



RESOLUTION TO CREATE AN INTERIM AGENCY MANAGEMENT STRUCTURE December 18, 2013

WHEREAS, at its October 23, 2013 meeting, the Broadcasting Board of Governors (BBG) created a Special Committee on the Creation of a Chief Executive Officer (CEO) for United States international broadcasting (USIB) (the “CEO Committee”) and is in the process of selecting a search firm to identify potential candidates for the position of CEO of USIB;

WHEREAS, Richard Lobo announced his resignation as Director of the International Broadcasting Bureau (IBB), effective November 30, 2013; and

WHEREAS, the Board of Governors wishes to establish an interim management structure to manage the IBB and the day-to-day operations of the Agency until such time as a CEO of USIB has been selected (such period being referred to hereinafter as “the interim period”).

NOW, THEREFORE, BE IT RESOLVED that the Broadcasting Board of Governors decides as follows:

1. Interim Management Structure. The Board hereby establishes the interim management structure described in this resolution, which shall become effective on the later of January 6, 2014 or the date on which all legally required notification periods shall have expired.
2. Establishment of a Board’s Management Liaison. Governor Matthew Armstrong is hereby appointed as the Board’s Management Liaison. The Management Liaison shall receive reports and provide informal guidance to the Director of Global Operations, the Director of Global Strategy and the Director of Global Communications, who are identified herein. The Board’s Management Liaison role is intended to be advisory in nature. Except as otherwise provided herein, the Board’s Management Liaison is not authorized to make operational decisions with respect to the federal agency or the BBG-sponsored grantees or to exercise any non-delegable authorities of the Board.
3. Redelegation of IBB Director’s Authorities. The Board hereby appoints the following management officers and re-delegates to each such officer, respectively, during the interim period the authorities given to the IBB Director pursuant to the Board’s June 2011 decision (set forth in Attachment 1) as described below to the fullest extent permitted under applicable law and regulation.
 - a. Appointment of Director of Global Operations. Mr. Andre Mendes will serve as Director of Global Operations with authority to manage, supervise and direct the following IBB personnel and offices: IBB Chief of Staff and her current scope of authority (the Office of Human Resources, the Office of Contracts, the Office of Security, the Office of Civil Rights), and the Office of Technology, Services and Innovation (TSI) (for which a new Acting Director shall be named during the interim

- period). The General Counsel and Chief Financial Officer and their respective offices shall report to the Director of Global Operations, subject to the provisions of the Board's By-Laws. The Director of Global Operations will also serve as program administrator for the grants made to the BBG-sponsored grantees.
- b. Appointment of Director of Global Strategy. Mr. Robert Bole will serve as Director of Global Strategy with authority to manage, supervise and direct the following IBB offices and personnel: The Office of Digital Design and Innovation (ODDI) (for which a new Acting Director shall be named during the interim period), the Office of Strategy and Development, the Office of Performance Review, and the Office of Policy.
 - c. Appointment of Director of Global Communications. Ms. Suzie Carroll will continue to serve as BBG Executive Director and shall also serve as Director of Global Communications with authority to supervise and direct the Office of Communications and External Affairs.
 - d. Extent of Delegation of Authority. It is the intent of the Board that, during the interim period, all of the authority given by the existing delegation to the IBB Director shall hereby be re-delegated to, and exercised by, the Director of Global Operations, Director of Global Strategy and Director of Global Communications to the fullest extent permitted under applicable law and regulation. The Director of Global Operations, Director of Global Strategy and Director of Global Communications shall provide, in their respective areas, 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 to the IBB Director in Section 1 of the IBB Director's Delegation of Authority, including the oversight and implementation of Board decisions, management of a global distribution network for U.S. non-military international broadcasting activities and general administrative management functions, including, without limitation, communications, strategic planning, policy formulation and implementation, management analysis, human resource, equal employment opportunity, procurement, security, information technology, broadcast operations, new media, administrative, graphics, research, training, marketing, and program evaluation services.
 - e. Decision-making. It is the intention of the Board that the Director of Global Operations, Director of Global Strategy and Director of Global Communications shall confer on a regular basis and make decisions by consensus and that, in the event of the failure to reach consensus, that the Board's Management Liaison shall have discretion to make a final decision.
4. General Provisions. The Board directs the IBB Deputy Director forthwith to do the following in order to allow this resolution to go into effect within the time-frames contemplated herein:

- a. Submit any required reprogramming notifications to the Agency's Congressional oversight committees.
- b. Undertake such personnel actions as may be necessary to implement this resolution, consistent with applicable law and regulation.
- c. Undertake any such other action that may be required by applicable law or regulation in order to give effect to the Board's intention.

ATTACHMENT 1

DELEGATION OF AUTHORITY TO THE DIRECTOR OF THE INTERNATIONAL BROADCASTING BUREAU (adopted June 2011)

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 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.
- 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.