

## FocusON La Política

### Inviting Eight Million U. S. Permanent Residents

*Campaign Targets 8.8 million Eligible Permanent Residents, Inviting Them to Become U.S. Citizens*

República, the Miami-based cross-cultural advertising, communications and digital agencies, last week unveiled “Stand Stronger,” Citizenship Awareness Campaign designed to encourage the 8.8 million eligible lawful permanent residents to apply for and obtain U.S. citizenship.

Launched to coincide with the annual Citizenship Day activities, the “Stand Stronger” campaign is a project of non-profit Civic Nation that will leverage the Obama Administration’s efforts to build a multi-year, nonpartisan, educational, public awareness initiative supported by the public sector (federal, state and local governments), private sector, philanthropy and media. The goal is to educate and empower the millions of eligible permanent residents to become new Americans by pursuing the naturalization process in order to access opportunities and to reach their full potential as U.S. Citizens.

República is providing its services pro bono,



including strategy, branding, creative, digital, messaging and social media platforms for the campaign, all focused on demystifying potential obstacles that are inhibiting eligible permanent residents from applying for citizenship. Key barriers to naturalization include lack of understanding about the process, concern about the English language requirement, lack of time to prepare, and real or perceived inability to pass the naturalization exam.

“By becoming an American citizen, you’ll be taking an important step toward giving your dreams a chance to grow with the

promise of increased job opportunities the rights and freedoms afforded to all U.S. citizens and the opportunity to give back to the country you now call home,” says President Barack Obama in the campaign’s inaugural Public Service Announcement.

The multi-year effort will be launched in English and Spanish (“Más Firme. Más Fuerte.”) and will also include Chinese Mandarin and Tagalog assets, targeting regions with the greatest populations of legal permanent residents – California, New York, Texas, Florida, Illinois, New Jersey, Massachusetts, Virginia, Washington and

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# [hispanic] market works

Arizona.

"Stand Stronger," is a campaign that we believe will inspire and mobilize those 8.8 million eligible residents to make the commitment to becoming American Citizens," said Jorge A. Plasencia, República chief executive officer. "I commend our outstanding team members who have worked tirelessly to bring the campaign to life, and thank our partners for their significant support."

"Stand Stronger" is a multiplatform campaign that features a website (CommitToCitizenship.org) built by República, as well as public service announcements, social media platforms and engagement (@StandStrongerUS), digital advertising, and print collateral. Celebrity influencers will also be incorporated into forthcoming creative assets of the campaign.

"The campaign's main message is that becoming a naturalized citizen matters – today and in the future – and will positively impact you, your family, your community, and ultimately, our country," said Luis Casamayor, República chief creative officer. "Our creative inspiration is that naturalization is not about changing your identity, but about building upon who you already are."

"Stand Stronger" is activated through

the collaboration of a coalition of non-profit, philanthropic and private sector contributors organized by Civic Nation, a charitable and educational organization that promotes sensible public policies. In addition to República, other contributors include: PVBLIC Foundation, an in-kind grant making organization aggregating donated advertising to support "Stand Stronger," and TruthCo., an innovator and pioneer of in-depth, actionable cultural insights contributing market data for the campaign.

## Latinos for Donald Trump

*By Ernesto Londoño, New York Times*

I am rooting for Donald Trump.

Not because I want to see him attempt to build an impenetrable wall along the border with Mexico nor because I've been following his grotesque campaign with the kind of guilty gusto that got me hooked on the reality show "Here Comes Honey Boo Boo."

I'm rooting for Donald Trump because he could unlock the potential of America's Latino electorate.

Hispanics, among the fastest-growing of all segments of eligible voters, played a crucial role in President Obama's two elections. Yet, over the past couple of decades, pollsters

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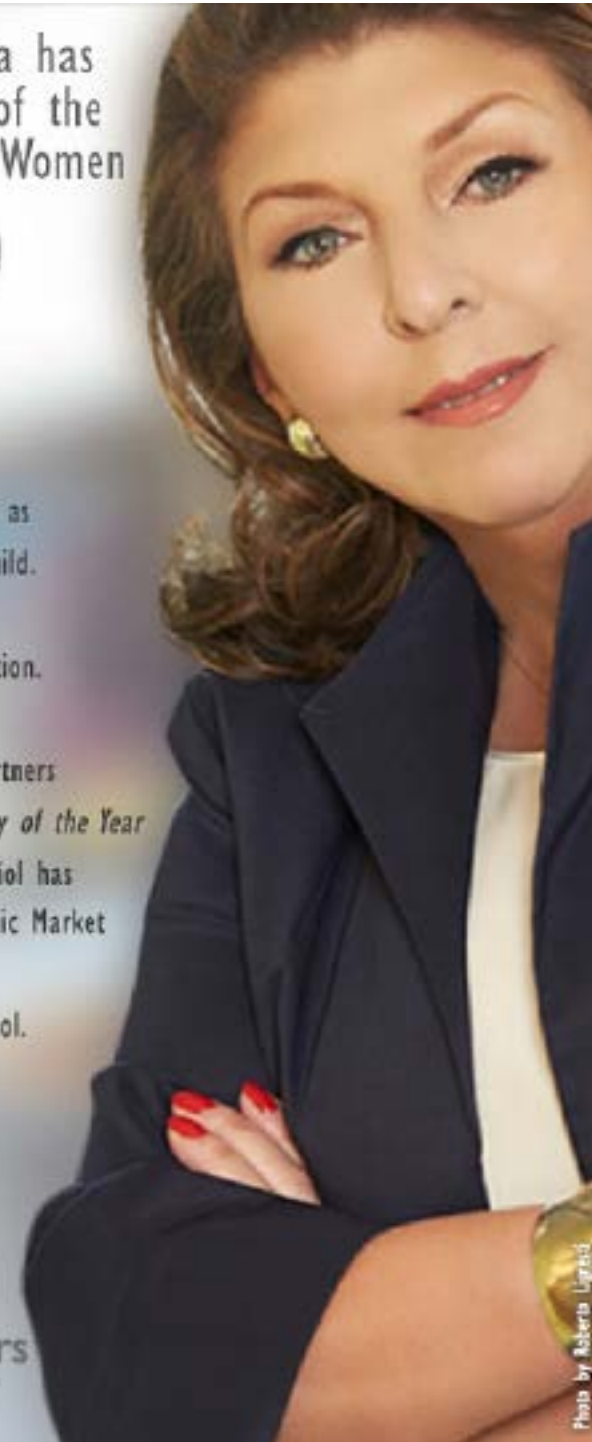


Photo by Roberto Lugo

and political operatives have regarded the Latino vote as a sleeping giant waiting for the right jolt.

Hispanics have understandably responded to the xenophobic Trump campaign — which has hardened the immigration positions of other Republican candidates — with outrage. But many political organizers see him as a godsend.

“Quite frankly, it’s the best thing that can happen to us as community leaders to convince people that not participating in civic life has consequences,” said Ben Monterroso, the executive director of Mi Familia Vota Education Fund, one of several organizations that are mounting an ambitious effort to get Latinos to vote in 2016. “They’re challenging the Latino community to see if we’re going to be able to defend ourselves at the ballot box.”

In 2012, 48 percent of eligible Latino voters cast ballots in the presidential election, lagging behind white and African-American voters, whose turnout rates were 64 percent and 67 percent, respectively. Eligible voters of Mexican origin had an even lower turnout, 42 percent.

An estimated 5.4 million Latinos are eligible to become American citizens but have yet to take that step, making them by far the largest pool of non-naturalized immigrants who could become eligible to vote by 2016. Among them, Mexicans have been the least likely to naturalize. The cost of the process, roughly \$680, and anxiety about taking a civics test are among the reasons many Latinos have not become citizens.

In 2016, an estimated 26.7 million Latinos will be eligible to vote, 58 percent more than a decade ago.

Mr. Trump has promised to deport millions of unauthorized immigrants, seize the remittances Mexican immigrants send to relatives back home and charge the Mexican government for the wall he intends to build. His vision, which, unmistakably, is to “Make America White Again,” has triggered outrage in Latinos of diverse backgrounds, nationalities, political outlooks and immigration statuses.

His campaign antagonized Univision, the dominant Spanish-language news network, and put its top anchor, Jorge Ramos, on a warpath. The Cuban-American singer Pitbull delivered an impassioned speech denouncing Mr. Trump. The Puerto Rican singer Ricky Martin wrote an op-ed article saying Trump’s candidacy “makes my blood boil.” The Colombian star Shakira called the boorish candidate “hateful and racist.” The Latin music moguls Emilio and Gloria Estefan are enlisting other artists to record a track titled “We’re All Mexican” to convey how much the candidacy has inflamed the community.

“When you’re attacked, belittled, characterized as being unworthy and subhuman, it has an effect of unifying and leading to collective action,” said Cristóbal Alex, president of the Latino Victory Project, one of the leading national groups seeking to increase Latino political clout. “It has folks angry, and our job is to take that anger and turn it into action.”

What is unfolding nationally is reminiscent of the 1994 initiative championed by Pete Wilson, a Republican who was then governor of California, that sought to bar undocumented immigrants from attending public schools and seeking medical care.

The measure, which passed but was never carried out, drove Latino immigrants to become naturalized in droves and register to vote. Largely as a result, California became a solidly Democratic state, where running on an anti-immigrant platform is today broadly regarded as political suicide.

Seeking to replicate that model in battleground states and those that could ultimately flip from red to blue, several well-financed liberal groups are working to register voters and persuade permanent residents to become citizens in Florida, Nevada, Colorado, Texas and Arizona. The Dallas chapter of Catholic Charities is on track to assist with 840 citizenship applications this year, a twofold increase from five years ago, when the effort began.

“People are up in arms,” said Vanna Slaughter, the head of that chapter’s immigration unit, referring to anti-immigrant messages that the current crop of Republican candidates has amplified.

Latinos are far from monolithic in their views and politics. There are plenty of libertarians and social conservatives who are drawn to Republican principles and policies. Some want even more restrictive immigration policies.

But the vast majority of us feel strongly that America desperately needs immigration reform that offers unauthorized immigrants a path to citizenship. The current Republican candidates are making a fundamental mistake by making Latinos feel unwelcome at home.

“Donald Trump can disappear tomorrow,” Mr. Monterroso said. “But the damage is done.”

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## Soledad O'Brien Kicks Off the "I Am Latino in America" Tour

*The tour, preented by Northwestern Mutual, kicks off during Hispanic Heritage Month is to visit Miami, FL; Edinburg, TX; and Los Angeles, CA*

Award-winning journalist Soledad O'Brien last week unveiled "I AM LATINO IN AMERICA," a national tour of conversations that amplify the Latino voice on critical community issues.

The Tour kicks off September 28 at Florida International University, with plans to roll out in five more cities including Edinburg, TX and Los Angeles, CA. Additional tours are planned for the spring and summer of 2016, with more than 15 cities expected to host the live event.

O'Brien is a former CNN and NBC anchor and the CEO of multimedia production and distribution company, Starfish Media Group. She previously hosted two "Black in America" tours that highlighted issues like police brutality and civil rights. The "I AM LATINO IN AMERICA" tour will address voting, the economy, and education issues.

Influential celebrities, national and local advocates, business leaders, students and academics will join O'Brien along the tour. "Latinos are 54 million strong, make up a quarter of the children in this country, and include 25 million voters with \$1.5 trillion in buying power," said O'Brien. "Our tour will empower the U.S. Hispanic community's collective voice in a crucial election year."

More than 4,000 college students as well as local and national Latino leaders are expected to attend the first three



events hosted by the following colleges and universities.

- Sept. 28: Miami, FL – Florida International University
- Oct. 5: Edinburg, TX – University of Texas at Rio Grande Valley
- Oct. 15: Los Angeles, CA – Occidental College

Making the tour possible is presenting sponsor Northwestern Mutual and sponsors Macy's and Southwest

Airlines. "Northwestern Mutual representatives and advisors are proud to serve as trusted partners helping Latino families and business owners achieve financial security," said Conrad York, Vice President-Marketing and a member of the company's diversity and inclusion committee. "Through our commitment to improving the lives of children, families, and the communities where they live, we are pleased to sponsor this conversation important to the Latino community."

The tour is co-produced by INGENUITY, a content and experiential event firm that creates, designs and produces groundbreaking signature platforms connecting brands to people experiences. "I AM LATINO IN AMERICA" is the inaugural tour from INGENUITY's Success Stories Live! Tours Division. "We are excited to develop such an important event with an exceptional talent as Soledad O'Brien," said David Chavez, CEO, INGENUITY. "We're designing the full experience for attendees from red carpets and musical performances to special guests!"

Soledad O'Brien has covered race, ethnicity and compelling social issues her entire career, creating a franchise of Latino in America and Black in America documentaries, books and speaking tours that provoke conversation. She is the author of "LATINO IN AMERICA, a memoir" (2009) and "THE NEXT BIG STORY" (2010), the story of how her Black Cuban mother and Australian immigrant father came together to give their children a world of opportunities during the civil rights era.

To view the official I am Latino in America trailer, please click here. For more information, please visit [www.iamlatinoinamerica.com](http://www.iamlatinoinamerica.com), or follow the tour on Twitter @[iamlatinoinam](https://twitter.com/iamlatinoinam) and Instagram @[iamlatinoinamerica](https://www.instagram.com/iamlatinoinamerica).

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## FocusON Bezos

### Jeff Bezos (finally) Pumps Up the Post with Prime

In a potentially game-changing move, Amazon will begin offering free to dirt-cheap subscriptions to The Washington Post to its tens of millions of Prime members, I've learned. The program began last week.

While Amazon has never released the number of its Prime memberships, the latest estimates range from 25 to 40 million. That's a powerful installed base of customers to expose to the Post offer. The initiative, long in the works, bolsters the Post as a revived national and global news source, one more competitive to the New York Times, among others. In addition, it opens a new skirmish in the platform wars of 2015, as major platform Amazon puts the Jeff Bezos-owned Post front and center while Facebook Instant Articles, Apple News and Snapchat Discover re-work the mobile presentation of news.

The new offer will be an easy one for Prime members to accept. Those signing up will get the Post's National Digital Edition — its national and global coverage — free for six months. Then, they'll be charged \$3.99 per month — indefinitely. That's a \$48-a-year price point, and one that could shake up wider digital news pricing.

Since Amazon CEO Jeff Bezos bought the Post two years ago, we've speculated on how and when he would hook up the power of Amazon to the Post. The most logical connection: Amazon Prime. What

began as a \$79-a-year, guaranteed-two-day delivery program has grown into one of the country's biggest membership plays. The Post will be the sixth major benefit offered Prime memberships, after "free" shipping, movies and TV, music, photo storage and a Kindle lending library. Prime membership now costs \$99 per year.

The program can point to a tested precedent. Kindle Fire tablet owners have enjoyed a similar offer since last November. They've gotten the six months free, then paid \$1 per month for six months, before resolving to the \$3.99 price.

How many subscribers has the Post picked up from the Kindle Fire offer, one which now must be considered training wheels for the wider Prime offer? The Washington Post no longer offers any data on its digital subscriber totals. In fact, it has stopped providing those numbers to the Alliance for Audited Media (AAM), to which it still reports print circulation data.

Those numbers may be small, even though the Post is prominently featured on the Kindle Fire's carousel, given Kindle Fire's place in the market. After all, Kindle Fire can only hold a flicker to Prime in size. That product is on a strong downward trajectory. Amazon sold 3.3 million tablets in 2014, after selling 9.8 million in 2013, a fifth player in a declining market.

Still, the lessons of that experiment that are being applied here in the wider world of Amazon.

How great an impact does the Post expect? It's a tricky question. While the Prime membership totals could lead it to salivate, the Post won't be integrated

into Prime, but simply offered by Prime, and we don't know how long the program may stay in place. So it's just that, an offer, rather than an experience, and one with a couple of steps of friction that will lead to sign-up. Consequently, guessing what percentage of Prime members may convert to subscription — and become paying subscribers — is difficult.

#### Audience Growth, Not Revenue

In the Prime foray, we see the wider Bezos strategy now playing out more clearly. Unsurprisingly, it is a profoundly Amazonian strategy: Build the customer base for years; reap the profits later. It is, we should note, also the driving philosophy of the Big Three of the digital news world, Vice, BuzzFeed and Vox Media.

"Growth is the fundamental goal," Steve Hills recently told me. Hills is the Post's president, who just last week announced his end-of-the-year departure after 28 years at the paper.

At the same time, it's important to characterize the Post strategy as a potential in-between one.

It's not a free strategy, like the one pursued by The Big Three and by the Guardian, in its worldwide push for audience. It's a low-price strategy, aimed at balancing the acquisition of lower-priced national subscribers against maintaining higher priced local DC-area ones.

Consider the \$48 national price point the Post hopes to stabilize upon. As an All-Access (web, smartphone, tablet), digital-only price, it compares to about \$348 a year for the Wall Street Journal or \$455 a year for the New York Times, or the Post's current \$195 a year price for full Post digital access. Both the Times and the

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Journal have put increasing weight on reader pricing, and this Post initiative intends to disrupt that model. Will the Times, Journal and others feel the need to price differently?

In fact, I'd heard the story, maybe an apocryphal one, that years ago, long before his Post purchase, Bezos had informally met with several newspaper publishers. Hearing the financial woes of the business, he asked why they didn't consider radically dropping their annual subscription prices – then including print – to under-\$100 price points. His idea: build a new mass market of paying readers. Then price up, and offer more goods and services, editorial and other, over time. Whether the story is true or not, it appears that Bezos now tests this Amazon-like idea with the Post.

The Prime push can be seen as just the latest phase in this strategy.

Overall, the audience-building has propelled the Post to within 90% of the New York Times' monthly U.S. unique visitor count ("Is the Washington Post closing in on The New York Times?"). When Jeff Bezos bought the paper from the Graham family, it could count only two-thirds of the traffic of the Times.

The Post has built that audience both through multiple

distribution deals, like its Kindle Fire one, and through its growing national network. More than 300 newspapers, mostly U.S. ones, have now partnered with the network. That means that more than 10 million subscribers to



newspapers have seen a new offer recently: Click here to get free access to WashingtonPost.com, and maybe as many as 300,000 to 400,000 of them have.

The national network strategy and the Post's pumped-

up newsroom strategy have worked in tandem.

Under Bezos, the Post has shored up and strengthened its newsroom, under editor Marty Baron. The biggest thrust: a more muscular approach to national news. It is national news that can claim the interest of a far bigger audience than the Post's DC-area hometown coverage. Further it is national news that supplies this Prime initiative.

### "The Bogeyman of Cannibalization"

Note that the mobile (smartphone and tablet) readers will get the "national digital edition" of the Post. Translation: All the national and global content, but little to none of the local news. That strategy offers a twofer. It leverages the newsroom investment that Bezos has made and offers some protection from converting higher-paying subscribers to lower-paying ones.

"We don't worry much about the bogeyman of cannibalization," Steve Hills told me.

DC-area subscribers of the Post may pay about \$455 for a full-priced seven-day print subscription (with All-Access built in) or \$195 for a digital-only one. If a DC-area reader paying those prices sees the Prime offer and wants to switch, the Post could

have a big problem on its hands.

To combat it, the Post will deploy two strategies. First, the new Prime offer is good only for non-Post subscribers. How long a Post subscriber would have to

lapse before being eligible for the Prime deal? The Post, understandably, won't say.

Secondly, by limiting its Prime offer to national content only, it builds in a disincentive for locals to figure out a way to go cheap.

Interestingly, while the those accessing the Post via Prime via mobile will only get the National Digital Edition, Prime subscribers will get full access to the web itself through [WashingtonPost.com](#) – which includes the full Post report, including local news. The Post may further restrict Prime subscriber web access in the future, but for now, consider this an initiative of its time – embracing mobile as the primary means of access.

How will the new subscriptions be sold? Amazon – not the Post – will do the selling. How will Amazon market the new benefit to its Prime members?

"This is a limited time offer," an Amazon spokesperson told me, not further elucidating how long it may be available or how it will be marketed.

We'll see whether and how soon it pops up on the Amazon Prime benefit page, and in messaging on the site or via email or text message.

Though Bezos owns the Post and serves as CEO of Amazon, it's important to note that the companies are legally independent of each other. Consequently, relationships must be contractual, serving the interests of both. As Hills put it, "It's got to be a deal that makes sense." As benefit No. 6 of Prime and now one big priority of the Post, we'll have to see how that mutual benefit plays out.

## FocusON Education

### New Crop of Latino Teachers Flock to Classrooms Nationwide

By *Diana R. Cabral, Latin Post*

There are 600 new Latino teachers in the classroom this fall.

The newest crop of incoming teachers, trained by Teach for America, is spread out nationwide and represents 15 percent of the 4,100 teachers in the class of 2015, according to Jorge Santana, Managing Director for Programs at TFA.

"We are excited because there are many students which we serve that identify as Latino," Santana said.

TFA aggressively recruits at many historically Black and Latino colleges and has even teamed up with the largest Latina Greek sorority, "Sigma Lambda Gamma," in what the organization calls their "Greek Initiative" to encourage more young Latinos to pursue teaching.

This still does not add to the diversity of the teaching profession. According to some estimates, only 10 percent of teachers nationwide are of Latino origin.

"Strikingly, while the demographic characteristics of schools appear to be highly important to minority teachers' initial decisions as to where to teach, this doesn't appear to be the case for their later decisions about whether to stay or depart," said Richard Ingersoll, author of the working paper 'Seven Trends the Transformation of the Teaching Force.' "What does impact their decisions, our analyses show, are school working conditions, in particular the degree of autonomy and discretion teachers are allowed

over issues that arise in their classrooms, and the level of collective faculty influence over school-wide decisions that affect teachers' jobs. The same difficult-to-staff schools that are more likely to employ minority teachers are also more likely to offer less-than-desirable working conditions, according to our data, and these conditions account for the higher rates of minority teacher turnover."

TFA sees Latino teachers as bringing their experience, culture and identity to the classroom. In turn, kids see a reflection of themselves in their teacher and the teacher is then able to build relationships and culture within the classroom. The organization is highly selective and has kept its 15 percent admission rate throughout its 25-year history.

"We're glad Teach for America is taking teacher diversity seriously. It's so important for students of color and students learning English to have teachers that look and sound like them, who have community and cultural knowledge, and who can provide relevant guidance and act as role models," said Leo Casey, Executive Director of the Albert Shanker Institute, a nonprofit organization that promotes high-quality public education that will soon release new data on teacher diversity in 7 cities:

TFA aims to have a culturally responsible classroom, build relationships with both students and parents and value the culture of the students – who they are and their family background is part of TFA's DNA.

One of the 600 new Latino teachers is Francisco Micheo, a Columbia University graduate who will teach General Education and Social Studies to 5th graders at Amistad Dual Language School in the Inwood section of Manhattan "I chose to be a part of [Teach for America] because in High



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Lourdes Carmona, a Spanish speaking first grade teacher, instructs a class on the Spanish pronunciations of the alphabet at Birdwell Elementary School in Tyler, Texas. Carmona, a native of Spain, was recruited 5 years ago to teach Spanish speaking youngsters reading, writing, and arithmetic in their native language, as there was and continues to be a shortage of bilingual teachers in Texas. Carmona and her husband, also a native of Spain, are both employed by the Tyler Independent School District and permanently live in the east Texas city. (Photo : Mario Villafuerte/Getty Images)

School I had a very influential teacher that had a strong impact on my life. She changed the course of my path," said Micheo. She showed me how influential a teacher can be, he added.

While studying at Columbia, Micheo mentored immigrant

youth in Inwood that fostered his desire to be an educator. During his senior year, a TFA recruiter came to Columbia and he applied.

Many TFA teachers go back to either where they grew up or where they have lived for a period of time, as did Micheo.

Having lived in Inwood during his studies for four years, he knew the neighborhood. In this way, TFA's Santana says that the teachers are better equipped to understand and teach their students because they know the neighborhood and can relate to their kids' realities and that of the parents.

Bilingual Education is a challenge TFA has taken on by training their teachers to ask targeted questions at the schools they have secured an offer from. TFA has bilingual teacher coaches and sample letters in both English and Spanish for the teachers to send to parents. The incoming teachers ask questions such as: What is the language model of the school, What is the language proficiency of the students? What do the kids need? TFA also has online resources for the incoming teachers that they can access anytime.

"Different schools have different requirements. Some have a dual language model while others offer a transitional model where English is phased in over time," said Santana.

As a bilingual educator, Micheo is determined to give his students a "rich experience" in the classroom and said that he would not have his kids read the "typical canon" of literature. He wants texts that will challenge them and connect them with their language and culture.

Micheo hopes that his students will find that access to another language will give them opportunities and a key to a wide array of knowledge and material that as bilingual and bicultural students will help them in their education and in life. He wants to foster in them the importance of the Spanish language.

"I want to guide them to where they want to go. I want to be a part of their community. And build a relationship with their families," said Micheo.

## FocusON Cubanear

### U.S. Eases Some Limits on Cuban Travel and Commerce

*New rules will allow American companies to open locations and hire workers in Cuba and facilitate financial transactions between the nations.*

*By Julie Hirschfeld Davis*

The White House on Friday announced wide-ranging changes to loosen travel, commerce and investment restrictions on Cuba, moving to fulfill President Obama's goal of breaking down barriers between Washington and Havana even as the American embargo remains in place.

The rules will allow American companies, including telecommunications and Internet providers, to open locations and hire workers in Cuba, facilitate financial transactions between the two nations and remove limits on the sums that can be taken to the island nation. They are to take effect on Monday on the eve of the visit to Washington by Pope Francis, a proponent of the reconciliation who quietly helped broker the agreement between Mr. Obama and President Raúl Castro last year.

Mr. Obama spoke to Mr. Castro by telephone on Friday to discuss the normalization process before the pope traveled to Cuba on Saturday and then to the United States on Tuesday, the White House said. In addition to praising the pope's role in their rapprochement, the two presidents "discussed steps that the United States and Cuba can take, together and individually, to advance

bilateral cooperation," an official said, even as they continue to have differences on important issues and "will address those differences candidly."

Administration officials said Mr. Obama was still hoping that Congress would take action to lift the travel and trade embargo, although senior aides to the president offered a grim assessment of the chances that it would happen in the short term.

"I don't think we've seen a whole lot of evidence to indicate that those prospects have significantly improved," said Josh Earnest, the White House press secretary. Still, he said, the rules would deepen connections among Cubans and Americans in the interim and expose Cuba's citizens to American values while helping United States businesses.

Jacob J. Lew, the Treasury secretary, said the rules, issued by his agency and the Commerce Department, could lead to "constructive change for the Cuban people."

"A stronger, more open U.S.-Cuba relationship has the potential to create economic opportunities for both Americans and Cubans alike," Mr. Lew said in a statement. "By further easing these sanctions, the United States is helping to support the Cuban people in their effort to achieve the political and economic freedom necessary to build a democratic, prosperous, and stable Cuba."

They also hold out the prospect of new business opportunities for American companies in Cuba, which some observers said was intended to increase pressure on Havana to take corresponding action to open its economy.

The White House is working to show momentum in

the rapprochement with Cuba before Dec. 17, the first anniversary of when it was announced.

"In addition to expanding our commercial engagement with the Cuban people, these additional adjustments have the potential to stimulate long overdue economic reform across the country," Penny Pritzker, the secretary of commerce, said in a statement.

American corporations have been working behind the scenes with the Obama administration for months to bring about the normalization the president promised, which began with an initial set of regulatory changes in January. But the new rules exceeded the expectations of some business leaders, who said they had sent a clear message to Cuba that it must do more on its end.

Administration officials acknowledged on Friday that the scope of the changes that can be brought about by lifting sanctions and loosening commercial rules would depend to a degree on Cuba's willingness to facilitate the new cooperation and make reforms in its state-run economy.

"In part, this depends on the government of Cuba," said a senior official who worked on the rules, "and we don't have control there."

For example, the lifting of some United States export restrictions, such as those on certain electronic equipment and civilian aviation safety goods, may have limited effect if Cuba does not change the way it handles imports, which now must go through a government agency.

But officials said they foresaw many potential areas of cooperation, including a venture between Etecsa, Cuba's

government-owned telecommunications provider, and an American firm that could improve service on the island.

The regulations will for the first time in decades allow United States companies to do business directly in Cuba, setting up subsidiaries or opening offices or warehouses there, and allowing Americans to have bank accounts and Cubans to maintain bank accounts outside of their country. Cruise ships will be able to travel between the United States and Cuba without making a stop in a third nation. And close relatives will be able to visit family members in Cuba for a wider array of purposes.

They will also allow American telecommunications and Internet companies to locate in Cuba and market their services there, as well as to import mobile applications made in Cuba for development in the United States.

Senator Amy Klobuchar, Democrat of Minnesota, said allowing companies to have a physical presence in Cuba was a major step, making it far easier, for example, for the agricultural exporters from her state that provide \$20 million in food aid to streamline their operations.

"All of the machinations that they had to go through to get to these provisions just shows the crying need for lifting the embargo, because while all of this is really good, it is so obvious that it would be so much simpler to lift the embargo," Ms. Klobuchar, a sponsor of legislation that would remove the trade and travel ban, said in an interview. "While it is a very positive step, it just shows the absurdity" of keeping the embargo in place, she added.

James A. Williams, the president of Engage Cuba, a bipartisan public policy group pushing for normalization, cheered the changes but said there was "more the Obama Administration can and should do, such as allowing

individuals to participate in people-to-people travel without third-party brokers." He also said Congress must "do its job" and lift the embargo.

Opponents of Mr. Obama's policy argued that the rules were one-sided concessions to a brutal government that has done nothing to change its behavior.

"The Obama policy of pouring more American money into the Castro regime's coffers won't make America safer or the Cuban people freer," said Senator Marco Rubio, a Florida Republican and presidential hopeful of Cuban descent. "Not only do these measures harm the cause of a free Cuba, they also raise serious questions about the legality of the Obama administration's regulations."

Mr. Earnest said the administration would "continue to



Cuban-Americans arriving from Miami and their Cuban relatives reunited Friday at José Martí International Airport in Havana. Credit Desmond Boylan/Associated Press

press the Cuban government to implement the kinds of reforms that we believe are long overdue."

In the meantime, he said, relaxing commerce and travel rules would give leaders there "an incentive that they didn't have before to start implementing those reforms, so that they can take advantage of the opportunity that the United States has extended to them."

# FOX DEPORTES DELIVERS A STELLAR MLS RETURN



SEASON OPENERS

TOTAL VIEWERS

**+233%**

VS 2011

P18-49

**+291%**

VS 2011



[FOXHISPANICMEDIA.COM](http://FOXHISPANICMEDIA.COM)



Source: NTL Live+Same Day Program averages for 2015 (3/8/15); NHH Live+Same Day Program averages for 2011 (3/15/11-11/6/11). Subject to qualifications

## Administration Moving To Further Liberalize Rules on Trade with Cuba

By Chris Adams, McClatchy Washington Bureau

The Obama administration is working to finalize a change in U.S.-Cuba trade rules that experts called a major development that would significantly open the door to expanded business on the island.

The regulation has not yet been released, although a 27-page document, dated Sept. 7 and marked to be reviewed by the White House's Office of Management and Budget, was provided to McClatchy.

It couldn't be determined if the version that is ultimately released will match the Sept. 7 version. The Department of Commerce didn't respond to a request for comment about it.

As indicated in the document, the rules could amend existing ones to boost engagement between American and Cuban people, accelerate the free flow of information to and from Cubans, and ramp up independent economic activity generated by Cubans.

In many ways, the rule would merely be a continuation of the process begun Dec. 17, when President Barack Obama announced that the U.S. was seeking to thaw the five-decade freeze in its relations with the island nation 90 miles from Florida.

After that momentous December announcement, the Commerce and Treasury departments in January took steps to put in place parts of the president's policy. The new rules, which could be announced as early as Friday, could amend the terms of existing license exceptions



Secretary of State John Kerry shakes hands with Cuban Foreign Minister Bruno Rodriguez prior to their meeting at the Foreign Ministry in Havana, Cuba, Friday, Aug. 14, 2015. Kerry traveled to the Cuban capital to raise the U.S. flag and formally reopen the long-closed U.S. Embassy. Pablo Martinez Monsivais/AP

available for Cuba, create new licensing policies, and take other steps to further promote economic activity in Cuba.

Robert L. Muse, a Washington-based lawyer and expert on Cuba trade who reviewed the Commerce document Thursday, said the moves could be significant.

"They're greater than the ones in January," he said in an interview. "The rules in January were important – they established the precedent. But it was more

of a beachhead, and it was a bit murky. Now they are engaging the business community in a way that's going to be interesting and important to them. It begins to give them some real commercial traction."

Among the key changes, Muse said, was that companies engaged in exporting authorized items to Cuba will be able to establish, maintain and operate physical premises in Cuba.

That, he said, is significant.

"Maintaining a presence is brand new – that's the big further step they have taken here," Muse said. "The intention is to bring American businesses to the island."

An example, he said, would be an agricultural commodity company allowed to export to Cuba that would now be able to establish a sales office – or possibly even a warehouse – on the island, thus furthering its prospects.

Several other types of businesses could also be affected, including aircraft; telecommunications equipment; medicine; and materials, equipment, tools and supplies.

According to John S. Kavulich, president of the U.S.-Cuba Trade and Economic Council, the new regulations could permit a U.S. company to open a distribution center within the Mariel free trade zone; or shipping companies such as FedEx to have drop-off locations; U.S. airlines to have a ticket office; home renovation chains to sell building materials and supplies; or rice companies to have a sales office.

"And the companies can hire Republic of Cuba nationals as employees," he said.

He added that regulations "would permit the most comprehensive trade and investment changes to the United States relationship with the Republic of Cuba in decades."

However, just because the U.S. is authorizing such activity doesn't mean the Cuban government will allow it.

"This is the U.S. saying to U.S. companies and individuals: You can do these things," Kavulich said. "You will now have to convince the Cuban government to let you do them."

## FocusON The Pope

### Pope Francis' Impact on Cuba, And Its Church, Is Already Being Felt

As the countdown to Pope Francis' maiden voyage to the United States winds on, it may be easy for Americans to forget that before he touches down in Washington DC on Sept. 22, he'll have spent three days in Cuba.

The decision to combine the two outings is more than coincidental, Vatican officials speaking on background say.

In part, it's a way for the pontiff to broadcast a message to America before he even arrives, both praising the recent end to a Cold War standoff with Cuba and also reminding the United States of its international responsibilities, especially in the developing world.

As is customary for history's first pope from Latin America, during his three-day visit to Cuba, he'll have a jam-packed schedule, delivering at least seven speeches, celebrating two open-air Masses, and meeting with bishops, families, and youth in three different cities.

He'll do all that in just 68 hours, according to the official Vatican itinerary.

Two routine stops on foreign trips, however, are missing from the schedule: a session with the poor and with prisoners, although he'll meet both groups in the United States.

This will be Francis' first-ever visit to Cuba, but he'll

be the third pope to travel to the island nation after St. John Paul II in 1998 and Benedict XVI in 2012. Only one other Latin American country has welcomed all three – Brazil, the country with the world's largest Catholic population.

This papal outing to Cuba, however, comes with an unprecedented twist: Francis will be the first pontiff to bundle his visit to Cuba with a subsequent stop in the United States. That's a tour package that became feasible only after the two countries, with an assist from the pope and the Vatican, began the process of restoring diplomatic relations last December.

Both US President Barack Obama and Cuban leader Raúl Castro thanked Francis for helping broker a deal to reignite the relationship.

On background, sources involved in the behind-the-scenes diplomacy say Francis doesn't deserve all the credit, because there were many players involved.

With all due respect to the pope, one source who requested anonymity told Crux that the pope was lucky enough to "harvest the fruits" of 50 years of work by the Vatican, the US Bishops Conference, and its Latin American counterpart.

Francis, too, has minimized his role in the process.

During the plane ride back from his Latin American tour last July, he shrugged off praise for restoring diplomatic relations between the two nations, saying the primary credit goes to the two countries themselves. He also gave thanks to the Lord, saying divine intervention played a role.

In truth, the Vatican's role in Cuba/US relations is

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A poster decorated the back of a tricycle taxi on a busy Havana street, announcing Pope Francis' upcoming Mass in Havana Sunday. (Desmond Boylan/AP)

almost as old as the conflict itself.

To begin with, Cuba has the distinction of being the only nation in the world with an officially Communist government with which the Holy See, the formal diplomatic name for the Vatican, never broke off diplomatic relations.

As a brief history lesson, the United States broke ties with Cuba in 1961 after the Castro revolution. A year later, during the Cuban missile crisis, Pope St. John XXIII wrote to both John F. Kennedy and Russia's Nikita Khrushchev, much like Francis wrote to Obama and Castro, in an effort to avert a war.

Kennedy would later call the pope's letter "the first step down the path of peace."

The hierarchy of the Catholic Church in Cuba has long had ties with its American counterparts, in part because of the large Cuban diaspora in America, and has received support from the US bishops in various forms.

As far back as 1972, while the Cold War was at its peak, the US bishops' conference backed a 1969 request by Cuban bishops to end the American embargo against Cuba. In 1985, American and Cuban bishop conferences exchanged a visit.

The website of the US Catholic Bishops Conference has a list of letters, statements, and testimonies on US/Cuban relations dating back to 1989. They've called for an end to the embargo and reintegrating Cuba into the community of nations, but at the same time occasionally criticized Cuba's record on human rights and religious freedom.

The same engagement has occurred on the local level of the American Church. During the 1980s, the Archdiocese of Boston became one of the most prominent actors in the play of US-Cuba relations, and the list could go on.

Bringing the story into the present, many observers believe Francis' impending visit could have a direct impact on the life of the local Catholic community.

Cuba has a population of 11 million, 60 percent of which is officially Catholic, though levels of practice of the faith are generally believed to be substantially lower. For decades, admitting to being Catholic

publicly led to loss of work opportunities and access to education, not to mention political persecution.

After Cuba was officially declared a Socialist state in 1961, the Catholic University of Villanueva was closed, 350 Catholic schools were nationalized, hundreds of churches were expropriated, and 136 priests were expelled. In 1969, communist leader Fidel Castro abolished the paid Christmas holiday, claiming he needed everyone to work on the sugar harvest.

It wasn't until 1976 that a new constitution guaranteed freedom of worship, but it was restricted to Church premises.

John Paul II's visit in 1998 quite literally brought Christmas to the island, since as a welcoming gift the government announced the reinstatement of the holiday.

Benedict XVI's visit in 2012 had a similar impact: As a direct result, the government of Raúl Castro allowed Catholics to celebrate Good Friday. That year, the churches through the country were allowed to have outdoor processions for the first time in decades.

In both cases, however, the pontiffs also faced criticism in some circles, especially among Cuban emigres in the United States, for not challenging the Castro regime more directly. Benedict, for example, was faulted for not scheduling a meeting with the "Ladies in White," a celebrated group of Cuban women who wear white dresses for their anti-Castro protests.

Francis' footprint in Cuba, although not complete, is already visible.

In July, for the first time since its foundation in 1965,

Granma, the newspaper of record for the Cuban Communist Party, agreed to reproduce in full a message from the local bishops conference regarding the papal visit.

Another unprecedented fallout of the then-yet-to-occur visit was the historic appearance on the public television network of Cuban Cardinal Jaime Ortega y Alamino, the first cardinal to ever welcome three popes. (He was created a cardinal in 1994 by John Paul II).

Earlier in September, the prelate went to the TV studio, a first in 60 years, and dared to talk about issues that until now have been considered taboo – political prisoners, and, without mentioning the name of the group, the Ladies in White.

In 2010, with the support of Raúl Castro, Ortega was placed in charge of negotiating the release of more than 100 prisoners, and most Cubans expect him to play a similar role in the months to come.

In fact, another result of Francis' visit is the release of more prisoners: Cuba announced Friday that it is releasing 3,522 prisoners before Francis arrives, the third time it has granted inmates freedom before a papal trip.

The Council of State said the prisoners to be freed include a mix of women, people younger than 20, inmates suffering from illnesses, and people whose terms were coming to an end next year. The government won't release people convicted of serious crimes.

Raul Castro released more than 2,900 prisoners in

March 2012 before the visit of Pope Benedict. Fidel Castro released about 300 when Pope John Paul II visited in 1998.

Miami Archbishop Thomas Wenski, for one, believes the roles played by Ortega and other Catholic leaders are critical to ensuring a peaceful transition to greater religious freedom.

During a meeting at Florida International University Miami last week, Wenski said the Church wants to work towards a "soft landing ... because the alternative would be chaos."

According to Argentine journalist and economist Gustavo Clariá, one of the keys of Francis' message in Cuba will be reconciliation.

"From the moment in which the churches were confiscated and Catholics were excluded from the only political party, to declare one's faith meant being at risk, losing jobs, being banned from teaching, and from studying," Clariá said. "For those who remained active in the Church, this was a time of martyrdom."

The journalist is a member of the Focolare movement, a Catholic group for lay people currently active on the island.

Clariá told Crux that the situation led many Catholics to deny their faith. But the slow yet sure steps toward religious liberty in the past two decades, he said, have allowed many to return to the Church.

In some cases, he said, bishops are compelled to call these people – who, after renouncing their faith, had the chance to receive an education as lawyers or accountants – to help them run the diocese.



"Understandably, those who kept the flames of the faith alive feel some uneasiness, jealousy," Clariá said.

Francis, too, has spoken about the Cuban need for dialogue and reconciliation. Back in 1998, when he hadn't yet been named archbishop of Buenos Aires, Jorge Bergoglio wrote a short book called "Dialogues between John Paul II and Fidel Castro."

In the booklet, Bergoglio harshly criticized socialism, and by extension Castro's atheist revolution, for denying individuals their "transcendent dignity" and putting them solely at the service of the state.

More than 17 years ago, Bergoglio also denounced the US embargo and economic isolation of Cuba which, he said, had impoverished the island. The first chapter of the book is titled, "The value of dialogue" and talks about the country's need to overcome its isolation, and the government's hostility toward the Catholic Church.

Quoting both John Paul and Castro's speeches during the trip, Bergoglio noted that the two sometimes talked past one another, with the Polish pontiff insisting on a space for the Church to operate in Cuba and Castro on the similarities between Marxism and Christianity.

"But they both had to listen to each other," he wrote.

Pope Francis' pastoral visit to Cuba and the United States will be his third visit to the Americas after Brazil in 2013 and Ecuador, Bolivia, and Paraguay in July. It will be his 10th international trip since his election in 2013.

## Pope Francis, Arriving in Cuba, Seeks to Revive Church

*By Jim Yardley, Azam Ahmed and Victoria Burnett*

In brokering the historic thaw between Cuba and the United States, Pope Francis stepped squarely into the thorny realm of geopolitics, sending letters to the presidents of both nations, playing host to secret meetings in the halls of the Vatican and nudging the

Cold War enemies to put a half-century of vitriol and mistrust behind them.

But as he arrived in Havana on Saturday, the first stop of a nine-day papal trip to Cuba and the United States, Francis faced a new challenge altogether: Having helped open up Cuba to the world, the first Latin American pope must now try to fully open up Cuba to the Roman Catholic Church. "It is an occasion to ask for more openness," said the Rev. Jorge Cella, who oversaw

the Jesuit religious order in Cuba from 2010 to 2012. "The relationship is not easy."

Francis was greeted at the airport by President Raúl Castro and children who welcomed him with flowers.

From his own experiences in the 1970s, when Argentina was ruled by a military dictatorship, Francis knows the complexity, dangers and difficult compromises of coexisting with repressive authorities.



Pope Francis is welcomed in Havana by President Raúl Castro of Cuba. Carl Court/Getty Images

decades, the Cuban church has been wary of inciting the wrath of a Communist government that all but marginalized it after the 1959 revolution, when priests were cast out, religious schools were closed and the state was declared atheist.

Some call this caution wise pragmatism, noting that the Cuban government has gradually loosened its grip. But critics contend that the Cuban church has been too timid — eager to maintain close ties with the government, at the expense of speaking out for greater political and religious freedom in Cuban society.

“We could do more,” said the Rev. José Conrado, an outspoken Cuban priest based in the central city of Trinidad, speaking by telephone. “The church should not back off, even if doing so is difficult and problematic for the church itself.”

Francis has a global reputation for blunt talk and big symbolic gestures, so his trip to Cuba will be closely watched. Few analysts think he will press too hard in public, but diplomats in Rome do expect him to talk about religious freedom, as Pope John Paul II and Pope Benedict XVI did during past Cuba visits. Francis is expected to push for more space for the church to operate in Cuban life — currently there are fewer than 350 priests on an island of just over 11 million people, and the church is forbidden from running schools or hospitals.

“Oh, I think he will talk about human rights, religious freedom, allowing the church to play its role not only in worship, but in social services — the church as a partner in the development of the country,” said Ken Hackett, the United States ambassador to the Holy See.

But the pope has already come under criticism for not making the issues more of a central focus of his trip. At a briefing this week, the Rev. Federico Lombardi, a Vatican spokesman, said that the pope would not hold any public meetings in Cuba with dissidents. Antonio Rodiles, a prominent political activist, said that he was disappointed by the decision, but not surprised.

“It forms part of an established agenda,” he said, noting that dissidents were not invited to celebrations at the new United States Embassy in August and that they were often avoided by visiting delegations. Meanwhile, he said, the state started cracking down ahead of the pope’s visit, detaining some dissidents and stationing police officers outside dissidents’ houses.

“For Cuba to change, we need to start to speak the truth,” Mr. Rodiles added.

One way the Cuban church has made headway in Cuba — winning public good will and political capital in the process — is by providing food and services to the needy, which the government itself is struggling to afford. In turn, the government is permitting construction of some new churches for the first time in decades, while allowing the church to organize youth activities and concerts.

Churches and Catholic community centers offer free lunches, clothing, after-school classes, music groups and libraries. The church even runs an M.B.A. course from a colonial-era cultural center in Havana and publishes magazines, including *New Word*, which touch on political and economic issues as well as spiritual ones. Still, the church has no access to Cuba’s radio waves.

There is also a question of how much spiritual sway the church has over the Cuban population itself. The Vatican says that 60 percent of Cubans are Catholic, but according to the State Department, very few of them regularly attend Mass, only about 4 or 5 percent.

“What the church recognizes today and they are addressing is that the first thing you have to address with the Cuban people is trying to meet their basic needs,” said Andy Gomez, a former senior fellow at the Institute for Cuban and Cuban-American Studies at the University of Miami. “Once you start helping them address their basic needs, food and shelter, then you can start talking about religion, social change and some of these other things.”

The most powerful figure in the Cuban church is Cardinal Jaime Lucas Ortega y Alamino, the archbishop of Havana, who is set to retire. Detractors attack him as being too conciliatory to the Cuban government. Defenders say he is astute and politically savvy in preserving the relevance of the church.

According to Catholic clergy and lay members, Cardinal Ortega favors a slower, smoother transition to a more democratic and market-based Cuba, a view shared by some on and off the island who fear that more change could bring social and economic turmoil. But some Cuban bishops have wanted a more confrontational approach, while other critics have been upset by the cardinal’s public dismissals of Cuba’s political opposition.

In June, Cardinal Ortega incensed members of the opposition when he suggested in a radio interview that he had no knowledge of political prisoners in Cuba.

A month later, he became the focus of an awkward

standoff after he refused to accept a list of political prisoners presented to him by two dissidents during a reception at the United States Interests Section. (The building soon reopened this summer as the American Embassy when diplomatic relations with Cuba were restored.) The dissidents loudly began to berate the cardinal, who threatened to call security.

"The line that you have to walk to have a voice in calling out injustices that the government commits, and on the other side mediating and looking for space for dialogue, that line is a tightrope, very difficult to walk," said Carlos Saladrigas, a Cuban businessman who grew up in Miami and has close ties to the church.

"Sooner or later you fall on one side or the other," he added. "Ortega has shown us that he has a tendency to do that."

There have certainly been times when the church has challenged the government. In the early 1990s, after the fall of the Soviet Union, Fidel Castro, knowing that he needed new allies and new sources of money, began to soften his stance on the church.

The move seemed to energize the church, which issued a statement in 1993 that sent waves through the Catholic community — and the government — in its calls for more openness to ideas outside of the state.

Ultimately, the door slammed on the church once more as Fidel Castro grew increasingly worried about its public activities and those of other Christian activists seeking to reform one-party rule.

Dinner was served last week at the Iglesia de Nuestra Señora de la Medalla Milagrosa in Havana. Credit Daniel

Berehulak for The New York Times

"He felt a red line needed to be drawn against church political involvement," said Paul Hare, a former British ambassador to Cuba and a professor at Boston University, describing the late 1990s. "So Cardinal Ortega distanced himself from these activities and we see the rifts still visible today."

Replacing the cardinal will be one of Francis' most



A service at the Iglesia de la Caridad del Cobre in Havana last week. The archbishop of Havana, Cardinal Jaime Lucas Ortega y Alamino, favors a slow transition. Credit Daniel Berehulak for The New York Times

complicated and important tasks. He will travel throughout the island, meeting different bishops and church figures. It should allow him to make a personal evaluation of the next potential leader of the Cuban church, though analysts do not expect a decision soon.

"There are not a lot of bishops in Cuba," said Gianni La Bella, an expert in Latin American Catholicism and a member of the Community of Sant'Egidio, a liberal

Catholic group active in international affairs. "It is not easy to choose the right man for the place."

That choice will help define the position of a church that some Cuban Catholics say is already divided between the leadership and a small but passionate cadre of priests, many of them missionaries, who are focused on the poor.

"There are two visions on the role of the church," said Dagoberto Valdés Hernández, editor of a Catholic magazine, *Convivencia*, speaking by phone from Cuba. "One that looks inside, and one — which is Pope Francis' — which looks outside itself, into the peripheries."

He added, "I think that our church in Cuba is still looking too much into itself."

But Francis has unique advantages in Cuba, given that he is a native Spanish speaker bearing a popular message of social justice and the pitfalls of capitalism. Cuban officials have already signaled their approval. During his last trip to the Vatican, Raúl Castro joked that Francis might even persuade him to return to church.

Few expect that a Cuban government still so firmly in power is going to roll over, no matter how popular the pope may be. And those government critics, especially in Miami, who want Francis to publicly rebuke Mr. Castro are likely to be disappointed. The toughest negotiations will most likely happen in private.

"Cuba is his hardest task," Mr. Hare said. "He will know that he has to engineer a new path in Cuba and he has the best opportunity yet with his rhetoric, background of social activism and lack of stuffiness to open the key to the Cuban door."

## FocusON Marketing

### The Hispanic Market: A Changing Demographic

An increasing number of companies across the U.S. are recognizing the importance the Hispanic demographic has on consumption and business practices.

Keeping this group of people in mind involves studying their market trends and the implications they have supply and demand. Adapted from Jose Villas' recent article, 8 Seismic Changes To The Hispanic Market, we highlight some major changes in Latino behavior - and the implications this holds for the future.

#### 1. From Cable to Streaming

TV-viewers around the world are jumping on board with the current shift in TV watching habits, and Latinos are no different. Opting out of paying for cable in exchange for online TV streaming services has become a popular decision, according to recent studies. Companies such as Netflix and DirecTV, among others, are taking notice of the recent pattern in consumers "cutting the cord." Taking action, Netflix has announced various Spanish-language programming through their site, and DirecTV has launched Yaveo - an over-the-top service targeted to U.S. Hispanics - indicating "one key pay TV player who is betting the [pay TV] crumble might begin to crumble among Hispanic consumers. If DirecTV is right, the implications for the Hispanic media marketplace cannot be overstated."

#### 2. Hispanics Surpassed Whites in College Enrollment

From 1996 to 2012, college enrollment among Hispanics ages 18 to 24 more than tripled until finally, for the first time in 2012, Hispanics' college enrollment rate among 18- to 24 year-old high school graduates surpassed that of whites, by 49% to 47%. While the high school dropout rate among Hispanics is still higher than for blacks and non-Hispanic whites, it has been dropping as well.

#### 3. Increasing YouTube Popularity

In 2014, Google announced that YouTube views of top U.S. Hispanic channels continued to increase 125% per year. One prime example was the bilingual multi-channel network MiTú, which has grown its audience to more than 36 million subscribers and has over 6 billion views on Youtube. This multi-channel network, which exclusively targets Latino audiences, knew they could create something impactful and use the Internet to promote their ideas. Roy Burstin, CEO and co-founder of MiTu, says that, "When we started, YouTube really wasn't that old, and we saw a sustainable content system that we could build something on. For online



video, we looked around and asked ourselves: What's out there for Latinos? There was nothing in the space, so we decided to go after it." When you consider that Univision tops 10 million viewers during primetime, the emergence of these new streaming services may be a revolution for the future of television.

#### 4. Hispanics and Wealth

Census Bureau figures have proven that Hispanics were the only major racial or ethnic group to see a decline in its poverty rate in 2014. The drop from 25.6% in 2012 to 23.5% in 2013, indicates a "socio-economic shift taking place in the Hispanic market, being driven by a number of demographic aforementioned trends (education, immigration status, etc.)"

## FocusON Television

### Is there A Better Way to Measure the U.S. Hispanic Television Audience?

By *Jake Beniflahand Brian Hughes*

Virtually every leading corporation in the U.S. today views the Hispanic population as a growth segment. Hispanics make up 55 million and are projected to almost triple in size by 2050. Their purchasing power of more than \$1.2 trillion in 2013 is growing, and more and more counties, cities, and states are becoming “minority” majorities across the country.

The big question, however, is how can leading corporations improve targeting effectiveness and media efficiency given that the majority of today’s Hispanics are U.S. born, and that Spanish usage declines by generational level?

While it’s clear that Spanish-language has served the Hispanic marketing industry well, moving forward, new metrics will need to be added to better quantify a changing demographic landscape.

Historically, the Hispanic media approach and audience measurement has centered on Spanish-language, which has been the industry standard for more than 20-years—with language quintiles measuring the Hispanic television audience in aggregate.

#### What if there’s a better way?

Published in the September issue of the Journal

of Cultural Marketing Strategy, a new study challenges the “one-size fits all” Spanish-language television measurement model that has dominated U.S. Hispanic marketing for decades.

The study proposes using two well-known variables in cultural marketing — “Generational Level” (i.e., first, second, third generation) and “Years-in-Country” (i.e., number of years in the U.S.) to further dimensionalize the changing U.S. Hispanic television audience.

Generational level is a highly useful variable, which can measure differences across language usage, and other cultural variables under the banner of “culture.” “Years-in-country” can help marketers understand behavioral shifts that take place over time within one generational period (i.e., first generation).

#### Key Highlights of ‘JCMS’ Study

- Univision and Telemundo ranked #1 and #2 in most watched television networks among first generation Hispanics. However, Univision ranked #5 in most watched television networks among second generation Hispanics. For third generation Hispanics, the top five most watched television networks were all in English.
- Viewing of Spanish-language programming decreased over time for first-generation Hispanics, while their consumption of English-language programming increased during the same time period. This may be due to their increasing level of proficiency in English, and their desire to expand their TV programming

choices (or a combination thereof).

These findings have significant programming implications. Generational level and years-in-country help media companies better target the changing Hispanic television audience, allowing them to allocate budgets with greater granularity.

Understanding the connection to language and other cultural dimensions will continue to be important in targeting the diverse U.S. Hispanic population. But the complexity of culture requires a more nuanced approach, and these two variables offer a straightforward path to increased understanding.

We would love to see syndicated media measurement companies include these variables, which have greater predictive power to help drive media strategy and investment decisions for leading corporations, who are the greatest beneficiaries of this new methodology.

The potential costs savings and budget re-allocation implications from this study are enormous—possibly in the tens, if not hundreds, of millions of dollars per year. (Spanish-language media spend exceeded \$7 billion in 2014.)

We are optimistic that this fresh approach will spur innovation and openness with media measurement companies, as we have seen—and improve Hispanic television audience measurement in the U.S. regardless of language. We believe this is the paradigm shift corporate America has been waiting for, and will embrace it given its impact on their bottom line.

## Univision's UniMás Takes on Spanish-Language Versions of Fusion Series

UniMás, one of Univision's Spanish-language networks, has picked up various series from Fusion, a cable outlet jointly owned by Univision and ABC News featuring news, lifestyle, pop culture, satire, and entertainment aimed at English-speaking millennials.

While its focus audience also includes those of a Hispanic background, the Fusion channel is Univision's first major push into English-language programming. UniMás' new venture will feature Spanish-language versions of original series from Fusion in a new branded block called "Fusion Presenta" that will air Sunday nights at 11:00 p.m.

The new Spanish-language series aired this past Sunday, September 20th, and featured an original docu-series titled "Drug Wars," surrounding the dangerous reality of international anti-narcotics operations.



### FocusON Culture

## Cultural Shifts in Hispanics Bring an End to Sábado Gigante

By Gaby Sosa and Alex Gonzalez, Social Media Department



The common denominators that tie Hispanics together are hard to pinpoint; after all, they are a diverse group. But nothing incites a bout of nostalgia for Hispanics (U.S. born, immigrants and those living in Latin America) quite like the beloved variety show *Sábado Gigante*, which has been airing for a record-breaking 53 years. Despite this, *Sábado Gigante*, for its often misogynistic and racist undertones, has become a relic rather than a relevant TV show that U.S. Hispanics turn to. Hispanics and all the groups that the term encompasses are not a stagnant group; their political, social and economic values evolve and grow along with them. With its last show airing on September 19, we said goodbye to *Sábado Gigante* and welcomed the greater cultural shift seen in millennials and others across the U.S.

## Hispanics, Millennials and Political Correctness

While the phrase "political correctness" may get thrown around carelessly, Hispanic and non-Hispanic millennials alike are becoming more aware of the norms that previous generations had settled into. According to a recent report from Google, 47.4% of millennials are more likely to support a brand after it releases an equality-themed ad. Of course, issues of race, gender and orientation are not all the same, but none of them exist in a vacuum. And while Jerry Seinfeld doesn't get political correctness, brands and companies should at all times. The debate about whether millennials and Gen Z'ers have particularly heightened sensibilities when it comes to humor and that "anything is offensive" will rage on, but the line for brands has been drawn after some noted hiccups. Univision has been particularly tuned to shifting consumer wants and needs, with their call to cancel *Sábado Gigante* being just one of several big moves the network has made.

## The Times They Are a Changin' (and Your Company Maybe Should, too)

Univision recognized how viewership of *Sábado Gigante* had plummeted and, as a result, they decided to end the show despite its cultural significance. "There is still a thread of gender roles in the lives of many Hispanics. Yet, as time goes by, patriarchy is losing steam." Machismo is not the only thing Hispanics are steadily outgrowing; Hispanics at large have undergone large cultural shifts. To learn more about the shifting landscape of Hispanic consumerism and marketing, be sure to check out our book 1+1=3.

## FocusON Immigration

### Where to Go for Real Immigration Reform

By Roberto Suro, professor of public policy and journalism at the University of Southern California.

In last week's Republican presidential nomination debate, we heard more hard-line rhetoric about border fences and birthright citizenship. Regardless of who eventually wins in 2016, though, policy making on immigration in Washington will remain as paralyzed as it has been for a decade.

But consider education, abortion, health care, gun control and marijuana. States blue and red are going their own way on all these issues, often in conflict with one another and sometimes in conflict with Washington. So why not let states decide how the foreign-born get to belong?

It is already happening, and the only mystery is how much power over immigration will eventually devolve from Washington to the states.

The Constitution gives Congress the sole power to determine "a uniform rule for naturalization." The federal government gets to decide who comes into the country and how violators are sanctioned. But that actually leaves the states with a lot of room to maneuver.

They can create a fragmented landscape of places that welcome the foreign-born and others that close their doors. And in living with a patchwork of rules, we might

eventually end up with a federal policy that actually works.

The great immigration challenge of our era is not at the borders but inside them. Whether newcomers and their children find opportunities to prosper determines the long-term success or failure of immigration. It's not a matter of who gets in, but what happens to them once they're here.

Citizenship remains vital and singular, but there is growing variation in how it is lived from one state to another, even from one city to another. Given this wide variation of welcome and restriction, there are many degrees of belonging.

Washington has epically failed in its duties to decide who gets papers, but the country has not fallen apart. The hard work of immigrant integration has been playing out in schools and neighborhoods, in cities and states.

States differ in the access to health care and safety-



net programs available to different categories of immigrants and their children. Dreamers, or unauthorized immigrants who arrived as children, are welcomed into public higher education in some states but shunned in others.

Twelve states, the District of Columbia and Puerto Rico allow undocumented immigrants to obtain driver's licenses. Twenty-two states demand electronic verification of work-eligibility documents for state agencies and contractors and, in some cases, private-sector workers.

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Much of this activity on immigration, both for openness and closure, has come in direct defiance of Washington. So many state and local law enforcement agencies refused to cooperate with Secure Communities, the federal program to coordinate local immigration checks, that it collapsed in 2014. Meanwhile, a lawsuit by 26 states has blocked implementation of President Obama's executive action offering temporary haven to millions of unauthorized immigrants.

The differences do not relate only to the undocumented immigrants. Some states make it easier for professionals trained abroad to get licenses; others make it harder. Some states create public-private partnerships designed to lure immigrants who hold investor visas. Others don't bother.

The decrepitude of the federal immigration system makes it necessary for states to go their own way. Across the West, crops rotted for the second summer in a row this year because of a weeklong shutdown of visa processing for seasonal farm workers caused by State Department computer problems. The California Legislature is considering whether to grant work permits for unauthorized migrant farmworkers.

Cross that threshold, and state-issued labor certification could be extended to other categories of immigrants. In effect, welcoming states could take immigration in the direction of medical marijuana, and license and regulate behaviors that are shown to work, in this case, even though they're in violation of federal law.

States with restrictive policies have been held back by the Supreme Court's 2012 Arizona v. United States decision

that struck down most of a law creating state offenses and state punishments for immigration violations. A president who supported a hard line on immigration could encourage states to again explore what's permissible, with policies designed to create environments so hostile that the unauthorized move away.

The divergence could grow so great that immigrants would choose to settle in welcoming places and avoid the unfriendly places. Even if it does not go that far, a period of vigorous experimentation by state and local governments would be more productive than the polemics and stalemate that characterize the federal debate.

Public opinion surveys consistently find that substantial majorities of Americans think that immigration strengthens the country and should be either maintained at current levels or increased. Clear majorities favor a legal path to citizenship for the roughly 11 million unauthorized immigrants who live in this country. Those views will dominate when immigrants are judged not as boogymen but as neighbors and co-workers, when policies are based on self-interest rather than populist harangues.

To remain united, the United States can have only one form of citizenship. But states can compete over who gets access to the world's best brains, to the people who will care for aging boomers and to young adults with years ahead of them to pay taxes and bear children.

Americans and their marketplaces have a way of sorting these things out.

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