



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.



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.
- 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.**



Executive Board Meeting Minutes  
January 10-11, 2021  
11-4:30 p.m. ET

**Call to Order and Roll Call**

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

PRESENT

Anne E. Dressel, PhD

Brittany Marshall, DrPH

Benjamin H. Hernandez, MBA

Catherine L. Troisi, PhD, MS

Charlene Cariou, MHS

Deanna Wathington, MD, MPH

Donna K. Beal, MPH

David Reyes, DNP, RN, MN/MPH

E. Oscar Alleyne, DrPH, MPH

Georges C. Benjamin, MD

Heather Walter-McCabe, JD, MSW

Hope M. Rollins

José Ramón Fernández-Peña, MD, MPA

Jeanie L. Holt, MPH, MS

Jeffrey E. Hall, PhD, MSPH, MA

Kaye Bender, PhD, RN, FAAN

Lisa M. Carlson, MPH

M. Aaron Guest, PhD, MPH, MSW

Nandi A. Marshall, DrPH, MPH

Rachael N. Reed, DrPH, MPH

Sarah Gareau, DrPH

Shontelle L. Dixon, MPH

Samantha H. Xu, MPH

Teresa Garrett, DNP, RN, PHNA-BC

***Sunday, January 10, 2021***



**I. Administrative Affairs — Deanna Wathington, MD, Chair**

**A. Approve the Meeting Agenda.**

The agenda was amended to include an executive session during the Personnel Committee update on Monday, Jan. 11 at 3:40 p.m. ET.

**Motion: To approve the Executive Board Jan. 10-11 meeting agenda.**

**Outcome: Approved by acclamation.**

**B. Consent Agenda**

- Oct. 22-23, 2021 Executive Board Meeting Minutes
- New Agency Members
- Leadership Appointments
- Approval of the APHA Parliamentarian
- Approval of the Governing Seat Allocation

**Motion: To approve the consent agenda.**

**Outcome: Approved by acclamation.**

**II. Discussion**

**A. Executive Board Fiduciary Training & Responsibilities – Jackie Henson, JD, Baker Donelson Law Firm**

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

In summarizing Ms. Henson’s presentation, it is important to note that the role of the Executive Board is to oversee the hiring of the executive director, setting the mission/vision of the organization, providing program oversight, ensuring compliance with the law, managing the organization's finances and engaging in strategic planning. Ms. Henson’s full presentation can be accessed [here](#).



**B. Discuss the June 2020 E-Cigarette issue of the *American Journal of Public Health* — Alfredo Morabia, MD, *AJPH* Editor-in-Chief, & Paul Gilbert, PhD, Alcohol Tobacco and Other Drugs Section Chair**

Dr. Benjamin invited *AJPH* Editor-in-Chief, Dr. Alfredo Morabia and Alcohol Tobacco and Other Drugs Section Chair Dr. Paul Gilbert to share their views with the board about concerns (from anti-tobacco advocates and some APHA members) over one of the 13 commentaries that was included in the *AJPH* June 2020 E-Cigarette issue. Dr. Morabia stated that this journal topic was motivated by the FDA, which in spring 2020 published a guidance for industry, a document called “Enforcement Priorities for Electronic Nicotine Delivery Systems (ENDS) and Other Deemed Products on the Market Without Premarket Authorization.” The goal of the journal was to obtain a perspective on harm reduction of nicotine, and to learn what positions the regulated industries are taking on this issue. With the full support from the *AJPH* Editorial Board, Dr. Morabia expressed his view that in this one narrow instance it was important to get the industry view in this situation. He expressed the importance of an inclusive academic debate on this issue. The journal does not publish scientific research from the industry, no funding was accepted, and conflicts of interest were noted in the journal for all authors. He stated his view that the inclusion of this commentary does not violate historical *AJPH* principles and is not a change in overall policy. He also noted that he did not accept an opinion letter from one group that is concerned about the inclusion of the commentary. The journal did receive many opinion letters regarding this issue, and by its policy it doesn’t publish opinion letters that are not about data clarification on any recent *AJPH* articles. That is the rationale for his not accepting the commentary from the concerned anti-tobacco advocates. Dr. Benjamin pointed out he joined in the response letter in his role as publisher of the journal in defense of the editorial independence of the journal. APHA, as an originator and supporter of the Framework Convention, has not changed its policy, and this instance does not represent a change in policy.

Dr. Gilbert reaffirmed the ATOD Section’s commitment to WHO’s Framework Convention on Tobacco Control and said he believes that the tobacco industry has no part in public health. He also expressed the Section’s strong disagreement with *AJPH*, including the commentary from an author from the Foundation for a Smoke-Free World.

After a full and transparent debate, the board acknowledged that it understood the issues involved and concluded to reconfirm that the *AJPH* does have editorial independence and that the decision to publish the full scientific debate was appropriate in this instance. In addition, the *AJPH* Editorial Board appropriately reviewed the issue as well. The Executive Board also reaffirmed APHA’s anti-tobacco position and its continued support for the Framework Convention. Dr. Benjamin will also express this decision on behalf of the Executive Board to the appropriate parties.

**C. Executive Board Business — Deanna Wathington, MD, Chair, & Donna Beal, MPH, Vice Chair**



As the chair of the Executive Board, Dr. Wathington restated her goals for the board this year. Ms. Beal discussed the Executive Board mentorship program and the liaison assignments, which are designed to improve communication between the board and other APHA leaders.

#### **D. Association Update — Georges Benjamin, MD, Executive Director**

##### *2020 Virtual Annual Meeting Debriefing and 2021 Annual Meeting Plans*

Dr. Benjamin was happy to announce that the actual number of the 2020 virtual Annual Meeting registrants and revenue exceeded expectations. The actual revenue was greater than budgeted, and the actual expenses were lower than expected. The Association brought in \$4,360,115 in revenue, which is \$1,519,105 more than projected. A contribution of \$741,695 from the California Endowment was a significant factor in this unexpected revenue.

Dr. Benjamin then discussed plans for the 2021 Annual Meeting in Denver, Colorado. Currently, the Association is looking into three meeting structures: 1) an in-person meeting providing purposeful networking, access to the public health expo as well as access to all virtual sessions; 2) an all-virtual meeting with lower registration fee with some networking opportunities, access to all virtual sessions and a virtual expo; 3) a hybrid meeting — in-person featured sessions and some virtual sessions. Large meetings such as the Governing Council will have to be either all in-person or all virtual only.

Currently, in-person cancellation penalties are about \$1.5-2 million, hence the Association is carefully monitoring the pandemic, vaccination efforts, travel restrictions, social distancing, staffing requirements and extra costs before finalizing its meeting structure.

Dr. Benjamin then discussed the upcoming virtual [Policy Action Institute](#) scheduled for April 8-9. The theme of the conference is: Building Bridges: Creating Health. Registration is currently open. The conference is during the National Public Health Week which runs from April 5-11. Dr. Benjamin encouraged board members to sign up for the *Keep It Moving Challenge* on the [nphw.org website](http://nphw.org).

##### *Operational Activities*

The Association is undergoing a series of website updates that will improve analytics and the back-end functionality of the website. The iMIS membership database is continuing to be enhanced for better member and staff experience. APHA staff are also working on updating the donation pages of the website, and the accounting staff are working on a process to allow donors to buy APHA membership as a gift for individuals.





APHA continues to be interviewed by major news outlets and has become the go-to public health source on various social media platforms with about 1 million followers. In 2020, APHA had about 5 million visitors to its APHA websites and about 13.5 million-page views.

Dr. Benjamin was delighted to announce various new partnerships and collaborations such as the [Alliance for Disease Prevention and Response](#), YouTube collaboration, Sustainability Forum and the GW Podcast series with Frank Sesno, an Emmy-award winning journalist. The organization has begun planning for major activities for APHA's 150th anniversary, starting at the end of 2021 Annual Meeting and leading up to the 2022 Annual Meeting in Boston. In concluding his presentation, Dr. Benjamin let the board know that he will be working on APHA's business plan to examine current programs and grow new opportunities and will present it to the board later in the year.

#### **E. Understanding APHA's Financial Profile — Kemi Oluwafemi, MBA, CPA, APHA Chief Financial Officer**

APHA uses a zero-based budgeting system in which all expenses are justified and approved for each period. Ms. Oluwafemi emphasized that APHA budgets expenses and revenues conservatively (on the lower side for revenue and higher side for expenses) and accounts for any unexpected expenses while ensuring some amount is put aside for reserves every month. APHA uses an accrual method to keep financial reports in balance, recognizing expenses when committed, not when paid.

For the fiscal year July 1, 2020 to June 30, 2021, major sources of APHA funding came from membership (18%), conventions/Annual Meeting (43%), publications (14%), government and contracts (19%) and from other various sources (6%). Ms. Oluwafemi noted that APHA balances its budget sheet every month by maintaining its main funds: operations (unrestricted), Section enrichment funds, awards, (temporarily restricted) and endowments (permanently restricted). The organization also balances its budget sheet with monthly summary financial analyses and goes through its statement of income activities. APHA finances are audited annually as required by the federal government.

For the upcoming 2022 fiscal year (July 1, 2021 to June 30, 2022), the budget process has just begun. APHA unit directors will prepare work plans and budgets. After thorough discussion, evaluation and approval by senior management, the budget plan will be presented in April 2021 to the Finance and Audit Committee for their review and approval. The proposed budget will then be presented to the Executive Board for approval during the May 2021 board meeting.

#### **F. Treasurer's Report — Benjamin Hernandez, MBA, Treasurer**

Mr. Hernandez was delighted to share that APHA received a clean audit for fiscal year 2020 that closed on June 30, 2020. APHA had revenue of \$16,577,505 while expenses were \$16,236,543 leading to a positive change in net asset of \$340,962 from operations. Investment income and appreciation were \$423,773 which resulted in \$764,735 in overall change in net assets. Mr. Hernandez then gave an overview of the Finance and Audit Committee and its role and responsibilities which include reviewing





budget process and activities, monitoring APHA’s financial operations, providing oversight to the audit process, and recommending financial policies.

He then discussed the status of fiscal year 2021. Five months into fiscal year 2021 that is by end of November 2021, APHA’s total revenue was \$9,914,626 (68% of the budget) while expenses were \$7,907,280 (47% of the budget), resulting in a net income of \$2,007,346 from operations. The following notable revenue streams haven’t met their targeted goals: membership (under by \$73,796); subscription, fees, and royalties (under by \$123,231); advertising (\$98,735). Revenue from contracts/grants and Conventions were over budget. He noted that the expenses and bills always lag behind and therefore lower expenses to-date do not equate to savings to-date. At the conclusion of his presentation, Mr. Hernandez made a motion for the board to accept the fiscal year 2020 audited financial report.

**Motion: Approve APHA’s fiscal year 2020 audit report.**

**Outcome: Approved by acclamation.**

#### **G. Development Committee & 150th Anniversary — Donna Beal, MPH, Vice Chair & Committee Chair**

Ms. Beal presented the Development Committee’s mission, whose main goal is to oversee, expand and support staff on the Executive Board fundraising goals. The Committee’s work plan consists of ensuring leadership giving by the Executive Board and the Governing Council, supporting growth of programs on planned giving, major gifts, relationship building with donors, and Giving Tuesday Initiatives, and planning for APHA’s 150th anniversary. The Development Committee is also working on creating a special lounge (green room) at future Annual Meetings. The lounge would be a space for major donors to relax and mingle. Ms. Beal then shared the committee’s dashboard that shows the growth of development activities, major gifts, planned giving and trends over a five year period.

Ms. Beal asked board members to consider sponsoring an Early-Career Professional or Student member to attend the Policy Action Institute and thanked those board members who had already made that commitment. Ms. Beal then reminded them about the give or get policy for board members, and the addition of non-Executive Board members to the committee composition in order to have members with experience in major planned giving as the committee starts to plan for APHA’s 150th anniversary in 2022. The committee is also looking for APHA leaders to work on fundraising efforts for the 150th anniversary.

#### **H. 2021 Governing Council Plans — M. Aaron Guest, PhD, Governing Council Speaker**

Dr. Guest began by providing an overview of the 2020 virtual Governing Council meeting survey results. Out of about 300 Governing Counselors, 90 took the survey. Overall, results showed high satisfaction with the content, time, pre-meeting communication/materials, reports, meeting platform and



voting. Yet many were dissatisfied with the ease of speaking from the “floor,” and had difficulty logging-in and engaging in discussions. Most watched the pre-recorded candidate forums but not as much other pre-recorded reports. In terms of attendance, many found that the greatest barrier was the cost of the meeting. The majority of survey respondents also preferred one day, 6-7 hours, Governing Council meeting format (piloted in October 2020 Annual Meeting) as compared to the typical 1.5 day Governing Council meeting.

In terms of the counselor’s perception of their work, the majority of survey respondents felt valued and understood their role within their member unit. However, there were many who were not clear of the role of the Governing Council in APHA and how it directly influences the field of public health. Additionally, many counselors expressed that they want to engage more than twice a year. To address these concerns, Dr. Guest will be leading two Governing Council orientations this spring; the first one in March will be on the role of the Governing Council, the second one would be on the parliamentary procedures.

Dr. Guest’s other spring 2021 Governing Council plans include leading a ‘speaking with the speaker series,’ meeting with APHA member groups, and working on creating a central repository where Counselors can access materials throughout the year. He is also working on gathering APHA committees and boards work plans at the beginning of the year so that the GC can better evaluate end of the year progress. The Governing Council continues to work with the Joint Policy Committee and the Nominations Committee and is looking forward to working with APHA on disseminating information on the Member Unit Effectiveness Project recommendation report. At the conclusion of his presentation, Dr. Guest encouraged board members to remind their Inter-Sectional Council and Council of Affiliates liaisons of Governing Council activities and encourage their participation. For the Governing Council mid-year meeting on June 14, he noted that the deadline for agenda items is April 5 and that any materials that can be voted on at the mid-year meeting should definitely be voted on at the June meeting so Governing Councilors have plenty of time in October to discuss the Member Unit Effectiveness Project recommendation report.

*Monday, January 11, 2020*

**Welcome and Meeting Called to Order — Deanna Wathington, MD, Chair**

**I. APHA Member Unit Effectiveness and Engagement Project — Elizabeth Scott, PhD, CEO, Payal Martin, MPH, Managing Director, Brighter Strategies, and Alan Baker, Advisory Committee Chair**

Dr. Scott began 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 any other areas not covered in the project. Mr. Baker summarized the work of the Advisory Committee whose main goal is to advise and comment on Brighter Strategies work on this project.

Dr. Scott then highlighted results from a recent member survey and the five Falletta specific focus groups that looked into: 1) communication and technology; 2) volunteer leadership; 3) measures and rewards; 4) growth and development; and 5) structure and decision rights. Dr. Scott and Ms. Martin also shared key findings for each of the five above topics and provided sample recommendations.

Key findings from the focus groups and the survey include better bi-directional communication, a need for user-friendly web tools, more support from APHA staff for member unit volunteer leaders, continued engagement outside the Annual Meeting and ongoing networking opportunities across member units/professions, local affiliates and regions.

There was a consensus among members that the work of APHA's member units be aligned with APHA's strategic plan and there be a clearer value being an APHA member. Brighter Strategies has begun drafting a recommendation report which will be presented at the March 15 board meeting. The full Brighter strategies presentation can be found [here](#). APHA staff will share the project's talking points with board members.

#### **J. Overview and Discussion of APHA's 2021 Advocacy Priorities — Don Hoppert, Director of Government Relations**

Mr. Hoppert provided a brief overview of APHA's six 2021 advocacy priorities. They are:

- Increase and protect funding for vital public health agencies and programs and strengthen the nation's public health infrastructure
- Uphold the Affordable Care Act and expand access to health coverage and services
- Address the health impacts of climate change
- Uphold critical public health laws and regulations and reverse damaging rollbacks
- Address the nation's gun violence epidemic
- Advance racial equity

He then went through each of the priorities and discussed how APHA plans to work on these by advocating for policies and funding in Congress. For a detailed breakdown under each priority, Mr. Hoppert shared [APHA's 2021 advocacy priorities](#) with the board. He also mentioned that APHA has brought these issues to the attention of President Biden's transition team.

#### **K. Strategic Planning Committee Update — Cathy Troisi, PhD, Committee Chair**



Dr. Troisi provided the goals of the Strategic Planning Committee this year. The committee will work on creating a summary document highlighting strategic plan successes and challenges, and work on communicating this strategic plan with the board, the Governing Council, APHA members and staff. The committee is also looking forward to reviewing and/or updating the plan once Member Unit Effectiveness project recommendation report is out. The current strategic plan and data dictionary can be found on [APHA's Strategic Plan webpage](#).

In terms of advocacy, the committee will continue to work on public health advocacy activities that can be incorporated into any institution's training and curriculum. She also encouraged board members to use and share the '[5 Ways to Use APHA Action Alerts' Infographic](#) that the committee developed to highlight ways for APHA leaders, members and the public to engage in public health advocacy priorities. Lastly, Dr. Troisi asked the board to continue to call on their senators and representatives, and share the [#SpeakForHealth tools](#) in their advocacy efforts.

#### **L. Executive Session and Personnel Committee Update — Deanna Wathington, MD, Chair**

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

*Meeting adjourned at 5 p.m. ET*

**The next meeting of the Executive Board will take place via zoom on March 15.**



Executive Board Meeting Minutes  
March 15, 2021  
2-5 p.m. ET

**I. Call to Order and Roll Call — Deanna Wathington, MD, Chair**

Dr. Wathington welcomed everyone, and a quorum was established.

PRESENT

Anne E. Dressel, PhD

Brittany Marshall, DrPH

Benjamin H. Hernandez, MBA

Catherine L. Troisi, PhD, MS

Charlene Cariou, MHS

Deanna Wathington, MD, MPH

Donna K. Beal, MPH

David Reyes, DNP, RN, MN/MPH

E. Oscar Alleyne, DrPH, MPH

Georges C. Benjamin, MD

Heather Walter-McCabe, JD, MSW

Hope M. Rollins

José Ramón Fernández-Peña, MD, MPA

Jeanie L. Holt, MPH, MS

Jeffrey E. Hall, PhD, MSPH, MA

Kaye Bender, PhD, RN, FAAN

Lisa M. Carlson, MPH

M. Aaron Guest, PhD, MPH, MSW

Nandi A. Marshall, DrPH, MPH

Rachael N. Reed, DrPH, MPH

Sarah Gareau, DrPH, MEd

Shontelle L. Dixon, MPH

Samantha H. Xu, MPH

Teresa Garrett, DNP, RN, PHNA-BC

## **II. Administrative Affairs - Deanna Wathington, MD, Chair**

- A.** Approve the meeting agenda.
- B.** Approve the consent agenda items:
  - 1. January Executive Board Meeting Minutes
  - 2. Leadership Appointments
  - 3. New Agency Members

**Motion:** To approve the meeting and consent agenda items.

**Outcome:** Approved by acclamation.

## **III. Discussion**

### **A. APHA Financial Stability Over the Years - Mike Tryon, RSM, LLP**

Mr. Tryon provided an overview of APHA's finances and a 15-year trend analysis of its revenue, expenses, and assets. Overall, the organization is financially sound as evidenced by its consistent revenue, reserves, and investments.

### **B. Treasurer's Update - Benjamin Hernandez, MBA, Treasurer**

Mr. Hernandez provided a brief financial summary of the current 2021 fiscal year. The year-to-date income from operations is \$11,593,416 (over budget by \$796,925), and expenses totaled \$10,341,693 (under budget by \$667,549). Investment income and appreciation added additional revenue of \$946,305 (over budget by \$880,305), which resulted in an overall income of \$2,198,028.

### **C. APHA Member Unit Effectiveness and Engagement Project - Elizabeth Scott, PhD, CEO, and Payal Martin, MPH, Managing Director, Brighter Strategies**

The APHA Member Unit Effectiveness and Engagement project's year and half long member feedback and data gathering process has ended, and Brighter Strategies has completed their recommendation report. Dr. Scott presented the project's recommendation report to the board, and highlighted ways to increase engagement and efficiency within APHA's membership structure. Each recommendation listed solutions with order of priority that included a breakdown of time, cost, staff workload and member support needs.

After a robust discussion with Brighter Strategies, the Executive Board will review these recommendations in the coming months for feasibility and their potential impact on the organization's budget, bylaws, staff and membership infrastructure. Some recommendations are easier to implement,



while others have far-reaching implications that will require multi-year implementation plans.





More information on the project and member unit results can be found on the [APHA Member Unit Effectiveness and Engagement webpage](#).

**D. Values-based Philanthropy, plotting one’s philanthropic mission - Christopher Clarkson, CFA, Director-Senior Vice President, and Judi Rosenthal, Financial Advisor, Bernstein Private Wealth Management**

As the chair of the Development Committee, Ms. Beal introduced the two speakers and gave a brief synopsis on the importance of planned giving and directed the board to read the white paper document on legacy planning. The goal of the presentation is to involve the board in development campaigns and equip them with talking points as APHA nears its major fundraising effort for the 150th Anniversary in 2022.

**E. Association Update - Georges Benjamin, MD, Executive Director**

Dr. Benjamin discussed APHA’s upcoming major events such as National Public Health Week that runs from April 5-11 and the virtual [Policy Action Institute](#) during that week. The 2021 Annual Meeting in Denver, Colorado is currently being planned as a hybrid meeting that would include some in-person featured sessions and some virtual sessions.

Dr. Benjamin was delighted to share that APHA was recognized and directly quoted in a press release by the White House regarding the organization's support for the American Rescue Plan. Moreover, Dr. Benjamin’s remarks on the plan were quoted by a member of Congress to show support for the bill before it came up for a vote. Additionally, APHA continues to be interviewed by major news outlets and is the go-to public health source on various social media platforms.

Dr. Benjamin then announced a new APHA graduate scholars’ program in a three-year partnership with Kaiser Permanente. The program will be administered by APHA and will provide scholarship and fellowship opportunities based at Kaiser Permanente to graduate students focusing on building community health and advancing health equity.

Regarding the *AJPH* tobacco issue discussed in detail at the January 2021 board meeting, Dr. Benjamin has made it clear to inquiring organizations and individuals that APHA has not changed its anti-tobacco policy.

In concluding his presentation, Dr. Benjamin discussed a tentative timeline on updating the strategic plan, implementing changes based on the Member Unit Effectiveness project, and reassessing APHA’s business plan.



## **F. Other Business**

Governing Council Speaker Dr. Guest briefly discussed sharing the Executive Board committee's work plan and progress throughout the year with the Governing Counselors. The goal is for them to fully understand the context when these committees provide their end-of-the-year reports to the Governing Council. After a complete discussion by the board, it was decided that the Executive Boardminutes from each meeting can be used to show progress and any noteworthy work done by the boardcommittees.

***Meeting Adjourned at 5 p.m. ET***

**The next meeting of the Executive Board will take place from May 2-3,  
2021from 11-4 p.m. ET via Zoom**