

# RECORD OF DECISIONS

From: Broadcasting Board of Governors  
Date: April 14, 2011  
Subject: **Decisions of Board at BBG Meeting of April 14, 2011**

The Broadcasting Board of Governors (BBG) met today at Radio Free Asia Headquarters in Washington, D.C. The meeting was open for public observation via streaming on the BBG website.

The meeting was attended by the following Board members:

Chairman Walter Isaacson  
Governor Victor Ashe  
Governor Michael Lynton (via telephone)  
Governor Susan McCue  
Governor Michael Meehan  
Governor Dennis Mulhaupt  
Governor Dana Perino  
Governor S. Enders Wimbush

Under Secretary Judith McHale was not in attendance.

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

1. Adoption of March 11, 2011 Minutes. The Board adopted the minutes of March 11, 2011 meeting as set forth in Attachment 1.
2. Strategy and Budget Committee Recommendations. The Board heard a briefing from Governor Wimbush regarding the observations and recommendations of the Strategy and Budget Committee from its meeting held on April 13, 2011 for the regional reviews for South Asia; the Balkans; the Caucasus; Belarus/Moldova/Ukraine; Russia; and Central Asia. The Board agreed to adopt the Strategy and Budget Committee Report of April 13, 2011 as set forth in Attachment 2.
3. Adoption of Governance Committee Recommendations. The Board heard a briefing from Governor Mulhaupt regarding the Governance Committee meetings held on February 22 and April 13, 2011. The Board adopted the following Governance Committee recommendations:
  - a. Adoption of February 22, 2011 Committee Report. The plenary Board adopts the February 22, 2011 Governance Committee Report as set forth in Attachment 3, noting

that the Board has already adopted several of the Committee's recommendations at the Board's March 11, 2011 meeting. Recommendations from the February 22, 2011 Governance Committee Report include:

- i. Governance Committee Leadership. The plenary Board notes that Governor Ashe has expressed a desire to resign as co-chair of the Governance Committee, but remain a Committee member. The plenary Board recognizes Governor Mulhaupt as the chair of the Governance Committee and confirms Governor Ashe's continued membership.
- ii. Grantee Fundraising. The BBG staff is directed to prepare proposed guidelines for permissible forms of grantee fund-raising, for further consideration by the Governance Committee. The guidelines should incorporate advice provided by the BBG General Counsel in a memorandum describing the law and policy pertaining to grantee fund-raising. The advice concludes that BBG grantees are not prohibited from fund-raising *per se*, although grantees are prohibited from using any federal funds to finance their fundraising efforts. However, fundraising might be directed to specific purposes, such as travel, training, or special events.
- iii. Harmonization of Grantee By-Laws. The chief legal officer of each BBG-sponsored grantee should seek to harmonize the grantees' respective by-laws in order to eliminate any substantive differences across the organizations.
- iv. Agency Gift Authority. The BBG staff is directed to propose a draft policy on acceptance of conditional and unconditional gifts by the BBG for further consideration by the Governance Committee. The policy should incorporate advice provided by the BBG General Counsel in a memorandum describing the law and policy of fund-raising by the federal agency. The advice states that BBG has authority to accept unconditional and conditional gifts, although it cautions that conditional gifts should not be accepted if the conditions are contrary to BBG's mission or authority. The policy should include a protocol for the acceptance of substantial gifts, including case-by-case review by the Governance Committee.

4. Enhancement of IBB Director's Authorities.

- a. Since last July, the Board notes that, significant efforts have been made to define and clarify the management structure of United States international broadcasting (USIB). While these efforts have arguably improved USIB, the Agency remains hampered because of the absence of a full-time executive charged with implementing the Board's strategic vision and managing USIB on a day-to-day basis.
- b. The Board approved Governor Mulhaupt's proposal and adopted the following steps to improve the day-to-day management of the U.S. international broadcasting:
  - i. The Board directs that the staffs of the International Broadcasting Bureau and the BBG staff should be merged.

- ii. The IBB Director should be the head of the merged staff and all of the offices and functions within the BBG staff and the IBB should report to the IBB Director. The IBB Director should report back to the Board on a recommended staffing structure to implement this decision.
  - iii. The Board adopts the draft delegation of authority as set forth in Attachment 4 to clarify and enhance the role, functions and authority of the IBB Director that is consistent with these decisions. The Board notes that the delegation gives the IBB Director the authority to identify, evaluate and resolve strategic trade-offs and conflicts among the broadcasting entities, consistent with the broad strategic guidelines established by the Board and subject to the Board's continuing oversight.
  - iv. The Board adopts the draft delegations of authority to the VOA and OCB Directors as set forth in Attachments 5 and 6, respectively, which were submitted to the Governance Committee by BBG staff in order to implement the Board's March 2011 decisions.
5. Adoption of Resolution for Consolidation of BBG Offices/Bureaus. The Board noted Governor Ashe's proposed resolution to the Board concerning the possible consolidation of BBG-sponsored offices and bureaus as set forth in Attachment 7. The Board agreed to amend the resolution so that the matters discussed in this resolution be directed to the IBB Directorate and Strategy and Budget Committee and considered as part of the Committee's ongoing strategic review.

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Walter Isaacson  
Chairman

Witnessed:

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Paul Kollmer-Dorsey  
Secretary

Attachments:

1. Minutes of March 11, 2011 meeting
2. Strategy and Budget Committee Report from April 13, 2011 Meeting
3. Governance Committee Report from February 22, 2011 Meeting
4. Draft Delegation of Authority to the IBB Director
5. Draft Delegation of Authority to the VOA Director
6. Draft Delegation of Authority to the OCB Director
7. Resolution for Consolidation of BBG Offices/Bureaus (as amended)