



Keene
STATE COLLEGE

Wisdom to make a difference.

Crisis and Controversy on Campus

NECHE Annual Meeting

Melinda Treadwell, President

12/12/2019

This afternoon

Keene State College, at a glance

- Our history
- Our mission
- Our motto

October 2014, Keene Pumpkinfest, what happened?
Reality v. Perception

The campus response and town / gown relationships

2014 – 2019 at Keene State College

Social media, public relations, and lessons learned

The College at a glance

- Founded in 1909 as state's second Normal School
- State's designated Public Liberal Arts College
- Master's Comprehensive
- Draw majority of students from within 110 miles
58% first generation in 2019 entering class
~24% Pell Eligible



Mission & Values

Keene State College prepares promising students to think critically and creatively, to engage in active citizenship, and to pursue meaningful work. As the public liberal arts college of New Hampshire, we offer an enriching campus community and achieve academic excellence through the integration of teaching, learning, scholarship, and service.



Keene
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“Enter to Learn, Go Forth to Serve”

Wisdom to make a difference.

The Keene Pumpkinfest

- **A community festival**
- **Significant non-profit and downtown merchant event**
- **Began small, grew expansively leading up to 2014**
- **Visitors drawn from across New England**
- **Competition for World Record status**



The idyllic community festival,
scale expanding annually...



And then...October 2014

NBC Nightly [News](#)

[Social media](#) and posted content

Also: CNN, Boston Globe, Union Leader,
Keene Sentinel, AP distribution



**Buzzfeed- *Hundreds of Kids Riot during
New Hampshire's Pumpkinfest***

**LA Times-- *Riot Breaks Out at NH
Pumpkin Festival***





NBC NEWS

THE NIGHT NEWS



And then...October 2014

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**Buzzfeed- *Hundreds of Kids Riot during
New Hampshire's Pumpkinfest***

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Pumpkin Festival***





On Main Street, little awareness of riotous behavior or police engagement.

The broad majority of Keene State students not involved.

Hundreds worked to clean up and support the community.



The response and town/gown relationships

- Harm to student image
- Harm to College image
- Media/public relations management challenges
- Fear, anger and outrage palpable for some time (continues)

Judicial Actions by February 2015

Over 100 arrests during event by Keene Police (20 KSC students)

177 students (out of 4,667) were found responsible for 242 violations of the Student Code of Conduct

Examples of sanctions:

- 39 probations
- 18 fines
- 14 restitution
- 4 deferred suspensions
- 12 suspensions
- 2 dismissals/expulsions
- 1 withdrawal with a suspension/expulsion level sanction

Campus Responses

Student Actions

- Increased service to the community
- Hosted dinner for fire, police and fire marshal's offices
- Unanimously supported fee increase to hire AOD Counselor
- Participated in the review of the conduct process and policies
- Committee and actions to ensure on-/off- campus behaviors are aligned
- Work with faculty, staff and administration to create more supportive, healthy, and engaged community
- Work with neighbors, residents and merchants to improve relationships

Campus Responses

Campus Actions

- Formed College/City Commissions
- Created Community Coalition --Fire, Police, Housing Inspector, Campus Safety, Student Conduct and Coordinator of Student and Community Relations
- Focus on AOD education and enforcement
- Prioritize and invest in behavioral and holistic wellness focus
- Work with City EMS and code enforcement personnel to synergize in education and enforcement
- Extended campus conduct code to off campus students
- Launched mandatory off campus orientation
- Expand and enhance relationship with City and Landlords
- Hired full-time staff for student and community relations



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Wisdom to make a difference.

Over to John...

Crisis and Controversy on Campus

GONE IN SIXTY SECONDS

THE MILLION DOLLAR HEIST

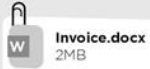




FROM: JoeColleague@college.edu

DATE: 11/28/2018

SUBJECT: Outstanding Invoice



Hey There!

College owes us outstanding invoice. See attached.

**Sincerely,
Joe Colleague**



FROM: JoeColleague@college.edu

DATE: 11/28/2018

SUBJECT: Outstanding Invoice



Hey Tim!

College owes us outstanding

Sincerely,
Joe Colleague





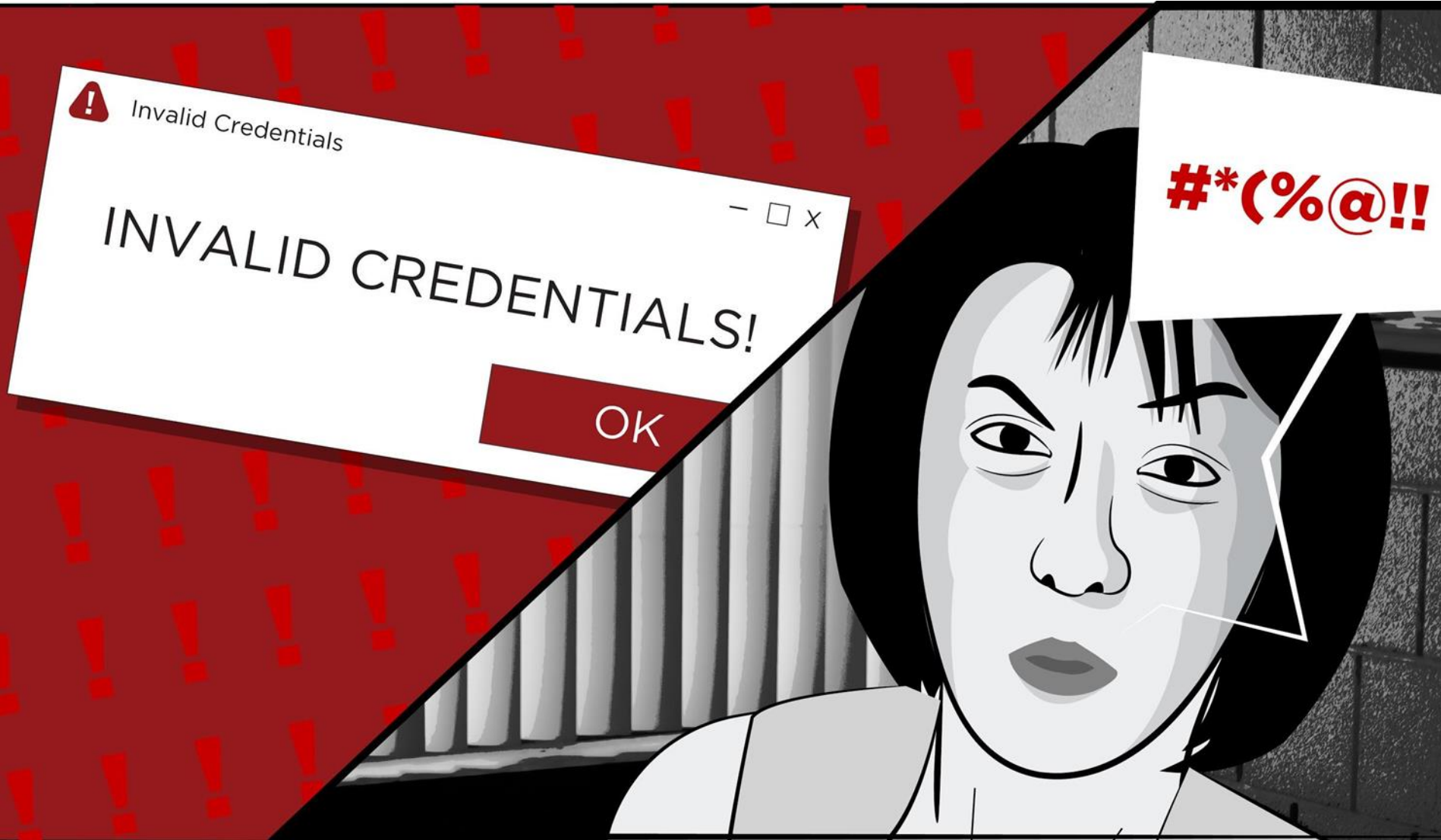


The Million Dollar Heist at Cape Cod Community College

Phase One: Enabling Content

- Patient One in the Procurement office receives an email from a colleague at another community college.
- Patient One opens an attached Word Document, believing it to be an “outstanding invoice.”
- Computer prompts Patient One to “enable content.” They comply.
- Patient One’s computer goes Blue. They contact the IT Help Desk, who relay that they will be there first thing in the morning.
- The computer had been infected with the “Emotet” virus...and it was spreading.





Invalid Credentials



INVALID CREDENTIALS!

OK

#*(%@!!

HI! I'M...

GARY

FROM THE BANK







The Million Dollar Heist at Cape Cod Community College

Phase Two: Social Engineering

- The following day, Patient Two in the Procurement Office goes to login to the College's banking site. Their credentials are denied.
- Patient One receives a phone call from "The Bank." The Caller ID confirms that Bank's name.
- The Bank notifies Patient One that the website is experiencing technical issues, but they will work to resolve it.
- Patient One attempts to login using their random password generating key fob.
- Patient Two attempts to login using their key fob as well.

15 MINUTES LATER



**Tick Tock
Tock
Tick**

9 TRANSACTIONS TOTALING...

\$807,130↓

The Million Dollar Heist at Cape Cod Community College

Phase Three: The Aftermath

- The “15 Minute” countdown was a digital smoke bomb.
- Upon detonation, WiFi in the Administration Building shut down, delaying response as we dealt with a perceived issue with Comcast.
- All at once, the news came in from The Real Bank: we had been robbed.

Insights and impacts

Observations / Insights

- The role of President is changing—Media response and PR
- Responses in the moment can amplify the situation
- Responses to the media or social media should be cautious
- The facts often aren't the issue and they don't help overcome perceptions
- Apologies matter
- Accelerated news cycles and viral social media propagation are challenging and require measured (or no) responses
- Public Institutions must serve as increasingly committed *Stewards of Place* and this affirmation matters in town/gown relationships
- Must be vigilant

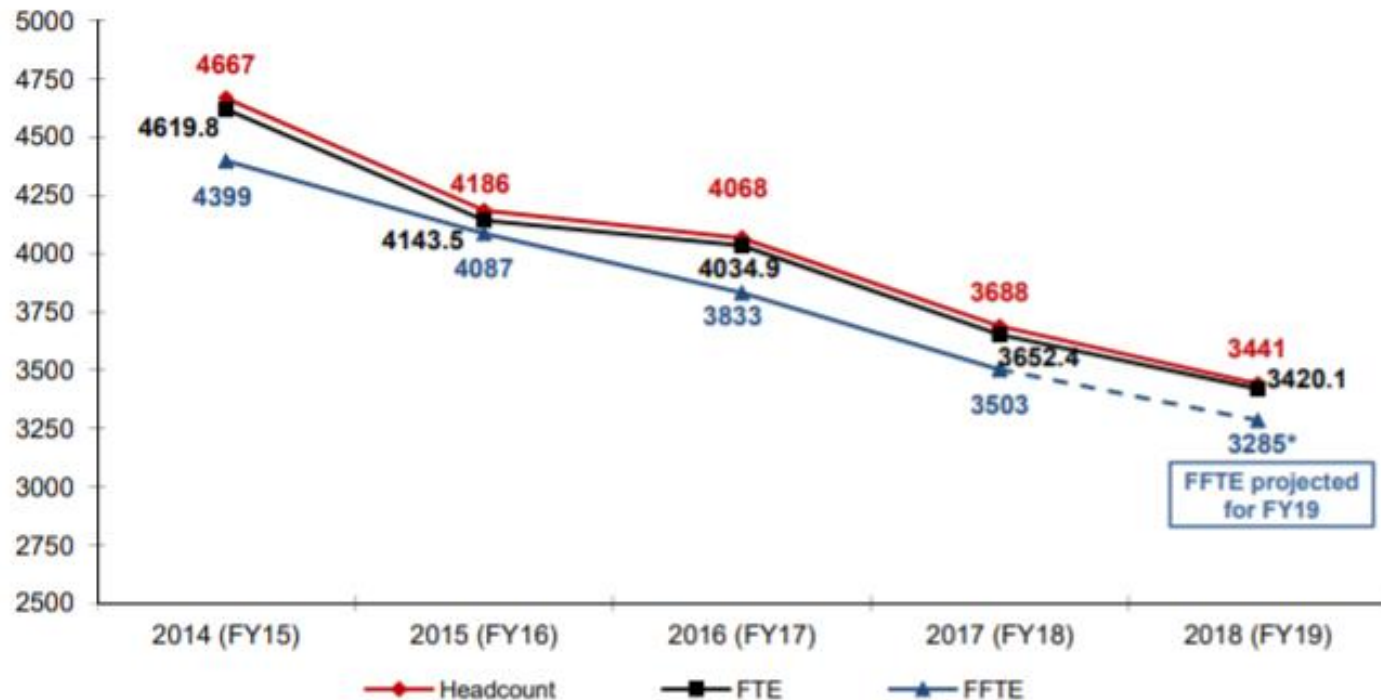
Keene State College 2014-2019

The College at a glance

Keene State College
Factbook 2018-2019

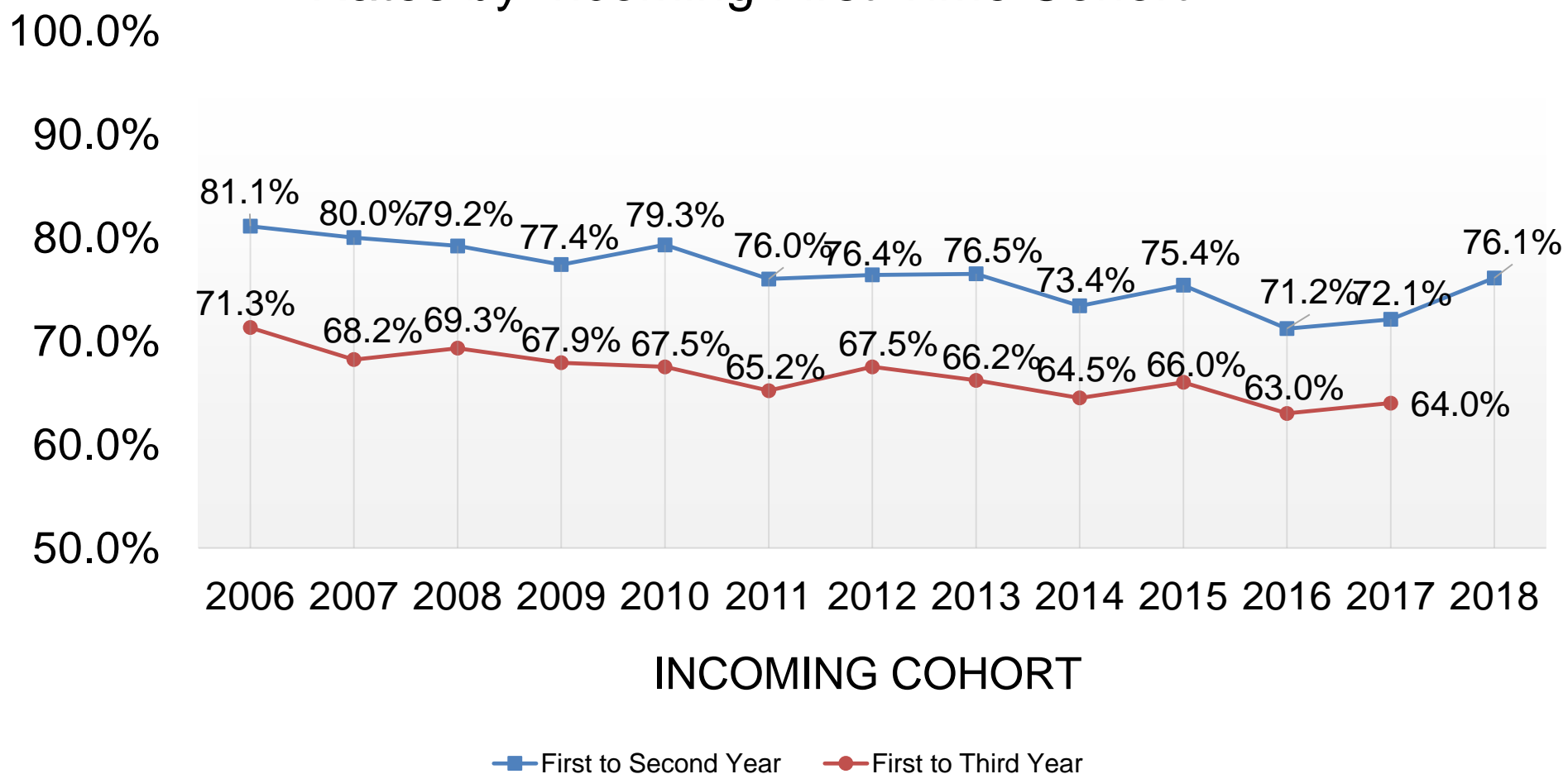
Fall Enrollments Headcount, FTE and FFTE

Headcount, FTE & FFTE of Matriculated Undergraduates



The College at a glance

First-to-second and First-to-Third Year Retention Rates by Incoming First-Time Cohort



#10 Best School Among Regional Colleges

[Learn More](#)



FINANCIAL



COMMUNITY AWARENESS



TECHNOLOGY

The Plan of Attack



CHAPTER 5

THE RECOVERY

\$677,583⁺

THE MILLION DOLLAR HEIST. ONE YEAR LATER.

The Million Dollar Heist at Cape Cod Community College

Phase Four: The Response

- After confirming our response plan with the State Comptroller's Office, we notified the College Community.
- Our language was bold: we laid out the amount stolen, and we were clear that we were victims of fraud.
- Our statement to the College doubled as our statement to the media. One transparent message for everyone.
- We noted often that we needed to say out loud what happened, so that others could learn from it (and be afraid of how complicated the scam was).
- We made local and national headlines for several weeks, but the story died down by the new year as the investigation was ongoing (i.e. nothing new to say).

Thank you

Questions?