



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

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
Governor Dana Perino
Governor S. Enders Wimbush
Under Secretary Judith McHale

Other persons in attendance are listed at the end.

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

The Chairman opened the meeting with a tribute to Richard Holbrooke who had been a supporter of the U.S. international broadcasting efforts, particularly in Pakistan. The Chairman noted that the Board had been briefed on the new media efforts and their progress. He also thanked Governor McCue for leading the Board's efforts on new media strategy. The Chairman mentioned that the Board had had a chance to meet and speak with the BBG employees at a recent holiday reception.

Chairman Isaacson referred the Board to the draft minutes of the November Board meeting in the briefing book. Governor Ashe made a motion to adopt the minutes of the November 19, 2010 meeting. Governor Perino seconded. The minutes were unanimously adopted by the Board.

Governor Ashe presented a report of his trip to the Middle East on which he was accompanied by MBN President Brian Conniff. Governor Ashe noted a detailed report had been provided to the Board, which describes the meetings and events that took place in Cairo, Dubai, Doha and Kuwait.

Governor Wimbush briefed the Board on the work of the Strategy and Budget Committee. The Committee met recently focusing on distribution and technology. The Strategy and Budget

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Committee had considered a detailed report of the IBB Director (following a meeting with the IBB Coordinating Committee, which he chairs) with an analysis of the IBB's current platforms for distribution of BBG-funded programming. Governor Wimbush noted that research shows the Agency uses a wide variety of distribution platforms – from shortwave radio to new media – and that all of these platforms remain relevant depending on the market. The IBB Director suggested a set of guidelines – process and principles – for developing a distribution strategy that is based on a market-by-market analysis.

The Strategy and Budget Committee continued the development of the BBG mission statement with discussions coalesced around the concept of “informing, engaging, and empowering audiences in the practice of democratic values.” As part of the global operating environment review, the Strategy and Budget Committee directed the BBG staff to carefully review the SWOT analyses that were provided by the broadcast entities in November, in cooperation with possibly external consultants, to determine the key components that may help refine the overall strategic review. Finally, Governor Wimbush noted that the Committee's region-by-region assessment will begin with Africa in January, and that the Committee had adopted guidelines for the conduct of each regional review.

Mr. Lobo introduced Noreen Kinnavy who had been named Ombudsman for IBB, VOA and OCB for a six-month pilot program developed jointly by Agency management and the unions in order to address workforce concerns. Mr. Lobo also announced that the U.S. Department of State had provided \$1.5 million in additional funds to the BBG to enhance its anti-censorship program.

In addition to Governor Wimbush's report, Mr. Lobo presented the highlights on the recent meeting of the IBB Coordinating Committee. Staffs of the IBB and the broadcast entities met on December 8 in order to combine efforts to create a unified approach to distribution of BBG programming. The Committee reviewed the current global media environment and the current state of BBG's distribution platforms. The Committee agreed to pursue a market-by-market analysis, to improve the research, and to a set of guidelines – process and principles – for developing a distribution strategy.

At the request of Mr. Lobo, IBB Director of Technology, Services, and Innovation Andre Mendes briefed the Board on two current efforts: The collaboration with the DG-5 to expand and share distribution platforms; and the expansion of Internet/jamming circumvention capabilities.

On behalf of the Board, the Chairman expressed his appreciation to Mr. Lobo for his leadership in convening the IBB Coordinating Committee. Governor Meehan commended the staff for its hard work in producing reports and analyses which will enable the Board to better understand how impact is measured.

Chairman Isaacson suggested that the new media experts within the Agency are in a position to demonstrate to the public and members of Congress the efforts in new media being undertaken by the Agency. Mr. Lobo commented that plans were being considered to launch a new media advisory board which would include members of the private sector.

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Governor Ashe stated that in implementing the agency-wide ethics program, an ethics briefing with managers and supervisors will be scheduled around the January Board meeting. He noted that, through his visits of the VOA language services in the Cohen Building (a total of 21 to 23 services so far), the VOA Tibetan Service will be celebrating its 20th anniversary in 2011. Governor Ashe also noted that the Dalai Lama was expected to be in the country next year and has an open invitation from RFA for a visit. Governor Ashe echoed a comment made by Governor Meehan that the Board recognizes the importance of the journalists' work and the tremendous dedication and commitment to their work.

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

1. Adoption of November 19, 2010 Minutes. The Board adopted the minutes of November 19, 2010 meeting set forth in Attachment 2.
2. Adoption of 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 December 16, 2010. Governor Wimbush moved to adopt the Committee's recommendations and report, Governor Lynton seconded, and the Board unanimously agreed to adopt the recommendations from the December 16, 2010 Strategy and Budget Committee Report as set forth in Attachment 3.

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, 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, 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); Brian Conniff, President of the Middle East Broadcasting Networks (MBN); Danforth Austin, Director of the Voice of America (VOA); Richard Lobo, Director of the International Broadcasting Bureau (IBB); Kelu Chao, IBB Director of Performance Review; Gary Thatcher, IBB Director of the Office of Marketing and External Liaison; Doug Boynton, IBB Director of the Office of Marketing and Program Placement; Andre Mendes, IBB Director of Technology, Services, and Innovation; Marie Lennon, IBB Chief of Staff; John Welch, IBB Senior Advisor; Noreen Kinnavy, IBB Ombudsman; Carol Prah, IBB Program Coordinator for the Office of Performance Review; Steve Redisch, VOA Executive Editor; Barbara Brady, VOA Chief of Staff; Brian Schiff, VOA Radio Broadcast Technician; Irvin Rubenstein, OCB Director of Administration; John Lindburg, RFE/RL General Counsel & Secretary; Diane Zeleny, RFE/RL Director of Communications and Congressional Relations; Bernadette Burns, RFA General Counsel; Alan Tanenbaum, RFA

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Director of Human Resources; Daniel Nassif, MBN Vice President for News; Kelley Sullivan, MBN Vice President for Administration/Treasurer; Anne Noble, MBN General Counsel; Andrew Krog, BBG Assistant General Counsel (FOIA/Ethics/PA); Lynne Weil, Senior Advisor to the Under Secretary for Public Diplomacy & Public Affairs.

Approved:

Walter Isaacson
Chairman

Witnessed:

Paul Kollmer-Dorsey
Secretary

Attachments:

1. Agenda for December 17, 2010 Meeting
2. Minutes of November 19, 2010 Meeting
3. Strategy and Budget Committee Report from December 16, 2010

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ATTACHMENT 1

BROADCASTING BOARD OF GOVERNORS December 2010 Meeting Agenda

Friday, December 17

11 – 12:30 Broadcasting Board of Governors' Meeting

I. Open Session

Chairman's Remarks

- A. Adoption of Minutes of November 19, 2010 Meeting
- B. Middle East Trip Report (Governor Ashe)
- C. Budget & Strategy Committee Report
- D. IBB Coordinating Committee Chairman's Report: Distribution/Technology Review
- E. Other Items for Consideration at Next Board Meeting

12:30 Meeting Adjourned

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ATTACHMENT 2

From: Broadcasting Board of Governors
Date: November 19, 2010
Subject: **Minutes of the BBG Meeting of November 19, 2010**

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
Governor Dana Perino
Governor S. Enders Wimbush
Under Secretary Judith McHale

Governor Michael Lynton was not in attendance at the meeting.

Other persons in attendance are listed at the end.

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

Chairman Isaacson called the meeting to order and noted that the open meeting was being held in compliance with the Government in the Sunshine Act and consistent with the Board's desire to be transparent to the public to the degree possible.

The Chairman stated that in October, the Board held a meeting at RFE/RL's headquarters in Prague, Czech Republic and thanked RFE/RL for hosting the meeting and for its assistance and support surrounding the events. The Chairman noted the draft minutes of the October Board meeting in the briefing book. Governor Mulhaupt made a motion to adopt the minutes of the October 13, 2010 meeting. Governor Ashe seconded. The minutes were unanimously adopted by the Board.

The Chairman noted that the Board continues to express its concern for Mr. Abdumalik Bobaev, a journalist for the Voice of America in Uzbekistan who was convicted by the Uzbek government. VOA Director Dan Austin reported that Mr. Bobaev had been sentenced by an Uzbek court to pay a fine of about \$10,000 for his work for VOA. Mr. Bobaev had appealed the conviction and the appeal was denied. In response to the Chairman's question about some means

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of financial assistance, BBG Executive Director Jeff Trimble replied that the Board had directed the staff to explore means to help journalists this type of trouble. In past instances, staff worked with the broadcast entities on a case-by-case basis and reached out to the State Department for assistance. The broadcast entities had also reached out to outside organizations for assistance, advice and counsel. Staff will continue to work on this. Mr. Austin also reported that a VOA contractor in China was detained by the Chinese government for distributing VOA English-learning materials, thereby stopping VOA's distribution in China.

Chairman Isaacson noted that the Board previously had discussed proposed VOA shortwave reductions that were in the FY 2009 budget request. Governor Wimbush remarked that the Board's objective is to try to get the right programming on the right platform to the targeted market, and that shortwave is part of the big strategic picture. Bruce Sherman, Director of the Office of Strategic Planning & Performance Measurement, confirmed that the BBG does measure the use of shortwave through extensive research contracted out to InterMedia, and that in certain key places such as Afghanistan, Burma, Nigeria, parts of Ethiopia, and parts of Zimbabwe, shortwave is still important. The Chairman said that the proposed VOA shortwave reductions was originally on the agenda for Board consideration, but understood that certain Board members needed more time to consider the proposal. Chairman Isaacson noted that the Board recently had a meeting with Congressional staffers in which the question about the use of shortwave was raised, and it would be prudent to delay a decision on shortwave reductions for a month to get more feedback and research for a better consensus. There was an agreement from the Board to wait until the December Board meeting to consider the proposed VOA shortwave reductions.

Chairman Isaacson announced that the BBG recently received a "clean opinion" on its annual financial statements. He also announced that the Board previously received separate briefings by Deputy Inspector General Harold Geisel and Director of the Office of Government Ethics Robert Cusick. The Chairman emphasized that the highest ethical standards have to be applied everywhere in the government, but more importantly within the BBG as it stands for freedom and credibility. As such, the Board considered a resolution to direct the Designated Agency Ethics Official to design and manage a comprehensive agency-wide ethics program.

The Board heard a report from the Governance Committee and adopted its recommendations. In response to an item to devolve more responsibility and activity from the Board to Committees including Board's request for staff to work on special projects, Chairman Isaacson cited the PAR as an example of extraordinary work by the staff which required significant time and efforts. With respect to an item on Agency management, Governor Ashe requested that the chart of an overview of BBG functional authorities be posted on the website. On the firewall policy, the Chairman emphasized that the journalists cover the news with the highest standards, and if there were any interference or pressure in the way the journalists cover the news, then the issue should come directly to the Board and be made public.

Chairman Isaacson welcomed OCB Director Carlos Garcia-Perez to his first Board meeting and Mr. Garcia-Perez gave brief remarks.

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IBB Director Dick Lobo presented a report of the IBB Coordinating Committee, including a draft terms of reference and a meeting scheduled for December 8. Mr. Lobo also presented an analysis of the IBB's strengths, weaknesses, opportunities and threats (SWOT). As directed by the Board, Mr. Lobo said that he would help organize an advisory board from the private sector to develop strategy for the Agency in social networking. Governor McCue added that the Board had sought experts in the field of social media to expand its knowledge in this area.

Chairman Isaacson stated that the Board, as part of its strategic review, was briefed by the U.S. Department of State and the Central Intelligence Agency on the global operating environment. Governor Wimbush summarized the strategic review process to date and announced that the 2010 Language Service Review (LSR) briefing book had been published. The Board agreed that the 2010 LSR briefing book should be posted on the BBG's website and distributed to the Members of Congress. Mr. Sherman stated that the Board will receive in the near future a summary of the findings of SWOT analyses across the BBG as well as individual entity's SWOT analysis.

Governor McCue acknowledged and thanked Leila Janah, Founder, Samasource; Hal Roberts, Fellow, Harvard Berkman Center; Professor Xiao, Director, China Internet Project, Berkley; and Chris Hughes, Co-Founder of Facebook and Founder of Juno for their participation in the BBG's digital ideas lab discussion. She added that the guests examined case studies and gave input to the individual entity's proposal for social networking.

The Board heard a presentation from InterMedia, including hindsight, insight and foresight of its 15 years of media and audience research with a focus on the changes in the media markets and the successes. InterMedia's presentation is set forth in Attachment 2. The Board also heard from representatives of Gallup on citizen views worldwide and what matters most to the people around the world.

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

1. Adoption of October 13, 2010 Minutes. The Board adopted the minutes of October 13, 2010 meeting set forth in Attachment 3.
2. Protection of Journalists. The Board expressed its continuing concern about the protection of contract journalists (or "stringers") -- such as Mr. Abdumalik Bobaev of the VOA Uzbek Service -- who are prosecuted for their activities on behalf of the BBG. The Board notes that, in many instances, these journalists have little, if any, means to defend themselves against allegations raised by their governments or prosecution in their courts. The Board directs the BBG staff to continue to explore options through which the Agency might provide some means of financial assistance to such journalists in trouble abroad, including by drafting legislation if appropriate. BBG staff is directed to provide recommendations to the Board by the next Board meeting.

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3. Resolution: Implementation of Model BBG Ethics Program. The Board expressed its gratitude to Robert Cusick, the Director of the U.S. Office of Government Ethics, for briefing the Board. The Board of Governors is committed to creating and fostering an ethical culture within the Agency. The Board's expectation is that all BBG supervisors and employees will comply with applicable federal ethics rules and guidelines. The Board directs the senior management of the Agency to create an environment of accountability among all levels of management in the Agency and among Agency employees in order to promote compliance with ethical guidelines.

The Board notes that it has been briefed on a proposed model ethics program that the Agency's ethics officers are planning to roll out over the course of the next year.

The Board adopted a related resolution and delegation of authority set forth in Attachment 4:

1. A resolution to direct the Designated Agency Ethics Official to design and manage a comprehensive agency-wide ethics program focused on inspiring a culture of ethical behavior throughout the Agency and to implement this program through training throughout the Agency over the course of the next year. Governor Wimbush moved to adopt the resolution, Governor Ashe seconded, and the resolution was unanimously approved by the Board.
 2. A delegation of authority to re-appoint Paul Kollmer-Dorsey as the Designated Agency Ethics Official and to nominate Patricia Hargrave as Alternate Designated Agency Ethics Official. Governor Wimbush also moved to adopt the delegation of authority, Governor Mulhaupt seconded, and the delegation of authority was unanimously approved by the Board.
4. Adoption of Governance Committee Recommendations. The Board heard a briefing from Governors Mulhaupt and Ashe regarding the Governance Committee meeting held on November 18, 2010. The Board adopted the following Governance Committee recommendations:
 - Adoption of September 15, 2010 Committee Report. Governor Mulhaupt moved to adopt the September 15 Governance Committee report. Governor Wimbush seconded. The Board unanimously approved the Governance Committee recommendations from the September 15, 2010 Governance Committee Report, noting that the plenary Board has already adopted several of the Committee's recommendations at the Board's September 17 and October 13, 2010 meetings. The Governance Committee Report from September 15, 2010 meeting is set forth in Attachment 5.
 - Include Human Capital in Committee Mandate. Governor Mulhaupt moved to adopt the Governance Committee's recommendation to broaden its the mandate to include the functions of the Personnel Committee of the prior Board. Governor Wimbush seconded. The recommendation was unanimously approved, noting that the Board

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broadened the Governance Committee's mandate to include the functions of the Personnel Committee of the prior Board, that the Governance Committee Terms of Reference be furthered broadened to include the overall structure and use of human capital within BBG-funded United States international broadcasting (including, without limitation, issues of staff morale and management structures).

- Maximizing Use of Board Committees. That the plenary Board note the Committee structure established by the Board to facilitate BBG governance, along with the functions assigned to each Committee. A chart illustrating the Committee structure is attached as Attachment 6. In order to take advantage of BBG staff resources as efficiently as possible, that individual Governors endeavor, where possible, to raise new issues and requests for information as agenda items within the Board's existing committee structure, rather than reaching out to individual BBG staff members and that individual Governors give due consideration to, and clarify, the relative priority of their respective requests to BBG staff as compared to other ongoing Committee and Board projects.
- Agency Management. That the plenary Board note that (i) as head of agency, the Board has ultimate responsibility for ensuring that the BBG is a well-managed federal agency; and (ii) the authority for the day-to-day management of certain key functions of the federal agency has been delegated to the Director of the International Broadcasting Bureau, as shown in the chart set forth in Attachment 7 hereto, subject to the Board's ongoing supervision.

That the plenary Board affirm that, management and operation of the BBG as a federal agency in accordance with best federal practices is of strategic importance to the Board and to the continued success of United States international broadcasting. That the Governance Committee assess and clarify in a recommendation to the plenary Board the authority of the IBB Director to manage the day-to-day operations of certain key functions of the federal agency. That the Committee consider reporting mechanisms that will allow the plenary Board to assess the status of Agency policies and practices in key areas within the federal agency compared to best federal practices.

- Differences between the Federal Agency vs. Private Non-profit Entity Governance. That the plenary Board affirm that, in implementing its mandate over United States international broadcasting, BBG should take advantage of the operational flexibilities of its private nonprofit grantees, while giving due consideration to the requirements of the BBG's statutes and federal laws and regulations that are applicable to federal grantees.
- Government in the Sunshine Act Compliance Protocol. That the plenary Board note (i) the requirement of the Government in the Sunshine Act to make the decision-making of the Board open to public observation, subject to the statutory exceptions that are intended to preserve the integrity of the Board's deliberative processes, and

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(ii) that the BBG Office of the General Counsel has appointed a Government in the Sunshine Act compliance officer to monitor proposed Board activities and make recommendations to the Board Secretary to assure compliance with the requirements of the Act.

That the plenary Board adopt the Government in the Sunshine Act compliance protocol set forth in Attachment 8 as a guideline for structuring applicable Board activities in order to remain in compliance with the Act. Governor Mulhaupt made a motion to adopt the proposed Government in the Sunshine Act compliance protocol. Governor Ashe seconded. The protocol was unanimously approved by the Board.

- Firewall Policy. That the plenary Board note that the United States International Broadcasting Act of 1994 (as amended) contains safeguards (and the Board acts as a “firewall”) to preserve the journalistic independence and integrity of BBG programming from political and other types of interference from other parts of the federal government. That the existing policy be modified to require that, upon learning of any firewall violation, each relevant entity head shall report such violation immediately to the Board through the BBG Executive Director. Governor Mulhaupt made a motion to adopt the Committee’s recommendation. Governor Wimbush seconded. The recommendation was unanimously approved by the Board.
- Crisis Management. That BBG staff be directed to assess the existing policy, based upon input from the IBB Director and the broadcasting entities, and make recommendations to the Governance Committee on such changes to the policy as may be advisable, given the current state of BBG-sponsored United States international broadcasting and the BBG’s operating history.
- Public Access to the BBG Website. That BBG staff be directed to develop and propose “user-friendly” portals for the public to access information related to Board meetings and operations and propose a protocol for proactively releasing decisions of the Board to the public, consistent with ongoing Board guidance.
- Revision of Grant Agreements. That BBG staff be directed to initiate efforts to revise the grant agreements consistent with the plenary Board’s September 17, 2010 decision that the grant agreements should reflect the operational realities of the relationships between the BBG and each nonfederal grantee.
- Entity Oversight. That each grantee should establish an audit committee of its respective Board of Directors.

Chairman Isaacson announced the conclusion of the open meeting, and that the Board will receive a briefing from Mr. Lobo on Internet circumvention technology.

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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, 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, President Management Fellow Ashley Pyle, and BBG Contractor Erika Orban; Libby Liu, President of Radio Free Asia (RFA); Brian Conniff, President of the Middle East Broadcasting Networks (MBN); Carlos García-Pérez, Director of the Office of Cuba Broadcasting (OCB); Danforth Austin, Director of the Voice of America (VOA); Richard Lobo, Director of the International Broadcasting Bureau (IBB); 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 Technology, Services, and Innovation; Jennifer Lea Ramsey, IBB Visual Information Specialist; Alison Klein, IBB Photo Editor; Steve Redisch, VOA Executive Editor; Barbara Brady, VOA Chief of Staff; Brian Schiff, VOA Radio Broadcast Technician; Irvin Rubenstein, OCB Director of Administration; Michael Marchetti, RFE/RL Vice President of Finance; John Lindburg, RFE/RL General Counsel & Secretary; John Giambalvo, RFE/RL Deputy Chief Financial Officer; Ricki Green, RFE/RL Associate Director for Visual Media; Diane Zeleny, RFE/RL Director of Communications and Congressional Relations; Kelley Sullivan, MBN Vice President for Administration/Treasurer; Anne Noble, MBN General Counsel; Kataryna Lyson, BBG Assistant General Counsel; Andrew Krog, BBG Assistant General Counsel (FOIA/Ethics/PA); Lynne Weil, Senior Advisor to the Under Secretary for Public Diplomacy & Public Affairs; Robert Coonrod, President and CEO of InterMedia; Amanda Noonan, InterMedia Senior Regional Research Manager for Asia; Myriam Benlamlih, InterMedia Project Manager MENA; Jon Clifton, Deputy Director of Gallup; and Ahmed Younis, Gallup Senior Consultant and Senior Analyst for its Center for Muslim Studies.

Approved:

Walter Isaacson
Chairman

Witnessed:

Paul Kollmer-Dorsey
Secretary

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ATTACHMENT 3

MEETING OF THE BBG BUDGET AND STRATEGY COMMITTEE

December 16, 2010
9:00 – 10:30 AM EST
BBG Headquarters, Washington D.C.

Members

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

COMMITTEE REPORT

The Committee makes the following recommendations to the Board of Governors:

Renaming the Committee

- That the Committee's name be changed to the Strategy and Budget Committee and its Terms of Reference be amended accordingly.

Strategic Review Update

- **Mission Statement**
 - That the Board note the discussions that the Committee held with the broadcasting entities in October 2010 concerning the mission and roles of the entities as part of the Board-mandated strategic review. The Board staff and entity heads held further discussions in October to develop the elements of a revised BBG mission statement. These mission-focused discussions have coalesced around the concept of “informing, engaging, and empowering audiences in the practice of democratic values” as the core of a draft mission statement.
 - That a follow-on meeting with entity heads should be convened in the near future to further develop a proposed mission statement. In this connection, the participants should discuss the requirement under the U.S. International Broadcasting Act of 1994 (as amended) for BBG to “represent America” and to present and discuss U.S. policy and consider the implications of abandoning the current mission statement's express reference to “freedom and democracy.”

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- That the Board note that the regional reviews that are scheduled as the next phase of the strategic review are likely to provide additional insights into the formulation of a mission statement. Once a draft mission statement has been completed, it should be revisited by the Committee in light of the “lessons learned” during the regional reviews.

- **Global Operating Environment**

- That the Board note that, as part of the BBG strategic review, the Committee directed each broadcasting entity to assess the operating environments in which it and its constituent language services operate. For this purpose, the entity heads conducted SWOT analyses for their respective language services and for the entities overall. The entity heads presented these analyses to the plenary Board in November 2010. The Board also heard briefings on the global operating environment in which U.S. international broadcasting is conducted by outside experts at the Board’s November meeting.
- That the Board note that the SWOT analyses provided by the BBG entities present a wide variety of data about the operating environments of U.S. international broadcasting that should be further analyzed by the Committee in the course of its strategic review. The BBG staff is directed to continue its review of the SWOT analyses and to leverage the Agency’s in-house expertise to expand and refine the data in order to maximize its value to the Committee’s strategic review process.

- **Distribution and Technology Review**

- That the Board note that, as the next phase of its strategic review process, distribution and technology issues facing U.S. international broadcasting are scheduled to be considered.
- Pursuant to the Board’s decisions, the Committee considered a report from the IBB Director in his statutorily-mandated role as the Chair of the IBB Coordinating Committee.
- That the Board express its appreciation to the IBB Director for his leadership and excellent preparations in convening the IBB Coordinating Committee, which held its inaugural meeting on December 8, 2010. The Committee notes the IBB Coordinating Committee has adopted terms of reference that comply with the Board’s decisions and with the mandate of the United States International Broadcasting Act of 1994, as amended.
- That the Board note that the IBB Coordinating Committee provided a detailed and useful analysis of the IBB’s current distribution platforms and their use by the broadcasting entities for distribution of BBG-funded programming to their target markets. Its analysis demonstrates that the BBG has invested in a wide variety of

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distribution platforms ranging from shortwave (the oldest) to the Internet- and cellular-based distribution platforms (the newest) and that each platform may be strategically relevant in key target markets, depending on the specific market circumstances. That said, the use of shortwave is clearly declining and, in the future, is most likely to be useful solely as a “niche” or “surge” technology. Each platform is technically sophisticated and has cost and resource demands that should be taken into consideration as part of the strategic review. The formulation of distribution strategy should be predicated on a market-by-market analysis of technology options and distribution opportunities in order to maximize the strategic impact of each platform and of overall BBG distribution and use of technology.

- The Board note with appreciation the “process and principles” for the formulation of distribution strategy which the IBB Coordinating Committee has recommended as a guideline for the distribution elements of the ongoing strategic review (see Attachment 1). These guidelines emphasize the importance of basing strategic distribution decisions on market research and data about the use of technologies in the target markets and based on a sober cost-benefit analysis each option for BBG-wide activities.

- **Regional Reviews**

- That the Board note that the next phase of the Board’s strategic review framework includes a region-by-region assessment of U.S. international broadcasting. The Board notes the guidelines attached hereto as Attachment 2 which the Committee has approved for the conduct of the regional reviews. The Committee directs the Inter-entity Steering Group (ISG) to develop the work streams needed to conduct each regional review. BBG staff is directed to support the efforts of the ISG in this regard and to arrange and facilitate the participation of external experts as contemplated by the regional review guidance document.
- That the language services of the entities undertake and complete Language Service Review as part of the upcoming regional reviews in order to maximize efficiency and avoid duplication of effort.

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Attachment 1

BBG Distribution Strategy Process and Principles

Process for Regional Reviews:

- Region by Region and Market by Market: IBB Coordinating Committee's input on distribution will go into Board's regional reviews, but distribution decisions must be made on an individual market basis.
- Clean slate: The key question is: Given current funding and market realities, what would be the most effective distribution strategy in each market?
- Participants: Broadcasting entities that serve each given region, relevant IBB Offices, Board staff.

Principles:

- In accordance with the International Broadcasting Act, the BBG's distribution strategy should be based on "reliable information" about audiences and made with the goal of reaching a "significant audience" in each target market.
 - Clearly define and measure target audiences. Audience measures should address both *reach* and *impact*.
 - Select broadcast mediums that most effectively reach target audiences based on accurate, standardized, market-specific research (as available) and cost-benefit analysis of distribution channels. Distribution should be impactful, agile, and sustainable.
 - Maximize efforts to reach the largest possible segment of target audiences.
 - Consider political realities (both in target markets and in the United States) and any other barriers to distribution.
- New Media
 - Develop capacity and technical infrastructure for new and emerging distribution technologies slightly before they attain critical mass in target markets.
 - New media decisions should be based on research (including trends in media use) and the advice of experts on the likelihood of a new technology becoming an important way to reach audiences in BBG target markets.
- Resource-Sharing
 - To maximize cost-effectiveness, infrastructure, development, research and analytics, and other distribution-related efforts should be pooled or shared by all BBG broadcasting entities to the greatest extent possible.

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Attachment 2

BBG Strategic Review Guidance for Regional Assessments

As noted in the BBG Strategic Review schedule, regional reviews will start in January 2011 with Africa. This guidance lays out the approach for the regional assessments.

The aim of the regional reviews is to drill down into the political and media factors shaping BBG broadcast environments, to understand current broadcasting strategy and effort, and to think expansively about future directions, not just for the next year or two but five years out and beyond, to the extent our data and analysis provide clarity.

The Strategy and Budget Committee wishes to obtain comprehensive input from those within in our organizations as well as from noted outside experts. It also wishes to combine Language Service Review consultations as part of the Strategic Review. This is to avoid redundancy were LSR done as a separate exercise in addition to the Strategic Review.

The Board will commission a panel of up to five experts for each regional review. These will be area specialists, journalists, media professionals, and others. The panels will be inter-disciplinary to bring diverse, relevant perspectives to the table. They will likely include people from the U.S. and the regions.

BBG staff will work closely with the entities to identify the experts and to frame the discussion with them. The framing will convey current BBG knowledge about the regions and especially about the media situations. It will propose questions for them to address to focus their analysis. The goal is to gain value-added insight and avoid reiterating what the BBG already knows.

For internal input, the Strategy and Budget Committee wishes to solicit the views of management and language service personnel alike. LSR 2010 consultations with individual language services proved successful in opening the process and gaining bottom-up feedback. The Strategic Review seeks to retain these benefits while being flexible as to format. Individual meetings might work in some cases; in others, division-level briefings might suffice. The important criterion is that relevant views of language service employees be heard. BBG staff will also coordinate with entity management to plan and conduct the internal discussions.

The external panels and internal discussions will intersect at the level of the Board and Board staff and management all of whom will be engaged with both groups. In some instances, it might be feasible and advisable to have outside experts meet with language-service personnel. This will depend on travel logistics and other factors.

As the Strategic Review progresses, the regional reviews is where the rubber will meet the road. Out of these assessments, specific strategies will begin to emerge. As noted in the initial guidance for the Strategic Review provided to the entities, BBG staff will begin a rolling write-up of findings from the regional looks as the foundation for the new strategic plan and will share drafts with all concerned.

Guidance cleared by Governor Wimbush