



Executive Board Meeting Minutes
October 22-23, 2020
11-4 p.m. ET

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
Charlene Cariou, MHS, CPH, CHES
Lisa M. Carlson, MPH, MCHES
Chris Chanyasulkit, PhD, MPH
Eldonna J. Chesnut, MSN
Betty B. Daniels, PhD, RN
José Ramón Fernández-Peña, MD, MPA
Sarah Gareau, DrPH, MCHES
Rosie Mae Henson, MPH
Benjamin H. Hernandez, MBA
Jeanie L. Holt, MPH, MS
Diana Kingsbury, PhD
Amy Lee, MD, MPH, MBA, CPH
Megan Latshaw, PhD, MHS
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
Heather A. Walter-McCabe, JD, MSW

Thursday, Oct. 22, 2020

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

A. Approve the Meeting Agenda.

Motion: To approve the Executive Board Oct. 22-23 meeting agenda.

Outcome: Approved by acclamation.

B. 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. 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

Policy Statements

In September, the Joint Policy Committee provided positive assessment to all 13 re-submitted proposed policy statements, which are now slated for the JPC public hearings. Additionally, seven latebreakers were also accepted and were moved forward to the public hearings. The public hearings were held in two parts; group A&B met on Monday, Oct. 19 from 4-6 p.m. MT, while group C, D and latebreaker policy statements took place on Tuesday, Oct. 20 from 4-6 p.m. MT. Dr. Lee was happy to share that both hearings were well-attended.

After the public hearings, the JPC met as an executive session on Oct. 21 to review the 2020 proposed policy statements and recommended that the 13 proposed policy statements be added to the Saturday, Oct. 24. Governing Council consent agenda for approval and adoption. They also recommended five of the seven latebreakers (not part of the consent agenda) for Governing Council adoption.

Policy Statement Archiving Recommendations

Dr. Kingsbury announced that the [21 policy statements](#) adopted in 2000 are scheduled for automatic archiving this year. However, APHA members asked that two policy statements, 9115 and 2002, be kept active. The Science Board reviewed these two policy statements based on the current relevance of the scientific reasoning, action steps, references and recommended them for archiving. The JPC accepted the recommendation, and Dr. Kingsbury will now present these recommendations along with the archiving consent agenda to the Governing Council on Saturday, Oct. 24.

B. Podiatric Health and School Health & Education Services Section Name Change Discussion - Megan Latshaw, PhD, ISC Chair

As discussed during the September Executive Board meeting, the Podiatric Health Section and the School Health Education & Services Section would like to change their names in order to broaden their membership base and reflect their current purpose. Dr. Latshaw acknowledged the ongoing process of the Member Unit Effectiveness and Engagement Project and how it may affect APHA Section's compositions and structure; however, she emphasized that these Sections have followed the process for the name change and are eagerly waiting for the board's final approval. Some board members also recalled 4-5 years ago, the Veterinary Public Health Special Interest Primary Group also wanted a name change to One Health, and the board can consider approving that as well. However, APHA membership staff will first need to check with the Veterinary Public Health SPIG to see if they still want the name change. Dr. Latshaw then made a motion to the board to approve the Section name changes.

Motion: To approve Section name changes from Podiatric Health to Foot and Ankle Health and School Health Education & Services to School Health and Wellness.

Outcome: Approved by the majority.

APHA membership staff will now work with the Sections to implement the changes on the APHA website and various documents. Moving forward, the staff will also investigate the name changing process and its associated costs, including staff time.

C. Development Committee Update - Donna Beal, MPH, Committee Chair

Ms. Beal thanked the board for their 100% participation in giving pledge and noted that 45% the Governing Council donated to APHA. Marketing campaign emails will be going out during the 2020 Annual Meeting as well as during the winter holiday season as part of the 'Giving Tuesday' campaign. Also, the 'Many Ways to Give' video will be shown at the Governing Council meeting on Saturday, Oct. 24.

Other major planned giving and Annual Meeting development activities such as an anniversary video email, birthday photo email and donor green room plans are on hold due to the pandemic. Ms. Beal then asked board members to mark their calendars and volunteer for an Annual Meeting virtual session called Creating a Lasting Legacy, which will be held on Oct. 26 from 12-1 p.m. MT.

The committee is proud to have completed the Development Committee dashboard, which shows the growth of development activities, major gifts, planned giving and trends over a 5-year period. Other 2020 committee accomplishments include setting a give or get policy for the Executive Board and adding non-Executive Board members to the committee to connect members with experience in major planned giving as the committee starts to plan for APHA's 150th anniversary in 2022.

D. Student Assembly Update - Emily Bartlett, MPH, Student Assembly Chair

Ms. Bartlett provided the Student Assembly's 2020 highlights and accomplishments and noted that next year will be the 20th anniversary of the National Student meeting at the APHA 2021 Annual Meeting in Denver, Colorado. There are about 7,000 student members of which 70% are individual paying members and 30% are part of the bulk membership program. From these student members about 4% pay additionally to be a member of a third section. Ms. Bartlett then shared the Student Assembly's communication and social media activities. The newsletters have been a great way to engage student members and keep them posted about grants, networking and mentoring opportunities. There were 386 abstracts received for presentation during APHA's 2020 Annual Meeting; 152 of them were accepted, and 21 were withdrawn. The number one reason for abstract withdrawals was lack of funding and/or not being able to afford to participate in APHA's Annual Meeting. This is an issue the Student Assembly will be addressing moving forward with hopes of attracting more funders. The Student Assembly also started tracking volunteer hours for its student leaders and members to solicit funding.

Ms. Bartlett then gave an overview of the 2020 Biennial Student Assembly Survey and compared the results with the first Biennial Student Assembly survey in 2018. There were 260 responses in 2020, compared to about 500 responses in 2018. Some notable findings of the survey included that 25% of student members who took the survey are members of their affiliates, and the top three Sections the student members join are Epidemiology, Public Health Education and Health Promotion and Maternal and Child Health. About 60% feel welcomed in their Sections, 20% answered 'not applicable' and 14% felt unwelcomed voicing concerns that some Section leaders did not take the time to allow student members to articulate their opinions especially after knowing they are student members. Ms. Bartlett hopes that the Section Liaison Program will help improve communication between student members and Section leaders. At the conclusion of the survey, she noted that the Student Assembly is not equipped to fully conduct and evaluate student membership satisfaction due to lack of volunteer manpower.

Ms. Bartlett then shared a 3-page call to action from the Student Assembly to address racism as social determinants of health for academic institutions, educators, public health leaders and students. The document lists actionable steps and resources that can be integrated into a public health curriculum. Upon the conclusion of Ms. Bartlett's presentation, the board congratulated her and the work of the Student Assembly.

E. Treasurer's Update - Benjamin Hernandez, MBA, Treasurer

Mr. Hernandez was delighted to share that APHA ended the fiscal year 2020 (July 2019 - June 2020) with a positive financial balance. The total revenue was \$16,577,504 (under budget \$466,166) while expenses were \$16,236,550 (under budget by \$807,070) leading to a positive change in net assets with a net income of \$764,729 from operations and investments. Despite the revenue being under budget, the positive change in net assets for fiscal year 2020 can be attributed to the pandemic leading to some noticeable decrease in operational costs including decreases in traveling, hiring, building utilities, on-site convention costs, printing and production, equipment rental and maintenance, postage, shipping, and mailings. Membership dues, advertising revenue and book sales continued to be a challenge and were all below budget, while revenue from contracts/grants and interest income was over budget. Mr. Hernandez then noted that APHA is currently undergoing a financial audit, results of which will be shared in the January 2021 Executive Board meeting.

He then discussed the status of fiscal year 2021. As a reminder, the fiscal year 2021 budget consists of \$14,590,192 in revenue and \$16,974,860 in proposed expenses. As of Sept. 30, 2020 (25% of fiscal year), APHA reported revenues of \$6,476,072 (44% of budget) while total expenses were \$5,036,113 (30% of budget). He noted that this deficit in revenue is to be expected as previously outlined in the proposed fiscal year 2021 budget, and APHA will access its reserves to cover expenses as needed. In concluding his presentation, Mr. Hernandez recognized that APHA needs to diversify its revenue sources other than the Annual Meeting, which currently stands as the biggest revenue driver.

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

Dr. Benjamin began his presentation by sharing exciting new APHA member benefits: a discount on [Savi](#), an online student loan saving platform, and free membership for [Big Interview](#), an online platform that provides interactive job interview practices and video training courses. Over the past five years, APHA's [Generation Public Health movement](#) has garnered much support, with 96,191 individual and 935 organizational supporters as of 2020. To engage these groups of supporters, APHA sends a quarterly 'Generation Public Health' e-newsletter that provides information on public health issues, and most importantly encourages supporters to join APHA as a member, advocate, donate and engage in various APHA activities.

APHA 2020 Annual Meeting

Dr. Benjamin is happy to announce that there will not be any fiscal penalty for the cancellation of the in-person reservations at the San Francisco Convention Center and the San Francisco Marriott Marquis. He then provided an overview of the virtual 2020 Annual Meeting. As of Oct. 22, there were 8,815 total registrants of which 7,878 are paid (8,040 was predicted) and 264 are company exhibitors. There are over 4,000 accepted speakers, 745 oral scientific sessions, 56 roundtable sessions, 220 pre-recorded poster sessions, 100+ short films, an interactive exhibitor platform and live networking and engagement programs. He emphasized that one of the greatest benefits of this year's virtual Annual Meeting is that attendees have access to content on-demand through Aug. 31, 2021. He encouraged board members to keep the conversations going on social media and use #APHA2020.

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.

APHA Coronavirus (COVID-19) Update

Dr. Benjamin continues to be interviewed by major news outlets related to COVID-19 issues, and APHA continues to serve as an advisor to Congress on many public health related issues. APHA is also working with various partners to build a disease containment capacity coalition. This coalition is aimed at collaborating with partners to build and lead a national movement to improve COVID-19 prevention and to strengthen the nation's capacity to protect against future pandemics and disease outbreaks. APHA plans to raise about \$2 million and has currently secured funding from the CDC Foundation for \$120,000 and \$70,000 from the Kaiser Permanente Foundation. The first meeting will be launched after the presidential election. The Association has also continued to hold public webinars on COVID-19, and on health equity relating to racism and social determinants of health. APHA is also tracking cities, counties and states that declare racism as a public health problem.

APHA Miscellaneous Update

Tobacco:

Dr. Benjamin discussed recent concerns from anti-tobacco advocates, including some APHA members, that arose over a commentary that was included in the June 2020 issue of *AJPH*. The commentary was one of 13 commentaries requested by the editor-in-chief to discuss issues about tobacco. Their industry opinion was solicited by the *AJPH* editor-in-chief to get a perspective on harm reduction of nicotine and was one of the 13 commentaries for that section

of the journal. There was full disclosure in the journal as to who the writers were, and in the spirit of freedom of scientific debate, request for the article does not violate APHA or *AJPH* principles. A letter was sent in response to the advocates concerns signed by the editor-in-chief, the chair of the *AJPH* Editorial Board and Dr. Benjamin. They explained APHA's position in this case. The organization has not changed its clear anti-tobacco policies.

Annual Report:

Dr. Benjamin encouraged board members to read [APHA's 2020 Annual Report](#), which can be found on APHA's website.

New Social Media Campaign:

Dr. Susan Polan, Associate Executive Director for Public Affairs and Policy at APHA, then announced a social media fundraising campaign kickoff in the month of December. The goal is to engage APHA leaders and members as spokespersons for fundraising appeals on their social media channels. APHA staff will provide fundraising tools such as sample script, staff video, sample tweets, sample letters, social media shareables, etc.

G. Strategic Planning Committee Update - Cathy Troisi, PhD, Committee Chair

Dr. Troisi gave an overview on the work of the committee this year. The committee looked into the strategic plan metrics and evaluated progress which showed an increase in the number of retweets of an APHA posted topic and increase in *AJPH* citations, impact factor, and top read articles. As part of building a public health movement, the committee was delighted to see an increase in new APHA members and increase in support for the 'Generation Public Health' movement. On the other hand, there was a decrease in donations by APHA leadership and decrease in the number of abstracts that support APHA's 'healthiest nation in one generation' goal. In terms of advocacy, there was an increase in response to the action alerts and advocacy letters on priority issues to Congress; however, there was a decrease in overall number of advocates, meaning the increased number of letters are being sent by the same people instead of more members. Dr. Troisi hopes that the board will participate more next year as only 10 Executive Board members responded to the federal action alerts this year as compared to almost full board participation in 2019 and 2018. This decrease in participation could be attributed to advocacy efforts by board members that were not tracked on the local or state level.

H. Executive Session - Chris Chanyasulkit, PhD, Chair

The board went into a closed executive session to discuss personnel issues and board officer elections.

Friday, Oct. 23, 2020

Welcome and Meeting Called to Order - Chris Chanyasulkit, PhD, Chair

I. APHA Member Unit Effectiveness and Engagement Project - Elizabeth Scott, PhD, CEO, Brighter Strategies

Dr. Scott began her presentation by reiterating the objectives of the project, which are 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 does not include reviewing Caucuses, Affiliates, or internal staffing and is not a comprehensive infrastructure assessment. However, the consultants will share information with APHA about Caucuses and other areas not covered in the project. The project timeline has four stages and is based on Falletta's Organizational Intelligence Model. The model 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, then members will be engaged and satisfied, and retention will be high.

Dr. Scott then discussed their recent work, highlighting the discovery stage that began after the 2019 Annual Meeting and will conclude by end of 2020. She stressed five upcoming listening sessions: two at the 2020 Annual Meeting and three in November/early December where member feedback will be sought on theoretical models for restructuring. She also noted there will also be a final survey for members to provide their feedback. Brighter Strategies has also begun drafting a recommendation report.

Dr. Scott then provided a review of member feedback collected during the discovery phase and presented four theoretical new structures for APHA to address member needs raised in discovery, highlighting potential pros and cons of each model. There was a consensus among members that the work of APHA's member units be aligned with APHA's strategic plan and there be more cross-sectional engagement and collaboration among members. The four-member unit structures/models discussed were:

- 1) The professional journey structure: provides opportunity to connect with like-minded professionals in one's topic space. This structure provides a tailored experience for a member depending where they are in their professional careers — as students, advocates, early-career professionals, researchers, executives, or public health practitioners. This structure will have fewer staffing demands and focuses on career development needs at any level.



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2) The strategy centric structure: has two distinct types of units: strategic priority units and special interest sections. Strategic priority units focus on achieving APHA's strategic goals, receive more staff support from APHA, and the work produced by this unit is considered APHA's official branded products/services. Special interest sections will focus on professional development. In this structure, members can create a networking unit organically to discuss a topic of interest. These units will have to meet engagement benchmarks to keep alive and tap into APHA resources, such as staff time and funding. This strategic centric structure would require APHA staff to vigorously monitor work of the units and collaborate with them to see how/if they are aligning with APHA's strategic plan.

3) The strategy & journey matrix: this structure is a combination of the first two structures. In this model, APHA's strategic plan topics play a central role in that members can pick an area of the strategic plan and form their work around that strategic goal, while also being part of a career group that reflects their professional journey. For example, a student member will be part of their chosen APHA's strategic plan topic group, but also continue to be part of a student group that would work on events/topics specifically of interest to students while also having the opportunity to network with different professional groups such as executives, researchers, retirees, and advocates. This structure will considerably reduce the number of units, offering fewer leadership opportunities, but creates a tighter knit community eliminating silo mentality among groups. This structure would require a robust communication tool that provides a cross-directional, user-friendly interface.

4) Self organizing structure: members can create a unit via online communities and must achieve enough members and engagement thresholds to unlock APHA resources such as staff time, funding, Annual Meeting sessions, etc. New units will define their own function and work independently until they meet certain benchmarks. This model provides lots of leadership opportunity as it requires highly active members to take the lead to run the units.

The final recommendation report will be presented to the board in the spring of 2021 for their approval to bring forward to the Governing Council. The above four models have the potential to dramatically change the structure of the Governing Council, staff, and the budget. Any structural changes would require a comprehensive, detailed implementation and communication plan with lots of input from member-led focus groups. Some board members mentioned the importance of highlighting structural change that has occurred during APHA's 150 years of operation and noted it is imperative to understand and make clear APHA's mission and target audience. Lastly, Dr. Benjamin remarked that while the examples of strategic areas included in the four models presented are based on the current strategic plan, the board could also decide to refresh the strategic plan before adopting new structural changes. Dr. Scott closed by encouraging the board to sign up for the upcoming listening sessions and encourage other APHA members to participate.

**J. Council on Education for Public Health Update - Laura Rasar King, EdD,
CEPH Executive Director**

Dr. King provided a brief overview of The Council on Education for Public Health, which is an 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. She then gave a summary of CEPH’s mission, financial outlook, and strategic plan with its five goals. Recently, a sixth goal was added to include CEPH expanding globally, whether it is public health accreditation to reflect the American public health education model or content creation, for an interested international public health school.

The main takeaway of her presentation to the board was that there has been an increased interest in public health programs in light of the pandemic, while other disciplines were cut across many U.S. universities. Also due to the pandemic, when in-person learning and externship moved online, CEPH provided guidance on flexible learning and how to assess student competencies to ensure timely graduation of public health students. Dr. King then announced that CEPH will be highlighting the landscape of public health education on its website starting Nov. 10. More information can be found on CEPH’s ‘[Trends 2020](#)’ webpage.

**K. American Journal of Public Health Update – Gopal Sankaran, MD, *AJPH*
Editorial Board Chair, Alfredo Morabia, MD, *AJPH* Editor-in-Chief, & Brian Selzer,
APHA Deputy Director of Publications**

Dr. Sankaran, Dr. Morabia and Mr. Selzer provided a summary of the work and achievements of the *AJPH* board and the *AJPH* journal in 2019-2020. For example, in 2020, *AJPH* subscriptions had a 90% renewal rate, up from 73% in 2019, and a 98.9% retention rate, up from 89% the year prior. However, the pandemic has impacted new journal subscriptions. A marketing firm has been hired to assist in promotion efforts for the 2021 journal cycle.

Mr. Seltzer was excited to share that the journal impact factor (measures citations against number of articles published) went up by one point, which is quite a feat. A high impact factor makes the journal a coveted publication home for researchers looking for tenure and promotion. Mr. Seltzer was delighted to announce that one *AJPH* article, “Black Maternal and Infant Health: Historical Legacies of Slavery” by Owens & Fett, is the most circulated article, ranked #22,388 out of 16 million tracked articles by Altmetrics. Altmetrics is a badging tool on the *AJPH* website that provides real-time feedback on the social reach of an article. New improvements include enhancing the online e-reader interface and adding a dimension badge (an integration tool of real-time counts of citations for an article).

Dr. Morabia mentioned that in 2020, *AJPH* had the highest submissions ever; by mid-October there were 4,400 submissions, up from 3,400 in 2019. There were 1,500 submissions related to COVID-19. Additionally, *AJPH* podcasts have been very popular both in English and Chinese, and it has been ranked third out of the top 30 podcasts in the public health field. The journal has been featured in national publications such as the *Washington Post*, Reuters, *New York Times*, CNN, and *LA Times*. In 2021, the journal plans to produce five supplemental, special funded issues, which are expected to bring in \$315,000 in revenue. 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.

Meeting adjourned at 4:10 p.m. ET

The next meeting of the Executive Board will take place via zoom on Jan. 10-11.