



2024

COUNCIL OF AFFILIATES

LEADERSHIP MANUAL

0

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Purpose and Summary

The Council of Affiliates facilitates the collaborative relationship between APHA and its 52 affiliated public health associations, recognizing that Affiliate activity is critical to APHA success and that APHA resources are essential to strengthen each Affiliate.

The Council works to:

- Promote efficient and effective communication;
- Coordinate Affiliate and APHA activities;
- Provide training, support, and resources that will strengthen Affiliates;
- Ensure that APHA and each Affiliate are empowered by each other.

The Council:

- Promotes active involvement of Affiliates in APHA programs and activities through effective communication;
- Keeps APHA informed of Affiliate activities, advocating for involvement and assistance when needed;
- Identifies and works to resolve Affiliate concerns;
- Maintains working relationships with the Executive Board and Governing Council as well as with other APHA groups and committees including the Intersectional Council, Student Assembly, and Action Board;
- Collaborates with APHA on national efforts to promote public health including National Public Health Week, Speak for Health, and federal advocacy efforts;
- Organizes and conducts webinars and/or other content and/or skills-building opportunities for Affiliates;
- Organizes, publicizes, and conducts several activities every year at APHA's Annual Meeting including:
 - Affiliate Day;
 - Affiliate Awards;
 - Candidates Forum;
 - Scientific, peer-reviewed oral sessions (3);
 - Scientific peer-reviewed poster session (Affiliate);
- Plans and coordinates joint meetings of CoA and Intersectional Council-Steering Committee (ISC-SC) members at CoA/ISC midyear meeting;
- Works collaboratively with APHA Affiliate Affairs staff.

Affiliate Benefits from APHA

APHA Staff and Leadership Support

- Dedicated APHA staff members supporting and managing initiatives aimed toward Affiliates such as capacity building, best practices, and grants and other types of funding
- APHA President visit to your Affiliate every three years

Networking Opportunities

- Presidents-Elect Meeting in DC (expenses paid by APHA)
- Council of Affiliates Mid-Year Meeting (expenses paid by APHA when in-person)
- Affiliate Day at APHA Annual Meeting (free for Affiliate members to attend)
- Small Affiliate work group quarterly meetings
- Affiliate Staff work group monthly meetings
- Two exclusive Affiliate Representative to the Governing Council meetings each year

Communications

- Monthly APHA newsletter to all members of Affiliates
- Affiliate Online Community, a real-time message board for all Affiliate leaders

Professional Development/Educational Opportunities

- Scientific Sessions at APHA Annual Meeting (3 oral, 1 poster dedicated to Affiliates)
- Webinars (content, skills) at other times during the year
- One complimentary subscription to *The Nation's Health* and the *American Journal of Public Health*

Affiliate Membership

- Member Lists (names, mailing addresses, email addresses) of APHA Members who live in Affiliate's territory, APHA Annual Meeting attendees from Affiliate's territory, and Agency and Student Bulk membership – to be used to promote Affiliate membership
- APHA communicates importance of Affiliate membership (e.g., welcome to APHA emails; lapsed member emails)
- Affiliate promotion at Annual Meeting (free host Affiliate booth in Public Health Expo)

Affiliate Recognition

- Award for Excellence
- Outstanding Affiliate of the Year
- Outstanding Student of the Year
- Outstanding Affiliate Staff of the Year
- Award for Innovation in Public Health
- Opportunities to present at APHA Annual Meeting and/or on webinars

Advocacy and Policy

- Support for participation in Speak for Health campaign
- Action Alerts
- Database of APHA policy statements
- Advocacy resources (e.g., fact sheets, how to set up congressional visits)
- Congressional vote record (restricted to APHA members)
- APHA legislative and health reform updates (electronic)

Funding and Infrastructure Opportunities

- Association with a national organization that champions the health of all people and all communities.
- Access to discounted insurance (e.g., general liability, D&O)
- Access to Network for Public Health Law pro bono work
- Affiliate Self-Assessment Tool for strategic planning
- Committee on Social Responsibility tool to assess potential donors' alignment with APHA/Affiliate values
- Access to technical assistance and training
- Grant opportunities

Representation/National Voice

- Included in Generation Public Health movement
- Council of Affiliates Chair serves on APHA Executive Board
- All ARGCS serve on APHA Governing Council
- Members of Affiliates who are APHA members may serve and/or chair APHA committees
- Community of 50,000 professionals who strengthen the public health profession, promote best practices, and share the latest public health research and information

Benefits APHA Receives From the Affiliates

Expertise

- Access to subject matter experts who understand local/state public health advocacy and issues

“Boots on the Ground” Perspective

- Examples of public health in action
- Increased advocacy efforts for public health issues (national, state levels)

APHA Membership

- Encourage APHA membership through Affiliate communications, APHA Presidential visits

Council of Affiliates Members and Officers

The CoA consists of the chair, chair-elect, immediate past chair, secretary, 10 regional representatives, at-large staff of Affiliates representative, 2 at-large members (one elected, one appointed), Student Assembly representative and two Action Board representatives. There can also be advisors and liaisons, including historian and early career professional representative(s). APHA Affiliate Affairs staff participate in all CoA leadership team and full CoA meetings.

NOTE: CoA members can hold only 1 voting space on the CoA and/or APHA Governing Council at a time.

Chair Responsibilities

1. Convene the CoA and coordinate its activities with the Affiliate Affairs staff.
2. Serve as a voting ex-officio member of the APHA Executive Board, representing the needs and perspectives of Affiliates, and bringing Executive Board information back to the CoA.
3. Develop and coordinate monthly virtual meetings, in conjunction with CoA Leadership Team and Affiliate Affairs staff. Affiliate Affairs staff will help with call coordination, logistics, and agendas. Send notifications and/or reminders to CoA members.
4. Co-lead workgroup on Core Strategy 5: Execute Operational Excellence with the Immediate Past Chair. Chair focuses on supporting ARGCs and Regional Reps, and leading Affiliate Day planning.
5. Use, review, and modify CoA multi-year work plan in collaboration with the CoA members.
6. Facilitate follow-through by members on assigned responsibilities.
7. Collaborate with applicable APHA staff to organize the CoA Awards ceremony and serve as its moderator. Following the Annual Meeting, work with Affiliate Affairs staff to write letters of appreciation to major sponsors.
8. Appoint ad hoc members from Affiliates to serve on APHA or CoA workgroups and committees as requested.
9. Collaborate with ISC-Steering Committee Chair on issues of mutual interest.
10. Work with ISC-SC Chair to plan agendas for Mid-Year Meeting and joint meetings at the Annual Meeting.
11. Write annual report for inclusion in the Annual Meeting materials for the CoA and Governing Council (generally due about 4-6 weeks prior to Annual Meeting).
12. Assure Council leadership transition. Consult with the Immediate Past Chair as needed.

Immediate Past Chair Responsibilities

1. Co-lead workgroup on Core Strategy 5: Execute Operational Excellence with the Chair. Immediate Past Chair focuses on organizing Affiliate poster and oral sessions at the Annual Meeting, and coordinates annual CoA awards efforts.
2. Review and update the CoA Leadership Manual.
3. Assist Chair with all leadership work of the Council.

Chair-Elect Responsibilities

1. Commit to serving the Council for three years (one Chair-Elect, one Chair, one Immediate Past Chair) to ensure leadership continuity. *Note: Chair-Elect must be a member of the Council at the time of election.*
2. Lead workgroup on Core Strategy 2: Champion Public Health.
3. Assist Chair with all leadership work of the Council.
4. Participate in ISC-SC conference calls.
5. Collaborate with Affiliate Affairs to plan Presidents-Elect Meeting.
6. Attend Presidents-Elect Meeting as a representative of the Council.
7. Work with ISC-SC Chair-Elect to plan Candidates' Forum.
8. Lead conversation following the Candidates' Forum to consider candidates.

Secretary Responsibilities

1. Serve at least a one-year term. Note: Secretary is preferred to be a member of the CoA or at least an ARGC.
2. Lead workgroup on Core Strategy 4: Improve Member Engagement and Satisfaction.
3. Attend all meetings of the CoA.
4. Complete roll call and establish a quorum for all official CoA meetings.
5. Take minutes at official CoA meetings.
6. Assure that approved minutes are loaded on the online community.
7. Participate on the Leadership Team.
8. Act as the CoA Nominations Committee Chair. Responsibilities include:
 - a. Receive recommendations for candidates, appointed or elected.
 - b. Write letters of nomination for candidates received on behalf of CoA and submit to APHA governance by required deadline.
 - c. Make recommendations to the APHA Executive Board for leadership appointments, including Action Board and committee appointments. CoA has standing representation on the Committee on Social Responsibility and APHA Membership Committee.

Regional Representative Responsibilities

1. Serve at least a two-year term (Regions with odd numbers elect Regional Rep in odd-numbered years; regions with even numbers elect the Regional Rep in even-numbered years. This assists with the continuity and effectiveness of the Council).
2. Attend all meetings of the CoA. If unable to attend a meeting, the Regional Rep should find an ARGC from their region to attend. The Regional Rep should ensure that the proxy is well-prepared for the meeting. If the Regional Rep needs to send a proxy to the Mid-Year Meeting, they should notify APHA Affiliate Affairs staff as early as possible to ensure the proxy receives all logistical information.
3. Serve on at least one CoA workgroup.
4. Update APHA on leadership changes in their region.
5. Conduct regular (at least bimonthly) calls or equivalent outreach with their region to include ARGCS, Affiliate leaders, CoA leaders (as needed) and Affiliate Affairs staff. Facilitate communication between Affiliates in their regions. Affiliate Affairs staff can assist with logistics for these meetings. Report out on these activities at CoA meetings every other month (even regions in even months, odd regions in odd months).
6. Assist Affiliate Affairs staff with ensuring collection of Affiliate dues, timely return of Affiliate Annual Report documents and other relevant requests/surveys (e.g., Policy and Advocacy Survey).
7. Keep Affiliates in their region informed of Affiliate and APHA news, opportunities and activities by maintaining regular contact with ARGCS in their region.
8. Communicate to CoA leadership concerns of Affiliates in their region.
9. Encourage Affiliates to attend CoA events at Annual Meeting.
10. Encourage Affiliate leaders to run for APHA elected and appointed positions.

Student Assembly Representative Responsibilities

1. Serve a one-year term on the Council. The SA Rep is nominated by the Student Assembly and submitted to APHA Executive Board for approval; generally, the Immediate Past Chair will serve in this capacity.
2. Assure communication between the Council and the Student Assembly.
3. Serve on at least one workgroup.
4. Participate actively in CoA work and meetings.
5. Represent the interest of CoA with the Student Assembly.

At-Large Member, Appointed

1. Serve a two-year term (ending in even years).
2. Communicate ideas, concerns and issues related to APHA/Affiliates to Chair.
3. Participate actively in CoA work and meetings.

4. Represent the interests of the Affiliates to CoA.

At-Large Member, Elected

1. Serve a two-year term (ending in even years).
2. Communicate ideas, concerns and issues related to APHA/Affiliates to Chair.
3. Participate actively in CoA work and meetings.
4. Represent the interests of the Affiliates to CoA.

At-Large Member, Staff of Affiliates

1. Serve a two-year term (ending in odd years).
2. Engage other Affiliate staff through regular communication including meetings.
3. Share Affiliate staff members' ideas, concerns and issues to strengthen both Affiliates and Affiliate/APHA initiatives.
4. Facilitate staff of Affiliates meeting at the Annual Meeting.
5. Serve on at least one CoA workgroup.
6. Participate actively in CoA work and meetings.

Action Board Representatives

1. Serve a three-year term on Action Board and CoA. These representatives are nominated by the Council but appointed by APHA Executive Board. The terms are staggered.
2. Serve on at least one CoA workgroup.
3. Participate actively in CoA work and meetings.

Advisory Members

The CoA may elect to include Advisory Members in its meetings. These individuals shall be members of an Affiliate or APHA and provide expertise and/or information necessary for the CoA operation. The CoA Chair, in consultation with the CoA Leadership Team, will determine if and when an Advisory Member is necessary.

Advisory Members do not have a vote on the CoA and serve until their service is no longer needed. Advisory Members may participate in the mid-year meeting by conference call as needed and may have access to conference calls to conduct the business/service which they have agreed to provide.

Liaisons

Liaisons from other APHA components or possessing a certain skill set may serve on the CoA. These liaisons are chosen by their representative group and approved by the CoA Leadership Team. Terms may vary based on the position.

Current liaison positions include:

- ISC representative
- Caucus Collaborative representative
- Early Career Professional group representative
- APHA History Project representative
- Three Committee on Membership representatives
- Committee on Social Responsibility representative

All Council Member Responsibilities

1. Maintain communication with and seek guidance and input from constituents related to APHA/Affiliate matters.
2. Prepare for and attend all Council meetings.
3. Communicate ideas, concerns and issues related to APHA/Affiliates matters to Chair.
4. Promote collaboration across APHA components.
5. Facilitate identification and resolution of public health problems requiring interstate or regional action.
6. Serve on APHA boards, task forces, and other committees when representation from the CoA is germane to the group's function.
7. Submit names to CoA nominating committee for potential APHA and CoA leadership positions.
8. Mentor new members to the Council as requested by the Chair.

Internal Council Processes

Conflict of Interest

Council of Affiliate members must sign APHA's COI form at the beginning of each year and must complete that form again at any time when an actual, potential, or perceived COI arises. This form is available to CoA members at all times from APHA Staff. Members will be reminded to alert the Chair to any conflicts or potential conflicts of interest that may arise during any given meeting (face to face, telephone, web conference). If so, the CoA member(s) will recuse themselves from voting on any relevant issue but may participate in the discussion and offer suggestions.

APHA conflict of interest policy is available [online](#).

Whistleblower Policy

APHA's Whistleblower Policy Statement in the APHA Staff Handbook (Section 8.5) states,

“APHA will investigate any possible fraudulent or dishonest use or misuse of APHA resources or property by management, staff, volunteers, or members. Anyone found to have engaged in fraudulent or dishonest conduct is subject to disciplinary action by APHA up to and including civil or criminal prosecution when warranted.

“All members of the APHA community are encouraged to report possible fraudulent or dishonest conduct (i.e., to be a whistleblower). An employee should report his or her concerns to a director, manager, or supervisor. If for any reason an employee finds it difficult to report his or her concern to a director, manager or supervisor, the employee can report it directly to the Director of Human Resources. Directors, managers, or supervisors are required to report suspected fraudulent or dishonest conduct to the Director of Human Resources. For more information about definitions, rights and responsibilities, procedures, and contacts read the following.”

Due to the fact that the current Whistleblower Policy is silent on reporting by “volunteers,” this Addendum provides necessary guidance. You can find [APHA’s Code of Conduct here](#).

APHA has many “volunteers,” which include Council of Affiliate members.

A CoA member should report his or her concerns to the Executive Director of APHA. The Governance Committee of the Executive Board will be assembled to review evidence as appropriate and leadership and legal counsel will be contacted as appropriate.

A Governing Councilor should report his or her concerns to the Speaker of Governing Council who will contact the Executive Director. An ad hoc committee will be assembled to review evidence as appropriate and leadership and legal counsel will be contacted as appropriate.

A Section volunteer should report his or her concerns to the Chair of the Intersectional Council who will contact the Executive Director. An ad hoc committee will be assembled to review evidence as appropriate and leadership and legal counsel will be contacted as appropriate.

An Affiliate volunteer should report his or her concerns to their Council of Affiliates Regional Representative (?) who will contact the Executive Director. An ad hoc committee will be assembled to review evidence as appropriate and leadership and legal counsel will be contacted as appropriate.

Other general APHA volunteers, in categories not listed above, should report their concerns to the APHA Director of Human Resources, who will contact unit/component leaders and legal counsel as appropriate.

Council Committees and Workgroups

CoA Leadership Team

The Leadership Team includes the Chair, Chair-Elect, Immediate Past Chair, Secretary, and Affiliate Affairs staff. The Leadership Team functions to assist the Chair and Affiliate Affairs staff with agendas, behind-the-scenes planning, and decisions needed to ensure efficient and effective CoA meetings. The leadership team lead the five Strategic Plan Workgroups below, as well as the Affiliate Staff workgroup. [Find the CoA's work plan and the workgroups' objectives online.](#)

Build Workforce Capacity and Effectiveness

Led by the Affiliate Staff representative. This workgroup helps Affiliates increase their capacity, supports the Affiliate Staff work group (composed only of people employed by Affiliates) and helps all-volunteer Affiliates move toward a staffed model if they choose.

Champion Public Health

Led by the Chair-Elect. This workgroup focuses on supporting Affiliates' efforts around and participation in National Public Health Week and the Speak for Health campaign.

Advance Equitable Public Health Practices and Outcomes

This workgroup assesses knowledge, current practices, and needs across Affiliates' health equity efforts, helps to build their capacity to incorporate health equity into their structures and programming, and focuses on equity in and utility of APHA policy statements for Affiliates.

Improve Member Engagement and Satisfaction

Led by the Secretary. This workgroup serves as a connector/conduit between APHA member groups and all Affiliates, builds community between and among Affiliates, and works with Affiliate Affairs staff to ensure all Affiliate leaders know about – and take advantage of – all of the benefits of their APHA affiliation.

Execute Operational Excellence

Led by the Chair and Immediate Past Chair. This workgroup strengthens the role of ARGCs and the Regional Reps, including providing structure and accountability for regional reps; and focuses on Affiliate activities at the Annual Meeting, including Affiliate Day, scientific sessions, and CoA awards.

APHA Affiliate Online Community

The AOC is a hub where materials can be posted and shared and where individuals can communicate with one another regarding matters of interest to any of the 53 APHA Affiliates. The CoA encourages the use of the online community by posting updates and communicating with CoA members and ARGCS via the online community.

Affiliate Online Community web address: <http://Affiliates.apha.org/apha/home/>

CoA Annual Report

The Chair of the CoA, in consultation with the Immediate Past Chair, writes and submits the Annual Report to APHA staff about 6-8 weeks prior to the Annual Meeting for inclusion in the Governing Council materials. The Chair should work closely with APHA staff on the actual deadline for submission of the Annual Report. The report is also typically included in Affiliate Day materials.

The report should include:

- A brief description of the purpose and functions of the CoA;
- A description of the composition of the CoA; and
- A summary of the activities and accomplishments of the CoA over the past year, including any ongoing projects, progress on the strategic plan, and goals and objectives for the coming year.

A sample annual report may be found in Appendix 4.

APHA Annual Meeting

Regional Reps should reach out to ARGCS in their region to encourage Annual Meeting attendance, to assist with proxy paperwork for those who cannot attend and to answer questions.

Affiliate Day

Affiliate Day is typically held on the Saturday preceding the opening day of APHA's Annual Meeting. Affiliate leaders and members gather to become acquainted with each other, to learn from APHA and from each other, and to meet Affiliate Affairs staff members. The day may include skills-building presentations or reports on new APHA initiatives. All Affiliate members who are attending APHA's Annual Meeting are encouraged to attend Affiliate Day programming, which is free. It is especially important that ARGCS, Affiliate presidents and Affiliate executive

directors (or staff) attend. Affiliate Day begins with breakfast around 8 a.m. and concludes after lunch with both meals being provided.

The CoA Leadership Team develops the agenda for Affiliate Day with input from CoA members and assistance from APHA Affiliate Affairs staff (recent agendas and materials are in Appendix 10). Affiliate Day promotion starts early. The CoA leadership, working with APHA Affiliate Affairs staff, may wish to send advanced invitations to the ARGCS and other Affiliate leadership at least twice: once in summer and once in early fall so that appropriate travel arrangements can be made. The CoA Chair distributes an invitation via the [Affiliate Online Community](#) and through the CoA Regional Representatives to their Affiliates.

The CoA Chair collaborates with Affiliate Affairs staff in assuring that necessary resources are available for the meeting, including developing an agenda and materials. Materials are reviewed to determine which can be sent electronically or posted at the Affiliate Online Community and which need to be printed for Affiliate Day. Food arrangements for the meeting will primarily be determined by Affiliate Affairs staff who may seek consultation from the CoA as necessary.

In the afternoon of Affiliate Day, CoA hosts a meeting for staff of Affiliates. Organized by the Staff Rep on the Council, this meeting covers topics of particular interest to Affiliate staff.

Awards Ceremony

Formerly an evening event, the CoA Awards Ceremony is hosted during lunchtime at Affiliate Day. The Execute Operational Excellence workgroup will put out a call for award nominations in early summer (working with Affiliate Affairs staff to publicize), review nominations and alert awardees before the Annual Meeting early bird deadline. The Chair of the CoA will act as host and master of ceremonies for the Awards Ceremony. Affiliate Affairs staff will organize a plated catered lunch for the event as well.

Awards

Each year, the CoA confers the following awards:

- The **CoA Award for Excellence** is presented to an individual who exhibits visionary leadership, service, and achievement in her /his efforts within an Affiliate(s).
- The **CoA Outstanding Affiliate of the Year Award** is given to an APHA Affiliate that has made significant contributions through innovative programs and activities that impact the public's health.
- The **CoA Outstanding Student of the Year Award** is designed to recognize a student (undergraduate or graduate) or a recent graduate who is actively pursuing a field of study with a focus on public health and who has had significant involvement in state, regional and/or national public health Affiliate activity as a student.

- The ***Outstanding Affiliate Staff Award*** is designed to honor a staff member of an Affiliate who exhibits visionary leadership, service and achievement within their Affiliate.
- The ***CoA Innovation in Public Health Award*** is designed to recognize an Affiliate or an Affiliate member who demonstrates innovation in response to a major public health event or challenge.
- The ***CoA Chair's Citation*** is given to recognize outstanding individuals or groups who have made significant contributions to the CoA and APHA.
- In 2015, the CoA created a ***Lifetime Achievement Award***. This award will be given at the discretion of the Council to an individual whose career in public health has demonstrated an extraordinary dedication to his or her Affiliate, APHA, the CoA, and the public's health. This award will not be given every year as it is to be reserved for exceptional members of the public health community and is the CoA's highest honor.

Following the Annual Meeting, the CoA Chair or Affiliate Affairs staff writes a letter of appreciation to major sponsors. For tax purposes receipt letters are sent out by APHA staff.

Affiliate Activities at the Annual Meeting

The Council of Affiliates conducts one business meeting at the APHA Annual Meeting, hosts several scientific sessions, and coordinates with the Intersectional Council Steering Committee to host a virtual pre-Annual Meeting Candidates Forum.

Candidates Forum

The Chair-Elect of the CoA and the Chair-Elect of the ISC-SC plan and moderate (or recruit a moderator for) the Candidates Forum. Together with APHA staff, they coordinate a virtual evening event in which all voting members of the Governing Council are able to hear candidates address the full group. Then, using breakout rooms, small groups are able to meet with each of the candidates for more intimate and direct conversations. Regional reps and Section chairs are made moderators of each of the small groups, and the Chair-Elects of the CoA and ISC-SC are the moderators and hosts in the main room. The timeline and details of Candidates Forums are planned in conjunction with APHA Affiliate Affairs and Component Affairs staff.

Monday Business Meeting

The business meeting is held on Monday morning. The Chair and Chair-Elect collaborate to develop an agenda for this meeting. The CoA votes on and announces the new Chair-Elect (see "Election of Officers") and Secretary. The Council expresses appreciation to out-going Council members. In addition, the Council introduces and welcomes newly elected Regional Representatives and other Council members and announces Affiliate leaders who have been

elected to APHA leadership positions. The current Chair “passes the gavel” to the Chair-Elect who conducts the rest of the business needing consideration at this meeting.

Election of Officers

Around the time of the CoA Mid-Year Meeting, the CoA Leadership Team asks the Council members about their interest in serving as Chair-Elect or Secretary. An effort is made to recruit a well-qualified candidate for each position. At the Monday business meeting during the APHA Annual Meeting, the Council elects the Chair-Elect and Secretary by acclamation.

Affiliates Poster Sessions

The Council sponsors an Affiliate poster session during the Annual Meeting. The Affiliate poster session highlights research or innovative practices conducted by an Affiliate.

The *Execute Operational Excellence Workgroup* manages the poster session. CoA members and other qualified Affiliate members volunteer to review poster abstracts using a rubric provided by the Workgroup.

Scientific Sessions

The CoA organizes three scientific oral sessions as part of the program at each year’s Annual Meeting. The *Execute Operational Excellence Workgroup* leads this effort. One session is offered to the hosting Affiliate, and the workgroup assists them in the development of their ideas and provides support on the formalities of entering a session into the online Annual Meeting Program. The hosting Affiliate, however, is expected to take the lead and do the work of designing the session, recruiting panelists, developing abstracts and learning objectives, and overseeing content. The hosting Affiliate may decline to organize a session.

The Workgroup takes the lead on the other two scientific sessions. During some years, Affiliates may receive grant funding from APHA, which results in a scientific session that is devoted to the grant activity. With all sessions, as time allows, the CoA seeks Sections willing to co-sponsor the session depending on the topic of the session.

Appendix 1: Useful links

[APHA-Affiliate Memorandum of Understanding \(2023\)](#)

[Map of Regions](#)

[CoA Award Recipients](#)

[CoA Awards Information](#) (evergreen)

[CoA Past Chairs](#)

[CoA Policy Statement Review Rubric](#)

Appendix 2: APHA Bylaws relevant to CoA

Section 3. Affiliated Associations

A. A state or territorial public health association or similar association, including more or less than a state, organized for the same general objects as the APHA, may be elected by a three-fourths vote of the Governing Council as an Affiliated Association. Not more than one such association shall be admitted from the same geographical area.

B. An association applying for affiliation shall submit a copy of either its constitution or bylaws, its last annual accounting of income and expense, a roster of its members, and such other evidences of its qualifications as may be required. Each Affiliated Association shall submit annual information as directed by the Executive Board.

C. The Executive Board shall consider all applications for affiliation and questions regarding continued affiliation and report its recommendations to the Governing Council.

Section 4. Council of Affiliates

A. There shall be a Council of Affiliates (CoA) whose functions shall be:

- i. To study, recommend, monitor, and coordinate the ways in which APHA can strengthen Affiliated organizations;
- ii. To study, recommend, monitor, and coordinate the ways in which Affiliated organizations can strengthen APHA;
- iii. To study, recommend, monitor, and coordinate the ways in which APHA/Affiliated organization relationships can be strengthened.
- iv. To report, upon request, to the Governing Council on its activities and deliberations.

B. The CoA shall consist of the Regional Affiliate Representatives, the members of the leadership, the Affiliate Representative at Large, the Executive Board appointed members, and an Affiliate Representative to the Caucus Collaborative.

- i. Ten of the CoA voting members shall represent the state affiliates that are located within the HHS federal regions (Regional Representatives). The Affiliate Representatives to the Governing Council (ARGCs) within each region are eligible for selection to the position of Regional Representative, by the ARGCs within each region. The Regional Representatives shall serve a two-year term on the CoA. Even-numbered regions shall select their representatives in even-numbered years and odd-numbered regions shall select their representatives in odd-numbered years.
- ii. The CoA Chair, Chair-elect, and immediate past Chair shall be voting members of this body and serve a one-year term. The Secretary shall be a voting member, serve for a period of two years, and not be eligible to serve in that capacity for at least one year after expiration of two consecutive terms.
- iii. The Affiliate Representative at Large shall be nominated and elected by the entire membership of the CoA at the Annual meeting from among the Affiliate members who will not be serving on the CoA in the coming year. This representative shall be a voting member of the CoA, serve for a period of two years and not be eligible to serve in that capacity for at least one year after expiration of two consecutive terms.
- iv. Three voting members shall be appointed by the Executive Board and shall include one representative from the Student Assembly and one state affiliate executive director or equivalent staff person. The Student Assembly appointment is for a one-year term. The remaining appointed members shall serve for a period of two years in staggered terms and not be eligible to serve in that capacity for at least one year after expiration of two consecutive terms.
- v. The two Affiliate Representatives on the Action Board shall be ex officio voting members of the CoA.

vi. The Affiliate Representative to the Caucus Collaborative, appointed by the CoA for a two-year term, is a CoA ex-officio member without a vote.

C. The CoA shall meet once a year in conjunction with the annual meeting of the APHA. The CoA shall also convene a midyear meeting.

D. The leadership of the CoA shall consist of a Chair, Chair-elect, Secretary and an immediate past Chair.

i. The Chair shall serve as an Executive Board member ex officio with vote.

ii. The Chair-elect shall be nominated and elected from among the entire voting membership of the CoA and shall have served as a member of the CoA for one full year by the beginning of the term as Chair-elect. The nomination and election shall take place during a CoA meeting at the APHA annual meeting. The Chair-elect shall become the chair and then the immediate past chair for a three-year term in the leadership.

iii. The Secretary shall be nominated and elected by the entire voting membership of the CoA at the annual meeting from among the ARGCs, preferably, or other Affiliate members who will not be serving on the CoA in the coming year.

Excerpted from Bylaws of the American Public Health Association (as amended by the Governing Council June 10, 2024).

Appendix 3: CoA Membership

CoA Membership and Liaisons

The APHA [Council of Affiliates](#) (CoA) has 20 voting members. In addition to its members, the CoA interacts with other APHA components through liaisons who participate fully in CoA monthly meetings, midyear meeting, and Annual Meeting.

CoA Membership

Position	Length of Service	Eligibility	Elected/Appointed
Chair	1 year (non-renewable)	---	Elected as Chair-Elect
Immediate Past Chair	1 year (non-renewable)	---	Elected as Chair-Elect
Chair-Elect	1 year	CoA member	Elected by CoA
Secretary	1 year (renewable, up to 4 terms)	Preferably ARGC	Elected by CoA
Regional Reps (10)	2 years (renewable)	ARGC	Selected by ARGCs in region (Even no. regions select on even years, odd no. regions select on odd years)
Student Assembly	1 year (non-renewable)	Immediate Past Chair of the SA	Appointed by Executive Board through leadership appointment process
Staff of Affiliates	2 years, staggered (renewable; up to three consecutive terms)	Person employed by state Affiliate	Appointed by Executive Board through leadership appointment process
At-Large (2)	2 years, staggered (renewable; up to three consecutive terms)	Not specified. Must be a member of state Affiliate	1 elected, 1 appointed by Executive Board through leadership appointment process
Action Board (2)	3 years	Representatives of the Affiliated associations	Nominated by CoA; Appointed by Executive Board

Liaisons who Participate in CoA Meetings (non-voting members)

Position	Length of Service	Eligibility	Elected/Appointed
ISC representative	1 year	ISC Chair-Elect	Elected by ISC
Caucus Collaborative rep	2 years (renewable)	CC Chair-Elect	Elected by CC
Affiliate rep to the Caucus Collaborative	Not specified	Affiliate and APHA member	Appointed by CoA
Early Career Professional rep	Not specified	ECP working group member	Appointed by ECP working group
APHA Committee on Membership reps (3)	3 year terms, staggered	Affiliate and APHA member	Appointed by CoA
APHA History Project rep	Not specified	Unknown	Appointed by APHA HP
CoA rep to the Committee on Social Responsibility	3 years (renewable for one additional term)	Affiliate and APHA member	Appointed by CoA chair

Appendix 4: CoA Annual Report

2024 Council of Affiliates Annual Report

The Council of Affiliates (Council) promotes efficient and effective communication and coordination of Affiliate activities with APHA efforts. The Council facilitates collaboration between APHA and the 51 affiliated associations to ensure a mutually supportive relationship. The Council's 2024 Work Plan continued to utilize APHA's core strategies as a framework. This annual report is intended to provide an update on the Council of Affiliates' work. Below are highlights from the past year.

Annual Reporting

The Affiliate Affairs Advocacy and Policy Annual Survey was completed by 50 of the 51 Affiliates. Selected findings include:

- 88% of Affiliates are engaged in advocacy efforts at the federal, state and/or local level.
- Priority advocacy issues include public health funding and workforce infrastructure, health equity, strengthening the role of public health, climate change, social determinants of health, tobacco/e-cigarettes, vaccinations, mental health, reproductive health, racial equity, environmental health, chronic disease prevention and violence.
- 40% of Affiliates have a lobbyist on staff or contract to help support their policy and advocacy efforts.

The Affiliate Staff Survey was completed by the 29 Affiliates with staff. Selected findings include:

- 54% of the Affiliates with staff have a full-time executive director.
- Funding and financial support for staff is attributed to membership dues, event revenue, donations, grant funding, revenue from contract, sponsorship, diversified and a trust.

Data from the survey provided a foundation for the Council to revise the work plan and align with the new APHA Strategic Plan. The updated work plan will be finalized and adopted at the Annual meeting.

Strengthen Public Health Practice

The Council presents three scientific sessions and a poster session at the 2024 Annual Meeting. The sessions seek to strengthen public health practice at state and local levels by highlighting best practices and successes. The sessions this year include:

- 2011 and 2012: Council of Affiliates Poster Sessions 1 and 2 include seventeen posters.
- 2045: Minnesota Public Health Association: Reflecting on Progress, Envisioning Tomorrow, Advancing Health Equity in Minnesota Panel
- 3237: Affiliate Best Practices 1: How APHA Affiliates are Working to Expand and Support a Public Health Workforce
 - NYSPHA tackles climate change (New York)
 - Delaware health force: Navigating workforce and health care access challenges (Delaware)
 - Building public health workforce capacity through Affiliate technical assistance and support (Indiana)
- 4214: Affiliate Best Practices 2: How APHA Affiliates are Partnering in their States to Impact Policy

- Civic engagement for health equity (Iowa)
- The power of coalitions to advance challenging public health policies (Maine)
- Impacting administrative policy and improving trust between providers and the state VFC program- an affiliate's story (Arizona)

Build a Public Health Movement

- The Council promotes and encourages all Affiliates to participate in events and activities throughout the year. National Public Health Week and the Speak for Health campaign are both supported by Affiliates.
- The Council began the workplan overhaul to align with the new APHA Strategic Plan with a continued focus on building a public health movement.
- The Affiliates continue to work on policy review and implementation at the state and local levels utilizing APHA policy statements when appropriate.

Align Organizational Capacity and Infrastructure

- The Council meets monthly utilizing Zoom. All Affiliate Representatives to the Governing Council (ARGC) were invited to participate in the May and September meetings.
- The Staff of Affiliates group continues to grow and meets monthly. This workgroup covers topics specifically related to the challenges of Affiliates with staff and provided input for the Affiliate Affairs hosted webinars.
- The Council recognizes Affiliates and their members with the following awards this year:
 - CoA Award for Excellence
 - CoA Outstanding Student of the Year Award
 - CoA Outstanding Affiliate of the Year Award
 - Outstanding Affiliate Staff Award
 - CoA Innovation in Public Health Award
- Affiliate activities at the 2024 APHA Annual Meeting include:
 - CoA/ISC Candidates Forum (Virtual and prior to the meeting)
 - Affiliate Day with CoA Awards luncheon
 - Affiliate Presidents-Elect and Section Chairs-Elect Meeting

Justice, Equity, Diversity and Inclusion (JEDI)

- The Council continued its efforts to increase JEDI activity and support the Affiliates with the refinement of the guidelines for the JEDI speaker bank to support the Affiliates and APHA.
- Facilitating a Coffee Talk titled Transforming Challenging Conversations in Public Health into Opportunities: Skills for Effective and Empowered Communication (October 28 at 7:15).

Governance Related

- The Council has representation from the following APHA boards, committees, and councils: Executive Board, Action Board, Intersectional Council Steering Committee, Caucus Collaborative, Committee on Social Responsibility, History Project and Committee on Membership.
- All ARGCs invited to two Council meetings to enhance engagement with ARGCs.

Special thanks to Affiliate Affairs, the APHA Executive Board and the Executive Director for support of all Affiliates and the work accomplished.

Yours in health,

Denise Strehlow

2023-2024 Chair, Council of Affiliates