

CV of Jeffrey Nicholas Trimble

The Ohio State University (OSU), 2018-present

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International Communications

Disinformation in the Digital Age

Terrorism and the Media

U.S. Broadcasting Board of Governors (BBG), 2007-2018

NOTE: In August 2018 the Broadcasting Board of Governors (BBG) was renamed as the U.S. Agency for Global Media (USAGM): www.usagm.gov

The BBG (now USAGM) is a networked global media agency. It is an independent federal agency, supervising all U.S. government-supported, civilian international media. The BBG/USAGM mission is to inform, engage and connect people around the world in support of freedom and democracy. BBG/USAGM networks include the Voice of America, Radio Free Europe/Radio Liberty, the Middle East Broadcasting Networks (Alhurra TV and Radio Sawa), Radio Free Asia, and the Office of Cuba Broadcasting (Radio and TV Marti). Together, BBG/USAGM networks communicate each week with more than 345 million people across the globe.

BBG Deputy Director, 6/17-6/18

Served as deputy and key strategic advisor to the BBG CEO and Director. Helped manage the strategy and operations of all U.S. international media. Represented the BBG in U.S. government inter-agency activities and with other relevant stakeholders; worked with senior staff to craft and implement internal managements reports and to build support for the BBG's strategic priorities.

Deputy Director, U.S. International Broadcasting Bureau (IBB), 01/12-6/17

The IBB is responsible for BBG's strategic planning, transmissions and other content delivery, audience research, performance management, marketing, and other support services. As Deputy Director, assignments included:

- **Director of Policy and Research/Director, Office of Policy and Research (OPR) 12/15-6/17:** At the direction of the BBG's new CEO (a position created in September 2015), led the reorganization of IBB's "Global Strategy" offices to

more effectively support agency priorities and to reallocate assets away from IBB to the five BBG networks -- the content producers who are closest to the audiences that BBG serves. The reorganization eliminated three IBB offices (the Office of Strategy and Development, Office of Research and Assessment, and Office of Performance Review) and combined their functions into a streamlined, single Office of Policy and Research. The realignment also eliminated the IBB Office of Digital and Design Development (ODDI) and distributed its assets to the five networks to better support the BBG's aggressive shift to digital and mobile platforms.

Responsibilities:

Support the BBG's Intra and Inter Government Outreach

- Centralize and coordinate, at the direction of the CEO, BBG engagement with the U.S. government (USG), foreign governments, and international organizations. This includes:
 - Represent the BBG at USG inter-agency meetings, committees, and strategies in support of USG priorities, to ensure that BBG capabilities, expertise, actions, and impact are fully and accurately shared with other government entities/officials.
 - Strengthen USG and BBG understanding of international media environments, by exchanging the BBG's rich media research, market intelligence, and other expertise concerning the more than 100 countries where BBG media operate, for data and insights available in other USG agencies.
 - Enhance USG understanding of the BBG's mission, resources, and expertise by providing timely, focused updates on BBG activities, achievements, and impact to key USG officials.
 - Support BBG outreach to Congress and to external stakeholders, with research results, media market analysis, and succinct reporting on BBG media efforts.
 - Coordinate BBG non-journalism engagement with foreign governments and international organizations, including the DG7 (the group of other Western International Broadcasters, including the BBC and Deutsche Welle), CIBAR (the Conference of International Broadcasters' Audience Research Services), and other international media entities.

Coordinate Strategic Planning

- Coordinate, under the direction of the CEO and in close cooperation with CFO, the legislatively-mandated annual Language Service Review process and

strategic reviews that inform budget submissions and new programming efforts.

- Support preparation of BBG Budget submissions by providing research and analysis and assisting with internal strategic alignment, coordination, and proposal writing.
- Facilitate agency-level strategic planning, incorporating input from agency leadership, employees throughout the agency, and outside stakeholders, in accordance with federal requirements, including GPRA (the Government Performance and Results Act).

Support Research and Review

- Coordinate enhanced research and impact measurement – including digital/social media – across the BBG. This effort encompasses strategically prioritizing the annual research plan, commissioning of studies from the research plan, setting and maintaining common research standards across all BBG networks, and centralized unbiased reporting of research results.
- Support knowledge management by maintaining a centralized repository of research and strategic planning information known as the Smart Management and Audience Research Tool (SMART) – a one-stop source for detailed information about the activities of U.S. International Media in any country.

Coordinate Performance Assessment

- Coordinate and perform, at the direction of the CEO and CFO, performance planning, assessment, and reporting exercises, including the performance budget, the Performance and Accountability Report (PAR), and other processes mandated by legislation such as GPRA.
- Monitor, through spot checks as requested by the CEO, Board and BBG entities, program review and programming quality across the BBG. (The individual BBG networks are responsible for ongoing quality review of programming.)
- **Director of Performance Review (acting), 12/14-12/15.** Following the departure of the IBB Director, the Board established an Interim Management Team to manage the agency. Reporting to the Director of Global Strategy, spearheaded efforts to enhance inter-entity cooperation and collaboration in editorial content, with Iran and Russia and Russian-speaking populations as key areas of concentration. As Acting Director of Performance Review, managed a team of analysts charged with assessing language service progress toward reaching established annual strategic goals and performance targets.

- ***The BBG management structure was restructured in 2012 to merge the former BBG staff (see below) with the management staff of the International Broadcasting Bureau. 1/12-1/14:*** As the Agency's senior career civil service official, assisted the IBB Director (a Presidential appointee) in operating as an extension of the Board in carrying out the Board's responsibilities for decisions and oversight of all U.S. international broadcasting, and in carrying out responsibility for the BBG's overall operation and for implementing Board policy and directions.

Assisted the Director in providing technical, professional, and administrative support and strategic guidance and oversight of Agency programs, including day-to-day planning, coordination, and oversight of all elements of the BBG, including the International Broadcasting Bureau (IBB), [Voice of America \(VOA\)](#), [Radio Free Europe/Radio Liberty \(RFE/RL\)](#), the Office of Cuba Broadcasting (OCB), [Radio Free Asia \(RFA\)](#), and Middle East Broadcasting Networks (MBN); in directing and overseeing BBG's strategic planning, budget, research, and program assessment functions; in representing the Board and the Agency before the Congress, OMB and other Federal Departments and agencies; and serving as liaison between the Board and other international broadcasters and related associations, and non-governmental associations.

In addition to these duties, during 2013 served as Acting Co-CFO, with responsibility for budget matters for the BBG (overall budget about \$750 million).

BBG Executive Director, 04/08-01/12

Advised the Board on the development, implementation and oversight international broadcasting goals, strategies, initiatives, priorities, and budgets and on related program and policy issues. Managed the BBG staff (includes the Office of Strategic Planning and Performance Measurement, Office of the Chief Financial Officer, Office of Public Affairs, Office of the General Counsel, and Congressional Coordinator). The BBG staff provides the Board with technical, professional, and administrative support as well as strategic guidance and program oversight. Served as the principal liaison for the Board with the broadcast entities, other U.S. government agencies, foreign governments and officials, international broadcasting organizations and associations, and media and private-sector organizations.

BBG Director of Programming, 10/07-04/08

Managed the development of BBG-wide strategies, plans and objectives for coordinating, developing and improving the broadcast programs of the BBG's broadcast entities. Represented the Board in inter-agency activities and in work with foreign governments and officials and with media, private-sector, and NGO organizations.

Radio Free Europe/Radio Liberty, Inc., 1997-2007

Counselor to the President for Programs and Policy, 03/07-10/07

Similar duties to Director of Policy and Strategic Planning (description below).

Acting President, 11/05-03/07

Chief Executive Officer of the corporation, reporting to RFE/RL's Board of Directors. Served as RFE/RL's liaison with the Broadcasting Board of Governors (BBG), the Administration and federal agencies, Congress, and other entities on all relevant RFE/RL matters. Led RFE/RL, an international media organization with about 600 employees and an annual budget of about \$75 million, with overall responsibility for planning and directing all aspects of RFE/RL's policies, objectives and initiatives to ensure compliance with RFE/RL's mission. Was responsible for assuring that all programming was carried out in a manner consistent with the journalistic and operational guidelines established by the BBG. Established current and long-range goals, objectives, plans and policies, subject to approval by RFE/RL's Board of Directors. Planned business objectives, developed organizational policies, coordinated functions and operations between divisions and departments, and established responsibilities and procedures for attaining objectives. Reviewed operating results of the organization. Oversaw the relocation process of RFE/RL's headquarters to a new site in Prague, Czech Republic.

Director of Policy and Strategic Planning, 09/02-11/05

Reporting to the President, played a major role in working with the BBG, Voice of America (VOA), the International Broadcasting Bureau (IBB) and all other agencies of U.S. international broadcasting in planning the future of RFE/RL within the context of an overall U.S. broadcast strategy. Represented the President of RFE/RL as appropriate in this effort and in key out-reach efforts; worked with other RFE/RL executives in developing and implementing corporate strategy, and contributing to the company's business plans. Played a lead role in formulating, and participating in, strategic planning, policy design and implementation, and business systems evaluation including scenarios for growth, budget enhancements, addition of new broadcast regions, decentralization, closing of language services, expansion of on-line and television information products. Represented RFE/RL to foreign governments on issues of importance to RFE/RL, such as licensing and transmission matters. Worked closely with the Director of Broadcasting to develop and implement creative strategies to strengthen the effectiveness of RFE/RL's broadcast operations. Worked with RFE/RL's Chief Financial Officer, General Counsel and other officers of RFE/RL to help prepare and make written and other presentations on budget and other corporate issues to the BBG and other entities.

Director of Broadcasting, 06/98-09/02

Managed RFE/RL's Broadcast Division including the journalistic output and operations of RFE/RL's broadcast services and international bureaus. Was responsible for developing and implementing creative strategies and policies to strengthen the effectiveness of RFE/RL's broadcast operations, and for adapting broadcast programs and formats to succeed in evolving media environments. Maintained budget oversight and control for on-going divisional activities. Ensured that news output, information and feature programs were balanced, accurate and adhered to the highest journalism standards. Represented RFE/RL with other USG officials within U.S. international broadcasting and beyond.

Associate Director of Broadcasting, 05/97-06/98

Supported the Director of Broadcasting in managing the journalistic and operational affairs of RFE/RL broadcast services and Central News. Provided editorial guidance, planned and monitored operational budgets, and supervised Service Directors of assigned language services.

U.S. News & World Report Magazine, 1982-1997

Assistant Managing Editor for Management, 1996-1997

Managed special projects, served as liaison between the editorial team and business operations. Edited and wrote articles as directed.

Assistant Managing Editor/Foreign Editor, 1994-96

Responsible for all foreign coverage. Planned and assigned stories, oversaw world-wide editorial operations, edited and prepared stories for publication, wrote analyses and commentaries. Participated with other top editors in overall content planning for the weekly magazine.

Deputy Foreign Editor, 1992-94

Working with the Foreign Editor, planned and assigned stories, edited and prepared stories for publication, participated with other editors in overall content planning for the weekly magazine.

Moscow Bureau Chief, 1986-1991

Covered the entire Gorbachev period, including all major East-West summits (Geneva, Reykjavik, Washington, Moscow, Malta), and the collapse of Communism and dissolution

of the Soviet Union. Received an Overseas Press Club award for coverage of the Soviet Union.

Mediterranean Bureau Chief, Rome, Italy, 1983-86

Covered stories in more than 20 countries in the Mediterranean region, Middle East and Africa. Also reported on Vatican issues.

Diplomatic correspondent, 1983

Based in Washington, DC, covered the State Department, Pentagon, and other agencies on national security issues.

New York Correspondent, 1982-83

Covered the United Nations and regional news.

Education:

MA, Journalism, 1982, The Ohio State University
Included coursework in Slavic Languages and Literatures
(as a Teaching Assistant, taught lab Courses in the School of Journalism)

Graduate Coursework, 1979, 1980-81, The Pushkin Institute of Russian Language Studies, Moscow, USSR

BA with Honors, 1978 The Ohio State University

Fellowships:

Fellow, 1991-92, The Joan Shorenstein Center on the Press, Politics & Public Policy, John F. Kennedy School of Government, Harvard University (since renamed the Shorenstein Center on the Media, Politics & Public Policy)

Fellow, 1992, Harvard Russian Research Center (since renamed the Davis Center for Russian Studies)

Fellowship research: "Spreading the Word: The KGB's Image-Building Under Gorbachev," published 1997 and available [here](#).

Internships: *U.S. News & World Report Magazine* (1979, Washington DC, national security issues); *The Kansas City Star* (1978, general assignment reporter); *Paddock Publications/The Herald* (1977, Arlington Heights IL, general assignment reporter)

Foreign Languages: Russian (fluent); Italian (basic reading and listening comprehension).

