



Executive Board Meeting Minutes May 1 – 3, 2022

Present

Melissa “Moose” Alperin, EdD, MPH, MCHES
Elaine Archie-Booker, EdD, RN
Kaye Bender, PhD, RN, FAAN
Georges C. Benjamin, MD
Jessica Boyer, MPH, MSW
Bryan O. Buckley, DrPH, MPH
Danielle M. Campbell, MPH
Charlene Cariou, MHS, CPH, CHES
Chris Chanyasulkit, PhD, MPH
Thomas Jeffrey Doker, DVM, MPH
José Ramón Fernández-Peña, MD, MPA
Sarah Gareau, DrPH, MEd, MCHES
M. Aaron Guest, PhD, MPH, MSW
Benjamin H. Hernandez, MBA
Jeanie Holt, MPH, MS
Amy Lee, MD, MPH, MBA, CPH
Brittany Marshall, DrPH, CPH, CHES
Nandi Marshall, DrPH, MPH, CHES
Celeste Monforton, DrPH, MPH
Haley Moss, MPH
David Reyes, DNP, MN/MPH, RN, PHNA-BC
Hope M. Rollins
Heather Walter-McCabe, JD, MSW

Unable to Participate

E. Oscar Alleyne, DrPH, MPH

Sunday, May 1, 2022

Call to Order/Welcome/Group Norms

Executive Board Chairperson Hope Rollins called the meeting to order, and Vice-Chairperson Charlene Cariou read the land acknowledgment. The Chair then shared the APHA mask and vaccine policies, called the role, reintroduced the 2021 – 2022 goals of the executive board, and outlined group norms and expectations for all board members.



Administrative Affairs

The Chair noted three additional items added to the meeting agenda; the first item was allowing the Joint Policy Committee co-chairs a vote on the executive board. The second item was the concern of the Alcohol, Tobacco, and Other Drugs Section related to tobacco industry influence at APHA. The final thing was related to future APHA Annual Meeting sites. The Chair then called for a motion to approve the meeting agenda. The motion was moved and seconded, and hearing no discussion, the Chair called for a vote. The motion was approved by acclamation.

Motion: **To approve the meeting agenda as amended by the chair of the executive board.**

Outcome: **Approved by acclamation.**

The Chair then called for a motion to approve the consent agenda. The motion was moved and seconded, and the Chair called for discussion. Dr. Guest noted an error about one of the agency members that was corrected by staff. Hearing no further discussion, the Chair called for a vote. The motion was approved by acclamation. Executive Board Chairperson Hope Rollins called the meeting to order, and Vice-Chairperson Charlene Cariou read the land acknowledgment. The Chair then shared the APHA mask and vaccine policies, called the role, reintroduced the 2021 – 2022 goals of the executive board, and outlined group norms and expectations for all board members.

Motion: **To approve the consent agenda, items on the consent agenda include the March executive board meeting minutes and the list of proposed new agency members.**

Outcome: **Approved by acclamation.**

Report of the Speaker of the Governing Council

Governing Council Speaker Dr. Aaron Guest shared the Council’s mid-year meeting agenda with the executive board. Dr. Guest said this year’s meeting would take place on Mon., June 13, from 2 p.m. to 4:30 p.m. eastern time; the Speaker noted that the meeting had been extended by thirty minutes to allow for more interaction with councilors. Dr. Guest then highlighted the following agenda items:

- Vote to allow the One Health SPIG to become a Section
- Report of the Treasurer
- Report of the Nominations Committee
- Report of the Joint Policy Committee
- APHA Your Way Update
- Report of the Executive Director
- And other items



Speaker Guest noted that the fall meeting of the Governing Council would be in-person only; there will not be a way to participate virtually this year. Dr. Guest concluded by noting that all requested agenda items for the fall meeting of the Council should be received by Thurs., Sept. 1, 2022. Dr. Guest then called for questions, which ranged from proxies for both the mid-year and fall meetings to voting.

Report of the President

APHA President, Dr. Kaye Bender, provided the executive with an update on her activities. Dr. Bender noted she'd attended several Affiliate meetings since the board's March meeting. Dr. Bender said she participated in the following conferences in person, Mississippi, North Carolina, and South Carolina, and virtually attended the Louisiana and Indiana Affiliate meetings. Dr. Bender noted her upcoming meetings include Iowa, Colorado, and Washington State in the fall. Dr. Bender shared her observations related to the Affiliate meetings, and said she is truly moved by the appreciation of the Affiliates for having the APHA president attend their conferences.

Dr. Bender then shared some other activities she has been involved with, including her participation in a National Academy of Sciences International Committee on Human Rights related to the treatment of public health professionals worldwide during the COVID-19 pandemic. The Future of Nursing: Campaign for Action, supported by AARP and the Robert Wood Johnson Foundation, focuses on the nursing shortage across the United States. Dr. Bender concluded her remarks by informing the board she is representing APHA at the CEPH board meeting in June.

Voting Status of the Co-chairs of the Joint Policy Committee

Vice-Chair of the executive board, Charlene Cariou, outlined the long-standing question of whether it was equitable for the co-chairs of the Joint Policy Committee to serve on the executive board without a vote. Ms. Cariou relayed the Executive Director's position that everyone, except for the Executive Director, who serves on the board, should have a vote. Ms. Cariou then opened the floor for discussion. A motion was made by Dr. José Ramón Fernández-Peña and seconded by Dr. Kaye Bender that the Executive Board recommends the Committee on Bylaws consider granting voting Privileges on the Executive Board to the JPC Co-Chairs. Ms. Cariou then opened the floor for discussion. After a lengthy discussion, the Chair called for a vote.

Motion: **The Executive Board recommends the Committee on Bylaws to consider granting voting Privileges on the Executive Board to the JPC Co-Chairs.**

Outcome: **Approved by acclamation.**

Report of the Joint Policy Committee

The Joint Policy Committee co-chairs, Elaine Archie-Booker, EdD, RN, Danielle Campbell, MPH, and Celeste Monforton, DrPH, MPH, provided the Executive Board with an update on the work of the JPC since the beginning of the year and shared the results of the meeting of the JPC which took place on



April 28 and 29. The co-chairs reported that 19 proposed policy statements, including the two late-breaker policy statements were submitted in this cycle. The proposed statements were placed into four overarching categories, Economics and International Health, Environment and Human Rights, Law, Violence Prevention and Equity, and Access to Care, Equity and Prevention.

The co-chairs reported that eight proposed policy statements received a conditional assessment, and the remaining 11 proposed policies received a negative assessment. JPC assessments and comments will be relayed to authors by May 20 with instructions to resubmit their proposed policy statement by Aug. 15. Science Board, and JPC assessments and comments will be uploaded to the APHA website after May 20.

The co-chairs then discussed policy statements set to be archived in 2022. They noted that 24 policy statements adopted in 2003 are set to be archived this year and that members have until June 1 to notify APHA if they recommend the policy remain active. Additionally, members attempting to remove something from the archiving list must provide a rationale for keeping the policy statement active. The Science Board will review all requests and make recommendations to the JPC.

After the presentation, the JPC co-chairs took questions from the Board. Dr. Fernandez-Pena noted that the JPC co-chairs would meet with a small group of Past APHA Presidents to discuss the policy statement development process, specifically, bringing back APHA resolutions. Hearing no further questions, the Chair thanked the JPC co-chairs and moved to the next item on the agenda.

Report of the Student Assembly

Haley Moss, MPH, the Chair of the student assembly, provided the executive board with an update on the work of the community. Ms. Moss began by stating the mission of the Assembly, which is to “improve the future of public health by promoting excellence and professional development for students in public health and related disciplines.” Ms. Moss then discussed the work of the communications committee, noting the Assembly has over 3,000 Twitter followers and over 1,700 Facebook followers. Ms. Moss pointed out that in addition to a robust social media presence, the Assembly publishes a monthly newsletter and regularly updates its website.

Ms. Moss then discussed the work of the Finance Committee, noting the recipient of the ACTION Grant, Catherina Mwai, the status of the Trong Award, the deadline closed on May 20, and the annual meeting scholarship reviewer program. Ms. Moss then shared information related to the work of the Membership Committee, including general membership outreach, the campus and section liaison efforts, and the APHA 101 webinar series, which received a positive response.

Ms. Moss then discussed the efforts of the Programming Committee; she noted that 192 abstracts were submitted for the 2022 Annual Meeting and that 97 individuals have signed up to be reviewers. Ms. Moss then shared information related to the assembly social and national student meeting associated with the Annual Meeting. Ms. Moss then discussed the work of the Mentoring Committee, sharing that the committee is recreating the peer mentorship program. Ms. Moss concluded her presentation by



highlighting the student members on APHA-wide boards and committees, noting the Assembly's activities during National Public Health Week, and discussing future events.

After her report, Ms. Moss took questions and comments from executive board members. It should be noted that board members continue to be impressed by the work of the Assembly. After the discussion, the Chair thanked Ms. Moss and introduced the next item on the meeting agenda.

Social Media: Making it Work for You

Dr. Bryan Buckley and Dr. Chris Chanyasukit gave the executive board members a presentation on the importance of social media and how to use it to amplify their individual and APHA voices. The presentation included general information about some of the biggest social media companies, including LinkedIn, YouTube, Facebook, Twitter, and Instagram. In addition, they highlighted the importance of knowing your audience, potential pitfalls, and best practices. After the presentation, they led a discussion of the board and offered their assistance with any social media-related questions or concerns.

The chair thanked Drs. Buckley and Chanyasukit, for their presentation and having concluded the day's schedule, adjourned the meeting.

Monday, May 2, 2022

Call to Order/Welcome/Sunday Recap

Hope Rollins, Chair, called the meeting to order and provided brief welcoming remarks and a detailed summary of the Sun., May 1, executive board meeting.

Governance Committee Business

Charlene Cariou, Chair of the Governance Committee, began her presentation by introducing the request of the APHA Caucus Collaborative to provide them with an ex-officio seat on the executive board. Ms. Cariou said the purpose of the presentation was to outline the request and have a robust discussion, where every executive board member had an opportunity to share their thoughts and identify the next steps.

Ms. Cariou then outlined the Collaborative's rationale for requesting an ex-officio seat on the executive board. Reasons included, but weren't limited to, assisting with keeping social justice, worksite, and particular interest issues/concerns before the Executive Board, sharing voices of those not currently represented on the executive board, and having an advocate for the Caucuses. Ms. Cariou said that the immediate past chair of the Collaborative met with the Governance Committee in March and asked to respond to additional questions provided by the committee. As of the May meeting, no answers were submitted to the governance committee.



Ms. Cariou then led a lengthy discussion associated with the request. After the discussion, it was determined that the members of the governance committee would work with the Caucus Collaborative to identify any unmet needs and potential solutions to address those needs. Ms. Cariou said the committee would discuss the issue during their June meeting and provide the executive board with an update at the July executive board meeting.

Hearing no further discussion, the Chair thanked Ms. Cariou and the governance committee members for their efforts and introduced the next item on the meeting agenda.

Report of the Treasurer

Benjamin Hernandez began by outlining his presentation; he said he would address the FY 2022 (as of March 2022), the FY 2023 budget, and life beyond the FY 2023 budget and conclude by taking questions. Concerning the current FY 2022, Mr. Hernandez said as of the end of March, total revenue for the association was \$13,835,988 (88% of the annual budget), and total expenses were \$13,966,802 (76% of the FY 2022 annual budget). Mr. Hernandez noted that total revenues were over budget by \$1,227,049 and that total expenses were over budget by \$496,503. As a result, he said the association is projecting a \$2,293,233 deficit at the end of the fiscal year. Mr. Hernandez noted that the projection is just that and was confident the association will end the year in a better fiscal position. He also reminded board members they approved a deficit budget for FY 2022.

Mr. Hernandez then discussed the FY 2023 budget. He said the FY 2023 would be a planned deficit budget; however, he wasn't sure how much of a deficit it would be. He said the deficit budget is within the association's reserve ability and that executive board members must be prepared to approve a larger deficit budget than they did in FY 2022.

Mr. Hernandez noted that when the budget process began in Jan., there was a \$5 million difference between revenue and expenses. He said the gap is down to just over \$3 million. Mr. Hernandez said the Finance and Audit Committee couldn't recommend the budget to the board. He said staff and the Finance and Audit Committee needed more time to evaluate the current fiscal year's close and see if there is any additional revenue and expenses that can offset the deficit. Mr. Hernandez said the Finance and Audit Committee would meet in June to approve a budget and that a special executive board meeting would need to be arranged to approve the FY 2023 budget.

Mr. Hernandez then discussed the FY 2024 budget; he said the budgeting process should begin earlier in FY 2023. He said the association would need to make hard choices in revenue and expenses. He concluded his presentation by setting his expectations that this wasn't a surprise; he's been preparing the board for this situation; it is a multi-year process, small things will not get the association to where it needs to be, and everyone will not be happy with the proposed recommendations, and it will be hard work.



Mr. Hernandez and Dr. Benjamin then answered questions related to the presentation. Hearing no further questions, the Chair thanked Mr. Hernandez and the Finance and Audit Committee members for their work and introduced the next item on the meeting agenda.

Executive Board Committee Meetings

Members of the Personnel Committee and Strategic Planning Committee met to discuss their current and future activities.

APHA Your Way Update

Demond McWilliams, APHA's Director of Membership Services, provided the executive board with an update on the APHA Your Way initiative. Mr. McWilliams said the data systems and technology committee has been busy transitioning APHA's online member community from APHA Connect to the Higher Logic. He said the online community would go live sometime this summer. Mr. McWilliams said the Higher Logic platform would create a better user experience, which the membership wanted. He notified the executive board that a staff lead communications committee was formed to promote the launch and that APHA hired a staff person whose primary job would be to manage the online community. Mr. McWilliams said the name of the new online community is APHA LEAD. He then provided the board with a demo of the new platform.

Mr. McWilliams then discussed the work of the Mentoring Committee, noting that the inaugural "Distinguished Leaders Mentoring Series" webinar took place in April, with the next webinar slated to take place in June. He then discussed additional mentoring activities, including a cohort-style program creating a longer-term relationship, speed mentoring, and a traditional 1:1 mentoring program.

Mr. McWilliams then shared information related to the Onboarding Committee. He said the association established a new member webinar series held quarterly (the first webinar took place in March). In addition, he said the department is sending a survey to the membership in late May or early June to get their opinions on a variety of topics, and the committee is looking at other initiatives, but they are dependent on the addition of a staff person.

Mr. McWilliams then discussed the work of the Leadership Transition and Engagement Committee. He said this committee met a couple of times and outlined content for the leadership handbook and training. An outline of the leadership handbook has been created, and meetings are scheduled to discuss and finalize over the next several months. Mr. McWilliams said the Measurements and Rewards Committee hasn't been activated yet but should begin meeting in the coming months.

Mr. McWilliams then outlined a series of membership marketing initiatives he and the team are working on, including, but not limited to, mining ZoomInfo to obtain prospect lists, automating agency and school-sponsored application processes; working with leaders to identify agency leads; placing ads in journals and external communications; promoting the Gift a Membership program; creating videos on membership topics; and establishing a LinkedIn campaign to promote benefits of membership. Mr.



McWilliams concluded by noting the department has instituted a “live chat” on six online membership pages, and the team redesigned the suite of APHA membership brochures.

Mr. McWilliams then answered a series of questions from the executive board. Hearing no further questions, the chair thanked Mr. McWilliams and the membership team for their work on behalf of the association and introduced the next item on the agenda.

Association Update

Dr. Georges Benjamin began his presentation by providing the executive board with an update on APHA operations. He noted that 100% of APHA staff are vaccinated at boosted and are working a minimum of 2-days in the office per week. He said that overall membership is stabilizing, the schools and programs initiative is recovering, and that agency membership continues to grow. Dr. Benjamin then discussed Affiliate matters, including staff’s efforts to reengage the CA-North Affiliate, revitalize the Puerto Rico Affiliate, and assist the DC Affiliate with leadership turnover. He noted that 19 Affiliates received grant funding through APHA (All of Us Research Program and the Robert Wood Johnson Foundation) and that Affiliates recently completed a policy and advocacy survey.

Dr. Benjamin then discussed National Public Health Week, noting an increase in the number of national partners; he said there were 182 local events hosted nationwide, the Twitter chat trended at #4 nationally, and over 1200 people tuned in live to APHA’s seven live events, and that the Keep it Moving Challenge was a success. Dr. Benjamin then discussed past and future activities surrounding APHA’s 150th Anniversary. He then shared information about the Policy Action Institute, including the schedule, which was coming together. He then recognized the executive board members who agreed to fund scholarships for students and early career professionals to attend the event (10 students and 1 ECP received scholarships as of the meeting). Lastly, Dr. Benjamin mentioned that the 2022 Annual Meeting call for abstracts had just closed and that submissions were on par with what we traditionally receive for an in-person annual meeting (9,000 to 10,000 abstracts).

Dr. Benjamin then shared his thoughts on the courts' actions, including the decision to strike down the Centers for Disease Control and Prevention’s mask rule. Dr. Benjamin then discussed the upcoming decisions of the Supreme Court around women’s reproductive rights, the New York gun case, and the EPA. He said these are all significant rulings that will significantly impact the public’s health.

Dr. Benjamin then discussed the issue surrounding the Helen Rodríguez-Trías Award. He said the Latino Caucus founded the award in 1986, and it became an APHA association-wide award in 2005. He said a group of Latino leaders came to him to express concern saying the original intent for the recipient of the award has evolved to honor only social justice (the award description says, “awarded to a person who has worked toward social justice for underserved and disadvantaged populations”). Dr. Benjamin noted that any changes to the award, description or otherwise, must be approved by the executive board. Dr. Benjamin then outlined a series of potential changes to the award description and asked the executive to discuss and vote on any changes at the July board meeting.



Dr. Benjamin then discussed the industry's influence on public health and APHA. He said the association has clear internal policies not to engage with tobacco, firearm, or producers of alcohol. He also said APHA does not discriminate based on employment for membership. Dr. Benjamin then outlined the concerns of the ATOD Section, noting that the chair of the Section will participate in the July executive board meeting. He said it should be noted that concerns have not been limited to tobacco over the years. Members have been concerned with a former Section chair who was an employee at Nestle, health and nutrition companies, pharmaceutical companies, cobranding, and military health recruiters as exhibitors at the annual meeting.

After his presentation, Dr. Benjamin took questions from the board. Hearing no further questions, the chair thanked Dr. Benjamin for his report and introduced the next item on the meeting agenda.

Committee Reports

Governance Committee – Charlene Cariou, chair, said most of the committee's work was discussed earlier in the meeting but asked all executive board members to complete the brief evaluation survey once they received the link (after the meeting). She also noted that the committee would reevaluate the executive board liaison program based on discussions throughout the meeting.

Development Committee – Dr. Bryan Buckley, chair, began by discussing executive board and governing council giving (79.2% of EB members donated as of May 2 and 31.7% of GC donated as of May 2). Dr. Buckley thanked those who've donated and encouraged those who haven't to do so as soon as it is feasible. Dr. Buckley also noted that he would speak during the June Governing Council meeting.

Dr. Buckley then discussed APHA's fundraising efforts in conjunction with the 150th anniversary, noting that the association entered into an agreement with two consultants who will perform a feasibility study and comprehensive analysis of membership giving potential.

Dr. Buckley concluded his presentation by discussing several topics including, but not limited to, APHA's improved donation portal, which allows for greater engagement, including options for reoccurring gifts; APHA's efforts to engage with the Sections, helping them to achieve their development goals; upcoming development initiatives; and ideas for using social media to assist in fundraising efforts.

Committee on Social Responsibility – Dr. Sarah Gareau, chair, discussed the committee's efforts around engaging the Sections on who they can/should approach for funding opportunities. She noted that the committee approved the CVS Health Foundation in February. In addition, she said the committee is reviewing Microsoft and Merck & Co., Inc.

Strategic Planning Committee – Jeanie Holt, chair, noted that there are three actions the committee would like the board to take. The first action was to approve a 5-year strategic planning cycle process. Ms. Holt presented the proposed plan and motioned for the APHA Executive Board to adopt the Strategic Planning Cycle document to guide ongoing APHA strategic planning work. The motion was seconded, and hearing no discussion, the chair called for the vote.



Motion: That the APHA Executive Board adopt the Strategic Planning Cycle document to guide ongoing APHA strategic planning work.

Outcome: Approved by acclamation.

Ms. Holt then discussed the section action, asking the executive board to approve the following motion: APHA hires a consultant for up to \$50,000 to facilitate creating a new strategic plan. The motion was seconded, and the chair called for the vote after a discussion.

Motion: APHA hire a consultant for up to \$50,000 to facilitate creating a new strategic plan.

Outcome: Approved by acclamation.

Ms. Holt then introduced the final action asking the executive board to approve the following motion that the Executive Board recommends the consultant keep the current strategic portfolios of strengthening public health practice, building a public health movement, and aligning organizational infrastructure to support the work of the Association. The motion was moved and seconded, and hearing no discussion, the Chair called for a vote.

Motion: That the Executive Board recommends the consultant keep the current strategic portfolios of strengthen public health practice, building a public health movement, and aligning organizational infrastructure to support the work of the Association.

Outcome: Approved by acclamation.

Ms. Holt then facilitated a discussion of what executive board members would like to see in the next iteration of the APHA's strategic plan. Recommendations included the following:

- That the metrics don't change from year to year.
- Development/major donor strategy outside grants and contracts related to the APHA business model.
- Plan focuses on the logic model (SMART).
- To not reinvent the wheel, use the information we learned through the APHA Your Way project.
- Reimagined branding strategy.
- Build a Strategic Plan for the Association, not for public health overall.
- Strong implementation and accountability plan.
- Take into account all financial implications.
- Whatever the plan becomes, the Association (staff and members) must be able to support it.



The chair thanked Ms. Holt for her presentation and the committee for their work and called on Jessica Boyer, chair Council of Affiliates, who had a question and shared her thoughts regarding how annual meeting sites are selected. The board then had a lengthy discussion concerning the annual meeting, how places are chosen, and what impact APHA can have on a host city. Dr. Benjamin assured the executive board that the staff does its due diligence in selecting annual meeting sites.

Having reached the conclusion of the day's agenda, the Chair adjourned the meeting.

Tuesday, May 3, 2022

Call to Order/Welcome/Monday Recap

Hope Rollins, chair, called the meeting to order and provided brief welcoming remarks and a detailed summary of the Mon., May 2, executive board meeting.

Executive Session

The executive board entered a period of executive session to discuss personnel matters.

Staff Appreciation Activity

Executive board members took time to recognize the efforts of the staff and everything they do on behalf of the APHA.

Board Business/New Business/Wrap-up

The chair called for new business and, hearing none made brief closing remarks and adjourned the meeting.

The next meeting of the executive board will take place on Tuesday, June 21, at noon eastern via Zoom.