

Branstetter, Jennifer

From: Tomalis, Ronald
Sent: Tuesday, July 10, 2012 1:28 PM
To: Branstetter, Jennifer
Subject: FW: Spanier says he talked to Freeh Group regarding Sandusky case

From: Eller, Timothy (PDE)
Sent: Tuesday, July 10, 2012 1:18 PM
To: Tomalis, Ronald
Cc: Bolden, Elizabeth; Clark, Margaret; Duffy, Nichole; Dumaresq, Carolyn; Dunlap, Gregory (GC); Gouker, Jordan; Hans, Jill; Hickernell, Jessica; Kelley, Janet; Koser, Erica; LaForme, Brian; Lubrecht, Alice; Miller, Joseph (PDE); Minzenberg, Barbara; Morton, Amy; Shoop, Jane; Walsh, Michael (PDE)
Subject: Spanier says he talked to Freeh Group regarding Sandusky case

Spanier says he talked to Freeh Group regarding Sandusky case

Eleanor Chute
Pittsburgh Post-Gazette
July 10, 2012

Former Penn State University president Graham Spanier was interviewed "at length" by the Freeh Investigative Group which is probing the university's role in the Jerry Sandusky child sex abuse scandal, according to a news release issued today by Mr. Spanier's attorneys.

In the written statement, attorneys Peter Vaira of Vaira & Riley and Elizabeth Ainslie of Schnader Harrison Segel & Lewis said, "Selected leaks, without the full context, are distorting the public record and creating a false picture. At no time in the more than 16 years of his presidency at Penn State was Dr. Spanier told of an incident involving Jerry Sandusky that described child abuse, sexual misconduct or criminality of any kind, and he reiterated that during his interview with Louis Freeh and his colleagues."

The interview took place Friday at the offices of Schnader Harrison Segal & Lewis in Philadelphia at Mr. Spanier's request even though Penn State and the state attorney general have denied him access to his own emails from more than a decade ago, according to the news release.

The news release said that, since Mr. Spanier left the presidency in November, he has "wanted the Freeh Group to create an accurate report and has been determined to assist in any way he can."

It said his counsel will "revisit the issue" of Mr. Spanier's lawsuit over the emails.

"We have no further comment at this time and remain hopeful that truth and reason prevail," the news release sent by Mr. Vaira and Ms. Ainslie stated.

Mr. Sandusky, a former Penn State assistant football coach, was convicted June 22 of 45 counts of sexually abusing 10 boys during a 15 year period.

Branstetter, Jennifer

From: Ammerman, Paula [REDACTED]
Sent: Tuesday, July 10, 2012 3:14 PM
Subject: Message from Chairman Peetz

Importance: High

TO: Voting Members of the Board of Trustees

As you may have heard Judge Freeh has just announced he will be releasing the findings of his investigation online on Thursday, July 12, 2012 at 9:00 a.m. EDT on www.TheFreehReportonPSU.com. Following the electronic release, he will host a press conference at 10 a.m., EDT in Ballroom Salon 1&2, of The Westin Philadelphia to answer media inquiries and provide his top-line findings.

The release coincides with our July Board of Trustees meeting and we have revised the Thursday schedule. At 8:00am Thursday, we will meet in Ballroom 1 of the Radisson Lackawanna Station Hotel to provide an overview of the new schedule for the day and discuss how we will review and prepare a timely response to the report.

The investigation Judge Freeh has been conducting since November will be essential to helping us better understand the full scope of what occurred on our campus, and how we can further strengthen our internal policies and protocols ensure the university is meeting the high standards expected of its employees, Trustees and students.

The level of public interest in this report will be monumental and media will be closely looking at our immediate response to the findings. It is very important that we present a unified front throughout the upcoming days as our immediate reaction to the findings will directly impact the reputation of the University, the Board and the ability to turn Judge Freeh's recommendations into a trusted plan to restore and strengthen the Penn State name.

I anticipate many of you will receive direct inquiries from the media. To ensure that we are speaking with one voice and are providing thoughtful comments, I request that you direct any and all media inquiries to Penn State's spokesperson, Dave La Torre. As we have seen, personal comments only complicate what is already a highly-charged and sensitive issue. Until we have a chance to receive and review the report and discuss it as a group any comments will be pure speculation and could further harm the Board and the University. Provided below is sample language you can use when directing media to Dave and his contact information.

- I appreciate the question and your interest in Judge Freeh's investigation. Since I have not seen the report I am not prepared to speak on this issue. If you contact university spokesman Dave La Torre, he can provide you additional details.
- Dave La Torre - [REDACTED], mobile: [REDACTED]

To ensure we are aware of and responding quickly to all media requests, please also inform Dave if you are contacted by media and provide the name of the outlet and reporter so Dave can follow up with them directly.

I want to thank you all for your time and cooperation in this very serious matter. If you have any questions please feel free to contact me directly.

Thank you.
Karen B. Peetz
Chairman, Board of Trustees
The Pennsylvania State University
205 Old Main
University Park, PA 16802

[REDACTED]; (814) 863-4631 FAX

www.pennstatesunshinefund.org

Branstetter, Jennifer

From: Ammerman, Paula [REDACTED]
Sent: Tuesday, July 10, 2012 7:30 PM
Subject: Statement

Importance: High

TO: Voting Members of the Board of Trustees

Below is a link to the Paterno Family Statement referenced earlier. For those traveling and using hand-held devices, the text is provided below:

http://blog.pennlive.com/midstate_impact/print.html?entry=/2012/07/paterno_family_releases_statem_1.html

The Patriot-News

View full size The Associated Press, file Penn State University trustees turned to former FBI director Louis J. Freeh to lead an inquiry into child sexual assault allegations involving former assistant football coach Jerry Sandusky.

The family of late Penn State football coach **Joe Paterno** has released a statement today in anticipation of Louis Freeh's findings from an internal investigation into the university's response to the Jerry Sandusky child sexual abuse scandal.

The report will be released to the public Thursday at 9 a.m.

Here is the statement in full:

Over the last nine months Joe Paterno has been praised by some in near saintly terms and criticized by others as a villain. He was neither.

As the people who worked closely with Joe know, he was tough, aggressive, opinionated and demanding. He was also highly principled, uncompromisingly ethical, dedicated to his job at Penn State and committed to excellence.

When the Sandusky case exploded last fall, Joe's first instincts were to tell everything he knew. He assumed the University would want to hear from him, but he was never given the chance to present his case.

He planned to hold a press conference, but University officials ordered him to cancel it. And then the various investigations started and the legal process took over. On top of everything else, Joe was diagnosed with lung cancer. Two months later he was gone. The end result is his story has never fully been told.

As this situation unfolded, Joe cautioned everyone not to jump to conclusions. He believed that a rush to judgment and a disregard for due process would ultimately result in conclusions that would not stand the test of time. To be clear, he did not fear the truth, he sought it. As much as anyone he wanted to know exactly what Jerry Sandusky had done and he wanted to understand how it happened.

The hiring of the Freeh Group is the single most important action the Board of Trustees has taken. Joe supported this decision with the hope that it would result in a thorough, balanced and thoughtful assessment of the Sandusky tragedy. Unfortunately, recent events have raised questions about the fairness and confidentiality

of the investigative process.

Over the last several weeks there has been a virtual torrent of leaks about the Freeh Group's work. To be clear, we do not know the source, or sources, of the leaks. What cannot be disputed, however, is that select emails intended to smear Joe Paterno and other former Penn State officials have been released. Testimony from witnesses highly critical of Joe has been revealed. And purported conclusions condemning the culture of the football program have been widely disseminated. The Board promised a fair, transparent and impartial process. These developments are a threat to their stated objectives.

When these leaks first started we appealed to the Freeh Group, the Board and the Attorney General to condemn the leaks and caution the public that it would be wrong to reach any conclusions from selectively released materials. We then asked that all emails and other documents be released so a full picture of their research could be understood.

As purported conclusions started leaking out, we followed up with the Freeh Group to ask for the right to respond. Since Joe Paterno never had an opportunity to present his case, we believe we should have a reasonable time to review their findings and offer information that could help complete the picture. We were told we could offer responses to the publicly reported allegations, but the Freeh Group declined to confirm that these allegations are in the final report. It is our firm belief that the report would be stronger and more credible if we were simply given a chance to review the findings concerning Joe Paterno in order to present the case he was never allowed to make.

Since the outcome of this process appears set in stone, we have no choice but to wait for the report and respond as best we can. Given that the report is estimated to be between 100-150 pages it will understandably take us some time to study it and prepare a comprehensive response.

In advance of the release of the report, there are a few facts we want on the record:

- We would still welcome a chance to meet with the Freeh Group to review the findings and offer a response. We do not seek or expect the right to edit the report; but we believe our voice should be reflected in its conclusions.
- To this point, Joe Paterno is the only person who publicly acknowledged that with the benefit of hindsight he wished he had done more. This was an honest and courageous admission that a true leader must assume a measure of responsibility when something goes wrong on his watch.
- The sad and frightening fact is Jerry Sandusky was a master deceiver. He fooled players, coaches, law enforcement officials, child service professionals, Penn State Board members, University leaders, neighbors, donors, staff and supporters of Second Mile and his family.
- With respect to the email from Tim Curley which stated, "After giving it more thought, and talking it over with Joe yesterday - I am uncomfortable with what we agreed were the next steps," the media spin that this is proof of some sort of cover up is completely false. When the facts come out, it will be clear that Joe Paterno never gave Tim Curley any instructions to protect Sandusky or limit any investigation of his actions.
- Joe Paterno did not cover up for Jerry Sandusky. Joe Paterno did not know that Jerry Sandusky was a pedophile. Joe Paterno did not act in any way to prevent a proper investigation of Jerry Sandusky. To claim otherwise is a distortion of the truth.
- If he were with us today, we are certain Joe Paterno would say that he wished he had done any number of things differently. We also believe he would make it clear that he was not an investigator, law enforcement officer, child services professional or a member of the Board of Trustees. Joe would accept his responsibility, but he would expect others to step forward as well.

Branstetter, Jennifer

From: Tomalis, Ronald
Sent: Thursday, July 12, 2012 9:16 AM
To: Branstetter, Jennifer; Shamash, Todd
Subject: Fw: Remarks Of Louis Freeh In Conjunction With Announcement Of Publication Of Report Regarding The Pennsylvania State University

From: Eller, Timothy (PDE)
Sent: Thursday, July 12, 2012 09:11 AM
To: Tomalis, Ronald
Cc: Hickernell, Jessica; Kelley, Janet; Morton, Amy; Hans, Jill; Lubrecht, Alice; Gouker, Jordan; Minzenberg, Barbara; Koser, Erica; LaForme, Brian; Dumaresq, Carolyn; Bolden, Elizabeth; Dunlap, Gregory (GC); Miller, Joseph (PDE); Shoop, Jane; Clark, Margaret; Walsh, Michael (PDE); Duffy, Nichole
Subject: Remarks Of Louis Freeh In Conjunction With Announcement Of Publication Of Report Regarding The Pennsylvania State University

Remarks Of Louis Freeh In Conjunction With Announcement Of Publication Of Report Regarding The Pennsylvania State University

PHILADELPHIA, July 12, 2012 /PRNewswire/ -- Louis Freeh today issued prepared remarks in conjunction with today's publication of his report of the investigation into the facts and circumstances of the actions of The Pennsylvania State University surrounding the child abuse committed by a former employee, Gerald A. Sandusky. Mr. Freeh will summarize these remarks during his press conference at 10 a.m. today.

Mr. Freeh and his law firm, Freeh Sporkin & Sullivan, LLP, were retained in November 2011 on behalf of the Special Investigations Task Force of the Board of Trustees of The Pennsylvania State University to conduct the independent investigation.

The full text of the remarks follows:

I. Introduction

Good Morning.

We are here today because a terrible tragedy was allowed to occur over many years at Penn State University, one in which many children were repeatedly victimized and gravely harmed. Our hearts and prayers are with the many children – now young men – who were the victims of a now convicted serial pedophile.

I want to remind everyone here, and those watching this press conference, of the need to report child abuse to the authorities. In Pennsylvania you can report child abuse to the Department of Public Welfare's ChildLine. That number – which is on the screen before you – is (800) 932-0313. It is our hope that this report and subsequent actions by Penn State will help to bring every victim some relief and support.

Penn State University is an outstanding educational institution, which is rightly proud of its students, alumni, faculty and staff, who, in turn, hold the institution in very high esteem. We understand and respect their support and loyalty, and the spirit of community surrounding the University, which we witnessed first-hand during our seven and one half months of work on the Penn State campus. We also fully appreciate the strong emotions which surround these tragic matters and our work.

All of us here today understand that it is the duty of adults to protect children and to immediately report any suspected child sexual abuse to law enforcement authorities. Our team was reminded of this on a daily basis because Henderson South, our base at Penn State, was the former Child Care Center at State College, with some of the children's art work still in the space.

On November 21, 2011, the Special Investigations Task Force established by the Board of Trustees of The Pennsylvania State University retained my firm, Freeh Sporkin & Sullivan, to conduct a full, fair and completely independent investigation into the facts and circumstances raised by the Grand Jury report and the criminal charges against former Assistant Coach Gerald Sandusky.

I commend Ken Frazier, Chairman of the Task Force, and Ron Tomalis, Vice Chairman of the Task Force, and their colleagues for the steps they took to ensure the independence and thoroughness of our investigation. We would also like to acknowledge, in particular, the three Task Force members who are not members of the Board of Trustees – a faculty member, a student and a distinguished alumnus.

To conduct this independent investigation, we assembled an outstanding team of former law enforcement, lawyers (one of whom is a former Navy SEAL) and officials, including former prosecutors, FBI Agents and Pennsylvania and Delaware State Police Officers, with many decades of experience conducting sensitive investigations. I am pleased to be joined this morning by some members of our team.

Working exceptionally hard in a very short amount of time for an investigation of this magnitude, my team conducted over 430 interviews of various individuals that included current and former University employees from various departments across the University, as well as current and past Trustees, former coaches, athletes and others in the community. We also analyzed over 3.5 million emails and other documents. The evidence found by our investigators included critical, contemporaneous correspondence from the times of these events. Our investigative team made independent discovery of critical 1998 and 2001 emails – the most important evidence in this investigation. We also confirmed, through our separate forensic review, that the correct year of the Sandusky sexual assault witnessed by Michael McQueary was 2001, and not 2002 as set forth in the original Grand Jury presentment.

In performing this work, we adhered faithfully to our original mandate: to investigate this matter fully, fairly, and completely, without fear or favor. We have shown no favoritism toward any of the parties, including the Board of Trustees itself, our client. I can tell you that at all times we felt that our demand for total independence – the primary condition of our engagement – was respected.

We took the unusual step of not providing any draft of the report to the Board of Trustees or to the Task Force prior to its posting this morning. They are seeing it at the same time and in the same manner as everyone else, namely by accessing the independent website we established for this purpose, www.TheFreehReportonPSU.com. To be absolutely clear, this public release is the first time anyone outside of our investigative team has seen this report.

In our investigation, we sought to clarify what occurred, including who knew what and when events happened, and to examine the University's policies, procedures, compliance and internal controls relating to identifying and reporting sexual abuse of children. Specifically, we worked to identify any failures or gaps in the University's control environment, compliance programs and culture which may have enabled these crimes against children to occur on the Penn State campus, and go undetected and unreported for at least these past 14 years. As you will read in our report, Penn State failed to implement the provisions of the Clery Act, a 1990 federal law that requires the collecting and reporting of the crimes such as Sandusky committed on campus in 2001. Indeed, on the day Sandusky was arrested, Penn State's Clery Act implementation plan was still in draft form. Mr. Spanier said that he and the Board never even had a discussion about the Clery Act until November 2011.

While independent, our work was done in parallel with several other active investigations by agencies and governmental authorities, including the Pennsylvania Attorney General, Pennsylvania State Police, United States Attorney, Federal Bureau of Investigation, and U.S. Department of Education. We continuously interfaced and cooperated with those

agencies and authorities. We also received assistance from the National Center for Missing & Exploited Children (NCMEC). As promised, we immediately turned over any relevant evidence we found to these authorities, such as the critical February 27, 2001 emails between Messrs. Spanier, Schultz and Curley. The complete emails are now available on our website.

Unfortunately, portions of these emails have been leaked to the media. We strongly condemn and deplore those leaks. Let me assure you that none of these leaks came from the Special Investigative Counsel team. As you will see by reading our report this morning, not one conclusion, phrase, or any content of our report has been published or quoted prior to today.

Last month Sandusky was found guilty after trial on 45 of 48 counts. He awaits sentencing. We were exceedingly careful not to do anything that would have impeded that investigation and trial. Criminal proceedings are still pending against Mr. Schultz and Mr. Curley. We respect the criminal justice process and their rights to a fair trial.

Some individuals declined to be interviewed. For example, on the advice of counsel, both Mr. Curley and Mr. Schultz declined to be interviewed. Also, the Pennsylvania Attorney General requested that we not interview certain potential witnesses. We honored those requests. Mr. Paterno passed away before we had the opportunity to speak with him, although we did speak with some of his representatives. We believe that he was willing to speak with us and would have done so, but for his serious, deteriorating health. We were able to review and evaluate his grand jury testimony, his public statements, and notes and papers from his files that were provided to us by his attorney.

II. Findings

Our most saddening and sobering finding is the total disregard for the safety and welfare of Sandusky's child victims by the most senior leaders at Penn State. The most powerful men at Penn State failed to take any steps for 14 years to protect the children who Sandusky victimized. Messrs. Spanier, Schultz, Paterno and Curley never demonstrated, through actions or words, any concern for the safety and well-being of Sandusky's victims until after Sandusky's arrest.

In critical written correspondence that we uncovered on March 20th of this year, we see evidence of their proposed plan of action in February 2001 that included reporting allegations about Sandusky to the authorities. After Mr. Curley consulted with Mr. Paterno, however, they changed the plan and decided not to make a report to the authorities. Their failure to protect the February 9, 2001 child victim, or make attempts to identify him, created a dangerous situation for other unknown, unsuspecting young boys who were lured to the Penn State campus and football games by Sandusky and victimized repeatedly by him.

Further, they exposed this child to additional harm by alerting Sandusky, who was the only one who knew the child's identity, about what McQueary saw in the shower on the night of February 9, 2001.

The stated reasons by Messrs. Spanier, Schultz, Paterno and Curley for not taking action to identify the victim and for not reporting Sandusky to the police or Child Welfare are:

(1) Through counsel, Messrs. Curley and Schultz have stated that the "humane" thing to do in 2001 was to carefully and responsibly assess the best way to handle vague but troubling allegations.

(2) Mr. Paterno said that "I didn't know exactly how to handle it and I was afraid to do something that might jeopardize what the university procedure was. So I backed away and turned it over to some other people, people I thought would have a little more expertise than I did. It didn't work out that way."

(3) Mr. Spanier told the Special Investigative Counsel that he was never told by anyone that the February 2001 incident in the shower involved the sexual abuse of a child but only "horsing around." He further stated that he never asked what "horsing around" by Sandusky entailed.

Taking into account the available witness statements and evidence, it is more reasonable to conclude that, in order to avoid the consequences of bad publicity, the most powerful leaders at Penn State University – Messrs. Spanier, Schultz, Paterno and Curley – repeatedly concealed critical facts relating to Sandusky's child abuse from the authorities, the Board of Trustees, Penn State community, and the public at large. Although concern to treat the child abuser humanely was expressly stated, no such sentiments were ever expressed by them for Sandusky's victims.

The evidence shows that these four men also knew about a 1998 criminal investigation of Sandusky relating to suspected sexual misconduct with a young boy in a Penn State football locker room shower. Again, they showed no concern about that victim. The evidence shows that Mr. Paterno was made aware of the 1998 investigation of Sandusky, followed it closely, but failed to take any action, even though Sandusky had been a key member of his coaching staff for almost 30 years, and had an office just steps away from Mr. Paterno's. At the very least, Mr. Paterno could have alerted the entire football staff, in order to prevent Sandusky from bringing another child into the Lasch Building. Messrs. Spanier, Schultz, Paterno and Curley also failed to alert the Board of Trustees about the 1998 investigation or take any further action against Mr. Sandusky. None of them even spoke to Sandusky about his conduct. In short, nothing was done and Sandusky was allowed to continue with impunity.

Based on the evidence, the only known, intervening factor between the decision made on February 25, 2001 by Messrs. Spanier, Curley and Schulz to report the incident to the Department of Public Welfare, and then agreeing not to do so on February 27th, was Mr. Paterno's February 26th conversation with Mr. Curley.

We never had the opportunity to talk with Mr. Paterno, but he did say what he told McQueary on February 10, 2011 when McQueary reported what he saw Sandusky doing in the shower the night before: "You did what you had to do. It is my job now to figure out what we want to do." Why would anyone have to figure out what had to be done in these circumstances? We also know that he delayed reporting Sandusky's sexual conduct because Mr. Paterno did not "want to interfere" with people's weekend. To his credit, Mr. Paterno stated on November 9, 2011, "With the benefit of hindsight, I wish I had done more."

Their callous and shocking disregard for child victims was underscored by the Grand Jury, which noted in its November 4, 2011 presentment that there was no "attempt to investigate, to identify Victim 2 or to protect that child or others from similar conduct, except as related to preventing its recurrence on University property."

None of these four men took any responsible action after February 2001 other than Mr. Curley informing the Second Mile that Mr. Sandusky had showered with a boy. Even though they all knew about the 1998 incident, the best they could muster to protect Sandusky's victims was to ask Sandusky not to bring his "guests" into the Penn State facilities.

Although we found no evidence that the Penn State Board of Trustees was aware of the allegations regarding Sandusky in 1998 and 2001, that does not shield the Board from criticism. In this matter, the Board – despite its duties of care and oversight of the University and its Officers – failed to create an environment which held the University's most senior leaders accountable to it. Mr. Spanier resisted the Board's attempt to have more transparency. In fact, around the time that Mr. Sandusky, Mr. Curley and Mr. Schultz were arrested, Mr. Spanier was unwilling to give the Board any more information about what was going on than what he was providing to the public.

After a media report on March 31, 2011, the Board was put on notice about serious allegations that Sandusky was sexually assaulting children on the Penn State campus. The Board failed in its duty to make reasonable inquiry into these serious matters and to demand action by the President.

The President, a Senior Vice President, and General Counsel did not perform their duty to make timely, thorough and forthright reports of these 1998 and 2001 allegations to the Board. This was a failure of governance for which the Board must also bear responsibility.

We also found that:

The Board did not have regular reporting procedures or committee structures to ensure disclosure of major risks to the University;

Some Trustees felt their meetings were a "rubber stamp" process for Mr. Spanier's actions;

The Board did not independently ask for more information or assess the underreporting by Spanier about the Sandusky investigation after May 2011 and thereby failed to oversee properly his executive management of the worst crisis in Penn State's history;

The Board was over-confident in Spanier's abilities to handle crises and was unprepared to deal with: the filing of criminal charges against senior University leaders and a prominent former football coach in November, 2011; and, the firing of Coach Paterno.

From 1998-2011, Penn State's "Tone at the Top" for transparency, compliance, police reporting and child protection was completely wrong, as shown by the inaction and concealment on the part of its most senior leaders, and followed by those at the bottom of the University's pyramid of power. This is best reflected by the janitors' decision not to report Sandusky's horrific 2000 sexual assault of a young boy in the Lasch Building shower. The janitors were afraid of being fired for reporting a powerful football coach.

III. Recommendations

The other important part of our charge was to make recommendations to prevent such catastrophic failures to report from ever again occurring at Penn State. The Board of Trustees had requested recommendations as soon as possible, in order to improve policies and procedures regarding the protection of children on its campuses. Just this summer alone, over 20,000 non-student minors are participating in sports camps on the University Park campus. To ensure that these children would be better protected, we gave the Board of Trustees 14 of our preliminary recommendations in January, almost all of which have now been implemented.

Further, we suggested some longer term changes, including the creation of a comprehensive and stringent Compliance Program, including Board oversight through a Compliance Committee. That committee would have oversight responsibility for all regulatory obligations, including the Clery Act, and the Chief Compliance Officer would have a direct reporting line to the committee. The University has commenced a national search for a highly qualified Chief Compliance Officer and adopted two new policies for the protection of children: one provides for annual training on child abuse and mandatory reporting for all employees; the other revises and strengthens the University's background check process.

In addition to our interim recommendations, we have added 119 recommendations set forth in today's report. One of the most important of our recommendations is for Penn State itself to study, evaluate and make any needed additional changes. The goal should be to create a more open and compliant culture, which protects children and not adults who abuse them.

IV. Conclusion

With the presentation of this Report to the Special Investigations Task Force and the Board of Trustees, our work is largely completed. We will make ourselves available to the Task Force and Board to answer any questions they may have, but we will not have an ongoing role with the University. We will also make ourselves available to the students, faculty and staff of the University at the appropriate time at State College. We hope such an interaction might assist the Penn State community in moving forward.

The release of our report today marks the beginning of a process for Penn State, and not the end. It is critical that Old Main, the Board and the Penn State community never forget these failures and commit themselves to strengthening an

open, compliant and victim sensitive environment – where everyone has the duty to "blow the whistle" on anyone who breaks this trust, no matter how powerful or prominent they may appear to be.

www.pennstatesunshinefund.org