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Nov. 28, 1989
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**PRESIDENTIAL ADDRESS: CEOs, HISPANIC LEADERS, EAST ROOM
6:30 p.m., WEDNESDAY, DEC. 6, 1989**

Good evening. Vice President Quayle, Marilyn, Secretaries Lujan, Cavazos and Mosbacher, Assistant Secretary ((Rod)) DeArment ^{DEE-AR-MENT} ((Darment)) -- thank you for your ideas and inspiration. Archbishop Flores, your Eminence, I commend you for your leadership of the National Hispanic Scholarship Fund. Alfredo Estrada, publisher of Hispanic magazine, thank you and your staff for your sound advice. I am especially delighted to be among so many Hispanic and business leaders. Welcome to the White House.\\

^{1 Forrestal, 2 Maxim Gorky}
((You know, I've just spent several days on ships in the Mediterranean Sea. And I must have left my sea legs in the Navy, because walking over here through the West Wing, I found myself listing slightly to port.))\\

It was a good meeting, one that I believe will set the basis for future discussions and progress. And, of course, the island-nation of Malta was beautiful. But, no matter how far I travel, who I meet or what I see, nothing can beat the thrill of returning home, back to the United States of America.\\

((You know, I can't remember a time when so many corporate chiefs were in one room. For example, I understand that the

Manuel A
Del Valle

Coca-Cola
Roberto C. Goizbata
Dr. Pepper-7UP
John Albers
Pepsi Cola Co.
Craig Weatherup

President of Bacardi is with us today . . . and that he's mixing well with all the CEOs from the soft-drink companies.)))))

In all sincerity, I asked you here today to thank you for all that you've done. As you know, our growing Hispanic community will soon form the largest minority group in our nation. And if this is to remain the land of opportunity, then all the citizens of America must be well educated and prepared for the challenges of the future.

Memorandum
from Bates
to Sec. of
Education

There was a time in this country when you could prosper without a high school degree or a special skill. But we are entering an age of specialization. And in the 1990s, those who do not learn, will not earn.\\ They will not contribute. They will not advance. It's as simple as that.\\

Sadly, as much as 11 percent of Hispanic students drop out of high school each year. More than half of all Hispanics over the age of 25 have not completed high school. And when it comes to higher education, too many Hispanics just never get the chance for college.

Solutions are coming from Hispanic America. Strong family support -- the encouragement of learning and excellence -- these have always been the most striking features of the Hispanic tradition. Now this tradition is endangered by the tensions, the very tempo, of modern life. So we must work together to protect this heritage. Work together as leaders in government and business, as men and women concerned with the future. Nothing less than a national effort will suffice.

Secretary Cavazos, who heads the Working Group on Education of the Domestic Policy Council, is already addressing important education issues. Now I am pleased to tell you we are embarking on a new effort, one just for Hispanic America. I have signed a directive asking Secretary Cavazos to form an Hispanic Education Task Force that will report to me through the council. This task force will assess how well federal education programs serve Hispanics, and suggest new strategies for removing any remaining barriers to progress. The Task Force should complete its work and report to me by the end of February. Then, I'll incorporate these findings into our broader efforts to improve American education, mandated by our Education Summit with the nation's governors.

In addition, Secretary Cavazos will also appoint a special advisor on drop-outs -- someone whose sole responsibility will be to combat that very serious trend. And we will do more, working together, as partners.

That's where you come in.

The corporate leaders here today understand that supporting education and training is good business as well as good citizenship. Look at the National Hispanic Scholarship Fund, which has sent almost ten thousand young Hispanic men and women to college. This means ten thousand highly educated and highly skilled Americans will bring their talent and energy to American business, and their leadership to a new generation.

Memorandum to Sec. of Educ. from Bates signed by Pres.

National Hispanic Scholarship Fund Press Release

9,605

By contributing to the many programs and funds that advance the cause of Hispanic leadership, you have truly made an investment in our youth, and the future of America. For this, and for all that you have done, you have my thanks and the gratitude of a nation.

Thank you, God bless you and God bless America.

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NHSF NEWS

NATIONAL HISPANIC SCHOLARSHIP FUND

VOLUME 2, NO. 1

SPRING / SUMMER, 1989

NHSF AWARDS \$1.6 MILLION TO 1,982 SCHOLARS

The National Hispanic Scholarship Fund, the nation's leading Hispanic scholarship organization, is proud to report that it awarded \$1.6 million to 1,982 scholars for the 1988-89 academic year.

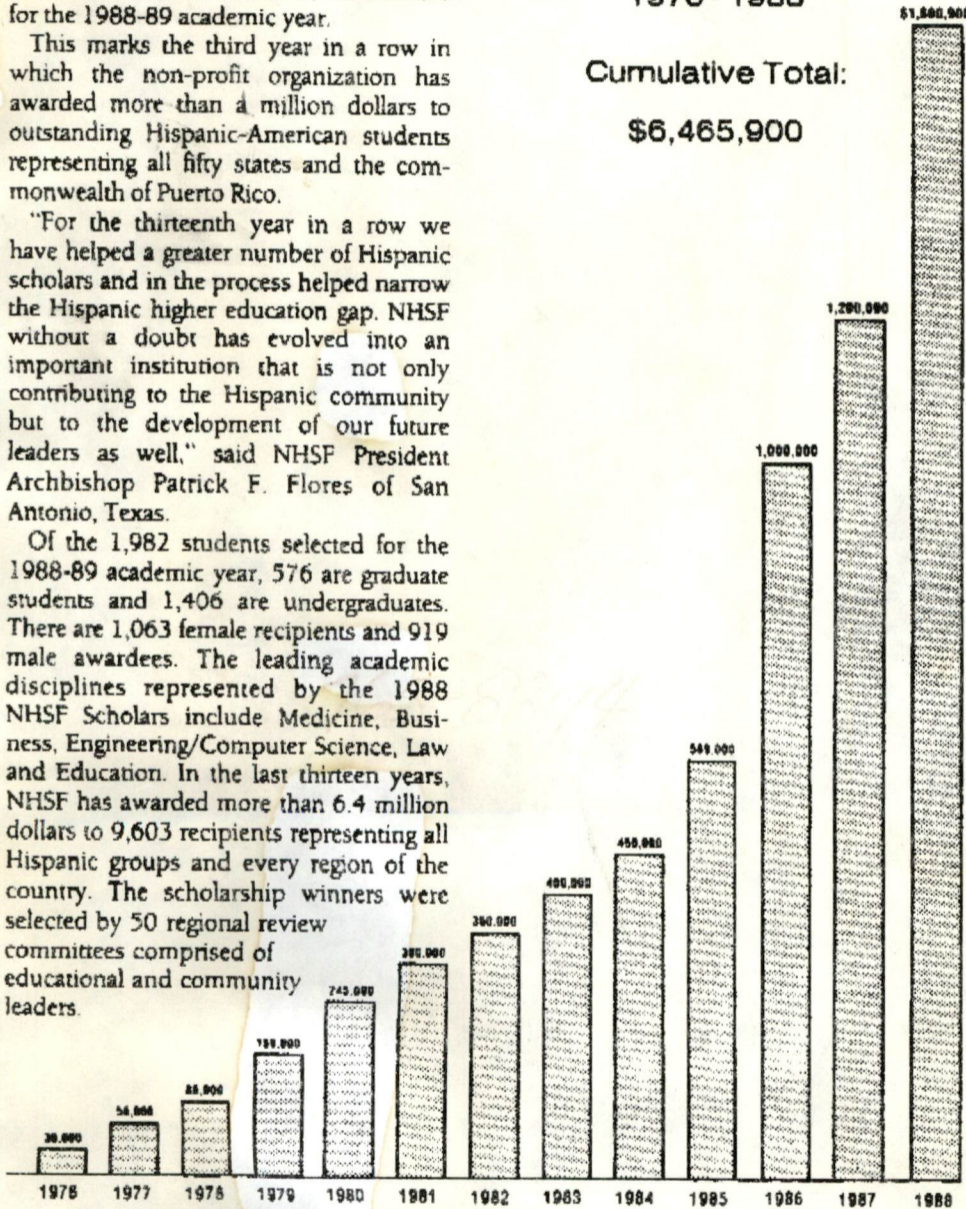
This marks the third year in a row in which the non-profit organization has awarded more than a million dollars to outstanding Hispanic-American students representing all fifty states and the commonwealth of Puerto Rico.

"For the thirteenth year in a row we have helped a greater number of Hispanic scholars and in the process helped narrow the Hispanic higher education gap. NHSF without a doubt has evolved into an important institution that is not only contributing to the Hispanic community but to the development of our future leaders as well," said NHSF President Archbishop Patrick F. Flores of San Antonio, Texas.

Of the 1,982 students selected for the 1988-89 academic year, 576 are graduate students and 1,406 are undergraduates. There are 1,063 female recipients and 919 male awardees. The leading academic disciplines represented by the 1988 NHSF Scholars include Medicine, Business, Engineering/Computer Science, Law and Education. In the last thirteen years, NHSF has awarded more than 6.4 million dollars to 9,603 recipients representing all Hispanic groups and every region of the country. The scholarship winners were selected by 50 regional review committees comprised of educational and community leaders.

Scholarship Funds Awarded 1976 - 1988

Cumulative Total:
\$6,465,900



ANHEUSER-BUSCH TO AWARD \$1.5 MILLION TO NHSF

The Anheuser-Busch Companies, Inc., announced recently that it will award \$1.5 million to the National Hispanic Scholarship Fund for the 1989-90 academic year. This marks the third year in a row in which NHSF's leading contributor awards one million dollars or more to the scholarship organization. According to Anheuser-Busch officials, one million dollars will be allocated for scholarships and the balance will be targeted for the development of projects aimed at broadening NHSF's base of support.

Anheuser-Busch's promotional and fund-raising activities on behalf of NHSF will be spearheaded by a one-hour, prime-time television special aimed at generating national attention to NHSF's efforts. The star-studded entertainment special will be aired October 1st through the Univision television network. In addition to the television special, Anheuser-Busch will sponsor a series of corporate luncheons and celebrity dinners with the objective of increasing awareness and expanding NHSF's base of support. The events will be held in key Hispanic markets which include the cities of New York, Chicago, Washington, D.C., Houston, Dallas, San Francisco, and Los Angeles.

In This Issue...

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- NHSF Alumna Profile pg. 4



In Miami, Florida at an NHSF reception sponsored by Anheuser-Busch last January: From left to right are Carlos Santiago, executive assistant to the Vice President of Corporate Relations, Anheuser-Busch Companies; Graciela C. Allende and Francisco O. Loriga, NHSF recipients; Carmen Herrero, manager of Corporate Relations, Anheuser-Busch; Norma Ledesma, Alberto Dominguez and Juan Farach, scholarship recipients.

NHSF Project to Mobilize Former Scholars

In a move aimed at expanding its volunteer base of support, the National Hispanic Scholarship Fund launched the NHSF/Volunteer Action Committee Program last spring. According to Executive Director Ernest Z. Robles, the concept of the VAC project is to develop an NHSF volunteer action committee wherever a sizeable pool of NHSF scholars exists. The main component of the program calls for mobilization of these groups in connection with local fund-raising and promotional activities as they arise.

In the last thirteen years, NHSF has awarded 6.4 million dollars to nearly 10,000 scholars nationwide. The organizational structure of the NHSF/VAC network will be primarily comprised of previous scholars. "For an agency that spends less than 20 percent of the funds it raises in administration, the formation of a VAC network is a logical step that can be a tremendous asset in the organization's long-term expansion plans," said Robles. "We need to develop a tradition of philanthropy and volunteerism in the Hispanic community. I think this program represents an important step in that direction."

The primary objective of the NHSF/

VAC project will entail indentifying prospective regional chairpersons that can provide local leadership. NHSF anticipates to have fully functional VAC groups in metropolitan areas with large Hispanic populations late in 1990. These areas will include Boston, New York, Philadelphia, Miami, Chicago, Denver, Albuquerque, Houston, San Antonio, San Diego, Los Angeles, and San Francisco.

Hispanic Journalist Organization Joins Scholarship Effort

The National Association of Hispanic Journalists and NHSF have agreed to a cooperative effort in which five, \$1,000 scholarships will be awarded to Hispanic-American students in the fields of print and electronic media for the 1989-90 academic year.

The NAHJ/NHSF special project is one of a series of small programs aimed at encouraging Hispanic students to enter the media industry, a field in which Hispanics continue to be highly under-represented. According to NAHJ, Hispanics represent 2.1 percent of the total print newsroom employees in the nation. The figures for television and radio are 3% and 2% respectively.

Successful candidates will be selected by an NAHJ Review Committee sometime in the late fall. Scholarship winners will receive their awards between March 15-30 and will be acknowledged at the NAHJ annual conference to be held in San Francisco in April.

Established in 1984, NAHJ is governed by a 16-member board of directors representing eight geographic sections of the United States and the Caribbean. The 700-member organization is based at the National Press Building in Washington, D.C. In the last thirteen years, NHSF has assisted more than 200 students in the areas of journalism and communications. The deadline for submitting an application for the NAHJ/NHSF Special program is October 5th. For more information, please contact Ricardo D. Fouster at (415) 892-9971 or Ana Marie Argilagosa at (202) 783-6228.

Federal Workers' Support for NHSF Increases

The National Hispanic Scholarship Fund was designated to receive \$127,865 in 1989 as a result of the Combined Federal Campaign, an increase of 380% from the 26,523 allocated the previous year. The CFC campaign, a \$130 million-per-year fund drive that solicits contributions from federal and military personnel nationwide will constitute the second largest source of non-corporate funding to NHSF in 1989.

In all, 211 CFC areas representing 48 states made direct contributions to the scholarship organization. "This is an

important development because it signifies that we are harnessing the support of a strong constituency," said Ernest Z. Robles, NHSF's executive director.

In 1987, the United States Congress passed legislation that opened the annual fund-raising campaign to non-traditional organizations such as NHSF. As a result, NHSF was listed as a recipient in approximately 500 metropolitan areas that comprise the CFC network. The CFC fund drive is implemented annually between the months of August and November.

Corporate News

General Electric and Univision Executives Join NHSF Board of Directors



Paul M. Ostergard

The National Hispanic Scholarship Fund is proud to report that Paul M. Ostergard, president of the General Electric Foundation and Jose Cancela, general manager of WLTU-23, in Miami, Florida, were unanimously elected to serve on the NHSF Board of Directors.

Ostergard, a native of Akron, Ohio, graduated Magna Cum Laude in 1961 from Case Western Reserve University and received his Juris Doctor degree in

1964 from the University of Michigan Law School. He has served as an attorney and legal counsel for the United Steel Corporation, Trans World Airlines, and Penn Central Corporation. In 1974, he joined the General Electric Foundation and in the last ten years has been responsible for managing an innovative \$140 million philanthropic program known for its successes in higher education, minority advancement, human services, and cultural affairs. "GE was initially one of NHSF's largest contributors and a catalyst in launching this national effort. We are very proud of our association with NHSF and of the students that have benefited from this special program," said Ostergard.

Cancela, a native of Cuba, is general manager for one of the top-rated Spanish television stations in the country, WLTU-23 in Miami, Florida. Cancela began his career in the media industry in March of 1979 as an account executive for WLTU-23. Between June 1984 and August 1987 he served as general manager of KTVW-23 in Phoenix, Arizona. In 1986, he was named Arizona Hispanic Chamber of Commerce Professional of the Year. He



Jose Cancela

has also received recognition from Arizona State University for his community service in sponsoring Hispanic scholarships in 1985, 1986, and 1987. Cancela was promoted to general manager of WLTU-23 in November of 1988, and is currently a member of the Board of Directors of the National Academy of Television Arts and Science, the Advertising Federation of Greater Miami, and the New World School of the Arts Foundation.

Education Giving Down, NHSF Up

According to figures released by the American Association of Fund-Raising Council, organizations in the area of education received \$9.7 billion in grants in 1988, down 0.61 percent from 1987 — the first decrease since 1975. The small drop, however, was not representative of how individual institutions fared, such as the National Hispanic Scholarship Fund, which continued to surge forward, awarding \$1.6 million in scholarships in 1988, a 33 percent increase from the \$1.2 million awarded in 1987. The increase in scholarship monies awarded was also representative of a 22 percent rise in total revenues received by NHSF in comparison to 1987.

AAFRC also reports that domestic donations to charitable and other philanthropic causes reached an estimated \$104.3 billion in 1988, up 6.7 percent from the revised estimate of \$97.8 billion donated in 1987.

The report also indicates that when adjusted for inflationary factors, the increase in total giving amounted to a

marginal 1.8 percent. Of the estimated \$104.3 billion donated, individuals provided approximately \$86.7 billion or more than four out of every five dollars. The figure represents an increase in individual giving of 7.3 percent from the previous year. The rise in the rate of individual giving in 1988 accounted for most of the increases in total charity donations, which includes donations by foundations, corporations, and bequests.

Religious institutions were the leading recipients, drawing an estimated \$48.2 billion in donations, and were followed by health and human service organizations, which received a combined \$19.9 billion. Institutions in the areas of art, culture and humanities received a combined \$6.8 billion, experiencing an increase of eight percent in comparison to 1987.

The increase in individual giving was attributed to an increase in personal income of almost 7.5 percent, and to a strong stock market during the last quarter of 1988.

Procter and Gamble Expands Promotion

The Procter and Gamble Company of Cincinnati, Ohio introduced a national cause-related sales promotion on behalf of NHSF last Spring with the objective of raising a maximum of \$75,000 for the scholarship organization.

As part of the promotion, during the month of May more than 1.4 million consumers in the leading Hispanic markets in California, Texas, Florida, Illinois, Connecticut, New Jersey, Indiana, Colorado, and New Mexico received coupon booklets worth \$5.00 on 12 leading P & G brands.

"We hope our commitment to NHSF will help raise the level of community awareness to the educational concerns facing the Hispanic youth as well as help NHSF reach more students in financial need," said Robert L. Wehling, P & G vice president for marketing services.

In 1988, P & G launched a similar promotional campaign in Southern California's growing Hispanic market, with a distribution of approximately one million redeemable coupon booklets.

NHSF Alumna



M.H. (Margarita) Colmenares

In this Spring/Summer issue of our newsletter, NHSF is privileged to honor and profile one of its outstanding scholars—Margarita H. Colmenares. Margarita, a 1979 NHSF recipient, is today one of Chevron Corporation's top managers and a tireless crusader in the field of engineering. Indicative of her unique leadership qualities, the one-time NHSF recipient, was elected last June as the first woman president of the Society of Hispanic Professional Engineers (SHPE).

Colmenares, attended Stanford University and received her B.A. degree in 1981. During the last eight years her career with Chevron has required her to remain fairly mobile. Since leaving her hometown of Sacramento, California, her work assignments have taken her from California to Texas, New Mexico, Colorado, Utah, Nevada, Louisiana, Arkansas and Oklahoma. Last September, she was transferred from Houston to Los Angeles as a Lead Engineer to supervise staff on a multimillion dollar environmental project. Her current assignment is in Environmental

Affairs dealing with air issues in the Los Angeles basin.

Colmenares has been recognized for her community service and is a participant in the National Hispana Leadership Initiative, which prepares Hispanic women for positions of national leadership through training sessions at Harvard's John F. Kennedy School of Government, and the Center for Creative Leadership. She also travels frequently throughout the country appearing as a keynote speaker and seminar director.

She describes herself as community oriented, and says her first leadership experience was organizing the Mexican-American Youth Association at her high school at the age of 16. Colmenares

attributes much of her success to the examples set by her immigrant parents, both of whom returned to school and taught her the value of community involvement, education and hard work. "I was fortunate enough to have caring parents who provided me with the opportunity to pursue an education. I feel I should use my skills to help others who could use a little encouragement and advice," said Colmenares.

Colmenares's immediate plans include publishing a pamphlet describing the technical contributions of Hispanic engineers and scientists, and providing career development workshops for professional members throughout the nation.

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NHSF NEWS

NATIONAL HISPANIC SCHOLARSHIP FUND

VOLUME 1, NO. 2

FALL/WINTER, 1988

RITA MORENO AND EDWARD JAMES OLMOS HONORED AT NHSF SAN FRANCISCO DINNER

The National Hispanic Scholarship Fund held three fund-raising dinners in the cities of San Francisco, Fresno, and Los Angeles, California, during the months of October and November, culminating the 1988 NHSF/Anheuser-Busch promotional campaign. In all, nearly 100 fund-raising events were implemented by Anheuser-Busch on behalf of NHSF nationwide in the country's 35 top Hispanic markets.

At the San Francisco event, actress Rita Moreno and Emmy award-winning actor Edward James Olmos were both honored for their efforts in the area of education. Moreno expressed enthusiastic support for the scholarship fund and encouraged the audience to continue their supportive efforts, "we as Hispanic have a long way to go in education, and must be very thankful and grateful for the existence of such organizations as NHSF."

In Fresno, NHSF held its first fund-raising dinner, attracting more than 600 individuals, including business, community and educational leaders from the Fresno and neighboring areas. "We have generated a great deal of support and awareness on behalf of NHSF through the implementation of this event," said Al Alarcon, chairman of the Fresno Friends for NHSF.

In Los Angeles, NHSF held its 9th annual dinner, also attracting hundreds of strong supporters. During the event, Toyota Motors U.S.A. made a \$33,000 presentation and U.S. Tobacco joined NHSF's list of corporate supporters by making a \$10,000 contribution. Dinner attendees included actors Lorenzo Lamas, of the hit television series "Falcon Crest" and Eddie Albert, a long-time supporter of the scholarship organization. Both expressed continued support for Hispanics in higher education. All fund-raising dinners were partially underwritten by Anheuser-Busch Companies, Inc.



At the NHSF Annual Bay Area Dinner, with honored guest actress Rita Moreno; Ernest Z. Robles, NHSF executive director; and Roy Jasso, corporate manager for Anheuser-Busch Companies, Inc.

Underrepresentation of Hispanics in Higher Education Continues

According to a recent article in the Chronicle of Higher Education, the number of Hispanics is increasing fairly steadily in most fields, but the proportion is still very low. The article also stated that leaders in business and industry are worried about finding enough trained workers to fuel technological advances. As Hispanics continue to represent an increasing proportion of the college-age population, efforts to reach them have also become critical.

The article also noted that Hispanics and

low income people and those with little education are the least willing to borrow for educational expenses. Some groups don't view loans as favorable as other groups, and to the extent that it affects their behavior, it also affects their access to higher education.

Today, loans account for about 67 percent of all federal student aid, compared with 21 percent in 1975-76. Hispanics express the least support for borrowing than all other groups.

NHSF ALUMNI SCOPE

In this issue of our newsletter, NHSF is privileged and honored to profile a few members of our alumni. This is a new section in our newsletter, which we hope will serve as an integrating mechanism between NHSF, its supporters and scholars. It will also provide us with the opportunity to share with contributors, individual supporters, and other students the many successes of NHSF's Alumni.

Randall Correia, M.D.: A graduate of the University of Chicago, Correia majored in medicine and received his M.D. degree in 1986. Today, he and his wife direct a research and consulting firm in the area of health care policy. Health Resources, Inc., based in Chicago, said Correia, "is a research institution directed at cleaning the so-called malpractice crisis with intervention that cuts to the root of the problem: poor quality health care cost more and we all pay through private insurance or government programs." A four-time NHSF recipient, Correia feels a tremendous debt to NHSF. "In 1986, I completed my medical education and have begun repayment of educational loans totaling \$50,000. I feel a debt to NHSF of perhaps greater significance than to these loans programs because NHSF's support was so freely given." In the last two years, Health Resources, Inc. has been responsible for legislative changes in health care policy in the states of Illinois and New York.

Peter G. Hernandez, Senior Research Assistant: Peter received his B.S. and M.S. in biology from the University of Texas at San Antonio. A 1983 NHSF scholar, Peter is today a research assistant at the School of Aerospace Medicine at Brooks Airforce in San Antonio. "My role at the U.S. School of Medicine," said Peter, "is to provide expert technical support to professional personnel who are conducting basic research into the pre-synaptic mechanism which regulates biochemical coding of information in the central nervous system." In common language, Peter is a member of a team that conducts research on human performance. In addition to his current position, Peter is also pursuing a M.B.A. at Incarnate World College.

David Sulam, Physician: Of Cuban and Dominican background, David was born in New York City and raised in Los Angeles. He attended the University of California at Los Angeles both as an undergraduate and graduate student, where he completed his internship in family practice in 1987. Today, Sulam and five other energetic Hispanic physicians operate "Family Care Specialists," a health care clinic centered in East Los Angeles. "We are a unique group in the sense that we are bringing help to an area that has not received the kind of health care service that it deserves," said Sulam. According to

Sulam, part of his success in medical school can be attributed to NHSF, "it made me feel very special to have received the NHSF scholarships. The money made it easier to deal with the many stresses of medical school."

Mireya Ortega, Dentist: A native of Sinaloa, Mexico, Mireya completed her undergraduate work at Whittier College majoring in Biology and her D.D.S. degree in 1987 at the University of California, Los Angeles. Currently she devotes half her time to her private practice and the other half to teaching dentistry at UCLA School of Dentistry. An honor student, Mireya is a recipient of numerous awards and has been recognized by the American Academy for the Handicapped and the California Dental Association.

Guillermo Martinez, Organist: A native of Texas City, Texas, Guillermo is a graduate of Texas Christian University at Fort Worth. Considered one of the most gifted organists to have studied at TCU, Guillermo is currently on a one-year Fulbright scholarship in Germany. He is currently working with world renown Professor Johannes Geffert at the Robert Schumann Conservatory of Music in Dusseldorf. "He is a very unassuming person, but when he sits down to play the organ you take notice of his abilities," said Emmet G. Smith, Professor of music at TCU.

NHSF Selection Procedures

The selection of NHSF scholarships is uniformly administered throughout the United States. Funds are allocated through a process that takes into consideration the geographical distribution of Hispanics in the U.S. Successful candidates are chosen on the basis of academic achievement, personal strengths, leadership and financial need. An NHSF scholar must have a strong academic record and submit a high-quality personal statement. In addition, he/she must also introduce an outstanding letter of recommendation from a school official.

Who is Eligible to Apply?

- ★ United States citizens or permanent residents of Hispanic-American background.

- ★ Students enrolled and attending college on a full-time basis.
- ★ Students presently enrolled and attending a college or university in one of the fifty states or Puerto Rico.
- ★ Students who have completed a minimum of fifteen units of college work prior to submitting an application.

The annual NHSF application period is from June 5th to October 5th of each year. For more information, please send a self-addressed stamped envelope to:

**Selection Committee
National Hispanic Scholarship Fund
P.O. Box 748
San Francisco, CA 94101**

Ann E. Mejias-Rivera, Admissions Director, and Miguel Rivera, Engineer: Both Ann and Miguel are two-time NHSF Scholars for the years 1982-83. Ann received her B.A. in Political Science at Cornell University and is currently working on an M.A. in Public Administration at the University of Rochester. She is also director of admissions at UR and is responsible for developing AHORA (Access for Hispanics to Opportunites Result in Achievement), a scholarship program for Hispanic students. Miguel holds a B.S. in engineering from Syracuse University and an M.A. in chemical engineering from Georgia Tech. Presently, Miguel is a production engineer for Eastman Kodak and is president of the Rochester chapter of the national Society of Hispanic Professional Engineers (SHPE). According to Ann, "NHSF helped make many of our goals come true and provided a source of inspiration. I hope that others will also continue to benefit from this program as we have."

Corporate News

GENERAL ELECTRIC AWARDS TOTAL \$265,000

The General Electric Foundation approved a \$25,000 grant to the National Hispanic Scholarship Fund for the 1988-89 academic year to be awarded to students in the academic areas of management, engineering and computer science. One of the original corporate contributors to NHSF, GE has awarded a total of \$265,000 to the scholarship organization in the last twelve years. "With GE's assistance, we were able to launch an organization in 1976 called NHSF. With their unbending support we have developed into the leading Hispanic scholarship organization in the nation, having awarded \$4.8 million to nearly 8,000 scholars nationwide," said Archbishop Patrick F. Flores, NHSF president.

In addition to being a strong supporter of NHSF, GE announced recently that it has embarked on a \$15 million, ten-year program aimed at doubling the number of minority-group faculty members in science, engineering and business. The "Faculty for the Future Program," will be implemented through selected college and universities. Currently, of 21,500 engineering professors in colleges and universities nationwide, 400 are women, 200 are black, and 300 are Hispanics. Of the 4,175 who received Ph.D.'s in 1987, 25 were Hispanic.

Through this special program, the GE foundation plans to spend \$1.5 million in each of the next 10 years to finance full tuition fellowships for 60 first-year doctoral students, renewable \$5,000 loans for second-year doctoral candidates that will be rescinded if the students go on to teach, and three-year, \$60,000 grants to help young faculty members conduct research.

U.S. Tobacco Joins NHSF

U.S. Tobacco joined the list of hundreds of corporate contributors to NHSF by making a \$10,000 contribution at the NHSF fund-raising dinner held in Los Angeles last November. "We are proud to become part of the effort aimed at increasing the number of Hispanic-American students in higher learning institutions," said Pedro de Cordova, spokesperson for U.S. Tobacco. Founded in 1922, U.S. Tobacco is headquartered in Greenwich, Connecticut.

Toyota/NHSF Scholarship Program in 1989-90

Toyota Motor Sales, U.S.A., announced recently that it will fund the largest scholarships provided by the National Hispanic Scholarship Fund beginning in the 1989-90 academic year.

The NHSF "Toyota Scholar" program will provide continuing scholarships to four students selected nationwide by NHSF. The first year, a freshman, a sophomore, a junior and a senior will each receive a \$7,500 scholarship from Toyota. In subsequent years, Toyota will renew the scholarships of the non-graduating

students and NHSF will select a new freshman. "Toyota will invest about \$30,000 in the education of each student participating in the four-year program," said Bob Best, group vice president for Toyota Motor Sales, U.S.A.

In addition to the scholarships, the students will be eligible for internship positions with Toyota between their junior and senior years. Toyota sponsors a similar program with the United Negro College Fund.

General Foods Fund Increases Contribution

NHSF is pleased to report that the General Foods Fund Inc. has increased its annual contribution from \$60,000 to \$99,000 for the 1988-89 academic year. The funds will be used to provide thirty \$3,000 scholarships for students from the Chicago, New York, Houston, Los Angeles, and San Francisco metropolitan areas. All students will be selected from four-year institutions. "This grant represents the tremendous commitment of the General Foods Corporation to higher education and the Hispanic community," said Ernest Z. Robles, NHSF executive director.

Coca-Cola Increases Grant

The National Hispanic Scholarship Fund is proud to announce that the Coca-Cola Foundation increased its annual grant to \$25,000 for the 1988-89 academic year. The award represents a \$10,000 increase from last year's contribution. "We are delighted that the Coca-Cola Foundation could be of assistance to NHSF, and we extend our best wishes for its continued success," said Margaret Cox Abbot, vice president and executive director of the Coca-Cola Foundation. The Coca-Cola Company has been a Contributor to NHSF since 1978.

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Corporate News *Continued*

AT&T and Univision Executives Join NHSF Board

The National Hispanic Scholarship Fund is proud to report that Richard R. Draper, public relations vice president for AT & T and Joaquin Blaya, president of the Univision Network were unanimously elected last spring to serve on the NHSF Board of Directors.

Draper, a native Californian, grew up in the Sacramento area and majored in English literature at the University of California at Davis. During the mid-sixties, he also completed graduate work in English literature at the University of California, at Berkeley. Before assuming his present position in August, 1986, he was Director of National Advertising and Sales Promotion at AT & T's headquarters in New Jersey.

Draper serves on the boards of the Worlds Affairs Council of Northern California, San Francisco Convention and Visitors Bureau, Business Volunteer for the Arts, National Hispanic University and the AT & T Foundation.

Blaya, a native of Santiago, Chile, began his career as a disc jockey, newscaster and journalist in his native South American country. In 1970, he immigrated to the United States and received an offer to work for the Spanish Internal Network (SIN) in New York City. During his stay in New York, Mr. Blaya pursued graduate work in sociology and psychology at New York University, while he continued his work at SIN as an account executive. Blaya moved in 1972 to Miami, Florida, where he became sales manager and consequently general manag-

er of WLTV-Channel 23. Under his management, WLTV-Channel 23 became the highest rated Spanish television station in the country and the most dominant in the market with more than 100 Emmys awarded. Blaya was also responsible for organizing the production

of the network's national newscast "Noticiero Univision." A consummate activist in his community, Blaya serves on the boards of the Miami Foreign Relations Committee, the Greater Miami Chamber of Commerce, the Philharmonic Council of Dade County, and United Way.

CSU/NHSF Joint Scholarship Program Takes-Off

The National Hispanic Fund launched a pilot scholarship program in partnership with the California State University System last fall awarding nearly 400 scholarships throughout the statewide system. The partnership represents the largest joint scholarship effort ever implemented by NHSF.

According to the agreement reached between NHSF and CSU, each institution provided a \$190,000 grant for a total of \$380,000 in scholarships. Each campus received a total of \$20,000 in scholarship monies.

The CSU/NHSF Joint Scholarship Program as it is known, was conceived out of discussions held in Southern California between CSU and NHSF officials last spring. The objective of the cooperative effort is to increase the number of Hispanics entering the CSU system, the largest four-year public institution in the nation. The program was largely directed at incoming freshman and transfer students.

"Chancellor Reynolds has been deeply concerned about the increasing reliance

on student loans to finance university attendance. More grant funds are badly needed to help students realize their dreams of earning a baccalaureate degree," said Dr. Charles W. Lindahl, vice chancellor for academic affairs.

CSU/NHSF awards ranged between \$600 and \$1,500. Recipients were selected by committees formed in each of the 19 campuses that comprise the CSU system. There are approximately 350,000 students enrolled in the CSU system.

**Make Your Contributions
Payable To:**

**NATIONAL HISPANIC
SCHOLARSHIP FUND**

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EXPANDING OPPORTUNITIES

The emphasis on awards is in areas where Hispanics are underrepresented. Recent successful NHSF Scholars have come predominantly from the fields of Engineering, Business, Science, Medicine, and Law. Although this trend is expected to continue, NHSF also awards scholarships to students in many other disciplines found in the nation's colleges and universities. A concentrated effort is made to have as many institutions as possible represented in the final selections.

HOPE FOR THE FUTURE

"Thank you for the generous scholarship award and for selecting me as a 1987 NHSF Scholar. I am proud to be affiliated with you and the 7,000 Hispanic American students you have recognized."

NHSF Scholar
Harvard University

"NHSF has been great help to me during the last two years. This year, as well as last year, the award came at a time when I needed it the most."

NHSF Scholar
University of Florida

"I would like to thank you for your generous support of my medical education. It is a great honor to be included as an NHSF Scholar. I assure you that you have made a wise investment in the future of Hispanic health care."

NHSF Scholar
University of Chicago

"NHSF and its contributors are directly responsible for my grades improving every semester. In fact, NHSF is one of the biggest reasons why I am still in school."

NHSF Scholar
University of New Mexico

"I am very excited and honored to receive this scholarship, but I must admit that the greatest feeling comes from knowing that someone has faith in me."

NHSF Scholar
Stanford University

WHO IS ELIGIBLE TO APPLY?

- United States Citizens or permanent residents of Hispanic American background.
- Students enrolled and attending college on a full-time basis.
- Students presently enrolled and attending a college or university in one of the fifty states or Puerto Rico.
- Students who have completed a minimum of fifteen units of college work prior to submission of an application.



Application Requirements

1. Complete an NHSF application form.
 2. Submit a high quality typed personal statement
 3. Provide copy of college transcripts
 4. Provide a letter of recommendation from a school official
- ★ ★ All documents must be sent in the order specified above and in one package.



Application Period

The annual NHSF application period is from June 5 to October 5 of each year.

For more information, please send a self-addressed stamped envelope to:

Selection Committee
National Hispanic Scholarship Fund
P.O. Box 748
San Francisco, CA 94101

CONTRIBUTIONS TO NHSF ARE TAX DEDUCTIBLE

NATIONAL HISPANIC SCHOLARSHIP FUND



OBJECTIVE

The National Hispanic Scholarship Fund is an organization that provides scholarships for undergraduate and graduate students of Hispanic American background. These students must be United States citizens or permanent residents who come from Mexican American, Puerto Rican, Cuban, Caribbean, Central American and South American heritage and who attend a college in one of the fifty states or Puerto Rico.

NEED

Hispanic Americans continue to be underrepresented in the nation's colleges and universities. The National Hispanic Scholarship Fund was established to help bridge the higher educational gap by providing financial resources to outstanding Hispanic American students in order that they complete a college or graduate school education.

HISTORY

The National Hispanic Scholarship Fund was incorporated in 1975 and made its first awards in 1976. In a relatively short history, NHSF has awarded \$4.8 million in scholarships to over 7,600 National Hispanic Scholarship Fund Scholars. These outstanding students have represented every section of the country, scores of higher education institutions, and every segment of the Hispanic community in the United States.

SELECTION

The selection of NHSF scholarships is uniformly administered throughout the United States. Funds are allocated through a process that takes into consideration the geographical distribution of Hispanics in the United States. Successful candidates are chosen on the basis of academic achievement, personal strengths, leadership, and financial need. NHSF scholars have been strong in academic achievement and have written a high-quality personal statement. They have also had outstanding letters of recommendation from school officials.

NATIONAL HISPANIC SCHOLARSHIP FUND

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NATIONAL HISPANIC SCHOLARSHIP FUND

<u>YEAR</u>	<u>AMT. AWARDED</u>	<u>CUMULATIVE</u>	<u>STUDENTS</u>	<u>CUMULATIVE</u>
1976	\$ 30,000	\$ 30,000	115	115
1977	56,000	86,000	156	271
1978	86,000	172,000	234	505
1979	159,000	331,000	354	859
1980	245,000	576,000	500	1,359
1981	300,000	876,000	569	1,928
1982	350,000	1,226,000	596	2,524
1983	400,000	1,626,000	652	3,176
1984	450,000	2,076,000	714	3,890
1985	589,000	2,665,000	857	4,747
1986	1,000,000	3,665,000	1,348	6,095
1987	1,200,000	4,865,000	1,526	7,621
1988	1,600,900	6,465,900	1,982	9,603

NHSF BACKGROUND INFORMATION

The National Hispanic Scholarship Fund is one of the largest and fastest growing national Hispanic organizations whose mission is to provide financial assistance to undergraduate and graduate students of Hispanic-American background that attend a higher education institution in the United States or Puerto Rico. Established in 1975, NHSF is a non-profit, tax-exempt organization.

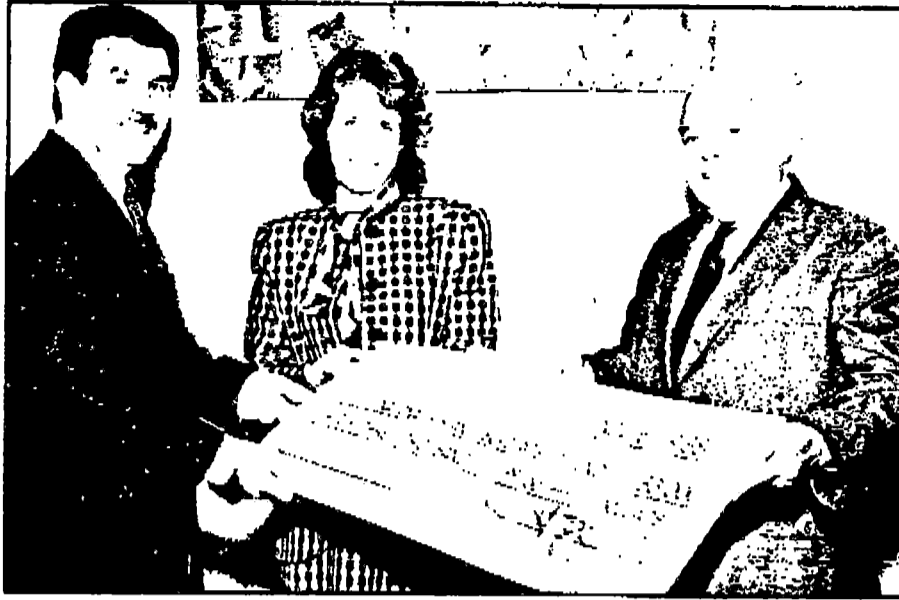
NHSF enters its second decade of operations maintaining its position as the premier Hispanic scholarship institution in the nation. In the last ten years, NHSF has awarded \$4.8 million to more than 7,000 NHSF scholars across the country representing hundreds of higher education institutions. No other Hispanic organization has had the impact in the arena of higher education that NHSF has achieved during the last decade. Today, NHSF is supported by more than 250 corporations, and private foundations.

NHSF recipients represent the cultural and ethnic heterogeneity of the Hispanic community, which includes students of Mexican, Puerto Rican, Cuban, Caribbean, Central and South American heritage. Scholars are selected on the basis of academic achievement, personal strengths, leadership, and financial need. The leading academic disciplines represented by NHSF scholars - in which Hispanics are still vastly underrepresented - includes Business, Engineering, Medicine, Law, and Education.

In order to distribute funds equitably, NHSF dollars are proportionately distributed by regions based on Hispanic population. The NHSF network is divided into five regions: The West Region includes the states of Alaska, Arizona, California, Idaho, Montana, Nevada, Oregon, Utah, Washington, and Hawaii.

The Southwest Region includes the states of Colorado, New Mexico, North Dakota, South Dakota, Nebraska, Kansas, Oklahoma, Wyoming, and Texas.

The Midwest Region includes the states of Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Ohio, and Wisconsin.



Toyota Group Vice President Bob Best (right) presents an oversized replica of the first \$33,000 Toyota Scholarship donation check to Ernest Z. Robles and W. Ann Reynolds, Chancellor of the California State University System.

ent parts of the country," he says.

Later, the three called a meeting with other Hispanic leaders in San Antonio, TX. "We wanted to provide a national organization that would serve the entire Hispanic community," Sedillo says. Many at the San Antonio meeting eventually became members of the Board of Directors, such as Gilbert Chavez, education specialist at the U.S. Department of Education. "We sat there in San Antonio and thought we would create a national Hispanic scholarship fund," Chavez recalls, "but we didn't know what to call it. Every word meant something specific, like Chicano meant primarily Mexican-American, and Hispanic was not the word it is today." But for lack of alternative names that would address all Hispanics, the group gave it the name it bears today with pride — the National Hispanic Scholarship Fund.

From the beginning, the NHSF has always been privately funded and has never received any state or federal funds. Year after year, more companies jumped on board — ranging from long-time sponsors such as Anheuser-Busch, Inc. to new contributors such as Toyota Motor Sales, U.S.A. "I think since the very first year, major corporations have

become much more generous," says Sedillo. "They are beginning to recognize their social-philanthropic responsibility to consumers who buy their products. Hispanics are spending millions of dollars buying Toyotas and products manufactured by companies that want to be listed as companies that are giving something back to the community."

Toyota, for example, will fund scholarships for four Hispanic students. "This is the largest grant from any Japanese company," Robles says. In the 1989-90 academic year, one freshman, one sophomore, one junior, and one senior will each receive \$7,500 from Toyota, says Bob Best, Group Vice President for Toyota. Other companies such as General Foods and McDonalds also specify the scholarships they contribute. They determine the location, status, or field of study of the recipient.

But most sponsors leave it up to the NHSF to distribute the scholarship money. Last year, the Anheuser-Busch Companies alone contributed more than \$1.2 million for scholarships and program development. The NHSF is trying to keep administrative costs down and to spend as much money as possible on scholarships, which attracts spon-

sors, Chavez says. "Corporate groups have looked at the National Hispanic Scholarship Fund and how it's run," he says. "It's run efficiently. The Fund has always tried to keep the overhead cost under 25 percent, and it has been scrutinized not to spend more on administration, but more on scholarships."

In the academic year 1987-88, the NHSF awarded \$1.2 million to 1,526 students, including 1,007 undergraduates with scholarships up to \$1,000, and 519 graduates with up to \$1,200 a year. Most of the students, of whom 813 were women, attended top universities. About 35 NHSF scholars were enrolled in Harvard, 31 in Stanford, and 112 in the University of Texas. Although the recipients' fields of study are diverse, the NHSF sees a need to sponsor more Hispanic students in natural sciences, engineering, and mathematics. "We feel that we now need to shift to the physical sciences," Sedillo says. "We feel that there is not an abundance in these particular fields as much as there is in business and in liberal arts."

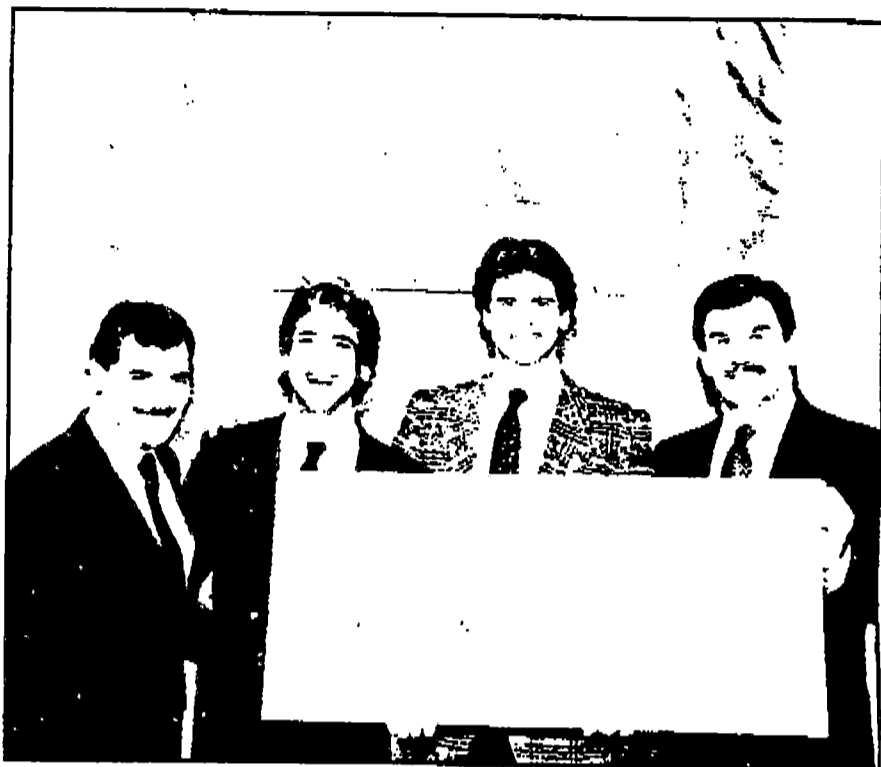
Hispanic undergraduate and graduate students with at least one semester of college can apply to receive a NHSF grant. Applications

INVESTING IN THE FUTURE

have to be sent to the NHSF San Francisco headquarters by October 5. They are then sent to the regional reviewing committees in the West, Southwest, Midwest, Southeast, and East. Each of the five regional committees reviews, comments, and returns the applications to the NHSF. Robles and his staff then make the final decision and recipients receive their grants by April.

Applicants are evaluated on four different factors — grade point average, a personal essay, a letter from a faculty member or advisor of their school, and a statement of financial need. Most applicants are "top-flight students" with a grade point average of 3.0, says Tomás Arciniega, NHSF board member and President of California State University in Bakersfield, CA. The statement of financial need usually weighs least and the grade point average and personal essay most in the evaluation process, says Manuel Cereijo, a member of the Southeast Reviewing Committee and Associate Dean of the College of Engineering at Florida International University. "In the personal essay, some students explain how their Hispanic background helped them realize that they needed a better education," Cereijo says. "It usually relates to what they expect to do or what they have to go through to make it through college."

In 1978, for example, Carmen M. Garcia, now a municipal court judge in Camden, NJ, did not have enough money to continue college full-time, when she received a NHSF grant. "I really wanted to go to school full-time to pursue my educational goals, but at the same time, I had real financial difficulties," Garcia says. "I applied to the NHSF and was very honored when I did in fact receive a scholarship. The money really helped me that year." Four years



NHSF Executive Director Robles (right) accepts a \$10,000 check from the United States Tobacco Company. He is joined by Lorenzo Lamas, Pedro de Cordoba of the U.S. Tobacco Company, and Roy Jasso of Anheuser-Busch (left).

**In its thirteen years,
the NHSF has awarded
more than \$5 million
in scholarships.**

later, Garcia received another NHSF scholarship while attending Rutgers University's School of Law. "It made me feel hopeful that there were people out there that were concerned about me, not just as a regular student, but also as a Hispanic," Garcia says. "For the first time, I felt that it really mattered, because the government was not really responsive to minority needs."

When the federal government started to cut back financial aid over the last years, applications and con-

tributions to the NHSF have increased steadily, and so has college tuition. Richard Zamora, a senior at Georgetown University's School of Business in Washington, D.C., heard about the NHSF from the university's Center for Minority Student Affairs and is now a second-year recipient of a scholarship. "I thought it was a great idea to have a Hispanic scholarship fund, because it costs a lot of money to go to Georgetown," Zamora says. "I am quite in debt here, so any kind of grant eases the burden." Tuition at Geor-

INVESTING IN THE FUTURE



Actor Lorenzo Lamas addresses the NHSF Awards Dinner in Los Angeles.

getown University tops about \$12,000 a year, in addition to \$5,000 for room and board.

Many scholarship recipients show their appreciation to the NHSF by sending back small contributions or even volunteering their time to sit on the Reviewing Committees, Cereijo says. "They always send \$10 to \$15 back to the Fund." And students are not only thankful for the money they receive, but also for the doors the scholarship opens for them, former student Garcia says. "It enabled me to branch out to

get other scholarships that were available to me and other Hispanics," she says. "In addition, I was offered an internship as a result of the NHSF and then offered a job." Garcia did not take the job, because at the same time she received a Rotary Scholarship to go and study in Europe for a year. "The knowledge that Hispanics throughout the country were benefitting from the Fund, made me feel good," she says.

Increased Hispanic involvement is a priority for the NHSF. "Besides the IBMs and the General Electrics,

Hispanic support is necessary," says Chavez, who is involved in generating more funds for the NHSF through the Combined Federal Campaign (CFC). The CFC is a list of more than 700 regional non-profit and fundraising organizations, which are distributed to federal employees every year. The workers have the option to contribute to any of the groups listed. Contributions are private and tax-deductible. Three years ago, eight people wrote in the NHSF and contributed about \$2,000, Chavez says. The second year, the NHSF was listed and received about \$40,000, he says, and in 1988, it was listed in 540 campaigns, generating an estimated \$300,000 in funds. The 200,000 Hispanic federal workers are responding with a tremendous interest in the NHSF, Chavez says. "Hispanics in the federal government are looking at organizations that they can contribute to," he says. "There is a strong theme among Hispanics to help our own people."

NHSF board members expect the fund to continue growing. In its thirteen years, it has awarded more than \$5 million in scholarships. "We don't have \$1 million-grants, but we have a lot of varied and diverse support from the corporate sector," Robles says. The increased support of the NHSF shows an increasing awareness of Hispanic consumers and the Hispanic community in general, he says. And for his \$5,000 mortgage? The NHSF paid him back a long time ago. "We've really done what we set out to do." ■

Conny Lotze is Assistant Editor of HISPANIC Magazine.

For scholarship applications, write to NHSF, P.O. Box 748, San Francisco, CA, 94101.



ANHEUSER-BUSCH COMPANIES

FACSIMILE TRANSMITTAL SHEET

TO: Shiree Sanchez

**FR: Corporate Relations/St. Louis
Carlos Santiago**

PAGES TO FOLLOW: 14

**IF YOU NEED ASSISTANCE WITH THIS TRANSMITTAL, PLEASE
CALL (314) 577-7091, fax #(314) 577-0781.**

Anheuser-Busch Companies, Inc.
Executive Offices
One Busch Place
St. Louis, MO U.S.A. 63118-1852
Telex 447 117 ANBUSCH STL

NEWS



ANHEUSER-BUSCH COMPANIES

For more information, contact:
Rosemary Ravinal at 212/265-9150

FOR IMMEDIATE RELEASE

ANHEUSER-BUSCH HIGHLIGHTS 1989 SUPPORT
OF THE NATIONAL HISPANIC SCHOLARSHIP FUND
WITH UNIVISION TV SPECIAL

ST. LOUIS, August 29, 1989 -- A multifaceted fund-raising program for the National Hispanic Scholarship Fund (NHSF) was announced today by August A. Busch III, chairman of the board and president of the Anheuser-Busch Companies, Inc.

Centerpiece of the 1989 program is a dazzling two-hour television special entitled "Conciencia: Juntos Para Hacer La Diferencia/Conscience: Together to Make the Difference" that will be shown on over 520 of Univision's satellite-interconnected broadcast and cable affiliates across the country and Puerto Rico on Sunday evening, October 1, from 8-10 p.m. EST.

During the TV show, viewers will have an opportunity to phone in pledges to the NHSF, by calling 1-800-955-5858, which will be shown on the screen throughout the show.

- more -

Proud Sponsor of the National Hispanic Scholarship Fund.

NHSF
Add One

In addition to the television special, Anheuser-Busch and its wholesalers will undertake several other programs in support of the NHSF during the coming months. Company officials anticipate the total effort will result in more than \$2 million in scholarships and in-kind support for the NHSF.

"We are pleased to once again serve as the major corporate sponsor of the National Hispanic Scholarship Fund," said Mr. Busch. "For nearly a decade, we have had the opportunity to work as a partner with the NHSF. We have provided support for scholarships, as well as promotional and developmental programs."

"Our support for the NHSF is based on two factors. First, we know the need for financial support of Hispanic college students is growing rapidly. And second, the NHSF has demonstrated clearly that it can efficiently and effectively address this need on a nationwide basis," he added.

The television special will be a unique blend of some of the best Hispanic entertainers today. Videotaped scenes from 12 celebrity dinners on behalf of NHSF to be held across the country in September will highlight the TV presentation.

Sites for these celebrity dinners include Albuquerque, Chicago, Dallas, Fresno, Houston, Los Angeles, Miami, New York, San Antonio, San Francisco, Washington, D.C., and San Juan, Puerto Rico. Among the dinner hosts are celebrated actor Edward James Olmos, Tejano music star David Marez, "El Puma" Jose Luis Rodriguez, Dave Valentin and singers Roberto Torres and Paloma San Basillo. Guests will include city officials, as well as corporate sponsors contributing donations to the NHSF.

- more -

NHSF
Add Two

Jesse Aguirre, vice-president of Corporate Relations for Anheuser-Busch Companies, commented, "Since 1982, Anheuser-Busch and our wholesalers have generated over \$5 million in funds for the NHSF. This includes direct donations and contributions resulting from Anheuser-Busch fund-raising campaigns."

"For the first time this year we are working with the NHSF to launch a large-scale public appeal for funds, using the television show as a vehicle."

In addition to the TV show and celebrity dinners, there will be various fund-raising activities conducted at the local level by Budweiser and Bud Light distributors. During October, in selected cities, Anheuser-Busch and its distributors will make a donation to the NHSF for each case of Budweiser and Bud Light cans sold.

Aguirre continued, "We hope to be as successful with this effort as we were last year, when Mr. Busch announced an effort by Anheuser-Busch to generate \$2 million in scholarship funds and other support for the NHSF. That sum -- including more than \$1.2 million in scholarships for the 1988-89 school year -- was reached earlier this year. Thanks to our family of wholesalers, Anheuser-Busch has been able to make a difference for 1,572 Hispanic students."

- more -

NHSF
Add Three

"With the strong support of Anheuser-Busch, the NHSF has evolved into a vital institution that not only contributes to the Hispanic community, but to the development of our future leaders as well," said NHSF President Archbishop Patrick F. Flores of San Antonio, Texas. "But the need remains critical, and we must continue our mission of increasing the number of recipients each year. For every NHSF scholar, there are two qualified students who do not receive support because of lack of funds...that's why we need the entire community behind this ambitious effort," he added.

Anheuser-Busch Companies, Inc. is the parent company of Anheuser-Busch, Inc., the world's largest brewer (maker of Budweiser, Bud Light, Bud Dry, Michelob, Michelob Light, Michelob Dry, Busch, Busch Light and Natural Light), Eagle Snacks, Inc.; and Campbell Taggart, Inc., the nation's second largest commercial baker (bakers of Colonial, Rainbo, Kilpatrick's and Earth Grains breads).

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NEWS



ANHEUSER-BUSCH COMPANIES

For more information, contact:
Rosemary Ravinal at 212/265-9150

FOR IMMEDIATE RELEASE

ANHEUSER-BUSCH COMPANIES AND THE NATIONAL HISPANIC SCHOLARSHIP FUND: THE HISTORY OF THE PARTNERSHIP AND THE DEDICATION TO EXCELLENCE

ST. LOUIS, August 29, 1989 -- Recognizing the need to assist Hispanics with their higher education careers, Anheuser-Busch Companies committed themselves to promote the accomplishments and programs of the National Hispanic Scholarship Fund (NHSF) almost a decade ago.

The partnership between Anheuser-Busch and the NHSF began in 1981. In 1984, Anheuser-Busch announced plans for a long-term commitment to the NHSF with the launching of a national campaign. Anheuser-Busch sponsored "Encuentro '84," a series of introductory receptions in five cities with significant Hispanic populations. The next year their commitment doubled. "Encuentro '85" expanded to include 10 receptions in Hispanic markets across the country.

-more-

Proud Sponsor of the National Hispanic Scholarship Fund.

Anheuser-Busch/NHSF Partnership
Add One

In 1986, their support of NHSF increased to include a national fund-raising program and direct scholarships to students. The 1986 program, "America Salutes the National Hispanic Scholarship Fund," was backed by a \$1 million commitment of support and 20 fund-raising events.

Pledging to continue the expansion of its partnership, Anheuser-Busch kicked off another \$1 million commitment with the "Join the Partnership" campaign in 1987. This program included 14 fund-raising gala banquets and 19 receptions. Funds raised in each city directly benefited local Hispanic college students.

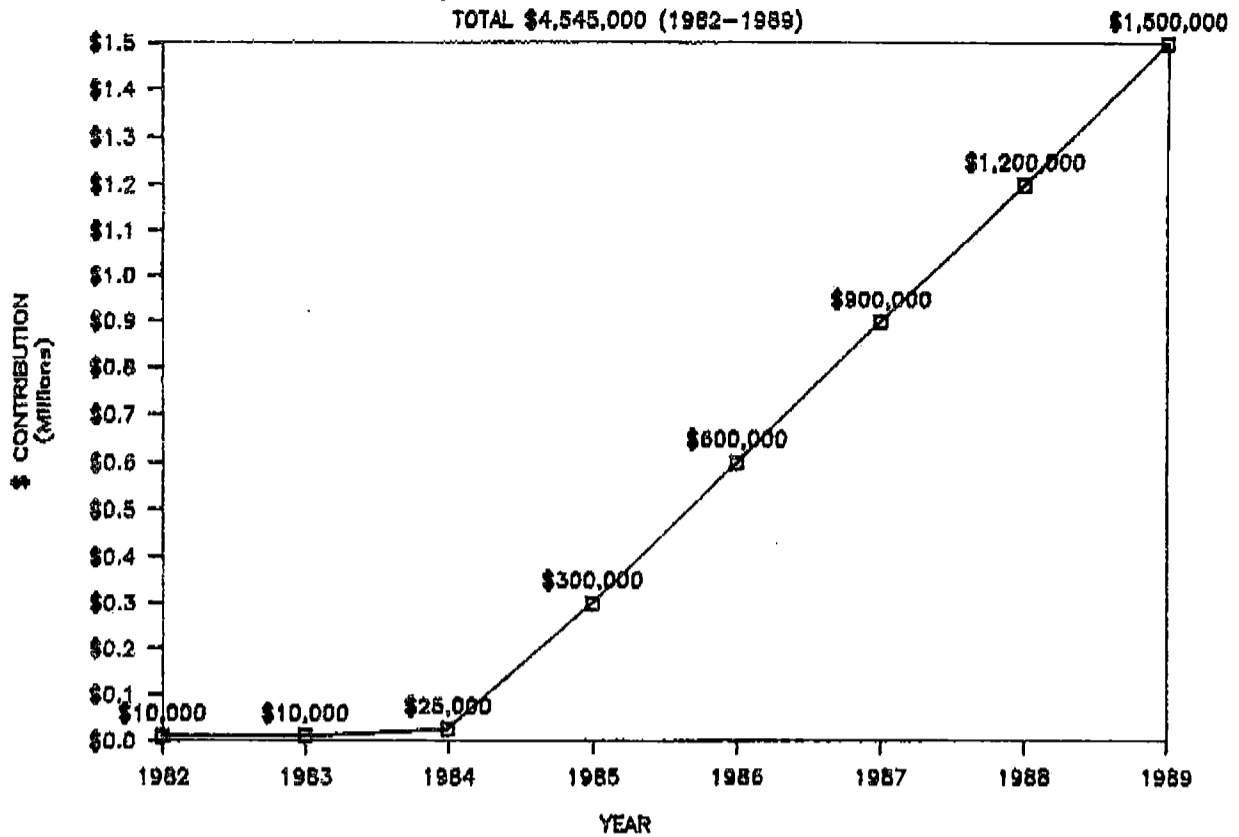
By far the most ambitious support effort in NHSF's history was the 1988-89 "Budweiser/NHSF Challenge." Anheuser-Busch helped raise approximately \$1.5 million in scholarships for approximately 1,572 students. The "Budweiser/NHSF Challenge" included a wide range of activities, including concerts, golf tournaments, art exhibits and a sand castle.

As a result of Anheuser-Busch's long-term commitment to NHSF, the annual award amount tripled from \$400,000 in 1983 to \$1.2 million in 1987. In 1983, approximately 100 corporations supported NHSF. By 1987, this number more than doubled to 250. Most importantly, the number of scholarship recipients also increased, from 652 in 1983 to almost 2,000 students in the 1988-89 school year.

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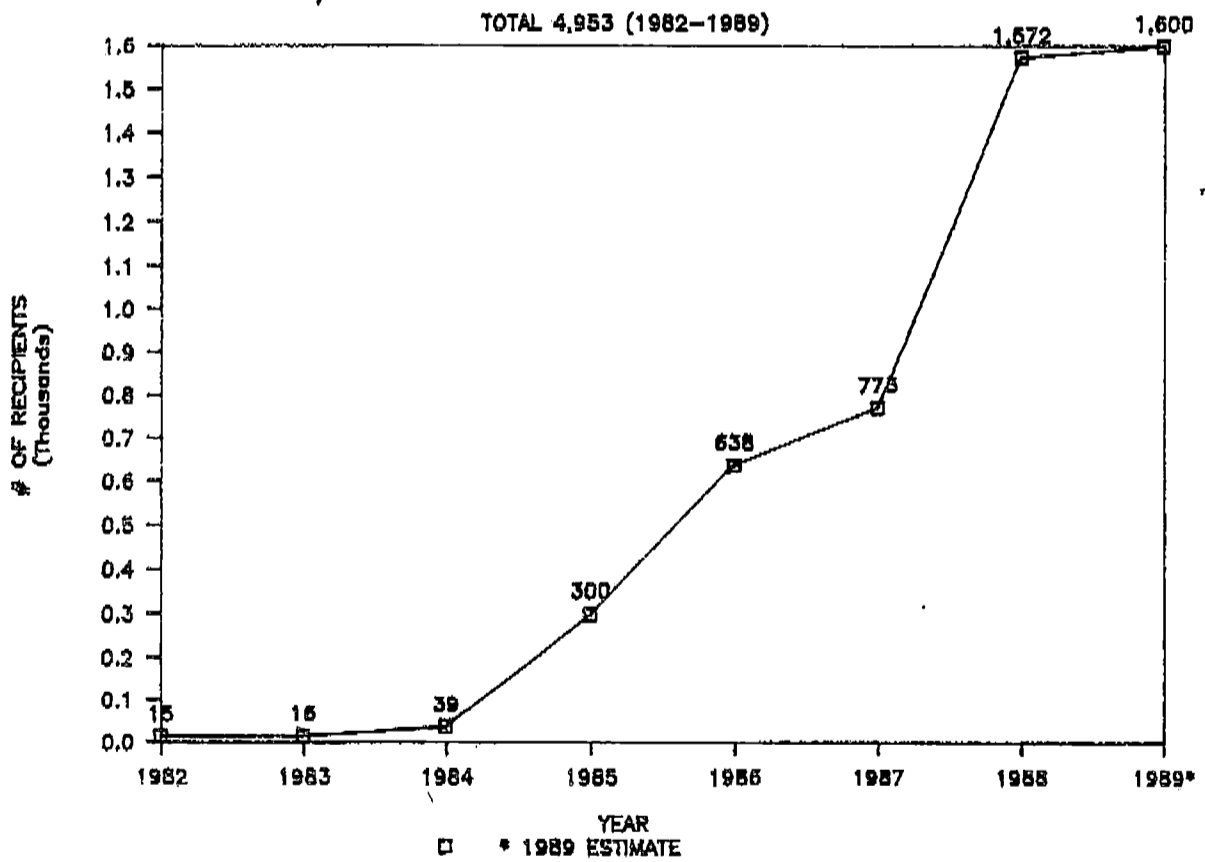
A-B/NHSF CONTRIBUTION

TOTAL \$4,545,000 (1982-1989)



A-B/NHSF SCHOLARSHIP RECIPIENTS

TOTAL 4,953 (1982-1989)



**1988
 ANHEUSER-BUSCH
 NATIONAL HISPANIC SCHOLARSHIP FUND RECIPIENTS**

AL	1
AK	1
AZ	43
AR	1
CA	588
CO	29
CT	5
FL	113
GA	4
HI	3
ID	5
IL	39
IN	5
IA	3
KS	7
LA	8
ME	1
MD	13
MA	5
MI	14
MN	5
MS	1
MO	5
NE	2
NV	2
NJ	38
NM	47
NY	106
NC	3
OH	5
OK	8
OR	5
PA	15
RI	2
SD	2
TN	2
TX	280
UT	9
VA	5
WA	8
WI	5
WY	4
Puerto Rico	125
TOTAL	1,572

**TALKING POINTS TO:
NHSF SUMMARY GRAPH**

NHSF SUMMARY

- **75% OF EDUCATION CONTRIBUTION TO NHSF**
- **LARGEST CORPORATE HISPANIC PROGRAM**
- **\$4.5 MM SINCE 1982...OUT OF A \$6MM TO EDUCATION**
- **NEARLY 5,000 A-B SCHOLARSHIPS SINCE 1982**
- **43 STATES REPRESENTED BY A-B SCHOLARS**

**NEXT: 1989 EXTERNAL
REVIEW**

DESCRIPTION OF INTERNSHIP PROGRAM RELATIONS TEL NO. 314-371-7201 #116 P.12

Dolores Beliso

Hometown: San Francisco, CA

San Francisco State University

Junior

Major: Education

"The National Hispanic Scholarship Fund is mandatory. Without it, a higher education would be a privilege and not a right for students, especially those who are Hispanic."

Dolores has two more years to complete at San Francisco State University. Her dream is to become a teacher.

Norma Alcalá

Hometown: San Francisco, CA

University of California, Berkeley

Junior

Major: Psychology

"Getting the NHSF scholarship was one less financial worry for me. The time I didn't have to spend at my part-time job, allowed me to concentrate on my studies and continue my education."

Isabel Santiago

Hometown: Rio Piedras, PR

University of Michigan

Second Year MBA Student

"When I first heard about the National Hispanic Scholarship Fund, I was excited to know there existed an organization dedicated to helping Hispanic students. I've told other friends of mine about the Fund, and they too will be applying."

As soon as Isabel graduates from the University of Michigan, she plans to work in the United States in a managerial position and later return to her island home in Puerto Rico.

Janet Acevedo

Hometown: New York, NY

Fordham University

Junior

Major: Spanish

"I am grateful to NHSF and its corporate sponsors, like Budweiser. Personally, I feel excited and honored to be a recipient of such an honor."

Janet says that she has been motivated by family and friends to maintain an "A-" average and pursue a graduate degree leading to a career in school administration.

Ford

Through charitable contributions, Ford has contributed generously to the educational funds for national Hispanic organizations, scholarships for young Hispanic students, many of them in the math and science fields, and drug abuse campaigns in states with large Hispanic populations.

The Ford Minority Supplier Development Program and the Minority Enterprise Small Business Investment Company are two entities established by Ford that have been successful in developing and increasing the ranks of qualified minority suppliers doing business with the company.

In education, Ford has established a number of programs designed to attract Hispanic students into math and science classes.

Anheuser-Busch Inc.

- Raised \$2 million, this year for National Hispanic Scholarship Fund by conducting local fund-raising activities such as dance-a-thons, beach parties, battle of the bands and sports tournaments. Over the past 7 years they have raised over \$6 million that has gone to nearly 10,000 Hispanic young people seeking a college education.

- Hurricane Hugo relief efforts included the canning of 20,000 cases of drinking water and shipping to both Puerto Rico and the U.S. Virgin Islands.

Philip Morris

- Has demonstrated considerable support for Hispanic organizations through convention and conference sponsorships.

- Has developed a Census Awareness Campaign designed to increase the participation of Hispanics in the 1990 Census.

- Has helped bring recognition and attention to the vastness of Latin American Art by sponsoring the Latin American Spirit Art and artists in the United States exhibit.

- Developed a successful Minority Vendor Program which includes 1,500 minority companies across the United States.

Coca-Cola

The Coca-Cola Foundation provides the following:

- Scholarship programs for Hispanics pursuing careers in international management

- Support for recruitment efforts to attract Hispanics seeking management careers through MBA programs
- Scholarships for Hispanic women making a mid-career change
- Support for Hispanic family literacy programs
- Continued support for the SER Jobs for Progress, Advanced Business Training Center

Allstate

Allstate has provided significant support to two Hispanic Education Organizations, the Hispanic Association of Colleges and Universities and the Hispanic Association of Career Enhancement. Both these organizations are dedicated to increasing success rates of Hispanic students in higher education and improve the quality of postsecondary educational opportunities for Hispanics..

Allstate also has an inovative college claim cirrculation program that trainss students on how to adjust automobile and property damages. This is done in coordination with an extensive intern and recruitment program.

Pepsi Cola

Has developed an effective media campaign working with popular Hispanic actor Edward James Olmos urging Hispanic kids to stay in school.

Pepsi's Minority Business Enterprise program has proven to be a practical, effective way of opening up ug bussiness to the small entrepenuer.

Pepsi also has also sponsored many Hispanic cultural and Heritage events accross the country.

Dr. Pepper/Seven-Up Companies, Inc.

Nationally and locally these companies have worked hand in hand with Hispanic organizations by not only contributing financially, but also attending events across the country.

Some of their contriutions include;

- In 1988, the company sponsored a breakfast where Dale Schaufel, executive Vice President and CEO of the Seven-Up Co., addressed United States Hispanic Chamber of Commerce convention attendees. They also have been an exhibitor at the USHCC for the past two years.

- The company has been a corporate sponsor for the last three years of the Hispanic Heritage Awards, held during Hispanic Heritage Week celebrations in Washington D.C.

- Dr. Pepper/Seven-Up actively pursues business relationships with minority suppliers. However, the company's association with one Hispanic printer, Munoz Printing, warrants special mention. They nominated Cipriano Munoz, president of Munoz Printing, for the award of Hispanic Business Man of the Year at the USHCC.

3 M

3 M has set up scores of co-op and internship programs, extensive scholarships, commitments to virtually every national minority engineering effort, and maintains at its headquarters and other facilities courses to aid career and personal growth.

Recruitment is part of 3M's commitment. Since 1971, their Science Training Encouragement Program has brought 25 to 30 minority and disadvantaged high school kids onto 3M property each year and taught them science.

The company supports many engineering scholarships, too. Some 40 students each year receive full scholarships and get them for the full four years. They are also investing in a program to help graduate students.

Generalized - post to
Doctors Langmuir

Personal Statement

Robert L. Flores
University of Utah
College of Law
h=(801)263-9484

September 26, 1986

Selection Committee,
National Hispanic Scholarship Fund

Estimados miembros del comité

Please accept these materials as my application for scholarship assistance for the 1986-87 academic year. I am a 32 year old Chicano, currently in my third and final year as a law student here at the University of Utah.

My parents are from Abilene, Texas, where most of my extended family still lives. I was born and have lived most of my life here in Salt Lake City. I have also lived for short periods in Texas and in Mexico City. I have two brothers and one sister living. My parents, and all of my extended family are part of what I would call the "lower working class." My father, by far the most successful of his immediate family, has a sixth grade formal education. My mother was married at age 14 and did not complete junior high school. While I was growing up my father first worked at the local garbage dump. The whole family would go out with him and salvage food and other things for our own use or to sell at our frequent rummage sales. Later he worked as a gardener and handy man for people on the wealthy side of town. My brothers and I would help him on weekends and during the summers. I did the same work on my own through high school and part of college. My mother worked in a greenhouse for a time then made sandwiches early in the morning for a mobile catering firm.

I am the first and still the only one in the extended family to get a college education. Throughout most of my adult life I have been involved in community affairs in one form or another. During high school I served on the Mayors' Youth Advisory Council. When I began my undergraduate studies in 1972 I got a work-study job with the Ethnic Studies Program at the University. With that foundation I grew into a long and varied career as a Chicano activist. The Ethnic Studies job exposed me to a wonderful group of highly committed activists, both on campus and in the surrounding community. I quickly got involved with a number of community organizations and I became active in the Chicano Students Association. I graduated in 1978 and was named Chicano Student of the Year during that year. I was also awarded the Ernesto Gonzalez Memorial Scholarship, honoring a student activist who had been killed the year before. During my six years of full-time undergraduate study (I loved it !) I was extensively involved in a number of projects, including; the annual Chicano High School Recruiting Days at the University, several Bilingual-Bicultural Education conferences, the County Attorney's Panel on Police Brutality Against Minorities, the Utah Endowment for the Humanities' Hispanic History Project, the United

Farmworkers Support Committee, the Canto Al Pueblo cultural celebration in Corpus Christi, the University "Teatro Campesino" theater group, and many other activities.

I received a bachelor of arts degree in Broadcast Journalism, with minor emphases in Spanish, Behavioral Sciences, Political Science, and Ethnic Studies. My academic interest in Communications coincided with my community activism. In 1975 I joined the La Raza Media Committee and was involved in creating a Chicano television program. Eventually I became Producer and Co-Host of our weekly 30 minute show, "Aztlan, Ayer Manana y Hoy." In conjunction with that position, I team-taught an undergraduate course in Minorities and the Mass Media, although I was only an undergraduate myself. At the same time I was working with the Cultural Awareness Training Program, where I eventually became Assistant Director. In that program we trained state social service and corrections employees to be "sensitive" to Chicanos, Blacks, Asian-Americans, and Native Americans. Towards the end of my undergraduate years, I began another project, the creation of a non-commercial radio station to serve minorities and other "alternative" community groups. I joined the Board of Directors, and helped put together the various community surveys, grant proposals, and regulatory applications for the station.

Upon graduating in 1978, I joined the Becas Para Aztlan program, and with a group of about a dozen other Chicanos from around the country I went to Mexico for graduate studies. That was quite an experience. I first went to the Universidad Nacional Autonoma de Mexico to study sociology, then transferred to the graduate communications program at the Universidad Iberoamericana. Unfortunately I had a number of personal, family, and financial problems which made it increasingly difficult for me to continue. When the Iberoamericana was destroyed in the 1979 earthquake I gave up and came home.

Upon returning to Utah I resumed my work on the radio station project. I created a CETA position for myself and became the Assistant Program Director, and later became the Director of Public Affairs Programming. I was involved in every aspect of planning, creating, managing, and funding the station. When I left as an employee I rejoined the Board of Directors, and am currently chair of the Programming Committee. I moved onto another project, a local television program, "The Hispanic Review", which I planned, created and managed. I recently turned over my position as Producer to a young Puerta Riquena who I trained. I am still a co-host for that program. During those post graduate years I also took a few graduate courses. I had never lost my love of learning.

For one year prior to entering law school I worked as a community organizer, grant writer, and lobbyist on low-income rural housing issues. During that year I received an award for community service from the Governor's Hispanic Advisory Council. Working in the ultra conservative legislature and with local officials in rural Utah was so frustrating and

difficult that I decided it was time to increase my personal clout. I decided to go to law school. To do so I had to temporarily give up some of my community activities. I resigned from my position on the Utah Chicano Scholarship Fund Committee (yes I know from experience how hard it is to select scholarship recipients). I resigned as County Vice-President of SOCIO, the largest Hispanic organization in Utah. I withdrew my application for Director of the State Office of Hispanic Affairs. And I threw a going away party at which I warned my community activist colleagues that, although I wasn't leaving physically, I would effectively be absent from the community for three years.

Law school is hell! With the aid of a strong support group in the law school I have been very successful academically. In fact with that help I have been able to do what no other minority has done in the history of this school. I am at the top of my class and am an editor of the law review. Unfortunately most minority students have been at the very bottom of the class. Many have failed out. In recent years we have developed an academic support program which has been fairly successful in improving the performance of minority students. We are now preparing for a battle to improve that program even further. The support program certainly has helped me. The major thing that has hindered my further success has been my irrepressible urge for activism. I have continued some of my off-campus activism, especially with the radio and TV projects. And I have been raising a little hell here at school. Earlier this year we created the Minority Law Caucus. I am Vice-President. After a frustrating battle with the placement center, we decided to create our own placement project since minority students have not been able to get jobs. We are planning a variety of activities for this year, including the sponsoring of speakers, a newsletter, etc. For the past year and a half I have been tutoring other minority students. I am active with a legal fraternity. I am a student member of the Utah Hispanic Bar Association. I have also been appointed to a national position with the Law Student Division of the American Bar Association. I am now serving as student Liaison to the ABA Consortium on Legal Services, a group which oversees the ABA's extensive involvement on behalf of legal services to the poor. It is very important and satisfying work. However it involves a lot of travel around the country and other time requirements which take away from my studies. And not all of the expenses are covered. I have already incurred about \$1200 in personal debt for travel costs and expect to add to that during the remainder of my one year term of office. That of course is in addition to my existing school loan debts.

My various experiences with teaching, including the law school tutoring, have convinced me that my strongest career interest is in teaching. I am told that it is extremely difficult to get a teaching position in law. The competition is fierce, and the academic requirements are very, very high. Only a handful of Hispanics have been able to cross those barriers. We are fortunate to have one of the few here at the University. If I had gone to

Harvard and was at the top of my class my own chances for a teaching position would be very good. Unfortunately I am not that wealthy. I never even considered Harvard or any other outrageously expensive school. With the academic success I have had at the University of Utah, a "respectable" but not traditionally top ten school, I do have some chance if I work hard and play all the right cards. I am strongly considering going for a graduate law degree at one of the top schools. That will partly depend upon how badly in debt I am when I finish my current degree.

My financial situation is such that I could get through the remaining year of law school if I just kept working part time as I did during the previous two years. Unfortunately, with the recently added demands of my editorial duties on the Utah Law Review and the various service activities that I have already overcommitted to my grades are now dropping slightly. If I take on the additional pressure of employment, I have no doubt that my grades will suffer significantly. That will effectively eliminate many of my career options in the extremely grade conscious legal profession. I have already explored all the financial aid options which I have been informed of. I would appreciate any assistance that might be forthcoming from the National Hispanic Scholarship Fund. I am sure that there are many other students whose financial needs are greater, and who are working at least part time to meet their own needs. I could do the same, as I have in the past, but I would then have to drop back into the pack, rather than being a leader. Being the first minority to achieve such heights at the University is important to me. It is important to my community. Having just one more Hispanic lawyer is not going to make that much difference. But having a Hispanic lawyer with the credentials to break into areas in the profession where minorities in Utah have never ventured will make a difference.

mil gracias,

A handwritten signature in black ink, appearing to read 'Robert Flores', with a long horizontal flourish extending to the right.

Up Date:

Mr. Robert Flores, Esq. graduated Cum Laude, and now works at Wilmer, Cutler & Pickering in Washington, D.C.

If Mr. Flores is acceptable perhaps you could invite him and his wife to the reception.

W-202/244-8831
H-202/663-6000

RECOMMENDED LIST
OF HISPANIC ORGANIZATIONS

1. Mr. Ernest Z. Robles
Executive Director
National Hispanic Scholarship Fund
P.O.Box 748
San Francisco, CA 94101 415-892-9971
2. Mr. Jesse Aguirre
President
National Hispanic Corporate Council
P.O. Box 52085
Phoenix, AZ 85072-2085 602-952-7747
3. Dr. Antonio Rigual
Executive Director
Hispanic Association of Colleges and Universities
411 S.W. 24th Street
San Antonio, Texas 78207 512-433-1501
4. Mr. Pedro Viera
President
SER Jobs for Progress National, Inc.
1355 River Bend Drive Suite 240
Dallas, Texas 75247 214-631-3999
5. Ms. Margarita Colmenares
President
Society of Hispanic Professional Engineers
5400 E. Olympic Boulevard Suite 225
Los Angeles, CA 90022 213-725-3970
6. Mr. Richard Farias
President
Association for the Advancement of Mexican Americans
204 Clifton Street
Houston, Texas 77011 713-926-9491
7. Ms. Antonia Hernandez
President and General Counsel
Mexican American Legal Defense and Educational Fund
634 S. Spring Street 11th Floor
Los Angeles, CA 90014 213-629-2512

8. Mr. Mario Diaz
National Chairman
G.I. Forum of the United States
1017 N. Main Suite 201
San Antonio, Texas 78212 512-223-1697
9. Mr. Guarione M. Diaz
President
Cuban American NATIONAL Council
300 S.W. 12th Avenue 3rd Floor
Miami, FL 33130-2038 305-642-3483
- ~~10. Ms. Inocencia Cosme
President
Grand Council of Hispanic Societies in Public Service
30 Vesey Street 11th Floor
New York, NY 10007 212-349-7300~~
11. Ms. Lillian Aguilar
President
Latin Business Association
5400 E. Olympic Blvd. Suite 237
Los Angeles, CA 90022 213-721-4000
12. Mr. Luis Sabines
President
Latin Chamber of Commerce of U.S.A.
1417 W. Flager Street
Miami, FL 33135 305-642-3870
13. Ms. Irma Maldonado
President
Mexican American Women's National Association
1201 16th Street, N.W. Suite 230
Washington, D.C. 20036 202-822-7888
14. Mr. Jose Longoria
Executive Director
LULAC National Education Service Centers, Inc.
400 First St., N.W. Suite 716
Washington, D.C. 20001 202-347-1652
15. Mr. Raul Yzaguirre
President
National Council of La Raza
810 First Street, N.E. Suite 300
Washington, D.C. 20002 202-289-8173

16. Mr. Manuel Oliverez
President
National Image, Inc.
810 First Street NE
Washington, D.C. 20002 202-289-3777
17. Dr. Harry Pachon
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National Association of Latino Elected
and Appointed Officials
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18. Mr. Francisco Newton
Executive Director
National Association of Hispanic Journalists
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20. Mr. Louis Nunez
President
National Puerto Rican Coalition
1700 K Street, N.W. Suite 500
Washington, D.C. 20006 703-223-3915
21. Mr. Ruben Franco
President and General Counsel
Puerto Rican Legal Defense and Education Fund
99 Hudson Street 14th Floor
New York, NY 10013 212-219-3360
22. Ms. Celia G. Torres
Chairperson
National Network of Hispanic Women
611 Wilshire Blvd. Suite 400
Los Angeles, CA 90017 213-624-3697

23. Mr. Dionicio Morales
President
Mexican American Opportunity Foundation
6252 E. Telegraph Rd.
City of Commerce, CA 90040 213-722-7807
24. Mr. Guadalupe Garcia
President
U.S. Hispanic Chamber of Commerce
4900 Main Street Suite 700
Kansas City, Missouri 64112 816-531-6363
25. Mr. Tony Valencia
President and CEO
Mexican American Foundation
1446 Front Street Suite 203
San Diego, CA 92101 619-232-1010

ARCHBISHOP PATRICK FLORES

MARIO MORENO
MALDEN REGIONAL COUNSEL
1430 K ST. N.W. #700
WASHINGTON, DC 20005

see
next
page

THE WHITE HOUSE

WASHINGTON

SCHEDULE PROPOSAL

November 2, 1989

TO: JOSEPH HAGIN
DEPUTY ASSISTANT TO THE PRESIDENT
FOR APPOINTMENTS AND SCHEDULING

THROUGH: DAVID DEMAREST *DD*
ASSISTANT TO THE PRESIDENT
FOR COMMUNICATIONS

FROM: SICHAN SIV *JS*
DEPUTY ASSISTANT THE PRESIDENT
FOR PUBLIC LIAISON

SHIREE SANCHEZ *SS*
ASSOCIATE DIRECTOR
OFFICE OF PUBLIC LIAISON

REQUEST: TO HOST AN EAST ROOM BRIEFING AND STATE FLOOR
RECEPTION TO HIGHLIGHT THE SUPPORT OF CORPORATE
AMERICA IN THE HISPANIC COMMUNITY.

PURPOSE: To commend and encourage the continued
participation of corporate America partnerships
with the Hispanic community, the top 50
corporations in the U.S. who through corporate
philanthropy, recruitment, sponsorship of Hispanic
events, organizations, and educational programs
are identified as providing the most opportunities
for Hispanics.

BACKGROUND: A primary source of funding for organizations and
programs in the Hispanic community is from
corporate America.

In recognizing these corporations, the invitee
would include: the CEO's and spouses from these
corporations, the Corporate Outreach decision
maker, and the beneficiaries of these efforts in
the Hispanic community, i.e.; leadership from
the organizations, scholarship programs, etc...

Hispanic Magazine in conjunction with the Hispanic
Corporate Council will provide the needed
research. Hispanic Magazine would like to feature
the President and Mrs. Bush on the cover of the
Jan.- Feb. issue, and use the event as a feature
story. Univision would also participate where
appropriate.

PREVIOUS
PARTICIPATION: None

DATE AND TIME: November 28, 1989
Briefing: 5:00 - 6:30 p.m.
Reception: 6:30 - 8:00 p.m.

LOCATION: East Room briefing / State Floor reception

PARTICIPANTS: BRIEFING: The President
Secretary Mosbacher
Ambassador Hills
Greg Petersmeyer, Deputy Assistant to
the President, National Service

RECEPTION: The President
Mrs. Bush
Secretary Cavazos
Secretary Lujan
Briefing participants
Invited Guests

OUTLINE
OF EVENTS: The President arrives in the East Room
as the final speaker
The President gives brief remarks
The President departs East Room
The President and Mrs. Bush host receiving line
for guests departing the East Room for State Floor
reception
The President and Mrs. Bush participate in
State Floor Reception
The President and Mrs. Bush depart.

REMARKS
REQUIRED: 5 minutes

MEDIA
COVERAGE: Press Pool

PROJECT
OFFICER: Shiree Sanchez
Associate Director
Office of Public Liaison

1. Coca - Cola
1 Coca - Cola Plaza
Atlanta, Georgia 30301
(404) 676-2121

Roberto C. Goizueta
Chairman of the Board & CEO

Bonnie Garcia
National Director of Hispanic Markets

2. Bacardi
2100 Biscayne
Miami, Florida 33137
(305) 573-8511

Manuel A. Del Valle
President

Freddy Pierda
Senior Brand Manager

3. Dow Chemical
2030 Willard H. Dow Center
Midland, MI. 48674
(517) 636-1000

Frank P. Popoff
President, CEO & Chairman of Executive Committee

Ramon Arias
Dow Brands Manager

4. J.C. Penney Company, Inc.
14841 N. Dallas Parkway
Dallas, TX 75240
(214) 591-1000

William R. Howell
Chairman of the Board & CEO

Patricia Asip
Manager of Special Segment Marketing

5. General Motors
General Motors Bldg.
Detroit, MI 48202
(517) 377-5000

Roger B. Smith
Chairman & CEO

Leo Garcia
Manager of Urban Affairs

6. Lockheed Corporation
4500 Park Granada Blvd.
Casablanca, CA 91399
(818) 712-2000

Daniel L. Tellep
Chairman of the Board & CEO

Tom Keeton
Corporate Director

7. Metropolitan Life Insurance Company
1 Madison Avenue
New York, NY 10010
(212) 578-2211

John J. Creedon
President & CEO

Isabel Garcia
Hispanic Marketing

8. Goya Foods Inc.
100 Seaview Dr.
Secaucus N.J. 07096
(201) 348-4900

Joseph A. Unanue
President

Joseph F. Unanue
Vice President

9. Hallmark Cards Inc.
2501 McGee
Kansas City, MO 64141
(816) 274-5111

Irvine O. Hockaday
President & CEO

Philip Aponte
Managing Director, Latin America

10. General Electric
3135 Easton Turnpike
Fairfield, CT 06431
(203) 373-2211

John F. Welch, Jr.
President, CEO & Chairman of the Board

Arthur Puccini
Vice President, Corporate Employee Relations

11. IBM
Old Orchard Road
Armonk, N.Y. 10504
(914) 765-1900

John F. Akers
Chairman, Pres & CEO

Richard Hernandez
Director, Public Relations

12. Seagram
375 Park Ave.
New York, N.Y. 10152
(212) 572-7000

Edgar M. Bronfman, Sr.
Chairman & CEO

Clyde Allen
Director of Minority Affairs

13. Sears
Sears Tower
Chicago, Illinois 60684
(312) 875-2500

Edward A. Brennan
Chairman & CEO

Ms. Sandra C. Hagerty
Director, Affirmative Action & Equal Opportunity Programs

14. Southland
2711 North Haskell
Dallas, TX 75204
(214) 828-7011

John P. Thompson
Chairman

Gil Gallegos
Affirmative Action - EEO

15. Southwestern Bell
One Bell Center
St. Louis, MO 63101
(314) 235-9800

Zane E. Barnes
Chairman of the Board & CEO

Hector Gutierrez, Jr.
General Manager, Regional Sales

16. Ford Motor Company
World Headquarters, Rotunda Drive
Detroit, MI 48121
(313) 322-3000

Donald E. Petersen
Chairman & CEO

Ed Rodriguez
Assistant Manager Corporate Urban Programs

17. GTE
1 Stanford Forum
Stanford, CT 06904
(203) 965-2000

James L. Johnson
Chairman & CEO

Bruce Carswell
Senior Vice President, Human Resources

18. Banco Popular De Puerto Rico
San Juan, PR
(809) 763-4988

Richard Carrion
President & CEO

Edgardo N. Vasquez
Vice President, American Operations
7 West 51st St.
New York, NY 10019
(212) 315-2800

19. Proctor & Gamble Company
P.O. Box 599
Cincinnati, OH 45202
(513) 983-1100

J.G. Smale
Chairman of the Board & CEO

Neil Comber
Director of Special Markets

20. Apple Computer, Inc.
20525 Mariani Ave.
Cupertino, CA 95014
(408) 996-1010

John Sculley
Chairman, President & CEO

Santiago Rodriguez
Manager of Multi-Cultural Programs

21. Kraft
Kraft Court
Glenview, IL 60025
(312) 998-2000

Michael A. Miles
President & CEO

Tom Rickey
V.P. Corporate Communications

22. Rockwell International Corporation
2230 E. Imperial Hwy.
El Segundo, CA 90245
(213) 647-5000

Donald R. Beall
Chairman of the Board & CEO

Al Mejia
Director of Urban Affairs-Aerospace

23. Hughes Aircraft Co.
7200 Hugh Terrace
Los Angeles, CA 90045
(213) 568-7200

Dr. Malcolm R. Currie
Chairman of the Board & CEO

Fred Rodriguez
Manager of Corporate Employment Programs

24. Chevron Corp.
225 Bush St.
San Francisco, CA 94104
(415) 894-7700

Kenneth T. Derr
Chairman of the Board & CEO

Kim-Lan Condradt
Community Relations

25. Miller Brewing Company
3939 W. Highland Blvd.
Milwaukee, WI 53208
(414) 931-2000

Leonard J. Goldstein
President & CEO

Jose Ruano
Manager of Hispanic Marketing

26. Burger King Corporation
17777 Old Cutter Road
Miami, FL 33152
(305) 378-7011

Ron Petty
President

Vicente Silva
Manager of Hispanic Affairs

27. Warner Lambert
201 Tabor Rd.
Morris Plains, N.J. 07950
(201) 540-2000
- Joseph D. Williams
Chairman & CEO
- Felix J. Garcia
TOD, Pharmaceuticals Manufacturing Services Vice President
28. Marriott
Marriott Drive
Washington, D.C. 20058
(301) 380-9000
- J.W. Marriott
Chairman, President & CEO
- Al Rankin
Vice President of Corporate Relations
29. McDonald's
1 McDonald's Plaza
Oak Brook, IL 60521
(312) 575-3000
- Fred L. Turner
Chairman
- Charles Barajas
Staff Dir. for Affirmative Action
30. The Equitable Life Assurance Society of the U.S.
787 Seventh Ave.
New York, NY 10019
(212) 554-1234
- Richard H. Jenrette
Chairman of the Board
- Gregory C. Good, Jr.
Senior Vice President, Corporate Communications
31. Ryder System, Inc.
3600 N.W. 82nd Ave.
Miami, Florida 33166
(305) 593-3726
- M. Anthony Burns
Chairman, Pres. & CEO
- James Champion
Director of Human Resources & EEOC Programs

32. Xerox
800 Long Ridge Rd.
Stamford, CT 06904
(203) 968-3000
- David T. Kearns
Chairman & CEO
- P. Gus Cardenas
Nat. Liaison for Hisp. Affairs
33. Allstate
4 Allstate Plaza
Northbrook, IL 60062
(312) 402-5000
- Wayne Hadien
Chairman & CEO
- Thomas W. Tewsbury
Senior V.P. Corporate Human Resources
34. Mobil Corporation
150 E. 42nd Street
New York, NY 10017
(212) 883-4242
- Allen E. Murray
Chairman of the Board & CEO
- Rex D. Adams
Vice President of Administration
35. AT&T
550 Madison Ave.
New York, N.Y. 10022
(212) 605-5500
- Robert E. Allen
Chairman & CEO
- Rita di Martino
Director, International Public Affairs

36. Anheuser Busch
1 Busch Place
St. Louis, MO 63118
(314) 577-2000

August A. Busch III
Chairman, Pres., & CEO

Jesse Aguirre
Vice President Corporate Relations

37. Atlantic Richfield
515 S. Flower St.
Los Angeles, CA 90071
(213) 486-3511

Lodwick M. Cook
Chairman & CEO

Al Zapanta
Director Government Relations

38. Colgate-Palmolive
300 Park Ave.
New York, N.Y. 10022
(212) 310-2000

Reuben Mark
Chairman, Pres., & CEO

Juan Melendez
General Manager, Hispanic Marketing

39. Coors
Adolph Coors Co.
Golden, CO 80401
(303) 279-6565

William K. Coors
Chairman

Carlos Soto
Regional Manager

40. Domino's
P.O. Box 997
Ann Arbor, MI 48106
(313) 930-3030

Thomas S. Monaghan
Chairman, Pres., & CEO

Burke Cueny
Director of Marketing

41. Dr. Pepper - 7 UP Company
8144 Walnut Hill Lane
Dallas, TX 75231-8144
(214) 360-7000

John R. Albers
Pres., & CEO

Jim Ball
V.P. Corporate Communications

42. Pepsi Cola Co.
Rtes 35 & 100
Somers, N.Y. 10589
(914) 767-6000

Craig Weatherup
President

Ron Harrison
Vice President

43. Philip Morris Co. Inc.
120 Park Ave.
New York, N.Y. 10017
(212) 880-5000

Hamish Maxwell
Pres., & CEO

Frank Gomez
Director of Public Affairs

44. Polaroid Corp.
549 Technology Sq.
Cambridge, MA 02139
(617) 577-2000

I. MacAllister Booth
President & CEO

Harry Johnson
Director of Public Affairs

45. American Airlines
P.O. Box 619616
DFW Airport, TX 75261-9616
(817) 335-1234

Robert L. Crandall
Chairman & CEO

Barbara Landers
Managing Director Personnel Resources

46. Northrup Corporation
1840 Century Park East
Los Angeles, CA 90067
(213) 553-6262

Thomas V. Jones
CEO

L.T. Walker
Manager of Affirmative Action Programs
H001-1A, Northrup Corporation
8900 East Washington Blvd.
Pico Rivera, CA 90660
(213) 942-5009

47. Univision
767 Fifth Avenue, 12th Floor
New York, NY 10153
(212) 826-5266

Joaquin Blaya
President

48. Avon Products, Inc.
9 West 57th Street
New York, NY 10019
(212) 546-6015

James E. Preston
CEO

Sonia Green
Marketing Sales Manager

49. RJR Nabisco, Inc.
Corporate Headquarters
300 Galleria Parkway
Atlanta, GA 30339
(404) 852-3000

Louis V. Gerstner
President & CEO

Donald G. Haver
V.P. Contributions

50. K Mart
3100 W. Big Beaver Rd.
Troy, MI 48084
(313) 643-1000

Joseph E. Antonini
Chairman, President & CEO

Ron Dejaeghere
Vice President Community Affairs

51. U.S. West International
5251 DTC Parkway - Penthouse One
Englewood, Colorado 80111
(303) 796-2520

Reynie U. Ortiz
President

52. Exxon Corporation
1251 Avenue of the Americas
New York, NY 10020
(212) 333-1000

Lawrence G. Rawl
Chairman of the Board & CEO

T.H. Tiedemann, Jr.
V.P. Human Resources

53. Federal Express Corporation
P.O. Box 727
Memphis, TN 38194
(901) 369-3600

Frederick W. Smith
Chairman of the Board, President & CEO

Michael Glenn
Vice President, Express Marketing

54. Gerber Product Co.
444 State St.
Freemont, MI 49412
(616) 928-2000

David W. Johnson
Chairman & CEO

Joaquin Pericas
Director of Marketing Research

55. Mary Kay
8787 Stemmons Freeway
Dallas, TX 75247
(214) 630-8787

Mary Kay Ash
Founder

Marcia Shivers
Project Manager

56. Kellogg
1 Kellogg Square
Battle Creek, MI 49016
(616) 961-2000

William E. LaMothe
Chairman & CEO

Neil Nyberg
Director of Corporate Communications

57. Borden Inc.
277 Park Ave.
New York, NY 10172
(212) 573-4000

R.J. Ventres
Chairman & CEO

Judy Barker
Director Borden Foundation

58. Goodyear
1144 East Market Street
Akron, OH 44316-0001
(216) 796-2121

T.H. Barrett
Chairman of the Board & CEO

Joseph Genaro
Management Engineer

59. Ralston Purina
Checkerboard Square
St. Louis, MO 63164
(314) 982-1000

William P. Stiritz
Chairman of the Board, President & CEO

Elmer Richards
Director of Public Relations

60. Sara Lee Corporation
Three First National Plaza
Chicago, IL 60602-4260
(312) 558-8587

John H. Bryan, Jr.
Chairman of the Board & CEO

Elynor A. Williams

61. American Express
American Express Towers
World Financial Center
New York, NY 10285-3130
(212) 619-2000

James D. Robinson, III
Chairman & CEO

Carlos Ordonez
Vice President Personal Card

62. Quaker Oats
Merchandise Mart Plaza
Chicago, IL 60654
(312) 222-7111

William D. Smithburg
Chairman & CEO

Jose Garduno
Manager Customer Financial Service

63. McDonnell Douglas
P.O. Box 516
St. Louis, MO 63166
(314) 232-0232

John F. McDonnell
Chairman & CEO

Jim Reed
Director of Public Relations

64. 3M
3M Center Bldgs 14W-04
St. Paul, MN 55144
(612) 733-1110

Allen F. Jacobson
Chairman of the Board & CEO

Miles Nelson
Director of Corporate Communications

65. Carnation Company
5045 Wilshire Blvd.
Los Angeles, CA 90036
(213) 932-6000

T.F. Crull
President & CEO

Leticia Quezada
Manager of Hispanic Marketing

66. Pfizer
235 E. 42nd Street
New York, NY 10017
(212) 573-2323

Edmond T. Pratt, Jr.
Chairman of the Board & CEO

Charlene McElray
Division of Equal Opportunity Affairs

67. Johnson & Johnson
One Johnson & Johnson Plaza
New Brunswick, NJ 08933
(201) 524-0400

Ralph S. Larsen
Chairman of the Board & CEO

F. Robert Kniffin
Director of Corporate Public Relations

THE WHITE HOUSE

WASHINGTON

1989 OCT 30 PM 4:09

October 27, 1989

THE PRESIDENT HAS SEEN

MEMORANDUM FOR THE PRESIDENT

THROUGH: GOVERNOR SUNUNU 

FROM: DAVID Q. BATES 

SUBJECT: Task Force on Hispanic Education

Attached for your review and signature is a memo to Secretary Cavazos directing him to establish a Task Force on Hispanic Education within the Domestic Policy Council's Education Working Group.

For social and historical reasons, the educational problems of Hispanic Americans are especially acute. The Hispanic population has extremely high rates of illiteracy and the highest dropout rate of any racial or ethnic group.

The White House has been approached by representatives of several Hispanic organizations, and Governor Sununu met with the National Council of La Raza before the Education Summit in September. The Department of Education agrees that this issue could best be handled by the DPC's Education Working Group, which Secretary Cavazos chairs.

Attachment

THE WHITE HOUSE
WASHINGTON

MEMORANDUM FOR THE SECRETARY OF EDUCATION

SUBJECT: Education of Hispanic Americans

All children in America should have the opportunity to achieve their fullest potential as human beings. And, as you know, much of that opportunity depends on education.

Sadly, Hispanic Americans are especially undereducated. As Hispanics become the largest minority group in the United States early in the next century, it becomes more and more important to overcome the crisis in Hispanic education.

Indeed, the statistics that you have provided to me compel attention:

- o Between 9 and 11 percent of Hispanic students drop out of high school each year -- the highest dropout rate of any major ethnic or racial group.
- o Among Hispanics over the age of 25, an alarming 52 percent have not completed high school, compared to 24 percent of non-Hispanics.
- o Only 10 percent of Hispanics over the age of 25 have completed four or more years of college, compared to 21 percent of non-Hispanics.
- o Every major report on adult illiteracy has found that the rate for Hispanics is much higher than the rate for the non-Hispanic population.

The Working Group on Education of the Domestic Policy Council, which you chair, is already addressing important education issues. I would ask that you form a Task Force within that Working Group to focus on Hispanic education. The Task Force on Hispanic Education will report to me through the Domestic Policy Council and its Education Working Group.

Specifically, the Task Force on Hispanic Education should:

- o Assess the participation of Hispanics in Federal education programs.
- o Identify barriers that may limit Hispanic participation in Federal education programs.
- o Suggest alternative strategies to enhance Hispanic participation in Federal education programs.

The Task Force should complete its work and report to me by the end of February 1990 so that the results of its work can be incorporated, as appropriate, into our broader efforts to improve American education in conjunction with the setting of national goals as called for at our Education Summit.

I also understand that you will be appointing a special advisor on dropouts -- a new position in your office. Because of the problem of dropout rates in the Hispanic community, I urge you to direct your special advisor to work closely with representatives of the Hispanic community.

We must step up our efforts to ensure the education of Hispanic Americans as a vital part of our overall commitment to excellence in education.

A handwritten signature in black ink, appearing to read "C. Bush". The signature is written in a cursive, flowing style with a large initial "C" and a long, sweeping underline.

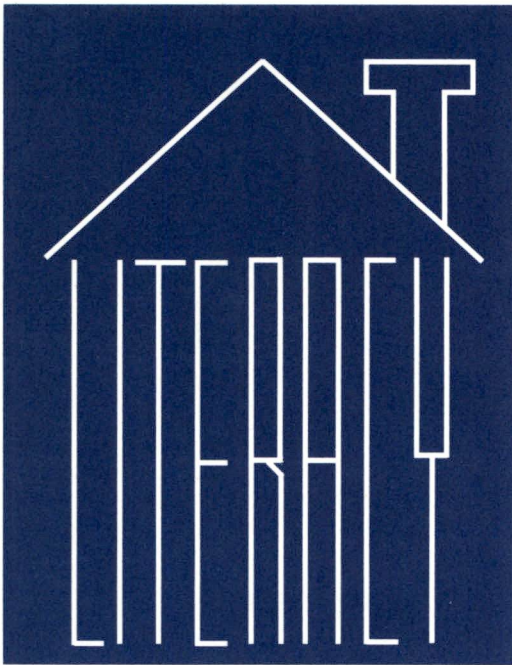


**SER-
Jobs For
Progress
National, Inc.**

Cultivating America's Greatest Resource: People

BULK RATE
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DML-0035
Ms. Sherry Sanchez
Associate Director
Office of Public Liaison
The White House
O.E.O.B. 196
Washington, DC 20500



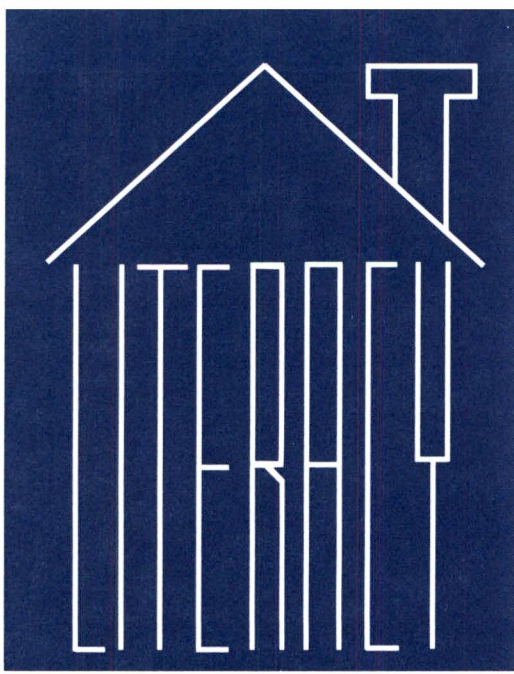
AND THE FAMILY

FOUNDATION FOR AMERICA'S FUTURE

*Logo design courtesy of Anderson Fischel Thompson
Typography courtesy of Bozell, Jacobs, Kenyon &
Eckhardt*

Printing courtesy of LTV Missiles & Electronics Group

**SER-Jobs for Progress,
Inc.'s 24th Annual
Conference &
2nd Annual Job Fair
Dallas, Texas
Fairmont Hotel
April 10-14, 1990**



AND THE FAMILY

FOUNDATION FOR AMERICA'S FUTURE

Literacy and the Family: Foundation for America's Future

Hispanic

Traditionally, Americans have relied on the family to provide economic and social stability. From meeting the developmental needs of toddlers to housing grandparents, the family has always been the primary source of strength and values, and the provider of "services" for the immediate and extended family. However, in recent years, the family structure has had to withstand the challenges thrust upon it by an ever changing and increasingly complex world. Moreover, the family has undergone the tragedies of drug abuse, teenage pregnancy, youth school drop out, crime and unemployment. Many of these symptoms can be traced to a major problem in America today: the exceedingly high rate of illiteracy.

Hispanic Americans, perhaps more than any other segment of the United States population, have an even greater stake in overcoming this problem than most. Faced with a disproportionate rate of functional illiteracy (approximately one-third of the estimated 23 million functional illiterates in the U.S. are Hispanic) and a staggering dropout rate of over 50 percent, Hispanic Americans are returning to its traditional source of strength — the family — in an effort to end this intergenerational tragedy.

SER-Jobs for Progress, Inc., building on its 25-year history of providing employment and training services, developed a program in 1986 which combines the resources inherent in the traditional family unit with the latest technology to positively influence the learning process. This program, the SER Family Learning Center, incorporates these elements to help participants master basic academic and job skills essential to attaining economic and social well-being.

At SER's 24th Annual Conference in Dallas, Texas, the Family Learning Center approach, as well as innovative advancements in basic skills training, will be further explored in workshops, panel sessions, and public forums. Please join SER network representatives, educators, community leaders, public officials and corporate executives in the continuing development of solutions to the illiteracy problem in the Hispanic community as it effects the family, the corporate sector and the nation as a whole.

Who Should Attend?

- ✍ Major U.S. corporations
- ✍ Literacy organizations
- ✍ Hispanic & other minority groups
- ✍ Small business enterprises
- ✍ Federal, state & local government
- ✍ Community-based organizations
- ✍ Private Industry Councils
- ✍ Educational institutions/Students
- ✍ Labor & trade unions
- ✍ Advertising & consumer groups
- ✍ Foundations
- ✍ Human resource departments
- ✍ Professional job applicants

Workshop Topics Include:

- ✍ Literacy Programs & the Changing Role of the Family - Effective local family-centered literacy programs & the impact of changes in JTPA on those programs will be explored.
- ✍ Literacy Programs & the Changing Role of the Private Sector - Future labor force needs & the importance of corporate & foundation involvement in preparing for those needs will be discussed (i.e., work force literacy.)
- ✍ Innovative Programs for Women: Welfare to Work - Discussion of innovative literacy & employment training programs that assist women make the transition from welfare to work.
- ✍ Literacy Programs & the Changing Role of the Government - Recent changes in JTPA & the need to incorporate literacy training in all public sector training programs will be discussed.
- ✍ Intergenerational Child Care - Overview of the importance of intergenerational "smart" child care. Illustrations of model programs will be presented.
- ✍ Innovative Methods to Keep Youth in School - Analysis of programs that use alternate curricula & methods that help prevent youth from dropping out.

SER-Jobs for Progress, Inc.'s 24th Annual Conference & 2nd Annual Job Fair
Dallas, Texas
Fairmont Hotel
April 10-14, 1990

Tentative Agenda

Monday, April 9

8:00 pm - 10:00 pm

Tuesday, April 10

10:00 am - 5:00 pm

8:00 am - 9:00 am

9:00 am - 10:30 am

10:30 am - 5:00 pm

1:30 pm - 7:00 pm

6:00 pm - 8:00 pm

Wednesday, April 11

8:00 am - 5:00 pm

8:30 am - 9:45 am

9:00 am - 12:00 pm

10:00 am - 11:30 am

12:00 pm - 1:30 pm

1:30 pm - 5:00 pm

1:30 pm - 7:00 pm

2:00 pm - 3:30 pm

6:00 pm - 8:00 pm

Thursday, April 12

8:00 am - 5:00 pm

8:30 am - 9:45 am

9:00 am - 12:00 pm

10:00 am - 11:30 am

12:00 pm - 1:30 pm

1:30 pm - 5:00 pm

2:00 pm - 3:30 pm

2:00 pm - 4:00 pm

7:00 pm - 11:00 pm

Friday, April 13

8:00 am - 3:00 pm

8:30 am - 9:45 am

9:00 am - 12:00 pm

10:00 am - 11:30 am

12:00 pm - 2:00 pm

2:00 pm - 3:30 pm

7:00 pm - 8:00 pm

8:00 pm - 10:00 pm

Saturday, April 14

8:00 pm - 1:00 am

Press Reception

Registration

Directors Breakfast

Directors Workshop

Directors Meeting

Job Fair

Welcome Reception

Registration

Opening Breakfast & Ribbon Cutting

Trade Fair

Workshop: Literacy/Family

Corporate Luncheon

Trade Fair

Job Fair

Workshop: Literacy/Private Sector

Chairman's Reception

Registration

Amigos de SER Breakfast

Trade Fair

Workshop: Women/Welfare to Work

Women's Recognition Luncheon

Trade Fair

Workshop: Literacy/Government

Amigos de SER Meeting

Fiesta Night

Registration

SER Awards Breakfast

Trade Fair

Workshop: Literacy/Child Care

Hispanic Leaders/Youth Luncheon





Workshop: Keep Youth in School

Pre-Banquet Reception

Annual Banquet

SER Dance

Invited Speakers Include:

-  Mrs. Barbara Bush, First Lady
-  Dr. Arturo Madrid, Tomas Rivera Institute Executive Director
-  Dallas Mayor Annette Strauss
-  Mr. James Duffy, Project Literacy U.S. (PLUS)
-  Hon. Manuel Lujan, Jr., U.S. Secretary of the Interior
-  Hon. Elizabeth Dole, U.S. Secretary of Labor

-  Hon. Lauro Cavazos, U.S. Secretary of Education
-  Hon. Sargent Shriver, Former Director of U.S. Office of Economic Opportunity
-  Hon. Phil Gramm, U.S. Senator
-  Mr. Phillip Samper, Eastman Kodak Vice Chairman of the Board

For more information, call SER National at (214) 631-3999.

Sponsorships

Platinum:	\$40,000
Gold:	\$25,000
Silver:	\$10,000
Bronze:	\$ 5,000

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Advertising space will be available in SER's quarterly publication, SER AMERICA. The official conference program will be included in the Spring 1990 edition.

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Contact Allison Parker for more information.

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Order taken by: _____ Date: _____

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HISPANICS AND WORKING AMERICA

According to the Census Bureau, the U.S. Hispanic population is growing five times faster than the rest of the country and now numbers over 20 million. Hispanics are making valuable contributions to America in such areas as Business, Education, Arts, Sports, Politics, Literature, Film, and more.

As we acknowledge the achievements of Hispanics, it is important to salute those who are contributing towards making these achievements possible. Many of America's major corporations have been instrumental in promoting the opportunities that affect social and economic advancement in the Hispanic community.

These opportunities include the recruitment, hiring and advancement of Hispanics. Investing in the Hispanic community is good business, and many companies have provided a helping hand to Hispanic entrepreneurs through minority supplier programs. Education is an important issue to all Hispanics, and these companies have contributed generously to educational programs and scholarships. Finally, these companies have proved their commitment through their involvement with Hispanic organizations on the local, state, and national levels.

As we approach the decade of the 90's, the challenges facing corporate America have never been greater. Given the increasing participation of Hispanics in America's work force, America's commitment to Hispanics is truly a Partnership for the Future.

HISPANIC

DECEMBER 1989 \$2.00

Martika

**SHE CAN ACT,
SHE CAN DANCE,
AND CAN SHE SING!**

**Hispanics
in Hawaii**

**Women
of the Year**

**On the Trail
of the Perfect
Tamale**



Christmas is
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WISDOM
TRUTH
HOPE
FAMILY
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Coors Brewing Company wishes you all the best
this holiday season and throughout the coming year.



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Profile in quality #10: Engineering.

Shown here is the 3.8 Liter Supercharged engine. It represents sophisticated high performance engineering. The Supercharged engine, available in the Ford Thunderbird Super Coupe and Mercury Cougar XR-7, is one example of Ford's constant exploration and development of new technologies. When quality is job 1—you don't do it any other way.

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and trucks in the world.SM**



Buckle up—together we can save lives.

HISPANIC

THE MAGAZINE FOR AND ABOUT HISPANICS

DECEMBER 1989



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FROM THE EDITOR



Merry Christmas from the staff at HISPANIC Magazine, from left to right, back row: Kecia Q. Bailey, John Sanchez, Carlos Manzano, Alfredo J. Estrada, Maddy Morrissey; Brian Maye, Ana Maria Arias; front row: Maria Elena Sharpe; Tony Barajas; and Alberto Insua.

December is a special month for all Hispanics. The Christmas season brings us all together from different parts of the country to be with our families and to share what we all have in common—our pride in being Hispanic.

Too often we dwell upon what divides us. Rather than work together to meet the challenges facing the Hispanic community, we often weaken our resolve by fighting among ourselves. We should view the holidays as an opportunity to reflect upon the common heritage that unites us. The strength of the Hispanic community lies in our diversity. This diversity should not divide us, but instead increase the value of our contributions to this great country.

This month, our cover story is Martika, who has achieved dazzling success with her first album and her hit single "Toy Soldiers." We celebrate our Christmas tradition with a look at *Las Posadas* in the Southwest, and a search for the perfect tamale. We then salute ten outstanding Women of the Year, selected by our readers. Finally, this month's Forum has a special significance. While many of us will celebrate Christmas with a well-laid table, we should not forget those who have nothing, who must face poverty and despair.

Those of us at HISPANIC wish you a very special Christmas and a happy 1990. *Feliz Navidad!*

Alfredo J. Estrada
Editor

HISPANIC

THE MAGAZINE FOR AND ABOUT HISPANICS

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SWEET FIFTEEN

Because I like this magazine, I felt I had to write. I wasn't a bit happy with the photo selected for your piece on *Quinceañera* [Oct. 1989]. It gives the wrong impression about this very old custom celebrating a girl's fifteenth birthday.

Vique Iruegas Perry
Humble, Texas

I wish you would have chosen a more traditional photo for your article instead of the ta-ra-ra-boom-dé-áy looking one you chose.

Isabel Estrada
Saginaw, Michigan

First I want to thank you for your *Quinceañera* article. It was very helpful in explaining the tradition to friends of ours, who wanted to know about our daughter's fifteenth birthday. However, the photo that was selected defies all the honors that the ceremony represents.

Arturo Martínez
Augusta, Georgia

DISCOVERING AMERICA

Ambassador Abelardo L. Valdez [Forum Oct. 1989] made many valid points about America's history. However, I strongly disagree with his reference to the "discovery" of American and the "discovery" and development of this country. This mode of thinking only helps perpetuate discrimination against all ethnic minorities in the United States and continues to promote Western European society as superior.

Robert Kovats
Merced, California

GRACIAS

I am a fifth-grade student. I read your magazine two times. I liked the models [Fall Fashion Oct. 1989]. My mom and brothers liked the magazine. I am keeping it in my magazine box, because when I grow up I want to be a model. I am proud to be a Hispanic.

Yvette Huitrán
El Paso, Texas

I discovered your wonderful magazine at the beginning of this year. The

success of the Hispanics you profile each month was great motivation for me to complete my most difficult semester of college (Spring '89). Thanks to you and these successful Hispanics, I have earned my associate degree in mechanical design. *Gracias por todo!*

Salvador Manuel Zamora
Carlsbad, California

I enjoyed your piece on the Children's Book Press [Coast to Coast Aug. 1989], but I want to point out that it is located at 5925 Doyle St., Suite U, Emeryville, California and not Los Angeles as was indicated in the article. For further information, you can call (415) 655-3395. Thank you.

Donna Fitch
Emeryville, California

I like what Sandra Forrero wrote in the October [1989] essay "Look At Me!" There is so much truth when she says, "Some people find it hard to accept differences. They don't understand...It's the attitudes of people towards me."

Like Sandra said, "They don't understand." I am proud of my heritage and am not willing to lose any part of my roots.

Art Gonzáles
Oak Hill, Wyoming

GIRL SCOUTS

Your advertisement on Girl Scouting in the October issue was bad timing for the El Paso area. Aside from the fact that the photograph used omitted any Hispanic girls, the local Girl Scout Council is in the midst of a controversy because in El Paso there are no Hispanic board members or leaders.

Girl Scouting for Hispanics? Not in El Paso.

Agustín Ramírez
El Paso, Texas

WHERE \$ CAME FROM

Regarding "La Merienda" piece "How many pesos is a dollar?" [August 1989], I would like to pass along another theory regarding the origin of our dollar mark. Mary Ellen Kiddle and Brenda Wegmann in the third edition of *Perspec-*



tivas, page 197, (New York: Holt, Rinehart & Winston, 1978), explain that our symbol for the U.S. dollar came from the banner wrapped around the columns of Hercules (the symbolic Straits of Gibraltar) on the newly minted Spanish coin.

Jana Sandarg
Augusta, Georgia

COMMENTS

I would like to clarify some misrepresented facts attributed to me in "Finding the Key to the V-door" [October 1989]. The article incorrectly depicts my first job assignment as an engineer and some comments made about me by a few workers. Additionally, the tone and drift of the article seems to be less than professional to women in engineering.

My first job was with an independent oil company and not the City of Long Beach. The comments referred to in the article were made by field workers at my first job and not the individuals I currently work with.

Laura Renwick
Long Beach, California

HISPANIC welcomes letters to the editor. Mail should be addressed to 111 Massachusetts Avenue, NW, Suite 410, Washington, D.C. and should include the writer's full name, address and daytime telephone number. Not all letters can be printed, and those published may be edited for purposes of clarity or space.

Focalpoint

A PERSONAL VIEW ON BEAUTY

Holiday Sparkle. Give your holiday glamour look a festive flair with the **Mary Kay® limited edition collection of sparklers** for eyes, lips and nails. In three precious metal shades — silver, bronze and gold — these versatile products offer a range of exciting possibilities. Wear one sparkler alone for a subtle shimmer; combine with other glamour shades for extra special effects. To achieve the look shown: apply Gold eye sparkler on the brow and along upper and lower lashline; Bronze eye sparkler on the lid over Shimmering Rust eye shadow. On the lips: Gold lip sparkler over Ginger Pearl lipstick. □

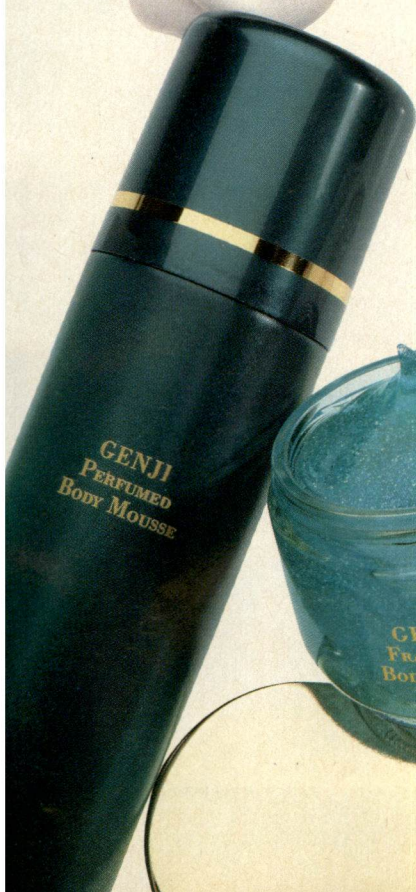


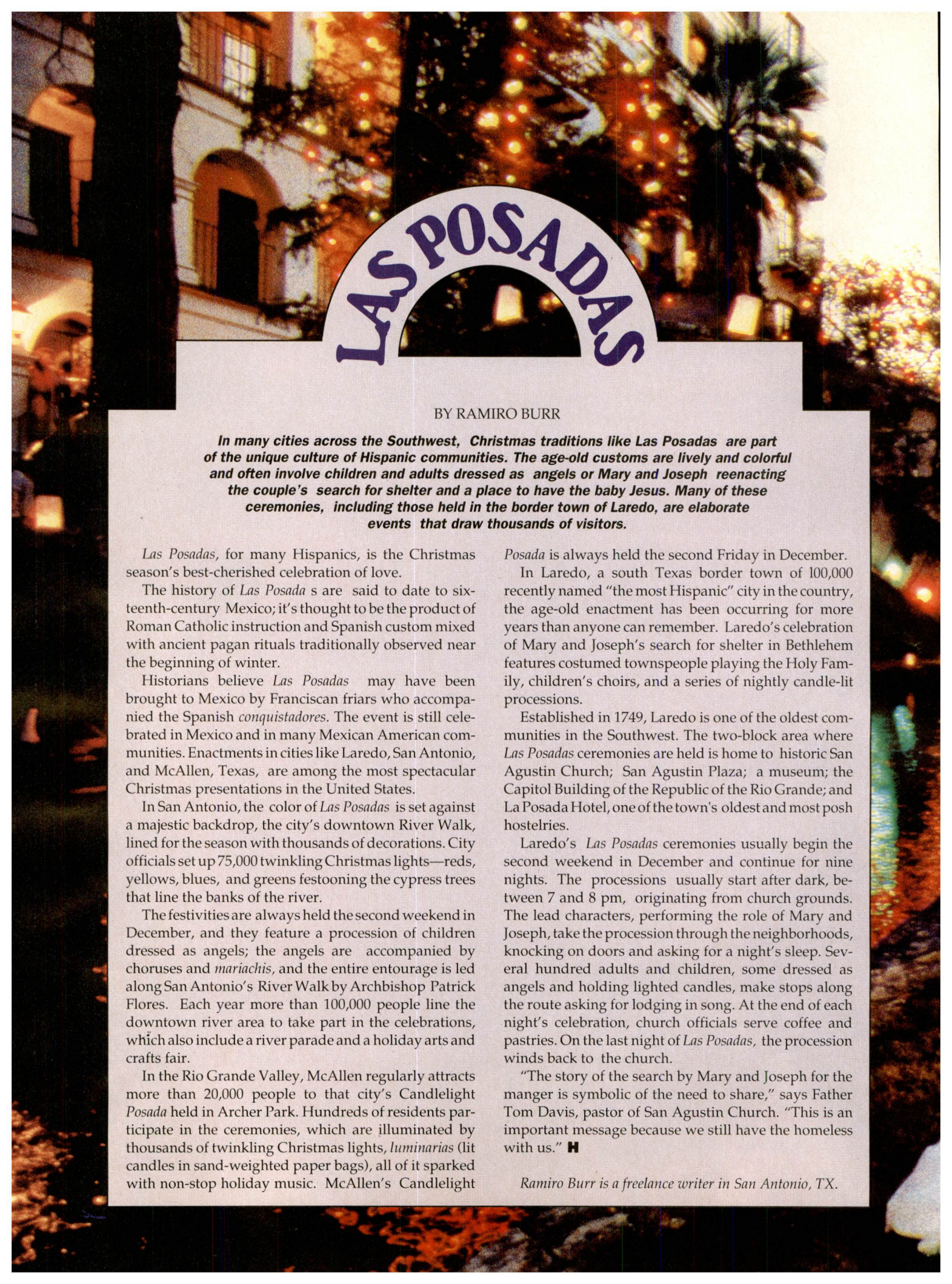
Scents of Style. Celebrate the season with fragrance — a gift that's always appropriate, always appreciated. Mary Kay has an exclusive collection of scents just perfect for holiday giving — one certain to suit every style, every preference. Choose from an exquisite array of product forms — long-time favorites including cologne, soap, dusting powder, body lotion and bath and shower gel plus all-new body mousse, body gelee and scented bath beads. There's no better

way to add to the love and the laughter — the magic and the memories — that make the holiday season special. Pictured, selected gifts of **Genji®** fragrance: Perfumed Body Mousse, Fragrant Body Gelee and Fine Cologne Spray. □

For the special men in your life — a gift of fragrance that lets you speak without saying a word. The Mary Kay holiday collection includes an assortment of distinctive scents and fragrance forms including cologne, soap, shower gel and liquid talc, a light lotion that dries to a fragrant, powdery finish. Shown here, **Tamerisk®** Liquid Talc. ▶

Discover your personal beauty resource. A professional Mary Kay Beauty Consultant can help you define your own unique beauty style. She'll personalize a skin care and beauty routine just for you, show you the latest products and explain how to simplify your holiday shopping with elegant gifts and convenient service. For information on the products featured here, call your Mary Kay Beauty Consultant, or call **1-800-MARY KAY** to locate a Consultant in your area. □





LAS POSADAS

BY RAMIRO BURR

In many cities across the Southwest, Christmas traditions like Las Posadas are part of the unique culture of Hispanic communities. The age-old customs are lively and colorful and often involve children and adults dressed as angels or Mary and Joseph reenacting the couple's search for shelter and a place to have the baby Jesus. Many of these ceremonies, including those held in the border town of Laredo, are elaborate events that draw thousands of visitors.

Las Posadas, for many Hispanics, is the Christmas season's best-cherished celebration of love.

The history of *Las Posadas* are said to date to sixteenth-century Mexico; it's thought to be the product of Roman Catholic instruction and Spanish custom mixed with ancient pagan rituals traditionally observed near the beginning of winter.

Historians believe *Las Posadas* may have been brought to Mexico by Franciscan friars who accompanied the Spanish *conquistadores*. The event is still celebrated in Mexico and in many Mexican American communities. Enactments in cities like Laredo, San Antonio, and McAllen, Texas, are among the most spectacular Christmas presentations in the United States.

In San Antonio, the color of *Las Posadas* is set against a majestic backdrop, the city's downtown River Walk, lined for the season with thousands of decorations. City officials set up 75,000 twinkling Christmas lights—reds, yellows, blues, and greens festooning the cypress trees that line the banks of the river.

The festivities are always held the second weekend in December, and they feature a procession of children dressed as angels; the angels are accompanied by choruses and *mariachis*, and the entire entourage is led along San Antonio's River Walk by Archbishop Patrick Flores. Each year more than 100,000 people line the downtown river area to take part in the celebrations, which also include a river parade and a holiday arts and crafts fair.

In the Rio Grande Valley, McAllen regularly attracts more than 20,000 people to that city's Candlelight *Posada* held in Archer Park. Hundreds of residents participate in the ceremonies, which are illuminated by thousands of twinkling Christmas lights, *luminarias* (lit candles in sand-weighted paper bags), all of it sparked with non-stop holiday music. McAllen's Candlelight

Posada is always held the second Friday in December.

In Laredo, a south Texas border town of 100,000 recently named "the most Hispanic" city in the country, the age-old enactment has been occurring for more years than anyone can remember. Laredo's celebration of Mary and Joseph's search for shelter in Bethlehem features costumed townspeople playing the Holy Family, children's choirs, and a series of nightly candle-lit processions.

Established in 1749, Laredo is one of the oldest communities in the Southwest. The two-block area where *Las Posadas* ceremonies are held is home to historic San Agustin Church; San Agustin Plaza; a museum; the Capitol Building of the Republic of the Rio Grande; and La Posada Hotel, one of the town's oldest and most posh hostleries.

Laredo's *Las Posadas* ceremonies usually begin the second weekend in December and continue for nine nights. The processions usually start after dark, between 7 and 8 pm, originating from church grounds. The lead characters, performing the role of Mary and Joseph, take the procession through the neighborhoods, knocking on doors and asking for a night's sleep. Several hundred adults and children, some dressed as angels and holding lighted candles, make stops along the route asking for lodging in song. At the end of each night's celebration, church officials serve coffee and pastries. On the last night of *Las Posadas*, the procession winds back to the church.

"The story of the search by Mary and Joseph for the manger is symbolic of the need to share," says Father Tom Davis, pastor of San Agustin Church. "This is an important message because we still have the homeless with us." **H**

Ramiro Burr is a freelance writer in San Antonio, TX.





M

BY ANTONIO
MEJIAS-RENTAS

Martika believes she always knew—even before she was born—that she was meant to be a performer. She certainly was saying so by age two, when people asked what she'd be when she grew up.

"I'd say 'I wanna be a star,'" Martika recalls with a hearty laugh. She began singing and dancing lessons by age four, and by age eleven she was ready to get an agent. "I just looked in the phone book and started calling agents," she says, delighting in her own precocity. Now only twenty years old, the beautiful Cuban American singer, actress, and dancer is fulfilling her destiny, with film and television credits, a hit debut album, and a successful concert tour behind her.

Talking to a reporter in her dressing room just hours before one of the last concerts of her summer tour, Martika appears cool and collected, as if everything she has achieved were meant to be. "Everything I did was--almost-- as if I'd done it before," she explains, her eyes sometimes peeking at the picture of a young British singer she has taped to one of her wardrobe trunks. "I think maybe in a previous lifetime I'd been through something like it, because I just [instinctively] knew where to go and what to do. And nobody in my family was in the business at all."

Martika's early instincts may not have as much to do with reincarnation as with inheritance. Her own mother had wanted to be a performer as a young girl in Cuba, but was not allowed by a strict and old-fashioned father. The last of four siblings born to Gil and Marta Marrero—and their only daughter—Martika (an adaptation of the Cuban diminutive "Martica" for her own real name, Marta) found no resistance from her parents when she set out on her show business adventure.

Shortly after finding an agent, she landed her first professional job, a small part in the film *Annie*. That was followed by appearances on TV shows such as

PHOTO BY RANDEE ST. NICHOLAS/COURTESY OF COLUMBIA RECORDS

MARTIKA

Silver Spoons and *Different Strokes*, and a starring role in the popular children's variety series *Kids, Incorporated*. At a point where most actors begin to reap satisfaction from the sacrifices made for their career, Martika decided it was time to start over. "My acting was really taking off ...when I sort of changed gears, and went into music," she explains. "I

laborating on songs for Martika's debut album. Shortly after its release this summer, the self-titled LP *Martika* had yielded three top-twenty hits. Through her collaboration with Michael Jay, Martika revealed a new talent as a song-

"I think maybe in a previous lifetime I'd been through something like it, because I just [instinctively] knew where to go and what to do. And nobody in my family was in the business at all."

just felt it was really where I wanted to be, where my strength would lie. And music was my first love."

It was the right move. Her manager put her in contact with Michael Jay, a record producer known for successful ventures with Miami Sound Machine and Stephanie Mills.

A week after they met, they were col-

laborator. "He comes up with the coolest things," she explains, "and I'm really good with melody. I'm a bit stronger on verses, I think, but I'm real soulful with melody, and I think that's my key strength.

"Michael and I are a real good team, because he'll come up with real clever hooky things, and I'll sort of expand on them." That process worked especially well for "Toy Soldiers," one of five songs written by Martika for the LP. It is a powerful poem in which she describes the perils of an addiction, written about a friend who had been dependent on cocaine. "Once we started writing it, I decided that I wanted it to be about that," the songwriter explains. "We had the title and the hook first, and then I just thought it should be about [addiction]. See, it was something that was on my mind, obviously, and that I had seen, very closely....

"I thought it was just a really strong issue to write about," she insists, reminding you that the song does not necessarily mention a specific addiction. "The feelings are very strong behind any kind of addiction," she says. "It was just right; it sort of wrote itself, actually."

"Toy Soldiers" is one of four songs

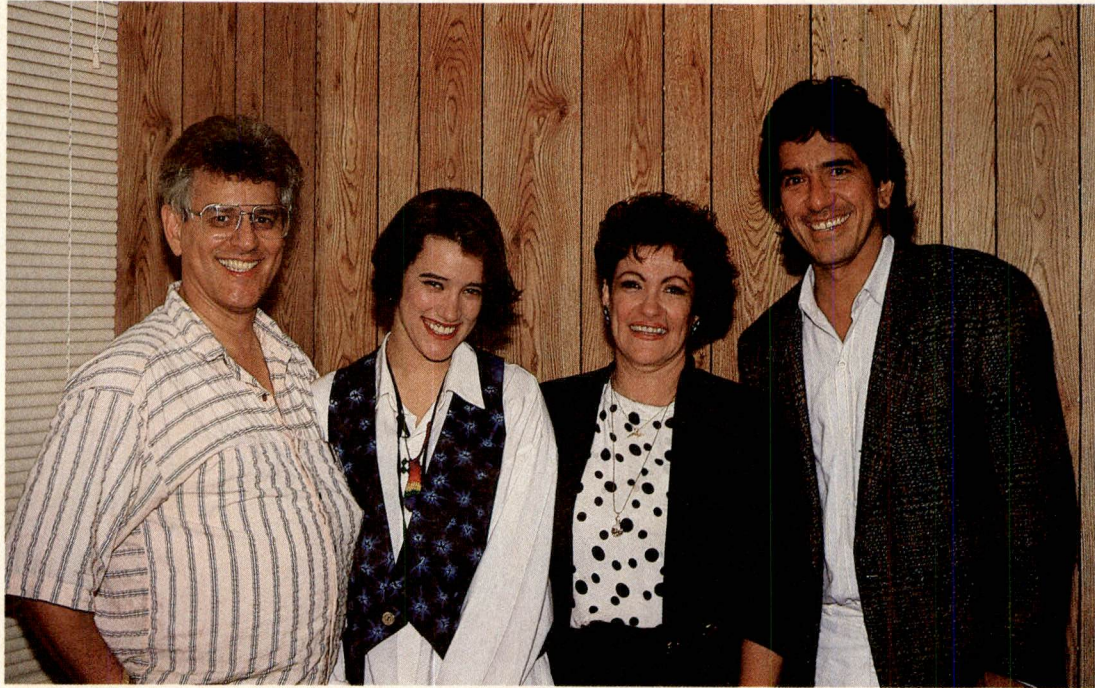
she has recorded in Spanish, for the Latin American release of *Martika*. "Eventually I'd like to do an album geared toward the Latin American market," she says. "But that would be later on. Right now I have to concentrate on my career here [in the United States] and in Europe, singing in English. But I would like to cross over later on to Latin America," she says, laughing after she reminds herself that she has not completely given up on her acting or dancing. "I would like to have the time to do everything."

With a hit album in the record stores—and the singles "More Than You Know," "Toy Soldiers," and "I Feel the Earth Move" climbing the pop charts—Martika set out on her first concert tour, opening for British pop sensation Rick Astley. She was accompanied by her own band, various assistants, and the very familiar management team of Gil and Marta Marrero. "It really makes a big difference for me to have my family and friends with me, because it's real," she says with amazing maturity. "It's not a false atmosphere; it's the family, it's the security."

It is still a couple of hours before the concert begins, and Martika's nerves begin to make her a little restless. She wants to listen to a tape that she uses for warming up, and decides to walk out to the parking lot to her limo. She returns to the dressing room with a new friend, a fan who has brought a scrapbook filled with clippings Martika had not seen before. "Dad, look, this is the worst review so far," she screams, reading out loud a critic's complaint about her album. Unaffected by the bad write-up, she complies with an autograph request and asks one of her assistants to take a picture of her with the delighted stranger.

A few people—friends and relatives of her band members—are sitting in the





Hector C. Rodriguez

Left to right, Martika's father, Gil Marrero; Martika; her mother, Marta; and her manager and attorney, Peter Lopez.

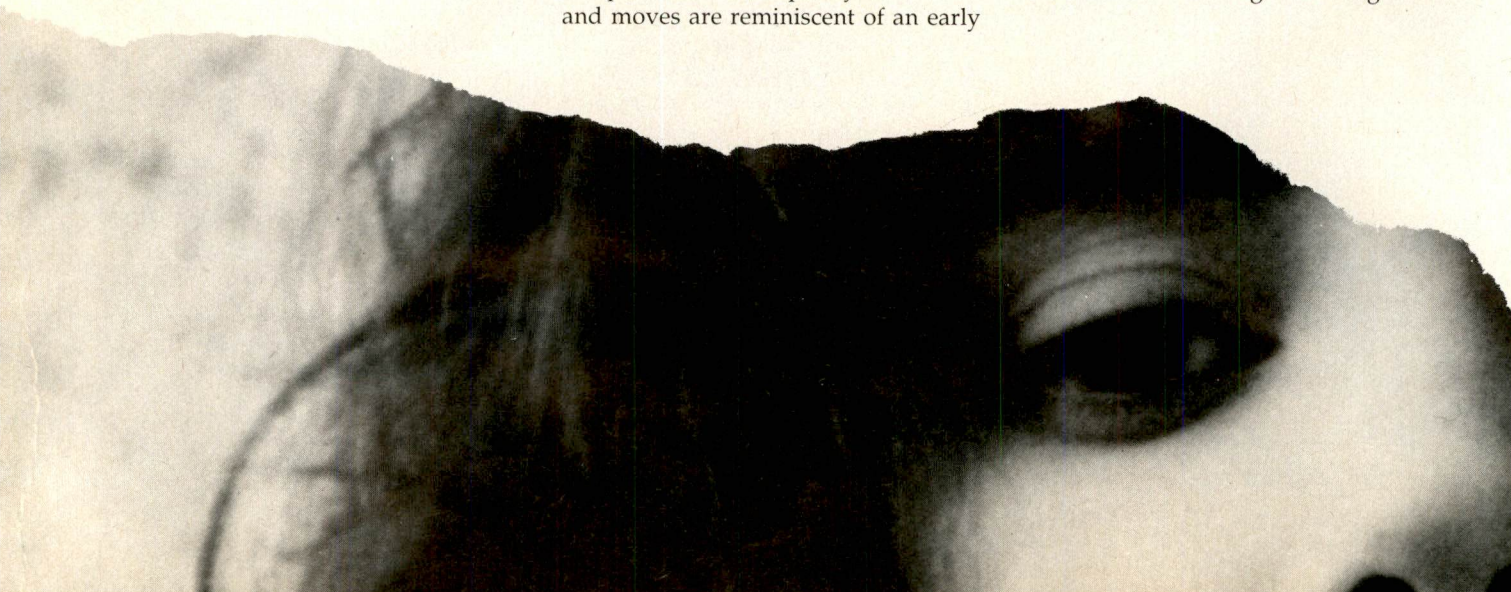
audience when Martika steps out on the stage for her sound check. Her father watches in the wings, unabashedly proud for a moment, then thoroughly professional as he makes final arrangements for complimentary passes for the evening. Her mother is waiting in the dressing room, making sure that not a detail has been overlooked. It is Martika's first concert in Southern California, and there will be lots of relatives and friends visiting. The comfort and security provided by her mother and father, the presence of her youngest brother who is now her personal assistant, and the help of an older sibling who is in

charge of the Martika fan club, contribute to making the performer a well-adjusted young woman, with obvious personal balance and inner strength. Her self-assurance shows as she goes through her wardrobe to pick an outfit for the evening and as she proceeds to apply her own makeup. One would think that Martika was preparing for a night out with a boyfriend, not an appearance before a nearly sold-out house.

At 7:30 sharp, the house lights go down and the band begins playing. The crowd livens with applause as the "Cuban American dynamite" begins her show. On stage, Martika's training as an actress and dancer complement her powerful vocal quality. Her looks and moves are reminiscent of an early

Madonna, one of Martika's favorites; her singing in Spanish—verses from her bilingual song "Water"—brings images of Gloria Estefan. But the delivery is all Martika, especially when she closes her show with the moving "Toy Soldiers."

Sitting among the friends and family members in the audience are her maternal grandparents, who had seen her perform as a child, but never in front of thousands of adoring fans. "They loved it; they're really proud of me," the singer-songwriter says after the show, adding mischievously that she had to tone down her movements on stage for the sake of her grandparents. "I couldn't be as nasty," she says, again with her trademark robust laugh. Backstage after



the show, Martika's dressing room has more of the makings of a Cuban *quinceañera* than of a rock n' roll bash. Martika succumbs to the kisses and hugs of her grandparents, uncles, and cousins; she confesses she is more relaxed now.

Shortly after closing the tour in her hometown of Los Angeles, Martika would embark on a promotional tour in Europe. Then it would be back to the studio, to work on her second album. She hopes to have as many of her own songs in the new LP as she did in *Martika*. "Ideally I would like to write the whole album," she says, considering the challenge, "but we'll see what we come up with....I think the important thing is to always grow, because if you have one hit record of dance music, and in the next album you do the same type of thing and you don't take it a step further, by the time you hit your third album people are probably going to be sick of it. Whereas, if you can take your sound and continue to grow, to develop as an artist, that's one of the best ways to have longevity.

"If I went in and tried to do *Martika Part Two*, it would be silly. People have heard the whole album...and they want to hear what else is there. What more can Martika give? That's really important, to prove that you're not just a 'player of the month.'" Although she has not conceptualized her second album, Martika enjoys the prospect of producing one of the first to appear in the new decade: "It's going to be 1990; our record is going to come out that year, and I think it's going to be special. I'm excited about that....People will look to whatever is going to happen next year as the sound of the '90s."

Make no mistake about it: Martika wants to be there, molding that sound. "That's what we want to do," she says with glee. "Just create something, and rather than have people hear my album and say it sounds like this artist, or that artist, [we want to hear] 'Yeah, that's really new, that's really fresh.' And then maybe three years from now there'll be a new artist, and people will say, 'You remind me of Martika.'" ■

Antonio Mejías-Rentas is a writer in Los Angeles, CA.



"My acting was really taking off ...when I sort of changed gears, and went into music," she explains. "I just felt it was really where I wanted to be, where my strength would lie. And music was my first love."

Martinez' World

BY CAROL ANN PREECE

Ashes in the Rain: Selected Essays, by Al Martínez (Berkeley, CA: TWS Publications, 1988), 223 pp., \$12.00.

In 1987 California-born Al Martínez was awarded the prestigious National Headliner Award as the best columnist in the United States, placing him in a pantheon of journalistic saints that includes Damon Runyon, Ernie Pyle, Edward R. Murrow, Stewart Alsop, and Mike Royko, among others. Even a brief survey of the essays contained in Martínez' slim volume leaves no doubt that the committee knew its business.

Most of Martínez' pieces are drawn from daily life. He deals with things so simple that you and I would push the experience behind and move on without a thought. But the ordinary is fodder for Martínez' ruminations. He thinks. He analyzes. Then he writes his columns, which are published in the *Los Angeles Times* and many other newspapers.

The phrase that titles the collection came to him when he remembered the swift regeneration of growth that occurred in the San Fernando Valley, California, after a series of devastating fires; like that wonderful symbol, the phoenix, hope and the future can rise from ashes, Martínez believes.

For me the title brings a memory of the residue that can drift through the air after a rain in a forest—a memory of campfires, decaying leaves; *deja vu* strikes. Martínez'

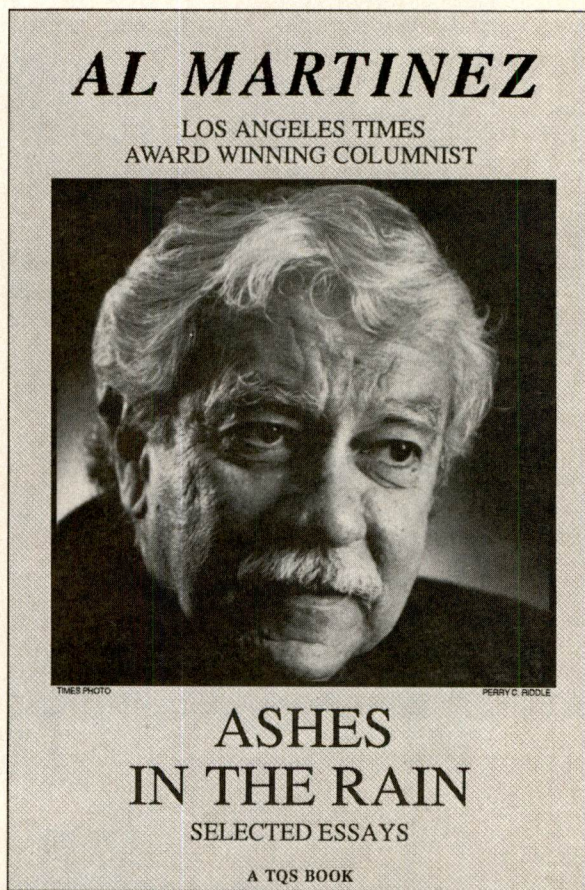
ability to extract meaning from the mundane has a similar effect on a reader. We have all been in his shoes. It is so familiar. But did we benefit from the experience in the same way, taking the time to ferret out the philosophical message? This is where Martínez shows his gift. A friend of his dies of cancer, "but the truths we discovered together are still stronger than tears." An unem-

The "little people" are his subjects often, but he doesn't shirk sharing his thoughts about the big issues of our day. Take a look at "Sex, Mom, School and Apple Pie." Reacting to the furor created by the Los Angeles School Board's proposal to sell contraceptives on school grounds, Martínez observes, "We live in a world of excesses. There are too many missiles, too many lawyers,

too many dopers, too much sex, too many murders, too many cars, too much pollution, too many preachers, too much protest and too many experts." Martínez writes about race and bigotry from the inside out. He favors guys who are always ready to "shish-kebob a bigot," and has some delicious stories to back up his position. He brings a soft wit to his writing and there are a number of essays under the *Ashes* section labeled "Humor," and a few more in "Nostalgia and Observations," that give rise to hilarity.

Elmer—it's a running joke with his wife and close friends that people often hear his name as "Elmer Teems"—writes a good read. But don't expect to finish this book in one sitting. Consume it slowly. Savor it. And listen to Martínez' salutation to his newly born grandchild: Welcome to the world—a world of grief and pleasure, of high comedy and

low motives, of a gold sheen on the ocean and armed jets in the sky. The wonders that await—See them—Reach out for them." This is the world of Al Martínez. **H**



"Welcome to the world—a world of grief and pleasure, of high comedy and low motives..."

ployed man risks his life saving two children and lies in a hospital bed with a \$6,000 bill, unlauded by all save Martínez, who sees "...a lion in the streets."

Making a Difference: Jasso, Zapata and Dominguez

Culture. The common bond of all Hispanics. And the Bilingual Foundation of the Arts strengthens this bond. People like Roy Jasso and Henry Dominguez of Anheuser-Busch work with Carmen Zapata of the Foundation to ensure that this important work continues. But funding only makes up part of our involvement. The other part is even more valuable. Our people.

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Together We Are The Difference
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COAST TO COAST

CALIFORNIA

SHATTERED SECRETS

Hollywood—The Hispanic Theatre Project here is breaking new ground. When Libbe S. HaLevy, author of *Shattered Secrets*, first got the idea for a play on incest recovery four years ago, she didn't want to write it. "I was convinced no one wanted to hear about the subject," she says with bemusement. "Besides, I didn't want to make myself personally visible on the issue."

An award-winning playwright with more than 40 productions to her credit, HaLevy finally wrote the play in three days over the July fourth weekend in 1986. "I'd been thinking about it so much, it just fell out of me in one continuous piece." An incest victim, she based the script on her own recovery process, adding information gained from readings, workshops, private therapy, discussions



"Touching, deeply moving...surprisingly funny," *Shattered Secrets* is a play about incest survivors. Here Hollywood actors (left to right) Diana Tanaka, Linda Eve Miller, Cheri Alma Ayres, and Rubén Garfias bring ensemble playing to a tense scene.

with other survivors, and feedback from therapists specializing in incest.

Jerry Craig, Artistic Director of the Hispanic Theatre Project, joined HaLevy on the project in January 1987 and remains the only director the play has known. "Jerry is a fearless director," HaLevy maintains, "emotionally precise and able to inspire actors to remarkable performances. Our greatest compliment comes when audience members ask if the actors are all survivors. They're professional actors working from a script; it's a tribute to their skills and Jerry's direction that the question gets asked." Craig adds however, that "many of the people involved with the production have been victims of various forms of abuse."

Response to *Shattered Secrets* has been

overwhelmingly positive, with audience members returning as often as eleven times, therapists sending clients and bringing groups, and victims-rights workers using the play as a consciousness-raising tool. Survivors have reportedly brought their parents, therapists, and sometimes their perpetrators.

Reviews have also been overwhelmingly good. Myra Riddel, Vice President for the Los Angeles County Commission for Women, says the play was "a remarkable, in-depth dramatization written with skill, sensitivity, and insight." Daniel Sexton, Director of the National Child Abuse Hotline, echoes her sentiments, saying the play had "psychologically accurate portrayals of adult incest survivors and their problems. Touching, deeply moving, and at times surprisingly funny." General theatergoers have also discovered this powerful and unique theatrical experience.

During the Sixth Annual Governor's Conference on Crime Victims last April in San Francisco, the drama played to a standing-room-only audience. "Most of the people there worked directly with victims of abuse and were grateful, because the play validated their own work," says Craig.

And G. Steven Newby, Assistant Director, National Child Abuse Hotline says: "Impactful and relevant. Denial can't remain intact after viewing this play. *Shattered Secrets* is now mandatory viewing for all individuals in training to work on the National Child Abuse Hotline."

A WOMAN OF GOOD WILL

Irvine—Here all eyes are on Lucia de García, businesswoman, cultural ambassador, political activist and 1986 LULAC Hispanic Woman of the Year.

A native of Medellín, Colombia, de García came to Southern California twenty years ago and quietly devoted herself to raising her two children and working with charitable organizations within her community. It was

her efforts on behalf of the victims of the Colombian volcano eruption and the Mexico City earthquake in 1986 that brought her to the attention of the League of United Latin American Citizens (LULAC) and it was while traveling throughout Latin America as LULAC's goodwill ambassador that she decided she could play a crucial role in bringing the richness of these cultures to a wider audience in the United States.

"Everywhere I went, I was taken to meet the most important writers, painters, and artists," she says. "These people are revered in their [Latin American] cultures much the way movie stars are revered here, yet outside their countries they are unheard of. I realized that I could become a spokesperson for their culture by bringing the works of these artists back with me."

In 1984, in response to the need for cross-cultural protocol assistance during the 1984 Olympic Games in Los Angeles, García established Elán International, a company that eventually grew to specialize in corporate communications and public relations. Soon after her return from Latin America, Elán International began placing the works of many of the artists she had met in galleries and museums.

"The growth of interest in Hispanic art has been tremendous," she says, referring to recent major retrospectives of U.S. Latin American artists at both the Los Angeles County Museum of Art and the San Diego Museum of Art. "Hispanics are saying, 'Look at us. We are history. We are culture,' and it is truly exciting to see the respect that we are finally gaining in these areas."

As her business grew, so did her involvement in the cultural life of Orange County. She covered the opening of the county's lavish \$93 million Performing Arts Center in 1986 for the Spanish International Network (SIN), and has since worked closely with the Center on matters of protocol, public relations, and translation services for such visiting artists as the The Royal Spanish Ballet, and recently the Moscow Classical Ballet, and the Kirov Classical Ballet.

She especially looks forward to the annual visits of the American Ballet Theater, whose principal, Ricardo Bustamante, happens to be her cousin. It was Lucia's idea to match Bustamante with the local St. Joseph Ballet Company, a small school devoted to bringing the joy and discipline of ballet to inner-city children from low-income families. On each visit to Orange County, Bustamante has

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cleared time in his schedule to give private ballet instruction to these star-struck young dancers.

What's next for de García? She checks off her list breathlessly: Aside from protocol work, she continues her commitment to community involvement. She is currently working to raise funds for the Rainforest Foundation; she works closely with the Leadership Institute of the Hispanic United Way, and she sits on the committee for the Hispanic Playwrights Project at the renowned South Coast Repertory Theater.

De García has been recently elected the first woman and Latin American to be part of the International University of California board of trustees. The university has eleven campuses, one of which is in San Jose, Costa Rica. De García just came back from her trip to Costa Rica where she met with President Oscar Arias in an effort to establish a graduate program for the university.

De García is an idealist with a penchant for the practical; she is also persistent: "When I first began dealing in protocol, no one knew what it was," she says. "Then you see a growth, and it's like you were instrumental in planting the seed. My ultimate goal would be to help improve the relationship between the United States and South America both culturally and politically."

Eve Belson

HOLLYWOOD SHUTOUT

Los Angeles—A recent study issued here found that Hispanic writers in the entertainment industry were significantly under-represented. In an effort to combat that inequity, the Latino Writers Group (LWG) was formed. It is supported by actor/director Luis Valdez; Nosotros, a Hispanic actors' group; and the Hispanic Academy of Media Arts and Sciences.

The 1989 *Hollywood Writers' Report: Unequal Access, Unequal Pay*, was commissioned by the Writer's Guild of America West (WGAW). It showed that Hispanic writers earn a penny for every \$3 made by non-Hispanic male WGA members. Authors of the study, Drs. William and Denise Bielby of



Businesswoman and cultural ambassador Lucia de García.

the University of California at Santa Barbara, report that minorities comprise 2.9 percent of the WGA's 6,400 members. Out of 185 minority writers, only 43 are Hispanic—14 of them women. According to report figures, the five companies that hired the fewest minority members were: MGM films, Orion, Disney film, Universal film and Disney Television. Between them they had hired a total 848 writers during the

2-year study period, 1986-1987, and only 4 were minority. Carson Productions had the best record, having hired 7 minority members out of a total of 53 writers.

Actor/director Luis Valdez, responding to the report, said, "The reality is that there is discrimination in the [entertainment] industry, which, in point of fact, takes away the freedom of expression....The time has come for this country to acknowledge not only the presence, but also the contributions—past, present, and future—of its Hispanic community. This can only happen if our daily lives are represented by stories and films written by Hispanic writers. Regrettably, and even tragically, scripts written by our writers never make it past first base. When the title implies that it is a Hispanic subject, it is

automatically relegated to second place."

Speaking for the newly created group, actress Alma Beltrán said that "with the efforts of the LWG, the industry will be put on notice that we will no longer tolerate being ignored." Beltrán criticized the producers of the upcoming motion picture, *Show of Force*, which chronicles the murder of two Puerto Rican freedom fighters by government police and the subsequent cover-up. "Those who blew the lid on that case, two Hispanic journalists, have turned into one Anglo woman—an insult to Hispanics," she emphasized. "It robs us of our heroes. The villains remain the same, but our heroes are stolen."

Attorney David Dantes, spokesperson for the LWG, announced a three-point plan to address the facts uncovered in the study: 1) Provide workshops, seminars, and speakers' programs to enable writers to assist each other, 2) Improve the employment level of Hispanic writers, and increase the sale of their scripts. Included here will be the formation of a Latino Writers Caucus to target specific problem areas and lobby the industry for solutions. 3) Utilize "Hispanic capitalism" by developing, funding, and marketing Hispanic projects that will raise the level of employment among Hispanics in all areas of film and television production.

Valdez concluded, "I found my audience. . . As a writer, as a director, and as a performer, I have a one-on-one relationship with my audience and everyone else in between. No matter who those producers are, they're just middlemen. And nobody is going to keep me from my audience. One of the things that I have proven is that I am capable of making money. . . That interests producers. If you are determined to do that, no one can stop you."

Armando Nevarez



Quito Hernandez

Hispanic writers earn a penny for every \$3 made by writers who are non-Hispanic males. Announcing the formation of the Latino Writers Group, which will combat discrimination, are, left to right, Kurt MacCarley, Leo Pérez, Luis Valdez, David Dantes, Alma Beltrán, and José Tirado.



“Whatever you can do or
dream you can do, begin...”

-Goethe

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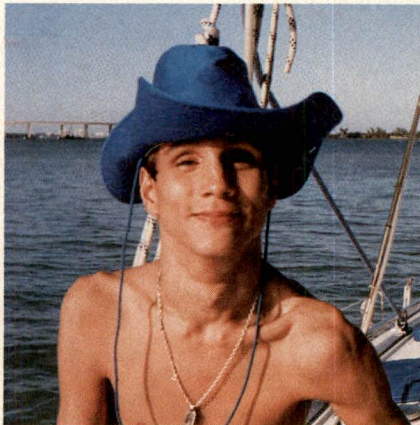
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FLORIDA

THE FIRE OF LOVE

Miami—Raúl Tamames has created a career for himself with his spiritual writings. A student at Miami-Dade Community College, Tamames suffers from damage to the mid-brain, and while he walks with difficulty and can take care of most of his own personal needs, he is unable to speak. Tamames belongs to a social group of handicapped young adults called GOAL: Get Out And Live, but he spends much of his time turning his religious convictions into poetry.

Religion is a way of life for the Tamames family. "Faith brought us through trying times, says his mother Sylvia Tamames. She and her husband, Fernando, were born in Cuba and moved to Spain in 1960. With Raúl and an older son, Fernando II, they then emigrated to Miami in 1979. Raúl, now 24, was born in Barcelona. He didn't breathe for twenty minutes after birth, his mother recalls. When the infant still failed to hold his head up at six months, a neurologist diagnosed cerebral



Raúl Tamames

palsy.

Doctors told her the child would always be in a wheelchair. Sylvia relied on her faith, and after yearly trips to the United States for evaluations and extensive work "patterning" (exercising muscles), Raúl not only walks, but swims and rides a three-wheeled bike.

One of his biggest accomplishments, though, has been freeing his creativity. Working on a computer, pushing one key at a time, the young man has produced a volume of poetry with faith as its core.

Sylvia Tamames explains, "Everything is like a telegram in his mind. He expresses a lot in a small sentence:

**In the sun
of my mind
God is the sun
because he is
the fire of love
who burns in
my spiritual mind.**

Poems by Raúl Tamames, published by his parents, is now in its second printing. In 1988 Sylvia Tamames hand carried a copy to Mother Teresa in Calcutta, who wrote a letter of thanks to Raúl. Stephen Hawking, a professor at Cambridge University in England, wrote of Raúl in a book titled *The End of Time* and mentioned him in a 1987 article, *Diario de la Américas*, noting his creative accomplishments.

A scrapbook in the family's home on Belle Mead Island in Miami contains countless letters from people who have found him an inspiration.

Marcia Levin



NEW MEXICO

MEDICALLY FRAGILE CHILDREN

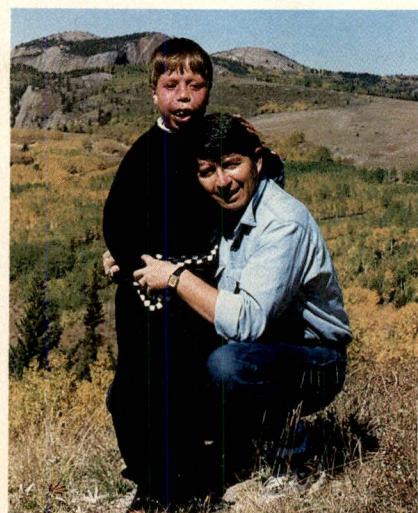
Albuquerque—Caring for a child is never easy. But when a child suffers severe handicaps and requires constant medical attention, the responsibility can be crushing. Usually, the options for such a child's family are few, and they must struggle along as best they can or institutionalize their child.

New Mexico has given these parents another option. In 1984, after diligent efforts by parents, the state approved legislation that opened the way for its innovative Medically Fragile Children's Program which enables families to care for a such a child at home instead of the hospital. New Mexico now allocates matching funds for these children through a federal Medicaid waiver, which means that a family does not have to be destitute to be eligible.

A "medically fragile child" is, typically, seriously disabled, perhaps deaf or blind, and in a life-threatening condition requiring 24 hours of constant care. Some cannot

breathe without a respirator, and their daily routine may include suctioning, tube-feeding, and injections. Loretta Armenta of Albuquerque knows first hand the demands. She was among the group of parents who worked hard to get the program going, and her nineteen-year-old disabled son is being helped by it. She explains that without this help her family faced the possibility of having to institutionalize him. "We can maintain a more normal lifestyle now," Armenta explains. "I am able to work and know my son is receiving excellent nursing care. It offers a real comfort zone."

The statewide program, administered by New Mexico's Human Services Department in cooperation with the University of New Mexico School of Medicine, provides families with a case manager. The case manager and family together develop a plan of care, which typically involves at-home nursing services, needed equipment, and family counseling; these are paid for through the



Andre Armenta, shown here with his father, can live at home because New Mexico parents lobbied for a new care program for disabled children.

new program, standard Medicaid, and health insurance. The home medical budget for a child on a ventilator can be \$15,000 a month.

Beyond help to individual families taxpayers are saved the money that would be used on hospitalization—which is roughly double the at-home cost. "This program saves the taxpayers millions of dollars. And it is more humane for the children," relates Dr. Stan Handmaker, medical case director

at the University of New Mexico.

It is estimated there are at least 100 medically fragile children in New Mexico. Handmaker explains that only 40 of them are now in the program; he wants to see more included—at least seven children have died while waiting for funds to be made available.

The Medically Fragile Children's Program has been nationally recognized and used as a model for programs in other states, and parents or other interested parties may

write to the program, Medically Fragile Children, c/o University of New Mexico School of Medicine, Albuquerque, NM 87131, for more information. Handmaker observes that he has seen "children become phenomenally better" with this type of care, but he emphasizes that credit for its success belongs to the families: "I have seen families coping with stress that is unbearable. These families are the heroes of our society."

Kathy Raphael

NEW YORK

TOUGH ROAD TO THE TOP

New York City—With projections that people from minority communities will make up a work force majority by the 21st century, corporations in the United States are beginning to draw from these communities for employment and special training programs. This sounds like good news for Hispanics, but the message is mixed: If we don't prepare ourselves and our youth, it really isn't good news at all.

One group addressing the staggering minority dropout rate is Inroads Inc., a national organization with headquarters here. Inroads believes there are many minority students with great potential who could become tomorrow's corporate leaders.

Inroads is an organization with a focused mission. Since 1970 it has developed and placed talented minority youth as business interns to prepare them for corporate and community leadership. It recruits Hispanic, Black, and Native American high school students, then places them in four-year internships with sponsoring companies and trains them for future corporate employment.

Alfred Campos of New York is an alumnus of the Inroads program. Making a four-year commitment to the program at an early age was not a difficult choice for him, he explains. "My senior year in high school, I wanted a more serious job. I was tired of working at gas stations. At seventeen, I had never been exposed to the corporate environment, so it was quite an experience, but the people at Chub & Son insurance company helped me a lot." Campos remembers going into corporate "cultural shock" as he learned how to dress and how to speak in his new environment. Today Campos has graduated and is considering a permanent position with Chub & Son; if he takes it, acceptance will make him a part of Inroads' 70 percent success rate.

The Inroads requirements are not to be taken lightly. Interns must maintain a 3.0 GPA, that is, a "B" average. They also must



1989 Inroads graduate Martin Sandoval of Chicago, left, with Senior Auditor Glen McGee of Arthur Anderson & Co.,

participate in training and counseling sessions, complete job assignments to a sponsor's satisfaction; and set goals for the future. A student's failure to fulfill these obligations means dismissal.

Miguel Cardona, Director of External Affairs for Inroads, explains the tough standards. "The reason for a 3.0 GPA or better is simple: Corporations such as Exxon are looking for 3.5. We would be setting students up for failure if we said a 2.2 GPA is okay. They're not going to get a job as an engineer at a Bristol Myers or an Exxon [with a C average]. Odds are they won't get through the door [with that]. So we have to look at what our clients are looking for. Then it is up to us to identify, recruit, and prepare the students. There is some leeway, but very little—because we deal with Fortune 500 companies. Our students are learning corporate culture while the corporations are learning how to understand some of the things that occur in our communities."

Any student or corporation interested in

this program that stresses excellence is welcome to write Inroads Inc. 40 Rector St., Sixteenth Floor, New York, NY 10006, or call (212) 766-1960.

Anna Maria Arias

YOUNG AND SAVVY

New York City—What a life! Imagine a job where you can travel, and when I say travel, I mean travel! How about leaving New York City for a week in Colombia, flying back to jet the next night to Paris for a meeting, then leaving the following morning for Milan, then back to pack for your trip (the next day) to Colombia, then off to Ecuador for a week-end before finally heading back to the Big Apple again and home? This is the glamour-with-a-purpose lifestyle of 26-year-old Diego Recalde, an associate with investment bank J.P. Morgan and Co. Inc. He is also founder of a New York company. In spite of Recalde's youthful appearance, this Ecuadorian clearly means business.

Recalde wasted no time starting out. While at Columbia University, he set up Scott, Helms & Recalde, a consulting firm. The firm's product, which he marketed to professionals who charge by the hour, was a time-tracking device turned on at the beginning of a project and off at the end. It looks like a credit card but is actually a bar-code reader which keeps track of time. "Lawyers and designers," he explains, can "lose track of how [long it takes] to finish a job." Selling wasn't easy. Recalde had to convince jaded New Yorkers to look past his baby face and buy. He succeeded often enough to have extra cash throughout college.

Today Diego Recalde continues to be an investor in the management systems firm, but he is, foremost, a full-time associate with J.P. Morgan, which he joined in November 1987. A major factor in his decision to join the international banking firm was its training program—an intensive four months that Recalde considers was practically like get-

(continued on page 48)



KIKA'S CAUCUS

"The Caucus is representative of the members and where they are elected from. We have no bylaws that say 'thou shall be liberal' or 'thou shall be conservative.'"

BY RHONDA SMITH

Founded in 1976 by five Hispanic congressmen, the Congressional Hispanic Caucus is relatively young by Capitol Hill standards. Observers familiar with the twelve-member bipartisan group say its mission to sensitize congressional colleagues on vital Hispanic issues has changed little, if at all, since its inception.

What has changed, however, is the group's size and the political influence its members wield through key posts they have acquired on some of the most powerful congressional committees in the nation's capital.

In September the group experienced two major firsts. It welcomed Rep. Ileana Ros-Lehtinen (R-FL), the first woman and the first Cuban American member, naming her Secretary-Treasurer. It also selected a new Chairman, Rep. Eligio (Kika) de la Garza (D-TX), who reluctantly took the post, although he described it as "an honor," and promised "every effort to make this an eventful and successful year for the Caucus."

Since 1981, de la Garza has chaired the Agriculture Committee. He says his work on that committee has been his main focus in recent years, and this and other responsibilities are why "he has been somewhat reluctant to chair the Caucus before now."

He was first elected to Congress in 1964 from the Rio Grande Valley's 15th District. Now Hispanic leaders are waiting to see if his quarter century on Capitol Hill and familiarity with Congress will lead the Caucus in new directions, or whether his moderate leadership style will mean few changes during the coming year.

In a 1983 *Washington Post* profile of de la Garza, Ward Sinclair wrote: "He came to Washington with a reputation as a conservative Democrat who would not rock establishment boats, who was not a big spender, and who kept a safe distance from the Chicano militants who were kicking sand over equal rights issues."

On the eve of assuming the chair, de la Garza gave a first glimpse of what his tenure as Caucus chairman will be like: "The Caucus is representative of the members and where they are elected from. We have no bylaws that say 'thou shall be liberal' or 'thou shall be conservative.'" He added that while Caucus members do try to arrive at a consensus, because their membership is diverse—geographically and in other ways—members may not always agree on issues. "But we can still be a conduit for identifying and sharing Hispanic concerns."

Harry Pachón, National Director of the National Association of Latino Elected and Appointed Officials (NALEO), agrees: "The Caucus symbolizes Hispanic political unity over the last twelve years, and you just can't underestimate that," he says.

One of de la Garza's main interests as incoming chairman is to expand and strengthen ties to the Hispanic community. "The Caucus has not reached out as much as I would like to see it do. We haven't had a continuing relationship with Hispanic organizations. I would like to change that. I would like to have more dialogue with advocacy, business, and labor organizations." This should not be a problem if de la Garza and the

other eleven caucus members remain active.

Of its five founding members, three remain in Congress: de la Garza, Rep. Henry B. González (D-TX), and Rep. Edward R. Roybal (D-CA). But only de la Garza, 62, and Roybal, 73, have retained their membership in the Caucus, although González supports it. Other members include Robert García (D-NY), and non-voting members Vice Chairman Ron de Lugo (D-VI), Ben Blaz (R-Guam), and Jaime B. Fuster (D-PR).

The Caucus doubled in size after the 1980 census, and the resulting reapportionment added more congressional seats for growth states like California and Texas.

Representatives Esteban Torres (D-CA), Matthew Martínez (D-CA), Solomón Ortíz (D-TX), Albert Bustamante (D-TX), and Bill Richardson (D-NM) were elected then. Many view these Caucus members as more brash than their predecessors, and say they are well positioned to carry the group's agenda into the '90s. Additionally, Pachón and others say the 1990 census will be the key to bringing four or more new Hispanics into Congress and to the Caucus.

The statement Caucus members drafted upon its birth in 1976 still rings true: "This is a moment of which we are very proud. The fact that we have joined together is a sign of the growing power of our community, and we are looking forward to strengthening the federal commitment to Hispanic citizens." This commitment, it seems, grows with the community. ■

Rhonda Smith is a writer and intern with Hispanic Link newsletter in Washington, D.C.



STRANGERS IN PARADISE

On December 6, 1899, a Southern Pacific train crept into El Paso, Texas, carrying a group of Puerto Ricans to the West Coast. There were more than a hundred men, women, and children on board, immigrants recruited by Hawaiian labor brokers to work on their island's sugarcane plantations.

Learning of the passenger list, the *San Francisco Examiner* sent a reporter to join the train. In short order, screaming headlines proclaimed the travelers were kidnaped slaves. In fact, they had left Puerto Rico voluntarily after a succession of disasters there, and in one year's time, between 1900 and 1901, 5,000 *Boricuas* emigrated to Hawaii. The early arrivals came to cut sugarcane, but today their flourishing descendants are in many occupations, and the 1980 census put their numbers at 20,000, about 2 percent of the total population.

The explanation for their appearance in Hawaii is rooted in political and economic developments which began with the arrival of Europeans in 1778. But it was the events of 1898 which provided more immediate causes for their departure from Puerto Rico.

During the nineteenth century, the development of sugar as the major economic activity in Hawaii depended on the availability of cheap labor. The mass importation of Chinese, Japanese, Portuguese, Germans, and other Pacific Islanders reduced the native Hawaiians to a numerical minority in their own land, and created a multicultural society.

The United States annexed Hawaii in July 1898, at about the same time Puerto Rico became a U.S. possession. Under the old system of contracts, the foreign laborers in Hawaii were guaranteed return passage to their homelands. More than half the Chinese and Japanese and all the Pacific Islanders chose to return, creating a need to replace them. But the U.S. Constitution forbade further importation of contract labor and cancelled existing contracts.

The Hawaiian Sugar Planters' Association (HSPA) needed to find a new source of labor docile enough to suit the planters. Even before Congress determined the status of Puerto Rico or the civil status of its native population, the HSPA organized the recruitment and transport of Puerto Ricans to Hawaii. This became the first transfer of migrant labor from one U.S. colony to another.

The Spanish American War had nullified Puerto Rico's





BY NORMA CARR



STAR BULLETIN / DENNIS ODA

nationalist aspirations and wrecked its economy. On August 8, 1899, the hurricane San Ciriaco hit the southwestern area of the island, killing 3,369 people in its wide sweep. It wiped out the coffee crop. Almost all the livestock drowned. Thousands were homeless and penniless, and a smallpox epidemic followed. The island's labor force was desperate. And then, the Hawaiian recruiters arrived, calling laborers to "Paradise." Recruitment was most successful where the hurricane hit hardest and where the labor brokers had offices: Ponce, Utuado, Adjuntas, Lares, Yauco, Arecibo and Mayaguez.

The offer seemed generous, especially to people who had not seen cash in months: passage to Hawaii, three years of full employment at \$15 a month for the first year, \$16 in the second, and \$17 in the third; free housing, fuel, schooling, and medical attention. And a bonus of \$72 at the end of three years of "faithful service." Employment for women and children was also available. There could be no contract, so the Puerto Ricans came under an "agreement."

The first group of 114 people, almost all from Arecibo, boarded the SS Arkadia in San Juan on November 22, 1900.

Left, The United Puerto Rican Association Parade

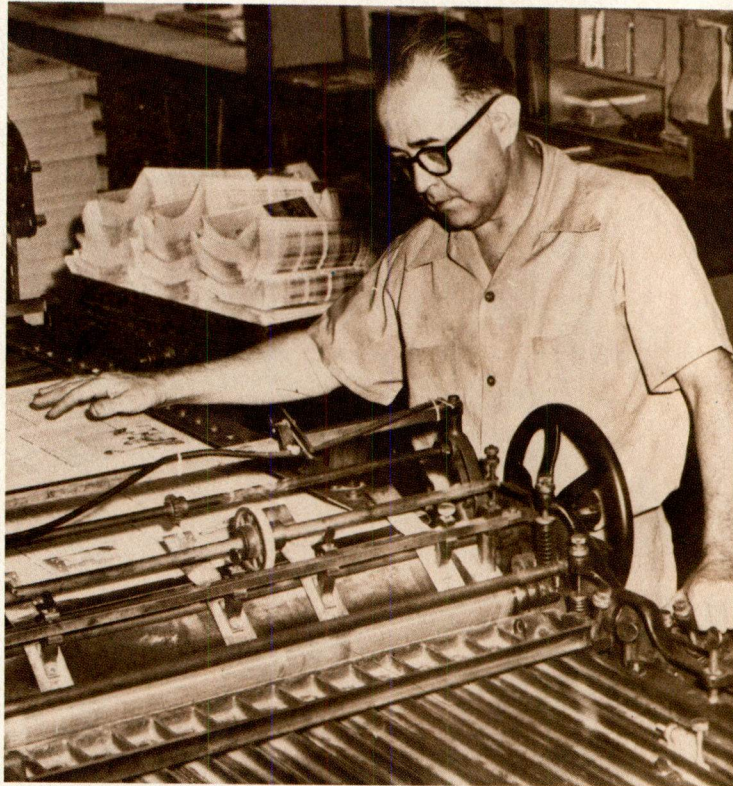
When the 67 men and 47 women and children arrived in New Orleans they were met by a special agent of the U.S. Immigration Department. He declared they were American citizens traveling from one domestic point to another. After a health inspection the next day, the new work force was allowed to land. The group immediately boarded the Southern Pacific Railroad cars and headed for San Francisco.

Ordinarily, the train trip to San Francisco took no more than five to six days, but on December 6, news went out of El Paso, Texas, that the Puerto Ricans were held on the train under armed guard. The *San Francisco Examiner*, a William Randolph Hearst newspaper, sent a reporter to join the train. For a week that paper ran a front-page series with headlines proclaiming, "Kidnapping Slaves from Porto Rico" and "LIBERTY of Porto Rican Laborers Who Are Being Hurried to Hawaiian Islands Denied." Hearst himself wrote an editorial accusing "the importers of the Porto Ricans" of dire motives.

By the time the train reached San Francisco, about half the immigrants had turned back. Amid great tension and confusion, only 56 men, women, and children boarded the SS Rio De Janeiro on December 15 and set out for Hawaii.

They arrived in Honolulu on December 23 and were sequestered at the quarantine station; there, they spent their first Christmas in Hawaii. On the 26th, they boarded an ocean-going ferry for an overnight trip to Maui and went to work for Pioneer Mill in Lahaina.

The English-language press in Hawaii was owned almost entirely by members or associates of the HSPA. Their resentment over the "yellow journalism" of the Hearst papers was openly expressed, but the immediate target for retaliation



Daniel Maldonado, director of the bindery for the Hawaii Newspaper Agency

appeared to be the Puerto Ricans. One story described them as a "mongrel breed, depleted of vitality by intermarriage."

The recruitment continued despite criticism in Hawaii and increasing opposition in Puerto Rico. Ten more groups, ranging in number from 168 to 900 plus, made the journey. They were sent to 34 plantations on 4 islands—Hawaii, Kauai, Maui, and Oahu.

The difficulties encountered along their journey paled in comparison to the situation they faced on the islands. The immigrants who had arrived only three months earlier were already being blamed for every robbery, burglary, and assault in the territory.

From the very beginning, the Puerto Ricans were outraged by what they considered unjustified and intolerable behavior from supervisors. On plantations where managers and foremen treated people decently, there were few problems. On plantations where the Puerto Ricans returned the blows of abusive foremen, they were arrested for assault. Those who sought to escape the abuse by leaving the plantations were arrested for vagrancy.

They also discovered the cost of living was so high that \$15 a month was barely enough to support one person, let alone an entire family. Women without families were especially vulnerable to economic disaster because they were paid less than men for the same work. In addition to inadequate wages, there was a lack of education for the children—a big disappointment. Instead of attending school, many ten-year-old boys became field hands. Some plantations did not have a school anywhere in the vicinity. In other places the schools were already so crowded the Puerto Rican children were grouped outdoors under trees. When it rained, they had no school.



Manuel Olivieri Sanchez and Isabel Rodriguez Rivera, 1920, Pahua, Hawaii



GE engineer Gary Contreras shows Sylvandale Middle School students the challenge and opportunities in technology.

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Mechanical Engineer,
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neering, so they’ll take the right courses, not just the easy ones.

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HISPANICS IN HAWAII

BY ANNA MARIA ARIAS

Usually when people think of Hawaii, Hispanics aren't part of the picture. But the 1980 population figures show the Hispanic population in Hawaii was 71,399. The growth rate is approximately 2,000 persons per year, and make-up 7.4 percent of Hawaii's total population.

Because of these growing numbers and the physical characteristics shared by Hawaiian or Polynesian people and Hispanics, the two appear to intertwine. But Hispanics on the islands carry on with their culture and traditions.

There are at least six Hispanic associations in Hawaii promoting the language and culture. One of the more active is the Hispanic Cultural Association of Hawaii, staged a benefit for Mexican earthquake victims; and raised a total of \$20,000.

The various associations pull together for different functions. One annual event is the *Latinos Unidos Festival*. In addition to sponsoring celebrations,

benefits, cultural presentations, and community volunteer projects, Hispanics are making economic contributions.

L.P. Painting and Construction Management president Hugo Alejandro Logan, born in Tijuana, raised in Honolulu, explains that three-fourths of his crew is Hispanic—even though L.P. doesn't stand for "Latin people." Logan and Vice President Pedro Valdez of Austin, Texas, always hold their company meetings in Spanish. Valdez says business is good and pointed to a recent project: remodeling the home of Dolly Parton in Portlock, Oahu.

In the tourism industry, there are a number of Hispanic-owned companies. Joseph Juárez of Spain is founder and owner of Hibiscus Tours in Honolulu. Juárez started his company six years ago, offering tours in Spanish.

The media is another industry Hispanics broke into years ago, creating, for example, one of the longest-running radio programs in Honolulu. The Sunday show, "The *Alma Latina Program*," is hosted by Nancy Ortíz, and her local audience regularly tunes in for entertainment and information on upcoming events.

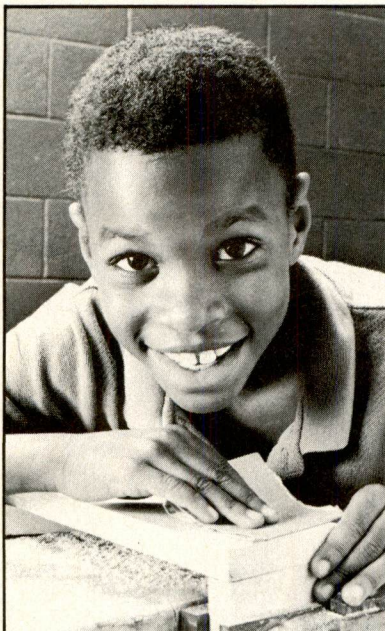
A popular contribution Hispanics have made in Hawaii is in the restaurant business: There are Cuban, Mexican, Spanish, and South American restaurants on most of the islands.

Julio Torres, a waiter in one of Hawaii's oldest Mexican restaurants, arrived in Hawaii about ten years ago. He is originally from Bogotá, Colombia. The Azteca Mexican Restaurant, where Torres works, was formerly owned by his brother-in-law, Raoul Jaimes of Mexico City.

Torres tells how Jaimes first started a little taco stand in the heart of Waikiki in 1977. That taco stand was one of the busiest places in town. Later, Jaimes closed down Tacos Aztec and opened up The Azteca Mexican Restaurant in Honolulu.

Hispanics in Hawaii rarely go unnoticed as they participate in business and cultural activities on all the islands. And without a doubt, Hispanic culture has contributed its special flavors—especially spice—to the Hawaiian islands. **H**

Anna Maria Arias is assistant to the publisher of HISPANIC.



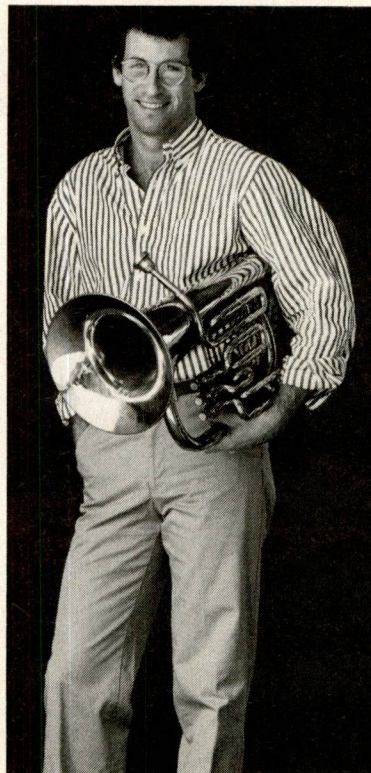
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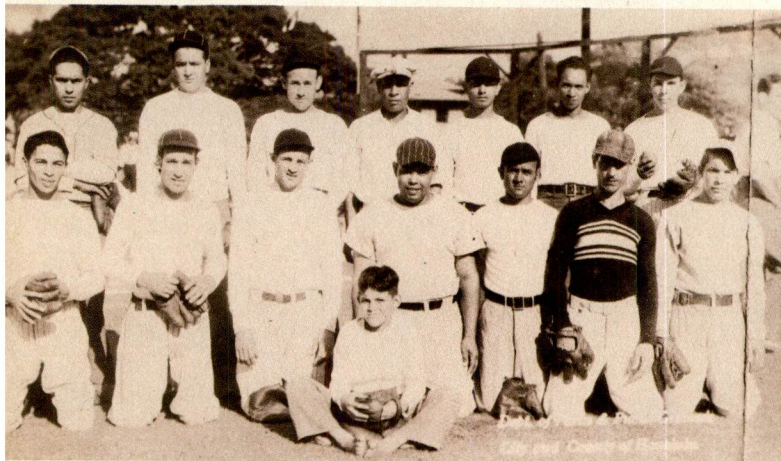
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Alejandro Romero



1943 San Juan Team of the Hawaii Puerto Rican Baseball League. From left to right, kneeling: F. Rosa, R. Rodrigues, E. Rodrigues, P. Garcia, J. Santiago, G. Woods, F. Rodriguez. Standing: Mickey Rodrigues, Alex Riveira, L. Santiago, F. Figueroa, F. Martin, Rafael Rios, and Jesse Garcia

On the brighter side of things, most plantations provided the families with plain but adequate houses, with a bit of land around them on which they immediately planted the *gandul*, *achiote*, and coffee seeds they had brought with them. Fathers and sons made stoves out of five-gallon cans, and *guayos* (graters) out of can lids.

The lack of cash and transportation, not to mention plantation policy, forced them to shop in the company store. However, they were pleased to find rice, beans, *bacalao*, and other ingredients needed to make familiar dishes.

Economic survival was a precarious proposition. Incredibly, field wages decreased in 1902 and again in 1903, making life even more difficult.

The Puerto Ricans helped each other all they could, caring for the sick and orphaned, burying the dead. When their home-grown crops were harvested, they shared them. Some turned the activity into a small business; others gave away what they did not need. Survivors of that era recalled with satisfaction that when hard times tested their mettle, Puerto Ricans came through for each other.

The hardships they experienced were noted in several reports—which branded them as the most hopeless people ever to migrate to Hawaii. The entire experiment was declared to be a total failure. But contrary to those reports, and despite such discouraging circumstances, the immigrants and their children did better than anyone wanted to believe.

Scattered and separated over all the islands, they had to face each problem individually, or, at best, in small groups. That did not keep them from asserting themselves when necessary. Small-group action usually came from the workers on the plantations. They continued to demand justice and respect. They wrote letters to the newspapers in Puerto Rico, appealed to the governor of Puerto Rico and to the governor of Hawaii.

Things improved a little with time, especially when there was a shortage of other ethnic laborers. The changes, however, were not enough to keep the Puerto Ricans on the plantation. By the end of the first decade, only 1,224 were still plantation laborers. Unfortunately, 704 of them were field hands, the lowest-paying job in the system. Abysmal and dead-end as most plantation jobs were, it took courage to turn away from full-time employment and shelter.

The Puerto Ricans were a shock to the HSPA, who had counted on their supposed docility to make them submissive.

Scattered and separated over all the islands, they had to face each problem individually, or, at best, in small groups.

Instead, the *Boricuas* turned out to be rugged individualists who refused to tolerate abuse. They worked at anything and everything available. A few managed to leave Hawaii for California and points East during the first decade. A few more found their way home to Puerto Rico.

The first 30 years were more difficult than anyone could have



Gus Rosa, Adolf Samuels, and Chico Rosa in the 1940s

predicted back in 1900 or 1901. But by 1930 there were enough adults with the energy, capacity, and job security to look beyond their own personal situation and deal with the common problems of the group. They created their own opportunities.

The Puerto Ricans had known for a long time that group cooperation was essential to their progress in employment, education, and general well-being. In 1931, the Puerto Rican Civic Club was organized, followed by the Puerto Rican Independent Club in 1932. While both had the mutual goal of service to the Puerto Rican community, the Civic Club stressed political participation as an indication of good citizenship, and the Independent Club stressed aid for the sick, unemployed, widowed, and orphaned. Both organizations desired to prove that their members could act in concert. The two groups acquired property and cash assets and provided many services for their members.

In 1973, the two well-established Civic and Independent Clubs merged into the United Puerto Rican Association of Hawaii Inc. It holds a general membership meeting on the third



March 17, 1974, Inauguration of the first Board of Directors of the United Puerto Rican Association of Hawaii, Inc.

Sunday of each month, gives scholarships annually, holds monthly dances, sponsors the annual *Día de Reyes* celebration, and co-sponsors an annual cooking show with Hawaiian Electric. It also co-sponsors periodic readings by Puerto Rican writers with the Hawaii Literary Arts Council. It has created special anniversary exhibits with the Bishop Museum and the Department of Education, and extends hospitality to visiting Puerto Ricans. It was the only organization in Hawaii to raise funds for the Mexican earthquake victims and raised more than \$4,000 for Ponce Relief.

But the organization that caught the fancy of the public back in the early 1930s was the Puerto Rican Baseball League. Thousand of avid fans filled Lanakia Park every weekend to cheer their favorites. The teams took on the names of their home towns: Adjuntas, Arecibo, Ponce, Mayaguez, San Juan. Sports reporters wrote of the players' speed, agility, and grace.

Talent and ability abound in many of Hawaii's Puerto Ricans. In 1977, Hawaii saw its first Puerto Rican law school graduate. In 1988, one Puerto Rican woman and one man graduated from the University of Hawaii's School of Medicine.

Today, Maxine Correa and Jerry Santos, of Puerto Rican descent, serve on the Kauai County Council. The Honolulu City Council has one member who is of Puerto Rican descent.

The *Boricuas* turned out to be rugged individualists who refused to tolerate abuse. They worked at anything and everything available.

The Puerto Ricans' gifts to Hawaii included sociability and tolerance. They were distinctive but not clannish. They had a long history of racial integration and did not feel threatened by intermarriage. They began to marry outside of the group in 1902, and by 1950 more than half of them were the product of



Julio Rodriguez, Jr. of *El Conjunto Boricua*

intermarriage.

Puerto Ricans have woven themselves snugly into the contemporary texture of Hawaii's multiethnic society. In addition to the plantation experience, they share a blending and crossover of traditions and beliefs which allow all the groups of Hawaii to enjoy each other's cultural contributions. More importantly, they share children and grandchildren with all the people of Hawaii. This has created very special bonding, not only among the races but bonding to the land.

There are many ways to take the measure of a group. Of Hawaii's Puerto Ricans, it can be said that through hard times or better times, they gave their best, whether it was in the sugar, coffee, or pineapple industries, macadamia farming, playing baseball or fighting a war, playing music or fighting crime. In the Governor's cabinet or at a general membership meeting, Hawaii's Puerto Ricans have matched their optimism with hard work. And they have accorded to others the dignity and respect they demanded for themselves. ■



Charles Figueroa, August M. Rodrigues, Julio Deleon Rodrigues, Julio Rodriguez, Jr., and Marcial Maldonado of *El Conjunto Boricua* perform at the Festival of American Folklife in Washington, D. C.

Norma Carr, Ph. D. is a writer in Hawaii.


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Most women will always be delighted to receive fragrance gift sets. For one thing, the sets are a good buy: more for the money. For another, they offer something the industry calls “layering.” Cosmetic experts tell us the educated perfume consumer likes to “layer” her fragrance,

that is, use the same scent in soap or bath gel, body lotion (especially in winter when skin is drier), powder, and then perfume. This layering, perfume experts say, maintains the fragrance longer.

There is also an enhanced interest today in men’s colognes. According to Pat Hariston, a sales representative in the men’s fragrance department at Hecht’s department store in Washington, D.C., Obsession by Calvin Klein is a number one seller. The 4-ounce spray perfume bottle is \$42.

Among younger male customers, the current number-one seller is Polo by Ralph Lauren. Polo comes in its traditional forest-green box with the polo trademark on the front and is priced at \$34.50 for the 4-ounce spray. ■



(Left to Right)

Elizabeth Arden's Red Door flacons have a gold miniature key, lipstick, nail polish, or Red Door dangling from the neck of each bottle.

Polo by Ralph Lauren comes in its traditional forest-green box with the polo trademark on the front and is priced at \$34.50 for the 4oz. spray.

Jovan Musk works with the body's natural chemistry. Aftershave/cologne, 2 Oz. bottle for \$7.20

Velvet-eyed Elizabeth Taylor's Passion is, of course, lavender.

Obsession by Calvin Klein is a number one seller. The 4oz. spray perfume bottle is \$42.

Poison, by Christian Dior, is a stand out in a forest-green box with black lettering.

Santa Fe, a light scent, is \$7.65 for the 1.7 oz. aftershave.

Oscar de la Renta's exquisite perfume comes in a silver texturized box with golden letters and sells for \$60 for the 8 oz. bottle.



WHAT IT MEANS TO BE HISPANIC

1989 HISPANIC NATIONAL ESSAY CONTEST

A FOUNDATION

BY MARIA BEATRIZ RAMIREZ

"So, what are you, black or white?" I was asked by one of my third grade classmates as we headed for one of the long tables in the school cafeteria. The question surprised me. It caught me off guard. After all, I had never been asked to label myself before. I really didn't know how to respond.

The girl was not asking me what the color of my skin was. She could obviously see as well as everyone else that my complexion was a tannish brown. The girl was really asking me to identify my ancestry, and in a city like Columbus, Ohio, not famous for the size of its Hispanic population, she had seen it as a choice between black and white. My appearance had confused her. I was too dark to be "white," but my features didn't look "Black."

After the initial shock of the question wore off, I responded by saying that I was really neither, I was Hispanic, and I realized then that in many ways being Hispanic was, in the American culture, being "different."

Looking back at that incident, I now think that my answer was not completely correct. After all, the term Hispanic refers to a rich culture built from the mix of African "black," European "white," and Native American "red." The word "Hispanic" is a very broad term, referring to people with different ancestries from unique regions and countries. Despite the individuality of each group united under the word "Hispanic," there are certain common ideas and values that are shared by what can be called one single Hispanic culture. This Hispanic culture has given me more than a second language. It has given me a strong sense of family and an immigrant's belief in the importance of hard work and the value of an education.

The Hispanic culture is "family centered" over "individual centered." This has, at times, meant sacrificing personal comfort, like having to share a small bedroom not only with my sister but with a cousin, in order to help the family. This difference in focus has at times made me feel separated from my non-Hispanic friends: They don't really understand why I want to attend my three-year-old cousin's birthday party, why my family always eats meals together, or why there always seems to be different relatives who are newly arrived to this country living with us. Yet this separation is not negative because the unity of my family has given me a strength and a sense of pride that can only help me in my life.

Right now I'm interested in studying architecture, a field that starts with a simple concept: In order to build any structure, a strong foundation is needed. That is what being part of a Hispanic family has done for me—it has given me a strong foundation, one that I can build on to become anything I want. This foundation includes the values that have been instilled in me by my parents and the belief in the value of hard work and education. It is a foundation that will endure through the prejudices that always come with being "different" in a society. It is a foundation that will help break down those prejudices by allowing me to reach for excellence.

My perspective has changed a lot since third grade. I now understand that being Hispanic is not a set of shared physical characteristics, but that, instead, it is sharing the values that come with the culture. These values, through the strength of my family, are what have helped me grow to feel confident, strong, and proud of my differences and of my culture. **H**

Maria Beatriz Ramirez is a student at Bishop Watterson High School in Columbus, Ohio.

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We salute the Labor Council for Latin American Advancement (LCLAA) for the outstanding work it does in promoting the best interests of Hispanic workers in the AFL-CIO, in the workplace, and in society.

There are over one million Hispanic AFL-CIO members. Hispanic trade unionists are an integral part of the future. They epitomize the principles and values of the union movement as espoused by the Labor Council for Latin American Advancement (LCLAA).

We salute Hispanic union members all across this land working in thousands of occupations who have joined our ranks and uplifted us and themselves as well as their families. They are full fledged partners of progress of the American trade union movement.

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Coca-Cola

We are happy to salute the ten 1989 Coca-Cola Women of the Year, selected by HISPANIC readers.

As we approach the decade of the 1990s, there are many challenges confronting the Hispanic community. Although Hispanics are advancing and achieving success in numerous fields, many still face poverty and despair. Opportunities have never been greater for our young people, yet Hispanics are dropping out of school; the rate, by recent estimate, is just under 40 percent. It is Hispanic women who must often directly deal with these challenges, whether as teachers, mothers, homemakers, or professionals. It is because of their strength and faith in themselves and their families that the future remains hopeful.

Our Coca-Cola Women of the Year represent a cross section of the Hispanic community. They combine grace, intelligence, and beauty with a burning desire to succeed, and they all have one thing in common: a willingness to serve the

community. All of these women have achieved a measure of success in their lives. But for them success is not counted in personal terms alone, but also in terms of helping others.

Some of our Women of the Year are famous, such as Rita Moreno, the actress and singer, and nationally acclaimed artist Nivia González. Shiree Sánchez is President Bush's link to the Hispanic community. Others are stars in the field of education, including María Elena Riddle and María S. Guasp. Most are active in Hispanic organizations, which have become a particular focus for some, such as Irma Maldonado and Anna María Perera. Some are outstanding professionals and businesswomen, including Margarita Colmenares, Marlene Urbina, and Oralea Corrales.

Together, our Coca-Cola Women of the Year represent the best the Hispanic community has to offer. On behalf of Coca-Cola and HISPANIC, *un fuerte abrazo!*

**WOMEN
OF THE
YEAR**



HISPANIC
THE MAGAZINE FOR AND ABOUT HISPANICS

**...es que tiene
magia.**

(trago)

**Es suave y
distinta.**

**Me hace
burbujear.**

(traguito)

**Estoy seguro
que nunca nos
separaremos.**

(traguito)

**No tiene
igual.**

**Siempre
me sorprende,
mi...**

(trago)

Mmmm.

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CLASSIC

¡El Sabor De Tu Vida!

WOMEN OF THE YEAR



Shiree Sánchez

As associate director of the White House Office of Public Liaison, Shiree Sánchez is on the front lines of the political scene. Whether representing President Bush at Hispanic events across the country or advising him on Hispanic issues, this native of Texas has brought a fresh perspective to the political scene. She represents a new breed of Hispanic public servant: at once dynamic, caring, and deeply committed.

.....



Ana María Perera

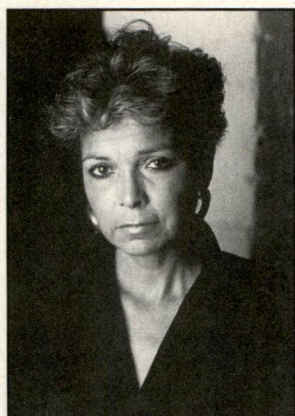
Ana María Perera began her professional career representing Cuba in the United Nations and has served for over twenty years in the top levels of the federal government. In 1972, she founded the National Association of Cuban American Women, which established the Latin American Educational Center, headquartered in Fort Wayne, Indiana. She has dedicated a lifetime to the advancement and education of Hispanic women in the United States.

.....



María Elena Riddle

María Elena Riddle is committed to opening the doors to the future for young Hispanics. For the past three years she has been director of the office of university relations for the National Hispanic University in Oakland, California. At Fremont High School, she leads the "Thursday Club," where young students find support and develop good study habits. To these young people, as well as to her friends and family, she is an inspiration and a role model.



Nivia González

Nivia González, a nationally acclaimed artist from San Antonio, Texas, is the personification of creativity and dedication. Her innovative programs aimed at teaching art to prison inmates have helped those at the bottom of the ladder develop personal self-esteem under very difficult conditions. Her art has been featured in numerous art shows and is part of private and corporate collections across the country.

.....



María S. Guasp

María S. Guasp is Deputy Commissioner of School District No. 6 in New York City. Her accomplishments in the field of education include participating in the New York State Commission on Education and serving as president of the Puerto Rican Educators Association. She is tireless in promoting the educational options available to Hispanic women in the New York community. Perhaps most importantly, she has served as an inspiration to those around her.

.....



Irma Maldonado

Over the past twenty years, Irma Maldonado's volunteer work has encompassed a wealth of worthy causes, including support of children and young adults, and Hispanic women leadership efforts. As the national chairperson of the Mexican American Women's National Association (MANA), she has created educational and leadership programs that have brought national recognition to Hispanic women across the country.

**WOMEN
OF THE
YEAR**

**WOMEN
OF THE
YEAR**



Rita Moreno

On stage and screen, Rita Moreno has portrayed Hispanics positively and brought her infectious energy and enthusiasm to everything she has undertaken. She is the only woman ever to win the top four entertainment awards— Emmy, Tony, Grammy, and Oscar. But she doesn't have time to rest on her laurels, and is busy with countless new projects.

.....



Margarita Colmenares

A native of Los Angeles, California, Margarita Colmenares is a determined advocate for science and engineering. In her role as the newly elected president of the Society of Hispanic Professional Engineers, she often speaks to students about the value of education. A petroleum engineer, she has excelled in what is traditionally a man's field, and done it with style.

.....



Oralea Corrales

Oralea Corrales, former city councilwoman in Midland, Texas, is a mother of four, grandmother of six, and a guardian of her 52-year-old mentally handicapped brother. She and her husband, Jesús, have been married for 31 years. A dynamo of energy, she is a deeply committed and involved mother, wife, and civic leader.

.....



Marlene Urbina

Currently serving as the chairperson to the Commission on Latin Community Development, Marlene Urbina has worked hard to improve the condition of Hispanics in Washington, D.C. Born in Ecuador, she studied at the University of California in Santa Barbara, and earned a master of arts in international affairs at George Washington University in 1984. She is employed by the State Department as a foreign affairs officer.

ON THE TRAIL OF THE PERFECT

My grandmother's *metate* now props open her back porch screen door. Growing up, she learned to grind corn on this hollowed-out stone, but most of us have opted out of such back-breaking activity. Have we given up making tamales? No—we have just changed the process.

Tamales are essential to Christmas dinner in Bolivia and Peru, along the Ecuadorean coast, in Colombia, El Salvador, Mexico, Cuba, and, of course, many homes in the United States. My grandmother, however, might not recognize some of the versions.

Because eating them instantly qualifies you to be an expert, there are as many authorities on what constitutes the traditional tamale as there are consumers. For example, the traditional savory tamale is a tender cake of ground corn with a slightly spicy *picante* filling, the packet steamed in cornhusk or banana leaf wrappers—or one of any endless variations on this theme. As with soups and stews, there are many possibilities. Each is a real tamale.

After eating my way through many restaurants and cozy kitchens, I have arrived at another tamale conclusion. We can't cook exact duplications of foreign cuisines in our own country. How can we recreate dishes based on vegetables or other ingredients that are not available in the United States? For example, my supermarket's big, but it doesn't carry *atserva* plants. The *atserva* leaf, however, is the wrapper for Ecuadorean tamales. The ingredient dilemma doesn't mean we can't make



BY CISSIE COY

TAMALE

In a perfect holiday world, all the men, women, and children are chattering and singing in the kitchen as they shred, chop, stir, clean the husks, add the masa, fold, and stack.

good tamales. They just aren't duplicates.

If you're on the trail of a luscious Christmas tamale, some of your choices are: fresh corn, right off the cob, or dry corn, for the *masa*, or dough. Or a combination of corn and hominy with a little

dry or cooked rice tossed in. Or ground green bananas. The *masa* is mixed with vegetable shortening or lard. It's been a while since my neighborhood celebrated a pig slaughter, so our lard has to be the store-bought kind that's lily-white and tasteless. Those who worry about cholesterol may use peanut or safflower oil.

For the filling, anything goes. Many prefer the pedestrian egg, but you can turn to peanuts, pumpkin, pineapple, blackberries, mashed black beans in butter, the *picadillo* that usually goes into tacos, leftover meat, scrambled eggs, fish, zucchini, olives, raisins, green chili, or any kind of cheese. A traditional filling includes pork, beef or chicken.

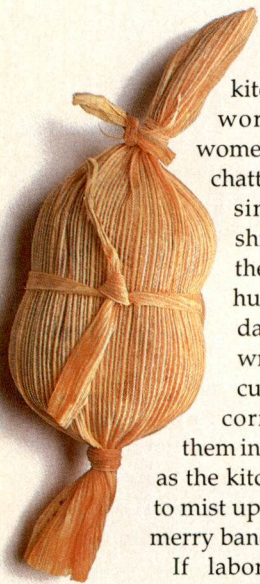
The wrapper that keeps your tamale dry while it steams can be a fresh corn husk, a dry one that has been soaked in hot water until softened, a banana or canna lily leaf, or (traditionalists will shudder) regular-weight aluminum foil. If you use foil, wrap the tamales in plastic first so they don't acquire a metallic taste. Unless you like a metallic taste. That's your choice.

Another tamale fact of life: There are two good reasons why traditional recipes

for tamales call for huge quantities of ingredients. First and most cheering, they are a holiday food. Holidays mean family and friends gathering, big crowds lining up to eat. Half a dozen tamales would be de-

voured in seconds. The other reason is practical: It is simply not worth making only a few tamales at a time. Their creation is a time-consuming job.

Ideally, however, your Christmas visitors will turn off the television in the living room and head, instead, for your



kitchen. In a perfect world, all the men, women, and children are chattering, laughing, and singing, while they shred, chop, stir, clean the husks, daub the husks with *masa*, add dabs of filling, fold the wrappers, tie them securely with strips of cornhusk, and stack them into the steamer. Then, as the kitchen windows begin to mist up from the steam, this merry band would clean up.

If labor-intensive tamales continue to be produced, it's obviously happening because there is no better food in the world. And if imitation is the sincerest form of flattery, consider the proliferation of tamale-like recipes that are third cousins to the ones my grandmother made. For example, *Easy Entertaining with Marlene Sorosky*, published in 1988 by Harper and Row, suggests a "Mexicana Buffet Brunch" with *Blanco* Cheese Enchiladas and Fiesta Corn Tamale Torte. The Tamale Torte is a fancier version of the bride's favorite standby, tamale pie. It is made in a springform pan and is a giant corn bread and chili concoction. I personally applaud Sorosky's blend of Nahuatl Indian word "tamalli" with the German "torte," resulting in a literary-culinary melting pot for your festive table.

Our search for the traditional tamale led us, among other places, to Los Andes Restaurant in Falls Church, Virginia. Although the decor is standard American Restaurant, the delicious smells escaping from the kitchen are distinct. The cuisine is described as international, but the owners and the house specialties are definitely Bolivian.

Lupe Rocabado-Lara, her husband, and two partners have been running the restaurant for six months. Lupe, 32, studied journalism at the Catholic University in La Paz. She has only been in the United States five years, but she is unflappable as she juggles details of arrangements for a private party while fielding incoming phone calls and a reporter's questions about Bolivian tamales.

"I'm from La Paz," she explained in a soft voice, "but most of my staff is from Cochabamba, in *el valle*, and that's

where tamales are [popular] because the southern part of Bolivia is where corn is grown....Other of our specialties are *saltenas* [a slightly spicy *empanada*] and *rellenos de papa* [balls of mashed potato deep fried]."

Her eyes twinkled as she added, "Cochabamba is known as the place where people eat all the time. I don't know why." She shrugged. "Maybe because the weather is mild all the time, never too hot or cold. But the food isn't fattening, and they have the best vegetables and fruit."

For the best Cochabamba tamale via Falls Church, I recommend Los Andes.

Tamales are essential to Christmas dinner in Bolivia and Peru, along the Ecuadorean coast, in Colombia, El Salvador, Mexico, Cuba, and, of course, many homes in the United States.



William and Lupe Rocabado-Lara owners of Los Andes.

LOS ANDES TAMALES

Makes approximately 20 tamales.

2 lbs potatoes
 1 1/2 lbs beef, chicken, or pork
 1/2 lb shank bones
 1/2 lb onions
 1 bunch green onions
 2 lbs white corn (Lupe uses Phoebe/ Mote Blanco)
 3/4 lb vegetable lard
 2 tbsps *aji* (red hot pepper)
 1/4 bunch parsley, diced
 4 tbsps cooked green peas
 1 hard-boiled egg, diced
 2 small boxes black raisins
 2 tbsps salt
 1 tsp anise
 1/2 tsp pepper
 1/2 tsp cumin
 1 box of corn husks

Boil the shank bones to make broth. Peel the potatoes; cut them into small squares, and cook ten minutes. Soften the corn husks ten minutes in hot water. Boil the white corn approximately 25 minutes—don't overcook—and blend it in a food processor to a fine texture.

Cook half the onion, diced, with half the chopped parsley and half of the diced green onions in 1/4 lb lard. Add all the spices except anise.

Cook the beef in the shank-bone broth with salt and remaining onions. Shred the beef and add it to the cooked onion and parsley, and cook ten minutes.

Add enough broth to the white-corn dough to make it form into a ball, blending in the anise, salt to taste, and what is left of the lard.

Form the dough into a ball in one hand, and into the center put one piece of hard-boiled egg, a couple of raisins, and a tsp or so of the beef mixture. The shape is fat and roundish like a potato. Place the round in the center of one or more husks, and then roll up the sides and ends of the husk to enclose the dough and filling. Tie the two ends with strips of husk. Steam 45-60 minutes, and serve with a salad.

For additional information you may contact Los Andes Restaurant, 6111 Arlington Blvd., Falls Church, Virginia, 22044, (703) 237-3272. **H**

Cristal

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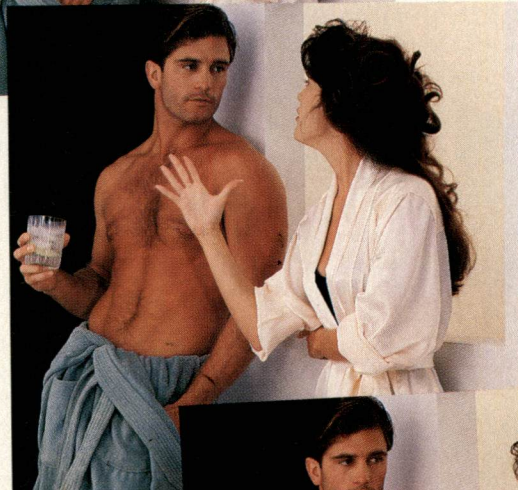


*"Standing there...
sipping that macho drink...
you think you're so superior."*



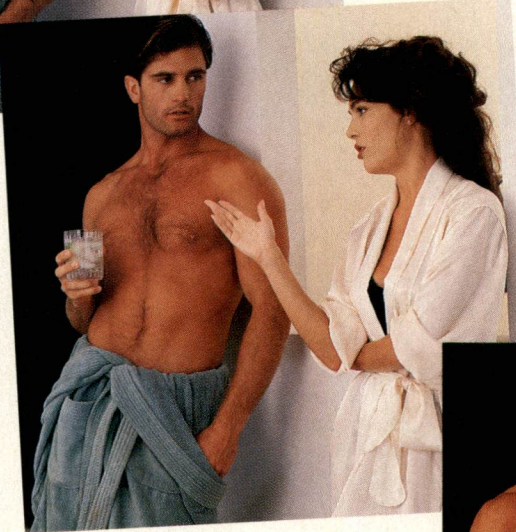
"Be nice."

*"How can I be anything but —
with someone brilliant, arrogant
and obviously bigger than I am?"*



*"I'm too brilliant
to be arrogant."*

"Persuade me."



"E = MC²"

*"You're going to have
to do more than that!"*



*"Take my CRISTAL...
and then beg for
my forgiveness."*

*"I'll take your CRISTAL...
you can beg to get it back."*



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...of anything!



(NEW YORK Continued from page 23)

ting an M.B.A., a Master's in Business Administration. Recalde doesn't have a typical day at the office, but the closest thing to it would be one that started between 8 and 9 in the morning with a review of his projects, then went on to an analysis of a company and its markets. He spends 40 to 50 percent of his time on a computer. His work day comes to an end about 9 in the evening. If he isn't traveling.

J.P. Morgan does business throughout South America, advising clients on takeovers, management buyouts, financing projects, and issuing tax-exempt bonds. In the

spring of 1988, the company tried to make an innovative contribution to the problem of Third World debt with its proposal to swap Mexican loans against Mexican government securities backed by U. S. government bonds.

Doing business all over South America may sound glamorous, but it's taxing, and Recalde remembers one trip that landed him in the middle of guerrilla action. However, it's still his choice to travel. At 26, Recalde doesn't know what the future holds for him, but chances are it will feature challenge.

Anna Maria Arias

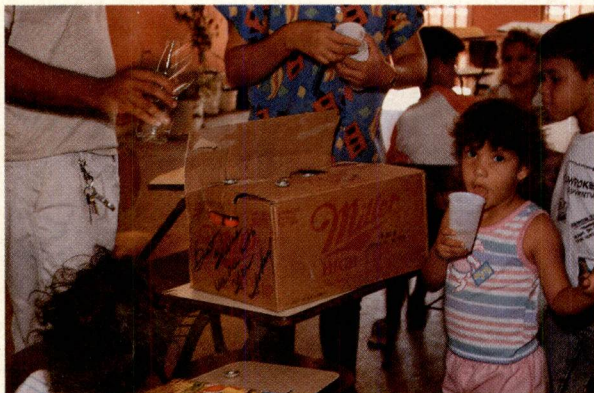


Diego Recalde

PUERTO RICO

A HELPING HAND

San Juan—When hurricane Hugo struck here in September, the destruction was buried in the back pages of the mainland's national news as Charleston, South Carolina, became the lead story. However, the damage to this island and many others in the Caribbean was extensive—and in some instances overwhelming.



Welcome relief supplies from Philip Morris Companies arrive in Puerto Rico, hard hit by Hurricane Hugo.

According to José Martínez, Director and Special Counsel to the Governor of Puerto Rico, there is an estimated \$1.1 billion in private and public losses and damages. Approximately 37,000 families are homeless, and the number keeps rising as the Disaster Field Office of the Federal Emergency Management Agency receives more applications for assistance. There has been an almost \$103 million loss in agriculture, including one-fourth of the coffee crop and 80 percent of the plaintain crop.

John Schad, who is the Public Information Officer at the Disaster Information Office in Puerto Rico, said that the eastern coast, particularly Fajardo, Luquillo, Vieques, Loíza, and other regions, can truly be described as a disaster area. "National media reports did not convey the extent of the damage and suf-

fering," said Sen. Olga Méndez, Representative for Albany in New York. She and City Councilman Víctor Robles, from the 27th District in Brooklyn, New York, toured the island and visited shelters for the homeless in San Juan.

"Although San Juan was not as severely damaged as the eastern part of the island," Robles noted, "we saw destroyed homes, businesses, and schools. Even more than a week after the hurricane, homeless people were still arriving at shelters, and potable [drinking] water was not available in the affected areas, including the capital."

Immediately after the hurricane hit, the island government began a campaign entitled *Dale la mano a Puerto Rico*, and help has been arriving from a perhaps surprising variety of sources, includ-

ing foundations and corporations. The American Red Cross has been a major care giver, providing food and shelter to families in the areas most affected by the storm. Medicines have been donated by the American Foundation; clothing was donated by St. Barnabas Hospital in the Bronx; and Philip Morris Companies Inc. collected more than 80,000 pounds of relief supplies, chartering a DC-8 cargo jet to transport them. The company's assistance included providing bottled water, rice, cheese, and powdered milk.

"We have a tradition of helping when disaster strikes," ex-

plained Frank Gómez, Director of Public Programs at Philip Morris, "and with many Puerto Rican employees at our New York headquarters and elsewhere around the country, we feel a special kinship with the island."

Gov. Rafael Hernández Colón has stated that the cost of rebuilding and recovery could exceed \$1 billion. Additionally, the Puerto Rican government is concerned about the effect Hugo publicity will have on tourism. Governor's Counsel Martínez cautioned, "We have to be careful not to seem a [complete] disaster area no one would want to visit. Hotels and other tourist facilities are now operating and offering good service as usual. Other points of interest will, we hope, be back to normal soon."

"It was heartwarming to be part of the 'helping hand' that thousands of people in the New York area gave to their brothers and sisters in need," said Gómez. "Seeing those children drinking clean water from New York is something I will never forget."



From left to right, Puerto Rico's First Lady Lila Mayoral de Hernández Colón greets New York state Senator Olga Méndez, New York City Councilman Víctor Robles, and Philip Morris representative Frank Gómez.

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TEXAS

CADET CAMARADERIE

San Antonio—San Antonio's Saint Mary's University is offering 97 of its students participation in the Army Reserve Officers' Training Corps (ROTC), and approximately half of them are Hispanic. Guided by a professor of military science, Lt. Col. Roberto Valle, several of these students will graduate next spring and earn commissions in the U.S. Army.

Cadet Enequina "Dina" Guerrero is one. Guerrero wants to serve with either the Signal Corps or Military Intelligence, and she received an Armed Forces Communications and Electronics Scholarship last year. "She's my computer expert—the one I go to when I need help with the system," says Assistant Professor Michael Staszak, an Army Major who teaches military science at the university.

Guerrero, born in Mexico, moved to the United States a decade ago. "My grandfather was an American citizen, and we came with him. My whole family became citizens, and that was one of the motivations for me to join the armed forces. The scholarship paved the way."

Another student in the program is Gilbert Hernández, who was awarded a full, four-year ROTC scholarship. Although a strong supporter of the program, he speaks realistically of the difficulties of being student and cadet at the same time: "You're constantly juggling, juggling, juggling... It's really time management, and you learn that here."

What seems to interest many of these students most about their future career in the Army is the opportunity to work with people from different cultural and geographical backgrounds. They relish the chance to intermingle with soldiers from other schools who bring with them different life styles and views of the world.

In addition to excelling academically, cadets must be physically fit. This means strenuous physical training. One of the most difficult routines sets cadets to climbing the walls—15-foot and 35-foot walls, in fact. In this exercise, there is encouragement for cadets who wonder if they can do it, praise for those who overcome their fears—and good-natured ribbing for the overly confident who get humbled by the heights. Such camaraderie, instructors believe, is good training in leadership.

Efraín De La Fuente, one of



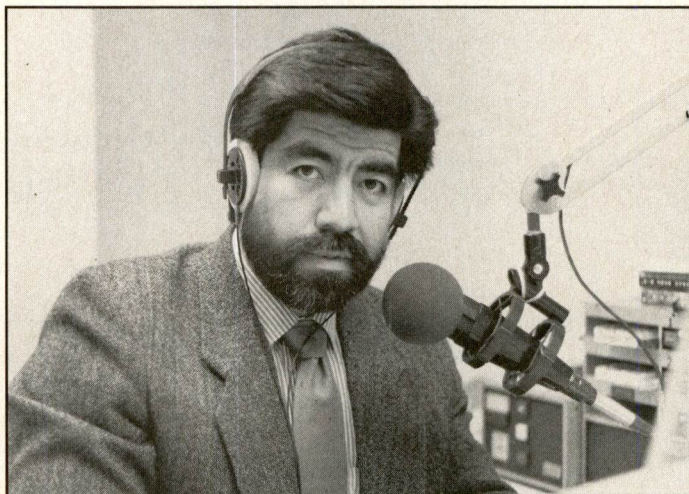
ROTC cadets, left to right, Gilbert Hernández, Michelle Ochoa, Enequina Guerrero, and Efraín De La Fuente

the three Cadet Company Commanders at Saint Mary's, perhaps sums up the career side best: "ROTC offers something that I don't see in other courses—the opportunity to be able to lead others, to organize, set goals, to stand before an audience and try to influence that audience. To me, that's something very special."

The Army's ROTC program is currently available at 415 universities and colleges in the United States mainland, Puerto Rico and Guam. Some 2,800 Hispanics are among the 54,000 students enrolled.

WOULDN'T IT BE SOMETHING?

Dallas - "Estas son noticias SIS." Ten years ago, this phrase introduced a five-minute Spanish-language newscast that could only



SIS Manager José Luis Madrigal

be heard on a handful of radio stations in the Southwest. Today, the Spanish Information Service (SIS) reaches 75 percent of the U.S. Spanish-speaking population from New York to the Rio Grande Valley to Los Angeles.

"We're the largest Spanish-language news service in the country," says José Luis Madrigal, a former television reporter who joined SIS as a correspondent ten years ago and is now news director and manager. "Our expansion has been phenomenal. We're in the top 29 radio markets," Madrigal reports. The service expects to add another major city, Chicago, to its roster soon.

SIS is one division of the Texas State Network, a regional news and agriculture radio service headquartered in Dallas that also broadcasts the Dallas Cowboys football games — in English and Spanish — to over 200 stations in 13 states. SIS's parent, Command Communication, reported that Spanish-language advertising accounted for \$409 million in 1987 and was expected to increase 25 percent over the next five years.

Madrigal attributed the growth of SIS to several factors within the Hispanic community: population increase, proliferation of Spanish-language format radio stations, advertiser acceptance, and the desire of the Hispanic community to be kept informed. "Although our news emphasis is on events

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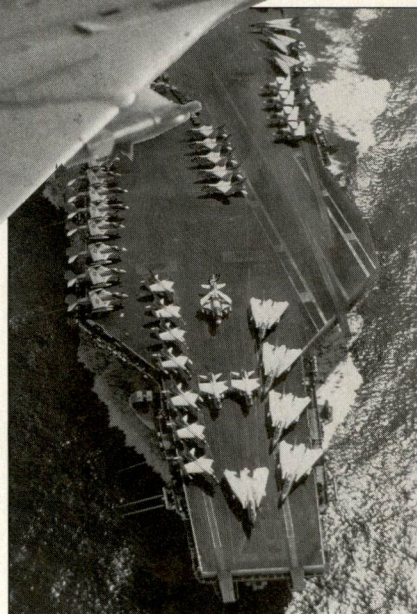
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in the United States," Madrigal said, "our audience demands that we have correspondents in Latin America along with the rest of the world."

SIS occasionally works with their English language counterparts at the Texas State Network (TSN), especially during spot news in Mexico or Central America. "The first reports of the Mexico City and San Salvador earthquake came across the wire in Spanish," Madrigal said. "We quickly translated them to English so TSN could broadcast it to its audience."

As editorial director, Madrigal contends

that what's news is news, whether in English or Spanish, but admits certain topics, such as immigration and police relations, hold a greater interest in the Hispanic community. "As far as I know, we were the only news service to have call-in shows with INS officials and attorneys available to explain the changes in the immigration law during the amnesty program," Madrigal said. "And we were the only one to broadcast President Bush's inauguration live in Spanish."

SIS is just beginning to scratch the surface in terms of programming, Madrigal said. His dream is to start a coast-to-coast live call-in

talk show, à la Larry King, "where the Hispanic community can talk about what's going on in our society. Sometimes I feel like a pioneer," Madrigal said. "This isn't just a business that's trying to expand into new markets. I feel we're slowly but surely linking the Hispanic community together throughout the United States. Wouldn't it be something if a Spanish speaker in Miami could talk to a Spanish speaker in Los Angeles about a mutual problem or concern? Wouldn't that be something?"

Mickey Torres

WASHINGTON, D.C.

THE GALA SPIRIT

Washington, D.C.—U.S. Hispanic theater grew out of a revolutionary spirit. The first ensembles in California voiced concerns of striking farm workers during the 1960s. In New York, troupes emerged from grassroots organizations that saw theater as a way of articulating social concerns.

Today, Washington's GALA Hispanic Theater, founded in 1976 by Argentine actor, director, and lifetime "hombre del teatro" Hugo Medrano, is gearing up for the 1990s. According to Medrano, GALA has managed to keep a grip on its convictions while continuing to attract the numbers needed for the theater's survival. Each year GALA mounts three productions: a "classical" piece along the lines of Lorca or Calderón de la Barca, a contemporary work focusing on a social problem, and "something lighter."

But for GALA, "something lighter" is never without its politics. Last season's entry in this category was Chilean Marco Antonio de la Parra's farce, *Las Secretas Obscenidades de Cada Día*, an encounter between two perverts who turn out to be Marx and Freud. Their benignly paranoid/erotic banter escalates into a critique of capitalism, as Marx demands of Freud, "Why do you bother analyzing the dreams of the bourgeoisie?"

This year GALA received a city award in recognition of its artistic contributions. It also just returned from Costa Rica where it was one of two theater groups from the United States invited to take part in the International Festival for Peace.

Productions have also been invited to perform at the Kennedy Center and the Joseph Papp Latin American Festival in New York City.

GALA has always presented plays in both English and Spanish, to offer a public forum for issues that are ordinarily thought the exclusive concern of "this" or "that" group, or

are too controversial. And unlike New York's Cuban Repertorio Español, GALA's actors, scripts, and audiences represent not one nationality but what Medrano terms a kaleidoscope of diverse Hispanic groups.

For Medrano the lovely image has its darker side. In Washington, a town of transients, the idea of an audience for any institution aiming to serve a community is never without a question mark. "Washington is different from New York, where you have well-defined groups. It's difficult to define an approach to the community when there are so many differences in classes and expectations—among international types, suburbanites, *barrio* people. There's a constant turnover."

Whether or not the audience dilemma is responsible for the long creases in the striking Medrano's gaunt face, the issue is bound up with any response he offers to inquiries about his artistic principles. "When we first started out, we wanted to do what we wanted to do. We were what you would call artist-oriented. Now we're trying to change along with our audience."

GALA's biggest audience seems to center in a Spanish-speaking contingent from the World Bank and the Agency for International Development, regular supporters who happily settle into the theater's intimate space on the outskirts of downtown



A Gala production of *The Bonds of Interest* by Jacinto Benavente. From left to right, actresses Caitlin O'Neil, Constance Fowlkes, Jewell Robinson, and Joan Kasarda.

D.C.

"Our purpose is to reach the community, not just to open the doors and let them in, but to educate people...I don't think we have to compromise the political aspects of GALA. We've emerged from a strong tradition. I guess you could say our audience is sophisticated enough to get slapped in the face and actually like it," says Medrano with a deceptive smile on his face.

The Gala season opened in September with Luis Santeiro's *Our Lady of the Tortilla*; a second major production, *Eloísa Lies Under an Almond Tree*, by Spanish playwright Jardiel Poncela, will be presented in Spanish February 2-March 4; and *Made in Lanús*, by Argentine writer Nelly Fernández, will be performed in Spanish April 6-May 6 and in English May 11-May 27. The season also includes staged readings, a repertory presentation, and holiday celebrations. For additional information and reservations, you may call (202) 234-7174.

Marion Jacobson

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December 3,
1989



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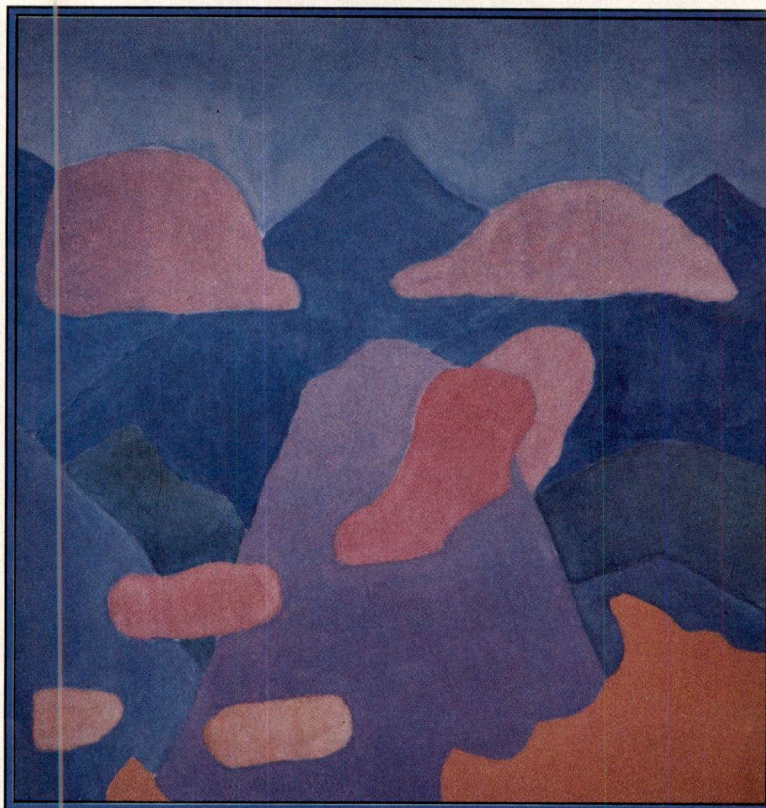


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The insurance industry is one business where Hispanics are achieving—in all areas. Insurance companies offer opportunities for a wide range of careers: Accountants, sales representatives, attorneys, computer specialists, actuaries, claim representatives, underwriters, personnel workers, and administrators are needed.

One trait most insurance companies seem to share is diversity—diversity in their products and diversity in their employees. Generally, there are two types of insurance companies, those that deal directly with the consumers, and stock companies that sell through independent agency systems. Cigna Corporation is an example of a stock company. Its assets exceed \$55 billion, and it ranks among the largest investor-owned insurance organizations, both in the United States and around the world.

Another one of Cigna's assets is Amador Rodríguez, of Reno, Nevada. Rodríguez is Marketing Vice President of the Property and Casualty group of Cigna Corporation in the Reno office. Rodríguez graduated from the University of Laterano in Rome, with a Bachelor of Arts in philosophy and theology. Knowing nothing about the insurance business, he started his career at The Travelers Group, where he received valuable training. Rodríguez notes, "A degree is not necessary, but it's helpful.

THINKING OF MAÑANA

BY ANNA MARIA ARIAS

If you believe in yourself and give yourself a chance to do well in the business, so will the insurance corporations."

Rodríguez is responsible for the financial performance of the Property and Casualty Department in Reno. On a daily basis he establishes relationships with agencies that want to do business with Cigna. He also manages a team of four people that he proudly says "are capable of responding within hours—or sometimes minutes—to problems that may arise on any given day."

Rodríguez loves his job and believes the insurance industry is a service to the country. Rodríguez advises others interested in the business to "apply, even if you know very little about [it] but want to learn. Start anywhere in the business; learn all you can, and work

your way up." Rodríguez explains, "In the past, the insurance industry as a whole has not paid proper attention to the Hispanic population, and we need more representation."

Claudio A. Sierra, a computer programmer/analyst for John Hancock Financial Services, is responsible for computer systems for management and cost-accounting reporting. He is currently working on the installation of a major computer-accounting system to be completed by 1991. Sierra is also involved in creating better communications

between Hispanics and the insurance industry. He is a member of John Hancock's Minority Advisory Committee, which the company established to develop and promote two-way communication between management and minority employees. Members also help achieve minority hiring goals, assist in the retention and promotion of minorities, and promote the concept of valuing diversity.

Allstate has a reputation for working directly with the consumer. The company is developing ways to create an awareness in the Hispanic community of the careers, opportunities, and products they have to offer. Vilma Colóm, former Hispanic Affairs Manager at the Allstate corporate headquarters in Illinois, says Allstate goes beyond the call

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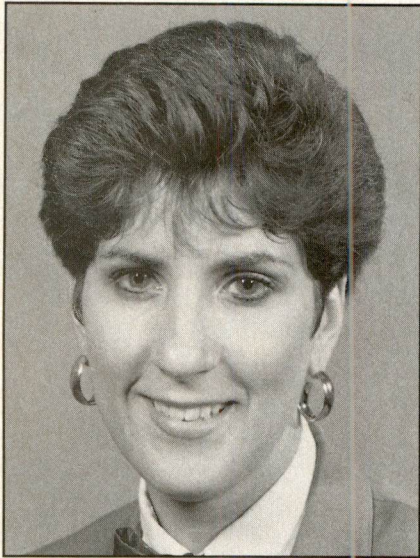
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Vilma M. Colóm

of duty by using what she calls a "humanistic approach"—employees are encouraged to participate in their communities.

Allstate has also set up Hispanic work groups at the regional levels. Each task force consists of Hispanic representatives who meet and discuss issues that affect the Hispanic community—products, recruitment, advertising, promotional opportunities, and day-to-day issues. Colóm explains, "Through our Hispanic Task Force, we get our employees involved in the day-to-day problems in the neighborhoods where we do our business. We don't just want to sell policies; we don't just want to process claims; we want to be able to service the needs of the community."



Claudio A. Sierra

It was Colóm's job to maintain relationships with Hispanic leaders across the country. She says, "Many corporations give donations of \$50, \$60, \$70 thousand, and you see them once a year at your national convention or national meeting. Allstate is different. I have an ongoing relationship with those individuals, not just working on the conventions, but helping them solve some of

their problems in their communities." Colóm believes that cultural diversity helps generate new ideas, formulas, and perspectives.

In addition to career opportunities, the importance of insurance itself needs to be promoted in the underinsured Hispanic community, experts say. Isabel García, Assistant Marketing Director for Metropolitan Life's Hispanic Marketing Program, emphasizes, "Providing a health and medical plan is one of the most important things a firm can do." She acknowledges that it represents a major financial outlay, "but it is the benefit that employees and their families probably appreciate most; there are tax benefits for the company as well."

Zulma X. Barrios, Hispanic Markets Director for Mutual of Omaha (and the U.S. Hispanic Chamber of Commerce Corporate Business Advocate of the Year), couldn't agree more with the importance of obtaining insurance for security. A native of El Salvador, Barrios joined her company in 1972. She holds many firsts, including the distinction of being the first woman general manager of a division office in the history of the company. This dynamic woman says she attributes her high energy level to her job. She is committed to helping Hispanics realize the value of having insurance protection.

Barrios got into the business because it was a way to help herself and help others at the same time. She has traveled around the country trying to uncover the reasons why so few U.S. Hispanics carry life and disability coverage.

"Financial security is the way to the middle class and above. Forget poverty! Hispanics must focus on priorities," she said.

Accepting insurance money for the loss of a family member can be a burden to a Hispanic, Barrios notes. In many households it is viewed as blood money. Barrios is sensitive to this, but reminds us that life goes on, and it is very important to have life or disability coverage to ensure family security.

With advances in medical technology, people today are living longer—yet

not able to provide for themselves or their families later in life. René Colina's job as General Manager for New York Life is to oversee the sales operation in the Miami general office, which includes making sure his representatives get consumers the proper information needed to plan for the future. He has 75 sales representatives, and 75 percent of them are Hispanic. Colina suggests anyone interested in working in the business or purchasing insurance should simply call an insurance company. "The company will put you in touch with the proper person to assist you," he explains. At New York Life, a sales repre-



René Colina

sentative will talk with a caller on the phone, then set up an appointment to meet with him or her in person to discuss solutions to insurance needs. If a caller is interested in career information, a general manager will explain opportunities within the company. Either way, Colina explains, "We need to develop resources for tomorrow. Don't only think of today, think of *mañana*." ■



Zulma X. Barrios

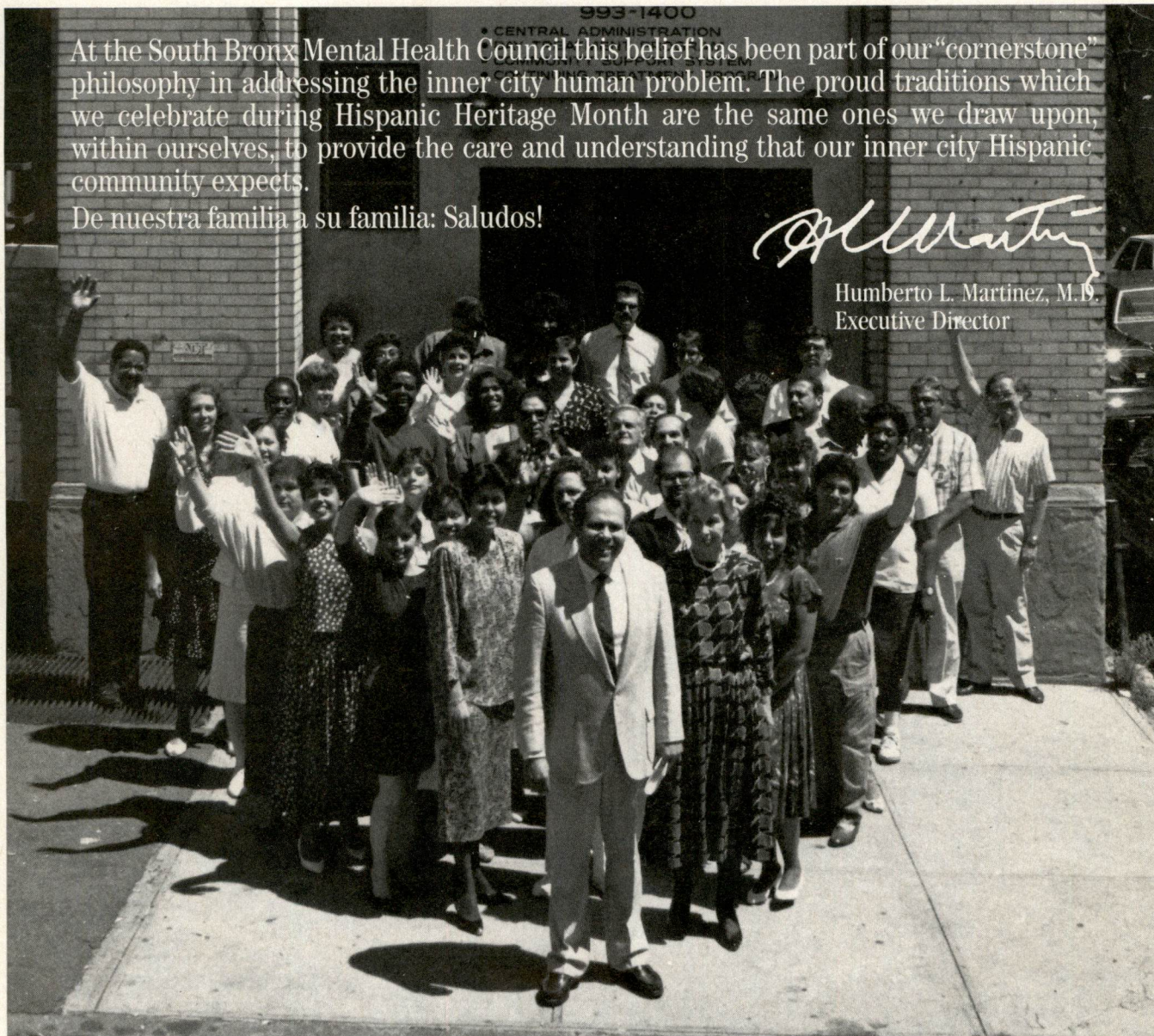
EMPHASIZE STRENGTHS MINIMIZE DISABILITIES

At the South Bronx Mental Health Council this belief has been part of our "cornerstone" philosophy in addressing the inner city human problem. The proud traditions which we celebrate during Hispanic Heritage Month are the same ones we draw upon, within ourselves, to provide the care and understanding that our inner city Hispanic community expects.

De nuestra familia a su familia: Saludos!



Humberto L. Martinez, M.D.
Executive Director



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COMMUNITY MENTAL HEALTH CENTER

CENTRAL ADMINISTRATION

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La MERIENDA

BILINGUAL BACKLASH: SAN FRANCISCO RESPONDS

The San Francisco local of the American Federation of Teachers (AFT) has a word for bilingual education: *si*.

It can only be supposed that the bizarre and erroneous information about us that appeared in the September 1989 installment of "La Merienda" was extracted from campaign propaganda left over from the 1989 spring election in our school district. Toward the end of that campaign time, the losing teacher organization was casting desperately about for some issue to breathe life into its failing efforts and hit upon the gimmick of accusing us of taking a stand against bilingual education.

The charge was false then and ludicrous now. The San Francisco Federation of Teachers is strongly in support of bilingual education. Our executive board has adopted a very supportive policy resolution on bilingual education and has introduced and championed similar positive resolutions at conventions of the California Federation of

Teachers and the American Federation of Teachers, which have both gone on record in support of bilingual education.

Our group believes that all students must have the opportunity to acquire, develop, and maintain proficiency in at least one other language in addition to English. In the case of students who already have some background in another language, it makes most sense for them to build on that foundation. It is always desirable for these students to become truly learned and cultured in the language of their ancestors.

It should also be pointed out that San Francisco AFT members are not WASP teachers in their dotage unwilling or unable to adjust to the changing demographics of the local student population. Instead, we treasure multilingualism and multiculturalism—both in our membership and among the students in our classrooms.

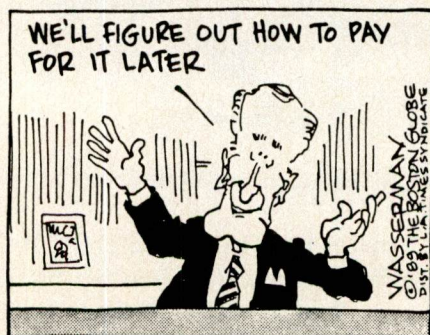
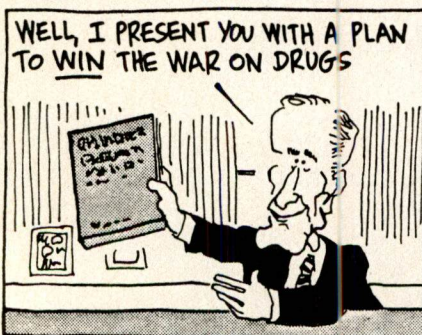
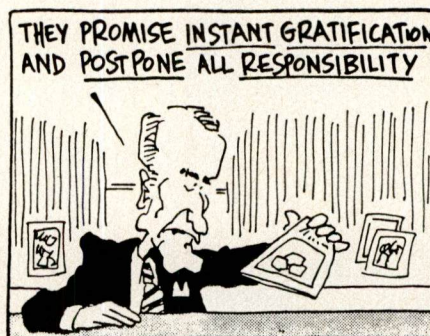
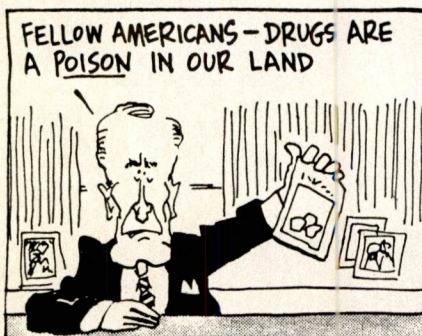
It is a pity that "La Merienda" got caught up in the now-obsolete crossfire of campaign rhetoric. The ultimate irony of the situation is that two historic rivals,

the San Francisco Federation of Teachers and the San Francisco Classroom Teachers Association, are now in the process of merging to form the United Educators of San Francisco, which will continue to support bilingual education with even greater strength and effectiveness than either group has been able to muster separately.

NEXT MONTH IN HISPANIC

- The winning short story in our New Voices contest is published.
- A close look at the impact of the 1990 census.
- The Hispanic 100: a salute to 100 corporations that have contributed positively to the Hispanic community.
- The Miami Grand Prix is more than just a race.

And much more...



NOVEMBER PUZZLE ANSWER By Clyde James Aragón

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HISPANIC CALENDAR

Compiled by Anna Maria Arias

ARTS

FLORIDA

December 2-3

Christmas Arts & Crafts Fiesta

The oldest city in Tampa will hold a Christmas arts & crafts fiesta where people from the community will exhibit and sell their crafts. Although there will be diverse ethnic groups attending the festivities, most of the artists live in the community and are of Hispanic descent. There will be lots of fun, food, music, and entertainment. Bring family and friends to 1901 N. 13th St., Tampa. For information call (813) 247-4825 or 247-4497.

TEXAS

December 1-3

Hecho a Mano/Made By Hand. A Fine Arts/Fine Crafts Market
The Guadalupe Cultural Arts Center is presenting Hecho a Mano/Made By Hand. More than 80 artists and artisans are participating, some of whom have never been shown in the area before. Collectors and Christmas shoppers will have a wide array of hand-made items from which to choose, including fiber arts, ceramics, jewelry, glass, basketry, folk art and hand-crafted toys. Saturday, 10 am-6 pm and Sunday, 12 pm-6 pm. The show will be held in the gallery and auditorium of the beautiful and historic Guadalupe Theater at 1301 Guadalupe St., San Antonio. A gala preview reception will inaugurate Hecho A Mano. Attendance at the preview reception is a must for those wishing to have the broadest selection or first choice of items for sale. The reception will be held on the first day, Dec. 1, Friday, at 7:30 pm. Tickets for the gala are \$15 per person and \$25 per couple. Reception location is The Guadalupe Cultural Arts Center, 1300 Guadalupe St., San Antonio. To receive an invitation or reserve tickets for the gala preview, call (512) 271-3151.

NEW YORK

Through December 31

House of Miracles

House of Miracles: Votive Sculpture from Northeastern Brazil. The exhibit focuses on the ancient practice, continued today in

Northeastern Brazil, of offering votive objects (ex-votos) to holy figures or saints. The ex-votos, handcrafted wood and ceramic sculptural objects known as "miracles," are offered in gratitude for divine intervention. The exhibition presents approximately 120 twentieth century sculptures commissioned for use as votive offerings in the twentieth century, all outstanding examples of popular sculpture selected from the most important collections of Brazilian folk art: the Museu do Homem do Nordeste, Recife; the Museum de Folclore Edison Carnerio, of the Instituto Nacional do Folclore; and the Jacques van de Beuque Collection, in Rio de Janeiro. Tuesday-Sunday, 12 pm-6 pm. The Americas Society, 680 Park Ave., New York City. For further information, call (212) 249-8950.

Through December

Taller Alma Boricua:

Reflecting on Twenty Years of the Puerto Rican Workshop, 1969-1989

The exhibition, presented in collaboration with El Taller Boricua, explores the development of this organization since its founding in 1969 as a grass-roots arts organization. Over 70 works of art, including paintings, prints, posters, sculpture, mixed media assemblages, photographs, and videos are featured. The show also touches on the development of Taller Boricua's political ideologies as it interacted with groups such as the Guerrilla Art Movement, the Art Workers Coalition, the Real Great Society, and the Young Lords. Wednesday-Sunday, 11am-5pm. El Museo del Barrio, Fifth Avenue at 104th Street, Manhattan. (212) 831-7272.

Through January 11

Hostos: Maestro de América

The Hostos Culture & Arts Program will present *Hostos: Maestro de América*, a multi-media installation focusing on the life of the nineteenth-century Puerto Rican patriot for whom Hostos Community College is named. Hostos: Maestro de América is being presented in observance of the sesquicentennial (150th anniversary) of the birth of Eugenio María de Hostos, educator,

writer, statesman, and patriot, who campaigned for the independence of Cuba and Puerto Rico from Spanish rule. The exhibition will include photographs, documents, memorabilia, books, and personal effects of Hostos. Monday-Friday, 10 am-7 pm (except holidays). Hostos Art Gallery, 500 Grand Concourse (corner of 149th Street) in the Bronx. Schools and community groups should call (212) 960-1182 to arrange tours. Others can call (212) 960-1111.

ILLINOIS

December 15-March 11

The Mexican Fine Arts Center Museum will feature "Fifteen Contemporary Painters of Mexico." This exhibit is the most comprehensive collection of contemporary artists from Mexico ever to tour the United States. The exhibit will also bring together artists represented by many different galleries and will present a broad view of the contemporary art scene in Mexico. Tuesday-Sunday, 10 am-5 pm. The Mexican Fine Arts Center Museum, 1852 W. 19th St., Chicago. (312) 738-1503.

WASHINGTON, D.C.

Through April 1

Portraits of Ethnic Americans at

The National Portrait Gallery

When German-born artist Winold Reiss came to the United States in 1913, he was fascinated by the ethnic diversity he found. Over the next 40 years he produced more than 500 portraits that included a large collection of Mexican Americans, African Americans, Native Americans, and Asians Americans. Hours are from 10 am-5:30 pm daily, except December 25. The National Portrait Gallery is located at Eighth and F Street, NW, Washington, D.C. (202) 357-2700.

CALIFORNIA

Through December 31

Dolls as Mirrors of Culture: The Gregory Collection

Over 150 dolls from the Museum's permanent collection, representing more than 40 countries, will be on display during the holiday season. Dolls tell us

many things about the culture of their countries. They are our world in miniature. Their costumes represent traditional and festival dress, and every-day work clothes. Some dolls are elaborately attired in silks and lace with delicate porcelain faces; others, made for play, are often of simple materials such as corn husks, dried grasses, wood, and clay. Dolls are sometimes used in rituals and often take on a symbolic significance, such as the "St. Catherine devils" from Mexico. Tuesday-Sunday, 11 am-5 pm free admission Saturday 10am-12pm. The San Francisco Craft & Folk Art Museum, Landmark Building A, Fort Mason, San Francisco. (415) 775-0990.

THEATER AND FILM

WASHINGTON, D.C.

December 8

Secret Obscenities

GALA Theatre's most successful and outrageously funny comedy from last season is back. Secret Obscenities was first presented as an experimental production in which the playwright also played one of the exhibitionists. The production created a stir, and its success encouraged de la Parra to further develop the piece. In 1987 the play received its first professional production in Santiago, Chile and ran for one year, "winning best play" and "best actor of the year" awards. The play has since been translated into four languages, and several new productions are slated this year. A staged reading of Secret Obscenities in English provides an opportunity for English-speaking audiences to meet the two wackiest characters in contemporary Latin American theater and to "get in on the joke." It begins at 8pm. Tickets are \$5, with special discounts available for groups of ten or more, students, and senior citizens. Tickets can also be purchased at Ticket Place. Free parking is available at GALA Theatre, 1624 Park Rd. NW, Washington, D.C. For more information and reservations, call (202) 234-7174.

January 6

Fiesta de los Reyes Magos

GALITA Children's Theatre

NEW VOICES



1989 HISPANIC SHORT STORY CONTEST SPONSORED BY PHILIP MORRIS COMPANIES INC.

Philip Morris Companies Inc. and HISPANIC Magazine are proud to encourage developing young writers by announcing the 1989 Hispanic Short Story Contest.

All unpublished writers 18 years or older are encouraged to submit a short work of fiction in English dealing in some way with the U.S. Hispanic experience. An "unpublished" writer is one

whose work has not been published in a national publication, with the exception of literary magazines and school publications. Only one short story per individual will be accepted.

All entries must be typed double-spaced, *no longer than 5000 words* (approximately 20 pages), and must be postmarked no later than December 10, 1989. Materials will not be returned. Entries will be judged by a panel of literary experts selected by HISPANIC. The winner will be notified by December 31, 1989 and will receive a \$1,000 honorarium. The winning short story will be published in HISPANIC.

To enter, please include your name, address, telephone number and a list of publications your work has appeared in (if any) together with your entry to:

HISPANIC - New Voices
111 Massachusetts Ave., N.W., Suite 410
Washington, D.C. 20001

HISPANIC
THE MAGAZINE FOR AND ABOUT HISPANICS

HISPANIC CALENDAR

presents *Fiesta de los Reyes Magos*—A pageant of the Three Kings. A holiday celebration in the Hispanic tradition for the entire family. Free parking is available at GALA Theatre, 1624 Park Rd. NW, **Washington, D.C.** For more information and reservations, call (202) 234-7174.

NEW YORK

Through December 10 *Melecotón en Almibar*

The Thalia Spanish Theatre, winner of the 1989 Encore Award of the Arts and Business Council, announces it is opening this fall with the comedy *Melecotón en Almibar* (Peaches in Syrup) by Miguel Mihura. In this fast-paced farce by the master of Spanish comedy, Miguel Mihura, a gang of amateur bank robbers on the lam from their first "job" find themselves holed up in their hideout with a nun! Their problems begin when one of the robbers becomes ill. Forced to seek help, they send for a doctor, who promises to send a "nurse"—that is, a nun who comes perilously close to blowing the robbers' cover! The robbers and the audience are kept guessing: Are the good sister's questions as "innocent" as they seem? How does she manage to "accidentally" find things the robbers have hidden in the apartment? Is she psychic? Or just naive? Performances are Saturdays at 8 pm and Sundays at 4 pm. Admission is \$10 and \$8 for students and senior citizens. Thalia Spanish Theatre, Inc., 41-17 Greenpoint Avenue, **Sunnyside**. (718) 729-3880.

Through December 10 *Windows*

Roberto Rodríguez Suarez' *Las Ventanas* (The Windows), directed by Miriam Cruz, is a drama about Puerto Rican migrants in New York City. *Las Ventanas* features Norberto Kerner, Gilda de Faisca, Alba Sánchez, Scilla Zevallos, Carmen Maya, Rosa Niño, and Larry Ramos. Performances are Saturdays at 8 pm, Sundays at 4 pm. The Institute of Art Theater, 9 Second Avenue **New York City**. For ticket information, call (212) 228-5913.

December 8, 9, & 29

Padre Gómez Y Santa Cecilia
An unwordly monk from a

Puerto Rican monastery gets a fast big-city education in *Padre Gómez y Santa Cecilia* by Gloria González. When his superiors threaten to punish him for what he has learned, he has a few things to teach them. When Father Gómez is assigned to take over St. Cecilia's parish in Manhattan, he finds a dilapidated church attended by almost no one, in a city he is utterly unprepared for. But he finds a few willing tutors—the aging Carmen Fuentes, who lords it over the church as if it were her kitchen; a streetwise teen-ager named José, and Manolo, a numbers runner who tricks him into changing his monk's robe for a flashy white suit and going on a double date. But women and the high life don't really tempt Father Gómez; zeal is his weakness. Repertorio Español, 138 E. 27th St., **New York City**. For ticket information and show times, call (212) 889-2850.

December 8-17 *Voices of Steel*

To date, there are more than 150 political activists connected to movements on the left who are currently serving sentences in federal prisons throughout the United States. Alejandrina Torres, for example, a Puerto Rican independentista accused of seditious conspiracy, was sentenced to 35 years in the Lexington Control Unit. *Voices of Steel* is a collective creation incorporating movement, theater, poetry, and music that depicts the will to survive in a world of uniformity. The Pregones Theater did research into the conditions of detainment that Torres was subjected to, which led them to create this piece. Pregones Theater at St. Ann's, 295 Street Ann's Ave. & 140th Street, **Bronx**. For show times and ticket information, call (212) 585-1202.

WASHINGTON

December 2-30 *Voices of Christmas*

The Seattle Group Theatre will present its ninth annual *Voices of Christmas* program, *Our Holiday Gift to the Community*. This Seattle favorite is a new show every year, mixing songs, stories, poetry, and Christmas tidbits for a unique celebration of the holi-

day season. This multicultural celebration is conceived and directed by Rubén Sierra, Artistic Director, the Seattle Group Theatre. Shows Tuesday-Sunday. The program will be at the Intiman Play House at Seattle Center, **Seattle**. For information on show times and admission prices, call (206) 543-4327.

MUSIC AND DANCE

NEW YORK

Dec. 1 & 8 *Flamenco!*

Andrea Del Conte and the American Spanish Dance Theatre will perform fast and furious flamenco and beautiful classic Spanish dance. Andrea Del Conte began her dance training in classical ballet at the age of four. A member of the Mercury Ballet Company of the Eastman School of Music, she began dancing professionally at the age of twelve. At the age of sixteen, she was discovered by Anton Dolin, who saw her perform the "Chocolate Variation" from Tchiakovsky's *Nutcracker*. Curtain time is 8 pm. Admission is \$13, students and senior citizens pay \$10, and there are special rates available for groups of twenty or more. Thalia Spanish Theatre, 41-17 Greenpoint Ave., **Sunnyside**. (718) 729-3880.

December 9 *Andanzas*

The two *Andanzas* will present a concert with folkloric music from Central America, South America and the Caribbean. This group will use original folkloric instruments such as *guena*, *sampona*, *gaitas*, *ocaubam*, *flauta de arcilla*, and Inca flutes. Their act will be followed by a Christmas party with a variety of native foods from different Hispanic countries. The concert will take place at 8 pm. Admission will be \$12 for the general public and \$10 for members, senior citizens, and students. The price for both events, concert and reception, will be \$25 and \$22. Rocklan Center for the Arts, 27 Greenbush Rd., **West Nyack**. For more information, call (914) 358-0877.

TEXAS December 17

Holiday Horns

Incredibly rich—that's how a well-played saxophone ensemble sounds. George Prado and the Regency Jazz Band's seventh Annual Holiday Saxophones, a Christmas/New Year's holiday showcase for San Antonio's hottest sax players, will delight the audience with virtuoso saxophone solos, saxophone duos, trios, and quartets. Uplifting, challenging—a jazz lover's nirvana. Sunday, 8 pm. Tickets are \$7 per person. The Guadalupe Cultural Arts Center, 1300 Guadalupe Street, **San Antonio**. Reservations are a must; call (512) 271-3151.

CALIFORNIA

Through February 8

the Museum of Contemporary Art Third Season of Radio Art
The Museum of Contemporary Art (MOCA) announces the third season of its popular radio program, *The Territory of Art*, a series of sixteen half-hour radio works commissioned by MOCA. Disciplines of literature and theater have been restructured into a radio format. An encore series, a compilation of 23 highlights from *Territory of Art I & II*, includes works which range from an inside view of the artist's life in the city, to a radio movie depicting a classic railway adventure, to an exploration of the creative world of children as they discuss their own writing, painting, drama and poetry. The host of the encore series is actor/poet Guillermo Gómez-Peña whose piece "Border-X-Frontera" is included in *The Territory of Art*. The series can be heard locally on public radio station KCRW-FM (89.9) Thursdays at 10 pm. **Los Angeles**. (213) 621-1748.

December 31

It's a New Years Eve Party!

Bring in the new year with the hot sounds of Poncho Sánchez, Tierra, and Bongo Logic. A full dinner menu, complimentary champagne, and party favors, all in the elegant Centennial Ballroom at the Sheraton Hotel, Long Beach Marina. Sunday, 6 pm-1:30 am. For those that prefer staying overnight, instead of driving home after a night of partying, double-occupancy hotel rooms are available for \$80. The dead-

line for room reservations is December 26. For ticket prices and reservations contact Bernice Ríos at (213) 830-7202 or (213) 436-3000.

HISPANIC ORGANIZATIONS

WASHINGTON, D.C.

Deadline December 22

The 1989 Futuro Awards

A competition for Writers of Tomorrow sponsored by the Washington Post and the Hispanic News Media Association of Washington, D.C. High school students in the Washington, D.C., area are invited to submit essays in either English or Spanish on the census: "Why Is It Important to be Counted?" Prizes totaling \$1,900 will be awarded, and winning essays will be eligible to compete in a national contest sponsored by the National Association of Hispanic Journalists. Winners will be notified on or before February 9. For more information and an entry form write to: The 1989 Futuro Awards: A Competition for Writers of Tomorrow, Hispanic News Media Association, 1420 N. St. NW, Washington, D.C., 20005 or call (202) 783-6228. For information regarding writing contests in other cities, contact Ana Marie Paleologos at (202) 783-6228.

Deadline February 12

National High School Writing Contest

The National Association of Hispanic Journalists is sponsoring this national contest. Any interested high school student may participate. There will be one national winner selected in each of the following categories of the competition: a) English essay, b) Spanish essay, c) English published article, and, d) Spanish published article. Published articles may be written on any topic, but all essays must be written on the following topic: "Why is it important to be counted in the census?" Deadline for entries is Monday, February 12, 1990. Winners will be announced during the NAHJ 1990 Conference to be held in San Francisco, April 11-14, and will receive sponsorship to the 1990 Washington, D.C. High School Journalism Confer-

ence. For more information contact the National Association of Hispanic Journalists at (202) 783-6228. Washington, D.C.

CALIFORNIA

Deadline December 13

Growing Strong:

Hispanics and the YMCA

The YMCA Hispanic Staff Scholarship Program is designed to aid Hispanic staff members obtain training experiences which will contribute to their growth as YMCA professional directors and increase their potential for upward mobility. Training events for which grants are made must be job/career related and may be offered within or outside the YMCA. Career Development program units are not eligible. Eligible training events must fall within the calendar year 1990. \$5,000 is available in 1990 for scholarship grants. The minimum grant will be \$100 and the maximum \$1,000. All applicants will be notified in writing by the scholarship committee no later than January 17, 1990. Applications should be submitted to YMCA Hispanic Staff Scholarship Program, 7510 Clairemont Mesa Blvd., Suite 204, San Diego, CA 92111, or call (619) 292-4034.

NEW MEXICO

Deadline December 15

Fellowships

The Southwest Hispanic Research Institute at the University of New Mexico announces the availability of two humanities residency fellowships for the 1990-91 academic year. The fellowships are made possible by a grant from the Rockefeller Foundation and provide for a \$30,000 stipend plus \$3,000 toward relocation costs and other benefits. Interested scholars are invited to submit research proposals on issues critical to an experience in the context of the changing Southwest. Eligibility criteria include an awarded doctorate in the humanities or related social sciences and ability to devote full time to a research project during the residency period. For proposal guidelines, write to Southwest Hispanic Research Institute, University of New Mexico, Albuquerque, NM 87131 or call (505) 277-2965.

TEXAS

December 8 & 9

Hispanic Association of Colleges and Universities (HACU) seminar, Improving Transfer Programs for Hispanic Students

This seminar will present critical issues related to the success of Hispanic students in community/junior colleges. It will highlight practices that enhance that success and that foster the transfer function of two-year colleges. A focus of the seminar is the establishment of links between two- and four-year colleges. The seminar should be of interest to any postsecondary institution concerned with serving Hispanic students better and in greater numbers. The registration fee for the seminar is \$215 for HACU member institutions and \$295 for nonmembers. Site of seminar is Embassy Suites Hotel Northwest, San Antonio. To register, and for more information, call (512) 433-1501.

PUERTO RICO

February 10

National Society of Hispanic MBA's: Destination

The National Society of Hispanic MBA's (NSHMBA), a new networking organization established to address business issues from a Hispanic perspective, has been formed and is working in conjunction with the Graduate Management Administration Council (GMAC) to hold workshops to familiarize Hispanics with MBA programs across the country. On Saturday, a program called "Destination" will be held at the Radisson Normandie on Muñoz Rivera Avenue, in San Juan. For details call (809) 758-8000, ext. 2216 or for information regarding NSHMBA, call (818) 712-2496.

OTHER EVENTS

WASHINGTON, D.C.

Deadline February 2

Be A Science Journalist for a Summer

The American Association for the Advancement of Science (AAAS) invites Hispanic students in the natural and social sciences and engineering, at the undergradu-

ate and graduate levels, to apply for the 1990 Mass Media Science and Engineering Fellows Program. Students majoring in English, journalism, or other non-technical fields are not eligible for these fellowships. Fellows will work as reporters, researchers, production assistants, and script consultants for ten weeks during the summer at newspapers, news magazines, and radio and television stations across the country. Fellows will have the opportunity to participate in the news-making process, to increase their understanding of editorial decision procedures, and to develop skill in conveying to the public a better understanding and appreciation of science and technology. AAAS pays a \$350 weekly stipend and travel expenses. Deadline for receipt of applications is February 2, 1990. For further information and applications, write: Susan L. Sauer, Manager, Mass Media Science and Engineering Fellows Program AAAS, 1333 H St., NW, Washington, D.C. 20005 or call (202) 326-6600.

NEW YORK

Dec. 9, 16 & 23

Cuatro and Poetry

La Casa de la Herencia Cultural Puertorriqueña is presenting a series of workshops on *cuatro* playing, with Enrique "Quique" Ayala; and on poetry, with Jan Martínez. Workshop times are 10am-12pm. Call for further information: Casa de la Herencia Cultural Puertorriqueña, 1 East 104th St., New York City (212) 722-2600.

Through December

Figure Drawing Workshops

Bilingual figure drawing workshops for artists and arts professionals. Instruction for young adults. Wednesdays or Thursdays, 6:30-9:30pm. \$35 per month. Chelsea studio in New York City. For further information contact L'Atelier Robert Coane (212) 741-0512.

December 4

Teoría y Técnica del Teatro

The Institute of Art Theatre International (IATI) presents a fourteen-week workshop in Spanish on theater theory and techniques, led by Alcalá and David Zuniga.

HISPANIC CALENDAR

Last workshop is Tuesday, 6:30-9:30pm, IATI, 9 Second Ave., New York City. For more information, call (212) 228-5913.

Deadline December 31
American Poetry Association
Competition International
poetry competition.

Over \$11,000 in prizes will be awarded to 152 winners. The grand prize is \$1,000, and the first prize is \$500. Send six poems, each no more than twenty lines, in English only, name and address on each page, to American Poetry Association, Dept. CT-79, 250-A Potrero St., P.O. Box 1803, Santa Cruz, CA 95061.

Deadline December 11
J. Paul Getty Museum
Internships

The J. Paul Getty Museum has announced its 1990-91 program of internships for graduate students. Internships are offered at the museum in curatorial and conservation departments as well as in the areas of education and public affairs, and administration and operations. Grant

amounts are \$11,520 or \$16,640, and run from nine to twelve months. All internships begin October 1, 1990. For application and guidelines, call: Department of Education and Academic Affairs, The J. Paul Getty Museum, Santa Monica, (213) 459-7611, ext. 254.

INDIANA
Deadline December 1

1990 Fellowship Competition
 The National Consortium for Graduate Degrees for Minorities in Engineering Inc. (GEM) is accepting applications for its 1990 Master's Degree Fellowship Competition, which will provide 150 awards to minority students in engineering. The program's goal is to increase the pool of minority students who receive master's degrees annually in engineering. Persons applying for the program must be American Indian, Black American, Mexican American, or Puerto Rican, and must be citizens of the United States at the time of application. Each fellowship pays tuition, fees, and a stipend of \$6,000 per graduate academic year. The total value of the award is between

\$20,000 and \$40,000, depending upon which member university the fellow decides to attend. Information and application materials may be obtained from the GEM Center, Notre Dame, by calling (219) 287-1097.

ARIZONA
November 30-December 2
Newspaper Job Fairs for
Minority Journalists

Twelve newspaper job fairs have been scheduled to give minority college students and young professionals interested in newspaper careers an opportunity to interview with recruiters from across the country. The job fairs are sponsored by the American Society of Newspaper Editors (ASNE), The Task Force on Minorities in the Newspaper Business, the American Newspaper Publishers Association (ANPA), and host news organizations. Since their creation more than five years ago, these job fairs have helped many minority job seekers. This month the job fair will be at the Double Tree Suite, Phoenix Gateway Center, 320 N. 44th St., Phoenix. For information on attending and admission cost, call

(602) 271-81-35.

NEW JERSEY
Deadline January 15

Rutgers Minority Scholarships
 The James Dickson Carr Scholarship is currently the largest scholarship program for minority students at public four-year institutions in the nation. Awards go to outstanding Black and Puerto Rican students who are selected on the basis of academic promise as demonstrated in high school work, SAT or ACT scores, and activities in school and community. In addition to the \$20,000 award offered to each student (\$5,000 a year for four years, or five years if the student is enrolled in a five-year program), Carr Scholars are guaranteed on-campus housing at Rutgers. For more information, call (201) 932-3770.

HISPANIC welcomes submissions regarding Hispanic organizations and upcoming events. Submit to Hispanic Calendar Editor eight weeks in advance to ensure publication. All submissions should include daytime phone numbers and contact person. Send to 111 Mass. Ave., NW, Suite 410, Washington, D.C. 20001.

BILINGUAL CRUCIGRAMA

Clues in English - Puzzle in Spanish

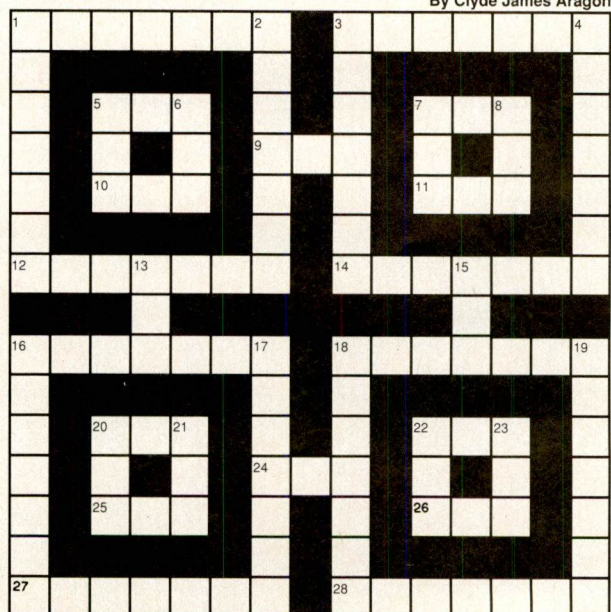
By Clyde James Aragón

ACROSS

1. Mention
3. Word
5. Sea
7. Net
9. Axle
10. Without
11. Wave
12. To Separate
14. Alms
16. Dynamos
18. Tyranny
20. Uncle
22. Through
24. So
25. South
26. Gold
27. Office
28. Joy

DOWN

1. Customs
2. To Navigate
3. Parsley
4. Poppy
5. More
6. Rum
7. Guilty
8. Day
9. Wing
15. Ode
16. Peach
17. System
18. Technique
19. Menace
20. Cough
21. To Hear
22. Pious
23. River



NOVEMBER ANSWERS ON PAGE 58

HISPANIC

THE MAGAZINE FOR AND ABOUT HISPANICS

presents the



NATIONAL HISPANIC SCHOLARSHIP FUND GOLF AND TENNIS TOURNAMENT

Monday, December 11, 1989

Porter Valley Country Club

19216 Singing Hills Drive
Northridge, California 91326



- GOLF ENTRY FORM -

Tournament Information: (805) 253-9962 / (818) 716-7815

In case of inclement weather, Tournament will be rescheduled. No Refunds.

Entry Fee: \$140.00 (shotgun start)

Fee Includes: Continental breakfast, 18 holes of golf, golf cart, locker room, trophies, raffle tickets, prime rib buffet, refreshments, tee prizes, and closest to pin contest.

NAME: _____ Handicap _____

ADDRESS: _____ CITY _____ ZIP _____

COMPANY/AFFILIATION: _____ PHONE #(Day) _____

Foursome includes: _____ handicap _____ handicap _____ handicap _____

Enclosed is a check for \$ _____ Buffet only (\$25 ea.) _____

*Check-in time: 8:00 a.m.

*Shotgun Start: 9:30 a.m.

*Buffet/Awards: 2:30-5:00 p.m.

- TENNIS ENTRY FORM -

Entry Fee: \$90.00 Round Robin doubles by Division (No Ad Scoring)

Fee Includes: Continental breakfast, 4 hours of tennis, game balls, locker room, prime rib buffet, refreshments, court prizes, raffle tickets, trophies and more.

NAME: _____ Division (A) _____ (C) _____ Novice _____

ADDRESS: _____ CITY _____ ZIP _____

COMPANY/AFFILIATION: _____ PHONE #(Day) _____

DOUBLES PARTNER: _____ PHONE #(Day) _____

Enclosed is a check for \$ _____ Buffet only (\$25 ea.) _____

*Check-in time: 9:00 a.m.

*Play begins: 10:30 a.m.

*Buffet/Awards: 2:30-5:00 p.m.

Players without partners will be matched accordingly.

Founded in 1975, National Hispanic Scholarship Fund is the leading Hispanic scholarship organization in the country. Based in San Francisco, NHSF is dedicated to providing financial assistance to undergraduate and graduate students of Hispanic-American descent. Since 1975, over 9,000 students have been awarded scholarships. In 1988 alone, there were 1,982 recipients of NHSF scholarships, which included 588 California students.

“HELP KEEP A GREAT THING GOING”

MAIL TAX DEDUCTIBLE ENTRY TO:
Make check payable to **MAGA/NHSF**

— Proceeds to benefit NHSF —

MAGA/NHSF Tournament
24375 San Fernando Road
Newhall, California 91321

TOYOTA

TIME TO REFLECT

December is generally marked by tremendous anxiety as we try to keep the pressures of Christmas to a minimum and maintain a focus on what Christmas is all about—sharing and giving.

It started with Mary and Joseph and the birth of Jesus Christ. But since that time the way this historic event is celebrated has changed dramatically.

The race to buy, buy, buy is not made any easier when department stores start putting out the Christmas glitz in early October. This is not intrinsically bad, but it shrouds the importance of the season.

In the spirit of Christmas, we should all take an honest look at the conditions of the homeless in this country, and join others in finding a solution.

Hundreds of thousands of people across the United States are living on the streets and in shelters, with estimates that nearly 750,000 of these people are children. Hispanics and other minorities are overwhelmingly represented. We all know this; we hear it on the nightly news and read it in our newspapers. But has the impact this condition will have on our future hit home?

In October nearly 250,000 people, most of whom were not homeless but care about those who are, descended on Washington, D.C., in the Housing Now! march. The marchers were demanding a re-examination of national priorities, emphasizing human needs before mili-

By María Elena Alvarez Sharpe



Children at Housing Now! march.

tary defense needs.

If the United States is considered such a world power, why can't it house its citizens? Why are employed workers, earning the national minimum wage, forced to live in shelters, cardboard shacks, broken-down vehicles, and under bridges?

The United States is not the only "super power" suffering from this condition. The Soviet Union has had similar problems for twice as long as the United States, and its citizens are also demanding change.

As professional, affluent, and educated as we may get, it is important to remember that sharing is a very strong element of our heritage. And one that we should value.

Through the *aguinaldo*, or the taking of clothes, food, and money to our churches, we can help. But it cannot stop there. We must demand that our politicians, whom we elect, find ways to provide people with affordable housing.

A solution was found to bail out the interests of the savings and loan industry; a solution can also be found for the homeless. The minimum wage must be re-examined, along with the cost of housing and the impact of de-institutionalizing the mentally ill. As part of Masters of Social Work programs at universities, students and graduates should be required to participate in *pro bono* services to community homes and shelters.

Mary and Joseph found a place to lay their heads, and Christ was born. It is time for everyone to get involved in finding ways to get people out of shelters and into appropriate homes. We live in the richest country in the world. The population as a whole must demand in one voice that every man, woman, and child have a home first and military protection second. ■

María Elena Alvarez Sharpe is the Managing Editor at HISPANIC.

"WHAT CAN I DO?"

by Carolyn Cosmos

The problems of the homeless can seem to be overwhelming. What can you, one person, do about them?

- ✦ Write to Congress. Tell your senator and your representative it's time to reorder national priorities.
- ✦ Donate time—even an hour a week—to your local soup kitchen or shelter.
- ✦ Be a mentor. Connect one homeless person or family with public services, job training, or medical care.
- ✦ Support your local non-profit housing developers with time or money—or work to establish a group in your community. Here are some models you can use and develop-

ers you can help:

The Sursum Corda Tenants Association, in Washington, D.C., initially started by one renter, Christine Nicholson, got needed repairs for 199 townhomes through a court-supported rent strike—and is now negotiating to buy all 199 from the developer for \$1.00. For more information, call Sursum Corda at (202) 289-8733.

Jubilee West, in Oakland, California, uses government money, foundation grants, and private donations to buy houses, fix them up, and rent to the poor. It has 47 units and offers support to the people in them, including job placement, a youth program, and a work-for-

food initiative. "It's easy to fix up a building; we try to get at the root causes" of poverty and homelessness," says Jubilee's Beatrice Trapasso. For more information, call Sister Joanna Bramble at (415) 839-6776.

Restoc Inc. in Cincinnati, Ohio, uses cash donations from churches, federal money, donated materials, and volunteer labor to remodel abandoned buildings and turn them into rental units. The group subsidizes the rents, and is working to create 250 units. For more information, write to Bob Egbert, 114 W. 14th St., Cincinnati, OH 45210.

Carolyn Cosmos is Assistant Editor at HISPANIC.

THE STYLE IS COUGAR. THE QUALITY IS MERCURY.

Experience the excitement of driving the 1990 Mercury Cougar LS.


Feel the power of its 3.8 litre V-6 engine. The responsiveness of speed-sensitive power steering, as it decreases the level of power assist for good road feel at highway speeds and increases its power assist for low speed maneuvers like parking. Feel the smooth ride of four wheel inde-


pendent suspension. The sleek look of its aerodynamic design. And the comfort of its plush interior with an option like a Ford JBL Audio System and compact disc player with JBL speakers.

Nothing feels quite like being behind the wheel of the 1990 Mercury Cougar LS. But don't just take our word for it. Experience it for yourself.



Quality is Job 1.™

Buckle up—*together we can save lives.*
LINCOLN-MERCURY DIVISION 


MERCURY
COUGAR



Marlboro

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SURGEON GENERAL'S WARNING: Cigarette
Smoke Contains Carbon Monoxide.

17 mg "tar," 1.1 mg nicotine av. per cigarette by FTC method.

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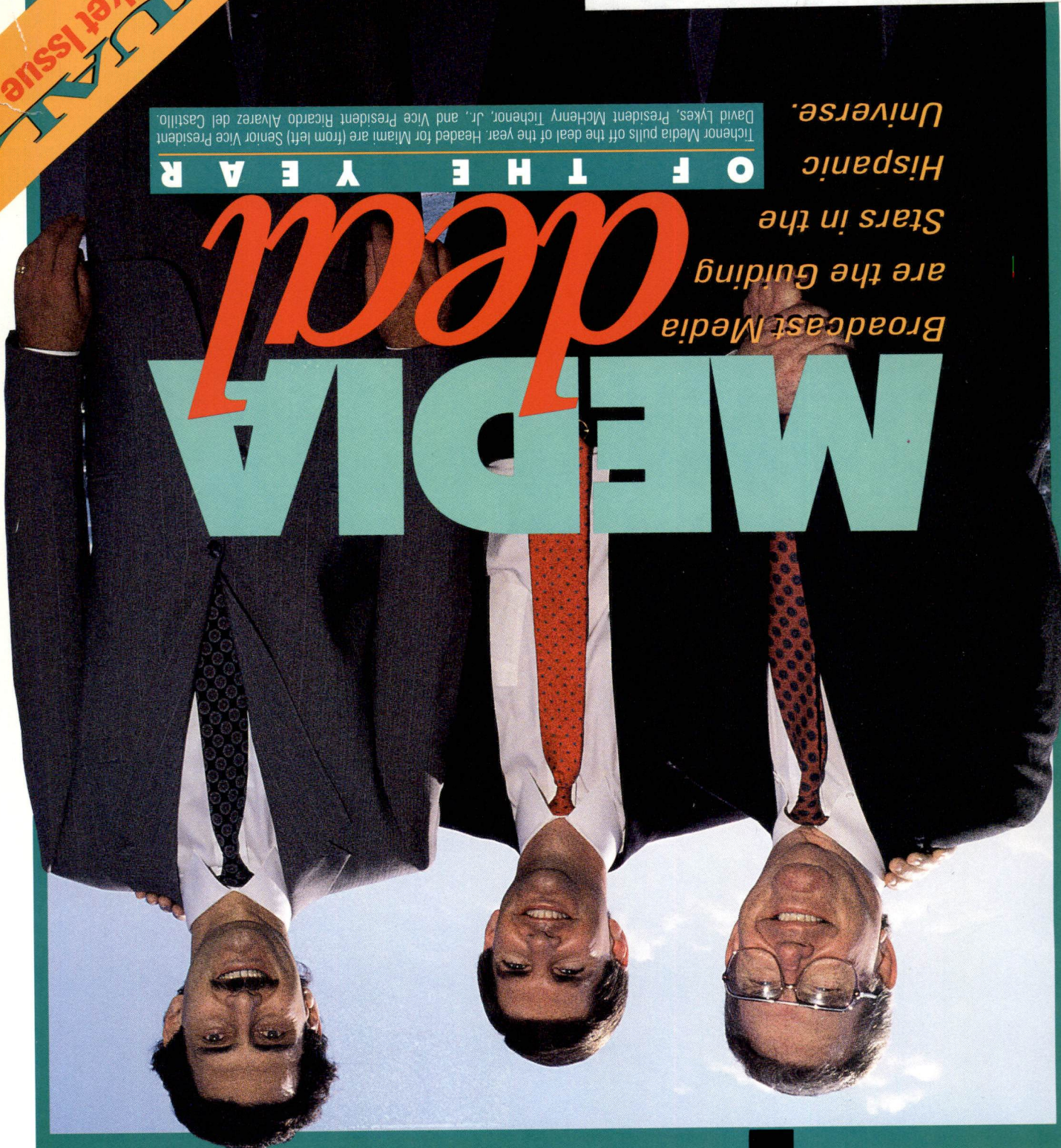
ANNUAL
Hispanic Market Issue

Tichenor Media pulls off the deal of the year. Headed for Miami are (from left) Senior Vice President David Lykes, President McHenry Tichenor, Jr., and Vice President Ricardo Alvarez del Castillo.

O F T H E Y E A R

*Broadcast Media
are the Guiding
Stars in the
Hispanic
Universe.*

MEDIA deal



Hispanic BUSINESS



“Cars as good as the Ford Taurus roll forth but once per generation.”

—Car and Driver

It's not often that a car receives this kind of praise. Then again, it's not often that a car like Ford Taurus comes along. And over the years, its superb performance and innovative design have made it a resounding success with car buyers and critics alike. As *Car and Driver* put it: “This car, an established best-seller in the marketplace, established itself as first in the hearts of [our] staff....” (Which may explain why Taurus has spent the last four years on *Car and Driver's* “Ten Best” list.)

But you can rest assured that we're not resting on our laurels. In fact, Taurus now offers advanced features like optional anti-lock brakes—proof that this design leader is dedicated to *staying* a leader. Ford Taurus. The next car of its kind may be a generation away.

Buckle up—together we can save lives.

Transferable 6/60 powertrain warranty.

Covers you and future owners on major powertrain components for 6 years/60,000 miles. Ask to see a copy of this limited warranty at your Ford Dealer.

Best-built American cars.

The best-built American cars are built by Ford. This is based on an average of consumer-reported problems in a series of surveys of all Ford and competitive '81-'89 models designed and built in North America. At Ford, “Quality is Job 1.”

1990 Taurus comes equipped with a driver air bag supplemental restraint system.

Ford Taurus

Have you driven a Ford...lately?



WE ARE FIRST IN SPANISH RADIO BECAUSE WE WERE THE FIRST IN SPANISH RADIO.

Experience. That's what going with an industry leader is all about.

At Caballero Spanish Media, we've been in this market longer than anyone else. Long before most people recognized it's potential.

Our clients will tell you from experience that nothing reaches and sells the Hispanic market like Spanish radio.

Today, our commitment to Spanish radio is clear. It's the only medium we represent.

Besides offering you the best merchandising and promotion opportunities in the market, Caballero Spanish Media offers you a direct link to the Hispanic culture.

After all, we are also first in Spanish radio because Spanish is our first language.



CABALLERO SPANISH MEDIA

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DALLAS — (214) 631-7051
DETROIT — (313) 445-0491
KANSAS CITY — (816) 471-5502

LOS ANGELES — (213) 450-5656
NEWPORT BEACH — (714) 261-5757
SAN FRANCISCO — (415) 291-9004

Hispanic BUSINESS[®]

The magazine for growth companies and ladder-oriented professionals

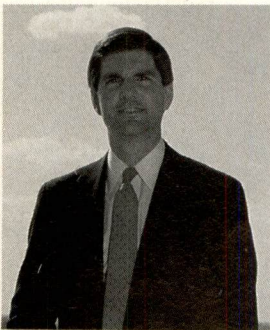
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Photo by Lynn Parks. This month's cover design by Buffalo Brothers Studios West.

VERIFIED
AUDIT CIRCULATION

Give and ye shall receive \$20.



From Kodak to you—a \$20 rebate, with proof of purchase, when you buy a Kodak S series camera, S900 tele.

It switches from normal to telephoto lens at the touch of a button, has a powerful automatic flash, is easy to load, and automatically adjusts to most film speeds. Give an S900 and get 20 happy returns.

KODAK 35 mm cameras. For the best pictures of your life.

This offer is valid on Kodak S900 cameras purchased by January 31, 1990.

© Eastman Kodak Company, 1989





This is how they think—the media deal makers. First get investors for your media venture, they say—the advertising dollars will come later. They had better be right.

Our survey of the U.S. Hispanic market shows that investors continue to pour capital into Hispanic media—from \$70 to \$100 million in 1989 just for the big headline deals—even though ad spending was virtually stagnant at a weak 6 percent growth rate.

The deal makers say the normal market dynamic is for media investments to head north before ad dollars. We think they are right—but from a long term perspective—and not because of the near term “market data” being touted by general market voices like *Time*, *Newsweek*, and *U.S. News & World Report*. These media continue to banner exaggerated movement in Hispanic-targeted advertising. For example, the October issue of *Inc.* magazine assured us of a 40 percent annual jump in Hispanic advertising expenditures “for the next five years”—without citing a source for the information.

That simply is not happening. Bill Grimes, chief of Univision Holdings, perhaps said it best: “This is not a get-rich-quick market.”

The investments being made are impressive. Consider the appearance of *Más*, the slick new Univision magazine. Or the management-led purchase of Gannett’s New York paper *El Diario-La Prensa* by Publisher Carlos Ramirez and investor-associates Peter Davidson and Rupert Phillips. Or the recent eight-figure buyout of the DeArmas Publishing Group to form America Publishing

Group, Inc. This purchase by Madrid-based Grupo Anaya completes a publishing and distribution network that covers every Latin American country, the United States, and Spain.

And consider the biggest media deal of the year—Tichenor Media System’s joint venture with Radio WADO to buy Miami’s *la cubanisma* WQBA-AM/FM for \$32.7 million. And finally, consider the many recent ownership changes in our Hispanic ad agencies, and the Tele-mundo/Univision joint investment of \$18 million to gain A.C. Nielsen ratings for the Hispanic television market. All of these activities are the reverberations of expected ad spending growth.

But where are the advertisers now? They’re not moving. Only one major advertiser continues to increase its advertising presence in the Hispanic market—Procter & Gamble. P&G is known worldwide for its shrewdness in marketing and selling its products, and for its frugality in making social investments in the markets it exploits. P&G’s \$30 million investment in 1989 ensured it an iron grip on the number one position among the Top 50 Hispanic Market Advertisers.

And, while Philip Morris Cos. decreased its presence in the market by more than \$4 million, RJR Nabisco—leveraged to the hilt—dropped off the Top 50 altogether.

Despite the foot dragging in ad spending, all those media investors are not dumb. Guided partly by instinct and relying on their own careful studies of the indicators, they are positioning their equity for long-term growth.

So, yes, the market is hot and it has been another year of phenomenal growth—maybe not in ad dollars, but certainly in investment capital.

This issue examines it all. Power on.

Editor & Publisher

Hispanic BUSINESS[®]

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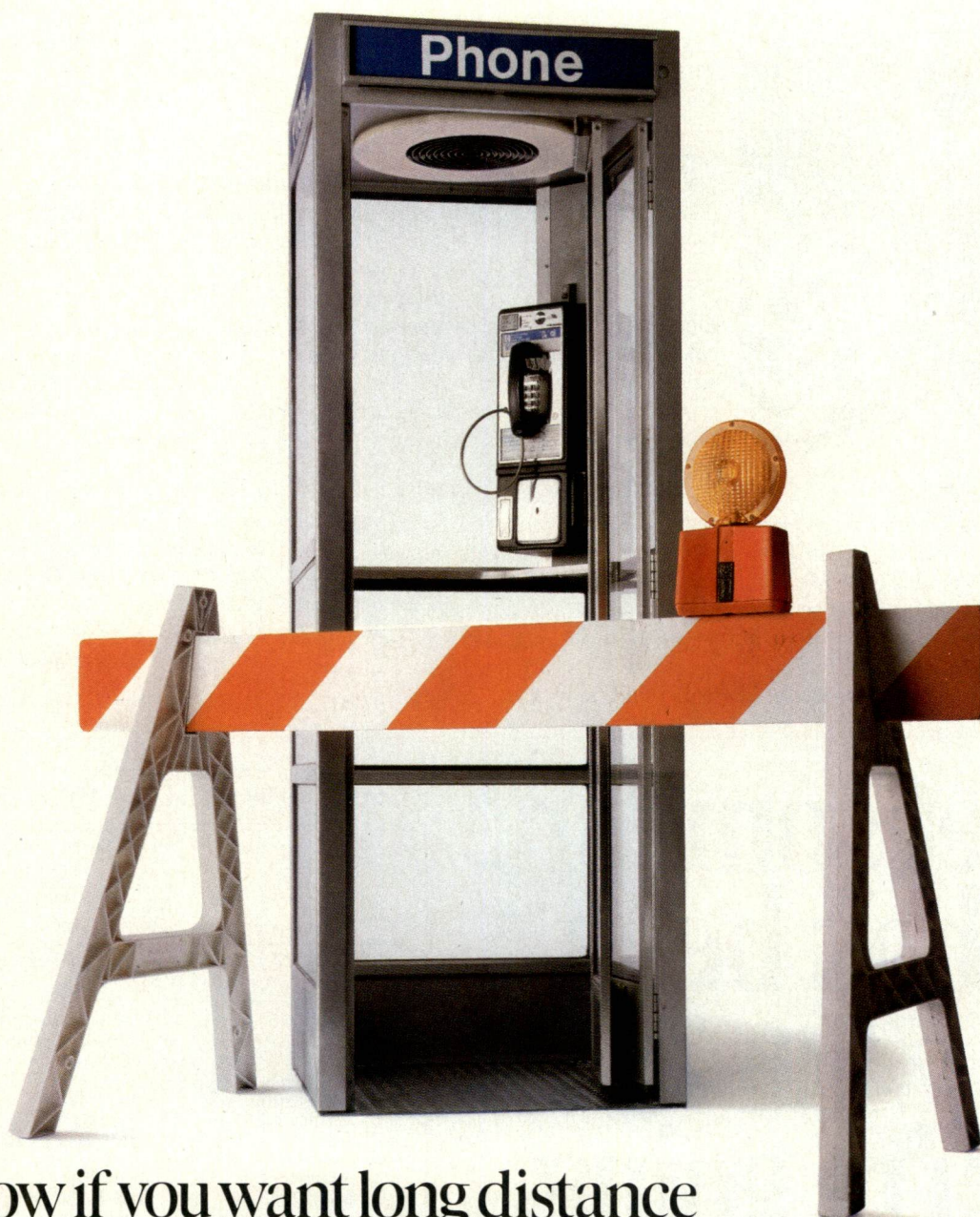
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Now if you want long distance without the pitfalls, you may have to ask for it.

These days, if you don't know your way around public phones, you may hit some rough spots. Because some public phones don't automatically connect you to AT&T.

Which means you might have to do without 24-hour operators who are able to resolve problems virtually anywhere in the world. Fortunately, there's an easy way to get the helpful AT&T Long Distance Service you've always counted on.

If you don't see the AT&T name on or near the phone you're using, listen for a voice that says "AT&T" after you dial. If you don't hear it, you probably haven't reached AT&T.

In that case, just hang up and dial 10+ATT+0 before dialing the area code and number. (Or, if you're calling from a hotel, ask the switchboard operator how to best reach AT&T.) In seconds, you'll be connected to the fastest,



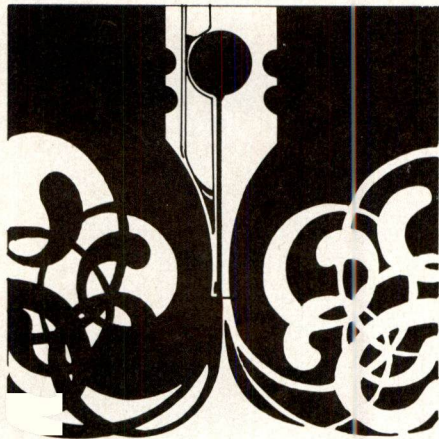
most reliable long distance service in the world.

And you'll avoid any possible detours.

For more information, or a wallet-sized card with simple dialing instructions, call **1 800 661-0661**.



AT&T
The right choice.



to your magazine several years ago, I was very interested, but now every issue appears to be nothing but repetition.

Being involved with an automobile dealership, I would like to see more emphasis placed on Hispanics who have acquired dealerships in the Southwest, and how they did it.

—Frank Bon, Jr.
Buckeye, AZ

Editor's note: We strive to cover the Hispanic market fairly. The number of Hispanic-owned dealerships in the Southwest is relatively low, and unfortunately we understand this figure is declining.

ment, and service to the Hispanic community on and off campus.

—Andres G. Bustillos
Lubbock, TX

Double Helix Mix

Let me take this opportunity to thank you for the great article you did on Helix Biocore (September, 1989). I appreciate the time and effort that must have gone into doing a story such as this.

—Manuel A. Villafaña
Helix Biocore, Inc.
Minneapolis, MN

Life After Texas and Florida?

You seem always to be catering to Hispanics from Texas or the East Coast. What about Arizona, Colorado, New Mexico, and California? Hispanics in these four states aren't profiled as often as Henry Cisneros of Texas, or Gus Machado of Florida. Why not? When I first subscribed

Rambling Wreck From Texas Tech

I am an avid reader of **HISPANIC BUSINESS** magazine. As a senior business student and the president-elect of the Texas Tech Hispanic Student Society, I have grown because of the insights of your magazine. Our organization promotes leadership, education, cultural involve-

Letters to the Editor, with the writer's name and address and daytime telephone number should be sent to: Editor's Mailbag, HISPANIC BUSINESS magazine, 360 S. Hope Ave. Ste. 300C, Santa Barbara, CA 93105. Letters may be edited for reasons of space and clarity.

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HANDLES YOUR FAMILY.



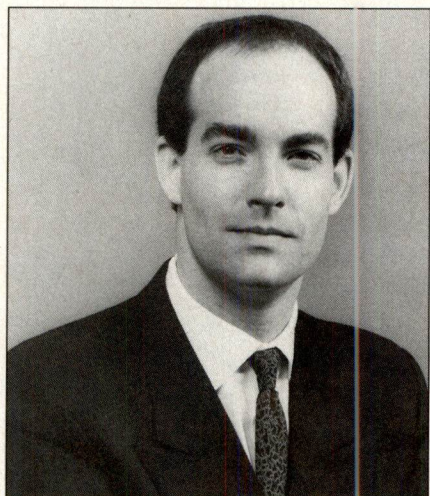
HANDLES THE ROAD.



You always take care of your family, even when you're only taking them to see Grandma. And Dodge Spirit ES has the same goal—to get them there in safety, with dual-diagonal split braking and a long list of standard safety features. In comfort, with its roomy interior and trunk. In style, with its aerodynamic design. Spirit handles the family as well as it handles the road. Come see what the family car of the future will be like. Today, at your Dodge dealer. **7/70**

 **THE FAMILY
SPIRIT OF DODGE.**
DIVISION OF CHRYSLER MOTORS

See 7 year or 70,000 mile protection plan at dealer. Restrictions apply.
BUCKLE UP FOR SAFETY.



The Freeway Fallacy

By Carl J. Kravetz

Hispanics speak Spanish. Period.

This is the notion on which the Hispanic advertising business was founded...and may prove to be the notion on which it will founder.

The "Spanish only" argument says a Hispanic is defined by language alone. It ignores the other cultural factors that cause many American-born, American-educated, non-Spanish-speaking people to define themselves as Hispanic. It is an argument that mires us in the advertising standards and practices of the '50s and blinds us to the state-of-the-art general market theories and technologies that we would be chasing madly if we were in the advertising business in Mexico, Puerto Rico, or Spain.

General market advertisers are trending toward greater differentiation of consumers—toward a data base that will allow them to create focused messages reflecting each target segment's likes, dislikes, motivators, and shopping patterns. Meanwhile, Hispanic market advertisers are still trying to find the lowest common denominator.

One of the most frustrating symptoms of this trend is the tendency to extrapolate bad conclusions from good numbers. The best current example is the furor over "reverse assimilation"—that is, over whether considerable numbers of Hispanics who have assimilated are reverting to the language and culture of their country of ethnic origin.

I believe the retro-assimilation phe-

nomenon as described by today's research is an "optical illusion" created by the practice of viewing the Hispanic population as an undifferentiated group. It might be compared to what seems to happen when you overtake another car on the freeway. The slower vehicle, although moving forward, appears to be moving backward. When Hispanics are studied as a group, the progress of those who have been assimilating is obscured by massive waves of new, unassimilated immigrants.

The only way to shatter the "freeway fallacy"—or confirm it—is to conduct studies of individuals over time as they adapt to their new environment, then have children, educate those children, and then have grandchildren...

Immigrant Hispanics generally adapt to their new environment only to the extent necessary to participate in its economic life. Their children are educated in American schools, but grow up speaking Spanish with their parents. Many of these children have studied in American schools where the use of Spanish was punished and often set them up for brutal abuse from unenlightened Anglo peers. Fitting in becomes the order of the day for this generation.

The grandchildren are then brought up speaking and learning in English by parents who prize "Americanness" and reject or fear their own ethnicity. But because the third generation is less likely to have suffered, they stand a far better chance of defining just what it is that makes them Hispanic-American—rather than just American.

If Hispanic advertising agencies are to survive into the next century, we must become more sensitive to these changes taking place in the market we serve. We must take the lead in generating our own data base on Hispanic populations, sub-populations, households, and individuals. We must improve our capacity to serve all Hispanics. We must be brilliant in Spanish and strive for excellence in English. We must be willing to compete with general market agencies based on our cultural awareness, lest they use our own arguments to convince our clients that language is the only issue and that translations serve the purpose.

And those who employ Hispanic agencies must begin to let go of the preconceptions that limit their chances of success in

the Hispanic market. They must begin to see Hispanics as individual customers and not as an undifferentiated mass. Advertisers don't expect the Anglo market to be simple—and spend millions on research to understand the differences between segments so that they can craft messages that will sell. They must stop cheating themselves of potential sales by oversimplifying, by refusing to see that Hispanics are as complex as the American public in general. They must stop insisting that Hispanic agencies confine themselves to addressing those who speak primarily Spanish. Success lies in identifying the unique opportunities in the differences between Hispanics.

The need to keep track has implications of its own. Marketers must push for the creation of up-to-date Hispanic direct response vehicles. This, in turn, requires a drive for increased penetration of telephones and credit cards throughout the Hispanic market. And Hispanic research firms must quickly learn to manipulate the resulting data base to get actionable information into the hands of clients and their advertising agencies. But all this requires money, and the money will only come when advertisers realize that spending 1 percent of the budget against 6 percent of the market is shortsighted at best.

I challenge us all to be more adventurous. Both clients and agencies must be sensitive to the similarities that bind Hispanics, and to the differences that define their individual preferences. And we must be open to new ideas, new techniques, new technologies, new media, and the use of English where appropriate.

When you come right down to it, anything else is suicide.

Mr. Kravetz (pictured above) is president of Ferrer/Ad America, Inc., in Los Angeles, a unique joint venture of U.S. and Mexican advertising agencies with billings of \$4.8 million, 90 percent of them Hispanic. Ferrer/Ad America is 50 percent U.S. Anglo owned (Davis, Ball, and Columbatto) and 50 percent Mexican owned (Grupo Ferrer). Mr. Kravetz has worked for more than 15 years in international television production, marketing, and advertising, most recently as the creative director of Noble y Asociados Mexico, the D'arcy Masius Benton & Bowles, Inc. affiliate located in Mexico City.

Christmas is
BLISS.
Peace, Joy, Good
Wishes, Faith,
Inspiration, Friendship,
Laughter, Cheer,
Traditions, Family,
Memories, Blessings,
Celebrations,
Happiness, Joy, Warmth,
Love, Hope, Family.



Coors Brewing Company wishes you all the best
this holiday season and throughout the coming year.





The Awards Banquet entertainment, proudly sponsored by Coca-Cola USA, was introduced by Bonnie Garcia, Coca-Cola's director of Hispanic consumer markets.

Se Habla Español™

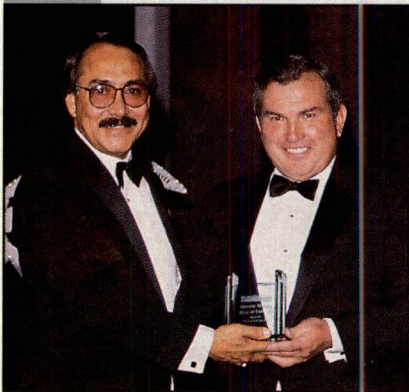
National Hispanic Market Trade Show & Media Expo

Se Habla Español '89

THE ULTIMATE MARKETING EXPERIENCE

The 1989 *Se Habla Español* National Hispanic Market Trade Show & Media Expo drew significant attendance gains. Held at the Century Plaza Hotel in Los Angeles, the show attracted advertisers, ad agencies, research companies, and media professionals for three days of Hispanic market exploration. From the festive Grand Open-

ing Reception to the glamorous Awards in Communication Banquet, participants spent their time attending a broad range of seminars, strolling through the Exhibit Hall, lunching with industry peers, and of course, networking.



HISPANIC BUSINESS Publisher Jesus Chavarria, left, congratulates media pioneer Danny Villanueva, Sr., long known for his generous contributions to the Hispanic community, on his induction this year into the Hispanic Market Hall of Fame.



The Grand Opening Reception crowd enjoyed a poolside buffet and mariachis, sponsored by AT&T, at the beautiful Century Plaza Hotel.



Adweek Publisher Robin Cooper, left, shares a smile with Sara Sunshine, senior VP and creative director of Publicidad Siboney. Ms. Sunshine won the coveted Ad of the Year Award for Pepsi-Cola's TV commercial entitled "Blackout."

Photos by Alberto Dominguez

Se Habla Español Scholarship winners light up the stage, accompanied by their sponsoring representatives from GSD&M Advertising, L.A. Gear, UNIMAR U.S. Hispanic Communications, and the Carranza Group.



Se Habla Español '89

THE ULTIMATE MARKETING EXPERIENCE



Sosa & Associates President Lionel Sosa, left, VP Account Mgmt. Al Aguilar, and Executive VP Ernest Eromley join Zubi Advertising Services President Teresa Zubizarreta at the Print Reception.



Seminars by media experts provided a wealth of valuable information focused on the Hispanic market, with subjects ranging from psychographics and macro-demographics to Hispanic fiesta planning.



A sold-out crowd packed the popular Radio Industry Luncheon, where the Awards of Excellence in each category were announced.



The Exhibit Hall was definitely the place to see and be seen. Suppliers, media reps, ad agencies, and PR firms teamed up with major league advertisers to create a unique marketplace of corporate wares.



"And the winner is..." Alex Agee, right, American Airlines division manager, congratulates drawing winner Norma Armon of Eye Contact International. The prize? A free airline ticket, of course.



Univision's prime-time show "Sabado Gigante"—and host "Don Francisco" (for once without a hat)—won a Se Habla Español Award in Communication for Spanish Language Entertainment.



el Nuevo Herald

Put Your Company In The Company Of Next Year's Hispanic 500.

With El Nuevo Herald.

One hundred twenty-one companies from Florida made this year's Hispanic 500.

That's more than New York. More than California. More than Texas. More than any other state in the country.

Of course, the majority of Florida's top Hispanic businesses are located in the state's largest Hispanic market. South Florida.

And a great way to reach South Florida's Hispanics is with El Nuevo Herald. The largest-circulation Spanish language daily in the continental U.S.

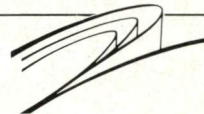
El Nuevo Herald is read by 159,500 South Florida Hispanics each weekday. And 184,700 on Sundays.

When you also advertise in *Gusto/Tempo*, our total market coverage product, you can reach up to 79% of the households in one of the nation's most affluent, acquisitive Hispanic markets.

Advertising in El Nuevo Herald can put your company in the company of next year's Hispanic 500. Because like Florida's top Hispanic businesses, El Nuevo Herald is better than ever.

For more information, call César Pizarro at (305) 376-2847.

el Nuevo Herald
¡Mejor Que Nunca! - Better Than Ever!



LES



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Let's get it together...buckle up.

A B R E

American quality has never looked better.

Its styling is newly refined. Its value is legendary. This is the 1990 edition of the full-size Buick LeSabre.

According to one measure—the J.D. Power and Associates 1989 Initial Quality Survey—Buick ranks among the most trouble-free American brands. And that same study ranked the 1989 Buick LeSabre as the most trouble-free American car.*

In addition to giving you less to worry about, 1990 LeSabre offers you more to enjoy. Including a standard 165-horsepower 3800 engine for smooth, confident power. Spaciousness for six passengers. Four-wheel independent DynaRide suspension. Even air conditioning is standard.

The 1990 LeSabre: an outstanding automobile, because it offers you outstanding quality. See it now at your Buick dealer.

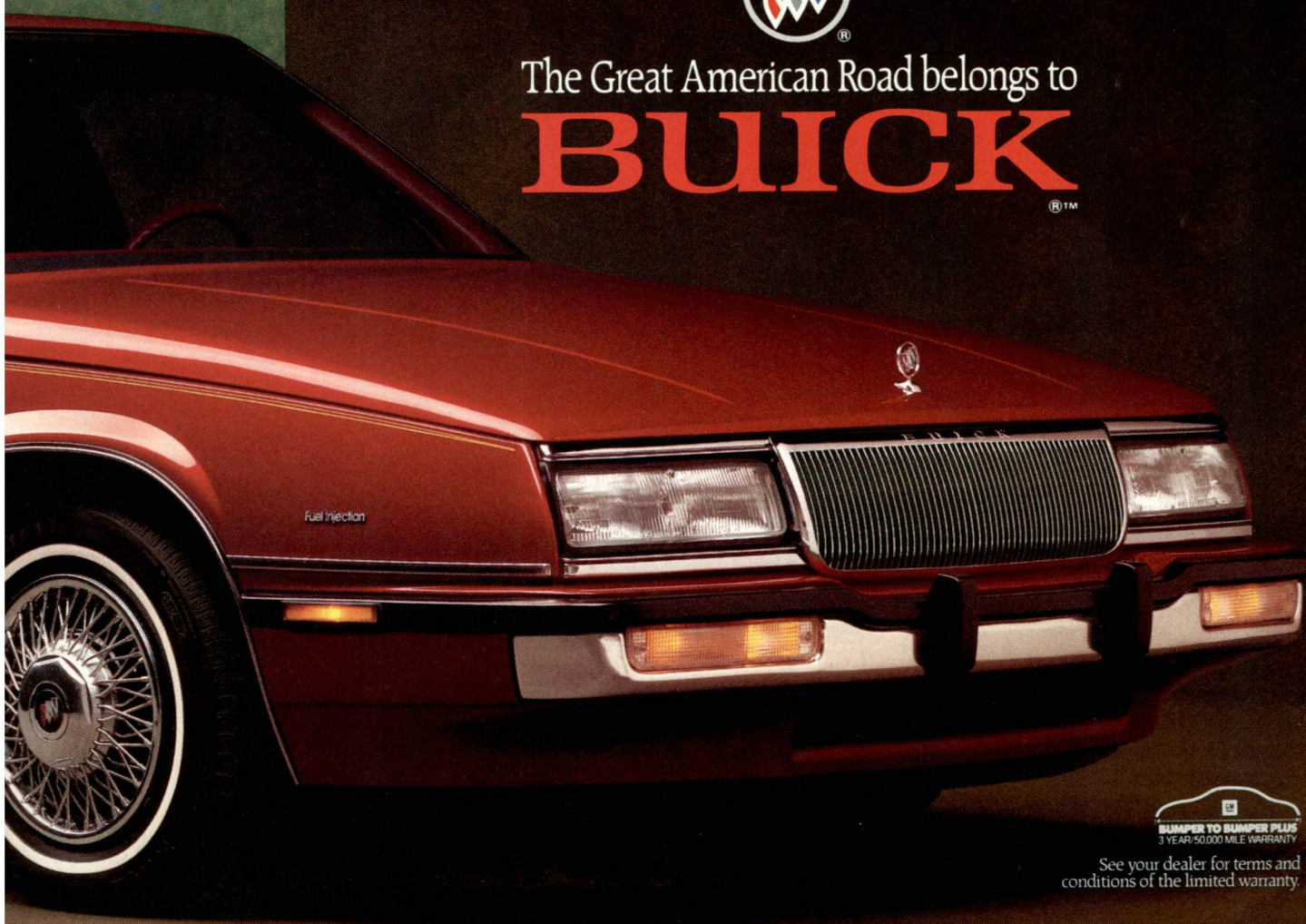
*J.D. Power and Associates 1989 Initial Quality Survey covering November and December, 1988. Based on owner-reported problems during the first 90 days of ownership.



The Great American Road belongs to

BUICK

® TM



Fuel Injection



See your dealer for terms and conditions of the limited warranty.

The Hispanic Market's Leading Indicators

By D. Carlos Balkan

For the first time since this magazine began to track Hispanic market ad expenditures, growth slowed this year to a single digit. Total ad expenditures increased by only 6 percent, from \$550 million last year to \$583 million.

The main explanation for this flattening growth rate is a seeming \$11 million decline in television ad spending—from \$251 million last year to \$240 million in 1989. This apparent decrease actually reflects a one-time correction and improve-

ment in the data gathering process.

Total radio expenditures on the other hand continued to show double-digit growth, increasing by 13 percent—from \$176 million to \$200 million. Indeed, radio was the big story in 1989, and the string of major deals done in this industry over the past two years shows no sign of abating.

Expenditures in other media showed a slight upturn, but nothing to get excited about. The biggest news regarding the top 50 advertisers in the Hispanic market is

Procter & Gamble Co.'s growing grip on the number one spot. P&G's ad expenditures—for 30-plus brands—increased by about one-third, to almost \$30 million. By contrast, although Philip Morris Companies, Inc. remained number two in the top 50, this company reduced its advertising to Hispanic consumers by one-third, and RJR Nabisco, which was number 47 last year, fell off the chart in 1989.

For the most part the remainder of the lineup shows no surprises. The list, which includes companies spending \$1 million or more, remained unchanged at 50. Accounts falling out of the top 50 include Scott Paper, Eastern Airlines, and Bristol-Myers, and a few companies placed on the list for the first time—including Quaker Oats, which took 18th place, and Nestle Foods Corp., which is number 34.

Three of the top 50 advertisers are not companies at all but government agencies: the U.S. Army, the U.S. Post Office, and the California State Lottery.

And (at press time) several of the leading Hispanic market advertisers are actually subsidiaries of other corporations. Kin-

The 50 Leading Hispanic Market Advertisers—1989

Rank	Company	Media Expenditures (\$M)	Rank	Company	Media Expenditures (\$M)
1	Procter & Gamble Co.	\$29.3	26	H.J. Heinz Co.	1.8
2	Philip Morris Cos.	8.6	27	General Mills	1.7
3	Anheuser-Busch Co.	8.4	28	J.C. Penny Co.	1.7
4	Colgate-Palmolive Co.	7.8	29	American Airlines, Inc.	1.6
5	McDonald's Corp.	6.9	30	Campbell Soup Co.	1.6
6	Coca-Cola Co.	6.0	31	Hershey Food Corp.	1.5
7	Adolph Coors Co.	5.2	32	Miles Laboratories, Inc.	1.5
8	Ford Motor Co.	5.0	33	Payless Shoesource	1.5
9	Johnson & Johnson	5.0	34	Nestle Foods Corp.	1.4
10	Sears, Roebuck & Co.	4.6	35	Sterling Drug, Inc.	1.4
11	Burger King Corp.	4.5	36	S.C. Johnson & Son, Inc.	1.3
12	AT&T	3.8	37	Jack in the Box	1.2
13	Pepsico, Inc.	3.8	38	Pacific Bell	1.2
14	American Home Products	3.7	39	Chrysler Corp.	1.1
15	Goya Foods, Inc.	3.3	40	Clorox Co.	1.1
16	Warner-Lambert Co.	3.3	41	Toys R Us, Inc.	1.1
17	CPC International	3.0	42	AMTRAK	1.0
18	General Motors Corp.	2.8	43	Beatrice Co.	1.0
19	Quaker Oats Co.	2.8	44	CA State Lottery	1.0
20	Ralston Purina Co.	2.6	45	Eastman Kodak Co.	1.0
21	Toyota Motor Corp.	2.6	46	K Mart Corp.	1.0
22	Lever Bros. Co.	2.5	47	Kimberly Clark Corp.	1.0
23	U.S. Army	2.4	48	Maybelline Co.	1.0
24	Kinney Shoe Corp.	2.0	49	Polaroid Corp.	1.0
25	Mars, Inc.	2.0	50	U.S. Post Office	1.0

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Hispanic Market Advertising Expenditures

Medium	Expenditures (\$M)
National TV	\$119.5
National Radio	51.5
Local TV	120.5
Local Radio	149.3
Independent TV	2.1
Print	57.2
Outdoors	17.3
Promotion	61.6
Transit	4.6
Total	\$583.6

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ney Shoe Corp. is a subsidiary of F.W. Woolworth Co. Another shoe company, Payless Shoesource, is an operation of Volume Shoe Corp., which in turn is a division of the May Department Stores Company. Burger King was recently acquired by Grand Metropolitan Plc., a British firm. American Airlines is owned by AMR Corp.; Miles Laboratories is a subsidiary of Bayer AG; Nestle Foods Corp.

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HISPANIC CONSUMER

PROFILE:

Jesús Fernández

Age: **34**

Occupation: **Engineer**

Annual Income: **\$31,000**

Hobbies: **Hunting &
Gardening**

I REALLY LIKE...

**Sunday lunch with the family
after church,
Four wheeling in my truck,
Cumbias and Salsa Music,
Mama's churros,
A chocolate bar (or two)
at the movies.**

Preferred Language: **SPANISH**
Preferred Media: **SPANISH RADIO**

**SPANISH
RADIO
SPEAKS HIS
LANGUAGE**



**Katz Hispanic
Radio Sales**

Gene Bryan (212) 572-5263

is the American subsidiary of the Swiss-owned Nestle S.A.; Eastman Kodak Co. owns Sterling Drug, Inc.; Schering-Plough owns Maybelline Co.; Pacific Bell is part of Pacific Telesis Group; and Foodmaker, Inc. does business as Jack in the Box.

While our leading indicators are approximations filtered through a network of sources, mostly in the media, each of our annual efforts to generate the estimates has enhanced their reliability. Our figures for the top 50 Hispanic market advertisers and for Hispanic market expenditures by medium represent largely net advertising space and time costs. Similarly the dollar figures for the top 10 Hispanic media markets refer for the most part to net time and space costs. □

D. Carlos Balkan is a freelance writer based in Santa Barbara, California.

The Leading Hispanic ADIs — 1989

Rank	Market	Expenditures in \$M by Medium			Total
		TV	Radio	Print	
1	Los Angeles	\$79.0	\$35.9	\$16.2	\$131.1
2	Miami	43.0	33.1	16.4	92.5
3	New York	49.5	25.5	15.4	90.4
4	Chicago	16.0	13.5	1.1	30.6
5	San Fran/San Jose	14.9	9.5	0.4	24.8
6	San Antonio	9.2	10.1	0.5	19.8
7	Houston	9.0	9.5	0.4	18.9
8	San Diego	6.0	6.0	0.3	13.1
9	Phoenix	5.2	5.5	0.2	10.9
10	El Paso	3.1	6.5	0.2	9.8
Totals		\$235.7	\$155.1	\$51.1	\$441.9

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Market Demographics — 1988

	Purchasing Power by Market			
	Hispanics	Blacks	Whites	
Household Money Income Aggregate total (\$B)	\$160	\$243	\$2,853	<i>The aggregate total income for Hispanics rose from \$140.5 billion in 1987 to \$160 billion in 1988. In addition, the number of Hispanic households increased from 5.69 million to 5.91 million. According to the Census Bureau, over 1 million of these households maintain an income of \$40,000 or more, and 210,000 have an income of \$75,000 or more annually.</i>
Median Income	\$20,359	\$16,407	\$28,781	
Mean Income	\$25,993	\$22,477	\$35,468	

	Percent of Total Population by Special Characteristics				Hispanics	Blacks	Whites
	Hispanics	Blacks	Whites				
By Residence				By Size of Household			
Metropolitan Areas	92%	83%	76%	2 Persons	26%	34%	43%
(Central City)	53%	57%	25%	3 Persons	25%	26%	23%
(Suburbs)	39%	26%	51%	4 Persons	24%	20%	21%
Nonmetro Areas	8%	17%	24%	5 Persons	14%	12%	9%
				6 Persons	6%	4%	3%
By Region				7 Persons	5%	4%	1%
Northeast	18%	16%	21%	By Age			
Midwest	7%	19%	26%	(Head of Household)			
South	32%	56%	33%	15-24	9%	8%	4%
West	43%	9%	20%	25-34	31%	28%	22%
				35-44	25%	26%	25%
By Sex				45-54	15%	15%	17%
Family Households	82%	70%	71%	55-64	11%	12%	15%
(Married Couple)	57%	35%	59%	Over 64	9%	11%	17%
(Male No Wife)	19%	4%	3%				
(Female No Husband)	5%	31%	9%	By Education (Head of Household 25 years or older)			
Nonfamily Households	18%	30%	29%	High School Grad Only	27%	36%	37%
(Male Nonfamily)	10%	14%	13%	At least 1 Year of College	23%	28%	41%
(Female Nonfamily)	8%	16%	16%				

Source: Unprinted current population survey data from the U.S. Census Bureau (Series P-60) and advance data from the March 1988 Current Population Survey. Reprinting or copying all or any part of this information requires written permission from HISPANIC BUSINESS, INC.

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When you go into business with us, the whole community comes in with you.



All over America, the neighborhood store has long been the cornerstone of the community. The kind of place where the same kids who once couldn't reach the candy now come to celebrate their little league victories.

Today, 7-Eleven is that neighborhood store. And thanks to the #1 convenience store franchisor in the world, there's a neighborhood family running the business—just like the good old days.

If you're looking for an opportunity to run your own business, 7-Eleven Stores is the one to call. Our 25 years of franchise experience is currently helping more than 3,000 people achieve the independence of being in business for themselves.

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The initial franchise fee may vary for each store. The method for computing the franchise fee is fully disclosed in the Uniform Offering Circular. This is not an offer to sell, or solicitation of an offer to buy, a franchise. An offer is made by prospectus only. An equal opportunity organization.



The world's #1 convenience store franchise.

New Leading Indicator: Broadcast Media Effectiveness

HISPANIC BUSINESS is reporting on an additional leading indicator for the Hispanic market this year—broadcast media effectiveness, or coverage. Our report on media effectiveness identifies the top 10 areas of dominant influence (ADIs) in the country in terms of media coverage.

The media effectiveness quotients we

developed to determine the top 10 ADIs represent the number of Spanish language radio and television broadcast hours available each week, divided by the individual ADI's Hispanic population in thousands.

The ADIs that we used were developed by Arbitron, Inc. for the television market. Each of these 205 ADIs represents a county, group of counties, or group of ZIP codes within a major metropolitan area.

Our analysis showed that San Diego leads the nation in media effectiveness, and two other ADIs along the U.S.-Mexico border—El Paso and San Antonio—follow in second and third places. The nation's largest cities are farther down on the list, with the biggest Hispanic mar-

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- 85% of our readers have High School, Technical School, College or Post-Graduate degrees or diplomas.
- The average annual family income of SPANAMERICA readers is \$33,012.
- SPANAMERICA delivers a total of 5,962,908 copies per year, audited by ABC.
- The pass-along of our magazines is so high that it generates more than 1.1 million readers.
- SPANAMERICA's magazines are considered by its readers the most appropriate media for: food, beauty, home decoration, fashion, health care, movies, show business and the Jet-set.

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For additional information, contact our sales offices in Miami or New York. ABC circulation statements are available.



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Media Effectiveness

ADI	Hispanic Pop. (in 000s)	Media Coverage (Hrs/week)	Effectiveness Quotient
San Diego*	400	1,799	4.49
El Paso*	481	1,712	3.55
San Antonio*	856	2,169	2.53
Phoenix	371	780	2.10
Miami	834	1,538	1.84
Houston	712	1,260	1.76
San Fran/ San Jose	814	893	1.03
Los Angeles	3,734	2,188	0.68
Chicago	751	503	0.67
New York	2,438	951	0.39

* Includes stations in Mexico.

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kets—Los Angeles and New York—placing eighth and tenth.

This ranking reflects the activities of both U.S. and Mexican broadcasters along the border, which provide many times more Spanish media coverage to their viewers and listeners than do broadcasters in the major population centers.

Clearly there is considerable potential for greater media effectiveness in these large U.S. cities. ☐

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You have to drive

Without doubt, the Honda Accord is a great automobile. The experts have said that for years. It has become the benchmark for other auto makers. Its record is truly impressive.

Incredibly, then, this year we have redesigned the Accord. And our new car will set new standards.

The new Honda Accord is bigger and better than ever before. There is more room inside, the ride is more comfortable and the car is much more responsive under all driving conditions.

And there is its unique beauty.

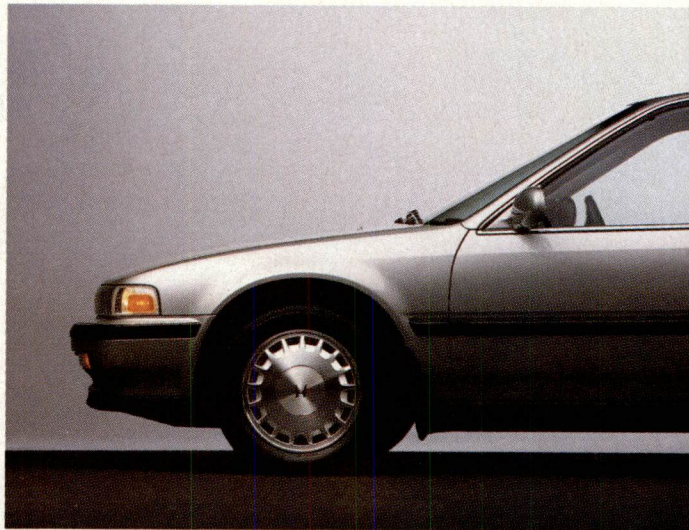
Flat surfaces and contours blend harmoniously while all the lines flow smoothly. The front of the car rounds to the wind and stylish new headlights mount flush to the airflow. While the rear is high and designed according to automotive aerodynamic principle.

You'll see a substantial increase in glass area which adds to your comfort and visibility. You'll find comfortable space inside the car between yourself and other passengers.

Because the new Honda Accord has a longer wheelbase and is more solid, we redesigned the race-proven, 4-wheel double wishbone suspension system. The ride and handling are immensely improved. There is a new

speed sensitive, variable-assist power steering. It progressively adjusts the amount of assistance for improved road feel for the driver. It does this at all speeds.

The body looks almost like it is sculptured from a solid mass of steel. Designers concentrated on reducing the number of seams, refining fit and finish and countless other details.



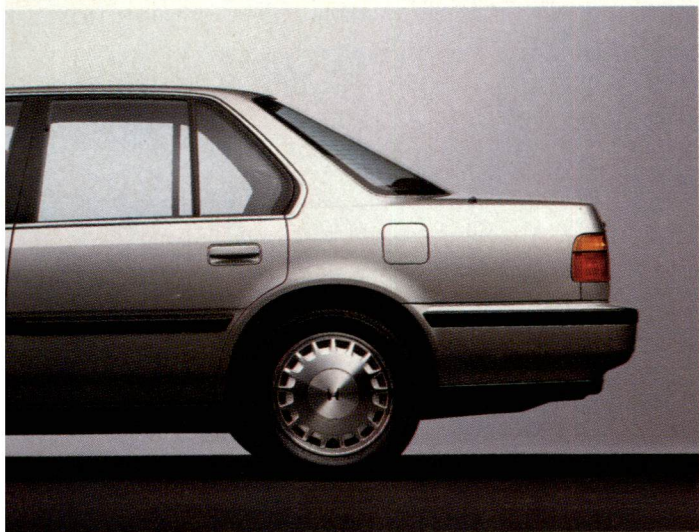
A new method of body building stiffens the car to further improve and quiet the ride.

Once seated in the Accord, you are greeted by a bright, airy environment that immediately puts you at ease. All controls and instruments are logically placed. Everything falls into your line of sight and is within your reach. The whole interior seems designed around you. It fits. You fit.

e it to believe it.

The front seats are larger and offer more support. Rear seats contour for better comfort. They are made from one piece of moulded foam.

Door panels and the instrument panel are each moulded from a single piece so there is nothing to rattle. The headliner is built to absorb noise and is recessed for the windshield visors and passenger-assist handles. Everything



folds in nice and flush for a more fitted appearance.

A new ventilation system that is quiet and significantly more efficient assures your comfort. The controls are large and easy to use.

Under the aggressive looking and low sloping hood is a new and larger fuel-injected engine. It now has more horsepower and torque for improved performance in the ranges you most

often drive. Such as getting through city traffic and on the highway.

Imaginative Honda technology makes the new engine run smoothly and quietly. Balance shafts built in the engine cancel the inertial forces that cause other engines to twist and shake. It's amazing.

Other refinements additionally reduce vibration and noise. And help to increase performance.

The durable Honda five-speed manual transmission has also been redesigned. It is stronger and more rigid to match the increased engine power and torque. It's also smoother and quieter.

There's a new Honda four-speed automatic transmission available that is very compact, smooth shifting and efficient. And the transmission has a driver selectable Sport mode with lockup torque converter.

Everything about the new Accord is designed to increase the quality of driving. It is a car attuned to the driver. It makes you more pleasantly aware of the enjoyment of driving.

In this case, driving is believing.

HONDA

The New Accord

MEDIA

deal

With recent acquisitions

in Miami, OF THE YEAR

the Tichenor network

consolidated its

dominance of

Hispanic radio.

The landscape is changing in Spanish radio," says McHenry Tichenor, Jr., a gentlemanly Texan whose family has been in Spanish radio since 1949. "For a while there was SBS [Spanish Broadcasting System], which was in the three big markets, and us [Tichenor Media System], who had the heartland, and Lotus. Now Cecil Heftel is putting a group together, and I hear rumblings of others putting groups together. That's going to change the way Spanish radio is done in this country."

Indeed, in a business where stand-alone stations are the norm, the formation of station groups, "networks," and affiliations is changing the structure of the industry. Since 1987 the price of Spanish radio properties has skyrocketed; complicated deals have created mergers, spin-offs, and debt-leveraged buys. And this in turn has shifted alliances among national radio reps and research companies, and even affects the music that Hispanics hear as they drive to and from work.

In August Mr. Tichenor's company made the biggest Spanish media deal of the year. First, it negotiated a joint venture that gave it 50 percent ownership of WADO-FM in New York. Then WADO and Tichenor paid \$32.7 million for WQBA

AM/FM in Miami. What's next? "We are probably going to digest Miami and New York for a while," says Mr. Tichenor. Then he plans to buy more stations.

He is not alone. Last year SBS paid \$55 million to acquire WEVD-FM in New York.

nates Texas and Chicago, but lacks California. SBS, the only group with AM/FM combos in Los Angeles, New York, and Miami, has no stations outside those markets. Viva America has a strong presence in Los Angeles, San Francisco, and Miami, but not New York.

Broadcasters who aspire to acquire properties are hungry for stations in the top Spanish markets. The numbers tell why. This year advertisers spent approximately \$201 million on Spanish radio. The top 10 markets accounted for 75 percent of total expenditures, or \$155.1 million. More than half the money spent on Spanish radio was concentrated in four markets—New York, Los Angeles, Miami, and Chicago. "It's bottom-line dominance. The

By Joel Russell



The Tichenor team huddle: (from left) McHenry Tichenor, Julio Mendez, station manager, WQBA-AM and FM, and Warren Tichenor, vice president/general manager WQBA AM and FM. Photo by Lynn Parks.

The same week that Tichenor announced the WQBA deal, Heftel Broadcasting merged with Mambisa Broadcasting to form a station group called Viva America. Industry players agree that the stampede to buy will continue until each group can plug holes in its coverage. Tichenor domi-

more markets you dominate in the top 15 markets, the bigger your company will be," says Gene Bryan, sales manager at Katz Hispanic Radio, a national rep firm.

Outside of the top 10 markets, Spanish stations are still owned on an individual basis. But aside from bigness for the sake

The Price Tag

OF THE YEAR

of bigness, the repercussions of consolidated ownership depend on the new owners. In Tichenor's case, a new management system is a key ingredient. WQBA previously belonged to Susquehanna Broadcasting, an English language station group. WQBA's General Manager George Hyde, whom one Tichenor executive called "a Susquehanna element," has announced he will leave the station to take another job. His replacement will be a Tichenor person. Tichenor works with a "management by objective" methodology, which it plans to apply to WQBA and WADO. Aside from Mr. Hyde, however, no personnel changes are on the table. Herb Levine, the general manager of WADO, is a well-respected Spanish broadcaster and part owner of the station.

Plans are to make both new Tichenor stations lean and mean. At WADO, Ricardo Alvarez del Castillo, Tichenor's vice president of operations, plans to consolidate the studios, now located in New Jersey, and the sales office, now in New York. Despite the expense of renting studio space in Manhattan, the station will reap the benefit of on-the-spot interaction between the sales, traffic, and production departments. In Miami the building in which WQBA is located has an estimated value of at least \$4 million. It will be sold to free up money for broadcast investments as soon as the new space is rented, Mr. Castillo says. Tichenor will retain a lease of the broadcast and production studio, which is a state-of-the-art facility designed especially for station WQBA.

Tichenor currently owns or controls 12 stations, twice as many as anyone else in Spanish broadcasting. With New York and Miami in hand, it has outlets in six of the top 10 markets. The last frontier is California, whose three top markets had combined billings of \$51 million in 1989. "We are always ready to get into the Los Ange-



On August 8 Tichenor Media System and Radio WADO, Inc. announced their agreement to purchase WQBA-AM/FM in Miami. The total price tag was \$32.7 million. The sale was the largest media acquisition of the year in the Spanish market.

The transaction was quite complicated. A broker first contacted Tiche-

chenor formed a 50-50 partnership, with each partner contributing about \$10 million in equity. Radio WADO's contribution was WADO-AM.

The partnership then made a deal to buy WQBA—paying approximately 50 percent of the price in cash and the other 50 percent in bank notes. The price includes \$25.7 million for the radio operation and \$7 million for the building where WQBA's studio and offices are located. The debt arrangement is still in negotiation, with several banks in the running, Mr. Tichenor says. No investment banker was involved in the transaction, and Mr. Tichenor himself negotiated the deal. As part of the partnership agreement, Tichenor will operate and manage WADO-AM and WQBA-AM/FM.

The package still requires FCC approval. One of Tichenor's first moves will be to sell the WQBA building. "We don't want to be in the real estate business," he explains.

The change in ownership has a ripple effect in the radio rep industry. Because all Tichenor properties are repped by KATZ Hispanic Radio, the partners' stations will switch to KATZ from Caballero Spanish Media. While refusing to discuss dollar figures, KATZ's Gene Bryan admits that the new stations will make a "hefty" contribution to the firm's bottom line. "There's no doubt that KATZ will benefit heavily from the acquisition," he says. On the flip side, Caballero looks likely to gain two Miami radio stations, WAQI-AM and -FM, as part of a joint venture with ties to the Caballero group.

Mr. Tichenor says that the partnership will probably purchase the additional stations needed "to fill out the complement of stations in the top 10 Hispanic markets, particularly Los Angeles and San Francisco."

les market," says Mr. Castillo. "We're [also] interested in expanding our stations in Houston and San Antonio. We only have AM stations there. We are interested in acquiring FM stations so that we don't

have stand-alones, only combos, in all of our markets."

The broadcaster with the most Spanish stations after Tichenor is SBS, with six. The difference is that SBS owns combina-



Tichenor Media's partners are (from left) Louis Wolfson III, chairman of Radio WADO, Inc.; Mark Blank, president; and Andrew Blank, vice president.

TOP 10 BILLING STATIONS

Stations	Billings (\$ M)
1. KLVE (FM)/KTNQ (AM) \$17.5 Los Angeles	
2. WCMQ (AM&FM) 11.5 Miami	
3. WQBA (AM&FM) 10.0 Miami	
4. WIND-WOJO (AM&FM) 10.0 Chicago	
5. WSKQ (AM) 9.0 New York	
6. KWKW (AM) 8.1 Los Angeles	
7. WADO (AM) 6.0 New York	
8. KSKQ (AM) 5.5 Los Angeles	
9. WAQI (AM) 5.0 Miami	
10. KALI (AM) 4.0 Los Angeles	

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Source: Original research by HISPANIC BUSINESS.

NATIONAL MARKET SHARE

Company	Market Share
Caballero	41%
Katz Hispanic Radio	29%
Spanish Broadcasting System	19%
Lotus Hispanic Reps	11%

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tion AM/FM stations. This allows it to grab two audiences in the big, lucrative markets. FMs typically attract young listeners, the segment that advertisers most want to reach. Research shows that SBS has indeed successfully differentiated two audiences in the Spanish market.

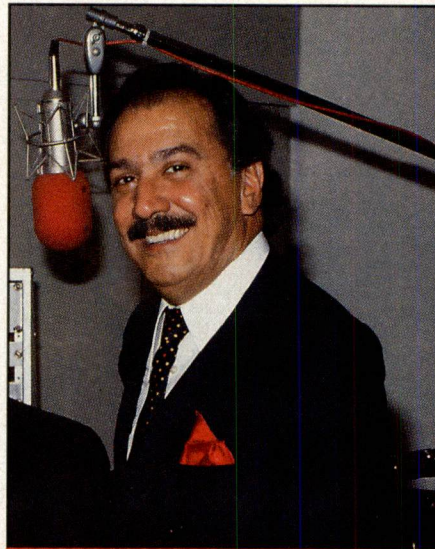
"People have watched what I've done and now they are trying to do it too," says Raul Alarcon, Jr., president of SBS. "They started at the lower end and they're buying up. I started at the high end, so that I can cherry-pick markets and properties now. All things considered, I've made a very good investment in radio."

So far most of the investment has been with other people's money. Mr. Alarcon's debt burden was reported in *Advertising Age* at about \$118 million. Although his FM station in New York has been a success from day one, interest never sleeps. "There's been a lot of speculation about my debt scenario," responds Mr. Alarcon. "I let everybody talk. Do I have debt? Yes, of course I do. I bought a \$55 million station. By the way, it's doing gangbusters."

Mr. Alarcon made a bid of more than \$30 million for WQBA, which included a special minority tax certificate worth another \$3 million. He was rejected, he says, because he already owns stations in Miami, and FCC rules would require him to "spin off" one AM and one FM. He remains undaunted, saying that SBS is looking to expand beyond radio. The company already has its own rep firm, a promotion firm to organize concerts and events, and a supermarket merchandising plan. Now he wants to try syndication and television. Mr. Alarcon is working on "a big surprise"

for early next year that should ease the debt service, he says.

Viva America, the newest station group formed through the merger of Heftel Broadcasting and Mambisa Broadcasting, dominates the Los Angeles market with

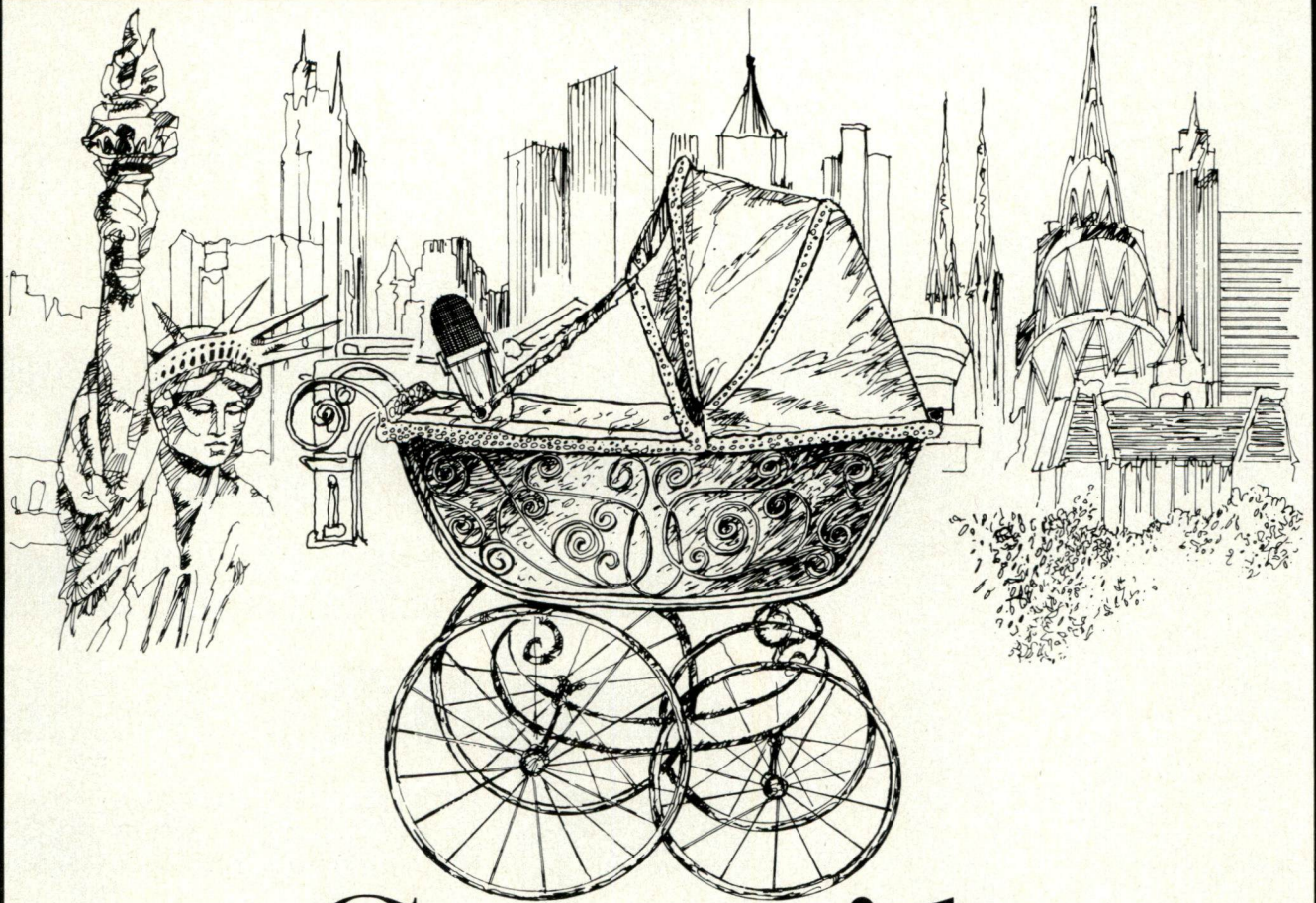


Eduardo Caballero, president of Caballero Spanish Media. Like Don Quixote he will "continue to fight against the giants."

KTNQ-AM and KLVE-FM, the biggest billing combo in the United States (\$17.5 million). Viva America owns four stations in three markets. Co-owner Mr. Heftel is actively pursuing a New York property. That would allow Viva America to duplicate SBS's offering of New York-Los Angeles-Miami media placements, a common strategy among Hispanic media buyers.

The advantage gained by all this merger and acquisition activity remains unclear. Conventional wisdom holds that the chemistry of each radio market is unique, and programming decisions cannot be generalized. "There's a lot of talk about networks in Spanish these days. We don't see our group as a network in the classic programming sense," notes Mr. Tichenor. "We let each station develop its own personality, because the markets are all different...We are more interested in building the group because Spanish radio is what we know how to do, not because the addition of Miami or New York is going to make a difference in a network lineup."

National radio reps, who place national ads with local stations, agree. "Spanish radio is on a market-by-market basis," says Mr. Bryan of Katz. "You can't put Spanish radio into one format because of the geographical and cultural differences among the different Hispanics in the United States. That's why an all-music format to appeal to all Hispanics throughout the U.S. has not succeeded in the past," he continues.



Grow with our new baby

We proudly announce that our new station, WSKQ-FM 98, the first 24-hour Hispanic New York City FM is on the air and the incredible Arbitron numbers are there....now!!! WSKQ-FM 98 is joining the other members of the SBS All-Hispanic radio family. KSKQ-AM/FM, Los Angeles; WCMQ-AM/FM, Miami; WSKQ, New York.

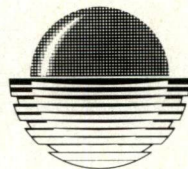
SuperQ
WSKQ
620 AM STEREO

SuperQ
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A study of the building's lighting showed that group relamping with GE F40 SP35 Watt-Miser® Plus fluorescent lamps would



UP TO FOR LOWER OVERHEAD.



reduce energy costs plus earn a handsome energy conservation rebate from the utility company. That would mean the entire cost of relamping would be recouped in a mere 22 months. And the SP35 Watt-Miser Plus lamps would provide the same light levels and improve the appearance of the people and furnishings they illuminate.

Needless to say, Cushman & Wakefield,

and the building's owners, leapt at the opportunity presented by GE's advanced lighting technology. And thanks to energy-saving GE Lighting, Cushman & Wakefield's prospects for lowering overhead are definitely looking up.



GE is Light.

GE Lighting

"You don't run the same program in San Antonio that you run in Corpus Christi, and they're only 100 miles away," says Eduardo Caballero, president of Caballero Spanish Media (CSM), another rep firm. "I haven't seen any network programming succeed in this country."

The exception to the rule is SBS. A pioneer in developing the "international sound" in New York, SBS has exported the concept to Miami and California. Regardless of the market, ballads by artists such as Julio Iglesias and Jose Luis Rodríguez make up about 60 percent of the play list on an SBS station, according to Tony Campos, programming director for SBS. The other 40 percent varies from station to station, market to market. Mr. Campos's formula blends music oriented to the local market and the international sound. In Los Angeles, for example, he looks for songs that lend a Mexican flavor, such as Mexican groups with a tropical sound, rather than a ranchera style. SBS foresees that the news/talk format will gain popularity, but the company is nonetheless committed to the international format, Mr. Campos says. As the company acquires new stations, the same music mix will be applied to new markets.

Changes in ownership have caused a hat dance of shifting alliances among national reps. When Tichenor bought an interest in WQBA and WADO, both stations were represented by CSM. But Tichenor properties are reped by Katz, and Mr. Tichenor has announced his intention that WQBA and WADO switch to Katz. The loss would be a blow to CSM, the company that established Spanish radio on a national basis. The Viva America deal brings together CSM-repped KTNQ-AM/KLVE-FM and the Katz-repped

WAQI AM/FM.

Historically, the growth of station groups has paralleled the division of the national rep pie. In 1986, Caballero dominated the radio market. Then Katz, a former client, decided to become a competitor. Katz opened its door to rep the seven properties Tichenor owned at the time. And finally SBS bolted by creating its own in-house rep firm. Today, Katz and SBS rep 40 stations between them. Mr. Caballero notes that the symbol of his company is Don Quixote, and it will "continue to fight against the giants."

Competition should remain stiff, because the growth in radio ad spending has slackened, Mr. Caballero says. He attributes this to Spanish television expansion. Start-up television outlets (new stations and networks) have a tough time filling commercial slots, and are forced to undercut rates. Mr. Caballero says that in some markets advertisers can buy a 30 second television spot for the same price as a 30 second radio spot. "That's happening at the local, national, and network levels."

Against the threats of television, low rates, and new advertiser skepticism, radio has one hope: better numbers. "We all scream that Spanish radio is as good as television, but when you go to the numbers, they don't reflect it," says Mr. Bryan of Katz, "Agencies are going to demand more and more research."

"As an industry, Spanish radio is under-

priced compared to the general market," says David Lykes, who is the vice president of sales at Tichenor. "The reason is that historically there has been a lack of reliable research to substantiate the audience. As research improves, the advertising rates will rise."

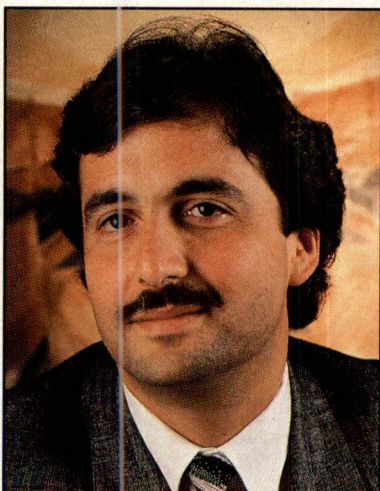
But, as Mr. Tichenor himself observes, "It's easy to say that you want better numbers, and hard to get them. To do it right in the Spanish market would be very expensive. There just aren't enough people to split the cost."

Two rating methods serve the industry. Arbitron uses a seven-day diary which is mailed to listeners' homes. Hispanic respondents are sought in proportion to their population in the market. Birch Radio uses a telephone interview methodology in the top 16 Spanish markets. Both services are trying to improve. Birch has fine-tuned its methodology to conform to recommendations of the Spanish Radio Advisory Council, a group of industry leaders. Arbitron plans to combine several surveys in order to give a larger sample size of Spanish listeners. But, Mr. Caballero says, "By the time the numbers are published, they might be obsolete."

One set of numbers that will affect Spanish radio for the next decade is the 1990 Census report. "Spanish media should concentrate on promoting the Census among our constituency," says Mr. Caballero. "We have a lot of hopes for what will come out of it." □



The Katz Hispanic Radio team plot their advertising strategy: (from left) Gene Bryan, vice president, national sales manager; Stu Olds, president; and Janet Therrien, associate research director.



"I can cherry-pick markets and properties," says Raul Alarcon, Jr. of Spanish Broadcasting System.

THE STYLE IS COUGAR. THE QUALITY IS MERCURY.


Experience the excitement of driving the 1990 Mercury Cougar LS. Feel the power of its 3.8 litre V-6 engine. The responsiveness of speed-sensitive power steering, which varies the degree of assist according to vehicle speed. Feel the smooth ride of four wheel independent suspension. The sleek look of its aerodynamic design. And the


comfort of its plush interior, with an option like a Ford JBL Audio System and compact disc player with JBL speakers.

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Buckle up—together we can save lives.
LINCOLN-MERCURY DIVISION 


MERCURY
COUGAR

A year of unprecedented change has turned the world of Hispanic advertising agencies upside down. After a quiet period of steady growth, many of these companies have either recently merged or been acquired by major mainstream agencies. Their clients meanwhile are playing musical chairs.

tional accounts of several major clients. In past years its billings had been mostly regional and went largely unnoticed. "Before this year 60 percent of our billings were for regional assignments," says Lionel Sosa, president of Sosa & Associates. "This year it flip-flopped so that our national

\$48.6 million for the most recently completed fiscal year. Since this report was for calendar year 1988, the company's figures are not strictly comparable with Sosa's. Both Mendoza, Dillon and Sosa are projecting sizeable increases for this year.

Castor GS&B is the third agency near the top of the chart. But unlike the other two leaders, Castor GS&B did not respond to repeated requests for substantiation of its numbers. Analysis of these numbers is complicated because the firm is a new one, born of a merger this year between two Hispanic firms, Castor Spanish International (CSI) and Garcia-Serra & Blanco (GS&B). "Castor" is Castor Fernandez, the chairman and top salesman; "Garcia-Serra" is Al Garcia-Serra, the CEO and strategic marketer; and "Blanco" is Julio Blanco, the creative talent.

Earlier this year **HISPANIC BUSINESS** reported data provided by CSI and GS&B individually (see "Strength in Numbers," September 1989). These numbers indicate combined billings of \$52.6 million, which is close to the total bill-

account\$,

A YEAR OF CHANGE

billing\$,

TRANSFORMS HISPANIC

and top dog\$.

AD AGENCIES

by Rick Mendoza

To understand the turmoil in this newly volatile arena, **HISPANIC BUSINESS** identified the 20 agencies now handling the greatest amounts of Hispanic advertising. Our survey of business and ownership for the "top 10" billers in this group provided some surprising results.

The rapid growth of Sosa & Associates in San Antonio—whose billings now rival those of long-time leader Mendoza, Dillon & Asociados of Newport Beach, California—was such a surprise that several competing agencies found the numbers hard to accept. Sosa, which is the only top 10 agency not located on one of the two coasts, had capitalized billings of \$53.5 million in its fiscal year ending June 30. Sosa substantiated this total by providing comprehensive details in confidence to **HISPANIC BUSINESS**.

The nature of Sosa's business changed dramatically this year as it took on the na-

business is probably 85 percent now."

Sosa was also the winner in some of the year's biggest client shifts, which represent considerable additional billings not reflected in the company's statement for its last fiscal year. Sosa picked up the national Hispanic marketing business of both Burger King and Coca-Cola USA from Castor GS&B (which as Castor Spanish International had handled the Coca-Cola USA account since 1983). The Burger King coup was to some degree related to Sosa's planned affiliation with D'Arcy Masius Benton & Bowles USA (DMB&B), which is Burger King's general market agency. "They introduced us to Burger King," says Mr. Sosa.

Mendoza, Dillon, which had an outside accountant certify its billings, reported



Lionel Sosa (seated) meets with his associates (left) Al Aguilar, vice president, account management, and Ernest W. Bromley, executive vice president.

ings of \$55 million the company claimed in response to our survey. Because only

80 percent of Castor GS&B's business is in the Hispanic marketplace, the resulting figure of \$44 million places it third in our ranking. And although Castor GS&B lost

the Coca-Cola USA and Burger King accounts this year, it gained a biggie when it won McDonald's from Conill Advertising. *The U.S. Hispanic Report* had called this "the year's biggest coup," but that was before Sosa snatched away the Coca-Cola and Burger King accounts.

When **HISPANIC BUSINESS** asked some of the top 10 to review and comment on our preliminary survey of their competitors' billings, we were surprised to learn the degree of uncertainty and lack of credibility that the figures engendered. Almost every agency came in for criticism from its peers for "exaggerating" the numbers. "The degree of credibility with billings," says one CEO who requested anonymity, "is very low, and unfortunately [that is] justified. People do blow up their billings. It doesn't apply just to the Hispanic market—people blowing up their billings is very much a part of the advertising world."

Another agency head said, "Everybody feels that if they have lots of billings, clients are going to see that and say, 'Hey, this is an agency we should talk to.'" A third CEO said, "They're a lot of clowns in our business. But we don't have any reason to [inflate our billings], because it's not going to give us any more business. I don't care if we are number one or number 10, as long as we make a profit."

Several agency heads expressed appreciation to **HISPANIC BUSINESS** for insisting on substantiation of their figures.

When we circulated our initial, unsubstantiated billing figures, one of these CEOs insisted that we remove his company from the list unless the figures could be checked. He then volunteered to provide a certified statement from his accounting firm if we would require the same from the other top firms. The chief financial officer at another firm even forwarded a copy of its U.S. Corporation Income Tax Return (Form 1120) showing gross receipts (sales). Although requests

for such proof initially seemed intrusive to these mostly privately-held firms, in practice there was no better alternative. Subsequently, **HISPANIC BUSINESS** did request each of the agencies to certify its data. Five complied with the request.

In fact, all the top 10 agencies cooperated with **HISPANIC BUSINESS** by providing information in one form or another. And only one of the 20 agencies initially surveyed—La Agencia de Orca & Asociados—refused to provide billings, reve-

TOP 10 HISPANIC ADVERTISING AGENCIES • 1989

Name & Location	Percent U.S. Hispanic Owner	Percent Hispanic Ad Billings	Total Actual Billings (\$Mil) ^a	Actual Hispanic Billings (\$Mil)	Basis Of Actual Billings	Ownership/ Affiliation	Top Three Clients
Sosa & Associates San Antonio	100 ^b	100	53.5	53.5	Sosa & Trinet ^c	DMB&B	GTE-Calif. Anheuser-Busch Coca-Cola USA
Mendoza, Dillon Newport Beach, CA	0 ^d	100	48.6	48.6	CPA	WPP Group	Miller Brewing Johnson & Johnson Sears
Castor GS&B New York	100	80	55.0	44.0	Estimate	—	McDonald's Anheuser-Busch Procter & Gamble
The Bravo Group New York	0	100	34.9	34.9	Estimate	Young & Rubicam	RJR Nabisco Warner Lambert CPC/U.S. Army
Font & Vaamonde New York	51	100	32.5	32.5	Estimate	Grey	Procter & Gamble General Foods Coors
Bermudez Assoc. Los Angeles	100	100	29.6	29.6	CPA	—	AT&T Disneyland Bank of America
Noble y Asociados Irvine, CA	0 ^e	100	24.6	24.6	CPA	—	Procter & Gamble Lencrafters Campbell's Soup
Casanova-Pendrill Irvine, CA	100	100	23.3	23.3	CPA	—	Calif. Lottery Pacific Bell General Mills
Publicidad Siboney New York	51	100	21.2	21.2	Tax Return & Trinet	Foote, Cone & Belding	Colgate Palmolive Pepsi Cola Bristol Myers
Conill Advertising New York	0	100	20.0	20.0	Estimate	Saatchi & Saatchi	Procter & Gamble Miles, Inc. Toyota, Inc.

(a) Year ends 12-31-88 for Mendoza, Dillon; Castor GS&B; Conill Advertising; The Bravo Group; Font & Vaamonde; and Publicidad Siboney. Year ends 4-30-89 for Bermudez Associates. Year ends 6-30-89 for Sosa & Associates and Noble y Asociados. Year ends 7-31-89 for Casanova-Pendrill. See sidebar for capitalized billings formula. (b) Sale of 49 percent pending to D'Arcy Masius Benton & Bowles. (c) Trinet Company Database. (d) B (non-voting) stock 51 percent Hispanic owned. (e) Owner is U.S. resident Mexican citizen.

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In this sea of mutual suspicions one agency stood apart. When asked to comment on Mendoza, Dillon's numbers, peers responded, "Yes—no questions asked," and "Close," and "Still the largest by far—just look at its client list." Mendoza, Dillon was one of the firms that provided either numbers certified by an accountant or a tax return to verify its statements.

or the names of its top three clients. "Our confidentiality policy does not allow us to supply the data you desire," wrote President Hector J. Orca. Nevertheless **HISPANIC BUSINESS** was able to estimate La Agencia's approximate billings based on other sources of information and determined that it did not rank in the top 10.

For those agencies that did not provide



The Sosa Principals:

Al Aguilar, Vice President Account Management
Lionel Sosa, President
Ernest W. Bromley, Executive Vice President, COO

The Principles and Principals that have made Sosa the Number One Hispanic Ad Agency in the U.S.

The Principles:

- Create advertising that sells.
- Produce ads that talk with dignity and care.
- Plan for tomorrow. Execute like there's no tomorrow.
- Make our clients' goals our own.
- Underpromise. Overdeliver.
- Be thankful.

And We Are Thankful. First to The Number One Principals – Our Clients.

Anheuser-Busch Companies, Inc.

Jesse Aguirre
Jim Estrada
Carlos Santiago

Burger King

Gary Langstaff
Jeff Myers
Chris Carroll

Centers for Disease Control & O&M

Fred Kroger
Neill Cameron
Steve Rabin

Coca-Cola USA

Charles Morrison
Bonnie García
Randy Cobian

Coca-Cola Bottling Co. of the Southwest

Toby Sommers
Curt Leathers

GTE

Dave Sherman
Diane Hunsberger

Hiram-Walker, Inc.

Bill Wilde
Bill Donan

Incarinate Word College

Dr. Louis J. Agnese
Dr. Amy Freeman Lee

KWEX-TV

Heberto Gutierrez
Jon Yasuda
Josie Goytisolo

NCNB

Deepak Gupte
David Steele
Brenda West

Westinghouse Electric Corporation

Robert Lukovics

We Are Thankful to Our Own Principals – The Number One Team.

Becky Arreaga
Mary Bean
Jackie Bohmer
DeeAnne Bostic
Carlos Cintron
Michelle Cook
Rubén Cubillos
Richard Gaona
Tammie García

Josie Garza
Grace M. Godines
Norma Gonzales
Mark Gonzalez
Alberto Gonzalez-Salceda
Carmen Hernandez
Laura Hernandez
Robert Herzik
Norma Lopez

Shannon Mahavier
Kathy Maki
Liz Martinez
Egda Mella
Lily B. Montealegre
Pedro Morales
Jorge R. Moya
Cynthia Muñoz
Lyn Nettleship
Janie Noriega

Anthony Orozco
Patricia Perea
Jane Peterson
Antonia Pratt-Bell
Rosemarie Pratts
Adrienne Pulido
Eupi Quiñones
Jesús F. Ramírez
Lucy Renteria

Janine Richards
Teresa Roy
Sandy Salinas-Smith
Gail Serratt
Noah Sifuentes
Patricia Simms
Robert B. Sosa
Olga Tabares
Patsy Weser

We are thankful to our principal suppliers (too numerous to mention here – you know who you are).

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PICK ANY NUMBER

substantiation of their billings, **HISPANIC BUSINESS** developed its own independent estimates based on a variety of criteria. First, we determined at least the top three clients of each agency, and from separate sources obtained the Hispanic market billings of each. This provided an initial check on the billing figures provided by the agencies. Then we took it one step further. Using financial services to which **HISPANIC BUSINESS** subscribes, we were able to obtain separately the revenues for several of the firms (the direct relationship between revenues and capitalized billings is explained in a sidebar to this article). Although we would have preferred a consistent basis for ranking all the agencies, this task proved impossible, given both the variety of sources required to gather the results and the firms' different fiscal years.

This year the trend toward general-market agency affiliation intensified. Six of the top 10 Hispanic agencies—60 percent—are now affiliated in one way or another with general-market agencies. These are not just any general-market agencies. They are rather the biggest of the big—the smallest among the six agencies with ties to one of the top Hispanic agencies does more than \$2 billion in annual billings. All six general-market agencies are themselves in the top 10 of the U.S. market. The largest is the giant WPP Group, which purchased Mendoza, Dillon several years ago. Conill Advertising is owned by Saatchi & Saatchi and Bravo Group by Young & Rubicam.

The other three Hispanic agencies with ties to general-market agencies have retained a degree of independence by keeping 51 percent Hispanic ownership. These agencies are Sosa &

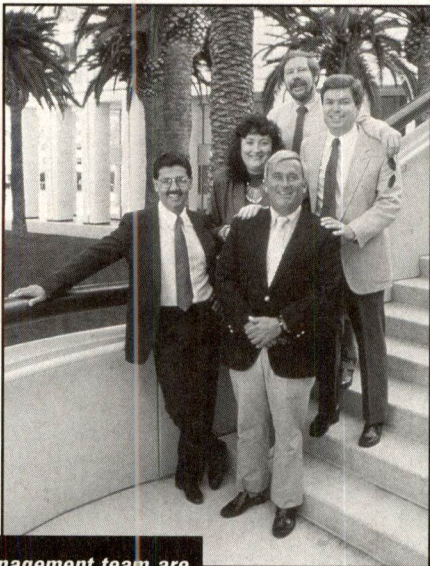
agency representing them to the Hispanic market have majority Hispanic ownership. Such relationships appear to be a trend within the trend to tie-ins with general-market agencies. Heads of some of the four agencies with no general-market affiliation say they are approached "all the time to sell." It's a question of the right price and controls, some of them say.

"In the beginning nobody paid any attention to this market," one of these individuals reflects. "Now when the budgets are getting up there, they're saying, 'Instead of the budgets leaving my agency, I'll just buy one.' Of course people have been knocking at our door. *Everybody* is having their doors knocked on."

Aside from Mendoza, Dillon, the Conill agency, and the Bravo Group, all the top Hispanic agencies are Hispanic-owned. A spokesperson for Edward J. Noble, Jr., the owner of Noble y Asociados in Irvine, California, says the firm "has nothing to do" with Noble y Asociados Mexico, which Mr. Noble, Sr., founded, but which DMB&B now owns. Mr. Noble, Jr., he adds, is "a Mexican citizen and a legal resident of this country."

Ferrer/Ad America, which ranks in the top 20 Hispanic agencies, also has an unusual form of ownership. "It is unique," comments President Carl Kravetz, "in that it is 50 percent U.S. Anglo-owned [Davis, Ball, and Columbatto] and 50 percent Mexican [Grupo Ferrer]. It is not any part U.S. Hispanic. It's the first Mexican company to export its services, as opposed to goods, to the United States," Mr. Kravetz says.

Ferrer/Ad America may also be unusual in that it is making good use of a public relations firm (Gelman & Gray Communications). Good public relations in publicizing true billing figures seems to be sorely lacking in this branch of the advertising industry. At first this seemed strange, considering how adept these firms are at blowing other people's horns. But the answer to the puzzle probably lies in that rhetorical question first asked more than 400 years ago: "Who is worse shod than the shoemaker's wife?" ☐



Mendoza, Dillon's management team are, clockwise from the top, Andrew Sullivan, Robert Howells, Richard E. Dillon, Eduardo Del Rivero, and Deborah Gagne.

Associates, Font & Vaamonde, and Publicidad Siboney.

However, some major advertisers, including McDonald's Corp., insist that the

Ask advertising agencies what their billings are and—with the rarest exceptions—they will be delighted to tell you. For one thing, it's a simple matter to come up with a number. Any number.

One reason it is hard to get reliable, consistent billing figures is that people use the term "billings" in two different senses. In the narrow sense it means the cost to clients for advertisements that agencies place in the media. The broader meaning, which the American Association of Advertising Agencies (AAAA) calls "capitalized billings," represents both media billings and nonmedia income, such as from promotions.

Most agencies prefer to talk about their capitalized billings for two reasons. In the first place it is the industry standard. It also is a larger figure. So that was the figure we tried to obtain.

It turns out that the amount of capitalized billings is a precise and easy number to get—if you know the agency's revenue. That's because an agency's capitalized billings are a simple multiple of its revenue. However, most Hispanic agencies are privately owned, and like many privately-held companies they freeze up when you ask what their revenue is. Nevertheless, several commercially available data bases to which **HISPANIC BUSINESS** subscribes provide information on revenue even for private companies.

The AAAA developed the standard multiple of 6.67 times gross income or revenue to facilitate comparisons between agencies with different mixes of income from media and promotion work.

Why 6.67? Because it's the reciprocal of 15 percent; 15 percent of 6.67 is 1.00. That is, the formula is a shortcut treating income from promotions and other non-media work as if it were from media placements, which are generally 15 percent of media costs. If you know the gross income, you can find the capitalized billings by multiplying income by 6.67. Conversely, if you know the capitalized billings, you can find the gross income by multiplying them by .15.

For example, says Don Ambuhl, AAAA senior vice president, "Let's say you have two agencies, and both of them have the same gross income, say \$100,000. Agency One does it all in media, and so since its revenues presumably equal 15 percent of media costs, it has billings of \$667,000. The second agency with \$100,000 of gross income does only about \$100,000 in media billings and a lot of work in collateral areas—sales promotions, catalogs, annual reports. Its billings of \$100,000 in media mean \$15,000 of gross income. The other \$85,000 of gross income [comes from fees of] \$85,000. But it has exactly the same gross income as the first agency."

BETWEEN 1990 AND 2010, HISPANICS WILL ACCOUNT FOR 42% OF NEW POPULATION GROWTH IN THE UNITED STATES.

- U.S. CENSUS BUREAU

In 2010, there'll be nearly 40 million Hispanics in the U.S. More than double today's total. And now is the time to establish your franchise with this increasingly important market.

Already, U.S. Hispanics have \$171 billion in purchasing power. And that's just the beginning. Over the next couple of decades, that figure is going to go through the roof. If you

want your sales to do the same thing, now's the time to contact your UNIVISION sales representative.

UNIVISION makes it so easy to break into this exploding market. We cover 85% of the country's Hispanic households. In fact, we come 75% of Hispanic TV households in one week.

Most important, we talk their language. Spanish is

the first language of 94% of Hispanics in this country.

Maybe that's why 25 of the top 25 national advertisers advertise on UNIVISION. We're far and away the most effective Spanish-language advertising medium in the country.

For the best in Spanish-language news, entertainment, children's, sports and variety programming, there is only one television network.

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New York (212) 826-5200; Chicago (312) 944-2199; Los Angeles (213) 859-7200; San Francisco (415) 392-2006;
Dallas (214) 869-0202; Detroit (313) 540-5705; Miami (305) 444-0800; Orange County (714) 474-8585

Sources: U.S. Bureau of the Census, "Projections of the Hispanic Population: 1983 to 2080," Current Population Reports, Series P-25, No. 995, table 3, projection series 17, 1986; Strategy Research Corporation; Advertising Age.

losses for at least the next three years.”

His reasons for recommending Telemundo stock apply equally to the company's larger rival, Univision Holdings, Inc.

BUSINESS developed for 1989—\$240 million in advertising is directed to Spanish language stations out of a total \$26 billion budgeted for TV advertising. “We believe,” Ms. Reif says, “Hispanic television advertising potential could be over \$1 billion.”

Both Univision, which is owned by Hallmark Cards, Inc., and Telemundo, which was formed by Saul Steinberg's Reliance Capital Group and then split off as a separate public company, are competitive, cautious, and committed to growth. The two companies circle each other, snarling, taunting, and parrying blows as if they were heavyweights in a championship boxing match. Each wants what the other has—the network audience. From Los Angeles to Houston to Chicago to New York and in the many towns between, Telemundo and Univision go head to head in the fight for the Hispanic viewer.

Despite this adversarial relationship, the chief executives of both companies wisely determined that the only way either was going to succeed in the pursuit of ratings was through cooperation. The two compa-

Item: Networks Invest in Nielsen Ratings

by Steve Bergsman

Will Their

Audience

Measure Up?

The member stations of both networks are expected to attain a positive net cash flow for several reasons—their parent companies have deep pockets; Hispanic TV viewers, advertisers, and rates per spot have increased; and most importantly, they have a largely untapped advertising market.

So far, Strategy Research Corp. (SRC) of Miami has been the only source of nationwide surveys covering Hispanic viewership. Of the 20 million Hispanics in the United States, SRC says that a rough average of 70 percent—or about 7 percent of the U.S. population—watch Spanish language television. But this has been hard to prove.

As Peter Roslow, director of marketing for the Telemundo Group, puts it, “SRC says 70 percent of Hispanics who watch TV are watching Spanish language television. If you look at the Nielsen or Arbitron numbers (which measure Hispanic viewership in selected cities only), those may show the reverse—that 30 percent are watching Spanish language television. What is the truth? The advertiser looks at those numbers and says, “Either Nielsen is closer to the truth or both numbers are so crazy I don't believe either.”

This lack of numbers from a generally acceptable ratings source has hampered Spanish language TV's ability to attract advertisers. According to Jessica Reif, vice president of international research for CL Global Partners Securities Corp.—and based on numbers **HISPANIC**



The Emmys he won as general manager of WLTV in Miami surround a beaming Joaquin Blaya, president of the Univision Network.

Maybe, just before this year ends, Spanish television should throw itself a party. After all, the major networks are reporting gains in almost all areas: new stations have been coming aboard, more sponsors are advertising, new shows are airing, and revenues are increasing. For the first time Spanish language stations will even get reliable ratings. Things look so good that one might ask what more Spanish television could wish for.

How about making money?

That will come, but it won't be happening this year. Or even the next year. As with other new media ventures, it takes time to build profitability in the Hispanic television market. The state of this market can best be summarized by the words of a stock analyst who follows Telemundo Group, Inc., one of the two major Hispanic networks: “We recommend purchase of Telemundo Group, despite estimated

nies hunkered down recently to solve that problem. Together they will pay A.C. Nielsen \$18 million over five years to develop a state-of-the-art measuring service for Hispanic viewership. Although growth and programming were in the fast-forward

Quality is Job 1.



Profile in quality #8: Control.

At Ford, Mercury and Lincoln every car and truck we build is designed to put the driver in control. It's called human engineering—the interaction of man and machine. From the feel of the road, to the feel of the wheel, to the touch of a button, its objective is to provide the driver with comfort, confidence and ease of operation. When quality is job 1—you don't do it any other way.

Ford, Mercury, Lincoln, Ford Trucks.
**Our goal is to build the highest quality cars
and trucks in the world.**



Buckle up—together we can save lives.

mode for Spanish language television during 1989, this was the industry's most important accomplishment. The new service, which will initially be tested in Los Angeles, will cover not only Univision and Telemundo but all the other networks as well, including ABC, CBS, and NBC.

"In the past we would go to an advertiser and say, 'Well, I do have some ratings from some special studies,'" Telemundo's Mr. Roslow says, "and advertisers would scratch their heads and say, 'Fine, but I'm not familiar with that company.' Now, we're playing by the same ground rules as everybody else."

Mr. Roslow figures that Spanish language television gets about 1 percent of ad budgets nationally, and that by a very conservative estimate 50 percent of Hispanics watch either Telemundo or Univision. So if 10 percent of the population is Hispanic, Spanish language television should be getting 5 percent of TV ad budgets. But even if Spanish language television gets only half that, Telemundo and Univision will increase terrifically. "The upside is 2.5 to 5 times the revenues we get today," Mr. Roslow says.

Henry Silverman, the president and CEO of Telemundo, says getting Nielsen to rate the Spanish language TV stations was one of four major goals for his company this year.

Telemundo was formed in 1986 when Reliance Capital Group bought John Blair & Co. and renamed it Telemundo. The company kept Blair's Spanish language television stations in Puerto Rico and Miami and divested Blair's other assets. Through further acquisitions, Telemundo built an organization including a network of owned and operated television stations and a large number of affiliates. When San Antonio came on line this year, the company reached 75 percent coverage of U.S. Hispanic viewers—the company's second goal for this year.

Unlike Univision, Telemundo is a publicly-traded company. Its revenues are expected to reach \$121 million this year and \$142 million in 1990, but net losses will continue to be high—about \$44 million or \$2.57 a share this year, and \$43 million or \$2.52 a share in 1990. Losses to date total approximately \$115 million. Neither Mr. Silverman nor the industry analysts expect Telemundo to turn a profit until 1992 or

1993. This doesn't appear to be a major concern because cable television stations typically lose money in the early years, but once they pass the break-even point they accumulate a tremendous amount of lev-

lion, up from \$55 million the year before; in Puerto Rico, the company should see \$50 million, an increase of about \$4 million or \$5 million over 1988. "Puerto Rico is a mature market with gross increases of



Anchor Maria Elvira Salazar boosts Telemundo's ratings by interviewing personalities from the Hispanic community like Mexican Attorney General E. Alvarez de Castillo on the set of "Noticiero Telemundo/CNN."

erage. The good news is that the company has made big strides toward positive cash flow, and Global Partners' Ms. Reif expects Telemundo to reach that goal in 1990.

Mr. Silverman adds that the company will cover all of its cash expenses for the first time in 1990, but does have a lot of noncash interest. "If we were paying on all the interest on all the debt, we would not cover," he says, but "we don't have to start paying cash interest on the debt until 1992. We obviously have two more years in which to generate more cash flow to cover the cash interest that starts in 1992. Our cash flow this year is up about 20 percent from what it was last year."

Still, Telemundo is strapped for cash. With equity of just \$13.3 million as of June 30, its debt of \$300 million was a heavy burden. Telemundo raised \$30 million this fall in two sales of new stock to another Steinberg-controlled company and to Columbus Savings and Loan Association (which owns 17 percent of the network).

Telemundo improved its cash flow by achieving Mr. Silverman's third goal, which was to boost advertising sales about 50 percent. In the continental United States, Telemundo's sales will be about \$80 mil-

6 to 7 percent a year," Mr. Silverman explains. "The United States is where the real growth is, and that is 50 percent a year."

Sales growth was seen in network buys, up 70 percent, and national spot buys (including affiliates), up 42 percent. Besides bigger expenditures by old corporate sponsors such as Procter & Gamble and Anheuser-Busch, Telemundo grabbed 51 first-time advertisers on network and local stations.

The company's fourth major goal was to get a bigger share of the audience, and this it has done also. Telemundo estimates that its share of Hispanic viewers rose considerably, from the low 20s in 1988 to the high 30s this year.

Mr. Silverman frankly says a major concern was that Telemundo's share of audience was so low in many parts of the country that it was expedient for an advertiser to completely dismiss the company's station or station affiliate. "It was real easy for an advertiser to say, 'You know, if I want to advertise in Spanish I don't have to buy Telemundo, I'll just buy Univision. They have 80 percent of the market.' It was easier to deal with one company. Our strategy versus Univision was just to survive."

Telemundo improved its numbers by improving its programming. The first thing it did was orient itself to what was coming from Mexico rather than to the Caribbean programming that was originating in Puerto Rico. Second, it boosted the number of its programs produced in the United States, both internally and by other companies such as CNN and MTV.

Telemundo's most popular show is "Cine Millonario," which airs every night from 9:00 to 11:00 p.m. The show consists of mostly first-run, action-adventure movies from Mexico and is seen by about 4 million people. It has attracted such major national advertisers as Procter & Gamble, Coca-Cola, and McDonald's Corp.

Univision, Telemundo's major competitor, was formed in 1988 when Hallmark

bringing billings to about \$160 million.

Like his counterpart at Telemundo, Mr. Grimes had sketched out a number of broad goals for his company this year. One was the Nielsen ratings survey. His second goal was to improve programming, and a third was to get the right people and management in place at the stations.

While these goals were all met, Mr. Grimes is not entirely thrilled with the way the year progressed. Because of Univision's massive debt—\$500 million, of which half is at high junk bond rates—the network will be lucky to break even this year. Although the company increased revenues by 12 percent, it was looking for 18 percent. Of the two operating arms of the company, the station group was up only 6 percent, while the network improved by

20 percent. "We did OK this year, but not as well as I wanted to," Mr. Grimes assesses. "The network had a very good year and will exceed its revenue budget, but the stations will probably miss their revenue budget by 10 percent. Despite our making more money for the company in 1989, we did not do as well as I wanted. It was a year where we put a lot of money into our people and product, and we did not get as much out of the marketplace as we had hoped."

Univision's 1989 goal of improving programming appears to have been met. Some of its new shows include "Cristina," an Oprah Winfrey-type show; "Portada," with a news magazine format; and "Desde Hollywood," similar to "Entertainment Tonight." Joaquin Blaya, the president of Univision, Inc. (the company's network division), notes, "We want to create a balance between the programming that we were purchasing in Latin America and the programming that we produce here." Mr. Blaya, who heads the Univision network, says he will do better than the 20 percent Mr. Grimes expects. "We were projecting 25 percent, but we are way beyond a 30 percent increase over last year, and we'll be in the mid 30s by the end of the year."

Univision, which gets 75 percent to 80 percent of all dollars earmarked for Spanish television, was able to celebrate big gains in certain advertiser categories. Import car spending was up significantly, according to Raul Toraño, senior vice president of sales, with Toyota leading the way. Nissan is testing the market. The toy industry manufacturers and retailers also increased their spending significantly.

Old standbys improving ad budgets were Pepsi and Coca-Cola. Another company investing more in Spanish television was Ralston Purina, for both its cereal and pet food divisions.

Univision should do equally well next year because it will be carrying World Cup Soccer, probably the biggest, most important sporting event in the world next to the Olympics. Honda has already signed on as a major sponsor for \$1 million. Programming should start just in time for the beginning of the Nielsen experiment—which will be tested in Los Angeles.

This year turned out to be a good one for Hispanic television companies, but executives at Telemundo and Univision expect even better next year. They have high hopes that the Nielsen test run in Los Angeles will be successful, and both networks hope to convince advertisers to invest in their programs in numbers that approach the percentage of Hispanics in the general population. ☐



Bill Grimes, president and CEO of Univision Holdings, says Univision did OK this year, but not as well as he had hoped.

purchased Spanish International Network, a company that provided programming, broadcast operations, and representation for a group of Spanish language stations Hallmark had bought earlier in 1986. The two companies combined to form Univision Holdings, Inc., which owns nine stations, has 531 affiliates, and reaches 85 percent of the Hispanic market. Gross billings for Univision in 1988 were about \$143 million. Bill Grimes, the president and CEO of Univision Holdings, Inc., estimates that the company will be up 12 percent this year,

ample of what Mr. Grimes is talking about. The goal for 1989 was to be up 30 percent, which admittedly was very aggressive since the station has never grown more than 13 percent in one year. This year WXTV will be up 20 percent, which is a record, but still does not reach its goal.

Mara Rankin, the general manager of WXTV, says, "Next year we are hoping to come out of the box with the biggest boom year we ever had. Next year I do expect 30 percent growth." Part of the problem in New York was personnel. One of Univ-

Betting on Print

For years newspapers and magazines have been eating dust in the race for America's Hispanic market advertising dollars, but that may be changing.

By Janet Glasheen

Industry analysts say print will soon have its day, and recent acquisitions and startups indicate many entrepreneurs are betting on just that.

El Diario/La Prensa; New York

"Yeah, yeah, pull the baseball story then!"

The accent is pure New York. The good natured man doing the shouting—while talking on two phones—is Carlos Ramirez, publisher since 1984 of New York City's venerable daily Spanish language newspaper, *El Diario/La Prensa*.

Mr. Ramirez, together with the paper's new President Peter Davidson and contributing partner Rupert Phillips, just bought *El Diario* from the Gannett Company for an estimated \$20 million.

Mr. Davidson, a Harvard MBA and former Morgan Stanley specialist in newspaper industry mergers and acquisitions, had helped Mr. Phillips buy three small dailies from newspaper publishing giant Gannett. Then, when *El Diario* became a possibility, the two men excitedly formed a partnership and rushed to bring Mr. Ramirez in on the deal.

"I wanted to be in a market I felt was very strong, a growth market," says the tall, bespectacled Mr. Davidson, "and that's why this was absolutely perfect. The name *El Diario* is a true franchise name in this market. It's the oldest Spanish daily

in the United States—since 1913." And Morgan Stanley's study of the Hispanic newspaper market in New York showed "just unbelievable growth in the number of people in the market, as well as very quick growth on the economic front for our reader demographics."

New York receives 100,000 Hispanic immigrants each year, and *El Diario's* strategy is to win that market growth. "Even if we convert only 10 percent of the new growth, based on our current circulation of about 60,000, our volume will increase

greatest growth, is from Colombia, the Dominican Republic, Ecuador, and Cuba. Therefore while *El Diario* wants to minimize loss of its assimilating Puerto Rican readers, the paper will be tailoring its news mix to satisfy the new arrivals too.

The *El Diario* team sees equally bright opportunities for ad revenue growth. "Peter is optimistic—he's talking about 50 percent [annual] growth in advertising dollars—but you know, 20 percent doesn't sound so farfetched," Mr. Ramirez muses. Some back-of-the-envelope arithmetic says such growth would push *El Diario's* ad revenues to nearly \$40 million within five years. (This is based on Mr. Ramirez's ballpark figure of \$20 million in total revenues for 1989, which translates into \$15 million in advertising revenues, assuming the 75/25 percent split between ad and circulation income that industry analysts typically apply.)

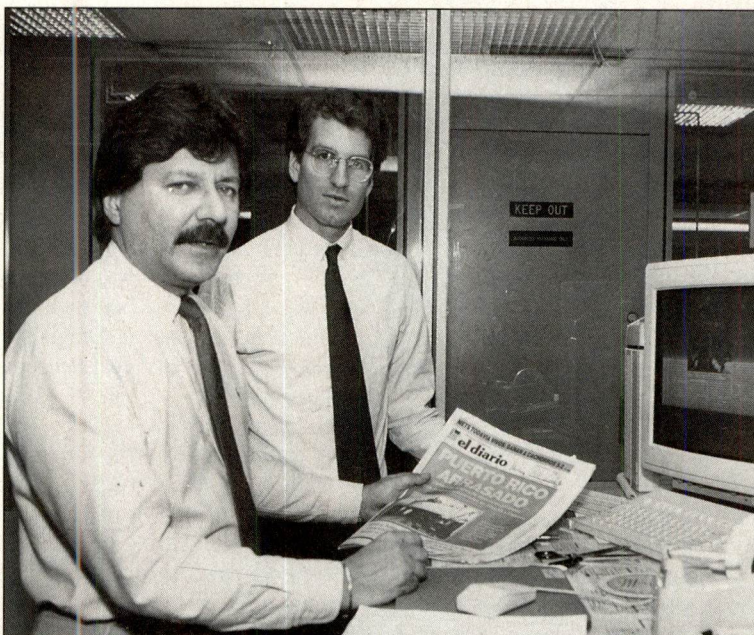
E*l Diario's* live wire publisher worked hard to get his paper marginally into the black in 1987, and has achieved steady expansion in circulation and advertising. But this recent growth doesn't approach the jet-propelled rise he and Mr. Davidson now envision, and it clearly didn't satisfy the Gannett Company. What will change?

As Mr. Davidson sees it, the paper suffered a malady common among Hispanic newspapers and periodicals—insufficient funding. Many Hispanic newspapers aren't charging ahead as they might because "they aren't well capitalized, often because they're new to their markets," he observes.

"Gannett in early 1981-82 had intentions of taking this paper nationwide," Mr. Ramirez goes on. "But in the boardroom a decision was made to change their priorities to a new baby. You might know the name: *USA Today*. So all of a sudden *El Diario* was put in a holding pattern, and all resources were put behind

USA Today. They went with what they felt more comfortable with, and what they were familiar with."

Mr. Ramirez says this lack of funding



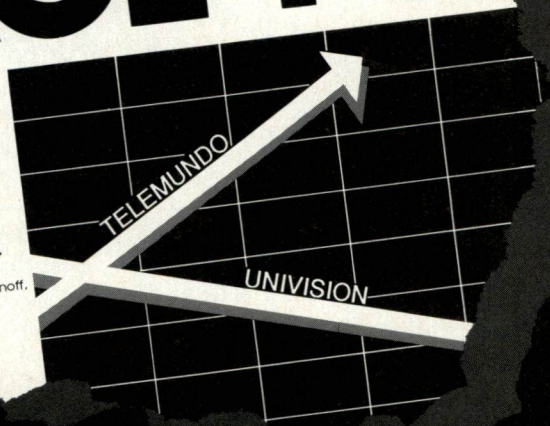
The proud parents of El Diario, Publisher Carlos Ramirez (left) and President Peter Davidson, admire their new "baby."

14 percent a year," Mr. Davidson says happily. Traditionally the city's Hispanic population was overwhelmingly Puerto Rican, he adds, but the "new blood," and

TELEMUNDO CHALLENGES FOR #1 SPOT IN SPANISH LANGUAGE TV

Telemundo tops Univision with 73% audience shares in Chicago and McAllen-Brownsville; challenges Univision with 50% in Philadelphia, 59% in L.A. & New York and 41% in Houston. Univision is starting to feel the heat.

Source: Phila. M-F, 4PM-11PM; All others: M-S, Sign-on/Signoff, S.R.C. May 1989. Share of Spanish TV Viewing



TELEMUNDO

is HOT

Sales Offices: New York
212-492-5500

Los Angeles
213-658-6868

Miami
305-854-5151

San Francisco
415-421-4848

Chicago
312-321-1911

Dallas
214-661-2560

made *El Diario* (and other Hispanic papers) "a little slow in getting organized to get their message across, whereas the broadcast side has got very sophisticated and is out there really stimulating the advertisers and the market." *El Diario* was therefore unable to meet Gannett's target return on revenue, he explains. "The Gannett Company on average makes more than 30 percent return on revenue. Most of their papers are in towns where they're the only paper. But for the big city papers it doesn't work that way. We're sharing the advertising dollars with stiff competition, so naturally the return on advertising is not as attractive."

Now that *El Diario* is focused on growth, what are management's priorities? They have just converted totally to state-of-the-art computerized publishing. This \$700,000 system "should save us more than half a million dollars in the first year," Mr. Ramirez gloats. "We can view ad layouts and sketches with advertisers on the screen—without paying for artwork or committing to the composition"—and charge more competitive rates in the bargain.

"Hopefully by next year we'll be talking about our outrageous tripling in size and saying, 'How the devil did it happen?'" Mr. Ramirez shouts cheerfully as he takes another call.

America Publishing Group, Inc.; Miami

Meanwhile, to the south in Miami, Alberto Abdo speaks with calm dignity from his executive office in the modern white corporate headquarters of America Publishing Group, Inc. (APG). Mr. Abdo is vice president-marketing of this newly-named company, which with more than 50 titles—many licensed from The Hearst Corporation and others—is the largest Spanish language magazine publishing group and network of distribution companies in the Americas.

APG's annual circulation exceeds 100 million copies of such magazines as *Cosmopolitan en Español*, *Vanidades Continen-*

tal, *Hombre de Mundo*, and *Harper's Bazaar*. Additionally, the company publishes Harlequin and Barbara Cartland romance novels, Walt Disney comics, and countless text and reference books. Most of its sales are in Latin America, but the company also reports monthly ABC audited paid circulation of about 250,000 for its 13 magazine titles sold in the United States.

APG (formerly Venezuelan entrepreneur Armando de Armas's DeArmas Publishing Group) was acquired recently after a year of negotiations by Grupo Anaya

wanted to complete it with magazines." While Mr. Sanchez is chairman of APG's board, former DeArmas executive Gustavo Gonzalez-Lewis runs the operation in America as president and CEO.

About APG's plans for growth, Executive Vice President and Chief Operating Officer Carlos E. Gonzalez says, "In spite of economic and political problems in Latin America, we feel there is enormous potential there. The middle class is growing very fast, and it's the middle class that reads the most." And,

he adds, "APG's acquisition by Grupo Anaya makes it possible for us to enter the Spanish market." The company has already begun distributing in Spain and introduced a new product there—*PC Magazine en Español*. They plan to place this magazine in the Latin American and U.S. markets as well by mid-1990.

But U.S. Hispanics are probably the fastest growing segment in APG's broader market, and therefore the primary growth target. About APG's goals in the United States, he says, "We want to diversify and grow, but only in



The executive team of APG includes (from left) Guido M. Alvarez, VP ad sales; Manuel Blanco, VP and CFO; Carlos E. Gonzalez, EVP and COO; Alberto Abdo, VP marketing; and Mario G. Palacio, VP promotion and PR.

S.A., one of the biggest book publishing companies in Spain. With the addition of APG, the Madrid-based Grupo Anaya (which includes 40 book publishing companies) now controls a distribution network in virtually every Latin American country and the United States.

Some have said DeArmas, with unconfirmed reported sales of \$67 million in 1988, sold for \$300 million—a figure Mr. Abdo claims is "greatly exaggerated." Assuming a multiple of 1.5 times revenues, it might have been closer to \$100 million.

Grupo Anaya also recently acquired a major newspaper in Madrid—*El Sol*—and has been negotiating to buy one of the three public television stations in Spain as well. Mr. Abdo says German Sanchez-Ruiperez, the founder and chairman of Grupo Anaya, "wants to become a decidedly important factor in Spanish language communications worldwide. Mr. Sanchez has books, a newspaper, television, and he

magazines, the business that we know. We have just come out with a new title—*De Todo*. We will also be introducing the new PC magazine, and we are negotiating the acquisition or development of three others," which are "well known."

APG also aims to expand by intensifying its activities in both circulation and ad sales. APG's U.S. ad revenues had been growing steadily even before the acquisition, and represent a disproportionately large 10 percent of the company's worldwide total, which was 20,000 pages in 1988. (By comparison, U.S. circulation is between 2 and 3 percent of APG's total.) While the company has not changed its basic structure or staff of 2,000, it has added a U.S. marketing department, including Mr. Abdo, and a new director of sales for the United States—Enrique Perez. Mr. Perez formerly held a similar post with *Diario las Americas*, a large Spanish language newspaper in Miami.

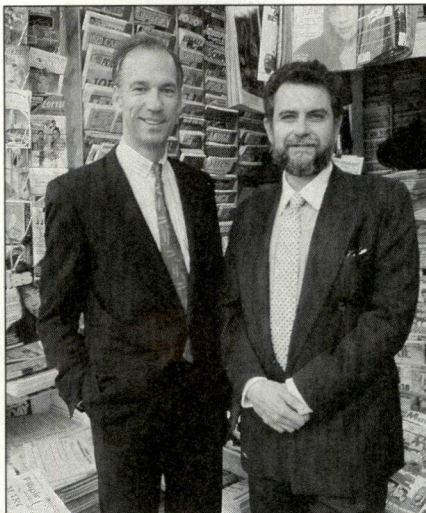
Univision's *Más*; New York

Roger Toll is a man who doesn't just hear. He *listens*. He doesn't just look. He *sees*. Put him in a new country and in a short time he can describe its people with great insight.

Mr. Toll—an international magazine start-up specialist and former editor/publisher of the English language *Mexico City News*—was the man the Univision Spanish television network called in early 1988 when they had a question about U.S. Hispanics. The question was, "Should we launch a magazine or newspaper for Hispanics, and if so what should it be like?"

Mr. Toll traveled all that hot summer to find out. He saw and listened to people in every region, from many Hispanic groups. His answer to Univision's question was *Más*, a quarterly national magazine in Spanish that went out to a list of 600,000 subscribers in September after an intensive circulation drive on the Univision network. *Más* will have free "controlled circulation" for the first year. It wants to be what Mr. Toll and Univision believe U.S. Hispanics are: friendly, lively, stylish, and thoughtful, expressing both the variety and unity of the U.S. Hispanic spirit.

Mr. Toll told the Univision brass their



Más Publisher and Editor-in-chief Roger Toll (left) and Managing Editor Enrique Fernandez.

magazine had to avoid the problem others had died of. *Más* had to have a big upfront investment to succeed with advertisers. To get the needed circulation, *Más* had to have "a wonderful product" and promotion. "Creative Spanish language advertising isn't just out there," he explains. "What we have to do is convince people to make Spanish language creative, and there hadn't been much of that because there

had been nothing sufficiently powerful in Spanish language [for the mass market] to attract a wide range of advertisers.

"Also," he says, "we had to solve the problem that Hispanics have not been big magazine readers in this country. My contention is, again, because the mass market had not had anything that was tremendously relevant."

Once Univision management gave the go-ahead for *Más*—which had been billed as *Ahora* before a trademark conflict nipped that choice—they got involved only at a few stringent "drop-dead" checkpoints, and made Mr. Toll publisher and editor-in-chief.

Two guiding stars among the stellar staff he handpicked during that year are Managing Editor Enrique Fernandez and Design Director Roger Black. "Enrique was senior editor of New York's *Village Voice* and was writing a book about all the Hispanic communities in the United States," Mr. Toll recalls. "He wrote a column about Hispanics called 'El Norte,' a wonderful column. He spoke of the community in a way I really appreciated—beautifully, honestly, with tremendous love and no apologies. This was his beat, and it was fabulous."

Mr. Black had been art director of *Rolling Stone*, *the New York Times*, and *Newsweek*, and had recently worked with Mr. Toll on a magazine startup in Mexico. Mr. Toll himself is a native of Los Angeles with degrees from Johns Hopkins University and the University of Southern California. He has worked for many of the big name magazines *Más* expects to share the newsstands with—including *Vogue*, *Vanity Fair*, and *House & Garden*.

Now that *Volumé 1*, Number 1 is out, what next for *Más*? A telephone poll, focus groups (where observers behind a one-way mirror will watch subscribers discussing their reactions and wishes for the magazine). "A lot of this is obviously long-term thinking," Mr. Toll points out, "because we don't want to do just one magazine. We'd like to get into a lot of magazines. But we need to know what that market out there is all about."

Will the Telemundo Spanish television people follow suit? "Who knows? I do know it's very important for both of these companies right now to see cash flow because they're both recent purchases," Mr. Toll concludes. "I've really got to hand it to Univision for having the guts to take on a whole new area of communications." ☐

How the Experts Evaluate Potential Print Acquisitions

They're not as eager as TV game-show shoppers with two minutes to fill their grocery carts free in a supermarket. But investors *are* actively interested in acquiring Hispanic magazines and newspapers. What are they paying, and how are they setting their prices?

Arthur Lipper III at Lipper Financial in New York reports that most recent magazine acquisitions have been priced at one to two times revenue, with some going for as much as three and some as little as one. He believes, however, that multiples of cash flow (operating profits plus tax credit for depreciation) are more accurate measures of value, with recent prices ranging from eight times cash flow up to 20 or more, depending on how closely the company's current profits related to projected ones.

L. Mark Stone, a senior vice president and specialist in media corporate finance with Henry Ansbacher, Inc., in New York, handles small and not-so-small acquisitions. He has this advice on how to *determine* value: "The last thing you should do in determining value is rely on multiples of revenues or profit." Traditionally, he says,

historical performance was considered a good rule of thumb for the future. Today, though, and particularly in the print market, there is so much opportunity for growth and value creation that the past can't be expected to influence the future, and heavy reliance on multiples only increases the likelihood that you will miss out on good opportunities. Print evaluations should be for forward looking, not backward looking.

In fact, Mr. Stone insists the financial side of the business should be analyzed only after careful examination of the following fundamentals: "Is the target market growing? Are the demographics attractive? How well does the publication reach and serve the target market? How does it fare against its direct and indirect competitors? Are there quality editors in touch with their readers? Are the salespeople good marketers, not just order takers? Are the administrators interested in empire-building, or in making things easy for everyone else? And finally, does top management create an environment in which people are eager to do their best?"

WHEELS & DEALS

1990: Luxury Cars-A Buyer's Market

The world's leading car makers position themselves to fight for the U.S. market.

By Laura Clark

If the 1980s were filled with skirmishes between U.S. car makers and their overseas competitors, the 1990s could see a full-scale war. Analysts are predicting that by 1991 new Japanese plants being constructed in the United States will be producing an additional 1.8 million more units each year, and there will be at least 2.2 million more cars in the U.S. market than there are buyers.

American car buyers will find more and more choices in almost every vehicle category, but the most formidable threat to the domestic industry's profitability will be new entrants in the luxury car market. Beginning in the 1990 model year both Toyota and Nissan will offer new upscale car franchises designed to compete with such domestic makes as Cadillac and Lincoln and a host of European nameplates such as Mercedes-Benz, BMW, and Jaguar. These new luxury car introductions will mirror Honda's introduction of the successful upscale Acura franchise in 1986.

This strategy should come as no sur-

prise to anyone watching the U.S. car market. As the Japanese manufacturers saw their profits squeezed in recent years by a rising Japanese yen and continued voluntary quotas on exports to the United States, Honda, Toyota, and Nissan decided to investigate the upscale market, which offered both higher per-car profits and

base price of \$35,000—nearly \$10,000 less than the base price of a \$44,850 Mercedes Benz 300E and \$20,000 less than a BMW 735i. An LS 400 with all options would cost \$43,300. The less expensive Lexus will be the ES250 sedan, with a base sticker price of \$21,050.

Nissan followed the Lexus introduction



Sales of the sleeker, quieter Lincoln Town Car, the most expensive car in Ford's lineup, are expected to increase to 135,000 units in 1990.

growth in sales volume.

Honda's first Acura brand luxury car back in 1986 was the \$30,000-plus Legend sedan. Later the Legend coupe was introduced to expand the line, and the Integra was redesigned in mid-1989 as a 1990 model with many improvements. Acura dealers were selected carefully and required to invest in exclusive showrooms.

In its first year on the market Acura won the coveted number one position in Consumer Satisfaction Index (CSI) ratings compiled by J.D. Power & Associates of Agoura Hills, California, a well-known automotive consumer research firm. The CSI ratings are based on a survey of new car and truck buyers' attitudes about both their vehicles and the dealerships they bought from. Acura subsequently won the award in 1988 and 1989 as well.

Like Honda, Toyota and Nissan intend to produce luxury cars on a par with the best of Europe, and have required their dealers to invest \$3 million to \$5 million to acquire a franchise, including separate showrooms for the luxury models. Toyota unveiled its Lexus line of cars in January at the North American International Auto Show in Detroit. Then in June the company announced that its top-of-the-line Lexus model, the LS 400, would carry a

with the debut of its Infiniti car line in October. Like Lexus, Infiniti has adopted the "lower than Europe" pricing strategy. Its top-of-the-line Q45 sedan carries a base price of \$38,000, while the less expensive M30 sports coupe carries a \$23,500 base price tag. Both Lexus and Infiniti are backed up by major advertising campaigns. *Advertising Age*, an industry trade publication, estimates that Toyota and Nissan will spend a total of \$100 million in advertising to promote Lexus and Infiniti during the 1990 model year.

Just how large is the burgeoning luxury car market? It accounted for 980,000 units or 9.3 percent of total U.S. car sales in the 1988 calendar year, according to the Power researchers. While this segment is expected to shrink to 950,000 units or 9.7 percent of the overall U.S. market in calendar year 1989, much of that decrease can be attributed to a downturn in European luxury car sales. Looking ahead, Power projects that the luxury segment will grow to 1.2 million units, or 10.5 percent of the total car market, by calendar year 1994.

David Whiteside, Power's director of publications, says the firm expects the initial impact of Lexus and Infiniti to be felt

by the domestic auto makers, namely Cadillac, Lincoln, and Chrysler. "The majority of the Lexus and Infiniti buyers in the first year will be first-time luxury car buyers who have owned a Japanese car before," Mr. Whiteside says. "They were more likely to go to a domestic as their first luxury car," he continues, but the new Japanese cars' content and pricing will also give the standard European luxury car makers "a real run for their money."

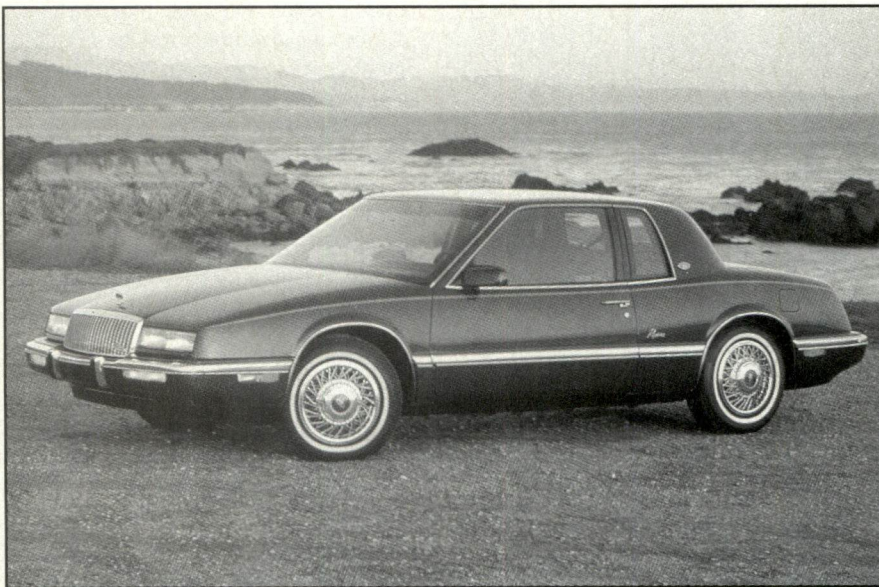
Power is projecting that the domestic makers' share of the luxury sedan market will drop 9.6 percent by 1992—from 70.5 percent in 1988 to 60.9 percent. By contrast, the Japanese luxury car makers are expected to command a 17.3 percent share of the luxury sedan market by 1992, up from 7.9 percent in 1988, and European luxury sedans are projected to account for 21.8 percent of the market, up slightly from 21.6 percent.

Meanwhile the domestics have been preparing for increased competition in the luxury and near-luxury segments. Last month Ford Motor Co.'s Lincoln-Mercury Division introduced a redesigned version of its successful Lincoln Town Car. The new Town Car has a sleeker, more aerodynamic appearance than its predecessor. In addition it has a quieter ride, a new instru-



Cadillac will advertise the more powerful Sedan De Ville only in English, based on an analysis of its Hispanic customers.

two-door luxury coupe, the Mark VII. The Continental will have a new grille for the 1990 model year, and Ford is hoping to redesign the Mark VII by 1993. Ford engineers say the new Mark VII coupe will be similar in ride and styling to the Japanese luxury coupes.



The longer, more streamlined Buick Riviera incorporates improved ride and handling for 1990.

ment panel, and standard air bags, and Ford hopes to replace its current 5 liter V-8 engine with a 4.6 liter V-8 next model year. The Town Car continues to be the most expensive car in Ford's lineup, with a base price starting at \$28,000, and Lincoln hopes to sell 135,000 units in the 1990 calendar year, up from a projected 125,000 units this year.

Lincoln will also continue to offer its aerodynamically styled Continental and

there's starting to be quite a spread in price and quality," he adds. Perhaps reflecting this projected evolution, John Anderson, media coordinator for Lincoln-Mercury, says no special Spanish language luxury car advertising is planned for the 1990 model year.

The company is, however, making an appeal to Hispanic consumers with a new series of Spanish language advertisements for the Mercury Cougar and Mercury Topaz. Lincoln-Mercury's minority agency, Uniworld, is now planning print, radio, and television ads for the effort.

"It really has to do with the size of the [Hispanic] market and its car buying preferences. We see [Hispanic consumers] buying more mid-sized cars and small cars," says Mr. Anderson.

Cadillac, like Lincoln, is also hoping to protect its market share in the luxury car market. Cadillac was successful with a redesigned Fleetwood and Sedan De Ville in the 1989 model year and restyled the Brougham for 1990, adding a more powerful optional engine. Further the 1990 De Ville, Fleetwood, Seville, and Eldorado all received more powerful engines, and the Allante luxury coupe will be the first domestic car with traction control.

Cadillac plans to appeal to Hispanic consumers with English language advertising in both general and Hispanic media outlets. But, while the company has aired some Spanish radio ads in the past, a spokesperson for Cadillac's advertising agency—D'Arcy, Masius, Benton & Bowles (DMB&B)—says no such ads are planned for the 1990 model year. "We looked into [Spanish radio ads] but we did not determine a need [to continue]," says

"My opinion is that [the luxury car market] is in a state of orderly evolution, rather than a dramatic revolution; people are growing into it rather than jumping," says Ross Roberts, vice president and general manager of the Lincoln-Mercury Division. "There has always been a lot of variety in the luxury car market and frankly

a representative of DMB&B. "We found that people in the market for a Cadillac communicate in English and are influenced by general market advertising," the Cadillac spokesperson adds.

"For 1990 we will be communicating and building on a strong association with Cadillac and upscale life-styles...those which come with achievement," says Cadillac's Assistant General Sales Manager-Marketing Elias R. Torre.

"All of our communications—from television to print to our catalogs—are designed to reach those individuals who demand a higher class of features, amenities, and services when they purchase an automobile," says Mr. Torre.

General Motors' Buick Division is going after the near luxury market with several products. It introduced the Park Avenue Ultra, an upscale version of its Park Avenue, in January and enjoyed good sales success with a longer, sleeker Riviera in the 1989 model year. The Power research firm named the redesigned Riviera one of the top 10 models for 1989 based on a study of quality encompassing both imported and domestic cars. For the 1990 model year, Buick has improved the ride and handling

of the whole Electra and Park Avenue series. The longer, sleeker 1990 Riviera received similar improvements plus a new instrument panel.

Jay Qualman, Buick's general director

cumstances in the different regions, Mr. Qualman says.

Chrysler is also trying to grab a piece of the luxury car market with its redesigned Imperial four-door sedan for the



Chrysler's New Yorker Fifth Avenue will be marketed through both English and Spanish print ads.

of advertising, says the company will not produce its own Spanish language advertising during the 1990 model year. Instead, the division will provide cooperative advertising funds to its advertising groups in markets with a high concentration of Hispanic consumers. These groups will tailor the advertising message, execution, and media selection to reflect different cir-

1990 model year. Chrysler has introduced a number of luxury or near-luxury cars to the market over the past five years, including the New Yorker Landau, Chrysler TC by Maserati, New Yorker Salon, and New Yorker Fifth Avenue.

The Imperial will be Chrysler's luxury "flagship" sedan. The 1990 Imperial, which will bow in November, will be aimed at affluent buyers 55 years or older. It will be backed with a special "Crystal Key" comprehensive warranty program that covers almost every part of the car for five years or 50,000 miles. This Imperial has a redesigned exterior, a new U.S.-built 3.3 liter, V-6 engine (Chrysler previously bought all of its V-6 engines from Mitsubishi in Japan), and an air suspension system that will give the car a traditional American luxury car ride.

A report on automotive demographics by R.L. Polk & Co. indicates that 6.14 percent of Chrysler buyers in the 1988 model year were Hispanic, compared with 7.06 percent for all Chrysler Motors cars including Plymouth and Dodge. Carlos Montemayor, who owns the Texas-based advertising agency that handles Chrysler's Hispanic advertising, says the Fifth Avenue will be marketed through both English and Spanish print ads. The company will also run Spanish television ads for its Plymouth Laser sports coupe and Dodge Spirit mid-sized car, and magazine ads for the Laser, Spirit, Fifth Avenue, and Dakota.

Mr. Montemayor sums it up by saying, "Hispanics represent a \$6 billion market for cars and trucks, and that market is hard to ignore." ☐

WHERE DO HISPANIC CONSUMERS STAND ON THE LUXURY CAR BATTLEFIELD?

In marketing wars all segments are considered fair game, and those who know the \$6 billion Hispanic automotive market believe manufacturers will increase their advertising budgets and model promotions to court it.

Roque de la Fuente II, a Lincoln-Mercury dealer and 25 percent owner of de la Fuente Cadillac in San Diego, says young affluent Hispanic consumers had been buying import luxury cars but are now slowly switching their

preference to domestic makes. "As the domestics have brought their quality up to the level of certain imports, the tastes have changed," he says.

Mr. de la Fuente also believes the car manufacturers, especially the importers, have not recognized the growing Hispanic consumer market and have done little to court Hispanic dealers. "They don't recognize us as a force but they will eventually," says Mr. de la Fuente, who says the domestic manufacturers—notably Ford—have done a better job of appealing to Hispanic consumers than the imports.

Importantly, he adds, "There is no brand loyalty [among Hispanic consumers] to a certain car manufacturer. Everyone buys what they like."

That may be news.

Percent of U.S. Luxury Car Sales to Hispanics in Model Year 1988

Model	Number of Sales	Percent Hispanic
Cadillac De Ville	36,734	4.78
Lincoln Town Car	25,537	4.37
Chrysler Fifth Avenue	10,932	6.88
Buick Riviera	1,825	7.34

Source: Report on automotive demographics by R.L. Polk & Co. to Univision Holdings, Inc. (by permission).

IT'S YOUR MOMENT FOR ELEGANCE.

New Yorker Fifth Avenue

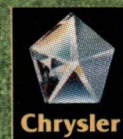


It's a special anniversary—a day that symbolizes years of joy and hard work, the strength of your marriage, the growth and security of your family.

At Chrysler, we understand your desire to create the best possible life for those you love. It's exactly what we had in mind when we created the newest member of our own luxury car family, the New Yorker Fifth Avenue.

Experience the elegance of its spacious interior and exquisite optional Mark Cross seating. The comfort of its solid construction, precise handling and smooth, silent ride. The intelligence of its advanced and powerful V-6 engine. The security of a driver-side airbag, and available 4-wheel anti-lock disc brakes. The total dependability that comes from Chrysler's exclusive Crystal Key car owner program*, as well as the 7/70 protection plan.

So compare Fifth Avenue—for performance, technology, luxury and practical value—to any other American luxury car available today. You'll discover that only Chrysler has engineered an automobile that delivers exactly what you've always wanted for yourself and your family. The very best.



Chrysler

7/70

DIVISION OF CHRYSLER MOTORS

There Is No Luxury Without Engineering.

*See dealer for complete details on the Crystal Key and 7/70 protection plans. Restrictions apply.

BUCKLE UP FOR SAFETY.

Contrary to Popular "Fact"

Is an ad spending winter upon us?

By D. Carlos Balkan

Listen. This is how *Inc.* magazine recently portrayed the growth prospects of Hispanic advertising expenditures in the United States: "Hispanic-targeted advertising is expected to jump 40 percent annually for the next five years." Too bad *Inc.* didn't disclose a source for that hot scoop. *Inc.* is not alone in spreading

inflated and unsupported statements about the relationship between advertisers and Hispanic consumers.

The fact is that we may be seeing a gradual cooling off of advertising investments aimed at Hispanic consumers. This magazine's own efforts to establish credible parameters for tracking Hispanic ad

expenditures indicate that the growth rate of Hispanic market advertising headed south in 1989 for the second year in a row.

Specifically, the growth of overall Hispanic ad expenditures dropped to a modest 6 percent in 1989, for the first single-digit advance since **HISPANIC BUSINESS** started tracking ad spending six years ago. Our annual list of Leading Hispanic Market Advertisers—those that spent \$1 million or more in the Hispanic market—remained unchanged at 50 this year because the number of companies that exceeded our cutoff of \$1 million was offset by the number that fell below that amount.

One of the few bright spots in an otherwise dull advertising year was radio advertising. Our data on changes in each medium's relative share of total Hispanic ad spending dollars show that the national and local radio markets combined have made some gains by comparison with 1988, and now command just over one-third of all advertising dollars. Other positive glimmers this year were in the print and promotion advertising fields, each of which garnered 0.8 percent more of the Hispanic advertising pie than it did in 1988. The only other relative gain was a 0.2 percent increase for independent TV.

So despite the robust trends projected by *Newsweek*, *U.S. News & World Report*, and others, advertisers are not drooling or falling over each other in a race to commit dollars to Hispanic advertising. This year all our indicators show that the market is softening, and this is probably so because the general economy is soft. Many major advertisers have been tightening their spending belts in anticipation of some kind of economic downturn in 1990. No one knows at this point if the Bush Administration's highly touted economic game plan for a "soft landing" is really in the cards. Retail business, real estate, and automotives remain soft spots on the consumer spending horizon.

Will this loss of momentum in ad spending hold through 1990? Much will depend on what happens on the Hill and at the Fed in the next six months. Corporate management may well be focused on federal budget and trade deficit indicators, figuring that such overall performance variables hold the key to what will happen in 1990. Advertising budgets depend on such vagaries of the marketplace. □

D. Carlos Balkan is a freelance writer based in Santa Barbara, California.

Share of Advertising Expenditures in the Hispanic Market—by Medium

This table represents the market share of each medium by year as a percentage of the total advertising expenditures directed toward the U.S. Hispanic market. The media are placed into five groups.

MEDIUM	Percent of Total Expenditures					
	1984	1985	1986	1987	1988	1989
National TV	16.9	16.5	16.1	21.2	22.4	20.5
National Radio	12.3	12.6	11.8	9.9	8.2	8.8
Group Total	29.2	29.1	27.9	31.1	30.6	29.3
Local TV	17.6	19.4	19.6	24.1	23.2	20.6
Local Radio	22.8	22.8	20.9	23.2	23.8	25.6
Group Total	40.4	42.2	40.5	47.3	47.0	46.2
Independent TV Group	7.0	6.1	10.6	*	0.2	0.4
Print Group	11.2	9.9	8.3	9.6	9.0	9.8
Outdoors	2.5	2.7	3.0	2.9	3.0	3.0
Promotion	8.8	9.0	8.8	8.0	9.3	10.5
Transit	0.9	0.9	0.9	0.9	0.8	0.8
Group Total	12.2	12.6	12.7	11.8	13.1	14.3
Grand Total (%)**	100.0	100.0	100.0	100.0	100.0	100.0
Grand Total (\$M)	\$284.5	\$333.5	\$398.0	\$490.7	\$550.1	\$583.6
Annual Growth	27%	17%	19%	23%	12%	6%

*Telemundo consolidation temporarily eliminated the Independent TV category.

**May not total 100% due to rounding.

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Hispanic Purchasing Power Keeps Growing Fast

The spendable income of U.S. Hispanics should reach \$159 billion next year.

By Bert Valencia, Ph.D.

Hispanic purchasing power rose to \$114 billion after taxes (\$140 billion before taxes) in 1987, according to data released by the U.S. Bureau of the Census in October, 1989.

The Census data show that estimated Hispanic purchasing power increased by 12.1 percent in 1987, from an estimated \$102 billion in 1986. That is nearly *twice* the U.S. population's overall growth rate of 6.8 percent, and significantly faster than the black population's 6.5 percent. Hispanics will surpass blacks in total purchasing power before the year 2000. Further, if the annual compounded growth rate of 11.6 percent achieved from 1980 to 1987 continues, U.S. Hispanics will have purchasing power of \$159 billion next year.

Aggregate after-tax money income is considered a good basis for estimates of

purchasing power because it represents disposable income available to buy goods and services. However, income estimates based on the Census should be considered conservative because respondents generally under-report their income and the Census undercounts Hispanics. Additionally, real Hispanic income should be a bit higher because a substantial number of households receive noncash government benefits that increase their purchasing power, such as subsidized housing, food stamps, and school lunches.

Moreover, Jorge del Pinal, Chief of Ethnic Statistics at the Bureau of the Census, suggests that two other factors should be considered in analyzing Hispanic purchasing power. First, a significant number of Hispanics participate in the informal labor sector ("cash jobs"), where

earnings typically go unreported for official purposes but nonetheless add to the consumer's purchasing power. Also, many Hispanics are not as heavily burdened as the general population by fixed obligations (for example, house and car payments). This tends to increase their ability to purchase nondurable goods like food, beverages, and clothing. On the other hand, Dr. del Pinal adds, Hispanics remit substantial amounts of money abroad to relatives. The difficulty is in getting a handle on these factors. No reliable estimates exist on the extent of the Hispanic sector's informal earnings, fixed obligations, or money remissions abroad.

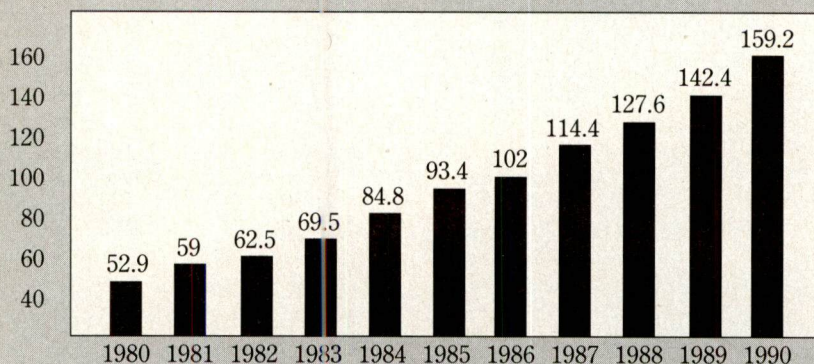
The Census Bureau's 1987 aggregate income estimate is the first to reflect the effects of two major laws passed in the previous year. One of these laws, the 1986 Tax Reform, was intended to reduce the tax burden of lower income households. According to Charles Nelson from the Income Branch of the Bureau of the Census, lower income households (under \$30,000 in taxable adjusted gross income) paid less taxes in 1987 than in 1986. Additionally, the 1986 Immigration Law has afforded legal residency to many previously undocumented Hispanics who qualified for amnesty. An accurate count of how many Hispanics qualified for amnesty is not yet available, although most experts agree that between 2 million and 2.5 million Hispanics have applied.

The increase in aggregate Hispanic income during 1987 was owing to two factors. First, more Hispanics were working. The number of Hispanic workers in the civilian labor force increased by 465,000, partly because unemployment among Hispanics dropped to 10.2 percent from 10.6 percent in 1986. Both of these estimates come from the Current Population Reports (Series P-20, No. 431) issued by the Bureau of the Census. Second, Hispanic workers were making more money. Income growth adjusted for increases in the Hispanic labor force—"net" growth—is estimated at about \$6 billion for 1987.

Some 9 percent of all Hispanic households—or about 500,000—had incomes of more than \$50,000 in 1986, and we will see this emerging affluent class expand in the 1990s. □

Dr. Valencia is associate professor of marketing at the American Graduate School of International Management in Glendale, Arizona.

Hispanic Market Purchasing Power \$ Billions

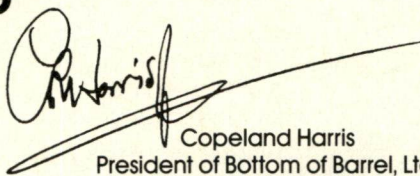


Sources: Data through 1987 based on unpublished Census Bureau reports; estimates for 1988 through 1990 by author.

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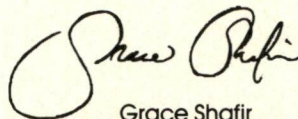
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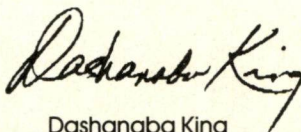
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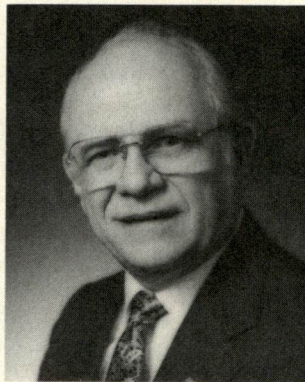
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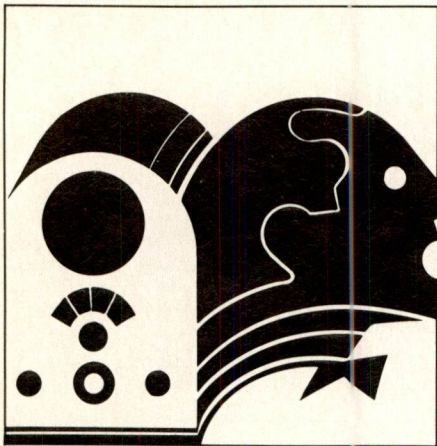
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Selling America

America Publishing Group, the Spanish-language publishing conglomerate, has named Enrique J. Perez advertising sales director-U.S. Mr. Perez has been advertising director of *Diario las Americas*, the Miami Spanish-language newspaper, for 13 years, and prior to that was public relations agent for the City of Miami Department of Publicity and Tourism. A graduate of the University of Florida College of Journalism and Communications, he is a member of the Advertising Federation of Greater Miami and the Latin American Advertising Association. America Publishing Group puts out 13 publications under the name of SpanAmerica, including *Cosmopolitan en Español*, *Buenhogar*, *Harpers Bazaar en Español*, *Mecanica Popular*, and *Geomundo*.

United We Stand

Fleishman-Hillard executive Rosemary Ravinal has founded the Hispanic Communications Association of New York. The association was formed to unite organizations related to the Hispanic marketing community, and seeks to educate corporate America about the Hispanic market. After analyzing the market in depth, they will attempt to dispel common myths and misconceptions about it, and reinforce a positive image of Hispanics through workshops, seminars, and newsletters. The association, now 45 members strong, wishes to promote the training of Hispanics in communications fields and is setting up an automated job bank that will link job applicants with companies that have positions to fill. For more information about the nonprofit organization, contact Ms. Ravinal at (212) 265-9150.

Making Sense Of The Census

With the 1990 Census just around the corner, Hispanic organizations across the nation are pushing for maximum Hispanic participation. While these organizations are hoping to benefit from the billions of federal dollars distributed to state and local governments on the basis of census population data, American corporations are trying to figure out how to get the soon-to-be-accounted-for Hispanic market to use some of its estimated \$141 billion purchasing power to buy their products. From either standpoint, the 1990 Census may affect U.S. Hispanics more than any other event in the coming decade. Census Day is April 1, 1990—exactly 200 years since our country's first count of its people and households. The Census Bureau and the Hispanic community hope all Hispanic residents will return the questionnaire that same day, making the 1990 Census the most complete in our nation's history.

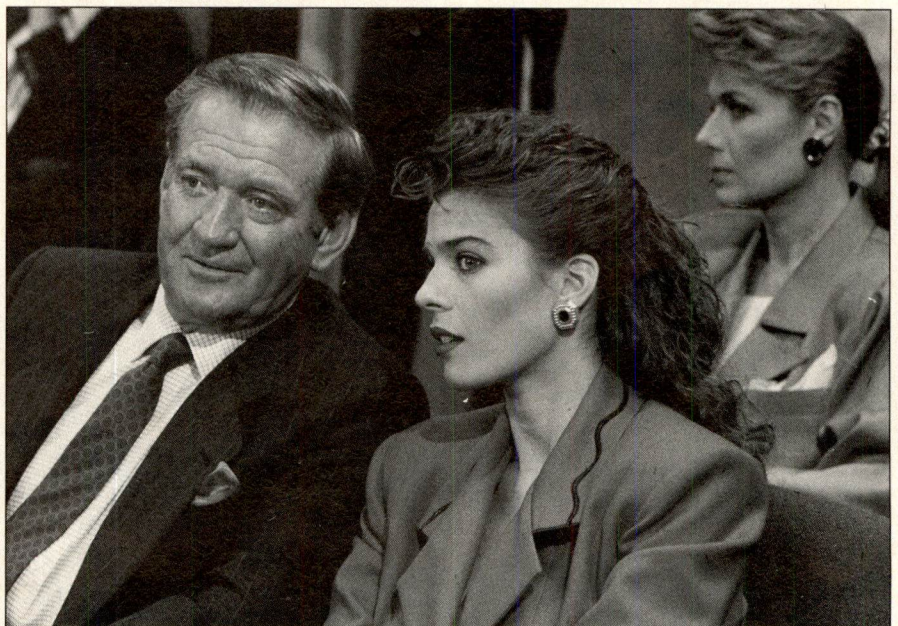
Cutting On The Bias

The National Commission on Working Women has issued a report entitled "Unequal Picture: Black, Hispanic, Asian, and Native American Characters on Television." The report studied more than 130 episodes of 30 prime time network TV series in Spring 1989 featuring minority characters, and shows that most of those characters (83 percent) are black. Only

nine Hispanics, three Asians, and one Native American appeared regularly in the Spring schedule. The study identified no racial bias in the programs reviewed, although an Anglo character is usually in charge. Also discovered was a tendency to place female minority characters in situation comedies (75 percent) rather than in dramas. Not surprisingly almost all of the programs were produced by Anglo males, and the commission urges the TV industry to hire more minorities.

Martians Ate My Dog

If aliens land in Topeka, or if Elvis is living in Dolly Parton's guest house, the Spanish-speaking community should be informed, right? That's what the new owners of the *National Enquirer* are beginning to think as they consider publishing a Spanish language version of their popular supermarket tabloid, which boasts an impressive circulation of 4.3 million. *Enquirer* Vice Chairman Michael Boylan speculated in a *Los Angeles Times* article that, due to time considerations, they would "initially concentrate on easily defined Spanish-speaking pockets of the country." A Spanish language version would probably tailor some stories to the Hispanic audience, but most of the stories would duplicate what is in the English language version...things that enquiring minds want to know.



TV actress Kristian Alfonso plays *Falcon Crest*'s Pilar Ortega, a rare example on television of a strong, ambitious Hispanic businesswoman who has not lost touch with her ethnicity.

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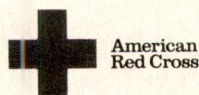
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A. Total No. of copies	136,911	140,000
B. Paid and/or requested circulation		
1. Sales through dealers and carriers, street vendors and counter sales	0	0
2. Mail subscription (paid and/or requested)	68,613	70,575
C. Total paid and/or requested circulation	68,613	70,575
D. Free distribution by mail, carrier or other means, samples, complimentary and other free copies	65,822	64,662
E. Total distribution	134,435	135,237
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1. Office use, left over unaccounted, spoiled after printing	2,476	4,763
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