



United States  
PR Country Landscape 2006



# Global Alliance for Public Relations and Communication Management

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# Acknowledgments

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## Public Relations Industry

### Brief History

This section of the USA Public Relations Landscape presents a brief history of the practice (for detailed accounts see the list of recommended readings). Many experts say that in the United States, public relations can be traced back to the [American Revolution](#). During the fight for independence, several techniques for influencing public opinion emerged: slogans such as "Taxation Without Representation," and planned events such as the [Boston Tea Party](#). Another early example of public relations is the [Federalist papers](#) written by Alexander Hamilton, James Madison and John Jay, urging a strong central government and ratification of the Constitution.

The beginning of presidential political campaigns and the role of the presidential press secretary goes back to the [Andrew Jackson era](#). Government public relations of most significance took place during crisis periods such as [World War I](#), the [Great Depression](#), [World War II](#), etc. Banks were the first businesses to use the press to influence public opinion, for example, through advertisements and commercial loans to newspaper publishers.

Press agency played a significant role in the early development of modern public relations practice. The goal of press agency was to attract public attention at almost any cost; it began [with Phineas Taylor \(P.T.\) Barnum](#). Barnum and Bailey had to arouse the public's curiosity in order to get them to come to their circus. Another example of press agency occurred in the late 1850s when railroads used publicity to lure people westward.

The first corporate public relations department was established in 1889 by [George Westinghouse](#) for his electric utility. He was trying to promote his alternating current system of electricity. The fundraising drive was born in the Civil War [by Jay Cooke](#). He sold war bonds for the Union. Cutlip, Center and Broom (2000) describe six main periods of development of modern day public relations practice:

### *Seedbed Era (1900-1917)*

The Publicity Bureau of Boston was founded as the first public relations firm in the mid 1900s, with Harvard University as its first client. [Ivy Ledbetter Lee](#) was one of the pioneers of this era and was considered one of the first public relations counselors. He was a business reporter who quit his job to work in the private sector in hopes of making more money. In 1906, he issued his "Declaration of Principles" which was a statement of philosophy that the public must be thoroughly informed. Lee used the term "publicity" and was among the first to use a news release.

### *World War I Period (1917-1919)*

According to Cutlip et al. (2000), "the contemporary practice of public relations first emerged as a defensive measure, but World War I gave it a great offensive impetus" (p. 122). President Woodrow Wilson created the [Committee on Public Information \(CPI\)](#) to gain the public's support of the war. [George Creel](#) was the chairman. This committee, also called the "Creel Committee," demonstrated the power of publicity. Creel recruited journalists, press agents, editors, scholars and others.

## Booming Twenties Era (1920-1929)

By this time, public relations was growing as a profession. Key individuals during this era were [Edward L. Bernays](#), Doris E. Fleischman, John W. Hill, [Arthur W. Page](#) and Alice L. Beeman.

Bernays worked as a press agent before World War I and also worked for the [Creel Committee](#). He is credited with coining the term "public relations counsel." Bernays also taught the first public relations course at New York University and wrote the first book on public relations, *Crystallizing Public Opinion*, in 1923.

Doris E. Fleischman married Bernays in 1922. They established the firm Edward L. Bernays, Counsel on Public Relations. Together they provided public relations counsel to corporations, U.S. presidents and government agencies.

John W. Hill, a journalist in Cleveland, started a firm in 1927. In 1933, with Don Knowlton, he founded the firm [Hill & Knowlton, Inc.](#) [Arthur W. Page](#) was a writer and editor of several periodicals from 1905 until 1927. In 1927, he became the vice president of American Telephone and Telegraph Co. Page announced that he would not be a "publicity man" but would be involved in policy. He said that the *performance* of the company would determine its reputation with the public. In 1983, the [Arthur W. Page Society](#) was founded. The Page Society notes that Mr. Page practiced [six public relations principles](#):

Tell the truth.

Prove it with action.

Listen to the customer.

Manage for tomorrow.

Conduct public relations as if the whole company depends on it.

Remain calm, patient and good-humored.

Social work publicity was advanced with the establishment of the National Publicity Council for Welfare Services in 1922. The organization had 1,200 members and went through several changes such as the National Communications Council for Human Services in 1975.

Alice L. Beeman was the first president of the [Council for the Advancement and Support of Education \(CASE\)](#). This organization was born out of a merger with the American Alumni Council and marked a shift in college and university public relations from publicity to development and fundraising. Beeman, as CASE president, was the first woman to be the head of a national association with public relations objectives.



### Roosevelt Era and World War II: 1930-1945

The Great Depression and [Franklin D. Roosevelt's New Deal](#) spurred further development in public relations practice. FDR was successful in winning support of the public and credited these achievements largely to his strategic advisor and public relations mentor, [Louis McHenry Howe](#). During this time, public relations practitioners were being summoned by business leaders to contest FDR's reforms. A significant development in measuring public opinion occurred in the mid-1930s with the establishment of the Roper and [Gallup](#) polls. Public relations practitioners used these polls to advise their clients and develop appropriate public relations programs. In 1935, the Religious Public Relations Council and the National School of Public Relations Association were founded. In 1939, the American Council on Public Relations was created by Rex Harlow.

After the [bombing of Pearl Harbor](#) in 1941, there were three major information agencies: The Office of Facts and Figures, the Office of Government Reports and the Division of Information in the Office of Emergency Management. In June 1942, FDR issued Executive Order 9182 which created the [Office of War Information \(OWI\)](#). He appointed Elmer Davis as director. During the WWII era, paid advertising became a major public relations tool via morale messages. In 1944, the first commercial newsletter of the profession is published, *Public Relations News*.

### Postwar Boom: 1945-1965

In 1947, Boston University offered the first master's degree in public relations. The Office of War Information became the [U.S. Information Agency \(USIA\)](#), which initiated extensive outreach and training programs on communication, journalism and public relations in Europe, especially in nation building programs. President Dwight Eisenhower's Reorganization Plan No. 8 in 1953 made the USIA independent of the State Department. It has been acknowledged that the U.S. influence was strongest in the growth of public relations internationally in the late 1940s until the 1960s; however, as Bates (2003) states, "there was general agreement regarding the basic principles and practices of public relations such as the power of public opinion, the need for relationship building between institutions and their publics, the influence of the press as a force for free speech, and the value of corporate citizenship" (p. 652).

With the emergence of television, new opportunities and problems were created for public relations practitioners. There was a significant growth in the number of books and journals dedicated to public relations. The number of college courses in public relations increased as well. PRSA is founded in 1948 and it adopts its Code of Professional Standards in 1950. Also in 1950, a group of U.S. public relations executives met in Holland with executives from Britain, the Netherlands, France and Norway to review the needs and challenges entailed in an increasingly international practice of public relations. "The participants resolved to set up a provisional committee aimed at promoting exchange of information and co-operation within the profession and eventually establishing an [International Public Relations Association](#)," which was officially established in London in 1955 (About IPRA, n.d.). In 1951, Scott Cutlip and Allen Center published the first edition of *Effective Public Relations*, which is considered the first widely used textbook. In 1953, the Agricultural Relations Council is established and PRSA revised its Code of Ethics in 1954 and again in 1959. In 1960, the National Society of Fundraising is formed.

### Global Information Age: 1965-Present

Public relations has evolved tremendously since the 1960s; computer technology being a key factor in this advance. There are now hundreds of USA colleges and universities that offer undergraduate and graduate public relations degrees. The professional community is very organized and more active through national organizations such as PRSA and a variety of regional and state associations. The APR professional accreditation was established by PRSA in 1965 and the Public Relations Student Society of America (PRSSA) was established with chapters in nine universities in 1968. The National Investor Relations Institute was formed in 1969.

In the years since the emergence of publicity and the roots of modern public relations practice, scholars James E. Grunig and Todd Hunt have described four models of the practice: Press agency, public information, two-way asymmetrical and two-way symmetrical. Press agency is the oldest of the models. The public information model surfaced during Ivy Lee's era and his insistence on giving out factual information so the public would be informed. The two-way asymmetrical model focuses on persuasion. Those who practice this model are solely concerned with persuading the public, not having an open dialogue with them. Finally, the two-way symmetrical model is considered the "ideal" and most ethical by many in the field. Two-way symmetrical public relations focuses on using two-way communication in order to achieve a mutual understanding between publics and organizations, and is used to negotiate a mutually acceptable outcomes between the parties.

Textbooks posit that public relations took root in European countries after World War II, and Anglo-American ideas are prevalent in international public relations practice (Bates, 2003). In addition, public relations education in these countries relates somewhat to the U.S. models. Many American public relations textbooks have been translated into other languages. Many international students come to the U.S. to study public relations and bring their knowledge back to their home countries to teach or implement in practice. Many global public relations agencies are US-based and have expanded their operations with their own offices or via affiliates all over the world, adapting public relations universals to local economic, political and social systems.

Public relations in the United States is growing in size and importance as the value of strategic relationship and communication management become accepted for organizational success and perhaps survival (Job Outlook, 2006). Currently, public relations professionals are called to be players in policy making at the management table because of the growing power of public scrutiny and, therefore, increased demands for transparency and accountability. Today, leading corporations, nonprofit organizations and government agencies have influential public relations departments or related units.

### Employment statistics and projections

The US Department of Labor (DOL) defines the responsibility of public relations managers, perhaps in limited fashion, as: "Plan and direct public relations programs designed to create and maintain a favorable public image for employer or client; or if engaged in fundraising, plan and direct activities to solicit and maintain funds for special projects and nonprofit organizations" (Public relations managers, 2001). As of November 2004, the DOL Bureau of Labor Statistics (BLS) estimates the U.S.A. public relations industry employs a total of 246,000 professionals; that is, 58,000 managers with a mean

wage of \$ 83,490 and 188,000 specialists with an average wage of \$ 50,460 (Occupational employment statistics, 2004). This is the largest concentration of a single-country public relations professional community in the world. DOL defines a public relations specialist as an employee who “Engages in promoting or creating good will for individuals, groups, or organizations by writing or selecting favorable publicity material and releasing it through various communications media. May prepare and arrange displays, and make speeches.”

The BLS *Occupational Outlook Handbook 2006-07* highlights the following trends concerning the job of public relations specialists: “[a] Although employment is projected to grow faster than average, keen competition is expected for entry-level jobs. [b] Opportunities should be best for college graduates who combine a degree in public relations, journalism, or another communications-related field with a public relations internship or other related work experience. [c] Creativity, initiative, and the ability to communicate effectively are essential” (Significant Points, 2006). The Handbook reports that “[e]mployment of public relations specialists is expected to grow faster than average for all occupations through 2014. The need for good public relations in an increasingly competitive business environment should spur demand for public relations specialists in organizations of all types and sizes. The value of a company is measured not just by its balance sheet, but also by the strength of its relationships with those on whom it depends for its success. With the increasing demand for corporate accountability, more emphasis will be placed on improving the image of the client, as well as on building public confidence” (Job Outlook, 2006).

Veronis Suhler Stevenson documents the growth of the public relations industry (Nolan, 2005). The industry (mainly counseling firms and affiliated services) has experienced a greater growth since tech boom, from 2003-2004 12% growth (total \$3.41 billion). More revenue increases are expected over the next five years. One noticeable general trend: “alternative marketing” and full-service ad and marketing programs. Firms and freelancers are selling organizations multiple services—from brand loyalty to crisis management. The largest public relations sectors in 2004 were: technology (27.4%), consumer/retail (25.5%) and healthcare (22.7%). The greatest growth has been experienced by consumer/retail (20.7%), healthcare (19.6%) and professional service (11.2%). The use of new information and communication technology seems to be positively impacting and challenging the industry. Burson (2005) explains: “...new information technology has equipped public relations with a broader information dissemination platform and more efficient communication tools. It has proliferated the number and kinds of media; it has intensified both the volume and the clutter; it has accelerated the speed and ubiquity of communications.” Similarly, Cody (2006) states that “traditional media sources are being undermined by blogs and late-night-show hosts as sources of many Americans’ news and information” (p. 9). This reality creates greater segmentation of publics requiring ingenuity by public relations practitioners to reach the target publics.

### Professionalism in Public Relations

Public relations practitioners and educators in the United States have long debated the issue of public relations as a profession. Wylie (1994) described the requirements of being characterized as such: having a well-defined body of scholarly knowledge, completion of a generally standardized and

prescribed course of graduate study, examination and certification by a state, and oversight by a state agency that has disciplinary powers over the practitioner's behavior. Nelson (1994) contributed his five major characteristics of professionalism, which include professional values, membership in professional organizations, professional norms, intellectual traditions, and development of technical skills.

The issue of licensing has been met with strong objections from many academics and professionals, as well as PRSA and IABC, citing concerns about the government's involvement in the field as well as the ability of a licensing board to accurately monitor practitioners (Cameron et al., 1996). Edward Bernays, a pioneer in the field, was the most vocal supporter of licensing, claiming it can only serve to "enhance credibility in the practice" (Cameron et al., 1996).

Sallot, Cameron and Weaver-Lariscy (1997) also surveyed members of the Education Section of PRSA in an effort to discover how academics view practitioners working in the field.

Educators expressed confidence in established ethical guidelines, and believed that writing, editing, and graphics/production skills should have a uniform standard for both practitioners and educators (Sallot et al., 1997). Educators also viewed as important "consistent standards for accreditation, view of public relations as advocacy, and gender equity in opportunity", which contrasted with practitioners' views (p.211). The study also revealed that public relations educators strongly endorse standards for social responsibility, strategic planning and accountability in research.

Cutlip et al. (2000) sums up the professionalism debate: "...it is obvious that a strict interpretation of the criteria precludes qualifying public relations as a profession. In fact, if required to completely adhere to the standards few, if any, fields could pass the test. Many practicing public relations, on the other hand, qualify as professionals on the basis of their commitment to meeting professional standards" (p.52).

## Public Relations Firms

Public relations "agencies" have evolved into counseling reflecting a growing emphasis on more professional tactics and strategy, and a desire to differentiate themselves from advertising agencies (Cutlip et al., 2000). Today, many public relations firms see themselves on professional par with law firms, accounting firms, and architectural firms.

The majority of public relations firms are full-service (performing a wide range of public relations services), but many have chosen to specialize in one particular practice area or industry, such as government relations, agriculture, financial public relations, investor relations, health care and biotechnology, high-tech, travel/tourism, social impact marketing, corporate/reputation management and internal communications. Other specialties include public relations audits and tailored research.

Many firms have opened branches around the world and acquired or affiliated with smaller firms in response to the increasingly global economy. In order to operate in a diverse world of many cultures, each branch office is staffed with local practitioners who are familiar with the media and the culture of the area served. The [Omnicom Group](#), a communication services holding company, has offices in over 100 countries with over 5,000 clients, and was founded in New York in 1987. The public relations agencies under Omnicom Group's umbrella are major global firms such as [Fleishman-Hillard](#), [Ketchum](#), and [Porter Novelli](#), as well as specialist agencies including: [Brodeur Worldwide](#), [Clark & Weinstock](#), [Gavin Anderson & Company](#) and [Cone](#).

Similarly, [WPP Communication Group](#) is a major part of the United States public relations landscape. While it is a British communication conglomerate, it owns major U.S. firms such as [Hill & Knowlton](#), [Burson-Marsteller](#) and [Ogilvy Public Relations Worldwide](#), in addition to such brands as [Cohn & Wolfe](#), [Robinson Lerer & Montgomery](#) and [Finsbury](#). Another British conglomerate, [Interpublic Group](#), owns [Bragman Nyman Cafarelli \(USA\)](#), [Carmichael Lynch Spong \(USA\)](#), [DeVries Public Relations \(USA\)](#), [GolinHarris \(USA-based, worldwide reach\)](#), [MWW Group \(USA\)](#), [Rogers & Cowan \(UK and USA\)](#), [Slay PR \(USA\)](#), [Weber Shandwick \(UK-based, worldwide coverage—second important operation in the United States\)](#), [PMK/HBH \(USA\)](#), [The Rhoads Group \(USA\)](#) and [Tierney Communications \(USA\)](#).

Three other communication conglomerates with U.S.-based public relations-related firms are [Publicis Groupe](#), [Dentsu](#) (public relations services in alliance with Publicis) and [Havas](#). Publicis owns [Manning Selvage & Lee](#), [Publicis Consultants](#), [Johnston & Associates](#), [Drumm and Rowland Communications](#).

PRWeek publishes an [Excellence Survey](#) that rates agencies in a number of categories, including customer service, abilities in a variety of specializations (such as finance, product promotion, and crisis management), and overall positive or negative opinion of the agency.

## Professional Organizations

### *Public Relations Society of America*

PRSA was founded in 1947 “to advance the standards of the public relations profession and to provide members with professional development opportunities through continuing education programs, information exchange forums and research projects conducted on the national and local levels.” PRSA focuses on three core areas: 1) Advancing the profession, 2) strengthening the society and 3) establishing global leadership. As of May 2006, the Society has 112 chapters across the country and more than 21,000 members, as well as more than 9,000 [Public Relations Student Society of America \(PRSSA\)](#) members. PRSA is a founding member and active participant in the [Global Alliance for Public Relations and Communication Management](#) since 2000, and a member of the North American Public Relations Council (NAPRC).

PRSA provides many professional development opportunities for public relations practitioners. The organization hosts an international conference, seminars, teleseminars and workshops as well as produces audio and video tape collections. The Society produces periodically two professional publications: “[The Strategist](#)” and “[Public Relations Tactics](#).” “The Strategist” is a quarterly publications aimed to provide perspectives and ideas for effective public relations at the management level. “Tactics” is a monthly newspaper focused on news, trends and how-to information related to the practice of public relations.

PRSA offers an Accredited in Public Relations certification ([APR](#)), which is the only professional accreditation program available to public relations professionals in the United States. Having the APR designation shows that the practitioner has successfully demonstrated the knowledge, skills and abilities to practice public relations effectively. The APR Accreditation lasts for a lifetime. Any PRSA member in good standing may pursue APR Accreditation, but it is recommended that candidates have at least five years professional experience. The APR is administered and overseen by the [Universal Accreditation Board \(UAB\)](#).



More than 6,500 members take advantage of the [Professional Interest Sections](#). Members can choose from a variety of specializations, and have access to networking opportunities, professional development programs and forums tailored to the unique attributes of specialized public relations practices. The 19 sections are association/nonprofit, corporate, counselors academy, counselors to higher education, educators academy, employee communications, entertainment and sports, environment, financial communications, food and beverage, health academy, independent practitioners alliance, international, military and public safety, multicultural communications, public affairs and government, strategic social responsibility, technology and travel and tourism. Additionally, PRSA has formed two “Affinity Groups” or networks based on personal, job-related or social interests: [New Professionals](#) and [Gay/Lesbian/Bisexual/Transgender](#).

Concerning the student arm of the Society, PRSSA was formed to, “cultivate a favorable and mutually advantageous relationship between students and public practitioners.” The PRSSA mission is “to serve our members by enhancing their knowledge of public relations and providing access to professional developments and opportunities, as well as serve the public relations profession by developing highly qualified, and well-prepared professionals” PRSSA is an important asset to university level public relations programs because it allows the student and professional practitioners a venue to bridge the gaps between the academic and professional communities.

PRSSA focuses on developing highly-qualified professionals by focusing on an understanding of the profession’s current theories, an appreciation of the highest ethical ideals, an awareness of an appropriate business attitude and an appreciation of PRSA Associate Membership and eventual accredited membership. PRSSA has more than 271 chapters on college campuses nationwide. [FORUM](#) is PRSSA’s national newspaper and is produced three times a year. They sponsor the annual Bateman Case Study Competition.

In 1990, the PRSA Foundation was established for the “development of programs to advance public relations research and education, and to the encouragement of contributions from all those who stand to benefit from advancements in the profession” The Foundation awards annual grants for professional research, one of which was for the completion of the USA Public Relations Landscape. They also contribute to education, furthering the development of public relations curricula and exposing students to public relations career possibilities through their [Communications Career Academies](#). Finally the PRSA Foundation supports undergraduate education in the field, awarding nearly \$20,000 in scholarships annually.

[PRSA](#) is highly involved in highlighting effective campaigns by bestowing awards such as the [Silver Anvil Award](#) which is given annually. According to PRSA, “the Silver Anvil Awards recognize complete programs incorporating sound research, planning, execution and evaluation. They must meet the highest standards of performance in the profession”

### [Arthur W. Page Society](#)

The Page Society was founded in 1983 and is a member organization of senior public relations and corporate communication executives whose goal is to enrich their profession. The Page Society exists to perpetuate the high professional standards set by Arthur W. Page. The mission of the Page Society is “to

strengthen the management policy role of the corporate public relations officer by providing a continuous learning forum and by emphasizing the highest professional standards.”

### *Council of Public Relations Firms*

The organization that concentrates its efforts most clearly on the public relations firm itself since 1998 is [the Council of Public Relations Firms \(CPRF\)](#). The Council's mission is "to advance the business of public relations by building its value as a strategic business tool, setting industry standards, helping member firms manage successful and profitable businesses, and promoting the benefits of a career in public relations." The organization also offers management programs such as benchmarking surveys, regional breakfast roundtables, leadership series, and an annual critical issues forum for its members. The Council's board of directors consists of the most successful public relations practitioners from some of the largest public relations firms in the world.

### *Hispanic Public Relations Association*

The Hispanic Relations Association was founded in 1984 and serves communication professionals in Southern California. HPRPA's mission is to provide career enhancement opportunities for those in the public relations, marketing and advertising fields; the Association is dedicated to advancing Hispanic professionals in the field. HPRPA offers seminars and educational workshops as well as provides scholarships to Hispanic students attending Southern California universities. The Association is a nonprofit organization and has more than 150 members.

### *Institute for Public Relations*

The Institute is dedicated to the science beneath the art of public relations. Its stakeholders include educators, researchers, public relations professionals and their corporate and institutional clients. The Institute focuses on building productive relationships with public relations organizations and associations.

### *International Association of Business Communicators*

The International Association of Business Communicators (IABC) is "a global network that provides the content, the credibility and the community to help communication professionals succeed in their careers." It was founded in 1970 and provides a professional network to over 13,000 business communicators in 60 countries. IABC's members work in a [variety of fields](#), including public relations, media relations, investor relations, government relations, teaching, editing, graphic design, and advertising.

### *Issue Management Council*

IMC “is the professional membership organization for people whose work is managing issues and those who wish to advance the discipline” (What is Issue, 2006).

### *National Black Public Relations Society*

The National Black Public Relations Society was established to aid African American professionals in the areas of public relations, public affairs, communications, media relations, community affairs and government affairs. NBPRS focuses on a “**success triad**” of education, expansion and empowerment. There are currently 10 chapters (including those in development) across the United States. NBPRS offers seminars, training and scholarships among other initiatives.

### *National Investor Relations Institute*

“Founded in 1969, NIRI is a professional association of corporate officers and investor relations consultants responsible for communication among corporate management, the investing public and the financial community” (About NIRI, 2000-2006).

### *Public Affairs Council*

The Council was established in 1954 at the request of President Dwight D. Eisenhower, and is the leading association for public affairs professionals. The Council’s mission is “to advance the field of public affairs and to provide tools and resources that enable public affairs executives and managers to achieve their business and professional goals.” Members are able to use the Council’s staff as resources for problems and ideas, and can receive additional training on a multitude of public affairs-related topics.

### **Public Relations Education**

In 1999, the Commission on Public Relations Education issues the latest in its series of reports recommending standards for undergraduate and graduate education: “Public Relations Education for the 21<sup>st</sup> Century: A Port of Entry,” it recommended required and elective public relations courses for university undergraduate programs (i.e., introduction; case studies; research; measurement and evaluation; writing and production; planning and management; campaigns and supervised work experience or internship); courses for master’s programs (i.e., theory, research, management, law and integrated communications) combined with management (i.e., accounting, finance, marketing and strategic planning); and doctoral degree programs with specialized seminars in public relations and research seminars in related social, behavioral and business science.

Public relations education in the United States is a growing academic program or sequence that usually exists as a subdivision within the college of journalism, mass communication or rhetoric. At the university level, many public relations faculty members hold doctorate degrees and have experience practicing the discipline on a professional level.



Public relations scholars and teachers have made significant contributions nationally and internationally. U.S. educators are also active in the public relations divisions of the major academic associations, such as the Association for Education in Journalism and Mass Communication (AEJMC), the Accrediting Council for Education in Journalism and Mass Communications (ACEJMC), the International Communication Association (ICA) and the National Communication Association (NCA). They guide the production of master's theses and doctoral dissertations of domestic and international graduate students. The mentorship of international graduate students continues when they take positions in the U.S. academic sector or when they go back to their native country to teach, conduct research or work in the industry. Despite the downs and ups of international students attending graduate programs in the United States after the tragic events of September 11 of 2001, the reputation of U.S.-based public relations programs as well as the long-lasting relationship between educators and former graduate students, now international colleagues, contribute to a steady presence of graduate students from all over the world in U.S.-based public relations graduate programs. In particular, Asian and European students and upcoming scholars are making their marks in the global public relations body of knowledge. Especially in the case of the contributions of Asian graduate students and scholars, Molleda and Laskin (2005) explain that the most prolific authors attend or graduated from public relations or communication programs in the United States. Among the U.S. universities that are producing a significant proportion of global public relations scholarship are: Missouri, Florida, Rutgers and Maryland (Molleda & Laskin, 2005).

The goal of most academic public relations programs is to, "provide an educational environment of exceptional quality for students interested in pursuing knowledge of the public relations field and to advance the field itself through ethical scholarship." Public relations education generally revolves around three main areas of focus: Public Relations/Communication Management, Research Methods, and Global Public Relations. Many U.S. colleges and universities offer public relations only as an undergraduate major; however, this trend is beginning to change. Major universities including [University of Florida](#), [University of Maryland](#), [University of Alabama](#), [University of Georgia](#), Virginia Commonwealth University, New York University and [Syracuse University](#) offer the discipline with master's tracks, some offer the option of doctorate degrees in Mass Communication with an emphasis on public relations.

Much of the ground breaking academic material written about public relations has been produced by [James and Larissa Grunig](#) of the University of Maryland. The Grunigs have been leaders in the fields of two-way symmetrical public relations and relationship measurement and analysis.

Other centers that support public relations education and research are: The Center for Corporate Citizenship at Boston College, USC Annenberg Strategic Public Relations Center and The Plank Center for Public Relations Studies at the University of Alabama.

### Laws and regulations affecting the public relations practice

There is not a single, specific regulatory body that oversees public relations professionals in the United States, and currently no professional license is required to practice. However, there are many broader rules and regulations that impact the practice of public relations directly or indirectly.

The Bill of Rights of the U.S. Constitution guarantees the civil liberties of the people over the rights of the government, and the First Amendment includes strong and clear protection for freedom of expression.

Similarly, laws restricting libel and slander (discussed in the Media section of this landscape) must be adhered to. These aspects have contributed to the development of public opinion and the need for open communication between organizations and publics. Similarly, “[t]he maturity of the journalistic profession...is critical in the empowerment of public opinion in the United States...” (Sharpe & Pritchard, 2004, p. 14).

Practitioners (known as “agents”) serving foreign governments must register under the [Foreign Agents Registration Act](#) of 1938. Agents must register with the Attorney General within ten days of engagement, and must report (under oath) every six months the names of the foreign interests for whom they work, the activities they carry out, and where they get and how they spend their money. They must label lobbying materials and other information as being distributed by a registered foreign agency, and must provide copies to the attorney general.

The [Freedom of Information Act](#) of 1974 and the [Government in the Sunshine Act](#) of 1976 allow for open access to government records, meetings, and other information. Exceptions to these rules include information that jeopardizes national security, reveals business trade secrets, invades an individual’s privacy, or interferes with a law enforcement investigation. Regulatory agencies are not required to release reports dealing with financial institutions, oil/gas exploration data or maps, and internal agency memoranda.

Practitioners working in politics or public affairs are subject to multiple regulations. The Federal Regulation on Lobbying Act of 1946 and the [U.S. Lobbying Disclosure Act](#) of 1995 require practitioners working as lobbyists to register with the Clerk of the House of Representatives or the Secretary of the Senate, and must report detailed information about their clients. In addition, practitioners working for political action committees (PACs) must be mindful of [campaign contribution laws](#). PACs can contribute up to \$5,000 each year to political candidates, \$15,000 to political parties, and \$5,000 to other political committees. They are not limited in the amount of advertising or other “independent” expenditures. The [Taft-Hartley Act](#) of 1947 allows the president to block strikes by members of labor unions, as well as governs other aspects of union-company-employee relations.

Investor Relations professionals are governed by many [Securities and Exchange Commission](#) (SEC) regulations. Laws require corporations to provide regular information about the health of their companies through news releases, earnings calls, annual and quarterly reports, and annual meetings. [The U.S. Securities Act of 1933](#) restricts corporate communication before and after the period in which new securities (stocks) are registered with the SEC, and requires companies to provide “material information” (also referred to as forward looking statements) about new stock offerings in order for investors to make informed decisions. The [Sarbanes-Oxley Act](#) of 2002 establishes stronger standards of governance for corporate boards of directors, management, and public accounting firms. Provisions include the requirement of financial statements to be certified by CEOs and CFOs, public reporting of CEO and CFO salaries and benefits, stricter insider trading regulations, and additional requirements for financial disclosure.

Practitioners working for consumer products companies should be aware of the [Product Safety Act of 1972](#), which allows for the recall of products deemed dangerous to the public, and to ban a harmful product in extreme circumstances. In addition, there are many industry-specific consumer bills of rights.

Copyright law states that copyright owners "shall have exclusive right to reproduce, distribute, and use original works of expression fixed in a tangible medium." Neither registration nor publication is required for a copyright to be valid. Physical items can be copyrighted – for example, written, musical, or graphical works – but ideas and concepts cannot be copyrighted.

### Public relations-related publications, specialized media and services

The public relations "industry" in the United States includes a myriad of companies and specialized media outlets that provide up-to-date information and multiple services to support the ever-increasing sector and practices. Following are a sample of those companies:

#### Publications:

*Communication World* (IABC)

*Journal of Public Relations Research*

PRSA Directories: *The Blue Book* (membership), *The Green Book: A Guide to Public Relations Service Organizations* and *The Red Book* (Counselors Academy).

*Public Relations Quarterly*

*Public Relations Review*

*Tactics* (PRSA)

*The Strategist* (PRSA)

#### List of publishers with significant number of public relations titles:

Allyn & Bacon/Longman Publishers

Lawrence Erlbaum Associates

Sage Publications

#### Specialized media:

*Bulldog Reporter*

*HolmesReport*,

*O'Dwyer's Public Relations News*, including *Newsletter*, *PR Report* (monthly magazine), *Directory of PR Firms* and *Directory of Corporate Communications*.

Lawrence Ragan Communications, Inc., including these newsletters: *Pub Pass*, *Corporate Writer & Editor*, *First Draft*, *Journal of Employee Communication Management*, *Media Relations Report*, *The Ragan Report*, *Speechwriter's Newsletter* and *Web Content Report*.

*PR Reporter*

*PRNews*

*PRWeek*

### Services:

[American News Network](#), content provider

[Bacon's](#), media directory

[BurrellesLuce](#), media monitoring

[BusinessWire](#), release distribution

[CARMA](#), content analysis

[CustomScoop](#), online news clipping service

[Cymfony](#), content analysis

[Delahaye](#), research

[Factiva](#), a Dow Jones & Reuters Company

[Globalpress Connection, Inc.](#), public relations events in world markets

[HarrisInteractive](#), public relations research

[Institute for Crisis Management](#)

[IntelliContact](#), Email marketing

[Kefmedia](#), video public relations

[LexisNexis](#)

[MarketWire](#), press release distribution and EDGAR filings

[PRNewswire](#)

[PRWeb](#), press release newswire

[Strauss Radio Strategies](#), radio media relations

[Tekgroup International](#), online public relations

## The FeedRoom

thenewsmarket

Vidicom, multimedia convergence program

VMS Integrated media intelligence solutions

## Current state of U.S. public relations

### *Diversity*

Grunig, Grunig & Dozier (2003) suggest that to be able to communicate effectively with a multitude of publics, organizations must reflect the diversity of their audiences (a characteristic of excellent public relations practice). However, research has shown that public relations in the United States is lacking in terms of diversity of its workforce.

Women have been increasing their share of this workplace for many years. In the 1960s, women comprised approximately 25 percent of public relations professionals; in 1997, that number had increased to more than 65 percent (Toth, 2001). Donato (1990) described the reasoning behind the increase in hiring as the following:

...affirmative action requirements, the gender specific demand for women, women as a 'better buy' (referring to the surplus of women), new women publics for which there was a commercial value, female-intensive industries, fields offering flexible hours and fewer sexual barriers, a gender ideology that favored women's social skills over men's, and women's attraction to public relations because it gave women better opportunities than they had in other occupations. (cited in Aldoory & Toth, 2002, p.105)

Aldoory and Toth (2002) found that "although the public relations profession is almost 70% women today, men are often favored for hiring, higher salaries, and promotions to management positions" (p.103). A 1995 Simmons Market Research survey found that on average, men's salaries were 45 percent higher than women's, and an analysis by Wootton in 1997 showed that only 35.7 percent of the managers in marketing, advertising, and public relations were women (Aldoory & Toth, 2002). These statistics are changing yearly as more women ascend to management positions.

Ethnic minorities (both male and female) are also underrepresented in public relations. A participant in a study done by Hon and Brunner (2000) noted that:

...there are the token female and minority managers. I don't think they are treated all that different, but I think there is still some tokenism. In our organization, there are women and minorities on their way up, but the fact is that almost all the upper management is white male, and that's just a fact. (p.321)

That individual's opinion having been stated it is only for to note that most public relations firms and departments are firmly committed to improving the diversity of their workforces.

Data collected in 1998 showed that only about 14 percent of U.S. practitioners were minorities, primarily of African and Hispanic origin (U.S. Dept. of Labor, 1998).

### *New Technology*

The computer has greatly expanded the toolset public relations professionals have at their disposal to disseminate and retrieve information. Technologies have expanded in capability, while going down in cost, therefore rendering them more widely available. Springston (2001) says that "on a computer system costing about \$1,000 (USD), a public relations practitioner can create multimedia programs or even live video images and deliver them worldwide over the Internet. The ease, cost, and capability of the computer are stretching and changing the boundaries, roles, and relationships of public relations practitioners inside and outside of their organizations" (p. 603). Tools such as e-mail to clients, employees and other publics, electronic calendars, and electronic databases can greatly enhance productivity. The danger of "information overload" is present due to the wealth of information available, but experienced professionals will figure how to sort through the stacks quickly in order to locate what is needed.

Research has benefited significantly from the rise of the Internet, making more resources readily available to the practitioner. Services such as [Lexis-Nexis](#) and Factiva have made media scanning much easier, with pertinent clips able to be delivered to the practitioner's e-mail inbox, as well as a vast archive of older items. They have also expanded the scope of information gathering, with practitioners using e-mail and the Internet to administer online focus groups and surveys, and conduct research for campaigns and strategy.

Technology has made it much easier for practitioners to communicate with members of the media. Bovet (1995) states that a third of journalists prefer to receive information via e-mail

(cited in Springston, 2001), and many practitioners disseminate media releases via e-mail and the Internet.

Many practitioners harness the Internet's power for meetings, utilizing video cameras to conduct web conferences. This heightens two-way communication and allows professionals to interact with clients and co-workers more effectively than just by phone, even across great distances (Springston, 2001).

### *Public Relations and IMC*

Integrated Marketing Communications (IMC) has grown in popularity in the United States business community over the last twenty years, but is sometimes misunderstood in terms of its relationship to public relations and vice versa.

IMC is a method of integrating communications components, such as marketing, advertising, and public relations, under one umbrella (Kitchen, 2005). Many companies have adopted this model in response to shrinking budgets for communications, as well as the trend towards cementing customer loyalty through

relationship marketing. Research has shown that “IMC increased communications impact, made creative ideas more effective, and provided greater communication consistency”, but many public relations practitioners view IMC as “an encroachment” on the field, as well as a form of “marketing imperialism” (Kitchen, 2005, p.73, 76).

A PRSA survey of practitioners in 2005 asked their opinions on working closely with marketing in an IMC environment. The majority of practitioners worked directly with marketing on activities such as crisis communications, product or campaign launches, and major company announcements (PR News/ PRSA survey, 2005). Similarly, when asked what could be done to strengthen PR/Marketing relations, practitioners responded with the following:

- Discontinue belief that marketing and PR are mutually exclusive positions
- Whether it’s direct-to-the audience (marketing) or channeled through the media (PR), the end audience should be more or less the same
- Mutual respect and constant communication – marketing and PR should get to know each other’s roles, learn their objectives and goals, and work as a team to strengthen the outcome for the organization (PR News/PRSA survey, 2005, p. 1)

Many PR practitioners view IMC as an opportunity to help establish the importance of the profession by emphasizing the relationship between the company and the consumer. Sader (2005) states that “IMC goes beyond the customer to recognize the potential influence of all of an organization’s stakeholders, including the media, stockholders, suppliers, government, Wall Street, and staff. It strives to forge a relationship between the stakeholder and the brand, which mirrors the objectives of PR pros more than that of ad execs” (p.8).

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## Media in the United States

The news media constitute a majority of the communications industry in the United States. Thanks to the emergence of new technology, as well as an evolving society, journalism in the United States has been undergoing a major transformation in recent years.

Today “press” is synonymous with “media”, to reflect the growing number of technologies employed to inform the citizens of the United States, as well as the world.

## Freedom of the Press

Journalists have long considered themselves the “watchdogs” of the government, but the function of the press as intended in the eighteenth century was to serve as a platform for the literate elite of society to express their views on government. It took nearly a century for the press to evolve into a non-partisan medium of the people, reflecting the diversity of the United States. However, despite all the changes, two factors have remained unchanged from the first press corps: the independence from government regulation, and relying on the public for financing and approval.

Unlike many countries, the United States press’ independence from government regulation allows them many liberties where freedom of speech is concerned. The framers of the [Constitution](#) had this ideal in mind when they crafted the [First Amendment](#), which states that:

*Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.*

The United States received the overall ranking of “Free” in [Freedom House’s 2005 Press Freedom study](#), achieving top ranks of “1” in the Political Rights and Civil Liberties categories.

There is not complete freedom, however. Journalists must be mindful of laws pertaining to [libel](#) and slander. Libel refers to written defamation, defined as “false or unjustified injury to someone’s good reputation.” Slander is similar, but typically refers to spoken defamatory statements as opposed to written. A person can successfully sue for libel only if they can prove the defamatory information is false. In addition, libel cases typically heard in civil (as opposed to criminal) court proceedings, and a jury decides if the libel claims have merit, as well as the amount to be awarded in damages, if applicable.

The [U.S. Supreme Court](#) is typically supportive of the First Amendment, but the landmark case of [New York Times v. Sullivan](#) established that public officials could no longer sue successfully for libel unless the media (usually reporters or editors) were guilty of “actual malice”, or information that was known to be false prior to publication. While most libel and slander cases involve those who hold public office, the Supreme Court later expanded the rule to include “public figures”, individuals who do not hold public office, but are considered to be in the public eye. This includes celebrities, prominent writers, athletes, and others who often attract media attention. Private individuals can also sue for libel, but the rules are typically not as stringent, as most states have their own individual criteria for bringing libel suits. As with public libel cases, all private libel cases must prove that a journalist has been negligent, or careless, when publishing false information.

In all cases, the person bringing the suit has the burden of proof; that is, they must prove that they have been libeled. Public figures must prove beyond reasonable doubt that the reporter or editor not only published false information, but did so recklessly and maliciously.

The danger of being sued leads many news organizations away from publishing stories thought to be controversial. Larger outlets (such as NBC or the New York Times) have the financial resources to fight libel cases, so they are more likely to take a chance on a potentially controversial story. However, smaller outlets (such as local newspapers and television stations) that do not have sufficient resources to fight libel cases typically take a more conservative route in reporting.

## Libel Law Resources

### Examples of U.S. Libel Cases

### Links to all U.S. Federal and State Laws

### Key libel law terms

## Types of Media

### Television

Broadcasting was first employed prior to World War I, but did not truly take off until right before World War II, when the U.S. government approved FM radio and television broadcasting for general public consumption. Television networks owned by [ABC](#) (American Broadcasting Company), [CBS](#) (Columbia Broadcasting System), and [NBC](#) (National Broadcasting Company) came on the air in 1948. Television in the United States was originally broadcast in black and white, with color entering the market in the 1960s.

The way Americans viewed television was revolutionized in the 1970s, with the advent of the [Betamax](#) video cassette recorder (which is nearly obsolete these days, with [VHS](#), [DVD](#), and [digital video recorders](#) being extremely popular), as well as the introduction of Home Box Office ([HBO](#)), a pay-cable service.

The "Big Three" broadcast networks are still in operation ([ABC](#), [CBS](#), and [NBC](#)), as well as [Fox](#), [The WB](#) and [UPN](#) (the [CW](#) will debut in fall 2006, a merger of The WB and UPN). Each broadcasts through a network of affiliate stations across the country. The most popular programs are typically broadcast during primetime viewing hours (7:00-11:00 p.m.), and are on the major broadcast networks. Schedules are determined early in the calendar year, with the new season debuting in September. [Nielsen Media Research](#) tracks the viewing habits of U.S. television watchers and publishes [weekly rankings](#), which determine many factors in the television industry, such as which shows are renewed and which ones receive prime slots in the network lineup. In addition, Nielsen ratings help to determine prices of ads that run during programs, with higher rated programs commanding a more expensive price tag for advertisers.

Cable television is extremely popular in the United States today, with an estimated [66.3%](#) of households receiving cable service. Many Americans also choose to subscribe to satellite (such as [DISH Network](#) and

DirectTV) or digital cable services, which receive multitudes of channels, multiple movie networks, and digital music channels. The TiVo service popularized the digital video recorder, and allows users to record entire seasons of their favorite programs as well as other features.

There are hundreds of specialized cable channels available for nearly every possible interest, with more channels debuting yearly. Some of the more popular channels in the United States are:

- CNN (Cable News Network)
- ESPN (sports programming)
- The Weather Channel (local and national weather, as well as weather-related programming)
- Food Network (cooking shows, food-related programming)
- MTV (Music Television)
- QVC (Home shopping channel)

Cable television revolutionized the way people received news with the advent of 24-hour news networks such as CNN, MSNBC, and Fox News Channel. Now, instead of having to wait for the evening news broadcast or the newspaper for information, viewers can tune to any of the above networks to get a recap of the day's headlines and breaking stories.

Public (noncommercial) television in the United States is broadcast by Public Broadcasting Services (PBS). A non-profit media broadcasting corporation, PBS receives financial support through limited government funding, corporate and foundation sponsors, memberships purchased by listeners, and support from the Corporation for Public Broadcasting. PBS' reach includes 99% of U.S. homes with televisions, and over 90 million viewers weekly. Programming includes news and documentary series (Frontline, NOVA, NewsHour with Jim Lehrer), quality children's programs (Sesame Street), entertainment (Masterpiece Theatre, Live from Lincoln Center), as well as a host of other programs.

[PBS station finder](#)

[Television station listings \(sorted by state\)](#)

## Radio

Most radio programming today consists of various types of recorded popular music. Popular formats nationwide include Top-40, Country, Rap and R&B, Alternative, Rock, Easy Listening, Adult Contemporary, and Classical. Talk radio is another popular radio format in the United States. Typical programs consist of a host covering current events such as politics, health, and relationships. Listeners are encouraged to phone in to the program to express their opinions on-air, and in-studio guests are a common occurrence.

[Voice of America](#)

[Radio station listings \(sorted by state\)](#)

Public radio is also very popular, with [National Public Radio](#) (NPR) serving as the main broadcaster. NPR's main audience consists of roughly 25 million listeners, and is heard through a nationwide network of over [800 affiliate stations](#) ("member stations"). Unlike commercial radio stations, NPR is a non-profit organization, selling memberships to listeners in order to cover operating costs (in addition to limited government funding, corporate and foundation sponsors, and the [Corporation for Public Broadcasting](#)). Programming encompasses a [wide range](#) of genres, including talk shows ([Talk of the Nation](#), [The Diane Rehm Show](#)), variety ([A Prairie Home Companion with Garrison Keillor](#), [This American Life](#)), musical performance ([Performance Today](#), [From the Top](#)), news ([All Things Considered](#), [Morning Edition](#), [National Press Club](#)), and special interest ([CarTalk](#), [Wait Wait...Don't Tell Me!](#), [Capitol Steps](#)). Many NPR stations play classical and jazz music as well.

Another type of radio that is steadily gaining popularity in the United States is satellite radio. Listeners purchase a digital tuner and pay a monthly subscription fee that enables access to hundreds of channels of commercial-free music, talk, comedy, sports, news, and entertainment anywhere in the country. Broadcasts can be received anywhere, including home, business, vehicle, and through portable tuner devices. U.S. providers are [XM Radio](#) and [Sirius](#).

As more and more Americans listen to music and radio through their computers or digital music players (such as the [iPod](#)), podcasts are also becoming increasingly popular. Podcasting involves the distribution of audio or video files over the internet, which can then be downloaded to a computer or digital music player. Listeners can subscribe to podcasts so that the latest episodes of the show are automatically downloaded. Podcasts are becoming increasingly more specialized, and are available on nearly every topic imaginable, from news to humor to entertainment.

[Podcasts on Apple's iTunes](#)

[Yahoo! podcast directory](#)

[NPR's podcast directory](#)

## Print Media

The newspaper industry in the United States is undergoing a period of change. Once the medium readers turned to for all types of news, it is in danger of being eclipsed by other news sources, such as television news and online news unless changes are made industry-wide. Many are beginning the transition to new business models that will allow them to keep pace with changing times.

The [Newspaper Association of America](#) estimates there are currently over 1,450 daily newspapers in the United States, with a combined circulation of over 54 million. Sundays have increased readership, with approximately 58 million copies sold. In addition to that, newspapers have large multiple readerships – that is, each copy is read on average by 2.4 people (2.5 on Sundays).

However, despite very respectable numbers, the newspaper and print media industry has seen a decline over the past several years. Many publications and parent companies are undergoing layoffs and job cuts in order to conserve profits. For example, in 2005, the [New York Times](#) cut nearly 60 people from its newsroom staff, and the Los Angeles Times cut 85. KnightRidder, one of the largest and respected

newspaper ownership companies, was sold to the McClatchy Company, and has been gradually selling off many of its papers. Magazines such as [Newsweek](#) and [U.S. News & World Report](#) also encountered financial difficulties, and the largest magazine publishing company, [Time, Inc.](#), has changed its mission from “magazine publishing” to a “multiplatform media company.”

Many of these changes have been precipitated by the rise of new media types, especially the electronic media. In the electronic day and age, newspapers can no longer just produce print editions in order to remain competitive. Most newspapers now have extensive websites that feature exclusive multimedia content and expanded print editions. In addition, websites are typically updated 24 hours a day, 7 days a week in order to compete with cable news channels such as [CNN](#). Large newspapers such as [USA Today](#) and the [New York Times](#) have [reorganized their newsrooms to include a 24 hour “continuous” news desks, and integrated their online and print sections into one newsroom](#). USA Today Editor Ken Paulson [explains this change](#):

*“The critical thing is that this is a merger, not a hostile takeover. It is a combining of talent, the hope is that the print edition will help enhance USA Today online, and those online will help bring their talent to the newspaper.”*

[Top 10 Newspapers in the U.S., ranked by circulation:](#)

1. [USA Today](#)
2. [Wall Street Journal](#)
3. [New York Times](#)
4. [Los Angeles Times](#)
5. [Washington Post](#)
6. [Chicago Tribune](#)
7. [New York Daily News](#)
8. [Denver Post/Rocky Mountain News](#)
9. [Philadelphia Inquirer](#)
10. [Houston Chronicle](#)

[Complete list of U.S. newspapers, ranked by circulation](#)

[Kidon's newspaper listing \(sorted by state\)](#)

[InfoUSA's comprehensive magazine listing](#)

## [Wire Services](#)

Many media outlets depend heavily on newswire services for national and international stories. Also referred to as news or press agencies, wire services do not publish news themselves; rather, they gather, write, and distribute news from around the world to newspapers, periodicals, and radio and television stations ([Encyclopedia Britannica](#)). Many of these agencies operate cooperatively; that is, individual members provide news from their circulation areas to an agency pool for general use.

There are many different functions of wire services. While the majority covers a wide variety of news, some cover specialized topics, such as crime, legal news, financial information, medical news and sports. Others provide photographs, audio, and video.

Major wire services in the United States include the [Associated Press \(AP\)](#), [United Press International \(UPI\)](#), [Reuters](#), [Bloomberg](#) (financial information), and [PR Newswire](#).

## Media Conglomeration

As the types of media grow and become more widespread, gone are the days of the independently owned newspaper or television station. Today, several U.S. firms control the majority of global media sources in a variety of specializations. Many of these companies own holdings in the publishing, music, production, and television industries, as well as controlling portions of the means of production. A side effect of media conglomeration is that many reporters and editors are forced to multitask, often producing all aspects of their story, including research, fact-checking, and editing.

In the newspaper industry, 39% of daily newspapers are owned by large groups, controlling 69% of daily circulations in the United States ([2003 statistics](#)). The top 10 groups alone control 51% of daily circulation.

Major Media Publishers in the U.S.

- [Gannett Company, Inc.](#)
- [Hearst Corporation](#)
- [Knight Ridder](#)

Global media giants:

- [Viacom](#)
- [NewsCorp](#)
- [Bertelsmann](#)
- [Vivendi Universal](#)
- [Sony](#)
- [AOL Time Warner](#)
- [The Walt Disney Company](#)

*Additional information:*

[Media Ownership Listing](#)

[PBS's Feature on Media Ownership in the U.S.](#)



## Blogs

Weblogs (commonly referred to as “blogs”) are increasing in visibility in the media world, with the number of blogs on the internet estimated at a staggering [9 million](#). Blogs are typically helmed by individuals (referred to as “bloggers”) wishing to express views on a multitude of topics, including reports on news items, gossip about celebrities and other public figures, political writings, and personal diaries.

Blogs are also published by upper management of major companies (such as [General Motors](#)) in order to communicate their views on issues directly to the public. Journalists are using the blog model to provide live coverage of major events (such as Hurricane Katrina, the [Academy Awards](#), and the Super Bowl).

The beauty of the blog is that the medium allows nearly anyone to express their opinions on the World Wide Web; however this can also be dangerous with the increasing amount of media attention paid to blogs, as it is easier for misinformation and opinion to be reported as fact.

*Sources:*

[The Electronic Media](#)

[Libel Law in the United States](#)

[Freedom House](#)

[The American Press](#)

[Journalism.org](#)

[USInfo Newspaper List](#)

[State of the News Media](#)

[Editor & Publisher's Across the Print Divide](#)

[Nielsen Media Research](#)

[Media in the United States – Global Issues](#)

[Pitching Blogs](#)

[Blogs will change your business](#)



# Country Profile

**Location:** North America, bordering both the North Atlantic Ocean and the North Pacific Ocean, between Canada and Mexico

**Area:** 9,631,418 sq km total area  
9,161,923 sq km land area  
469,495 sq km water area

*note: includes only the 50 states and District of Columbia*

**Area (comparative):** about half the size of Russia; about three-tenths the size of Africa; about half the size of South America (or slightly larger than Brazil); slightly larger than China; almost two and a half times the size of the European Union

**Borders:** Canada to the north; Mexico to the south

**Map:** [CIA World Factbook](#)

## Time Zones:

GMT/UTC -5 (Eastern)

GMT/UTC -6 (Central)

GMT/UTC -7 (Mountain)

GMT/UTC -8 (Pacific Standard)

**Population:** 295,734,134 (July 2005 estimate)

**Age Structure:** 0-14 years: 20.6% (male 31,095,725/female 29,703,997)

15-64 years: 67% (male 98,914,382/female 99,324,126)

65 years and over: 12.4% (male 15,298,676/female 21,397,228) (2005 estimate)

**Ethnic Groups:** white 81.7%, black 12.9%, Asian 4.2%, Amerindian and Alaska native 1%, native Hawaiian and other Pacific islander 0.2% (2003 estimate)

*note: a separate listing for Hispanic is not included because the US Census Bureau considers Hispanic to mean a person of Latin American descent (including persons of Cuban, Mexican, or Puerto Rican origin) living in the US who may be of any race or ethnic group (white, black, Asian, etc.)*

**Religions:** Protestant 52%, Roman Catholic 24%, Mormon 2%, Jewish 1%, Muslim 1%, other 10%, none 10% (2002 estimate)

**Languages:** English 82.1%, Spanish 10.7%, other Indo-European 3.8%, Asian and Pacific island 2.7%, other 0.7% (2000 census)

**Climate:** mostly temperate, but tropical in Hawaii and Florida, arctic in Alaska, semi-arid in the great plains west of the Mississippi River, and arid in the Great Basin of the southwest; low winter temperatures in the northwest are ameliorated occasionally in January and February by warm Chinook winds from the eastern slopes of the Rocky Mountains

**Capital:** Washington, DC

**Government Type:** Constitution-based federal republic; strong democratic tradition

**Administrative Divisions:** 50 states and 1 district\*; Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, District of Columbia\*, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming

**Dependant Areas:** American Samoa, Baker Island, Guam, Howland Island, Jarvis Island, Johnston Atoll, Kingman Reef, Midway Islands, Navassa Island, Northern Mariana Islands, Palmyra Atoll, Puerto Rico, Virgin Islands, Wake Island

**Independence:** July 4, 1776 (from Great Britain)

**National Holiday:** Independence Day, July 4

**Constitution:** September 17, 1787, effective March 4 1789

**Legal System:** Federal court system based on English common law; each state has its own unique legal system, of which all but one (Louisiana's) is based on English common law; judicial review of legislative acts; accepts compulsory ICJ jurisdiction with reservations

## Executive Branch:

*chief of state /head of government:* [President George W. Bush](#) (since 20 January 2001)

*cabinet:* [Cabinet](#) appointed by the president with [Senate](#) approval

*elections:* president and vice president elected on the same ticket by a college of representatives who are elected directly from each state; president and vice president serve four-year terms; election last held 2 November 2004 (next to be held November 2008)

**Legislative Branch:** bicameral [Congress](#) consists of the [Senate](#) (100 seats, one-third are renewed every two years; two members are elected from each state by popular vote to serve six-year terms) and the [House of Representatives](#) (435 seats; members are directly elected by popular vote to serve two-year terms)

**Judicial Branch:** [Supreme Court](#) (nine justices appointed for life on condition of good behavior by the president with confirmation by the Senate);

[United States Courts of Appeal](#); [United States District Courts](#); State and County Courts

**Political Parties:** [Democratic Party](#); [Green Party](#); [Libertarian Party](#); [Republican Party](#)

**Currency:** US Dollar

## Branches of Government:

[Department of Commerce](#)

[Department of Defense](#)

[Department of State](#)

[Department of Agriculture](#)

[Department of Education](#)

[Department of Energy](#)

[Department of Health & Human Services](#)

[Department of Homeland Security](#)

[Department of Housing and Urban Development](#)

[Department of Justice](#)

Department of Labor

Department of Transportation

Department of Veterans Affairs

Department of Interior

Department of Treasury

White House

**Presidential Libraries:**

Herbert Hoover

Franklin D. Roosevelt

Harry S. Truman

Dwight D. Eisenhower

John F. Kennedy

Lyndon B. Johnson

Richard Nixon

Gerald Ford

Jimmy Carter

Ronald Reagan

George H.W. Bush

William "Bill" Clinton

*Sources:*

*CIA World Factbook*

*Lonely Planet*

## Country's History (in-brief)

The United States has developed from a small number of colonists to one of the most powerful nations in the world over the last half century. The population diversified and grew as immigrants from a variety of countries arrived to start a new life in the United States. However, the history has been a long and colorful one, with many struggles amongst various ethnic, religious, political, and economic groups, as well with other nations.

**Native Americans** were the original inhabitants of the land that today constitutes the United States of America. However, Europeans arrived and brought diseases with them unfamiliar to the immune systems of the natives, and as a result, reportedly decimated the population by up to 90 percent. The Europeans used the new lands as sources of precious metals and agriculture which required the utilization of large workforces. Their attempts to enslave the native peoples failed, so they turned to the African slave trade to supplement their labor needs.

## Colonization

Permanent English settlements began in the **Chesapeake Bay** area in 1607 and **Massachusetts** in 1620. **Jamestown**, the first settlement in **Virginia**, was a business venture by the Virginia Company of London that ultimately ended in failure. **Puritans** established settlements in Massachusetts to serve as havens from religious persecution in England, and formed their own government to ensure order in their colony.

By 1660, England had founded 12 of the 13 colonies that would comprise the original United States, all formed as proprietary colonies, or huge land grants to individuals or small groups that had been loyal to the King during their civil war.

Difficulties arose between Britain and the American colonies over how they should be taxed. British officials believed that the British government had the constitutional power to tax and govern the American colonies. By 1720, all but two colonies had an elected assembly, which could pass revenue bills, and an appointed governor, who were appointed by the king and served as their representatives. Americans saw the assemblies as defenders against the king, **Parliament**, and their governors, who were attempting to increase their power at the expense of personal freedoms.

**The Tea Act of 1773** maintained the tax on tea, and gave the English East India Tea Company a monopoly on the export of the commodity. Americans did their best to disrupt ships carrying the tea, and on December 16, 1773, colonists dressed as Native Americans dumped a shipload of tea into Boston harbor in what became known as the **Boston Tea Party**.

## Revolutionary War

**The First Continental Congress** was held in **Philadelphia, Pennsylvania**, in September 1774. They refused to recognize the authority of Parliament, and sent a petition to the king stating that Parliament could not legislate for the colonies without their consent. To counter the occupation of the British army, Massachusetts formed a provincial congress. Britain responded by sending an army to attack American leaders at Concord. They were met by Massachusetts militiamen, and the **Revolutionary War** began in

April 1775 with the battles of [Lexington and Concord](#). Americans defeated the British army at the battle of [Saratoga](#), which convinced the French to send aid to the Americans, as well as naval support. [Lord Charles Cornwallis](#) surrendered the British army in 1781 at the battle of [Yorktown](#), and the independence of the United States was recognized in 1783 by the [Treaty of Paris](#).

The [Declaration of Independence](#) was written after Congress voted for independence on July 2, 1776, and [Thomas Jefferson](#) was commissioned to write the first draft, which detailed a list of grievances against the king. The [Constitution](#) of the United States was drawn up in May 1787, which provided for a bicameral legislature, an electoral college in which to elect the president, a judicial system, and separated and defined the powers of the three branches of government. [George Washington](#) was unanimously elected the first president of the United States in 1789, and Congress passed 12 amendments to the [Constitution](#), the first 10 of which would become the [Bill of Rights](#). The [War of 1812](#) between the United States and Britain established the United States as a fully sovereign nation that was capable of handling its own affairs without interference from Great Britain

## Westward Expansion

In 1803 the [Louisiana Purchase](#) established for the use of the [Mississippi River](#) and removed the French presence from the western border of the United States. [President Thomas Jefferson](#) sent [Lewis and Clark](#) on an expedition to explore the territory and to continue on to the [Pacific Ocean](#). Expansion continued in the west under the guise of "[Manifest Destiny](#)", and [Louisiana](#) (1812), [Florida](#) (1819), [Missouri](#) (1821), and [Arkansas](#) (1836) entered into statehood. [The Treaty of Guadalupe Hidalgo](#) in 1848 ceded [Texas](#), [California](#), [Arizona](#), [Nevada](#), [Utah](#), [Colorado](#), [Wyoming](#), and [New Mexico](#) to the United States.

Many social reform movements emerged from the 1820s, among them being a system of tax-supported public schools, new forms of prisons, and the prohibition movement that attempted to outlaw alcohol consumption. The first [Women's Right Convention](#) was held in Seneca Falls, New York, in 1848. Delegates to this conference demanded civil and legal equality for women, specifically the right to vote, arguing that "political participation separated people who counted from those who did not.

## Civil War

Slavery was also a major issue of contention during the mid-nineteenth century, as increasing numbers of Northerners began to oppose the practice. The first issue of [The Liberator](#), an anti-slavery newspaper, was published by [William Lloyd Garrison](#) in 1831. Hundreds of anonymous men and women operated an [Underground Railroad](#) that helped countless numbers of slaves escape to freedom in the north, often to Canada. Abolitionists attacked the party system as well as the issue of slavery, intending to capture the political parties' attention, which increased when ex-president [John Quincy Adams](#) lent his support to the campaign.

Questions of states' rights and the issue of slavery quickly consumed national politics, and quickly led to the downfall of the previous two-party system. The [Republican Party](#) elected [Abraham Lincoln](#) president in 1860, and with an antislavery [White House](#), slave states began to secede in 1860. The Union refused to let them leave, and the [Civil War](#) began.

Southerners justified secession with a principal known as compact theory, which stated that the [Constitution](#) had created a compact between independent states that retained their sovereignty, and could be broken as easily as it was created. [South Carolina](#) was the first to secede in December 1860, and formed the [Confederate States of America](#) along with [Mississippi](#), [Florida](#), [Alabama](#), [Georgia](#), [Louisiana](#), [Virginia](#), [North Carolina](#), [Tennessee](#), [Arkansas](#) and [Texas](#). Their constitution was nearly identical to the United States Constitution, but it emphasized sovereignty and guaranteed slavery.

President [Lincoln](#) issued the [Emancipation Proclamation](#) in September 1862, freeing all slaves in states that remained in rebellion. The blacks enlisted in the Union Army, and became combatants along with white soldiers. The Northern Army overpowered the Confederate Army at nearly every turn, and [General Ulysses S. Grant](#)'s Union Army accepted the surrender of [General Robert E. Lee](#)'s Confederate Army. Congress passed the [13<sup>th</sup> Amendment](#) in January 1865, which ended slavery forever, and it was ratified and became part of the [Constitution](#) in December 1865.

The [Civil War](#) created a central government more powerful than had been imagined, and unified the country to create a stronger, more powerful United States. In 1866, two laws were passed despite President Johnson's vetoes: the [Civil Rights Act](#), which protected the rights of freed slaves, and the [14<sup>th</sup> Amendment](#), which guaranteed the civil rights of all citizens, whatever their race. Congress then passed the [15<sup>th</sup> Amendment](#), which guaranteed blacks the right to vote, a decision that angered women suffragettes.

## Industrial Revolution

The expansion of the railroads increased Western settlement. [Congress](#) authorized construction of two railroads to link the Midwest and the West Coast in 1862, the [Union Pacific Railroad](#) and the [Central Pacific Railroad](#). The railroads became increasingly powerful, practicing discrimination amongst its customers and manipulating prices. The [California Gold Rush](#) in 1849 also encouraged settlement, with thousands of prospectors heading West in attempts to seek their fortune.

The [Industrial Revolution](#) at the end of the nineteenth century established the United States as the world's foremost industrial nation. By the turn of the twentieth century, the revolution had transformed commerce, business organization, the environment, the workplace, the home, and everyday life. Technological advances also transformed production, including the machine-tool industry, and inventions such as the telephone, typewriter, linotype, photograph, electric light, cash register, refrigerator car, and automobile led to the development of entire new industries. Businesses expanded in size and scope, with pioneers such as [Andrew Carnegie](#) practicing vertical and horizontal integration, allowing them to control all aspects of production and distribution. Industrialization also brought a relentless drive for efficiency and profit that led to larger, more powerful businesses and gave the corporate elite power in national politics.

The industrial workforce expanded as well, with an increase in the utilization of unskilled workers such as women and children. However, the workplace in the early 20<sup>th</sup> century was often dangerous, with workers lacking protection from accidents, long hours, low wages, and sudden unemployment. These unfair practices led to the emergence of labor unions, which served to protect the rights of workers and represent them in negotiating with management.

## Immigration and Social Reform

Immigrants were coming to the United States in larger numbers, often leaving their homes in Europe to escape economic difficulties and to seek new opportunities in America. Many had trouble adjusting to life in the United States, and strove to maintain their ethnic identities while assimilating to an unfamiliar land. At the same time they were becoming productive members of society, finding employment and participating in social and political causes. As immigration exploded, the urban population increased from 6 million in 1800 to 42 million in 1910, with cities such as [Chicago](#) tripling in size. As city populations grew, so did the need for safe water, sanitation, and fire and crime protection. These led to new urban services in water reservoirs, sewer systems, and fire and police departments.

Progressive reformers began crusades to fix problems caused by industrialization and urbanization, and strove to curb corporate power, end business monopolies, erase political corruption, bridge the gap between social classes, and protect working people, especially women and children. Journalists known as [muckrakers](#) exposed industries such as oil and meatpacking in their publications.

## World War I

When [World War I](#) broke out in 1914, the United States originally intended to remain neutral, but that strategy failed when they found themselves caught in between [Germany](#) and [Britain](#) in a struggle to terminate trade. On May 7, 1915 German [U-boats](#) sank the [Lusitania](#), killing over a thousand people, including 128 U.S. Americans. The United States condemned the attacks, but finally declared war on Germany on April 6, 1917, angry that they were sinking American ships and making trade agreements with Mexico. The [Selective Service Act](#), passed in May 1917, increased the size of America's armed forces from 200,000 to almost 4 million.

The United States troops were integrated into Allied units, bolstering a tired and weakened defense, and stopped the German assault. Faced with a seemingly endless amount of U.S. troops, the Central Powers surrendered on November 11, 1918, and cemented the United States' position as a major financial and military power.

[World War I](#) provided a variety of employment options for women, including railroad workers, streetcar conductors, and shipbuilders. Suffrage was also at the forefront of the social agenda, with women finally receiving the right to vote with the passage of the [19<sup>th</sup> Amendment](#) in 1920.



## Roaring Twenties

Industry exploded in post-World War I United States, with auto production symbolizing the new power of the industry. By the end of the 1920s there were over 27 million automobiles on the roads, and the assembly line pioneered in Henry Ford's factories revolutionized industrial production. Energy use tripled, and electricity reached over 60 percent of U.S. American homes, producing new technologies such as the vacuum cleaner, refrigerator, and washing machine. U.S. Americans were pursuing new leisure activities, with a majority of the population subscribing to mass-circulation magazines such as *The Saturday Evening Post* and *Reader's Digest*, listening to radio programs and music, and watching motion pictures.

The Jazz Age of the 1920s was personified by the flapper, who stood for youthful rebellion, female independence, exhibitionism, competitiveness, and consumerism. Prohibition was finally repealed at the end of the 1920s, after organized crime became involved in the trade. The stock market rose to dizzying heights, with more and more investors pouring money into stocks.

## Great Depression

Prosperity came crashing down on October 29, 1929 when the stock market collapsed, causing the nation to spiral into the Great Depression. Unemployment rose to 25 percent in 1933, over 5,000 banks had failed, and more than 85,000 businesses had shut their doors. Marriage and birth rates fell, and divorce rates rose as families struggled to make ends meet.

Franklin D. Roosevelt took office in 1933 and immediately took steps to battle the depression, creating a number of organizations and agencies to assist U.S. Americans in what was known as the First Hundred Days. In addition, he established the Social Security Act of 1935, which is still in effect to this day. The Fair Labor Standards Act in 1938 established federal standards for maximum hours and minimum wages in industries involved in interstate commerce.

## World War II

The roots of World War II are within World War I, which left feelings of resentment and hardship in Germany. In Germany, the Nazi Party, led by Adolf Hitler, came to power, seeking to form a great German empire. They aligned their expansionist goals with those of Italy and Japan, and formed the Axis Powers. On December 7, 1941, the Japanese bombed Pearl Harbor in Hawaii, and attacked the American base in the Philippines the following day. The United States declared war on Japan in response. Hitler declared war on the United States, so the United States committed to fighting the Axis as an ally of Britain and France.

The depression ended as World War II kick started the United States economy, with industries shifting to war production and granting full employment and higher earnings to workers. Women joined the workforce, comprising over 35 percent of the total labor force in 1935. War changed the quality of life for most Americans, inspiring hard work, cooperation, and patriotism.

On June 6, 1944 on what became known as [D-Day](#), thousands of boats and aircraft carrying British, Canadian, and American troops landed on the [Normandy](#) coast of France. Hitler launched his final offensive, the [Battle of the Bulge](#), in December 1944, and his armies were forced to retreat upon its failure. Allied armies entered Germany in March 1945, with Hitler surrendering on May 8, 1945. Japan refused to surrender, so the United States made the decision to drop atomic bombs on [Hiroshima and Nagasaki](#) in August 1945, killing over 100,000 people. The Japanese government surrendered unconditionally on September 2, 1945.

## Cold War

After World War II, the United States and the [Soviet Union](#) (USSR) began a race for nuclear power and global dominance that lasted over forty years. The Soviet Union feared that the United States, the capitalist leader of the world, sought the downfall of Communism, while the United States feared Soviet expansion in Europe and Asia.

Post-World War II America had a booming and prosperous economy, with businesses expanding to overseas markets, thanks to the [Marshall Plan](#). The United States was in the space race along with the Soviet Union, forming [NASA](#) and sending [Alan Shepard and John Glenn](#) into orbit. [Baby boomers](#) increased the population to over 76 million, more women were entering the job market, and the percentage of college students doubled.

## Civil Rights Era

The [Supreme Court](#), led by [Chief Justice Earl Warren](#), was responsible for many decisions that shaped civil rights and expanded civil liberties, including removing school segregation, which resulted in violence in some areas. The [Civil Rights movement](#) expanded in 1955 when [Martin Luther King, Jr.](#) helped organize protests such as the [bus boycott](#) in Montgomery, Alabama, and [white-only lunch counter protests](#) at North Carolina A&T University. Congress finally passed the [Civil Rights Act](#) in July 1964, which outlawed segregation and created the [Equal Opportunity Commission](#). It was also a progressive time for women's rights, as Congress passed the [Equal Rights Amendment](#) in 1972 to provide for equality of the sexes, and legalized abortion with [Roe v. Wade](#) in 1973. In addition, [Title IX of the Higher Education Act](#) prohibited sex discrimination at schools and colleges.

## Vietnam War

College students also got involved in protests in the 1960s, most notably over the United States' involvement in [Vietnam](#). After an attack on U.S. warships in the [Gulf of Tonkin](#) in 1964, [President Lyndon Johnson](#) began bombing raids on Vietnam, and more than 500,000 troops were sent to the region by 1968. The United States and Vietnam finally signed a peace treaty in 1973, but the country was still polarized over the effects of the war, with over 58,000 people killed and 300,000 wounded.

In the last quarter of the 20<sup>th</sup> century, Americans were concerned about issues such as the economy, illegal drug use, crime, education, welfare, healthcare, and race relations, as well as controversial issues

such as gay rights and abortion. [President Ronald Reagan](#) implemented numerous tax cuts in hopes of stimulating the economy, but the country entered into a deep recession, with a mounting deficit.

## End of the 20<sup>th</sup> Century

Saddam Hussein invaded Kuwait in August 1990, and [President George H.W. Bush](#) sent troops into Iraq and Kuwait, swiftly ending the [Persian Gulf War](#). The time after the war and the election of [President William "Bill" Clinton](#) saw the United States in the longest economic expansion in history, an effect of the digital revolution and "[dot-coms](#)", or internet businesses. The economy moved to the global state, with many U.S. companies moving operations abroad to reduce labor cost and ensure access to foreign markets.

The [presidential election in 2000](#) was like none other in U.S. history. The main candidates were [Vice President Al Gore](#) and [Texas Governor George W. Bush](#). The outcome of the race remained undecided for five weeks after the election, with a bitter legal dispute over recounting of ballots in Florida. The Supreme Court finally ruled to end the recount, and George W. Bush was declared the winner, even though Al Gore won the nation's popular vote, in one of the closest elections to date.

## September 11th

Terrorism was a major threat to the United States in the 1990s and early 21<sup>st</sup> century. The [World Trade Center in New York City was bombed in 1993](#), and [the Alfred P. Murrah Federal Building](#) in Oklahoma City, Oklahoma was destroyed by a massive bomb in 1995, killing 168 people.

On [September 11, 2001](#), terrorists carried out a devastating attack on the World Trade Center, destroying both towers of the building. The [Pentagon](#) in Washington, D.C. was also attacked, and a hijacked plane crashed into a field in rural Pennsylvania. Nearly 3,000 people were killed in what was the worst terrorist attack on U.S. soil. The attackers were identified as members of Al-Qaeda, and the United States began bombing Al-Qaeda training camps in Afghanistan, capturing or killing many members of the organization.

## War with Iraq

In early 2003, the United States and Britain alleged that Iraq was not cooperating with United Nations weapons inspectors, and sought U.N. authorization for the use of force against Iraq. Many countries were reluctant to go to war and wanted to give the inspectors more time, but the United States decided to forgo U.N. approval and pursue military action against Iraq. By mid-April 2003, U.S. troops had captured the capital city of Baghdad, and arrested and took into custody Saddam Hussein in December 2003. Troops are still present in Iraq, with the nation deeply divided on whether the United States should still have a presence in the country, and whether they should have gone to war in the first place.

The political climate in the country is polarized today over issues such as abortion, federal funding of stem cell research, separation of church and state, same-sex marriage, as well as the Iraq war.

### *Additional Resources:*

[Microsoft Encarta](#)

[September 11<sup>th</sup> attacks](#)

[History Matters](#)

[Digital History](#)

[The White House](#)

[U.S. Government Web Portal](#)

[Library of Congress](#)

[Declaration of Independence](#)

[Constitution](#)

[Bill of Rights](#)

[The United States in 2005: Who We Are Today](#)

[CNN's 2004 Election Coverage](#)

[FactCheck](#)

[University of Michigan 2004 Election coverage](#)

### **Culture and Traditions**

As the United States is a nation of many cultures and backgrounds, so are the varied celebrations throughout the country. Technically, there are no federally mandated holidays for the entire nation, but many states choose to observe the holidays the government specifies for federal employees. Federal government offices, including the post office, always close on federal holidays, and many schools nationwide observe the closing as well.

In addition to federal holidays, there are a multitude of local and national holidays celebrated by a majority of United States citizens, such as [Valentine's Day](#) (February 14) and [St. Patrick's Day](#) (March 17). The government recognizes certain cultural and ethnic groups with month-long celebrations, such as [Black History Month](#) in February and [Hispanic Heritage Month](#) in September.

The ten annual holidays the federal government observes are

[New Year's Day](#)— January 1

A celebration of the New Year, and a time to gather with friends and family. Many Americans also celebrate the previous day, New Year's Eve, which falls on December 31<sup>st</sup>.

### Martin Luther King, Jr. Day – Third Monday in January

A day to celebrate the birthday of Martin Luther King, Jr., a leading figure of the Civil Rights movement in the United States.

### Presidents' Day – Third Monday in February

President's Day celebrates great Presidents of the United States, most notably George Washington and Abraham Lincoln. February 22, Washington's Birthday was celebrated as a national holiday until the mid-1970s, as was Lincoln's birthday on February 12. Presidents' Day was created to join the two holidays into one day of celebration.

### Memorial Day – Last Monday in May

This holiday honors those who have died fighting for the United States in times of war. It also marks the traditional beginning of summer.

### Independence Day/Fourth of July

A day to celebrate the signing of the Declaration of Independence on July 4, 1776, as well as the United States' independence from Britain. Many Americans gather with friends and family for picnics and cookouts, and fireworks displays are held in the evening. The [U.S. flag](#) is also flown in celebration.

### Labor Day – First Monday in September

This holiday honors the nation's workers, and marks the traditional end of summer, as well as the opening of the school year in some areas.

### Columbus Day – Second Monday in October

Observed in honor of Christopher Columbus' landing in the New World on October 12, 1492.

### Veterans Day – November 11

Originally called Armistice Day, Veterans Day honors all veterans of the United States armed forces. A moment of silence at 11:00 a.m. is observed to remember those who have fought for their country.

### [Thanksgiving](#) – Fourth Thursday in November

A day of celebration and thanks for health and good fortune, this holiday dates back to 1621, when Puritans in Massachusetts held a feast in honor of the Native Americans that saved their lives by showing them how to plant corn and other crops. Americans traditionally have a large meal based on the foods from the original feast, including turkey, dressing, cranberry sauce, pumpkin pie and other dishes.

### [Christmas](#) – December 25

Christmas is a traditionally Christian holiday, and it celebrates the birth of Jesus Christ. Many Americans prepare for the holiday by putting up a tree decorated with ornaments, as well as hanging lights and wreaths on the outside of their homes. On Christmas Day, many people exchange gifts, attend religious services, and gather with friends and family for a feast.

### [Other Celebrations](#)

[Valentine's Day](#) – February 14

[St. Patrick's Day](#) – March 17

[Passover](#) – April (specific dates vary from year to year)

[Easter](#) – Sunday in March or April (date varies from year to year)

[Halloween](#) – October 31

[Kwanzaa](#) – December 26 – January 1

[Hanukkah](#) – December (dates vary from year to year)

*Resources:*

[Complete List of U.S. Holidays & Celebrations](#)

[Department of State International Events Calendar](#)

[U.S. Symbols and Celebrations](#)

## Culture

**United States culture** can best be defined as a mix of cultures from around the world, combined with the laid-back and casual, yet hardworking spirit of the people of the United States.

## Language

The United States has no official language, but English is predominantly spoken in all areas, and is the main language for all business, government, and financial communications. However, due to the increasing Hispanic population in the United States, Spanish is spoken with greater frequency, especially in areas with high Hispanic populations such as [Miami, FL.](#), Texas, New York, and California.

## Family Life

The United States is a predominantly **middle class** society, although the poor and the very rich are also populous. One or both spouses typically work professionally outside the home, as living standards have become such that it is often economically necessary for both partners to work. In addition to families consisting of a mother, father, and children, other types of family are becoming common, such as single parent households, step-parents, gay and lesbian couples, and unmarried couples living together.

## Living

While many Americans live in major cities, large populations have made their homes in suburban areas outside cities such as [New York](#), [Washington, D.C.](#), and [Los Angeles](#). In the suburbs, residents can own their own homes with private plots of land. In many areas, homes are part of a large development by a builder, and some are built in gated communities that offer additional privacy and security. Apartments and townhouses have also increased in the suburbs in recent years, as populations have grown steadily. The suburbs emphasize family life, and typically have excellent school systems and recreational areas.

The shopping mall developed in response to the large amount of Americans living in the suburbs, and has supplemented urban retail outlets. Modern shopping malls contain department stores, specialty shops, fast-food restaurants, and movie multiplexes.

Citydwellers typically live in apartment buildings or townhouses. Poorer residents who cannot afford to own homes or rent apartments rely on government housing projects or subsidies for assistance. City populations have grown over the last several decades as young professionals are moving back into the city to be nearer to cultural attractions and nightlife.

**Urban redevelopment** is also common in larger cities, in which older areas with many vacant buildings are revitalized through development projects. This results in economic growth for the affected areas, as well as constructing new facilities for housing and businesses. Cities such as Philadelphia, Pennsylvania; Boston, Massachusetts; Houston, Texas; and Denver, Colorado, have benefited greatly from these projects.



**College towns** are another facet of the United States. Most college towns are small to medium sized cities in which the main feature is a major university. The population consists mainly of students, faculty members, alumni, or others with ties to the university. There is a very active arts and culture scene, and viewpoints typically tend to lean more towards the liberal end of the spectrum.

Examples:

Ann Arbor, MI (University of Michigan)

Athens, GA (University of Georgia)

Berkeley, CA (University of California-Berkeley)

Cambridge, MA (Harvard University, Massachusetts Institute of Technology)

Eugene, OR (University of Oregon)

Gainesville, FL (University of Florida)

Princeton, NJ (Princeton University)

State College, PA (Penn State University)

Tallahassee, FL (Florida State University, Florida A&M University)

## Food

**United States cuisine** is largely a combination of foods borrowed from other cultures, but with a distinct flair that reflects the culture and personality of Americans. Such as the United States is referred to as the "melting pot" or "multicultural society", so is the cuisine. Traditional dishes include conventional European staples such as wheat, dairy, pork, beef, and poultry, as well as foods from the New World such as potatoes, corn, molasses, pumpkin, and peanuts. However, the types of dishes vary greatly from region to region, mainly influenced by the cultures present in the area.

Southern cooking emphasizes comfort foods, such as cornbread, **fried chicken**, ham, beans, and barbecued meats like pork, turkey, chicken, and beef. Louisiana cuisine is heavily influenced by **Creole**, **Cajun**, and French settlers. Dishes such as **gumbo**, **crawfish etouffee**, **jambalaya**, and red beans and rice are staples in Louisiana households and restaurants.

Southwest cooking may be the oldest type of cuisine in the country, with many components borrowed from Mexican cooking. Foods utilize spices and hot peppers, vegetables such as corn, tomatoes, and avocados, and tortillas are integral parts of many dishes. Tacos, burritos, quesadillas, and enchiladas are popular dishes in many parts of the United States. Many Northeast (or New England) states use fresh seafood in their cooking, in dishes such as **clam chowder**, **crab cakes**, and fish and chips, as well as alone, like Maine lobster.

Italian cooking is very popular in the United States, and dishes such as **spaghetti** and **lasagna** are widely available. **Pizza** has become a staple of the American diet, with different varieties (such as **Chicago**

[deep-dish](#)) adapted in various areas of the country. Asian dishes from China, Japan, and Thailand are found nearly everywhere, with sushi being especially popular in the early 21<sup>st</sup> century.

The microwave oven gave rise to a multitude of prepackaged and precooked “convenience” foods that are very popular with Americans today. However, many people are reverting back to natural foods, with [vegetarian](#) and [vegan](#) lifestyles gaining popularity. [Organic foods](#) (those raised or prepared without the use of chemicals or pesticides) are found in many mainstream grocery stores and supermarkets.

## Dress

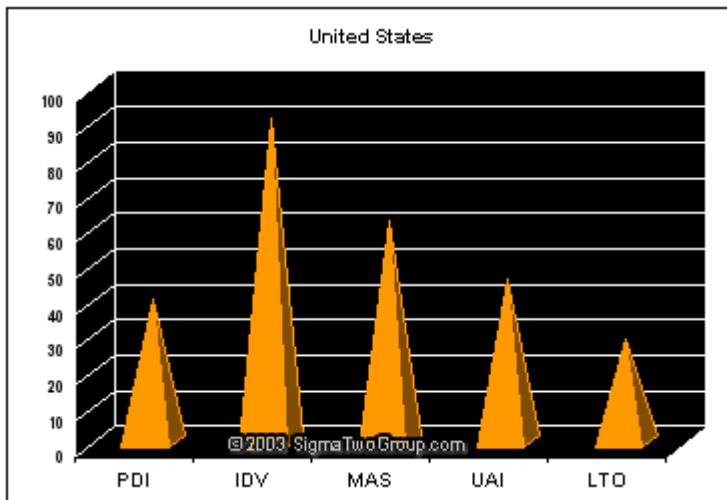
Americans do not have a distinctive folk costume, as there are many cultures that have been present since the country’s beginnings. Casual fashion is typically thought of as modified European fashions. Inspiration comes from sports, urban culture, blue collar workers, and movies and television. Labels and brands are important to Americans, and designers such as [Ralph Lauren](#) are fashionable. Blue jeans are popular in nearly every age and ethnic group. Casual dress is commonplace in the business environment (typically referred to as “[business casual](#)”), except when situations require professional attire. Suits consisting of matching trousers and jackets are common with both men and women in business environments, with many men wearing neckties.

## Leisure

Sports are very popular in the United States, both as recreation and entertainment. Many children participate in soccer (commonly known as football in many part of the world), basketball, baseball, and softball, through schools or recreational leagues. [College sports](#) are tremendously popular with athletes and fans alike, especially basketball and football. Many adults participate in golf, hiking, sailing, yoga, biking, tennis, skiing, running, and other such activities for exercise and recreation.

Many Americans turn to professional and collegiate sports for entertainment, either as spectators at the events or watching games on television. Championships such as the baseball [World Series](#), the (American) football [Super Bowl](#), and the collegiate basketball [Final Four](#) are very popular, and typically are watched by millions of viewers. Sports are seen as a way of reaching out to the masses, and many advertisers spend billions of dollars in this medium. Sports figures have become celebrities and are often viewed as role models for today’s children and teenagers.

## Hofstede's Cultural Dimensions



(Graph courtesy of [http://www.geert-hofstede.com/hofstede\\_united\\_states.shtml](http://www.geert-hofstede.com/hofstede_united_states.shtml))

Hofstede's Cultural Dimensions ranks the United States in the following categories:

- Power Distance Index (40) The United States has a high level of equality and cooperation between social classes
- Individualism (91) Society in the United States is more individualistic, self-reliant, and conscious of others' needs
- Masculinity (62) The United States has a high degree of gender differentiation in roles. Society tends to be male dominated, but females are more assuming more assertive and competitive roles
- Uncertainty Avoidance (46). There are fewer rules and less control over potential outcomes, as well as tolerance for many different ideas, beliefs, and thoughts
- Long Term Orientation (29). United States society believes in meeting obligation, and has a wide acceptance and appreciation of varying cultural traditions

### Resources:

[USIA Portrait of the United States](#)

[Life in the USA](#)

[U.S. Cuisine](#)

[USDA Food Pyramid](#)

## Economy and Business

The United States is considered one of the most powerful economies in the world. It is blessed with plentiful natural resources such as rich minerals, fertile soil, and extensive coastlines on the Atlantic, Pacific, and Gulf of Mexico. In addition, there are many rivers that have given American businesses the ability to ship their goods nationally and internationally, such as the Mississippi River. The labor force is strong, with a low percentage of workers actively looking for work, but unable to find employment ([unemployment](#) rate). The United States continues to attract large number of immigrants from a multitude of countries due to the number of jobs available for workers.

As the rights of the individual are central to American society, they also govern business practices to a great extent, for there is a strong emphasis on private ownership. The United States is a [market-oriented society](#), in which most businesses are privately owned, and the majority of goods are bought and sold in the private marketplace, with individual and corporate stockholders, often including employees of the corporation. Businesses subscribe to the law of supply and demand, in which the amount and price of goods is directly proportional to consumer demand.

Although private ownership is dominant, government also contributes very strongly to the health of the economy. They administer many programs designed for the public good, such as national defense, justices, education, and social services (for example, [Medicare and Medicaid](#)). The government acts as a watchdog for businesses, attacking monopolies and designing [antitrust laws](#) that ensure fair competition in the marketplace. They also control private companies that manufacture products for the public, regulating production and quality control (such as the [U.S. Food & Drug Administration](#)). Additionally, the government has a great impact on the level of economic growth, controlling many fiscal aspects of the economy. They adjust spending and tax rates, manage the money supply, and control the use of credit.

Many changes have happened over the last century in terms of production patterns. Technological advances have caused the shift from farming in rural areas to industrial and technical jobs in the cities and suburbs, which in turn increased the demand for services, as well as the levels of trade with other countries. Whole new industries (such as computers) as well as new sub-fields in [transportation](#) and [communications](#) have created a host of new jobs, many of which require new skill sets in order to master the technology. This transition has caused an adjustment for workers faced with finding new jobs in these fields.

There are three major types of firms responsible for the majority of goods and services in the U.S. economy. [Sole proprietorships](#) are usually owned by a single person or family, and get to keep any profits earned by the company, but are responsible for all debts the business incurs. [Partnerships](#) typically consist of two or more owners who divide the profits earned by the business equally, as well as any risks involved. [Corporations](#) are legal bodies that are considered a separate entity from the owners, who may own stock in the company, and day-to-day operations are typically delegated to hired managers. Corporations often have the abbreviation *Inc.* after their names, which stands for *incorporated*. Limited liability is the main reason that many businesses incorporate, for the owners of a corporation are not personally liable for any debts the business incurs. By investing in the company, stockholders only risk the amount they paid for their shares, or portions of ownership. The threat of direct competition from other businesses in the same field forces a corporation's managers to make good business decisions in order to remain competitive, as well the threat of a takeover by another corporation. In hostile takeovers, the

company being taken over is fighting to remain independent. However, in mergers (also known as friendly takeovers), two corporations mutually agree on combining the two businesses.

Corporations can expand their businesses and operations by issuing new shares of stock, borrowing money from banks or other financial institutions, or reinvesting a portion of the profits earned. Profits are typically calculated by subtracting the expenses (cost of material, labor, overhead, etc.) from the total revenue earned from selling the goods or services.

There are three basic forms of money in the United States economy: [currency](#) (dollars), [coins](#), and checks drawn on bank accounts. Most individuals and businesses pay bills using checks, but can also use currency or coin. The value of the dollar depends on the amount of goods and service a dollar can purchase, and is contingent on the relationship between the total amounts of money held in currency and in checking or saving accounts to the quantity of goods and services produced annually. [Inflation](#) (an increase in the price of goods and services) results if the number of dollars increases faster than the amount of goods and services.

Interest rates are the prices consumers pay to borrow money, and are paid by both borrowers and financial institutions. Like other aspects of the United States economy, supply and demand has a great impact on interest rates. Too much money in the economy can also lead to inflation, while too little money results in high interest rates, which can lead to less economic activity, and therefore to a recession.

Banks compete for borrowers' deposits by paying interest to the borrowers, and then lend the funds out to other borrowers at a higher rate of interest. Profits are determined by the margin between the highest interest rate charged and the lowest interest rate paid. Well-established and large companies often pay the lowest interest rate (called the prime rate), while newer businesses often pay a higher rate. Banks are protected by the Federal Deposit Insurance Commission (FDIC), which protects depositors and insures most deposits up to \$100,000.

The [Federal Reserve](#) System serves as the central banking institution, and there are twelve [regional Federal Reserve banks](#). The main functions of the Federal Reserve are to keep the correct amount of money circulating in the economy, transfer funds between banks in different areas, and to distribute paper currency within their regions. In addition, they can affect deposit accounts by allowing banks to hold a smaller portion of their deposits as reserves at the Federal Reserve, which allows them to make more loans, and in turn, earn more interest. They also lower the interest rate that banks are charged to borrow money from the Federal Reserve, which is known as the discount rate. However, since banks rarely borrow from the Federal Reserve, a change in the discount rate signals that the Federal Reserve wants to increase or decrease the national money supply. The chairman of the Federal Reserve ([Ben S. Bernanke](#) since February 2006) is considered one of the most influential people in the world because of the power the Federal Reserve holds over the United States and world economies. In fact, whenever he gives a speech or makes a statement, the markets rise or fall in accordance with his message.

The United States is the largest trading nation in the world, and trade with other countries is one of the most rapidly growing and changing components of the United States economy. The level of goods and services imported from other countries has grown dramatically over the last decade, as has the level of goods and services sold as exports. Many agricultural goods as well as more technologically advanced products are exported by American companies, and goods such as airplanes, automobiles, and

computer products are both imported and exported. Goods requiring a great deal of labor such as shoes and clothing are typically exported by other nations, who have lower labor costs than the United States.

Despite the economic prosperity, the United States faced a record \$726 billion budget deficit at the end of 2005. Wars in Afghanistan and Iraq have been major contributors, as is aid sent to Palestinians and the Darfur region of Sudan. Tax cuts and spending implemented by Congress also play a major role. There is a major trade gap forming between the United States and other countries in the world, Asia in particular. According to the [Christian Science Monitor](#), "the gap between what America imports and what it exports is growing so rapidly and relentlessly that it is provoking new concern about how long the world's largest economy can play borrower and consumer to the world"

The baby boom generation (those born in the aftermath of World War II: 76 million births between 1946 and 1964) have been major contributors to the growth of the U.S. economy. However, as the [baby boomers approach retirement age](#), a large shift in the demographics of the U.S. workforce will occur, requiring employers to begin diversifying and expanding their labor pools to compensate for the forecasted loss of jobs.

## Chief Goods and Services of the U.S. Economy

### Natural Resources

#### Agriculture

#### Forestry

#### Fishing

#### Mining

#### Manufacturing

#### Energy Production

#### Chemicals

#### Processed Foods

#### Banking and Financial Services

#### Travel and Tourism

#### Transportation

#### Government

#### Entertainment (also see FCC )

#### Commerce

## Communications

### Technology

## Index of Economic Freedom

According to the [2006 Index of Economic Freedom](#), the United States' ranking in the following categories is:

- Trade Policy (2.0) – the weighted tariff rate for the U.S. dropped to 1.8 percent in 2004, down from 2.6 percent in 2002
- Fiscal Burden (3.9) – the top federal and corporate income tax rates are 35 percent
- Government Intervention (2.0) – the government consumed 15.4 percent of the 2004 GDP
- Monetary Policy (1.0) – the weighted annual rate of inflation from 1995 to 2004 was 2.5 percent
- Foreign Investment (2.0) – both foreign and domestic companies are treated equally under the laws, and the government does not require special approval for foreign companies
- Banking and Finance (1.0) – Businesses have a wide range of financial services and many sources for capital, and foreign companies typically face few financial restrictions
- Wages and Prices (2.0) – the market sets the majority of wages and prices in the U.S. economy, and the government influences many prices of goods through subsidies (such as agriculture, etc)
- Property Rights (1.0) – The United States has an honest and independent judiciary, sound commercial code and laws for the resolution of contract and property disputes between private parties. However, there is concern about government abuse of [eminent domain](#) laws as well as environmental protection and development issues
- Regulation (2.0) – It is fairly easy to establish a business in the United States, but there are many arduous rules and restrictions involved in doing so

## Think Tanks

In the United States, think tanks are organizations that function to analyze public policy and government issues. They are typically funded by the government, foundations, or private organizations, and many have political backgrounds or serve to further political aims. The Brookings Institution, founded in 1927, is widely considered the United States' first think tank. Issues are typically debated amongst the members of the think tanks, usually consisting of academics, strategists, theorists, and analysts and the results of the debate can be used to influence key policy makers in the government.

Federally Funded Research and Development Centers (FFRDCs) are special think tanks that are administered by universities and corporations, and conduct research to serve a specific government purpose.

## U.S. Government List

### National Science Foundation

### SourceWatch



[WorldPress](#)

[Defense and Policy Think Tanks](#)

[Brookings Institution](#)

## Labor Unions

Labor unions exist in the United States today primarily as “legally recognized representatives of workers in a large array of different industries (AFLCIO).” However, the majority of unions function in the public sector, and activity centers primarily on collective bargaining over wages, benefits, and working conditions union members, and representing members if management attempts to violate contract provisions.

The [American Federation of Labor-Congress of Industrial Organizations](#) (AFL-CIO) is the largest labor union in the United States, composed of fifty-two smaller unions that cover a wide range of business fields in a variety of industries. The AFL-CIO’s mission is “to bring social and economic justice to our nation by enabling working people to have a voice on the job, in government, in a changing global economy and in their communities.”

The impact of labor unions can be felt throughout the business world. Many workers are involved in unions to make sure they receive fair wages, benefits, and hours from the companies they work for. Because of this, large corporations often devote an entire department to handling issues involving workers, labor unions, and conflicts. Some universities, such as the [University of Minnesota](#) and [Cornell](#), have begun the development of Industrial Relations programs, aimed at the study of corporations, workers, and labor unions.

However, the once powerful labor union has lost much of their might in recent years. The AFL-CIO’s membership [decreased](#) to 12.5% of all U.S. workers in 2005, down from one-third in 1955, due to “[court decisions and National Labor Relations Board rulings allowing workers to withhold the portion of their union dues used to back or oppose political candidates have weakened unions’ influence.](#)” Management is less willing to bargain with unions as they have lost much of their clout in the business world. In addition, [two major unions have left the AFL-CIO](#) (the [Teamsters](#) and the [Service Employees International Union](#)) in order to “focus on organizing new workers at a time when union membership is in steep decline”.

NGOs (non-government organizations) are filling many roles the once-powerful labor union played in terms of workers’ rights, portraying themselves as “[adamantly critical of the work of international accounting firms or other corporate-oriented social auditors.](#)”

*Resources:*

[National Labor Relations Board](#)

[Unions.org.](#)

## Chambers of Commerce & Better Business Bureau

Chambers of Commerce play an important role in the U.S. business community. They advocate for both small and large businesses, lobby governments to advance legislation that will benefit businesses, and serve as a business-to-business networking opportunity for owners, managers, and employees.

The [U.S. Chamber of Commerce](#)'s mission statement is: "To advance human progress through an economic, political and social system based on individual freedom, incentive, initiative, opportunity, and responsibility." The Chamber of Commerce was created on April 12, 1912 and represents 3,000,000 businesses nationwide. There are 3,000 state and local chambers.

Some of the prominent local Chambers of Commerce in the U.S.:

- The [Manhattan Chamber of Commerce](#) (MCC) was established in July 1920 and represents more than 100,000 businesses in Manhattan. Its mission is "to create a positive business environment to foster job development and promote business growth."
- The [Los Angeles Area Chamber of Commerce](#) was created in 1888. Its membership includes 1,350 businesses and its mission is: "By being the voice of business, helping its members grow and promoting collaboration, the Los Angeles Area Chamber of Commerce seeks full prosperity for the Los Angeles region." Economic prosperity and quality of life are among the Chamber's top priorities.
- The [Greater Miami Chamber of Commerce](#) (GMCC) is the oldest business organization in south Florida. It was established in the early 1900s. Improving economic vitality in the community is a top commitment. The GMCC's mission is to make south Florida the most business-friendly region in the Americas and to promote members' competitiveness through state of the art benefits and services, support for sustainable economic development, and advocacy to enhance the business environment.
- The [Metro Atlanta Chamber of Commerce](#) (MACOC) has 4,000 member companies. The MACOC focuses on issues such as "improving quality of life; promoting economic growth; and making Atlanta a brand name that means opportunity."

The Better Business Bureau (BBB) "acts as a mutually trusted intermediary to resolve disputes, to facilitate communication, and to provide information on ethical business practices. Businesses have supported the BBB for over 80 years because an ethical marketplace is in everyone's best interest". Some of the core services of the BBB include the following:

- Business Reliability Reports
- Dispute Resolution
- Truth-in-Advertising
- Consumer and Business Education
- Charity Review

*Resources:*

[Outline of the U.S. Economy](#)

[CIA World Factbook](#)

[Economy of the USA](#)

[United States Economy](#)

[The Wall Street Journal](#)

[Barron's Online](#)

[New York Stock Exchange](#)

[Bloomberg Report](#)

[United States Small Business Administration](#)

[Financial Report of the U.S. Government](#)

[Office of Management and Budget](#)

[Economic Development Administration](#)

[Banks in the United States](#)

[Federal Reserve Bank of New York](#)

[International Chamber of Commerce](#)

## Appendix: Hyperlinks Embedded in Landscape

### *Country Profile*

CIA Factbook: [http://www.cia.gov/cia/publications/factbook/reference\\_maps/north\\_america.html](http://www.cia.gov/cia/publications/factbook/reference_maps/north_america.html)

### *Administrative Divisions*

Alabama: <http://www.alabama.gov/>

Alaska: <http://www.state.ak.us/>

Arizona: <http://az.gov/>

Arkansas: <http://www.state.ar.us/>

California: <http://www.ca.gov/>

Colorado: <http://www.colorado.gov/>

Connecticut: <http://www.ct.gov/>

Delaware: <http://www.delaware.gov/>

District of Columbia: <http://www.dc.gov/>

Florida: <http://www.myflorida.com/>

Georgia: <http://www.georgia.gov/>

Hawaii: <http://www.hawaii.gov/>

Idaho: <http://www.state.id.us/>

Illinois: <http://www.illinois.gov/>

Indiana: <http://www.in.gov/>

Iowa: <http://www.iowa.gov>

Kansas: <http://www.kansas.gov/>

Kentucky: <http://www.kentucky.gov/>

Louisiana: <http://www.louisiana.gov>

Maine: <http://www.state.me.us/>

Maryland: <http://www.maryland.gov>

Massachusetts: <http://www.mass.gov/>

Michigan: <http://www.michigan.gov/>  
Minnesota: <http://www.state.mn.us/>  
Mississippi: <http://www.mississippi.gov/>  
Missouri: <http://www.mo.gov/>  
Montana: <http://mt.gov/>  
Nebraska: <http://www.nebraska.gov/>  
Nevada: <http://www.nv.gov/>  
New Hampshire: <http://www.nh.gov/>  
New Jersey: <http://www.state.nj.us/>  
New Mexico: <http://www.state.nm.us/>  
New York: <http://www.state.ny.us/>  
North Carolina: <http://www.ncgov.com/>  
North Dakota: <http://www.nd.gov/>  
Ohio: <http://ohio.gov/>  
Oklahoma: <http://www.ok.gov/>  
Oregon: <http://www.oregon.gov/>  
Pennsylvania: <http://www.state.pa.us/>  
Rhode Island: <http://www.state.ri.us/>  
South Carolina: <http://www.sc.gov/>  
South Dakota: <http://www.state.sd.us/>  
Tennessee: <http://www.state.sd.us/>  
Texas: <http://www.state.tx.us/>  
Utah: <http://www.utah.gov/>  
Vermont: <http://www.vermont.gov/>  
Virginia: <http://www.virginia.gov/>  
Washington: <http://access.wa.gov/>  
West Virginia: <http://www.wv.gov/>

Wisconsin: <http://www.wisconsin.gov/>

Wyoming: <http://wyoming.gov/>

*Dependant Areas:*

American Samoa: <http://www.asg.gov.net/>

Baker Island: <http://www.cia.gov/cia/publications/factbook/geos/fq.html>

Guam: <http://ns.gov.gu/>

Howland Island: <http://www.cia.gov/cia/publications/factbook/geos/hq.html>

Jarvis Island: <http://www.cia.gov/cia/publications/factbook/geos/dq.htm>

Johnston Atoll: <http://www.cia.gov/cia/publications/factbook/geos/jq.html>

Kingman Reef: <http://www.cia.gov/cia/publications/factbook/geos/kq.html>

Midway Islands: <http://www.midwayisland.com/>

Navassa Island: <http://www.cia.gov/cia/publications/factbook/geos/bq.html>

Northern Mariana Islands: <http://www.mymarianas.com/>

Palmyra Atoll: <http://www.cia.gov/cia/publications/factbook/geos/lq.html>

Puerto Rico: <http://welcome.topuertorico.org/>

Virgin Islands: <http://www.usvi.org/> or <http://www.usvitourism.vi/>

Wake Island: <http://www.cia.gov/cia/publications/factbook/geos/wq.html>

*Executive Branch:*

President George W. Bush: <http://www.whitehouse.gov/president/gwbbio.html>

John Kerry: <http://www.johnkerry.com/> or <http://kerry.senate.gov/v3/cfm/home.cfm>

*Legislative Branch:*

U.S Senate: <http://www.senate.gov/>

U.S House of Representatives: <http://www.house.gov/>

*Judicial Branch:*

Supreme Court: <http://www.supremecourtus.gov/>

*Political Parties:*

Democratic Party: <http://www.democrats.org/>

Republican Party: <http://www.gop.com/>

Libertarian Party: <http://www.lp.org/>

Green Party: <http://www.gp.org/>

*Branches of Government:*

Department of Commerce: <http://www.commerce.gov>

Department of Defense: <http://www.pentagon.mil>

Department of State: <http://www.state.gov>

Department of Agriculture: <http://www.usda.gov/wps/portal/usdahome>

Department of Education: <http://www.ed.gov>

Department of Energy: <http://www.energy.gov>

Department of Health & Human Services: <http://www.os.dhhs.gov>

Department of Homeland Security: <http://www.dhs.gov>

Department of Housing and Urban Development: <http://www.hud.gov>

Department of Justice: <http://www.doj.gov>

Department of Labor: <http://www.dol.gov>

Department of Transportation: <http://www.dot.gov>

Department of Veterans Affairs: <http://www.va.gov>

Department of the Interior: <http://www.doi.gov>

Department of the Treasury: <http://www.ustreas.gov>

The White House: <http://www.whitehouse.gov>

*Presidential Libraries*

Herbert Hoover: <http://hoover.archives.gov>



Franklin D. Roosevelt: <http://www.fdrlibrary.marist.edu/>

Harry S. Truman: <http://www.trumanlibrary.org/>

Dwight D. Eisenhower: <http://eisenhower.archives.gov/>

John F. Kennedy: <http://www.jfklibrary.org/>

Lyndon B. Johnson: <http://www.lbjlib.utexas.edu/>

Richard Nixon: <http://nixon.archives.gov/index.php>

Gerald Ford: <http://www.fordlibrarymuseum.gov/>

Jimmy Carter: <http://www.jimmycarterlibrary.gov/>

Ronald Reagan: <http://www.reagan.utexas.edu/>

George H.W. Bush: <http://bushlibrary.tamu.edu/>

William "Bill" Clinton: <http://www.clintonlibrary.gov/>

#### *History:*

Native Americans: <http://www.nativeamericans.com>

Chesapeake Bay: <http://www.chesapeakebay.net/about.htm>

Jamestown: <http://www.apva.org/history>

Puritans: <http://www.nhc.rtp.nc.us:8080/tserve/eighteen/ekeyinfo/puritan.htm>

Parliament: <http://www.parliament.uk>

Tea Act of 1773: <http://memory.loc.gov/learn/features/timeline/amrev/rebelln/rebelln.html>

Boston Tea Party: <http://memory.loc.gov/learn/features/timeline/amrev/rebelln/tea.html>

First Continental Congress: <http://www.ushistory.org/declaration/related/congress.htm>

Revolutionary War: <http://www.nps.gov/revwar/>

Lexington and Concord: [http://www.wpi.edu/Academics/Depts/MilSci/BTSI/abs\\_lex.html](http://www.wpi.edu/Academics/Depts/MilSci/BTSI/abs_lex.html)

Saratoga: <http://www.saratoga.org/battle1777/>

Lord Charles Cornwallis: <http://www.bbc.co.uk/dna/h2g2/alabaster/A595208>

Yorktown: <http://www.battleofyorktown.com>

Treaty of Paris: <http://www.law.ou.edu/ushistory/paris.shtml>

Declaration of Independence: <http://www.archives.gov/national-archives-experience/charters/declaration.html>

Thomas Jefferson: <http://www.whitehouse.gov/history/presidents/tj3.html>

Constitution: <http://www.archives.gov/national-archives-experience/charters/constitution.html>

George Washington: <http://www.whitehouse.gov/history/presidents/gw1.html>

Bill of Rights: [http://www.archives.gov/national-archives-experience/charters/bill\\_of\\_rights.html](http://www.archives.gov/national-archives-experience/charters/bill_of_rights.html)

War of 1812: <http://www.historycentral.com/1812/>

Louisiana Purchase: <http://www.loc.gov/rr/program/bib/ourdocs/Louisiana.html>

Lewis & Clark: <http://www.lewisandclark200.org/index.php?cID=>

Treaty of Guadalupe Hidalgo: <http://www.loc.gov/rr/hispanic/ghtreaty/>

First Women's Right Convention: <http://www.npg.si.edu/col/seneca/senfalls1.htm>

*The Liberator*: <http://www.pbs.org/wgbh/aia/part4/4p1561.html>

Underground Railroad: <http://www.cr.nps.gov/nr/travel/underground/>

William Lloyd Garrison: <http://www.pbs.org/wgbh/aia/part4/4p1561.html>

John Quincy Adams: <http://www.whitehouse.gov/history/presidents/ja6.html>

Abraham Lincoln: <http://www.whitehouse.gov/history/presidents/al16.html>

Civil War: <http://rs6.loc.gov/ammem/cwphtml/cwphome.html>

Confederate States of America: <http://www.yale.edu/lawweb/avalon/csa/csapage.htm>

Ulysses S. Grant: <http://www.whitehouse.gov/history/presidents/ug18.html>

Robert E. Lee: <http://www.swcivilwar.com/lee.html>

Union Pacific Railroad: <http://www.uprr.com/aboutup/history/index.shtml>

Central Pacific Railroad: <http://www.cpr.org/>

California Gold Rush: <http://www.pbs.org/goldrush/>

Industrial Revolution: <http://www.fordham.edu/halsall/mod/modsbook14.html>

Andrew Carnegie: <http://www.carnegie.org/sub/about/biography.html>

Chicago: <http://www.ci.chi.il.us/city/webportal/home.do>

Muckrakers:

[https://secure.college.hmco.com/passkeyauth/college\\_loginandregister.html?targeturl=%2Fhistory%2Freaderscomp%2Frc%2Fhtml%2Frc\\_062000\\_muckrakers.htm](https://secure.college.hmco.com/passkeyauth/college_loginandregister.html?targeturl=%2Fhistory%2Freaderscomp%2Frc%2Fhtml%2Frc_062000_muckrakers.htm)

World War I: <http://www.firstworldwar.com>

U-boats: <http://www.worldwar1.com/arm012.htm>

Lusitania: <http://www.lusitania.net>

Selective Service Act: <http://www.sss.gov/PDFs/MSSA-2003.pdf>

Henry Ford: <http://www.ford.com/en/heritage/fordFamily/default.htm>

*Saturday Evening Post*: <http://www.satevepost.org>

*Reader's Digest*: <http://www.rd.com>

Jazz Age: <http://faculty.pittstate.edu/~knichols/jazzage.html>

Flapper: <http://www.chicagohs.org/exhibitions/flappers/>

Prohibition: <http://prohibition.osu.edu>

October 29, 1929:

<http://www.historychannel.com/tdih/tdih.jsp?category=wallstreet&month=10272962&day=10272994>

Great Depression: <http://www.english.uiuc.edu/maps/depression/about.htm>

Franklin D. Roosevelt: <http://www.whitehouse.gov/history/presidents/fr32.html>

First Hundred Days: [http://www.digitalhistory.uh.edu/database/article\\_display.cfm?HHID=468](http://www.digitalhistory.uh.edu/database/article_display.cfm?HHID=468)

Social Security Act: <http://www.ssa.gov/history/35actinx.html>

Fair Labor Standards Act: <http://www.dol.gov/esa/regs/statutes/whd/0002.fair.pdf>

World War II: <http://www.bbc.co.uk/history/war/wwtwo/index.shtml>

Nazi Party: <http://fcit.usf.edu/Holocaust/timeline/nazirise.htm>

Adolf Hitler: <http://www.adolfhitler.ws/>

Pearl Harbor: <http://www.history.navy.mil/photos/events/wwii-pac/pearlhbr/pearlhbr.htm>

D-Day: <http://www.pbs.org/wgbh/amex/dday/>

Normandy: <http://www.history.rochester.edu/mtv/overview.htm>

Battle of the Bulge: <http://www.pbs.org/wgbh/amex/bulge/>

Hiroshima and Nagasaki: <http://www.gwu.edu/~nsarchiv/NSAEBB/NSAEBB162/>

Soviet Union: <http://memory.loc.gov/frd/cs/sutoc.html>

Marshall Plan: <http://usinfo.state.gov/usa/infousa/facts/democrac/57.htm>

NASA: <http://www.nasa.gov>

Alan Shepard: <http://www.jsc.nasa.gov/Bios/htmlbios/shepard-alan.html>

John Glenn: <http://www.jsc.nasa.gov/Bios/htmlbios/glenn-j.html>

Baby Boomers: [http://www.census.gov/Press-Release/www/releases/archives/facts\\_for\\_features\\_special\\_editions/006105.html](http://www.census.gov/Press-Release/www/releases/archives/facts_for_features_special_editions/006105.html)

Supreme Court: <http://www.supremecourts.gov>

Chief Justice Earl Warren;  
[http://www.supremecourthistory.org/02\\_history/subs\\_timeline/images\\_chiefs/014.html](http://www.supremecourthistory.org/02_history/subs_timeline/images_chiefs/014.html)

Civil Rights Movement: <http://usinfo.state.gov/products/pubs/civilrts/march.htm>

Martin Luther King, Jr: <http://www.thekingcenter.org/mlk/bio.html>

Bus boycott: <http://www.archives.state.al.us/teacher/rights/rights1.html>

Lunch-counter protests: [http://www.core-online.org/history/sit\\_ins.htm](http://www.core-online.org/history/sit_ins.htm)

Civil Rights Act: <http://usinfo.state.gov/usa/infousa/laws/majorlaw/civilr19.htm>

Equal Rights Amendment:  
[http://historytogo.utah.gov/utah\\_chapters/utah\\_today/equalrightsamendment.htm](http://historytogo.utah.gov/utah_chapters/utah_today/equalrightsamendment.htm)

Roe V. Wade: <http://www.tourolaw.edu/patch/Roe/>

Title IX: <http://www.dol.gov/oasam/regs/statutes/titleix.htm>

Vietnam War: <http://www.pbs.org/wgbh/amex/vietnam/>

Gulf of Tonkin: <http://www.nsa.gov/vietnam/>

Lyndon Johnson: <http://www.whitehouse.gov/history/presidents/lj36.html>

Ronald Reagan: <http://www.whitehouse.gov/history/presidents/rr40.html>

George H.W. Bush: <http://www.whitehouse.gov/history/presidents/gb41.html>

Persian Gulf War: <http://www.pbs.org/wgbh/pages/frontline/gulf/>

Bill Clinton: <http://www.whitehouse.gov/history/presidents/bc42.html>

Dot-coms: <http://money.cnn.com/2005/06/13/technology/internet/>

Presidential Election of 2000: <http://www.cnn.com/ELECTION/2000/>

Vice President Al Gore: <http://bioguide.congress.gov/scripts/biodisplay.pl?index=G000321>

Texas Governor George W. Bush: <http://www.whitehouse.gov/president/gwbbio.html>

1993 World Trade Center Bombing:  
<http://www.cnn.com/2003/US/Northeast/02/26/wtc.bombing/>

Alfred P. Murrah Federal Building: <http://www.cnn.com/US/OKC/>

September 11<sup>th</sup>: <http://www.cnn.com/SPECIALS/2001/memorial/>

Pentagon: <http://www.defenselink.mil/pubs/pentagon/>

September 11<sup>th</sup> attacks - [http://en.wikipedia.org/wiki/September\\_11,\\_2001\\_attacks](http://en.wikipedia.org/wiki/September_11,_2001_attacks)

History Matters - <http://historymatters.gmu.edu/browse/wwwhistory/>

Digital History - [http://www.digitalhistory.uh.edu/database/hyper\\_titles.cfm](http://www.digitalhistory.uh.edu/database/hyper_titles.cfm)

The White House - <http://www.whitehouse.gov/government/>

U.S. Government Web Portal - <http://www.firstgov.gov/>

Library of Congress - <http://www.loc.gov/>

Declaration of Independence - <http://www.archives.gov/national-archives-experience/charters/declaration.html>

Constitution - <http://www.archives.gov/national-archives-experience/charters/constitution.html>

Bill of Rights - [http://www.archives.gov/national-archives-experience/charters/bill\\_of\\_rights.html](http://www.archives.gov/national-archives-experience/charters/bill_of_rights.html)

The United States in 2005: Who We Are Today -  
<http://usinfo.state.gov/journals/itsv/1204/ijse/ijse1204.htm>

CNN's 2004 Election Coverage - <http://www.cnn.com/ELECTION/2004/>

FactCheck – <http://www.factcheck.org>

University of Michigan 2004 Election coverage -  
<http://www.lib.umich.edu/govdocs/elec2004.html#2004issues>

### *Culture and Traditions*

Valentine's Day: <http://memory.loc.gov/ammem/today/feb14.html>

St. Patrick's Day: [http://usa.usembassy.de/etexts/hol/celebrate\\_stpatrick.pdf](http://usa.usembassy.de/etexts/hol/celebrate_stpatrick.pdf)

Black History Month: <http://www.historychannel.com/blackhistory/>

Hispanic Heritage Month: <http://www.defenselink.mil/specials/Hispanic2001/index.html>

Martin Luther King, Jr. Day: <http://usa.usembassy.de/holidaysmlking.htm>

President's Day: <http://usa.usembassy.de/holidays-presidents.htm>

Memorial Day: <http://usa.usembassy.de/holidays-memorial.htm>

Independence Day: <http://usinfo.state.gov/usa/infousa/facts/symbols/sense.htm>

Labor Day: <http://usa.usembassy.de/holidays-labor.htm>

Columbus Day: [http://usinfo.state.gov/scv/life\\_and\\_culture/holidays/columbus\\_day.html](http://usinfo.state.gov/scv/life_and_culture/holidays/columbus_day.html)

Veteran's Day: <http://usa.usembassy.de/etexts/hol/vaveteransday.pdf>

Thanksgiving: <http://usa.usembassy.de/holidays-thanksgiving.htm>

Christmas: <http://usa.usembassy.de/holidays-xmas.htm>

Passover: <http://www.holidays.net/passover/index.htm>

Easter: [http://usa.usembassy.de/etexts/hol/celebrate\\_easter.pdf](http://usa.usembassy.de/etexts/hol/celebrate_easter.pdf)

Halloween: <http://usa.usembassy.de/holidays-halloween.htm>

Kwanzaa: <http://www.historychannel.com/exhibits/holidays/kwanzaa/index.html>

Hanukkah: <http://www.historychannel.com/exhibits/holidays/hanukkah/traditions.html>

Complete List of Holidays and Celebrations:

<http://usinfo.state.gov/usa/infousa/facts/symbols/celebrat.pdf>

Department of State International Events Calendar: <http://iec.state.gov/>

U.S. Symbols and Celebrations: <http://usinfo.state.gov/usa/infousa/facts/symbols.htm>

Miami: <http://www.miamigov.com/cms/>

Middle Class Society: <http://www.census.gov/hhes/income/midclass/midclsan.html>

New York City: [http://www.nyc.gov/portal/index.jsp?front\\_door=true](http://www.nyc.gov/portal/index.jsp?front_door=true)

Washington, D.C: <http://www.dc.gov>

Los Angeles: <http://www.ci.la.ca.us/>

Urban Redevelopment:

<http://www.hud.gov/offices/cpd/economicdevelopment/programs/rc/index.cfm>

College towns: [http://www.collegetownlife.com/college/ct\\_american.htm](http://www.collegetownlife.com/college/ct_american.htm)

Ann Arbor: <http://www.ci.ann-arbor.mi.us/>

University of Michigan: <http://www.umich.edu>

Athens: <http://www.visitathensga.com/>

University of Georgia: <http://www.uga.edu>

Berkeley: <http://www.ci.berkeley.ca.us/>

U.C. Berkeley: <http://www.berkeley.edu>

Cambridge: <http://www.cambridgema.gov/index.cfm>

Harvard: <http://www.harvard.edu>

Massachusetts Institute of Technology: <http://www.mit.edu>

Eugene: <http://www.eugene-or.gov/portal/server.pt>

University of Oregon: <http://www.uoregon.edu>

Gainesville: <http://www.cityofgainesville.org/>

University of Florida: <http://www.ufl.edu>

Princeton: <http://www.princetonol.com/>

Princeton University: <http://www.princeton.edu/main>

State College: <http://www.statecollege.com/>

Penn State University: <http://www.psu.edu>

Tallahassee: <http://www.talgov.com/>

Florida State University: <http://www.fsu.edu>

Florida A&M University: <http://www.famu.edu>

United States cuisine: [http://www.whats4eats.com/4rec\\_us.html](http://www.whats4eats.com/4rec_us.html)

Fried chicken: [http://southernfood.about.com/cs/chickenrecipes/a/fried\\_chicken.htm](http://southernfood.about.com/cs/chickenrecipes/a/fried_chicken.htm)

Creole and Cajun: <http://www.gumbopages.com/recipe-page.html>

Gumbo: <http://www.pannett.com/gumbo.html>

Crawfish etouffee: [http://www.louisianafoods.com/recipes/crawfish\\_etouffee.html](http://www.louisianafoods.com/recipes/crawfish_etouffee.html)

Jambalaya: <http://www.gumbopages.com/food/jambalaya.html>

Clam Chowder: <http://gonewengland.about.com/cs/recipes/a/aachowderrecipe.htm>

Crab Cakes: <http://www.beach-net.com/crabs/crabcakes.html>

Spaghetti: [http://www.elise.com/recipes/archives/000154italian\\_sausage\\_spaghetti.php](http://www.elise.com/recipes/archives/000154italian_sausage_spaghetti.php)



Lasagna: <http://southernfood.about.com/od/lasagnarecipes/r/bl30620m.htm>

Pizza: <http://southernfood.about.com/od/pizzarecipes/r/bl30412c.htm>

Chicago deepdish: <http://www.cooks.com/rec/doc/0,1726,158180-236198,00.html>

Vegetarian: <http://www.vrg.org/nutshell/nutshell.htm#what>

Vegan: <http://www.vrg.org/nutshell/vegan.htm>

Organic foods: <http://www.organicconsumers.org/organic/organics101.cfm>

Ralph Lauren: <http://www.polo.com>

Business casual: <http://www.career.vt.edu/JOBSEARC/BusCasual.htm>

College sports: <http://www.ncaa.org/wps/portal>

World Series: <http://mlb.mlb.com/NASApp/mlb/index.jsp>

Super Bowl: <http://www.nfl.com>

Final Four: <http://www.ncaasports.com/basketball/mens>

Hofstede's Cultural Dimensions: [http://www.geert-hofstede.com/hofstede\\_united\\_states.shtml](http://www.geert-hofstede.com/hofstede_united_states.shtml)

USIA Portrait of the United States: <http://usinfo.state.gov/usa/infousa/facts/factover/homepage.htm>

Life in the USA: <http://www.lifeintheusa.com/index.html>

U.S. cuisine: [http://www.sallysplace.com/food/ethnic\\_cuisine/us.htm](http://www.sallysplace.com/food/ethnic_cuisine/us.htm)

USDA food pyramid: <http://www.mypyramid.gov/>

### *Economy and Business*

Unemployment: <http://www.bls.gov/cps/home.htm>

Market-oriented society: <http://usinfo.state.gov/products/pubs/market/>

Medicare and Medicaid: <http://www.medicare.gov/>

Antitrust laws: <http://www.ftc.gov/bc/compguide/index.htm>

Food & Drug Administration: <http://www.fda.gov>

Transportation: <http://www.dot.gov/>

Communications: <http://www.fcc.gov/>

Sole proprietorships: <http://www.irs.gov/businesses/small/article/0,,id=98202,00.html>

Partnerships: <http://www.irs.gov/businesses/small/article/0,,id=98214,00.html>

Corporations: <http://www.irs.gov/businesses/small/article/0,,id=98240,00.html>

Currency: <http://www.treasury.gov/education/faq/currency/>

Coins: <http://www.treasury.gov/education/faq/coins/>

Inflation: <http://www1.jsc.nasa.gov/bu2/inflateCPI.html>

Federal Reserve: <http://www.federalreserve.gov/>

Regional Federal Reserve Banks: <http://www.federalreserve.gov/otherfrb.htm>

Ben Bernanke: <http://www.federalreserve.gov/bios/bernanke.htm>

Budget deficit: <http://www.csmonitor.com/2006/0310/p01s03-usec.html>

Trade gap: <http://www.csmonitor.com/2006/0310/p01s03-usec.html>

Baby boomers/retirement age: <http://www.bls.gov/opub/mlr/2000/07/art2exc.htm>

Natural resources: <http://www.nrcs.usda.gov/>

Agriculture: <http://www.usda.gov/>

Forestry: <http://www.fs.fed.us/>

Fishing: <http://www.fws.gov/>

Mining: <http://www.doi.gov/>

Manufacturing: <http://countrystudies.us/united-states/geography-11.htm>

Energy Production: <http://www.energy.gov/>

Chemicals: <http://www.bls.gov/oco/cg/cgs008.htm>

Processed Foods: <http://www.usda.gov/>

Travel & Tourism: <http://www.state.gov/>

Transportation: <http://www.dot.gov/>

Government: <http://www.firstgov.gov/>

Entertainment: <http://www.mpa.org/>, <http://www.fcc.gov>

Commerce: <http://www.commerce.gov/>

Technology: <http://www.technology.gov/>

2006 index of economic freedom:

<http://www.heritage.org/research/features/index/country.cfm?id=Unitedstates>

Eminent domain: <http://caselaw.lp.findlaw.com/data/constitution/amendment05/14.html>

U.S. Government Think Tank list: <http://usinfo.state.gov/usa/infousa/politics/thnktank.htm>

National Science Foundation: <http://www.nsf.gov/statistics/nsf05306/>

SourceWatch: [http://www.sourcewatch.org/index.php?title=Think\\_tanks](http://www.sourcewatch.org/index.php?title=Think_tanks)

WorldPress: <http://www.worldpress.org/library/ngo.cfm>

Defense and Policy Think Tanks:

[http://www.jfsc.ndu.edu/library/research/research\\_sites/institutes\\_thinktanks.asp](http://www.jfsc.ndu.edu/library/research/research_sites/institutes_thinktanks.asp)

Brookings Institution: <http://www.brookings.org/>

AFL-CIO: <http://www.aflcio.org/>

University of Minnesota Industrial Relations program:

<http://www.carlsonschool.umn.edu/Page349.aspx>

Cornell Industrial Relations program: <http://www.ilr.cornell.edu/>

AFL-CIO membership:

<http://www.ilcaonline.org/modules.php?op=modload&name=News&file=article&sid=1752&mode=thread&order=0&thold=0>

Decline of unions: [http://economics.about.com/od/laborinamerica/a/union\\_decline.htm](http://economics.about.com/od/laborinamerica/a/union_decline.htm)

Two major unions leaving the AFL-CIO:

<http://www.npr.org/templates/story/story.php?storyId=4770954>

Teamsters: <http://www.teamster.org/>

Service Employees International Union: <http://www.seiu.org/>

NGOs: <http://www.cceia.org/viewMedia.php/prmID/895>

National Labor Relations Board: <http://www.nlrb.gov/>

Unions.org: <http://www.unions.org>

U.S. Chamber of Commerce: <http://www.uschamber.com/default>

Manhattan Chamber of Commerce: <http://www.manhattancc.org/>

Los Angeles Area Chamber of Commerce: <http://www.lachamber.org/index.asp>

Greater Miami Chamber of Commerce: <http://www.greatermiami.com/default.asp>

Metro Atlanta Chamber of Commerce: <http://www.metroatlantachamber.com/>

Better Business Bureau: <http://www.bbb.org/about/faq.asp>

Business Reliability Reports: <http://search.bbb.org/>

Dispute Resolution: <http://www.dr.bbb.org/>

Truth-in-advertising: <http://www.bbb.org/advertising.asp>

Consumer and business education: <http://www.bbbonline.org/education/>

Charity Review: <http://www.give.org/>

Outline of the U.S. Economy: <http://usinfo.state.gov/products/pubs/oecon/>

CIA World Factbook: <http://www.cia.gov/cia/publications/factbook/geos/us.html#Econ>

Economy of the U.S.A.: [http://www.economywatch.com/world\\_economy/usa/](http://www.economywatch.com/world_economy/usa/)

U.S. Economy: [http://encarta.msn.com/encyclopedia\\_1741500821/United\\_States\\_\(Economy\).html](http://encarta.msn.com/encyclopedia_1741500821/United_States_(Economy).html)

*Wall Street Journal*: <http://online.wsj.com/public/us>

*Barron's Online*: <http://online.barrons.com/public/main>

New York Stock Exchange: <http://www.nyse.com/>

Bloomberg Report: <http://www.bloomberg.com/RBB2.htm>

United States Small Business Administration: <http://www.sba.gov/>

Financial Report of the U.S. Government: <http://www.fms.treas.gov/fr/index.html>

Office of Management and Budget: <http://www.whitehouse.gov/omb/budget/fy2006/>

Economic Development Administration: <http://www.eda.gov/>

Banks in the United States: <http://www.internationalist.com/SERVICE/BANKS/UnitedStates.html>

Federal Reserve Bank of New York: <http://www.ny.frb.org/banking/index.html>

International Chamber of Commerce: <http://www.iccwbo.org/>

### *Media in the United States*

Freedom House: <http://www.freedomhouse.org/>

Press Freedom Study:

<http://www.freedomhouse.org/template.cfm?page=16&country=6858&year=2005>

Libel: <http://usinfo.state.gov/products/pubs/press/press08.htm>

Supreme Court: <http://www.supremecourtus.gov/>

*NY Times v. Sullivan*: <http://caselaw.lp.findlaw.com/scripts/getcase.pl?court=US&vol=376&invol=254>

Libel law resources: <http://www.megalaw.com/top/defamation.php>

Libel case examples: <http://medialibel.org/cases-conflicts/>

Links to U.S. federal and state laws: <http://www.findlaw.com/casecode/>

Key libel law terms: <http://medialibel.org/libel/definition.html>

ABC: <http://www.abc.com>

CBS: <http://www.cbs.com>

NBC: <http://www.nbc.com>

Betamax: <http://www.palsite.com/home.html>

VHS: <http://tv.about.com/od/vcr/a/VCRtypes.htm>

DVD: <http://hometheater.about.com/od/dvdrecorderfaqs/a/dvdrecfaqintro.htm>

Digital video recorder: [http://en.wikipedia.org/wiki/Digital\\_video\\_recorder](http://en.wikipedia.org/wiki/Digital_video_recorder)

Fox: <http://www.fox.com/>

The WB: <http://thewb.warnerbros.com/web/index.jsp>

UPN: <http://www.upn.com>

The CW: <http://www.cwtv.com/>

Nielsen Media Research:

[http://www.nielsenmedia.com/nc/portal/site/Public/menuitem.43afce2fac27e890311ba0a347a062a0/?show=%2FFilters%2FPublic%2Ftop\\_tv\\_ratings%2Fbroadcast\\_tv&vgnnextoid=9e4df9669fa14010VgnVCM100000880a260aRCRD](http://www.nielsenmedia.com/nc/portal/site/Public/menuitem.43afce2fac27e890311ba0a347a062a0/?show=%2FFilters%2FPublic%2Ftop_tv_ratings%2Fbroadcast_tv&vgnnextoid=9e4df9669fa14010VgnVCM100000880a260aRCRD)

Nielsen Rankings:

[http://www.nielsenmedia.com/nc/portal/site/Public/menuitem.43afce2fac27e890311ba0a347a062a0/?show=%2FFilters%2FPublic%2Ftop\\_tv\\_ratings%2Fbroadcast\\_tv&vgnnextoid=9e4df9669fa14010VgnVCM100000880a260aRCRD](http://www.nielsenmedia.com/nc/portal/site/Public/menuitem.43afce2fac27e890311ba0a347a062a0/?show=%2FFilters%2FPublic%2Ftop_tv_ratings%2Fbroadcast_tv&vgnnextoid=9e4df9669fa14010VgnVCM100000880a260aRCRD)

Percentage of households with cable: <http://www.ncta.com/Docs/PageContent.cfm?pageID=86>

DISH Network: <http://www.dishnetwork.com/>

DirectTV: <http://www.directv.com>

Digital Cable: <http://www.ncta.com/Docs/PageContent.cfm?pageID=91>

TiVo: <http://www.tivo.com>

Hundreds of specialized cable channels: [http://www.ncta.com/industry\\_overview/programList.cfm](http://www.ncta.com/industry_overview/programList.cfm)

CNN: <http://www.cnn.com>

ESPN: <http://www.espn.com>

The Weather Channel: <http://www.weather.com>

Food Network: <http://www.foodtv.com>

MTV: <http://www.mtv.com>

QVC: <http://www.qvc.com>

MSNBC: <http://www.msnbc.com>

Fox News: <http://www.foxnews.com>

PBS financial support: <http://www.cpb.org/aboutpb/faq/pays.html>

Corporation for Public Broadcasting: <http://www.cpb.org/>

PBS' reach: <http://www.pbs.org/aboutpbs/>

Frontline: <http://www.pbs.org/wgbh/pages/frontline/>

NOVA: <http://www.pbs.org/wgbh/nova>

NewsHour with Jim Lehrer: <http://www.pbs.org/newshour/>

Sesame Street: <http://pbskids.org/sesame/>

Masterpiece Theatre: <http://www.pbs.org/wgbh/masterpiece/>

Live from Lincoln Center: <http://www.pbs.org/lflc/>

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NPR affiliate stations: <http://www.npr.org/stations/>

Talk of the Nation: <http://www.npr.org/programs/totn/>

Diane Rehm Show: <http://www.wamu.org/programs/dr/>

A Prairie Home Companion with Garrison Keillor: <http://prairiehome.publicradio.org/>

This American Life: <http://www.thislife.org/>

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All Things Considered: <http://www.npr.org/programs/atc/>

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National Press Club: <http://www.npr.org/programs/npc/>

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*Los Angeles Times*: <http://www.latimes.com/>

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AOL Time Warner:

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The American Press: <http://usinfo.state.gov/products/pubs/press/press01.htm>

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George Westinghouse: <http://www.georgewestinghouse.com/>

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Brodeur Worldwide: <http://www.brodeur.com/>

Clark & Weinstock: <http://www.clarkandweinstock.com/>

Gavin Anderson & Company: <http://www.gavinanderson.com/>

Cone: <http://www.coneinc.com/>

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New Professionals: [http://www.prsa.org/\\_Networking/np/](http://www.prsa.org/_Networking/np/)

Gay/Lesbian/Bisexual/Transgender: [http://prsa.org/\\_Networking/main/gays.asp](http://prsa.org/_Networking/main/gays.asp)

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Council of Public Relations Firms: <http://www.prfirms.org/>

Hispanic Public Relations Association: <http://hprala.org/>

Institute for Public Relations: <http://www.instituteforpr.org/>

International Association for Business Communicators: <http://www.iabc.com/>

IABC membership: <http://www.iabc.com/about/>

Issue Management Council: <http://www.issuemanagement.org/index.html>

National Black Public Relations Society: <http://www.nbprs.org/>

Success Triad: <http://www.nbprs.org/about.htm>

National Investor Relations Institute: <http://www.niri.org/>

Public Affairs Council: <http://www.pac.org/>

University of Florida: <http://www.ufl.edu/>

University of Maryland: <http://www.umd.edu>

University of Alabama: <http://www.ua.edu/>

University of Georgia: <http://www.uga.edu>

Syracuse University: <http://www.syr.edu/>

James Grunig: <http://www.comm.umd.edu/people/faculty/jgrunig.html>

Larissa Grunig: <http://www.comm.umd.edu/people/faculty/lgrunig.html>

Foreign Agent Registration Act: <http://www.usdoj.gov/criminal/fara/>

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*PRNews*: <http://www.prmarketing.com/>

*PRWeek*: <http://www.prweek.com/us/>

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BusinessWire: <http://home.businesswire.com/portal/site/home/index.jsp>

CustomScoop: <http://www.customscoop.com>

Cymfony: <http://www.cymfony.com>

Delahaye: <http://www.delahaye.com>

Factiva: <http://www.factiva.com>

Globalpress Connection, Inc.: <http://www.globalpresspr.com/>

HarrisInteractive: <http://www.harrisinteractive.com/services/pragencies.asp>

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Kefmedia: <http://www.kefmedia.com/>

LexisNexis: <http://www.lexisnexis.com>

MarketWire: <http://www.marketwire.com/>

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Strauss Radio Strategies: <http://www.straussradio.com/>

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Thenewsmarket: <http://www.thenewsmarket.com/>

Vidicom: <http://www.vidicom.com>

VMS: <http://www.vmsinfo.com/>

## 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:

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