

'INNOVATION, NOT INHIBITION'

'A SANCTUARY FOR STORYTELLERS'

'COME TO ME AND YOU'RE HIRED'

WALLIS ANNENBERG HALL GRAND OPENING

'THE HEART OF HUMAN CONNECTIVITY'

'CONNECTOR, NOT CONTAINER'

'THIS BUILDING STARTED WITH A VISION'

SPECIAL EDITION



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COVER PHOTOGRAPHY BY BRETT VAN ORT

The Dean's page 2 column will return next issue. For more information about the Third Space project, please visit pp. 32-37 in this issue.



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Annenberg Agenda is published twice a year by the USC Annenberg School for Communication and Journalism. We welcome your comments. Send your feedback to jeremy.rosenberg@usc.edu.

The University of Southern California admits students of any race, color, and national or ethnic origin. annenberg.usc.edu





PHOTOGRAPHY BY JOHN ADAMS



INDIA Reporting on Religion

India 2014 was my fifth trip with Prof. Diane Winston for her “International Reporting on Religion” class — once as a grad student to Israel and the West Bank and four other times (Israel, Ireland and India twice) as an assistant.

On my first trip to India in 2012, I stepped into the serenity of the Taj Mahal. The crowds seemed to fade away as the sun’s reflection off the white marble awakened a spiritual feeling deep within me. It was no doubt why this Wonder of the World lured so many from afar and why I discovered solace in a shadowy building to its side.

This year, I found myself in a much different place as I wandered through the maze of Dharavi, one of the largest slums in the world. Inside a small, box-like building lit only by the glow of a makeshift furnace, two individuals were melting soda cans in order to resell the aluminum and provide for their families. Within seconds, beads of sweat formed on my forehead and then slowly dripped down my face onto the dirt floor. Twenty minutes was all I could last before the heat turned me toward the door, leaving the two to finish their 14-hour shift.

These trips provide amazing opportunities for the Annenberg community to experience and communicate a different story.

—John Adams (*M.A. Journalism '10*)



COVERING Multicultural Communities

One day, it's duck eggs (pictured above) as a popular street food — the next, it's immigrant votes, nail salons, tofu, war orphans, refugee gay rights, English learners, the Post Office as cultural connector, and so on. I dig my beat covering multicultural communities and breaking news for the Los Angeles Times. I love and am grateful for its tempting menu of new faces, shy chatter, fascinating lives. What matters to me is balance, a sense of history, whimsy and being an alert listener — the crafting of that art.

I immerse myself in the work expecting surprises and trying to find symmetry. Plenty of times, I stumble on folks who don't want to talk, not having dealt with reporters or ever witnessing a free press. I try to honor their experiences, hoping to turn their dramas into something compelling. Their voices reflect the poetry of our collective voices.

Every day, I celebrate the written word and the hope that storytelling can illuminate our soul.

—Anh Do (B.A. *Print Journalism* '89)

Anh Do, in Little Saigon, Westminster, Orange County





PHOTOGRAPHY BY BRETT VAN ORT



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DECK THE HALL Students, Bikes and Boards

To spend time on the USC campus is to witness a New Urbanist's dream come true — pedestrians and bicyclists and skateboarders moving from place to place, with only the occasional electric cart, or security or delivery car or truck, present as well.

USC Annenberg students, faculty and staff remain in the vanguard of alternative transportation efforts. The "Visit" page on the school's website leads with information about the Metro Expo Line and includes bicycling directions and bike rack locations. Communication professor François Bar and a coalition of local groups previously produced a South Los Angeles bicycling map.

In the most recent two issues of this magazine, Neftalie Williams (MPD '14) shared his photos of USC Annenberg student trips to Brazil (Summer 2014) and Cuba (Winter 2013). This time, we commissioned Williams to shoot a series of profiles that are likewise about travel — but to destinations much closer to home.

The resulting images were taken during a two-day stretch this Fall, in Wallis Annenberg Hall's Digital Lounge. By the way, in skateboard nomenclature, the "deck" is the part of the board where the rider stands.

1. Keri Lee Holmael (B.A. Journalism '16)
2. Heidi Carreon (B.A. Print Digital Journalism '17)
3. Jesse Torres (Annenberg Facilities Intern '16)
4. Anaeis Ebrahimi (B.A. Communication '14)
5. Issac Moody (M.A. Annenberg Specialized Journalism '15)
6. Heather Lee (B.A. Communication '18)
7. Catalina Gutierrez (B.A. Communication '17)
8. Danny Ochoa (B.A. Communication '17)
9. Stephanie Monte (M.A. Specialized Journalism '15)
10. Ji Ho Judy Lee (B.A. Broadcast Digital Journalism '17)
11. Annika Lewis (Assistant, Annenberg Media Services '16)
12. Jiawei Wang Shenzen (B.A. Journalism & Italian '14)
13. Rachele Honcharick (B.A. Public Diplomacy '16)
14. Maya Anderman (B.A. Communication '17)
15. Cosmo Scharf (Videographer, Center on Public Diplomacy '16)

PHOTOGRAPHY BY NEFTALIE WILLIAMS
CONCEPT BY JEREMY ROSENBERG

USC Annenberg ...of COURSE

ASCJ 100: The Changing World of Communications and Journalism

*Ernest J. Wilson III, Prof. and Dean
Geoffrey Cowan, Prof. and Dean Emeritus*

The world can often seem turned upside down and inside out.

WHAT is going on?

Many of today's rapid societal shifts are brought about in large part from changes in how we create, give, and receive information.

Communication, Journalism, and Public Relations exist at the fulcrum of both understanding and implementing these changes.

ASCJ 100 is the first such course in the history of our school and is at the cutting edge nationwide

...in bringing perspective to, fostering innovation and entrepreneurship in, and mapping how we will live in our ever-shifting world.

COMMUNICATION
JOURNALISM
PUBLIC RELATIONS



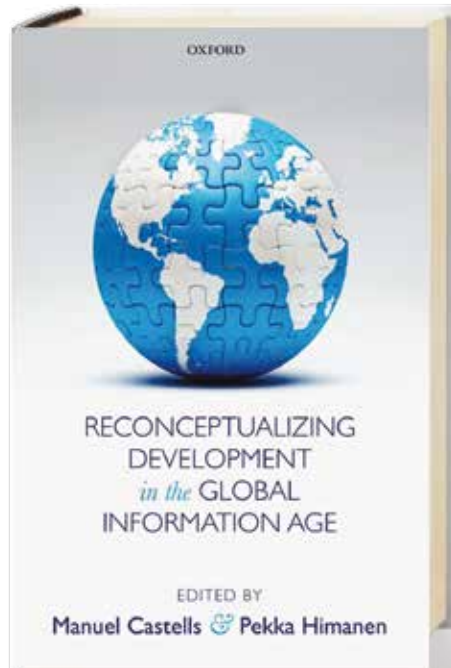
Welcome to USC Annenberg!

RECONCEPTUALIZING DEVELOPMENT In the Global Information Age

Development, from our perspective, is the self-defined social process by which humans enhance their wellbeing and assert their dignity while creating the structural conditions for the sustainability of the process of development itself. Although the concept is ideologically loaded, in our strict definition it is not. The values that inform development goals can be very different; from economic growth calculated as accumulation of material wealth and measured by GDP or income, to holistic development, including the conservation of nature and the happiness of humans, or as dignity as a comprehensive concept as proposed by our book.

The concept of informational development refers to informationalism, a new form of socio-techno-economic organization that became fully constituted on a global scale in the early twenty-first century. Informationalism did not replace capitalism. In fact, it powered a new form of capitalism now prevalent everywhere: informational-financial capitalism.

The historical equivalent of informationalism was industrialism, which developed in both capitalist and non-capitalist versions. What characterizes informationalism is the widespread use of microelectronics-based digital information and communication technologies that allow the diffusion of networking forms of organization in all domains of economic and social life. It also powers information processing and digital communication, enabling the expansion of the knowledge base of the economy and the information society. Information technologies allow for knowledge and information to be distributed and applied to all activities in any context, in a way similar to the transformation



of production processes enabled by new technologies of energy generation and distribution during the two industrial revolutions. The concept of informationalism rejects technological determinism, while acknowledging the crucial role of technology embedded in social organization and culture. Networking is an essential component of informationalism; this is why the dominant social structure of our time can be characterized as a global network society.

In our view, human development refers to a process of enhancement of the living conditions that make humans human in a given social context. Thus, it can be interpreted in a very broad way. It certainly includes what traditionally have been considered the components of the welfare state: health, education, public transportation, culture, and public insurance or subsidy in case of distress (unemployment, poverty, special needs in housing, transportation, social services, etc.). But it also should include the whole range of elements that constitute 'quality of life,' as determined by recent social research. These comprise job creation, work quality,

and environmental sustainability, as the natural environment is a source of key dimensions of quality of life including health. Moreover, environmental sustainability is often considered to be an expression of inter-generational solidarity, thus it is a fundamental dimension of wellbeing for the human species at large. Wellbeing also encompasses other dimensions of human life such as personal security, the prevention of violence, the avoidance of war, and the protection of basic human rights such as personal dignity, privacy, communication rights, and protection against discrimination. **a**

—From "Reconceptualizing Development in the Global Information Age," edited by Manuel Castells and Pekka Himanen.

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MONETARY POLICY:
RICHARD FISHER

July 16, 2014

The President of the Federal Reserve Bank of Dallas offers a glimpse into the inner workings of the American economy. Q&A follows remarks.

MOVE IN DAY

August 20, 2014

2014 Welcome Week kicks off with an address from Dean Wilson to students arriving on campus for the start of the Fall 2014 semester.

TASTE OF ANNENBERG

August 21, 2014

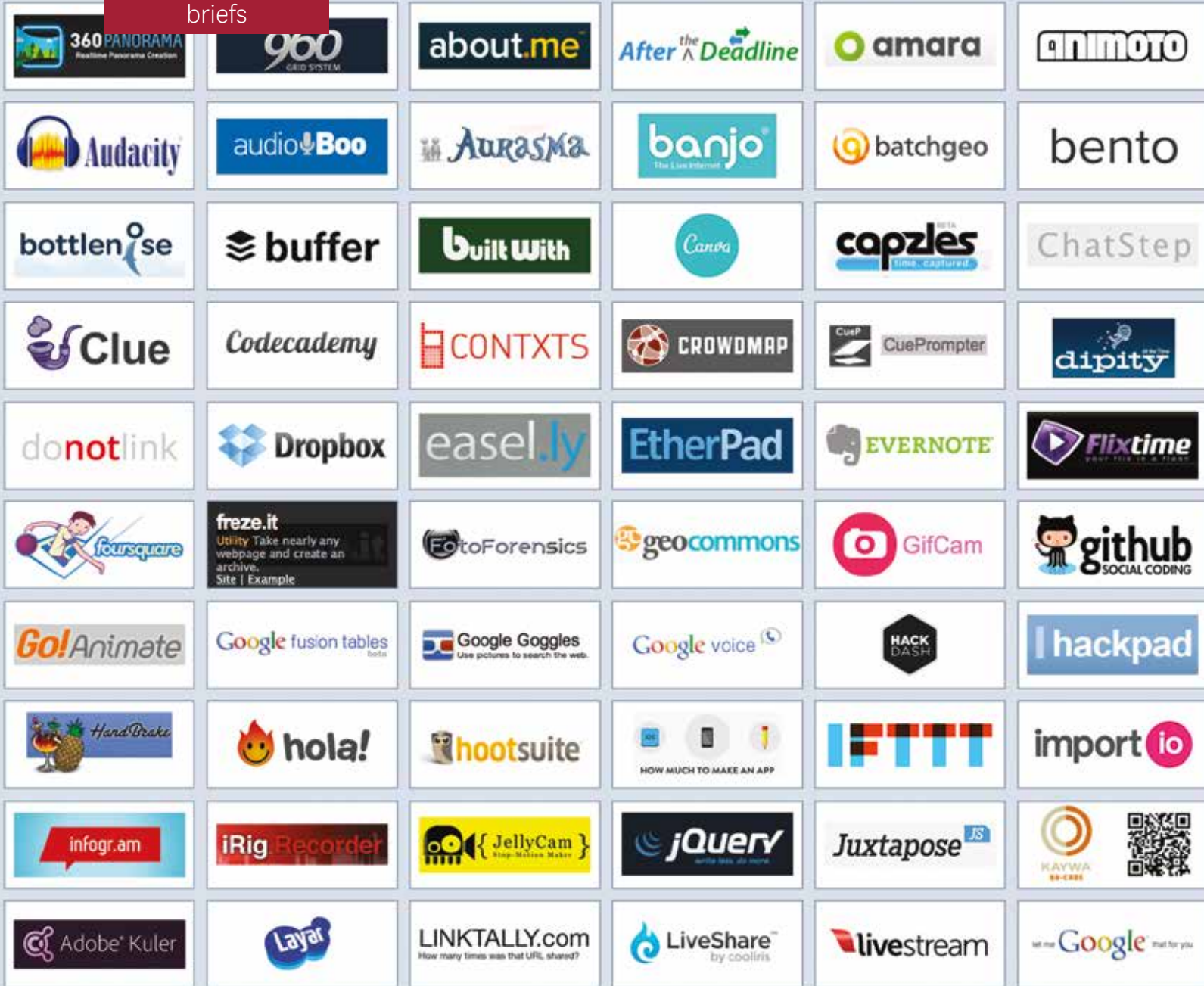
Incoming students enjoy a picnic lunch in Founder's Park and meet and mingle with representatives of more than 20 of the school's student organizations.



JULIE CHEN

August 26, 2014

Journalist, television personality and Annenberg alumna Julie Chen stops by Wallis Annenberg Hall to share her experiences and advice with students. Prof. Mary Murphy moderates.



TECH & TOOLS For Web Journalism USC Annenberg Prof. Robert Hernandez maintains on his website (<http://bit.ly/techan-tools>) a regularly updated list of links. “This is a quite random selection of tools and technology to inspire, invoke and maybe innovate,” Hernandez writes. During presentations made IRL, the PowerPoint slide showing these same images often causes attendees to raise their phones up high like at a concert, snapping photos of the screen. Attendees’ heads then track downward, as they visit app stores and start downloading products. The images on this page are taken from a September 2014 site update. ^a

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**MEET THE DIRECTORS:
ORANGE COUNTY**

August 27, 2014

Sarah Banet-Weiser and Willow Bay discuss the future of the School during a gathering at the home of Annenberg alumna Jacki Cisneros and her husband, Gilbert Cisneros.



**HOW COGNITIVE BIASES SHAPE
ONLINE BEHAVIOR**

September 8, 2014

A USC computer science professor explains how decisions people make about what information to consume affects emerging trends, information diffusion and popularity.

**COVERING GLOBAL CONFLICT:
UKRAINE & FERGUSON**

September 9, 2014

Center on Communication Leadership & Policy fellow Florian von Heintze, deputy editor-in-chief of the German newspaper BILD, and others share insights. Co-sponsored by the Pacific Council on International Policy.

USC ANNENBERG Centers, Programs and Initiatives

Metamorphosis

www.metamorph.org

Studies L.A.'s transformation as urban community under 21st century forces

Media, Economics & Entrepreneurship

m2e.uscannenberg.org

Examines business models affected by technology

Civic Engagement and Journalism Initiative

<http://annenberg.usc.edu/News%20and%20Events/News/120910CivicEngagement.aspx>

Brings together Alhambra Source and Intersections South L.A. — and joins them with Metamorphosis

Media, Diversity & Social Change Initiative

<https://twitter.com/MDSCInitiative>

Data-driven studies of diversity in media

Annenberg Research Network on International Communication

Studies communication innovation, policy, and social and economic consequences

USC Annenberg Institute of Sports, Media & Society

aisms.uscannenberg.org

Studies intersection of sports and society in media

California HealthCare Foundation Center for Health Reporting

www.centerforhealthreporting.org

Partners with journalists to report on health care issues

Annenberg Networks Network

ascnetworksnetwork.org

Supports efforts designed to develop social network theory

The Norman Lear Center

blog.learcenter.org

Explores implications of convergence of entertainment, commerce and society

Annenberg Innovation Lab

www.annenberglab.com

Embraces media, culture and society as basis for innovation

Knight Digital Media Center

www.knightdigitalmediacenter.org

Helps organizations and leaders develop digital skills and strategies

USC U.S.-China Institute

china.usc.edu

Studies the 21st century's definitive, multidimensional relationship

Strategic Communication and Public Relations Center

<http://annenberg.usc.edu/ResearchCenters/Strategic%20Communication%20and%20Public%20Relations%20Center.aspx>

Advances the study, practice and value of public relations

Center on Communication Leadership and Policy

communicationleadership.usc.edu

Sponsors outlets that help prepare the next generation of leaders in media

Center for the Digital Future

www.digitalcenter.org

Maximizes positive potential of mass media and technology

California Endowment Health Journalism Fellowships

www.reportingonhealth.org

Provides mid-career professional journalists with tools to report on health topics

Center on Public Diplomacy

uscpublicdiplomacy.org

Studies intercultural dialogue and worldwide communication

VIEW THE "CENTERS, PROGRAMS AND INITIATIVES" VIDEO PLAYLIST AT YOUTUBE.COM/USCANNENBERG

ADOBE & WORDPRESS DAYS

September 9, 2014

Staff at Wallis Annenberg Hall's brand new Digital Lounge launch a yearlong series of seminars designed to assist students with critical digital software such as the Adobe Creative Cloud and WordPress.

BYRON SCOTT

September 10, 2014

Los Angeles Lakers Head Coach and former player Byron Scott is in conversation with Prof. Jeff Fellenzer in his "Sports, Business and Media" course.

THE FORBIDDEN GAME: GOLF AND THE CHINESE DREAM

September 17, 2014

The USC U.S.-China Institute presents author Dan Washburn on his new book, which uses the politically taboo topic of golf to paint what critics call "an illuminating portrait of modern China."


2014 FOOD FOR THOUGHT


September 23, 2014

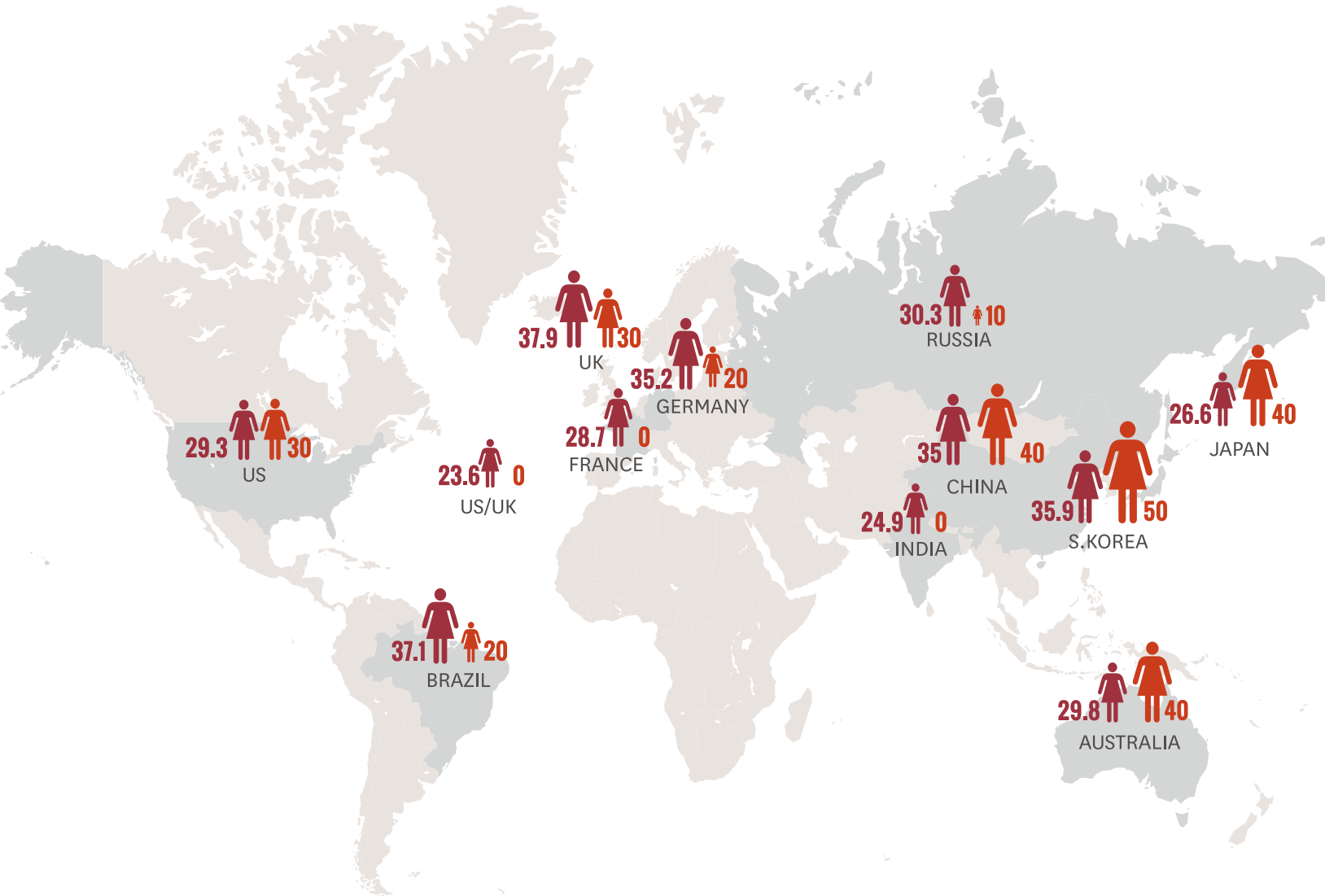
USC Annenberg alumni return to campus for a meal with a purpose: mentoring young alumni. Established alumni share career advice, in-depth industry knowledge and professional development tips.

FILM: DATA FROM THE USC ANNENBERG MEDIA, DIVERSITY, & SOCIAL CHANGE INITIATIVE

The MDSCI, a USC-born project, is a leading think tank dedicated to addressing issues of inequality in entertainment. The map shows the results of a study conducted by Dr. Stacy L. Smith at the Media, Diversity, & Social Change Initiative and funded by the Geena Davis Institute on Gender in Media. The study examined movies from 11 global territories. For each territory, the authors examined 10 popular films roughly equivalent to an MPAA rating of G, PG, and PG-13.

 percentage of female characters

 percentage of female leads/co-leads



SOURCE: USC ANNENBERG MEDIA, DIVERSITY, & SOCIAL CHANGE INITIATIVE.

INFOGRAPHIC BY PATRICIA LAPADULA

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WALLIS ANNENBERG HALL GRAND OPENING CELEBRATION

October 1, 2014

A new era of digital media education, communication and production begins. President C.L. Max Nikias, Wallis Annenberg, Alex Witt, Dean Wilson and Dean Varun Soni speak. Trojan Marching Band performs.

DOES SOFT POWER REALLY MATTER?

October 2, 2014

BBC host/presenter Ritula Shah moderates an expert discussion. This Center on Public Diplomacy event is broadcast on BBC's The World Tonight and BBC World Service.



ETHICS IN SPORTS MEDIA

October 2, 2014

Leading sports philosophers and scholars present a series of papers and panel discussions in this conference organized by the USC Annenberg Institute of Sports Media and Society.

Wallis Annenberg Hall Grand Opening



Wallis Annenberg Hall's Media Center is "One Big Sandbox for All Our Student Productions to Share"



Annenberg Students Thank Wallis Annenberg



book excerpt

ON "THE MUSIC REVIEWER AND HIS ASSIGNMENT"

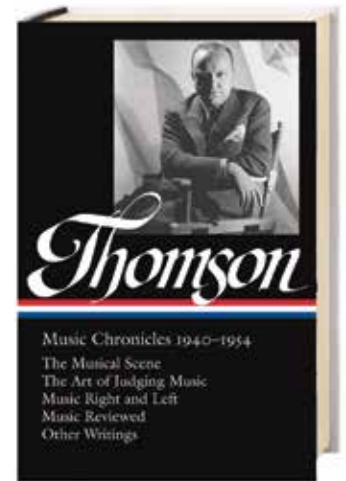
[Ed. note: Prof. Tim Page's latest book, Virgil Thomson: Music Chronicles 1940-1954, is a collection of what Page considers to be Thomson's best music critiques during his tenure as chief critic at the New York Herald Tribune.]

At the very beginning, of course, many a highly complex work is taken by the naive reviewer for pure spontaneity. That happened to the work of Arnold Schoenberg; it happened to Debussy; it happened to Beethoven. The ignorant reviewer likes to think that since he is judging hastily, the work was hastily created. And when his lack of preparation makes him unable to understand, he thinks that the work was written as casually as it is being listened to, which is not necessarily the truth at all.

Let me come back to the matter of courtesy in the statement. It enables you to make the really deadly attack, because the specific adjective is practically never actionable, neither in court or in public opinion. The noun, yes. Gertrude Stein was right when she said that nouns are the bane of the language, because if you use nouns in talking about somebody, before you know what you have done you have called him a name. But the specific adjective is merely descriptive. Verbs are dangerous, too, because the verbs of motion and the verbs of action all have overtones of approval and disapproval, as the nouns have. But the adjective, the specific adjective is virtually neutral. a

—Prof. Tim Page, from, Virgil Thomson: Music Chronicles 1940-1954.

COURTESY LIBRARY OF AMERICA



DATA VISUALIZATION: COMMUNICATING WITH MAPS

October 9, 2014

Experts on geographic information systems and library sciences conduct a workshop in Wallis Annenberg Hall's digital training destination, the Digital Lounge.



VOICES OF SOUTH L.A.

October 9, 2014

Profs. Allison Trope and Taj Frazier and post-graduate fellow George Villanueva convene a panel of community leaders, journalists and activists to discuss USC's impact on its surrounding neighborhood.



ALEXIS LLOYD: INNOVATOR IN RESIDENCE

October 6-10, 2014

The creative director of The New York Times R&D Lab spends a week sharing ideas with students, faculty and staff, courtesy of the Annenberg Innovation Lab.



WALLIS ANNENBERG HALL GRAND OPEN

ILLUSTRATION BY EGG DESIGN

The image seen here and on the following pages is the mural, "Communication at the Center," from the Wallis Annenberg Hall Auditorium.

USC ANNENBERG HALL GRAND OPENING

On October 1, 2014, USC Annenberg inaugurated a new era of digital media education, communication and production with the Grand Opening of the visionary Wallis Annenberg Hall. A crowd of more than 500 students, faculty, staff, trustees, alumni and friends of USC Annenberg cheered the ribbon-cutting that celebrated the 88,000-square-foot future-focused facility that rises from the center of campus. Cardinal and gold metallic streamers filled the air as members of the Trojan Marching Band trumpeted the occasion. School and university leaders delivered remarks — reprinted on the following pages — that heralded the building as an expression of the school's dedication to transparency, collaboration and experimentation. As the digital media revolution pushes ahead, Wallis Annenberg Hall is uniquely prepared to help build the next generation of communicators.

“Most of the time, when you want with an architect. This building sta

CONNECTOR, NOT CONTAINER

ERNEST J. WILSON III

[Wallis Annenberg Hall Grand Opening ceremony on Oct. 1, 2014.]

In 2010, Wallis Annenberg and I began a conversation. We reflected together on the importance of journalism and communication for the future of democracy in the United States of America. She described her deep commitment to the eternal values of openness, inclusion and transparency. She articulated a vision of these values — values that would inform the design and the purposes of any new home for the Annenberg School for Communication and Journalism.

This conversation we had then spread to the Annenberg community as a whole. Students, faculty and staff were engaged in that conversation. They embraced the ideas of openness, and they saw the need for 21st-century spaces that are not containers, but are connectors. That are places of innovation, not places of inhibition.

Soon these values that we talked about in our conversation were reflected in designs and blueprints, and then they were reflected and expressed in mortar, and in glass and in wood.

Wallis Annenberg Hall — built with these values, these ethics, this openness — will shape students in this great school for generations to come. And future conversations shaped by this school will take actions that make the world a better place.

On behalf of the students of today, and the students of tomorrow, for generations and generations and generations to come, I thank you, Wallis Annenberg, from the bottom of my heart. 🍷

—Ernest J. Wilson III is the Dean of the USC Annenberg School for Communication and Journalism.

‘THE HEART OF HUMAN CONNECTIVITY’

C. L. MAX NIKIAS

Good morning, everyone!

And welcome to this very special ceremony as we dedicate Wallis Annenberg Hall.

This building stands at the *heart* of our university, and that is no coincidence.

In the digital Age of Information ... communication and journalism lie at the *heart* of human connectivity.

Today, as we embrace the birth of a revolutionary building dedicated to advancing the fields of communication and journalism, we also embrace a philanthropist dedicated to advancing the lives of students: Wallis Annenberg.

Her dedication is rooted in an unwavering drive to promote access and connection.

For Wallis, access means students having the latest digital storytelling tools at their fingertips.

It means creating a building that enables students to showcase their work and better connect them to the campus and the world around them.

And true to Wallis’ student-centered focus, it means establishing an environment that puts students front and center.

Wallis’ focus — her vision for what the Annenberg School could become — has crafted a building truly aimed at students and the advancement of their imaginations.

Here, students will acquire legacy skills and legacy ethics while learning how to use modern platforms.

They will balance the demand for instantaneous information with the time-tested traditions of storytelling.

They will, in a time of convergent media, master all domains of contemporary journalism, and move between them fluidly.

One minute, students may be doing a story for Annenberg Radio News...

...And then have to jump to editing video for Annenberg Television News...

...And a short time later find themselves creating a multi-media piece for *Neon Tommy*.

(Continues, p. 17)

to build a building, you start started with a vision....

Finally, they can do all this under *one* roof.

In fact, seventy percent of the Annenberg School's classes are now conducted within these cutting-edge spaces ... connecting students to the most relevant digital tools in the richest of learning environments.

Students will produce compelling content across multiple disciplines for multiple audiences ... an ability — digital media literacy — that's critical for USC students to possess.

Perhaps no other place on campus is better suited to promote literacy in digital media than Wallis Annenberg Hall.

Thanks to Wallis' visionary support, Annenberg students will have access to digital tools of the future.

And while some have argued that the tools and devices of our Digital Age are isolating us, Wallis Annenberg Hall was in part designed to counterbalance this dynamic of division.

Bearing testimony to Wallis' vision of access and connectivity, the building is full of physical spaces that encourage collaboration and cooperation.

It is also home to some of the most creative minds ... faculty and students who will push the limits of technology and communications.

They will redefine how we connect, how we think, how we access information and experience our days.

With the opening of Wallis Annenberg Hall, we are creating singular scholarly experiences for our students.

On all levels, there is a new vigor coursing through the school, and I would like to acknowledge a few key individuals who are responsible for Annenberg's resurgence.

The Annenberg School would not be where it is today without the inspiring leadership of Dean Ernie Wilson and the work of our new directors.

Sarah Banet-Weiser, director of the School of Communication, is promoting a fresh culture of collaboration with the School of Journalism ... which is now led by the trailblazing journalist Willow Bay, who brings a wealth of practical experience.

Director Bay's diverse body of work — from producer and anchor to acclaimed author — is extraordinary, and is a true testament of her dedication to journalism.

She is an asset to the university, and a role model for Annenberg students.

Working together, Dean Wilson and Directors Banet-Weiser and Bay are infusing a spirit of excitement, adventure, and resilience into the Annenberg School.

But this new chapter for USC would not have been possible without our dear friend and colleague, Wallis Annenberg.

As the chairman of the board, president and CEO of the Annenberg Foundation, she has made a wide-ranging impact across society in education, communications, arts and culture, medical research and beyond.

Through her profound foresight and leadership, support from the Los Angeles office of the Annenberg Foundation is transforming the face of Los Angeles.

From the Annenberg Community Beach House to the Wallis Annenberg Center for Performing Arts, Wallis is truly both a patron and steward of Los Angeles.

She not only makes Los Angeles a better place to *live*, but our university a better place to *learn*.


As USC's longest-serving trustee, Wallis has provided strong guidance and sage counsel to this university for over 40 years.

While we refer to her as the "Dean of USC's Board of Trustees," she is no doubt more proud to be a champion of USC's students.

Throughout the years, her sustained support of the Annenberg School has allowed it to flourish.

Today, as we cut the ribbon and open Wallis Annenberg Hall, we forever link her name at USC, as well as her enduring legacy here.

And in doing so, we forever give Annenberg students access to a world of exciting possibilities, where they will create and convey timeless stories that connect and chronicle the human journey.

And for this, Wallis, we will be forever grateful. Thank you! 
—C. L. Max Nikias became the University of Southern California's eleventh president in August 2010. He holds the Robert C. Packard President's Chair and the Malcolm R. Currie Chair in Technology and the Humanities, and chairs the USC Health System Board.

...It started with the notion that a and journalism leads the way...

‘THIS BUILDING STARTED WITH A VISION’

WALLIS ANNENBERG

Most of the time, when you want to build a building, you start with an architect.

This building started with a vision.

It started with Dean Wilson saying: What if USC Annenberg had a facility that imagined journalism’s future, instead of imitating its past?

It started with the idea that the real future of journalism — the students here — should learn and train and innovate in the kind of 21st-century newsroom, the kind of interactive, multi-media incubator, that should be commonplace in ten, fifteen years.

It started with the notion that a great school of communication and journalism leads the way. Serves as a laboratory for change. Doesn’t just anticipate the future, but wills it into being.

These are grand claims, I know. But thanks to the leadership of Dean Wilson and the crucial support of President Ninkias — thanks to the faculty and staff and above all the students here, who shaped every inch of this new building and the way it functions — I believe they’re more than justified.

The truth is, this is a decisive moment for traditional journalism. Print readership is declining, TV viewership is eroding — even as we hunch over our tablets and smartphones, increasingly addicted to the latest tweet, the latest Instagram post, the newest kernel of news from the Middle East, or the Ukraine, or just around the corner.

The choice is simple: innovate or die. Or as a smart Silicon Valley entrepreneur might put it: when your industry’s destined to be disrupted, your best course is to disrupt it yourself.

That’s why Wallis Annenberg Hall is designed to mix all kinds of media together — TV, radio, print and online — because in a world that’s fully-wired and interactive, journalists can no longer survive if they

stay in their own narrow cubbyholes, unable to spread their stories across every possible platform.

It’s also designed, in close consultation with anthropologists and psychologists and sociologists, to provide connectors, not containers — to give students informal and open spaces where they’re almost forced to rub shoulders, to collaborate, to observe and learn from one another. Because news is now moving so fast, reporters have to be synergistic, not static.

USC Annenberg already had the second largest newsroom in all of Los Angeles. Now it has what I believe to be the best. As well as a forum that was partly modeled on the Globe Theater, and will serve as a town square for everything from informal coffees to lectures by the leading journalists of our time.

In so many ways, this is a building whose time had come. Dean Wilson deserves all of our praise and gratitude for his tireless effort, and his crystal-clear vision. And may I say, in tribute to the architects who executed that vision, it’s beautifully built as well.

Some of you may know that I was a journalist myself. That’s why it was so important to me, as a supporter of this project, that it be built primarily with students’ needs in mind. I’d like to say to the students here today: This is your playground. Your place to take risks, to try new approaches, to test what works and reject what doesn’t.

History is moving faster than ever before. The world’s becoming smaller than ever before. Your job is to chronicle it, make sense of it for the rest of us. Our job is to give you the best tools we can, the most cutting-edge facilities imaginable. We need you. We’re depending on you. And personally, I can’t think of a more worthy investment. [a](#)

—Wallis Annenberg is Chairman of the Board, President and CEO of the Annenberg Foundation. She is USC’s longest-serving trustee.

great school of communication

‘COME TO ME AND YOU’RE HIRED’

ALEX WITT

When I think about USC, I think about those who impressed me and motivated and inspired me. Names like Kenneth Owler Smith come to mind, and Claire Spiegel, who was a noted investigative reporter for the Los Angeles Times. She taught an investigative journalism class and taught me how to really think in journalistic terms. And then there was Pete Noyes. He was a professor. And for those of you that know the Mary Tyler Moore Show’s Lou Grant character, legend has it that Pete Noyes was the inspiration for that character. In other words, he scared the hell out of all of us — this rather gruff character who still had that twinkle in his eye. After my first newswriting class, I went up to him and said, “I’m going to get an A in your class.” He looked at me with those piercing eyes and said, “You’re going to have to work for it.”

I did the work, because he impressed me and inspired me so much. This was one of the most pivotal connections I made with a teacher, because he was a working professional at KNBC in Los Angeles, and I then got an internship through his good graces and went on to get a paying job afterwards. Whenever I give a speech and have someone to thank, it is largely Pete Noyes.

I tell aspiring journalists that regardless of the technical skills that you will get in this building — and you most assuredly will get them here — you must always learn to write. And write well. It is the basis of everything in journalism and communications.

I was fortunate enough this summer to take a hardhat tour of Wallis Annenberg Hall. I literally bounced over to Dean Wilson’s office afterwards. I said, “I cannot believe this place. I’m dying to go back to school!”

I am responsible for hiring interns for my broadcast. I’m 100% confident that the students here are being educated within the premier facility in this country. There is nothing like it anywhere. USC students are going to come out of this place and not only be competitive with those who are also applying for your jobs, but stand heads and shoulders above the rest of them. I need some company in New York. I’m telling you something: Come to me and you’re hired. That’s it. After this, let’s get the program going and bring you to 30 Rock and midtown Manhattan. [a](#)

—Alex Witt is an MSNBC anchor and USC Annenberg alumna.

Text adopted from her Grand Opening remarks.

‘A SANCTUARY FOR STORYTELLERS’

VARUN SONI

In 1874, the English polymath Sir Francis Galton coined the term “nature v. nurture” in his quest to understand personal identity formation. Since then, scholars have vigorously debated the impact of nature v. nurture by asking the question — are we the product of our genes or are we the product of our environment?

But the nature-nurture debate overlooks a third transformative factor, and that is narrative. We don’t control nature or nurture in our lives, we don’t choose where we were born or how we were raised. But we are the authors of our own narrative, and we are constantly writing the pages of our own story. Ultimately, our lives are defined by the stories that we tell about ourselves and about our world — stories of meaning and purpose, stories of hope and redemption, stories that heal us and make us whole again.

Today we come together to inaugurate and consecrate Wallis Annenberg Hall, a sacred space for storytelling, and a sanctuary for storytellers. For it is right here at Wallis Annenberg Hall that the ancient craft of storytelling will converge with the future of digital media. And it is right here, at Wallis Annenberg Hall, that the spirit of creativity, innovation and possibility, will animate and inspire new stories about journalism, communication and diplomacy.

Winston Churchill famously said, “We shape our buildings and then our buildings shape us.” May this magnificent building shape our school and our society so that we place communication at the center of our lives and all that we do. May this stunning architecture and inventive layout foster an atmosphere of collaboration, cooperation and collegiality for all who learn, teach, and grow here. May the Annenberg Foundation continue to shine as a global beacon for education, empowerment and the arts. And may we all say together Amen. [a](#)

—Varun Soni is Dean of Religious Life at USC.

...Serves as a laboratory for change



PHOTOGRAPHY BY BRETT VAN ORT

ge....



... Doesn't just anticipate the future



PHOTOGRAPHY BY BENJAMIN DUNN (JOURNALISM '17)

e, but wills it into being.” —WALLIS ANNENBERG

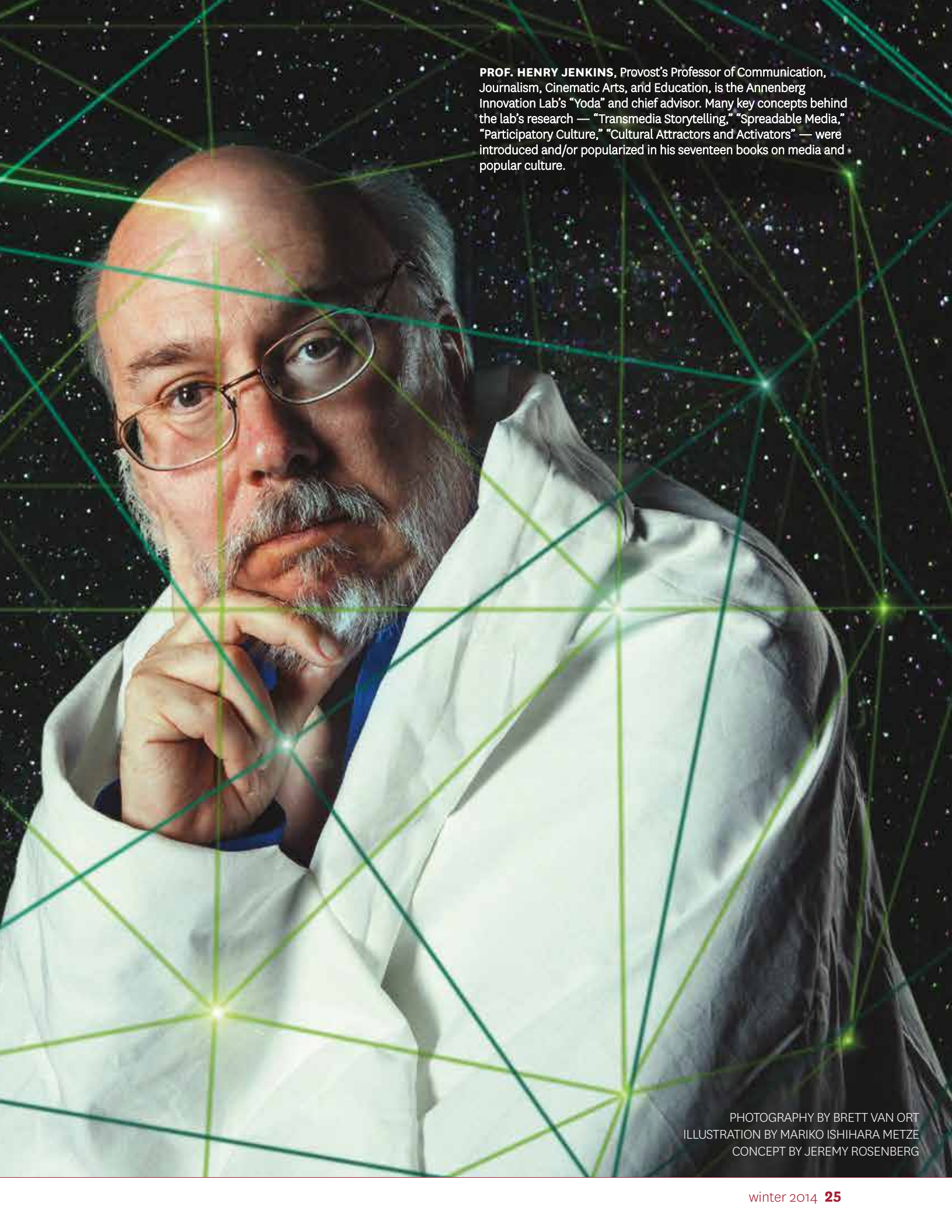


PHOTOGRAPHY BY BRETT VAN ORT

THE SAGE

The USC Annenberg Innovation Lab's mission embraces media, culture and society as the basis for innovation. AIL's students, faculty and staff define innovation as a social, collaborative process involving artists, scientists and humanists wrestling with new problems raised by technology. AIL's myriad cutting-edge projects land in, and across, categories such as, "experimenting with transmedia," "rethinking urban living" and "refining social media analytics."

USC Annenberg
Innovation Lab



PROF. HENRY JENKINS, Provost's Professor of Communication, Journalism, Cinematic Arts, and Education, is the Annenberg Innovation Lab's "Yoda" and chief advisor. Many key concepts behind the lab's research — "Transmedia Storytelling," "Spreadable Media," "Participatory Culture," "Cultural Attractors and Activators" — were introduced and/or popularized in his seventeen books on media and popular culture.

PHOTOGRAPHY BY BRETT VAN ORT
ILLUSTRATION BY MARIKO ISHIHARA METZE
CONCEPT BY JEREMY ROSENBERG

THE ACCELERERA



USC Annenberg
Innovation Lab



ERIN REILLY uses cutting-edge technologies, techniques and entrepreneurial skills to unlock the potential in both students and start-ups. Having founded one of the world's first children's social media + learning platforms and directed MIT's New Media Literacies lab, she now serves as both Annenberg Innovation Lab's Creative Director and the Executive Director of the Blackstone LaunchPad@USC.

THE

GEOFFREY LONG After researching transmedia storyworlds at MIT, guiding Xbox and Halo in a think tank for Microsoft's CXO/CTO, and co-founding Microsoft Studios' Narrative Design team, Annenberg Innovation Lab Technical Director Long now uses virtual reality, 3D printers, wearables, connected homes and connected cities to explore the future of media and entertainment.



WORLD BUILDER

USC Annenberg
Innovation Lab

THE DC



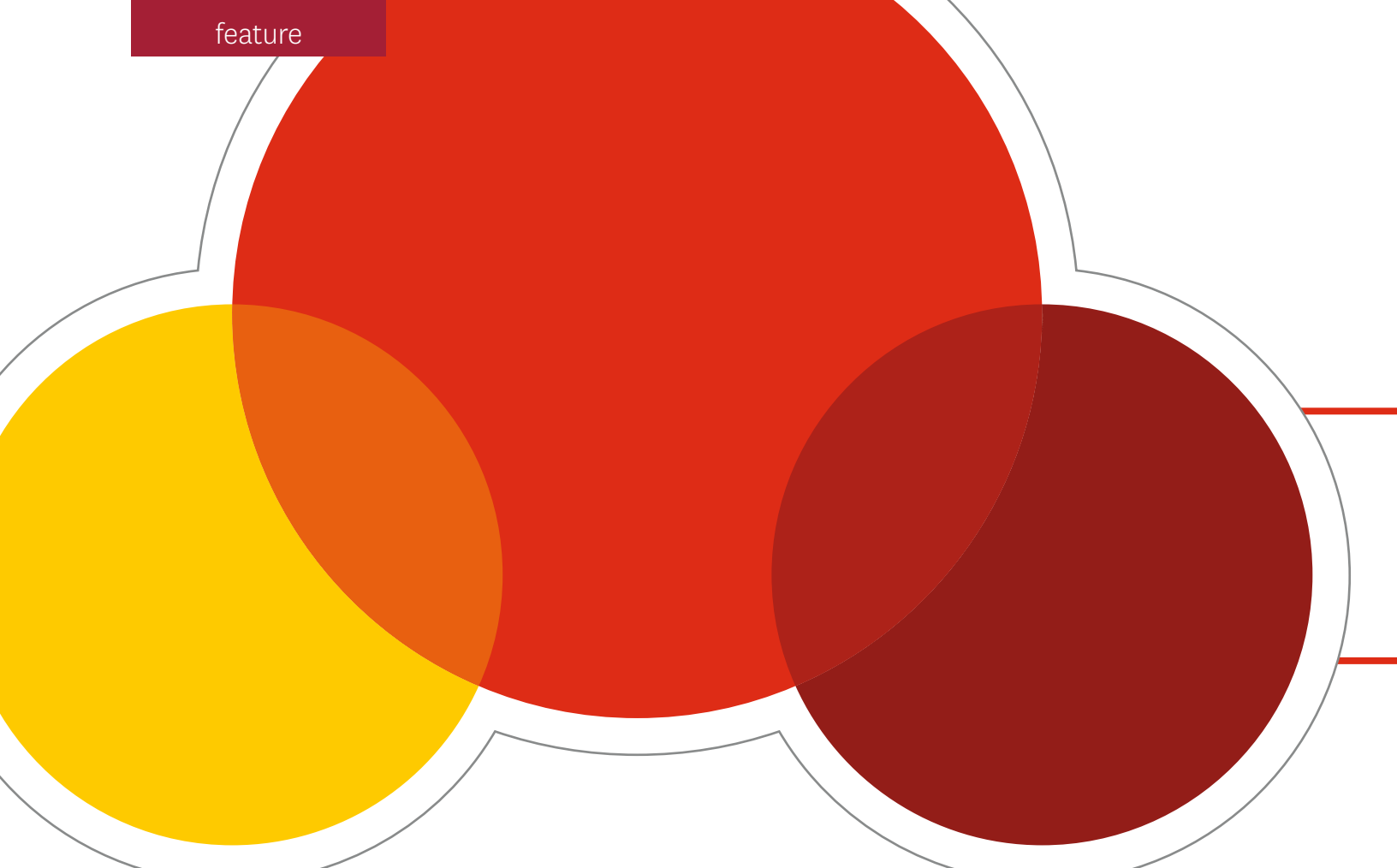
ENCODER

PROF. GABRIEL KAHN was a foreign correspondent for over a decade for The Wall Street Journal and the International Herald Tribune. At the Annenberg Innovation Lab, he works on creating innovative products that help push the envelope for how news will be produced and consumed in the future.



USC Annenberg *Innovation Lab*

TO VIEW THREE MORE PORTRAITS, VISIT ANNENBERG.USC.EDU/AGENDA



On November 7, sixty-five leading executives from across a range of industries, companies and institutions gathered in Wallis Annenberg Hall for Annenberg Forum 2014. This national convening addressed the single most important issue facing business leaders around the world: Attracting, retaining and deploying effectively a new kind of superior talent for the digital age. [Boston Consulting Group.] This latest milestone in the ongoing USC Annenberg research and action project led by Dean Ernest J. Wilson III included the release of the Dean’s working paper, “The \$1 Trillion Talent Gap: What It Is, and What You Can Do About it,” as well as discussion about what is the Third Space, and what are “Third Space Talents” and “Third Space Thinking.”

ABOVE ILLUSTRATION BY PATRICIA LAPADULA

THIRD SPACE

BY BRONWYN FRYER

A massive, urgent talent gap is draining companies and preventing them from innovating and moving forward today. According to a Boston Consulting Group survey, 76% of senior executives rank talent management the biggest blind spot in their companies. The McKinsey Global Institute has found that between \$900 billion and \$1.3 trillion is missing from the economy, due to — in short — time wasted on inefficient and ineffective communication and collaboration.

What exactly is this blind spot, and why is there such a huge talent gap? Companies, academics and research firms have attempted to answer these questions in various ways, but to date there has been no comprehensive attempt to synthesize their findings or definitively identify the real capabilities of those people who can fill the gap. For this reason, USC Annenberg's Third Space researchers conducted our own inquiry, asking 75 senior executives in companies in various industries and around the world what kind of talent is in highest demand. The resounding answer is "not more MBAs or engineers." Rather, companies want leaders who are collaborative, creative, communicative and flexible, and who can help propel the organization forward with projects that are both more innovative and effective than what they have previously undertaken.

Next — see pg. 37 — we partnered with Korn Ferry, the world's largest executive search firm to crunch the numbers on nearly 2,000 members of

the firm's extensive database. This brought further quantitative analytics to our Third Space research.

For some time now, it's been understood that 'soft skills' such as creativity, collaboration and an ability to communicate are crucially important. These findings have been repeatedly borne out by research from Korn Ferry, Deloitte, IBM and others, and they are not unique or new. What is new are our specific research findings we are presenting, as well as our framework for describing the specific skill-set of what we call "Third Space thinkers." Others have looked at the competencies and skills needed to capture opportunities, but not thought that these could all be contained within a single person with inherent or cultivated competencies.

Until now, no one has been able to describe the person who will fill the gap. This is the first time anyone has been able to encapsulate the person who embodies the characteristics and will provide the skills and talent that companies across sectors are starving for.

We define the Third Space as an area of capability that intersects and overlaps with harder skills in business, engineering and other industries — in a way that makes the person who lives in this space extremely valuable to the organization.

People who occupy this space are characterized by a general mindset that includes the characteristics of adaptability, 360-degree thinking, intellectual curiosity, cultural competence (the ability to think, act and move across boundaries) and empathy. When provided with additional

training and development in complementary “hard” skills, people demonstrating such characteristics are ideally suited to fulfill collaborative leadership roles.

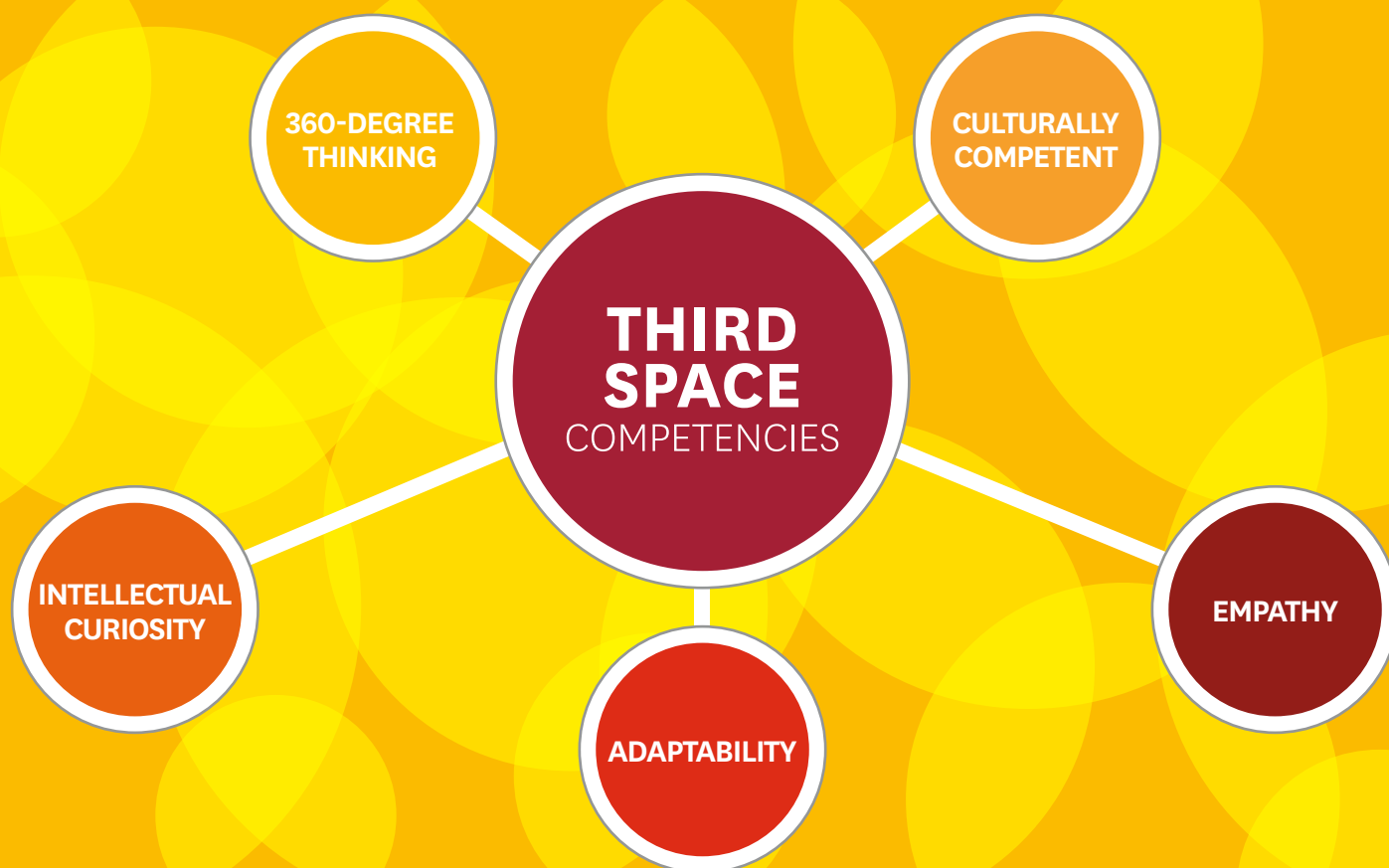
BACKGROUND AND USC RESEARCH

Over the past generation, the Internet and the attendant social media revolution have turned the world inside out. The traditional broadcast model of communication is increasingly obsolete as billions around the planet are creating and disseminating their own information via Facebook, Twitter, Instagram, Pinterest, YouTube and other tools. This revolution is analogous to that which occurred in the 19th century, as agrarian societies transformed to industrial ones. While that transformation took place over more than a century, the current switch to a technologically mediated society, which has networked human-human communication at its center, has occurred practically overnight, and this phenomenon will only continue to speed up as billions more around the globe tap into the Internet.

As Jon Iwata, a USC Annenberg Third Space Founding Advisor and Senior Vice President of Marketing & Communications of IBM, puts it:

Traditionally, organizations and institutions have historically created segmentation models, whether based on age or income or geography or hobbies or household compositions or political party affiliation. And we have, frankly, imposed that model on a population of people and then attempted to market to them. Today, because of the phenomenon of social media, mobile devices and the Internet, the reverse is happening: people are declaring their individual segmentation to us as unique individuals. They are telling us explicitly what they’re looking for and what their needs are. We’re able to know, in some cases, their physical location, and in some cases, we can predict what their needs are even before they’re articulated. This is all based on what they are choosing to share with the world through their searches, through their GPS location signals, through their posts, tweets, logs, they are telling us who they are, what they’re looking for. Given this new reality, the question for any organization, then, is not just how to understand all this, but how to engage with new constituencies in new ways.”


For these reasons, the professional practice of “communication” is changing radically too. Not only is it moving to the center of global trade, national, economic and political life, but strategic communication is also becoming more centrally important to



companies, as the increasing number of communications professionals in the C-Suite attests. The increase of communication via social media now requires that companies understand, manipulate and target flows of information to the benefit of the organization.

Given these changes, the USC Annenberg School understood that our own *modus operandi* had to change with them; we could no longer be content to train excellent journalists and corporate communications professionals — just to cite a few of the myriad fields our alumni go into. For this reason, we set out to discover what our role should be in developing the professionals that companies most need today and tomorrow. We began by conducting one-on-one interviews with senior executives in the entertainment and professional communications industries (entertainment because of our close proximity to Hollywood, and professional communications because we train future corporate communications and marketing officers). We then expanded our interviews to include executives in the technology, retail, automotive and pharmaceutical industries.

The story we heard from these executives, both in interview and survey form, was almost uniform. They told us that during the dot-com revolution of the 1990s, their companies scrambled to move from brick-and-mortar operations to become digitally fluent; but with the advent of social media, they lost control of the ability to dictate their corporate messages to audiences that now had the tools to do their own communicating without regard for the company's reputation. Today, their companies are faced with the new challenge of building communities of internal and external constituents, and of building the internal talent needed to engage collaboratively with these various communities. Most crucially, they need help navigating a future that is absolutely unforeseeable.

In our interviews, executives expressed a critical need for people who demonstrate a kind of broad-based, wide-open, imaginative, collaborative and adaptive thinking that is rare in business. Such people aren't typically steeped in the engineering and business skills that colleges and universities have focused on developing for the last generation. (As Eric Schmidt, Google's chairman, told us flatly: "Engineering isn't enough anymore.") We began our research looking for specific talent competencies; by the end we recognized the talent gap was also about a new way of thinking and acting. 

THE STORYTELLER CALLIE SCHWEITZER

Callie Schweitzer learned about innovation, digital media and entrepreneurship well before she graduated with a degree in print and digital journalism from USC Annenberg (summa cum laude) in 2011. She was the editor-in-chief of Neon Tommy, USC Annenberg's 24/7 online news site, which became the #1 most-trafficked online-only student publication in the country within a year of its launch. She also served as a staff writer and the senior news editor and coordinated coverage for breaking news, day-to-day reporting and big events like Obama's visit to USC in October 2010, the midterm elections in November 2010 and the national education protests in March 2010.



"I was in school during the explosion of social media and digital storytelling, and I got to experiment with it every single day," she says. "Under [Profs.] Marc Cooper and Alan Mittelstaedt's leadership, I learned that there's no such thing as a student journalist and that age should never hold you back from asking important questions.

"My experience at Neon Tommy gave me an entrepreneurial hunger and interest in giving people news they don't know they need," says Schweitzer. "As a 20-year-old overseeing a staff of more than 200 people and running a publication being read by hundreds of thousands of people, I had to think holistically. How do we find more readers? How do we adapt to these new tools and tell better stories? That interest in finding readers and providing a service — giving them important news and great stories — has driven my career."

After graduating, Schweitzer worked as the deputy publisher of Talking Points Memo, overseeing the business, publishing and tech side of the company. She was also responsible for project and digital product management of mobile, tablet, video and content partnerships, and increasing and maintaining audience growth. She subsequently directed marketing and communications at Vox Media, overseeing the branding, marketing, and audience growth for sports site SB Nation, tech/culture site The Verge and gaming site Polygon.

Today, she is the editorial director of Audience Strategy, for TIME and TIME Inc. She was promoted earlier this year from her previous position as director of Digital Innovation at TIME. "Working at Time Inc. has been a master class in learning from some of the world's best Third Space thinkers," she says. "We're reaching more than 50 million unique visitors per month and are doing for the minute what TIME has always done for the week. It's transformational, and I feel lucky to be part of it." 

—Bronwyn Fryer

THIRD SPACE COMPANY

IBM'S MARKETING INNOVATION LAB



Jon Iwata

One company that has gone out of its way to locate, hire and nurture people with Third Space traits and inject them into an environment where they can make a difference is IBM. Like all big companies, IBM has many “hard-skilled,” linear-thinking experts in operations, but relatively few people who exhibit the broader Third Space core competencies. See illustration, pg. 34.

To leverage the skills of those with demonstrated Third Space skills and to enhance collaboration and communication between people in marketing and other constituencies across the company, like R&D and sales, IBM has set up its Marketing Innovation Group.

The group manages a portfolio of internal start-ups that use enterprise data and platforms to develop new technology services and digital experiences. Broad categories in the lab portfolio include web and mobile application development, digital marketing services development and digital experience innovation, including sales engagement and employee engagement.

Working side-by-side in the IBM Studios are 250 writers, interaction designers, user experience professionals, developers, graphic designers and others.

People who work in the group are trained in lean start-up techniques and the Agile method of product development, which Ben Edwards, IBM's VP of Global Digital Marketing, learned to use when running the digital media business at The Economist. (Applying something that is used in one context to another is a hallmark of the Third Space Thinker, and Edwards' application of the Agile (software development) methodology to marketing projects is unique.)

A descendent of lean manufacturing methodology, Agile is an empirical method emphasizing short cycles of planning and execution that teams use to learn their way toward solving problems. This collaborative methodology has provided a model for cross-functional teamwork. “It becomes a way to bridge how we work together as marketers and technologists,” says Edwards.

IBM screens prospects carefully to ensure that they have the intellectual curiosity and enterprising nature to be successful in the Marketing Innovation Group, and then offers classes and workshops in the methodology. “Those who succeed are very valuable for us,” says Jon Iwata, IBM's Senior Vice President, Marketing and Communications, and a USC Annenberg Third Space Founding Advisor. “I just wish we had more of these people.” [a](#)

—Bronwyn Fryer

THE ENTREPRENEUR

ELISA SCHREIBER



Elisa Schreiber has made a career out of working with technology start-ups that look 10 years into the future. “The entrepreneurial urge runs deep in me,” she says.

Schreiber is one of twelve Third Space Founding Advisors. Schreiber was also a participant in Annenberg Forum 2014, which was about the Third Space.

Today, from her perch at the center of Silicon Valley, Schreiber has a wide view of what the next Mark Zuckers of

the world are up to. As vice president of marketing for one of the most successful and respected venture capital firms in the technology world, Greylock Partners, her job is to help entrepreneurs with their marketing efforts and to manage all marketing activities for the firm. Before that, she ran global communications for Hulu, where she launched Hulu Plus, the fastest-growing online video subscription service in U.S. history, which grew to more than 5 million paid subscribers during her tenure there.

TED fans can also thank Elisa for TEDx, which she helped found when she was running marketing and communications at the USC Stevens Institute for Innovation, where she also advised early-stage start-up companies.

The 36-year-old holds an undergraduate degree in communications from UC San Diego and an MBA from the USC Marshall School of Business, combining a creative background in art, design and writing with hardcore business and operational skills. “Having strong visual and writing skills helped me advance in the first twelve years of my career, but I realized that I had a blind spot around technology, economics and business, so I went for an MBA to round out my fluency in those areas.” This combined “soft-hard” background has equipped her beautifully for her role at Greylock.

From her perspective as an expert marketing for tech start-ups, Schreiber has a lot to say about what companies and colleges can do to better prepare young people to fill the critical need for Third Space Thinkers. “If we agree that the Third Space is about developing people who bring a fluency in technology, economics, and design to their daily jobs, then universities need to inspire and nurture this breed of talent by making sure such people get the training they need. The major research universities that offer innovative curriculum to support this talent evolution will become the center of the ecosystem for corporations and students.”


Specifically, Schreiber notes, communications professionals today also need to understand how their decisions can effect the company's bottom line, and the mechanics of how their business operates. “With this kind of working vocabulary,” she says, “people beginning their careers are much more interesting candidates.” [a](#)

—Bronwyn Fryer

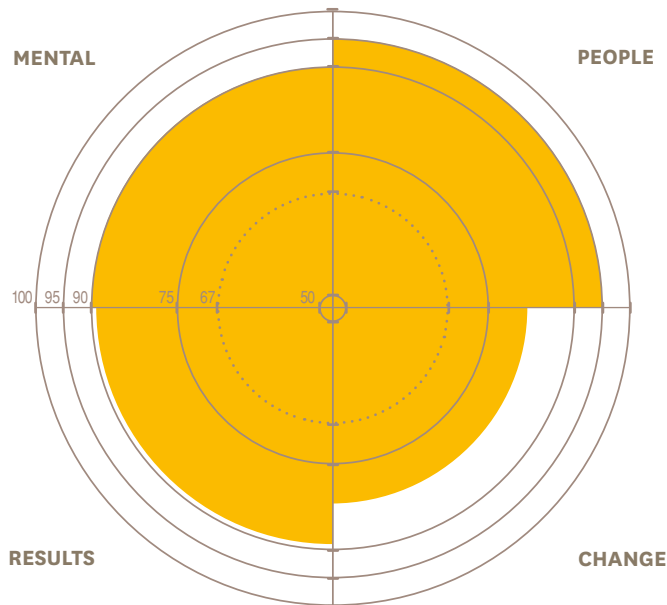
KORN FERRY DATA COMMUNICATION TALENTS SCORE BIG

Communications executives possess some distinct strengths when compared to their business and engineering colleagues, according to Korn Ferry, the world's largest executive search firm. Korn Ferry worked with USC Annenberg to crunch the numbers on nearly 2,000 members of the firm's extensive executive database.

Data from Korn Ferry's PROFILOR instrument, which focuses on employee competencies, including some that could be considered proxies for Third

Space Thinking, showed Communicators had higher mean scores on a 0-100, lowest-to-highest point scale in Adaptability, including comfort working effectively in ambiguous situations and responding resourcefully to new demands and challenges. Communicators also scored higher in potential proxies for Empathy & Collaboration, including empowering others; promoting collaboration; inspiring trust and establishing open, candid relationships; using careful listening skills; and encouraging others to express contrary views. 

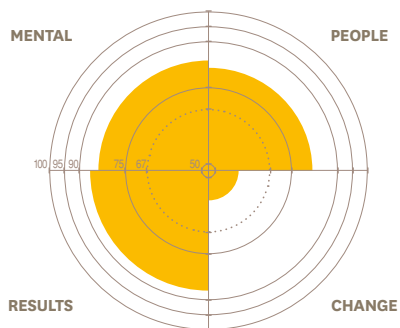
Communication Executives "The Diplomat"



Korn Ferry's Comment: "When the stakes are high and the situation calls for supreme people skills, these are the individuals you want to be at the forefront. Deft at sizing up others and adjusting their style to fit the moment, individuals in this category can calmly navigate difficult people situations. Cool-headed and committed to seeing things

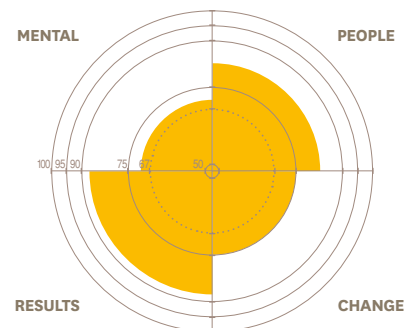
through, they can be both diplomatic and results-focused. While skilled at handling crisis situations and keeping things calm and focused, the Diplomat's impact may be less in situations where a jolt of innovative thinking and inspiration is required to get people energized and acting differently."

Engineers "The Pillar"



Korn Ferry's Comment: "Accomplished conductors of organizational activities, individuals in this category lead with a harmonious blend of insightful thinking, focused action, and an open, inclusive manner. In partnership with others, they will put considerable effort into crafting and implementing highly refined solutions. The Pillar's focus is more on improvement than change, on making the gears turn a little smoother instead of building a new machine. This may sometimes leave them vulnerable in circumstances that call for a radical shift in thinking and require experimenting with brand-new approaches. They need to concentrate on staying ahead of the curve so today's solutions don't become outmoded."

MBAs "The Champion"



Korn Ferry's Comment: "Like the hero in a classic tale, individuals fitting this profile have a flair for saving the day in grand style. They can achieve results with a combination of intense drive and resourcefulness. At the same time, they allow others to shine as well and can handle difficult situations with humor and grace. Their focus tends to be more outward than inward, so they don't always invest the time to carefully scrutinize situations or make the connections that elude others. Champions tend to perform best when someone else generates the breakthrough thinking and then gives them the opportunity to deliver the results."



GRADUATE SCHOOL A Family Affair

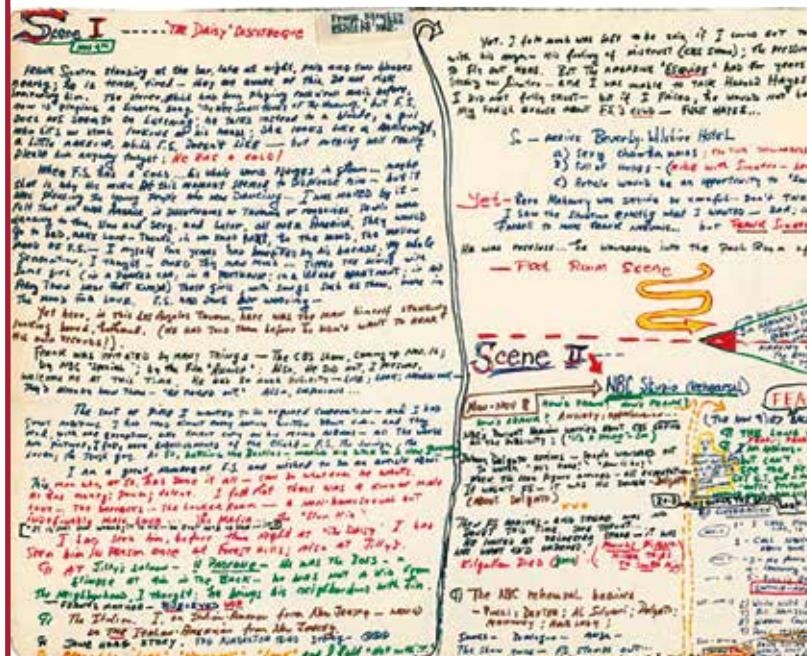
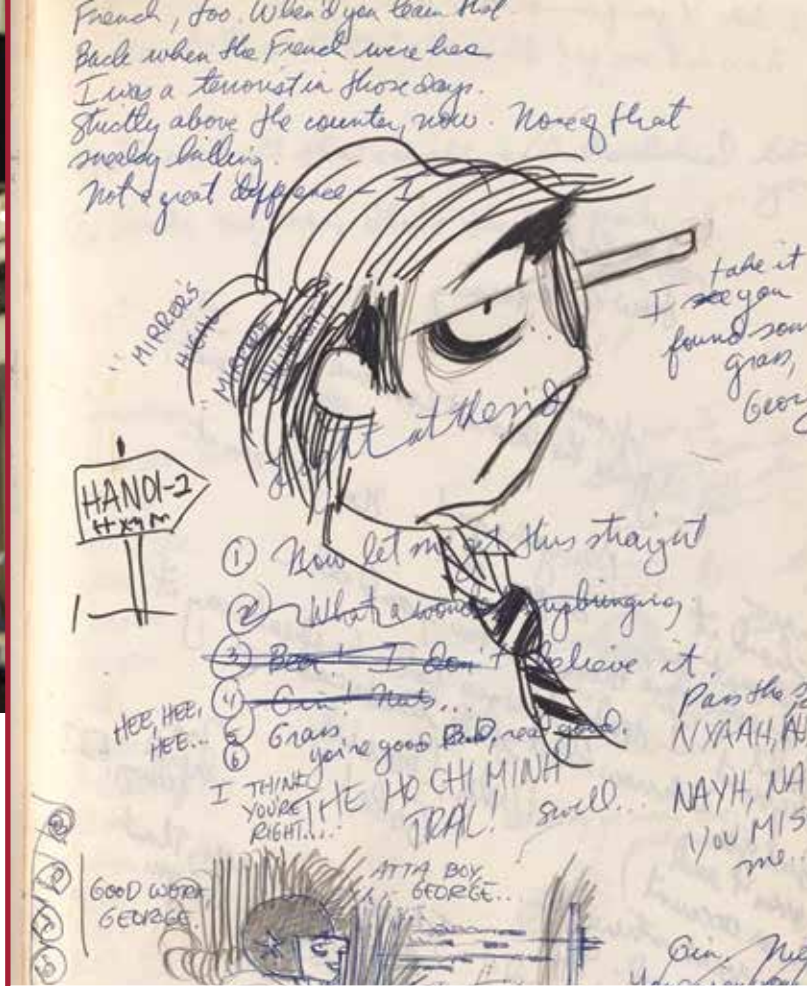
Moving across the country for graduate school is an undertaking that could daunt even the most fearless of students. Fortunately USC Annenberg M.S. Journalism program students Jessica and Maritza Moulite were right by each other's side when they moved from Miami to Los Angeles and started a nine-month graduate program. "Nothing beats having your sister here," Maritza, the older of the two by a year-and-a-half, says.

The siblings hail from East Coast schools and applied and got into the same graduate programs. But USC Annenberg was an obvious choice, with each of the sisters' scholarship awards providing initial motivation to move out West. Maritza is a Dean's Scholar, while Jessica is an Annenberg Graduate Fellow.

Annenberg stood out for other reasons as well. "[We] were able to speak to different students in the graduate programs and even some alumni as well, and they were all so passionate about the school," Maritza says. "I really feel like Annenberg is doing a great job of being a journalism school for the 21st century."

Adds Jessica: "I'm really interested in how news can be shaped to impact our generation more. People will still have to get information about the world, [but] I think the way in which we'll go about it will have to change with our demographic." ^a

PHOTO BY BRETT VAN ORT



@uscannenberg

INCUBATE USC

October 10, 2014

The inaugural USC Innovation Forum offers a glimpse into USC's innovation ecosystem. Guest speakers include CEOs and business leaders from the IT sector as well as members of the USC Annenberg Innovation Lab.

WHY THE U.S. NEEDS TO HARDEN ITS SOFT POWER

October 15, 2014

Richard Stengel, the Under Secretary for Public Diplomacy and Public Affairs, emphasizes the role of media in his field. Presented by the Center on Public Diplomacy.

DIANE SAWYER

October 16, 2014

The legendary journalist and TV anchor comes to the USC Annenberg Media Center to provide career advice to students and talk about the current media landscape.

MEET THE DIRECTORS: NEW YORK CITY

October 16, 2014

Dean Wilson, Sarah Banet-Weiser and Willow Bay travel to the Big Apple to meet with alumni, prospective students and other members of the USC Annenberg community.

MR. FISH WARNING! Graphic Content

The new Annenberg Press book *WARNING! Graphic Content* lives up to its title. Have your IDs ready and your intolerance for incendiary pictures and controversial ideas checked at the door for it's time to step into the head of the unabashedly liberal award-winning cartoonist and writer Dwayne Booth (aka "Mr. Fish"), where inflammatory ideas meet deep insights — and things like inspiring woe, discouraging indifference and gleeful nihilism are born.

In *WARNING! Graphic Content*, Mr. Fish examines the past, present and future of art as commentary, deciphering its substructure and translating its unique alphabet into a wholly accessible vocabulary. A handful of those images are shown here.

Through extensive interviews, numerous hyperlinks, audio and video clips and nearly 400 provocative images, Mr. Fish demonstrates how uncensored art and weaponized jokes from cartoonists, satirists and fine artists through history provide humanity with its most thorough and revealing self-portraits.

This e-book, along with other print and electronic titles from Annenberg Press, is available now from iTunes and Amazon.com. [a](#)

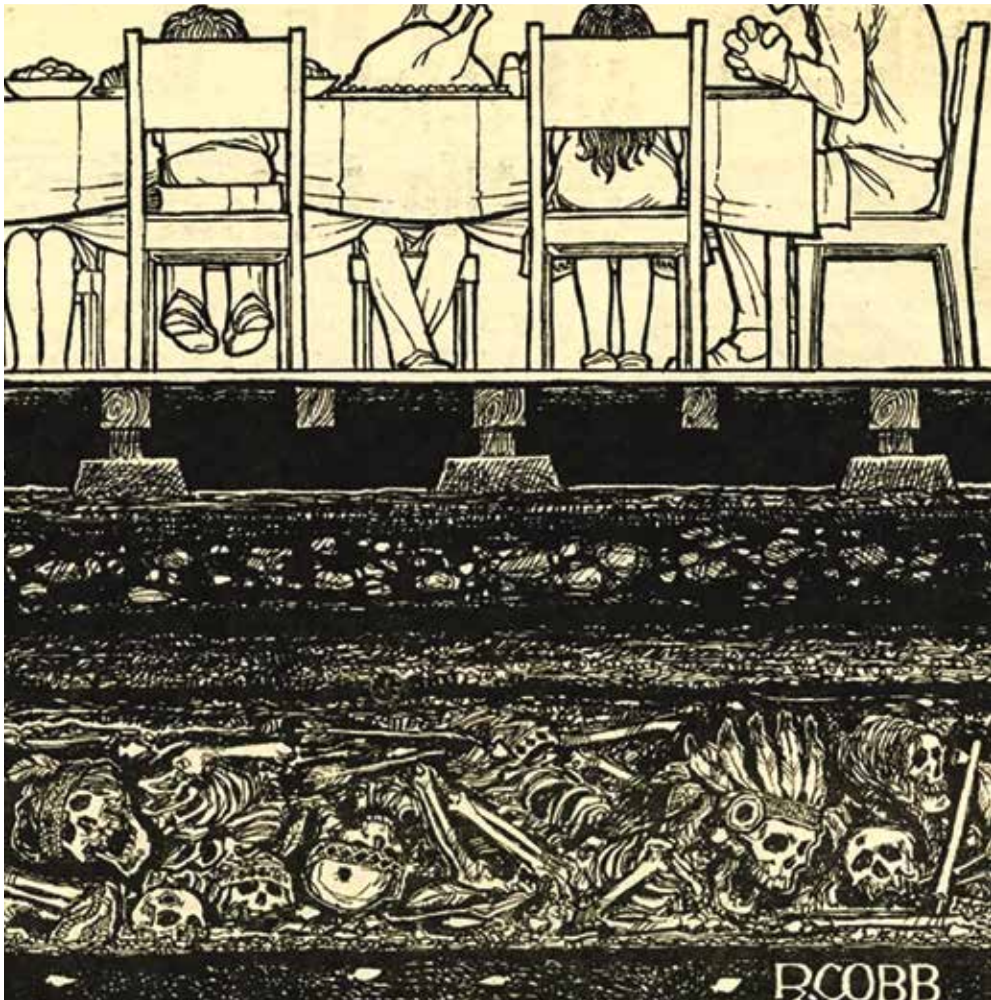
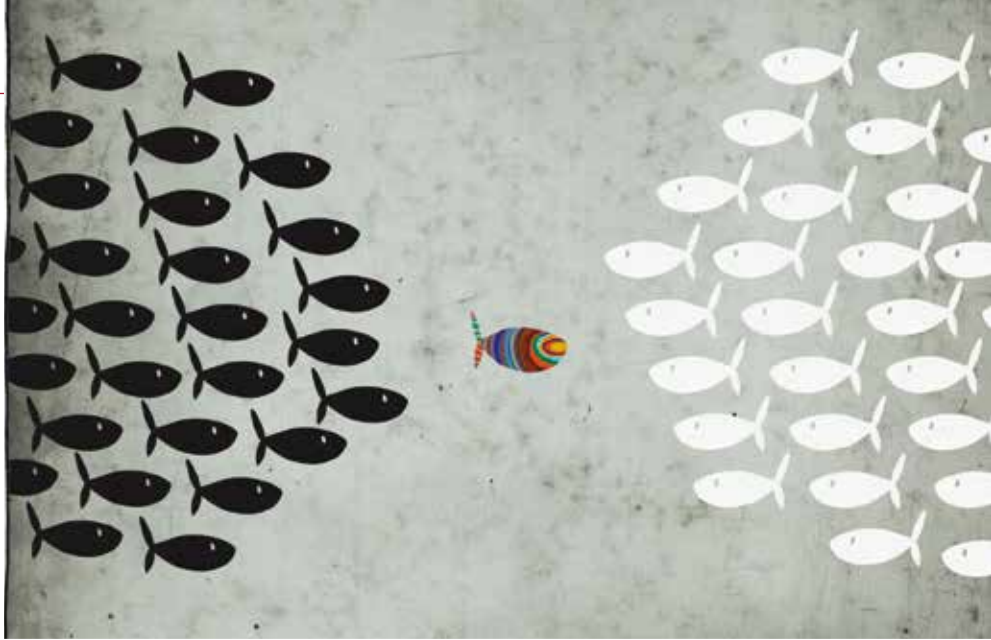
—Arlene Luck (managing editor, Annenberg Press)

Top, left: Trudeau Sketchbook (Detail), c. 1983, Garry Trudeau

Bottom, left: Outline for "Frank Sinatra Has a Cold" (Esquire Magazine), 1966, Gay Talese

Top, right: Anarchy, 2013, Mr. Fish

Bottom, right: Thanksgiving in America, 1967, Ron Cobb



HOMECOMING 2014

October 18, 2014

More than 400 alumni and friends celebrate the first-ever homecoming to be held inside Wallis Annenberg Hall. Then, at the Coliseum, the Trojans easily defeat Colorado.

RAGE AGAINST THE CAGE

October 22, 2014

In this session, subtitled, "A Moral Critique of MMA," the Annenberg Institute of Sports, Media & Society hears from ultimate fighting opponent Prof. Nicholas Dixon of Alma College.

GEEK SPEAKS: THE FUTURE OF COMICS

October 23, 2014

Prof. Henry Jenkins speaks with Scott McCloud, in an event co-hosted by USC Cinema. McCloud is a theorist, scholar, artist and author of the landmark book *Reinventing Comics*.



BERG FAMILY ALCOVE

Q&A with Corii and Cari Berg

Corii Berg (Broadcast Journalism and Political Science '89) and Cari Berg (Communication '89) met as USC Annenberg students. Corii is a member of the USC Annenberg Alumni Advisory Board and is Senior Executive Vice President, Business Affairs, Sony Pictures Television. Cari is the founder of Cari Berg Interior Design. The couple was interviewed by phone following their attendance at the Wallis Annenberg Hall Grand Opening Ceremony.

USC ANNEBERG: What are your impressions of Wallis Annenberg Hall?

CORII BERG: The building is absolutely spectacular. It is an exciting center for students. Having gone through the Journalism School, it's exciting to see the sort of transformation and focus the University is putting on this school. Its location in the center of campus is telling of the importance of Annenberg. This positions the school to be a central area for all USC students.

USC ANNEBERG: You both generously supported the school by funding the Berg Family Alcove — a.k.a. "The Cove" — a second-floor open collaboration space in the new building. Why?

CARI BERG: There are a few reasons. The part of communication that I still take with me, it really does relate to my prior experiences. In addition to my creative work, there's a whole other side that is about client relations. I learned those skills at USC, and I learned networking, and all these other things that relate to my life now. And for Corii and I both, this is where we grew up, and where we grew up together. It felt really comfortable for us to respond and donate and support all the programs that Annenberg has.



CORII BERG: We toured the whole building and there are a lot of incredibly dynamic spaces. There's no way to go wrong. We had the sense that learning doesn't just happen in the classroom, and it's the engagement and discussions before classes and after classes that can be even more interesting. It's like in a workplace environment, where the real meeting happens after a meeting. So, we wanted the more informal space where students could just sit down with each other, or sit down with a professor, and follow up on something, or get more clarity, or ask that next

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INVESTIGATING POWER AND THE FUTURE OF TRUTH

October 30, 2014

Investigative journalist and *935 Lies* author Charles Lewis ponders the implications for democracy if citizens don't have timely, accurate information.

DIAOYU/SENKAKU ISLANDS DISPUTE

October 30, 2014

Profs. Tom Hollihan, Patricia Riley, and Zhan Zhan on their new book, subtitled, "How Media Narratives Shape Public Opinion and Challenge the Global Order."

BREAKING THE SILENCE

November 3, 2014

Celeste Gonzalez de Bustamante presents at the Annenberg Research Seminar about "Resiliency, Innovation and Determination among Journalists Covering Mexico's North."

BLACKSTONE LAUNCHPAD GRAND OPENING

November 5, 2014

This ribbon-cutting welcomes to its West Lobby home this entrepreneurial incubator that in its first two months already worked with 2,500 USC students.


“This is where we grew up, and where we grew up together. It felt really comfortable for us to respond and donate.” —CORII BERG

question that they just couldn't get to in the classroom. This is why we selected the Alcove, which has an open and airy feel to it with a lookout to the rest of the campus. It just felt right for us.

USC ANNENBERG: How has your relationship with the school changed over the years?

CARI BERG: I was a Communication major at the time when Journalism and Communication were separate. I did work on the Daily Trojan. I had Broadcast Journalism major friends. I also had Communication major friends. As a Communication major, I did things like argumentation and debate. At the same time, I got to guest host on friends' projects for Broadcast Journalism. I think it makes a lot of sense now that the two areas are merged at Annenberg. There is so much crossover.

USC ANNENBERG: How did the two of you meet?

CORII BERG: We met in Journalism 190. It was the general introduction course as a prerequisite to being formally admitted into the Journalism School. We became even closer friends at the Daily Trojan. I asked Cari out on our first date in the Daily Trojan offices, and I ended up being her editor for a semester. There is a lot of Annenberg in our now-23-year marriage. 



USCAnnenberg



JULIE CHEN @JulieChen

Wonderful night speaking to students at my alma mater in the new @USCAnnenberg! Thanks for having me. #ASCJ #fighton



KRISTEN N. @krisnat_

Thrilled to be chosen as an inaugural member of @USCAnnenberg Alumni Ambassadors! #FightOn from NYC.



JOSH MOSER @TheMozKnowz

I wouldn't be where I am had I not gone to #USC Amazed to see what this will look like! @USCAnnenberg #fighton <http://www.usc.edu/annenberg>



EDWARD DE LA FUENTE @ed_delafuente

Convergence newsroom at @USCAnnenberg. Holy cow, this place puts a lot of newsrooms to shame.



MICHELLE TOH @michelletoh235

What a way to start the week! @DianeSawyer is here in the @NeonTommy @atvn @AnnenbergRadio newsroom this morning.



ALEXIS LLOYD @alexislloyd

Fantastic, busy day sharing ideas with the impressive faculty and students @annenberglab @USCAnnenberg! Now for sleep...

AARON KOBLIN: MEDIA WALL MASH-UP

November 6, 2014

The Creative director of Google's Data Arts Team inaugurates Wallis Annenberg Hall's three-story media wall to showcase contemporary digital work by himself and others.



ANNENBERG FORUM: THIRD SPACE

November 7, 2014

Executives, scholars and thought leaders learn about the Third Space and discuss Dean Wilson's Working Paper, "The One-Trillion Dollar Global Talent Gap: What It is, And What We Can Do About It."

HACK SC

November 7-9, 2014

Hundreds of USC students, plus professionals from Silicon Beach, Silicon Valley and elsewhere gather at Annenberg for three days of non-stop coding, collaborating and learning.



Christie Ciraulo



Scott Anderson



Ashley & Michael Cooper



Jeff Welcher



Maggie Habib



Emily Schwartz

Christie Ciraulo (M.P.R. Public Relations '77), a “pre-Title IX” Division I Swimmer, had a banner 18 months in Masters Swimming, setting five World Records, 11 National Records, 14 All American rankings, one Individual All World #1 ranking, two Pan American Championships, four National Championships, one Open Water Pan American Champion, one Southern Pacific Open Water High Point Championship and one Open Water National Championship.

Smooch Repovich Reynolds (B.A. Broadcast Journalism '79) is currently an EVP/Global Practice Leader of the IR and Communications practice group at DHR International. She is based in their Los Angeles office.

Chris Murray (B.A. Journalism '84) has recently accepted the job as President and CEO of the Montana State Alumni Foundation.

Chip Jacobs (B.A. Public Relations and International Relations '85) is the author of a new book, the Smogtown sequel — *The People’s Republic of Chemicals*.

Jennifer Bowles (B.A. Journalism '87) has recently been named the Executive Director of the Water Education Foundation. Jennifer is a former award-winning journalist who covered Western water issues and became a communications strategist for a major California law firm known for its water law practice.

Jacqueline Davis (M.A. Communication Management '88) passed away in Los Angeles on December 25th, 2013. She was a writer and member of the Writer’s Guild of America, West.

Ron Antonette (B.A. Public Relations '90) was elected president of the Parks and Recreation Commission of the City of Long Beach, Calif. Antonette is serving his second four-year term on the commission. He is the owner of R. Antonette Communications, a marketing and public relations agency based in Long Beach.

Jesse Albert (B.A. Public Communication '94 and MFA Motion Picture Producing '01) was recently elected to the New Media Council Board of Directors for the Producers Guild of America. Jesse Albert is currently the President of Xpansive Media.

Scott Anderson (B.A. Communication '96) married Nova Via in Abingdon, Virginia, on October 4, 2014. The couple resides in Pleasanton, CA.

Eduardo Vertiz (B.A. Communication '97) has recently become the Head of Production & Development at Plataforma.

Tracey Finley (B.A. Communication '00) recently received a Daytime Emmy Award nomination in the “Outstanding Lifestyle Programming” for Home Made Simple on OWN Network. She also received a Daytime Emmy Award Nomination in the “Outstanding Talk Show” category for the Tyra Banks Show in June 2007. She is currently a supervising producer at Magnetic Productions.

Ashley Harvel Cooper (B.A. Communication '04 and M.A. Strategic Public Relations '06) and husband **Michael Brett Cooper** (B.A. Political Science '02) welcomed twins, Clark and Norah, in October 2013. Ashley is Director of Corporate and Foundation Relations at USC Dornsife College, and Michael is a partner at Yoffe & Cooper, LLP, a business law firm in Manhattan Beach. The family resides in the South Bay of Los Angeles and the twins are already preparing their applications for USC class of 2036!

Heather Wilson (M.A. Journalism '04) recently joined The Abernathy MacGregor Group as an Executive Vice President and member of its senior leadership team. She is based in the firm’s Los Angeles office and focuses on crisis management, transactions/financial communications and corporate-focused social media strategy. Heather was previously with Weber Shandwick in Chicago.

Jeff Welcher (M.A. Communication Management '04) was recently selected to be a part of the Rochester Business Journal’s 20th annual ‘Forty Under 40’ awards ceremony and designation. The honorees selected are professionals younger than 40 who demonstrate leadership in the workplace and in the community.



Liesbeth De Smedt



Georgiana Ceausu



Kristen Todd



Pekka Pekkala



Laura Nelson



Eric Burse

Kjerstin Ramsing (B.A. Broadcast Journalism '04) married Christopher Bell in a wedding at the top of Schweitzer Mountain Resort, Idaho, on March 9th, 2014.

Maggie Habib (B.A. Public Relations '04) recently left the “big agency” PR world after more than a decade to launch an independent consulting firm—mPR—serving small, growing businesses across the country. She’s thrilled to continue her connection to the university as an Annenberg Alumni Ambassador, a past board member of the Society of Trojan Women (formerly Trojan Junior Auxiliary), and a football season ticket holder.

Emily Schwartz (B.A. Public Relations '05, M.A. Strategic Public Relations '07) recently joined Fitbit as Senior Public Relations Manager. She is based in the company’s San Francisco headquarters and focuses on driving PR around key initiatives, international communications, partnerships, media and events. Emily was previously with Burson-Marsteller as a manager in the technology practice.

Philips’ New Light on Old Masters campaign led by USC Annenberg alumna **Liesbeth De Smedt** (M.A. Strategic Public Relations '06) has won a Global SABRE Award and has been selected as one of the 50 best PR programs in the world by The Holmes Report’s Global SABRE Awards competition from more than 5,000 entries.

Peter Winter (B.A. International Relations & East Asian Languages '08 and M.P.D Public Diplomacy '10) will serve as head of Public Affairs for the U.S. Consulate in Dhahran, Saudi Arabia, beginning in late 2015. Prior to joining the Foreign Service, Winter served as director of operations at the 2012 World Expo in Yeosu, South Korea, and as director of the Student Ambassadors program at the 2010 World Expo in Shanghai.

Georgiana Ceausu (M.A. Strategic Public Relations, '09) and George Masgras were married in Transylvania’s beautiful city of Brasov, Romania, on August 16, 2014. The couple resides in Santa Monica, CA.

Kristen Todd (M.C.M. Communication Management '09) was named the 2014-2015 President of the Junior League of Pasadena, Inc.

Matt Landes (B.A. Broadcast Journalism '09) married Allyson Clark.

Eli Lipmen (MA Global Communication '10) is the Director of Marketing and Communication for the Los Angeles Regional Food Bank. He was also recently appointed by Mayor Eric Garcetti to serve on the Board of Neighborhood Commissioners for the City of Los Angeles.

Pekka Pekkala (M.A. Journalism '10) was appointed to be the Head of Web Communications at the Prime Minister’s Office in Finland, beginning in August 2014.

Steven Gatena (M.C.M. Communication Management '10) recently won an award for “Entrepreneur of the Year” and was recognized by the United Nations for starting and growing REP Interactive as a video marketing and communication company.

Kamala Kirk (B.A. Communication '11) recently joined NBCUniversal’s E! Entertainment as an Editor/Writer. Her job duties include providing coverage for E! shows such as Keeping Up With the Kardashians, as well as writing about celebrities and trends for E!’s The Fabulist and E! Online.

Laura Nelson (B.A. Print and Digital Journalism '12) is a staff writer at the Los Angeles Times. She focuses on transportation and mobility issues, including traffic, walking and biking, and the rapid expansion of the Metro rail network. She also co-writes a weekly column, California Commute, in the paper’s re-launched California section.

Eric Burse (B.A. Broadcast Journalism '13) is the Engagement Editor at Courier-Journal Media in his hometown (Louisville, KY).



“I was inspired by how the School has grown over the years. Today’s USC Annenberg School is on the cutting edge of every area of media — no one else is doing the same caliber of work in journalism or communications. I’m happy to do my part to support a field that is so near and dear to my heart.” —Jeffrey Smulyan

Jeffrey Smulyan USC '69 and '72 J.D., with Dean Wilson, at the “Smulyan Family Voice Over Booth”



Christine M. Ofiesh '74



“As a proud alumnus of the Annenberg School, the modicum of success I’ve enjoyed in the broadcast journalism field is a direct result of the sterling education I received here. As a proud supporter of the School, I hope to help cultivate the generations of excellent young journalists who will learn their craft here.” —Marc Brown, '04

board of councilors



ANTHONY BORQUEZ—NEW BOARD MEMBER

Founder and CEO of Grab

Dr. Borquez runs Grab, an online and mobile social media company specializing in games and apps. In 2013, he spun out a new company: Grab Analytics, a cutting edge mobile analytics platform. Prior to Grab, he was the Founder/CEO of Blue Label Interactive, a mobile game company acquired by

Konami in 2006. At Konami, he served as Vice President of Konami Digital Entertainment and was responsible for the online and mobile business. Since 1994, Dr. Borquez has taught at USC. He received his BS, MS, MA, and Doctoral degrees from USC.

USC ANNEBERG ADMINISTRATION

- Ernest J. Wilson III, *Dean*
- Larry Gross, *Vice Dean*
- Phil Seib, *Vice Dean*
- Sarah Banet-Weiser, *Director, School of Communication*
- Willow Bay, *Director, School of Journalism*

BOARD OF COUNCILORS

- | | | | |
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| Frank H. Cruz | Janice Marinelli | William Simon | Ronald L. Olson, <i>Founding Chair</i> |
| | Jarl Mohn | | |



"Traditions, Legacy, and Trojan Spirit are what USC has meant to our family (Michael '82, '86 M.D., Jacqueline '84). We are deeply grateful our son Cameron '17 received a Stamps Leadership Scholarship and we are blessed and honored to participate in The Campaign for USC by supporting the construction of Wallis Annenberg Hall."—The Quon Family

The Quon Family. From left: Cameron '17, Careese, Jacqueline '82. (Not pictured: Michael '82, MD '86)



USC Annenberg parent Wendy Chang

WALLIS ANNENBERG HALL GRAND OPENING OCTOBER 1, 2014

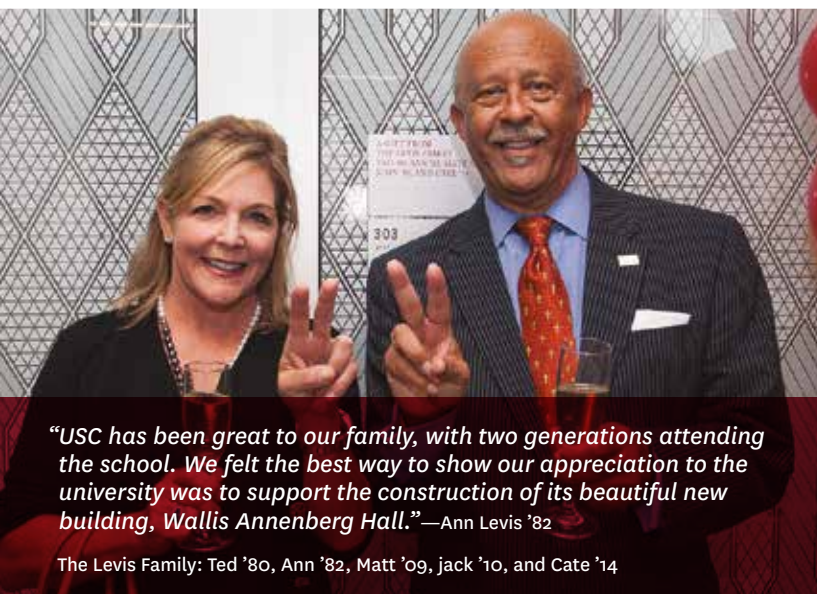


Philip Sanginario and Louie Correa, of EMC, in the Computer Room



"A school like Annenberg is creating an environment to give people the skills to say: 'Let's communicate together. Let's get on the same page and let's make wonderful things happen.'"—Bob Gold

Bob Gold '80, at the "Bob Gold and Family Editing Room" in the Media Center



"USC has been great to our family, with two generations attending the school. We felt the best way to show our appreciation to the university was to support the construction of its beautiful new building, Wallis Annenberg Hall."—Ann Levis '82

The Levis Family: Ted '80, Ann '82, Matt '09, Jack '10, and Cate '14



Richard Fell '77 and Janet Fell '77 at the "Fell Family Admission Center"

University of Southern California
3502 Watt Way
Los Angeles, California, 90089-0281

Address Service Requested



USC ANNENBERG SEAT CAMPAIGN

Leave a Legacy, Invest in Our Future

For a gift of \$3000, you can include your name, honor your family, memorialize a beloved teacher or recognize a friend on a seat in the new Auditorium.

Annenberg.usc.edu/AlumniandParents/Giving