



AMERICAN PUBLIC HEALTH ASSOCIATION
For science. For action. For health.

EXECUTIVE BOARD HANDBOOK

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American Public Health Association Executive Board Manual
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Preface

This handbook was developed for members of the Executive Board of the American Public Health Association and other interested parties. It serves as a reference for both new and continuing members of the Executive Board, as well as a guide to Board functions and operations for APHA members who may be interested in learning more about the Executive Board. Approximately one-third of the Executive Board membership turns over annually. Orienting new members in a timely manner is critical to enabling their full engagement while also facilitating continuity of Board processes. Key objectives of the handbook are to help Executive Board members to develop a mutual understanding of their responsibilities and duties while on the Board, serve as a reference for Board procedures, and provide links to other important APHA documents and resources.

Realizing the APHA Mission and Vision

Congratulations on being a member of this critical APHA leadership group. By being elected or accepting an appointment to this Board, you will work with colleagues who have taken on major responsibility for the management and oversight of the APHA. This responsibility goes beyond your affiliations with a Section, Special Primary Interest Group (SPIG), Affiliate, Caucus, Forum or the Student Assembly. As an Executive Board member, you are expected to develop and maintain a perspective that encompasses the whole of APHA. This is critical in order for the Executive Board to exercise its fiduciary responsibility for the Association.

You have been appointed or elected to serve in this role because you are held in esteem by your colleagues, perceived as knowledgeable, hard-working and committed to the APHA mission, values and strategic directions. You will work hard, expend time and energy, and come to appreciate the diversity of skills and experiences that your fellow Board members bring to the deliberations and decisions of the Executive Board. Whether your term is for one year or longer, you and your colleagues will work collaboratively to support and advance the goals of the APHA.

Your commitment and work are deeply appreciated by the membership and the staff of APHA. We recognize that your service takes time away from work, family and home. However, you will find that your fellow board members will become valued colleagues. Public health practitioners, whatever their work domain, are caring, capable and committed individuals. In addition, the staff of APHA stands ready to assist you in achieving the work of the Board on behalf of the organization and to further the cause and mission of public health. Following are the APHA mission and vision statements, as a continuing reminder of what we are trying to accomplish. The APHA Strategic Map will serve as an additional reminder of our specific priorities and pathways for action.

Vision

Create the healthiest nation in one generation.

Mission

Improve the health of the public and achieve equity in health status

What We Do

The American Public Health Association works to advance the health of all people and all communities. As the nation's leading public health organization, APHA strengthens the impact of public health professionals and provides a science-based voice in policy debates too often driven by emotion, ideology or financial interests. APHA is at the forefront of efforts to advance prevention, reduce health disparities and promote wellness

Our Values

Our values have propelled us forward for more than 140 years, leading to our greatest public health achievements. Today, these values form the foundation of the new APHA.

- Community

We are a “home” for people who share a commitment to population health. We believe we have greater potential for impact when we create a community to solve problems, share new ideas and explore different perspectives.

- Science and evidence-based decision-making

The best policies and practices are ones based on research, with evidence that demonstrates effectiveness. The best innovations come from testing new ideas and approaches.

- Health equity

We believe in conditions that give everyone the opportunity to reach their highest level of health. This requires valuing all individuals and populations equally. It means addressing inequities in the places where people are born, grow, live, work, learn and age. When will we know we have succeeded? When health disparities of all types and all levels are eliminated.

- Prevention and wellness

Preventing disease and injury, mitigating the impact of disasters through preparedness and ensuring an environment where the healthy choice is the easy choice are worthwhile investments that lead to an overall improved human condition.

- Real progress in improving health

Our effort must result in forward movement in health impact. Sometimes that is a leap forward. Other times it's small steps. But always, it is real progress.

Executive Board Composition

The APHA Executive Board (Board) composition, duties, and authority are spelled out in the Association’s Bylaws, which are regularly updated. The full document can be accessed on the APHA website: https://www.apha.org/~media/files/pdf/governance/gc/apha_bylaws.ashx

There are 24 Executive Board members in total: 20 voting members and 4 members who serve ex officio without vote. The nature of the processes that generate the board membership is described below. The current Executive Board roster is on-line at: <http://www.apha.org/about-apha/executive-board-and-staff/apha-executive-board>.

Elected Members

The total number of elected positions on the Executive Board totals 17: 3 APHA Presidents, 12 board members, the Treasurer and the Speaker of the Governing Council.

- The Governing Council elects three new Executive Board members to 4-year terms each year at the Annual Meeting.
- The Treasurer and Speaker of the Governing Council each serve three-year terms and may be re-elected.
- In addition, the Governing Council elects the President-Elect, who serves on the board for 3 years: year 1 as President-Elect, year 2 as President and year 3 as Immediate Past President.

All Board members, whether elected or appointed, are full participants in all Board meetings and discussions.

Appointed Members

In addition to the 17 elected board members referenced above, there are 7 appointed members. The advice from these appointed members is very important to board deliberations. When serving as members of board workgroups or committees, all of these members have a vote.

APHA's Executive Director serves as an ex-officio member of the board **without** a vote. Appointed to the Executive Board for one-year terms are the Chairs of the Action Board, Education Board, and Science Board who serve as ex-officio members **without** vote; and, the Chairs of the Intersectional Council, the Council of Affiliates, and the Student Assembly who serve as ex-officio **with** vote.

Board Terms and Turnover

In APHA, the Nominations Committee (which is separate from the Executive Board and is elected by, and reports to, the Governing Council) selects the nominees for the Offices of President-Elect, Treasurer, Speaker and Executive Board Member. The Nominations Committee selects the slate of candidates from nominations it receives from the membership and manages the campaign guidelines and helps to plan the Governing Council Candidates' Forum. Candidates campaign for election before and during the Annual Meeting. The actual election is handled by the Speaker as part of Governing Council business.

During the Annual Meeting, the Governing Council elects 3 individuals from a slate of 6 nominees to the position of Executive Board Member. Elected members are often referred to as being in a *class* or *cohort* based on the year of their election. The senior class includes the 3 members who are in their last year of their 4-year term. At least one year must elapse after the completion of a full term on the board before an elected member can stand for re-election as a board member. Retiring members are eligible to be nominated for the President-elect, Treasurer and Speaker positions. Terms for newly elected members begin at the close of the Annual Meeting when elected until the close of the Annual Meeting when the term expires. Therefore, each year 3 newly elected members rotate on to the Executive Board along with the new President-Elect (3-year term) and, in some years, the Treasurer (3-year term) and Speaker of the Governing Council (3-year term).

Executive Board members are prohibited from endorsing candidate(s) for association-wide

elected positions (President-elect, Executive Board Member, Speaker, and Treasurer). Remaining neutral allows the Executive Board to work effectively regardless of the outcome of the election. Intersectional Council and Council of Affiliate candidate endorsements should be signed and submitted by someone other than the Chair or Chair-elect.

Executive Board Responsibilities and Authority

In addition to its fiduciary and legal responsibilities as defined by Massachusetts (where the Association is chartered) and District of Columbia (where the Association headquarters are located) law, the Executive Board responsibilities stem from both Association Bylaws and corporate law.

Executive Board (Oversight)	Individual Board Member (Oversight)	Executive Director/Staff (Management)
Responsible for: <ul style="list-style-type: none"> ● Defining the mission ● Choosing and evaluating the Executive Director ● Ensuring finances ● Overseeing management ● Ensuring compliance with law 	Responsible for: <p><u>Duty of Care:</u></p> <ul style="list-style-type: none"> ● Attending meetings ● Being informed ● Voting <p><u>Duty of Loyalty</u></p> <ul style="list-style-type: none"> ● Handling conflicts of interest properly ● Confidentiality <p><u>Duty of Obedience</u></p> <ul style="list-style-type: none"> ● Ensure wise use of resources to accomplish the mission 	Responsible for: <ul style="list-style-type: none"> ● Implementing the Executive Board’s vision of the mission ● Managing staff ● Utilizing APHA resources to implement the mission and the strategic plan

The fiduciary responsibilities are:

- **Duty of Care:** Exercise reasonable care as a steward of APHA. Be informed; be familiar with financial status; attend meetings and functions.
- **Duty of Loyalty:** Give undivided to APHA when making decisions; act in the best interests of APHA. Do not use inside information for personal gain.
- **Duty of Obedience:** Be faithful to APHA’s mission; ensure that resources are used wisely to accomplish the mission.

As stated in the bylaws, the Executive Board shall have the following powers and duties:

- A. To hire, set compensation for, set expectations for, and evaluate the Executive Director of the APHA (Bylaws Article VI, Section 7A).
- B. To appoint the Editor-in-Chief of the American Journal of Public Health (Bylaws Article VI, Section 7B).

- C. To act as Trustee of the Association's properties according to its duty of loyalty including the purchase, sale, and lease of Association real property and the granting of a security such as a mortgage (Bylaws Article VI, Section 7C).
- D. To approve budgets for APHA and work to make summaries of budgets available to APHA members annually (Bylaws Article VI, Section 7D).
- E. To establish internal policy within the purview of its fiduciary and oversight role as a governing board of a 501c3 organization (Bylaws Article VI, Section 7E).
- F. To recommend methods for the procurement of funds. This includes a schedule of dues to be approved by the Governing Council (Bylaws Article VI, Section 7F).
- G. To set strategic direction for APHA (Bylaws Article VI, Section 7G).
- H. To conform to the policy statements adopted by the Governing Council between meetings of the latter and to adopt interim policy statements which shall be in effect until the next meeting of the Governing Council (Bylaws Article VI, Section 7H). Policies refer to policy statements that articulate APHA's position on public health issues to impact legislation and regulation as in (Bylaws Article V, Section 6A).
- I. To act in an advisory capacity to the Executive Director as requested and in the execution of the Executive Board's other responsibilities (Bylaws Article VI, Section 7I).
- J. To approve the establishment or discontinuation of Forums and to recognize or remove recognition from Caucuses. To approve internal policy governing these functions. To approve policy governing the removal of Forum leadership (Bylaws Article VI, Section 7J).
- K. To prescribe procedures for establishing eligibility for individual membership; elect Agency members by three-fourths vote; and recommend Honorary Membership for approval by the Governing Council (Bylaws Article VI, Section 7K).
- L. To coordinate, review, and act on recommendation of Standing Committees, the boards, the Council of Affiliates, and the Intersectional Council (Bylaws Article VI, Section 7L).
- M. To recommend the establishment of new APHA boards and standing committees to the Governing Council. To establish and appoint special APHA committees and task forces with time-limited functions (Bylaws Article VI, Section 7M).
- N. To appoint members of APHA boards and standing committees with the exception of the Joint Policy Committee and the Committee on Membership, chair-designates of APHA boards in (Bylaws Article VII), and Chairs of APHA Standing Committees (Bylaws Article VI, Section 7N).
- O. To direct the issuance of APHA publications (Bylaws Article VI, Section 7O).
- P. To act on professional standards on behalf of APHA (Bylaws Article VI, Section 7P).
- Q. To approve rules and regulations relating to the governance of the Sections or delegate this responsibility to the Intersectional Council Steering Committee (Bylaws Article VI, Section 7Q).
- R. To monitor representation within APHA and transmit a report of its proceedings and transactions to the Governing Council. Prior to nominating or appointing any member to a vacancy on any Board, Council, Standing Committee, task force, special committee, or other position, special consideration shall be given to ensuring diversity of representation (Bylaws Article VI, Section 7R).
- S. To endorse annually the proportional representation of Section and unaffiliated members of the Governing Council (Bylaws Article VI, Section 7S).
- T. To terminate the membership in APHA of any member determined by the Executive Board to reflect discredit upon APHA (Bylaws Article VI, Section 7T).
- U. To set the location and/or technology for the annual meeting and other member meetings

(Bylaws Article VI, Section 7U).

Some Executive Board duties apply throughout the year, some recur on an annual basis, and others happen only when changes in existing procedures and policies are indicated. Other responsibilities of the Executive Board derived from Association Bylaws include, but are not limited to:

- Determine procedures for individuals to be eligible for regular membership (Article III, Section 1A), for individuals to be recognized by Honorary Membership (subject to approval by a three-fourths vote of the Governing Council (Article III, Section 1D), and for agency members (Article III, Sections 2B & 2C) and Affiliated Associations (Article IX, Section 3).
- Determine dues rates for Agency Members (Article III, Section 2D; Article X, Section 1C) and the capitation rate for dues paid by Affiliated Associations subject to approval by two-thirds vote of the Governing Council (Article X, Section 1D).
- Discontinue membership for nonpayment of dues or because of conduct judged to discredit the Association and to recommend that the Governing Council discontinue membership or affiliation of any constituent (Article III, Section 3).
- Receive advice from the Sections with respect to the Association and membership of the Action Board, the Science Board, Councils, Work Groups, Task Forces, and Standing Committees (Article IX, Section 1Fvi).

As established in corporate law, the Executive Board has responsibility for the corporate affairs of APHA and delegates to its Executive Director the overall management of the corporation and its affairs. At times, the Executive Board may delegate authority to its Executive Committee or another Committee for matters occurring between board meetings. This is likely to happen with the Finance or Governance Committees depending on the work needed. The Executive Board also has the ultimate legal responsibility for the Association. Its duty of loyalty to the Association above all other interests requires the board to assure that APHA remains true to its purpose and mission as expressed in its Strategic Plan. The board's fiduciary duty requires the board to oversee financial and investment matters of the Association, to protect its assets, and to provide financial resources for its programs and activities in keeping with its mission and nonprofit status.

Indemnification of Executive Board Members

When acting as a board according to its duties and responsibilities and in accord with the laws and regulations, the individual members of the board are indemnified from being sued. The indemnification does not apply if a board Member acts outside of the role as a member of the board or commits a criminal or other unlawful act. The Association carries a director and officer insurance policy which is available for review by contacting the Chief Financial Officer.

Duties of loyalty and fiscal responsibility are vested solely in the Executive Board

The Association Bylaws identify critical functions of the board that endure over time and that distinguish board functions from those of other Association components, including the Governing Council. The Executive Board also maintains other responsibilities acquired by organizational custom and/or necessity to implement sound management principles.

As part of its responsibilities, the Executive Board works to ensure the fiscal health and well-

being of the Association. All Executive Board members are expected to contribute financially to the Association, and assist in the identification, cultivation and maintenance of financial donors. The level of financial giving will vary according to the circumstances of the board member.

Elected Executive Board members are voting members of the Governing Council, thus allowing for both voice and votes from the Executive Board perspective. In the Governing Council, Executive Board members act within the functions of the Governing Council. As needed, they may represent the Executive Board before the Governing Council with reports and motions for adoption by the Governing Council. Governing Council responsibilities include, but are not limited to, establishing policy, electing voting members of the Executive Board, and electing Association Officers. The Governing Council is the body with authority to amend the organization's bylaws as needed. In amending bylaws, the Governing Council may not relieve the Executive Board of its corporate duties of loyalty to the Association and fiduciary responsibilities.

The board is required to act in concert with Association policies but may also make interim policy and take actions on its own authority (i.e., that do not require approval by the Governing Council). A major component of the board's fiduciary responsibility is the hiring of the Executive Director, who is responsible for the day-to-day management and function of the Association, and oversight of staff and operations. Because of its fiduciary responsibility, certain actions of the Executive Board are required and governed by law. There are provisions of Federal law, specifically Sarbanes-Oxley (Sarbanes-Oxley Act of 2002, <https://www.sec.gov/about/laws/soa2002.pdf>) that dictates parameters for finance and audit. The Executive Board also is required to ensure that the Association complies with laws of the state of Massachusetts in which the Association is chartered and the District of Columbia, the jurisdiction in which it is headquartered.

Executive Board Membership Expectations

All elected or appointed Executive Board members are required to have a current APHA membership. Executive Board members are also expected to be members of their local affiliates. This expectation aligns with the requirement of APHA membership for all affiliate leaders.

Executive Board Activities

Executive Board activities include in-person and virtual board meetings and also the Governing Council meetings. Board members are automatically members of the Governing Council. In addition, the board holds an annual orientation for new members, participates in standing committee meetings, and ad hoc committee meetings when necessary. Board members also act as liaisons to Sections, Caucuses and other organizational units throughout the year and participate in various special functions at the Annual Meeting. Staff support for Executive Board activities is provided by the APHA Executive Assistant, Asma Shethwala Yu whose contact information appears on the cover page of this handbook. The board and its Committees may also communicate with other staff depending on the responsibilities. The Executive Board Calendar for the ensuing year is issued before the Annual Meeting.

Board Meetings

The Executive Board has **face-to-face** meetings three times per year for 2-to-3-day periods. Meetings are usually in January and May—in Washington DC, and in the fall at the site of the Annual Meeting on Thursday and Friday immediately prior to the Annual Meeting and on Wednesday on the last of the Annual Meeting. The January and May meetings are usually held on a Sunday afternoon through Tuesday. The board meets virtually during the interim between face-to-face meetings and also with the Governing Council at mid-year.

The Board Chairperson chairs all meetings, with assistance from the Vice-Chair(s). All Board members are expected to attend and participate fully in all meetings (both face-to-face and virtual meetings) of the board. Members who cannot attend a meeting of the board due to personal or work circumstances should notify the Executive Assistant. Prior to attending the meeting, board members are expected to have read all meeting-related materials distributed in advance of the meeting. These materials may include financial reports, committee and workgroup reports, and background information pertinent to APHA or board actions. Members are expected to attend the entire board meeting and are asked to coordinate their travel schedules with the meeting agenda. APHA covers transportation, housing and meal costs for the January and May meetings, and housing and meal costs during the Executive Board meeting prior to the Annual Meeting.

Meeting dates are posted on the board page on the APHA website:

<https://www.apha.org/about-apha/governance/apha-boards-and-councils/executive-board>

Draft minutes from the Executive Board meetings are initially sent to the Chair and Executive Director for review, and then distributed to all board members for review and comment. Executive Board meeting minutes are posted on the APHA website once approved by the board. It is important for all board members to review the minutes and respond with any modifications. See: <http://www.apha.org/about-apha/governance/apha-boards-and-councils/executive-board/executive-board-minutes>.

Working with APHA Staff

APHA has an outstanding and committed staff who work diligently in support of APHA, its members, affiliates, and mission and are highly valued as team members. While the Executive board meets and during board meetings, various APHA Department heads meet with the board to update board members on issues, accomplishments, and progress toward goals. There may be occasions to meet with other staff who support committee work and Association outreach, such as editorial staff of *The Nation's Health*. APHA endeavors to pay competitive wages, but there will be times when staff leave for higher level positions, growth opportunities or personal reasons. As new staff come on board to do the work of the APHA, board members may need to make extra efforts to aid in new staff orientation and should be patient and helpful.

A key aspect of working with staff is the differentiation of board roles from staff roles. Conceptually, the distinctions are clear. The board focuses on vision, strategy and policy; staff exercise leadership in the specification, implementation and management of activities to realize the vision and mission. In other words, the Executive Director and staff are responsible for day-to-day operations of the APHA, and the Executive Board is responsible for oversight of

the Association as a whole, in conjunction with the Executive Director. In practice, the distinctions are sometimes difficult to make. Board discussion may inadvertently drift into issues of management and staff oversight. This extension of board involvement does not allow the board to function at its optimal level. APHA staff is directed by the Executive Director. The Executive Board is expected to evaluate and work effectively with the Executive Director. The Executive Director is responsible for the daily management of the organization.

Board Member Participation at the Annual Meeting

There is an Executive Board meeting prior to the beginning of the annual APHA meeting. APHA covers or reimburses the costs of travel and related expenses to board meetings. For the meeting just prior to the Annual Meeting APHA usually covers the costs of lodging for nights required for board meeting attendance and meals. Meeting registration, transportation to the Annual Meeting and lodging for the other nights is at the member's expense.

In addition to attending and participating in the meeting, board member responsibilities during the Annual Meeting are usually provided to each member by the Executive Assistant.

Among the responsibilities of the board are:

- Attending the opening and closing general sessions and awards sessions.
- Meeting with assigned liaison individuals (ISC-SC and CoA members, Student Assembly representatives, Caucus representatives, and Publications Board representative). Appointments should be made in advance, e.g., through email or phone contact. The ISC and CoA meet on the Saturday before the Annual Meeting Opening Ceremony on Sunday. This offers an opportunity to interact with the individual with whom you liaise.
- Attending all meetings of the Governing Council having read the provided background material.
- Serving as chairs or facilitators of break-out roundtable sessions on Sunday morning before the meeting opens. These discussions are used to gather data and perspectives on issues important to the board and APHA.
- Visiting the booths in the exhibit hall to thank the vendors for supporting the APHA Annual meeting.

In both the Governing Council sessions and the opening/closing sessions, board members sit in the front of the room. Reserved seating for board members is available at the front of the room during the opening session. At the general sessions, board presence serves the purpose of showing support for invited speakers and awardees. In the Governing Council meetings, board seating arrangements acknowledge the board's leadership role in the Association. Such seating also positions members of the board where they may more easily reach the stage to make their reports to the Council.

Internal Board Processes

Building the Executive Board Meeting Agenda

The Chair of the Board, in consultation with the Executive Director and the Vice Chair, creates the board meeting agenda. Particular care is given to identifying fiduciary and structural or other aspects of the board's responsibilities that need attention. Priority may also be given to items proposed by the ex officio groups (e.g., the Action Board, Science Board, Education Board, Intersectional Council and Council of Affiliates) or from other APHA Committees when they have items for board information or action, given that these components are a primary means for the board to obtain input from the Association at-large.

Board members wishing to have items placed on the agenda for discussion should contact the board chair. Depending on how much is already on the agenda, and the priorities of agenda items, the topic may be placed on the agenda or deferred to a future conference call or face-to-face meeting. The board chair will work with the member proposing the item to determine how much time is needed, and whether the item requires action by the board. The meeting agenda and support materials are provided to members prior to each meeting so that members can prepare for the meeting. Some board meetings devote time to board education or retreats to allow for visioning. At each in-person meeting, time is set aside for generative discussion on topics selected by the board chair based on suggestions from board members.

Board work is supported by many APHA staff. The Executive Assistant acts as the primary staff liaison. Other staff members support specific committees and provide important information or briefings at board meetings.

Board Meeting Evaluations

The Governance Committee is responsible for the board meeting evaluation. The form of the evaluation may vary. This is conducted as needed throughout the year. Results are tabulated and reviewed by the Governance Committee. The Governance Committee chair discusses the results with the board chair if needed.

Election of Board Officers

During an Executive Session of the board at the Annual Meeting, board members vote for a Chair and Vice Chair of the Executive Board. The Vice-Chair of the board can run for board Chair in subsequent years but does not ascend to this position automatically. All elected board members are eligible to serve in these positions assuming they will be continuing on the board during the ensuing year. Board members who are interested in running for the positions of Chair and Vice Chair must complete the Executive Board Officer Nomination form a few weeks before the Executive Board Meeting at the Annual Meeting and return it to the current chair of the board. All nomination forms will be disseminated by the Executive Assistant to the board in advance of the Oct./Nov. meeting.

Conflict of Interest

Executive Board members must sign APHA’s COI form at the beginning of each new board year and must complete that form again at any time when an actual, potential or perceived COI arises. This Executive Board COI form is available to board members at all times. Board members will be reminded to alert the board chair and chair of the Executive Board Committee on Governance to any conflicts or potential conflicts of interest that may arise during any given meeting (face to face or virtual). The board’s committee on governance will determine whether a conflict exists. If so, the board member(s) will recuse themselves from voting on any relevant issue but may participate in the discussion and offer suggestions. [See the Conflict of Interest document](#) for full discussion of processes relevant to the monitoring of the Executive Board COI.

Whistleblower Policy

Addendum to APHA’s Whistleblower Policy Statement as detailed in the APHA Staff Handbook, Section 8.5.

APHA’s Whistleblower Policy Statement in the APHA Staff Handbook (Section 8.5) states,

“APHA will investigate any possible fraudulent or dishonest use or misuse of APHA resources or property by management, staff, volunteers, or members. Anyone found to have engaged in fraudulent or dishonest conduct is subject to disciplinary action by APHA up to and including civil or criminal prosecution when warranted. All members of the APHA community are encouraged to report possible fraudulent or dishonest conduct (i.e., to be a whistleblower). An employee should report his or her concerns to a director, manager, or supervisor. If for any reason an employee finds it difficult to report his or her concern to a director, manager or supervisor, the employee can report it directly to the Director of Human Resources. Directors, managers, or supervisors are required to report suspected fraudulent or dishonest conduct to the Director of Human Resources. For more information about definitions, rights and responsibilities, procedures, and contacts read the following.”

Due to the fact that the current Whistleblower Policy is silent on reporting by “volunteers”, this Addendum provides necessary guidance.

APHA has many “volunteers”, which in general include Executive Board members.

An **APHA Executive Board member** should report his or her concerns to the Executive Director of APHA. The Governance Committee of the Executive Board will be assembled to review evidence as appropriate and leadership and legal counsel will be contacted as appropriate.

A **Governing Councilor** should report his or her concerns to the Speaker of Governing Council who will contact the Executive Director. An ad hoc committee will be assembled to review evidence as appropriate and leadership and legal counsel will be contacted as appropriate.

A **Section Volunteer** should report his or her concerns to the Chair of the Intersectional Council who will contact the Executive Director. An ad hoc committee will be assembled to review evidence as appropriate and leadership and legal counsel will be contacted as appropriate.

An **Affiliate Volunteer** should report his or her concerns to the Council of Affiliates Representative who will contact the Executive Director. An ad hoc committee will be assembled to review evidence as appropriate and leadership and legal counsel will be contacted as appropriate.

Other **general APHA volunteers, in categories not listed above**, should report his or her concerns to the APHA Director of Human Resources, who will contact unit/component leaders and legal counsel as appropriate.

Operational Principles

The Board functions in a way that displays the core values that are fundamental to the mission of APHA and public health noted in the opening section of the Executive Board Handbook

Transparency

The Executive Board strives to be transparent in all of its actions, including its work in support of the Governing Council and the APHA membership at-large. Any APHA member is welcome to observe Executive Board meetings except when the board is in Executive Session.

The principle of transparency is also modeled through the internal working of the Executive Board. Members do their best to be clear with one another about their intentions, seeking clarification when necessary. Free speech is a core value of well- functioning democratic organizations. Individuals on the Executive Board are free to express their point of view objectively and respectfully about the decisions and recommendations of the board as a whole by having their name associated with specific items and positions in the minutes of the Executive board meeting if they wish to do so. The Executive Board strives to articulate its decisions and recommendations in a professional manner that represents its deliberations and the best interest of the Association.

When presenting a decision or recommendation to the Governing Council, the Chairperson of the Executive Board is the usual spokesperson who will summarize the deliberation and decision.

After Executive Board meetings, talking points will be provided and include, where applicable, both majority and minority points of view. The purpose of these processes is to support the provision of consistent messages about Executive Board actions to the broader APHA membership. Once a decision by the board has been made it is recommended that all board members support the decision. If there continues to be concerns, a board member can bring the issue back to the board for further discussion.

Open Door Meetings and Executive Session

There are no closed meetings in the American Public Health Association except those in Executive Session. [APHA's policy on Executive Session](#) can be found on the APHA website. Social gatherings and receptions are not considered meetings and not subject to an open door policy.

Notice of Executive Board meetings shall occur at least two weeks prior to the scheduled meeting and include the location, agenda, and a contact person to whom questions may be addressed.

As noted above, any member-in-good-standing is allowed to attend meetings, at his/her own expense, if the meeting is being held in-person. The Association is not required to provide teleconferencing or other remote access. Space constraints may limit attendance although space accommodation will be made where possible. Attending a meeting does not imply a right to participate in the meeting. Participation at Executive Board meetings will be determined by the board.

An Executive Session may be called for the following aspects of Executive Board work to:

- discuss issues related to personnel,
- discuss issues related to litigation,
- discuss proposed or pending real estate transactions,
- discuss proposed or ongoing contract negotiations,
- discuss criminal investigations,
- comply with federal or state law,
- discuss membership revocation,
- discuss component status or revocation, and/or
- discuss voting strategies, policy endorsements, nominations, and budgets.

There must be a clearly stated justification for entering the Executive Session. A request for an Executive Session must be included on the agenda. Only members of the Executive Board may be present at an Executive Session of the board.

Voting may not occur in an Executive Session except to leave or to continue the session. A simple majority is required to enter, to continue and to exit the Executive Session.

Members who wish to appeal a decision to enter an Executive Session of any Association group do so by filing a complaint in writing to Governance@apha.org. The Executive Board will review all complaints and make a final determination. The Executive Board may rescind any decision made by a group improperly in Executive Session.

Executive Board Committees

Board members are asked to take on committee or workgroup assignments in addition to their participation in activities of the board overall. The Executive Board may form working committees, some of which may be ongoing from year-to-year, and others temporary to address a specific priority or task. The board may form an Executive Committee to function between the meetings of the board; the Executive Committee can be activated at the discretion of the board chair.

Other ongoing board committees include: The Committees on Social Responsibility, Development, Finance and Audit, Governance, Membership Committee of the Executive Board, Personnel, and Strategic Planning. Board members are appointed to committees by the board chair and are often asked to serve on more than one committee. Considerations in making committee assignments include the representation of cohorts (i.e., starting year of board service); links with other committees and workgroups; expertise and experience of the individual members; and group diversity. Some committee assignments may continue for the 4-year term of an elected board member.

Workgroups are created to address specific issues and are time-limited in their charge. Workgroups are generally formed in two different ways: the board decides that there is a need to form a workgroup to address a specific issue or the Governing Council votes to have the board explore or examine an issue. The board chair usually designates the chair and assigns members to these working groups.

Due to existing APHA obligations, ex-officio members of the board are not required to participate on Executive Board committees but can do so at their discretion.

At the first committee meeting, the committees identify their work plans for the coming year and make individual assignments as necessary. It is expected that committee and workgroup deliberations will be conducted outside of board time virtually or by email, unless there is specific meeting time scheduled during the Executive Board meeting. Normally, the chair of the group will report back to the board progress or results of the work undertaken and final decisions or recommendations. When such work is done in advance, reports should be submitted to the board chair and the board staff liaison in time to be included in the upcoming board meeting materials. If a committee or workgroup decides to bring forth a motion for the board to vote on, the chair of the committee/workgroup should notify the board chair so that sufficient time and priority are given to the item. If a recommendation or decision has cost implications for APHA, the report should include an estimate of financial impact. If uncertain about potential costs, contact the Treasurer. If a recommendation or decision has legal implications for APHA, the report should advise and provide suggested actions or requests for further advice as appropriate.

Non-Executive Board Member Participation on Committees of the Executive Board

The Executive Board Committee will consist of EB members (including the committee chair) appointed by the EB chair. If an APHA member is not on the EB but has a specific APHA

leadership role that is directly related to the charge and/or purpose of an EB Committee, the EB committee chair may request an additional committee membership. The request should be approved by the Executive Committee and the EB committee chair requesting the addition will invite the ad hoc member to join the EB Committee.

At present, a representative from the Ethics Section, ISC and CoA are members of the EB Committee on Social Responsibility and the Chair of the APHA Committee on Membership and a representative from the ISC and CoA are members of the Membership Committee of the Executive Board.

Expected Participation on Executive Board Committees

Committee participation is expected for elected Executive Board members (see page 11). Appointed Executive Board members are not required to serve on Committees; however, the majority do identify Committees on which they would like to serve and are appointed to those Committees by the Chair of the Executive Board.

If a committee member misses a meeting and/or deadline without any advance communication to the Committee Chair and/or APHA staff liaison, the Committee Chair will contact the member. If the member does not participate in two consecutive meetings/scheduled conference calls or does not complete tasks as agreed upon, the Committee Chair will discuss non-participation with the member to reach a solution to facilitate full participation. Possible additional action may be taken by the Committee Chair and/or Chair of the Executive Board.

Descriptions of the scope of responsibility and activities of current APHA committees is below:

Committees

Executive Committee

This committee, which is chaired by the executive board chair, is a subset of the full board charged with conducting necessary business on behalf of the board between meetings. Meetings of the Executive Committee are convened at the discretion of the board chair. Members of this committee include the Chair and Vice-Chair(s) of the Executive Board, the Treasurer, President, President-Elect, Immediate Past President, the Speaker of the Governing Council, and the Executive Director. When necessary, the Executive Committee may be convened to address APHA business and make urgent or necessary decisions between meetings. The Executive Committee, in collaboration with the Personnel Committee, is charged with determining the compensation package for the Executive Director. The Executive Assistant will be the staff liaison for this committee.

Membership Committee of the Executive Board

(This committee is currently under review) The Membership Committee of the Executive Board (EB) will consist of EB members (including the committee chair) appointed by the chair of the EB. Additional representation will include the chair of the APHA Committee on Membership

and representatives from the ISC and COA. The committee will work closely with the Director of Membership Services (serving as Committee Liaison) and Component Affairs. The primary purpose of the committee will be to monitor, identify gaps, and provide guidance and feedback to APHA membership efforts, as it relates to specific Core Approaches, Strategies, and Tactics identified in the APHA Strategic Plan.

Committee on Social Responsibility

The Committee on Social Responsibility (CSR) is a standing committee of the Executive Board. The CSR's primary purpose is to evaluate prospective corporate, foundation, organizational and individual donors to APHA and/or its Components (e.g., Sections, SPIGS) and Affiliates to assure that the philosophies, missions, values, and practices of such entities are either shared, or at minimum not in conflict with those of APHA. In fulfilling its function, CSR (1) creates, maintains, and modifies tools (e.g., APHA Guidelines for Gifts and Donations, evaluation tool template, etc.) to facilitate its evaluator processes; (2) collaborates with the Development and Finance and Audit Committees of the Executive Board; (3) and serves as a resource to APHA Components and Affiliates.

The chair of the Executive Board appoints the CSR's chair and members who are executive board members. The CSR Chair works with the Chair of the ISC, CoA, and Ethics Section to appoint additional representatives to the Committee. These representatives will each serve a three-year term. The CSR establishes a regular meeting schedule including meetings during the executive board's face-to-face meetings (i.e. meetings in January, May, and October/November) and ad-hoc meetings to serve the Association's needs. The Development Manager serves as the staff liaison to the CSR.

Development Committee

This committee oversees and advises on strategic development activities. The committee both informs the Executive Board of next steps while also engaging the Executive Board in supporting and expanding these efforts.

Development Committee responsibilities include, but may not be limited to:

- Oversight of the development process,
- Setting, monitoring and working with staff and Board to achieve Executive Board fundraising goals,
- Developing and working with staff and the Executive Board to implement the Development Committee work plan,
- Working with the Executive Board and staff to identify entities to refer to CSR for review, and
- Exploring, through Networking and Research & Development, new opportunities and best practices to achieve and expand fundraising/development goals.

The Development Committee is composed of a chair, the chair of the Committee on Social Responsibility, and assigned Executive Board members. The treasurer and the executive director

serve ex-officio on the committee.

The Development Committee Chair will lead a recruitment process to identify up to four (4) additional non-Executive Board members to serve on the committee. Additional representatives to the Development Committee will bring direct fundraising experience to the committee and may include:

- past/current APHA leader with external fundraising experience,
- past/current APHA leader with direct APHA Component or Affiliate fundraising experience,
- Student Assembly representative to the Development Committee, and
- An individual who has direct experience with fundraising (e.g., planned giving or major gifts).

Each representative will serve a three-year term, with the terms being staggered to maintain institutional knowledge from one year to the next.

The Development Committee collaborates with the Finance and Audit Committee and the Committee on Social Responsibility. The committee is a resource to APHA staff who do most of the day-to-day fundraising activities of the Association.

Finance and Audit Committee

This committee, chaired by the Treasurer, provides financial oversight for the Association, and brings its findings to the board. Included in its mission is improvement of the budget process, the budget document, financial activities, and the audit process.

Committee responsibilities include but may not be limited to:

- Oversight of budget process
- Review of proposed budget for recommendation to the board for approval
- Monitoring budgetary activities
- Oversight of auditing process
- Review of annual audit and making recommendations to the board
- Overall oversight of APHA financial policies
- Review and monitoring of financial practices
- Oversight of Reserve Fund policies and practices
- Oversight of investment policies and practices
- Monitoring compliance with 501c (3) requirements related to financial matters

The Finance and Audit Committee meets a legal requirement of Sarbanes- Oxley. The Finance and Audit Committee works closely with the APHA Chief Financial Officer. In addition, APHA retains investment and finance advice from an outside firm specializing in working with health organizations.

Governance Committee

The committee monitors and evaluates board processes, governance, and accountability, and develops and maintains a board ethics guide including the board's COI policy and processes. The committee typically is made up of at least one individual from each of the four cohorts of board members (1st, 2nd, 3rd, & 4th year members). Additional members who have particular expertise or interest in board governance may be assigned to the committee at the discretion of the board chair. The Executive Assistant will be the staff liaison for this committee.

Governance Committee responsibilities include:

- Conducting an evaluation of the board meetings as needed, reviewing and reporting the results back to the board members;
- Developing recommendations for improving board operations based on evaluation results;
- Considering other resources, organizations, and best-practices for ideas to improve the effectiveness and efficiency of board operations;
- Convening when needed to address concerns about board operations referred to committee;
- Providing a confidential or anonymous mechanism for concerns to be expressed to or between board members;
- Serving as an ethics review committee to develop processes and to hear and consider complaints expressed to or about executive board members;
- Developing, monitoring, evaluating and modifying the board COI policy, processes and agreement form, and assuring its accessibility to members at all times;
- When referred to it, considering a situation of actual, potential or perceived COI by a board member, or actions to be taken when a conflict is recognized after a board vote has been taken;
- Developing, monitoring, evaluating and modifying the board's Whistleblower policy;
- Implementing an evaluation of board processes with members at the end of their term on the Executive Board.

Personnel Committee

This committee, typically chaired by a 3rd or 4th year Executive Board member, is charged with evaluating the Executive Director and periodically assessing staff attitudes and perceptions about the quality of work life in the organization. When needed, the committee may be involved in the search for a new Editor-in-Chief of the American Journal of Public Health or a new Executive Director; however there may also be a completely separate search committee. The ultimate responsibilities for a search for a new hire belong to the board and are usually delegated to a separate committee which reports to the full board and seeks the approval of the full board. When possible, the committee is made up of one individual from each of the 4 board classes. Other members are assigned at the discretion of the board chair. Staff support is provided by the APHA human resources director.

Strategic Planning Committee

The strategic plan works to strengthen APHA to better accomplish its mission to improve the health of the public and achieve equity in health status. The Strategic Plan Committee guides, facilitates, and supports this work across the Association and through the life cycle of the strategic plan. When the Association is beginning work on a revised or new strategic plan, the Committee collaborates with staff to hire a consultant and then assists the consultant in gathering information from staff, components, members, and other stakeholders to design the revised or new strategic plan. Once a plan is in place, the Committee regularly provides monitoring and follow-up to assure the best possible implementation and evaluation of the plan. Throughout the process the Committee works to communicate with all stakeholders the importance of the strategic plan in achieving our mission.

Other Board Member Responsibilities and Opportunities

Social Events

Dinners are arranged for the evenings during board meetings to provide board members with opportunities to become better acquainted and to relax after a long day of deliberation. They are held at different local restaurants each evening to vary the options and settings. Attendance at board dinners is not required but is strongly encouraged. If members are going to be absent from the dinners, e.g., because they live within commuting distance of the meeting or use the opportunity to visit with family members or friends in the area, they should let staff know as far in advance as possible in order to adjust reservations.

Board Fundraising Activities

To demonstrate our commitment to our mission and to help reach our fund-raising goal, the board members agree to each make an annual donation. 100% participation in gift giving by all board members, elected and appointed, is crucial for many grant requirements and matching donations. Traditionally, contributors to not-for-profit organizations look at the level of board support for the organization as a measure of board commitment. It is recognized that various board members have differing financial circumstances. Board members should give at whatever annual amount they are able, but each should make an individual annual donation. Board members are strongly encouraged to give the largest amount they can to APHA, and the first opportunity to give will be at the January board meeting. All pledges and/or contributions should be made prior to June 30 to ensure inclusion in the APHA Annual Report.

Board members may be invited to help cultivate giving throughout the year; e.g., National Public Health Week (first full week in April), end of fiscal year (June 30), the APHA Annual Meeting and the end of the calendar year. Board members may also be invited to help cultivate legacy and major gifts for APHA.

The Development Committee and development staff will develop appropriate processes to generate annual fundraising leads based in part on board member contacts. Leads may include individuals (members and non-members), corporations, foundations or governmental fundraising sources. The Development staff will provide each board member with an updated annual fundraising menu highlighting the Association's current and most pressing fundraising needs in addition to other association background materials to support board member lead generation efforts. The quarterly development report will provide an update on achievement of board fundraising goals.

Each board member will be asked to participate in personally thanking individual, corporate, foundation and governmental donors as deemed appropriate by APHA staff via phone calls, email and/or mail to ensure healthy stewardship and external relations. The Development staff will provide each board member with the essential list of contacts along with contact information, any necessary materials and supplies and contextual information as part of the quarterly board Fundraising Report.

Other Financial Obligations

APHA Get-or-Give Policy

By being elected or appointed to serve on the Executive Board, Board members agree to make an annual donation to APHA as an additional demonstration of support. When it comes to giving, a 100-percent Board participation rate signals to other prospective individual and organizational contributors that APHA is an entity worthy of additional funding. Accordingly,

1. To demonstrate the Board's commitment to APHA's mission and to help reach our goal of 100% participation in gift giving, each board member agrees to make an annual donation by June 30 in order to ensure inclusion in the APHA Annual Report.
 - a. Contributions may be made from the board member's private resources or may be raised in any manner that does not conflict with the APHA Guidelines for Gifts and Donations or may otherwise compromise the Association.
 - b. Contributions may be scheduled in a series of smaller gifts or payments.
 - c. This policy does not establish a minimum donation amount as *participation* itself in leadership giving is emphasized to insure inclusion of all Board members regardless of financial circumstances. In the case of financial hardship, a board member is expected to "get" a contribution, i.e., influence the contribution of a third party, e.g., a mentor or colleague, to make a contribution to APHA. In this case, the "hard credit" will go to the donor who made the contribution payment, and the "soft credit" will go towards the board member who influenced the donation thereby fulfilling the Board's expectation that each board member makes an annual contribution to APHA.
2. Recognizing that major funding sources take the board's financial contribution into account when assessing our Association as a potential beneficiary, the members of the board commit to achieving 100% compliance with this policy every year.

Other Contributions

The board traditionally hosts a staff appreciation event during the midyear board meeting. This is one way the board thanks the staff for their hard work in support of APHA. To cover the costs of this event, board members are asked to contribute a sum of money (usually \$50) to cover the cost of the event. This collection by the Treasurer generally takes place at the May board meeting.

Representing APHA

Board members may be asked to represent APHA in a variety of capacities. Sometimes board members are invited to sit on other boards, Federal Task Forces or regulatory bodies. APHA appointees to outside groups are encouraged to check with APHA to determine what history the association has with the other group or what emphasis the Association may want to take at such meetings. In addition, it is important that such appointees provide feedback to APHA about the activities associated with the appointment. Some such appointments may extend beyond or follow the term of APHA board service. However, it is still good practice to check with APHA and keep staff apprised of issues raised that might impact APHA or the profession of public health.

Representing the Executive Board

When there is a need for representation of the Executive Board, generally the Chair of the Executive Board serves in this capacity. Other board members may be asked to do so, if the chair is unavailable.

Leadership Appointments Process

The Executive Board approves the final slate of appointments generated by the APHA Leadership Appointment Process. The process of identifying and appointing APHA members to the various boards and committees of the APHA has traditionally been accomplished by the President-Elect and the Executive Director, based on nomination of individuals by their Sections, SPIGS, Caucuses and Affiliates, or self-nomination. This process includes appointments to the Action, AJPB Editorial, Education, Publications and Science Boards, APHA Standing Committees designated in Bylaws, and other APHA Committees and ad hoc Association Committees or Task Forces. Guidance about leadership opportunities appears on the APHA website in January of each year as well as the January-June issues of Inside Public Health and the Affiliate newsletters. Board members are not eligible to be appointed through this process while they are serving on the board. However, they may serve beginning in the year immediately following their term on the Executive Board. They should encourage other members, and members of their liaison groups, to identify and apply for boards or committees on which they would like to serve. Information is also available on APHA website at: <http://www.apha.org/about-apha/governance/leadership-appointment>.

Executive Board Liaison Initiative

Purpose: To facilitate the exchange of information and ideas between the APHA Executive Board and APHA committees and member components.

The Executive Board has direct connection with many APHA components, groups, and committees. The chairs of Inter-Sectional Council, Council of Affiliates and Student Assembly are liaison to their member units. Hence, in order to ensure bidirectional communication with those groups not explicitly represented within the board membership, the Executive Board leadership will identify individuals to liaise with the following groups:

- Caucus Collaborative
- Publication Board

Governing Council Committees:

- Committee on Membership (Liaison: Governing Council Speaker)
- Committee on Health Equity (Liaison: Governing Council Speaker)
- Committee on Women's Rights (Liaison: Governing Council Speaker)
- Committee on Bylaws (Liaison: Governing Council Speaker)

Match Process: The assignment of liaisons will be made by the Executive Board chair with assistance of vice chair and the board staff liaison, the Executive Assistant. Liaison assignments will be based on relevant experience and will be shared every year with the Executive Board members at the January Executive Board meeting and will be placed in the Executive Board drop box folder.

Liaisons will share Executive Board meeting minutes, talking points, along with any upcoming events, activities or initiatives that may be of interest. Liaisons will maintain dialogue with assigned group(s) throughout the year. Executive Board Liaisons can be of particular value in emphasizing leadership opportunities within APHA and answering questions others may have about the board.

Communication tips:

Liaisons (or other board members, as applicable) provide a high level summary of topics discussed at the board meeting. A one-pager summary talking points can be shared with the Executive Board within 1 week of the board meeting by the chair and/or the board staff liaison.

Remind members that all Executive Board are open meetings, participation is open to all except if in executive session.

Evaluating the Executive Director

One of the responsibilities of the board is completing an annual evaluation of the Executive Director. The Executive Director is the only APHA staff member hired by the board (Bylaws Article VI, Section 7A) and he or she is vested with the authority to hire and oversee all other APHA staff. The board does not become involved in evaluations or human resource issues for other APHA staff except in unusual circumstances. The Executive Director's evaluation is designed and administered by the Personnel Committee. The evaluation may be amended or changed by the committee, but essentially consists of the rankings of all board members plus the Executive Director's self-assessment. In years when the APHA staff is surveyed, this information is also taken into consideration when evaluating the Executive Director's overall leadership and the Executive Director's ability to address needs and concerns of the staff.

Selection of *American Journal of Public Health* Editor-in-Chief

The board is responsible for appointing (Bylaws Article VI, Section 7B) the Editor-in-Chief of the *American Journal of Public Health*, the official journal of the Association. Once the Executive Board appoints the Editor-in-Chief of the Journal it is the responsibility of the Executive Director to negotiate a contract and hire him or her. In addition to the Editor-in-Chief, the Executive Board has the responsibility of appointing an Editorial Board of not less than six members to serve for no longer than two, three-year terms consecutively except under unusual circumstances. The Executive Board will also designate the Editorial Board's chair and chair-designate.

Executive Board Mentoring Program

The goal of the board mentoring program is to orient new board members to their new roles, helping them contribute to the successful governance of APHA as quickly as possible. A substantial component of the board is newly elected or appointed each year. Thus, the board chair asks experienced members of the board to serve as mentors for new board members. In order to help the board continue to function effectively, new board members must quickly grasp their roles, the issues before the board, and the procedures to make decisions. The mentoring program is designed to give a boost to this steep learning curve.

The effectiveness of a board of directors is dependent upon the quality of the working relationships among its members. Mentors who build good working relationships with their mentees are reinforcing a desired cultural norm of the board. Productive working relationships among board members contribute to the group's effectiveness in leading the organization. New board members should take full advantage of the board mentoring program. The new board member is responsible for learning the roles and responsibilities of his or her position as quickly as possible. In addition, new board members must quickly grasp the content of the board's work so that they can contribute their expertise to the discussion. To help put board activities into perspective, it is suggested that new board members read the Executive Board Meeting Minutes from the previous year (available through the APHA website [here](#), create a list of questions to pose to their mentor, and when in doubt, always ask for clarification or explanation.

Mentors can help new board members both fit in well and contribute their unique gifts to furthering APHA's mission. During the initial conversation, the mentor may want to:

- Describe the activities of the Executive Board
- Explain what to expect at meetings
- Encourage the mentee to participate actively and engage fully in board activities and discussions
- Answer any questions the mentee may have

Mentors are asked to get together with their mentee at some point during the first day of the board meeting to answer questions, clarify procedures, and continue to assist the mentee in learning their role and responsibilities. Throughout the year, mentors are asked to contact their mentees at least twice and more often if mutually agreeable, to continue providing information and guidance. The mentee should feel free to contact his or her mentor at any time with questions. The board's Governance Committee is responsible for the guidelines and monitoring the mentoring process.

Executive Board Review of Appeals of Joint Policy Committee (JPC) Decisions

The fundamental purpose of appeals to the Executive Board is to ensure that no procedural irregularities occurred in the policy making process for a specific policy proposal. The purpose is not to revisit the strength or weakness of scientific findings outlined in the policy proposal. Such scientific review is the responsibility of the JPC; it is not the responsibility of the Executive Board. Procedural irregularities could include (but are not limited to) the following: a) a disagreement about a missed deadline; b) a reviewer, Science Board, or JPC member's failure to report a conflict of interest; or c) an irregularity in Science Board or JPC voting procedures.

Appeal Submission

The author(s) of a policy that has been disapproved or combined by the JPC with another policy may appeal that JPC decision to the Executive Board. Requests for such appeal must be made in writing to the Executive Director and the Chair of the Executive Board for consideration by the Executive Board by the date and mechanism specified in the letter notifying the author of the disapproval. The information to be submitted in the appeal letter is:

1. Specific description of why the author(s) is (are) claiming that the JPC process (as outlined in the [APHA Policy and Procedures on the APHA website](#)) was not followed. If the author(s) claim(s) procedural irregularities, the author(s) need(s) to outline the specific departures from procedures.
2. The original proposed policy statement as an attachment;
3. The disapproval letter from the JPC as an attachment.

Appeal Distribution

The Executive Director and the Chair of the Executive Board will ensure that a copy of the appeal is sent to the JPC.

APHA staff will verify that the appeal letter was submitted on time and that the required elements, as described above, were included in the appeal letter. If these guidelines have not

been followed, the appeal will not go forward.

If the appeal passes staff review for completeness, the Executive Committee (EC) of the Executive Board will review the appeal to determine if it meets the requirements for an appeal described above. If the EC agrees that the appeal meets the criteria for an appeal, the documents will be distributed to the full Executive Board. An appeal agenda item will be added to the agenda of the next Executive Board meeting (held via teleconference). If the EC finds that the appeal does not meet the procedural criteria, the authors will be notified that that appeal will not go forward.

Appeal Review

One designated author is permitted to present their case verbally, based on criteria for their appeal, to the Executive Board. Time will be allotted for questions and answers. Five minutes will be allotted for the author to present the appealed case. An additional five minutes will be allotted for questions and answers by the Executive Board. A JPC Co-Chair will then present the viewpoint of the Joint Policy Committee and will have five minutes allocated for questions.

Subsequently on the call, the Executive Board will deliberate on the JPC appeal in executive session. (The author(s), JPC staff and JPC co-chairs may not participate in or listen to the EB decision-making process.)

The Chair of the Executive Board will communicate the Executive Board's reasons for its decision in writing to the author(s) and to the JPC within 7 days of its decision.

If the Executive Board decides to uphold the appeal, it may request the author(s) to work with the JPC and the Science Board [if appropriate] to revise and improve the proposed policy within 30 days of the date of notification of the upheld appeal. The revised submitted policy statement will then re-enter the policy process and will be included in the public hearings, reviewed by the JPC and will be available to the Governing Council for the Tuesday policy statement votes.

If the Executive Board does not uphold the appeal, the recommendations of the JPC will remain.