



From: Broadcasting Board of Governors
Date: October 13, 2010
Subject: **Minutes of the BBG Meeting of October 13, 2010**

The Broadcasting Board of Governors (BBG) met today in Prague, Czech Republic at RFE/RL Headquarters. The meeting was open and streamed on the BBG website.

The meeting was attended by the following Board members:

Chairman Walter Isaacson
Governor Victor Ashe
Governor Michael Meehan
Governor Dennis Mulhaupt
Governor S. Enders Wimbush

The following Board members were not in attendance:

Governor Michael Lynton
Governor Susan McCue
Governor Dana Perino
Under Secretary Judith McHale

Other persons in attendance are listed at the end.

The agenda of the meeting is set forth in Attachment 1.

Chairman Isaacson opened the meeting and noted that, while in Prague, the Board met with President Vaclav Havel, who helped convince RFE/RL to move from Munich, Germany to Prague, Czech Republic, and continues to be an inspiration to U.S. international broadcasting.

The Chairman said that the Board was extraordinarily impressed with RFE/RL's operations, including its new work in social media, as well as RFE/RL's pursuit of its traditional mission and its efforts to extend its reach to places like Afghanistan. Governor Wimbush echoed the Chairman's comment and commended RFE/RL President Jeff Gedmin on the style and substance of his leadership and the huge strides that he has made in advancing RFE/RL's interests.

Following Mr. Gedmin's comment about collaboration among the BBG-funded broadcasting entities, the Chairman added that such collaboration is important in order to permit the broadcasting entities to make their programming available to each other and to audiences throughout the real and virtual worlds, whether through bloggers, other forms of social media or traditional media.

Minutes of October 13, 2010 Meeting

Chairman Isaacson also added that he was inspired by the new RFE/RL building which example the BBG should emulate by having a state of the art building in the Washington, D.C. area to serve the needs of all BBG-funded broadcasting entities in the future.

The Chairman suggested a session on the Capitol Hill in late January or early February when the new Congress is in session or around the January Board meeting so that the broadcasting entities could talk about what they are doing in social media and new media—both in technology and content. He asked Governor Ashe to work with the Communications and Outreach Committee to determine the best date and time to hold such an event.

Chairman Isaacson noted that this was IBB Director Dick Lobo's first Board meeting. Mr. Lobo thanked the Chairman for agreeing to perform his ceremonial swearing-in to be held the following week in Washington, D.C. at BBG headquarters.

The Chairman announced that the issue of the safety and security of the journalists, although not on the Board's formal agenda, is of great importance to the Board and has to be addressed. He stated that the Board wishes to express concern for Mr. Abdumalik Bobaev, a journalist for the Voice of America, who was on trial in Uzbekistan. If convicted, Mr. Bobaev could face several years in jail. The Board believes, like all journalists, Mr. Bobaev is required to present accurate and balanced reports, should be allowed to do his job without interference, and should not be penalized for doing his job. There followed an update by VOA Director Dan Austin on Mr. Bobaev's situation. At Governor Ashe's suggestion, a draft resolution was presented for Board consideration. Governor Ashe moved a motion to adopt the resolution, Governor Meehan seconded, and the resolution was unanimously adopted by the Board.

In considering the minutes of the September 17, 2010 meeting, Governor Ashe made suggestions on the content and style for minutes, including making available to the public any supporting documents in order to promote transparency of Board meetings. Governor Wimbush recommended that the subject on minutes be referred and discussed in the Governance Committee. Chairman Isaacson agreed. Governor Wimbush moved a motion to adopt the minutes of the September 17, 2010 meeting, Governor Mulhaupt seconded, and the minutes were unanimously adopted by the Board.

Governor Mulhaupt reported that the suggested revisions made at the last Board meeting for the interim BBG By-Laws had been incorporated and moved to adopt the BBG By-Laws. Governor Wimbush seconded. The BBG By-Laws were unanimously adopted.

Governor Mulhaupt noted that the 2011 BBG meeting schedule had been revised and would be subject to further revision as needed. He suggested that the meeting schedule be adopted with certain. The proposed meeting in May 2011 would be omitted such that the plenary Board would not meet in Prague, Czech Republic until mid-year of 2012. He suggested that the Board meet in Washington, D.C. in June 2011, and that committee meetings would be held including a meeting in Prague in 2011. Governor Mulhaupt moved a motion to adopt the revised schedule as amended, Governor Ashe seconded, and the 2011 BBG meeting schedule was unanimously adopted by the Board.

Minutes of October 13, 2010 Meeting

The Chairman announced that he planned to travel to Miami, FL for an OCB event the following week.

At the Chairman's invitation, Governor Wimbush gave a report on the recent activities of the Budget and Strategy Committee, including its meeting on October 1, 2010 which was attended by all broadcasting entities. He described the Committee's recommendations. Chairman Isaacson asked that, at each meeting, the Committee would report to the Board on the strategic review process and make its report available to the public. Chairman Isaacson recommended that there be a place on the BBG website for the public to submit ideas during the strategic review. He also recommended that the Budget and Strategy Committee hold informal listening sessions. There followed a discussion of the importance of the strategic review and the value of a strategic plan. Governor Wimbush moved a motion to adopt the Committee's recommendations, Governor Mulhaupt seconded, and the Committee's recommendations were unanimously approved by the Board.

The Chairman noted that Governors Mulhaupt and Ashe were recently in Georgia and asked Governor Mulhaupt, who had been designated as Chair of the RFE/RL Board of Directors, to report on his trip that was organized by RFE/RL President Jeff Gedmin. Governor Mulhaupt acknowledged and thanked the RFE/RL staff and its bureau staff for their work in the region. On behalf of the Board, Governor Mulhaupt congratulated Mr. Gedmin on being awarded an Honorary Doctorate by the Tbilisi State University. There followed brief comments by Governor Ashe who joined Governor Mulhaupt for an RFE/RL news conference during his visit there as a guest of the International Republican Institute.

The Broadcasting Board of Governors agreed to the following items by unanimous consent:

1. Adoption of September 17, 2010 Minutes. The Board adopted the minutes of September 17, 2010 meeting set forth in Attachment 2.
2. Adoption of BBG By-Laws. The Board adopted the BBG By-Laws as set forth in Attachment 3.
3. 2011 BBG Meeting Schedule. The Board approved the 2011 BBG meeting schedule, as amended, which is included in Attachment 4.
4. Adoption of Budget and Strategy Committee Recommendations. The Board agreed to adopt in full the recommendations set forth in the Committee's October 1, 2010 report. The report is attached in Attachment 5. In particular, the Board affirms:
 - a. The value of a strategic plan as a leadership document that defines the Agency's course of action, provides a common basis to guide the work all elements of United States international broadcasting and creates a basis for measuring success.

Minutes of October 13, 2010 Meeting

- b. That the BBG strategy should comply with federal strategic planning requirements and must also be a forward-leaning and dynamic document that draws on the collective expertise of all BBG-sponsored entities.
 - c. That, in order to undertake the day-to-day tasks needed to formulate and execute the work required by the strategic planning process, the BBG staff should organize an inter-entity steering group comprised of professionals from each BBG-sponsored entity (VOA, OCB, IBB, RFA, RFE/RL, and MBN). The BBG Director of Strategic Planning and Performance Measurement is directed to coordinate this process under the Committee's continuing oversight and direction.
 - d. That the IBB Coordinating Committee has an important role to play in providing insight and recommendations regarding operational strategies for U.S. international broadcasting. Its work should be integrated into the strategic review planning process as part of the work of the inter-entity steering group.
5. Resolution on Abdumalik Bobaev. By resolution, the Board adopted a resolution expressing concern for Mr. Bobaev's fate, which is included in Attachment 6.

Chairman Isaacson announced the conclusion of the open meeting.

Other Attendees:

The following persons were also present during all or part of the meeting: BBG Executive Director Jeffrey Trimble, BBG Deputy General Counsel Paul Kollmer-Dorsey, Chief Financial Officer Maryjean Buhler, and Special Projects Officer Oanh Tran; Jeffrey Gedmin, President of Radio Free Europe/Radio Liberty (RFE/RL); Libby Liu, President of Radio Free Asia (RFA); Danforth Austin, Director of the Voice of America (VOA); Richard Lobo, Director of the International Broadcasting Bureau (IBB); Michael Marchetti, RFE/RL Vice President of Finance; John Lindburg, RFE/RL General Counsel & Secretary; RFE/RL Chief of Staff Elizabeth Portale; RFE/RL Deputy Chief Financial Officer John Giambalvo; RFE/RL Director of Technology Luke Springer; and RFE/RL Media Affairs Specialist Zachary Peterson.

Approved:

Walter Isaacson, Chairman

Witnessed:

Paul Kollmer-Dorsey, Secretary

Minutes of October 13, 2010 Meeting

Attachments:

1. Agenda for October 13, 2010 Meeting
2. Minutes of September 17, 2010 Meeting
3. BBG By-Laws
4. 2011 BBG Meeting Schedule
5. Budget and Strategy Committee Report from the October 1, 2010 Meeting
6. Resolution on Abdumalik Bobaev

Minutes of October 13, 2010 Meeting

ATTACHMENT 1

BROADCASTING BOARD OF GOVERNORS

October 2010 Meeting Agenda

Wednesday, October 13

9:30 – 9:45 Broadcasting Board of Governors' Meeting

I. Open Session

Chairman's Remarks

- A. Adoption of Minutes of September 17, 2010 Meeting
- B. Adoption of BBG By-Laws
- C. Consideration of 2011 BBG Meeting Schedule
- D. Consideration of Strategy & Budget Committee Recommendations
- E. Georgia Trip Report (Governor Mulhaupt)
- F. Other Items for Consideration at Next Board Meeting

9:45 Meeting Adjourned

Minutes of October 13, 2010 Meeting

ATTACHMENT 2

From: Broadcasting Board of Governors
Date: September 17, 2010
Subject: **Minutes of the BBG Meeting of September 17, 2010**

The Broadcasting Board of Governors (BBG) met today in Washington D.C. The meeting was attended by the following Governors:

Chairman Walter Isaacson
Governor Victor Ashe
Governor Michael Lynton
Governor Susan McCue
Governor Michael Meehan
Governor Dennis Mulhaupt
Governor Dana Perino
Governor S. Enders Wimbush
Under Secretary of State Judith McHale

Other persons in attendance are listed at the end.

The agenda of the meeting is set forth in Attachment 1.

Chairman Isaacson opened the meeting and noted that earlier the same day, the Board had received a national security strategy briefing by Ben Rhodes and Public Diplomacy Strategy briefing by Under Secretary McHale which laid a foundation for the proposed upcoming BBG strategic review.

The Chairman welcomed everyone including those observing the meeting via streaming on the BBG's website to the Board's first open meeting and thanked the Governance Committee for its guidance on transparency and openness of Board proceedings.

The Board heard a report by Governor Mulhaupt, co-chair of the Governance Committee, on the Committee's meeting of August 18, 2010.

The Chairman emphasized the importance of protecting the journalists and establishing appropriate mechanisms for handling crises in close coordination with the State Department. RFE/RL President Jeff Gedmin explained a need to have procedures in place as the broadcasting entities often operate in hostile environments.

Minutes of October 13, 2010 Meeting

The Board introduced Richard Lobo who was recently confirmed by the U.S. Senate as Director of the International Broadcasting Bureau (IBB). Chairman Isaacson thanked Danforth Austin for his leadership as acting IBB Deputy Director while serving concurrently as Director of the Voice of America.

The Chairman noted the absence of OCB Director Pedro Roig due to illness but noted that Dr. Roig had submitted his resignation. Referring to a resolution for Dr. Roig in the briefing book, the Chairman described him as a distinguished public servant and a wise historian. The Board members concurred and expressed their appreciation for his work.

The Board heard from Governor Wimbush, co-chair of the Budget and Strategy Committee, on the work plan to begin a strategic review of U.S. international broadcasting. Governor Wimbush described the federal strategic planning requirements, instruments and organizational capabilities that would be part of the assessment. Chairman Isaacson noted Governor Meehan as the other co-chair and remarked that the Committee contemplated that it might hold a public event once a draft strategy has been developed to solicit further views on the BBG strategy.

The Chairman stated that Governors Ashe and Lynton are co-chairs of a research working group, assessing the current research contract. The Board heard a brief report by Governor Ashe on the working group's recent meeting.

Chairman Isaacson announced that the Board meeting in October will be held in Prague at RFE/RL's headquarters.

BBG Director of Strategic Planning & Performance Measurement Bruce Sherman briefly described the BBG research program and acknowledged the BBG research team and the broadcasting entities' research directors. As a sample, Mr. Sherman distributed and briefly discussed the research reports that were produced last year on Pakistan. He informed the Board of the availability of extensive BBG market and media data to assist the Board in its language review process and strategic work. Governor Wimbush stressed the importance of connecting research to the strategic plan and putting more emphasis on impact measurement.

The Broadcasting Board of Governors agreed to the following items by unanimous consent:

1. Adoption of July 30, 2010 Minutes. The Board adopts the minutes of its July 30, 2010 meeting set forth in Attachment 2.
2. Adoption of Governance Committee Recommendations. The Board agreed to adopt in full the recommendations set forth in the Committee's August 18, 2010 report. The report appears in Attachment 3. The recommendations of the Governance Committee hereby adopted shall govern Board operations and procedures and the interactions among the elements of BBG-funded United States international broadcasting (USIB), namely (i) the Board, (ii) the Board staff, (iii) the International Broadcasting Bureau (IBB), Voice of America (VOA), and the Office of Cuba Broadcasting (OCB) (all of which federal entities report directly to the Board), and (iv) the BBG's private grantees

Minutes of October 13, 2010 Meeting

Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN) (collectively, the Grantees). The Board hereby announces that all of the elements of USIB are required to respect and implement this decision and the recommendations hereby adopted. Furthermore, the Board will require the management of the respective elements of USIB to faithfully implement and operationalize the Board's decisions and to cooperate fully in the Committees and other reporting mechanisms on which the Board relies to inform its deliberations and decision-making.

3. Governance Committee Terms of Reference. The Board adopts the revised Terms of Reference of the Governance Committee set forth in Attachment 4.
4. BBG Chair Delegation of Authority. The Board adopts a formal delegation of authority to the BBG Chair as set forth in Attachment 5.
5. BBG Executive Director. The Board adopts the position description for the BBG Executive Director as set forth in Attachment 6.
6. Interim By-Laws. The Board adopts, on an interim basis, the BBG By-Laws as the formal rules of procedure governing the conduct of Board operations. The Governance Committee shall propose to the Board such further amendments to the By-Laws as it may deem advisable.
7. Communications and Outreach Committee. Governors Perino, McCue and Meehan are requested to co-chair a Communications and Outreach Committee in accordance with the Terms of Reference attached hereto as Attachment 7. The Committee will make recommendations to the Board concerning the issues described therein. The Terms of Reference may be modified by the Committee co-chairs in consultation with BBG Chairman. The BBG Chairman may appoint additional Governors to participate in the Communications and Outreach Committee.
8. Strategic Review. The Board voted to commence a review of BBG strategy in accordance with the review process and schedule of meetings proposed by the Chair of the Budget and Strategy Committee, which is included in Attachment 8. The Committee should report back its recommendations so that the full Board may have meaningful discussions on subjects of strategic importance to U.S. international broadcasting. The BBG staff is directed to support the work of the Budget and Strategy Committee in order to allow the Committee and the plenary Board to complete the strategic review with input from the various elements of BBG-funded entities (each of which is hereby directed by the Board to cooperate in full in the completion thereof). In consultation with the Chairman of the plenary Board, the Budget and Strategy Committee may solicit the input of external experts to support its deliberations. At the appropriate time, the Board will endeavor to hold a public event to solicit further views on elements of a proposed BBG strategy.

Minutes of October 13, 2010 Meeting

9. Resolution for Pedro Roig. By resolution, the Board approved the draft resolution for Pedro Roig in recognition of his leadership and dedicated service to Radio/TV Marti, which is included in Attachment 9.

Chairman Isaacson announced the conclusion of the open meeting, and that the Board will meet in a closed session to consider the BBG's draft FY 2012 annual budget.

Other Attendees:

The following persons were also present during all or part of the meeting: BBG Executive Director Jeffrey Trimble, BBG Deputy General Counsel Paul Kollmer-Dorsey, Special Projects Officer Oanh Tran, Congressional Coordinator Susan Andross, Director of the Office of Strategic Planning & Performance Measurement Bruce Sherman, Director of Public Affairs Letitia King, Senior Strategist Paul Marszalek, Research Manager Leah Ermarth, Chief Financial Officer Maryjean Buhler, and President Management Fellow Ashley Pyle; Jeffrey Gedmin, President of Radio Free Europe/Radio Liberty (RFE/RL); Libby Liu, President of Radio Free Asia (RFA); Danforth Austin, Director of the Voice of America (VOA); Richard Lobo, Director of the International Broadcasting Bureau (IBB); Steve Redisch, Voice of America (VOA) Executive Editor; Barbara Brady, VOA Chief of Staff; Brian Schiff, VOA Radio Broadcast Technician; Marie Lennon, IBB Chief of Staff; Rebecca McMenamin, IBB New Media Director; Kelu Chao, IBB Director of Performance Review; Gary Thatcher, IBB Director of the Office of Marketing and External Liaison; Andre Mendes, IBB Director of Engineering and Technical Services; William Bell, IBB Director of Research; Michael Marchetti, RFE/RL Vice President of Finance; John Lindburg, RFE/RL General Counsel & Secretary; Betsy Henderson, RFA Director of Research; Bernadette Burns, RFA General Counsel; Kelley Sullivan, MBN Vice President for Administration/Treasurer; Anne Noble, MBN General Counsel; Andrew Krog, BBG Assistant General Counsel (FOIA/Ethics/PA); and Gabrielle Guimond, Special Assistant to the Under Secretary for Public Diplomacy & Public Affairs.

Approved:

Walter Isaacson
Chairman

Witnessed:

Paul Kollmer-Dorsey
Secretary

Minutes of October 13, 2010 Meeting

Attachments:

1. Agenda for September 17, 2010 Meeting
2. Minutes of July 30, 2010 Meeting
3. Governance Committee Report from August 18, 2010
4. Revised Governance Committee Terms of Reference
5. BBG Chair Delegation of Authority
6. BBG Executive Director Position Description
7. Communications and Outreach Committee Terms of Reference
8. Revising the BBG Strategic Plan: Framework and Schedule
9. Resolution for Pedro Roig

Minutes of October 13, 2010 Meeting

ATTACHMENT 3

BROADCASTING BOARD OF GOVERNORS By-Laws of the Broadcasting Board of Governors October 2010

Section 1. Promulgation

1.01 STATUTE

These By-Laws have been adopted by the Broadcasting Board of Governors to govern the conduct of the Broadcasting Board of Governors business pursuant to the United States International Broadcasting Act of 1994, as amended (22 U.S.C. §6201, et seq.), which act as so amended is hereinafter referred to as the "Statute." These By-Laws are in all respects subject to the provisions of the Statute and shall be interpreted accordingly.

1.02 AMENDMENT

These By-Laws may be amended at any meeting of the Broadcasting Board of Governors by a majority vote of the Governors present (upon a quorum of five (5) Governors being present), provided that the proposed amendments have been mailed to each member of the Broadcasting Board of Governors not later than twenty-one (21) days prior to such meeting.

Section 2. Board of Governors

2.01 POWERS AND COMPOSITION

The governing body of United States government-sponsored international broadcasting is the Broadcasting Board of Governors, as specified in the Statute. The Board shall consist of nine (9) members. Exclusive of the Secretary of State, not more than four (4) of the members of the Board appointed by the President shall be of the same political party. (22 U.S.C. §6203(b)). The Board is solely empowered and responsible for setting the tone and direction of United States international broadcasting strategy and for exercising the non-delegable authorities of the Agency as set forth in the Statute.

2.02 AUTHORITIES

The Board shall have the authorities specified in 22 U.S.C. §6204(a)(1)-(18) for the purpose of carrying out its responsibilities for United States international broadcasting.

2.03 APPOINTMENT

Members of the Broadcasting Board of Governors are appointed in the manner specified by the Statute. In addition to the Secretary of State, eight (8) voting members are appointed by the President, by and with the advice and consent of the Senate. The President shall appoint one member (other than the Secretary of State) as the Chair of the Board, subject to the advice and consent of the Senate.

Minutes of October 13, 2010 Meeting

2.04 TERM OF OFFICE

Governors shall serve such terms, and vacancies on the Broadcasting Board of Governors shall be filled, as specified in the Statute. The term of office of each member of the Board shall be three (3) years, except that the Secretary of State shall remain a member of the Board during his or her term of service. The President shall appoint, by and with the advice and consent of the Senate, Board members to fill vacancies occurring prior to the expiration of a term, in which case the members so appointed shall serve for the remainder of such term. Any member whose term has expired may serve until a successor has been appointed and qualified. When there is no Secretary of State, the Acting Secretary of State shall serve as a member of the Board until the Secretary of State is appointed. (22 U.S.C. §6203(c)).

2.05 SELECTION OF BOARD

Members of the Board appointed by the President shall be citizens of the United States who are not regular full-time employees of the United States Government. Such members shall be selected by the President from among Americans distinguished in the fields of mass communications, print, broadcast media, or foreign affairs. (22 U.S.C. §6203(d)).

2.06 DECISIONS

Decisions of the Board shall be made by majority vote, a quorum being present. (22 U.S.C. §6203(f)).

2.07 QUORUM

At any meeting of the Board of Governors, five (5) members constitute a quorum (22 U.S.C. §6203(f)), but in the absence of a quorum a lesser number may adjourn the meeting.

2.08 MEETINGS

The Board of Governors shall hold regular and special meetings at such times and places as the Board of Governors may from time to time determine.

In its regular meetings, as head of the federal agency, the Board will endeavor to focus on issues of strategic concern for United States international broadcasting. The Board will establish a schedule of meetings and meeting venues for a full calendar year as soon as practicable after the start of each new fiscal year. In establishing a meeting schedule, the Board should assess the days of the week and venues that are deemed optimal by a majority of the Governors.

2.09 SPECIAL MEETINGS

A special meeting of the Board of Governors may be called on request of any four (4) members of the Board of Governors or the Chair on not less than forty-eight (48) hours written notice.

Minutes of October 13, 2010 Meeting

2.10 NOTICE OF MEETINGS

Notice of regular meetings of the Broadcasting Board of Governors for the following calendar year shall be given in writing to each Governor by November of the current year. Notices of special meetings shall be given to each Governor at least ten (10) days prior to such meetings, except in urgent circumstances.

2.11 AGENDAS

Where practicable, agendas for regular meetings shall be developed beginning thirty (30) days prior to each meeting and distributed electronically to each Governor at least fourteen (14) days prior to each meeting. The Executive Director of the Broadcasting Board of Governors shall propose agenda items for plenary Board meetings to the Chair based on discussions with individual Governors. Individual Governors may designate specific agenda topics and/or resolutions.

2.12 MINUTES

A record of decisions of the Board of Governors shall be made available to all members of the Board of Governors as soon as practicable after each meeting. The record of decisions shall include a written summary describing the topics discussed at the meeting and the decisions adopted by the Board and the voting Governors with respect thereto. In addition, any closed session of the Board should be recorded in accordance with the requirements of the Government in the Sunshine Act.

2.13 MOTIONS AND VOTING

All motions must be seconded and adopted by a majority vote. With respect to any other motion or voting procedure on which the Board cannot agree, the Board will refer to Robert's Rules of Order for resolution.

2.14 NOTATION VOTING

When requested by any Governor, any action required or permitted to be taken at a meeting of the Broadcasting Board of Governors may be taken without a meeting if all Governors are notified in writing of the action for which a decision is requested to be taken and five (5) or more Governors vote to approve the action by responding affirmatively to an electronic ballot distributed to each Governor. The ballot shall set forth the proposed action(s) and provide an opportunity to specify approval or disapproval of each proposed action and a reasonable time within which to return the ballot to the Broadcasting Board of Governors Staff. Each Governor who wishes to vote must indicate approval or disapproval and return it to the Broadcasting Board of Governors Staff within the time specified. Any member of the Board may terminate the balloting and require that the matter be scheduled for a Board meeting, by so indicating on the ballot. The Governors' approval or disapproval of any action by this method shall have the same force and effect as a vote by the Board of Governors at a formal meeting of the Board. All ballots returned to the Broadcasting Board of Governors Staff shall be filed with the records of the proceedings of the Board of Governors maintained by the Broadcasting Board of Governors Staff.

Minutes of October 13, 2010 Meeting

2.15 EMERGENCY MEETINGS

Upon the occurrence of urgent circumstances, when requested by the Chair, any four (4) Governors may convene an emergency meeting of the Board of Governors upon twenty-four (24) hours notice, including notice by telephonic or electronic communication. The emergency meeting may be conducted in person, telephonically, or by such other means as may be determined by the Chair or a majority of the Board

2.16 METHOD OF COMMUNICATION FOR ACTION WITHOUT A MEETING

Any and all communications to and from Governors seeking or taking action by the Governors without a meeting may be made by hand delivery, by deposit in U.S. mail, by express mail, by electronic facsimile, by electronic mail, or by such other means as may be determined by the Board.

2.17 COMMITTEES

In addition to committees described in the By-Laws, the Board may form additional committees. Board committees have no authority to make decisions on behalf of the Broadcasting Board of Governors unless the Board delegates specific authority to them. Committees will have written terms of reference, report on their deliberations to the plenary Board, and formulate recommendations for consideration and decision by the plenary Board.

Section 3. Officers

3.01 CHAIR OF THE BOARD

The Chair of the Broadcasting Board of Governors is appointed by the President as Chair of the Board, subject to the advice and consent of the Senate. (22 U.S.C. §6203(b)(2)).

Subject to the authority and ongoing direction of the plenary Board, the following authorities are delegated to the Chair:

- Call and preside at all meetings of the Board. The Chair has from time to time requested another Governor to preside at a Board meeting when the Chair has not been able to attend the meeting in person.
- With approval of the Board, appoint standing or ad hoc committees of the Board and chairpersons thereof in consultation with the committees established by the Board. The Chair will serve as an ex officio member of all committees unless decided otherwise.
- Subject to the authority of the plenary Board, direct the work of the Board professional staff.
- In consultation with the Governance Committee, evaluate the performance of the Executive Director, and review the Executive Director's performance evaluations of senior BBG officers. For his evaluation of the Executive Director, the Chair, after consulting the Governance Committee, shall share and seek approval of the full Board. (Board member or committee Chair requests for specific staff support

Minutes of October 13, 2010 Meeting

are channeled through the Executive Director as appropriate to assure coordination and efficient use of limited staff resources.)

- Represent the Board in all matters requiring conferences or communications with officers, departments, or agencies of the U.S. Government and foreign governments. This authority may be delegated to other Governors, the Executive Director of the BBG, or to the IBB Director as determined by the Chair.
- Solicit Board approval of decisions by telephone/videoconference in the absence of a regularly scheduled meeting or at the written request of at least four (4) members. When necessary or desirable, the Chair may call a special, telephonic/video meeting of the Board at any time between regularly scheduled meetings upon forty-eight (48) hours notice (except in cases of extreme and unforeseeable urgency).
- Delegate authority to the Executive Director on certain matters not requiring formal action of the Board. (The Executive Director shall be delegated authority to sign documents that request the obligation and/or expenditure of funds necessary to implement programs and activities of the Broadcasting Board of Governors. Such documents include but are not limited to personnel actions, travel authorizations and vouchers, requisitions for supplies and equipment, contracts for services, time and attendance cards, and such other papers as the Chair may designate from time to time. These authorities are redelegable.)
- Approve the Board's meeting agenda as proposed by the Executive Director.
- Authorize any Governor or senior BBG officer to perform a function vested in or delegated to the Chair, to the extent permitted by law.
- Execute on behalf of the Board all instruments in writing which have been authorized by the Board. The BBG staff may assist the Chair in this regard by affixing his signature electronically to routine documents and others that he or she has requested or approved.

3.02 EXECUTIVE DIRECTOR

The Broadcasting Board of Governors shall select an Executive Director. The Executive Director shall be responsible for carrying into effect the policies and programs approved by the Board of Governors and those provided for in applicable laws and regulations in accordance with the authorities delegated to the Executive Director by the Board of Governors. The Executive Director shall select a Chief Financial Officer and a General Counsel subject to approval of the Board to perform duties consistent with those described herein. The staff of the Board of Governors shall perform their duties under the Executive Director's general direction.

3.03 SECRETARY OF THE BOARD

The General Counsel shall serve as the Secretary of the Broadcasting Board of Governors. The Secretary of the Board shall provide for and maintain the Agency's official records, including the proceedings of the Board of Governors and committees.

Minutes of October 13, 2010 Meeting

3.04 CHIEF FINANCIAL OFFICER

The Chief Financial Officer shall have charge of all funds of the BBG, keep the books of account, and designate depositories for funds of the BBG. The Chief Financial Officer shall assist the Board of Governors and its Committees in the exercise of their fiscal responsibilities. The Chief Financial Officer or his or her designee shall attend all meetings of the Board of Governors and relevant Board committees and shall have the right and obligation to bring directly to the Board or its committees any information on financial or compliance matters that he or she reasonably determines should be brought to their attention.

3.05 GENERAL COUNSEL

The General Counsel shall advise the Board of Governors on such legal matters as may be referred to the General Counsel by the Board of Governors or its committees. The General Counsel or his or her designee shall attend meetings of the Board of Governors and its committees and shall have the obligation to bring directly to the Board or its committees any information on legal or compliance matters that are within the purview of the Board of Governors by statute, bylaw, or as may be directed by the Board of Governors, and shall have the right to bring directly to the Board or its committees any such information that he or she reasonably determines should be brought to their attention.

3.06 BOARD STAFF

Subject to the ongoing direction and supervision of the Board, the Board staff operates as an extension of the Board to assist the Board in carrying out the Board's responsibilities for decisions and oversight for all of United States international broadcasting. When directed to do so, the Board staff provides the Board with technical, professional, and administrative support as well as strategic guidance and oversight of selected agency programs. It also serves as the principal day-to-day liaison for the Board with other U.S. government agencies, foreign governments, and private-sector organizations. (Nothing in the description of the BBG staff's role herein, or any delegation of authority to the BBG staff hereinafter adopted by the Board, is intended to restrict or in any way limit the Board's authority to exercise any of the authorities so described or delegated.)

The Board staff has an important role to play in assisting the Board to fulfill its statutory mission. With respect to the nondelegable statutory duties of the Board set forth in the U.S. International Broadcasting Act of 1994 (as amended), the role of the Board staff is to: (a) assist and monitor, and when so directed, oversee implementation of the Board's decisions by the elements of USIB and compliance with relevant statutory mandates.; (b) gather and coordinate the reporting and analysis of information from the elements of USIB and make recommendations to the Board as necessary to inform the Board's decision-making processes and facilitate the Board's statutory oversight role; and (c) when so directed, represent the Board to the U.S. Congress, other Federal agencies, the press and relevant third parties when the Board is not available (subject to further consideration as may be given to this topic by the proposed Communications and Outreach Committee and to such of its recommendations as the Board may adopt).

Minutes of October 13, 2010 Meeting

3.07 ACTING OFFICERS

For the purpose of these By-Laws, any reference to a particular person or position is also intended to apply to any person functioning in an “acting” capacity in such position.

Section 4. Governance Committee

4.01 POWERS

The Governance Committee shall be a standing committee responsible for oversight of the governance policies and practices of the Board of Governors and for making recommendations to the Board to improve governance policies and practices that will enable Board deliberations to be orderly and focused on discharging the non-delegable Board authorities set out in the Statute. The Governance Committee will act in compliance with the written Terms of Reference adopted by the plenary Board.

4.02 COMPOSITION

The Governance Committee will be composed of three (3) Governors, or such other number as may be determined by the Board, selected by the plenary Board. A Committee Chair will be selected by the Chair and appointed by the Board.

4.03 MEETINGS

The Chair of the Governance Committee should establish a meeting schedule and select meeting venues.

4.04 RULES

The Governance Committee shall have power to adopt rules for the conduct of its business in respect to all matters not provided for in the By-Laws, by rules adopted by the Board of Governors, and by the Governance Committee Terms of Reference.

Section 5. Budget and Strategy Committee

5.01 POWERS

The Budget and Strategy Committee shall be a standing committee of the Board. It shall be responsible for making recommendations to the plenary Board regarding the development and articulation of BBG strategy for U.S. international broadcasting; rebalancing of language services; assessment and coordination of the use of technology and distribution platforms by the elements of U.S. international broadcastings; and implementation and improvement of the Language Service Review process. The Budget and Strategy Committee shall also be responsible for assisting the Board in providing direction to the BBG Chief Financial Officer to develop budget proposals and advice and recommendations concerning implementation of the BBG budget that are consistent with the Board’s strategic vision and operations oversight of U.S. international broadcasting. The Budget and Strategy Committee will act in compliance with the written Terms of Reference adopted by the plenary Board.

Minutes of October 13, 2010 Meeting

5.02 COMPOSITION

The Budget and Strategy Committee will be composed of three (3) Governors, or such other number as may be determined by the Board, selected by the plenary Board. A Committee Chair will be selected by the Chair and appointed by the Board.

5.03 MEETINGS

The Chair of the Budget and Strategy Committee should establish a meeting schedule and select meeting venues. In consultation with the Chief Financial Officer, the Committee Chair shall convene appropriate meetings to address material budget issues and critical requirements.

5.04 RULES

The Budget and Strategy Committee shall have power to adopt rules for the conduct of its business in respect to all matters not provided for in the By-Laws, by rules adopted by the Board of Governors, and by the Budget and Strategy Committee Terms of Reference.

Section 6. Communications and Outreach Committee

6.01 POWERS

The Communications and Outreach Committee shall be a standing committee responsible for developing recommendations and proposals to the plenary Board concerning the development of a model for coordinating the Agency's and grantee's public affairs and the development of a strategy for coordinating the Agency and grantee's Congressional affairs efforts, taking into account regulatory and other requirements of the legislative branch as distinct from other forms of outreach.

6.02 COMPOSITION

The Communications and Outreach Committee will be composed of three (3) Governors, or such other number as may be determined by the Board. A Committee Chair will be selected by the Chair and appointed by the Board.

6.03 MEETINGS

The Chair of the Communications and Outreach Committee should establish a meeting schedule and select meeting venues.

6.04 RULES

The Communications and Outreach Committee shall have power to adopt rules for the conduct of its business in respect to all matters not provided for in the By-Laws, by rules adopted by the Board of Governors, and by the Communications and Outreach Committee Terms of Reference.

Section 7. Administration

7.01 BUDGET

Minutes of October 13, 2010 Meeting

The Chief Financial Officer shall prepare and recommend an annual budget for consideration by the Board of Governors for the necessary expenses of the Broadcasting Board of Governors. With the approval of the Board of Governors, the Chief Financial Officer shall submit the Agency's request for appropriations to the Office of Management and Budget for incorporation in the budget of the United States. The Chief Financial Officer shall provide all supporting data required for Congressional review of the BBG's budget. When the annual appropriation act has been approved, the Board of Governors shall review the BBG's budget with the Chief Financial Officer and authorize the Chief Financial Officer to expend appropriated and non-appropriated funds in accordance with the approved budget. The Chief Financial Officer may authorize any necessary reprogramming within any limitation established by the Board of Governors or the Congress and may recommend to the Board of Governors any necessary amendment of the BBG's budget.

Section 8. International Broadcasting Bureau

8.01 POWERS

The International Broadcasting Bureau was established to carry out all nonmilitary international broadcasting activities supported by the United States Government other than those described in 22 U.S.C. 6207, 6208. (22 U.S.C. 6206(a)). As an element of United States international broadcasting, the IBB is subordinate to the Board.

8.02 DIRECTOR OF THE INTERNATIONAL BROADCASTING BUREAU

The Director of the International Broadcasting Bureau shall be appointed by the President, by and with the advice and consent of the Senate. (22 U.S.C. 6206(b)). The authorities of the IBB Director are authorities delegated to him or her by the Board. The IBB Director's performance in implementing the delegable authorities from the Board should be reviewed on an annual basis.

8.03 IBB COORDINATING COMMITTEE

The International Broadcasting Bureau Director shall organize and chair a coordinating committee in accordance with the Statute to examine and make recommendations to the Board on long-term strategies for the future of international broadcasting. The coordinating committee shall include representatives of Radio Free Europe/Radio Liberty, Radio Free Asia, the Middle East Broadcasting Networks and the Broadcasting Board of Governors, and, as appropriate, the Office of Cuba Broadcasting and the Voice of America. The Coordinating Committee shall meet on a quarterly basis to address operation strategies arising from the implementation activities of the elements of United States international broadcasting. The IBB Coordinating Committee will make recommendations to the Budget and Strategy Committee of the Board or, as directed, to the plenary Board.

Minutes of October 13, 2010 Meeting

ATTACHMENT 4

2011 BOARD MEETING SCHEDULE

<u>MONTH</u>	<u>DATES</u>	<u>LOCATION</u>
January	13 (Thursday) 14 (Friday)	Washington, D.C.
March	10 (Thursday) 11 (Friday)	Miami, FL
April	14 (Thursday) 15 (Friday)	Washington, D.C.
June	2 (Thursday) 3 (Friday)	Washington, D.C.
July	14 (Thursday) 15 (Friday)	Washington, D.C.
September	15 (Thursday) 16 (Friday)	Washington, D.C.
October	13 (Thursday) 14 (Friday)	Washington, D.C.
November	17 (Thursday) 18 (Friday)	Washington, D.C.
December	15 (Thursday) 16 (Friday)	Washington, D.C.

Minutes of October 13, 2010 Meeting

ATTACHMENT 5

MEETING OF THE BBG BUDGET AND STRATEGY COMMITTEE

Friday, October 1, 2010

BBG Headquarters – VNC Conference Room
Washington, D.C.

Members

Chairman Walter Isaacson (*ex officio*)
Governor Michael Lynton
Governor Michael Meehan, Co-Chair
Governor Dennis Mulhaupt
Governor S. Enders Wimbush, Co-Chair

SUMMARY OF COMMITTEE RECOMMENDATIONS

The Budget and Strategy Committee held a meeting on October 1, 2010 at BBG headquarters in Washington, D.C. The meeting was attended by Governors Wimbush and Meehan. Governor Dennis Mulhaupt participated in the meeting via telephone. Chairman Isaacson and Governor Lynton were not in attendance.

Other attendees of the meeting are listed at the end of this report.

General Recommendations

The Committee notes that:

- At its September 17, 2010 Board meeting, the Board of Governors voted to commence a review of BBG strategy in accordance with the principles and process outlined in the document entitled Revising the BBG Strategic Plan: Framework and Schedule (the “September 17 Framework”), which is included in Attachment 1.
- The Committee seeks to operationalize the strategic review process by organizing and directing the required work efforts as stated in the September 17 Framework. The Committee will seek to include among the strategic objectives of the Board major initiatives to modernize, improve the strategic relevance of, and increase the resources made available to BBG-funded international broadcasting efforts.
- The Board directed the BBG Staff to support the work of the Budget and Strategy Committee in order to allow the Committee and the plenary Board to complete the strategic review with input from the various elements of U.S. international broadcasting (USIB). Each BBG-funded entity should cooperate in full in the completion of the strategic review with a view toward developing shared

Minutes of October 13, 2010 Meeting

objectives that are of critical importance to the future of U.S. international broadcasting.

Session I: Introduction to BBG Strategic Planning

- *Agenda Topic* – Preparing, implementing and reporting on BBG’s strategic planning process
 - Committee Recommendations –
 - The Committee affirms the value of formulating and adopting a strategic plan as a good management practice. A strategic plan is a leadership document that defines the Agency’s course of action, provides a common basis to guide the work and resources of all elements of USIB, and creates an equitable basis for reviewing the Agency’s performance as well as that of senior management personnel, ensuring the Agency’s compliance with federal requirements.
 - The BBG strategy should be a forward-leaning and dynamic document that seeks to define where BBG activities should lead in the future and also prepares the Agency to deal with unforeseen crises. The strategic plan should be reviewed annually and adapted as necessary in light of operational circumstances.
 - In developing the strategic plan, the Committee should draw on the collective knowledge and expertise across the Agency, including BBG members and staff, broadcast management and the employees of all BBG entities.
 - The Committee notes that federal strategic planning requirements provide certain guidelines that will inform the final deliverable – a revised and updated BBG strategic plan – as well as the process by which the strategic plan will be developed. Among other requirements, the Agency’s plan must contain a mission statement and performance measures and be based on “environmental assessments.”
 - The Board should direct BBG staff to ascertain all other formal federal strategic planning requirements and provide recommendations to the Committee on how to meet them in preparing the final BBG strategic plan.

Session II: BBG Strategic Planning Regime

- *Agenda Topic* – Scoping the BBG strategy from mission to measures
 - Committee Recommendations –
 - The Board should direct BBG staff to form an inter-entity steering group comprised of professionals from each USIB entity (VOA, OCB, IBB, RFA,

Minutes of October 13, 2010 Meeting

RFE/RL, and MBN) (the “ISG” or “Inter-entity Steering Group”) to undertake the ongoing day-to-day tasks needed to formulate and execute the work streams required by the strategic planning process. The BBG’s Director of Strategic Planning and Performance Measurement should coordinate the work of the ISG and each USIB entity should name two (2) individuals to participate in the ISG. The work of the ISG should be overseen and directed by the Committee.

- As the Board already approved in the September 17 Framework, the strategic review will encompass language service review, which will be conducted in advance of the Committee’s consideration of the related elements of the September 17 Framework and reported to the Committee in a timely manner.
- The ISG should develop and recommend to the Committee a detailed work plan and schedule to operationalize the September 17 Framework.
- As noted by the Board in its adoption on September 17, 2010 of the recommendations of the Governance Committee, the Coordinating Committee chaired by the IBB Director has an important role to play in providing insight and recommendations regarding operational strategies for U.S. international broadcasting. In mapping out the work streams necessary to achieve the completion of the BBG strategic plan, the ISG should incorporate the work of the IBB Coordinating Committee. The IBB Director should work closely with the ISG and play a clearly defined role in the strategic planning process.
- In addition to receiving input from the ISG, the Committee should consult external media, foreign affairs and other experts, as desired, to inform the strategic planning process.
- The ISG will take the lead in the drafting of a proposed strategic plan based on the guidance of the Committee and the Board, informed by the work of the ISG and corresponding to elements of the September 17 Framework. This process will be done on a rolling basis, and portions of the draft strategy shall be presented at agreed intervals to the Committee and the plenary Board, leading to the final strategic plan’s completion in August 2011, as described in the September 17 Framework.

Other attendees:

Jeffrey Trimble [BBG]
Bruce Sherman [BBG]
Paul Kollmer-Dorsey [BBG/OGC]
Oanh Tran [BBG]
Susan Andross [BBG]
Leah Ermarth [BBG]

Minutes of October 13, 2010 Meeting

Paul Marszalek [BBG]
Theresa McCaffrey Beatty [BBG/CFO]
Kelley Sullivan [MBN]
Anne Noble [MBN]
Norm Thompson [RFA]
John Lindburg [RFE/RL]
Wayne Harvey [RFE/RL]
Barbara Brady [VOA]
Bill Bell [IBB]
Jack Welch [IBB]
Kate Neeper [IBB]
Dan Austin [IBB/VOA]
Marie Lennon [IBB]
John Lennon [VOA]

Minutes of October 13, 2010 Meeting

ATTACHMENT 1

REVISING THE BBG STRATEGIC PLAN Framework and Schedule

Drivers:

- New board seeks to imprint its vision, priorities, and success measures.
- Agency strategy is due for revision *per* OMB three-year guidelines.
- Resolution of overlapping language services presupposes clarity on mission and entity roles.

Principles:

- Use the review as a leadership exercise – *e.g.*, the proposed June 2011 BBG strategy summit.
- Be comprehensive and consistent with OMB guidelines.
- Incorporate entity management in every phase.
- Gain bottom-up feedback from the language services.
- Solicit substantive outside expert input.
- Inform regional assessments with governor/staff travel for direct observation and consultation.
- Commission specialty research, as needed, to support the review.
- Dovetail process with other agreed-upon Board initiatives – *e.g.*, social media summit.
- Address language service duplication market by market as part of the broader review.

Procedures:

- The Budget and Strategy Committee would shepherd the process, consistent with the principles noted above, preparing materials for each board meeting per the proposed schedule.
- The Committee would delegate, as appropriate, oversight of selected regional reviews to those governors with interest in those regions – *e.g.*, Governors McCue and Perino for Africa.
- Each regional review would adhere to a standard methodological approach to ensure consistency.
- Certain strategic elements – *e.g.*, entity roles – might well come up more than once, first preliminarily and later based on additional feedback.

Minutes of October 13, 2010 Meeting

Notional Schedule

The schedule is ambitious but doable. Flexibility is built in to accommodate changes of Board meeting dates and places and desired order of regional strategy reviews.

2010

September Review Kick-off
(Washington) U.S. National Security Strategy
 Department of State Public Diplomacy Strategy

An official launch by the full board, with entity heads present, gives the review seriousness of purpose. National security and PD/SC strategy will help contextualize and ground BBG strategy. Senior U.S. officials – e.g., Ben Rhodes, Judith McHale or senior PD staff – would brief in their respective areas. There could be subsequent briefings by DoD and USAID and other relevant USG agencies.

October *Mission*
(Prague) *Entity Roles*
 Success Measures

Mission is an *a priori* matter, a first discussion topic. Mission to be seen from multiple facets: congressional direction, nation security contribution, audience feedback, etc. Roles depend on mission and market factors. Success measures track mission, meriting joint consideration, and vary according to market constraints.

November *Global Strategic Context*
(Washington) *Agency SWOT Analysis*

Strategy occurs in a context; tactics consider circumstances. Describing the operating environment (strategic context) is foundational. SWOT (strengths, weaknesses, opportunities, and threats) is a concise analytical tool for this purpose.

December *Distribution/Technology Review*
(Washington)

Distribution and technology flow from strategic context and apply to all services, and are logically next for consideration, setting the stage for in-depth assessment of language services on a regional and country basis.

Minutes of October 13, 2010 Meeting

August
(Washington)

Revised BBG Strategy
Board Approval of Final Strategy

The Board would consider revisions to the draft strategy based on summit feedback. Final approval would be timed for inclusion in the FY 2013 budget submission.

Minutes of October 13, 2010 Meeting

ATTACHMENT 6

RESOLUTION OF THE BROADCASTING BOARD OF GOVERNORS ON ABDUMALIK BOBAEV October 13, 2010

RESOLVED:

WHEREAS, Abdumalik Bobaev has worked as a correspondent for Voice of America's Uzbek language service since 2005,

WHEREAS, Mr. Bobaev's repeated attempts to register with the Uzbekistan government have gone unanswered,

WHEREAS, Mr. Bobaev has been charged with slander, insult, threatening public safety and visa violations in Uzbekistan, stemming from his journalistic duties for the Voice of America,

WHEREAS, United States and other diplomats were refused entry to Mr. Bobaev's trial and told to seek permission from Uzbek authorities in the ministries of foreign affairs and justice

WHEREAS, if convicted, Mr. Bobaev faces prison sentences and stiff fines,

Now, therefore, it is RESOLVED:

The Broadcasting Board of Governors wishes to express its grave concern with the Uzbek government's attempt to silence Mr. Bobaev and his objective reporting for the Voice of America and the state of media freedom in Uzbekistan. Using the criminal justice system to punish journalists for freely expressed views is contrary to Uzbekistan's international obligations and has a chilling effect on journalists throughout the country. The Broadcasting Board of Governors calls upon Uzbekistan to drop the charges against Mr. Bobaev and cease all interference with the right of journalists in Uzbekistan to gather and report information freely.