



American
Public Health
Association

HEALTH ADMINISTRATION SECTION
Leadership Manual
“How to do *something* in a year or less”

DRAFT



Vision ■ Leadership ■ Strategy ■ Action

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Introduction

This operations manual has been created to help new HA Section leaders enhance their understanding of the work they will be undertaking. As a member of the leadership team of the section, there are expectations tied to each of the roles. Some of those expectations are described and defined by the Health Administration Section, and others are defined by APHA for the Section. APHA expects Sections to meet certain minimum standards to retain their Section status. Those are identified throughout this manual.

This manual is structured in such a way that it describes the functions of the executive committee, the section council, the governing council and describes the roles and responsibilities of the committees and their chairs. It also addresses the expected make-up of the committees along with some advice as passed on from others who have held various section positions.

As with all organizations, things change with time and the expectation is that this manual will need ongoing updating to make it relevant and useful to section leadership.

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SECTION 1

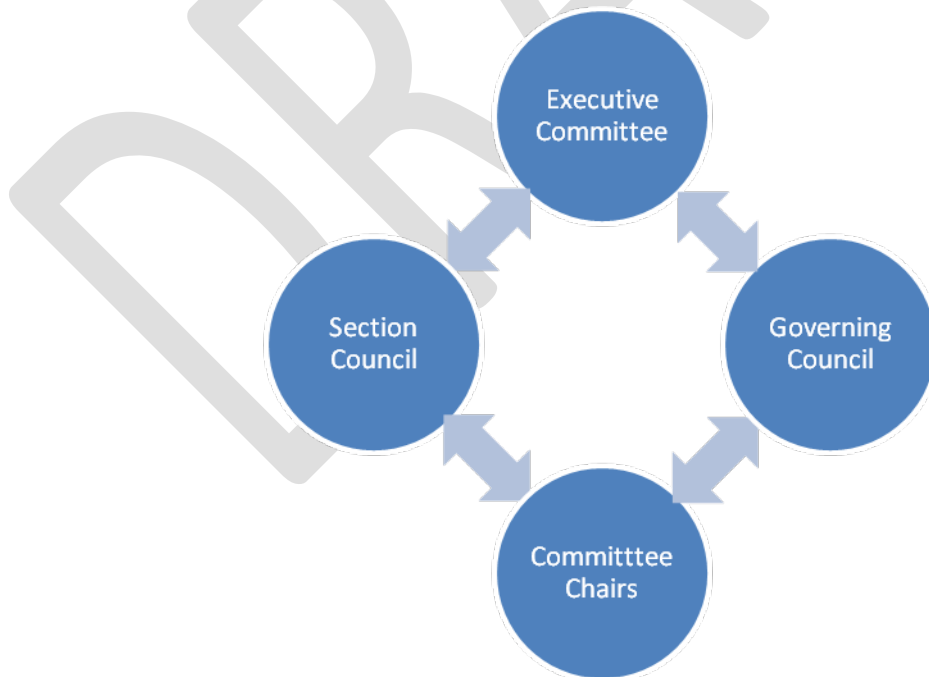
A. Volunteering in Health Administration

So you've said "yes" and now you have to do whatever it is you said yes to. This how-to manual was created for you – the person who knows they want to contribute, but not entirely sure what you said yes to.

Hence, the purpose of this manual is to provide guidance to those serving in positions in the Health Administration Section.

This has been laid out to give a basic outline of the tasks and responsibilities, and some strategies from individuals who have served in those positions in the past. Each position in Health Administration requires some basic level of commitment, but in addition each person that fills a position comes with a set of unique skills, knowledge and ability – it's in the best interest of the section to utilize those qualities to our utmost ability.

B. Structure of the Health Administration Leadership Teams



3. Responsibilities and Activities of the HA Section Executive Committee

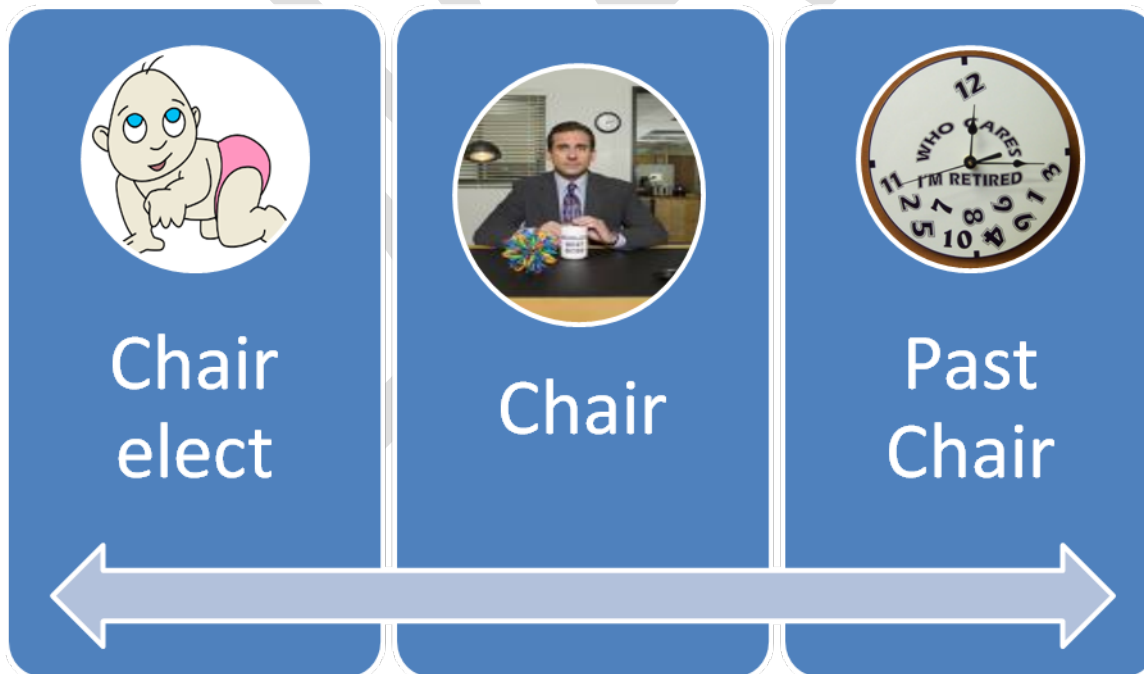
The chair, past chair, chair–elect, treasurer and secretary are the core leadership team for the Section and comprise the Section’s Executive Committee. These five members combined with the six members of the Section council are responsible for the Health Administration Section activities, policies and just about anything pertaining to the Section itself.

HA Executive Committee members are all responsible to take part and lead the Section Council – therefore, they are considered voting members of the Section Council.

Those elected to the Governing Council are responsible for representing the Health Administration Section on the APHA Governing Board. While Governing Council Representatives are not responsible for the activities of the Section, they clearly need to be aware of what is happening in the Section in order to be good representatives. Committee Chairs are not voting members of the Leadership Team, but have an essential responsibility for activities of the Section.

The position of Chair, is a one year term, with a three year commitment (Chair Elect, Chair, Past Chair), and performs as the lead for the Executive Committee.

4. The Three Year Executive Role... the Chair-elect/Chair/ Past Chair sequence



The Chair Elect

First, a person is elected to serve a one-year term as chair-elect. That year is spent learning the ropes, as they say. The Chair should do their best to invite the chair-elect into the every-day activities of the chair position so that when there is a transition it can be smooth. In some years the Chair, chair-elect and past chair have held monthly meetings to make sure that the transition of leadership is clear and efficient.

A person is elected into the chair-elect position generally in May/June; however, their term begins at the APHA annual meeting of that year (generally November). The APHA “term” is from APHA Annual meeting in one year to the APHA Annual meeting in the next year (generally November to November). Therefore, a person assumes their new role- the last day of the annual meeting. If the chair, prior to them, has kept them “in the loop”, then the transition goes relatively easy.

ADVICE: One strategy used by some leadership teams is to have the Chair take responsibility for the first business meeting at the APHA annual meeting (Sunday), and then they share the Monday/Tuesday role, with the incoming Chair taking responsibility for the Wednesday meeting when the position is officially transferred to the incoming chair.

ADVICE: The chair-elect should do their best to gain an understanding of how APHA works, as well as understanding the Section. To do this, he/she must attend the chair-elect orientation meeting that is usually held in July at the APHA office in Washington DC, review all the materials, ask good questions, and do their best to understand, support, and challenge the Section leadership. Attendance at this meeting is crucial to understanding the roles and responsibilities as Chair and will provide important information, including timelines, budget preparation, and reporting requirements

Once installed as the chair-elect, that person will be responsible for presiding at meetings that the Chair is unable to lead.

The chair-elect is required to attend the Intersectional Council meeting at APHA the summer after becoming the chair-elect. –The Intersectional Council is made up of the chair and/or chair elect of each of the Sections. Who is the representative depends on the rotation of the chair position. Some Sections have multi-year positions (e.g. each position is two years).

In addition to the other activities, the chair-elect serves on the Membership Committee, and Awards Committee. The chair-elect also coordinates the work of updating the Strategic Plan annually by convening a strategic planning work group led by a member chair.

Time Commitment

Every person is different, but a minimal amount of time is spent in attending the meetings of the Section – generally by phone. As chair-elect, you will also be required to attend the APHA Intersectional Council meeting during the summer which is generally about 3 days, and the Chair-elect orientation meeting which is 2 days. You are also required to attend the APHA meeting, and generally that means you are at APHA from Friday through Wednesday so that you can attend all the meetings over the weekend.

The Chair

The Chair has tremendous responsibility for the Section. To begin, the Chair is responsible for fulfilling the mission and working towards the Vision. In the HA Section, the Mission is to *“promote the public health by advancing the quality and practice of health administration”*. At the same time, the responsibility of the chair is to be a leader, a good communicator, a person who can motivate others and share a vision that can engage the members and other leaders of the Section.

Because the vision for the Health Administration Section is *to be a cutting edge forum for public health administrators by providing timely and reliable information on the best practices of health administration, interactive networking and mentoring opportunities and skill building for members and future members*, the leader of the Section must combine good management skills with the ability to delegate and hold people accountable.

Responsibilities of the Chair

- Set a Section Council meeting agenda for the year (at least six meetings including the annual business meetings)

ADVICE: 1) Set a schedule for the year and if possible set that schedule at the last business meeting at the annual meeting, or the first conference call meeting. 2) Help Section council members understand that the by-laws require their attendance. 3) Hold meetings so that they are sensitive to the various time zones throughout the country, including Hawaii and Aleutian standard time. 4) Plan in advance for the annual meeting business meetings. Use those meetings as opportunities to recruit new members. 5) Invite important APHA liaisons to attend the Section meetings. For example, consider inviting the Executive Board liaison, or the Intersectional Council liaison. These individuals have a broad view of the organization and can help to identify bigger issues that might impact the work of the Section.

- Identify leaders of all committees for the year who will serve as chair

ADVICE: Choose committee leaders prior to the annual meeting. Consider keeping committee chairs for more than one year to assist with continuity, however insist that committee chairs be responsible for the succession planning of their committees.

- Prepare a yearly work plan (see APHA requirements – Appendix A)

ADVICE: Use your committee chairs to help you set the work plan.

Find time at the annual meeting to have the discussion of what should be done during the next year.

- Set, approve and monitor the HA budget.
Section activities are funded by the Association, allocated on a per member basis, weighted for growth. The budget year is from July 1 through June 30. Note the incoming president shares the budget with a past chair and eventually a future chair. If a Section decides to do any fund-raising, they need to get that fundraising approved by the staff at APHA.
- Act as a member of the Inter Sectional Council of APHA.
APHA representatives of the Sections meet two times a year – once mid-year, and once at the annual meeting. One of these meetings is often in conjunction with the Committee on Affiliates.

ADVICE: Stay connected and learn from other sections. Attend any meetings that are made available to you so that you can network and get to know other leaders.

- Act as a mentor to others in the Section and encourage others to take on leadership positions.

ADVICE: Sometimes it is difficult to “hand over the reigns”, but if you engage your leadership team while you are chair, and create a vision together, it is very rewarding to see that vision take on new dimensions under new leadership. Therefore, keeping good records, and transferring them to the next chair helps with the transition process.

- Participate on the HA Awards Committee. See Awards Committee information below.
- Prepare and submit an annual report of accomplishments to APHA based on the previous year’s Annual Plan.
- Work with the Chair-Elect, Immediate Past Chair, and Strategic Plan Committee in the preparation and/or updating of the Section Strategic Plan annually.
- The HA Section Chair is invited to participate in the selection committee for the APHA Roemer Award. The chair should make every effort to participate in this process.

Time Commitment

The chairperson easily commits the most time to the Section. The chair is responsible for setting the work plan and budget, creating the monthly meeting agenda’s, planning the meetings for the APHA meeting, and assuring that the work of the committees is being

completed. The chair could easily commit two to three hours a week to maintain the work of the Section.

The Past Chair

While one might think that once you have completed two years of serving the Section as a leader, you were done. Alas, your new job is just beginning.

Your responsibility now is to assure that there are future leaders for the Health Administration Section. Therefore, this task is something you might want to start before you begin your year as past chair. As past chair you serve as the chair of the nominating committee. Don't let the simple name confuse you. Identifying future leaders who are both capable and willing is a challenge. First, you are responsible for assuring that some form of succession planning is present year round, and then you need to identify, contact and encourage those future leaders to take on a role and responsibility of the Section. You should also work with committee chairs in identifying successors to their positions. It is important to assure that those individuals who are interested will take on this role because they are committed to both health administration and the Section. It is your responsibility that these individuals are not just content to add one more thing to their resume. A significant responsibility of this position is to assure that there is adequate diversity in the nominations slate of candidates. While this person is not responsible for how people vote – they are responsible for assuring qualified candidates in each of the Section positions.



ADVICE: Begin this process at APHA the year before the elections. APHA has some very stringent deadlines for the nominations process. Begin advertising for the opportunity in November.

In addition to serving as the Nominating Committee chair, this person serves as a member of the Section's Awards Committee. Having been involved in a senior leadership position for three years, the past chair is in a position to provide valuable input to the Awards Committee as they work towards the identification of possible award candidates.

Other expectations of the past chair is to attend the APHA meeting, attend the Intersectional Council Meeting of the Association (usually held on the Saturday of the APHA meeting), and, as well, attend all HA business meetings. Additionally, this person often is in a position to serve as a historian of the Section helping new members learn about the Section.

Time Commitment

The past chair is responsible for chairing the nominating committee – and focus on, and support succession planning of the HA Section. Given that responsibility, there is still a significant time commitment of approximately 1 to 2 hours a week when the nominating committee is meeting and 1 hour monthly during the Chair, Chair-Elect, and Past Chair calls.

The Secretary

The word secretary doesn't capture the important role this person plays. The Secretary needs to work with the chair to set meeting agendas, and assure that those who attend meetings know what to expect with regard to the agenda. A secretary does more than capture meeting attendee's comments, but is responsible for clarifying and capturing important information to document.

ADVICE: Keep a roster of everyone who attends each meeting and ensure there is a sign-in sheet at business meetings during the Annual Meeting.

This is especially important at the annual meeting – getting names and emails of everyone are essential to building the Section. Keeping an accurate record throughout the year is important as well.

ADVICE: Keep an accurate record of the business meetings including the decisions and the voting record – those will be the most important pieces of information for the future.

ADVICE: Have a back-up plan. If you can't attend a meeting, find someone who is willing to take minutes.

See Appendix B for sample minutes.

Time Commitment

The Secretary really needs to attend every meeting and to keep accurate notes clarifying decisions and other information that is important for the effective record-keeping and tracking of historical information for the Section. Minimally, a Secretary needs to commit an hour a month, and attend the APHA Annual meeting.

Section Council

In addition to the Executive Leadership Committee, the Section Council is made up of six Health Administration members who are elected into Section Council positions to serve for three years. Two Councilors are newly elected each year so that new terms are staggered. In conjunction with the Chair, Section Councilors are responsible for leading the Section and making decisions about Section activities including:

- the budget;
- the work plan;
- the committee work and leadership;
- special activities of the Section;
- policy initiatives, decisions and review, and
- improving the infrastructure of the Section to be effective in completing the business of the Section

The Section Council members should be working with the Executive Committee to implement the mission and achieve the vision of the Section. The most important responsibility of a Section Councilor is to be engaged. Therefore, they must be committed to attending all the meetings, understanding the mission of the section, contributing to the discussion, and thinking strategically about how to best meet the mission of the Section.

Important conversations to have as members of the Section Council:

- 1) What are important issues either internal to the Section, or external to APHA and/or public health that we should be discussing and creating policy or resolutions on?
- 2) Are we structured sufficiently to achieve our mission and to move toward meeting our vision?
- 3) Are there publications/papers that we as a Section should be creating to promote a health administration issue?
- 4) How does the Health Administration Section fit with, compliment, and respond to the APHA strategic directions?

ADVICE: Attend all the meetings – whether in person or on the phone – if you are not actively engaged, it is hard to understand the context in which decisions are discussed and made.

Time Commitment

The Section Council will meet a minimum of three times during the program year in addition to meetings held at the APHA Annual Meeting. If you think about it, it’s less time than the amount of time you spend standing in line to get coffee throughout the year – so there really isn’t an excuse not to be engaged!

Governing Council Representatives

The Governing Council (GC) is the representative legislative body of APHA. It consists of voting and nonvoting members who represent different constituencies within APHA. Voting members include at least two elected representatives of each Section and an additional number of representatives from the unaffiliated membership; one representative designated by each

(state) Affiliated Association; the officers of the Association; and the *elected* members of the Executive Board. Ex officio members of the Governing Council, without vote, include: the chair of the Science Board; the chair of the Action Board; the chair of the Education Board; the chair of the Committee on Affiliates; the chair of the InterSectional Council; the chair of each standing committee of the Association; the Executive Director; chairs of each Section; and past presidents of the Association. Section and Affiliate representatives to the Governing Council are elected by their own Section or Affiliate. Officers are not elected by the entire APHA membership but by the Governing Council during its Annual Meeting.

The challenges of serving as a Governing Councilor are many. A Governing Council representative is expected to represent the Section, and yet there are no specific requirements that define or control the Governing Council members – with the exception of the rules during the meetings of the GC. Therefore, GC members are voted into position under the assumption that they will vote in concordance with the wishes of the Section. To do so requires that GC members are aware of the wishes of the Section. Therefore, it is in the best interest of the Section, that Governing Councilor’s attend all Section meetings and that they have a good grasp of the issues that are important to the Section. This will assure they are prepared and represent the Section well.

Governing Council Representatives are expected to attend all meetings of the APHA Governing Council – both midyear and at the Annual Meeting of the Association. If a Governing Council member cannot attend, they are expected to notify the Section Chair and make arrangements for a proxy in writing with the Section Chair prior to that Annual Meeting.

When Governing Councilors are in their official capacity – they are representing the Health Administration Section to the rest of the APHA. Therefore, Governing Councilors are encouraged to be tactful, diplomatic, eloquent and articulate when voicing the views of the Section.

ADVICE: Remember when asked your opinion that you are responding in your capacity as the Section’s Governing Councilor and therefore, your opinion should reflect the position of the HA Section.

Governing Councilors should plan to attend the APHA Candidate Forum at the APHA annual meeting, and then share perspectives with the Section Council members.

Time Commitment

Governing Councilors should plan to attend every APHA annual meeting, and participate in the mid-year Governing Council phone conference. Governing Councilors typically meet Saturday, Sunday and Monday mornings during the Annual Meeting.

Section II

Health Administration Section Committee Chairs

“What did I say yes to?”

The Committee chairs are some of the most important people in the Health Administration Section. Each committee chair is encouraged to find at least three to five section members to serve on that committee. The Section Chair has discretion to replace Committee Chairpersons. Each committee should designate a Chair and a Co-Chair. The Co-Chair serves several important roles. They can serve in the Chair’s absence to assure the Committee’s work continues, they can share the workload for the committee chair, and they can and should be considered at the “chair-elect” for the committee, a crucial part of succession planning.

ADVICE: The annual meeting is the best time to recruit new members to committees. Committee chairs should think about ways to recruit at the annual meeting.

The current standing committees are:

- Awards and Social
- Membership
- Communications (includes Newsletter, website and social media sites)
- Nominating
- Policy Development
- Program

Awards and Social Committee

The Awards committee has two primary purposes - 1) To identify and award worthy health administrators and Section members with the recognition they deserve, and 2) plan the annual HA Section Social on Tuesday evening of the Annual Meeting, at which the HA Section awardees are recognized.

This committee is made up of a Chairperson appointed by the Section Chair, the Section Chair, the Immediate Past Chair, the Chair Elect and at least two other Section members.

Tasks and Responsibilities

The Awards Chair should put together a work plan that identifies strategies to recruit qualified candidates, identify and recommend to the Section Council potential award winners, and assure selections are completed in time to include the award winners in the APHA program (generally needed by early June.)

What awards are given?

- Excellence in Health Administration
- WC Woodward Award
- Rising Star Award
- Section Chairperson's Award
- Certificate of Recognition

Criteria for Awards

Excellence in Health Administration: This award is intended to recognize exceptional and sustained achievement and performance in public health administration, as evidenced by contributions in the fields of practice, science, research, teaching or writing; and/or outstanding contributions of major significance to the practice of health administration. The recipient does not need to be a member of the section. Criteria include: demonstrates creativity and innovation in advancing the field of health administration; demonstrates consistent leadership in the field of health administration either within a work setting or with external partners; demonstrates significant contribution or impact on the practice of health administration; improves the practice of public health and health administration (i.e. advancing knowledge, motivating others and creating a positive environment)

WC Woodward Award: This award is for a person who has advanced the practice of health administration and who have their primary Association membership in the Section. Criteria include: demonstrates creativity and innovation in advancing the field of health administration; demonstrates consistent leadership in the field of health administration either within a work setting or with external partners; demonstrates significant contribution or impact on the practice of health administration; improves the practice of public health and health administration (i.e. advancing knowledge, motivating others and creating a positive environment); and provides leadership in APHA or the Health Administration Section.

Rising Star Award: This award is for a HA section member who demonstrates potential in the health field (broadly defined) by advancing public health administration as demonstrated by innovation, collaboration, and practical application. Neither academic credentials nor grades will be a factor in selecting the awardee. Nominee must be new to the field of Health Administration. Criteria for nomination include: demonstrates a clear potential to grow into more responsibility in their organization, the community and the field of public health, and an individual who has gone above and beyond the job description to make a lasting impact in their organization or in public health.

Section Chairperson's Award: This award is intended to recognize service to the Section beyond the expectations of office, exceptional performance of duties, outstanding leadership qualities and/or national achievement in attainment of Section goals and objectives. Recipients must have their primary Association membership in the Section.

Certificate of Recognition: This award is intended to recognize service to the Section. The Section may offer this award (or multiple versions of this award) for an individual(s) who has done something extraordinary on behalf of the Section.

How to solicit nominations

ADVICE: This can be done through the Section Newsletter, a blast email to members, or any other method that can identify good people. This might be something to do at the annual meeting – find ways to collect names of people you can then investigate as potential award recipients.

ADVICE: Start early. If you want to include the award recipient names in the program, they need to be submitted by the first of June in most cases.

Reviewing the credentials of potential recipients, and giving consideration to the professional diversity of the membership takes a lot of time and is best managed by identifying deserving people well in advance.

ADVICE: Reminder that this must be done as a committee.

NOTE: As chair of this committee, watch for opportunities to recognize people who are doing good work.

Plan the annual awards event

ADVICE: Convene the committee to plan the HA social event including the awards recognition ceremony. Decide who is going to develop and print the awards program. This committee also needs to decide on the menu for the social and all the business meetings.

ADVICE: Work with the Chair of the Program Committee to identify the date for the presentation of the Awards, which is done during the HA Section Social.

ADVICE: Obtain plaques, certificates, biographies and other essentials for presentation of the award(s) and provide information to the Section Newsletter and to the Association for publication of award announcements.

ADVICE: Work with committee members to identify any “icebreakers” or other “Getting to Know You” type of activities typically done at the onset of the section social.

ADVICE: Through the committee chairperson, report to the Section Council and at the Section Annual Business Meeting;

ADVICE: Provide the Secretary with a list of nominees and recipients for the Sections files.

Presentation of Awards

ADVICE: The Chair of the Awards Committee presents all awards except for the HA Section Chair Award.

ADVICE: Be prepared to present each recipients brief bio and “reasons why selected for award” information.

Membership Committee

Members – they are the life blood of the Section. The HA Section needs new members, and the Section needs to engage existing members. The membership Chair (or preferably Co-Chairs) is responsible for creating a committee of at least five members. Generally the membership chair is encouraged to serve for multiple years because it takes at least a year to begin to understand the role, and to really begin strategizing on activities that will serve the sections recruitment and retention efforts.

Tasks and Responsibilities

Minimally this person(s) should manage the membership list as received from APHA. That however is the basic function, and not the grounds for a membership chair to deem success. A Membership chair needs to be creative, identify ways to work with the other chairs to enhance the reason for belonging to the HA Section, and identifying ways to recruit new and diverse members.

Membership Retention

Members stay members for one of a couple of reasons. They really like the Section, and are involved and want to stay connected; they can't figure out a better place to be in APHA; or they are hoping to get something from the relationship.

Membership retention begins with a welcome letter, generally sent by the membership chair – or the Section chair. The letter should outline the activities of the Section, and invite new members to take part. This is a passive method of engagement, and done correctly should include a follow up call.

In the same way, members who leave the Section deserve a call to find out why they have not renewed membership.

Member Recruitment

The membership chair(s) should be creative, innovative and knowledgeable about health administration. That person should creatively explore opportunities to recruit new members representing diverse populations from Schools of Public Health to other Administration organizations and should reach out to other APHA sections, SPIGs, caucuses and Student Assembly to promote HA activities and membership. The membership chair can identify and create new membership models shared with other organizations.

ADVICE: Attend all the APHA training sessions for membership chairs. There are a lot of resources at APHA for outreach, recruitment and retention of members.

APHA Expectations

- Conduct recruitment activities
 - Conduct retention activities
 - Increase membership diversity
-

Newsletter/Web/Communications Committee

This committee is responsible for the overall communication with the members of the Section. Health Administration Section members need to know they belong to a Section. Therefore, they need to hear from both the leaders and other members. The Section has a web page on the APHA website, which contains information that is relatively standard and a Facebook and Linked-in site - adding new and creative information for members is always an option.

Tasks and Responsibilities

At this time, the Section is communicating by newsletter, blast emails the web page and via our Section's Facebook and Linked-in social media sites, but new opportunities to communicate with members emerge all the time. A dedicated person will be required to maintain the webpage, the social media sites, and another to produce the newsletter. The Newsletter editor should prepare a schedule for the development and release of the newsletter following the November Annual meeting and share that with the Section Chair. The chair of this committee should involve and engage members on the committee who have an interest in communication using many different communication vehicles.

APHA Requirements

- Send at least three newsletters to members
- Send one all-section email monthly
- Use diverse communication methods, and in particular – those offered by APHA

Nominating Committee

The name “Nominating Committee” doesn’t quite encompass the bigger responsibility of leadership development and succession planning. This committee is responsible for the future of the Section, and the broader responsibility of promoting the HA members as potential candidates for APHA office.

Tasks and Responsibilities

The timeline to recruit is challenging. Most nominations are due early spring. Therefore, it is in the best interest of the nominations chair to begin recruiting at the APHA meeting where they assume “office”. To make this work well, the nominations committee (past chair, chair, chair-elect, secretary, and three additional members) should be “on-board” prior to the meeting in which they need to be recruiting. This is a challenge, but one that can be met should the executive committee of the Section be functioning in a way that allows for smooth transition of power.

Nominations Timeline

Respecting the Association timetable for nominations and elections, solicit and review nominations for Section elective offices and forward nominations and biographical information to the Association for preparation and distribution of ballots to the Section membership;

Slate of Candidates

To ensure that there are at least two candidates who are current members of the Section for each elective office;

1. Assure that appropriate numbers of minority and women candidates are on each slate to assure compliance with Section and Association affirmative action policies;
2. Inform nominees for Section offices of the duties of those offices, and provide copies of the appropriate section of the Procedure Manual to each nominee;
3. Notify all nominees of the outcome of the election;
4. Solicit Section members for nomination for Association offices and forward nominations to the Association's Nominating Committee;
5. Through the committee chairperson, report on nominations and election results to the Section Council and the annual business meeting.

APHA Requirements

- Assure timely elections (meet APHA deadlines – generally March)
- Create a competitive slate if possible

- Assure a diverse slate
 - Encourage members to apply to APHA leadership positions
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Policy Review and Development Committee

Policies and resolutions are the foundation on which APHA advocacy takes place. Therefore, the policy committee is not only responsible for reviewing policies, but identifying the need for new policies and resolutions. The Policy chair should work with the Section Council to identify the need for policy or position papers, and then work with the rest of the Section to create them.

In addition to the chairperson, the membership of the policy development committee should include the Section Chairperson and Chairperson-Elect, the Section representative to the Action Board, the representative to the Program Development Board, and at least four other Section members.

Tasks and Responsibilities

Develop proposed resolutions and/or position papers for the submission in the Association policy process for the Section, with the agreement of the Council,

Review Association positions as requested by the Program Development Board.

Organize the Section Council's review of the resolutions and position papers before the Governing Council, including late-breaking resolutions.

Organize the Section attendance at open hearings on resolutions and position papers at the APHA Annual meeting and report back to the Section Council and advise Governing Council members of issues for voting.

Report on policy development through the Section Newsletter and at the annual business meeting.

APHA Requirements

- Appoint a Section member to the Action board
- Have a policy review process

Program Committee

The program committee is responsible for creating and organizing the Section's program for the Association Annual Meeting and in essence to assist the Association in planning the Annual Meeting.

The Program chair should identify people to serve on the committee who are interested in topics related to health administration and enjoy the organizing work of the Program committee.

Tasks and Responsibilities

The chair should plan to attend the APHA program planning meeting at the APHA meeting prior to the year of planning.

ADVICE: Work with the Section council at the APHA meeting to identify topics and to align those topics with the theme of the meeting.

Create the call for abstracts. Work with the Communications chair/committee to identify ways to promote the opportunities as far and wide as possible in APHA and HA.

Identify members who are willing to review abstracts – you will need between 20-30 people.
ADVICE: Try to solicit people at the annual meeting especially during the HA business meetings.

Review abstracts and select presenters for sessions sponsored by the Section. Notify all prospective presenters of the acceptance or rejection of abstracts and papers and of the times and formats of sessions for which they are scheduled.

Find moderators for each session. Assure they have the information they need to introduce and moderate sessions.

Arrange for evaluation of all Section-sponsored sessions and report to the Section on the findings of the evaluations.

Send thank you letters and evaluation information to all presenters and moderators at the Section's session.

APHA Requirements

- Produce a complete program with quality sessions
- Work closely with APHA staff in a productive way – and meet deadlines

Strategic Plan Committee

The Chair-Elect will solicit and assemble committee members and a committee chair to lead the work of the committee. The strategic plan committee is responsible for the preparation and revision of the Strategic Plan and will review progress made and/or needed adjustments on an annual basis, in conjunction with the Section Chair and Immediate Past Chair.

Tasks and Responsibilities

The chair of this committee should involve and engage members on the committee who have an interest in the growth of the section and those who have experience in the strategic planning process.

Examine the Sections Mission, Vision to ensure their alignment with those of the APHA.

Conduct a SWOT analysis to identify areas of strengths, weaknesses, and improvement.

Develop and/or revise goals and objectives based on the findings of a SWOT analysis.

Coordinate the development, revision, and implementation of the strategic plan, in conjunction with Section leadership.

During the final term year of the Strategic Plan, the committee, Section Chair, Chair-Elect and Immediate Past Chair will work together to develop a new three-year strategic plan.

Special Committees

Purpose: A special committee is organized by the Section Council to address a specific public health or health administration issue.

Membership: Membership of special committees is by appointment of the Section Chairperson or the designated Chairperson of the Special Committee at the discretion of the Section Council.

Responsibilities: A special committee has the responsibility to carry out its specific charge from the Section Council and report back to the Council.

Duration: A special committee may be authorized for up to one year, and must be re-authorized by a simple majority vote of the Section Council. At the end of its fifth year, it must either be dissolved or incorporated as a Standing Committee of the Section.

Appendix A - Yearly Work plan HA Section

December	<p>Chair: Submit names of nomination and awards chair to APHA</p> <p>Chair: Section Reports due</p>
January	<p>Chair: Deadline to submit names of Awards, Nominations, COM, Editors & Program Committee Chair</p> <p>Communications: Winter newsletter open period begins</p>
February	<p>Communications: Submit Winter Newsletter</p> <p>Nominating: Section Election nominations due</p> <p>Program Chair: Deadline for 2009 Call for Abstracts</p> <p>Policy: Deadline for receipt of proposed new policies</p> <p>Chair/ Section Council: Deadline for Members to submit APHA nomination forms</p> <p>Policy: Proposed new policies posted on APHA website for member review</p>
March	<p>Nominating: Verification of Section nomination slate due</p> <p>Chair: Section work plan due</p> <p>Policy: Deadline for member comments on proposed new policies</p>
April	<p><i>National Public Health Week</i></p> <p>Chair/Nominating Association Awards nominations due</p> <p>Nominating: Deadline to petition section ballot in April</p>
May	<p>Communications Spring Newsletter open period begins</p> <p>Communications Section/SPIGs/SA elections begin</p> <p>Chair: Budget reminder to Section Chairs "Use it or loose it"</p>
June	<p>Chair: Call for ISC Steering Committee Nominations and Timeline</p> <p>Program: online Annual Meeting Program Goes Live</p> <p>Communications: Registration and Housing Opens</p> <p>Chair/Chair elect ISC/COA Joint Meeting</p> <p>Chair: Governing Council Call</p> <p>Communications: Spring Newsletters Due This Week</p> <p>Chair: Section Elections End</p> <p>Awards: Deadline for yearly Section Award Information (Annual Meeting Program)</p> <p>Chair: Deadline for ALL yearly Expenses - FIRM DEADLINE!!</p> <p>Awards: Section award forms due, info will be included in the Annual Meeting program</p> <p>Governing Council Mid-Year call</p> <p>APHA Award Committee conference call held in June</p>
July	<p>Chair and Nominating: Letters sent to candidates of section elections</p> <p>Chair elect: Section Chair-Elect Meeting</p>
August	<p>Governing Council: Request Absentee Ballot</p> <p>Communications: Fall Newsletter Submissions Begins</p> <p>Program/Awards: Begin Contacting Hotels for Banquet Event Orders (BEO's)</p>

	<p>Communications: Early Bird Registration Deadline</p> <p>Membership: Official Section Counts are Taken for Budgets and Governing Council Seats</p> <p>Program: A/V Request Due for Annual Meeting Functions</p>
September	<p>Chair-elect: Provide name of Program Committee Chair to donna.wright@apha.org</p>
October	<p>Chair- elect: Appoint Newsletter Editor so that they can attend APHA-SPONSORED committee meetings at Annual Meeting</p> <p>Governing Council/Chair: Work with Chair and Governing Councilors to stay abreast of issues/policies/candidates that will be voted on before the Annual Meeting</p> <p>Governing Council; Chair: Work with Chair to ensure that all Governing Councilors' documents are collected and that their proxies are assigned.</p> <p>Program: Banquet Event Orders are due</p> <p>Booth: ship booth material to warehouse or convention center</p> <p>Chair: Submit check request to have a check cut prior to or at the Annual Meeting</p>
November	AT CONFERENCE

**Health Administration Section
Section Council/Leadership Meeting October 20, 2010
Minutes**

Present: Gretchen Sampson, Alan Baker, Michele Shade, Vamsi Vasireddy, Mark Bittle, Gita Uppal, Bud Nicola, Vonna Henry, Joyce Gaufin, Kusuma Madamala

Unable to Attend: Tricia Todd, Mike Hill, Terry Brandenburg, Brian Martin

Welcome given by Sampson. Those on the call were identified. Sampson added election results to the agenda.

Old Business

Election Results – Bud Nicola reported that the following people were elected to section posts: Chair Elect – Ruth Roman; Secretary – Edna Primas; Section Councilors – Kusuma Madamala, John C. Williams; Governing Councilors – Michael Robertson, Katie Sellers, Susan Webb. Congratulations to all!

Minutes of the August 18, 2010 meeting were amended to correct the date to August 18 and also a typo under Old Business, *Chair Elect Meeting Report* – change “nect” to “next” on line 6 of this paragraph. Motion to approve the amended minutes was made by Baker/seconded by Nicola. All in favor.

New Business

Program – Kusuma reported that they had a moderator cancel and need a replacement on November 9 from 12:30 to 2 PM. She will send out specifics of the session so someone can fill in. She and Vamsi strived this year to find topical experts for each of the sessions. These people are leaders in their field or are section leaders. Joyce suggested that moderators talk a little about the section including inviting people to come to our social. We also have to state any disclosures like the presenters are requested to announce.

Booth – Vonna encouraged people to sign up – we have lots of slots yet to fill. It is all electronic and the link was listed on the agenda- http://www2.mysignup.com/cgi-bin/view.cgi?datafile=has_booth_2010 - All section leaders are expected to take a turn at the booth. So far Alan, Mike and Gretchen have signed up. Addendum: As of 11/1 there are still numerous slots that need to be filled. Sampson stated that Trisha is having booth materials shipped to the convention center. Vonna stated that our booth is a lot smaller this year so we

will have to be modest with what we have displayed. Joyce suggested we have our program handout as well as the section brochure.

Section Social – Gita reported that the committee is meeting immediately after this call to finalize social activities. Awards will be given out at the social. We will have an icebreaker activity as well as door prizes. We are encouraging students to attend.

Section Business Meetings – Sampson would like input on the draft business meeting agenda. Alan stated that candidates' forum starts at 3:30 on Saturday and the Joint Policy committee meets from 3:30 to 6 pm on Sunday. No other changes to the agenda were suggested.

Governing Council Meetings – All governing councilors should be getting communication from APHA about the APHA meeting schedule and pertinent meeting materials.

HA Section Candidates for Executive Board – Sampson reported that our section has several candidates running for executive board: Joyce Gaufin, Tom Quade and Stephen Keener. Richard Cohen is running for treasurer. Joyce reported that another candidate has recently dropped out.

Policy Statements – Sampson referenced the attachments sent with all the proposed policies. Our paper is in Group D.

Communications – Sampson reported that we can do one more blast to our membership no later than 11/3. It is the intent to update meeting attendees about all the section related events at APHA including the schedule of section meetings, the social event (stress door prizes), the fact that we need booth volunteers (use Facebook to recruit). There could also be a general blast focusing on the 2012 ballot, election results, award winners.

Budget – All requests for reimbursement are due today or else will be paid after the annual meeting.

Next meeting – APHA in Denver.

Respectfully submitted,



Gretchen Sampson, Chair