



NBCU are talking about. It's really pretty amazing for the one gringo that everybody puts up with—that would be me. We've got a pretty amazing team.

Diversity is a convenient poster child for Washington, however well intentioned. Do you think that Telemundo and mun2 aren't recognized by the diversity police in D.C.?

It just drives me crazy. We go to Washington and people don't even know our story. I have always believed [diversity] happens to be good business. We are just surprised at how few people really understand what we have done. Mun2 was a little joke six years ago; now it's a huge bilingual, bicultural organization run by bilingual, bicultural Hispanics. We created those studios. There was no place for Spanish actors, writers, directors, set designers in the novella world. Everybody would buy [programming] offshore. But the studio system has produced hundreds of jobs for the [Spanish-language] creative community in the U.S. that did not exist before.

Jeff Zucker convinced me to take the job [at Telemundo] in the first place. He has been my wingman. And everything we've done here, he has supported. He grew up in a Spanish-dominant community in Miami. He actually speaks Spanish. That's really important because that's where the rubber hits the road: the corporate executive commitment to this space.

Sometimes I think Washington wields the diversity issue like a club.

There's no question. Telling the story that Jeff should be able to tell is not convenient, it's off the script. What he did with a Spanish-language company on his watch is a great story that no one's really told very well.

They don't like mergers in Washington.

Right, but here's my point: I know everyone likes to beat up on big corporations, but God only knows what

would have happened to Telemundo if NBC and GE hadn't bought it. We were able to transform ourselves with a tremendous infusion of investments. If you look at the diversity of our leadership today versus when we bought the company, it's really quite an extraordinary story.

But when NBC first bought Telemundo, news operations were centralized. More recently, there's been a new commitment to localism. What's driving that? The general business of media is changing dramatically. Everyone is trying to figure it out. And in the process of trying to figure it out, people have gone through trial and error. It wasn't unique to Telemundo; every news organization in the world has been trying to deal with the economics.

I am a news person first and foremost. I've run networks, and I've run local television stations. We had to make some adjustments to tough economics and even tougher economics. But I was able to hire Ron Gordon, who is running our stations group, and now Ramon Escobar [who's now executive VP of network news]. I'm a passionate believer in localism. I'm a believer in news as the first line in serving your community, informing it, empowering it. Somebody didn't call up and say, this is what you must do. This is what we believe we must do. So, we are beginning to reinvest in localism and go back to the future because it is the front line of serving the community, and that begins in our local markets. We're reversing the trend, and frankly it's already paying off.

How will the Census impact decision-making in the general market?

As they see the data and the statistics, they'll realize they're going to have to reach out to this audience as well, and whether it's acculturated, bicultural or bilingual, the general market will increasingly have to deal with creating content that's relevant to those markets.

Is there still a pronounced bifurca-

tion between acculturated second and third generations, and first-generation Hispanics who have traditionally been Spanish-dominant?

There's an attitudinal change that's manifesting itself in all our research. It's cool to be Hispanic. The urge to acculturate is not as important or as fast as it's been because in the Hispanic culture, there's much more of a positive identity about being Hispanic.

This isn't always about language. In fact, it's always about culture. In Hispanic media, we are speaking to the culture. Even if you're acculturated, the type of humor, the stories that we tell, the way we tell them and the co-viewing—where first and second and third generations watch TV together—the content we produce is very relatable, including news, because we're dealing primarily with the issues that affect the lives of Hispanics living in the U.S. The general market touches on that ever so slightly because it's appealing to [a general audience]. So, even if you're acculturated, there is a cultural relevance that will resonate with all Hispanics.

The other thing that people don't talk about very much is that the quality of the content at Spanish language networks is now of general-market quality. Whether it's HD or the quality of productions, we're all on a much more even playing field. That's important. Quality is critical in this very competitive landscape.

WHAT TO TAKE TO BED WITH YOU - NOT A JOKE

What to take to bed with you - not a joke . Pretty neat idea. Never thought of it before.

Put your car keys beside your bed at night Tell your spouse, your children, your neighbors, your parents, your Dr's office, the check-out girl at the market, everyone you run

across. Put your car keys beside your bed at night.

If you hear a noise outside your home or someone trying to get in your house, just press the panic button for your car. The alarm will be set off, and the horn will continue to sound until either you turn it off or the car battery dies. This tip came from a neighborhood watch coordinator. Next time you come home for the night and you start to put your keys away, think of this: It's a security alarm system that you probably already have and requires no installation. Test it. It will go off from most everywhere inside your house and will keep honking until your battery runs down or until you reset it with the button on the key fob chain. It works if you park in your driveway or garage. If your car alarm goes off when someone is trying to break into your house, odds are the burglar/rapist won't stick around. After a few seconds all the neighbors will be looking out their windows to see who is out there and sure enough the criminal won't want that. And remember to carry your keys while walking to your car in a parking lot. The alarm can work the same way there. This is something that should really be shared with everyone. Maybe it could save a life or a sexual abuse crime.

P.S. I am sending this to everyone I know because I think it is fantastic. Would also be useful for any emergency, such as a heart attack, where you can't reach a phone. My Mom has suggested to my Dad that he carry his car keys with him in case he falls outside and she doesn't hear him.. He can activate the car alarm and then she'll know there's a problem.

Please pass this on even IF you've read it before. It's a reminder.