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), 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
Executive Board Meeting Minutes

Jan. 12-14, 2020

Washington D.C.

PRESENT:
Pamela M. Aaltonen, PhD, RN
Melissa (Moose) Alperin, EdD, MPH, MCHES
Emily Bartlett, MPH
Donna K. Beal, MPH, MCHES
Georges C. Benjamin, MD
Lisa M. Carlson, MPH, MCHES
Charlene Cariou, MHS, CPH, CHES
Chris Chanyasulkit, PhD, MPH
Eldonna J. Chesnut, MSN
Betty B. Daniels, PhD, RN
Jose Ramon Fernandez-Pena, MD, MPA
Sarah Gareau, DrPH, MCHES
Benjamin H. Hernandez, MBA
Rosie Mae Henson, MPH
Jeanie L. Holt, MPH, MS
Diana Kingsbury, PhD
Megan Latshaw, PhD
Amy Lee, MD, MPH, MBA
Brittany Marshall, DrPH, CPH, CHES
Heather A. McCabe, JD, MSW
Linda Rae Murray, MD, MPH, FACP
Hope M. Rollins
Catherine L. Troisi, PhD
Deanna Wathington, MD, MPH, FAAFP

Sunday, Jan. 12, 2020

1. Administrative Affairs - Chris Chanyasulkit, PhD, MPH, Chair
1. Approval of the Meeting Agenda.
A board member asked for the agenda to include a discussion around executive session under new business.

**Motion:** To approve the Executive Board Jan. 12-14 meeting agenda.
**Outcome:** Approved by acclamation

2. Consent Agenda
- November Executive Board Meeting Minutes
- New Agency Members
- Leadership Appointments
- Approval of the APHA Parliamentarian
- Approval of the Governing Council Seat Allocation
- Old Business

A board member asked to remove the November Executive Board meeting minutes from the consent agenda.

**Motion:** Approve consent agenda minus the November board meeting minutes.
**Outcome:** Approved by acclamation.

II. Discussion

A. Executive Board Fiduciary Training & Responsibilities of Non-Profit Directors and Officers – Jackie Henson, Esq., Baker Donaldson
Ms. Henson provided the executive board with an overview of their fiduciary responsibilities under the Massachusetts state law where APHA is incorporated. Board members are subject to three fiduciary duties: duty of care, loyalty and mission. Under these duties, board members should review all board materials, specific attention should be given to financial documents, stay informed on the organization’s bylaws and policies, vote, and attend all meetings to the best of their abilities. She said that 80% of fiduciary lawsuit cases are brought due to financial mismanagement and misuse of assets. Board members should treat all information with confidentiality while putting the interest of APHA first, and are obliged to disclose any conflict of interest. Board members are not the spokespersons of the association and should exercise caution when speaking on behalf of the organization. Only an officially appointed staff/spokesperson of APHA should discuss matters with the public/media.

In summarizing Ms. Henson’s presentation, it is important to note that the role of the Executive Board is to oversee the hiring of the Executive Director, set the mission/vision of the
organization, program oversight, ensuring compliance with the law, managing the organization's finances and strategic planning. Ms. Henson’s full presentation can be accessed here.

B. Association Update - Georges Benjamin, MD, Executive Director

Dr. Benjamin began his presentation by providing an overview of APHA’s 2019 policy accomplishments. Major achievements include: funding for firearm research, increase in funding for public health programs and agencies and raising the spending caps for non-defense discretionary spending bills for fiscal year 2020 and 2021. He then provided an overview of the 2020 advocacy priorities. The advocacy priorities can be found on the APHA website here. APHA has been asked to endorse Green New Deal which is a proposed policy package that aims to address climate change and societal issues. While APHA is at the forefront of addressing climate change and health, it is important for the organization to stay bipartisan and study the deal to see how it addresses social determinants of health.

**Upcoming Events and Major Programs**

Dr. Benjamin then discussed the following list of events and programs:

- **National Public Health Week** 25th anniversary - April 6-12, 2020.
- **APHA Policy Action Institute** – Feb. 12, 2020 in Washington D.C. Theme of the conference: *All hands on deck: Improving community health*. Thanks to the Executive board, 19 scholarships will be offered to students and early-career professionals.
- APHA 2020 Annual Meeting & Expo – Oct. 24-28 in San Francisco, CA. Call for papers and meeting planning is well underway.
- APHA’s 150th anniversary in 2022 in Boston - initial planning for major activities is underway.

**Member Unit Effectiveness & Engagement Project**

Dr. Benjamin discussed the board mandated internal restructuring process conducted by Brighter Strategies, a Consultant group from Northern Virginia. He reminded board members the goal of the project is to rethink APHA’s organizational structure to ensure member units are serving the needs of APHA members. An Advisory Committee has been established and the project is off to a great start. The Consultants will present to the board on Monday, Jan. 13, 2020.

**APHA IT Activities**
Dr. Benjamin then provided the board with an update on APHA’s IT efforts. Following is a summary of major IT work: updating APHA’s suite of websites, monitoring auto-draft functionality, ensuring Payment Card Industry (PCI) compliance, upgrading iMIS to enhance member and staff experience. The updated version of iMIS will launch after the Policy Action Institute meeting on February 12.

Dr. Benjamin then informed the board that the 6th floor tenant has given notice that they will not extending their lease. The lease expires at the end of June 2020. APHA is looking for a real estate broker to handle the listing. In concluding his presentation, he said APHA is in a sound financial shape and remains as the go-to organization for public health policies and discussions.

C. Expectations of the Executive Board Members - Chris Chanyasulkit, PhD, MPH, Chair

Dr. Chanyasulkit started her presentation by reminding the board to review the following documents in the Dropbox: committee assignments, committee schedules, 2020 board meeting schedule as well as the Annual Meeting schedule for the next three years. Dr. Chanyasulkit then discussed the Executive Board mentorship program and encouraged pairs to work together throughout the year.

She then presented the Executive Board liaison assignments stating that the program was designed to improve communication between the Board and APHA leaders. Board members are responsible for disseminating approved minutes from past board meetings to their liaison sections/groups, alert them on upcoming APHA events and ask them for any items that need to be discussed at the upcoming Executive Board meetings.

Her goal for the executive board in 2020 is for all board members to assist in planning for APHA’s 150th anniversary in 2022 in Boston. She plans to draft a document of frequently asked questions regarding APHA’s Annual Meeting locations, schedules, leadership opportunities, and other inquiries that members may have.

D. Understanding APHA’s Financial Profile - Kemi Oluwafemi, MBA, CPA, APHA Chief Financial Officer

APHA uses zero-based budgeting system in which all expenses are justified and approved for each period. Ms. Oluwafemi emphasized that APHA budget expenses and revenues conservatively (lower side of the revenues and higher side of the expenses) and accounts for any unexpected expenses while ensuring some amount is put aside for reserves every month. APHA uses accrual method to keep financial reports in balance, recognizing expenses when committed, not when paid.
For fiscal year July 1, 2019 to June 30, 2020, major sources of APHA funding came from 17% membership, 40% conventions/Annual Meeting, 14% publications, 25% government and contracts and 3% from other various sources. As of end of November 2019, 61% of revenue of the budgeted 17 million dollars has been collected and 41% has already been spent on expenses. Some additional revenues such as the hotel and Philadelphia conventions rebate and grants haven’t been collected yet.

Ms. Oluwafemi noted that APHA balances its budget sheet every month by maintaining its three funds: operations (unrestricted), section enrichment funds, awards, (temporarily restricted) and endowments (permanently restricted). The organization also balances its budget sheet with monthly summary financial analysis and goes through its statement of income activities. For upcoming 2021 fiscal year July 1, 2020 to June 30, 2021, the budget process has just begun. APHA Unit Directors will prepare work plans and budgets. After thorough discussion, evaluation and approval by senior management, the budget plan will be presented in April 2020 to the Finance and Audit Committee for their review and approval. The proposed budget will then be presented to the Executive Board for approval during the May, 2020 board meeting.

Monday, Jan. 13, 2020
Welcome and Meeting Called to Order - Chris Chanyasulkit, PhD, MPH, Chair

E. APHA Member Unit Effectiveness and Engagement Project (MUEEP) Update and Discussion – Georges Benjamin, MD, Executive Director and Elizabeth Scott, PhD, CEO, Brighter Strategies

The Brighter Strategies Consultants gave an overview of the member unit project. Their goal is to assess the composition, organizational structure, internal governance and operational process of APHA’s 39 member units including the Student Assembly. They will examine capacity, performance, motivation, learning, professional environment and member experiences and recommend how to organize member units to address the needs of APHA members while maximizing efficiency. They will not be reviewing Caucuses, Affiliates, or internal staffing and this is not a comprehensive infrastructure assessment.

Their timeline is set in 4 stages. The first stage has been completed. In this first stage they developed a detailed work plan, formed an Advisory Committee of 14 members, reviewed materials, and attended 2019 Annual Meeting in Philadelphia. The second stage is the discovery stage which began following the November 2019 Annual Meeting and will stretch through the October 2020 Annual Meeting. Brighter Strategies will then present their recommendation report (the third stage) 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.
These four stages are based on Falletta’s Organizational Intelligence Model which says if the organization’s leadership, strategy and culture are aligned and 1) structure and decision rights 2) information and technology 3) volunteer leadership 4) measures and rewards, and 5) growth and development are strong, members will be engaged, satisfied and retention will be high. Currently, the group has conducted 17 out of 80 planned interviews and is working on developing a member survey to be released the first week of February. Members are encouraged to review the general facts and updates on the project on the APHA website here.

F. Member Code of Conduct Policy – Georges Benjamin, MD, Executive Director
Dr. Benjamin shared a draft of the APHA Member Code of Conduct Policy document. The goal is to create an official policy document of how members should interact with others while conducting APHA business or attending an APHA-sponsored events whether in-person, online or via written or verbal communications.

Action Item: Dr. Benjamin asked board members to provide feedback to APHA staff member Courtney Taylor, on the Member Code of Conduct Policy Document by Friday, Feb. 21, 2020. The document will be approved at the March Executive Board Meeting and will then be presented to the governing Councilors for their approval and adoption at their Mid-Year Meeting in June, 2020. Members are encouraged to report conduct issues to the Executive Board by emailing governance@apha.org.

G. Development Committee & Committee on Social Responsibility (CSR) Joint Report
- Hope Rollins, CSR Committee Chair and Donna Beal, Development Committee Chair
Ms. Rollins summarized the work of the committee which is comprised of selected Executive Board members, ISC, CoA and Ethics section representatives. The committee’s primary purpose is to evaluate prospective corporate, foundation, organizational and individual donors to APHA and/or its Member Units and Affiliates to assure that the philosophies, missions, values, and practices are either shared, or at a minimum not in conflict with those of APHA. Additionally, CSR creates, maintains, and modifies tools to facilitate its evaluator processes, collaborates with the Development and Finance and Audit Committees of the Executive Board, and serves as a resource to APHA Member Units and Affiliates.

It was noted that the CSR reviews entities giving between 25k – 100k; the Executive Board reviews entities giving 100k and above; and APHA staff reviews entities giving up to 25k.

Ms. Rollins then discussed notable projects the committee is currently working on, including the evaluation of Nurx, Inc. to approach for possible funding opportunities; updating the CSR tools for evaluating prospective funders; ensuring CSR tools model the APHA Public Health Code of Ethics; and the creation of an Ad Hoc Committee to make recommendations to the Nominations
Committee to enhance the candidate orientation to provide guidance related to campaigning for APHA elected offices.

Ms. Beal then presented the Development Committee’s mission, whose main goal is to oversee, expand and support staff on the set Executive Board fundraising goals. The Committee’s work plan consists of ensuring 100% Executive Board giving; promoting giving by the Governing Council; supporting growth of the APHA planned giving program; relationship building with major donors; and consideration of other opportunities to enhance development activities. Other opportunities include, establishing a Leadership Giving Society, planning for APHA’s 150th anniversary in 2022, and investigating giving circles, Affiliate parlor events, and “Why I Give” videos.

The Development Committee is also working on creating a special lounge (green room), at the Annual Meeting. The lounge would be a space for major donors to relax and mingle. The committee will report back to the board on the cost and feasibility of this room at the May 2020 Executive Board meeting. Additionally, the committee is working on creating a dashboard to show development activities growth and trends over the years.

At the conclusion of her presentation, Ms. Beal asked the board to sing and record a happy anniversary message that will be sent to 20+ year members on the anniversary of their membership.

**Motion:** Approve to sing and record a happy anniversary video  
**Outcome:** Approved by acclamation.

**H. Executive Session - Chris Chanyasulkit, PhD, MPH, Chair**

The board went into a closed executive session.

**Tuesday, Jan. 14, 2020**  
Welcome and Meeting Called to Order - Chris Chanyasulkit, PhD, MPH, Chair

**I. Treasurer’s Report - Benjamin Hernandez, MBA, Treasurer**

Mr. Hernandez began his presentation providing an overview of the Finance and Audit Committee and its role and responsibilities which include reviewing budget process and activities, monitoring APHA’s financial operations, providing oversight to the audit process, and recommending financial policies.
Mr. Hernandez then presented the financial report through end of Nov. 2019. Five months into fiscal year 2020, APHA’s total revenue is $10,681,712 while expenses are at $6,982,663 resulting in net income of $3,699,049. This is over budget by $881,709 and under prior year (fiscal year 2019) by $457,263. Additionally, he said contracts and grants exceeded its projected revenue by $300,080.

The following revenue streams haven’t met their targeted goals, membership ($118,269), subscription, fees and royalties ($40,889), advertising ($81,822), and conventions ($795,435). The shortfall in convention revenue is due to the unmet projections in the regular, student-member, non-member and Special Health Worker Annual Meeting registration categories, as well as nonprofit corner exhibit booth purchases. However, additional revenue through hotel rebates and sponsorships are expected in the first quarter of 2020, which will offset a portion of the shortfall.

Mr. Hernandez then provided the Board with a brief tutorial on how to read APHA’s financial documents. He concluded his presentation by discussing the market and its impact on APHA investments. It should be noted that intermediate and long term investments can be affected by market fluctuations. For additional details, Mr. Hernandez’s presentation can be found here.

J. Component Financial Review - Georges Benjamin, MD, Executive Director

Dr. Benjamin outlined the process of how Component financials are handled by APHA. This was to clarify question concerning the accuracy and timing of financial reports to Components. There are three APHA full-time Component Affairs staff and six full-time accounting staff. Together they operate 300 cost centers and 99 accounts which include, 32 sections and 1 student assembly operating accounts, 46 section and 1 Student Assembly enrichment (investment) accounts and 19 section award accounts. Operating accounts range from $1500 to $23,000 and enrichment accounts range from $0 to $511,230.

This is a very complicated process. When a check or a donation is made to the association on behalf of a component (Section, SPIG, affiliate, etc.) it goes through a series of checks to ensure the money is credited to the correct cost center on behalf of the Component. This adds time and complexity to the process. It is mostly a manual process where staff enters information. It is checked several times along the way to ensure it is properly credited. However, there is always a chance of human error. For example, if a number is transposed it can go to the wrong cost center in a component’s account or another component’s account.

The APHA Accounting Department reconciles Component operating and enrichment accounts monthly with the information that was manually entered into the system. Accounting then sends
the information to Component Affairs staff, who reviews the information to validate the financial posting for correctness. If problem arises, Component Affairs staff works with the Accounting staff that then makes any necessary adjustments. The information is then disseminated to the Component leadership for their review as another quality step. That means that on occasion APHA internal staff or the component leadership may identify an error or find something that needs clarification. This should be viewed as a quality control step and not mismanagement or poor financial controls. This is the financial control. It is also complicated by the turnover of member leaders and understanding of the financials.

APHA evaluates the system from time to time to make improvements. Recently, additional controls were put in place to strengthen the system. For example: Checks and receipts can now be uploaded to an online platform with more oversight by the Accounting Department, APHA Component staff, and Component leadership, which includes the Chair, Chair-elect and the newly designated position of Treasurer of each member unit. In addition, APHA staff will conduct two webinars for the Component leaders on APHA communication channels and Component financials, in the first quarter of 2020 to enhance member understanding of the financials. We will also be looking at staggering the reporting to components to ensure a more complete reporting process. For further details, Dr. Benjamin’s presentation can be found here.

It was recommended that a similar presentation along with financial risk management communication be presented to the Affiliates and Sections at their mid-year meetings.

**K. Membership Committee of the Executive Board - Eldonna Chesnut, MSN, Committee Chair**

Ms. Chesnut said that the primary purpose of the committee is 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. The committee removed and added a few new action items to this year’s committee work plan. Some of which include: 1) holding off in rolling out the biennial membership survey, due to the work of MUEEP; 2) working collaboratively with the Committee on Membership to address areas in which COM members identified weaknesses in a SWOT analysis; 3) sending surveys to student bulk members and the administrator, then drafting a report on the pilot membership category.

**L. Governance Committee Report - Deanna Wathington, MD, MPH, Committee Chair**

Dr. Wathington provided a summary of the Governance Committee work plan. The committee examines Executive Board meeting process, evaluate board meetings and survey results, and oversees the completion of conflict of interest forms, and member profile sheet. The committee
The committee noticed consistently board members are asking for more time on the agenda for open discussion regarding legislative priorities and policy initiatives. Board members would like to have input in APHA’s yearly advocacy priorities. Additionally, future January board meetings should allow such discussion time with APHA Legislative staff Donald Hoppert in order for board members to effectively engage legislators in May during their Capitol Hill visits. The committee also decided to roll out two open ended questions for the board meeting evaluation to avoid redundancy in feedback as seen in the past multiple choice surveys. The two questions will ask:

1) Please describe the most productive aspects of the meeting, what do you feel was done well?
2) What are your recommendations for improvement?

Feedback from the exiting board members survey included a suggestion on passing on knowledge of previous board accomplishments to the incoming board members. This can be disseminated through the President’s report (which is submitted to and presented to Governing Council) as a part of the onboarding/orientation packet of the newly elected and appointed board members.

Additionally, at the first board meeting in January, the board chair can announce key points of accomplishment from previous years as well as what to expect in the upcoming year. Feedback from the exit survey also suggested: strengthening engagement of past board members and presidents via leadership events and receptions at the Annual Meeting, providing a relaxation room for past board members to network, and publicize past president/board officer bio or profile on poster session boards at the Annual Meeting.

M. Strategic Planning Committee Report - Cathy Troisi, PhD, Committee Chair

Dr. Troisi provided a brief summary of the Strategic Planning Committee (SPC). She said the revised and reduced version of the strategic plan was adopted by the Governing Council at the Annual Meeting in Philadelphia in 2019. The goal of the committee this year is to communicate this revised strategic plan to the Executive Board, the Committees of the Executive Board, Governing Council, Component leadership and the membership as a whole. In order to achieve the committee’s goal, three subcommittees were formed. The first subcommittee will cross examine APHA advocacy priorities and Leading Health Indicators to ensure that the Leading Health Indicators are addressing the goal of *Creating the Healthiest*
The second subcommittee will look into metrics to evaluate progress and success, for example looking into the number of retweets of an APHA public health related topic. The third subcommittee will develop a guide for APHA leadership on different ways to advocate and engage APHA members in public health advocacy priorities. The committee will also examine APHA’s budget to see how it aligns with the strategic plan.

N. Wrap up and New Business - Chris Chanyasulkit, PhD, MPH, Chair
Following action items/news were shared with board:
- Dr. Chanyasulkit reminded the board to send her any agenda items well in advance of their March 9, 2020 Executive Board Meeting.
- Dr. Fernandez-Pena recommended the board to read the Public Health Code of Ethics and utilize it as much as they can.
- Ms. Chesnut prompted the board to join a team for APHA’s Billion Steps Challenge part of the National Public Health week.
- Student Assembly Chair, Ms. Bartlett shared an upcoming Student Assembly virtual event that will be held on April 9 from 2-3 pm ET. More information will be forthcoming.

As part of the new business item, Governing Council Speaker, Dr. Murray then discussed APHA’s executive session policy, specifically around the JPC mark-up session at the Annual Meeting and if minutes should be made available to the public. The board then had a thoughtful discussion on the pros and cons of JPC executive session. They decided that the Governance Committee of the Executive Board will explore this issue in depth and report back to the board in the next Executive Board meeting on March 9.

Meeting adjourned at 12:00 p.m.

The next meeting of the Executive Board will take place via zoom on Monday, March 9, 2020
Executive Board Meeting Minutes

March 9, 2020

2 – 4 p.m. EDT

Call to Order and Roll Call

Chair Chris Chanyasulkit welcomed everyone, and a quorum was established.

PRESENT:

Melissa (Moose) Alperin, EdD, MPH
Emily Bartlett, MPH
Donna K. Beal, MPH
Georges C. Benjamin, MD
Lisa M. Carlson, MPH
Charlene Cariou, MHS, CPH
Chris Chanyasulkit, PhD, MPH
Eldonna J. Chesnut, MSN
Sarah Gareau, DrPH
Benjamin H. Hernandez, MBA
Rosie Mae Henson, MPH
Jeanie L. Holt, MPH, MS

UNABLE TO PARTICIPATE:

Pamela M. Aaltonen, PhD, RN
Betty B. Daniels, PhD, RN
José Ramón Fernández-Peña, MD, MPA
I. Administrative Affairs - Chris Chanyasulkit, PhD, MPH, Chair

1. Approve the Meeting Agenda.

   **Motion:** To approve the Executive Board March 9, 2020 meeting agenda.
   **Outcome:** Approved by acclamation.

2. Consent Agenda

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

   **Motion:** To approve the consent agenda.
   **Outcome:** Approved by acclamation.

II. Discussion
• **Member Code of Conduct Policy – Georges Benjamin, MD, Executive Director**

Dr. Benjamin thanked board members for their feedback on the APHA Member Code of Conduct Policy document and asked the board to vote on it. Some board members provided editorial suggestions to APHA Governance Liaison Courtney Taylor prior to approving the document.

**Motion:** To approve APHA Member Code of Conduct Policy document.

**Outcome:** Approved by acclamation with minor edits.

The document will be presented to Governing Councilors for their approval and adoption at their mid-year meeting in June 2020. The document will be APHA’s official policy on how members should interact with others while conducting APHA business or attending APHA-sponsored events, whether in-person, online or via written or verbal communication.

• **Association Update - Georges Benjamin, MD, Executive Director**

Dr. Benjamin began his presentation by praising the success of the Policy Action Institute held on Feb. 12, 2020 in Washington, D.C. The event drew 36.2 million social media impressions for APHA’s #SpeakForHealth campaign. Thanks to the Executive Board and other leaders, 15 scholarships were offered to students and early-career professionals.

The next big event for APHA is National Public Health Week from April 6-12, 2020. APHA will be celebrating NPHW’s 25th anniversary. Board members are encouraged to get involved and share about NPHW on social media and with peers. More information can be found at [NPHW.org](http://NPHW.org).

**APHA Coronavirus (COVID-19) Update**

Dr. Benjamin gave a comprehensive review on the COVID-19 pandemic and noted that APHA is considered one of the few credible resources regarding the virus. Dr. Benjamin and staff have been contacted by the media non-stop for interviews, including by The Washington Post, The Guardian, BBC, MSNBC, The Huffington Post, Real Simple, and Kaiser Health, to name a few. APHA has partnered with CDC to amplify the agency’s COVID-19 public messaging as
well as with the National Academy of Medicine to host public webinar series, “COVID-19 Conversations,” titled “Responding to COVID-19: A Science-Based Approach.” As the voice of public health professionals, APHA is committed to spreading science-based facts, public health awareness, and advocating for funding in congress in support of the outbreak. For additional details on COVID-19, Dr. Benjamin’s presentation can be found online. Board members are also encouraged to share the information on COVID-19 found on the APHA website.

Member Unit Effectiveness & Engagement Project

Dr. Benjamin updated the board on the ongoing work of the consultants. Based on the discussion with the Executive Board in January 2020, interviews with staff and advisory committee members, and observations from the 2019 Annual Meeting, a survey was sent out to members for their input. The survey focuses on APHA’s member structure, decision making, IT, communications, engagement and leadership. Next steps include scheduling focus groups for each member unit in April and May of 2020.

APHA IT & Building Updates

The iMIS upgrade was deployed on Feb. 12, 2020. New features of iMIS include enhanced member and staff experience and increased security. APHA staff continue to work on other IT and website-related technical issues to enhance member experience.

Dr. Benjamin reminded the Executive Board that the 6th floor tenant is ending their lease and will vacate on June 30. APHA has hired CRESA, a real estate broker in Washington, D.C. to handle the listing and carry out the full real estate strategic plan from building evaluation and market review to identification of a tenant, leasing and other related services. APHA anticipates 10-12 months to get a new tenant. Therefore, there will be a revenue loss during a portion of the new fiscal year.

At the conclusion of his presentation, the board had a robust discussion on COVID-19, how the pandemic is evolving, the nation’s response and how it would impact APHA’s in-person meetings, investments, finances, and the Annual Meeting. At this moment, APHA is fully committed to holding the Annual Meeting in San Francisco, Oct. 24-28, 2020, as planned.

- Treasurer’s Report - Benjamin Hernandez, MBA, Treasurer
Mr. Hernandez provided a brief summary on the current fiscal year (July 2019 - June 2020). The year-to-date income from operations is $12,556,967 million (under budget by $307,979) and expenses totaled $10,638,496 (under budget by $141,961). This results in income from operation of $1,918,471 (under budget by $166,018). The revenue from investment income and appreciation is $462,296 (over budget by $371,296) resulting in overall income of $2,380,767 (over budget by $205,278).

The following revenue streams have not met their targeted goals: membership (under budget by $170,924 or 8%), subscription, fees and royalties (under budget by $19,263 or 2%), advertising (under budget by $108,572 or 65%), book sales (under budget by $31,298 or 8%), and conventions (under budget by $620,554 or 8%) which includes revenue from the Speak for Health Advocacy Bootcamp.

Additionally, due to the fluctuation of the stock market as a result of the COVID-19 pandemic, APHA’s long-term and intermediate investments have been negatively affected. From the end of January 2020 through the first week of March 2020, APHA lost approximately $256,000 in the long-term investments, and approximately $345,000 in the intermediate investments.

- Governance Committee Report - Deanna Wathington, MD, MPH, Committee Chair
Dr. Wathington provided a report of the Governance Committee, which met on Feb. 18, 2020. The committee worked on two agenda items: 1) analyzing the January 2020 Executive Board meeting survey results and action items resulting from the survey; and 2) discussing the Joint Policy Committee mark-up executive session at the Annual Meeting and whether those minutes should be made available to the public.

A majority of Executive Board members suggested that the board meetings should adopt more environmentally conscious practices such as using reusable water bottles instead of plastic ones and making electronic edits instead of printing copies for each board member. Additionally, board members would like to have an advocacy and policy discussion time in January with APHA Government Affairs and Policy staff.

The committee then discussed the Annual Meeting JPC mark-up executive session and decided that moving forward, brief minutes should be provided to include the total for/against vote counts for a policy statement that is being reviewed. However, the names of the reviewers and their votes will not be disclosed in the minutes.

- Wrap Up - Chris Chanyasulkit, PhD, MPH, Chair
Dr. Chanyasulkit thanked board members for their meeting participation and shared the following action items:

- **Board members will be receiving more information on a Student Assembly leadership virtual event scheduled for April 9 from 2-3 p.m. ET.**
- **Complete the board meeting survey sent after this meeting. Feedback is greatly appreciated regarding a possible virtual May 2020 Executive Board meeting.**
- **Send Dr. Chanyasulkit agenda items by April 10, 2020 in advance of the May 2020 Executive Board meeting. Board committee chairs are encouraged to submit their written committee reports by April 10 as well.**

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

The next meeting of the Executive Board will take place via Zoom on Monday, July 13, 2020 from 2-4 p.m. ET
Call to Order and Roll Call

Chair Chris Chanyasulkit welcomed everyone and a quorum was established.

PRESENT
Pamela M. Aaltonen, PhD, RN
Melissa (Moose) Alperin, EdD, MPH, MCHES
Emily Bartlett, MPH
Donna K. Beal, MPH, MCHES
Georges C. Benjamin, MD
Charlene Cariou, MHS, CPH, CHES
Eldonna J. Chesnut, MSN
Chris Chanyasulkit, PhD, MPH
Betty B. Daniels, PhD, RN
José Ramón Fernández-Peña, MD, MPA
Sarah Gareau, DrPH, MCHES
Benjamin H. Hernandez, MBA
Jeanie L. Holt, MPH, MS
Diana Kingsbury, PhD
Megan Latshaw, PhD
Amy Lee, MD, MPH, MBA
Brittany Marshall, DrPH, CPH, CHES
Heather A. McCabe, JD, MSW
Linda Rae Murray, MD, MPH, FACP
Hope M. Rollins
Catherine (Cathy) L. Troisi, PhD
Deanna Wathington, MD, MPH, FAAFP

UNABLE TO PARTICIPATE
Lisa M. Carlson, MPH, MCHES
Rosie Mae Henson, MPH
I. Administrative Affairs - Chris Chanyasulikit, PhD, Chair

A. Approve the Meeting Agenda.

Motion: To approve the Executive Board July 13 meeting agenda.
Outcome: Approved by acclamation.

B. Consent Agenda

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

Motion: To approve the consent agenda.
Outcome: Approved by acclamation.

II. Discussion

A. Association Update - Georges Benjamin, MD, Executive Director

APHA IT & Operational Activities

Dr. Benjamin began his presentation by sharing that the contract of AIPH Editor-In-Chief Alfredo Morabia has been renewed for another five years. He then shared some system infrastructure improvements such as moving APHA to cloud-based servers, upgrading to Microsoft Office 365, monitoring auto-draft functionality, ensuring Payment Card Industry (PCI) compliance and enhancing the member experience on APHA websites. Members might find helpful now that there is a “donation memo” box on the website allowing donors to specify their donation to their chosen Section or activity. As staff continue to work remotely through Labor Day, the building is undergoing physical infrastructure improvements such as cleaning of HVAC ducts and upgrading of contactless appliances and bathroom facilities. As discussed in the previous Executive Board meetings, the 6th floor tenants have now moved out, and APHA’s real estate broker CRESA has begun working on the phase II plan, which is to market the listing, identify new tenants and negotiate the lease.

APHA Coronavirus (COVID-19) Update

Dr. Benjamin then updated the board on the Association’s COVID-19 activities relating to media and legislative advocacy. APHA continues to be interviewed by major news outlets and has become
the go-to public health source on social media platforms with about 1 million followers combined. In the second quarter alone, APHA had about 1.6 million visitors to its APHA websites. On advocacy efforts, APHA continues to advocate for public health funding in Congress, testify in congressional hearings, and advise on safe re-opening of workplaces and schools. APHA has also continued to hold public webinars on COVID-19, as well as a new series of webinars on health equity relating to racism and social determinants of health.

APHA 2020 Annual Meeting

Due to the ongoing public health risks of the pandemic, the 2020 Annual Meeting was decided to be held all virtual. Registration opened on July 7, and by the second day on July 9, 351 people had registered. APHA is negotiating settlements and attrition fees for all in-person reservations with San Francisco hotels and the Convention Center. At the end of his presentation, Dr. Benjamin took questions/comments from the board. Following are a sampling of the comments leading to a thoughtful discussion on the Annual Meeting topic:

- The online meeting is still going to cost APHA millions as there will be about 700 sessions of which 64 of them will be running concurrently at any given day during the Annual Meeting. There will be about 4,000 presentations including poster and roundtable sessions that need to be uploaded, and 446 exhibitor booths. All the presentations, sessions, online exhibitions and the quality control needed for a successful virtual Annual Meeting requires resources, robust technology, comprehensive technician support, and a lot of work by APHA staff.
- Additionally, one of the many values of attending APHA Annual Meeting is that participants can receive continuing education credits for free as 20.5 CE credits in one discipline are included in the registration fee.
- APHA Director of Conventions, Anna Keller noted that they are also rolling out a matchmaking service linking exhibitors with participants who have indicated interest in their services or products. This feature is one of many incentives for exhibitors to also participate in the virtual Annual Meeting.
- Poster and roundtable sessions will not have a live Q&A as these will be pre-recorded. All the oral sessions, including those pre-recorded, will have a live Q&A after each presentation.

In conclusion, now more than ever, APHA needs the support of everyone who cares about public health to participate in its 2020 Annual Meeting and to continue to be a member of APHA!
B. APHA Member Unit Effectiveness and Engagement Project Update – Payal Martin, MPH, Consultant and Managing Director, Brighter Strategies

Ms. Martin began her presentation by reiterating the objective of the project, which is to assess the composition, organizational structure, internal governance and operational process of APHA’s 39 member units, including the Student Assembly. The project will examine capacity, performance, motivation, learning, professional environment and member experiences and recommend how to organize member units to address the needs of APHA members while maximizing efficiency. This doesn’t include reviewing Caucuses, Affiliates, or internal staffing and is not a comprehensive infrastructure assessment.

The project timeline has four stages and is based on Falletta’s Organizational Intelligence Model. The project is currently in the second stage, which began following the November 2019 Annual Meeting and will stretch through the 2020 Annual Meeting. In this second stage, the consultants met regularly with the Advisory Committee, conducted a member survey and interviews, led 41 focus groups on specific topics and recently started working on Falletta specific focus groups.

Ms. Martin then discussed growth and development, a topic that consistently came up in the recent member focus group meetings. Key takeaways from the focus groups include that members want to have continued engagement and collaboration within and across member units/professions and local affiliates, as well as have more regional networking opportunities. Members also want to see more tangible value such as formal mentorship, certifications, scholarship opportunities, and workshops for CE credits, etc. At the conclusion of Ms. Martin’s presentation, many board members noted that they are excited to see the full result of the focus groups once the consultants have completed analyzing them.

C. Treasurer’s Update - Benjamin Hernandez, MBA, Treasurer

Eleven months into fiscal year 2020, APHA’s total revenue is $15,633,619 (under budget by $360,117) while total expenditures are $15,208,745 (under budget by $283,766). Mr. Hernandez noted that APHA projects to end FY 2020 with a loss of $152,861 from operations including intermediate and long-term investments, while ending revenue is projected to be around $262,211. In concluding his presentation, Mr. Hernandez informed the board that the accounting staff have started preparing materials for the yearly audit, which will begin the first week of August.

D. Joint Policy Committee Update - Amy Lee, MD, Education Board Chair & JPC Co-Chair, Diana Patel (Kingsbury), PhD, Science Board Chair & JPC Co-Chair, Rosie Mae Henson, MPH, Action Board Chair & JPC Co-Chair

Since the 2020 Annual Meeting will be virtual, the Joint Policy Committee public hearing will be held prior to the Annual Meeting so recommendations can be provided to the Governing
Council earlier than usual and allow members the opportunity to attend more than one hearing. As the logistics of the hearings are finalized, more information will be shared on the APHA website.

Dr. Kingsbury then shared that unfortunately there was one proposed policy statement submitted during the normal proposed policy statement cycle in February that appears to have been lost in the SPAM filter. Authors reached out to the JPC providing documentation of submission. The JPC subsequently agreed with the authors to facilitate an accelerated review process. The proposed policy statement, D4 — Strengthening the Dementia Care Workforce, was posted on the website, and member units were notified to review the proposed policy statement. Members were given until July 16 to review or comment, after which the Science Board and the JPC will complete their review and provide an initial assessment and comments to authors by July 31.

E. Strategic Planning Committee Update – Cathy Troisi, PhD, Committee Chair

Due to COVID-19, the committee has decided to focus on Leading Health Indicators and identify advocacy priorities that directly advance APHA’s 2030 challenge as outlined in the strategic plan. The committee polled committee members on its work plan and found that they want to engage in advocacy activities first and foremost. Hence, the committee plans to work with the Action Board, ISC and COA leaders and APHA government affairs staff to further its advocacy goals. Dr. Troisi was also excited to share an infographic guide that the committee developed on ways APHA leadership and members can engage in APHA public health advocacy priorities.

F. Membership Committee Update – Eldonna Chesnut, MSN, Committee Chair

The committee has been working on recruitment and retention efforts in all member categories, broadening membership among Generation Public Health, non-public health populations and minority institutions, and expanding CE & certified public health offerings as a free membership benefit. Ms. Chesnut then shared exciting recruiting initiatives led by APHA staff that have shown great results. For example, recent Facebook marketing ads led to 108 new APHA members, while targeted emails to lapsed members resulted in 204 membership renewals. These numbers reflect only those individuals who clicked on the marketing materials; the actual number of membership renewals through these marketing promotions might even be greater.

Ms. Chesnut then shared the committee’s new proposed Navigator Program for new members. This pilot program will pair new members with long-time APHA members who can mentor new members and show them ways to get involved at APHA, how to navigate the Annual Meeting, the APHA website, and email them resources. The objective of this program is to increase membership participation and help with retention.
G. Personnel Committee Update – Betty Daniels, PhD, Committee Chair

The committee recently worked on the Executive Director’s 360 evaluation questions, which would be sent to external reviewers and senior APHA management. Dr. Daniels then shared written comments that many board members have for Dr. Benjamin. The board is proud to see how well Dr. Benjamin has been representing APHA and all the work he has been doing to keep the organization strong!

Meeting Adjourned at 4:04 p.m.

The next meeting of the Executive Board will take place via Zoom on Monday, Sept. 14, 2020
Call to Order and Roll Call

Vice Chair Deanna Wathington welcomed everyone, and a quorum was established.

PRESENT
Pamela M. Aaltonen, PhD, RN
Melissa (Moose) Alperin, EdD, MPH, MCHES
Emily Bartlett, MPH
Donna K. Beal, MPH, MCHES
Georges C. Benjamin, MD
Lisa M. Carlson, MPH, MCHES
Charlene Cariou, MHS, CPH, CHES
Eldonna J. Chesnut, MSN
Betty B. Daniels, PhD, RN
Jose Ramon Fernandez-Pena, MD, MPA
Sarah Gareau, DrPH, MCHES
Benjamin H. Hernandez, MBA
Rosie Mae Henson, MPH
Jeanie L. Holt, MPH, MS
Diana Kingsbury, PhD
Megan Latshaw, PhD
Amy Lee, MD, MPH, MBA
Brittany Marshall, DrPH, CPH, CHES
Heather A. McCabe, JD, MSW
Linda Rae Murray, MD, MPH, FACP
Hope M. Rollins
Catherine (Cathy) L. Troisi, PhD

UNABLE TO PARTICIPATE
Chris Chanyasulkit, PhD, MPH

American Public Health Association
Executive Board Meeting Minutes
May 3-4, 2020 via Zoom
Deanna Wathington, MD, MPH, FAAFP

Sunday, May 3, 2020

I. Administrative Affairs - Deanna Wathington, MD, Vice Chair

A. Approve the Meeting Agenda.

An agenda modification was made to reflect the Executive Board not reconvening the next day on May 4 at 12 p.m. ET. Instead, they will all meet at 4 p.m. ET for committee reports. However, individual committees will continue to meet between 12-4 p.m. ET for their breakout sessions.

Motion: To approve the Executive Board May 3 – 4, 2020 meeting agenda.

Outcome: Approved by acclamation.

B. Consent Agenda

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

Motion: To approve the consent agenda.

Outcome: Approved by acclamation.

II. Discussion

A. Association Update - Georges Benjamin, MD, Executive Director

Dr. Benjamin began his presentation by highlighting the success of the 25th anniversary of National Public Health Week (April 6-12, 2020). Highlights of the week included: a video of U.S. Surgeon General Jerome Adams thanking the public health workforce for their commitment to the nation; a doodle shout-out from Google thanking public health workers and researchers in the scientific community; an online forum livestreamed by 900 attendees; and the overall involvement of the Student Assembly and student members in making NPHW a success.

APHA Coronavirus (Covid-19) Update
Dr. Benjamin then updated the board on the association’s COVID-19 activities relating to media and legislative advocacy. APHA has been continuously interviewed by major news outlets such as The Wall Street Journal, The New York Times, CNN, The Washington Post, The Guardian, BBC, MSNBC, The Huffington Post, Al Jazeera and Kaiser Health, to name a few. Dr. Benjamin has also been asked to attend several congressional press calls and Senate hearings.

APHA continues to be a CDC communication partner, amplifying the agency’s COVID-19 public messaging. APHA has also partnered with the National Academy of Medicine, hosting the public webinar series themed “COVID-19 Conversations.” Past webinars are posted online on the COVID-19 Conversations website. Initially, the plan was to have three or four webinars, however due to their popularity, there will be nine webinars in total. With additional procurement of funding, there may be more planned.

As the voice of public health professionals, APHA is committed to disseminating science-based facts, increasing public health awareness, and advocating for increased public health funding in Congress.

**APHA IT and Operational Activities**

Dr. Benjamin then provided the board with a number of operational updates such as a series of IT projects that include: monitoring auto-draft functionality; ensuring Payment Card Industry (PCI) compliance; and enhancing member experience on the APHA website. As discussed in the January and March 2020 Executive Board meetings, the 6th floor tenants have begun moving out, and APHA has hired real estate broker CRESA to serve as our listing agent. CRESA has begun working on the phase I of the real estate strategic plan. Dr. Benjamin noted that given the COVID-19 outbreak, it will likely take longer than expected to fill the 6th floor vacancy.

He then gave a brief overview of how APHA capitalizes its expenses and how it is reflected yearly in the budget. Any asset purchased over $1,500 is spread (depreciated) over the presumed life of the asset. The depreciation of APHA assets ranges from three years to 40 years. For example, if a building improvement cost $100,000, then over the next 10 years, one will see $10,000 budgeted for that expense even though the full amount has already been taken out.

**APHA 2020 Annual Meeting**

Due to the uncertainties surrounding the coronavirus pandemic, APHA is working on two Annual Meeting scenarios. The first scenario is to host a virtual meeting, and the second scenario is to host a hybrid meeting (half in-person and half virtual). Both scenarios will have a significant fiscal impact on the budget because APHA’s Annual Meeting cancellation insurance doesn’t cover pandemics; hence, APHA may still have to pay attrition fees and cancellation penalties unless because of the ongoing health risks, the city, the hotels and the convention center can’t host or APHA can’t attend because of these risks. The advantage of a virtual meeting is that anyone who has registered for the Annual Meeting has access to all the meeting
content after the meeting. The association has been working with Conference Exchange (Confex) for its in-person meetings for many years. Fortunately, the company also supports an online platform and has experience in hosting large and complex online meetings for various other associations.

Kevin O’Neill from Confex then provided the board an overview of the online platform. The live virtual sessions will be conducted via Zoom on the Confex system. On the podium interface, virtual attendees will be able to see titles of sessions currently happening and can join any session’s Zoom room, just as they would have if it was an in-person meeting. For the poster presentations, the presenter will be asked to upload their video presentations a few weeks in advance of the meeting. For the asynchronous Q&A, attendees will be able submit their questions in the text box on the Confex interface. The presenters will be notified immediately and can respond at their convenience. Presenters will also have the option to post online ‘office hours.’

At the end of the Annual Meeting presentation, Dr. Benjamin and Mr. O’Neill took questions/comments from the board. Following are a sampling of the comments leading to a thoughtful discussion on the topic:

- All business meetings, for example Publications Board, Science Board, etc., will be conducted virtually outside the Confex system and will not be recorded for later viewing. These business meetings do not necessarily have to happen during the Annual Meeting timeframe.
- Major Annual Meeting events such as the Governing Council Sessions and the Award Ceremony have already been decided to be held virtually. The Governing Council voting will also be done online.
- The Opening Session, the Monday General Session and the Closing Session may also be held virtually, although if it is a hybrid meeting, there will be a limit of in-person attendees. Taking physical distancing into account, the seating for these three major sessions will be different.
- The Public Health Expo will be held in-person with spread out floor plans (if the Annual Meeting is hybrid) with also an online exhibit access to registered attendees. The expo can also be held all virtually if APHA moves everything online.
- APHA is committed to using best practices to mitigate online security issues, for example, closely monitoring the registration of all Zoom attendees, controlling the access of Annual Meeting materials to registered members and taking other quality control measures.
- Zoom webinars will be used for large meetings usually attended by thousands of attendees. The Zoom webinar meetings allow only moderators and presenters to be seen by the participants, while a regular Zoom meeting will be used for smaller scale meetings, allowing participants to interact with each other.
- Continuing education credit will be available online for registered participants only.
- The Annual Meeting registration fee will remain the same. With no travel or hotel needed, an online or a hybrid meeting is going to be cost-effective for registered participants.

While concluding the discussion, Dr. Benjamin emphasized that now more than ever, APHA needs its members’ support by paying their membership in advance and participating in the 2020 Annual Meeting!

**B. Governing Council Agenda - Linda Rae Murray, MD, Governing Council Speaker**

Dr. Murray referred the board to the June 2020 Governing Council mid-year meeting agenda and asked board members to send her ideas on how to convey effectively: the impressive work of APHA and its members during this pandemic, and the importance of participating in advocacy and any APHA-related small or large events. The current 2020 Governing Council mid-year meeting agenda does not specifically highlight the gravity of the current situation as it is similar to any other year’s mid-year meeting agenda. Hence, Dr. Murray looks forward to receiving input from board members.

**C. Treasurer’s Update & APHA FY 2020 Budget Discussion - Benjamin Hernandez, MBA, Treasurer, and Georges Benjamin, MD, Executive Director**

Prior to Mr. Hernandez’s presentation, Dr. Benjamin announced that APHA has applied for the Paycheck Protection Program loan. If received, the loan will ensure the Association is able to run its business smoothly while offsetting any major financial deficit caused by the pandemic. Nine months into fiscal year 2020, APHA’s total revenue is $14,059,335 (under budget by $284,494) while total expenses so far are $13,080,628 (under budget by $68,738). As of the end of March 2020, the Association is predicting to end the fiscal year (June 30, 2020) with a deficit of $216,277 as revenue from operations is projected to be $17,526,111 while expenses to be $17,742,388. The predicted deficit includes investment deprecations from the current market fluctuations.

Usually every May, the board approves the next year’s budget. However, due to the pandemic, Mr. Hernandez noted that the Finance and Audit Committee, in consultation with APHA management, have decided to take more time to develop the fiscal year 2021 budget in order to prepare for future uncertainties. In the coming weeks, an impromptu meeting of the board will be called to approve the budget. It is important to note that there is no impact of not approving the budget at this moment as long as it is in place before the start of the next fiscal year (July 1, 2020).
APHA management prepared four budget scenarios ranging from the best case to the worst case scenarios. Mr. Hernandez and Dr. Benjamin together explained each FY2021 budget scenario and how it affects the bottom line. The major difference between each scenario was the Annual Meeting projected revenue or loss.

Three of the four scenarios reflect different numbers of online and hybrid Annual Meeting registrants. If APHA decides to move to an online only format, it will face $1.6-$2 million in cancellation fees unless the city of San Francisco declares that they cannot host the meeting. The fourth and the best scenario assumes that the cancellation fee is waived, and the meeting is moved to an online format. At the conclusion of their presentation, the board had a robust budget discussion around the 2020 Annual Meeting. A sampling of their discussion:

- The current pandemic situation is the biggest public health crisis in a century. It is likely a lot more public health professionals may want to engage and participate in APHA’s Annual Meeting, which is considered the biggest gathering of public health professionals in the country. This can lead to an increase in revenue. However, the opposite assumption is that due to the financial impact of the pandemic, there may be a decrease in registration and participation for the Annual Meeting, which accounts for a large portion of APHA’s revenue. Many board members agree that the revenue projection for the FY2021 budget should be conservative, and if there is a time to go into the reserves, now would be the time.
- Many board members also agree that APHA should galvanize its members into action as public health is in the spotlight right now. APHA will come out ahead if it can pull off a successful virtual Annual Meeting. Another advantage of a virtual Annual Meeting is that it allows the flexibility for anyone to participate even if they are not able to travel; for example, there might be more international participants.
- Annual Meeting speakers often drive participation. Letters of acceptance to presenters will go out around the first week of June and they will have until the third week of June to indicate their participation. Hence, APHA will have more data in early July for deciding on a hybrid or online-only 2020 Annual Meeting.

D. APHA Member Unit Effectiveness and Engagement Project - Alan Baker, Advisory Committee Chair, and Elizabeth Scott, PhD, CEO, Brighter Strategies

Mr. Baker summarized the work of the committee since January 2020. The committee mainly discussed the survey questions, results, communication strategies to the members and noted that transparency is the key in this project. From the survey results, Mr. Baker pointed out that over half of members wanted to see their Forum become a Section. Insights such as these are one of the many reasons APHA is doing this project.
Dr. Scott then discussed the ongoing work of the consultants, the full timeline of which was discussed at the January 2020 Executive Board meeting. Recent work includes: launching the member survey the first week of February; receiving and analyzing results from 2,458 out of 42,109 members (5.8% response rate); hosting focus groups with leadership and individual member units with the leadership and member unit focus groups; and continuing to conduct interviews.

She then referred to the survey results and took questions from the board. As there was a lot of survey data to interpret, the board asked Dr. Scott to summarize her takeaway from the survey. One of the key findings she highlighted was that members want to have continued engagement outside the Annual Meeting and an ongoing discussion of what's happening within a specific member unit space/profession. She also found the member unit current and desired collaboration network map insightful. She noted that the individual member unit result breakdowns will be shared with the components and anyone else interested. She then announced that a short recorded webinar on the survey results will be posted in the coming months. This will help membership to understand what to look for in the survey results.

Next steps include a deeper dive into each 38 member unit specific survey, hosting the remaining focus groups and conducting additional interviews. Dr. Scott encouraged the board to sign up for the focus groups and encourage other APHA members to participate.

E. Joint Policy Committee Update - Amy Lee, MD, Education Board Chair & JPC Co-Chair, Diana Patel (Kingsbury), PhD, Science Board Chair & JPC Co-Chair, Rosie Mae Henson, MPH, Action Board Chair & JPC Co-Chair

Ms. Henson discussed the recent work of the Joint Policy Committee, which received 16 proposed policy statements, and all were accepted to the 2020 review cycle. Proposed policy statements fell under four overarching areas: access to care and equity; health promotion and prevention; international health; and occupational health. After the JPC and Science Board spring review process, 13 proposed policy statements received a conditional assessment, and three received a negative assessment.

From an archiving standpoint, Dr. Patel announced that the 21 policy statements adopted in 2000 are up for archiving this year. Requests to keep a policy statement active and remove it from the consent agenda should be made by June 1, along with a rationale for doing so. Requests should be sent to policy@apha.org. Members were notified about the deadline via Public Health Newswire and other APHA news outlets. The Science Board will go through each request and will make recommendations to the JPC as needed. Dr. Lee then briefly discussed plans to encourage collaboration among any Sections or members who may be interested in putting together policies or late breakers. Some board members asked JPC if they have been receiving statements on the impact of pandemic COVID-19. Ms. Henson replied that those discussions have been happening within the Action Board where the focus has been on COVID-19 related legislation and advocacy efforts.

F. Student Assembly Update - Emily Bartlett, MPH, Student Assembly Chair
Ms. Bartlett summarized the work of the Student Assembly and its members. During National Public Health Week, students led the effort on social media outreach, Facebook posts, Twitter chats, and a leadership panel that had about 100 attendees. Each month, the Student Assembly sends a newsletter through its listserv highlighting opportunities, student views, and work being done by the Student Assembly. In March, a special COVID-19 supplement was sent, highlighting APHA’s COVID-19 efforts such as the ‘COVID-19 Conversations’ webinars as well as other pandemic-related resources for student members.

Ms. Bartlett is particularly proud of the Student Assembly’s Google Classroom platform that has allowed student members to communicate and share ideas with each other. In the coming weeks in May and June, the Student Assembly will be recognizing public health graduates via social media by sharing graduates’ photos and their stories. It is especially relevant right now to showcase graduates since many university graduations are cancelled or are being held virtually. Board members are encouraged to submit graduation stories on this google form.

G. Advocacy & Policy Briefing - Don Hoppert, APHA Director of Government Relations

Mr. Hoppert began his presentation by discussing APHA’s five 2020 legislative priorities. They are:
- Strengthen funding for public health agencies and programs - in this priority, APHA specifically focused on CDC.
- Support efforts to address the impact of climate change.
- Support innovative efforts to expand access to comprehensive affordable health coverage and services.
- Support public health approaches to address gun violence.
- Maintain strong public health regulations.

In the past few months, APHA has been focusing specifically on pandemic advocacy and legislative efforts in Congress. For example, APHA has supported three bills. The first bill called Emergency Supplemental Appropriations Bill included billions of dollars in funding for a wide variety of entities such as federal, state and local agencies, funding for development of drugs and vaccines, funding for worker safety, small businesses, global health and economy, etc. The second bill, the Families First Coronavirus Response Act, included funding for paid sick leave, free COVID-19 testing regardless of insurance, food security issues, additional funding for Medicaid and unemployment insurance. The third bill, the Coronavirus Aid, Relief and Economic Security Act, included funding for hospitals, medical supplies, direct payment to taxpayers, industry bailouts, and disaster and tax relief. Mr. Hoppert also announced that APHA has submitted several amicus briefs with leading public health experts on several issues. For additional details on APHA’s COVID-19 and other advocacy efforts, Mr. Hoppert’s presentation is available online.
At the conclusion of Mr. Hoppert’s presentation, the board had a lengthy and thoughtful conversation surrounding the health and economic impact of COVID-19, the White House and Congress’ response to the pandemic and what APHA leadership can do in support of science and public health. Many board members pledged to reach out to their congressional representatives and submit joint op-eds.

Monday, May 4, 2020

H. Executive Board Committee Meetings and Reports

From 12 - 4 p.m. ET, the following committees met during their breakout sessions: Development Committee, Strategic Planning Committee, Finance and Audit Committee and Committee on Social Responsibility. At 4 p.m. ET, the full board reconvened, and the chair of each of the seven committees presented their committee’s major accomplishment so far in 2020. Detailed descriptions of each committee and their work plans were introduced at the January 2020 Executive Board meeting.

1. Governance Committee - Deanna Wathington, MD, Committee Chair and Executive Board Vice Chair

Dr. Wathington provided a summary of the committee’s work plan. One of the tasks of the committee is to revise the Executive Board handbook. In consultation with the Membership Committee of the Executive Board, the Governance Committee discussed and added a paragraph on Executive Board membership expectations. Although APHA membership is required for any nominated/appointed board members, the handbook didn’t explicitly lay out this expectation. Dr. Wathington then asked the board’s approval regarding the added language.

Motion: To approve the following expectation in the Executive Board handbook:
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.

Outcome: Approved by acclamation.

2. Development Committee - Donna Beal, MPH, Committee Chair

Ms. Beal reminded the board to make donations to APHA as part of their 100% giving pledge. The committee will also ask the Governing Council for their donations at their June mid-year
meeting and at the annual Governing Council meeting in October. Other major planned giving and 2020 Annual Meeting development activities such as the donor green room plans are on hold and/or postponed due to the pandemic. In other news, the committee is continuing to work on creating a dashboard tool that visualizes development growth and trends over the years.

In planning for APHA’s 150th anniversary in 2022, Ms. Beal asked the board for approval to allow non-Executive Board members to be part of the Development Committee, just as how the Membership Committee and the Committee on Social Responsibility include non-Executive Board members. This will allow the committee to expand and have diverse, connected members with experience in major planned giving. These members will be considered as advisors and will not have a vote. There will be a nomination process for individuals who may be interested in serving in this voluntary capacity. Once the motion is approved, the committee will send draft language to the Governance Committee for adding it to the Executive Board handbook.

**Motion:** To develop and begin the process of inviting non-Executive Board members to participate in the Development Committee of the Executive Board.

**Outcome:** Approved by acclamation.

3. **Strategic Planning Committee - Cathy Troisi, PhD, Committee Chair**

Dr. Troisi gave an overview on the status of the committee’s work plan. The committee developed an infographic guide on different ways APHA leadership can advocate and engage APHA members in public health advocacy priorities. APHA’s graphic design team is currently working on this guide. The committee continues to cross-examine APHA advocacy priorities and the Leading Health Indicators to ensure that the LHI are addressing APHA’s strategic goal of Creating the Healthiest Nation in One Generation as well as the COVID-19 pandemic.

In response to the pandemic, the committee is focusing on raising public health awareness via the #SpeakforHealth campaign through advocacy training, town halls for APHA members, and providing op-ed/letter to the editor templates for the public to write to their elected officials. Dr. Troisi then directed the board to the #SpeakForHealth tools found on the APHA website and encouraged them to utilize the tools and share them with others.

4. **Committee on Social Responsibility - Hope Rollins, Committee Chair**

Ms. Rollins summarized the status of the committee’s work plan. One of the notable projects recently completed was the evaluation of a prospective donor company NURX, Inc. The committee decided to not seek funding from this company due to various concerns. The committee will continue to look for companies to seek funding opportunities from. The CSR evaluation tool continues to be updated to ensure it aligns with the APHA Public Health Code of Ethics. As requested by the Intersectional Council and Component Affairs leaders, the committee will present best practices and tools for evaluating potential funders to APHA member groups.
and Affiliates. The committee has also created an ad hoc committee to make recommendations to the Nominations Committee. Some of the recommendations include: providing guidance related to any conflict of interest while campaigning for an APHA elected office; promoting/limiting campaign materials to a virtual/digital/online/social media presence especially in light of COVID-19; and considering a mentee/mentor relationship between nominated members and current or past leaders.

5. Membership Committee - Eldonna Chesnut, MSN, Committee Chair

Ms. Chesnut shared that much of the work of the committee has been on hold since February 2020 due to the pandemic, staffing and budget issues; for example, reviewing the APHA discounted membership for Affiliates and their ability to join as an Agency Members, and looking into joint membership with other associations similar to APHA. However, the committee met recently on May 1 and is back on track on their work plan. The committee discussed ways to increase engagement and recruitment efforts around Generation Public Health and non-public health populations. Ms. Chesnut also proposed to the committee a new Navigator Program for new members. The pilot program will pair new members with long-time APHA members who can mentor new members and show them ways to get involved at APHA, how to navigate the Annual Meeting, the APHA website, and email them resources. APHA staff shared similar current initiatives, and the committee will discuss the details of the pilot program in their future meetings.

6. Personnel Committee - Betty Daniels, PhD, Committee Chair

Dr. Daniels shared the work of the Personnel Committee which is to evaluate the Executive Director’s performance and periodically assess the staff attitudes and perceptions and the quality of work life in the association. She then shared the 2020 timeline for the Executive Director evaluation. In May, the committee will complete the mid-year review and will look into doing a 360-degree evaluation for Dr. Benjamin with selected external stakeholders (5 to 6 individuals).

7. Finance and Audit Committee - Benjamin Hernandez, MBA, Committee Chair and Executive Board Treasurer

Mr. Hernandez briefly discussed the work of the Finance and Audit Committee, which was reflected in the Treasurer’s report presented to the board on May 3. The committee is currently working on the FY2021 budget and focusing specifically on different scenarios of the 2020 Annual Meeting in terms of the future budget projection.

Meeting adjourned at 5 p.m.

Wednesday, June 3, 2020
As discussed during the Treasurer’s report at the May 3 Executive Board meeting, the Finance and Audit Committee, in consultation with the APHA management team, spent some time to refine the budget projection in relation to the 2020 Annual Meeting, the largest APHA revenue source. An impromptu follow-up Executive Board meeting was held on June 3 from 3-4 p.m. ET to approve the FY 2021 APHA budget. The meeting was attended by all 24 Executive Board members.

The budget consists of $14,590,192 in revenue and $16,974,860 in proposed expenses. As compared to the FY 2020 budget, the FY 2021 budget revenue is projected to decrease by $2,453,428 or 14.39% while expenses are projected to decrease by only $68,760 or 0.40%. This decrease in revenue projection is largely due to the lower expectation of 2020 Annual Meeting paid registrants as well as a decrease in APHA membership, which is usually tied to Annual Meeting participation. APHA will access its reserves to cover expenses as needed. After a complete discussion, the board passed the following motion.

**Motion:** To approve the FY 2021 hybrid budget.

**Outcome:** Approved by acclamation.

*Meeting adjourned at 4:02 p.m.*

The next meeting of the Executive Board will take place via Zoom on Monday, July 13, 2020.
Executive Board Meeting Minutes
September 14, 2020
2 - 4 p.m. ET

Call to Order and Roll Call

Chair Chris Chanyasulkit welcomed everyone and a quorum was established.

PRESENT
Pamela M. Aaltonen, PhD, RN
Melissa (Moose) Alperin, EdD, MPH, MCHES
Emily Bartlett, MPH
Donna K. Beal, MPH, MCHES
Georges C. Benjamin, MD
Charlene Cariou, MHS, CPH, CHES
Lisa M. Carlson, MPH, MCHES
Chris Chanyasulkit, PhD, MPH
Eldonna J. Chesnut, MSN
Betty B. Daniels, PhD, RN
Jose Ramon Fernandez-Pena, MD, MPA
Sarah Gareau, DrPH, Med, MCHES
Benjamin H. Hernandez, MBA
Jeanie L. Holt, MPH, MS
Diana Kingsbury, PhD
Amy Lee, MD, MPH, MBA, CPH
Brittany Marshall, DrPH, CPH, CHES
Linda Rae Murray, MD, MPH, FACP
Hope M. Rollins
Catherine (Cathy) L. Troisi, PhD, MS
Deanna Wathington, MD, MPH, FAAFP

UNABLE TO PARTICIPATE
Megan Latshaw, PhD, MHS
Rosie Mae Henson, MPH
Heather A. Walter-McCabe, JD,
I. Administrative Affairs - Chris Chanyasulkit, PhD, Chair

A. Approve the Meeting Agenda.

Motion: To approve the Executive Board September 14 meeting agenda.

Outcome: Approved by acclamation.

B. Consent Agenda

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

Moving forward a question on Affiliate membership will be added to the leadership appointment application/recommendation form to emphasize the importance of being an affiliate member. Additionally, Dr. Benjamin called attention to the 2021-2022 incoming chair of the Action, Science and Education Boards as they will be serving on the Executive Board next year.

Motion: To approve the consent agenda.

Outcome: Approved by acclamation.

II. Discussion

A. Association Update - Georges Benjamin, MD, Executive Director

Dr. Benjamin began his presentation by bringing attention to APHA’s 2020 highly esteemed awards such as the Presidential Citation Award given to Dr. Anthony Fauci, Executive Director’s Award to Dr. Camara Jones and the proposed Legislator of the Year Award to The Honorable Nancy Pelosi. He then asked the board to formally vote and approve the proposed Legislator of the Year Award. Executive Board member Dr. Brittany Marshall, a federal employee, abstained from this voting.

Motion: To approve The Honorable Nancy Pelosi for the Legislature of the Year Award.

Outcome: Approved by acclamation.

APHA IT & Operational Activities
Dr. Benjamin then shared the ongoing system infrastructure updates such as the upgrade to APHA’s main website Sitecore platform, move to cloud-based servers, upgrade to Microsoft Office 365 for all staff, and monitor iMIS and auto-draft functionality. He was also delighted to share that APHA passed the Payment Card Industry (PCI) compliance which ensures APHA is following secure standards when accepting credit cards for payment on its website. Additionally, improvements to the APHA building have been completed; thus allowing a limited number of staff to work in the building whenever necessary. Also as reported in the previous Executive Board meetings, APHA’s real estate broker CRESA continues to look for a 6th floor tenant.

Dr. Benjamin then briefly discussed two APHA Section name changes; the Podiatry Section and the School Health & Education Services Section. The two Sections have followed the process for their name change and have been approved by the Intersectional Council (ISC), now pending final approval by the Executive Board. The board considered the cost, staff time and the ongoing process of the Member Unit Effectiveness and Engagement Project (MUEEP). The MUEEP project is currently assessing the composition, organizational structure, internal governance and operational process of APHA’s 39 member units which includes all the Sections, Student Assembly and the Forums. Hence, it might be more appropriate to wait on changing names for any Sections until the project is over. The board will discuss this issue further at the October Executive Board meeting.

**APHA Coronavirus (COVID-19) Update**

Dr. Benjamin then updated the board on the Association’s COVID-19 activities related to media and legislative advocacy. APHA continues to be interviewed by major news outlets as well as continue to serve as an advisor to Congress on many public health related issues. Dr. Benjamin then shared some notable meetings that he has participated in, for example, in mid-July he provided testimony for the House Committee on Homeland Security on the pandemic response and the impacts of COVID-19. APHA also continues to work with various partners to build disease containment capacity coalition and advocate for public health funding in Congress. The Association has also continued to hold public webinars on COVID-19, and on health equity relating to racism and social determinants of health. It is also tracking cities that declare racism as a public health problem.

**APHA 2020 Annual Meeting**

APHA is still negotiating settlements for the cancellation of the in-person reservations at the San Francisco Convention Center and the San Francisco Marriott Marquis, with hopes of returning to San Francisco for the 2031 Annual Meeting. Dr. Benjamin then provided an overview of the virtual 2020 Annual Meeting. As of Sept. 11, there were 5688 people registered. All major sessions are finalized: there are over 4000 accepted speakers, 745 oral scientific sessions, 56 roundtable sessions and 200 poster sessions. The virtual meeting will
also include an interactive virtual expo with about 300 exhibitors, lots of networking and entertaining opportunities such as virtual mix and mingle lounges, themed morning coffee events such as “Spill the Beans” and “costume party” chats, public health trivia, bingo games, art projects, “Geeks Meet” get-together, etc. Dr. Benjamin reiterated that one of the greatest benefits of this year’s virtual Annual Meeting is that attendees will have access to all the sessions and content for a whole year until the 2021 Annual Meeting.

Some board members voiced their concern on how to retain business meetings and social events held by smaller organizations every year at the in-person APHA Annual Meetings. The Conventions Department have reached out to those organizations and specifically asked them to be part of the online program. Other concerns included how to navigate the virtual meeting platform and personalize one’s calendar, and where and how to receive the meeting links. APHA staff assured the board that attendees will receive plenty of information on meeting logistics ahead of the meeting. Dr. Benjamin then briefly discussed plans for the 2021 Annual Meeting in Denver, Colorado. Currently, the Association is planning for a hybrid meeting; some in-person events and some virtual. However, the pandemic and the wildfire situation will dictate the best course of action for next year’s Annual Meeting.

B. Treasurer’s Update - Benjamin Hernandez, MBA, Treasurer

Mr. Hernandez presented the pre-audited financial numbers for fiscal year 2020 which closed on June 30, 2020. APHA’s total net assets as of June 30, 2020 were $21,163,529. The organization ended the fiscal year with a positive change of $764,729 in net assets which include a net income of $340,955 from operations ($16,577,504 revenue minus $16,236,550 expenses), $267,390 income from investments, and $156,384 from investment appreciation. This is over budget by $608,729. He then emphasized that this positive change will help somewhat offset the proposed negative change in net assets for fiscal year 2021 which is predicted to be in negative $2,384,668 from operations.

He further discussed fiscal year 2021 which started on July 1, 2021. As of July 31, the change in net assets including investment appreciation/depreciation was $33,741 (under budget by $502,604 and under prior year by $1,640,555). He noted that it is too early into the fiscal year to read anything into the numbers, especially that the 2020 Annual Meeting registration (biggest revenue driver) started late this year.

C. Strategic Planning Committee Update – Cathy Troisi, PhD, Committee Chair

Dr. Troisi gave an overview on the status of the committee’s work plan. The committee collaborated with the Action Board, ISC, CoA leaders and APHA government affairs staff for a greater outreach to APHA members on advocacy goals. Advocacy resources were shared with members such as state fact sheets, town hall sample questions, and a one-pager guide on ‘Public Health on the Ballot’ for voters to make informed public health decisions during this election cycle. She also encouraged board members to use and share the Action Alerts Infographic Guide
that the committee developed on ways for APHA leaders, members and the public to engage in public health advocacy priorities. The committee is also developing advocacy exercises that can be incorporated into a student’s homework assignments and a school’s curriculum. In concluding her presentation, Dr. Troisi asked the board to call on their senators and representatives, and share the #SpeakForHealth tools in their advocacy efforts.

D. Development Committee Update - Donna Beal, MPH

Ms. Beal began her presentation by first thanking the board for their 100% giving. The committee will also ask the Governing Councilors for donations at their annual Governing Council meeting on Saturday, Oct. 24. The committee is continuing to work on the APHA planned giving and major gifts programs and is happy to announce the completed Development Committee dashboard which shows the growth of development activities, major gifts and trends over the years.

In May, the Executive Board approved adding four non-Executive Board members to the Development Committee in order to expand and have diverse, connected members with experience in major planned giving. The committee then worked with the Governance Committee to update the language on the composition of the Development Committee in the Executive Board handbook. Ms. Beal then introduced the new Give or Get Policy for the Executive Board. As background information, there is a requirement of 100% board giving every fiscal year by June 30 to ensure inclusion in the APHA Annual Report. The new Give or Get Policy outlines that in case of a financial hardship, a board member is expected to “get” a contribution such as influencing a third party to make a donation to APHA, for example, a mentor, a friend, a colleague or an employer. In this case, the hard credit will go to the donor who made the contribution and the soft credit will go towards the board member who influenced such donation, thereby fulfilling the board's 100% giving pledge. The policy does not specify a minimum amount. APHA staff will work on updating the website to include a tab where donors can write who they are donating on behalf of.

On a separate note not related to the Give or Get Policy is that Executive Board members are expected to keep an active APHA membership which ranges from $225 for regular members to $85 for student members, APHA accounting staff are also looking into creating a process where donors can buy APHA membership as a gift for an individual. After a thoughtful discussion, Ms. Beal then asked the board to approve the Give or Get Policy which then will be added to the Executive Board handbook.

Motion: Approve the Give or Get Policy

Outcome: Approved by acclamation
E. Joint Policy Committee Update - Amy Lee, MD, Education Board Chair & JPC Co-Chair, Diana Kingsbury, PhD, Science Board Chair & JPC Co-Chair, Rosie Mae Henson, MPH, Action Board Chair & JPC Co-Chair

Dr. Kingsbury announced to the board that the Joint Policy Committee (JPC) public hearings for proposed policy statements will be held in two parts; group A&B will be on Monday, Oct. 19 from 4-6 p.m. MT while group C, D and late breaker policy statements will be on Tuesday, Oct. 20 from 4-6 p.m. MT. The JPC public hearings are part of the Annual Meeting program and will be conducted via zoom. The format will be similar to the in-person hearings in that authors or a representative for each proposed policy statement will give a brief statement description and address any changes that have been made to the policy. Members then can comment in support of or against a proposed policy statement and provide suggested edits. The JPC will then provide a final assessment to the Governing Council in advance of the voting on the policies on Saturday, Oct. 24 at the Governing Council meeting. Dr. Kingsbury also reminded the board that the revised version of the 2020 proposed policy statements are now posted on the APHA website for members to review and contact authors directly with comments or questions. The authors also have the option to submit a third draft of the proposed policy by Oct. 9 which will then be posted on the APHA website by Oct. 13.

As mentioned in the May Executive Board meeting, Dr. Lee said there were 16 proposed policy statements of which 13 were resubmitted. JPC will meet on Sept. 15 to discuss the resubmissions and provide a positive or a negative assessment. A positive assessment will indicate that the proposed policy statement is ready to move on to the JPC public hearings as discussed above by Dr. Kingsbury. Also, there are few groups working on the late breaker policy statements related to COVID-19. These late breakers are expected to be submitted by the Oct. 15 deadline.

Meeting Adjourned at 4:04 p.m.

The next meeting of the Executive Board will take place via Zoom on Oct. 22 and Oct. 23