



From: Broadcasting Board of Governors
Date: November 18, 2011
Subject: **Minutes of the BBG Meeting of November 18, 2011**

The Broadcasting Board of Governors (BBG) met today in Washington, D.C. 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 Susan McCue
Governor Michael Meehan
Governor Dennis Mulhaupt
Acting Under Secretary of State for Public Diplomacy & Public Affairs Ann Stock

Governors Michael Lynton, Dana Perino, Enders Wimbush were not in attendance at the meeting.

Other persons in attendance are listed at the end of these minutes.

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

Chairman Isaacson called the meeting to order and noted that the meeting was being held in compliance with the Government in the Sunshine Act.

The Chairman noted that the BBG's audience reach was announced this week and that BBG-sponsored international broadcasters reached an estimated 187 million people weekly in 2011, an increase of 22 million from last year's figure. At the Chairman's invitation, Bruce Sherman, Director of the Office of Strategic Planning & Performance Measurement, briefly described the BBG's significant audience increases in a number of strategically important countries such as Egypt, Afghanistan, and Indonesia. He also noted BBG's strong and sustained performance in Nigeria, Burma, and others.

Chairman Isaacson noted awards that were recently given to U.S. international broadcasters. Middle East Broadcasting Networks (MBN) President Brian Conniff noted that Alhurra won the People's Choice Award for "Best Coverage of Democracy Uprisings" at the recent Association for International Broadcasting's (AIB) global media excellence awards in London.

At the Chairman's invitation, Voice of America (VOA) Director David Ensor briefly described a recent harassment of a stringer in Angola. Mr. Ensor also described the difficulties in securing

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visas from the Chinese government for VOA journalists to continue its coverage from China. VOA will continue to enlist the support and cooperation of the U.S. Department of State to help resolve this problem. Governor Ashe made a motion for the adoption of a resolution urging prompt resolution of the Chinese visa issue. Following the Chairman's second, the Board unanimously adopted the resolution.

Chairman Isaacson noted that the President recently nominated Tara Sonenshine to become Under Secretary of State for Public Diplomacy and that, following her confirmation, she will become a member of the Board of Governors. The Chairman thanked Ann Stock for her service on the Board representing the Secretary of State.

The Board then voted to approve the October 13, 2011 meeting minutes.

Chief Financial Officer Maryjean Buhler reported that the Agency is currently operating on a continuing resolution (CR) which will expire by midnight and that another CR is anticipated to be put in place through December 16, 2011. With respect to FY 2013, Ms. Buhler stated that the Office of Management and Budget (OMB) typically schedules passback after Thanksgiving. She plans to keep the Board apprised as much as possible about the passback given a need to respond to OMB in a very short time frame.

Bruce Sherman, Director of the Office of Strategic Planning & Performance Measurement, updated the Board on the new strategic plan roll-out including a bbgstrategy.com website. He said that he recently gave briefings on the new strategic plan to senior management of Radio Free Europe/Radio Liberty (RFE/RL), employees of the Office of Cuba Broadcasting (OCB), Agency's federal unions, the Public Diplomacy Council in Washington, and others on the Capitol Hill.

Referring to a report by Deloitte on grantee merger assessment, Governor Ashe suggested that the Board might want to consider posting the Deloitte report and perhaps the legal feasibility report by Baker and McKenzie on the BBG website. Chairman Isaacson noted that the Deloitte report has been given to the Board for its consideration which the Board will discuss in detail at its January 2012 meeting, and that the Board has not taken any action based on the report. There followed a brief discussion of the Board's desire to release the Deloitte report to the general public. Executive Director Jeff Trimble cautioned the Board that the report contains FY 2013 budget information which is pre-decisional and strictly embargoed until the President's budget is released to Congress. Acting General Counsel Paul Kollmer-Dorsey noted for the Board's consideration that posting the Baker & McKenzie report on the BBG website would waive attorney-client privilege with respect to the report. Based on comments and input from other Board members and staff, the Chairman asked staff to determine whether the Deloitte and Baker & McKenzie reports should be posted and, if not, to let the Board know the reasons for the staff recommendation. He also noted that the Deloitte report would have to be edited to redact pre-decisional FY 2013 budget information before it could be posted on the BBG website.

Ms. Buhler further reported on the Agency's recent submission to Congress the Performance and Accountability Report (PAR). She highlighted the BBG's achievements and performances

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during FY 2011 as reported in the PAR, including unqualified (“clean”) opinion financial statements, significant increases in audience data, and among other things. She expressed her gratitude to the networks for their input and the CFO staff for their work on the PAR.

At IBB Director Dick Lobo’s invitation, Andre Mendes, IBB Director of the Office of Technology, Services, and Innovation (TSI), provided brief updates on the FM installations in Benghazi and Tripoli, Libya, a new radio transmitter in South Korea, projects to improve and advance the technology infrastructure, and a possible FM transmitter in South Sudan within the U.S. embassy’s compound. Governor Meehan thanked Mr. Lobo and TSI for their assistance with the commencement of the Global Internet Freedom Committee. He also thanked TSI and the U.S. Department of State for their coordination and cooperation in the project for a transmitter in South Sudan and emphasized the importance of this project. Ann Stock, Acting Under Secretary of State for Public Diplomacy & Public Affairs, commented that the State Department is working closely to move toward that goal for South Sudan.

For the IBB Director’s report, Mr. Lobo stated that the Agency has received thus far 38 applications for the early retirement buyout, and that the application deadline had been extended. Mr. Lobo also noted that the Agency has begun a review on the use of contractors. He highlighted steps the Agency has taken to address contractor concerns, such as offering flu shots to contractors. The Agency is now conducting a survey of current contractor usage and plans to collect additional information on workplace issues. Mr. Lobo also noted that IBB plans to make training available to BBG-sponsored grantees. The Agency will also collocate MBN and VOA personnel in shared facilities in Cairo, New York and London. Governor Ashe thanked Mr. Lobo for making progress to address the issues/concerns of contractors and suggested that IBB explore a way to honor the contractors, if possible.

Governor Ashe announced that he plans to visit the IBB transmitting station in Greenville, NC, on December 7. He reported on recent personal overseas trips which he was able to meet with a VOA stringer in Cape Verde, and with RFE/RL and VOA journalists at RFE/RL’s office in Kosovo.

RFE/RL President Steve Korn mentioned an award ceremony on November 8, 2011 to recognize five RFE/RL employees for their “Story of the Year” that was attended by Governor Mulhaupt, Mr. Trimble and Mr. Sherman in conjunction to their attendance of the annual Conference of International Broadcasters’ Audience Research. He played short clips of three (Azerbaijani Georgian, and Kyrgyz Services) of the five award winners and a short clip of Farshid Manafi, host of Radio Farda’s popular satire show “Pasfarda,” who was named “International Radio Personality of the Year” by the AIB on November 9, 2011. Governor Ashe noted that the RFE/RL Board of Directors recently voted to give RFE/RL Chair Dennis Mulhaupt assistance by electing Susan McCue as Vice-Chair and suggested that the Board hold a meeting in Prague in 2012.

OCB Director Carlos Garcia-Perez reported on the progress to provide free flow of information to the people of Cuba on various platforms including email, text messaging, radio and television. He thanked IBB and TSI for their support and then played a short video clip of OCB’s reporting

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on various platforms. In response to Governor Ashe's question regarding a possible Board meeting in Miami, Florida in April 2012, Mr. Garcia-Perez replied that it presents no problem for OCB.

VOA Director David Ensor gave a brief report on his recent trip to Pakistan and India. As a result of the trip to Pakistan, VOA will work to come up with innovative programs to reach younger audience in that country. In India, VOA delivered a letter to the Asia-Pacific Broadcasting Union (ABU) at its meeting in New Delhi, highlighting interference to satellite television signals by the government of Iran. Mr. Ensor played a short video clip of VOA Persian News Network's *Parazit* show of its exclusive interview with Secretary of State Hillary Clinton regarding Iran.

Governor Ashe suggested posting the letter to ABU on the BBG's website. Governor Ashe also reminded the Board that VOA will celebrate its 70th anniversary in February 2012.

Radio Free Asia (RFA) President Libby Liu presented a video clip of RFA's latest video project featuring a documentary on human trafficking and modern slavery. In response to Governor McCue's question, Ms. Liu explained how the documentary would be distributed once the project is completed.

Governor Ashe asked how the upcoming historic visit by Secretary of State Clinton to Myanmar, and the easing of media restrictions there will impact RFA. Ms. Liu said that they present a remarkable breakthrough and give very positive signs for RFA, including access to RFA.org website and its shortwave broadcasts. In closing, Governor Meehan congratulated RFA on its 15th anniversary.

MBN President Brian Conniff announced that Alhurra won the People's Choice Award in the AIB's 2011 Media Excellence Awards for its coverage of the Egyptian Revolution and played a video clip of the reporting by its team in Egypt. Mr. Conniff noted the upcoming elections in Morocco and Egypt as MBN continues to provide coverage of the democratic movement throughout the Middle East. Governor Ashe said that he plans to visit MBN in December and suggested holding a Board meeting there in 2012.

Chairman Isaacson stated that the next meeting is scheduled for January 12 and 13, 2012, and that the Board will hold a working session on January 12 to discuss the Deloitte report in which the network heads and key staff would be invited to participate.

In response to Governor Ashe's question about an email for comments and feedback on the grantee merger assessment report by Deloitte and/or the legal feasibility report by Baker and McKenzie, Mr. Sherman replied that comments and feedback are welcome at www.bbgstrategy.com website. On a related subject, Chairman Isaacson suggested that, in addition to the strategic plan, a copy of the Deloitte report should be given to former Board members of the BBG.

There being no other business, the Chairman adjourned the meeting.

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The Broadcasting Board of Governors agreed to the following decision elements (all decisions were adopted by a unanimous vote unless otherwise indicated):

1. Adoption of October 13, 2011 Minutes. Governor Mulhaupt made a motion for the adoption of the minutes of the October 13, 2011 meeting set forth in Attachment 2. Governor McCue seconded. The minutes were unanimously adopted by the Board.
2. Adoption of Resolution Regarding China Visas for Journalists of VOA and RFA. Governor Ashe made a motion for the adoption of the resolution urging prompt resolution of the Chinese visa issue as set forth in Attachment 3. Chairman Isaacson seconded. The resolution was unanimously adopted by the Board.

Other Attendees:

The following persons were also present during all or part of the meeting: International Broadcasting Bureau (IBB) Director Richard Lobo, Executive Director Jeffrey Trimble, Deputy General Counsel and Board Secretary Paul Kollmer-Dorsey, Chief Financial Officer Maryjean Buhler, Director of the Office of Strategic Planning & Performance Measurement Bruce Sherman, Special Projects Officer Oanh Tran, Director of Public Affairs Letitia King, and Board Operations and Policy Adviser Ashley Pyle; David Ensor, Director of the Voice of America (VOA); Carlos Garcia-Perez, Director of the Office of Cuba Broadcasting (OCB); Steven Korn, President of Radio Free Europe/Radio Liberty (RFE/RL); Libby Liu, President of Radio Free Asia (RFA); Brian Conniff, President of the Middle East Broadcasting Networks (MBN); Steve Redisch, VOA Executive Editor; Barbara Brady, VOA Chief of Staff; Andre Mendes, IBB Director of the Office of Technology, Services, and Innovation; Kelu Chao, IBB Director of the Office of Performance Review; Michael Marchetti, RFE/RL Senior Vice President of Finance/CFO; Anne Noble, MBN General Counsel; Kelley Sullivan, MBN Vice President for Administration/Treasurer; William Clancy, MBN CFO; and Lynne Weil, Senior Advisor to the Under Secretary for Public Diplomacy & Public Affairs.

Approved:

Walter Isaacson
Chairman

Witnessed:

Paul Kollmer-Dorsey
Secretary

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Attachments:

1. Agenda for November 18, 2011 Meeting
2. Minutes of October 13, 2011 Meeting
3. Resolution Regarding China Visas for Journalists of VOA and RFA

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ATTACHMENT 1

BROADCASTING BOARD OF GOVERNORS November 2011 Meeting Agenda

Thursday, November 18

3 - 4:00 Broadcasting Board of Governors' Meeting (BBG-IBB Conference Room)

I. Open Session

Chairman's Remarks

A. Adoption of Minutes of October 13, 2011 Meeting

B. FY 2012 Budget Status

BBG's Performance Accountability Report
(Maryjean Buhler)

C. BBG Global Audience Estimate
(Bruce Sherman)

D. IBB Director's Report
(Dick Lobo)

E. Programming Initiatives/Program Development

- OCB Director's Report
(Carlos Garcia-Perez)
- VOA Director's Report
(David Ensor)
- RFE/RL President's Report
(Steve Korn)
- RFA President's Report
(Libby Liu)
- MBN President's Report
(Brian Conniff)

F. Other Items for Consideration at Next Board Meeting

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ATTACHMENT 2

RESOLUTION REGARDING CHINA VISAS FOR JOURNALISTS OF VOICE OF AMERICA AND RADIO FREE ASIA November 18, 2011

The Board of Governors expresses its disappointment that the government of the People's Republic of China has failed to issue visas to Voice of America journalists notwithstanding the fact that the United States government has issued numerous visas to Chinese state journalists. The Board of Governors strongly encourages the Government of the People's Republic of China to issue the visas that the VOA has requested for its journalists for VOA's Beijing and Shanghai bureaus without further delay. In addition, the Board calls on the Government of the People's Republic of China to issue visas for journalists from Radio Free Asia. The Board intends to enlist the support and cooperation of the State Department and the United States embassy in Beijing to achieve this important objective.

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ATTACHMENT 3

From: Broadcasting Board of Governors
Date: October 13, 2011
Subject: **Minutes of the BBG Meeting of October 13, 2011**

The Broadcasting Board of Governors (BBG) met today in Washington, D.C. 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 Lynton
Governor Susan McCue
Governor Michael Meehan
Governor Dennis Mulhaupt

Governors Dana Perino, Enders Wimbush, and Ann Stock (Acting Under Secretary of State for Public Diplomacy and Public Affairs) were not in attendance at the meeting.

Other persons in attendance are listed at the end of these minutes.

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

Chairman Isaacson called the meeting to order and noted that the meeting was being held in compliance with the Government in the Sunshine Act. He stated that the presence of six (6) Board members satisfies the quorum requirement and thus, the Board may continue to conduct business based on majority vote, a quorum being present.

The Chairman said that the Board is reminded that the vital work of BBG journalists is often difficult and dangerous. The Board is aware of the sacrifices that BBG reporters make and considers their work to be extremely valuable. The Board continues to battle censorship and champion media freedom. The Chairman brought two recent cases of BBG-sponsored journalists being brought into harm's way to the Board's attention.

At the Chairman's invitation, Middle East Broadcasting Networks (MBN) President Brian Conniff updated the Board on a recent incident at Alhurra's studio in Cairo. Mr. Conniff showed a short video clip of an Alhurra news cast that was interrupted when armed men in uniforms entered Alhurra's Cairo studio. The invasion of the studio occurred during a live broadcast of Al

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Youm, Alhurra's nightly news magazine show, which was broadcasting live reports on the violent clashes between Copt demonstrators and soldiers in nearby Maspero.

At the Chairman's invitation, Radio Free Europe/Radio Liberty (RFE/RL) President Steve Korn reported on RFE/RL's correspondent Dovletmyrat Yazkuliyeu who was sentenced to five years in jail after being convicted at a sham trial for an alleged charge of influencing or abetting an attempted suicide of a family member. Mr. Korn said that, according to Mr. Yazkuliyeu's family members, the charge is false and that the case was a pretext to silence Mr. Yazkuliyeu's reporting for RFE/RL. In response to Governor Ashe's questions, Mr. Korn confirmed that the U.S. Embassy in Turkmenistan had been fully briefed about the case and is doing everything to help. RFE/RL had offered legal assistance for Mr. Yazkuliyeu but cannot get a lawyer to represent him.

The Board considered the draft minutes of the September 15, 2011 Board meeting. Governor Ashe requested a correction to the September meeting minutes in order to reflect that he had voted against the revised grant agreements which the Board adopted at the meeting. Governor McCue asked the staff to confirm that the minutes accurately reflect her participation in the meeting. The Board voted to approve the minutes with amendments offered by both Governors Ashe and McCue.

The Board voted to adopt the revised BBG meeting schedule for the remaining 2011 calendar year by meeting on November 18 in the Cohen Building and canceling the December meeting with a possible telephonic meeting, if needed. With respect to the 2012 BBG meeting schedule, Chairman Isaacson noted that the Governance Committee has been requested to revisit and make recommendations to the plenary Board about the schedule.

Chairman Isaacson initiated a discussion of the conclusions of the year-long strategic review by the BBG Strategy and Budget Committee as stated in the Strategy and Budget Committee report which had been submitted to the Board for consideration. He stated that details will follow in separate communications from International Broadcasting Bureau (IBB) Director Dick Lobo and his management team. He also stated that open forums will be held and a strategy website launched in order to allow employees and the public to learn about and discuss the plan.

The Chairman announced the new BBG strategic plan called, "Impact through Innovation and Integration." The overarching strategy is to create one organization for United States international broadcasting with multiple brands. While the BBG has begun to move in that direction by consolidating the management functions of IBB and BBG front offices, the new strategy calls for substantial additional restructuring.

Therefore, the BBG will pursue the following: To further streamline network management functions; to consolidate the grantee entities into one organization based on a feasibility study by the management consultant; to explore de-federalization of the federal agency components; to end language duplication; to overhaul distribution in favor of the media BBG audiences prefer; to deploy news-gathering and reporting assets closer to the field in order to drive better local reporting and create a global news network; and to seek repeal of the legislative ban on domestic

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dissemination of Agency programs known as the Smith-Mundt Act. By restructuring, the Agency will create a new organizational identity with a new name, but keep the brands that the audiences have come to know and trust.

The new mission statement is “to inform, engage, and connect people around the world in support of freedom and democracy.” The BBG will aggressively pursue this mission across the Middle East and North Africa and elsewhere as democracy movements emerge; in China, Iran, North Korea and Cuba and all the places that deny their citizens access to independent news and information; in Africa and elsewhere not only to provide humanitarian relief but also to aid democracy formation and development; and in the face of extremist propaganda and hate speech.

The overarching strategic objective is to become the world’s leading international news agency by 2016, focused on the Agency’s mission and impact. The quantitative performance goal is to reach 216 million in global weekly audience by 2016.

In conclusion, Chairman Isaacson stated that the Agency’s strategic narrative that provides the substance of what was just laid out will be released in the coming days. He added that the Agency will be in regular communication with employees, the public and the Hill, and be open about the process.

The Chairman invited the Board to discuss elements of the new BBG strategy stated in the Strategy and Budget Committee report.

Governor Meehan proposed an amendment to an element of the strategy dealing with the proposed consolidation of the grantees. He proposed that the Board should study the feasibility of the proposed consolidation before committing to it. Language to capture the proposed amendment was offered by the Chairman and Governor Meehan. An amendment was discussed and agreed by the Board without objection by the Board.

Following Governor Ashe’s comment on the projected \$1.3 million cost of the contractual agreement with the management consulting firm (Deloitte), Governor Lynton clarified that the Agency can stage payments to Deloitte and that further work would depend on Board approval of Deloitte’s recommendations based on the feasibility study of consolidation and blueprint of the implementation plan. Executive Director Jeffrey Trimble made a further clarification that the contract with Deloitte is for the overall advice on the implementation of the entire strategic plan, and is not confined to consolidation of the grantees. Chief Financial Officer (CFO) Maryjean Buhler stated that the scope of work of the management consultant includes a feasibility review for the new strategy as part of the implementation plan.

Governor Ashe expressed skepticism that a quality study could be done by November 10. He noted that while cost and benefits of consolidation are important considerations, other factors relating to the grantees, such as their respective special niches and their histories as broadcasting entities in particular regions should also be considered in deciding whether or not to consolidate. Governor Mulhaupt remarked that the management consultant has stated that it could meet the target date of one month to provide a report with recommendations to the Board, but

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acknowledged that it may take longer to complete its study. He noted that the Board has directed the management consultant to take the time it needs to do the job right.

The Board voted to adopt the amended Report of the BBG Strategy and Budget Committee on the 2010-2011 Strategic Review and the Committee's recommendations for key elements of the BBG Strategic Plan for 2012-2016.

CFO Buhler reported that the Agency had successfully closed out Fiscal Year (FY) 2011. The CFO office is in the process of working with the Office of Inspector General and external auditors on the Agency's financial audit. For FY 2012, the Agency is currently operating on a second continuing resolution (CR) that will expire on November 18, 2011. Ms. Buhler asked that all networks be prudent with expenditures during the CR. Ms. Buhler noted a provision in the draft Senate appropriations bill regarding broadcast and transmission platform notification requirements for any reductions or increases to broadcast hours previously justified to Congress, including changes in shortwave, medium wave, satellite and television. She said that the pending Senate bill included \$2.5 million for Internet censorship circumvention, while the pending House bill included \$15 million for Internet censorship circumvention and for broadcasts to the Afghanistan/Pakistan border region.

In the IBB Director's report, Mr. Lobo reported that the Agency has retained Deloitte as a management consultant in order to assist in implementation of the new strategic plan, and their selection was done through a robust process with input from the network heads. He announced that MBN Vice President for Administration/Treasurer Kelley Sullivan will be working with Deloitte to serve as overall lead on the study of the possible consolidation of the three grantee organizations.

Mr. Lobo also announced that the 2011 Federal Employee Viewpoint Survey results were issued, and that the BBG was named one of the two most improved agencies in federal government. He noted that the 2011 Gold Medal Award ceremony took place on September 27, 2011 in the Cohen Building auditorium to recognize BBG, IBB, VOA and OCB employees who have made some of the most outstanding contributions to the BBG's mission over the past year. There were more than 300 nominations received from the 96 awards available. Mr. Lobo acknowledged the participation by Chairman Isaacson, Voice of America (VOA) Director David Ensor, and Office of Cuba Broadcasting (OCB) Director Carlos Garcia at the award ceremony.

Governor Ashe raised some concerns as a result of his recent visit to the VOA English-to-Africa service. He noted that contractors, representing 45 percent of the Agency's workforce, were not included in the recent Federal Employee Viewpoint Survey. He also noted that, according to one of the employees with whom he had spoken (Ms. Fredrica "Fritzi" DePew), contractors are not offered flu shots, which are available to federal employees. During Governor Ashe's visit to IBB Office of Training and Development, he also noted that while the Agency offers training to federal employees and certain contractors in the Cohen Building, training is not open to the employees of three grantee organizations. Governor Ashe suggested that the Agency should try to find a way to survey contractors and offer them flu shots, and to make training organized by

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the IBB Office of Training and Development available to the three grantee organizations, if possible.

Terry Balazs, IBB Deputy for Engineering and Transmission Services, gave a brief transmission report, including the installation of a new FM transmitter in Benghazi, Libya for Radio Sawa programs, the launch of satellite broadcast service for VOA and RFA targeting China, the successful conclusion of the sale of the IBB property in Erching, Germany for 4.3 million Euros, and the consolidation of Content Management System across all of the networks except RFA.

Governor McCue described the kick-off event of the Commission on Innovation on September 22 in New York City. The participants discussed U.S. international media and the complex communications landscape. She cited some of the ideas surfaced by the participants such as smart content, social connection, and the Internet public. Governor McCue mentioned a list of members for the Commission on Innovation as set forth in Attachment 2.

OCB Director Garcia noted that OCB is connecting with the people in Cuba through various social media platforms and played a short video clip depicting the new media initiatives at OCB. Mr. Garcia described successful activities in text messaging as well as other efforts on Twitter, Facebook and the Internet.

VOA Director Ensor reported on VOA's multimedia strategy marking the 10th anniversary of 9/11 and highlighted a successful blog titled, "What's Your 9/11?" which engaged young audiences around the world by asking them to share a single event that shaped their lives. At VOA Director Ensor's request, Jessica Stahl of VOA English Web Branch presented sample collections of stories submitted by audio, video and other social media platforms. The program generated different perspectives and conversations surrounding the 9/11 event.

RFE/RL President Korn briefly described three examples of RFE/RL's impact through its coverage of a hunger strike by two female journalists to protest censorship in Uzbekistan, its broadcast of issues on Radio Free Iraq causing regular debate among Iraq's cabinet members, and its coverage of Eynulla Fatullayev's ordeals with the authorities by working as a journalist in Azerbaijan.

RFA President Libby Liu distributed DVD copies and USB cards of a two-part documentary film titled, "The Mekong." Following-up on recent developments in Burma regarding ease of restrictions on the media/press, Ms. Liu mentioned RFA's exclusive interview with Burma's head of Information in which he announced that he wanted to end press censorship in Burma.

Governor McCue announced a livestream of Pop!Tech event scheduled for October 21, 2011 in the auditorium of the Cohen Building that will feature VOA Persian News Network "Parazit" show and include presentations from RFA, RFE, MBN, OCB and VOA.

There being no other business, the Chairman adjourned the meeting.

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The Broadcasting Board of Governors agreed to the following decision elements (all decisions were adopted by a unanimous vote unless otherwise indicated):

1. Adoption of September 15, 2011 Minutes. Governor Ashe offered an amendment to the minutes, including his vote against approval of the revised grant agreement which the Board approved at the September meeting. Governor McCue offered an amendment to include her participation by phone. Governor Mulhaupt moved to adopt the minutes as amended. Governor McCue seconded. The Board then adopted the amended minutes of September 15, 2011 meeting as set forth in Attachment 3.
2. Revising 2011 BBG Meeting Schedule. Chairman Isaacson moved to adopt the revised BBG meeting schedule for the remaining 2011 calendar year by meeting on November 18 and canceling the December meeting. Governor Ashe seconded. The Board unanimously approved the revised 2011 BBG meeting schedule. The Board also asked the Governance Committee to revisit and make recommendations to the plenary Board about the 2012 meeting schedule.
3. Adoption of Strategy and Budget Committee Report on the 2010-2011 Strategic Review and Mission Statement (as amended).
 - a. The Board noted the comprehensive strategy review led by the Strategy and Budget Committee from September 2010 to May 2011. The process included a detailed study of the global environment in which the BBG operates, an examination of the Agency's mission statement, and consideration of the Agency's distribution and technology efforts. The review also included regional reviews with in-depth consultations engaging senior-management and language service heads and staff at each broadcast organization, as well as panels of experts who provided assessments of leading strategic and media factors in BBG's broadcast areas and the BBG's unique value and impact.
 - b. The Board noted the participation of all elements of United States international broadcasting throughout the many phases of the strategic review– from the discussion of the mission statement, to the IBB Coordinating Committee's efforts on distribution and technology issues, to participation in the many regional reviews.
 - c. Governor Meehan offered an amendment to the Committee's recommendation regarding consolidation of the grantees to clarify that the Board will undertake a study of the feasibility of consolidation. Chairman Isaacson moved to adopt the amendment. Governor Lynton seconded. The Board then adopted the amendment. Governor Lynton moved to adopt the amended Report of the BBG Strategy and Budget Committee on the 2010-2011 Strategic Review as set forth in Attachment 4. Governor McCue seconded. The Board then adopted the report, as amended.

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- d. The Board endorses the recommendations from the Committee Report and adopts the following recommendations as key elements of the BBG Strategic Plan for 2012-2016:
1. **Consolidating/Streamlining Management:** The Board will make agency management more efficient and effective, pursuing ways to move from a stove-piped bureaucracy of separate, semi-autonomous entities to an integrated media network with multiple brands and a board of directors attending to broad strategic issues. Toward this effort:
 - The agency's part-time board of directors will attend to broad strategic issues, maintenance of the firewall to protect the independence and integrity of the agency's journalism, as well as oversight of the BBG mission; a CEO selected by the Board and subject to the Board's supervision will manage the agency's day-to-day affairs.
 - All senior administrative and management functions will consolidate into one, integrated network management operation.
 - The Agency has begun a study to explore the feasibility of consolidating the three grantee organizations (RFE/RL, RFA, and MBN), pending due diligence, into a single corporate structure sharing a unified administrative and legal framework, while retaining their journalistic missions. The due diligence will include a preliminary look at the short- and long-term financial ramifications and the other benefits and costs of consolidation.
 - The agency will begin a feasibility study to explore de-federalization of agency components, with the goal of optimizing flexibility, efficiency and compatibility with non-federal elements.
 2. **Ending Language Services and Minimizing Language Service Duplication:** The Board will seek to end language services in countries with more developed, independent media, and that are no longer strategic priorities. Where the agency has two U.S.-funded media properties operating in a given country, they should cooperate, with shared bureaus, stringers, and distribution networks where feasible. Each will provide complementary, not duplicative, content.
 3. **Rationalizing Distribution:** Noting the importance of reaching audiences on their preferred media, the Board will develop innovative methods for distributing content with limited resources. This approach should include devoting resources to the platforms global media-use strongly favors – television, internet, FM, and social media – as well as maintaining shortwave broadcasts in regions where it remains a critical platform. Where shortwave is vital, it will remain. Elsewhere, resource reallocations will support the platforms audiences use.

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4. **Launching the Global News Network:** The Board will endeavor to harness the agency's original reporting now spread across 59 different language services to power an unprecedented Web-based global newsroom. The Global News Network will aggregate content from the agency's regional divisions and distribute branded news products – radio, television, website, social media/engagement, and enterprise products – for use by Voice of America, Radio and TV Marti, Radio Free Europe/Radio Liberty, Radio Free Asia, and Middle East Broadcasting Networks.
5. **Elevating and Expanding Social Media:** Recognizing the role information technology and access have played in empowering citizens to develop their own news and stories, the Board will promote the role of social media as a key component of U.S. international broadcasting through citizen discourse, peer-to-peer sharing, user-generated content, and other innovations.
6. **Combating Internet Censorship and Jamming:** The BBG will develop, obtain and enhance agency tools and programs to counter Internet censorship, to provide millions of users in China, Iran, Vietnam, and other countries unfettered access to the Internet.
7. **Deploying Forward:** The BBG will seek to forward deploy the agency's news gathering and reporting and program production assets toward its target markets. This effort will involve establishing regional hubs and expanding overseas bureaus in order to enable more comprehensive and timely coverage of local issues and events and drive the implementation of the Global News Network.
8. **Repealing Smith-Mundt:** The BBG will seek to repeal the ban on domestic dissemination contained in the 1948 U.S. Information and Educational Exchange Act (“Smith-Mundt” Act). Adopted in the age of cross-border communication via radio, this Act did not envision either the Internet or satellite broadcasting, which do not honor national boundaries. With all of the BBG's 59 language services available via the web, the agency cannot comply with this outdated statute. In addition, to the extent that BBG-sponsored programming should be available to significant expatriate communities in the United States, we are unable to do so without acting counter to the limitation. The BBG has proposed, and the Administration approved, draft legislation to repeal the Smith-Mundt domestic dissemination ban as it applies to the BBG.
9. **Mission Statement**
 - a. Noting that (i) information and engagement and (ii) free press and free expression will be the twin BBG mission pillars that equally serve to advance freedom and democracy, the Board adopts the following mission statement: *to inform, engage, and connect people around the world in support of freedom and democracy.*

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10. Strategic Objective & Performance Goal

- Consistent with the agency's strategic review and future direction, the Board adopt the following over-arching strategic objective for the agency: *to become the world's leading international news agency by 2016, focused on the agency's mission and impact.*
- In support of this strategic objective and as a principal measure of its accomplishment, the agency also set the following performance goal: *to reach 216 million in global weekly audience by 2016.*

11. Implementation Plan. The Board directs the IBB Director to develop a detailed implementation plan for the key tenets of the BBG strategic plan described in the Committee's report.

Other Attendees:

The following persons were also present during all or part of the meeting: International Broadcasting Bureau (IBB) Director Richard Lobo, Executive Director Jeffrey Trimble, Deputy General Counsel and Board Secretary Paul Kollmer-Dorsey, Chief Financial Officer Maryjean Buhler, Congressional Coordinator Susan Andross, Director of the Office of Strategic Planning & Performance Measurement Bruce Sherman, Senior Strategist Paul Marszalek, Special Projects Officer Oanh Tran, Director of Public Affairs Letitia King, and Board Operations and Policy Adviser Ashley Pyle; David Ensor, Director of the Voice of America (VOA); Carlos Garcia-Perez, Director of the Office of Cuba Broadcasting (OCB); Steven Korn, President of Radio Free Europe/Radio Liberty (RFE/RL); Libby Liu, President of Radio Free Asia (RFA); Brian Conniff, President of the Middle East Broadcasting Networks (MBN); Steve Redisch, VOA Executive Editor; Barbara Brady, VOA Chief of Staff; Jessica Stahl, VOA Audience Engagement Analyst; Gary Thatcher, IBB Director of the Office of Marketing and External Liaison; Phillip T. Balazs, IBB Deputy for Engineering and Transmission Services; Kelu Chao, IBB Director of the Office of Performance Review; Robert Bole, IBB Co-Director of Digital Innovations; Raina Kumra, IBB Co-Director of Digital Innovations; Diane Butts, IBB Special Projects Officer; Michael Marchetti, RFE/RL Senior Vice President of Finance/CFO; Elizabeth Portale, RFE/RL Chief of Staff/Director of Corporate Strategy; John Giambalvo, RFE/RL Deputy CFO; Anne Noble, MBN General Counsel; Kelley Sullivan, MBN Vice President for Administration/Treasurer; William Clancy, MBN CFO; and Lynne Weil, Senior Advisor to the Under Secretary for Public Diplomacy & Public Affairs.

Approved:

Walter Isaacson
Chairman



Broadcasting
Board of
Governors

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Witnessed:

Paul Kollmer-Dorsey
Secretary

Attachments:

1. Agenda for October 13, 2011 Meeting
2. Members of the Commission on Innovation
3. Minutes of September 15, 2011 Meeting
4. Report of the BBG Strategy and Budget Committee on the 2010-2011 Strategic Review, as amended