



Executive Board Meeting Minutes

October 30-31, 2025

Washington, DC

Present

Melissa (Moose) Alperin, EdD, MPH, MCHES, *Chair*

Georges C. Benjamin, MD

Rebecca Boulos, PhD, MPH

Jessica Boyer, MPH, MSW

Monique J. Brown PhD, MPH, FGSA

Bryan O. Buckley, DrPH, MPH, MBA, ACC

Karl Cooper, JD

Shontelle Dixon, MPH, CHES, *Vice Chair*

Ella Greene-Moton

Aaron Guest, PhD, MPH, MSW

Benjamin H. Hernandez, MBA

Claude A. Jacob, DrPH, MPH

Amy Lee, MD, MPH, MBA, CPH

Toby Levin, PhD, MPH, CPH, CHES

Nandi Marshall, DrPH, MPH, CHES, CLC, CDE

Rebecca Nevedale

Shirley A. Orr, MHS, APRN, NEA-BC

Donna-Marie Palakiko, PhD, MS, APRN

Virginia Reising, DNP, RN, PHNA-BC, PEL-CSN

Gopal Sankaran, MD, DrPH, MNAMS, CHES

Jimmie Smith, MD, MPH

Veena Thamilselvan, MSPH

Melissa Toledo-Ontiveros, MA, MCJ, MPA

Deanna J. Wathington, MD, MPH, FAAFP

Unable to Participate

N/A



Thursday October 30, 2025

Welcome, Roll Call, Land Acknowledgement and Administrative Issues – Melissa (Moose) Alperin, EdD, MPH, MCHES, Chair

APHA Board Chair, Dr. Alperin called the meeting to order. She welcomed everyone, called roll, established a quorum, and shared a land acknowledgement for Washington, DC. Dr. Alperin requested a motion to approve the Executive Board’s October meeting agenda. The motion was moved by Ms. Thamilselvan and seconded by Dr. Sankaran and with no discussion, Dr. Alperin called for a vote.

Motion:	To approve the Executive Board’s October meeting agenda.
Outcome:	Approved by acclamation.

Dr. Alperin then called for a motion to approve the items on the consent agenda which included the September 2025 Executive Board Meeting Minutes and New Agency Members. The motion was moved by Ms. Dixon and seconded by Dr. Sankaran and with no discussion, Dr. Alperin called for a vote.

Motion:	To approve the consent agenda which included the September 2025 Executive Board Meeting Minutes and New Agency Members.
Outcome:	Approved by acclamation.

Executive Board Engagement Activity- Shontelle Dixon MPH, CHES, Vice Chair

Dr. Alperin introduced Shontelle Dixon, MPH, CHES, Executive Board Vice Chair, who led the board in a board engagement activity.

Report of the Executive Director – Georges Benjamin, MD

Dr. Benjamin shared that the first-floor renovation project at the APHA Headquarters Building was completed in September 2025 and the architectural firm asked for permission to submit the project for a design award. Staff participated in an active shooter training in September and an Annual Meeting security briefing in October.

Dr. Benjamin then shared Information Technology updates which included the iMIS Migration to the Cloud project (stakeholder meetings are underway, the test environment will be deployed in November) which is on scheduled for completion in February 2026; computer deployment to APHA staff to replay Windows 10 computers which are out of



service; and Microsoft 365 trainings for staff and APHA AI policy which will be completed in December.

Dr. Benjamin shared that Senator Raphael Warnock (D-GA) was selected as the Legislator of the Year and will be recognized at the Awards Luncheon during the Annual Meeting. He also shared a statement from the Bethesda Declaration organizers which thanked the APHA community for standing against NIH's unlawful grant terminations and delays.

An update on the Campaign for the Public's Health was shared. The Campaign brings together partners and allies from every sector to stand up for healthy people and healthy communities. The Campaign is about more than short-term defense; it's about driving lasting change and building a stronger, fairer, and healthier future for all. Jameka Hodnett, JD, PhD(c) has been hired to serve as the Director of the Campaign and will begin on November 17, 2025. Elements of the Campaign include Overarching Campaign Coordinator; Advocacy; Communications Capacity; Legal and Litigation Strategy and Support; Partnership and Grassroots; and Research and Analysis.

Dr. Benjamin provided a legislative update and updated the board on the Association's litigation to protect the public's health. He also shared two new resources for career seekers: 1.) Your Public Health Career workbook (<https://www.wepublichealth.com/career-workbook>); and 2.) Early Career Professionals "How to Toolkit" (<https://phern.communitycommons.org/early-career-professional-learning-series/>).

Dr. Benjamin shared the following Annual Meeting numbers (as of 10.27.2025):

- Registrants
 - In-person: 10,577
 - Digital: 196
- Sessions
 - Oral: 618
 - Rounds: 69
 - Lightning: 12
 - Posters: 295
- Exhibits
 - Booths: 366
 - Companies: 301

The Annual Meeting has been impacted by the federal shutdown, cuts in funding the ban on HHS attendees which has resulted in fewer exhibitors, lower than usual registrants and an increase in donations to APHA.



Dr. Benjamin shared APHA policies for protests and demonstrations; and for fostering a safe and respectful meeting environment. He also shared key sessions (e.g., General Sessions – Opening, Monday, Closing; Champion Conversations; Coffee Talks), Expo Information (e.g., APHA Central; Film Festival information, and attendee resources (e.g., Information Desks, Registration, Accessibility Services, Concessions).

Dr. Benjamin reminded the board about the Rally for the Public’s Health (November 5, 2:30-4:00p on the National Mall) and the following upcoming events:

- National Public Health Week: April 6-12, 2026
- Policy Action Institute: June 8-10, 2026 (Washington, DC and online)
- APHA 2026 Annual Meeting and Expo: November 1-4, 2026 (San Antonio, TX)

The Executive Board had an opportunity to ask questions and engage Dr. Benjamin in dialogue. Dr. Alperin thanked Dr. Benjamin and APHA staff for their leadership.

Report of the Treasurer – Benjamin Hernandez, MBA

Mr. Hernandez discussed the status of the FY2026 budget. As of the end of September 30, 2025 (25% of fiscal year), APHA reported revenues of \$10,721,934 (44% of budget). This is under projections by \$273,511 and over prior year by \$498,202. Total expenses are \$6,980,056 (26% of budget), which is under budget by \$432,044 and over prior year by \$30,058 year to date. Compared to budget, revenue is under projections by \$273,511 and expenses under by \$432,044. The difference between income and expenses to date is \$3,741,878 and \$4,251,124 with investments.

Mr. Hernandez shared that the FY2025 audit is not final. This is due to a delay in the issuance of the Office of Management and Budget (OMB) Compliance Supplement, which has impacted the timing of the audit process. The Finance and Audit Committee had a motion to approve the audit as presented. No second was required as the motion came from a committee.

Motion:	To approve the audit as presented.
Outcome:	Approved by acclamation.

Dr. Alperin thanked Mr. Hernandez, the Finance and Audit Committee and Ms. Kemi Oluwafemi.

Report of the American Journal of Public Health (AJPH) – Denys Lau, PhD, Editor-in-Chief, AJPH Editorial Board and Brian Selzer, Director, Publication Services and Cynthia Williams, PhD, MHA, PT, Chair, Editorial Board

Dr. Lau, *AJPH* Editor-in-Chief, began his presentation by sharing his vision for the journal which includes his commitment to a.) high quality scientific content (initial triage; peer review); b.) diverse topics (new submission types; special sections); and c.) stakeholder engagement (student involvement; thought leaders in policy, practice, education, research). Dr. Lau shared that the journal has 32 editors. He also shared that the journal is developing new submission types including: photovoice; public health statistics; public health data profile; and editorials by invitation (e.g., policy/practice; methods, academic). Dr. Lau shared the Special Sections that have been in regular issues of 2025 journal issues and what is anticipated in 2026 journal issues. The journal has also had six calls for papers:

- Implications of Recent National Policies on PH Student Experiences (Submissions due Sept. 15, 2025)
- Public Health Approaches to Ultra-Processed Foods (Submissions due Oct. 15, 2025)
- Masculinity & Health in the 21st Century and Beyond (Submissions due Nov. 15, 2025)
- Efficiency in Government While Advancing Public Health (Submissions due Dec. 1, 2025)
- Responsible AI Use for Advancing Public Health (Submissions due Jan. 2, 2026)
- Relationship Between Public Health and Politics (Submissions due Feb. 1, 2026)

Dr. Lau also discussed student involvement in the *AJPH* including the student editor and Student Think Tank. He shared plans for the 115th anniversary of the journal and ended his presentation with ways to stay connected (e.g., follow on social media; weekly e-Newsletter listserv; be a *AJPH* peer reviewer).

Mr. Selzer, Director of Publication Services, shared staffing and operating budget figures for *AJPH*. He then shared data on *AJPH* performance. The publication year saw 12 regular issues; 5 supplement issues; 445 articles (253 open access); and 2135 pages produced. Mr. Selzer then shared publication, website and subscription metrics (FY2025 vs. FY 2024). Some of these metrics included:

- 3456 decisions (vs. 2690 in FY2024)
- 394 accepted papers (vs. 377 in FY2024)
- 9.5% acceptance rate (vs. 14.0% in FY2024)
- 6.1 million website visitors (vs. 6.8 million in FY 2024)
- 3.93 million articles read (vs. 3.96 million in FY 2024)
- 421 subscribers (vs. 422 subscribers in FY 2024)

Mr. Selzer also discussed utilization and impact of articles. In 2024, *AJPH* had an impact factor of 9.600 (vs. 9.700 in 2023). The Eigenfactor Score is: 0.03038. The journal continues



to be featured in national publications (e.g., Washington Post, Reuters, NYT, CNN, LA Times). Mr. Selzer shared the most circulated articles and special issues for 2025 and 2026. The journal staff continue to look for ways to connect with APHA and the public health community; continue to evaluate opportunities for practice-based issues; and continue to implement tools to help them better understand the reach and influence of the journal's content.

Dr. Williams, Chair of the *AJPH* Editorial Board, shared the role of the editorial board which is to a.) provide oversight for the journal and its editorial functions; b.) define the long-range vision, strategic plan and annual priorities for the journal; c.) establish policies and procedures for the editorial board and journal and d.) ensure the quality and integrity of the journal. Dr. Williams then shared board accomplishments in the areas of peer review monitoring; annual meeting sessions; member engagement; companion journal; and current considerations.

The Executive Board engaged in discussion with Drs. Lau and Williams and Mr. Selzer; after which Dr. Alperin thanked the speakers.

Report of the President – Deanna Wathington, MD, MPH

Dr. Wathington shared highlights from her year as APHA President which included the launch of the 1872 Giving Society. Additional highlights included Affiliate and other organization visits; NPHW; Policy Action Institute; committee service; World Federation of Public Health Association and World Health Assembly events; collaborations with numerous organizations (e.g., Epilepsy Foundation; Community Catalyst; NAACP; Family Heart Foundation; National Academies of Sciences, Engineering and Medicine; National Academies of Practice; NBPHE); and various communications (podcasts, interviews press conferences).

Dr. Alperin thanked Dr. Wathington for her service to APHA.

Report of the Speaker of the Governing Council: Part 1 – Aaron Guest, PhD, MPH, MSW

- **Report of Ad Hoc Committee on Nominations**
- **Report of Bylaws Committee**

Dr. Guest reported on the Speaker's Ad Hoc Committee on the Nominations Committee and Process. The role of the Ad Hoc Committee was to identify opportunities to improve and, if necessary, alter the nominations process; to identify potential solutions from peer organizations; and to make recommendations to the Nominations Committee and Governing Council on improving the process. The goal of the nominations process is to ensure that the Association continues to have a representative candidate slate and that

individuals considering running feel supported and willing to go through the process. Dr. Guest provided background information including who was on the committee and number of times that they met as well as challenges that the Nominations Committee has historically faced and data sources that the Ad Hoc Committee examined. Dr. Guest shared the changes that were made to the 2025 Campaign Guidelines. He also shared that Report 1 from the Ad Hoc Committee included proposed changes to the composition of the APHA Nominations Committee and Report 2 includes ten proposed recommendations to the APHA Nomination and Election Processes.

Members of the Executive Board discussed the reports. Dr. Wathington made a motion that Report 2 be sent to the Executive Board’s Governance Committee for consideration. Dr. Marshall seconded the motion and with no additional discussion, Dr. Alperin called for a vote.

Motion:	To send Report two of the Ad Hoc Committee on Nominations to the Executive Board’s Governance Committee for consideration.
Outcome:	Approved by acclamation.

Dr. Guest then shared the Report of the Bylaws Committee, highlighting the Bylaws changes that would be presented to the Governing Council. Members of the Executive Board had an opportunity to discuss with Dr. Guest.

Dr. Alperin thanked Dr. Guest and Ms. Courtney Taylor for their work with these committees.

Report of the Joint Policy Committee/Evidentiary Review Committee – Rebecca Boulos, PhD, MPH, JPC Co-Chair and Chair of the Action Board; Toby Levin, PhD, MPH, CPH, CHES, JPC Co-Chair and Chair of the Science Board; Virginia Reising, DNP, RN, PHNA-BC, PEL-CSN, JPC Co-Chair and Chair of the Education Board

Dr. Levin presented on behalf of the JPC/ERC and reminded the Executive Board that 2 policy statements were commissioned by the Executive Board: A1: Addressing Hate Motivated Behavior, Including Hate Crimes as Public Health Priorities; and A2: Role of Public Health in Preventing Armed Conflict and War. The spring assessment resulted in A1 being recommended to progress with revisions and A2 being recommended for removal from the process. The JPC co-chairs met with lead authors of both statements to discuss comments and answer questions. Both author groups were permitted to advance in the process and revise their proposed policies.

A1 was revised and resubmitted in August 2025 as A1: Using a Public Health Approach to Prevent and Respond to Hate Motivate Behavior in the United States. A2 was not revised and resubmitted by the authors and therefore, did not advance in the 2025 review process.

In the fall, the JPC reviewed the revised A1 and authors' responses to the Spring comments. JPC recommended forwarding the proposed policy brief to Governing Council with no required revisions. Authors made minor revisions in October. There was a successful public hearing for A1 held on October 22 which resulted in a few minor suggestions which were made and the revised proposed policy brief was submitted on October 27. The final steps are for the JPC to meet in Executive Session on November 2 and final recommendations and final text of A1 will be sent to the Governing Council on November 2. On November 4, the Governing Council will vote on A1.

With regards to a brief on war and armed conflict, any member unit can choose to submit a proposed policy brief on the same or similar topic in a future cycle. The authors would start with the Intent to Write process.

In 2025, all active policy statements adopted between 2005-2015 are scheduled for archiving. Any member could a.) allow the statement to be archived as scheduled; b.) submit as a proposed policy brief, an update to the policy statement scheduled for archiving; or c.) request the statement be kept active. The ERC reviewed 42 requests to keep policy statements scheduled for archiving in 2025 active and recommended that 16 be archived as scheduled; 15 be kept active for one additional year with member units encouraged to update; and 11 be further discussed. The next steps will then be for recommendations to be made to the Governing Council.

Dr. Alperin thanked Drs. Boulos, Levin and Reising and Ms. Courtney Taylor.

Report of the Speaker of the Governing Council: Part 2 – Aaron Guest, PhD, MPH, MSW

- **Overview of Meeting Agenda**
- **Report of Ad Hoc Committee on Policy Brief Implementation**

Dr. Guest reviewed the Governing Council meeting agenda. He then reported on the Ad Hoc Committee on Policy Brief Implementation by beginning with a reminder of the history of the policy process, challenges of the old process, guiding principles and the policy statement revision process. The process has developed the following two documents:

- **Policy Brief Process Book:** Describes the process of moving a statement through the proposed policy process.
- **Policy Brief Author Guidelines:** Describes the format and instructions to authors on developing a proposed policy brief.



Dr. Guest discussed changes that have been made with the revised process and defined “public health policy brief.”

The Ad Hoc Task Force on Implementation is comprised of the Education Board, Action Board and Evidentiary Review Committee Chairs, the Evidentiary Review Committee, and Speaker-appointed representatives from the Governing Council and Policy Chair Working Group. It is responsible for designing the forms, rubrics and material necessary for successful implementation. Evaluation will be built into the design to address emerging challenges as the process is launched in Governing Council Year 2026.

Dr. Guest described the opportunities for peer feedback that were built into the implementation process. He also shared that there are two additional processes: a.) a process through which members can submit reports and actions for APHA endorsement; and b.) a formalized process to request APHA sign-on to letters. Dr. Guest summarized the changes to the author guidelines and changes at each step of the policy brief process.

The next steps are that the Ad Hoc Committee will dissolve at the close of this Annual Meeting and the Evidentiary Review Committee will take over all aspects of the Policy Brief Process. They will then continue to develop new resources and materials. Dr. Guest concluded by providing the 2026 Policy Brief Timeline (and Fast Track Timeline).

After time for discussion, Dr. Alperin thanked Dr. Guest and Ms. Courtney Taylor.

2025 Annual Meeting Information – Georges Benjamin, MD, and Melissa (Moose) Alperin, EdD, MPH, MCHES

Drs. Alperin and Benjamin pointed Executive Board members to the list of 2025 Annual Meeting Events that they should attend.

Report of the Intersectional Council – Karl Cooper, JD, ISC Chair

Mr. Cooper described the Intersectional Council (ISC) and ISC Steering Committee. The ISC’s six topical groups are climate and health; disasters and emergency preparedness; gun violence prevention; opioids; rural health; and suicide prevention. Mr. Cooper shared some of the 2025 ISC activities including Chair-Elect/President-Elect Training; Council of Affiliates (CoA)/ISC-SC Meeting; CoA/ISC Candidates’ Forum; and Trends and Pathway to Leadership. He also shared findings from the Section reports including top scientific session themes (Social Determinants of Health; Equity; Access to Care; Making the Public’s Health a National Priority); no. of student scholarships; no. of Section webinars; no. of Section business meetings; retention and recruitment efforts; and no. of leadership vacancies. Top areas where Sections need technical assistance include: raise money and



increase Section endowment; improve member communication; engage student members; develop leadership among members, recruit new members, and engage early career professionals. ISC goals for 2026 are fundraising, member communication, engage student members and increase Affiliate collaboration.

Dr. Alperin thanked Mr. Cooper, Ms. Fran Atkinson and other staff that support the Sections.

Report of the Council of Affiliates – Rebecca Nevedale, CoA Chair

Ms. Nevedale described the role, purpose and make-up of the Council of Affiliates (CoA). She also shared how APHA invests in the Affiliates; and how Affiliates use a shared learning approach including regional updates during meetings; APHA LEAD; Affiliate Day; grassroots approach to planning meeting agendas; Affiliate-to-Affiliate webinar series; and advocacy meetings. Ms. Nevedale highlighted CoA/ISC partnership with the Mid Year Meeting and future collaborations include member recruitment and combining JEDI work. This past year, five Affiliates received funding to advance their DEIA work.

Dr. Alperin thanked Ms. Nevedale, Ms. Michelle Loosli and other staff that support the Affiliates.

Executive Session to Discuss Communications – Melissa (Moose) Alperin, EdD, MPH, MCHES, Chair

Dr. Alperin called for a motion for the Executive Board to enter a period of executive session to discuss communication issues. The motion was moved by Dr. Smith and seconded by Ms. Orr, and with no discussion, Dr. Alperin called for a vote.

Motion: To enter a period of executive session.
Outcome: Approved by acclamation.

Upon exiting the period of executive session, Dr. Alperin moved to the next agenda item.

Concluding Remarks and Adjournment – Melissa (Moose) Alperin, EdD, MPH, MCHES, Chair

Dr. Alperin made final announcements and adjourned the meeting for the day.

Friday, October 31, 2025

Call to order – Melissa (Moose) Alperin, EdD, MPH, MCHES, Chair



Dr. Alperin called the meeting to order.

Report of the Student Assembly – Veena Thamilselvan, MSPH, Student Assembly Chair

Ms. Thamilselvan shared the mission of the Student Assembly, number of members (7,996) and individuals serving in leadership positions, organization chart and Executive Council leadership. Ms. Thamilselvan shared major changes that have resulted in the need for increased staff support which includes support for award finances; coordination of year long programs and review processes; and logistics for programmatic activities. Accomplishments this year include strengthening the Campus Liaison process; reimagining the Student Assembly Budget; Development of a Student Assembly Handbook. This year, they also hired a student fellow as a pilot to see if this would assist with Student Assembly workload. The student fellow was an enormous help but the fellow still encountered challenges that other student leaders face where school commitments interfere with available time). Ms. Thamilselvan asked for future budget consideration of a 0.5 FTE with a background in membership affairs to assist the Student Assembly and help support new leaders in navigating APHA policies; connect student leaders with the right departments for events; and help ensure that things do not fall through the cracks.

Dr. Alperin thanked Ms. Thamilselvan and Ms. Fran Atkinson, Ms. Elsa Greer and Mr. Sebastian Padrino.

Report of the Governance Committee – Shontelle Dixon, MPH, MCHES, Vice Chair

Ms. Dixon reviewed the purpose of the Governance Committee and thanked its members. She then reviewed 2024-2025 accomplishments and recommendations for the 2025-2026 Governance Committee. Of note, accomplishments included trainings on Roberts Rules and Governance Organizational Structure, Communications, Code of Conduct, Overview of required annual meetings to attend; mentor program was implemented; and code of conduct was implemented. Ms. Dixon reviewed Annual Meeting sessions that Executive Board members should attend and asked them to be on the lookout for post-meeting evaluation survey and mentee/mentor survey (if applicable).

Dr. Alperin thanked Ms. Dixon, the Governance Committee and Ms. Courtney Taylor and Mr. James Carbo.

Executive Session to Elect Chair/Vice Chair and Discuss Personnel Matters – Melissa (Moose) Alperin, EdD, MPH, MCHES, Chair; Bryan Buckley, DrPH, MPH, MBA, ACC,



Personnel Committee Chair; and Ilka Cameron, MPS, PHR, SHRM-CP, Director, Human Resources, APHA

Dr. Alperin called for a motion for the Executive Board to enter a period of executive session to elect Chair/Vice Chair and discuss personnel issues. The motion was moved by Ms. Thamilselvan and seconded by Dr. Sankaran, and with no discussion, Dr. Alperin called for a vote.

Motion:	To enter a period of executive session.
Outcome:	Approved by acclamation.

Upon exiting the period of executive session, the Executive Board voted on the Personnel Committee’s motion to accept the committee’s report. No second was required as the motion came from a committee.

Motion:	To accept the Personnel Committee’s report.
Outcome:	Approved by acclamation.

Additionally, the Executive Board used paper ballots to vote on Chair and Vice Chair of the 2025-2026 Executive Board. Ms. Shontelle Dixon is the new Chair of the Executive Board and Ms. Jessica Boyer is the new Vice Chair.

Dr. Alperin thanked Dr. Buckley, the Personnel Committee and Ms. Ilka Cameron.

Report of the Development Committee – Amy Lee, MD, MPH, MBA, CPH

Dr. Lee thanked the Development Committee and reviewed 2024-2025 accomplishments which included 100% giving by Executive Board (\$12,485) and 48% giving by Governing Council (\$67,943); establishment of the APHA 1872 Giving Society; developed and launched a member-driven video highlighting the professional and personal value of APHA and the importance of giving back to the Association; provided strategic fundraising support to Member Units and Affiliates; and refreshed the Executive Board “Thank You” Leave Behind materials.

Dr. Alperin thanked Dr. Lee, the Development Committee and Ms. Torrey Wasserman.

Report of the Committee on Social Responsibility – Claude Jacob, DrPH, MPH

Dr. Jacob thanked the CSR and reviewed 2024-2025 accomplishments which included the positive review of two companies; development and approval of a new Statement of



Values Acknowledgement; and presentations along with the Development Committee to the Chairs-Elect, Presidents-Elect, and Affiliate Staff.

Dr. Alperin thanked Dr. Jacob, the CSR and Ms. Torrey Wasserman.

Board Appreciation Activity – Georges Benjamin, MD, Executive Director

Dr. Benjamin recognized and thanked outgoing members of the APHA Executive Board. Dr. Alperin then acknowledged Dr. Benjamin with a Public Health Leadership Award and Mr. James Carbo with an Unsung Hero Award.

Report of the Council on Education for Public Health – Laura Rasar King, EdD, MPH, MCHES, Executive Director

Dr. King presented her annual report to the Executive Board. Dr. King noted that CEPH accredits 265 total units, including 67 schools of public health, 169 public health programs and 29 standalone baccalaureate programs. She said that there are currently 37 schools and programs who are new applicants. Dr. King mentioned that accredited units can be found in 49 states plus DC and PR; and eight countries outside of the United States. Dr. King shared that CEPH is celebrating its 50th year. CEPH's 2025 focus areas are criteria revisions and managing turbulent times. The SPH/PHP Criteria Revision is underway targeting adoption in late 2026/early 2027. The draft MPH competencies are currently open for comment.

Dr. Alperin thanked Dr. King for her report.

Report of the Strategic Planning Committee – Jessica Boyer, MPH, MSW, Chair, Strategic Planning Committee; Celeste Philip, MD, MPH Senior Public Advisor – Health and Medical Affairs; Liz Scott, PhD, Chief Executive Officer, Brighter Strategies, LLC

Ms. Boyer provided opening remarks and Dr. Scott delivered a brief overview of the Strategic Plan, strategic priorities and 2025 roadmap were provided. Each workgroup Team Lead provided high level information about their workgroup and progress.

- Workgroup 1: Build Workforce Capacity and Effectiveness
- Workgroup 2: Championing Public Health
- Workgroup 3: Advancing Equitable Public Health Practices and Outcomes
- Workgroup 4: Improve Member Engagement and Satisfaction
- Workgroup 5: Execute Operational Excellence



The Executive Board was then divided into groups and rotated through each workgroup where the Team Leads posed questions for feedback. Summary comments were then shared with the larger group.

Dr. Alperin thanked Ms. Boyer, the Strategic Planning Implementation Committee, Dr. Liz Scott, Dr. Celeste Philip, Mr. James Carbo, Team Leads, Senior Staff Liaisons and all of APHA's staff.

Executive Session to Discuss Caucuses – Melissa (Moose) Alperin, EdD, MPH, MCHES, Chair and Aaron Guest, PhD, MPH, MSW, Speaker of the Governing Council

Dr. Alperin called for a motion for the Executive Board to enter a period of executive session. The motion was moved by Ms. Dixon and seconded by Dr. Wathington, and with no discussion, Dr. Alperin called for a vote.

Motion:	To enter a period of executive session.
Outcome:	Approved by acclamation.

Upon exiting the period of executive session, Dr. Wathington made a motion which was seconded by Ms. Nevedale, and with no further discussion, Dr. Alperin called for a vote.

Motion:	To direct the Governance Committee to examine the creation of a pathway forward for Caucuses to become Forums with documentation and rules similar to the Council of Affiliates.
Outcome:	Approved by acclamation.

Concluding Remarks and Adjournment – Melissa (Moose) Alperin, EdD, MPH, MCHES, Chair

Dr. Alperin thanked everyone for their service over the last year. She called for a motion to adjourn the meeting. The motion was approved by acclamation. The meeting was adjourned.

The next meeting of the APHA Executive Board will take place on January 11-12, 2026 on Zoom.