

Executive Board Chair Report to the Governing Council
Nandi Marshall, DrPH, MPH, CHES, CLC, CDE - Executive Board Chair, 2024

This report provides a summary of the work of the Executive Board from November 2023 to October 2024 at the Annual Meeting. The APHA Executive Board is comprised of the following volunteer leaders:

- Nandi Marshall, DrPH, CHES, CLC, CDE (2024)
- Moose Alperin, EdD, MPH, MCHES (2025)
- Amy Lee, MD, MPH, MBA, CPH (2025)
- Anthony Santella, DrPH, MCHES, CPH (2024)
- Benjamin Hernandez, MBA (2025)
- Bryan O. Buckley, DrPH, MPH, MBA, ACC (2025)
- Chris Chanyasulkit, PhD, MPH (2024)
- Claude A. Jacob, DrPH, MPH (2026)
- David Reyes, DNP, MN/MPH, RN, PHN-BC (2024)
- Deanna J. Wathington, MD, MPH, FAAFP (2026)
- Denise Strehlow, MPH, MSW (2024)
- E. Oscar Alleyne, DrPH, MPH (2024)
- Ella Greene-Moton (2025)
- Georges Benjamin, MD
- Gopal Sankaran, MD, DrPH, MNAS, CHES (2026)
- Jessica Boyer, MPH, MSW (2027)
- Kevin Sykes, PhD, MPH (2024)
- M. Aaron Guest, PhD, MPH, MSW (2026)
- Monique Brown, PhD, MPH, FGSA (2027)
- Padmini Murthy, MD, MPH, MS, FAMWA, FRSPH (2024)
- Shirley A. Orr, MHS, APRN, NEA-BC (2027)
- Shontelle Dixon, MPH, CHES (2026)
- Stephen Modell, MD, MS (2024)
- Veena Thamilselvan, MSPH (2024)

Special thank you to the committee chairs for facilitating our committee work on the board and providing comprehensive annual reports to ensure our transparency and enhance communication with the governing council and the association.

Special Recognition to the additional APHA members who served on the executive board's Committee of Social Responsibility (CSR). Ann Dozier (ISC Representative), Jennifer Bard & Marc Hiller (Ethics Section Representatives), and Melissa Ontiveros (CoA Representative), your presence, voice, and input were appreciated.

APHA Staff Liaisons:

- Ilka Cameron
- James Carbo
- Kemi Oluwafemi
- Marlene Sue-Ling
- Courtney Taylor
- Torrey Wasserman

The report has two primary sections:

1. Executive Board Committees – Summary of Work 2023-2024:
The work of the seven committees of the Executive Board is summarized in this section. Staff liaisons are acknowledged and named to ensure recognition of their support, guidance, and role in the continuity of knowledge and purpose for each committee.
2. Executive Board Actions - Summary of Action Items 2023-2024

Highlighted action items of the Executive Board are summarized in this section. For reference, approved minutes from all Executive Board meetings are available at <https://apha.org/About-APHA/Governance/APHA-Boards-and-Councils/Executive-Board/Executive-Board-Minutes>

Executive Board Committee Highlights:

Committee on Social Responsibility

Purpose

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

The Chair of the Executive Board appoints the CSR's Chair and members who are Executive Board members. The CSR Chair works with the Chair of the ISC, CoA, and Ethics Section to appoint additional representatives to the Committee*. These representatives will each serve a three-year term. The CSR establishes a regular meeting schedule, including meeting during the Executive Board's virtual or in-person meetings in January, May, and optionally October/November and ad-hoc meetings to serve the Association's needs. The Development Manager serves as the staff liaison to the CSR; when the Development Manager is not available, the Chief of Staff will serve as the staff liaison to the CSR.

*Expansion member policy: "members may be approved for up to three years but renewed annually at the discretion of the Chair" (passed by the Executive Board, Nov. 2023).

CSR 2024 Members

E. Oscar Alleyne, Chair (Elected Member/2024)

Ann Dozier (ISC Rep to CSR/2024)

Bryan O. Buckley (Development Committee/2025, as needed)

Claude A. Jacob (Elected Member/2026)

Georges Benjamin (Ex-Officio, Executive Director)
Marc Hiller (Ethics Section Rep to CSR/2024)**
Melissa Ontiveros (CoA Rep to CSR/2023)
Torrey Wasserman (Staff Liaison)

**Note: The role of the Ethics Section Representative to CSR changed earlier this year from Jennifer Bard to Marc Hiller.

CSR Committee 2023 - 2024 Meeting Dates

December 19, 2023 2-3pm ET – Met as scheduled
January 8, 2024 Board Meeting breakout session – Met as scheduled
February 7, 2024 12-1 p.m. ET – Met as scheduled
May 5-7, 2024 Board Meeting breakout session – Committee report out only
June 5, 2024 12-1 p.m. ET – Met as scheduled
September 18, 2024 12-1 p.m. ET – Met as scheduled

Annual Committee Activities, Successes, and Progress

Work Plan Line Item 1:

Evaluate prospective company and corporate foundations based on real-time business needs of APHA

CSR 2024 evaluation teams:

Oscar Alleyne, Ann Dozier and Marc Hiller
Claude Jacob and Melissa Ontiveros

CSR evaluated:

- a) Albertsons Grocery/Albertsons Companies Foundation (evaluated June 2024)
- b) AstraZeneca / AstraZeneca Foundation (evaluated Sept. 2024)

CSR approved:

- a) Albertsons Grocery/Albertsons Companies Foundation (approved June 2024)

CSR reviewed but did not approve:

- a) AstraZeneca / AstraZeneca Foundation evaluated Sept. 2024; The majority vote of the committee was to not approve at this time with further review recommended. The Committee considered a split vote where AstraZeneca would not be approved, but the Foundation would be approved. The Foundation was

previously approved in the past. However, there were several concerns raised with this 2024 review, primarily centered on the inability to separate the Foundation from the influence of AstraZeneca as several members of the Foundation's Board were in executive or senior leadership positions within the parent corporation. The Foundation does provide extensive support of community-based organizations with the priority of improving health equity. Not having the precedence for a split vote and recognizing the dilemma associated with supporting public-private partnerships while holding the foundation for social responsibility, it was the recommendation of the committee to not approve at this time while recognizing the need for a comprehensive approach of deliberating situations like this for the future benefit of the Association and its members.

Work Plan Line Item 2:

CSR members will review the CSR tools and resources and become familiar with completing an organization evaluation using the CSR evaluation tools

- a) Completed

Provide baseline training to new committee members on why CSR was formed and how it supports the Executive Board's fiduciary responsibility to APHA To increase awareness regarding the history and value of CSR.

- a) Completed.

Work Plan Line Item 3:

Modify and/or create CSR tools as needed.

In the process of incorporating automatic denial criteria language across APHA documented policies:

- a) Executive Board Policies and Actions (completed)
- b) APHA Advertising Policy (completed)
- c) Speaker Abstract-COI Form (completed)

In cases when a speaker acknowledges a COI with a CSR-deemed ineligible company/foundation, the intent is to follow the same process as established by the CE accrediting bodies and congruent with speakers who acknowledge a COI with the tobacco industry (passed by the Executive Board, Nov. 2023). APHA Conflict of Interest Policy; the Continuing Education Content Integrity Standard; and, the Commercial and Sponsorship Support Standards (in progress; Mighty Fine to update APHA CE Policies

document and post in coming weeks; updating Policy 3. Commercial Support and Policy 4. Sponsorship with CSR automatic denial criteria). APHA.org page on its COI Policy; APHA Conflict of Interest Policy; APHA Annual Meeting COI Form (Governance Committee of the Executive Board will review and update as needed during next scheduled update).

For reference, CSR automatic denial criteria language:

APHA will reject funding from any corporation or corporate foundation, if either is engaged in the extraction, production or distribution of fossil fuels; or in the manufacturing or marketing of alcohol, tobacco, illicit or non-therapeutic drugs and related products; firearms; weapons of warfare; or violating international standards of marketing infant formula or other health-related products; or deriving a major portion of its revenue from these activities, nationally or internationally.

Work Plan Line Item 4:

CSR-Development Committee may present to ISC and CoA leaders on best practices and tools for evaluating potential funders for APHA Components and Affiliates as requested by ISC and CoA leadership.

Intersectional Council (ISC)

Ann Dozier, ISC Rep to CSR, to keep ISC leadership informed of CSR activities. Contacts: Mini Murthy, ISC Chair, and Fran Atkinson, ISC Staff Liaison.

Council of Affiliates (CoA)

Melissa Ontiveros, CoA Rep to CSR, to keep CoA leadership informed of CSR activities. Contacts: Denise Strehlow, CoA Chair, and Susan Polan, Associate Executive Director for Public Affairs and Advocacy.

Work Plan Line Item 5:

CSR Chair to work with CoA leadership to identify respective successors to assume three-year terms beginning November 16, 2023 concluding November 2026.

- a) Ann Dozier, ISC Rep to CSR
- b) Melissa Ontiveros, CoA Rep to CSR
- c) Marc Hiller, Ethics Section Rep. to CSR
 - i) The committee thanks Jennifer Bard for her service as Ethics Section representative to CSR and welcomes Marc Hiller back to the committee in this role.

Development Committee

Purpose

The Development Committee is comprised of a chair, the chair of the Committee on Social Responsibility, and assigned Executive Board members. The treasurer and the executive director serve ex-officio on the committee. The Development Committee collaborates with the Finance and Audit Committee and the Committee on Social Responsibility. The committee is a resource to APHA staff who do the day-to-day fundraising activities of the Association.

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

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

Development Committee 2024 Members

Bryan O. Buckley, Chair (Development Committee Chair/2025)

Amy Lee (Elected Member/2025)

Benjamin Hernandez (*Ex-Officio*, Treasurer/2025)

David Reyes (Elected Member/2024)

Georges Benjamin (*Ex-Officio*, Executive Director)

Jessica Boyer (Elected Member/2027)

Padmini Murthy (Elected Member/2024)

Oscar Alleyne (Chair, CSR/2024)

Veena Thamilselvan (Chair, Student Assembly/2024)

Torrey Wasserman (Staff Liaison)

Development Committee 2023-2024 Meeting Dates

December 18, 2023 1:00 – 2:00 p.m. ET – *Met as scheduled*

January 8, 2024 Breakout session during Board meeting – *Met as scheduled*

February 27, 2024 11:00 a.m. – 12:00 p.m. ET – *Met as scheduled*

April 9, 2024 3:00 – 4:00 p.m. ET – *Canceled*

May 5-7, 2024 Breakout session during Board meeting – *Reported out to the Board*

June 11, 2024 11:00 a.m. – 12:00 p.m. ET – *Met as scheduled*

September 10, 2024 11:00 a.m. – 12:00 p.m. ET – *Met as scheduled*

Annual Committee Activities, Successes, and Progress

Work Plan Line Item 1:

Promote leadership giving and engagement of APHA leaders in development activities. Reporting period: July 1, 2023 – Sept. 4, 2024.

- a) Achieved 100% giving by the Executive Board

Executive Board Giving:

Time Period	July 1, 2023 – Sept. 4, 2024
Percentage	100% (24/24)
Total Giving	\$11,348
Status towards Goal	Achieved

- b) Provide status update on goal to achieve 100% giving by the Governing Council

All Governing Council Giving:

Time Period	July 1, 2023 – Sept. 4, 2024
Percentage	35.8% (103/288)
Total Giving*	\$37,825
Status towards Goal	In Progress

- c) *Voting Member Giving:*

Time Period	July 1, 2023 – Sept. 4, 2024
Percentage	35.5% (71/200)
Total Giving*	\$19,296
Status towards Goal	In Progress

- d) *Non-voting Member Giving:*

Time Period	July 1, 2023 – Sept. 4, 2024
Percentage	42% (37/88)
Total Giving*	\$20,531
Status towards Goal	In Progress

**Note: the total giving amount from all Governing Councilors does not equal the sub-totals from voting and non voting members because some Governing Councilors serve in dual roles.*

- e) Identified Board members to reach out and encourage giving across composition of Governing Council (i.e., Section and Caucus Chairs, Past Presidents, and other non-voting members as well as Member Unit and unaffiliated representatives, ARGCS, and voting Board members).
 - i) Completed
- f) Presented on the Governing Council Midyear Call, and sent fiscal year-end email solicitations.
 - i) Completed
- g) Presented NPHW 2024 social media fundraising flyer and shareables. (March 2024)
 - i) Completed
- h) Presented an updated Development Dashboard to show trends in giving data when FY24 closes. (Sept. 2024)
 - i) Completed

Work Plan Line Item 2:

Support Major Gifts Campaign

- a) Will support APHA staff in developing a new funder prospectus based on approved strategic plan.

Work Plan Line Item 3:

Support pragmatic growth of APHA Planned Giving Program

- a) Refreshed Legacy ads and other advertisements for *The Nation's Health*.
 - i) Completed

Work Plan Line Item 4:

Discuss opportunities to enhance relationships with major donors

- a) Brainstormed opportunities for APHA to increase “touch points” with major donors.
- b) Brainstormed opportunities to enhance APHA 2024 stewardship opportunities for major donors, including the: Champions Lounge, Champions Celebration (Luncheon), and Governing Council Midyear Meeting and Annual Meeting sessions.

Work Plan Line Item 5:

Consider opportunities to further enhance development activities.

- a) Providing strategic fundraising support to Member Units including Student Assembly, Sections and Caucuses; to provide a recorded Leadership Training on Fundraising.
- b) Refreshed the Executive Board Thank You Leave Behind for APHA 2024 exhibitors and identified a process improvement opportunity to make the activity more efficient and productive.
 - i) Completed
- c) Refreshed the [Donate to APHA](#) home page on the APHA.org website.
 - i) Completed
- d) Created a new APHA core values short video for social media.
 - i) Completed

Finance Committee**Purpose**

Chaired by the Treasurer, the committee provides financial oversight for the association and brings its findings to the full Executive Board. The committee oversees the budget process and reviews proposed budget for Executive Board approval. The committee monitors budgetary activities and reviews the annual audit. The committee oversees financial policies, Reserve Fund policies and practices, and investment policies and practices and monitors compliance with 501c(3) requirements related to finance.

Finance Committee Members:

Benjamin Hernandez, Chair (Treasurer/2025)

Amy Lee (Elected/2025)

Anthony Santelle (Ex-Officio/2024)

Gopal Sankara (Elected, 2025)

Georges Benjamin (Ex-Officio, Executive Director)

M. Aaron Guest (Speaker/2026)
Shirley Orr (Elected/2027)
Kemi Oluwafemi (Staff Liaison)

Finance Committee 2023 - 2024 Meeting Dates:

January 8, 2024
February 26, 2024
March 25, 2024
April 29, 2024
May 27, 2024
June 24, 2024
July 29, 2024
August 26, 2024
September 30, 2024

Annual Committee Activities, Successes, and Progress

Work Plan Line Item 1:

Monitor the financial performance of APHA.

- a) Review financial statements and address any concerns.
 - i) Ongoing process, but it was completed in previous months.

Work Plan Line Item 2:

Ensure current financial policies and procedures meet industry standards.

- a) Evaluate policies and procedures to ensure it includes recommended best industry practices.
 - i) The completion of this item is pending.

Work Plan Line Item 3:

Ensure current investment policies and procedures meet industry standards and applicable laws.

- a) Evaluate policies and procedures to ensure it includes recommended best industry practices.
 - i) Completed. Annual review of investment portfolio done in February 2024.

Work Plan Line Item 4:

Review and approve Annual Budget.

- a) Review proposed Annual Budget and make recommendations to the Executive Board.
 - i) Completed. The executive board approved the FY2025 budget, which included cost-of-living adjustments and increased salaries for senior staff. A more detailed report of the approved budget, and the previous fiscal year's outcome for the association, is included in APHA Treasurer's report provided to the Governing Council.
 - ii) The budget was conditionally approved by the committee in June 2024, and the board approved with COLA amendments in July 2024.

Work Plan Line Item 5:

Accept annual audited financials and present to the Executive Board for approval.

- a) Review audited financial statements with the auditor's and forward recommendation to the Executive Board.
 - i) At the time of the submission of this final report, the completion of this item was pending. This is expected to be completed by the end of October 2024.

Work Plan Line Item 6:

Oversight of audit process.

- a) Review Current auditors
 - i) Completed.

Governance Committee**Purpose**

The committee monitors and evaluates board processes, governance, and accountability and develops and maintains a board ethics guide, including the board's Conflict of Interest policy processes and transparency expectations. As needed, a subset of members of this committee serves as the Conduct Committee of the Association.

Governance Committee Members:

Moose Alperin, Chair (Elected/2025)

Claude Jacob (Elected/2026)

Gopal Sankaran (Elected/2026)

M. Aaron Guest (Speaker/2026)

Monique Brown (Elected/2027)
Stephen Modell (Ex-Officio/2024)
Courtney Taylor (Staff Liaison)

Governance Committee 2023 - 2024 Meeting Dates:

November 15, 2023
December 15, 2023
January 7, 2024
February 2, 2024
March 1, 2024
April 5, 2024
May 3, 2024
June 2024 – No meeting
July 12, 2024
August 2, 2024
September 6, 2024
October 11, 2024

Annual Committee Activities, Successes, and Progress

Work Plan Line Item 1:

Provide training and learning opportunities for Executive Board (EB) members.

- a) Review Exit/End of Year Surveys and Meeting Evaluations to identify training topics.
 - i) Completed.

- b) Prioritize training topics and identify possible speakers.
 - i) Completed.

- c) Provide training for Executive Board members.
 - i) Completed. Based on input from the Executive Board meeting evaluations, the Governance Committee provided mini-training opportunities in the shape of Hot Topics during the May 2024 Executive Board meeting. These included: Roberts Rules of Order & Executive Sessions; Key APHA Documents and Location of Other Information (e.g., Bylaws, EB Handbook, Strategic Plan, Code of Conduct, Code of Ethics, Org Chart, Financial Statements); and Annual Meeting Activities (required, highly recommended).
 - ii) Completed. Code of conduct process review provided to the board.

- iii) Hot Topics will be provided at the October 2024 Annual Meeting board meeting and will include: Executive Board Activities at Annual Meeting,; Policy Talking Points Communicating as Yourself vs. as a Board Member.

The Governance Committee discussed the best format for training, and the following suggestions were made: emails; short videos (<5 min) that could be used for multiple groups (e.g., Exec Board, Governing Council, Sections).

Work Plan Line Item 2:

Conduct annual review and implementation of Exit/End-of-Year Evaluation and Meeting Evaluations.

- a) Review Exit/End of Year Evaluation Instrument(s).
 - i) Completed.
- b) Implement Exit/End of Year Evaluation(s).
 - i) Completed.
- c) Review Meeting Evaluation Instrument.
 - i) Completed.
- d) Implement Meeting Evaluations.
 - i) Completed.

Exit and End-of-Year surveys were conducted in January 2024 for the prior Executive Board year. To assist the 2024-25 Governance Committee, the current committee will prepare and disseminate surveys after the October 2024 annual meeting.

Meeting Evaluations have been conducted after each 2024 Executive Board meeting (January, March, May, July, September). The meeting evaluation for the October 2024 meeting will be prepared and disseminated after the meeting.

Work Plan Line Item 3:

Conduct annual review of Executive Board Handbook; and update at other points as needed to reflect significant changes.

- a) Review Executive Board Handbook.
 - i) Completed.

Updates to the Executive Board Handbook were completed as they were identified. These edits include but are not limited to, updated language for the APHA Vision, Mission, and Values.

A full review of the Executive Board Handbook has been completed and will be presented to the Governance Committee for final review at its October 11, 2024 meeting. The committee will then bring a motion to the Executive Board to approve updates at the Executive Board's October 24-25, 2024 meeting.

Work Plan Line Item 4:

Implement Code of Conduct Policy and Procedures.

- a) Review submitted Concerns.
 - i) Ongoing, but all submitted for this year were reviewed.

- b) Follow outlined policies and procedures as appropriate.
 - i) Completed.

Work Plan Line Item 5:

Update Code of Conduct Policies and Procedures document.

- a) Review current document and compare against actual activity to identify proposed edits.
[Workgroup: original Code of Conduct subcommittee, Conduct Compliance Liaison, Governance Consultant, APHA Attorneys]
 - i) Completed.

The Code of Conduct Policy and Procedures document was updated. The Governance Committee approved the update at its July 12, 2024 meeting. The Executive Board through the Consent Agenda approved the update at its July 15, 2024 meeting.

Work Plan Line Item 6:

Review previous Executive Board mentorship program for possible resurrection.

- a) Review history of past mentorship program.
 - i) Completed.
- b) Determine EB members' interest in mentorship program. No interest determined.
 - i) Completed.
- c) Assuming there is interest in program, research mentorship program models.
 - i) No interest.

Assuming there is interest in program for 2024-25:

- d) Develop structure for mentorship program (to be implemented with 2024-25 board).
 - i) Pending.

An APHA Executive Board Mentoring Program Survey was disseminated to gauge the interest of the current Executive Board members to reinstitute a mentoring program. Findings from the survey were reviewed at the Governance Committee's May 3, 2024 meeting. Next steps will be determined following the board meeting at the annual meeting in October.

Work Plan Line Item 7:

Develop proposed approach for monitoring Executive Board policies/actions.

- a) Review the Executive Board Policies and Actions webpage (<https://www.apha.org/About-APHA/Governance/APHA-Boards-and-Councils/Executive-Board/Executive-Board-Policies-and-Actions>)
 - i) Postponed for next committee.
- b) Develop proposed approach for a.) maintaining webpage; and b.) tracking policy/action adherence. Approach needs to have minimal staff impact.
 - i) Postponed for next committee.

The Governance Committee discussed this and created a list of considerations for next year's committee. These considerations include defining related terminology and possible short-term and long-term approaches.

Work Plan Line Item 8:

Assess appropriateness of connecting with Strategic Plan Implementation Committee to determine governance implications of the strategic plan.

- a) Meet with Strategic Plan Implementation leadership
 - i) On hold until Strategic Plan Implementation Committee is further along in its work.
- b) Other action TBD.

Personnel Committee

Purpose

This committee evaluates the Executive Director's performance and periodically assesses staff attitudes and perceptions about the quality of work life in the organization.

Personnel Committee 2023 - 2024 Members:

Shontelle Dixon, Chair (Elected/2026)

Chris Chanyasulkit (Past President/2024)

Deanna Wathington (President-Elect/2026)

Ella Green-Moton (President/2025)

Nandi Marshall (Elected/2024)
Shirley Orr (Elected/2027)
Ilka Cameron (Staff Liaison)

Personnel Committee 2023 - 2024 Meeting Dates:

December 4, 2023
December 18, 2023
January 5, 2024
March 18, 2024
April 15, 2024
June 24, 2024
August 19, 2024
September 16, 2024

Annual Committee Activities, Successes, and Progress

Work Plan Line Item 1:

Complete Annual Evaluation of Executive Director

- a) Performance Goals Reviewed and Analyzed to Ensure Continued Congruence with Strategic Plan and Mission (process substantially completed just a review)
 - i) Completed (January 2024)

- b) Complete Mid-Year Review: Executive Board (EB), Chairperson and Personnel Committee Chairperson with Executive Director
 - i) Completed (May 2024)

- c) Complete Annual Review and Revise Performance Plan as needed.
 - i) At the time of the submission of this report, this was in progress. The full evaluation cycle will be completed at the annual meeting in October.

Work Plan Line Item 2:

Assess periodically staff attitudes and perceptions about the quality of work life organization

- a) Work to identify data collected through the strategic planning process to enhance understanding of staff attitudes and perceptions.
 - i) This item was put on hold due to the strategic planning process.

Work Plan Line Item 3:

Align work plan with APHA Strategic Plan

- a) Committee activities will be aligned with APHA Strategic Plan.
 - i) This item was put on hold due to the strategic planning process.

Work Plan Line Item 4:

Acknowledge Work of Staff

- a) Staff Appreciation Event
 - i) Completed (May 2024)

Work Plan Line Item 5:

Competitive Compensation Discussion

- a) Present to the Board ED compensation review information and discuss potential of increasing the salary of Executive Director to align with market.
 - i) Completed (May 2024)

Strategic Plan Implementation Committee

Purpose

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

Strategic Plan Implementation Committee 2023 - 2024 Members:

David Reyes, Chair (Elected/2024)

Bryan Buckley (Elected/2025)

Denise Strehlow (Ex-Officio/2024)

Georges Benjamin (Ex-Officio)

Jessica Boyer (Elected/2027)

Monique Brown (Elected/2027)

Moose Alperin (Elected/2025)

Shontelle Dixon (Elected/2026)

Celeste Phillip (Staff Liaison)

Strategic Planning Committee 2023 - 2024 Meeting Dates:

November 11, 2023

February 8, 2024

May 5, 2024

June 17, 2024

September 5, 2024

September 26, 2024

Annual Committee Activities, Successes, and Progress

Work Plan Line Item 1:

Develop scope of work (SOW/RFP) for SP implementation consultant

- a) Finalize SOW/RFP to recruit for SP implementation consultant.
 - i) Completed (April 2024)
- b) APHA to advertise and recruit for SP consultant.
 - i) Completed (April 2024)

The SP Coordinating Team (SPCT) lead the development of the SOW/RFP, and APHA staff operationalized the advertising and recruitment efforts.

Work Plan Line Item 2:

Hire SP Implementation Consultant

- a) Review potential consultant group RFPs.
 - i) Completed (May 2024)
- b) Select final consultant
 - i) Completed (May 2024)

Two proposals were received in response to the RFP. These were reviewed by the SPCT and Dr. Benjamin. The Brighter Strategies group was selected to facilitate the association's implementation plan.

Work Plan Line item 3:

Development of SP Implementation Work Plan & Timeline

- a) Draft work plan & timeline provided by SP Implementation Consultant
 - i) Completed (June 2024)

The SPCT worked with Brighter Strategies to draft the first year Strategic Plan implementation plan with a timeline.

Work Plan Line Item 4:

Initiation of SP Implementation Work Plan

- a) APHA kick-off for all staff
 - i) Completed (June 2024)
- b) Staff leads identified/kick-off
 - i) Completed (June 2024)
- c) SP Executive Board Liaisons kick-off
 - i) Completed (June 2024)

- d) Strategic Priorities Workgroups established
 - i) Completed (July 2024)
- e) SP Cross Workgroups established
 - i) Completed (September 2024)

The initiation of the Strategic Plan implementation occurred in June with substantive progress made to engage association staff in the process. There has been thoughtful planning around change management and coaching support for workgroup leads. Brighter Strategies is in the process of completing the landscape and gap analysis, and will work with the Strategic Priorities Workgroups to further define and develop metrics; evaluation planning is scheduled to commence in December 2024.

Executive Board Actions and Highlights

The 2023-2024 Executive Board met to discuss board business in virtual and face to face formats. Executive Board meetings were held:

- January 7 - 8, 2024, Virtual
- March 11, 2024, Virtual
- May 5-7, 2024, Washington, DC
- July 15, 2024, Virtual
- September 16, 2024, Virtual
- October 24 - 25, 2024, Minneapolis, MN

This year, the Board took the following actions:

- Approved 2025 Governing Council Seat Allocation
- Appointment of the APHA Parliamentarian for a one-year term.
- Approved updates to the Executive Board Handbook
- Approved the Inaugural Selection Committee of the Giorgio A. Piccagli Leadership Award.
- Implementation of the process to address code of conduct violations
- Approved updates to the Code of Conduct Policy and Procedures
- Approved FY25 budget
- Approved cost-of-living adjustments for staff and increase in salaries for senior staff
- Approved the statements of work for the two board requested policy writing groups
- Approved multiple agency and organizational members.
- Approved dozens of leadership appointments.
- Approved the creation of a new APHA Executive Board Award

Notes and Appreciation from the Executive Board Chair

Greetings, APHA Governing Council!

What a year! I am truly grateful for having had the opportunity to serve as board chair for our amazing association. Witnessing the hard work of our association members & components, affiliates, staff, partners, and fellow board members has been truly inspiring. This year brought on many challenges, but our communities continued to step up and fill in the gaps. I salute you all!

I would like to provide a special acknowledgment to our board committee chairs. With your tireless effort to ensure the continuity of our work, our success was inevitable. Your commitment to service to the board and the association's work is commendable, and I am forever thankful for you. I am especially thankful to my Vice-Chair, Dr. Moose Alperin, who has been phenomenal to work with.

To the 2023 - 2024 APHA Executive Board...thank you. Thank you for standing by me as your board chair. Thank you for showing up. Thank you for bringing ideas and challenging the status quo. Thank you for ALL the encouragement and for allowing Moose & Me to try new ideas with our group. You have been wonderful to work with, and I look forward to seeing you all continue to thrive in life!

Finally, to the APHA staff. I see you. Thank you will never be enough, but know that my thanks are unlimited and ever-present. I appreciate your hard work and commitment to ensuring APHA is the voice of public health.

It has been an honor to serve as your 2024 APHA Executive Board Chair, and I am truly humbled to have had the opportunity to serve you and our profession.

Yours in Health Equity,



Nandi Marshall, DrPH, MPH, CHES, CLC, CDE
Chair, Executive Board
American Public Health Association