

The BBG structure of governance and executive management is unlike that in other public or private organizations reviewed

Governance/Oversight and Management Roles

Comparable Organizations
<ul style="list-style-type: none">▶ Public & private organizations are sharpening between governance and management, with clearly articulated roles▶ Board concentrates on questions of corporate strategy, oversight, internal control processes▶ Single CEO and Executive Management team responsible for development and execution of strategy within framework established by Board▶ No other examples of "collective CEO" found▶ CEO/General Manager is hired/fired by Board

BBG / IBB / VOA
<ul style="list-style-type: none">▶ Board retains roles in both governance and in executive management▶ Confusing/overlapping roles and responsibilities for managers in relation to Board▶ Board develops initiatives and is directly involved with their implementation▶ No central executive manager for USIB; Board acts as "collective CEO"▶ Head of largest unit is Presidentially appointed/ Senate confirmed, loosening accountability to Board

Neither the BBG staff nor IBB is positioned as a corporate core, and neither IBB nor VOA is structured as a full business unit

Corporate Core and Business Units

Comparable Organizations

- ▶ Corporate core (CEO and top management staff) focus on strategy, corporate brand, financial oversight and control, and shareholder (or stakeholder) relations
- ▶ Level of involvement in business unit decisions varies
- ▶ Business units have authority to make decisions and execute strategy, control over key resources, and accountability for business performance

BBG / IBB / VOA

- ▶ Board develops vision, manages key initiatives, conducts relations with external stakeholders, authorizes hiring and promotions, approves contracts, supervises programming unit head (VOA Director)
- ▶ BBG staff focus on strategic planning and cross-unit language review, budget, financial operations, external reporting, special projects
- ▶ IBB executes decisions, manages HR process, marketing and transmission services for USIB
- ▶ VOA manages programming operations, develops proposals for new products

This section summarizes our recommendations for improvements to the BBG / IBB / VOA...

1. **Develop a multi-year “roadmap” to guide USIB components in implementing the Board’s strategic vision**
 - Establish performance goals that would indicate success in implementing the vision
 - Identify critical milestones for developing key capabilities needed for the new business model and the expanded multi-media emphasis
 - Set the priorities for service provision among various markets and audience segments
 - Use plan to develop greater support from Congress

2. **Separate operational management of USIB from the Board’s governance and oversight functions**
 - Establish a position of Executive Manager of the USIB, a non-political professional hired/fired by a Board super-majority, accountable for overall USIB performance in meeting goals set by the Board, managing the heads of USIB components and key staff functions
 - Board focus on developing a strategic roadmap, building support from key stakeholders, setting key goals and priorities, and monitoring performance