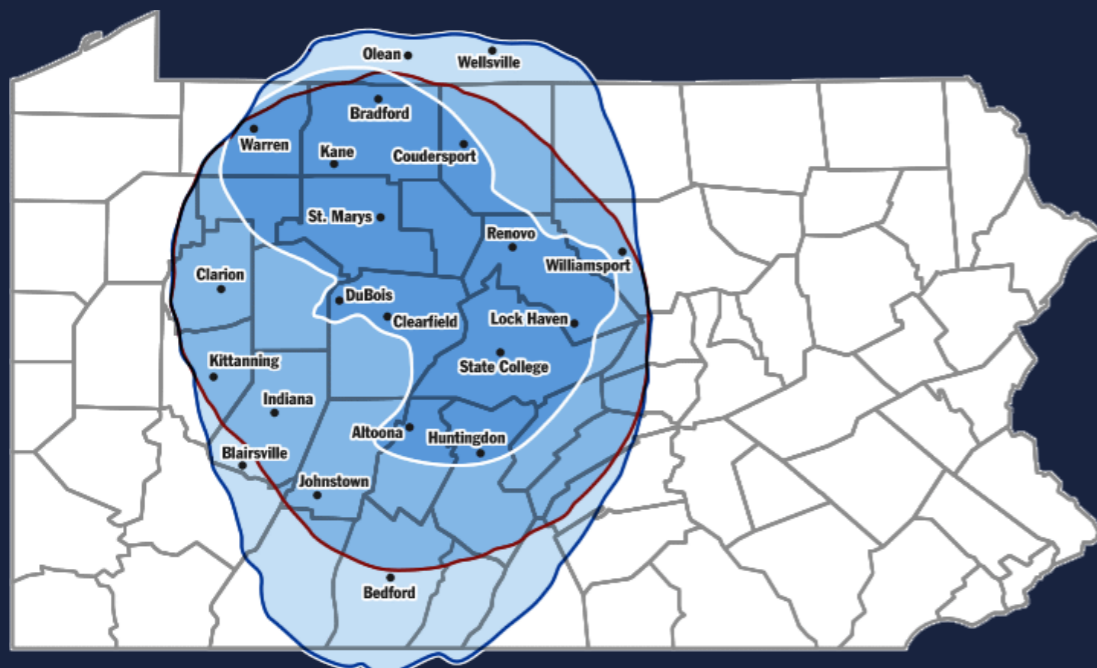


# WPSU-TV Turns 50!



1<sup>st</sup> broadcast on March 1, 1965

In 1964, PA state legislature appropriated \$1 million to help establish non-commercial educational television.



One of the largest geographic coverage areas in the nation

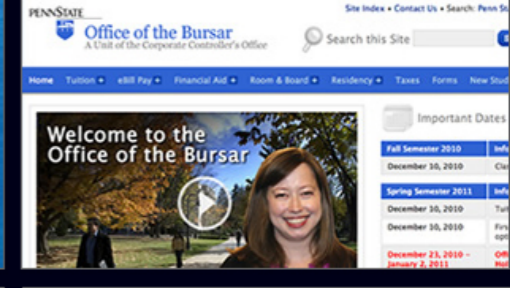
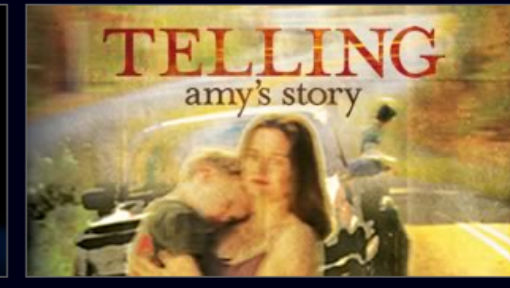
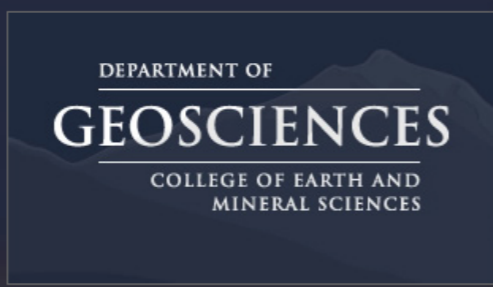
- 530,000 households
- 29 counties in central Pennsylvania



“Farm, Home and Garden” – 1<sup>st</sup> program televised live

“Weather World” still airs today







# Year-Long Celebration Planned

## Celebration Highlight:

April 22 – The Penn State Forum will feature keynote by Paula A. Kerger, PBS president and chief executive officer



**Thank you**

*[www.outreach.psu.edu](http://www.outreach.psu.edu)*