

Questions for Candidate for Executive Board

- 1) **Describe your past experiences serving in a volunteer leadership role (in APHA or another organization) in the areas of governance, fundraising, budget management, and policy development.**

My experience with governance, fundraising budget management and policy development is illustrated in my roles within APHA (e.g., Council of Affiliates, Executive Board, Committee on Bylaws) and with the Pennsylvania Affiliate.

Governance

I served on the leadership team of the Council of Affiliates (CoA) for seven years (four as Secretary and three as Chair-Elect, Chair, and Past-Chair). During my time on the leadership team, there were intentional decisions made around governance of the CoA to ensure that CoA was functioning in an effective and efficient manner; and engaging ARGCS in a way that kept them informed and engaged in APHA activity.

While serving in various roles on the CoA leadership team, I sought opportunities to work with volunteers and facilitate their participation. As Chair-elect, we further refined the CoA/ISC Candidate Forum by establishing moderators and timekeepers for each zoom room so that we could effectively use the limited time attendees had with each candidate. We wanted to ensure candidates were able to share their thoughts with the forum attendees, and that attendees were able to meaningfully engage with the candidates.

As CoA Secretary, I was responsible for soliciting award nominations from Affiliates celebrating accomplishments of Affiliates and their members. To facilitate the review process of the award nominations, I developed a straightforward rubric used by the volunteer reviewers to score the nominations. This simplified the review process and allowed us to maximize volunteers' time.

Acting upon feedback from Affiliate leaders, during my Chair year the CoA implemented twice annual all ARGCS meetings. These expanded CoA meetings provide opportunities for ARGCS stay engaged with APHA beyond the Annual Meeting and Mid-Year Meeting as well as to discuss important action items for Affiliates. Also, during that year, the CoA implemented the policy focused at-large position on the CoA. This role is designed to foster the CoA's continued role in the APHA policy development process, as well as to encourage collaborations between Affiliates and Sections in the policy process.

In 2022, during my year as Chair of the CoA, I served as an ex-officio member of the APHA Executive Board. During that year I served on two committees of the Executive Board, governance and strategic planning. As a member of the governance committee, I worked with members of the committee to review feedback from former Executive Board members to help inform improved functioning of the Executive Board, as well as reviewing and editing the Board Handbook. The functions of this committee were aimed toward continuous quality improvement as the Executive Board must function well in order to support the overall performance of the entire association. I feel very comfortable collecting and reviewing feedback and was able to provide suggestions to help with the overall operations the Executive Board. When I served on the strategic planning committee, the committee was gearing up to

hire a consultant to guide the association through the development of a new strategic plan. As part of that process, the committee developed a framework for the strategic plan and identified the key deliverables the consultant would be expected to deliver on. Ultimately this new plan, when rolled out, will guide the activity of the association over the next five years. Beyond APHA, I have been a part of strategic planning for the Pennsylvania Affiliate and worked closely with Jeanie Holt to prepare our Board for the strategic planning meetings. This helped our Board engage in fruitful and intentional strategic planning discussions which led to actionable items.

My experience on the APHA Committee on Bylaws (CoB) also speaks to my interest and aptitude for good governance. The CoB works to review and modify the Bylaws as necessary to support APHA as it continues to grow and evolve. During my four years on the CoB, we recognized that the process for submitting an amendment to the bylaws was not particularly clear to the membership. As such, I served on a sub-committee in which we drafted guidelines that clearly articulated the process for submitting a proposed change to the bylaws. The guidelines were accepted by the CoB and are available to all APHA members/units on the APHA website.

Budget Management

I have served as the treasurer of the Pennsylvania Public Health Association for two different terms. As an Affiliate with a modest budget, we frequently engage in discussions about revenue generation, evaluate partnerships that provide a good return on investment, and ensure we are good stewards of our membership's contributions. I have had the responsibility for reviewing the budget on a regular basis, as well as signing off on the audited financial statements and Form 990. I feel very comfortable reviewing financial statements and budgets. Additionally, this was a function I carried out as member of APHA's Executive Board in my ex-officio year. I believe it is important to review and understand the Association's budget with an eye toward the most impactful opportunities for improvement. As an Executive Board member, it is important to understand the budget line items which have the largest influence on the Association's bottom line. This requires effective communication between fiscal staff, the finance committee and the Executive Board at large.

Fundraising

Fundraising is an important component of all membership associations. Specifically, within the CoA, we solicit donations every year to cover the cost of the CoA Awards Reception, the popular and "unofficial" kickoff event for the Annual Meeting. The CoA asks all Affiliates to contribute to the reception, as well as individual members of the CoA. We have tried different models to make the event sustainable, including making it a ticketed event, and I have been a part of these various models. Last year, during my year as CoA Chair, we worked with a long time CoA member to develop an endowment to support what we are now proud to call the PHMC/CoA Awards Reception. Fundraising requires collaboration, trust and creativity.

As a member of APHA, I believe it is important to make individual monetary contributions to further support the mission of APHA. Annually, I make a contribution to APHA. Additionally, at the conclusion of my year as Chair of the CoA, I made donations to APHA in honor of each member of the CoA leadership team. Contributions by members, regardless of the size (but hopefully "stretch donations"), demonstrate the commitment of the membership to the Association. Additionally, through my past role as a senior program officer at PHMC and my current role associate director of assessment and accreditation at

Temple University, I have a great deal of experience with grant and report writing and am happy to support staff in this area as appropriate. I fully recognize the role of Executive Board in fundraising is important and take the role in this area very seriously.

Policy Development

Identifying an issue and taking steps to operationalize solutions is an area in which I thrive. I would enjoy taking on policy development in the context of the Executive Board. Collaboration and facilitation are important when dealing the variety of views that may be held by various members and units within APHA. Last year, leading up to the Annual Meeting, the Executive Board discussed and addressed a number of concerns associated with the Annual Meeting. These were important conversations with good dialogue among the Board members. I am comfortable being uncomfortable and engaging in difficult conversations that are necessary to support the continued growth and functioning of APHA.

The above examples – from my service within APHA and the Pennsylvania Public Health Association – discussed in each of the categories of Governance, Budget Management, Fundraising and Policy Development illustrate that I have the depth, breadth and highly relevant experience needed to serve on APHA's Executive Board. I believe my collective experiences will serve APHA, its members and constituencies well, and if I am elected, my goal is to support and strengthen APHA as it heads into another 150 years of improving the public's health.

- 2) **How do you envision growing and promoting APHA in the next 5 years? From your perspective, what are the key priorities and the emerging issues facing the membership, and how will you address them as a member of the APHA Executive Board?**

Over the next five years, I believe APHA will need to prioritize the implementation of its new strategic plan; maintain its fiscal soundness; and continue to engage its membership.

One of the challenges of responding to this question is that the association is about to roll out a new strategic plan which will guide the association for the next five years. When I was the Chair of the CoA and served as an ex-officio member of the APHA Executive Board, I also served on the Executive Board's strategic planning committee. Since that time, there has been progress made toward the development of the plan, but I have not had day-to-day involvement for the last year. However, the strategic plan should provide the Executive Board and the Association with the road map for our next five years. The communication about the plan and rollout to the membership will be critically important to its success. In addition to buy-in from stakeholders, the strategic plan's success hinges on the plan's goals and objectives being measurable and reviewed annually to assess progress.

APHA's membership including size and breadth of disciplines is one of its greatest strengths. This allows the association to be impactful in its work to improve the public's health through the sharing of research, scientific evidence, influencing policy and increasing public awareness. However, with such a large membership, we will have differing ideas of how to achieve our mission. The strategic plan should help guide us toward the mission and I look forward to seeing how it will inform and influence the work of APHA.

The Executive Board must be focused on ensuring the association is fiscally strong, to include assuring continued growth in membership and reviewing revenue generating opportunities which have a return

on investment. Further, given the diversity of thought among our membership, the Executive Board must work closely with staff and stakeholders to communicate the work of the association and articulate its purpose to fully engage all constituencies. I hope to have an opportunity to participate in this work.

Improving the public's health is our collective goal and responsibility as public health practitioners, researchers and academics and that is why we choose to be members of APHA. We may have different approaches based on experience, geography, background, employer, or political climate; but ultimately we are focused on improving the public's health. We are stronger together, and that is the strength of APHA. At last year's annual meeting, Loretta Ross, implored us to "call people in, instead of calling people out." We need to remind ourselves to do that within our association. The members of the Executive Board are the stewards of the association to ensure a strong, stable and effective membership organization in which all members voices are represented in the work we do to improve the public's health. And I look forward to serving the APHA membership as we "call people in."