Executive Board Meeting/Annual Meeting, New Orleans
November 13–14, 2014

Chair, Lisa Carlson

IN ATTENDANCE:
Pamela Aaltonen    Barbara Levin
Donna Beal        Paul Meissner
Gail Bellamy      Thomas Quade
Georges Benjamin  Nancy Shapiro
Lynn Bethel       Adewale Troutman
Alex Bryan
Lisa Carlson
Richard Cohen
Diane Downing     Regina Davis Moss
Vicki Ebin        Susan Polan
Ayman El-Mohandes Kemi Oluwafemi
José Ramón Fernández-Peña James Carbo
Durrell Fox       Deborah Dillard
Joyce Gaufin      Sara Miller
Barbara Giloth    Ida Plummer
Ella Greene-Moton Torrey Wasserman
Sonja Hutchins    Kimberly Moore Smith
Shiriki Kumanyika Alice Aughtry

STAFF:

Thursday, November 13, 2014

Call to Order, Consent Agenda and Meeting Agenda – Lisa Carlson, MPH, MCHES

The meeting was called to order by Executive Board Chair Lisa Carlson.

The chair presented items on the consent agenda. Items included the minutes of the September 2014 Executive Board meeting, additional 2014–2015 leadership appointments, and the election of new Agency Members.

- Approval of the minutes of the September 2014 Executive Board meeting 2014–2015 Leadership Appointments:
  - Publication Board - Burt Wilcke, Chair, Judith Hayes, Vice Chair, new members - Ross Brownson, Robert Bullard, Marion Nestle, Lloyd Novick, and Cody Mullin – Student Representative
  - Action Board - Martha Romney – Ethics Section Representative

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Sonja Hutchins, Chair, Science Board


Hearing no reason to pull anything from the agenda, The Chair called for a motion to approve the consent agenda.

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<th>Motion:</th>
<th>To approve the consent agenda: September Executive Board meeting minutes, Leadership Appointments, and New Agency Members</th>
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The Chair called for a motion to approve the meeting agenda for the November 2014 Executive Board meeting.

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**Governing Council — Barbara Giloth, DrPH**

Dr. Giloth walked Executive Board members through the Governing Council Annual Meeting Agenda. She highlighted the proposed Bylaws change concerning the removal of leadership from Sections, SPIGs and Forums. She said that the ISC has been tasked with developing policy related to the removal of leaders of the three components.

She mentioned that when researching the removal process, members of the Bylaws Committee found that there isn’t a process in place for the removal of the leaders of the ISC, COA, Governing Council or the Executive Board. Dr. Giloth said she welcomes comments/proposals from the Executive Board on how to handle those situations.

Dr. Giloth discussed the Governing Council breakouts, which will be facilitated by Executive Board members and focused on “strategic partnerships in the for-profit sector.” The goal of the breakout is to link APHA’s strategic plan, particularly the objective to create a public health movement, with for-profit partners.

Dr. Giloth also discussed the ISC’s report to the Governing Council on policy for the creation and disillusion of a SPIG. She said the policy is not controversial; it solidifies what is currently being done, and next year in either June or November the GC will need to vote on a similar policy for Forums and Sections.

Dr. Giloth asked that APHA staff monitor and compile a list of all Executive Board and Governing Council motions and policies. Executive Board members suggested the information be housed on APHA’s website and saved to APHA hard drives. Dr. Giloth then discussed the policies that will be voted on at Governing Council with input from the JPC Chairs.
Dr. Giloth concluded her remarks by discussing the Every Member Campaign, Dr. Georges Benjamin’s reports to the Governing Council, the Governing Council’s 2015 work plan, and climate change as an Association priority.

**Association Update — Georges Benjamin, MD**

Dr. Benjamin began his remarks by discussing APHA’s Annual Meeting. He discussed the history of why APHA was in New Orleans, the number of registered attendees, the number of exhibit booths purchased, the location of key events, the opening general session, the Monday special session, and Wednesday’s closing general session.

Dr. Benjamin went on to highlight APHA’s legislative successes in 2014 including:

- Worked to preserve the prevention fund through the CDC coalition and other partners.
- Helped fight some changes in the nutrition bill that came before Congress.
- Stopped successfully almost all the changes Congress was trying to make to the Clean Air Act.
- Supported the newborn screening act that the president signed into law.

In addition to the above mentioned activities, APHA attended many advocacy meetings with members of Congress and took part in several local meetings through the PHACT campaign. APHA members sent over 18,000 emails to Capitol Hill in support of various legislative priorities. APHA continues its work to reduce the use of tobacco-related products in conjunction with the FDA. Dr. Benjamin then spent some time discussing APHA’s work in the climate change arena.

Dr. Benjamin addressed Puerto Rico’s joining APHA as an Affiliate; he discussed APHA and Academy Health’s study tour of South Africa; he talked about APHA’s signing a memorandum of cooperation with the Cuban Public Health Association. Dr. Benjamin gave a summary update on Ebola in the United States, and, more specifically, APHA’s interactions with the Louisiana Department of Health surrounding the Annual Meeting.

Executive Board members had a thorough discussion surrounding Ebola, Louisiana and APHA’s response to the public health crisis.

Dr. Benjamin closed his presentation by discussing APHA’s website redesign project; giving a recap of the mid-term Congressional elections and what that means for public health in the next Congress. Briefly discussed the 2016 presidential race and what that might look like; talked about APHA’s role in supporting the confirmation of the nominee for Surgeon General, and the future of the Transportation Bill.

Dr. Benjamin then took questions from the Executive Board.

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Report of the Governance Committee — Pam Aaltonen, RN, PhD

Dr. Aaltonen discussed the Executive Board Manual. She pointed out the updated appendices, and stressed the importance of reviewing the material. She said the Governance Committee is reviewing the Executive Board meeting evaluation process. She concluded her remarks by discussing the importance of keeping former leaders involved and engaged with APHA.

American Public Health Association Business Model — Georges Benjamin, MD

Dr. Benjamin began his remarks by defining “business model” and explained to Board Members that APHA is in the member association business. He said without members, there is no mission. Dr. Benjamin said APHA members seek four things: they seek training and education; they seek information; they are interested in advocacy & government relations; and they want to be a part of collective action.

Dr. Benjamin spoke in great detail about APHA’s revenue, membership model, publications business model, and advertising. He shared data on conventions, contracts and grants, development, and expenses. Dr. Benjamin informed Executive Board members that APHA’s overall costs increase annually. Our administrative costs have remained relatively flat over the past several years, but program cost increases are the prime driver of the budget. When we do have overhead increases, they are for particular costs. Two recent examples of substantial costs include the website redesign project and the installation of a new rooftop air conditioning unit.

Dr. Benjamin then discussed the future of the Association. He said the Association must identify new revenue streams and see major growth in existing ones. He said one of his top priorities is doubling APHA’s membership over the next few years. He said it is also very important to pay off the mortgage on the building so APHA can convert some overhead costs to program costs.

In addition to growth in membership, Dr. Benjamin suggested exploring cost savings measures such as shifting to virtual meetings. He talked about the need to identify at least two bestselling books, the need to increase advertising revenue, and he stressed the importance of building relationships with foundations and being open to private sector partnerships.

Throughout his presentation, Dr. Benjamin stopped to take questions and listen to comments from Executive Board members. Members expressed a great deal of interest in APHA’s need to generate new revenue, and attract and retain members.

Executive Board members stressed the importance of continuing the discussion surrounding the business model into 2015.
Treasurer’s Report — Richard Cohen, PhD, FACHE, and Kemi Oluwafemi

Dr. Cohen updated the Executive Board on the fiscal state of the Association.

Last Year (Fiscal Year 2014) Financial Report

The Association received an unqualified opinion (clean audit) from its auditors, Tate and Tryon.

APHA closed the fiscal period ending June 30, 2014, with a change in net assets (surplus) of $830,711 out of which $503,276 represents unrestricted (operating) revenue, investment income of $344,514, a decrease of $23,790 in temporary restricted revenue and an increase of $6,711 in permanently restricted revenue.

For the fiscal year 2014, Membership dues, Annual Meeting revenue, advertising revenue, book sales and interest income were below budget, while other revenue items such as subscriptions, miscellaneous and contract and grant revenues were higher than budgeted. The overall expenses were less than budgeted with savings in convention costs, property management expenses, interest paid on APHA’s building bond, printing and postage, and mailing.

Motion: To accept the audited financial report for 2014.

Action: Approved

Year-to-date (FY 2015) Financial Update

At the May meeting, the Executive Board approved the FY 2015 budget with projected revenue and expenses of $17,183,950 and $17,650,590 with the intension of spending from reserve in the amount of $466,640. This fund enables APHA to invest in technology infrastructure and to make repairs to our building.

As of the end of September 30, 2014 (25% of fiscal year), APHA reported revenues of $7,035,007 (41% of budget). This is under projections by $470,895 and under prior year by $541,730. Total expenses are $4,053,238 (23% of budget), which are under budget by $535,752 and under prior year by $188,420.

Overall, we are ahead of budget by $66,695 and expenses always lag behind.

Dr. Cohen then walked the Board through a series of slides outlining the current and past performance of APHA’s revenue streams. The streams outlined include membership, conventions, grants and contracts, publications and development.
In closing, he suggested that the Board discuss implementing a cost-of-living increase on membership dues. He acknowledged that the increase will not generate a great deal of revenue, but it will open the door to a more detailed dues discussion moving forward.

At the conclusion of his remarks, Dr. Cohen led a lengthy conversation on the institution of a cost-of-living increase on dues, and answered questions pertaining to APHA’s finances.

**Personnel Committee Report — Tom Quade**

Chair Carlson recognized Mr. Quade, who updated the Executive Board on the search for the next Editor in Chief of the *American Journal of Public Health*.

**Strategic Planning — Paul Meissner, MSPH, and Susan Polan, PhD**

Chair Carlson recognized Paul Meissner to update the Executive Board on the activities of the Strategic Planning Committee.

Mr. Meissner began his presentation by discussing the Committee’s ongoing work to develop a metric that is consistent with APHA’s strategic plan. The metric the Committee has been working on deals with transactions and transformations (reference document: Pastor et al., 2011, *Transactions, Transformations, Translations: Metrics That Matter for Building, Scaling, and Funding Social Movements*). He then discussed the strategic map, and APHA’s 2030 goal of creating the healthiest nation in one generation.

Mr. Meissner then called on Ms. Beal to explain transactions and transformations. Ms. Beal noted that transactions are tangible (things you can count) and typically easy to measure. She said that transformations are more qualitative, which makes them more difficult to define. Mr. Meissner added that transformations are the product of accomplishing some of the transactions.

Mr. Meissner then walked the Board through the first draft of the complete transactions and transformations grid. The grid is broken down into three sections based on the strategic map: strengthening public health practice, building a movement, and aligning organizational capacity and infrastructure.

Throughout his presentation, Mr. Meissner and members of the Strategic Planning Committee fielded questions from the Board concerning the document. In addition to asking questions, Executive Board members commented on ways to clarify and enhance the document.

Mr. Meissner thanked Board members for their comments, and said the Committee will incorporate the changes discussed at the meeting. He said the strategic plan conversation
will continue after the meeting, and that he will present an update at the January Board Meeting in Washington, D.C.

At the conclusion of Mr. Meissner’s presentation, Chair Carlson made several announcements and declared the meeting adjourned.

**Friday, November 14, 2014**

**Call to Order, Lisa Carlson, MPH, MCHES**

The meeting was called to order by Executive Board Chair Lisa Carlson.

**Membership — Sara Miller, Georges Benjamin, MD, and Susan Polan, PhD**

Ms. Miller began her presentation by discussing the various membership activities taking place at the Annual Meeting, and urged Executive Board members to visit the membership booth in the exhibit hall.

She then turned her attention to her presentation, and APHA’s goal of doubling membership over the next several years. She said her presentation is the first step in drafting a strategic plan for membership. She shared current membership data and explained APHA’s membership categories and rates.

Responding to questions from Board members, Ms. Miller explained how membership dues are recognized in accounting, the impact of the green discount on the Association, the process by which lapsed members are contacted, and members having the ability to sign up for automatic renewal.

Ms. Miller said she is focusing on the three main stages of the membership experience. The first stage is recruitment, the second is engagement and the third is retention. After explaining each stage, she had Board members participate in a brainstorming session to identify ways APHA can recruit, engage and retain members.

Ms. Miller then had Board members break into teams and continued the exercise. After much dialogue, Ms. Miller ended the activity and her presentation.

Chair Carlson thanked Ms. Miller and called for a brief break.

**Development/CSR Report — Diane Downing, RN, PhD, Ayman El-Mohandes, MBBCh, MD, MPH, and Shiriki Kumanyika, PhD, MPH**

After brief introductory remarks from Dr. Downing and Dr. El-Mohandes, they turned the presentation over to Dr. Kumanyika.

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Dr. Kumanyika stated that APHA needs to engage with the private sector, and that she is making private sector partnerships a key issue during her term as President. She said APHA should approach partnerships from a position of power, and should not compromise its principles when working with the private sector.

Dr. El-Mohandes thanked Dr. Kumanyika for her remarks and commented that the CSR Committee agrees with her, and has spent a great deal of time discussing private sector partnerships. He said it is now time to include the ISC, Ethics Section and COA in the conversation and the goal is to have a discussion/session surrounding partnerships at APHA’s 2015 Annual Meeting in Chicago.

Dr. El-Mohandes then led the Board through a series of proposed questions (below) that will be posed to members of the COA and ISC.

1. What factors are relevant to assessing corporate foundation independence from its corporate entity?

2. Does there need to be a specific set of standards for specific categories of corporations or foundations, e.g., pharmaceutical companies, that may require more specific inquiry with regard to such things as their practices in conducting/funding research involving human subjects, major multinational corporations in which one of their units may have natural links to public health while another is engaged in “non-public health accepted activities?”

3. If there were a core set of “ethical” responsible principles against which any/all potential corporation could be assessed what would they be? (+Ethics Section input)

4. Based on real or perceived risk (reputational, ethical or conflict of interest), when could APHA accept funding from the corporate entity without undermining its mission or integrity?

5. What measures would need to be in place to make accepting funding from unlikely allies acceptable to APHA membership? For example,

   - Public disclosure of APHA’s priorities and the funding received from the private sector
   - Demonstrate that APHA is willing to take a policy position on principle that a corporate donor opposes
   - Establish a Board-approved policy that allows private-sector funding only if no strings are attached

6. What is APHA’s bottom line?

7. What criteria are acceptable for APHA to seek funding from corporate entities?
Executive Board members discussed the questions, and their conversation touched on many issues ranging from corporate foundations and their relationships with the corporations that created them; how corporations fund their foundations; APHA’s reputational risk when engaging with corporate foundations; and the importance of looking at corporate foundation boards and how they are composed.

After a long discussion, Mr. Meissner proposed the following motion:

| Motion: | That the Executive Board endorses the Joint Development and CSR Committee initiative to engage the ISC, COA and Ethics Section in the discussion of conditions under which APHA would accept money from corporate funders or corporate foundations to advance public health while adhering to APHA values and protecting APHA interests. |
| Action: | Approved |

At the conclusion of the vote, Chair Carlson thanked Drs. Downing, El-Mohandes, and Kumanyika for their presentation and moved to the next agenda item.


American Journal of Public Health:

- Mary E. Northridge, PhD, MPH, Editor in Chief
- Jeffrey R. Wilson, PhD, MS, Chair, Editorial Board
- Brian Selzer, Interim Deputy Publications Director, APHA

Dr. Wilson made brief introductory remarks noting that the Journal is doing very well, and that he is proud of the number of article submissions and the Journal’s impact factor. Dr. Wilson thanked Dr. Northridge for her leadership and turned the presentation over to her.

Dr. Northridge agreed with Dr. Wilson that the American Journal of Public Health is very strong. She touched on a variety of subjects, ranging from impact factor to the number of supplemental Journal issues. Dr. Northridge also touched on a number of accomplishments in 2014 including the Journal’s relationship with PAHO and its work with CDC.

At the end of her presentation, Dr. Northridge, Dr. Wilson and Mr. Selzer answered several questions from the Board about the Journal.
Ms. Carlson thanked Dr. Northridge, Dr. Wilson and Mr. Selzer and introduced Laura Rasar King.

Council on Education for Public Health (CEPH):

Laura Rasar King, MPH, MCHES, Executive Director

Ms. King thanked Chair Carlson for the opportunity to address the Executive Board. She said CEPH currently accredits 160 schools and programs of public health.

She said a big change since her last update is that CEPH now accredits stand-alone baccalaureate programs. The accreditation covers programs in public health that are not affiliated with masters programs in public health. CEPH accepted its first application in February 2014, and so far has received a total of 13 applications.

Ms. King then discussed an additional change that will be implemented over the next year or two, and that is a change to the criteria for accreditation. She acknowledged that this is a major change but necessary in order to keep up with what is going on at colleges and universities.

At the conclusion of her remarks, Ms. King answered a number of questions from Board members regarding CEPH and the accreditation process.

Chair Carlson thanked Ms. King and introduced APHA’s Canadian Vice President, Dr. Lynn McIntyre.

Dr. McIntyre thanked Ms. Carlson and proceeded to update the Executive Board on what the Canadian Public Health Association (CPHA) has accomplished since her last visit. She thanked APHA President Joyce Gaufin for attending and presenting at the CPHA annual meeting, and expressed her hoped that APHA’s incoming President will attend their annual meeting next year.

At the conclusion of Dr. McIntyre’s report, the Executive Board entered a period of executive session.

When the Board emerged from executive session, Chair Carlson recognized CoA Chair Nancy Shapiro

Affiliate Update — Nancy Shapiro, MA, RN

Ms. Shapiro asked that the Executive Board approve Puerto Rico as APHA’s 54th affiliate. She said Puerto Rico completed the required application to become an Affiliate and that she supports their being approved.
Motion:  To approve the affiliation application from the Puerto Rico Public Health Association.

Action:  Approved

At the conclusion of the vote, Ms. Shapiro reminded Board members that the Governing Council will vote on the assessment of affiliate organizational dues at 1% of their total organizational dues revenue, effective January 1, 2015.

Chair Carlson thanked Ms. Shapiro and asked Executive Board committee chairs to give brief reports on their Committee accomplishments in 2014.

At the conclusion of the reports, Chair Carlson recognized Dr. Giloth, who made a motion to extend the cap on the number of APHA components.

Motion:  To extend the cap on the number of APHA components at 58 for an additional year.

Action:  Approved

Chair Carlson then asked that a video message from Senator Tom Harkin be played for the Executive Board. The message thanks APHA for naming him the legislator of the year. At the conclusion of the video, Paul Meissner made a motion to make Senator Tom Harkin a lifetime member of APHA in a manner consistent with current law.

Motion:  To extend an APHA lifetime membership to retiring United States Senator Tom Harkin.

Action:  Approved

Chair Carlson called for new business, and, hearing none, made several announcements and declared the meeting adjourned

The next Executive Board Meeting is scheduled for Sunday, January 11, 2015 through Tuesday, January 13, 2015 in Washington, D.C.