



From: Broadcasting Board of Governors  
Date: July 14, 2011  
Subject: **Minutes of the BBG Meeting of July 14, 2011**

The Broadcasting Board of Governors (BBG) met today in Washington, D.C. The meeting was open and streamed on the BBG website.

The meeting was attended by the following Board members:

Chairman Walter Isaacson  
Governor Victor Ashe  
Governor Michael Lynton  
Governor Susan McCue  
Governor Michael Meehan (via telephone)  
Governor Dennis Mulhaupt  
Governor S. Enders Wimbush  
Acting Under Secretary of State Ann Stock

Governor Dana Perino was not in attendance at the meeting.

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

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

Chairman Isaacson called the meeting to order and noted that the meeting was being held in compliance with the Government in the Sunshine Act. He welcomed Ann Stock, currently Assistant Secretary of State for Educational and Cultural Affairs, who represents Secretary Clinton on the Board.

The Chairman stated that the Board recently received a briefing by the Strategy and Budget Committee on its year-long strategic review and heard some ideas for the future of U.S. international broadcasting, which the Committee will later report.

Chairman Isaacson noted the Board's great concern for the safety of journalists and emphasized the Board's view that all journalists should have the ability to do their important work without obstacles and interference from governments or others. Since the last Board meeting, there have been incidents involving journalists working for Radio Free Europe/Radio Liberty (RFE/RL) in Belarus and a British Broadcasting Corporation (BBC) journalist in Tajikistan. BBG had issued statements in both instances, he noted, and remains deeply concerned about RFE/RL journalists in Belarus and the well-being of BBC journalist Urunboy Usmonov, who had been detained in

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Tajikistan. At the Chairman's invitation, Governor Mulhaupt gave an update on the situation in Belarus concerning RFE/RL journalists.

The Board voted to approve the draft minutes of the June 3, 2011 Board meeting. The Chairman noted that the June meeting had been a first in BBG history because it was structured as an open meeting with public participation.

The Chairman called upon several Governors to give trip reports, explaining that the BBG is a federal agency with an international mission, and it is important for the BBG Governors to travel from time to time to the "front lines" to meet the people who are directly touched by BBG's mission. He added that the Governors have been very careful about travel and only make important trips with real purposes. He noted that since the last meeting, several Governors had gone on important trips and invited those Governors to briefly report on their trips.

On behalf of Governors Meehan, Perino and herself, Governor McCue presented some highlights of their trip to Africa, which included events in Ethiopia, South Sudan and Nigeria. The Governors met with government officials, potential affiliate partners, journalists and held a town hall meeting with the objectives of promoting health and development broadcasting, pursuing media training and seeking opportunities to expand distribution and increase audiences.

Governor McCue also introduced Robert Bole and Raina Kumra who serve as leaders of digital media efforts across U.S. international broadcasting. She said that they will help advance the BBG's mission to reach larger worldwide audiences through innovation, enterprise journalism and audience engagement. At Governor McCue's request, Mr. Bole and Ms. Kumra briefly described their experience, particularly in new media.

Governor Mulhaupt reported on his trip to Prague, Czech Republic and London, England as an effort to increase cooperation and deepen relationships with other international broadcasting entities. In Prague, Governor Mulhaupt met with representatives of Deutsche Welle who had requested an official visit to RFE/RL headquarters. In London, Governor Mulhaupt met with the Vice Chair of the BBC Trust to discuss governance and among other matters.

Governor Ashe presented a report on his visit to Baku, Azerbaijan, where he and the U.S. ambassador met with the government of Azerbaijan to discuss a government-imposed ban on international broadcasters which has been in place since January 2009. He also visited RFE/RL Radio Azadliq's Baku Bureau, during which he took questions from listeners in a live call-in program. Governor Ashe read to the Board a letter addressed to Chairman Isaacson from Eynulla Fatullayev, a journalist who was recently released from prison in a high-profile case, expressing his gratitude for Radio Azadliq, which was the only media in Azerbaijan that reported continuously and fearlessly on his imprisonment.

Governor Wimbush gave some highlights of the Strategy and Budget Committee's year-long strategic review, including key trends and opportunities that will serve as elements of the Board's strategic plan. These elements include growth of the BBG's audience, improvement of distribution methods, and improved coordination among the elements of United States international broadcasting. Governor Wimbush stated that the Board has asked the International

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Broadcasting Bureau (IBB) Director to continue its work on the draft strategic plan and requested a detailed implementation plan for the strategy by the Board meeting in September.

Governor Mulhaupt highlighted some issues that were covered in a recent meeting of the Governance Committee. The Board voted to add Governor Enders Wimbush as a member of the Governance Committee. The Board also voted to approve the revised terms of reference of the Strategy and Budget and Communications and Outreach Committees with conforming amendments based on the Board's decision at its April 14, 2011 meeting that the IBB and BBG staffs be merged, with the IBB Director serving as the head of the merged staff.

Governor Mulhaupt noted the Governance Committee's continuing work BBG's grantees on the revisions of the grantee's grant agreements. The Committee anticipates that a fully developed draft of the revised agreement will be presented to the Board for decision at the September 2011 meeting of the Board.

IBB Director Dick Lobo updated the Board, among other matters, on the receipt of \$10 million for internet circumvention activities, recent amendments to the Russian media law that may impact RFE/RL and VOA, and the launching of a new FM station in Bangui, Central African Republic. He reported that 67% employees had completed the annual Federal Employee Viewpoint Survey, and the results are expected by the end of summer. In response to Governor Ashe's question, Mr. Lobo replied that the Unions had requested a meeting with the Board, and that staff was trying to organize one in the near future. The Chairman commented that while the Board welcomes a meeting with the Unions, the Board was not in a position to resolve labor relations issues and had already delegated resolution of such issues to IBB management.

Office of Cuba Broadcasting (OCB) Director Carlos Garcia-Perez reported on a review of OCB transmission strategy with assistance from IBB's Office of Technology, Services, and Innovation, including mobile technology and the use of new media through Twitter.

RFE/RL President Steve Korn stated that he had begun immersing himself in the issues and looks forward to join the rest of the staff in Prague during the first week of September.

Radio Free Asia (RFA) President Libby Liu reported on the visit of the Dalai Lama to RFA, including an interview with its Mandarin Service. RFA will also welcome a visit by the Karmapa Lama. Governor Ashe commented that the Dalai Lama spoke about the reliance of closed societies on U.S. international broadcasting for news.

Voice of America (VOA) Acting Director Steve Redisch stated that VOA Director David Ensor was scheduled to report to work on August 3. He provided programming highlights including an exclusive interview with a high-ranking Burmese defector and an interview with President Obama. A short clip of the interview with the President was played. Mr. Redisch distributed a copy of VOA's Best Practices guide that has been prepared by VOA management and made available to VOA journalists.

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Middle East Broadcasting Networks (MBN) President Brian Conniff announced a Alhurra and VOA co-production of a half-hour documentary focusing on religious tolerance as part of a week-long special programming initiative to commemorate the tenth anniversary of the September 11 terrorist attacks. He noted MBN's challenge in providing coverage during the Yemeni government's sustained crackdown on the media. He reported on his recent trip to Egypt, including a meeting with the Ministry of Information to request an FM transmitter for Radio Sawa and meetings with private media outlets to assess the ability to operate independently in Egypt.

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

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

1. Adoption of June 3, 2011 Minutes. Governor Ashe made a motion for the adoption of the minutes of the June 3, 2011 meeting set forth in Attachment 2. Governor Mulhaupt seconded. The Board unanimously adopted the minutes of June 3, 2011 meeting.
2. Governance Committee Membership. Governor Mulhaupt made a motion to appoint Governor S. Enders Wimbush as member of the Governance Committee. Governor Ashe seconded. The Board unanimously adopted the appointment of Governor Wimbush on the Governance Committee.
3. Adoption of Governance Committee Recommendations. The Board heard a briefing from Governor Mulhaupt regarding the Governance Committee meeting held on July 13, 2011 with the following recommendations by the Governance Committee:
  - i. Amended Terms of Reference. Governor Mulhaupt made a motion to adopt the amended Terms of Reference of the Strategy & Budget and Communications & Outreach Committees to reflect the Board's decision to merge the BBG and IBB staffs. Governor McCue seconded. (Governor Ashe abstained.) The Board adopted the amended Terms of Reference of the Strategy & Budget and Communications & Outreach Committees.
  - ii. Pre-decisional Draft Grant Agreement. That the plenary Board note that the Governance Committee considered a pre-decisional draft grant agreement submitted by IBB staff for discussion purposes and that the Committee directed IBB staff to work with the grantees in order to prepare a fully developed draft for review, consideration, and possible approval at the Board's September 2011 meeting.

Other Attendees:

The following persons were also present during all or part of the meeting: International Broadcasting Bureau (IBB) Director Richard Lobo, BBG Executive Director Jeffrey Trimble, BBG Deputy General Counsel and Board Secretary Paul Kollmer-Dorsey, Chief Financial Officer Maryjean Buhler, Director of Communications and External Relations Diane Zeleny,

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Director of the Office of Strategic Planning & Performance Measurement Bruce Sherman, Special Projects Officer Oanh Tran, Congressional Coordinator Susan Andross, Senior Strategist Paul Marszalek, and Presidential Management Fellow Ashley Pyle; Steven Korn, President of Radio Free Europe/Radio Liberty (RFE/RL); Libby Liu, President of Radio Free Asia (RFA); Brian Conniff, President of the Middle East Broadcasting Networks (MBN); Carlos Garcia-Perez, Director of the Office of Cuba Broadcasting (OCB); Steve Redisch, Acting Director of the Voice of America (VOA); Barbara Brady, VOA Chief of Staff; John Welch, IBB Senior Advisor; Andre Mendes, IBB Director of the Office of Technology, Services, and Innovation; Robert Bole, IBB Co-Director of Digital Innovations; Raina Kumra, IBB Co-Director of Digital Innovations; Rebecca McMenamin, IBB Director of New Media; Shesha Pancholi, IBB Digital Products Manager; Michael Marchetti, RFE/RL Senior Vice President of Finance/CFO; John Lindburg, RFE/RL General Counsel & Secretary; John Giambalvo, RFE/RL Deputy CFO; Bernadette Burns, RFA General Counsel; Richard Smith, RFA Budget Director; Anne Noble, MBN General Counsel; Kelley Sullivan, MBN Vice President for Administration/Treasurer; William Clancy, MBN CFO; Irvin Rubenstein, OCB Director of Administration; Andrew Krog, BBG Assistant General Counsel (FOIA/Ethics/PA); and Lynne Weil, Senior Advisor 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

Attachments:

1. Agenda for July 14, 2011 Meeting
2. Minutes of June 3, 2011 Meeting

## Minutes of July 14, 2011 Meeting

ATTACHMENT 1

### BROADCASTING BOARD OF GOVERNORS July 2011 Meeting Agenda

**Thursday, July 14**

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**4 - 5:00 Broadcasting Board of Governors' Meeting**

#### **I. Open Session**

Chairman's Remarks

- A. Adoption of Minutes of June 3, 2011 Meeting
- B. Governors' Trip Reports
  - Africa Strategy Trip
  - Deutsche Welle Visit in Prague and Visit to BBC in London Trip
  - Azerbaijan Trip
- C. Strategy & Budget Committee Report
- D. Governance Committee Report
- E. IBB Director's Report
- F. OCB Director's Report
- G. VOA Director's Report
- H. RFE/RL President's Report
- I. RFA President's Report
- J. MBN President's Report
- K. Other Items for Consideration at Next Board Meeting

**5:00 Meeting Adjourned**

## Minutes of July 14, 2011 Meeting

ATTACHMENT 2

From: Broadcasting Board of Governors  
Date: June 3, 2011  
Subject: **Minutes of the BBG Meeting of June 3, 2011**

The Broadcasting Board of Governors (BBG) met today in Washington, D.C. The meeting was open to the public and streamed on the BBG website. The Governors invited members of the public to attend the meeting in person and also to send in questions for the Governors via email.

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  
Under Secretary Judith McHale

Governor S. Enders Wimbush 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 meeting was being held in compliance with the Government in the Sunshine Act. He acknowledged the historic developments that have occurred throughout the world during the past year and praised the excellent journalism that United States international broadcasting entities have been produced. The Chairman expressed the Board's continuing dedication to the Agency's mission.

The Chairman announced that the Board would respond to questions from the public after the conclusion of the business portion of the meeting.

Chairman Isaacson summarized highlights of a meeting that the Governors held with Secretary of State Hillary Clinton on June 2, 2011. Chairman Isaacson said that the Secretary shares the priorities of the Board of Governors and recognizes the importance of the BBG role and activities.

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The Chairman invited Under Secretary McHale to share her thoughts about the meeting with the Secretary of State and the State Department's cooperation with the Board. Under Secretary McHale announced that this was her last meeting representing the Secretary on the Board as her last day in office will be July 1, 2011. She said that the Board had a productive meeting with the Secretary and that close cooperation between the State Department and the BBG, including all the entities, is essential for both agencies in order to meet the U.S. foreign policy goals and enhance national security. Working together effectively and efficiently is more important than ever. Chairman Isaacson proposed a resolution honoring Under Secretary McHale, which the Governors adopted unanimously.

Governor Mulhaupt (who also serves as chair of Radio Free Europe/Radio Liberty (RFE/RL)) reported that the RFE/RL Board of Directors recently elected Steven W. Korn, who was present in the room, as RFE/RL's new president and Chief Executive Officer. He briefly described Mr. Korn's experience. At the Chairman's invitation, Mr. Korn expressed his excitement about his new role at RFE/RL and announced that he and Governor Mulhaupt would travel to RFE/RL headquarters in Prague shortly after the meeting in order to meet with the RFE/RL staff.

Governor Mulhaupt went on to discuss some of the key themes that the Governance Committee and the Board of Governors have pursued over the past year in order to improve the governance of the Agency.

First, the Board improved its own operations, including setting up a governance and committee structure to leverage the expertise of governors and the many experts in the United States international broadcasting community; Second, the Board sought to improve cooperation and collaboration among the elements of U.S. international broadcasting by clarifying its expectation that the elements of U.S. international broadcasting will cooperate and work towards the goals established by the Board in a spirit of collegiality, transparency, mutual respect and good communications with peers and colleagues. Finally, the Board made key decisions to clarify and streamline Agency management structure by enhancing the authority of the International Broadcasting Bureau (IBB) Director to implement the Board's strategic vision by providing day-to-day executive management of the BBG.

Governor Mulhaupt then presented the report of the Governance Committee from its meeting of June 2, 2011. The report includes a number of recommendations concerning the implementation of the Board's April 2011 decision to merge the IBB and BBG Board staffs and to establish the IBB Director as the head of the merged staff. The Board adopted the recommendations in the Governance Committee report, with a separate vote on the Governance Committee's recommendation on a proposed 2012 meeting schedule.

Governor Perino discussed some of the leadership and programming changes at both Persian News Network (PNN) and the Office of Cuba Broadcasting (OCB). She also described some of the Board's legislative priorities, including the repeal of the domestic dissemination prohibition in the Smith-Mundt Act. Governor Perino noted that Dick Lobo was nominated by the President to serve as Director of the International Broadcasting Bureau and recognized his important leadership on a number of fronts, including transmission, new media and human capital

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management. She stated that Mr. Ramin Asgard was selected to oversee PNN. Governor Perino commended PNN for the creation of “Parazit,” which has been getting robust press coverage. Governor Perino also recognized Carlos Garcia-Perez who was selected as the Director of the Office of Cuba Broadcasting (OCB). Finally, to improve communications as a Board with the Congress as well as the news media, Governor Perino announced the selection of Diane Zeleny as Director of Communications and External Affairs.

Governor McCue highlighted new media developments for U.S. international broadcasting. She stated that the Board will employ platforms within the BBG’s means based on the media habits of its audiences, market forces such as competition and level of sophistication, and of course, where transmission opportunities are available. She noted that the adoption of new media was uneven across all of the BBG’s target countries. To better understand that, the BBG has developed a new media index which is designed to assess the readiness of a given market to consume new media. Governor McCue noted that mobile technology and the Internet are going to be key complements to the BBG’s traditional radio and TV distribution efforts in order to more fully engage audiences around the world.

Chairman Isaacson presented a resolution to commend Danforth Austin for his service as Director of Voice of America (VOA). Following Mr. Austin’s remarks, the Chairman introduced Mr. Austin’s successor, David Ensor, who gave brief remarks via satellite from Kabul, Afghanistan. The Chairman then turned to Governor Perino to present the David Burke Distinguished Journalism Awards to the following broadcasters who demonstrated exceptional performance:

VOA Creole Service;  
Radio Marti - Jose L. Ramos;  
RFE/RL Belarus Service;  
Radio Free Asia (RFA) Cantonese Service; and  
Middle East Broadcasting Networks (MBN) - Alhurra correspondents Tarek El Shamy, Akram Khuzam, Muslim Kandil, and Nayef Mashakba.

Governor Lynton described some of the international media trends, including the proliferation of television throughout the world. He noted that the Internet and mobile technology are the newest and fastest-growing form of media. In almost any market now, channels are broadcasting majority of their shows with indigenous content that are locally produced or local-language production.

Governor Meehan reported on the work of the Strategy and Budget Committee, including its year-long strategy review. He stated that both he and Governor Wimbush share their enthusiasm for the types of ideas that have come forward from the various language services in the BBG-sponsored broadcasters.

On behalf of RFA, Governor Meehan read a statement on the case of Ershidin Israil, a Uyghur journalist who has worked for RFA. Mr. Israil was recently extradited to China. The Board would urge the United Nations High Commissioner for Refugees to reassert its mandate and

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extend Mr. Israil refugee status. Governor Meehan pointed out that it was important for the Board put a spotlight on this case because BBG journalists put their lives on the line to support the Agency's mission.

Before taking questions from the audience, the Board adopted the draft minutes of the April 14, 2011 Board meeting in the briefing book.

There being no other business, the Chairman then announced the conclusion of the open meeting.

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

1. Adoption of April 14, 2011 Minutes. Governor Mulhaupt made a motion for the adoption of the minutes of the April 14, 2011 meeting set forth in Attachment 2. Governor Ashe seconded. The Board unanimously adopted the minutes of April 14, 2011 meeting.
2. Adoption of Governance Committee Recommendations. Governor Mulhaupt moved to adopt the Governance Committee meeting held on June 2, 2011. Chairman Isaacson seconded. The Board unanimously adopted the recommendations in the June 2, 2011 Governance Committee Report (set forth in Attachment 3), including a recommendation for the approval of a framework for a new organizational design for the International Broadcasting Bureau (IBB) which would incorporate the functions of a merged IBB-BBG staff (as directed by the Board at its April 2011 meeting).
3. Proposed 2012 Meeting Dates. Governor Mulhaupt moved to adopt the proposed meeting dates for 2012 as set forth in Attachment 4. Governor McCue seconded. The Board unanimously adopted the proposed meeting dates for 2012.
4. Adoption of Resolution for Under Secretary Judith McHale. Governor Ashe moved to adopt the resolution for Under Secretary Judith McHale, extending its appreciation for her role as an active member of the Board representing the Secretary of State as set forth in Attachment 5. Governor Meehan seconded. The Board unanimously adopted the resolution.
5. Adoption of Resolution for Danforth Austin. Chairman Isaacson moved to adopt the resolution for Danforth Austin, recognizing his distinguished service as Director of the Voice of America (VOA) from October 2006 to June 2011, and as Acting Deputy Director of the International Broadcasting Bureau (IBB) from August 2007 to September 2010 as set forth in Attachment 6. Governor Perino seconded. The Board unanimously adopted the resolution.
6. Presentation of David Burke Distinguished Journalism Awards. On behalf of the Board, Governor Perino presented the David Burke Distinguished Journalism Awards, granting an award to the following broadcasters who demonstrated exceptional performance: VOA Creole Service; Radio Marti - Jose L. Ramos; RFE/RL Belarus Service; RFA

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Cantonese Service; and MBN - Alhurra correspondents Tarek El Shamy, Akram Khuzam, Muslim Khandil, and Nayef Mashakba. The awards were based on a notation vote dated May 13, 2011.

### Other Attendees:

The following persons were also present during all or part of the meeting: BBG Executive Director Jeffrey Trimble, BBG Deputy General Counsel and Board Secretary Paul Kollmer-Dorsey, Chief Financial Officer Maryjean Buhler, Director of the Office of Strategic Planning & Performance Measurement Bruce Sherman, Special Projects Officer Oanh Tran, Congressional Coordinator Susan Andross, Director of Public Affairs Letitia King, Research Manager Leah Ermarth, Senior Strategist Paul Marszalek, and Presidential Management Fellow Emily Tyler; Michael Marchetti, Acting CEO and Chief Financial Officer 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); and Lynne Weil, Senior Advisor 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

### Attachments:

1. Agenda for June 3, 2011 Meeting
2. Minutes of April 14, 2011 Meeting
3. Governance Committee Report from June 2, 2011 Meeting
4. Proposed 2012 BBG Meeting Dates
5. Resolution for Under Secretary Judith McHale
6. Resolution for Danforth Austin