

Puerto Rico
PR Country Landscape 2011



Global Alliance for Public Relations and Communication Management

Acknowledgments

Produced By: Mari Luz Zapata Ramos, Doctoral student in Journalism and Mass Communications at the University of Florida College of Journalism and Communications.

Academic Advisor: Juan-Carlos Molleda, Ph.D., University of Florida Associate Professor and Graduate Coordinator, Coordinator of the PR Landscape project of the Global Alliance & 2012-2014 Chair of the International Communication Association's Public Relations Division.

Revised & Approved by: John Paluszek, 2010-2112 Global Alliance Chair.

Professionally Advised, Revised & Signed off by: Yazmine Esparza, Lic. R 262

Date of Completion: July 2011

Table of Contents

Introduction	5
Definition of Public Relations	5
Public Relations in the Past	6
Political Use of Public Relations	8
Four Stages of Historical Development	8
Some Influentials and Recognized Practitioners	10
Guillermo Navarro Fuentes	10
José Arnaldo Meyners	11
Luis Muñoz Marín	11
Scott Runkle	11
Morton Sontheimer	11
Wilfredo Braschi	11
Sixto Toro Cintrón	11
Fernando Valverde	11
Others	12
Current State of Public Relations in Puerto Rico	12
Educational Systems	13
General Education Systems	13
Puerto Rico's Largest Universities	13
General Education Systems Statistics	13
Public Relations and Communications	14
Public Relations Agencies	14
Level of Professionalism in Puerto Rico	15
Law No. 204 of 2008	15
Professional Associations	17
La Sociedad de Relaciones Públicas de Puerto Rico	17
Asociación de Relacionistas Profesionales de Puerto Rico	17
Publications used to advance the profession	16
Brief History of Communications in Puerto Rico	18
XIX Century	18
XX Century	18
1970s	19
1980s	19
1990s	19
XXI Century	19
Media Environment	20
Print Media	20
Radio	21
Television	21
Internet	21
Future Tendencies of Public Relations and the Media Environment	22
Media Directory of Puerto Rico	22
News Agencies	22
	23
National Newspapers	23
Weekly National Newspapers Radio	
Television	23
	29
Regional Press	30
Magazines and Trade Press	31
Internet	34
Country Profile	36
Culture and Traditions	37
Folklore	38

Sports	38
Family	38
Cuisine	38
Holidays	39
Festivals	40
Economy	40
Economic statistics	41
Think Tanks	42
Center for the New Economy	42
Instituto de Estadísticas	42
Estudios Técnicos Inc.	42
Banks and Financial Institutions	42
Political System Overview	45
Political Parties	46
Political statistics	47
Government Structure	47
Puerto Rico Government Directory	47
Works Cited	47

Introduction

The field of public relations has been expanding in Puerto Rico and public relations agencies are continually seeking to revolutionize the field (Blasor, 2008). In an island that measures just over 100 miles by 35 miles (Marrero, 2011; Ortiz-Menchaca, 2011), there are 107 companies that conduct public relations practices (Public Relations - Puerto Rico, 2011). These companies employ over 800 people and have estimated annual sales of \$49,547,697 (Public Relations - Puerto Rico, 2011).

One of the most important recent developments involves the professionalization of public relations through a licensing requirement (Albanese, 2008; Blasor, 2009; Colón, 2010a; Universia, 2006). Puerto Rico is one of the four countries in the world that requires public relations practitioners to obtain a license in order to be a practitioner and requires them to fulfill specific continued education courses (Ley 204 del 8 de agosto de 2008).

Puerto Rico also has an excellent education system. Since 1972, communications academic programs have been available in the island (de Mier, 2011). Currently, there are communications and public relations degrees available (Colón, 2010a; Toro, 2010). Three programs (University of Puerto Rico, Inter American University of Puerto Rico, and the Catholic University) focus specifically on public relations (de Mier, 2011). Also, there are two graduate communications programs: UPR and University of Sacred Heart.

Practitioners can also turn to one professional association, the Public Relations Practitioners Association (ARPPR, as known by its Spanish acronym, Asociación de Relacionistas Profesionales de Puerto Rico) where they have access to *Tendencias*, a publication specific to the field that focuses on issues such as trends, regulation, and the practice.

Definition of Public Relations

Law 204 of 2008 defines the practice of public relations as:

Práctica de las Relaciones Públicas - significará el ejercicio o el ofrecimiento del ejercicio, de parte de una persona o firma que utilice destrezas de Relaciones Públicas. Su objetivo principal es fortalecer los vínculos con los distintos públicos, escuchándolos, informándolos y persuadiéndolos para lograr consenso, fidelidad y apoyo de los mismos, en acciones presentes y/o futuras. (Ley 204 del 8 de agosto de 2008, Artículo 2 - Definiciones)

Translation: Public Relations Practice - means the execution or the offering of execution on behalf of a person or firm that uses public relations skills. Its main objective is to strengthen relationships with the different publics, listening to them, keeping them informed and persuading them in order to obtain consensus, loyalty and support, in present and/or future actions.

Public Relations is defined based on four components:

- 1. Anticipar, analizar e interpretar la opinión pública, actitudes y controversias que pudiesen impactar, positiva o negativamente, las operaciones y planes de una organización o individuo.
- 2. Asesorar a todos los niveles gerenciales de la organización, con relación a las decisiones de la política establecida, cursos de acción y comunicación, tomando en consideración sus diferentes públicos y la organización social o las responsabilidades de la ciudadanía.
- 3. Investigar, planificar, implantar y evaluar programas de acción y comunicación para lograr la aceptación de los públicos y alcanzar exitosamente las metas de la organización o individuo.

4. Planificar e implantar los esfuerzos de la organización para proponer o modificar la política pública. (Ley 204 del 8 de agosto de 2008, Artículo 2 - Definiciones)

Translation by the author of this paper:

- 1. Anticipate, analyze and interpret public opinion, attitudes and controversies that could have an impact, either positive or negative, on the operations and plans of an organization or individual.
- Advice everyone at a managerial level of an organization, in relation to the decisions
 of the established politics, course of action and communication, taking into
 consideration the different publics and social organization or the responsibilities of
 citizens.
- 3. Investigate, plan, implement and evaluate programs of action and communication in order to achieve the acceptance from publics and successfully achieve the goals of the organization or individual.
- 4. Plan and implement organizational efforts in order to propose or modify public politics. (Ley 204 del 8 de agosto de 2008, Artículo 2 Definiciones)

These concepts derive from Cutlip's and Center's functional concept of public relations (Cutlip & Center, 1978; de Mier, 2011).

Public Relations in the past

Public relations practices were first seen in Puerto Rico during the Spanish colonization, even though it was not known as public relations at the time (Esparza, 2011). However, a high frequency of use of such practices was seen during the American colonization. Muñiz Advertising (1923), West Indies Advertising Company (1923), and Publicidad Badillo (1944) were the first advertising agencies to start offering public relations services in the island (Feliciano-Maldonado, 2010).

In the 1920s and 1930s, Guillermo Navarro Fuentes, the first person to officially have the title of public relations practitioner - although some practitioners debate this - worked for the Porto Rico Railway Light and Power Company, executing some public relations functions. José Arnaldo Meyners followed executing public relations practices in the government (Ramos, 1985), one of the sectors that heavily used public relations practices (Feliciano-Maldonado, 2010). Following the Porto Rico Railway Light and Power Company and the government's use of public relations practices (described in the next section), the "Oficina de Relaciones Internacionales", later named the "Oficina de Publicidad", "Oficina de Relaciones con la Comunidad", and now "Oficina de Comunicaciones" by the Río Piedras Campus of the University of Puerto Rico, started employing practices associated with public relations at the time (Feliciano-Maldonado, 2010; Ramos, 1985). Muna Lee, governor Luis Muñoz Marín's first wife, was the director of the "Oficina de Relaciones Públicas Internacionales" of the University of Puerto Rico from 1927 to 1946 (Feliciano-Maldonado, 2010). The office's main functions included developing advertising and public relations campaigns for the university, developing press releases, organizing activities, etc. (Feliciano-Maldonado, 2010).

The practice began strengthening in the 1930s and 1940s, when the insular government and governor Luis Muñoz Marín started using public relations practices in the electoral campaigns and to complement government proposals (de Mier, 2011; Esparza, 2011; Feliciano-Maldonado, 2010;

Ramos, 1985). This was happening at the same time period when public relations in the United States (US) started emerging after World War II (Esparza, 2011).

Public relations practices complemented plans to develop the island economically and socially (Ramos, 1985). One of the major campaigns was developed for the Department of Health (which started in 1945). For nine years (since 1948) the advertising agency, Hamilton Wright, was hired (at a cost of about \$130,000) to develop advertising and public relations campaigns that promoted the image of the island abroad (Ramos, 1985). Other efforts to improve the image of the island came from the work of Scott Runkle (Feliciano-Maldonado, 2010).

As it can be seen, public relations practices started shaping up in Puerto Rico around the 1920s to 1940s. Most people who were practicing did not have a background in public relations and did not carry a title of public relations practitioner; most of them were in fact press agents (Feliciano-Maldonado, 2010; Ramos, 1985). The first group of people to carry out some of the functions of a public relations practitioner were journalsists. (Ramos, 1985)

The concept of "public relations" began surging in the 1950s with Operation Bootstrap. This was also the time when education focusing on public relations came about as a response to industrialization (Feliciano-Maldonado, 2010). Conferences, such as the "Seminario de Relaciones Públicas" (Seminar of Public Relations) held in La Fortaleza in 1957, helped educate public relations practitioners and helped learn more about them (Feliciano-Maldonado, 2010).

The current concept of "public relations" was brought about by "La Compañía de Fomento" (Industrial Puerto Rico Industrial Development Company (PRIDCO)) and the "Administración de Fomento Económico" (Economic Development Administration) who were seeking investments from North American corporations (Ramos 1985). Since the development of the public relations office in the "Administración de Fomento Económico", the scope of public relations in the island broadened. Experts in advertising and public relations, such as Morton Sontheimer, Scott Runkle, Tom Russell, Charles Naya and Paul Harrison, established firms in Puerto Rico. Their goal was to make Puerto Rico known in the United States. Similar offices and departments were developed by Puerto Rican practitioners and new faces emerged within the practice: Ramón Casablanca, Sixto Toro, Samuel de la Rosa, Carlos Rosa-Guzmán, Wilfredo Braschi, Esther G. Jensen, etc. (Ramos, 1985)

The 1960s saw a proliferation of advertising agencies. These agencies saw there was a need for public relations, and created small public relations departments within their firms. They also opened the doors for the development of agencies/firms that specialized solely on public relations, given that most practitioners that worked in public relations in an advertising agency knew very little about the practice. The first public relations subsidiary established in the island was A.D.I. Public Relations in 1965, established by Associated Designers. However, there is constant debate about which was the first independent public relations firm in the island: Charles Naya and Associates, Corporate Communications or a small firm established by Theodore Baron in 1963. Nonetheless, it was in the 1970s and 1980s when a large number of public relations firms emerged. (Ramos 1985)

Along with the establishments of numerous public relations firms, came the creation of two public relations associations in Puerto Rico and academic programs focusing on communications and public relations (Ramos, 1985). These will be described in detail in later sections.

Political Use of Public Relations

The government/political environment was one of the first industries to recognize public relations as a practice in the 1920s (Feliciano-Maldonado, 2010).

Las estrategias de relaciones públicas en la política de Puerto Rico, entre 1948 y 1964, estuvieron dominadas por el poder de un sólo líder que tomaba todas las decisiones, aún antes de considerarse la profesionalización de la disciplina, y luego de este periodo, estas estrategias estuvieron a cargo de profesionales de las relaciones públicas, impulsadas por un mayor conocimiento y manejo de la disciplina y por su uso exitoso en otras partes de las Américas. (Feliciano-Maldonado, 2010, pp.5-6)

Translation by author of this paper:

Public relations strategies in the politics of Puerto Rico between 1948 and 1964 were dominated by the power of a single leader made all decisions, even before considering the professionalization of the discipline, and after this period, these strategies were in charge of public relations professionals, driven by increased knowledge and discipline management and its successful use in other parts of the Americas. (Feliciano-Maldonado, 2010, pp.5-6)

The 1950s saw a variety of public relations strategies being implemented by "La Fortaleza" (the governor's house). For example, on July 25, 1953 Puerto Rico celebrated its first anniversary of becoming a commonwealth of the US. Numerous public relations efforts were seen, such as press releases, celebratory messages on the radio, music that was played specifically for the occasion, caravans, parties, celebrations of the arrival of dignitaries, and gifts were given to people who had gathered enough coupons that were thrown out of airplanes on the 25th of July. In 1954, Luis Muñoz Marín addressed the nation to explain the political status of Puerto Rico. His speech could only be heard on the radio. Days before it aired, updates were offered to the public as to the preparation of the speech in order to create interest. Also to increase interest, it was announced that the speech would not be aired on television. (Feliciano-Maldonado, 2010)

In the 1960s, it was furthermore noted how political candidates were using numerous public relations tactics in their campaigns to run for governor. For example, the Partido Acción Cristiana (Christian Action Party) used excommunion threats and manipulation tactics to influence voters. For instance, they made public announcements saying that their political rival, the Popular Democratic Party, was destroying God's 10 commandements. They also told Catholics that they could not vote for anyone who was not in the PAC party if they truly valued their morals. Menacing caricatures were also used. On the other hand, the Popular Democratic Party used tactics that included a newspaper targeted at the middle class, surveys, commercials, caravans, good media relations, governor's visits to factories and schools, public speaking skills, articles, editorials, publicity, the use of a helicopter to get from one location to another faster, caricatures, public debates, propaganada brochures, and jingles. (Feliciano-Maldonado, 2010)

Four Stages of Historical Development

Zenaida Ramos Ramos cited Adolfo Méndez Ríos in her analysis of public relations in Puerto Rico (1985). Méndez Ríos divides the historical development of public relations in Puerto Rico into four stages: beginnings of the profession (government's use of public relations), the development of the practice (attributed to the increase in industralization), expansion (when the private sector begins to adapt public relations practices), and what at the time (1980s) was considered current (proliferation in the number of public relations agencies). (Ramos, 1985)

The following tables were obtained from a thesis by Zenaida Ramos Ramos (1985).

Tables: Historical Development of Public Relations in Puerto Rico (1920s-1980s)

Beginnings	
1920s	Guillermo Navarro Fuentes is in charge of
	the public relations in the Porto Rico

	Railway Light and Power Company
1930s	José Arnaldo Meyers works for governor Blanton Winship
1927-1946	Muna Lee de Muñoz Marín heads the "Oficina de Relaciones Internacionales" and "Oficina de Publicidad de la Universidad de Puerto Rico"
1941	Rafael Torres Mazzorana works in public relations for the Farm Security Administration
1945	Miguel Angel Santín works in public relations for "Compañía Agrícola"
1946	Department of Health creates a campaign to educate the public on health issues
1949	Gustavo Agrait works in "Oficina de Información y Relaciones Públicas" in La Fortaleza

Strengthening	
1947	José A. Buitrago heads the "Oficina de Relaciones Públicas" in the "Compañía de Fomento Industrial"
1950	"Administración de Fomento Económico" launches the first organized public relations campaign
1955	The Society of Public Relations of Puerto Rico is founded
1957-1958	"Escuela de Administración Pública" offers the first course on Public Relations

Expansion	
1960s	Advertising agencies start expanding to incorporate public relations departments
1963	Thomas Baron starts his own public relations firm

1965	Associated Designers establishes a subsidiary: A.D.I. Public Relations
End of 1960s	A new firm arises: Charles Naya and Associates

Continued Development	
1970s-1980s	Proliferation of public relations firms
1971	The Puerto Rico Public Relations Practitioners Association is created
1972	The University of Puerto Rico opens a graduate program in Communications
1976	The University of Puerto Rico creates an undergraduate degree in Public Communications
1981	University of Sacred Heart offers an undergraduate degree in Public Communications

Some Influentials and Recognized Practitioners

The foundations for the public relations practice in Puerto Rico were laid out by numerous public relations practitioners. Below is a short description of some recognized practitioners in Puerto Rico.

Guillermo Navarro Fuentes. When the Porto Rico Railway Light and Power Company organized its own (small) public relations department, Navarro Fuentes headed the department. He was mainly in charge of drafting press releases although he also wrote a publication, translated documents, trained employees on how to work with clients, drafted the annual report, published *El Vibrador*, prepared advertisements, and serviced international officials. (Ramos, 1985).

José Arnaldo Meyners. Meyners worked more with the government. He was the first "Secretario de Prensa" (press secretary) for governor Blanton Winship. Meyners was in charge of updating and distributing information about the status of Puerto Rico to the American government. (Ramos, 1985)

Luis Muñoz Marín. Muñoz Marín was governor of Puerto Rico from 1949 to 1965. He was one of the first people to start employing public relations into politics in Puerto Rico. He was able to persuade people using tactics other than threats and manipulation. His startegies and tactics greatly influenced the elections that took place from the 1940s to the 1960s. He worked with highly knowledgeable people, such as Hamilton Wright, Scott Runkle, and Samuel Badillo who would come about with public relations plans, although Muñoz Marín made all the final decisions as to what tactics would be implemented. He was also the first politician who took advantage of the power of communication through the radio. (Feliciano-Maldonado, 2010)

Scott Runkle. Runkle, a journalist and American public relations practitioner, was hired by Luis Muñoz Marín to help improve the image of Puerto Rico (Feliciano-Maldonado, 2010).

Morton Sontheimer. Sontheimer was a a journalist and an editor for various newspapers in the United States and founder of a New York public relations firm. His contribution to the development of the field in Puerto Rico included being the director for Puerto Rico News service and increasing the knowledge of practitioners of what the education system in terms of public relations was like in the US.

(Feliciano-Maldonado, 2010)

Wilfredo Braschi. Braschi was a professor at the University of Puerto Rico, where he lobbied for the creation of a school in public relations. In 1969, he offered a course in public relations and published a book called: *Nuevas relaciones públicas, ensayos de teoría y práctica* (translation by author: New public relations, essays of theory and practice). (Feliciano-Maldonado, 2010)

Sixto Toro Cintrón. Toro worked for over 40 years in the public relations field in Puerto Rico and influenced numerous people. He started out working in newspapers such as *Diario de Puerto Rico* and *El Imparcial;* magazines such as *Puerto Rico Ilustrado* and *Bohemia Libre*; and radio stations like WIBS and WMIA. He co-founded a consulting firm called *Organización Interamericana de Servicios y Asesoramiento*. In1953, Toro started working in public relations in the *Autoridad sobre hogares de Puerto Rico*. After obtaining additional work experiences, he had his own public relations practice for 15 years. He also worked as a consultant and professor and in the Chamber of Commerce since 1966. (Valverde, 1994)

Toro differentiates two stages in the development of public relations in Puerto Rico: 1) when the government starts the practice and 2) when the private sector incorporates public relations into its business plan (Ramos, 1985). He believed that a public relations practitioner is a managerial instrument in any organization. He/she needs to learn and understand how his/her stakeholders think. Similar to Edward Bernays' philosophical concept of public relations, Toro stated that public relations should harmonize the interest of individual groups with the interest of society as a whole. Public relations should interpret, analyze, and evaluate reality in order to improve it. (Valverde, 1994).

Fernando Valverde. Puerto Rico's development into the current state of public relations came in part because of the foundations established by Fernando Valverde, also referred to as the Edward Bernays of Puerto Rico, an accredited practitioner and designated fellow by the Public Relations Society of America (PRSA). This public relations expert has over 30 years of experience in the field in Puerto Rico. (Colón, 2010a) His initiatives have helped more than 20 accredited members become Fellows of the PRSA (de Mier, 2011).

Valverde is the editor of "Relaciones Públicas en Acción: Casos de Programas" (translation by author: Public Relations in Action: Campaign Case Studies). These case studies were compiled with the purpose of providing students and practitioners, with public relations strategies that can be applied to different situations (Valverde, 1994).

Valverde believes that through effective communications, many of the political situations the island faces can be addressed. However, this must all be initiated by an appropriate education at the university level. Valverde played a vital role in the development of Puerto Rico's only Public Relations master's degree program. (Colón, 2010a)

Others. Paul Rusanowsky, Samuel de la Rosa, Rafael de Santiago, Sixto Toro, and Adolfo Mendez Ríos helped establish the first public relations organization in 1959: La Sociedad de Relaciones Públicas de Puerto Rico. (De Mier, 2011).

Current State of Public Relations in Puerto Rico

In the past, the public relations practice was characterized by functions such as publicity, media relations, event coordination (de Mier, 2011) and managing the public image of governmental agencies and/or corporations (de Mier, 2011; Esparza, 2011; Lamadrid, 2011). In fact, in the 1950s and 1960s press relations and social activities were the primary focus of public relations practitioners (Jourde, 2007). In the 1970s, community projects became an integral part of the public relations functions (Jourde, 2007).

The current state of public relations seen in Puerto Rico began to evolve in the 1970s when the ARPPR was founded (Rodríguez-Soto, 2010). It continued to evolve in the 1980s when better academically prepared professionals emerged as a result of people studying outside of Puerto Rico and the development of a graduate level program at a local university system (Jourde, 2007). Currently, the public relations landscape is very competitive (Esparza, 2011). Not only are there numerous local agencies and international agencies, but the number of independent consultants has also increased (de Mier, 2011). Public relations managers now rank among the 50 highest paying occupations in Puerto Rico (Casiano & López del Toro, 2011).

Public relations has numerous functions. Functions include product launchings, corporate relations (Blasor, 2008), media relations, image management, crisis management, issue management, internal relations (de Mier, 2011), and corporate social responsibility (Jourde, 2007; Lamadrid, 2011), among others. The practice is similar to that of the United States. Corporations are expected to reinvest their resources back into the community where they operate (Jourde, 2007). Practitioners are more than ever advising at the CEO level, instead of the marketing level. More and more frequently, practitioners are participanting in the decision-making process (de Mier, 2011). They advice companies in aspects such as "crisis and issues management, news media relations, strategic concepts, consensus-building programs, active community involvement, special events and results" (Colón, 2010a, p. 62).

Public relations in Puerto Rico is greatly influenced by national cultural traits (Jourde, 2007). One example is the way in which politics play a role in decisions made by practitioners. The press and media have become saturated with political messages (Jourde, 2007), therefore, practitioners have to be strategic when it comes to time and slot selection of messages.

According to Jourde (2007), another national cultural trait that influence public relations practices is the fact that Puerto Ricans can be considered a participative public. This means that public relations strategies need to be geared in that direction as well. Strategies must focus on entertaining and informing the public at the same time.

Education Systems

General Education Systems. Education is mandatory in Puerto Rico from elementary school to high school. This has resulted in an island with one of the highest literacy rates in the Caribbean. Ninety-four percent of the population is estimated to know how to read and write. Beyond high school, Puerto Rico has numerous universities and community colleges across the island. The largest higher education institution is the University of Puerto Rico, with 11 campuses. (A look at Puerto Rico's education system, 2011) In the Fall of 2010, the University of Puerto Rico had 64,500 students enrolled (A look at Puerto Rico's education system, 2011; Galván, 2009). "One out of every three university students in the island pursues studies at UPR and one of every two university degrees are conferred by UPR, which, by virtue of its size and academic legacy, is home to much of the island's top faculty and student talent" (A look at Puerto Rico's education system, 2011, ¶1). The University of Puerto Rico was recently ranked number 40 among 1,369 universities in the "Ranking Iberoamericano de Universidades SCImago SIR 2011" (Inter News Service, 2011).

In Fall 2010, enrollment in private universities increased and enrollment in the UPR decreased by 5,000. This was due to confrontations that students and management at the UPR system were facing. (A look at Puerto Rico's education system, 2011) Students moved mainly to the Inter American University (a private university that has 11 campuses (Galván, 2009)) and to the Ana G. Méndez University System (A look at Puerto Rico's education system, 2011).

Puerto Rico's Largest Universities (Casiano & López del Toro, 2011)

- 1. University of Puerto Rico
- 2. Inter American University
- 3. Sistema Universitario Ana G. Méndez
- 4. Pontifical Catholic University
- 5. John Dewey College
- 6. National University College
- 7. Universidad del Sagrado Corazón
- 8. Caribbean University
- 9. Universidad Politécnica de Puerto Rico
- 10. University of Phoenix
- 11. American University of Puerto Rico
- 12. Universidad Central de Bayamón
- 13. Colombia Centro Universitario
- 14. EDP College of Puerto Rico
- 15. Atlantic College
- 16. Universidad Adventista de las Antillas
- 17. Carlos Albizu University
- 18. Escuela de Artes Plásticas de Puerto Rico
- 19. Conservatorio de Música de Puerto Rico

General Education Systems Statistics (Casiano & López del Toro, 2011)

Public Schools: 492,787 students registered in the academic year 2009-2010 in 1,499 institutions Private Schools: 155,050 students registered in the academic year 2009-2010 in 720 institutions Universities: 207,716 students registered in the academic year 2009-2010 in 57 institutions

Public Relations and Communications Education. Education focusing in public relations came about as a response to the changes that industrialization and government plans brought about in the 1950s (Feliciano-Maldonado, 2010). The "Oficina de Personal del Gobierno" offered a seminar in public relations in 1957 to orient and train public relations supervisors in government agencies (Casiano & López del Toro, 2011).

Currently, practitioners believe that education is very important in the public relations practice (Colón, 2010a; Velazquez, 2003). The Public Relations Society of Puerto Rico was one of the organizations to first show concern over the fact that in the past, the island lacked specialized public relations programs. In 1956, the University of Puerto Rico was the first to offer a course in public relations. In the 1960s, practitioners were looking to have a school that specialized in the field of public relations. It wasn't until 1971, when the UPR approved the creation of a graduate program in public communications. University of Sacred Heart started offering associates degrees in public communications in 1974. In 1976, the UPR started offering an undergraduate degree in public communications. (Ramos, 1985)

Today, there are several universities where a bachelor's degree in public relations may be obtained; however, a master's degree in public relations can only be obtained at Universidad del Sagrado Corazón (University of Sacred Heart) (Colón, 2010b; Toro, 2010).

The following is a list of those universities that offer a program in Communications and/or Public Relations:

University of Puerto Rico

Río Piedras Campus

Humacao Campus

Universidad del Sagrado Corazón

Interamerican University

Bayamón Campus

Ponce Campus

Universidad del Turabo

The ARPPR website also offers a list of educational systems that offer academic programs in public relations.

Public Relations Agencies

Competition among practitioners is high in Puerto Rico since the island has numerous public relations agencies and independent practitioners (Esparza, 2011; Lamadrid, 2011). There are around 20 major agencies, including three international ones: Burson-Marsteller Puerto Rico, Hill & Knowlton Puerto Rico, and Fleishman-Hillard Inc. (Esparza, 2011). Most of the agencies, especially the major agencies, are located in the metropolitan area (Esparza, 2011).

There are numerous companies in the island that conduct public relations practices. These companies employ over 800 people and have estimated annual sales of \$49,547,697. (Public Relations - Puerto Rico, 2011) It is difficult to obtain an exact number of public relations agencies because of the diversity of services public relations, advertising, and marketing agencies provide (de Mier, 2011).

The top 20 firms that carry out public relations functions are:

- 1. Miramar Communications Group Inc.
- 2. Comstat Rowland
- 3. Publicis
- 4. Hill & Knowlton Puerto Rico
- 5. Nexvs Inc.
- 6. Fleishman-Hillard Inc.
- 7. The Big Think Group
- 8. Perfect Partners Inc.
- 9. C2 Group Corp.
- 10. Draft FCB Puerto Rico Inc.
- 11. Roma BC Inc.
- 12. PR Links Communications Inc.
- 13. Bird Communications Inc.
- 14. Burson Marsteller
- 15. Communications Management Consultants
- 16. Full Circle Communication
- 17. Mirabal & Associates
- 18. De Mier, Sainz De la Maza & Cestero Inc.
- 19. Upfront Communications
- 20. Frances Ríos Communications

The following links provide additional companies listed as providers of public relations practices in Puerto Rico:

agenciaspr.com

All Business: A D&B Company

Negocio.com

Level of Professionalism in Puerto Rico

Puerto Rico is one among the four countries in the world (the others being Brazil, Panama and Nigeria) where the public relations practice is regulated (Colón, 2010c; Lamadrid, 2011; Ley 204 del 8 de agosto de 2008). According to licensed practitioners, this regulation functions as a way of increasing the level of professionalism of public relations in the island (Esparza, 2011; Lamadrid, 2011). Currently, there are many people that call themselves public relations practitioners because they carry out some of the duties of a public relations practitioner. However, practitioners with the necessary academic background and license are seeking to represent the professional class and change the belief that many people hold thinking that no training is needed to be a public relations practitioner (Esparza, 2011). Regardless of the presence of pseudo-practitioners, there are still many professionals that seek continued education, making the level of professionalism in Puerto Rico relatively high (de Mier, 2011). In addition, the island counts with a professional organization, the Public Relations Practitioners Association since 1970, which is a member of the Universal Accreditation Board and is also a founding member of the Global Alliance of Public Relations (de Mier, 2011; Puerto Rico Public Relations Association Joins Universal Accreditation Board, 2004).

Practitioners can also become "Accredited in Public Relations" – APR, by becoming accredited by the Universal Accreditation Board (Rodríguez-Soto, 2010).

Also, the quality of the work produced by practitioners functions as a way of showcasing their talents (Lamadrid, 2011). Their work has been nominated and has won awards (Lamadrid, 2011) such as the EXCEL awards (Cortes, 2004; News > Ganadores Excel 2010, 2010). The EXCEL awards ceremony is held once a year since 1989, by the ARPPR. It recognizes the work of individual practitioners in categories such as: Distinguished Practitioner, Presidential Award, Francisco "Paco Oller" Award, Sixto Toro Award, Institutional Advertising, Special Events, Digital Communication, Creative Tactics to Support Marketing, Corporate Identity, Crisis Management Program, Press Program and/or Electronic Media, Public Relations Campaign, Public Service Campaign, Issues Management Program or Campaign, and Public Affairs Campaign. The awards are given out with the purpose of recognizing the excellence of the profession, highlight the professionalization of the field, promote respect for the profession, etc. (Sobre Excel, 2007)

Law No. 204 of 2008. Puerto Rico had been seeking since 1974 for the public relations practice to become a more professional field through the requirement of licensing and higher and more specialized education (Albanese, 2008; Cronología del Proceso de Regulación, 2007). The Public Relations Practitioners Association had been fighting to establish a regulatory board, prerequisites in education, continual education, and a code of ethics for the practice (Albanese, 2008; Ley 204 del 8 de agosto de 2008). Edward Bernays, who had recognized the development of the profession in the island, knew that if Puerto Rico obtained regulation for the profession, it could serve as a role model for other countries (Ojeda, 2009).

Gov. Aníbal Acevedo Vilá signed the Senate Bill 2450 into law on Aug. 8, 2008. Law No. 204 of 2008 gave the title of "licenciado en relaciones públicas" (translation by author: licensed in public relations) to any practitioner who was granted a license (Albanese, 2008). The reason for creating Law No. 204 of 2008, properly titled "Ley para la Creación de la Junta Reglamentadora de Relacionistas de Puerto Rico" (translation by author: Law for the Creation of the Regulatory Board of Public Relations Practitioners of Puerto Rico), was to elevate the level of professionalism of the practice. Also, the law sought to provide a way of enforcing its code of ethics among practitioners, watch out for the interests of the public, partner with the business community and the government by identifying professionals that are prepared to work as public relations practitioners, and to promote continued education among practitioners. The Regulatory Board of Puerto Rico's Public Relations practitioners is composed of five members that have been named by the Governor with the approval of the Senate (Ley 204 del 8 de agosto de 2008).

In order to become a licensed public relations practitioner, people must have one of the following characteristics:

- 1. Possess a Bachelor's degree in Public Relations from an accredited institution.
- 2. Possess a Bachelor's degree in Communications from an accredited institution with a concentration or a minor in Public Relations and have at least two years of experience in the public relations field.
- 3. Possess a Master's degree in Public Relations from an accredited institution.
- 4. Be an accredited member of the Public Relations Society of America. (Ley 204 del 8 de agosto de 2008)

Licensed practitioners must certify, through documented evidence, that they have met the continuing education requirements set by the Board. Noncompliance can result in a fine of up to \$2,500.00. (Albanese, 2008; Ley 204 del 8 de agosto de 2008)

A Grandfather Clause was also delineated in order to protect professionals in practice (Blasor, 2009) and provided licenses to those practitioners in the field before the law was established. The clause states that anyone who can show through letters from three employers or clients and his/her résumé that he/she had been working in the public relations field the moment the Law was signed will be able to apply for the license. Once the license has been granted, practitioners must comply with the continuing education requirements established. (Ley 204 del 8 de agosto de 2008)

Opinions about the law quickly surfaced. Practitioners have favored the implementation of such a law because it helps with the professionalization of the practice (Universia, 2006) and because it functions as a "prestige boost" (Colón, 2010b). Fernando Valverde is very satisfied with the implementation of the law because, as cited in Colón's article, "[n]ot everyone should be permitted to practice in the field if they don't have the proper education" (Colón, 2010a, p.63).

Around March of 2010, practitioners started applying for licenses and by October 2010, the first licenses were being granted (Esparza, 2011; Lamadrid, 2011). Around 294 applications had been evaluated and approved as of October 1, 2010 and 439 were awaiting evaluation (Martínez, 2010). It is estimated that there are around 800 public relations practitioners in Puerto Rico (Lamadrid, 2011; Martínez, 2010).

The complete law can be accessed (in Spanish) through LexisJuris Puerto Rico or through the ARPPR website.

Professional Associations

Puerto Rico has one professional association within the practice since 1970, the Puerto Rico Public Relations Practitioners Association (ARPPR, as known by its Spanish acronym, Asociación de Relacionistas Profesionales de Puerto Rico. La Sociedad de Relaciones Públicas (The Public Relations Society) was a precursor of the ARPPR, but it has ceased to exist (Rodríguez-Soto, 2010).

La Sociedad de Relaciones Públicas de Puerto Rico. In 1955, Ramón C. Casablanca, José Arnaldo Meyners, Carlos Patterne, Sixto Toro, Carlos Rosa-Guzmán, Miguel A. Puig, Héctor Martínez Rigau, Claudio R. Arce, Esther G. Jensen, and Cándido Fernández founded the Public Relations Society of Puerto Rico. They became the first board of directors of the association. The association offered monthly lunches with conferences on public relations advancements; it awarded distinguished practitioners and participated in international congresses. In 1967, Carlos Rosa-Guzmán decided to leave the association because of conflicts with another member, Félix G. Méndez. Once Rosa-Guzmán had left the association, Méndez went ahead with plans to

restructure the association. However, once completed the association became inactive. (Ramos, 1985)

Asociación de Relacionistas Profesionales de Puerto Rico. The ARPPR was founded by Samuel de la Rosa, José Luis López, Rafael de Santiago, Nelly Graciani, Tom Russell, Roy Brown, Sixto Toro, Mariano Arroyo and Joe Pons (Ramos, 1985). The ARPPR is a non-profit organization targeted at public relations professionals in both the public and private sector. It seeks to promote the advancement of the profession and high ethical standards (Origen de la Organización, 2007). This is to be achieved by promoting professional development, safeguarding the practice according to the criteria of professional ethics, disseminating the roles and functions of public relations to the business community, recognizing the achievements of the professionals, taking positions of issues that affect the profession, providing a forum for discussion, and maintaining relationships and affiliations with local and international agencies (Misión de la organización, 2007). The Puerto Rico Public Relations Practitioners Association joined the Universal Accreditation Board (UAB) in 2004 (Puerto Rico Public Relations, 2004).

Other associations that public relations practitioners tend to participate in, include:

CONFIARP - Confederación Interamericana de Relaciones Públicas

PRSA - Public Relations Society of America

The Global Alliance for Public Relations and Communication Management

International Public Relations Associations

Council of Public Relations Firms

Institute for Public Relations

Portal de Relaciones Públicas

SMEI - Sales and Marketing Professional Association

Asociación de Industriales de Puerto Rico

Cámara de Comercio de Puerto Rico

OPC - Overseas Press Club of America

International Association of Business Communicators

Publications Used to Advance the Profession

Local publications to advance the public relations practice in Puerto Rico are limited (Lamadrid, 2011). Practitioners turn to the magazine Tendencias which is published by the Public Relations Practitioners Association (ARPPR). Tendencias functions as a medium to communicate information about important issues in the profession (Tendencias, 2007). Most articles are written by members of the association (de Mier, 2011). Many professionals are also subscribed to the PRSA magazines: Tactics and The Strategist (de Mier, 2011), and to PR Week, which can be accessed online (Esparza, 2011). Caribbean Business and Industriales are also referred to when practitioners seek news and advances in the field (Rosario, 2011). Finally, practitioners also turn to a blog, Relaciones Públicas en Puerto Rico, made by licensed practitioner Joseph Martínez, that informs and educates practitioners (de Mier, 2011; Esparza, 2011; Lamadrid, 2011; Rosario, 2011).

Brief history of communications in Puerto Rico

XIX Century

The first newspaper in Puerto Rico, *La Gaceta* (Galván, 2009) was published thanks to the arrival of the printing press between 1805 and 1806 (Zayas, 2010). *La Gaceta* was a medium through which the government could provide centralized information (Zayas, 2010). After the US invasion in 1898, *La Gaceta* continued to be published under the name *La Gaceta de Puerto Rico* until the early 1900s (Zayas, 2010).

XX Century

Similarly to the way the printing press facilitated the publishing of the first newspaper in Puerto Rico, other technologies (such as electricity, the telegraph, the telephone and the "ferrocarril") continued to develop throughout the XX century, aiding the communication process. For example, printing was facilitated, allowing newspapers to print more copies of each edition.

The change in the economic system to a capitalist system also brought about many developments in the media sector. Some newspapers ceased to exist, while others (e.g. *El Imparcial* and *El Mundo* – both national newspapers) were born. *El Boletín Mercantil*, *La Democracia* and *La Correspondencia* survived the changing economy. Many benefits came about from publishing national newspapers: firstly, the telecommunications industry and the journalistic industry started professionalizing itself; secondly, literacy rates started to rise – 68.5% in 1940 and 74.4% in 1950.

Not only were newspapers expanding, but the radio industry started developing. On December 2, 1922, WKAQ initiated radio transmission. The first words said were: "Esta es WKAQ, en San Juan, capital de Puerto Rico, la Isla del Encanto y donde se produce el mejor café" (translation by author of this paper: This is WKAQ, in San Juan, capital of Puerto Rico, the Island of Enchantment and where the best coffee is produced). This was quickly followed by numerous other radio stations such as WNEL in 1934, WPRP in 1936, WPRA-Mayagüez in 1937, WPAB in 1940, and WIAC in 1943.

In 1954, WKAQ-Telemundo and WAPA (channel 4) began transmitting through television. WIPR (channel 6) began transmitting in 1958, followed by WRIK. In 1960, WKBM was granted a license to operate.

1970s

During the 1970s, the newspaper industry continued to evolve. *El Imparcial* stopped printing and *El Mundo* ceased to operate in 1987, after years of financial problems and strikes. However, newspapers such as *El Nuevo Día* and *El Vocero*, newspapers that currently print daily editions, emerged.

1980s

During the 1980s, more television stations emerged. Seven new channels (WPRV, WSJU, WJSN, WRWR, WMTJ, WECN, and WUJA) began operating which focused on news and educational and religious issues.

1990s

The radio and television industries underwent great changes in the 1990s. In 1996, a new law was enacted by the US, the Telecommunications Act of 1996 from the Federal Communications Commission, which deregulated the communications industries and allowed for private ownership.

The arrival of the Internet also brought about many changes. Although Puerto Rico started using the Internet through UPRnet in 1988, a network managed by the University of Puerto Rico, in 1994 CaribeNet became the first privately owned Internet company.

XXI Century

The arrival of the Internet also allowed Puerto Ricans to communicate through other medium in the XXI century, including but not limited to blogs (puertoblogs offers a list of blogs by Puerto Ricans frequently used by public relations practitioners), social networking sites (which is still limited), and video streaming. Also, with the start of the XXI century, three large conglomerates dominated the communications industry: *El Grupo Ferré Rangel*, the Spanish Broadcasting System, and Univisión.

Media environment

Puerto Rico uses all forms of media (newspapers, radio, television, and internet) to disseminate information to the public (Galván, 2009). Most of these media is privately owned and therefore, the government has very little control over the content expressed. Freedom of expression and press is protected by article II, section 4 of the Constitution of Puerto Rico (Galván, 2009).

Subervi (1995) identified several factors that contributed to the development of mass media in Puerto Rico. The first is the political and economic relationship that Puerto Rico has with the United States. The colonial status of Puerto Rico makes mass media subject to the regulation and judicial authority of the United States (Subervi-Vélez, 1995). The second is the constitutional arrangement Puerto Rico has with the United States. Puerto Rico is still under the Constitution and Bill of Rights of the United States. Many agencies such as the Federal Communications Commission, the US Customs Office, and the Department of Commerce, have some type of control of the media environment in Puerto Rico. The Federal Communications Commission regulates all telecommunications (de Mier, 2011; Esparza, 2011; Lamadrid, 2011; Subervi-Vélez, 1995) and grants all licenses for radio and television transmissions (Subervi-Vélez, 1995). The US Customs Office is in charge censoring any material that comes from other countries (Subervi-Vélez, 1995). The Department of Commerce controls the production and transmission of information through mass media (Subervi-Vélez, 1995). Another factor that influenced the development of mass media is the educational system. School in Puerto Rico is mandatory from the ages of six to 16, and the learning of English is mandatory (Subervi-Vélez, 1995).

Most information is communicated in Spanish; however, communication in English has been very important since the arrival of the Americans in 1898 (Galván, 2009). American media has influenced the press as well. Puerto Rican press is reliant on American news agencies such as the Associated Press (AP) and United Press International (UPI) (international news agencies like Agence France and Prensa Latina are also used). (Subervi-Vélez, 1995)

Print Media

Puerto Rico has daily newspapers, newspapers by subject, and regional newspapers (Lamadrid, 2011). The island has four daily newspapers: El Nuevo Día, Primera Hora, El Vocero, and the Puerto Rico Daily Sun (Casiano & López del Toro, 2011; de Mier, 2001; Esparza, 2011; Lamadrid, 2011; Marketers hoping for a brighter future, 2011). El Nuevo Día and Primer Hora are owned by Grupo Ferré Rangel. "El Nuevo Día is the largest multimedia company in Puerto Rico with the number one print daily newspaper and online newspaper website... Currently, 59% (1.9 million) of the population, read El Nuevo Día print newspaper or visited its online website every week" (El Nuevo Día, 2011, ¶1-2). Primera Hora is the youngest newspaper in Puerto Rico; it began publishing in 1997 and has captured the attention of young audiences (Marketers hoping for a brighter future, 2011; Primera Hora, 2011).

The San Juan Star, the only newspaper to win a Pulitzer Prize in Puerto Rico, was also a popular daily newspaper. However, in 2008 the newspaper announced it would cease to exist possibly due to management problems, the economic recession and the union's refusal to accept concessions (Martínez, 2008).

Newspapers that concentrate on specific subjects include but are not limited to Caribbean Business (economy), Claridad (political), and El Visitante (religious) (Lamadrid, 2011). There are numerous regional newspapers, including but not limited to La Semana and La Estrella del Oeste (Lamadrid, 2011). Many newspapers and magazines offer online versions of their daily editions (Galván, 2009).

The newspaper industry is going through a crisis. The situation that the San Juan Star went through is similar to what other newspapers in the island are facing. El Vocero and El Nuevo Día recently dismissed employees in order to continue operating. Some of the challenges the industry is facing include a decrease in income from advertising sales and readers switching to an online medium (Martínez, 2008).

There is an abundant amount of magazines available. Magazines focus on topics of human interest such as "music, arts, sports, food, festivals, outdoor activities, entertainment, and travel" (Galván, 2009, p. 6.7). Casiano Communications publishes the two leading magazines: Imagen and Buena Vida (Marketers hoping for a brighter future, 2011).

Radio

More than half of all Puerto Ricans (54%) listen to radio every day (Marketers hoping for a brighter future, 2011). Puerto Rico has more radio stations per square mile than any other country of the world (Esparza, 2011; Lamadrid, 2011). It ranks number 14 according to Arbitron Inc. (Marketers hoping for a brighter future, 2011). As of 2007, there were around 125 radio stations operating (Central Intelligence Agency, 2011). The Spanish Broadcasting System (SBS) has a 29.5 AQH (average quarter-hour persons), making it the number 1 ranked radio platform (Marketers hoping for a brighter future, 2011). The Spanish Broadcasting System owns 11 FM stations that air music of different genres, from reggaetón to mainstream music. SBS is followed by Uno Radio Group and Univisión Radio (Marketers hoping for a brighter future, 2011). Univisión Radio, NotiUno and Radio Isla are AM stations that provide news 24 hours a day (de Mier, 2011).

Television

Local channels are limited (Channel 2 - Telemundo, Channel 4 – WAPA TV, Channel 6 – Puerto Rico TV, Channel 11 - Univisión, Channel 13 – religious channel, and Channel 40 – Ana G. Méndez system) (Lamadrid, 2011) given that television is mostly controlled by american corporations (Subervi-Vélez, 1995). "Puerto Rico has three main commercial-TV stations: WLII-TV Channel 11 (Univisión), the NBC-owned WKAQ-TV Channel 2 and WAPA-TV Channel 4 (branded as Televicentro)" (Marketers hoping for a brighter future, 2011, ¶6).

Television has been greatly influenced by the appearance of cable television (Lamadrid, 2011) in 1971 (when it was authorized) (Subervi-Vélez, 1995). However, it became popular towards the end of the decade (Subervi-Vélez, 1995). In the early 1970s, cable television was limited to the resort area of San Juan; however, by the end of the decade, the signal had been extended to the rest of the island (Galván, 2009). Cable television provided better service and better reception than average television signals (Galván, 2009). Cable television has cut into the shares of Univisión, WAPA, and Televicentro (Marketers hoping for a brighter future, 2011). Television stations nowadays, like radio stations, also provide shows in an online format (Galván, 2009).

Internet

Puerto Rico is known for having a high Internet usage rate (Lamadrid, 2011). There were over 1,000,000 Internet users in Puerto Rico as of 2010, representing 25.1% of the population (Internet World Stats Usage and Population Statistics, 2010), most of which accessed the Internet through a high-speed connection. Puerto Rico is ranked number 17 among the top internet users in Latin America (Casiano & López del Toro, 2011).

According to the data presented by Carlos Moreno from a study conducted by the Sales and Marketing Executives Association (SME), in 2008, the Internet had a penetration of 38%, with an expected increase to 50% by the year 2015 (Martínez, 2008). More recent data shows that Internet usage has increased by 45% and is expected to increase to 60% by 2015 (Marketers hoping for a brighter future, 2011). Users usually access the Internet from home (85.5%) between 5:00 p.m. and 10:00 p.m. They have an annual income of \$20,000 to \$25,000 and are between the ages of 25 to 39. A common reason to use the Internet is to purchase airplane tickets, although reasons of usage vary by age group. Younger users (between the ages of 12 and 17) are driven to the Internet for school work, while 18 to 34 year olds use it to send emails, download music and conduct searches. Older age groups (between the ages of 35 to 49) are driven to the Internet to read emails, do web browser searches, and read online newspapers. The most visited websites include: Google, Yahoo, MSN, El Nuevo Día, YouTube, MySpace, Facebook, Caribbean Cinemas and Banco Popular. (Martínez, 2008) This shows the impact that social media is having in Puerto Rico, which allows public to have more control and access to information (Sosa-Pascual, 2010). Advertising agencies are increasing the use of social media. The island has more than 1.2 million Facebook users, each with over 100 friends. This is seen as an opportunity for advertisers to promote their clients' brands. (Marketers hoping for a brighter future, 2011)

Future Tendencies in Public Relations and the Media Environment

In the past few years, companies seem to be decreasing television media investments and using more public relations, given that people get information using a variety of alternative mediums (Blasor, 2008). Technological developments have altered the way that practitioners communicate with their clients and their audiences (Colón, 2010b). As more communication channels are created, such as social media, public relations practitioners will become even more essential in the industry (Esparza, 2011; Lamadrid, 2011). Social media (and the Internet) are "reinventing public relations functions" (Rosario, 2011). Public relations - and every other industry - is going to have to rebuild itself around social media (Rosario, 2011).

Practitioners do not believe that the practice of public relations will decrease in the future (de Mier, 2011; Esparza, 2011; Lamadrid, 2011). It will continue being an essential part of all organizations (de Mier, 2011). Environmental aspects, such as the recent economic recession, will also bring about a higher need for public relations since organizations will have to find a way to get their name to the public and build a positive image (Lamadrid, 2011). Also, the growing numbers of independent public relations practitioners will allow smaller business to obtain access to the basic public relations necessities (de Mier, 2011).

The public relations practice is also expected to strengthen substantially given the licensing requirements that are being implemented, the advancements in education that are being made, the compliance with ethical standards, the voluntary accreditation offered y the PRSA and UAB, and the increased amount of seminar offered by the ARPPR (Burgos, 2010).

Media Directory of Puerto Rico

The following media directory was obtained **directly** from Ciudad Seva, a web page that is updated quarterly by the graduate students of the Universidad del Sagrado Corazón (Directorio de Medios de Puerto Rico, 2011).

Agencia EFE, Cobian's Plaza, Oficina 214 Santurce, PR, 00910, 787-723-6023 (phone), 787-725-8651 (fax), redacpr@efe.com.

CyberNews, Apartado Postal 12043, SJ, PR, 00914, 787-644-8418 (phone), 787-603-6653 (phone), redaccion@cybernewspr.com, cybernewspr@gmail.com.

Inter News Service, Apartado 9023025, San Juan, Puerto Rico 00902-3025. 787-368-6353 (phone), info@internewsservice.com, internewsservice.com.

National Newspapers

El Nuevo Día, Apartado Postal 9067512, SJ, PR 00906-7512, 641-8000 (Board), 641-7600 (Drafting), 641-3924 F (Drafting), 641-3927 (fax) (Por Dentro), endi.com, redaccion@elnuevodia.com, elpais@elnuevodia.com

El Vocero, Apartado Postal 9067515, San Juan de PR 00906-7515, 721-2300 (phone), 787-622-7483 and 787-725-8422 (fax), Escenario: 787-724-8438 (fax), vocero.com, redaccion@vocero.com

Primera Hora, Apartado Postal 7141, San Juan, PR 00936-1471, 641-5454 (phone), 641-4472 (fax), primerahora.com, asi@primerahora.com, redaccion@primerahora.com

Puerto Rico Daily Sun, Urb. La Riviera, 943 de Diego Ave. San Juan, PR, 00921, Apartado Postal 195604, San Juan, PR 00916-5604, 787-969-3477, 787-782-3440, 787-969-3479 and 787-969-3480 (phone), 1-866-641-4557 and 787-749-4839 (fax), editorial@prdailysun.net

Weekly National Newspapers

Bandera Roja, Apartado 22699, Estación UPR, San Juan, Puerto Rico 00926-2699, info@bandera.org, webmaster@bandera.org, bandera.org

Caribbean Business, Apartado Postal 12130, San Juan, PR 00914-0130, 728-3000 ext. 4270 and 2100 T, 268-1626 F, casiano.com, editor@casiano.com, editor2@casiano.com

Claridad, Urb. Santa Rita, Nº 57, Calle Borinqueña, San Juan, PR 00925-2732, 777-0534 (phone), 777-0537 (fax), claridadpuertorico.com, claridad@wnetpr.net

El Visitante, Apartado 41305, Estación Minillas, San Juan, PR 00940-1305, 787-728-3710 (phone), 787-268-1748 F, elvisitante.net, director@elvisitante.biz

Radio Stations

Radio Huelga 1650 AM, redaccion.radiohuelga@gmail.com, radiohuelga@gmail.com, radiohuelga.com, ustream.tv/channel/radiohuelga

WABA 850, 787-891-0085, 787-891-1230 and 787-638-9312 T, waba850am@yahoo.com, waba850.com

WAEL FM, 600 Calle R. Ramírez Pabón Urb. Guanajibo Homes, Mayagüez, PR, 00682-1100, 787-834-4696 T (FM) 787-832-4560 (phone), 787-832-0600 (phone), 787-805-0800 (fax), waelfm96.com, waelinc@prtc.net, waelinc@gmail.com

WALO AM, 1240 AM (Radio Oriental), Apartado 9230, Humacao PR 00792, 787-852-1240 (phone), 852-1280 F, beatrizarchilla@waloradio.com, waloradio.com

WAPA AM, Radio, Urb. Baldrich 134 Ave. Domenech, San Juan, PR 00918-3502, 787-763-1066 T, 763-3201/763-4195 (fax), waparadiopr.com, jblanco25@hotmail.com, jblanco.wapa@yahoo.com

WBMJ AM y **WIVV** (The Rock Radio Network), Ponce de León 1409, 4to Piso San Juan, PR 00907-4023, Apartado 367000 San Juan, PR 00936-7000, 724-1190 and 724-4171 T, 722-5395 (fax), radio@therockradio.org, therockradio.org

WBRQ FM, New Life Broadcasting, PO BOX 6715 Caguas, PR 00726-6715, 787-744-1297 (phone), 787-745-9777 (fax), nuevavida@nuevavidafm.net, enruta@nuevavidafm.net, cerrandoeldia@nuevavidafm.net, nuevavidafm.net

WCAD FM, Apartado 9024188, San Juan PR 00902-4188, 726-6144 (phone), 268-3313 (fax), alfarock.com, alfa@alfarock.com

WCMA FM (Romance 96), Centro Industrial Amelia, Calle Frances 42, Guaynabo PR 00968, Apartado 949 Guaynabo, PR 00970-0949, 787-622-9700, 622-9650 (phone), 622-9484 (fax), spanishbroadcasting.com

WCMN FM, Apartado 436, Arecibo PR 00613, 878-0070 (phone), 880-1112 (fax), unoarecibo@gmail.com, unoradio.com

WCPR AM, Apartado 316 Coamo, PR 00769, 787-825-7061(phone) and 787-825-1905 (fax), musicaldjs@yahoo.com

WEGA AM, Apartado Postal 1488 Vega Baja, PR 00694, 787-855-1350 (phone), 787-855-0386 (fax), nuevavictoria1350@yahoo.com

WENA, Apartado 1330, Yauco, PR 00968-1330, 787-267-1330 and 787-856-1330 (phone), 787-267-1340 (fax), wena@coqui.net

WERR FM (Radio Redentor), Apartado 29404, San Juan PR 00929-9404, 787-751-6003, 787-751-6318, 787-751-1310 and 787-751-1310 (phone), 787-751-6854 (fax), redentor104fm.com, nguzman@redentor104fm.com

WEXS, Apartado Postal 640 Patillas, PR 00723, 787-839-0610 (phone), 787-839-0960 (fax), x61radio@gmail.com, leonespatillas.com

WFID FM (Radio Uno Group, Fidelity), Apartado 363222, San Juan PR 00936-3222, 787-474-0630, 787-758-6096, 787-294-0050, 787-841-1019 (phone), 787-767-9343, 787-787-2319 (fax), unoradio@gmail.com, notiuno630@gmail.com

WHOY AM, Apartado Postal 1148 Salinas, PR 00751-1148, 787-824-3420 and 787-824-2755 (phone), 787-824-8054 (fax), whoyam@yahoo.com

WIAC 102 FM, 740 AM, (Cadena Radio Puerto Rico, Sistema 102) Apartado 9023916, San Juan PR 00902-3916, 787-620-9898 and 787-620-1740 T (Radio Puerto Rico), noticias740@gmail.com

WIAC AM, Apartado Postal 489 Mayagüez, PR 00681, 787-652-1290, 787-652-3970 (phone), 787-620-0720 (fax), bestov@centennialpr.net

WIDA 90.5 FM (Cadena Radio Vida), PO Box 188 Carolina, PR 00986-0188, 787-757-1414, 787-757-1717 y 787-757-1733 T, 787-769-4103 (fax), cadenaradiovida.com, radiovida@cadenaradiovida.com

WIOA FM (Estereotempo), Apartado 949, Guaynabo PR 00970-0949, 622-9900 (phone), 787-622-9478 (fax), estereotempo@gmail.com

WIOB FM (Grupo SBS Estereotempo/Frecuencia Mayagüez), Apartado 1718, Mayagüez, PR 00681-1718, 787-834-1094 (phone), 787-265-4090 (fax)

WIOC FM (Grupo SBS Estereotempo/Frecuencia Ponce), Apartado 7302, Ponce, PR 00732-7302, 787-842-1287 and 787-622-9700 (phone), 787-842-2941 (fax)

WIPR Radio 940 AM ó 91.3 FM, Apartado 190909, San Juan, PR 00919-0909, 787-766-0660 (noticias) and 787-751-6548 (phone), 787-766-0505 (Board), 787-250-8258 (fax), tutvwebmaster@cprd.gobierno.pr, tutv.puertorico.pr

WIVA FM, Apartado Postal 3822 Mayagüez, PR 00681, 787-832-1003 (phone), 787-831-7969 (fax), mrivera@unoradio.com, unoradio.com

WIVV AM (The Rock Radio Network), HC 02 Box 13902, Vieques, PR 00765-9664, 787-741-8717 T (en Vieques) y 787-724-1190 (en San Juan) T, 787-724-9265 F, therockradio.org, radio@therockradio.org

WKAQ 580 AM (Univisión Radio), Apartado 364668, San Juan, PR 00936-4668, 787-758-5800 (phone), 787-756-5220 (fax), 787-754-8174 Noticias, wkaqradio.com, noticias@univisionradio.com

WKCK AM, Carr. 155 Bo. Gato Orocovis, PR - 00720, Apartado 1210 Orocovis, PR 00720-9469, 787-867-4390 (phone), 787-867-2311 (fax), cumbre1470.com, servicio@cumbre1470.com

WKFE AM, Apartado 324, Yauco, PR 00698, 787-267-1919 and 787-856-1320 (phone), 787-856-4420 (fax), wkfefelicita@yahoo.com

WKJB 710 AM, Apartado 1293, Mayagüez, Puerto Rico 00681, 834-6666 x2207 (phone), 831-6925 (fax), wkjb_wpra@yahoo.com

WKSA FM, Apartado Postal 750 Isabela, PR 00662, 787-872-2030 (phone), 787-872-0802 (fax), wisaam@prtc.net, wisa1390.com

WKVM 810 AM, Urb. Roosevelt, Calle Carbonell 415, Hato Rey PR 00918, 787-751-1018, 787-330-4982 and 787-300-4983 (phone), 758-9967 (fax), acorales@radioorofm.com

WLEO AM, Apartado 7213 Ponce, PR, 00732, Calle Puerto Viejo 46, Ponce, PR 00716, 787-842-1170 (phone), 787-840-0049 (fax)

WLEY AM (Radio Isla 1320), 100 Gran Boulevard Paseos, Suite 403-A San Juan, PR 00926, 787-292-1700 and 787-292-1703 (phone), 787-292-1717 (fax), noticias@radioisla1320.com. In Cayey: 787-263-0288 (phone) and 787-738-7744 (fax).

WLUZ 1600 AM, Acción 1600, Avenida Ponce de León 1311, Suite 600, San Juan, PR 00907, 787-289-0241 (phone), 787-724-0196 (fax).

WMDD 1480 AM, Apartado Postal 948 Fajardo, PR 00738, 787-863-0202, 787-863-0022 and 787-860-1480 (phone), wmdd@tropical1480.com

WMEG FM 106.9 or 95.1 FM (Grupo SBS, La Mega), Apartado 949, Guaynabo, PR 00970-0949, 787-622-9700 (phone), 787-622-9484 (fax).

WMIA AM, Apartado Postal 1055 Arecibo, PR 00613, 787-878-1275 (pone and fax)

WMNT AM, Apartado 6 Manatí, PR 00764, 787-449-1502 (phone), 787-854-3820 (fax), radioatenas.com, noticias@radioatenas.com

WMSW 1120 AM Radio Once, Aurora Broadcasting Corp., Apartado Postal 141526, Arecibo, Puerto Rico 00614, Marginal Plaza del Norte Km. 81.9 Edificio Atlantic Radio Mall Hatillo, 787-633-3317, 787-648-1120 (phone), 787-880-2461 and 787-880-2461 (phone and fax), radioonceam@hotmail.com, radioonce.com

WNIK 1230 AM Única Radio, Unik Broadcasting System., Apartado Postal 141526, Arecibo, Puerto Rico 00614, Marginal Plaza del Norte Km. 81.9 Edificio Atlantic Radio Mall, 787-816-1230 and 787-880-2461 (phone), uniradio1230.com

WNIK FM, Apartado Postal 556 Arecibo, PR 00613, 787-880-2607 (phone), 787-879-1011 (fax), superk106@gmail.com

WNRT 96.9 FM, Apartado 13324, Santurce PR 00908, 787-758-8562 y 787-999-0360 (phone), 787-758-8833 and 787-999-1560 (fax), triunfofm@prtc.net, triunfo969fm.com

WODA FM, (Grupo SBS, Onda Reggaeton 94) Apartado Postal 949 Guaynabo, PR, 00970-0949, 787622-9700 (phone), 787-622-9484 (fax), lamusica.com, reggaeton947.com

WOIZ, Apartado Postal 561130 Guayanilla, PR 00656, 787-835-1381 (phone), 787-835-3130 (fax), radioantillas@yahoo.com, radioantillas.4t.com

WOLA AM, Apartado 669A Barranquitas, PR 00794, 787-857-1380 (phone), 787-857-1381 (fax), info@radioprocer.com

WOND FM (Reggeatón 94) (Grupo SBS Estereotempo/Frecuencia Mayagüez), Apartado 1718, Mayagüez, PR 00681, 787-834-1094 (phone), 787-265-4090 (fax), opacheco@sbspuertorico.com

WOQI AM, Apartado Postal 7243, Ponce, PR 00732-7243, 787-842-2941 (phone), 787-840-7077 (fax), trafico@wpabradio.com

WORA AM, Apartado Postal 3822 Mayagüez, PR 00681, 787-834-2320 (phone), 787-831-7969 (fax), rmadeline@gmail.com

WORO 92.5 FM, Calle Carbonell 415, San Juan, PR 00918, 751-1380 and 787-300-4980 (phone), 758-9967 (fax), acorales@radioorofm.com

WOSO AM, Apartado Postal 11487 San Juan, PR 00910-2587, 1253 Calle Las Palmas, San Juan, PR 00907, 787-724-1030 and 787-724-4242 (phone), 787-723-9676 (fax), woso.com, mariano@woso.com, sergio@woso.com

WPAB 550 AM Radio (Ponce), Apartado 7243, Ponce PR 00732, 787-840-5500, 840-5190 and 787-840-3430 (News) (phone), 842-7174 and 787-842-7174 (News) (fax), noticias@wpabradio.com, wpabradio.com

WPPC AM, Apartado Postal 9064, Ponce, PR 00732-9064, 787-836-1570, 787-840-7105 and 787-848-4670 (phone and fax), felicidad@hotmail.com, wppc1570am.org

WPRA 990 AM Apartado 1293, Mayagüez 00681, 787-265-9910, 787-834-0990 (phone), 787-831-6925 (fax), wkjb_wpra@yahoo.com

WPRM 98.5 FM (Uno Radio Group, Cadena Salsoul), Apartado 487, Caguas PR 00726-0487, 744-3131 (phone), 787-744-3132 (phone), 743-0252 (fax), salsoul.com, recepcion.salsoul@unoradio.com

WPUC Católica Radio, Ave. Las Américas 2250, Suite 529, Ponce, PR 00717-9997, 787-844-8809, 787-651-2018, 787-651-2000 exts. 2600 and 2601 (phone), 787-651-2022 (fax), catolicaradiopr.com, info@catolicaradopr.com

WQBS AM, Marginal Boris 1508, Urb. Antonsanti, Río Piedras PR 00927, 765-1501, 787-765-1975 (phone), 765-2965 (fax), canal30.net, angel@canal130.net

WQII 1140 AM, 11Q Cadena Nacional, Apartado 193779, San Juan, PR 00919-3779, 787-723-4848 (phone), 787-723-4035 (fax), oramos@11qradio.com

WRSS AM (Radio Progreso Tu Nueva Familia), Apartado 1410 San Sebastián, PR 00685, 787-280-1410 and 787-896-2121 (phone), 787-896-5753 (fax), radioprogresopr.com

WRTU FM, Apartado Postal 21305 San Juan, PR 00931-1305, 787-764-0000 ext. 1255, 763-5199 (News) (phone), 787-764-1240 (fax), noticias@wrtu.pr, radiouniversidad.org

WRXD Red 96, Calle Frances Lote 42, Amelia Industrial Park, Guaynabo, PR 00968, 787-622-9700 and 787-622-9650 (phone), 787-622-9481 (fax), red96.fm, noticias@red96.fm

WSKN 1320 AM, Media Power Group, Radio Isla, 100 Boulevard Paseos, Suite 403 A San Juan, PR 00926, 787-292-1700 (phone), 787-292-1717 (fax), radioisla1320.com, noticias@radioisla1320.com, lpenchi@radioisla1320.com

WTIL AM, Urb. Sultana, Calle Castilla 261 Mayagüez, PR 00680, 787-652-0635 (phone), 787-652-0636 (fax), jrnieves@gmail.com

WTPM FM (Radio Paraíso), Paraíso 92 sector Cuba #1060, Mayagüez, PR 00680, Apartado Postal 1629 Mayagüez, PR 00680, 787-831-9200 (phone), 787-831-9292 (fax), wtpm@eleden.net, wtpm.org

WUKQ FM, Apartado 364668, San Juan, PR 00936-4668, 787-758-5800 (phone), 787-833-9911 (fax), kq105fm.com

WUKQ 1420 AM, Univisión Radio, Calle Lolita Tizol 47 Ponce PR 00731, 787-843-0470 (phone), 787-843-0475 (fax), wguevara@univisionradio.com.

WUKQ 99.1 FM, Mayagüez, Univisión Radio, Calle Ramírez Pabón Urb. Guanajibo Homes, Mayagüez PR 00682, 787-833-9910 (phone), 787-833-9911 (fax), wguevara@univisionradio.com.

WUNO Noti Uno, Apartado 363222, San Juan, PR 00936-3222, Urb. El Cerezal, calle Ponce de León 1581, Río Piedras, PR 00926, 787-758-1300 (phone), 751-2319 (fax), noticias@notiuno.com, notiuno.com

WUPR Éxitos 1530, Anexo Centro Comercial Cabrera, Utuado, PR 00641, Apartado Postal 868 Utuado, PR 00641-0868, 787-894-1530 and 787-894-2460 (phone), 787-894-4955 (fax), wupr@coqui.net, exitos1530.com

WVID FM (Vid 90, La Capital del Jazz), Avenida Hiram D. Cabassa #34 Mayagüez, PR 00681; Apartado Postal 3420 Marina Station, Mayagüez, Puerto Rico 00680; 787-832-9090 (phone), 787-265-4433 (fax), vid90jazz.com, info@vid90jazz.com.

WVJP AM/FM (Dimensión), Bo. Tomás de Castro #2, Carr. 789 KM 0.7 Caguas, PR 00725, Apartado 207, Caguas, PR 00726, 787-743-5790 and 787-743-5791 (phone), 787-746-6996 (fax), traficodimension103@yahoo.com

WVOZ FM (Mix 107.7), Calle Bori 1554 San Juan, PR 00927, 787-282-9758, 787-274-1800 (phone), 787-281-9758 (fax), wvozam@yahoo.com

WWNA AM, Apartado 7 Moca, PR 00676, 787-252-0101 (phone), 787-252-0001 (fax)

WXLX FM (La X), Carr. 301 Km 7.4 Bo. El Corozo Cabo Rojo, PR, 787-255-2325 (phone and fax).

WXRF AM, Apartado 1540, Guayama, PR 00785, 787-864-1540 T, 787-866-1540 (phone and fax).

WXRS AM, Apartado 1540 Guayama, PR 00784, 787-864-2224 T, 787-864-1540 (phone and fax).

WXYX FM, (La X) HC 71, Apartado Postal 15390, Bayamón PR 00956-9507, 785-9390 (phone), 785-9377 (fax), lax.fm, info@lax.fm

WYEL 600 AM (Mayagüez Retransmisión de WKAQ 580) Univision Radio, Calle Ramírez Pabón Urb. Guanajibo Homes, Mayagüez PR 00682, 787-833-9910 (phone), 787-833-9911 (fax), wguevara@univisionradio.com.

WYQE 92.9 FM (Yunque 93) PO Box 9300, Naguabo, PR 00718, 787-874-9300 (phone), 787-874-9290 (fax), yunque93.com, produccion@yunque93.com

WZAR, Apartado Postal 7213 Ponce, PR 00732-7213, 787-841-1011 (phone), 787-840-0049 (fax).

WZMT FM, Apartado Postal 7302 Ponce, PR 00732, 787-842-0166 and 787-842-1287 (phone), 787-842-2941 (fax)

WZNT FM (Grupo SBS, La Zeta), Apartado 949 Guaynabo, PR 00970-00949, 787-622-9700 (phone), 787-622-9484 (fax).

WZOL FM, Apartado Postal 29027 San Juan, PR 00929-0027, 787-767-1005 (phone), 787-758-1055 (fax), radiosol.org, wzol@radiosol.org

Television Stations

PRTN (Puerto Rico Television Network), Ruiz Belvis #41, Caguas, PR 00725, 787-745-5520 (phone), 787-653-6896 (fax), jbmgroup@libertypr.net

WAPA TV Canal 4, Televicentro, Apartado 362050, San Juan, PR 00936-2050, 787 792-2623 (Board of News), 792-4444, exts. 1042 y 1066 T (News),792-6050 (fax), televicentropr.com, wapa.tv

WCCT TV Canal 54, CDM Internacional, La Cadena del Milagro. Apartado postal 949, Camuy PR 00627, 787-898-5400 and 787-898-5410 (phone), 787-262-6004 (fax), info@cdminternacional.com, ventas@cdminternacional.com

WIPR TV Canal 6, Puerto Rico TV, Apartado 190909, San Juan PR 00919-0909, 787-766-0509, 787-766-0505 and 787-766-0660 (phone) (Board of News), 766-0803 (phone) (News), 766-0478 and 753-9846 (fax), tutv.puertorico.pr, rosa@tutv.puertorico.pr, hramos@tutv.puertorico.pr

WKAQ TV, Canal 2, Telemundo, Apartado 366222, San Juan, PR 00936-6222, 641-2222 (phone) (Board), Ext. 2220 (News), 641-2179 and 641-2181 (fax) (News), 641-2179 (fax) (Social News), telemundopr.com, telemundo@telenoticias.com

WLII TV, Canal 11, Univisión, Calle Carazo núm. 64 Guaynabo, PR 00969, Apartado 7888 Guaynabo PR 00970-7888, 787-300-5000 (Board), 620-1111 (Board) (phone), 787-300-5101 and 787-300-5169 (fax) (News), univision.centennialpr.net, lasnoticias@univision.net

WMTJ, Canal 40, Sí TV, Apartado 21345, San Juan, PR 00928-1345, Calle Isidoro Colón, Km 0.3 Cupey, Río Piedras, 766-2600 (phone), 250-8546 (fax).

WOLE Canal 12, Edif. Western Bank, Calle Méndez Vigo 19 Piso 7 Mayagüez, PR 00681, Apartado Postal 1200 Mayagüez, PR 00681-1200, 787-833-1200 and 787-997-1200 (phone), 787-831-6330 (fax), wole@coqui.net

WORA, Canal 5, Apartado Postal 43, Mayagüez, PR. 00681-0043, 787-831-5555 (phone), 787-833-0075 (fax), info@woratv.com, woratv.com

WORO TV Canal 13, Teleoro, Apartado 9021967, San Juan PR 00902-1967, 787-300-5386 ext 1356 (phone), 787-300-5387 (fax), jcordero@teleoro.tv, noticia@teleoro.tv, jcodero@teleoro.tv

WSTE TV 7, Grande Televisión (Súper Siete), Apartado 2528 San Juan, PR 00970, Edificio Univisión PR #64 Calle Carazo Street, Primer Piso, Guaynabo, PR 00969, 787-300-5000 and 787-300-5185 (phone), 787-300-5175 (fax), rgallardo@univision.net

Regional Press

De Todo Carolina, Apartado 3558, Carolina PR 00984-3558, 768-7800 and 787-768-3945 (phone), 787-768-7819 (fax), detodo@prtc.net

El Diario Vegabajeño, Apartado Postal 505, Vega Baja, PR 00694-0505, Calle Acosta 66, Vega Baja, PR 00693, 787-858-2060 (phone), eldiariovb.com, editor@eldiariovb.com, thomasjimmyrosario@yahoo.com

El Expreso de Puerto Rico, Apartado 465, Dorado, PR 00646, Sector Media Luna Carr. 854 KM 4.1 Toa Baja, PR 00949, 794-2000 (phone), 794-2273 (fax), elexpresso.com, redaccion@elexpresso.com

El Faro del Suroeste, Calle Maceo #13, Cabo Rojo, PR 00623, 787-851-6118 T, info@periodicoelfaropr.com, periodicoelfaropr.com

El Horizonte, Apartado Postal 70012, PMB 33, Fajardo PR 00738-7012, 787-860-3275 (cuadro), 860-0446 (phone), 860-3451 (fax), hsantos@elnuevodia.com, redacción@horizontepr.com

El Impacto, Apartado 5000, Suite 900, Aguada, PR 00602, 787-868-0005 (phone), 787-868-3776 (fax), elimpacto.com, prensa@elimpacto.com

El Norte, Apartado 0068, Hatillo, PR 00659-0068, Carr. 219 Ave. Suzoni, Hatillo, PR, 262-0101, 262-0120, 787-262-0150, 787-262-0155 (phone), 262-0160 and 898-5879 (fax), edlyn.vega@elnortepr.com, elnortepr.com

El Periódico, Apartado postal 2074, Caguas, PR 00726, 787-744-7474 (phone).

El Periódico Nuevo, Apartado Postal 1885, Corozal, PR 00783, Carretera 159, Segundo Piso Ortiz Medical Plaza, 787-693-0327 (phone), 787-693-0328 (fax), elperiodiconuevo@gmail.com, elperiodiconuevo.com.

El Regional de Guayama, Apartado 10007 Suite 356 Guayama, PR 00785, Calle MacCarthur #22 Sur, Guayama, PR 00784, 864-5538 (phone), 864-7444 (fax), elregionalguayama@gmail.com, elregionalguayama@yahoo.com

La Cordillera, Apartado 1834, Cidra PR 00739, 739-3094 (phone), 739-1854 (pone and fax), lacordillera.net, lacordi@gmail.com

La Estrella del Occidente, Apartado 816, Mayagüez, PR 00681, 832-3311 (phone), 265-5590 (fax), (In San Juan: 165 Calle París, Urb. Floral Park Hato Rey, PR 00917, 754-4440 (phone), 754-4457 (fax), editor@periodicolaestrella.com

La Estrella de Puerto Rico, Apartado 366298, San Juan, PR, 00936, 140 Roosevelt Building oficina 202 Avenida Roosevelt Marginal, Hato Rey PR 00917, 754-4440 (phone), 754-4457 (fax), editor@periodicolaestrella.com, periodicolaestrella.com

La Opinión del Sur, Apartado 323 Ave. Muñoz Rivera, Ponce, PR 00717-0211, 787-840-2000 (phone), 787-840-2077 (fax), opinionsur@prtc.net

La Semana, Apartado 6537, Caguas PR 00726, 743-3346 and 787-743-5100 (phone), 743-5500 (fax), lasemana.com, redaccionlasemana@gmail.com.

La Voz del Noroeste, Apartado 732, Moca, PR 00676, voz-noroeste@hotmail.com

Más Informativo, Box 319, Call Box 5004, Yauco, PR 00698, 787-267-1750 (phone), 787-835-7514 (fax), masinformativopr.com, miltonremi18@yahoo.com

Nuevo Impacto, Calle Genaro Cautiño #7 Este, Apartado 3028, Guayama, PR 00785-3028, 787-864-1881 (fax), elnuevoimpacto@yahoo.com

Periódico El Todo, S 5 Calle 17, Flamboyán Gardens Bayamón, PR 00959, Apartado 1846, Estación Bayamón, Bayamón, PR 00960, 787-6173, 787-6011 (phone), 740-0022 (fax), redaccion@eltodopr.net

Periódico La Perla del Sur, Apartado 7253, Ponce, PR 00732, Urbanización Industrial Sabanetas, Calle A Edificio 22, Ponce, Puerto Rico, 787-842-5866 and 787-842-5867 (phone), 787-842-5823 (fax), periodicolaperla.com, redaccion@periodicolaperla.com

Periódico Panorama, Apartado 212, Yauco, PR 00698, 787-856-7374 (phone), 787-856-7375 (fax).

Periódico Visión, Apartado 719, Mayagüez PR 00681, 834-6829 (phone), 833-0722 (fax), pvision@coqui.net

San Juan al Día, Calle Pomarosa #174 Santurce, PR 00915, 787-721-4209 (phone), sjaldia@prtc.net, sanjuanaldia@hotmail.com

Trujillo Actual, 352 Ave. San Claudio, PMB 174 S.J. PR 00926, 309-0788 and 760-4896 (phone), trujilloactual@prdigital.com

Virgin Voice, 252 Calle Cristo, Suite 4A, Viejo San Juan, PR 00902, 725-6887 (phone), 1-505-214-2309 (fax), mcurley@islands.vi, virginvoices.com

Magazines and Trade Press

Agencia de Coberturas Comunitarias, Prensa Comunitaria Inc., Cantera Plaza Ave., Barbosa 608, Santurce, PR 00916, 787-727-5545 (phone), Apartado Postal 9022104, San Juan, PR 00902, coberturas.prensacomunitaria@gmail.com, web.prensacomunitaria@gmail.com

Agencia de Noticias Axysnet, Centro Cibernético Suite 111, Zona Libre de Comercio, Guaynabo, PR 00965, 787-622-7316 (phone), 787-622-7345 F, ana.castro@axysnet.com

Agenda de Decoración (1700 Ave. Fernández Juncos, San Juan, Puerto Rico 00909-2938), Apartado 12130, San Juan PR 00914-0130, 728-3000, ext. 3513, 2734 (phone), 787-728-5948 and 787-268-1029 (fax), casiano.com, agendas@casiano.com

Agenda para la Mamá (1700 Ave. Fernández Juncos, San Juan, Puerto Rico 00909-2938), Apartado 12130, San Juan PR 00914-0130, 728-3000, ext. 3516, 3513, 3890 (phone), 268-1029 (fax), casiano.com, agendas@casiano.com

Agenda para la Novia (1700 Ave. Fernández Juncos, San Juan, Puerto Rico 00909-2938), Apartado 12130, San Juan PR 00914-0130, 728-3000, ext. 3513, 3516, 3890 (phone), 268-1029 (fax), casiano.com, agendas@casiano.com

Agrotemas de Puerto Rico, Apartado 140039 Arecibo, PR 00614-0039, 787-781-7627 and 787-504-1273 (phone), agrotemasonline.com, redaccion@agrotemas.com

Ambiente y Color, Calle San Jacinto #1393, Urb. Altamesa, San Juan, PR 00921, 787-294-5134 and 787-294-5135 (phone), 787-294-5136 (fax), greatideaspr.com, ambienteycolor.com

ArtPremium, 1452 Avenida Ashford, #306A, San Juan, PR 00907, 787-721-6021 (phone), 787-721-6024 (fax), artpremium.com, info@artpremium.com

Buena Vida, (1700 Ave. Fernández Juncos, San Juan, Puerto Rico 00909-2938), Apartado 12130, San Juan PR 00914, 787-728-2687, 728-3000, ext. 3340, 3450, 3550, 2740, 4030, 3950 and 2460 (phone), 787-268-1029 (fax), casiano.com, buenavidaedit@casiano.com

Business Puerto Rico, Apartado 9582, Santurce PR 00908, 725-3155 (phone), 725-3196 (fax), businessprmagazine.com, info@businessprmagazine.com

Cámara en Acción, Calle Tetuán No. 100 Viejo San Juan, PR 00901, 787-721-6060 (phone), 787-723-1891 (fax), camarapr.org

Centro Unido en Acción, Apartado 190127, San Juan PR 00919-0127, 787-641-8405 x 352, 240 and 364 (phone), 787-641-8412 (directory) (phone), 641-8408 (fax), centrounido.org, cud@centrounido.com

Comunicast, Calle Guayanilla 500, #1504, San Juan, PR 00923, 787-764-4125, pdiaz@comunicast.com, comunicast.com, info@comunicast.com

Entorno, Calle del Parque #225, San Juan, PR 00912, 787-724-1213 (phone), 787-724-3295 (fax), caappr.org, romanjarch@gmail.com

Futuroe, **Inc**. Apartado Postal 11614, San Juan, PR 00922, 787-641-3535 (phone), 787-781-3885 (fax), futuroe@futuroe.com, futoroe.com

Gente Especial, Cond. Los Olmos 5-E San Juan, PR 00927-4524, 787-281-6939 (phone), genteespecial.com, gentepr@gmail.com

Imagen (1700 Ave. Fernández Juncos, San Juan, PR 00909-2130, Apartado 12130, San Juan PR 00914-0130, 787-728-3000 x2300 (phone), 787-268-1029 (fax), casiano.com, imagenedit@casiano.com

Letras Nuevas: Revista de la Nueva Narrativa Latinoamericana, Apartado Postal 193195, San Juan, PR 00919-3195, 787-642-1575 (phone), info@letrasnuevas.com, www.letrasnuevas.com.

Media & Marketing: 1612 Ave. Ponce de León, Segundo Piso, Suite 200, Santurce, PR, 00909, 787-723-5220 (phone), 787-728-3084 and 787-725-5253 (fax), gopr@prtc.net

Motivos e Ideas.com, Apartado 194086, San Juan, PR 00919-4086, 787-761-2982 and 787-627-3642 (phone), 787-761-2982 (fax), motivoseideas.com, mitejera1@gmail.com, info@motivoseideas.com

Periódico El Cucubano. Servicios Legales de PR, Inc. Apartado Postal 9134, San Juan PR 00908-9134; 1859 Ave. Ponce de León Pda 26, Santurce PR 00909, 787-728-8686 (phone), 787-268-3747 (fax).

Periódico Trazos (Proyecto P.E.C.E.S, Inc.) Apartado Postal 647, Punta Santiago, PR 00741, 787-285-4135 and 787-852-5888 (phone), 787-852-9348 (fax), periodicotrazos.org, trazos@proyectopecesinc.org

Perspectiva Interior, Calle San Jacinto #1393, Urb. Altamesa, San Juan, PR 00921, 787-783-5926, 787-294-5134 and 787-294-5135 (phone), 787-294-5136 (fax), camilo@greatideaspr.com, greatideaspr.com

PR Young Models Magazine, Cond. Los Olmos 5-C San Juan, Puerto Rico 00927, 787-753-1346 (phone), pryoungmodels@gmail.com

Puerto Rico Travel and Tourism, 1700 Ave. Fernández Juncos, San Juan, PR 00909-2938, Apartado 12130, San Juan PR 00914-0130, 728-3000 ext. 4425, 2370, 2710 and 3537 (phone), 787-727-1226 (fax), casiano.com, ronaldf@casiano.com

¡Qué Pasa!, 1700 Ave. Fernández Juncos, San Juan, PR 00909-2938, Apartado 12130, San Juan PR 00914-0130, 728-3000 ext. 4425, 2370, 2710 and 3537 (phone), 787-727-1226 (fax), casiano.com, ronaldf@casiano.com

Resonancias (Revista Puertorriqueña de Música), Instituto de Cultura Puertorriqueña, Apartado Postal 9024184, San Juan, PR 00902-4184, 787-724-0700 (phone), 787-724-8393 (fax), icp.gobierno.pr, revista@icp.gobierno.pr.

Revista AGE-Abuelos Geniales (voz oficial de la Asociación de Dueños de Centros de Cuidado de Larga Duración: ADCCLD), Ave. Shufford #4, Centro Comercial Turabo Gardens, Caguas, PR 00725, 787-370-0251 (phone), revistaage@puzzlegrouppr.com

Revista alterNativo, Apartado Postal 9020089, San Juan, PR 00902-008, 1612 Ponce de León, Piso 2, Suite 200, San Juan PR 00909, 787-721-4174 (phone), revistalternativo@gmail.com

Revista Ambiente Cumbre Social, Calle Cádiz 1214, San Juan, PR 00920, 787-273-6784 (phone), 787-792-0030 (fax), cumbresocial@prw.net

Revista Caras, Apartado Postal 191813, San Juan, PR 00919-1813, Calle Diana # 29 Amelia Distribution Center, Guaynabo, PR, 787-273-0800 (phone), 787-273-0861 (fax), pdelatorre@televisapublishing.com, lzayas@televisapublishing.com

Revista Coaching, Apartado Postal 16513, San Juan PR 00908, 787-689-7400, revistacoaching.com, info@revistacoaching.com

Revista Puertorriqueña de Medicina y Salud Pública, Apartado Postal 7663, Ponce, PR 00732-7663, 787-848-3333 (phone), redacción@medicinaysaludpublica.com, administracion@medicinaysaludpublica.com

Revista Vida en la Tercera Edad, PMB 111-40208, Carolina, PR 00983, 939-642-7004, vidaenlaterceraedad@gmail.com, vidaenlaterceraedad.blogspot.com

SportPRNews, Portal del Deporte Puertorriqueño, Espioncela 910 ,San Juan, PR 00924, 787-810-9125 (phone), sportprnews.com, e.aparicio@sportprnews.com, sportprnews@hotmail.com

Tecnetico.com, 22 Betania, 2B, Guaynabo, PR 00969, 787-598-7927 (phone), tecnetico.com, info@tecnetico.com

Tu Salud, Postal 367092 San Juan, PR 00936-7092, 787-444-0440 (phone), 787-754-1804 (fax), tusalud@prtc.net, tusaludpr.com

TV Guía/Guía Práctica para tu Boda, Guía práctica para Mamá, Belleza y Salud, Apartado 364903, San Juan, PR 00936-4903, 787-275-9800 y 787-275-9813 (phone), 787-275-9812 (fax), rbrenes@revistatvquia.com, editorialtvquia@vahoo.com

Vanidades (Televisa), Calle Diana # 29 Amelia Industrial Park, Guaynabo, PR 00968, Apartado Postal 191813, San Juan, PR 00919, 787-273-0800 (phone), 787-273-0861 (fax), jblanco@televisapublishing.com, mesacasa@televisapublishing.com

Vea, Apartado 364903, San Juan, PR 00919-0240, 787-275-1073 y 787-275-1612 (phone), 787-788-8157 (fax), veavea.com, fotos@veavea.com

Internet

Atabey, 787-479-8164 and 787-623-4380 T., info@revistaatabey.com, revistaatabey.com.

Centro de Periodismo Investigativo, Apartado Postal 6834, San Juan PR, 00914-6834, 787-751-1912 ext. 3022 (phone), 787-751-3991 (fax), cpipr.org, centro@cpipr.org.

Kooltura S.O.S, La Merced 566, Calle Rafael Lamar, San Juan, PR 00918, 787-459-0634 and 787-529-5134 (phone), koolturasos@gmail.com, koolturasos.com

EnVivoPR.com, Urb. Pradera del Rio, 3003 Calle Rio Bucana, Toa Alta, PR 00953-9100, 787-426-2121 and 787-425-7272 (phone), 787-730-0946 (fax), envivopr@gmail.com, rmercadohijo@gmail.com, noticiaenvivo.com.

Papel Magazine, 787-381-0560 (phone), info@papelmag.com, papelmag.com

Prensa Comunitaria, 787-727-5545, prensacomunitaria.com, coberturas@prensacomunitaria.com

Recóndito, Apartado Postal 19795 San Juan, PR 00910, 787-721-0241 (phone and fax), recondito.com, reconjcf@recondito.com

Tu Isla Informa, Apartado Postal 561832, Guayanilla, PR 00656, 939-644-4341 and 787-835-0625 (phone), info@tuislainforma.com, tuislainforma.com

Universia Puerto Rico, 221 Ave. Ponce de León Suite 1400 San Juan, PR, 00918, Universia Puerto Rico, Apartado Postal 362589, San Juan, PR 00936-2589, 787-274-7076 and 787-274-7137 (phone), 787-250-2333 (fax), noticiaspr@universia.net, universia.pr

Zonai.com, Apartado Postal 9066635, San Juan, PR 00906-6635, jhernandez@zonai.net, zonai.com

Country Profile



(Central Intelligence Agency, 2011)

Country Name: Commonwealth of Puerto Rico (Estado Libre Asociado) (Central Intelligence Agency, 2011)

Capital City: San Juan (Central Intelligence Agency, 2011)

Flag: The flag has three colors: red, white, and blue. There are five horizontal red bands two horizontal white bands. A blue triangle can be found on the left side of the flag with a white star in the center. The star represents the island of Puerto Rico, while the each side of the blue triangle stands for the executive, legislative, and judicial branches of the government. The color blue symbolizes the sky and the water that surrounds the island. The white bands represent liberty, victory, and peace. Finally, the red bands represent blood. (Central Intelligence Agency, 2011)

Island: Puerto Rico is made up of the principal island and several smaller islands: Vieques, Culebra, Culebria, Palomino, Mona, Monito and various other small islands (Rivera, 2010).

Location: Puerto Rico is located in the Caribbean, 18 15 N, 66 30 W. It is surrounded by the Caribbean Sea in the south and the Atlantic Ocean in the north. (Central Intelligence Agency, 2011). The Mona Passage separates Puerto Rico from the Hispaniola in the west (Rivera, 2010). On the north of the island is the Puerto Rico Trench (Rivera, 2010).

Area: The island is made up of 13,790 square kilometers of which 8,870 square kilometers are land and 4,921 square kilometers are water. (Central Intelligence Agency, 2011) It has 501

kilometers of coastline (Central Intelligence Agency, 2011), almost 700 square kilometers of coastline if the islands of Vieques and Culebra are included (Rivera, 2010).

Terrain: Puerto Rico is a mostly mountainous terrain with a coastal plain belt in the north and beaches along the coastal areas (Central Intelligence Agency, 2011). The mountainous interior is formed by the Cordillera Central. The Cordillera Central is a mountain chain that extends from Mayagüez (west) to Aibonito (east). Other mountain ranges in the region include: La Sierra de Cayey, La Sierra de Luquillo, and La Sierra Bermeja. (Rivera, 2010; Ambiente / Geografía, Recursos Naturales y Ambiente, 2011; Cordillera Central, 2011)

Puerto Rico is also home to the Caribbean National Rainforest, El Yunque (Rivera, 2010).

In the "Welcome to Puerto Rico" site, Rivera (2010) reports that according to a classification by the US Soil Conservation Service, there are five different types of soils of terrains in the island: humid coastal plains, semiarid coastal plains, humid uplands, semiarid uplands, and humid upland valleys. The University of Puerto Rico reports the following classifications: into coastal lowlands, alluvium, coastal plains, alluvium in terraces, upland dark, and upland reddish-purple (Rivera, 2010).

Climate: Puerto Rico's climate is considered Tropical Marine (Central Intelligence Agency, 2011; Rivera, 2010), with little seasonal temperature variations (Central Intelligence Agency, 2011). Droughts and hurricanes have proven to be natural hazards (Central Intelligence Agency, 2011). Puerto Rico tends to be exposed to less hurricanes than Jamaica, Cuba and the Lesser Antilles. Hurricanes mostly hit during the months of August to October. (Rivera, 2010)

Population: There are about 3,978,702 people in the island, growing at a rate of .27% (estimated on July 2010). The median age is 36.8 years. (Central Intelligence Agency, 2011) People per square mile: 1,161.9 – 2010 estimate (Casiano & López del Toro, 2011)

Languages: Spanish and English (Central Intelligence Agency, 2011)

Religion: About 85% of the population consider themselves Roman Catholic, and 15% of the population considers themselves Protestant and other (Central Intelligence Agency, 2011). Many Puerto Ricans also practice *espiritismo* (spiritualism), a mix of Indian, African, and Catholic beliefs where people feel that events are controlled by spirits that can be pushed away if evil or encouraged if good, by the use of herbs and the practice of rituals (Kent, 1992).

Form of Government: Commonwealth/ "unincorporated, organized territory of the US with commonwealth status; policy relations between Puerto Rico and the US conducted under the jurisdiction of the Office of the President"/ "there are no first-order administrative divisions as defined by the US Government, but there are 78 municipalities" (Central Intelligence Agency, 2011)

Legal System: It is based on the Spanish civil code and within the US Federal system of justice (Central Intelligence Agency, 2011).

Constitution: It was ratified on March 3rd, 1952 and approved by the US Congress on July 3rd, 1952. It has been effective since July 25, 1952. (Central Intelligence Agency, 2011)

Governor: Gov. Luis Fortuño (Central Intelligence Agency, 2011)

Literacy: The CIA World Factbook (2011) defines literacy as being 15 years of age and being able to read and write. Based on that definition, 94.1% of the population is literate. (Central Intelligence Agency, 2011)

Culture and traditions

Puerto Rico is made up of a "cultural and racial mix" (Rivera, 2010, ¶2). Its three major past influences are the Taíno Indians (Puerto Rico's Native American population), the Spaniards, and the black slaves (Babín, 1999; Rivera, 2010). Most Puerto Ricans are in part decedents from the Spaniards (Kent, 1992). During the 18th century, Spanish colonists intermarried with the Taínos (Kent, 1992; Rivera, 2010). Some also married African slaves (Kent, 1992) that were imported to the island to maintain crops and build roads (Rivera, 2010). Chinese laborers were also imported to build roads (Kent, 1992). Other groups that assimilated into the island included Italians, French, German, and Lebanese (Rivera, 2010). In the 19th century, Puerto Rico also became the home to refugees from the Domican Republic, Venezuela, and other Latin American countries in war (Kent, 1992). In 1898, American expatriates and other people from the United States (also referred to as continentales) began arriving to Puerto Rico (Kent, 1992; Rivera, 2010). Finally, in the 1960s Cubans began arriving to the island seeking to escape from Fidel Castro's communism (Rivera, 2010).

Puerto Rican culture is based on a blend of the three major influences and more recently, that of the United States. Popular culture is composed of folklore, sports, family, cuisine, holidays, festivals, art, music, and more (Humanidades, 2011; Kent, 1992).

Folklore

Puerto Rico folklore tends to include dance, music, arts and crafts, and daily rituals. For example, on the night of January 5th, the eve of Three Kings Day, children bring in grass and water and leave it for the camels to eat and drink. (Grupo Editorial EPRL, 2010) Puerto Rico folklore reflects the "cultural and racial mix" (Rivera, 2010, ¶2) obtained from previous colonizations. For instance, music has aspects resulting from European origin, such as the use of the *danza*, *seis*, and *copla* (Grupo Editorial EPRL, 2010). Taíno origins can also be identified, especially with the incorporation of *maracas*, *güiros*, *cuatros*, and *tiples* into music. Nonetheless, it is African heritage that can be noticed the most (Kent, 1992). It is seen in the *bomba* and *plena*. (Grupo Editorial EPRL, 2010; Kent, 1992)

Sports

The major sports played and supported by Puerto Ricans include baseball, boxing, basketball, surfing, and cockfighting. Puerto Rico also has its own Olympic delegation even though Puerto Rican athletes have the option of participating in the Olympics games as representatives of the United States. (Galván, 2009)

Family

"Respect for family members is one of the pillars of Puerto Rican culture." (Galván, 2009, p.53) Families include not only the nuclear family, but also the extended family with grandparents, aunts, uncles, cousins, etc. Family members spend holidays together and help raise each others children. Family size is said to be correlated to education level and income levels. Families who tend to have lower education levels or lower income levels tend to have more children (five to six). Families with higher education and income levels have fewer children (one or two). (Galván, 2009)

Cuisine

Food is an important aspect of Puerto Rican culture. It is present in all family events, festivals, carnivals, holidays, etc. (Galván, 2009) "Puerto Rican cuisine makes excellent use of a wide variety of ingredients – some of them native to the island, others imported since the coming of the Spaniard" (Kent, 1992, p.88). Some of the basic components of Puerto Rican dishes include sofrito (seasoning sauce) and plantains. A cauldron is used to make many of the main dishes such as arroz con pollo (rice with chicken), mondongo, asopao (gumbo stew), lechón asado (barbecued

pig), etc. Other main dishes include *arroz con habichuelas* (rice with beans) and *arroz con gandules* (rice with pidgeon peas). (Galván, 2009)

Desserts, coffee, and rum are made with local ingredients. Puerto Ricans also eat a lot of snacks bought from street vendors, also known as *friquitines*. *Bacalaítos* (deep fried cod fish) and *alcapurrias* (croquettes with pork or beef) are popular snacks. *Piraguas* (shaved ice with flavored syrup) are popular snacks in the island as well. (Galván, 2009)

Holidays

The holidays celebrated in Puerto Rico reflect the history of the island (Galván, 2009). They originate from religious beliefs, harvests, and political and social events (Grupo Editorial EPRL, 2010). Puerto Ricans celebrate important figures birthdays, their roots, national holidays, and federal (US) holidays (Galván, 2009).

Below is a list of holidays that have been and will be celebrated in Puerto Rico in 2011. This table was obtained directly from the "Welcome to Puerto Rico" website.

Table 1. Puerto Rico Holidays

2011	
January 1	Año Nuevo (New Year's Day)
January 6	Día de los Tres Reyes Magos (Three Kings Day or Epiphany)
January 11	Conmemoracióon del Natalicio de Eugenio María de Hostos (Eugenio María de Hostos Birthday) (second Monday in January)
January 17	Conmemoración del Natalicio de Martin Luther King, Jr. (Martin Luther King Birthday) (third Monday in January)
February 14	Día de San Valentín (Valentine's Day)
February 21	Día de los Presidentes (Presidents' Day) (third Monday in February)
March 22	Día de la Abolición de la Esclavitud (Emancipation Day)
April 16	Conmemoración del Natalicio de José de Diego (José de Diego Birthday) (third Monday in April)
April 22	Viernes Santo (Good Friday)
April 24	Domingo de la Resurrección (Easter)
May 8	Día de las Madres (Mother's Day) (second Sunday in May)
May 30	Memorial Day (last Monday in May)
June 19	Día de los Padres (Father's Day) (third Sunday in June)
July 4	Día de la Independencia de Estados Unidos (Independence Day)
July 18	Conmemoración del Natalicio de Luis Muñoz Rivera (Luis Muñoz Rivera's

	Birthday) (third Monday in July)
July 25	Conmemoración del Estado Libre Asociado (Commonwealth of Puerto Rico)
July 27	Conmemoración del Natalicio de José Celso Barbosa (José Celso Barbosa Birthday)
September 5	Día del Trabajo (Labor Day) (first Monday in September)
October 10	Descubrimiento de América (Columbus Day)
October 31	Halloween
November 11	Día del Veterano (Veteran's Day)
November 19	Día del Descubrimiento de Puerto Rico (Discovery of Puerto Rico Day)
November 24	Día de Acción de Gracias (Thanksgiving Day) (fourth Thursday in November)
December 25	Navidad (Christmas Day)
December 31	New Year's Eve

(National Holidays, 2011)

Festivals

In addition to the numerous holidays celebrated, many festivals are celebrated throughout the year in different parts of the island (Galván, 2009). Festivals are celebrated at both the national level and at the municipal level (Grupo Editorial EPRL, 2010). National religious holidays include Christmas, Three Kings Day, *la noche de San Juan*, Holy Week, and Thanksgiving (Grupo Editorial EPRL, 2010). At the municipal level, Puerto Ricans celebrate *las Fiestas de la Calle San Sebastián*, and *las Fiestas de Santiago Apóstol de Loíza* (Grupo Editorial EPRL, 2010). The *fiestas patronales* or patron saint festivities (celebrated in all municipalities) are a result of Spanish influence. They are held once a year in central locations of each municipality, usually near the church or cathedral. The patron saint festivities are usually targeted at families, and provide carnival like activities. (Galván, 2009) In addition to religious festivities, there are festivals related to harvests such as *el Festival de la China*, and *el Festival del Acabe del Café* (Grupo Editorial EPRL, 2010).

Economy

Spaniards were attracted to Puerto Rico because of the abundance of natural resources and the possibilities to control ship routes. During their colonization period, mercantilism prevailed as the economic system in the island. It was during the 18th century and with the entrance of the United States to Puerto Rico in 1898 that capitalism started emerging. Sugarcane became the dominant industry because of the ease of transportation that trains provided and the increase in arable lands. (Mora, 2010) The tobacco, coffee and textile industries were also being exploited at this point in time (Zayas, 2010). After World War II, industrialization started evolving when Operation Bootstrap

came into play (Mora, 2010). Operation Bootstrap was led by Luis Muñoz Marín and Teodoro Moscoso in an effort to change the economy of the island through industrial development. Between 1952 and 1961, hundreds of companies arrived at the island, investing half a billion dollars. Operation Bootstrap was successful at creating one of the most educated labor forces in Latin America (Fernandez, Méndez Méndez, & Cueto, 1998).

Puerto Rico's economy is highly dependent on the United States (González Taboada, 2011). In fact, the currency used in the island is the US dollar (Rivera, 2010). Even though there is a lack of a native industry that produces its own resources (González Taboada, 2011), the relationship that Puerto Rico has with the United States has attracted foreign investments and tourism (Galván, 2009). US firms that have invested in the island used to benefit from duty free access to the US and tax incentives brought about by Section 936 of the Internal Revenue Code (Rivera, 2010). However, in 1993 President Clinton sought to change Section 936 of the Internal Revenue Code of Puerto Rico. It was in 1996 when US Congress repealed Section 936 and replaced it with a more "modest tax credit linked to wages paid by those companies in Puerto Rico rather than to profits" (Rivera, 2010, ¶2). Around 300,000 Puerto Ricans were directly or indirectly employed by companies operating under Section 936. New companies that arrive to the island may opt out of incorporating themselves in PR as being controlled by an outside nation. They can receive other tax benefits that depart from Section 901 and local incentives provided by the island (Rivera, 2010).

Puerto Rico's economy is considered "one of the most dynamic economies in the Caribbean region" (Rivera, 2010, ¶1). In the past, the coffee, tobacco and sugarcane industries dominated Puerto Rico's economy (González Taboada, 2011; Kent, 1992; Rivera, 2010). Cattle raising, manufacturing, electronics, textiles, pharmaceuticals, petrochemicals, processed foods and tourism have also played large roles in shaping Puerto Rico's economy (Kent, 1992; Rivera, 2010). However, nowadays, many of these industries face numerous challenges. For example, the coffee industry has almost ceased to exist. Tourism, which constantly fluctuates, may decrease if Cuba is opened for anyone to enter freely (González Taboada, 2011). Nonetheless, Puerto Rico has the most active tourism industry in the Caribbean, holding the largest airline and cruiseline hubs (Galván, 2009).

Technology has been highlighted as a major player in economic development in the island. However, in the past decade, fiscal crisis and a decrease in economic growth have characterized the economy. Three economic recessions have affected the island. The first and second recessions were due to a dramatic increase in the price of oil at an international level. The third was due to terrorist attacks of September 11, 2001 in New York City and to the recession that the US was facing. Recuperation from the financial crisis faced in the island started mid-2002 and continues on present day. (Mora, 2010)

Economic statistics (2009-2010). (Casiano & López del Toro, 2011)

Gross Domestic Product: \$95.71 billion

Gross National Product: 62.71 billion

GNP per capita: \$15, 846

GNP Growth: -3.7%

Inflation: 8%

Unemployment: 16%

Bankrupcies: 11,810

Think Tanks

Center for the New Economy. "The Center for the New Economy is an independent nonpartisan institution dedicated to creating a new economy for Puerto Rico that is prosperous, balanced and equitable. CNE is organized to function as a think-tank, producing independent research and policy on issues of economic development" (About Us, ¶¶ 1-2).

Instituto de Estadísticas. The "Instituto de Estadísticas" (Statistics Institute), was created according to Law 229 of 2003 as an administratively and fiscally autonomous entity of the Executive Branch. Its mission is to develop policy for the public function of statistics, coordinate the production of statistics from government entities, and require information from both the public and private sector (Misión y Visión).

Estudios Técnicos Inc. – Estudios Técnicos Inc. is the "leading economic, market strategies and planning consulting firm in Puerto Rico" (Introduction, 2008, ¶1). It is divided into four main working groups: economic analysis and policy, market strategies, urban and regional planning, and social analysis and policy (Estudios Técnicos Inc., 2008).

Banks and financial institutions

Puerto Rico's top commercial banks include (in order): (Casiano & López del Toro, 2011)

Banco Popular de Puerto Rico

P.O. Box. 362708 San Juan, PR (1-888) 765-9800

Fax: (1-888) 764-1706

First Bank

P.O. Box 9146 San Juan, PR 00908-0146 Área Metro: 787-725-2511 Isla (Gratis): 1-888-448-2511

Doral Bank

Ave. 65 de Infantería #354, Rio Piedras San Juan, PR 00929 (787) 725-6060

Fax: (787) 474-6865

Oriental Financial Group Inc. 997 San Roberto St., 4th Floor Río Piedras, 00926 (787) 771-6800

Scotiabank de Puerto Rico

P.O. Box 362230 San Juan, PR (787) 766-7873 Fax: (787) 766-7879

Banco Santander

207 Ave. Ponce de León San Juan, PR (787) 759-7070

Fax: (787) 763-1366

BBVA - Banco Bilbao Vizcaya Puerto Rico

P.O. Box. 364745 San Juan, PR (787) 777-2903 Fax: (787) 777-2999

Bank of Nova Scotia Puerto Rico

271 Ponce de León Ave., 4th floor Hato Rey, 00918 (787) 766-7824

Banco Cooperativo de Puerto Rico (Bancoop)

P.O. Box. 366249 San Juan, PR (787) 763-0000 Fax: (787) 753-2205

Other banks and financial institutions include (Banks in Puerto Rico, 2011; Yellow Pages Caribbean, 2011):

Banco de Desarrollo Económico Para Puerto Rico

P.O. Box. 2134 San Juan, PR (787) 641-4300 Fax: (787) 756-7875

Banco de Santander Credit Union

Ave. de Diego #401 Puerto Nuevo, Puerto Rico 00920 (787) 782-4050 / (787) 782-4012 Fax: (787) 782-4071

E-mail: 211@prtc.net

Banco Financiero de Puerto Rico P.O. Box. 6037 Ponce, PR (787) 840-0050 Fax: (787) 848-5755

Banco Gubernamental de Fomento de Puerto Rico

P.O. Box. 42001 San Juan, PR (787) 722-8460 Fax: (787) 721-1443

Bank and Trust of Puerto Rico 250 M Rivera, Cond American International Plaza San Juan, PR (787) 759-6060 Fax: (787) 758-6238

Banctec Puerto Rico, Inc.

Carr. 149 Km. 66.9 Juana Díaz, PR (787) 837-2108 Fax: (787) 837-4500

Caribe Credit Union

Main Office (787) 474-5147 Buchanan Branch ext. 400 and 401 San Juan Branch ext. 300 and 301 E-mail: info@caribefederal.com

Citibank

P.O. Box. 364106 San Juan, PR (787) 766-3701 Fax: (787) 766-3697

Claret Federal Credit Union

PO Box 1662 Bayamón, PR 00960-1662 (787) 799-8020

Coop Manati Manati 68 McKinley Manati, PR (787) 854-2214

HF Mortgage

1159 Ave. Roosevelt Puerto Nuevo San Juan, PR 00920 (787) 474-7860 Fax: (787) 474 6880

La Cooperative de la Casa del Trabajador

Edif. Prudencio Rivera Martínez, 505 Muñoz Rivera Hato Rey, PR 00918 (787) 765-5925 Fax: (787) 766-1138

PhilCore Credit Union

P.O. Box 1470 Guayama PR 00785 (787) 866-5655

RG Premier Bank Of Puerto Rico

San Juan, PR (1-888) 264-4674

Puerto Rico Federal Credit Union

P.O. Box 12011 San Juan, PR 00922 (787) 749-0500

VAPR Credit Union

P.O. Box 33017 Veteran Plaza Station San Juan, PR 00933 (787) 773-7600

V Suarez Employees Credit Union

P.O. Box 364588 San Juan, PR 00936-4588 (787) 474-1413

Fax: (787) 792-0735

Political system overview

Puerto Rico has never been an independent country. It was a colony of Spain for over 400 years and after the Spanish-American War in 1898, it has been under the control of the United States. A common topic of discussion among Puerto Ricans surrounds the issue of the political status of the island. The legal relationship between the US and Puerto Rico is unclear and complicated. Puerto Rico is a territory of the US but has more power to manage local affairs than other US territories, such as American Samoa, Guam, and the US Virgin Islands (Galván, 2009).

The legal and the political relationship of Puerto Rico and the US is under the US constitution. Article IV, section 3, clause 2, known as the territory clause, gives the Congress of the US the power to give Puerto Rico its independence. Article IV, section 3, clause 1, known as the admission clause, allows Puerto Rico to become a state based on congressional discretion. Puerto Rico also has its own constitution since 1952.

Political Parties (Galván, 2009)

There are three political orientations in Puerto Rico: independence, statehood, and commonwealth. Each party (Popular Democratic Party, New Progessive Party, and Puerto Rican Independence Party) represents one of the possible options for the political orientations of the island (Galván, 2009). During the 2008 elections, a fourth party participated in the election: Puertorriqueños por Puerto Rico. An additional movement is expected to surface during the 2012 elections (de Mier, 2011).

The Puerto Rican Independence party seeks for the island to become nationally independent. It has had "sporadic claims for independence" (Galván, 2009, p.21). For example, on November 1,

1950 two members of the Nationalist Party of Puerto Rico attempted to assasinate President Harry Truman, believing that their actions would bring attention to their claim. The independence party has never won a governor election.

If Puerto Rico were to become independent, there would be many implications arising. Currently, the US covers numerous expenses for Puerto Rico. If Puerto Rico were to become independent, it would have to incur those expenses. These include but are not limited to military budget, customs and immigration force, and funding of social programs.

The pro statehood party, known as the New Progressive Party, seeks for the island to become the 51st state of the US. Some of the benefits of statehood would include having representation in Congress and the Senate, reaffirmation of the US citizenship, and higher welfare payments. Some disadvantages of statehood include the fact that Puerto Ricans would have to pay federal taxes and the cultural identity that Puerto Ricans are so proud off would also be at jeopardy. Also, if Puerto Rico became a state it would become the poorest out of all states.

The pro Commonwealth party, the Popular Democratic Party, seeks to maintain the Commonwealth status of the island. This option has received a lot of support in previous plebiscites. The Commonwealth status provides control of the island from the regional government while allowing people to maintain their nationalist pride.

At the beginning of the 21st century, the independence party has few supporters. Most Puerto Ricans are divided among statehood and commonwealth.

Political statistics. (Casiano & López del Toro, 2011)

Next elections: November 2012

Percentage of votes cast in the 2008 elections:

NPP (New Progressive Party): 52.8%

PDP (Popular Democratic Party): 41.3%

PPR (Puerto Ricans for P.R. Party): 2.8%

PIP (Puerto Rican Independence Party): 2.0%

Others: 1.1%

Government Structure

Puerto Rico has been under the control of either the Spanish Crown or the United States for centuries. However, since Puerto Rico approved its constitution on March 3, 1952, it has the power to elect the representatives of the executive, legislative, and judicial branches. Governors are elected for limitless four year terms. The position that follows the governor is secretary of state, followed by the attorney general, and the secretary of treasury (Galván, 2009).

Representative from the legislative and judicial branches also serve four year terms. The legislative branch is a bicameral structure: Senate and House of Representatives. The judicial branch justices are appointed by the governor with advice from the Senate (Galván, 2009). Currently (2011), there are 31 members in the Senate, 22 belonging to the New Progressive Party and nine belonging to the Popular Democratic Party. The House of Representatives has 54 members: 37 belonging to the New Progressive Party and 17 belonging to the Popular Democratic Party (Casiano & López del Toro, 2011).

In 2005 Puerto Rico wanted to start moving away from the colonial status and looked for a more permanent option of statehood or independence. However, the report produced by the White House did not change the current situation of Puerto Rico. (Galván, 2009)

Puerto Rico's government system is highly centralized. Each of the 78 municipalities does not hold a lot of power, even though they all have their own mayors. The education system and the justice system, for example, are all centralized and controlled by the government (González Taboada, 2011).

Puerto Rico Government Directory

Governor's Office

Office of the Comptroller

General Court Justice

US District Court for the District of Puerto Rico

Department of Education

Department of Finance

Department of Justice

Department of State

Department of Transportation and Public Works

Department of Health

Department of Natural Resources

Telecommunications Regulatory Board

For additional government directories please refer to pr.gov Gobierno de Puerto Rico.

Works Cited

(n.d.). Retrieved April 7, 2011, from Yellow Pages Caribbean:

http://www.yellowpagescaribbean.com/result.cfm/Puerto+Rico/category/Banks/

A look at Puerto Rico's education system. (2011). Retrieved June 4, 2011, from Caribbean Business: http://cb.pr/cbdirectory/cb_education.php?cat_id=09

About Us. (n.d.). Retrieved April 18, 2011, from Center for the New Economy:

http://www.grupocne.org/about_us_summary.html

Agencias de Relaciones Públicas Puerto Rico. (2011). Retrieved April 2, 2011, from agencias relaciones publicas.com:

http://www.agenciasrelacionespublicas.com/agenciasderelacionespublicas/agenciasrelacionespublicas/agen

Albanese, L. (2008, August 21). Public relations regulatory board on the way. *Caribbean Business*, pp.

40-41.

Ambiente / Geografía, Recursos Naturales y Ambiente . (2011). Retrieved February 19, 2011, from

Enciclopedia de Puerto Rico: http://www.enciclopediapr.org/esp/article.cfm?ref=06071201

Babín, M. T. (1999). La Cultura de Puerto Rico. San Juan: Centro de Estudios Avanzados de Puerto Rico

y el Caribe.

Banks in Puerto Rico. (n.d.). Retrieved April 7, 2011, from AAAdir:

http://www.aaadir.com/banks/countries/all/main.jsp?cont_id=3&country_id=254&la=1

Benítez, L. R., & Bosch De León, Á. E. (2010, October). Las Relaciones Públicas y el Relacionista Público son algo más. *Tendencias*, pp. 12-14.

Blasor, L. (2008, May 15). Arteaga & Arteaga finds a new Voice. Caribbean Business, p. 46.

Blasor, L. (2009, March 5). Puerto Rico publicists move closer to licensing. *Caribbean Business*, p. 49.

Burgos, L. (2010, October). Carta Presidenta ARPPR. Tendencias, p. 4.

Cardena, F. (2003, October 9). Ivelisse Rivera's insights is a reality in the recent history of public relations campaigns in Puerto Rico . *Caribbean Business*, p. 45.

Casiano, M. A., & López del Toro, F. E. (Eds.). (2011). *Caribbean Business The Book of Lists*. Puerto

Rico: Casiano Communications.

Central Intelligence Agency. (2011, January 11). Retrieved February 19, 2011, from The World Factbook:

https://www.cia.gov/library/publications/the-world-factbook/geos/rq.html

Colón, C. (2010a, October 14). Fernando Valverde is a pioneer in the island's public relations field. *Caribbean Business*, pp. 62-63.

Colón, C. (2010b, September 30). Public relations experts explore new trends to remain at industry forefront. *Caribbean Business*, pp. 48-49.

Colón, C. (2010c, August 12). Regulation seen as prestige boost for public relations profession in PR *Caribbean Business*, pp. 51-52.

Cordillera Central. (2011). Retrieved February 19, 2011, from Encyclopædia Britannica:

http://www.britannica.com/EBchecked/topic/102121/Cordillera-Central

Cortes, R. (2004, October 7). Excel Awards to recognize the best of Puerto Rico's public relations industry. *Caribbean Business*, p. 48.

Cronología del Proceso de Regulación. (2007). Retrieved May 19, 2011, from La Asociación de Relacionistas Profesionales de Puerto Rico (ARPPR):

http://relacionistas.com/index.php?node=843

Cutlip, S. M., & Center, A. H. (1978). *Effective Public Relations*. Englewood Cliffs, New Jersey: Prentice_hall.

de Mier, G. (2011, March 22). APR, Fellow PRSA. (M. L. Zapata-Ramos, Interviewer)

Día, E. N. (2011, January 26). *Temblor de tierra en Sabana Grande*. Retrieved February 19, 2011, from

El Nuevo Día: http://www.elnuevodia.com/temblordetierraensabanagrande-873929.html

Directorio de Medios de Puerto Rico. (2011, January 10). Retrieved April 3, 2011, from Ciudad Seva:

http://www.ciudadseva.com/medios.htm

Dr. José González Taboada, J. (2011, March 10). CPA, CMA, CIA, CFM. (M. L. Zapata-Ramos, Interviewer)

El Nuevo Día. (2011). Retrieved April 16, 2011, from Grupo Ferré Rangel: http://gfrpr.com/

Esparza, Y. (2011, March 13). Licenciado en Relaciones Públicas. (M. L. Zapata-Ramos, Interviewer)

Estudios Técnicos Inc. (2008). Retrieved May 23, 2011, from Organization:

http://www.estudiostecnicos.com/organization.php

Feliciano-Maldonado, N. (2010). Su sola presencia: Las relaciones públicas en el gobierno de Puerto

Rico 1940-1068. Centro de Estudios Avanzados de Puerto Rico y el Caribe.

Fernandez, R., Méndez Méndez, S., & Cueto, G. (1998). Past and Present: Puerto Rico An Enciclopedia.

Westport, Connecticut: Greenwood Press.

Galván, J. A. (2009). *Culture and Customs of Puerto Rico.* Westport, Connecticut: Greenwood Press.

Grupo Editorial EPRL. (2010, September 9). *Cultura popular.* Retrieved March 30, 2011, from Enciclopedia de Puerto Rico:

http://www.enciclopediapr.org/esp/article.cfm?ref=08021102&page=1

Hill & Knowlton Puerto Rico recognized by the Puerto Rico Association of Public Relations

Practitioners. (2010, September 27). Retrieved April 15, 2011, from Hill & Knowlton:

http://www.hillandknowlton.com/content/hill-knowlton-puerto-rico-recognized-puerto-rico-

association-public-relations-practitioners

Humanidades, F. P. (2011). *Cultura Popular*. Retrieved March 6, 2011, from Enciclopedia de Puerto

Rico: http://www.enciclopediapr.org/

Inter News Service. (2011, April 14). Sistema de la UPR entre las mejores universidades . *El Nuevo Día*

Internet World Stats Usage and Population Statistics. (2010, July 14). Retrieved March 25, 2011, from

Puerto Rico Internet usage, broadband and telecommunications reports:

http://www.internetworldstats.com/car/pr.htm

Introduction. (2008). Retrieved May 23, 2011, from Estudios Técnicos Inc.:

http://www.estudiostecnicos.com/

Jourde, D. R. (2007, April 5). Public relations practices in Puerto Rico: An exploratory qualitative study.

University of South Florida Scholar Commons @USF Theses and Dissertations . Florida, United States: University of South Florida .

Kent, D. (1992). America the Beautiful: Puerto Rico. Chicago: Children Press.

Lamadrid, E. (2011, March 11). (M. L. Zapata-Ramos, Interviewer)

Marketers hoping for a brighter future. (2011). Retrieved June 4, 2011, from Caribbean Business: http://cb.pr/cbdirectory/cb_communications.php?cat_id=06

Marrero, J. (2011, June 26). Asegurar que ya se sabía que la Isla era más grande. *El Nuevo Día* , p. 14.

Martínez, J. (2010, October 9). Casi 300 relacionistas ya están licenciados . Retrieved April 15, 2011,

from Relaciones Públicas en Puerto Rico: http://www.relacionespublicaspr.com/2010/10/casi-300-relacionistas-ya-estan.html

Martínez, J. (2008, September 10). *El cierre de The San Juan Star*. Retrieved April 15, 2011, from Relaciones Públicas en Puerto Rico: http://www.relacionespublicaspr.com/2008/09/el-cierre-desan-juan-star.html

Martínez, J. (2008, October 10). El estado de la Internet en Puerto Rico. Retrieved April 15, 2011, from

Relaciones Públicas en Puerto Rico: http://www.relacionespublicaspr.com/2008/10/el-estado-de-la-internet-en-puerto-rico.html

Misión de la organización. (2007). Retrieved April 2, 2011, from La Asociación de Relacionistas Profesionales de Puerto Rico (ARPPR): http://www.relacionistas.com/index.php?node=124

Misión y Visión. (n.d.). Retrieved May 23, 2011, from Instituto de Estadísticas de Puerto Rico: http://www.estadisticas.gobierno.pr/iepr/Sobrenosotros/Misiónyvisión.aspx

Mora, E. I. (2010, August 24). Evolución histórica de la economía de Puerto Rico. Retrieved March 11,

2011, from Enciclopedia de Puerto Rico:

http://www.enciclopediapr.org/esp/article.cfm?ref=06081402&page=1

National Holidays. (2011). Retrieved March 30, 2011, from Welcome to Puerto Rico:

http://welcome.topuertorico.org/reference/holi.shtml

News > Ganadores Excel 2010. (2010). Retrieved April 2, 2011, from La Asociación de Relacionistas

Profesionales de Puerto Rico (ARPPR): http://www.relacionistas.com/index.php?node=1399

Ojeda, A. K. (2009). Edward Bernays: Sus ideas sobre la reglamentación de las Relaciones Públicas en

Puerto Rico. Retrieved April 3, 2011, from http://bernaysenpuertorico.blogspot.com/

Origen de la Organización. (2007). Retrieved April 2, 2011, from La Asociación de Relacionistas

Profesionales de Puerto Rico (ARPPR): http://www.relacionistas.com/index.php?node=123

Ortiz-Menchaca, J. (2011, June 25). Sómos más grandes. El Nuevo Día, p. 6.

Primera Hora. (2011). Retrieved April 16, 2011, from Grupo Ferré Rangel: http://gfrpr.com/

Public Relations - Puerto Rico. (2011). Retrieved March 11, 2011, from All Business D&B:

http://www.allbusiness.com/companyindex/Puerto_Rico/Public_Relations/0117F4C056699793144 9FF9DEF29D6E2-1.html

Puerto Rico Public Relations Association Joins Universal Accreditation Board. (2004, July 21).

Retrieved April 3, 2011, from Universal Accreditation Board:

http://www.praccreditation.org/News/puertoRicoPR.html

Puerto Rico Public Relations Association Joins Universal Accreditation Board. (2004, July 14).

Retrieved May 23, 2011, from PRSA: http://media.prsa.org/article_display.cfm?article_id=82

Ramos, Z. R. (1985). Las Relaciones Públicas en Puerto Rico: Sesenta años de historia (1920-1980).

Escuela de Comunicación Pública.

Rivera, M. (2010). Welcome to Puerto Rico. Retrieved February 19, 2011, from Geography:

http://welcome.topuertorico.org/geogra.shtml

Rodríguez-Soto, D. A. (2010). Historia de la profesionalización de las Relaciones Públicas en Puerto

Rico: 1970 - 2000. Brazil: ABRAPCORP - História, Teoria e Pesquisa em Relações Públicas.

Rosario, M. S. (2011, May 23). (M. L. Zapata-Ramos, Interviewer)

Sobre Excel. (2007). Retrieved May 19, 2011, from La Asociación de Relacionistas Profesionales de

Puerto Rico (ARPPR): http://relacionistas.com/index.php?node=1246

Sosa-Pascual, O. (2010, October). REFLEXIÓN: ¿Cómo las Redes Sociales han transformado el mundo

noticioso? Tendencias, p. 7.

Subervi-Vélez, F. A. (1995, May 1). Los medios de comunicación masiva en Puerto Rico . Comunicación

v Sociedad.

Tendencias. (2007). Retrieved April 2, 2011, from La Asociación de Relacionistas Profesionales de

Puerto Rico (ARPPR): http://www.relacionistas.com/index.php?node=836

Toro, W. D. (2010, October). Visión de futuro en Relaciones Públicas. Tendencias, p. 10.

Universia. (2006, April 10). Relacionistas favorecen regulación de la Profesión. *Universia Puerto Rico*,

p. 1.

Valverde, F. (Ed.). (1994). Relaciones Públicas en Acción: Casos de Programas. San Juan, PR:

Publicaciones Puertorriqueñas, Inc.

Velazquez, R. (2003, July 31). Hard work and hunger drove Gigi de Mier to the top. *Caribbean Business*,

p. S54.

Zayas, E. C. (2010, August 31). *Medios de comunicación en Puerto Rico, tecnologías y narrativas de tres siglos*. Retrieved March 16, 2011, from Enciclopedia de Puerto Rico:

http://www.enciclopediapr.org/esp/article.cfm?ref=08100103&page=7

Contact information

The Global Alliance is always interested in cooperating with local institutions and associations to provide profiles of the social, economic and media context of member countries, along with details on the local public relations industry, its main activities and tips on successful local practice.

For suggestions and discussion, please contact:

Anne Gregory, Global Alliance Chair, a.gregory@leedsmet.ac.uk
Catherine Arrow, Global Alliance Secretary, catherine.arrow@gmail.com
Dr. Judy VanSlyke Turk, APR, Fellow PRSA, Global Alliance Board Member, jvturk@vcu.edu
Juan Carlos Molleda, Ph.D., Project Coordinator and Professor at the University of Florida,
jmolleda@jou.ufl.edu

Global Alliance Center

Global Alliance for Public Relations and Communication Management c/o USI Università della Svizzera Italiana □ via Giuseppe Buffi 13 □ CH-6900 Lugano □ Switzerland phone +41 58 666 47 72 □ fax +41 58 666 46 47 info@globalalliancepr.org □ www.globalalliancepr.org