



USAGM 2019 INITIATIVES

These initiatives will guide the implementation of USAGM’s 2018-2022 Strategic Plan and further its mission “to inform, engage, and connect people around the world in support of freedom and democracy.”

- **Leading through Technology, Data, and Engagement**
 - *Leader in Artificial Intelligence (AI) and Machine Learning:* USAGM is poised to integrate a variety of machine learning and artificial intelligence (AI) tools into its operations and research to streamline processes, provide enhanced analysis and services, and improve the speed and quality of our journalistic outputs. Other priorities include establishing AI-driven fact-checking efforts and an innovation hub for sharing and learning best practices across the Agency.
 - *Interagency Engagement and Leadership:* In 2019, USAGM will leverage its robust interagency relationships, and establish new ones, to enhance the Agency’s role as a global leader in getting accurate, objective, professional, and independent news and information into hard-to-reach markets. This engagement includes expanded public outreach to help explain the Agency’s contributions to U.S. foreign policy and its global accomplishments.
 - *Integrated Data Analysis:* To leverage survey and digital data for real-time decision-making, the Agency will pioneer field-leading techniques to fully integrate and model data from a variety of sources. This integrated approach will allow for detailed, real-time analysis of each of the markets in which USAGM networks operate. To support this effort, the Agency has launched a monthly Research and Analytics Working Group to convene thought leaders and experts from across the interagency to share best practices and tackle collective challenges.
 - *Impact+:* Building on USAGM’s successful Impact Model and emerging data analysis tools, the Agency will codify a new Impact+ model to better reflect its ability to measure not just outputs, but also outcomes. The Impact+ model will focus on identifying additional attitudinal and behavioral goals that are measurable and mission-oriented.

- **Collaborating on Exceptional Content and Distribution**
 - *Internet Freedom:* The Agency will explore options for improving the organization of its internet freedom programs in order to maximize the agility and effectiveness of investments to combat digital censorship.
 - *Global Mandarin-Language Network:* VOA and RFA will team up to establish a new digital-first network that produces Mandarin-language content for audiences around the world, including China and the Chinese diaspora in Africa, Asia, and elsewhere.
 - *Global English-Language Network:* The Agency will capitalize on the growing number of its stories and content available in English to repackage and share this content with English-speaking audiences (and those interested in learning English) in key markets around the world. This effort will utilize an “on-demand” model of news dissemination, further modernizing USAGM’s approach to placing content where audiences can most easily access it.

- *Collaborative, Digital-First Turkish-Language Project:* To address the growing hostility towards free press in Turkey, VOA will work with international partners such as the BBC and Deutsche Welle to support a joint content stream for digital distribution on popular social and messaging platforms among Turkish speakers.
- *Editorial Consistency and Program Quality Assurance:* USAGM will codify best practices for editorial decision-making and procedures and systematic program review for all five networks to ensure the content produced across USAGM networks is exceptional and adheres to the highest standards of journalism, its Congressional mandate, and the USAGM mission.
- **Investing in a State-of-the-Art Media Enterprise**
 - *Workforce Enhancement:* USAGM’s best asset is its people. To ensure the Agency can effectively attract and retain high-caliber professionals, USAGM is moving quickly towards converting its government contractor workforce to Personal Services Agreement employees. USAGM also providing professional development and training opportunities for all staff and looking to develop additional leadership training programs.
 - *Modernization 2.0 – New Facility Focus:* In 2019, the top priority is working with our interagency partners and Congress to build consensus on the urgent need to move the Agency’s headquarters to a modern media facility in order to remain competitive and reduce overall costs. Other key priorities include building a robust brand around the Agency’s new name and re-structuring in some areas to ensure that staffing and resources are aligned to support key initiatives.
 - *IT Infrastructure Transformation:* To facilitate seamless collaboration between USAGM’s five networks, the Agency will continue its rapid push toward unified Information Technology (IT) and content-related platforms to enhance content sharing and co-creation among the networks.

USAGM 2018-2022 Strategic Plan											
	Impact Objectives							Agility Objectives			
USAGM 2019 Initiatives	1 – Produce and curate journalism and other content of exceptional value that informs and engages audiences and expands the media marketplace	2 – Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric	3 – Overcome censorship to connect audiences in closed societies	4 – Optimize program delivery by market and expand engagement on digital platforms	5 – Serve as an authoritative source of information on U.S. news, policy, and society	6 – Serve as a surrogate news operation, delivering information otherwise not available in local markets	7 – Engage local media and empower citizen information-gathering and exchange	1 – Run USAGM as a nimble, resilient, cost-effective, and state-of-the-art media enterprise	2 – Enhance strategic cooperation among the USAGM networks and with support elements	3 – Enable greater impact and accountability through rigorous assessment and evaluation	4 – Foster employee engagement, development, and productivity
Leading through Technology, Data, and Engagement											
Leader in Artificial Intelligence and Machine Learning		X		X				X	X	X	
Interagency Engagement and Leadership					X				X		
Integrated Data Analysis	X							X	X	X	
Impact+							X			X	
Collaborating on Exceptional Content and Distribution											
Internet Freedom			X				X		X		
Global Mandarin-Language Network	X	X	X	X	X	X			X		
Global English-Language Network	X	X		X	X		X				
Collaborative, Digital-First Turkish-Language Service	X	X	X	X	X	X		X			
Editorial Consistency and Program Quality Assurance	X									X	
Investing in a State-of-the-Art Media Enterprise											
Workforce Enhancement								X			X
Modernization 2.0 – New Facility Focus								X			X
IT Infrastructure Transformation	X			X				X	X	X	