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From: Ammerman, Paula <PRA4@psu.edu>
Sent: Saturday, May 19, 2012 2:10 PM
Subject: Briefing Call for Sunday, May 20; Paula Cell 814-308-4148
Attachments: 120518 Engagement Plan.pdf; BoardRetreat June 2012.docx

Importance: High

TO: Voting Members of the Board of Trustees

Chairman Karen Peetz asked that I distribute the following list of agenda items for discussion by the voting membership on Sunday, May 20, at 5 pm. Please use the 866-393-1766 call in number and your individual access code provided separately.

- 1- Public Relations Proposal Review – Jennifer Thompson, Edelman (see attachment)
- 2- June 3rd Board Meeting Draft Agenda Review (see attachment)
- 3- Freeh Report Status Update
- 4- Big 10 Best Practices for Q&A at Board Meetings
- 5- Human Resources Updates

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Short-term Executive Engagement Plan



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Why Communicate

- It is challenging to communicate during times of crisis. Any act of communicating can be seen as a potential lightning rod for controversy. What is far riskier, however, is not communicating – it leaves the field open to detractors.
- **Lack of communication insinuates culpability and guilt. What is there to hide?**
- **Proactive communication –from the highest levels of PSU leadership – is critical for Penn State to manage and recover from the crisis in the short-term.**

Objectives

- Demonstrate the University is responding effectively to crisis-related issues and moving forward to define its future; ensure that Penn State's positions and progress to date are clearly understood.
- Establish pivot points and proactive messaging and begin to "expand the narrative" to positive Penn State associations in advance of the upcoming trials.
- Build greater credibility for the University in advance of the introduction of new reputational platforms.
- Demonstrate that Penn State leadership is accessible.
- Ensure Penn State's content occupies its share of the "information space."

Messaging

Messaging and content for President Erickson and Chairwoman Peetz will be closely-aligned. However, their approaches will also vary, as appropriate, given the different audiences they will reach and the varying expectations of those audiences.

- President Erickson's outreach activities will primarily advance the *accessibility* concept
- Chairwoman Peetz's outreach activities will primarily advance the *accountability* concept

President Erickson

Media Plan

What: “Informational tour” covering the commonwealth’s major population and media centers, targeting morning radio, daily newspapers and local TV stations.

Why: In-state relationships are paramount – national news organizations are fed from a multitude of sources, including local coverage. Penn State must engage directly and continuously with in-state stakeholders *now* to prepare for the upcoming periods of intense media scrutiny that will again nationally spotlight Penn State. A focused media tour with President Erickson will allow Penn State to:

- **Build and nurture relationships with external audiences**, particularly media, to ensure they are aware that President Erickson and / or the Penn State team, including David La Torre, are available at all times for context and comment
- Ensure that external audiences, particularly media, are aware of the activities Penn State is pursuing, and will continue to pursue, to address crisis-related issues
- Rare on-the-record conversations that will allow President Erickson to answer questions and outline his vision for PSU for the 2012-13 school year

Media Tour in Action

“There is no doubt that the Penn State community continues to face challenging times. As we move forward, we are committed to supporting the prevention and treatment of child abuse and being more accessible than ever before – while also focusing on the future of this great university to ensure Penn State’s standing as a world-class academic and research institution.”



Message



Audience



Method

- **Primary Audience:** In-state media (e.g., KDKA-AM, *The Philadelphia Inquirer*, etc)
- **Secondary Audience:** Students and prospective students; faculty and staff; alumni; policymakers

Direct, one-on-one media interviews with print, broadcast and digital media in key markets across Pennsylvania (e.g., Pittsburgh, Harrisburg, State College, Scranton/Wilkes-Barre)

Draft Schedule

One-Day stops in key media markets
Targets top-ranked radio, newspapers
Timing/Availability prevents TV visits in each market
No interviews will allow questions from the public.

Day 1: State College, June 4
Centre Daily Times

Day 2: Erie, June 5
Erie Times-News

Day 3: Pittsburgh, Open
KDKA Radio Pittsburgh
Pittsburgh Post-Gazette
Pittsburgh Tribune-Review

Day 4: Harrisburg, Open
Harrisburg Patriot-News
Lancaster New Era
WHP 580 Radio Harrisburg

Day 5: Philadelphia, Open
Philadelphia Inquirer
KYW Newsradio Philadelphia

Chairwoman Peetz

Salon Dinner

What: Host a salon dinner in New York City with 8-10 top-tier education opinion leaders on the topic of “Accountability in Higher Education.”

- Potentially partner with a leading influencer in the education sphere to co-host the dinner and bring an added level of credibility and impact to the event
- Invitees would include high-level representatives from prestigious universities within a reasonable travel radius of New York City, such as Columbia University, New York University, Georgetown, University of Pennsylvania, Yale

Why: A salon dinner will help inoculate Penn State against criticism by activating the “multiplier effect,” i.e., Chairwoman Peetz influences one thought leader, who in turn influences several, who in turn influence several more. Our primary goal is to:

- Demonstrate a deep commitment on the part of Chairwoman Peetz (and Penn State) to be a part of, and encourage, these kinds of conversations
- Ensuring that external audiences are aware of the activities Penn State is pursuing, and will continue to pursue, to address and remedy crisis-related issues

Salon Dinner in Action

"I'm pleased you have all joined us to discuss a topic that is of critical importance: accountability in higher education. It's a subject that doesn't always get a lot of attention, but I believe that, for those of us in leadership positions at America's top universities, there is no greater responsibility. Certainly, at Penn State, we have taken a number of steps recently to ensure greater accountability in all that we do."

Education leaders and influencers (e.g., Lee Bollinger, president, Columbia University; George A. Weiss, vice chair, Board of Trustees, University of Pennsylvania, and member, Athletics Overseer Board)

Private dinner in a New York City restaurant or private residence; Chairwoman Peetz makes brief opening remarks and then moderates a focused discussion on accountability in higher education



Message



Audience



Method

Anchor Op-ed

What: Place an op-ed, bylined by Chairwoman Peetz, in *The Philadelphia Inquirer*, *Harrisburg Patriot-News*, *Pittsburgh Post-Gazette*, and/or national media such as *The Wall Street Journal*, *The New York Times*, on the theme "Accountability in Higher Education." The op-ed would ideally be published before the start of the Sandusky trial.

Why: An op-ed is an important pre-emptive positioning move before the Sandusky trial, which will inevitably lead to broader discussion of issues involving child abuse. Our goals with the op-ed are to:

- Help balance the commentary and allow Penn State's voice to be heard
- Highlight the steps Penn State and the Board are taking to increase accountability at the University after the crisis (including anticipating outcomes of the Freeh report), but focus on the issue at a broader education level, discussing the importance of the issue and potential recommendations
- Create a pivot that begins to move perceptions of Penn State from the crisis specifically, to a lessons-learned, post-crisis environment

Discussion