



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.

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

Minutes of June 3, 2011 Meeting

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 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.

Minutes of June 3, 2011 Meeting

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 extend Mr. Israil refugee status. Governor Meehan pointed out that it was important for the

Minutes of June 3, 2011 Meeting

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 report of 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 Cantonese Service; and MBN - Alhurra correspondents Tarek El Shamy, Akram

Minutes of June 3, 2011 Meeting

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:

Walter Isaacson
Chairman

Witnessed:

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

Minutes of June 3, 2011 Meeting

ATTACHMENT 1

BROADCASTING BOARD OF GOVERNORS June 2011 Meeting Agenda

Friday, June 3

9 - 11:00 Broadcasting Board of Governors' Meeting

I. Open Meeting

Opening – Chairman Isaacson

The Ways State and BBG are Working Together

- Adoption of Resolution Honoring Under Secretary Judith McHale

Innovations in Board Operations and Governance

New Leadership and New Programming Approaches

New Media Developments for U.S. International Broadcasting

Honoring VOA Director Danforth Austin

- Adoption of Resolution Honoring Danforth Austin
- Welcome VOA Director-Designate David Ensor (via video link from Kabul)

Presentation of David Burke Distinguished Journalism Awards

Broad Trends of Media Market Shifts

Status of Board's Strategic Review

Adoption of Minutes of April 14, 2011 Meeting

Questions and Answers

Other Items for Consideration at Next Board Meeting

11:00 Meeting Adjourned

Minutes of June 3, 2011 Meeting

ATTACHMENT 2

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

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

The meeting was attended by the following Board members:

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

Under Secretary Judith McHale was not in attendance 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 stated that the open meeting was being held in compliance with the requirements of the Government in the Sunshine Act. He added that the Board tries to hold at least one meeting each year at the headquarters of each of the BBG-sponsored international broadcasting entities. This meeting of the Board was being held at Radio Free Asia (RFA) in Washington, D.C., and was being streamed live over the Internet on the BBG website – www.bbg.gov.

The Board thanked and applauded RFA President Libby Liu for the hospitality. The Chairman noted that the Board had an opportunity to meet with the RFA staff and to thank them for their excellent work.

The Chairman stated that the Board received a briefing that morning from Quintan Wiktorowicz, National Security Council (NSC) Senior Director for Global Engagement and Strategic

Minutes of June 3, 2011 Meeting

Communications and thanked the NSC for the continuing coordination between the NSC and BBG.

Chairman Isaacson, on behalf of the Board, expressed deep appreciation to Agency staffs for working hard to develop plans to deal with the challenges of a potential government shutdown.

The Chairman noted that the Board has devoted much time reviewing the structure and organization of U.S. international broadcasting through the work of the Governance Committee, chaired by Governor Mulhaupt, and the Strategy and Budget Committee, co-chaired by both Governors Wimbush and Meehan. The Board will be prepared to unfold a new strategic plan in the near future.

The Board voted to approve the minutes of the March 2011 Board meeting which had taken place at the Office of Cuba Broadcasting in Miami, FL.

The Board heard a brief report from Governor Lynton (via phone) on his recent visit to RFE/RL's headquarters in Prague, Czech Republic. Governor Lynton provided highlights of his visit, including discussions with senior staff on the RFE/RL President search, the Board's commitment to ensure that RFE/RL continues to provide quality broadcasts and journalism, and the impact of the dollar's decline in value. Chairman Isaacson explained that the currency fluctuation issue is very complicated as there is no consistent policy across the federal government for a funding source to deal with the issue. Acting CEO and Chief Financial Officer of Radio Free Europe/Radio Liberty (RFE/RL) Michael Marchetti expressed his appreciation for Governor Lynton's visit and the Board's commitment to assist RFE/RL. The Chairman commended Governor Mulhaupt for leading the methodical and highly professional search for a new RFE/RL President.

Governor Wimbush gave an update on the work of the Strategy and Budget Committee's year-long review of BBG strategy, which began in September 2010. The Committee held a formal meeting on April 13, 2011 to conduct the regional reviews of Eurasia, South Asia, and Central Asia. These reviews were divided into six regional groupings: South Asia, the Balkans, the Caucasus, Belarus/Moldova/Ukraine, Russia, and Central Asia with advance sessions held in late March and early April. He referred the Board to the Committee's reports for additional information. Each session consisted of a two-hour joint roundtable between RFE/RL and Voice of America (VOA) senior management, followed by a two-hour expert panel discussion. The Committee was briefed by International Broadcasting Bureau (IBB), VOA, and RFE/RL senior management on the media environment, current BBG programming, and proposed initiatives. The review allowed Committee members and entity senior management to clarify opportunities for substantial cooperation and coordination between VOA and RFE/RL in following areas: Sharing of stringer networks, common platforms and protocols for content sharing and management, sharing and rationalization of the distribution network, and optimizing the mix of languages used in programming in selected regions. Governor Wimbush noted that "strategic maps" for each of the six regions were produced as draft documents, showing the connection between U.S. foreign policy objectives and national interests in a particular region and the programming initiatives of BBG broadcasters, as well as suggested future implementation

Minutes of June 3, 2011 Meeting

strategies. Governor Wimbush concluded his report with details on the schedule May 2011 regional reviews including both China and East Asia and the Middle East.

The Board heard a Governance Committee report from Governor Mulhaupt, including a review of recommendations from its recent meeting held on April 13, 2011 in which issues dealing with the future organization of the BBG were covered. Governor Mulhaupt stated that the Committee had a productive discussion of the complicated issues associated with rationalizing and optimizing U.S. international broadcasting, and that these complex issues will require continued discussion and consideration by the Governance Committee. His report also covered some pending issues from the February 22 Governance Committee.

Governor Mulhaupt also provided recommendations for improving the Agency's management structure, including clarifying and enhancing the authorities of the IBB Director to act as the day-to-day executive of U.S. international broadcasting in overseeing implementation of the Board's strategic decisions. The Board approved the Committee's recommendations. Following the Board's vote, Governor Meehan stated that the measure would serve as an interim solution while the Board continues its year-long strategic review, during which it will continue to look into the overall management structure of the Agency. The Chairman agreed that this action would allow the Board to focus on the strategic plan while it continues to work on improvement in the operations of the Agency.

Governor Ashe proposed a resolution to the Board concerning the possible consolidation of BBG-sponsored offices and bureaus for cost savings and efficiency. Chairman Isaacson commented that this proposal could be part of the ongoing strategic review. There followed comments from a few Governors suggesting that this notion should be part of the broader strategic review and should not be a separate or additional undertaking by the staff. Governor Meehan suggested that the resolution could be amended to fit it within the context of the strategic review.

IBB Director Lobo reported that the Agency was about to receive \$10 million in FY 2011 for Internet circumvention activities. Chairman Isaacson commended the IBB Information Technology Director (Mr. Ken Berman) and acknowledged that the funding was due to Congress' recognition of IBB's expertise in Internet circumvention technology. Mr. Lobo also noted the IBB's efforts to overcome jamming of the BBG's satellite transmission signals into certain countries, such as Iran. Mr. Lobo announced that in March, VOA's main news website had over 19 million visits compared to seven (7) million visits last March. In conclusion, Mr. Lobo thanked all the staffs involved in the planning for possible government shutdown.

VOA Director Dan Austin updated the Board on the roll-out of the Citizen Global project, a tangible demonstration of the Board's commitment to the use of social media to engage with BBG audiences overseas. Governor McCue commended VOA staff for getting the project off the ground and stated that the project is an exciting opportunity to have stories told by women in the Congo so that other people in the world could hear and view. Governor Perino commented that the project is a cost effective way to try something new that may have a bigger impact and could be replicated in other places. The Board saw a demonstration of the project, explained by VOA Africa Division Director Gwendolyn Dillard.

Minutes of June 3, 2011 Meeting

RFA President Liu reported on RFA's special coverage of the Tibetan elections which included a week-long series of ten debates and town hall meetings with participation of 31 candidates for the prime minister and parliamentary for the Tibetan exile government. The Board then viewed a one-minute clip of the special coverage. In closing, Governor Meehan congratulated RFA staff for the recent Office of Inspector General's (OIG) report on the inspection of RFA which contains no formal recommendation. He commended the staff for the progress made from the previous OIG report and for all the work in making those improvements.

Middle East Broadcasting Networks President Brian Conniff played a brief video that summarizes Alhurra's coverage of the Arab democratic movement. Mr. Conniff commented that while Alhurra provides coverage of breaking news, its new challenge will be to respond with programming that is useful to the audience and facilitates or contributes to the democratic movement. Governor Wimbush thanked Mr. Conniff and his staff for making their stories/products available for use by other broadcasting networks such as VOA. Chairman Isaacson mentioned a recent visit at Alhurra where he participated in one of the interactive shows and was impressed with the show's integration of television, blogging, and new media.

Chairman Isaacson announced that the next meeting will be held at BBG headquarters in Washington in June at which time a meeting is scheduled with the Secretary of State who is an ex-officio member of the Board. In addition, the Board plans to structure its open meeting so as to permit public participation. He thanked RFA again for hosting the Board meeting.

The Chairman then announced the conclusion of the open meeting.

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

1. Adoption of March 11, 2011 Minutes. Governor Ashe made a motion for the adoption of the minutes of the March 11, 2011 meeting set forth in Attachment 2. Governor Mulhaupt seconded. The Board unanimously adopted the minutes of March 11, 2011 meeting.
2. Strategy and Budget Committee Recommendations. The Board heard a briefing from Governor Wimbush regarding the observations and recommendations of the Strategy and Budget Committee from its meeting held on April 13, 2011 for the regional reviews for South Asia; the Balkans; the Caucasus; Belarus/Moldova/Ukraine; Russia; and Central Asia. Governor Wimbush moved to approve the Committee's report as set forth in Attachment 3, Governor Meehan seconded, and the Board unanimously agreed to adopt the Committee's report of April 13, 2011.
3. Adoption of Governance Committee Recommendations. The Board heard a briefing from Governor Mulhaupt regarding the Governance Committee meetings held on February 22 and April 13, 2011. The Board adopted the following Governance Committee recommendations:

Minutes of June 3, 2011 Meeting

- a. Adoption of February 22, 2011 Committee Report. Governor Mulhaupt moved for the adoption of the February 22, 2011 Governance Committee Report as set forth in Attachment 3, noting that the Board has already adopted several of the Committee's recommendations at the Board's March 11, 2011 meeting. Governor Ashe seconded. The Board unanimously agreed the following recommendations from the February 22, 2011 Governance Committee Report:
 - i. Governance Committee Leadership. The plenary Board noted that Governor Ashe expressed a desire to resign as co-chair of the Governance Committee, but remain a Committee member. The plenary Board recognizes Governor Mulhaupt as the chair of the Governance Committee and confirms Governor Ashe's continued membership.
 - ii. Grantee Fundraising. The BBG staff is directed to prepare proposed guidelines for permissible forms of grantee fund-raising, for further consideration by the Governance Committee. The guidelines should incorporate advice provided by the BBG General Counsel in a memorandum describing the law and policy pertaining to grantee fund-raising. The advice concludes that BBG grantees are not prohibited from fund-raising *per se*, although grantees are prohibited from using any federal funds to finance their fundraising efforts. However, fundraising might be directed to specific purposes, such as travel, training, or special events.
 - iii. Harmonization of Grantee By-Laws. The chief legal officer of each BBG-sponsored grantee should seek to harmonize the grantees' respective by-laws in order to eliminate any substantive differences across the organizations.
 - iv. Agency Gift Authority. The BBG staff is directed to propose a draft policy on acceptance of conditional and unconditional gifts by the BBG for further consideration by the Governance Committee. The policy should incorporate advice provided by the BBG General Counsel in a memorandum describing the law and policy of fund-raising by the federal agency. The advice states that BBG has authority to accept unconditional and conditional gifts, although it cautions that conditional gifts should not be accepted if the conditions are contrary to BBG's mission or authority. The policy should include a protocol for the acceptance of substantial gifts, including case-by-case review by the Governance Committee.
4. Enhancement of IBB Director's Authorities.
- a. At Governor Mulhaupt's recommendation, the Board noted that since July 2010, significant efforts have been made to define and clarify the management structure of United States international broadcasting (USIB) and that, while these efforts have arguably improved USIB, the Agency remains hampered because of the absence of a full-time executive charged with implementing the Board's strategic vision and managing USIB on a day-to-day basis.

Minutes of June 3, 2011 Meeting

- b. Governor Mulhaupt moved for the adoption of the following steps to improve the day-to-day management of the U.S. international broadcasting. Governor Wimbush seconded. The Board unanimously agreed to adopt the following:
 - i. The Board directs that the staffs of the International Broadcasting Bureau and the BBG staff should be merged. The IBB Director should be the head of the merged staff and all of the offices and functions within the BBG staff and the IBB should report to the IBB Director. The IBB Director should report back to the Board on a recommended staffing structure to implement this decision.
 - ii. The Board adopts the draft delegation of authority as set forth in Attachment 5 to clarify and enhance the role, functions and authority of the IBB Director that is consistent with these decisions. The Board notes that the delegation gives the IBB Director the authority to identify, evaluate and resolve strategic trade-offs and conflicts among the broadcasting entities, consistent with the broad strategic guidelines established by the Board and subject to the Board's continuing oversight.
 - iii. Governor Mulhaupt also moved to adopt the delegations of authority to the VOA and OCB Directors, which were submitted to the Governance Committee by BBG staff in order to implement the Board's March 2011 decisions. Governor Ashe seconded. The Board adopts the draft delegations of authority to the VOA and OCB Directors as set forth in Attachments 6 and 7, respectively, which were submitted to the Governance Committee by BBG staff in order to implement the Board's March 2011 decisions.
5. Adoption of Resolution for Consolidation of BBG Offices/Bureaus. The Board noted Governor Ashe's proposed resolution to the Board concerning the possible consolidation of BBG-sponsored offices and bureaus as set forth in Attachment 8. Governor Meehan moved to amend the resolution in the context of the ongoing strategic review by the Strategy and Budget Committee. Governor McCue seconded. The Board agreed to adopt the amended resolution so that the matters discussed in this resolution be directed to the IBB Directorate and Strategy and Budget Committee and considered as part of the Committee's ongoing strategic review.

Other Attendees:

The following persons were also present during all or part of the meeting: BBG Executive Director Jeffrey Trimble, BBG Acting 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, and Senior Strategist Paul Marszalek; 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); Steve Redisch, VOA Executive Editor; Gwendolyn Dillard, VOA Africa Division

Minutes of June 3, 2011 Meeting

Director; Sheila Gandji, VOA Senior Advisor; Steven Ferri, VOA International Broadcaster (Internet); Andre Mendes, IBB Director of Technology, Services, and Innovation; John Lindburg, RFE/RL General Counsel & Secretary; Dan Southerland, RFA Vice President of Programming/Executive Editor; and Lynne Weil, Senior Advisor to the Under Secretary for Public Diplomacy & Public Affairs.

Approved:

Walter Isaacson
Chairman

Witnessed:

Paul Kollmer-Dorsey
Secretary

Attachments:

1. Agenda for April 14, 2011 Meeting
2. Minutes of March 11, 2011 meeting
3. Strategy and Budget Committee Report from April 13, 2011 Meeting
4. Governance Committee Report from February 22, 2011 Meeting
5. Draft Delegation of Authority to the IBB Director
6. Draft Delegation of Authority to the VOA Director
7. Draft Delegation of Authority to the OCB Director
8. Resolution for Consolidation of BBG Offices/Bureaus (as amended)

Minutes of June 3, 2011 Meeting

ATTACHMENT 3

REPORT OF THE BBG GOVERNANCE COMMITTEE

June 2, 2011

7:30 AM – 9:15 AM EST

BBG Conference Room

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

Summary of Committee's Recommendations

This meeting of the Governance Committee took place on June 2, 2011 at BBG Headquarters. Governor Dennis Mulhaupt chaired the proceedings. Governors Ashe, Meehan, and McCue were also in attendance.

The Governors' deliberations were assisted by the following attendees: Richard Lobo (IBB Director), Jeffrey Trimble (BBG Executive Director), Paul Kollmer-Dorsey (Board Secretary and Deputy General Counsel), Maryjean Buhler (Chief Financial Officer), Marie Lennon (IBB Chief of Staff), and Jack Welch (IBB Senior Advisor).

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

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

Status of IBB/BBG Staff Merger

- That the plenary Board note the Board's decision at its April 2011 meeting to adopt the following steps to improve the day-to-day management of the U.S. international broadcasting. The Board directed:
 - That the staffs of the International Broadcasting Bureau and the BBG should be merged.
 - That the IBB Director should be the head of the merged staff and all of the offices and functions within the BBG staff and the IBB should report to the IBB Director.
 - That the IBB Director should report back to the Board on a recommended staffing structure to implement this decision.
- That the plenary Board note that it also adopted a draft delegation of authority to clarify and enhance the role, functions, and authority of the IBB Director. The delegation gives the IBB Director administrative and managerial authority over the Agency's federal components (IBB, VOA, and OCB) and authority to identify, evaluate, and resolve strategic trade-offs and conflicts among the broadcasting entities, consistent with the

Minutes of June 3, 2011 Meeting

broad strategic guidelines established by the Board and subject to the Board's continuing oversight.

- That the plenary Board note that the BBG staff submitted a required reprogramming notification describing the Board's decisions to merge the IBB and BBG staffs and establish the Office of Communications and External Relations to the relevant Congressional committees on May 18, 2011.
- That the plenary Board confirm that its intention in merging the BBG and IBB staffs with "all of the offices and functions within the BBG staff and the IBB" reporting to the IBB Director is that these offices and BBG staff members should become part of the IBB.

Discussion of IBB Proposed Staff Plan

- That the plenary Board note that, following its April 2011 meeting, the IBB Director established a working group called the "organizational design group" (ODG) composed of senior members of the IBB and BBG staffs for the purpose of proposing an appropriate structure of the IBB to incorporate the merged BBG functions. The ODG met four (4) times and developed a proposal for a revised IBB organizational structure.
- That the plenary Board approve the general framework of the reorganization of the IBB and BBG staffs, as recommended by the IBB Director. The proposal, based on the input of the ODG, is to structure the merged IBB/BBG staff functions by creating new consolidated staffs reporting to the IBB Director as described in greater detail in Attachment 2. The summary of the proposed staffs and their respective functions is as follows:
 - An IBB Deputy Director with substantial functions, including responsibility as primary day-to-day oversight and liaison official for the BBG grantees and supervisor of the staff supporting Board operations (as an interim measure).
 - A Board Operations Staff dedicated to providing support for the meetings of the Board and its committees, as well as for individual Governors.
 - A Management Policy and Secretariat Operations Staff with responsibility for the development and promulgation of Agency policies, operation and improvement of the BBG Secretariat, and coordinator of BBG responses to the Inspector General and other external inspections.
 - A Strategic Planning and Program & Operational Assessment Staff with responsibility to develop U.S. international broadcasting strategy and conduct and coordinate related research, consistent with the broad strategic guidelines established by the Board and subject to the Board's continuing oversight. The staff would also have responsibility to coordinate three (3) related functions that

Minutes of June 3, 2011 Meeting

have been conducted heretofore by separate offices: affiliate development, program review and management analysis, and development.

- A Communications and External Relations Staff with responsibility for developing and directing BBG-wide communications and external relations strategies, including Congressional relations and marketing and branding strategy.
- That the plenary Board approve the general organizational framework for the IBB recommended by the IBB Director as set forth in Attachment 3.
- That the plenary Board note that implementation of parts of the proposed organizational structure described above would require further notification to Congress.

Amendments to Board Documents arising from IBB/BBG Staff Merger

- That the plenary Board approve the proposed revisions (set forth in Attachment 4) to the following prior decisions of the Board to make them consistent with the Board's April 2011 decision to merge the IBB and BBG staffs:
 - General recommendations regarding "rules of the road"
 - Role of BBG Chair and BBG Staff
 - Board Operations and Structure
 - Interactions with Non-USIB Entities
- That the plenary Board approve the proposed revisions to the following Board policies and procedures to make them consistent with the Board's April 2011 decision to merge the IBB and BBG staffs:
 - IBB Director's delegation of authority (set forth in Attachment 5)
 - BBG By-laws (set forth in Attachment 6)
 - Governance Committee Terms of Reference (set forth in Attachment 7)
 - BBG Firewall Policy (set forth in Attachment 8)

Proposed 2012 Meeting Dates

That the Board adopt the proposed 2012 meeting dates set forth in Attachment 9.

Minutes of June 3, 2011 Meeting

ATTACHMENT 1

MEETING OF THE BBG GOVERNANCE COMMITTEE

June 2, 2011

7:30 AM – 9:15 AM EST

BBG Conference Room

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

AGENDA

Agenda Topic 1 Status of IBB/BBG Staff Merger

Agenda Topic 2 Discussion of Proposed IBB Organization Changes

Agenda Topic 3 Amendments to Board Documents Arising from IBB/BBG Staff Merger

- Amendments to Board Decisions
- Amendments to Board Policies and Procedures

Agenda Topic 4 Other Topics

- Governors' Travel
- 2012 Meeting Dates

Other Attendees Jeff Trimble, BBG Executive Director
Paul Kollmer-Dorsey, Deputy General Counsel and Board Secretary
Maryjean Buhler, Chief Financial Officer
Richard Lobo, IBB Director
Marie Lennon, IBB Chief of Staff
Jack Welch, IBB Senior Advisor

Minutes of June 3, 2011 Meeting

ATTACHMENT 2

DESCRIPTION OF DRAFT PROPOSAL FOR MERGED FUNCTIONS

Objectives: Provide unified, full time leadership of BBG operations with clear lines of authority and reporting relationships, increase strategic focus and planning, streamline governance, centralize control over management policies of Federal elements, enhance assessment of organizational performance in achieving Board objectives, and facilitate collaboration among USIB entities.

The merged IBB/BBG staff functions that are proposed to be included in the IBB going forward include the following:

1. IBB Deputy Director

Functions:

- Assist IBB Director in providing oversight of grantees and acting as primary management liaison to grantees.
- Coordinate support for Board operations (during interim period).
- Pursue Global News Network.

2. Board Operations Staff

Functions:

- Support the operations and meetings of the Board and its committees, working closely with the Secretary to the Board, including: planning for and formulation of schedules, agendas, background materials, follow through on Board taskings, preparation of decision documents for the Board and other issuances.
- Serve as Board's liaison with IBB Director, networks and other staff, agencies and organizations.
- Provide general administrative support for the Board, including domestic and international travel, procurement and related files and records.

3. Management Policy and Secretariat Operations Staff

Functions:

- Coordinate development, updating, clearance, and approval of Agency policies and their codification within the Broadcast Administrative Manual (BAM).
- Create professional, respected Secretariat with the authority to manage official BBG correspondence and reporting requirements, and establish and maintain Board and Agency records in accordance with federal records management laws.
- Coordinate BBG responses to inspections, reviews, and audits of any BBG element, including grantees, by the Office of Inspector General (OIG) and Government Accountability Office (GAO).

Minutes of June 3, 2011 Meeting

- Draft and review speeches, talking points, and papers for the IBB Director and Board members.

4. Strategic Planning and Program & Organizational Assessment Staff

Functions:

- Develop USIB strategy.
- Conduct and coordinate USIB research.
- Promote and oversee innovations in broadcasting.
- Conduct program placement activities, including maintenance of affiliate relations.
- Conduct program reviews of broadcasting activities throughout USIB.
- Review grantee compliance with grant agreements.
- Assess organizational performance in achieving BBG objectives and communicate results.
- Assess management practices.
- Provide input into PAR and organizational performance components of individual performance appraisals.
- Seek and develop sources of outside funding to support BBG objectives.

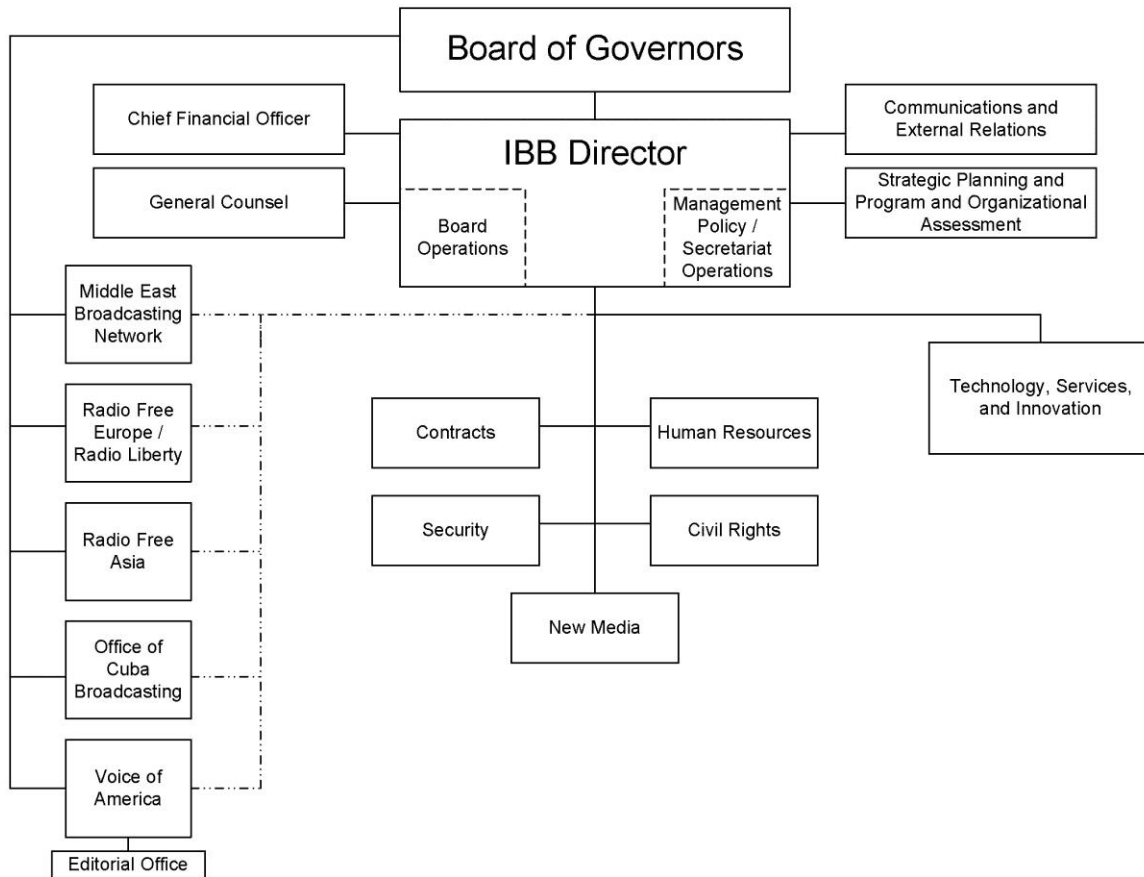
5. Communications and External Relations Staff

Functions:

- Develop and direct BBG's communications and external relations strategies and activities.
- Coordinate BBG-wide communication and outreach activities.
- Oversee and coordinate the BBG's Congressional relations.
- Oversee BBG-wide marketing and branding strategy.

Minutes of June 3, 2011 Meeting

ATTACHMENT 3



Minutes of June 3, 2011 Meeting

ATTACHMENT 4

BOARD DECISIONS AFFECTED BY IBB/BBG MERGER

In light of the April 14, 2011 Board decision to merge the IBB and BBG staffs, the following Board decisions have been revised to reflect the structural changes intended to improve the day-to-day management of U.S. international broadcasting and to clarify the authority of the IBB Director and the role of the merged IBB staff.

General Recommendations regarding “Rules of the Road”

September 17, 2010 Record of Decisions

- 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 International Broadcasting Bureau (IBB), Voice of America (VOA), and Office of Cuba Broadcasting (OCB) and (iii) 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, and implemented by the International Broadcasting Bureau, 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).
 - The Board will rely on the International Broadcasting Bureau to assist the Board in carrying out the Board’s responsibilities for decisions and oversight of U.S. international broadcasting. The Board will delegate authority to the Director of the International Broadcasting Bureau (IBB Director) to oversee the day-to-day management of the federal agency and to identify, evaluate, and resolve strategic trade-offs and conflicts among the broadcasting entities, consistent with the Board’s strategic guidelines and subject to the Board’s continued oversight. The Board will require the federal and non-federal elements of USIB to cooperate with and assist the IBB Director in fulfilling these duties.

Minutes of June 3, 2011 Meeting

- 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, federal and non-federal elements of USIB to faithfully implement and operationalize the Board’s decisions, including revised management structures intended to improve the overall efficiency of U.S. international broadcasting, and to cooperate fully with the Committees, the IBB Director, and other senior BBG officials or reporting mechanisms on which the Board relies to inform its deliberations and decision-making.

Role of BBG Chair and BBG Staff

September 17, 2010 Record of Decisions

- *Committee Mandate – Element 6* Role and duties of the International Broadcasting Bureau, including the role and duties of, and delegation of authority to, the IBB Director vis-à-vis the Board and the federal and non-federal, programming elements of USIB.
 - Committee Recommendations –
 - The role of the International Broadcasting Bureau in relation to the Board and the federal and non-federal, programming elements of USIB is as follows:
 - The Director of International Broadcasting Bureau 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 U.S. international broadcasting. The International Broadcasting Bureau will provide the Board with technical, professional, and administrative support as well as strategic guidance and oversight of Agency programs.
 - The Board delegates authority to the Director of the International Broadcasting Bureau (IBB Director) to oversee the day-to-day management of the federal agency and to identify, evaluate, and resolve strategic trade-offs and conflicts among the broadcasting entities, consistent with the Board’s strategic guidelines and subject to the Board’s continued oversight. Pursuant to the Board’s broad delegation of authority, the IBB Director will be responsible for the primary functions of the International Broadcasting Bureau, which include (i) the management of the global distribution network for U.S. international broadcasting, (ii) oversight and implementation of Board decisions, and (iii) Agency administration. The International Broadcasting Bureau will also serve 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 role of the International Broadcasting Bureau herein, or any delegation of authority to the IBB Director hereinafter, adopted by the Board, is

Minutes of June 3, 2011 Meeting

intended to restrict or in any way limit the Board's authority to exercise any of the authorities so described or delegated).

- As stated in the Committee's general recommendations, the International Broadcasting Bureau and the federal and non-federal, programming 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.
- 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 Director of International Broadcasting Bureau is to:
 - assist and monitor, and oversee implementation of the Board's decisions and compliance with relevant statutory mandates by the elements of USIB, including its non-federal grantees;
 - 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
 - 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 Communications and Outreach Committee and to such of its recommendations as the Board may adopt).
- The Board should review the performance of the IBB Director annually, based on a formal evaluation and input from the BBG Chair and the Governance Committee. The IBB Director should review and evaluate on an annual basis the performance of other senior BBG officers.

Board Operations and Structure

September 17, 2010 Record of Decisions

- *Committee Mandate – Element 2* Rules and procedures for Board operations, including documentation of Board decisions and voting.
 - Committee Recommendations –
 - Meeting Agendas. The IBB Director should propose agenda items and topics for plenary Board meetings to the Chair based on discussions with individual Governors and entity heads. Individual Governors may include specific agenda items and topics. In principle, Board meeting agendas should be focused

Minutes of June 3, 2011 Meeting

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 IBB 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.

Interactions with Non-USIB Entities

March 11, 2011 Record of Decisions

- **Agreements and Relationships with Other International Broadcasting Entities and Governments**
 - That the plenary Board designate the IBB Director as the principal point of contact and the chief representative of the BBG in relationships with other international broadcasting entities and governments. The IBB Director may delegate this authority to other members of the federal agency, including, but not limited to, the VOA or OCB Director, to provide representation at various conferences and events. Noting, however, that the VOA or OCB Director's representational authority is not intended to curtail the IBB Director's authority to conduct discussions regarding commercial relationships necessary to distribute BBG programming globally.

Minutes of June 3, 2011 Meeting

ATTACHMENT 5

DELEGATION OF AUTHORITY TO THE DIRECTOR OF THE INTERNATIONAL BROADCASTING BUREAU

Pursuant to the authority vested in us as the Board of Governors of the Broadcasting Board of Governors (“the Board”) under the United States International Broadcasting Act of 1994, as amended (22 U.S.C. §6201, et seq.) (the “International Broadcasting Act”), and any and all statutes incorporated therein by reference, including certain titles of the United States Information and Educational Exchange Act of 1948, the Foreign Affairs Consolidation Act of 1998 (Public Law 105-277), the Board hereby delegates the following functions to the Director of the International Broadcasting Bureau (IBB):

Section 1. Delegation of Functions

- 1) To operate as an extension of the Board to assist the Board in carrying out the Board’s responsibilities for decisions and oversight for United States international broadcasting and provide the Board with technical, professional, and administrative support as well as strategic guidance and oversight of selected agency programs.
- 2) With respect to non-delegable authorities reserved by §6204(b) of the International Broadcasting Act to the Board, (i) to assist and monitor, and to oversee implementation of the Board’s decisions and compliance with relevant statutory mandates by the elements of United States international broadcasting (i.e., the International Broadcasting Bureau, the Voice of America, the Office of Cuba Broadcasting and, as permitted by law, the grantees of the Broadcasting Board of Governors); (ii) to gather and coordinate the reporting and analysis of information from the elements of United States international broadcasting 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 (iii) to represent the Board to the U.S. Congress, other Federal agencies, the press and relevant third parties.
- 3) To carry out all nonmilitary international broadcasting activities supported by the United States Government other than those that are (i) described in §§6207 and 6208 of the International Broadcasting Act; (ii) expressly reserved to Board of Governors, the Secretary of State or any other person or entity under the provisions of such Act; or (iii) expressly delegated to some person or office other than the IBB Director pursuant to a decision of the Board of Governors. This function includes the authority to identify, evaluate and resolve strategic trade-offs and conflicts among the broadcasting entities, consistent with the broad strategic guidelines established by the Board and subject to the Board’s continuing oversight.
- 4) To provide for the general administrative management of the federal agency known as the Broadcasting Board of Governors, including without limitation, by exercising any

Minutes of June 3, 2011 Meeting

authority provided for in the International Broadcasting Act, except those non-delegable authorities reserved by §6204(b) of such Act to the Board.

- 5) To chair the IBB Coordinating Committee as described in §6206(c) of the United States International Broadcasting Act.
- 6) To appoint members of a professional staff for such positions as the IBB Director may determine are necessary, and to manage, review and evaluate on an annual basis the performance of such staff members. The appointment of the chief financial officer and chief legal officer shall be subject to approval by the Board.
- 7) To serve as the principal day-to-day liaison for the Board with other U.S. government agencies, foreign governments, and private-sector organizations.

Section 2. General Provisions

- 1) Notwithstanding any other provision of this order, the Governors may at any time exercise any function or authority delegated or reserved by this delegation of authority, acting pursuant to §6203(f) of the International Broadcasting Act. Functions herein delegated are subject to the continuing oversight and supervision of the Board.
- 2) The Director of the International Broadcasting Bureau will provide oversight and direction to the Director of the Voice of America, the Director of the Office of Cuba Broadcasting, and other employees of the federal agency with respect to all functions specifically delegated by the Board in Section 1, including the oversight and implementation of Board decisions, the management of a global distribution network for U.S. nonmilitary international broadcasting activities and general administrative management functions ,including, without limitation, financial, legal, communications, strategic planning, policy formulation and implementation, management analysis, human resource, equal employment opportunity, procurement, security, information technology, new media, administrative, graphics, research, , training, marketing, and program evaluation services.
- 3) Notwithstanding the above, the VOA and OCB Directors shall report directly to the Board solely with respect to their respective editorial decisions. As required by the BBG Firewall Policy, the Board, the IBB Director, and all other U.S. government officials, shall respect the professional independence and journalistic integrity of the broadcasters. The International Broadcasting Act, as amended, authorizes the Board to monitor and evaluate the professional integrity of United States international broadcasting and to continually ensure that broadcasts comply with the highest standards of broadcast journalism, including accurate and objective news reporting.
- 4) Functions delegated by this delegation of authority may be redelegated, to the extent consistent with law.

Minutes of June 3, 2011 Meeting

- 5) Any reference in this delegation of authority to any act, order, determination, delegation of authority, regulation, or procedure shall be deemed to be a reference to such act, order, determination, delegation of authority, regulation, or procedure as amended from time to time.
- 6) This delegation shall be published in the Federal Register.
- 7) This Delegation Order supersedes all prior delegations of authority to the Director of the International Broadcasting Bureau.

Minutes of June 3, 2011 Meeting

ATTACHMENT 6

BROADCASTING BOARD OF GOVERNORS By-Laws of the Broadcasting Board of Governors October 2010

Section 1. Promulgation

1.01 STATUTE

These By-Laws have been adopted by the Broadcasting Board of Governors to govern the conduct of the Broadcasting Board of Governors business pursuant to the United States International Broadcasting Act of 1994, as amended (22 U.S.C. §6201, et seq.), which act as so amended is hereinafter referred to as the "Statute." These By-Laws are in all respects subject to the provisions of the Statute and shall be interpreted accordingly.

1.02 AMENDMENT

These By-Laws may be amended at any meeting of the Broadcasting Board of Governors by a majority vote of the Governors present (upon a quorum of five (5) Governors being present), provided that the proposed amendments have been mailed to each member of the Broadcasting Board of Governors not later than twenty-one (21) days prior to such meeting.

Section 2. Board of Governors

2.01 POWERS AND COMPOSITION

The governing body of United States government-sponsored international broadcasting is the Broadcasting Board of Governors, as specified in the Statute. The Board shall consist of nine (9) members. Exclusive of the Secretary of State, not more than four (4) of the members of the Board appointed by the President shall be of the same political party. (22 U.S.C. §6203(b)). The Board is solely empowered and responsible for setting the tone and direction of United States international broadcasting strategy and for exercising the non-delegable authorities of the Agency as set forth in the Statute.

2.02 AUTHORITIES

The Board shall have the authorities specified in 22 U.S.C. §6204(a)(1)-(18) for the purpose of carrying out its responsibilities for United States international broadcasting.

2.03 APPOINTMENT

Members of the Broadcasting Board of Governors are appointed in the manner specified by the Statute. In addition to the Secretary of State, eight (8) voting members are appointed by the President, by and with the advice and consent of the Senate. The President shall appoint one member (other than the Secretary of State) as the Chair of the Board, subject to the advice and consent of the Senate.

Minutes of June 3, 2011 Meeting

2.04 TERM OF OFFICE

Governors shall serve such terms, and vacancies on the Broadcasting Board of Governors shall be filled, as specified in the Statute. The term of office of each member of the Board shall be three (3) years, except that the Secretary of State shall remain a member of the Board during his or her term of service. The President shall appoint, by and with the advice and consent of the Senate, Board members to fill vacancies occurring prior to the expiration of a term, in which case the members so appointed shall serve for the remainder of such term. Any member whose term has expired may serve until a successor has been appointed and qualified. When there is no Secretary of State, the Acting Secretary of State shall serve as a member of the Board until the Secretary of State is appointed. (22 U.S.C. §6203(c)).

2.05 SELECTION OF BOARD

Members of the Board appointed by the President shall be citizens of the United States who are not regular full-time employees of the United States Government. Such members shall be selected by the President from among Americans distinguished in the fields of mass communications, print, broadcast media, or foreign affairs. (22 U.S.C. §6203(d)).

2.06 DECISIONS

Decisions of the Board shall be made by majority vote, a quorum being present. (22 U.S.C. §6203(f)).

2.07 QUORUM

At any meeting of the Board of Governors, five (5) members constitute a quorum (22 U.S.C. §6203(f)), but in the absence of a quorum a lesser number may adjourn the meeting.

2.08 MEETINGS

The Board of Governors shall hold regular and special meetings at such times and places as the Board of Governors may from time to time determine.

In its regular meetings, as head of the federal agency, the Board will endeavor to focus on issues of strategic concern for United States international broadcasting. The Board will 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.

2.09 SPECIAL MEETINGS

A special meeting of the Board of Governors may be called on request of any four (4) members of the Board of Governors or the Chair on not less than forty-eight (48) hours written notice.

Minutes of June 3, 2011 Meeting

2.10 NOTICE OF MEETINGS

Notice of regular meetings of the Broadcasting Board of Governors for the following calendar year shall be given in writing to each Governor by November of the current year. Notices of special meetings shall be given to each Governor at least ten (10) days prior to such meetings, except in urgent circumstances.

2.11 AGENDAS

Where practicable, agendas for regular meetings shall be developed beginning thirty (30) days prior to each meeting and distributed electronically to each Governor at least fourteen (14) days prior to each meeting. The Director of the International Broadcasting Bureau (IBB Director) shall propose agenda items for plenary Board meetings to the Chair based on discussions with individual Governors. Individual Governors may designate specific agenda topics and/or resolutions.

2.12 MINUTES

A record of decisions of the Board of Governors shall be made available to all members of the Board of Governors as soon as practicable after each meeting. The record of decisions shall include a written summary describing the topics discussed at the meeting and the decisions adopted by the Board and the voting Governors with respect thereto. In addition, any closed session of the Board should be recorded in accordance with the requirements of the Government in the Sunshine Act.

2.13 MOTIONS AND VOTING

All motions must be seconded and adopted by a majority vote. With respect to any other motion or voting procedure on which the Board cannot agree, the Board will refer to Robert's Rules of Order for resolution.

2.14 NOTATION VOTING

When requested by any Governor, any action required or permitted to be taken at a meeting of the Broadcasting Board of Governors may be taken without a meeting if all Governors are notified in writing of the action for which a decision is requested to be taken and five (5) or more Governors vote to approve the action by responding affirmatively to an electronic ballot distributed to each Governor. The ballot shall set forth the proposed action(s) and provide an opportunity to specify approval or disapproval of each proposed action and a reasonable time within which to return the ballot to the IBB Director, or the Director's designee. Each Governor who wishes to vote must indicate approval or disapproval and return it to the IBB Director within the time specified. Any member of the Board may terminate the balloting and require that the matter be scheduled for a Board meeting, by so indicating on the ballot. The Governors' approval or disapproval of any action by this method shall have the same force and effect as a vote by the Board of Governors at a formal meeting of the Board. All ballots returned to the IBB Director shall be filed with the records of the proceedings of the Board of Governors maintained by the IBB Director.

Minutes of June 3, 2011 Meeting

2.15 EMERGENCY MEETINGS

Upon the occurrence of urgent circumstances, when requested by the Chair, any four (4) Governors may convene an emergency meeting of the Board of Governors upon twenty-four (24) hours notice, including notice by telephonic or electronic communication. The emergency meeting may be conducted in person, telephonically, or by such other means as may be determined by the Chair or a majority of the Board

2.16 METHOD OF COMMUNICATION FOR ACTION WITHOUT A MEETING

Any and all communications to and from Governors seeking or taking action by the Governors without a meeting may be made by hand delivery, by deposit in U.S. mail, by express mail, by electronic facsimile, by electronic mail, or by such other means as may be determined by the Board.

2.17 COMMITTEES

In addition to committees described in the By-Laws, the Board may form additional committees. Board committees have no authority to make decisions on behalf of the Broadcasting Board of Governors unless the Board delegates specific authority to them. Committees will have written terms of reference, report on their deliberations to the plenary Board, and formulate recommendations for consideration and decision by the plenary Board.

Section 3. Officers

3.01 CHAIR OF THE BOARD

The Chair of the Broadcasting Board of Governors is appointed by the President as Chair of the Board, subject to the advice and consent of the Senate. (22 U.S.C. §6203(b)(2)).

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

- Call and preside at all meetings of the Board. The Chair has from time to time requested another Governor to preside at a Board meeting when the Chair has not been able to attend the meeting in person.
- With approval of the Board, appoint standing or ad hoc committees of the Board and chairpersons thereof in consultation with the committees established by the Board. The Chair will serve as an ex officio member of all committees unless decided otherwise.
- Subject to the authority of the plenary Board, direct the work of the International Broadcasting Bureau, through the IBB Director.
- In consultation with the Governance Committee, evaluate the performance of the IBB Director, and review the IBB Director's performance evaluations of senior BBG officers. For his evaluation of the IBB Director, the Chair, after consulting the Governance Committee, shall share and seek approval of the full Board. (Board member or committee Chair requests for specific staff support are

Minutes of June 3, 2011 Meeting

channeled through the IBB 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 as determined by the Chair.
- 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 Chair may call a special, telephonic/video meeting of the Board at any time between regularly scheduled meetings upon forty-eight (48) hours notice (except in cases of extreme and unforeseeable urgency).
- Delegate authority to the IBB Director on certain matters not requiring formal action of the Board. (The IBB 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 Chair may designate from time to time. These authorities are redelegable.)
- Approve the Board's meeting agenda as proposed by the IBB Director.
- Authorize any Governor or senior BBG officer to perform a function vested in or delegated to the Chair, to the extent permitted by law.
- Execute on behalf of the Board all instruments in writing which have been authorized by the Board. The IBB Director, or the Director's designee, may assist the Chair in this regard by affixing his signature electronically to routine documents and others that he or she has requested or approved.

3.02 DIRECTOR OF THE INTERNATIONAL BROADCASTING BUREAU

The Director of the International Broadcasting Bureau (IBB Director) shall be appointed by the President, by and with the advice and consent of the Senate. (22 U.S.C. 6206(b)). The International Broadcasting Bureau, under the supervision of the IBB Director, 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 U.S. international broadcasting. The International Broadcasting Bureau will provide the Board with technical, professional, and administrative support as well as strategic guidance and oversight of Agency programs. The IBB Director shall manage the IBB and has the role and authorities described in Section 8 of these by-laws. The IBB Director's performance in implementing these delegable authorities from the Board should be reviewed on an annual basis.

The IBB Director shall select a Chief Financial Officer and a General Counsel, subject to approval of the Board, to perform duties consistent with those described herein. The staff of the International Broadcasting Bureau shall perform their duties under the IBB

Minutes of June 3, 2011 Meeting

Director's general direction. The IBB Director should review and evaluate on an annual basis the performance of other senior BBG officers, based on input from the Board and other appropriate sources.

3.03 SECRETARY OF THE BOARD

The General Counsel shall serve as the Secretary of the Broadcasting Board of Governors. The Secretary of the Board shall provide for and maintain the Agency's official records, including the proceedings of the Board of Governors and committees.

3.04 CHIEF FINANCIAL OFFICER

The Chief Financial Officer shall have charge of all funds of the BBG, keep the books of account, and designate depositories for funds of the BBG. The Chief Financial Officer shall assist the Board of Governors and its Committees in the exercise of their fiscal responsibilities. The Chief Financial Officer or his or her designee shall attend all meetings of the Board of Governors and relevant Board committees and shall have the right and obligation to bring directly to the Board or its committees any information on financial or compliance matters that he or she reasonably determines should be brought to their attention.

3.05 GENERAL COUNSEL

The General Counsel shall advise the Board of Governors on such legal matters as may be referred to the General Counsel by the Board of Governors or its committees. The General Counsel or his or her designee shall attend meetings of the Board of Governors and its committees and shall have the obligation to bring directly to the Board or its committees any information on legal or compliance matters that are within the purview of the Board of Governors by statute, bylaw, or as may be directed by the Board of Governors, and shall have the right to bring directly to the Board or its committees any such information that he or she reasonably determines should be brought to their attention.

3.06 ACTING OFFICERS

For the purpose of these By-Laws, any reference to a particular person or position is also intended to apply to any person functioning in an "acting" capacity in such position.

Section 4. Governance Committee

4.01 POWERS

The Governance Committee shall be a standing committee responsible for oversight of the governance policies and practices of the Board of Governors and for making recommendations to the Board to improve governance policies and practices that will enable Board deliberations to be orderly and focused on discharging the non-delegable Board authorities set out in the Statute. The Governance Committee will act in compliance with the written Terms of Reference adopted by the plenary Board.

Minutes of June 3, 2011 Meeting

4.02 COMPOSITION

The Governance Committee will be composed of three (3) Governors, or such other number as may be determined by the Board, selected by the plenary Board. A Committee Chair will be selected by the Chair and appointed by the Board.

4.03 MEETINGS

The Chair of the Governance Committee should establish a meeting schedule and select meeting venues.

4.04 RULES

The Governance Committee shall have power to adopt rules for the conduct of its business in respect to all matters not provided for in the By-Laws, by rules adopted by the Board of Governors, and by the Governance Committee Terms of Reference.

Section 5. Strategy and Budget Committee

5.01 POWERS

The Strategy and Budget Committee shall be a standing committee of the Board. It shall be responsible for making recommendations to the plenary Board regarding the development and articulation of BBG strategy for U.S. international broadcasting; rebalancing of language services; assessment and coordination of the use of technology and distribution platforms by the elements of U.S. international broadcastings; and implementation and improvement of the Language Service Review process. The Strategy and Budget Committee shall also be responsible for assisting the Board in providing direction to the Chief Financial Officer to develop budget proposals and advice and recommendations concerning implementation of the BBG budget that are consistent with the Board's strategic vision and operations oversight of U.S. international broadcasting. The Strategy and Budget Committee will act in compliance with the written Terms of Reference adopted by the plenary Board.

5.02 COMPOSITION

The Strategy and Budget Committee will be composed of three (3) Governors, or such other number as may be determined by the Board, selected by the plenary Board. A Committee Chair will be selected by the Chair and appointed by the Board.

5.03 MEETINGS

The Chair of the Strategy and Budget Committee should establish a meeting schedule and select meeting venues. In consultation with the Chief Financial Officer, the Committee Chair shall convene appropriate meetings to address material budget issues and critical requirements.

5.04 RULES

The Strategy and Budget Committee shall have power to adopt rules for the conduct of its business in respect to all matters not provided for in the By-Laws, by rules adopted by the Board of Governors, and by the Strategy and Budget Committee Terms of Reference.

Minutes of June 3, 2011 Meeting

Section 6. Communications and Outreach Committee

6.01 POWERS

The Communications and Outreach Committee shall be a standing committee responsible for developing recommendations and proposals to the plenary Board concerning the development of a model for coordinating the Agency's and grantee's public affairs and the development of a strategy for coordinating the Agency and grantee's Congressional affairs efforts, taking into account regulatory and other requirements of the legislative branch as distinct from other forms of outreach.

6.02 COMPOSITION

The Communications and Outreach Committee will be composed of three (3) Governors, or such other number as may be determined by the Board. A Committee Chair will be selected by the Chair and appointed by the Board.

6.03 MEETINGS

The Chair of the Communications and Outreach Committee should establish a meeting schedule and select meeting venues.

6.04 RULES

The Communications and Outreach Committee shall have power to adopt rules for the conduct of its business in respect to all matters not provided for in the By-Laws, by rules adopted by the Board of Governors, and by the Communications and Outreach Committee Terms of Reference.

Section 7. Administration

7.01 BUDGET

The Chief Financial Officer shall prepare and recommend an annual budget for consideration by the Board of Governors for the necessary expenses of the Broadcasting Board of Governors. With the approval of the Board of Governors, the Chief Financial Officer shall submit the Agency's request for appropriations to the Office of Management and Budget for incorporation in the budget of the United States. The Chief Financial Officer shall provide all supporting data required for Congressional review of the BBG's budget. When the annual appropriation act has been approved, the Board of Governors shall review the BBG's budget with the Chief Financial Officer and authorize the Chief Financial Officer to expend appropriated and non-appropriated funds in accordance with the approved budget. The Chief Financial Officer may authorize any necessary reprogramming within any limitation established by the Board of Governors or the Congress and may recommend to the Board of Governors any necessary amendment of the BBG's budget.

Minutes of June 3, 2011 Meeting

Section 8. International Broadcasting Bureau

8.01 POWERS

The International Broadcasting Bureau was established to carry out all nonmilitary international broadcasting activities supported by the United States Government other than those described in 22 U.S.C. 6207, 6208. (22 U.S.C. 6206(a)). As an element of United States international broadcasting, the IBB is subordinate to the Board.

8.02 ROLE OF THE INTERNATIONAL BROADCASTING BUREAU

The International Broadcasting Bureau, under the supervision of the IBB Director, 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 U.S. international broadcasting. The International Broadcasting Bureau will provide the Board with technical, professional, and administrative support as well as strategic guidance and oversight of Agency programs.

The Board will delegate authority to the IBB Director to oversee the day-to-day management of the federal agency and to identify, evaluate, and resolve strategic trade-offs and conflicts among the broadcasting entities, consistent with the Board's strategic guidelines and subject to the Board's continued oversight. Pursuant to the Board's broad delegation of authority, the IBB Director will be responsible for the primary functions of the International Broadcasting Bureau, which include (i) the management of the global distribution network for U.S. international broadcasting, (ii) oversight and implementation of Board decisions, and (iii) Agency administration. The International Broadcasting Bureau will also serve 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 role of the International Broadcasting Bureau herein, or any delegation of authority to the IBB Director 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).

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 Director of the International Broadcasting Bureau is to: (i) assist and monitor, and oversee implementation of the Board's decisions and compliance with relevant statutory mandates by the elements of USIB; (ii) 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 (iii) 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 Communications and Outreach Committee and to such of its recommendations as the Board may adopt).

Minutes of June 3, 2011 Meeting

8.03 IBB COORDINATING COMMITTEE

The International Broadcasting Bureau Director shall organize and chair a coordinating committee in accordance with the Statute to examine and make recommendations to the Board on long-term strategies for the future of international broadcasting. The coordinating committee shall include representatives of Radio Free Europe/Radio Liberty, Radio Free Asia, the Middle East Broadcasting Networks and the Broadcasting Board of Governors, and, as appropriate, the Office of Cuba Broadcasting and the Voice of America. The Coordinating Committee shall meet on a quarterly basis to address operation strategies arising from the implementation activities of the elements of United States international broadcasting. The IBB Coordinating Committee will make recommendations to the Strategy and Budget Committee of the Board or, as directed, to the plenary Board.

Minutes of June 3, 2011 Meeting

ATTACHMENT 7

BBG GOVERNANCE COMMITTEE Proposed Revisions - 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 U.S. 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 Director of the International Broadcasting Bureau and approved by Committee members. The support team should consider input from 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. Amendments to the Governance Committee Terms of Reference may be proposed by Committee members or the Secretary of the BBG Board. Amendments may be approved at any meeting of the Committee members.

Minutes of June 3, 2011 Meeting

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,
 - d. mechanisms for Board evaluation of BBG senior leadership , 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 International Broadcasting Bureau, including the role and duties of, and delegation of authority to, the IBB Director, vis-à-vis the Board and the federal and nonfederal, programming 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 International Broadcasting Bureau, and other USIB elements.

Minutes of June 3, 2011 Meeting

8. 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.
9. Management of performance reviews, salary, and awards for the VOA, OCB, and IBB directors and recommendations for the same for RFE/RL, RFA, and MBN.
10. Management of the IBB Director and oversight of the IBB Director's management of the International Broadcasting Bureau.
11. Oversight of the overall structure and use of human capital within BBG-funded United States international broadcasting, including, without limitation, issues of staff morale and management structures.
12. Oversight of the federal agency's authority to accept gifts from outside sources.
13. Other matters assigned to the Committee by the plenary Board or the Chair.

Minutes of June 3, 2011 Meeting

ATTACHMENT 8

BBG FIREWALL POLICY

The United States International Broadcasting Act of 1994 (as amended) contains safeguards to preserve the journalistic independence and integrity of BBG programming. The Act expressly obligates the Secretary of State, the Board of Governors, and the Inspector General to respect the professional independence and journalistic integrity of the broadcasters. In addition, the Act authorizes the Board to monitor and evaluate the professional integrity of United States international broadcasting and to ensure that broadcasts comply with the highest standards of broadcast journalism, including accurate and objective news reporting.

The firewall policy of the Broadcasting Board of Governors incorporates the Act's safeguards and addresses both external and internal threats to BBG's journalistic independence or credibility. The scope of the BBG firewall policy is not limited to the activities of the federal agency, but extends to the activities of BBG-funded grantees.

The following protocol shall be followed when addressing a possible firewall violation.

1) Identifying a firewall violation:

A firewall violation arises when any U.S. government official—including individual Governors, the IBB Director, the Secretary of State or the Inspector General—attempts to influence the content or editorial choices of one of the broadcasting entities in a manner that is not consistent with the highest standards of professional broadcast journalism or takes any other action that may tend to undermine the journalistic credibility or independence of the BBG or its broadcasters.

2) Reporting a possible violation:

- a. BBG-sponsored journalists who experience a firewall violation should not attempt to mediate the situation themselves. Journalists should immediately notify his or her supervisor and entity senior management.
- b. When entity senior management receives notification of a possible firewall violation, management should immediately notify the Board of Governors through the IBB Director, or, if the IBB Director is alleged to be the source of the violation, through the Chairman of the Board, or, in the event there is no Chairman, the presiding Governor or Governors.
- c. The Board may be notified by sending a message with relevant details to BBGfirewall@bbg.gov. The supervisor may also contact the IBB Director directly via the IBB Director's Office at 202.203.4515.

Minutes of June 3, 2011 Meeting

3) Addressing a firewall violation:

Upon learning of a possible firewall violation, the BBG Chair or the Chair's designee, the IBB Director, and entity senior management should immediately convene telephonically, or if possible, at BBG headquarters in Washington, D.C., to determine if a firewall violation has or is continuing to occur and to determine the necessary action to remedy the violation.

Minutes of June 3, 2011 Meeting

ATTACHMENT 4

PROPOSED 2012 BOARD MEETING SCHEDULE

<u>MONTH</u>	<u>DATES</u>	<u>LOCATION</u>
January	12 (Thursday) 13 (Friday)	BBG Headquarters Washington, D.C.
March	8 (Thursday) 9 (Friday)	OCB Miami, FL
April	19 (Thursday) 20 (Friday)	RFA Washington, D.C.
June	7 (Thursday) 8 (Friday)	RFE/RL Prague
July	12 (Thursday) 13 (Friday)	BBG Headquarters Washington, D.C.
September	13 (Thursday) 14 (Friday)	BBG Headquarters Washington, D.C.
November	8 (Thursday) 9 (Friday)	BBG Headquarters Washington, D.C.
December	13 (Thursday) 14 (Friday)	BBG Headquarters Washington, D.C.

Minutes of June 3, 2011 Meeting

ATTACHMENT 5

RESOLUTION HONORING JUDITH MCHALE June 3, 2011

WHEREAS, Judith McHale has announced her plans to conclude her service as Under Secretary of State for Public Diplomacy and Public Affairs;

WHEREAS, Judith McHale has ably represented Secretary of State Hillary Rodham Clinton on the Broadcasting Board of Governors since 2009;

WHEREAS, Judith McHale drew on her experience in management of broadcasting networks to provide the Board valuable ideas, insight and perspective;

WHEREAS, Judith McHale understands the critical role of U.S. international broadcasting in the context of U.S. foreign policy and has supported its editorial independence; and

WHEREAS, Judith McHale has been faithful in her attendance and active in her participation on the Board, and she will be missed by her colleagues and BBG staff for her insightful contributions.

NOW, THEREFORE, be it resolved that the Broadcasting Board of Governors extends its appreciation to Judith McHale for her role as an active member of the Board representing the Secretary of State, and wishes her the very best in her future endeavors.

Walter Isaacson
Chairman

Victor Ashe
Member

Michael Lynton
Member

Susan McCue
Member

Michael Meehan
Member

Dennis Mulhaupt
Member

Dana Perino
Member

S. Enders Wimbush
Member

Minutes of June 3, 2011 Meeting

ATTACHMENT 6

RESOLUTION FOR DANFORTH AUSTIN June 3, 2011

WHEREAS, Danforth Austin has served 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;

WHEREAS, Danforth Austin has worked tirelessly to make VOA a dynamic, world-class international multimedia broadcaster, providing reliable and authoritative news and information to an estimated weekly audience of 123 million in 44 languages;

WHEREAS, Danforth Austin has championed VOA's core principles of professional independence and journalistic integrity;

WHEREAS, Danforth Austin has led VOA and IBB in responding to extraordinary challenges that included changing broadcast priorities, swift expansion of broadcasts during periods of crisis, changing media consumption habits, rapid evolution of broadcast technologies, and repression of free media by many countries;

WHEREAS, Danforth Austin, in his pursuit to stay competitive in the 21st century, has shown great vision and innovation in developing new VOA programming strategies that focus on using the most effective media platforms for each region;

WHEREAS, Danforth Austin has been unwavering in his commitment to extend VOA's reach through new media, including social media, establishing the IBB Office of New Media and markedly improving VOA's 49 websites and diversifying digital delivery platforms;

WHEREAS, Danforth Austin increased VOA's reach via television to important audience areas, including Iran, Afghanistan, Pakistan, Indonesia and Tibet, and expanded radio broadcasts to Somalia, Zimbabwe, Kenya, Burma, North Korea, Venezuela, Haiti, Georgia, and elsewhere;

WHEREAS, Danforth Austin oversaw critical reorganizations of VOA's Central News, English and South Asia Divisions, the Persian News Network, the Russian Service, and IBB's Office of Technology, Services and Innovation;

WHEREAS, Danforth Austin has enhanced leadership, improved communications with VOA and IBB employees, increased training and recognition of extraordinary performance, and addressed numerous employee concerns; and

WHEREAS, Danforth Austin has initiated plans and policies for meaningful collaboration within the U.S. international broadcasting networks and with foreign counterparts BBC World Service, Deutsche Welle, Radio Netherlands, and Audiovisuel Extérieur de la France.

Minutes of June 3, 2011 Meeting

NOW, THEREFORE, be it resolved that the Broadcasting Board of Governors hereby expresses its great appreciation and gratitude for Danforth W. Austin's exemplary performance and invaluable contributions in the furtherance of the mission of U.S. international broadcasting.

Walter Isaacson
Chairman
Broadcasting Board of Governors

DATE: