

**Executive Board Meeting Minutes**

**Oct. 31-Nov. 1, 2019**

**APHA Annual Meeting, Philadelphia**

**PRESENT:**

Pamela M. Aaltonen, PhD, RN

Donna K. Beal MPH, MCHES (Via Zoom Video Conference)

Georges C. Benjamin, MD

Lisa M. Carlson, MPH, MCHES

Allison R. Casola, PhD, MPH, CHES

Chris Chanyasulkit, PhD, MPH

Eldonna J. Chesnut, MSN

William G. Courtney, DVM, MPH, MA

Betty B. Daniels, PhD, RN

M. Aaron Guest, PhD, MPH, MSW

Benjamin H. Hernandez, MBA

Jeanie L. Holt, MPH, MS

Harry T. Kwon, PhD, MPH, MCHES

Nandi A. Marshall, DrPH, MPH, CHES

Heather A. McCabe, JD, MSW

Linda Rae Murray, MD, MPH, FACP

Suparna Navale, MS, MPH

Elena Ong, PHN, MS

Hope M. Rollins

Jamie M. Roques, MPH, MPA, APRN

Katherine Sutkowi, MSW

Joseph Telfair, DrPH, MSW, MPH

Catherine L. Troisi, PhD

Deanna Wathington, MD, MPH, FAAFP

**Thursday, Oct. 31 2019**

**I. Administrative Affairs - Betty Daniels, Chair**

1. Approval of the Meeting Agenda.

**Motion: To approve the Executive Board Oct. 31-Nov. 1 meeting agenda.**

**Outcome: Approved by acclamation.**

2. Consent Agenda

- September Executive Board Meeting Minutes
- New Agency Members
- Leadership Appointments

**Motion: To approve the consent agenda.**

**Outcome: Approved by acclamation.**

**II. Discussion**

- A. JPC Update - Nandi Marshall, Harry Kwon and Katie Sutkowi, JPC Co-Chairs

*Late Breaker Policy Statements*

Ms. Sutkowi gave an overview of the policy statements. She said there were 14 resubmissions, which included 13 that received an initial assessment of conditional and one that received a negative assessment. These 13 proposed policy statements will be moving forward to the Joint Policy Committee (JPC) public hearings that will be held from 3:30 to 6 p.m. at the Convention Center. In addition, there were three late breakers received, two of which were accepted and will also move forward to the public hearings. Following the public hearings, the JPC will meet on Monday, Nov. 4 to finalize their recommendations to the Governing Council.

*Policy Statement Archiving Recommendations*

Dr. Marshall began her presentation saying that 623 policy statements are scheduled for archiving in 2019, and of these 35 were requested to be kept active. The Science Board reviewed these 35 policy statements. The Board reached consensus on 33 of the policy statements and will recommend that they all be archived. Final recommendations on the remaining two policy statements will be reached during the Science Board's business meeting on Sunday, Nov. 3 and presented to the Governing Council on Tuesday, Nov. 5.

Dr. Marshall and her team also reached out to the ISC for feedback on proposed changes to the Automatic-Archiving Process for Active Policy Statements as outlined in the [POLICY STATEMENT DEVELOPMENT PROCESS: Guidelines for the Preparation, Submission, Review, Revision, Consideration, and Adoption of Proposed Policy Statements](#). Sections have been asked to provide content experts to serve as secondary reviewers of the proposed policy statements scheduled for archiving that are requested to be kept active, to determine if their scientific reasoning, references and action steps remain relevant.

### *Proposed changes to the Policy Statement Development Process Guidelines*

The JPC is proposing to the Governing Council updates to the 2017 guidelines. The three main areas of updates are: 1) clarifying and formatting changes to include setting absolute page and reference limits; 2) the addition of information on the fall JPC meeting, also known as the second assessment meeting, including as to what transpires during this secondary review as well as the decisional outcomes; and 3) updates on the archiving process, including directions on how to keep a policy statement active that has been proposed for archiving and criteria for reviewing policy statements that are requested to be kept active. Next steps include presentation to the Governing Council on Saturday and proposal for adoption on Tuesday.

#### B. Action Board: Proposed Bylaws Amendment - Katie Sutkowi, Action Board Chair

Ms. Sutkowi provided an update on a proposal to restructure the Action Board, reducing its size from 40 members to 17 members, hence creating parity with the Science and Education Boards. She said that there is one representative from each Component, SPIG and Caucus, and the Council of Affiliates has three representatives. Each representative is asked in the beginning of the term to actively reach out to their leaders, and explain action alerts, legislative updates and other APHA advocacy resources and priorities. Reducing the size of Action Board will not result in loss of member representation as Action Board members will be assigned to represent multiple Components instead of only one.

This proposal was tabled by the Bylaws Committee; pending further discussion. They requested more feedback from other member units of APHA, performing more background research and providing additional rationale for the change. Ms. Sutkowi and APHA staff Donald Hoppert will meet with the Bylaws Committee on Saturday, Nov. 2 to go over their questions. Hence, amending the bylaws will not be presented to the Governing Council at this year's Annual Meeting.

Following Ms. Sutkowi's presentation, the board had a thoughtful discussion. Below are some of their comments:

- Participation of members has been an ongoing problem. Reducing the board size was seen as an effective strategy to improve engagement.
- The bylaws shouldn't be changed often just because the committee at one given time proposes to do something differently. Some board members didn't understand how

- making Action Board smaller addresses the lack of participation problem. Would a different recruiting strategy improve participation, perhaps?

C. Association Update - Georges C. Benjamin, Executive Director

Dr. Benjamin started his presentation with an overview of the 2019 Annual Meeting logistics and wished the board members a productive Annual Meeting.

*Member Unit Effectiveness & Engagement Project*

Dr. Benjamin then discussed the cost of the board-mandated member unit effectiveness and engagement project. In response to the RFP, Brighter Strategies from Falls Church, Virginia, was selected among several potential consultants. The goal of the project is to rethink APHA's organizational structure to ensure member units are serving the needs of APHA members. He said that the cost would be \$227,600 over two years, and that he is requesting the board's authority to fund \$141,000 from APHA reserves in fiscal year 2019-2020, while the rest will be budgeted in the next fiscal year. After further discussion, APHA Treasurer Benjamin Hernandez then made a motion to the board to provide a spending authority with a maximum cap limit of \$250,000 over the next two years.

**Motion: Provide a spending authority for the Brighter Strategies project with a maximum cap of \$250,000 over the next two years.**

**Outcome: Approved by acclamation.**

After the adoption of the motion, the board had a discussion around the member unit effectiveness and engagement project. Following are the comments from the board:

- The agenda for future board meetings should include an update from the consultant as to how the process is going and provide deliverables. This is especially important for board members representing the ISC and the Affiliates.
- This project doesn't include APHA's broader relationship with the Affiliates and Caucuses; however, at some point in the future, if the organization decides to look into that, it will require more money and time.
- It may be worth it for the consultants, along with the board members, to look into the organizational structure of other similar large health nonprofits.
- An advisory group of members and staff will be created to work with the consultants.
- The Governing Council will be updated at the mid-year Governing Council meeting as well as at the Annual Meeting. There will be an ample amount of communication regarding this process with the members and the broader APHA community through various APHA communities such as The Nation's Health, APHA leaders Corner, Inside Public Health and APHA Connect in addition to appropriate member meetings and calls.

### *IT Audit*

Dr. Benjamin then discussed the IT audit conducted by Main Spring, Inc. in the summer of 2019 to review APHA's IT systems, policies and procedures with an emphasis on security. The auditors found 10 core areas that need immediate improvement. Some of these include updating the servers, the patches, the passwords, completing PCI (payment card industry) compliance, and finally the need of an IT project management tool as well as the staff training on critical systems and software. APHA staff are now working on fixing these issues.

### *Advocacy and Policy Update*

Dr. Benjamin informed the board APHA is continuing to conduct media advocacy for better gun policies and has sent congressional letters calling for legislative action on guns such as stricter background checks. Additionally, in partnership with the Bloomberg American Health Initiative at Johns Hopkins University, APHA hosted a firearm policy forum called "*Policies that Work to Reduce Gun Violence*" on Sept. 23 at the Newseum.

He then encouraged board members to share and register for the APHA Policy Action Institute on Feb. 12, 2020 in Washington, D.C. The theme will be *All Hands on Deck: Improving Community Health*.

Overall, Dr. Benjamin emphasized APHA remains the go-to organization for the ongoing discussion on health reform policies.

### D. Treasurer's Report - Benjamin Hernandez, Treasurer

Mr. Hernandez presented the final audited financial numbers for fiscal year 2019 that closed on June 30, 2019. APHA had revenue of \$18,150,789 while expenses were \$17,150,763 leading to a positive change in net assets with a net income of \$1,000,027 from operations. He noted that this is over budget by \$1,518,948. He said the increase in revenue for fiscal year 2019 can be attributed to the Conventions Department and contracts/grants, while Membership, Advertising and book sales continue to be challenging areas. Some noticeable decreases in operational costs included printing and production, telephone/webinar services, equipment rental and maintenance, and postage, shipping and mailings.

He discussed the status of fiscal year 2020. As of Sept. 30, 2019 (25% of fiscal year), APHA reported revenues of \$7,474,229 (44% of budget). This is under projections by \$110,864 and over prior year by \$240,280. Total expenses are \$3,910,524 (23% of budget), which is under budget by \$455,203 and over prior year by \$332,826.

Overall, APHA has \$3,563,704 income from operations and \$3,607,263 from investment. He noted that the expenses and bills always lag behind and therefore lower expenses to-date do not equate to savings to-date.

E. Student Assembly Report - Allison Casola, Student Assembly Chair

Dr. Casola gave a summary of all the activities of the Student Assembly, its accomplishments in 2019 and its future plans. As the 2019 Chair, Dr. Casola is very proud of the large growing number of 8,047 student members and their passion for public health and is honored to represent them.

She discussed the organizational chart and the role of the Student Assembly past-chair, who will work as an advisor for the chair and chair-elect and will oversee only one working group (Mentoring Committee) instead of three committees/working groups that each Student Assembly leader usually runs. Student Assembly leaders plan to have a student representative on every APHA committee and board as appropriate.

She noted three areas through which Student Assembly carried out its mission in 2019:

- Communications outreach
- Leadership pathways and nominations
- Collaboration and infrastructure

Dr. Casola was also proud to create a one-pager of branding guidelines for anyone requesting to use the Student Assembly logo. The Student Assembly is also working on creating a glossary of membership terms, APHA acronyms and various FAQ information such as What is JPC? What is the Governing Council? What do they do?’

Dr. Casola briefly discussed future plans of the Student Assembly. Funding for the Annual Meeting Scholarships, which covers meeting registration and travel expenses, has been cut due to the loss of a major donor. The Student Assembly now will only be offering 35 scholarships instead of 50. The scholarship is very popular among passionate public health students who are looking to get more involved in APHA. This year there were about 300 applicants for the Philadelphia Annual Meeting. The Student Assembly is hoping to identify another funder soon to cover the cost of the next two west coast APHA Annual Meetings. The Student Assembly is also looking into collaborating with ASPPH to find other resources. They are planning to collaborate with the Affiliates and create a Student Liaison Program, similar to the Section Liaison Program.

Dr. Casola is very concerned about how some member units communicate to Student Assembly members and its leaders with disrespect. The ISC is also looking into this situation. Upon the conclusion of Dr. Casola’s presentation, the whole board congratulated her and the work of the Student Assembly.

F. Strategic Planning Committee Report - William Courtney, Committee Chair

Dr. Courtney gave a brief summary of the Strategic Planning Committee’s work in the last year. The focus was on reviewing the existing metrics to see what value they bring to understanding

the work and impact of APHA. A revised version of the strategic plan metrics was adopted by the board in September and will be presented to the Governing Council at the Annual Meeting. A data dictionary has been created to help members understand the metrics and where the data come from. Next steps include a focus on increasing visibility of the strategic plan and the metrics among APHA members and the broader community to help them understand how APHA is meeting its goals and how they can engage.

The committee has been reviewing the existing Leading Health Indicators to best address the goal of *Creating the Healthiest Nation in One Generation*. Dr. Courtney has looked at the new and existing Healthy People Leading Health Indicators as well as existing APHA advocacy priorities to determine what is the most effective way to evaluate progress.

Finally, in collaboration with Ms. Holt, Dr. Courtney has drafted a short document which could be part of a larger APHA grant request. The goal is to find support from a funder for APHA's strategic plan work. Ms. Holt was applauded for her work assisting 16 Affiliates in aligning their strategic plan with APHA's. Ms. Roques, who is the chair of the CoA, acknowledged that the Affiliates are very much interested in seeing how they fit in this version of the strategic plan and how they can implement it moving forward.

#### G. Executive Session - Betty Daniels, Chair

The board went into a closed executive session to discuss personnel matters.

### **Friday, Nov. 1, 2019**

#### **Welcome and Meeting Called to Order - Betty Daniels - Chair**

#### H. Membership Committee Report - Aaron Guest, Committee Chair

Dr. Guest began his presentation by reminding board members to read the Caucus Collaborative 2019 report in the Dropbox under 2019 Executive Board Meeting 6, Membership folder. He gave an overview of APHA membership trends, recruitment strategies and recommendations for 2020. He said membership has grown in most categories with notable increases in the Agency, Agency Individual, and Early-Career Professional categories. He said the Agency category has been the driving factor of membership growth; APHA currently has 224 Agency Members, compared to 161 last year around this time. Dr. Guest noted there has been some decline in individual Student Member category; however, the loss has been offset somewhat by 1,600 students in the Student Bulk Program. He discussed the IT infrastructure & operational changes supporting the Membership Department, which included the email-sign-on process, auto payment feature,



remarketing strategy, membership retention plan, development of new brochures and increased collaboration with the Component Affairs Membership Committee.

I. Executive Session - Betty Daniels, Chair

The board went into a closed executive session.

J. Development Committee & Committee on Social Responsibility Joint Report - Eldonna Chestnut, CSR Committee Chair, and Donna Beal, Development Committee Chair

Ms. Chestnut summarized the mission of Committee on Social Responsibility (CSR) and said the committee's work plan is carried out in collaboration with the Development Committee in that the Development Committee identifies donor entities to refer to the CSR for review. The CSR then evaluates such entities to ensure their missions and practices align with APHA's mission or at minimum do not conflict with those of APHA. Both committees represent APHA, its components and Affiliates. Ms. Chestnut then highlighted CSR accomplishments for 2019, which included: evaluating Garmin & Fitbit; updating a tool for evaluating prospective funders and; providing committee help to Affiliates and Sections for the evaluation tool.

Ms. Beal presented the Development Committee's mission to oversee, expand and support staff on the set Executive Board fundraising goals. Their major 2019 accomplishments include: ensuring 100% board giving; fundraising videos, which led to \$38,863 giving by the Governing Council and; soliciting other major donors.

CSR and the Development Committee collaborated on three joint presentations: the CoA/ISC mid-year meeting, president-elect/chair-elect meeting and the pre-Annual Meeting ISC conference call.

K. Consultant Presentation on Member Unit Effectiveness & Engagement Project

Brighter Strategies consultants gave an overview of the member unit effectiveness & engagement project. Their goal is to assess the composition, organizational structure, internal governance and operational process of APHA's 38 member units. They will examine capacity, performance, motivation, learning, professional environment and member experiences. Brighter Strategies will recommend how to reorganize member units to address the needs of APHA members while maximizing effectiveness and efficiency. They will not be assessing the Caucuses, Affiliates, internal staffing and infrastructure. Their timeline is set in 4 stages. The first stage will be setting up detailed work plan, form Advisory Committee, review materials, and attend the 2019 Annual Meeting. The Consultants will also be meeting with the ISC at the 2019 Annual Meeting. The second stage will be the discovery stage following the 2019 Annual Meeting to 2020 Annual Meeting. They will then present their recommendation report to the APHA senior management team by December 2020. Following the recommendation report, the final stage will be coaching and implementing support from January to March 2021.



Following the consultant's presentation, they asked the board to provide feedback on three main questions. They are: 1) what strategic goals must the structure help to reach? 2) What does the current member unit structure not provide? And 3) how does the organizational culture play into this work? What else can the consultants do to ensure members feel a part of this discussion and ultimately are supportive of the decisions that are made?

The board had a thoughtful dialogue with the consultants. Below is a summary of the discussion from the board:

- APHA should explore the membership value they provide and how that value and structure will help APHA to achieve the Healthiest Nation in One Generation.
- More unity among Sections would benefit the organization's overall mission. The silo culture of different Sections is not helpful for interdisciplinary engagement.

L. Council on Education for Public Health - Laura Rasar King, CEPH Executive Director

The Council on Education for Public Health (CEPH) is the accrediting body for higher education in public health for schools and degree programs. APHA used to be the accrediting body for higher public health education from 1946 to 1974 until it partnered with ASPPH to create CEPH. Dr. King gave a summary of CEPH's mission, strategic plan, and data on public health program trends and how CEPH accredits and measures success for different public health schools and programs.

The main takeaway of her presentation to the board was that CEPH works in partnership with APHA to ensure public health professionals from its accredited programs are accomplishing APHA's vision of creating the *Healthiest Nation in One Generation*. Graduates of these public health programs are the driving force in improving public health and achieving health equity, which is the mission of APHA.

M. *AJPH* Update – Justin Moore, *AJPH* Editorial Board Chair, Brian Selzer, APHA Deputy Director of Publications & Alfredo Morabia, *AJPH* Editor-in-Chief

Mr. Selzer, Dr. Morabia and Dr. Moore provided a summary of the work of the *AJPH* in the last few years and its success with supporting data. For example, in June 2019, *AJPH* articles were cited 40,000 times, up from 35,000 times in 2015. The online readings or downloads increased regularly from 1.14 million in fiscal year 2015 to 3.55 million in fiscal year 2018. Dr. Morabia was delighted to announce that one *AJPH* article, "Weaponized Health Communication: Twitter Bots and Russian Trolls Amplify the Vaccine Debate" by Broniatowski et al. ([bit.ly/2G6AdBf](https://bit.ly/2G6AdBf)), is currently the 37th most discussed article ever, out of the almost 12 million articles tracked by Altmetrics. It is also the fifth most discussed article of 274,000 published scientific articles in October 2018. And *AJPH* podcasts have been listened to 46,000 times on specific apps and already more than 25,000 times in 2019. Other major accomplishments include an increase in multi-site subscriptions, and the new reader retention rate remains better than the industry average (comparison reports indicate *AJPH* is outperforming peers in this category).

The journal has been featured in national publications such as the *Washington Post*, Reuters, *New York Times*, CNN, and *LA Times*.

New improvements include enhancing member access, providing download counters for individual articles, access to e-reader products and eight upcoming supplements. The Editorial Board is also planning a webinar outreach effort with the APHA Sections. Overall, *AJPH* continues to evaluate opportunities for practice-based issues and implement tools to help better understand the reach and influence of the journal's content.

N. Governance Committee Report - Chris Chanyasulkit, Committee Chair

Dr. Chanyasulkit discussed the work of the Governance Committee in 2019. She said the work plan has been addressed by two subcommittees.

The first subcommittee includes Jeanie Holt, Elena Ong, and Joseph Telfair. They reviewed the exit survey from members whose term ended at the conclusion of the 2018 Annual Meeting, and created an action plan based on the results of the 2016-2018 exit interviews. Additionally, they proposed a plan for an Exit Interview process that will be implemented at the conclusion of the 2019 Annual Meeting and beyond.

The second subcommittee comprised of Hope Rollins, Heather McCabe and Aaron Guest evaluated the survey results from the past in-person and Zoom Executive Board meetings. They also researched and proposed an updated meeting evaluation based on feedback, best practices and input from the Governance Committee. The updated sets of questions were used for subsequent meeting surveys starting July 2019.

As part of the Governance Committee work plan, committee members Jeanie Holt and Joseph Telfair participated in the Leadership Pathways Committee and provided updates on the committee's progress with coordination from APHA staff member Fran Atkinson. The Leadership Pathways Committee continues to review APHA organizational, Section/SA, Affiliate, and Caucus pathway charts, as well as tackle the issue of lack of respect and inclusivity from APHA leaders toward student leaders. Overall, the Governance Committee had a productive year.

O. Board Meeting Evaluation - Chris Chanyasulkit, Executive Board, Vice Chair

Board members provided feedback on the overall board meeting via a survey link that was sent to them 15 minutes prior to the end of the meeting.

***Meeting adjourned at 4:30 p.m.***

**The next meeting of the Executive Board will take place at APHA headquarters in Washington, D.C., from Jan. 12-14, 2020**