



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.

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

## Minutes of September 17, 2010 Meeting

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 Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN) (collectively, the Grantees). The Board hereby

## Minutes of September 17, 2010 Meeting

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 September 17, 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:

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Walter Isaacson  
Chairman

Witnessed:

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Paul Kollmer-Dorsey  
Secretary

## **Minutes of September 17, 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 September 17, 2010 Meeting

ATTACHMENT 1

## BROADCASTING BOARD OF GOVERNORS' MEETING – SEPTEMBER 17, 2010 Room 3321, Cohen Building 10:00 A.M. – 12:00 P.M.

### 10:00 Broadcasting Board of Governors' Meeting

#### I. Open Session

Chairman's Remarks

- A. Adoption of Record of Decisions from July 30, 2010 Meeting
- B. Consideration of Governance Committee Recommendations
- C. Tribute to Outgoing OCB Director Pedro Roig
- D. Commencement of BBG Strategy Review (Governor Wimbush)
- E. BBG Research Program (Governors Ashe, Lynton)
  - Briefing on Current Research Program
  - Status of BBG's Research Contract
- F. Other Items for Consideration at Next Board Meeting

[Public is excused; 10 minute break]

#### II. Closed Session

- G. Consideration of FY 2012 Budget Submission

### 12:00 Meeting Adjourned

## Minutes of September 17, 2010 Meeting

### ATTACHMENT 2

From: Broadcasting Board of Governors  
Date: July 30, 2010  
Subject: **Minutes of the BBG Meeting of July 30, 2010**

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

Chairman Walter Isaacson  
Governor Victor Ashe  
Governor Susan McCue  
Governor Michael Meehan  
Governor Dennis Mulhaupt  
Governor Dana Perino  
Governor S. Enders Wimbush  
Under Secretary of State 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 opened the meeting and noted a quorum of the Board.

The Board discussed a report given by BBG Chief Financial Officer Maryjean Buhler on the status of the FY 2010 budget, noting that the CFO Office was working with entities and grantees on the fourth quarter review, and the FY 2011 budget in Congress.

The Board heard a report by Director of BBG Office of Public Affairs Letitia King on BBG communications and outreach efforts, including the completion of the BBG 2009 Annual Report.

The Board, with input from BBG Deputy General Counsel Paul Kollmer-Dorsey, discussed the requirements of the Government in the Sunshine Act and concluded that the topic would be further reviewed by the Governance Committee.

The heads of the Office of Cuba Broadcasting, International Broadcasting Bureau and Voice of America, Radio Free Europe/Radio Liberty, Radio Free Asia, and Middle East Broadcasting Networks each reported on the status of their respective entity or grantee, focusing on challenges and recent achievements and introducing key senior officers.

## Minutes of September 17, 2010 Meeting

The Board discussed and reached several decisions regarding Cuba broadcasting, the use of social media, Voice of America's Persian News Network, research, proposed committees, ethics, open meetings, and the reporting of classified documents available on WikiLeaks.

The Broadcasting Board of Governors agreed to the following items by voice vote without objection:

1. Cuba Broadcasting. Governors Ashe, McCue, and Perino are requested to conduct "listening tour" of Congress regarding the future of broadcasting to Cuba during the month of August 2010 and report their observations back to the Board. Other Governors are welcome to provide background materials to support these efforts.
2. Use of Social Media. Governors Lynton, McCue, Meehan and Perino are requested to organize information-gathering sessions on the use of social media as a part of BBG-sponsored United States international broadcasting. These Governors will propose an agenda, speakers list and a target date for the session in November 2010 for the approval of the BBG Chairman in consultation with fellow Governors.
3. VOA Persian News Network (PNN). Governor Wimbush is requested to chair a working group with other Governors designated by the BBG Chairman in order to gather information concerning the current strategy and operations of PNN and to make recommendations to the Board concerning PNN's mission and performance.
4. Research. Governors Ashe and Lynton are requested to co-chair a working group with other Governors to be designated by the BBG Chairman in order to gather information regarding research efforts, both within the BBG-funded entities and from external vendors, to support BBG-sponsored United States international broadcasting. The working group is requested to assess the scope and effectiveness of current research efforts and to make recommendations for improvement to the plenary Board.
5. Governance Committee. Governors Ashe and Mulhaupt are requested to co-chair a Governance Committee in accordance with the Governance Committee Terms of Reference attached hereto as Attachment 2 and 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 Governance Committee.
6. Budget and Strategy Committee. Governor Wimbush is requested to chair a Budget and Strategy Committee in accordance with the Budget and Strategy Committee Terms of Reference attached hereto as Attachment 3 and will make recommendations to the Board concerning the issues described therein. The terms of reference may be modified by the Committee chair in consultation with BBG Chairman. The BBG Chairman may appoint additional Governors to participate in the Budget and Strategy Committee. The Board requested that the Committee focus its immediate attention to the FY 2012 budget.

## Minutes of September 17, 2010 Meeting

7. BBG Staff Support for Working Groups and Committees. The BBG Staff is directed to facilitate and support the efforts of the working groups and committees formed by the Board at the request of the working group and committee chairs or the BBG Chairman.
8. Ethics Briefing. The BBG Chairman noted that, on July 29, 2010, the following Governors received a briefing on government ethics requirements from Paul Kollmer-Dorsey (the BBG Designated Agency Ethics Officer), Patricia Hargrave and Andrew Krog from the BBG Office of General Counsel: Chairman Isaacson and Governors McCue, Mulhaupt, Wimbush, Ashe and Perino.
9. Open Meetings. The BBG will look for opportunities to hold open meetings to the extent that it can responsibly do so while protecting the integrity of Board processes and the BBG's statutory mandate.
10. WikiLeaks. By resolution, the Board authorized the Director of the Voice of America to proceed with reporting on the disclosure of classified documents available on the WikiLeaks website in a manner that is consistent with the VOA Charter and the BBG's statutory mission, and to balance this effort with due consideration for the laws and executive orders applicable to the use, disclosure, and transmission of classified information by federal employees.

### 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 and Chief Financial Officer Maryjean Buhler; Jeffrey Gedmin, President of Radio Free Europe/Radio Liberty (RFE/RL); Libby Liu, President of Radio Free Asia (RFA); Brian Conniff, President of Middle East Broadcasting Networks (MBN); Pedro Roig, Director of the Office of Cuba Broadcasting (OCB); Danforth Austin, Director of the Voice of America (VOA) and Acting Deputy Director of the International Broadcasting Bureau (IBB); Steve Redisch, Voice of America (VOA) Executive Editor; Barbara Brady, VOA Chief of Staff; John Lennon, VOA Associate Director for Language Programming; Mark Prahl, VOA Associate Director for Operations; William Marsh, VOA Senior Project Officer; Jill Moss, VOA Executive Assistant; Patricia Bodnar, VOA Program Coordinator; Andrea Tadic VOA Program Assistant; 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; John Welch, IBB Senior Advisor; Vivian Gallups, IBB Director of the Office of Contracts; Michael Marchetti, RFE/RL Vice President of Finance; John Lindburg, RFE/RL General Counsel & Secretary; Elizabeth Portale, RFE/RL Chief of Staff & Director of Corporate Strategy; John Giambalvo, RFE/RL Deputy Chief Financial Officer; Norman E. Thompson, RFA Vice President for Administration and Finance; Dick Smith, RFA Budget Director; Kelley

## Minutes of September 17, 2010 Meeting

Sullivan, MBN Vice President for Administration/Treasurer; Anne Noble, MBN General Counsel; and Irvin Rubenstein, OCB Director of Administration.

Approved:

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Walter Isaacson  
Chairman

Witnessed:

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Paul Kollmer-Dorsey  
Secretary

Attachments:

1. Agenda for July 30, 2010 Meeting
2. Governance Committee Terms of Reference
3. Budget and Strategy Committee Terms of Reference

## Minutes of September 17, 2010 Meeting

ATTACHMENT 3

### REPORT OF THE BBG GOVERNANCE COMMITTEE

**Members:** Walter Isaacson, Chair of the Broadcasting Board of Governors (*ex officio*)  
Governor Victor Ashe, Committee Co-Chair  
Governor Dennis Mulhaupt, Committee Co-Chair

**Meeting Date:** Wednesday, August 18, 2010

**Venue:** BBG Headquarters, Washington, D.C.

#### Summary of Committee's Recommendations

At its July 30, 2010 meeting, the Broadcasting Board of Governors formed a Governance Committee in order to make recommendations to the Board concerning a number of key governance issues relating to Board operations and the ways in which the elements of U.S. international broadcasting (USIB) will relate to the Board and to each other. The Committee's terms of reference adopted by the Board are set forth in Attachment 1 to this report.

The inaugural meeting of the Governance Committee took place on August 18, 2010 at BBG Headquarters. Governors Dennis Mulhaupt and Victor Ashe were in attendance and co-chaired the proceedings. BBG Chair Isaacson was not in attendance.

The Governors deliberations were assisted by the following attendees: Jeffrey Trimble (Executive Director, BBG), Paul Kollmer-Dorsey (Board Secretary and BBG Deputy General Counsel), Ashley Pyle (Presidential Management Fellow), John Lindburg (General Counsel, Radio Free Europe/Radio Liberty), Bernadette Burns (General Counsel, Radio Free Asia), Anne Noble (General Counsel, Middle East Broadcast Networks), Bruce Sherman (BBG Director of Strategic Planning and Performance Measurement) and Oanh Tran (BBG Special Projects Officer). Also attending portions of the meeting were Susan Andross (BBG Congressional Coordinator), Letitia King (BBG Director of Public Affairs) and Andrew Krog (BBG Government in the Sunshine Act Compliance Officer).

The Agenda of the meeting is set forth in Attachment 2 to this report.

Based on its deliberations, the Governance Committee makes the following recommendations to the Board.

#### General Recommendations:

- The Governance Committee should be a standing Committee of the Board and should be convened on a regular basis to formulate and make recommendations to the plenary Board on governance issues.

## Minutes of September 17, 2010 Meeting

- The terms of reference of the Governance Committee should be modified to cover certain additional matters described in Governor Mulhaupt’s August 11, 2010 memorandum to the Board. In addition, the Governance Committee should perform the role performed by the Personnel Committee of the prior Board of Governors. The proposed further revised terms of reference recommended by the Governance Committee are set forth in Attachment 3 of this report.
- The purpose of the Governance Committee is to make recommendations regarding the “rules of the road” governing Board operations and procedures and the interactions among the elements of USIB, namely (i) the Board; (ii) the Board staff; (iii) the International Broadcasting Bureau (IBB), Voice of America (VOA), and Office of Cuba Broadcasting (OCB) (all of which federal entities report directly to the Board); and (iv) the BBG’s private grantees Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and Middle East Broadcasting Networks (MBN) (collectively, the Grantees). The Board should clarify and enforce its expectation that once such rules of the road are adopted by the plenary Board, the elements of USIB will respect and implement them.
- The Board should affirm the following general principles of BBG governance:
  - To fulfill its statutory mission, the Board requires the elements of USIB to cooperate in working toward goals established by the Board in a spirit of collegiality, transparency, mutual respect, and good communication with peers and colleagues.
  - The Board will endeavor to focus its attention on issues of strategic importance as required for the Board to exercise the non-delegable authorities of the Board in the United States International Broadcasting Act of 1994 (as amended).
  - In recognition of the collective decision-making authority of the Governors and their desire to leverage their collective talents to promote and enhance USIB, the Governors will work to avoid the creation of “fiefdoms” in respect of the individual elements of USIB or particular functions or authorities of the Board.
  - 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.
- For the purpose of these committee recommendations, any reference to a particular position is also intended to apply to any person functioning in an “acting” capacity in such position.

## Minutes of September 17, 2010 Meeting

### Role of BBG Chair and BBG Staff

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- *Committee Mandate - Element 1* The role and duties of the BBG Chair, including reviewing the plenary Board's formal delegation of authority dating from January 2000.
  - Committee Recommendation –
    - The Board should reevaluate the roles and duties of the BBG Chair expressed in the Board's formal delegation of authority from January 2000, based on the Agency's ten (10) years of operating history. A proposed revised delegation of authority for the BBG Chair is set forth in Attachment 4.
- *Committee Mandate – Element 6* Role and duties of the BBG staff including the role and duties of, and delegation of authority to, the Executive Director of the BBG vis-à-vis the Board and the federal and non-federal elements of USIB.

- Committee Recommendation –

- The role of the Board staff in relation to the Board and the elements of USIB is as follows:
- As stated in the Committee's general recommendations, the Board staff and the elements of USIB should cooperate in working toward goals established by the Board in a spirit of collegiality, transparency, mutual respect, and good communication with peers and colleagues.

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:

## Minutes of September 17, 2010 Meeting

- assist and monitor, and when so directed, oversee implementation of the Board's decisions and compliance with relevant statutory mandates by the elements of USIB;
  - 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
  - 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).
- The Governance Committee should recommend to the Board to adopt the position description for the BBG Executive Director set forth in attachment 6. BBG staff is directed to propose a delegation of authority to permit the Executive Director to perform the functions described therein. The Board should review the performance of the Executive Director annually, based on a formal evaluation and input from the BBG Chair and the Governance Committee. The Executive Director should review and evaluate on an annual basis the performance of members of the BBG staff, based on input from the Board and other appropriate sources.

### Board Operation and Structure

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- *Committee Mandate – Element 2* Rules and procedures for Board operations, including documentation of Board decisions and voting.
  - Committee Recommendations –
    - Adoption of By-Laws. The Board should adopt formal rules of procedure governing the conduct of Board operations, including voting and record-keeping procedures. BBG Staff is directed to develop a draft set of By-Laws for consideration by the Governance Committee.
    - Voting. The voting and motion procedures set forth in the By-Laws should be based, where appropriate, on Robert's Rules of Order.
    - Minutes. The Board should adopt a minuting system, including a written description of topics discussed at the meeting and a record of the decisions adopted by the Board and the voting of the Governors with respect thereto.

## Minutes of September 17, 2010 Meeting

In addition, any closed session of the Board should be recorded in accordance with the requirements of the Government in the Sunshine Act.

- Meeting Agendas. The Executive Director should propose agenda items for plenary Board meetings to the Chair based on discussions with individual Governors and entity heads. Individual Governors may include specific agenda topics. In principle, Board meeting agendas should be focused primarily on strategic considerations of U.S. international broadcasting and other high-level operational concerns, consistent with performance of the Board's non-delegable statutory authorities. Such topics should be formulated, where feasible, at least 30 days in advance of each regular Board meeting in order to allow appropriate staff work to be done to support an informed and meaningful discussion of agenda topics and to allow time for the Board to make informed decisions on whether Board meetings will be open or closed to the public in compliance with the Government in the Sunshine Act.
- Monthly Reporting. Entity monthly reports should be brief and focused on forward- looking strategic and material operational issues. The Executive Director should cooperate with entity heads to develop a suggested format for monthly reports on "programming achievements" and should circulate the report to the Governors outside of formal Board meeting procedures.
- *Committee Mandate – Element 3* Structure and timing of meetings of the plenary Board, Board committees and grantee board of directors including the appropriate venues for such meetings, e.g. in Miami, Prague, etc.
  - Committee Recommendations –
    - When it is acting as the head of the federal agency, the Board should meet monthly and focus on issues of strategic concern for USIB. The Board should 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.
    - Meetings of the Boards of Directors of the Grantees should occur on a quarterly basis. Such Boards of Directors meetings may be staggered throughout the year in order to allow the relevant boards to exercise their proper oversight authorities.
    - Meetings of the Governors that are focused on reviewing the implementation of the operational authorities delegated to the Director of the International Broadcasting Bureau should occur on a quarterly basis.

## Minutes of September 17, 2010 Meeting

Such operations-focused meetings may be staggered throughout the year in order to allow the Board of Governors to exercise its proper oversight authority.

- The Board should continue to meet at the site of each Grantee, respectively, at least once annually.
- The Board should form such committees as the Board deems necessary to address topics of strategic importance to USIB and should avoid forming entity-specific committees. Board committees have no authority to make decisions on behalf of the Board unless the Board delegates specific authority to them. Committees should have written terms of reference, report on their deliberations to the plenary Board, and formulate recommendations for consideration and decision by the plenary Board.
- The mandate of the Personnel Committee formed by the prior Board of Governors should be incorporated into the terms of reference of the Governance Committee.
- The Governance Committee should consider and provide recommendations to the plenary Board regarding the formation of a Crisis Committee or other appropriate mechanisms for handling crises.

### Role of IBB and Delegation of Authorities to IBB Director

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- *Committee Mandate – Element 4* Delegation of BBG operational authorities to the IBB Director, as well as the supervisory role of the IBB Coordinating Committee required by the BBG statute.
  - Committee Recommendations –
    - The Committee notes and recommends that the plenary Board reflect in the record that, as head of Agency, the Board is solely empowered and responsible for setting the tone and direction of USIB strategy. As an element of USIB, the IBB is subordinate to the Board and the authorities of the IBB Director are authorities delegated to him or her by the Board.
    - In consultation with the IBB Director, the Governance Committee should review the existing delegations of authority to the IBB Director and make a recommendation to the Board for such modifications as may be necessary. The IBB Director's performance in implementing the delegable authorities from the Board should be reviewed on an annual basis.

## Minutes of September 17, 2010 Meeting

- The Board should direct the IBB Director to immediately convene the Coordinating Committee, as required by the U.S. International Broadcasting Act of 1994, as amended. The IBB Coordinating Committee should meet on a quarterly basis to address operational strategies arising from the implementation activities of the elements of USIB. The IBB Coordinating Committee should make recommendations to the Budget and Strategy Committee of the Board or, as directed, to the plenary Board. The Board should direct all entity heads to participate fully and cooperatively in the IBB Coordinating Committee as necessary to allow the Committee to fulfill its statutorily-defined role. The Board staff should participate in and facilitate the operations of the IBB Coordinating Committee.
- The Governance Committee, in consultation with the IBB Director, should clarify the reporting and management structure among IBB, VOA, and OCB based on the following principles: (i) the role of the IBB vis-à-vis VOA and OCB should be consistent with the letter and legislative history of the International Broadcasting Act; and (ii) the reporting and management structure should promote the efficient use of federal resources and the faithful implementation of the Board's strategic direction and guidance.

### Guidance on Transparency and Openness

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- *Committee Mandate – Element 7* Guidance on the proper level of transparency and openness of Board proceedings in respect of the public.
  - Committee Recommendations –
    - The Board should promote openness and transparency of Board proceedings consistent with the requirements of the Government in the Sunshine Act. The BBG staff is directed to propose a protocol for the formulation of Board meeting agendas and the conduct of Board meetings and briefings that will assure the Board's compliance with the Act's requirements.
    - In the event the Board elects to close its meetings, the Board should nevertheless endeavor to provide information to the public on its activities and decisions where doing so would not frustrate national security, the BBG's purposes or impair faithful implementation of its decisions.

## Minutes of September 17, 2010 Meeting

### Governance of Non-Federal Grantees

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- *Committee Mandate – Element 5* Governance of non-federal grantees, including composition of Grantee boards, delegations of authority to Grantee management, and conditions and verifications of grant compliance.
  - Committee Recommendations –
    - The terms and conditions of the grant agreements should be revised to correspond to the operational realities of the relationships between the BBG and each respective Grantee and the requirements of the U.S. International Broadcasting Act 1994, as amended, and federal grant law. BBG staff is directed to propose appropriate revisions to the grant agreements and negotiate the terms and conditions of such agreements with the respective Grantees. To the extent advisable and allowable by statute, the grant agreement of each respective Grantee should contain similar terms and conditions.
    - Based on criteria to be recommended by the Governance Committee and Budget and Strategy Committee and adopted by the Board, the Board should conduct an annual review of the performance of each Grantee under its respective grant agreement to verify compliance with the terms of the grant and the effectiveness of the grantee in implementing the BBG’s strategy for USIB.
    - The Board of Directors of Radio Free Europe/Radio Liberty, Radio Free Asia, and Middle East Broadcasting Networks should be constituted solely of the members of the plenary board of the BBG. The plenary Board should appoint individual Governors, other than the BBG Chair, to act as Chairs of the Boards of Directors of the non-federal grantees and as Lead Governors for the Voice of America and Office of Cuba Broadcasting. Each Chair or Lead Governor should be selected for a one (1) year term with the possibility of a one (1) year renewal term.

### Guidance on Coordination

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- *Committee Mandate – Element 7* Guidance on the proper level of coordination of public affairs, congressional relations, and executive branch agency communications among the Board and USIB elements.
  - Committee Recommendations –
    - The public affairs, legislative affairs, and Executive Branch communications of the BBG and other elements of USIB should occur on a coordinated basis consistent with the efficient use of BBG resources and

## **Minutes of September 17, 2010 Meeting**

the coordinated formulation and faithful implementation of BBG decisions.

- The Board should form a Communications and Outreach Committee pursuant to the terms of reference set forth in Attachment 7 with the understanding that the Communications and Outreach Committee, once formed, may make further amendments to the terms of reference.

# Minutes of September 17, 2010 Meeting

ATTACHMENT 4

## BBG GOVERNANCE COMMITTEE Terms of Reference

### Purpose

The objective of the Governance Committee is to develop and recommend governance rules and practices to the plenary Board that will enable Board deliberations to be orderly and focused on discharging the non-delegable Board authorities set out in the BBG statute, including setting the strategic tone and direction of United States international broadcasting and providing appropriate oversight for the entities involved in broadcasting operations. The committee should seek to organize and optimize the roles, responsibilities, and operations of the Board and its interactions with staff, both at the BBG level and in the broadcasting entities.

### Background

The International Broadcasting Act of 1994 (as amended) leaves certain rules of Board operations and key governance questions open for the Board of Governors to decide. These open questions are complex and should be considered in light of the operating history and requirements of the Board and the federal and nonfederal elements of US international broadcasting.

### Members

The Governance Committee will be composed of three (3) Governors selected by the plenary Board. A Committee Chair will be appointed by the Chair, subject to the Board's approval.

### Support for Committee Operations

The operations of the Governance Committee will be organized and supported by the Secretary of the BBG Board and by a support team recommended by the BBG Executive Director and approved by Committee members. The support team should consider input from BBG staff, the International Broadcasting Bureau, and each of the federal and nonfederal programming entities.

### Administrative Provisions

The Governance Committee should be a standing committee of the Board. The Chair of the Governance Committee should establish a meeting schedule and select meeting venues.

### Committee Mandate

The Governance Committee should consider and submit recommendations and proposals to the plenary Board concerning the following:

1. Desirability of creating By-Laws to guide the activities and operation of the Board to address rules and procedures of Board operations, including:
  - a. documentation of Board decisions and voting,
  - b. possible creation of additional Board leadership structures or mechanisms,
  - c. mechanisms for a majority of Board members to call extraordinary meetings of the Board,

## **Minutes of September 17, 2010 Meeting**

- d. mechanisms for Board evaluation of the executive director, and
  - e. assignment of additional matters to the Board's Committee by the plenary Board or the Chair or as determined by the relevant Committee chair.
2. Role and duties of the BBG Chair, including reviewing the plenary Board's formal delegation of authority dating from January 2000.
  3. Structure and timing of meetings of the plenary Board, Board committees and operating entity Boards of Directors, including the appropriate venues for such meetings, e.g. in Miami, Prague, etc.
  4. Delegation of BBG operational authorities to the IBB Director, as well as the supervisory role of IBB vis-à-vis the federal programming entities and the role of IBB coordinating committee required by the BBG statute.
  5. Governance of non-federal grantees, including composition of grantee Boards, delegations of authority to grantee management, conditions and verification of grant compliance.
  6. Role of the BBG staff, including the role and duties of, and delegation of authority to, the executive director of the BBG, vis-à-vis the Board and the federal and nonfederal elements of US international broadcasting.
  7. Relationship of the Board and USIB entities, including the appropriate roles and levels of participation of USIB entities in Board deliberations and other appropriate mechanisms to facilitate and increase cooperation and consultation between the Board, the BBG staff, and other USIB elements.
  8. Matters handled by the Personnel Committee of the prior Board, including the management of performance reviews, salary and awards for entity heads, VOA, and IBB Directors and oversight of the annual presentations by the entities of senior management team/organizational structure and workforce statistics.
  9. Agreements and relationships with other international broadcasting entities and governments and for monitoring such agreements and relationships on behalf of the Board. The Committee will work cooperatively with the Strategy and Budget Committee as necessary and appropriate to fulfill this responsibility.
  10. Other matters assigned to the Committee by the plenary Board or the Chair.

## Minutes of September 17, 2010 Meeting

### ATTACHMENT 5

#### PROPOSED DELEGATION OF AUTHORITY TO THE BBG CHAIRMAN

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

- **Call and preside at all meetings of the Board.** The Chairman has from time to time requested another Governor to preside at a Board meeting when the Chairman has not been able to attend the meeting in person.
- **Appoint standing or ad hoc committees of the Board.** The Board also decided that the Chairman will serve as an ex officio member of all committees.
- **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 Chairman, after consulting the Governance Committee, shall share and seek approval of the full Board.
  - Board member or committee chairman requests for specific staff support 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 or to the IBB Director.
- **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 Chairman may call a special, telephonic/video meeting of the Board at any time between regularly scheduled meetings upon 48 hours notice (except in cases of extreme and unforeseeable urgency).
- **Delegate authority to the Executive Director on 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 Chairman may designate from time to time. These authorities are redelegable.

## Minutes of September 17, 2010 Meeting

- **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 Chairman, 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 Chairman in this regard by affixing his signature electronically to routine documents and others that he or she has requested or approved.

# Minutes of September 17, 2010 Meeting

ATTACHMENT 6

## PROPOSED POSITION DESCRIPTION FOR THE BBG EXECUTIVE DIRECTOR

### INTRODUCTION

The Executive Director advises and assists, as directed by the Board, the Chairman and members of the Broadcasting Board of Governors (BBG) in the development, implementation and oversight of broadcasting goals, strategies, initiatives, priorities, and budgets and on related program, and policy issues to be addressed by the BBG. The incumbent serves, as directed by the Board, as the principal liaison for the Board with the broadcast entities, other U.S. government agencies, foreign governments and officials, international broadcasting organizations and associations, media and private-sector organizations. The BBG encompasses all U.S. international broadcasting including the Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Radio TV and Radio Marti, and the Middle East Broadcasting Networks.

### MAJOR DUTIES

The Executive Director interfaces with and works on a cooperative and ongoing basis with BBG entities in all aspects of the work activities of the BBG, VOA, OCB, RFA, MBN, RFE/RL, and IBB. The incumbent advises and assists the Board in fulfilling its statutory responsibility to provide direction and coordination oversight of the BBG's broadcast entities and support elements with regard to the Board's goals, strategies, initiatives, priorities, budgetary decisions and overall policies.

The BBG staff provides the Board with technical, professional, and administrative support as well as strategic advice and other support for the BBG's broadcast entities and support elements. The Executive Director manages the daily operations of the BBG staff and staff offices on behalf of the Board including the Office of Strategic Planning and Performance Measurement; Office of the Chief Financial Officer; Office of Public Affairs; Office of the General Counsel; and Congressional Coordinator; and Director of Management Planning. The incumbent ensures coordination in the work of these offices and a balance among the perspectives of these offices, particularly those of the Office of the Chief Financial Officer and the Office of Strategic Planning and Performance Measurement.

Under the supervision and direction of the Board, the Executive Director coordinates the activities of the BBG's broadcast entities and support elements in carrying out the Board's goals, strategies, initiatives, priorities, budgetary decisions and overall policies and responding to related Board requests, making related recommendations and decisions in concert with the Board. The Executive Director develops and maintains an ongoing communication strategy with BBG entities to promote and ensure necessary interaction and feedback at various levels within the organization. The incumbent monitors and reviews the fulfillment of the Board's strategic plans, policies, budgetary, and programming decisions.

## Minutes of September 17, 2010 Meeting

The Executive Director supports the Chairman and Governors and represents the BBG and coordinates the operations of BBG-sponsored entities in dealings with Members of the U.S. Congress, the Office of Management and Budget, the Department of State, other U.S. Government agencies, and foreign officials and governments.

The Executive Director enlists the support of the Congress and the cooperation of other Federal agencies, other international broadcasters, foreign governments, and non-governmental organizations and associations to increase the effectiveness and efficiency of the BBG, IBB, and grantees as independent broadcast media in accordance with high professional standards of journalism and other values described in the International Broadcasting Act of 1994 (as amended).

### SUPERVISORY RELATIONSHIPS

The incumbent reports to the Broadcasting Board of Governors. The incumbent is expected to use the full range of senior executive skills and abilities in order to achieve objectives on his own initiative and is delegated the necessary authority to carry out responsibilities on behalf of the Board. Performance is evaluated in terms of effectiveness in achieving established objectives.

### EXECUTIVE CORE QUALIFICATIONS

#### ESSENTIAL

**Leading Change:** This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

**Leading People:** This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

**Results Driven:** This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

**Business Acumen:** This core qualification involves the ability to manage human, financial, and information resources strategically.

**Building Coalitions/Communications:** This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, or international organizations to achieve common goals.

## **Minutes of September 17, 2010 Meeting**

### **PROFESSIONAL/TECHNICAL QUALIFICATIONS**

#### **ESSENTIAL**

Expert knowledge of and experience in international broadcasting operations, including radio, Television and Internet programming principles and practices.

Expert knowledge of and experience in the technical requirements and characteristics of international broadcasting. Comprehensive knowledge of the mission, function, organization, structure and operations of the board range of federally-funded international broadcasting.

Expert knowledge of and experience in developing, evaluating, and implementing broadcast programming strategies, plans and policies, including expert knowledge of and experience in the cultural and political influences affecting foreign audiences and international broadcast programming.

Expert knowledge of and experience in international affairs and the foreign policy objectives of the U.S. and related issues with regard to international broadcast programming, including a sound understanding of international broadcasting and its impact of foreign policy.

Experience in successfully representation organizations at the executive level in a variety of situations, e.g., with government agencies, international organizations and before Congress.

Skill in developing and conveying ideas and negotiating points of view involving complex issues.

# Minutes of September 17, 2010 Meeting

ATTACHMENT 7

## BBG COMMUNICATIONS AND OUTREACH COMMITTEE TERMS OF REFERENCE

### Purpose

The objective of the Communications and Outreach Committee is to develop and recommend a strategy for coordinating Broadcasting Board of Governors' (BBG) public and congressional affairs, as well as a plan for ensuring the transparency and openness of Board operations and decisions.

### Background

Currently, nearly all BBG-sponsored entities (including each of the non-federal grantees) have staff members who are expressly designated to handle press, public, governmental, and congressional affairs. The International Broadcasting Act of 1994 (as amended) states a purpose of the reorganization and consolidation was to, "achieve important economies and strengthen the capability of the United States to use broadcasting to support freedom and democracy in a rapidly changing international environment." BBG-funded efforts in public and congressional affairs should be considered in light of these statutory concerns.

Agency public affairs offices work to enhance the agency's reputation as a vital and effective component of U.S. foreign policy through journalism. To be effective, the Agency needs to communicate strategic, budgetary, and program priorities and accomplishments to key audiences including Congress, the Administration, the press and the public as well as academic and think tank analysts. Like other U.S. government agencies, BBG staff handling Congressional affairs deal primarily with the Members and staff of the agency's congressional oversight bodies. For the BBG, these include the House and Senate Foreign Relations Committees and the House and Senate Appropriations Subcommittees on State, Foreign Operations. Congressional communications consists of supporting and explaining the President's budget request for the Agency, developing and supporting legislation to support the Agency's mission (and opposing or modifying initiatives that do not), maintaining open and transparent communications with BBG oversight committees, and responding to Committee and other Member inquiries/correspondence.

### Members

The Communications and Outreach Committee will be a standing committee of the Board. It will be composed of three (3) Governors selected by the plenary Board. A Committee Chair will be selected by the Chair and appointed by the Board.

### Support for Committee Operations

The operations of the Communications and Outreach Committee will be organized and supported by the Secretary of the BBG Board and by a support team recommended by the BBG Executive Director and approved by Committee members to include the Director of Public Affairs, the Congressional Coordinator, and the Chief Financial Officer. The support team should consider

## Minutes of September 17, 2010 Meeting

input from BBG staff, the International Broadcasting Bureau, each of the federal and nonfederal programming entities, and a State Department liaison.

### Administrative Provisions

The Chair of the Communications and Outreach Committee should establish a meeting schedule and select meeting venues. The Committee Chair should report the Committee's recommendations to the plenary Board on an ongoing basis.

### Committee Mandate

The Communications and Outreach Committee should consider and submit recommendations and proposals to the plenary Board concerning the following:

- Development of a model for coordinating the Agency's and grantee's public affairs communications, considering specifically:
  - The role and interaction of each entity in showcasing their distinct accomplishments.
  - The coordination of the expression of Agency priorities within the framework of United States foreign policy.
  - Interaction with the State Department, National Security Council, and other federal agencies.
  - The consistency of messages with internal and external audiences regarding Agency and broadcasting entity mission, priorities, and strategy as a means of raising understanding with key audiences including the public.
  - Communications planning for crises.
  - The method for communicating Board votes and the record of decisions, including a constructive outlet for expressing dissenting opinions.
- Development of a strategy for coordinating the Agency and grantee's Congressional affairs efforts, taking into account regulatory requirements and the particular sensitivities, procedures and other requirements requisite in dealing with the legislative branch as distinct from other forms of outreach, considering specifically:
  - The appropriate size and scope of Congressional activities by Agency grantees, with attention to the statutory and grant agreement's prohibition of lobbying.
  - The relationship and interaction between BBG Congressional Affairs and grantee communications with Congress regarding budgetary and policy matters, considering Administration guidance and requirements on such matters.
  - Coordination of international communications initiatives including affiliate outreach and program marketing.

# Minutes of September 17, 2010 Meeting

ATTACHMENT 8

## 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 service 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 propose 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.

## 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.

## Minutes of September 17, 2010 Meeting

### 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.

### 2011

**January** Africa  
(Washington)

Efforts are already under way, with a VOA Africa listening session and a planned session, to be co-hosted by Governors McCue and Perino, with leading Africa area specialists, to gain expert input on broadcasting strategies. These will inform this first regional look.

## Minutes of September 17, 2010 Meeting

**February** Cuba and Latin America  
(Miami)

BBG has studied Latin America, and Cuba, intently over the last year, including a strategy trip to the region. Change in OCB leadership will likely be complete well in advance of February 2010.

**March** Central and South Asia  
(Washington)

Staff is discussing with Governor Wimbush a research and strategy conference on Central Asia for late fall 2010. This would help drive this regional review.

**April** Russia and Eurasia  
(Washington) China and East Asia

Russia and China, both individually complex places, nonetheless share attributes as broadcast targets for the BBG, particularly the distribution challenges. It makes sense to treat them and surrounding areas together.

**May** Middle East  
(Washington)

Leaving the Middle East for last allows ample time to pursue whatever special review the Board believes BBG broadcasting to the region merits.

**June** BBG Strategy Summit  
(Retreat Site) Draft New BBG Strategy

The strategy summit would bring together all BBG entity heads, division directors, and language service chiefs (all but RFE/RL's personnel are in the U.S. mostly in the DC area) in a first-ever, all-hands-on-deck retreat for the purpose of (a) rolling out the new Board vision and draft strategy, (b) gaining consensus and forward momentum to implement it, and (c) building a sense of the overall BBG team. Sessions would be designed to facilitate discussion and additional feedback on the draft document. The delivery of the draft strategy would be vetted with the entities and cleared by the full board before release at the summit.

**July** Revised BBG Strategy  
(Washington)

The Board would consider revisions to the draft strategy based on summit feedback.

**August** Board Approval of Final Strategy  
(Washington)

Final approval would be timed for inclusion in the FY 2013 budget submission.

## Minutes of September 17, 2010 Meeting

ATTACHMENT 9

### RESOLUTION OF THE BROADCASTING BOARD OF GOVERNORS FOR PEDRO ROIG September 17, 2010

#### RESOLVED:

WHEREAS, for the past seven years Pedro Roig has led the Office of Cuba Broadcasting with distinction, enhancing programming and editorial effectiveness, while pursuing and adopting new strategies to overcome Cuban jamming of Radio and TV Marti programming, designed to enhance the lives and human rights of the people of Cuba;

WHEREAS Director Roig has demonstrated an unflagging commitment to the mission of Radio and TV Marti, and a powerful vision to bring the free flow of uncensored information to the Island of Cuba via satellite and the Internet; and

WHEREAS Director Roig's resolute spirit, intellectual integrity and deep knowledge of the history of Cuba and its people provided the Office of Cuba Broadcasting with a unique leader to direct the Office of Cuba Broadcasting in a time of political change in Cuba;

THEREFORE, be it resolved that

The Board congratulates Director Roig on his tenure with the Agency, and expresses and recognizes his steadfast leadership. A distinguished public servant, Director Roig has advanced the broadcast mission in support freedom and democracy in Cuba for the long-term benefit of the people of Cuba and of U.S. interests in the Hemisphere.