



**Executive Board Meeting  
November 2-3, 2017, Atlanta GA  
Meeting Notes**

**Day 1 – November 2, 2017**

**Call to Order (José Ramón Fernández-Peña, Board Chair)**

- Welcome
- Agenda was reviewed and approved
- Consent agenda was approved (i.e., September meeting notes, new agency members, and leadership appointments)

**Old Business**

**Rural health initiative (Barb Levin)**

A broad group of individuals have been involved in looking at issues that affect rural and under-represented groups. Barb Levin and Gail Bellamy have been heavily involved in this effort; however, both are leaving the EB. The work needs to continue, but having a separate/unique group focused on this work might not be as useful as working across all Sections and perhaps working with the ISC Steering Committee and CoA to engage those interested in rural health (particularly those in states with large rural populations) so that we aren't adding an entity to the structure of APHA, but rather working with current components. Also, aligning with the National Rural Health Association around gun violence prevention, rural hospital funding, and opioids.

**ACTION ITEMS:**

- Jeanie H will help identify a rep from a rural state.
- Joseph T will ensure that this effort continues and Barb L and Gail B will remain involved.

**Meeting APHA members' needs – ISC perspective (Heather McCabe, ISC Chair)**

Given feedback from the ISC, APHA is doing better at meeting needs; however, Sections want/need to hear back from APHA staff in a more timely manner. People who provided feedback are relatively pleased, but it is clear that staff cannot be reduced as that will further reduce responsiveness.

**Moratorium (Heather McCabe, ISC Chair)**

John Williams is working with the ISC Committee and looking at the structure as well as the moratorium. At present we cannot do away with the Moratorium given the number of APHA staff available to support member services. Also, it would create additional needs in terms of scientific sessions allotted to components at the Annual Meeting that APHA cannot currently accommodate. Thus, people should be effectively referred to other components/groups in APHA with similar interests. There was discussion of a business case for lifting the moratorium. In addition, the ability to effectively create and use online

communities that aren't related to specific components was suggested, which would provide a "home" for those interested in organizing and/or interacting with people in a different way than the current Section-specific communities. The current moratorium is making Sections, etc. work across silos, which is a positive thing. From the discussion it was clear that there are varying views of what the moratorium is and isn't, which highlight the fact that clear communication needs to be done to effectively convey what the moratorium is. Specifically, the moratorium is the total number of groups, not who can and cannot move into Sections.

**ACTION ITEM:**

- ISC will come back to the EB with more insight and feedback in the beginning of 2018.

**Governance Committee Report (Resa M. Jones, Governance Chair)**

The EB Self-Assessment evaluation results were presented and discussed. Based on Self-Assessment findings, the Governance Committee:

Recommended the following specific tasks/activities should begin now and continue:

- Orientation of board members needs to be enhanced. Thinking of this as not simply an orientation, but an onboarding process would be useful. While many members serve multiple-year terms, we cannot be dismissive of the need to meaningfully engage people in discussions about the essentials of non-profit boards and reminding people of key functions and critical information. Even long-term board members found additional videos and resources useful to their ability to effectively serve on the board. This also includes ensuring continuity and briefing all members on work in progress prior to the January meeting.
- The board needs to give guidance to the APHA Nominations Committee after the January board meeting about the skills that are needed for the board each year given the skill sets of immediate-past members who have left the board and current members. This will facilitate recruiting a slate of candidates with skills we identify as missing among board members.
- Determining a way to more effectively solicit and use the talents of board members should be done. To that end, in the coming year, it is suggested that the board Chair/Vice Chair engage each member and discuss how board members think they could best contribute and which committees would be the best fit to facilitate their productive engagement. [Note: committee placements will not completely match all requested committees as sufficient numbers are needed on all committees.]
- Exit interviews of exiting board members should continue.

Identified and recommended four specific areas (see below) where discussion is needed to determine the best course of action. An underlying theme throughout the self-assessment and related comments indicates that we do not do enough brainstorming, strategic thinking and problem solving and that action needs to be taken and people need to be held accountable.

- Fundraising and development plan
- Ensuring action on implementing the strategic plan
- Full participation in board meetings and committee work
- Internal policy making practices

**ACTION ITEMS:**

- Resa M. Jones will provide Self-Assessment Report to the Nominating Committee.
- Resa M. Jones will create and distribute the executive member profile grid to all current and incoming Board members, which will be oriented around essential functions of nonprofit boards

and will also include Board member characteristics. This document will be shared with Board members to help us understand who we are and our individual and collective strengths. The document will also be sent to the Nominations Committee to provide guidance for developing the slate of nominees for 2018-2019 as gaps/needed skill sets will be highlighted. Board members should identify and nominate people for national office/positions.

- The incoming Board Chair will communicate with all Board members to determine interest and best fit for their individual committee assignments for the coming year.
- The incoming Board Chair and Governance Committee will strengthen the onboarding process and resources.
- The Governance Committee will administer exit interviews to outgoing Board members and report back to the Board in early 2018.
- The incoming Board Chair should think differently and organize differently in the coming year given the four specific areas (i.e., fundraising/development, action on implementing strategic plan, full participation in board meetings/committee work, internal policy-making practices) where discussion is needed for best course of action with subsequent movement on decisions. This may include ad hoc committees of Board members and APHA staff that would brainstorm, flesh out preliminary thoughts/ideas, and take a deeper dive, which would bring back issues to the full Board for discussion.
- The Governance Committee will work with Nominations Committee to develop a document about leadership pathways, which will help APHA members (with perhaps a separate long-term view oriented to Student Assembly members) so they have ideas about how they may develop as leaders within APHA. Concrete examples will help people envision how they can become involved in various ways, which will ultimately strengthen their professional development as well as APHA.
- Information should be given to the Governing Council before the mid-year meeting call to highlight the primary decisions and actions of the Board.

### **Association Update (Georges Benjamin, Executive Director)**

The following are highlights from Dr. Benjamin's presentation and related discussion.

#### Membership

22,089 total members, which is a drop from September 2016

- Drop from joint membership (Some redistribution)
- Drop in Student members (Possibly Annual Meeting related)

Agency membership - From 143 to 141

- Individual agency members - From 74 to 113

Affiliate membership isn't necessarily growing.

Overall, individuals as well as employers/agencies have concerns about their resources and funding, which limits willingness to pay for memberships.

#### School/Program Membership Initiative

Direct discussions with 20 institutions:

- 3 not interest
- 4 can't afford
- 9 interest at some level & discussions ongoing
- 4 in process to sign on

Overall, ~ 800 potential volume members to date

Opportunities to take a lead and gain respect/recognition that can cut across political aisles was discussed. Examples included the opioid epidemic, working to address climate change through agribusiness, tobacco policy, etc.

#### Development

- Continue to meet with funders on \$4.5 million proposal on climate change and health
  - NextGen Foundation Discussions tabled pending their defining their strategy
  - Packard Foundation – Pending fundraising & strategy
- \$390,000 requested from CDC – Not funded
- Rockefeller –No response

Funders are pulling back. How can we make a difference? We need to develop a plan and then work the plan.

#### Annual Meeting Business Elements

- Registration levels on track – 9,160 registered of 9,270 paid budgeted
- Exhibits on track -518 of 516 budgeted
- APHALIVE
  - 180 Individuals vs 153 for 2016
  - 18 Group vs 28 for 2016
  - Expo Hall won't be open on Wednesday this year given exhibitor feedback and low traffic

#### Annual Meeting Issues Update

- Gender neutral restrooms are available at the Annual Meeting and are labeled as such.
- Smoking city status
  - Considered acceptable when contracted but expectations have increased
  - Working with antismoking advocacy groups to encourage city to advance anti-tobacco laws
- Firearms –Georgia is an open carry state & can carry with a permit outside of their car, home, public places, etc.

#### Anti-racism Initiative

Work has been done with the Cobb Institute and an online community was created as well as 8 collective action teams. A consortium including Brigham and Women's Hospital has expressed interest. Progress has been very slow. Resources are limited and the potential initial funder is not yet ready to commit. In addition, no additional funders have been identified yet. A second meeting of the partners group was held so a workgroup can craft a planning grant proposal. Partner groups include: NNPHI, NACCHO, APHA, National Collaborative for Health Equity, Grant Makers in Health, Trust for Americas Health, WK Kellogg Foundation staff.

#### Health Reform Strategy

The Affordable Care Act (ACA) repeal is likely dead for now. A bipartisan agreement to fix the ACA has goals such as:

- Fix the exchanges to lower costs to individuals
- Continue to bend cost growth curve overall
- Expand access & coverage
- Expand Medicaid in non-expansion states

- Expand participation of young healthy individuals
- Protect the Prevention Fund
- Reauthorize SCHIP

### Washington Watch – Hot Issues

- Continuing Resolution until December
- 2018 budget still in debate
- Tax rewrite the new policy driver
- Environmental policy under significant attack
- Health reform
  - ACA overall & Prevention Fund still under attack
- Opioid epidemic

### **Strategic Implementation Committee (SIC) (Jeff Hallam, Strategic Implementation Chair)**

Three documents created by the SIC to communicate progress on the identified metrics associated with the strategic plan were reviewed. Namely these documents provide information on: 1) the current year data with an indication to compare the data to the previous year, 2) trend data (current year and all previous years) for most metrics, and 3) presentation on selected metrics from the strategic plan. Board members asked questions and provided suggestions to enhance the readability, reduce confusion, and ultimately facilitate the interpretation of the documents by Board members, Governing Councilors, and APHA leadership, members, and staff. Overall, the Committee made progress on the metrics and data collection of the strategic plan. Data collection was more challenging than anticipated. The proposed timeline to gather the data and distribute the data for review and analysis is delayed. Given the data available for review, there was discussion regarding the need to talk about why measures are changing in an undesired direction. In short, the feeling was that the Board cannot just monitor and ultimately not make suggestions about how to address where there are deficiencies. In addition, a desire for a more direct connection between the Strategic Implementation and APHA Action Board was voiced, which would facilitate evaluation and direction-setting. Given that the Action Board is now structured into work groups, one work group could be strategic implementation. This prompted more discussion about the need to infuse strategic implementation/action throughout APHA and the components, etc. that exist.

### **ACTION ITEM:**

- SIC will present data, with additional data features mentioned during meeting, to Board in early 2018 given all data were not available at the November meeting.
- Discuss why metrics are going in undesired direction and brainstorm solutions.
- SIC work with Action Board representative to pursue the possibility of a work group focused on the strategic implementation.

### **Governing Council (GC) Report (Barb Giloth, Speaker of GC)**

After reviewing the GC Meeting agenda, 4 items were discussed and motions were made and approved. Caucus Collaborative: In May 2017, the Executive Board passed a motion asking the Bylaws Committee to present a bylaws amendment to the Governing Council to add a representative from the Caucus Collaborative to Executive Board. The Speaker of the GC (Barb Giloth) worked with Component Affairs and Ben King, the Chair of the Caucus Collaborative to confirm that caucuses were in favor of this proposal. A conference call with caucus leadership was held in August and presented the pros and cons of various representational options. The most recent survey shows that there is no consensus. There is

interest in the EB and the Governing Council voting positions but overwhelmingly the Caucuses do not feel that anyone but a member of their caucus can represent them. There are also many Caucus leaders who do not have the interest or time to take on Governing Council let alone Executive Board positions. Finally, it appears that there is little interest in taking on organizational dues in order to have a 1:1 Governing Council seat allocation like the affiliates. The Caucus Collaborative is a young structure and needs more time to determine its organizational future. I believe there are a variety of ways that Caucuses can be more effectively integrated into the Association without Executive Board or voting membership on the Governing Council right now although these options remain open in the future. Therefore, the following motions were presented and approved by the Board:

***Motion 1: Move that the Executive Board rescind its earlier motion to mandate the bylaws committee to produce an amendment for the 2017 Governing Annual Meeting that would add a representative of the Caucus Collaborative to the Executive Board. Approved***

***Motion 2: Move that the Executive Board maintain a liaison relationship with the Caucus Collaborative to continue to explore options and investigate other opportunities such as representation on selected EB committees, more engagement with the Action Board and others to further engage Caucuses in the Association. Approved***

Agency Membership: This amendment simplifies the agency membership requirements and requires an Executive Board Policy that will guide the approval of agency members. The bylaws language is broad to be able to encompass the wide array of partners that the Association will need to reach into 2030 vision. Assuming that this will pass the Governing Council, we have drafted, with APHA staff input and review, a policy related to EB approval of new agency members.

The following motion was presented and approved by the Board:

***Motion 3: Move that the Executive Board approve the Executive Board Agency Membership Policy. Approved***

Role of the APHA President: Based on input from the Executive Board and further discussion, the Bylaws Committee decided to drop this amendment from consideration. In the process of studying this issue, a 20-year-old document was unearthed that laid out the authority of the Executive Director and Officers. While it has some very good information, it is dated and it is not clear if it was approved by the Executive Board. Since we don't currently have such an approved document, the following motion was presented and approved by the Board:

***Motion 4: Move that the Executive Board in the coming year work with Human Resources and appropriate EB Committees to review, update and bring to the Board for approval a revised version of the document-- Roles and Relationships of ED and Officers. Approved***

Elimination of unaffiliated Governing Council seats and designation of one voting seat per SPIG: The Bylaws Committee worked with Component Affairs and the ISC to develop these amendments. Currently SPIG members hold the unaffiliated seats. Heather McCabe (ISC Chair) worked with the SPIGs to review and approve the proposed implementation plan for the changes.

#### **ACTION ITEMS:**

- ~~The incoming Speaker of the Governing Council will ensure that the Board maintains a liaison relationship with the Caucus Collaborative given motion 2 above, including, but not limited to exploring opportunities for representation on selected EB Committees and more engagement with the Action Board, which would involve input and collaboration with the Executive Board Chair and Action Board Chair.~~

- The incoming Speaker of the Governing Council will work with Human Resources as well as EB Committees (e.g., Governance and Personnel) to ensure that the document, *Roles and Relationships of ED and Officers*, is updated and ultimately reviewed and approved by the Board.

### **Treasurer's Report (Benjamin Hernandez, Treasurer)**

The Financial Report for Fiscal Year 2017 was reviewed and discussed.

APHA closed the fiscal period ending June 30, 2017 in the black with:

- Overall profit of \$577,374
- Profit from operations \$293,613
- Investment income and appreciation of \$283,761

APHA received an unmodified opinion (clean audit). Kemi Oluwafemi and her staff were commended for their work. In fiscal year 2017, membership dues (17% of revenue), convention revenue (35% of revenue), advertising revenue (1% of revenue), book sales (2% of revenue), and miscellaneous revenue were all below budget, while other revenue items such as subscriptions (11% of revenue), interest income rent and contracts and grants (15% of revenue) were higher than anticipated.

As of the end of September 30, 2017 (25% of fiscal year), APHA reported revenues of \$7,148,378 (45% of budget). This is under projections by \$80,793 and under prior year by \$1,290. Total expenses are \$3,833,245 (24% of budget), which are under budget by \$586,840 and under prior year by \$278,347. Overall, we are at \$3,315,133 income from operation and \$3,484,416 with investment. Compared to budget, revenue and expenses are under projection by \$80,793 and \$586,840 respectively. Expenses always lag behind and therefore lower expenses to-date does not equate savings to-date.

While APHA will continue to face uncertainties that are inevitable to any business environment, our procedures and methods of oversight are in place and firm. Requests were made for additional information, which will be presented in January.

### **ACTION ITEM:**

- In January, Benjamin H and Kemi O will provide an overview of investments and bonds as well as permanent and restricted assets.

### **Day 2 – November 3, 2017**

#### **Call to Order (José Ramón Fernández-Peña, Board Chair)**

- Thursday meeting recap
- Announcements

### **Executive Board Committee Reports**

#### **Development Committee (Tom Quade, Chair)**

The PPT presentation for the GC meeting focusing on development and how APHA leadership can and does contribute to fundraising was viewed. Suggestions were made to enhance the communication.

#### **Committee on Social Responsibility (CSR) (Barb Levin, Chair)**

Work was done to reduce and streamline a lengthy document focused on assessing potential funders from ~20 pages to ~4 pages. A shorter document was deemed necessary so it is more user-friendly and can be used to facilitate CSR-related assessment of interest to components, etc. More work is needed

before it is complete and ready for dissemination, which the outgoing CSR Chair is committed to. There was also discussion about whether the CSR and Development Committee could be merged.

**ACTION ITEM:**

- CSR, including outgoing Chair Barb Levin, will complete the streamlining of the document.
- CSR will develop a Board policy relating to CSR review, which will be discussed in January and March, with action expected by the Board in March.
- Incoming Board Chair determine whether it would make sense to merge CSR and Development Committees by December.

**Membership Committee of the Executive Board (Ella Greene-Moton, Chair)**

A mentoring database was the initial focus of the discussion; however, it was made clear through conversation that a new membership database was warranted. The current APHA membership database does not meet industry standards. Using best practices and obtaining a new membership database could improve efficiency and also allow for functionality needed for a mentoring database to match students and early career professionals to more seasoned APHA members. Thus, this investment would be important to all APHA members. There was discussion about the cost of a new database/system and that the cost is not simply the software cost, but also staff time and maintenance of a new database, etc. The general consensus was that there would be a good return on investment of a new database and the interconnection between enhanced member benefits and increased retention were highlighted. An ad hoc committee or task force was established to work on this issue and explore options, including funding. In addition, to help the Board prioritize the expense of a new database with other competing budget items, the Board requested that the Executive Director provide the ad hoc committee with a prioritized list of APHA programs/initiatives/services.

**ACTION ITEMS:**

- Ad hoc Membership Database Committee will explore database costs (software, personnel, maintenance) and funding streams. Also, review prioritized list from Executive Director and make a recommendation to the Board in March. Ad hoc committee members are: Student Assembly Rep, ISC rep, Resa M. Jones, Incoming Membership Committee of the Executive Chair, and others as appropriate.
- The Executive Director will provide a prioritized list of APHA programs/initiatives/services to the ad hoc committee in early 2018.

**Personnel Committee (Gail Bellamy, Chair)**

The timing of the evaluation of the Executive Director was discussed in relation to the availability of data to assess progress and performance. Given the discussion, the Personnel Committee along with the Executive Director, Board Chair, Vice Chair, President, and Treasurer were tasked with reviewing the current timeline for evaluation. One suggestion that garnered most support was that the evaluation assessment of the Executive Director be done in mid-July after the end of the fiscal year, which would not only enable a concrete assessment of APHA's annual budget performance goals, but would also provide all Board members at least 7 months on the Board prior to their evaluation of the Executive Director. The review of the evaluation report would then be done with the Executive Director in September. Concerns were expressed by a few members about having an annual evaluation meeting using a virtual platform; however, others felt that video conferencing would lend itself to having a productive conversation and it was worth exploring.

**ACTION ITEM:**

- The Personnel Committee, with the addition of specifically identified leadership (see above), needs to determine the optimal evaluation timeline for implementation in 2018.

**Review of Board Member Meeting Responsibilities (José Ramón Fernández-Peña, Board Chair)**

Mandatory and highly suggested sessions/events were reviewed as well as expectations for thanking exhibitors.

**Activities of the Student Assembly (SA) (Rachael Reed, SA Chair)**

Given the School/Program membership initiative and the potential influx of new student members, the SA reestablished two committees (i.e., National Public Health Week Committee and Development Committee) that have not been active in recent history and created a new committee (International Relations Committee). These committees will not only provide new opportunities for student leaders, but they will enhance the student members' benefits. They are also creating School and Programs in Public Health (SPPH) reps for 1-2 students who would focus on ensuring that students who became members through the School/Program initiative were actually aware that they were now APHA members and understand the benefits of APHA and SA membership. In addition, the SA will now have 2 Co-chairs for their Mentoring Committee rather than 1 Chair given their commitment to ensuring that the National Mentoring Program is successfully reestablished. SA leadership asked Resa M. Jones (Board member and SA Advisory Board member) to work with them on strengthening the mentoring program and exploration of how a new APHA membership database could also address the needs for the mentoring database.

**Board Appreciation Awards**

Plaques and tokens of appreciation were given to outgoing Board members.

**Report of the Council on Education for Public Health (CEPH) (Laura Rasar King, Executive Director)**

An orientation was given about CEPH and their accrediting activities were presented.

**Report of the *American Journal of Public Health* (Alfredo Morabia, Editor in Chief; Maureen Lichtveld, Chair, AJPH Editorial Board; Brian Selzer, Assistant Director of Publications)**

An overview of AJPH publications was provided including each monthly AJPH issue and special supplements. The increase in open access articles was highlighted. The timeliness of issue foci was noted as well as AJPH's "look" and the images used. Data were given on turnaround time from submission, to initial decision, to review, and decision, and publication. The AJPH impact factor was discussed since it is slightly lower than previous years. A list of future supplements/special issues was given. The contributions of the Editorial Board as well as the Student Editor and the AJPH Think Tank were recognized. There was a brief discussion of the length of time that students serve in their roles given the desire of some to serve a longer term. The need to balance the learning curve and ability to make contributions, the duration of degree programs in general, and the desire to provide opportunities for as many students as possible were cited as important issues to consider.

## **New Business**

### **APHA Membership Plan (Georges Benjamin, Executive Director)**

The APHA membership plan, which is a stipulated deliverable in the Executive Director's performance plan/goals, was presented to the Board. Board members asked questions and expressed the need for additional information within the plan.

#### **ACTION ITEM:**

- In January, the Executive Director will present a modified plan that includes: 1) specific outcomes, 2) which of all activities are most effective with a review and evaluation to decide what activities come off the lists, which stay on, and the type of activities that need to be added.

### **All Gender Restrooms (Aaron Guest)**

The need for ensuring there are all gender restrooms at APHA Annual Meetings was discussed. The following motion was made and approved recognizing that APHA staff, particularly those in Conventions, need to participate in this work.

*Motion 5: Move that APHA develop an internal policy for providing an all gender restroom facility at Annual Meetings. Approved*

#### **ACTION ITEM:**

- Before the 2018 Annual Meeting in San Diego, APHA needs to have a policy providing an all gender restroom facility at for all Annual Meetings.