



Carnegie
RESULTS

ABC NEWS SUMMER INSTITUTE: A partnership between ABC News and Carnegie Corporation of New York provided top journalism students with a summer fellowship that immersed them in the world of investigative journalism and world-class broadcast news.

The ABC News Summer Institute was conceived as a way to jumpstart Carnegie Corporation's journalism initiative and to make the point that in the fast-changing world of news, journalism education had a role to play in what the future of the fourth estate in the United States would become. It was an internship for selected journalism school graduate students and grew out of the journalism initiative, which focuses on advancing

WINTER 2011

CARNEGIE CORPORATION OF NEW YORK

journalism education and stimulating students' involvement in innovative news reporting in an age of rapidly advancing technology and multimedia platforms.

The project probably wouldn't have gotten off the idea table, however, without a personal relationship between two presidents who shared a mutual respect for each other's institutions: a storied network news operation and one of America's oldest grantmaking foundations. Vartan Gregorian, president of Carnegie Corporation and David Westin, president of ABC News¹, had collaborated informally on New York City civic issues and were willing to open the doors to a rather unorthodox relationship between a for-profit news conglomerate and a philanthropic institution that focused on nonprofit organizations and social change. Both felt their two worlds would benefit from exposure to the other as the news business underwent radical restructuring and Carnegie Corporation led curriculum change within the nation's leading university-based journalism schools.

Six summers later, there is a story to tell. The ABC News Summer Institute that began as a one-year experiment in 2005 has been extended each succeeding year because of the power of the experience in the lives of young journalists who are awarded paid internships in one of the top departments of ABC News, the Brian Ross investigative unit, and because the students brought talent, research, and new ideas to ABC News, helping to produce investigations that have made a difference.

Context

When this new century began, the news business was itself often "the news," and the words "in crisis" also appeared right beside them in almost every headline. With the Internet

¹ In September 2010, Westin announced that he was resigning as head of the news division and would retire by the end of the year.

developing as an information source, and the economic and demographic changes putting pressure on advertisers, the business of news was also changing radically. Shrinking audiences and growing debt put pressure on news operations to cut costs. Polls documented the slide of the institution of journalism from an integral and admired component of American society and a pillar of democracy, to one that was experiencing a loss of trust and respect.

Carnegie Corporation's Board of Trustees, arguing that American democracy demanded a robust American press to ensure its citizens were well informed and able to exercise their civic duties, backed the idea of a journalism initiative, a short-term program that would focus on improving journalism as it went through a time of great transition. Rather than intervene in the business side of the news equation, the Corporation decided to work with free-standing journalism schools at major research universities. The goal was to follow the advice of a 2004 *pro bono* study prepared for the Corporation Board by McKinsey & Company, which suggested that, in the present day but perhaps even more pressingly, in the future, the news industry needed better educated, more flexible young journalists as the news business became more and more digital, global and ran on an unending 24/7 news cycle.

The Corporation partnered with the John S. and James L. Knight Foundation, America's most respected journalism-focused foundation, to create the Carnegie-Knight Initiative on the Future of Journalism Education, based at leading journalism schools, which called for deeper learning about critical subjects and more innovation in the way news stories were told. Taking a page from the kind of great university multidisciplinary incubators that were producing some of the advances in the digital world, one effort of the Carnegie-Knight Initiative focused on developing an incubator collaborative at the schools that would offer premier internships for students to experiment with what the news

business could be in terms of in-depth reporting and innovation. It was this project, called News21, and its potential to produce high-quality, innovative journalism utilizing the skills and creativity of journalism students, that the ABC Summer Institute was to jump-start with a paid internship in its investigative news unit.

The ABC News Summer Institute Story

This, then, is the story of a small, innovative summer program—a private/public partnership—and what was learned about the two cultures: a “do it” news culture and an educational one committed to reinvigorating a changing profession. Certainly, summer internships are not a new idea—for decades, journalism students across America have been doing free grunt work in newsrooms. But this internship was different in a number of important ways including that students would compete nationally for the opportunity to participate; get paid for the summer in the academic fellowship tradition; and ABC News would benefit from journalistic talent supported by Carnegie Corporation funding that covered the interns’ travel, and, in some instances, also paid for the use of the latest in digital equipment. (The university that nominated the student benefited by receiving the equipment at the end of the summer.) For this program, neither ABC News nor the Corporation wanted to provide “gofers” to just answer phones or get coffee; they wanted researchers, investigative shoe leather and young hungry journalists willing to travel the country to get a story. And over the course of the six years that the program has operated, the young journalists who were awarded the ABC fellowships have developed stories that have made it onto *World News Tonight*, *Good Morning America*, *Nightline* and prime-time news specials. And, in another impressive outcome, not only did ABC News get a look at this new journalism school talent and the skills they brought to the table but in

addition, one-third of the first five classes of interns were hired to work for the network.

The Carnegie Fellows

Thirty-three students have been Carnegie Fellows since 2005. Together, they have created a brand within the ABC News organization: producers on various programs are now known to say, “Can we have one of those ‘Carnegies’?” Students have found jobs—always a hoped-for outcome for universities that promise their education will lead to opportunities in the profession a student is striving to enter. But in another interesting result, after high-pressured summers working at ABC, some of the students found that the world of investigative journalism didn’t appeal to them; that the time limits of television were not compatible with their inner clock; or that research, more than reporting, was what they wanted to focus on. The real world and the ivory tower met each summer on the upper east side of New York, where the offices of ABC News are located, and both sides benefited from dismantling some stereotypes.

Kerry Smith, ABC News Senior Vice President for Editorial Quality, who conceived the idea of the ABC News Summer Institute and who was responsible for the project each year, had a goal beyond the opportunity to enrich the research and reporting resources of the prized Brian Ross investigative unit. Smith wanted to see if there was a gap between what students were taught in journalism schools and what news professionals practice. As the executive charged with overseeing the news division’s adherence to ethics, Smith deals with charges of unfair reporting and other controversies. In that capacity, she was interested in understanding whether the nexus between journalism schools and work being carried out by the news network would reveal any chasms between the two entities. End-of-program evaluations provided by the students as part of their responsibilities did

focus on questions about ethics. More on what the students revealed later in this paper.

The First Summer: More Than a Jump-Start

ABC News had a big project in mind when they agreed to the first Summer Institute in 2005. They wanted to do a special five-year 9/11 anniversary investigation that would examine the security of nuclear reactors on college campuses. Carnegie Corporation agreed to underwrite a ten-week fellowship program for ten students—two from each of the original five university journalism schools participating in the Carnegie-Knight Journalism Initiative. With ten “best and brightest” journalism students, the Brian Ross unit knew they could canvas a nationwide sample of nuclear facilities, employing the talents of young but top-notch reporters who would blend into the campus atmosphere and, therefore, be able to wander around assessing the state of security at the reactors without seeming out of place. This “Radioactive Road Trip,” as the resulting program was called, was set in motion in June 2005, with an anticipated broadcast date of September 2005. However, Hurricane Katrina arrived at the end of August, and the devastation it wrought, along with coverage of the storm’s aftermath, changed the time that the report would go on air. Despite this brief delay, the investigation emerged as a richer and deeper report than ABC had originally hoped for and a half-hour special ran on the network in October 2005, with highlights appearing on all major broadcasts.

The half-hour broadcast documented the number of reactors on campuses around the nation and raised questions about how safe they were. Students with hand-held cameras (paid for by Carnegie Corporation and donated to the students’ universities when the summer program ended) walked around various campuses, documented unlocked doors and other potentially serious security breaches. One pair of stu-

dent reporters were even able to walk into the reactor area as tourists and take pictures by the reactor tanks.

Before the show was aired on television, the nuclear industry tried to dismiss the two female student journalists who were invited into the nuclear reactor facility by some of the young men working there as just “two girls who flirted their way in.” It was a charge that horrified the young women, who were experiencing the power of the modern public relations “spin” machine that attempts to divert attention from a problem by attacking the journalist. As Melia Patria, who now works for ABC News recently summed up the investigation, “At the time, the report was quite controversial, but two years later, the NRC [The Nuclear Regulatory Commission] tightened security measures.” By every measure, the project and the report were a major success for ABC News. For the students, it changed lives and careers: three of them were hired that year by ABC News.

“The most important [element] in any organization like ours is the people,” says Westin, a lawyer by training who has led ABC News since March 1997. “We thought this ABC Summer Institute could be a way to attract energetic, committed young people and a very good opportunity to get to know junior people,” he continues. “We figured we’d learn from them but even more, we’d find new talent for the organization.”

The reality of the news business in a tough economic climate meant that David Westin had found it necessary to reduce the size of his news staff but remained hungry for new talent and for incorporating new and innovative ways of reporting the news and telling the stories that matter to the nation. That’s where the Carnegie Fellows—young journalists with rigorous journalism training but also well-acquainted with cutting-edge technology—could make a difference. As Vartan Gregorian has noted, “These young reporters-in-the-making are smart, energetic and eager. And inquisitive.

Indeed, that's the first hallmark of a journalist: to be inquisitive. Not to be cynical but to be intellectually curious and to always be sure you are not being manipulated by others. So Westin was smart to view this group of talented students, with their fresh views, as an important new resource."

Some of the New Talent

"After the fellowship in the summer of '05 I was determined to stay at ABC," explained Melia Patria, a graduate of Columbia University, as we contacted the Carnegie Fellows in the summer of 2010 to ask them about the impact that the Summer Institute had on their careers. "I started as a freelance researcher at *Good Morning America*," she noted. "A few months later, I got a job with *Nightline*. Over the past five years, I have worked my way up at *Nightline*, where I currently work as a producer."

Not only did the summer Carnegie Corporation fellowship open a door that Patria then firmly pushed open even wider, the experience she gained about the nuclear industry paid large dividends. "This spring," said Patria, "I found myself working on another nuclear safety story, in which I embedded with the National Nuclear Security Administration's Global Threat Reduction Initiative Team on a secret mission to remove nuclear material from Chile. I was a one-woman-band [doing both the photography and the reporting], and the shoot coincided with the 8.8 earthquake, so it was quite a wild ride!"

"The head of the program that I was working with in Chile told me personally how incredibly impactful the 2005 report was within the nuclear safety field. A few of the reactors I visited in '05 as part of the investigation have since been decommissioned," reported Patria, obviously proud of her first "real" reporting experience.

Working in a high-powered news environment where

journalistic values are primary but large audiences critical, also worried some idealistic students. In evaluations the student journalists turned in that first summer, before the half-hour nuclear reactor show was edited and aired, some expressed concern that the demands of the ratings-and-profit-driven television world would turn their investigations into trumped-up media moments.

"Working on this particular story, there was always the fear of scaremongering," wrote Karson Yiu in his 2005 evaluation of the ABC Summer Institute. "Are we blowing this thing out of proportion? That said, it IS an issue. But the constant worry is how the tactics (students with cameras hanging out on campuses near reactors) will resonate with the American audience. The media's influence teeters with every story. Only time will tell how this story plays out. Let's just hope our influence is to inform and not to incite anger," he concluded, adding, "In the phone calls we made back to the reactor staff and police, the ones I talked to treated the press as pariahs."

Pariah or not, Yiu also joined ABC News and has worked there for the past five years.

Impact on ABC News: A Pipeline for Talent

"It's hard to believe that it's been five years and there have been five really great stories we're very proud of that have emerged from this program," Rhonda Schwartz, Chief, Investigative Projects, ABC News, told the sixth class of Carnegie Fellows as they began their stint in the summer of 2010. "When Kerry Smith first dreamed up this idea, it all happened very quickly. The immediate question she asked ABC news staffers was, 'How would you feel about having some graduate students come and work with you this summer?' It was shortly after 9/11 and we were still very busy covering terrorism on a regular basis. We said sure, sure.

That's fine. The next thing I knew, there were ten handsome, beautiful, smart, smiling faces walking into the office and looking at me and I thought 'Oh my goodness, *ten*.'

For ABC News, this innovative partnership with a philanthropic foundation offered a systematic supply of investigative resources. Carnegie Fellows were able to work on a story from beginning to end, allowing an annual project to go from idea to air despite the pull of breaking news that often disrupted a less-resourced project. When one tallies the summers' big stories, from Katrina in 2005 to the presidential campaign in 2008, the concentrated efforts by the young journalists represented a significant focus that paid major dividends.

"One of the real advantages of this program," says Schwartz, "is to be able to dedicate ten weeks to doing the research and carrying out the reporting. That is a wonderful asset for us."

For students, it is an audition at the pinnacle of broadcast journalism. Like Yiu and Patria, Dana Hughes joined the network after the experience of the summer of 2005 and she, too, began to build a career—enough so that five years later, the president of ABC News can talk about her and her work personally.

"Dana is very bright. Very passionate," says Westin. "She's resilient and adapts to change. In fact, she has been wonderfully adaptive. And she has been in some tricky situations. She also has a great disposition, a good personality and people like to work with her."

From Foundation to Foreign Correspondent: The Dana Hughes Story

Dana Hughes went to the Columbia University Graduate School of Journalism part-time while she was working at

the Ford Foundation. She had a good job in the communications department, in the much sought-after field of philanthropy where she had worked for four years, but her dream was to work in broadcast journalism—specifically, in the area of foreign reporting. When she graduated with honors in 2005, the first year of the ABC Summer Institute, her professors told her about the program and the opportunity to work in the Brian Ross investigative unit. "The fellowship required me to quit my nice stable job at the foundation," she recently explained. "But I knew this was the direction I wanted to go in."

Hughes was part of the first summer of the "Radioactive Road Trip." She said, "I spent one very action-packed summer sneaking in and out of college campus nuclear reactors, exposing lapses in security and generally having a great time. I felt that in investigative journalism, I may have found my calling!"

Internships are always alluring because they peel back the door of institutions that one dreams about being part of. But like many seductions, they may be illusory because most internships end without the promise of a job. Aware that Dana had left a sister foundation for the chance offered by this new program, Carnegie Corporation staff watched her progress closely, worrying she had risked too much. But that turned out not to be the case at all: in fact, Hughes was hired immediately after the summer to join the Brian Ross investigative unit full time. Hughes said that she felt as if she was in a "postgraduate" program. "I was so blessed to be able to take the wonderful skills I learned in journalism school and be able to apply them to a group that many who follow journalism believe to be one of the last places where 'old-school' journalism is practiced," she said. But besides learning the tried-and-true "shoe-leather" approaches to hard-slogging investigative journalism, Hughes also learned the world of the Web. "In other ways,

the investigative unit was on the cutting ‘new-school’ edge,” Hughes asserted. “It was there I learned the importance of writing print stories for the Web, filing regularly for *The Blotter*² and that those stories could have as much of a break-through impact as broadcast television.”³

Hughes big break, however, came about because of another cutting-edge change in the way ABC News produced its content. After years of closing foreign bureaus because of large staffs and high cost, ABC created one-man/woman bureaus around the world and called the ABC staffers with these assignments “digital reporters.” Explained Hughes, “I was chosen to be the digital reporter for Africa, based in Nairobi, Kenya. I decided Nairobi would be a good place to be based because of its close proximity to Africa’s big stories—Sudan, Somalia, the Democratic Republic of Congo. But within four months of my new assignment, Kenya itself became the biggest story the continent had experienced in years.”

Kenya’s December 2007 elections, which were taking place during the time that Hughes was in the country, were riddled with irregularities, and ethnic violence erupted in the usually calm and growing democracy. Within eight weeks, more than a 1,000 people were killed and half a million people were on the move, displaced by the violence and related events. Kofi Annan, the former UN Secretary-General, stepped in, urging a truce between the clashing political factions and eventually negotiating a resolution to what had become a post-election power stand-off. “The nation most known for safaris and inspiring the Disney movie *Lion King*

² *The Blotter* is a Web-only feature of ABC News and the Brian Ross investigative unit: <http://abcnews.go.com/Blotter/>

³ An example of the power of online journalism can be seen in the case of Representative Mark Foley, who resigned from Congress after first denying allegations that he had sent sexually explicit e-mails to teenagers who served as Congressional pages. When an item was posted on *The Blotter*, other young Capitol Hill pages contributed information to the discussion including copies of e-mail streams of inappropriate messages Foley had sent to them.

was now embroiled in the kind of ugly tribal violence that most of the world had come to expect from its less stable neighbors and I was in the thick of it,” said Hughes

Hughes appeared on *World News Tonight* for the first time reporting on the election problems and the violence that had gripped the country. Suddenly, just a few years out of an internship, she was reporting live about a major international crisis. Hughes was dressed in a black hooded sweatshirt for her debut after a difficult day of trying to film the violence herself as well as gathering the facts. She noted, “It became apparent to the bureaus in New York and London that I needed some help.”

From a sweat-shirted one-woman band, Hughes soon had a news crew and an experienced London producer. “Witnessing all of that—the refugees, the victims of war, the political violence—was a transformative experience, not only as a young journalist, but as a human being,” she said. For Hughes, a young African American, election night 2008 in the U.S. was also breathtaking. “I have to say, being live on the night of the election of the first black American president, broadcasting from his family’s ancestral home, has been one of the highlights of my life.”

Clearly, Dana Hughes’ life was changed by becoming a Carnegie Fellow. ABC News has benefited much, but perhaps Hughes even more. “If someone had told me five years ago, when I accepted the Carnegie Fellowship, that in just a few years I would be living in Africa, living my dream of being a foreign correspondent, I would have told them they were crazy,” she said. “But I would’ve been wrong.”

Learning It Wasn’t the Right Fit

Unlike Dana Hughes, some other students learned that investigative journalism or the pressures of network television were not for them. That realization was also a valuable take-away.

“I would say the internship has definitely had an effect on my career,” Ariana Reguzzoni, also of the 2005 class, explained recently. “As much as I loved living in New York City and working with my fellow recent journalism school grads, the internship helped me realize that network news is not the world for me. Since then, I’ve mainly worked for PBS and that seems a better fit for me.” Reguzzoni has also experienced the real-world downside of journalism in this period of change, having been laid off, as she put it, “more than once.” But because journalism is also a passion of hers, she continues to do freelance work with innovative and important nonprofit news producers.

“Through no fault of ABC or anyone at the Ross Unit, the ABC experience was actually the main thing that finally pushed me out of journalism,” says Mathew Zimmerman of the class of 2008. “After working in a place like that, with those extensive resources and the mandate to constantly produce great stories, I knew how difficult it would be to work in a ‘normal’ journalism situation again.” Zimmerman felt a less high-level journalism job would have been, as he put it, “a great let down. So,” he continued, “my experience with ABC really strengthened my resolve to work with college students, including aspiring journalists.”

Zimmerman is getting his PhD at Indiana University and working with new students to inspire them in a strong journalistic tradition. But for Zimmerman, further education and the chance to develop young minds as a career offered more satisfaction than trying to practice journalism outside the “big time.”

A Foundation’s Expectations: A Small Price Tag with a Big Impact

Foundations have a long tradition of supporting university-based fellowships—of jump-starting young scholars and

awarding fellowships or scholarships that get them out of the pack and into a career of meaning. The Ford, Knight and Keck fellowships are the names of just a few of the foundation-backed, university-based awards that are part of the higher education culture.

With the summer internship program at ABC, the Corporation was following in this renowned tradition, providing fellowship support to encourage academic excellence. But instead of basing the fellowship at a nonprofit university with staff who are used to the ins-and-outs of grantmaking and grant reporting, the Corporation created this new fellowship in the midst of a commercial news operation. That was risky, but the goal of the Carnegie-Knight Journalism Initiative was to have an impact on the news industry and this direct involvement seemed important. Carnegie Corporation was willing to take the risk.

Still, there were structural obstacles that had to be overcome. For example, the Corporation does not provide funding to for-profit entities. Therefore, the students chosen as Carnegie Fellows each year had to receive direct support from the Corporation. Rikard Trieber, who was then the Corporation’s grants management director, in concert with Ambika Kapur, the project director of the journalism initiative, worked together to craft a process that was acceptable to the IRS and supportive of the young people who, in addition to preparing for their summer of hard work, had to find living accommodations in New York, one of the most expensive cities in the country.

The first year that the program was in operation, the ten inaugural students were hand-picked by the five deans of the journalism schools participating in the Carnegie-Knight Initiative. In the following years, the Carnegie fellowships were open to competition beyond the five schools in an effort to increase the pool of students. Since the strategy of the Carnegie-Knight Initiative is to shape real change

in journalism schools, widening the pool of students who would benefit from the innovative ideas underpinning the program was particularly important. Though the grantmaking strategy that helped to craft the initiative was originally focused on just a few schools that could serve as models for how enriching journalism education could begin to advance the wider field, both the Knight Foundation and Carnegie Corporation felt it was critical to find ways of expanding its outreach even beyond the cohort of twelve schools that eventually filled out the initiative's roster of participating institutions. The influence of the work being done and the lessons learned would have to spread.

Each year, the fellowship was advertised widely and the competition was strong for a \$7,500 summer fellowship in New York City. As it turns out, a handful of schools dominated with new students often learning about the opportunity from past students. And even though the program was eventually expanded to include undergraduates, graduate students continued to be in the majority because their experience and educational background proved stronger than undergraduates who were still learning the ropes of the journalism profession, along with its ethics and skills.

For each of the six years of the program, Carnegie Fellows began their internships with a breakfast at the Corporation where they met Vartan Gregorian, a former university president who never lost his appreciation for the enthusiasm and intellectual curiosity of students, as well as their fresh perspective. By the time he met the class of 2010, Gregorian was even more convinced that the university had an important role to play in advancing the field of journalism. He said, "Universities are in the learning business, and the journalism department usually has been a trade school, parked somewhere on the campus and used as a cash cow for most universities. I was interested in involving presidents of universities in our program and in encouraging them to make their journalism schools a priority because,

in today's fragmented and factional society, schools of journalism are even more essential than ever before in helping to connect the dots, not only in terms of information, but deep knowledge, as well."

The students may not have been as interested as Gregorian in the role of a university in advancing journalism as a profession, but they were very engaged in Gregorian's description of the importance of journalism in society. "News is not just the currency of newspapers," he said, "it is the currency of democracy. So I have a very high regard for journalists but not for the content of journalism education. Too often, journalism education emphasizes technique rather than content."

The emphasis on content, research and data analysis was a central element of the ABC Summer Institute. And in order to receive the fellowship stipend, the students were required to produce written reports and evaluations of their work. They had to outline their learning, experience and understanding of network television after their summer-long immersion in the business. By answering the critical evaluation questions, both ABC and the Corporation could make quick but informed decisions about program elements that didn't work for students.

Some changes that were made in the program included housing arrangements, which were offered through Columbia University for the first year of the program. Columbia's room availability dates dictated the timing of the initial ten-week program, but the accommodations did not get high marks from the students and so this program element was discontinued after the first year, leaving each student to find his or her own lodgings. In addition, the ABC News orientation for the interns—one week for the first year—was seen as too long, so it was shortened in length; other tweaks were made, as well. The ABC News ethics and skills training was also upgraded and changed

each year. One aspect of the program that consistently won high praise was the opportunity to travel in order to do field reporting, taping and interviews, a program component that was underwritten by the Corporation and offered real depth and breadth for ABC News.

Evaluation Themes

ABC was particularly interested in learning whether journalism schools were preparing their students for the “real world” of news. Therefore, a question included in the evaluation students were asked to turn in at the end of the program was, “Were the reporting/research assignments as [you] expected from your journalism school training or different because of TV needs?” Most students seemed pleased that they felt prepared to do the work assigned. Some of the summer institute participants’ answers to this question are included below:

“I focused on television in school and knew that I wanted to go into the field when I graduated so I personally didn’t find the assignments any different than the fundamental television skills I studied. The assignments just built up on that foundation. However, I definitely felt a different type of pressure with working on something that will have my name, face and reporting on network television”,

“I felt well prepared for this assignment. In school, I learned all the necessary research, reporting and shooting skills that were needed to complete this project with confidence. Actually, the Columbia program is extremely intense and rigorous. Perhaps unnecessarily; professors are very strict about deadlines and no one ever sleeps because they are so stressed out...In comparison, everyone at ABC is so nice!”

“The toughest obstacles were ethical. At times, I felt like I was asked to do things that I wasn’t completely convinced were ethical—or at least, I wasn’t convinced the end justified the means. Eventually, I got over it, however. It was just interesting to see the discrepancies between what they teach you in journalism school ethics class and what happens in the ‘real world’.”

Ethics was a recurring theme in the evaluations. Not because of ethical lapses, but because the undercover nature of the reporting and video gathering forced students to confront issues that were often uncomfortable. As one student noted:

“Investigative reporting for television creates unique constraints for the reporter because the story must be told through images. The camera technique that I learned in school gave me the ability to tell a story using images. This fellowship taught me how to do the same for an investigative story when the subject has not necessarily agreed to being filmed in a traditional way.”

If there was one universal theme that all students and all classes mentioned in their evaluations it was the lack of ultimate control in how the story and their research and interviews would be shaped at the very end. Every year, the students’ fellowships would end before the story was ready for air. They had the ability to help shape the story in memos and story conferences with Rhonda Schwartz and Brian Ross, but they didn’t get to see the final edit. In their August evaluations, the students all cited a concern that their work would be taken out of context, or worse, sensationalized for dramatic effect. None felt that way once they saw the story on air. In six years, no student wrote a follow up saying that the experience had soured them on the ethical reality or the integrity of the process they had participated in.

In fact, one student from the class of 2008, who never saw his worker-safety investigation make air because of the very newsy fall presidential campaign season, wrote to the Corporation after the story aired two years later. If nervous about how the students' research would be interpreted, the final work dispelled his worries. He said:

“Two years of editing and the fluidity of news still didn't prevent the story from largely being what I expected it to be. Two years after the fact, it was nice to see the OSHA whistleblower Bob Whitmore, a source I had made the initial connection with, make it into the final on-air cut.”

If the students felt prepared to enter the “real world”—a credit to the professors at journalism schools who are often maligned as “has-been journalists” rather than committed champions of the profession—they often admitted working at an institution as mainstream as ABC was quite heady and powerful. Said one ABC Fellow:

“There is a significant difference saying you're calling from a school of journalism and saying you're from ABC. It opened certain doors and closed others. There is no question that calling from ABC was calling from a position of power. People know that television has the capacity to change things.”

The Legacy

Over the program's six years, along with the ambitious ten-student “Radioactive Road Trip,” ABC News was able to produce other stories that had impact and appeared across all their platforms: in addition to being posted online, the stories were featured on *Good Morning America*, *World News Tonight* and *Nightline*. By the summer of 2010, different ABC news shows were competing to get the student-supported investigations as a lead for their programs.

In 2006, the summer investigation focused on terrorism and security; in 2007, on the problems of returning veterans from the Iraq war; in 2008, on worker safety issues; in 2009, on child labor in agriculture, focusing specifically on blueberry fields; and in 2010, on corruption in state legislatures.

It's a multi-year body of work comprising six separate and powerful investigations—some of which have led to changes in policy—that wouldn't have existed if the ABC Summer Institute had not been established.

“We knew early in 2000 that we had to do more with less, but in addition, we had to do things at the network differently,” Westin explains in talking about why the unusual partnership with a foundation was so appealing. He continues, “We had started with some [similar] partnerships, like one with the BBC. Carnegie Corporation's real attraction for me was my belief that it would allow us to report stories we would not be able to do on our own, if left to our own resources. Each year we got at least one good story that we simply would not have been able to get without the students. They've been a great help to us and to our audience.”

Since 2005, other foundations have begun interesting partnerships with both commercial and nonprofit news organizations. In the brave new world of news, many are finding shared interests.

For the 33 Carnegie Fellows, the mark is indelible. Careers have been made, lives and careers changed. One particularly notable example is Harvard Kennedy School's 2005 student Steve Grove, who wanted a media experience but not a journalism career and signed up for the first ABC Summer Institute. That experience gave him enough insight, combined with his analytic abilities and Harvard degree, to convince a new start-up to hire him to develop a public affairs pathway for their new Internet site. Grove has been leading the YouTube channel ever since. He's been on the front lines of the 2006 midterm campaign, the 2008 presidential cycle and

CARNEGIE CORPORATION OF NEW YORK
437 Madison Avenue
New York, New York 10022

Phone: (212) 371-3200
Fax: (212) 754-4073
Web site: www.carnegie.org

**Vice President, External Affairs
Director, Journalism Initiative, Special Initiatives and
Strategy:** Susan Robinson King
**Editor; Director, Publications
and Public Affairs:** Eleanor Lerman
Manager, Strategic Communications: George Soule
Editor/Writer: Karen Theroux
Manager, Dissemination Projects: Ambika Kapur
Communications Coordinator: Adrienne Faraci
Public Affairs Assistant: Patricia Pagnotta
Researcher: Ronald Sexton

Carnegie Corporation of New York is a philanthropic foundation created by Andrew Carnegie in 1911 to promote the advancement and diffusion of knowledge and understanding among the people of the United States. Subsequently, its charter was amended to permit the use of funds for the same purposes in certain countries that are or have been members of the British overseas Commonwealth.

Board of Trustees

Thomas H. Kean, Chairman
Richard W. Riley, Vice Chairman
Vartan Gregorian, *Ex officio*
Kofi Annan
Pedro Aspe
Richard Beattie
Geoffrey T. Boisi
Richard H. Brodhead
Ralph Cicerone
Amy Gutmann
Susan Hockfield
Ana Palacio
Norman Pearlstine
Thomas R. Pickering
Don M. Randel
Janet L. Robinson
Kurt Schmoke
James D. Wolfensohn

Helene L. Kaplan, *Honorary Trustee*
Warren Christopher, *Honorary Trustee*
Newton N. Minow, *Honorary Trustee*



continued from page 11

hosted the first live YouTube special, featuring a U.S. president, from the White House in 2010.

For Carnegie Corporation, there is one critical ideal at the core of this small program that, over six years, cost less than the average one-time Corporation grant: the creation of well-educated, thinking, probing, committed journalists. As Vartan Gregorian said to the Carnegie Fellows Class of 2010, “In an age of manipulation, more than ever we need the best educated men and women, the best minds, to go into journalism. The pay is little, but the service is great and those who join the profession will have a major impact on our nation’s history.”

Written by: Susan King. King is Carnegie Corporation Vice President, External Affairs and Director, Journalism Initiative, Special Initiatives and Strategy.

