

# Anne M. Hoag

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528 Clarence Avenue  
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## **Academic and Administrative Appointments**

Associate Professor, Department of Telecommunications, Penn State University,  
July 2003 - present.

Associate Dean for Undergraduate Education and Outreach, College of  
Communications, Penn State University, July, 2005 – June, 2011.

Director of Outreach, College of Communications, Penn State University, July,  
2003 – June, 2005.

Assistant Professor, Department of Telecommunications, Penn State University,  
January, 1997 – June, 2003.

## **Education**

Ph.D., Mass Media, 1997. Michigan State University, East Lansing, Michigan.  
*Speed and the Internet: Factors Influencing Choice of Access Capacity and Subsequent  
Effects on Media Consumption*, Doctoral Dissertation.

B.A., Film and Video Studies, 1981. University of Michigan, Ann Arbor,  
Michigan.

## **Publications**

### Scholarly Articles and Book Chapters

Compaine, B. and Hoag, A (2012). "Factors Supporting and Hindering New Entry  
in Media Markets: A Study of Media Entrepreneurs." *The International Journal on  
Media Management*, 14, 27-49.

Hoag, A. and Anderson, D.A. (2009). "Enhancing Diversity: It's the People, the System and the Infrastructure," in R. Izard (Ed.) *Diversity that Works*. Funded by the John S. and James L. Knight Foundation.

Hoag, A. (2008). Measuring Media Entrepreneurship. *International Journal on Media Management*, 10(2) 74-80.

Kraut, R., Steinfield, C., Chan, A., Butler, B. and Hoag, A. (2007). "Coordination and Virtualization: the Role of Electronic Networks and Personal Relationships," in Galliers, R.D., Markus, M.L., and Newell, S. *Exploring Information Systems: Readings and Reflections*, 257-280. London: Routledge. (Reprint of *Organization Science* article)

Russell, D. and Hoag, A. (2004). "People and Information Technology in the Supply Chain: Social and Organizational Influences on Adoption," *International Journal of Physical Distribution and Logistics Management* (peer-reviewed).

Hoag, A., Jayakar, K. and Erickson, K. (2003). "The Role of Trust in Virtual and Interpersonal Environments: Implications for Team Learning and Case Method Pedagogies," *Journalism and Mass Communication Educator* 57(4) 370-383 (peer reviewed).

Hoag, A., Bhattacharya, S.S., Helsel, J., Hu, Y., Lee, S., Kim, J., Kim, S., Michael, P.W., Park, C., Sager, S.S., Seo, S., Stark, C. and Yeo, B. (2003). "A Literature Review of Computers and Pedagogy for Journalism and Mass Communication Education," *Journalism and Mass Communication Educator* 57(4) 399-412.

Hoag, A. (2002). "Measuring Regulatory Effects with Stock Market Evidence: Cable Stocks and the Cable Communications Policy Act of 1984," *Journal of Media Economics* 15(4) 259-272 (peer reviewed).

Hoag, A. (2002). "Community and Communication: Implications for eBusiness Supply Chain Initiatives," in D. Thomas, ed., *eBusiness and Supply Chain Processes*, Supply Chain Council: Pittsburgh, PA.

Russell, D., Hoag, A. and Warsing, D. (2002). "Private vs. Public Internet Exchanges: What is the right fit for your business?" in D. Thomas, ed., *eBusiness and Supply Chain Processes*, Supply Chain Council: Pittsburgh, PA.

Hoag, A., Brickley, D.J., Cawley, J.M. (2001). "The Case Method in Media Management Education," *Journalism and Mass Communication Educator* 55(4) 49-59 (peer reviewed).

Hoag, A. and Baldwin, T. (2000). "Using Case Method and Experts in Inter-University Electronic Learning Teams," *Educational Technology & Society* 3(3). 337-348, [http://ifets.ieee.org/periodical/vol\\_3\\_2000.html](http://ifets.ieee.org/periodical/vol_3_2000.html) (peer reviewed).

Kraut, R., Steinfield, C., Chan, A., Butler, B. and Hoag, A. (1999, 1998). "Coordination and Virtualization: The Role of Electronic Networks and Personal Relationships", Joint Issue *Journal of Computer Mediated Communication*, 13 (4) and *Organization Science*, 10(6), 722-40 (peer reviewed).

Hoag, A. (1998). "Measuring Usage and Satisfaction: Cable Modems and the Internet" *D-Lib Magazine*, March.

Litman, B. and Hoag A.M. (1998). "Merger Madness in the Motion Picture Theater Industry" in Barry Litman, *The Motion Picture Mega-Industry*, Allyn and Bacon.

LaRose, R. and Hoag, A.M. (1996). "Organizational Adoptions of the Internet and the Clustering of Innovations." *Telematics and Informatics*, 13 (1), 49-61 (peer reviewed).

#### Guest-Edited Journal

Cannon, R. and Hoag, A. (Eds.) (2004). *Telecommunications Policy*, 28 (7 & 8), August/September. Special Issue on TPRC. Shared responsibility for managing call for papers, recruiting and coordinating reviewers, selecting and editing manuscripts, writing introduction to special issue.

#### Book Reviews

Hoag, A. (2001). Book review, *Trust and Risk in Internet Commerce*. *Journal of Media Economics* 14(1) 47-49.

Hoag, A. (2000). Book review, *Selling Electronic Media*. *Journal of Media Economics*, 13(4). 267-268.

Hoag, A. (1998). "Net Effects," Book Reviews of *Network & Netplay* and *Culture of the Internet*. *D-Lib Magazine* November.

### Selected Case Studies for Teaching

Hoag, A. (2009). Blogging as Business: Sports Journalism for Fun and Profit. Teaching case.

Hoag, A. (2009). The decline of the newspaper and the rise of the journalist-entrepreneur. Teaching Case.

Yonick, A.M. and Hoag, A. (2009). ProPlayerVideo: Capitalizing on Globalization and Social Networking. Teaching case.

Yonick, A.M. and Hoag, A. (2009). Cornerstone TeleVision: Big Changes on a Small Budget. Teaching case.

Yonick, A.M. and Hoag, A. (2009). TheFootballExpert.com: A Good Web Business in a Bad Economy." Teaching case, media-entrepreneurship.com.

Hoag, A. (2008). "What Good Talent Goes Bad: The Anchor Dream Team at KYW-TV," self-published.

Hoag, A. and McGough, M. (2006). "3WZ Radio: Anticipating and Responding to Competition," self-published.

Hoag, A. (2006). " 'The Book of Daniel' Meets the Book," self-published.

Hoag, A. (2002). "Cable, Customer Service and Casting Spells," self-published.

Baldwin, T. and Hoag, A. (1999, 2000). "Greenville Broadband, Inc.: A Case Study in Multi-channel Television Management." Self-published.

Hoag, A. (1998). "The Last Temptation of Jennifer: Television Programming and Public Image." Self-published.

### Other Selected Publications

Hoag, A. and Peters, K. (2001). "Creating e-Mentors: An Online Expert System," in *Online Classroom*, October.

Hoag, A. (1999). "On Team Teaching: Two Kinds of Compatibility," in *A Culture for Learning*, College of Communications, The Pennsylvania State University.

Bird, B., Hoag, A., and Munson, E. (1998). "Quick Response to an Opportunity: Designing and Implementing 'Communications and Community,'" in *A Curriculum of Consequence*, SOURCE, The Pennsylvania State University.

## **Presentations**

Hoag, A. (2012). "On a Media Entrepreneurship Research Agenda," Seminar, University of Southern Denmark, Esbjerg, Denmark, March 27.

Hoag, A. (2011). "Why People Start Media Firms," invited presentation. "Creating the Future: Managing Media in the Digital Age" conference, Scripps College of Communication, Ohio University, September 7, 2011.

Hoag, A. (2011). "Participant-centered learning for media entrepreneurship education," Panel presentation, Broadcast Education Association, Las Vegas, April 12, 2011.

Hoag, A., Roman, Z. (2010). "Meaning and Experience in Service Learning Communities of Practice," Poster session presentation at Outreach Scholarship Conference, Raleigh, NC, October 4-6, 2010.

Hoag, A. (2010). "Media entrepreneurship and innovation: new business models, new career paths," Panelist. Civic Journalism Interest Group and Media Management and Economics Division, AEJMC, Denver, August 6, 2010.

Hoag, A. (2008). "Power Strategies for Women in University Administration," invited presentation, Communication Skills for Women Speaker Series, Penn State University, November, University Park, PA

Hoag, A. and Poniatowski, K. (2008). "When Online Is Better: Teaching Writing on the Web." Refereed paper presented, Designs on E-Learning Conference, September, State College, PA.

Hoag, A. (2008). "Diversity Success," invited panelist. Association for Education in Journalism and Mass Communication (AEJMC), August, Chicago.

Hoag, A. and Anderson, D. (2008). "Enhancing Diversity: It's the System, and the Infrastructure," invited presentation, Diversity that Works workshop, Louisiana State University, May, Baton Rouge.

Poniatowski, K. and Hoag, A. (2008). "Student-Instructor to Student-Student Interaction," peer-reviewed presentation, TLT Symposium, Penn State University, March, University Park, PA

Hoag, A. and Compaine B. (2007). Media Entrepreneurship: Missionaries and Merchants," refereed paper presented at AEJMC, August, Washington, DC.

Garris, K., and Hoag, A. (2007). "Building Free Data Sets," presentation at COC Graduate Colloquium, April.

Hoag, A. and Compaine, B. (2006). Media Entrepreneurship in the Era of Big Media: Prospects for New Entrants," refereed paper presented at Babson College Entrepreneurship Research Conference (BCERC), June 9, 2006, Bloomington, IN.

Barrett, M., Hoag, A., and Garris, K. (2006). "The Glass Ceiling in Television Management: A Comparison of Broadcasting and Cable," refereed paper presented at NCTA Academic Seminar, Atlanta, April.

Hoag, A. and Compaine, B. (2006). "Media Entrepreneurship: Prospects for New Entrants," invited paper presented at the Entrepreneurship and Media Workshop, Jonkoping International Business School, Jonkoping, Sweden, March.

Hoag, A. (2005). "Media Entrepreneurship and Management Research," invited panel presentation, Association for Education in Journalism and Mass Communication (AEJMC), August 12, 2005, San Antonio.

Hoag, A. (2005). "Service Learning in Film/Video: An Administrator's Perspective," invited panel presentation, University Film/Video Association, August 3, 2005, Chicago.

Hoag, A. (2005). "Media, Democracy and Entrepreneurship: Evidence and Theory for Public Policy," refereed paper presented at the Babson-Kauffman Entrepreneurship Research Conference (BKERC), Wellesley, MA, June 9, 2005.

Hoag, A. and Seo, S. (2005). "Media Entrepreneurship: Definition and Context," refereed paper presented at National Cable Telecommunications Association (NCTA) Academic Seminar, April 2, 2005, San Francisco.

Jayakar, K., Hoag, A. and Erickson, K. (2002). "Virtual Teamwork in Education: Implications for Technology Adoption," refereed paper presented at the Telecommunications Policy Research (TPRC) Conference, September 30, Alexandria, VA.

Hoag, A., Jayakar, K. and Erickson, K. (2002). "Comparative Evaluation of Virtual and Face-to-Face Interaction for Teamwork: Implications for Technology Adoption in Education," refereed paper presented to the Communication Technology and Policy (CT&P) Division of AEJMC, August 10, Miami.

Hoag, A. (2001). "B2B Exchanges in the Advertising Industry: Impact on Media Buying Practices," refereed paper presented to the Media Management and Economics Division (MME) of AEJMC, August 5 - 8, Washington, DC.

Hoag, A. (2000). "Long Term Cable Modem Use and Satisfaction," refereed paper presented at 28th annual TPRC Conference, September 25, Alexandria, VA.

Hoag, A. (2000). "The Emerging Model for Profit-Driven Online Community Providers," invited presentation at "The Web as a Virtual Gathering Space for Communication, Commerce and Community Development," joint research panel of CT&P and MME divisions, AEJMC, August 11, Phoenix.

Hoag, A. (1999). "Experiential Learning: Bridging the Pedagogical and Service Missions of Teaching," invited panelist, CT&P Division, AEJMC, August 7, New Orleans.

Hoag, A. and Pryslak, B. J. (1999). "Satisfaction and Digital Cable Television: An Inquiry into the Nature of Consumer Expectations." Invited paper presented at the NCTA Academic Seminar, June 12, Chicago.

Hoag, A. (1997). "Speed and the Internet: The Effects of High Speed Access on Household Usage" Refereed paper presented at the 25th Annual TPRC Conference, September, Alexandria, VA.

Hoag, A.M., Rizzuto, R., Martin, R. (1997). "The Case Method and Telecommunication Management Education: A Classroom Trial." Invited paper presented to the MME Division of AEJMC, August 1, Chicago.

Plummer, A., Hoag, A., Steinfield, C., Kraut, R. and Butler, B. (1997). "Using Electronic Networks to Support Transactions: Impacts on Producer-Supplier Integration." A refereed paper presented at the 47th Annual International Communications Association (ICA) Conference, May 25, Montreal.

Butler, B., Plummer, A., Hoag, A., Kraut R. and Steinfield, C. (1996). "Talk, Trust and Telecommunications: Alternative mechanisms for coordinating transactions." Refereed paper presented at the International Conference on Information Systems (ICIS), December, Cleveland.

LaRose, R. and Hoag, A.M. (1996). "Organizational Adoptions of the Internet and the Clustering of Innovations." Refereed paper presented at the ICA Conference, May 24, Chicago.

Hoag, A. (1995). "Video Programming Distribution: Electronic Market or Electronic Hierarchy?" Refereed paper presented in CT&P Division, AEJMC Conference, August 12, Washington, D.C.

Hoag, A.M. (1995). "The Cable Communications Policy Act of 1984 and the Cable Industry: Measuring Regulatory Effects Using Stock Price Data." Refereed paper presented in MME Division, AEJMC Conference, August 9, Washington, D.C.

LaRose, R. and Hoag, A.M. (1995). "Michigan Business Telecommunications Needs." Presented at the Conference for Telecommunications Infrastructure and the Information Economy: Interactions Between Public Policy and Corporate Strategy, School of Business Administration, University of Michigan, March, Ann Arbor.

Hoag, A.M. (1993). "Legislating Access to Cable Programming: Are the Program Access Provisions of the 1992 Cable Act Constitutional or Even Necessary?" Refereed paper presented in Law Division, AEJMC Conference, August 14, Kansas City.

## **Grants**



National Academic Advising Association (NACADA), 2012-2013. "Cultivation and Expectancy Value Influences on College Major Choice: A Study of Communication Undergraduates," Principal Investigator, \$4,650. Co-investigators Serena Carpenter, Arizona State and Augie Grant, University of S. Carolina.

Schreyer Institute for Teaching Excellence, 2008-2009. "Teaching Media Entrepreneurship," \$7,000 grant to develop online teaching and learning materials.

Ewing Marion Kauffman Foundation, 2004 – 2009. "Media Entrepreneurship in the Era of Big Media: Prospects for New Entrants and Entrepreneurs," research grant of \$22,425.

International Radio and Television Society Foundation (IRTS). Funding to participate in IRTS Faculty/Industry Seminar, New York, February, 2000.

Committee on Institutional Cooperation (CIC) LTI Grant, 1999-2000. Grant of \$10,000 to expand the E-classroom project.

CAC/ETS, Penn State University, 1999-2000. "The E-classroom." Grant of one year of instructional design, programming and computing support.

Fund for Excellence in Learning and Teaching (FELT), Penn State University, 1999-2000. "The E-classroom," \$5,000.

The Bell Atlantic Foundation, 1998-1999. "The E-classroom," \$5,000.

Schreyer Institute for Innovation in Learning, Penn State University, 1998- 1999. "Innovation Project in Learning," \$3,750 to fund interns and assessment research for two courses.

TCI Cablevision of Pennsylvania, State College, 1998 - 1999. In-kind grant of \$38,000 to support digital TV research project.

## **Awards**

Vice President's Shirley Hendrick Award for Outreach Leadership, Penn State University, 2010.

Committee on Institutional Cooperation (CIC) Academic Leadership Program Fellow, 2006-2007.

Deans' Award for Excellence in Teaching, 2000, College of Communications, Penn State University, University Park, PA.

Faculty Fellow Award, 1999, Pennsylvania Association of Broadcasters.

Outstanding Teachers Award, 1998, Panhellenic Association of Penn State, University Park, PA

Excellence-in-Teaching Citation, 1996, Michigan State University, East Lansing, MI

Recognition of Excellent Teaching by a Graduate Student Certificate, 1994-1995, International Communications Association.

## **Penn State Teaching**

### Courses Taught, 1997 - present

- The Media and Wall Street, PSU 009\*
- The Net Generation, PSU 009\*
- Survey of Broadcasting and Cable, Comm 180
- Telecommunications Promotion and Sales, Comm 384\*
- Introduction to Broadcast/Cable Management, Comm 387
- Telecommunications Management and Leadership, Comm 487
- Cable and New Technologies Administration, Comm 488
- Media Industries, Comm 489W\*\*
- Entrepreneurship in the Information Age, Comm 493\*
- Communication and Community, Comm 497i\* , †
- Media and Telecommunications Economics, Comm 580\*
- Communications Pedagogy, Comm 597A/502
- Supervised Teaching Experience, COMM 602

\*= created, developed and taught new course.

\*\*= designed writing intensive course.

†=service learning course.

## **Service and Affiliations**

### **University Level, selected**

- ANGEL Administrative Team/eLearning Strategy Committee, 2006 - present.
- Entrepreneurship at Penn State
  - Faculty Program Committee, Inter-college Minor in Entrepreneurship and Innovation, 2011 – present.
  - Entrepreneurship at Penn State, network member, 2002 – 2009.
- Faculty Advisor, Knitivism Student Club, 2008 – present.
- Administrative Council on Undergraduate Education, College of Communications Representative, 2005 - 2011.
- Coordinating Committee on University Assessment, 2007 - 2010.
- Discovery Grant Review Committee, 2006, 2011.
- University Faculty Integration Award Selection Committee, 2009 – 2011 (Chair, 2011).
- Framework to Foster Diversity review team, 2006-2007.
- Outreach Faculty/University Engagement Awards Selection Committee, Chair, 2006 - 2009.
- Registrar Search Committee, 2007.
- Senate Committee on Curricular Affairs, ACUE Representative, 2007 - 2009.
- Teaching/Learning Consortium
  - Communications Team, 2000 - 2001.
  - TLC Summer Teaching Academy, Faculty, 2001.
- University Outreach Council, Co-Chair, 2007 – 2009. Member, 2003 – 2011.

### **College of Communications, selected**

- Promotion and Tenure
  - College Committee, 2011 – present.
  - Department Committee, 2003-2004.
- Graduate Admissions Committee, 2011 – present.
- Djung Choi Graduate Teaching Award Selection Committee, 2012.
- Co-chair, United Way Campaign, 2003-2004.
- Graduate Curriculum Committee, 2002 – 2003.
- Good Offices Committee, 1997-98, 2000-02.
- Institute for Information Policy
  - “The Impact of the Telecommunications Policy Act of 1996 Conference,” Conference Co-chair, 1999.
  - Kaitz Foundation, Fellows Seminar Instructor, October, 1999.
- Telecommunications Search Committees, 1998-99, 2001-02, 2002-2003, 2003-2004.

- Women in Cable & Telecommunications (WICT), Faculty Advisor to Penn State University Student Chapter, 1997 – 2003.

### **Other University Units, selected**

#### The Graduate School

- Graduate Council, Elected Representative, 2002-2004.
- Graduate Council Executive Committee, 2003-2004.
- Graduate Council Committee on Graduate Research
  - Co-chair, 2003-2004.
  - Member, 2002-2004.

#### Smeal College of Business Administration

- Center for Supply Chain Research
  - Participant, Collaborative Supply Chain Management Research Colloquium, June, 2002.
  - Presenter, “Communication, Community and B2B eCommerce.” CSCR 2002 Sponsors’ Meeting, April.
  - Affiliated Faculty, 2001 - .

#### School of Information Science and Technology (IST)

- “A Forum for Local Governments: Making the IT Infrastructure Mobile,” Panelist, “Paths and Opportunities” February 25, 2003, HUB-Robeson Center.
- The Pennsylvania Governor's School for Information Technology (PGSIT)
  - Faculty and Project Mentor, Summer, 2000.
  - Faculty, Summer, 1999.
- Building Committee, School of Information Science and Technology (IST), 1998 - 1999.

### **Service to Discipline, selected**

Accreditation Council on Journalism and Mass Communication Education (ACEJMC), Site Team Evaluator, 2007 - present.

Association for Education in Journalism and Mass Communication (AEJMC)  
paper judge and/or discussant

- Internships and Careers Interest Group, various years 2000 - 2005
- Communication Technology and Policy (CTEC) Division, various years 1995 - 2010

- Media Management and Economics Division, various years 1995 – 2010, 2012.

*Information Systems Review*, 2001, 2006, reviewer (peer-reviewed journal).

International Communications Association (ICA) paper judge and/or discussant

- Communication and Technology Division, various years 1993 - 2008

International Conference on Information Systems (ICIS) paper judge, 2000, 2002.

*International Journal of Media Management*, Associated Reviewer, 2004 - present.

*International Journal of Physical Distribution and Logistics Management*, Review Team, 2005 - present, Associated Reviewer, 2004.

*Journal of Advertising*, reviewer, "The Audience Marketplace," 2005,

*Journal of Broadcasting and Electronic Media*, manuscript reviewer, 2005 - .

*Journal of Computer-Mediated Communication*, reviewer, 1999-2000.

*Journal of Media Economics*, editorial board, 2008 – present.

The Magness Institute, The National Cable Center and Museum, Denver

- Co-organizer of The Academic Seminar, National Cable Telecommunications Association, 1998 – 2005.
- Research and Education Advisory Committee, 2002 - 2006.

National Science Foundation, Innovation and Organizational Change (IOC) Unit, proposal reviewer, 2004, 2006.

Page Center Legacy Scholars, 2006 - 2011. Proposal Judge.

Telecommunications Policy Research Conference (TPRC), Arlington and Alexandria, VA.

- Vice-Chair, Program Committee, 2002 – 2003.
- Program Committee, 2001 – 2003.
- Chair, Student Paper Competition, 2000 and 2001.
- Judge, Student Paper Competition, 2006, 2007.

## **Selected Industry Service and Affiliations**

Women in Cable and Telecommunications, Member, 1989 - 2004.

Pennsylvania Cable Television Association (PCTA), Faculty, "The PCTA Cable Academy," 1997, 1998, 1999, 2000.

Society of Cable Telecommunications Engineers (SCTE), Member, 1990 - 1999.

Rotary International, 1988 – 1992.

North Carolina Cable Television Association, Board of Directors, 1991 - 1992.

Cable Television Administration and Marketing Association (CTAM), Founding Member, Carolinas Chapter, 1991-1992.

South Carolina Cable Television Association, Board of Directors, 1988 - 1991.

## **Industry Experience**

Public Relations/Cable in the Classroom Coordinator, TCI Cablevision of Mid-Michigan, East Lansing, Michigan; September, 1992 – December, 1996. Managed public relations program part-time while pursuing doctorate degree. Introduced and provided training for "Cable in the Classroom" industry initiative to schools served by system.

General Manager, TCI Cablevision of Asheville, Asheville, North Carolina; November, 1990 - August, 1992. System served 27,000 subscribers with 550 plant miles, 50 employees, annual sales of \$11 million. Managed planning of fiber upgrade and merger transition from United Artists to TCI.

General Manager, North Augusta Cablevision, North Augusta, South Carolina; March, 1988 - November, 1990. System served 15,000 subscribers with 440 plant miles, 30 employees, annual sales of \$5 million. Managed 25 percent growth in plant and subscribers as well as merger transition from Daniels & Associates to United Artists. Negotiated and won two new franchises and one renewal. Concurrently, served as acting manager of 40,000 subscriber system in Tennessee for five months.

Acting General Manager, Gainesville Cablevision, Gainesville, Georgia;  
November, 1987 - March, 1988. Daniels & Associates system served 17,000  
subscribers.

Operations Management Trainee, Daniels & Associates, Denver, Colorado July,  
1987 - November, 1987.

Talent/Broadcast Coordinator, Leo Burnett Company, Chicago, Illinois; April,  
1982 - July, 1985.