

**Executive Board Meeting – Annual Meeting
Chicago, Illinois, October 29 – 30, 2015**

Chair, Pamela M. Aaltonen, PhD, RN

IN ATTENDANCE

Pamela M. Aaltonen, PhD, RN
Gail Bellamy, PhD
Georges C. Benjamin, MD
Lynn A. Bethel, RDH, MPH
Lisa Carlson, MPH, MCHES
Chris Chanyasukit, PhD, MPH
Richard J. Cohen, PhD
Ayman El-Mohandes, MD, MBBCh, MPH
José Ramón Fernández-Peña, MD, MPA
Durrell J. Fox, BS, CHW
Joyce R. Gaufin, BS
Barbara E. Giloth, DrPH
Ella Greene-Moton
Jeffrey S. Hallam, PhD, CHES
Sonja Hutchins, MD, DrPH, MPH
Camara P. Jones, MD, PhD, MPH
Resa M. Jones, PhD, MPH
Shiriki K. Kumanyika, PhD, MPH
Barbara A. Levin, MD, MPH
Paul Meissner, MSPH
Vanessa G. Miller, DrPH, PHCNS-BC
Patricia D. Parker, MSPH
Renata Slayton, MPH

STAFF

Regina Davis Moss, PhD
Susan Polan, PhD
Kemi Oluwafemi
James Carbo
Deborah Dillard
Frances Atkinson
Ellen Galant
Torrey Wasserman
Brian Selzer

UNABLE TO ATTEND

Malcolm Bryant, MBBS, MPH

INVITED GUEST

Martha Dewey Bergren, DNS, RN

Thursday, October 29, 2015

Call to Order – Pam Aaltonen, PhD, RN, Chair

The meeting was called to order by Pam Aaltonen, chair of the Executive Board.

Approval of the Meeting Agenda and Consent Agenda – Pam Aaltonen, Chair

The chair called for a motion to approve the agenda for the October 2015 Executive Board Meeting.

Motion:	To approve the October 29 - 30, 2015 Executive Board meeting agenda.
Action:	Approved

The chair presented items on the consent agenda. Items on the consent agenda:

- The September Executive Board meeting minutes.

- Leadership appointments:
 - To reappoint **Harry Kwon, PhD, MPH, MCHES**, to the Education Board for one year (term expires in 2016).
 - To appoint **Tamara Moss, PhD, MPH, MSW, and Paul Freeman, DrPH, MBBS, MHP, MPH**, to the Action Board for three years (terms expire in 2018).
 - To appoint **Cassandra Chess, MPH**, as an At-Large member of the Council of Affiliates for two years (term expires in 2017).
- New Agency Members – National Association of County and City Health Officials, Washington, D.C.; Brunet-Garcia Advertising, Jacksonville, Florida; Chicago Public Schools, Office of Student Health and Wellness, Chicago, Illinois; and the Lake County Health Department and Community Health Center, Waukegan, Illinois

Hearing no discussion, Chair Aaltonen called for a motion to accept the consent agenda.

Motion:	To approve the consent agenda:
	The September Executive Board meeting minutes, proposed leadership appointments and new agency members.
Action:	Approved

Report of the Executive Director – Georges Benjamin, MD

Dr. Benjamin began his presentation by discussing the 2015 Annual Meeting theme “Health in All Policies.” He shared the most up-to-date registration and exhibitor numbers, noting that 11,759 people had registered for the conference and that APHA sold 523 booths. Dr. Benjamin said he was pleased with the registration numbers, noting that the Chicago meeting is on pace to be the most widely attended in the past several years. He also discussed the challenges surrounding exhibitors, noting the overall number is down and organizations who show at the Annual Meeting are taking less space.

Dr. Benjamin then discussed the Opening General Session, noting all of the anniversaries that will be acknowledged. He discussed APHA’s work with the Oral Health Section concerning the 70th Anniversary of Community Water Fluoridation. He discussed the Opening General Session keynote speakers including U.S. Surgeon General Vivek Murthy, Freeman Hrabowski, president of the University of Maryland Baltimore County, and actor and environmentalist Ed Begley.

Dr. Benjamin discussed the Monday General Session moderated by U.S. Surgeon General Vivek Murthy featuring Secretary of Housing and Urban Development Julian Castro, Assistant Secretary of Defense for Health Affairs Jonathan Woodson, and APHA President Shiriki Kumanyika. He then discussed the Closing General Session on building healthy and just communities. The session is to be moderated by APHA President-elect Camara Jones, and the speakers include Julie Morita, Commissioner of Health, Chicago, Leana Wen, Commissioner of Health, Baltimore, and Faisal Kahn, Director of Public Health, St. Louis County, Missouri.

Dr. Benjamin then briefly discussed a series of topics related to the Annual Meeting including housing, shuttle service, the Hyatt Hotel and Convention Center, food options at both the Hyatt and Convention Center, the Annual Meeting mobile application, the final program and the public health exposition hall.

Dr. Benjamin then updated the Executive Board on the status of the tobacco-free cities meeting initiative by going over the list of future Annual Meeting sites. He said there are challenges related to smoke-free cities, including grandfathering, carve outs, special provisions and caveats. He assured the board that management is doing everything possible to adhere to the policy.

Dr. Benjamin then discussed a series of new APHA revenue initiatives including: offering Recorded Annual Meeting Presentations, or RAMP, to convention attendees and non-attendees for a fee; and targeting schools and programs of public health to pay for their students to be members of APHA. This latter plan would require Governing Council approval. He discussed APHA's desire to work in the area of justice and health, noting the successful webinar series on racism and health sponsored by the Association.

Dr. Benjamin shared his desire to seek funding for gun violence research. He outlined APHA's relationship with the Brady Campaign to Prevent Gun Violence and said he feels that APHA is in a position to advance the gun conversation in the United States. He said APHA can help raise the visibility of the federal government's prohibition on studying gun violence and that the Association should develop a broad public health research program to inform the public.

Dr. Benjamin then discussed his idea to live stream portions of the 2017 Annual Meeting in Denver, Colorado. He said he would like to make the Opening, Monday and Closing General Sessions and President-Elect, President and Past President sessions as well as selected high quality sessions available for purchase. People who purchase the Annual Meeting Sessions would also receive RAMP.

Dr. Benjamin then discussed a series of legislative accomplishments for 2015, noting APHA's work to protect the prevention fund, support the Environmental Protection Agency and the Food and Drug Administration, our support of numerous spending bills, President Obama's presidential proclamation for National Public Health Week and the Supreme Court victories, King v. Burwell and marriage equality.

Dr. Benjamin then discussed possible legislative issues facing APHA in 2016. He emphatically noted that 2016 is a presidential election year and APHA is a 501(c)(3) organization, which means we are non-partisan and focused on issues rather than political parties.

Throughout Dr. Benjamin's report, Executive Board members asked questions and exchanged ideas related to his presentation. Dr. Aaltonen thanked Dr. Benjamin for his report and moved to the next agenda item.

Report of the Ad Hoc Committee on APHA's Conflict of Interest Policy – Pam Aaltonen, Chair

Chair Aaltonen explained that the Ad Hoc Committee was formed because of an inquiry about the Association's conflict of interest policy and the feeling that it didn't go far enough. There were also questions raised about people in APHA leadership positions. The Committee found that the current COI policy met IRS requirements for being a 501(c)(3) organization but didn't address the process involved in a conflict of interest.

Dr. Aaltonen said that the committee expanded the policy to address process and to clarify other questions. The Committee broadened the number of people who need to sign the COI policy to include chairs of Association-wide committees and boards. The Committee also developed language for APHA's website describing the intent of the COI policy. Chair Aaltonen took a moment to stress that the policy says that the Association does not exclude individuals from seeking positions of leadership based on perceived, potential or actual conflicts of interest.

At the conclusion of her comments, she opened the floor for discussion. Executive Board members asked several questions related to the policy and asked that the policy be amended before they are asked to vote to approve. Dr. Aaltonen said the policy would be amended and resubmitted to the Executive Board for approval at the January 2016 meeting.

Chair Aaltonen thanked board members for their comments and introduced the next agenda item.

Report of the Ad Hoc Committee on the Opening General Session of the 2015 Annual Meeting - José Ramón Fernández-Peña, MD, MPA, Vice Chair

Dr. Fernández-Peña reminded Executive Board members that an ad hoc committee of the Executive Board was formed to address the issues surrounding the Opening General Session and community water fluoridation. He shared several things that APHA and the Oral Health Section are doing to celebrate the 70th anniversary of community water fluoridation at the Annual Meeting. Dr. Fernández-Peña said it is vitally important that APHA make it unequivocally clear that the Association supports community water fluoridation.

Dr. Fernández-Peña asked ad hoc committee member and Oral Health Section member Lynn (Bethel) Short if she would like to comment on the work of the committee. Ms. Short said that she thought the committee did a good job of addressing the concerns of the Oral Health Section. She then shared some of the things the Oral Health Section is doing to promote the 70th anniversary of community water fluoridation at the Annual Meeting.

The Executive Board then had a discussion on the current state of community water fluoridation, asking questions and exchanging their ideas for promoting this important public health initiative.

Chair Aaltonen thanked board members for their comments and introduced the next agenda item.

Discussion on Engaging the Private Sector – Pam Aaltonen, Chair

Chair Aaltonen opened the conversation by explaining that she wanted to spend some time talking about engaging the private sector. She said she wanted the Executive Board to discuss what kind of strategies APHA can employ in this area in terms of partnering with organizations with whom we don't agree on all issues. Dr. Aaltonen then asked APHA President Shiriki Kumanyika to share her thoughts on partnering with the private sector.

Dr. Kumanyika shared her experiences traveling to and speaking with the Affiliates, noting her time in Ohio and North Carolina. She said that the Ohio Affiliate has plans to engage the local Chamber of Commerce, and that in North Carolina, a couple of people in the audience shared their experiences of working with the private sector.

Dr. Kumanyika said what she found over the past 11 months is that partnerships with the private sector are happening with some regularity, usually surrounding a single issue. She said she feels like APHA focuses too much on the controversial types of engagement and we don't realize that there may be a certain percentage of partnership opportunities that involve smaller companies or local organizations, where there's no basic conflict. She concluded her remarks by saying that members need to be courageous to engage other sectors, and APHA needs to encourage their bravery.

Executive Board members had a long discussion on the subject of partnering with the private sector. Key concepts that came out of the conversation included: the importance of building bridges; the need for the public health community to be open to new relationships; communicating the public health message in a non-threatening manner and understanding your audience; showing examples of partnerships on APHA's website; being transparent to both potential partners and members; and the importance of communicating with APHA from the grassroots up.

At the conclusion of the discussion, Ms. Parker made a motion to have APHA explore a mechanism for the Association to promote partnerships utilizing its online presence. The motion was seconded, and hearing no further discussion, Chair Aaltonen called for a vote:

Motion:	To have APHA explore a mechanism for the Association to promote partnerships utilizing its online presence.
Action:	Approved by voice vote

At the conclusion of the vote, Chair Aaltonen thanked the Executive Board for a thoughtful discussion and moved to the next agenda item.

Report of the *American Journal of Public Health* Study Group – Joyce Gaufin, Past President and Chair Personnel Committee, and José Ramón Fernández-Peña, Vice Chair and Chair Governance Committee

Dr. Fernández-Peña began the discussion by outlining the project. He said that the project began to better understand the lines of command and reporting and duties and responsibilities between the AJPH Editorial Board, AJPH Editors, the Executive Board and APHA's executive director. He explained that a tool was developed and vetted by members of the board, and with the help of personnel and governance committee members, 15 interviews were conducted, and the results of those interviews were compiled into an executive summary, which was included in the meeting materials. Dr. Fernández-Peña thanked Ms. Gaufin for her leadership and invited her to explain the executive summary.

Ms. Gaufin thanked members of the board for their commitment to this project and shared some of the highlights of the executive summary. She said APHA staff knows their role and received high praise from everybody interviewed. Members of the AJPH Editorial Board in general do not have a mechanism in place for evaluating their performance, but they are looking at their strategic plan this year and will ask themselves how they will manage their own performance.

Ms. Gaufin said Journal editors and the editor-in-chief have mixed feelings about how they receive performance improvement suggestions and performance feedback. They said that in the past nothing formal has been done to evaluate performance and that they would appreciate getting more feedback on their work.

Ms. Gaufin then walked the Executive Board through the summary and answered many questions from board members, touching on a variety of subject ranging from the role of the executive director as publisher; a change to APHA's bylaws striking the executive editor position; the feasibility of changing the name of the Journal Editorial Board to Advisory Committee and targeting individuals with Journal experience through the leadership appointment process to serve on the Editorial Board. Ms. Gaufin then turned the presentation over to Dr. Fernández-Peña to discuss next steps.

Dr. Fernández-Peña said both he and Ms. Gaufin will remain involved with putting together the final report, and the next chairs of the Personnel and Governance Committees should further analyze and data and come up with next steps, which may or may not include a bylaws change.

Dr. Aaltonen thanked Dr. Fernández-Peña and Ms. Gaufin and the members of the board who conducted interviews and worked on the evaluation tool. She then introduced the next item on the agenda.

APHA Membership Services – Susan Polan, PhD, Associate Executive Director, and Ellen Galant, Director, Membership Services

Ms. Galant began her presentation by sharing the most recent membership dashboard (as of Sept. 30), noting that APHA has approximately 2,500 more members than we had at the same time in 2014. She then shared APHA's membership recruitment efforts. The efforts include creating a membership brochure with an unique insert that describes each component; a Section recruitment contest; a Student Assembly member-get-a-member contest; an initiative to expand membership in the Caucuses; APHA's partnership with Drexel University's College of Nursing and Health Professions; APHA's plan to offer wholesale

student membership to schools and programs of public health; a reevaluation of organizational memberships; and a membership tool kit.

Ms. Galant then discussed APHA's current and future engagement and retention efforts including: expansion of the early career professional program; enhancing the experience of the Student Assembly; initiating a comprehensive mentoring program; creating an APHA ambassador program; rolling out a series of hot topic webinars; initiating quarterly membership 101 webinars for new and existing members; and increased Affiliate engagement.

In closing, Ms. Galant discussed APHA's Generation Public Health initiative and the importance of recruiting partners to join the movement to create the healthiest nation in one generation.

Executive Board members made comments and asked questions throughout the presentation, focusing on the Drexel University partnership, early career professional outreach and the mentoring database. Chair Aaltonen thanked Dr. Polan and Ms. Galant and introduced the next agenda item.

Report on APHA Component Services and an Introduction to Generation Public Health – Susan Polan, Associate Executive Director, and Ellen Galant, Director, Membership Services

Ms. Galant briefed the Executive Board on the accomplishments of the component affairs team. She said that over the last several months they've increased the number of component collaborative webinars; membership rosters are being distributed regularly; promotional materials have been developed for each component for distribution with the membership brochure; Section leaders have been taught how to use the website and are updating their pages; APHA Connect is being used by more people; they've increased the number of conference calls with the Caucus Collaborative and are providing the Caucuses with membership reports to identify new members and the component affairs team has initiated several member-get-a-member contests.

Ms. Galant then discussed component affairs projects for 2016. She mentioned initiating a mentoring program; hosting hot topic webinars; working on collaboration projects for National Public Health Week; looking at building an improved ISC structure to enhance the Annual Meeting experience; and increasing collaboration between Components and Affiliates.

At the conclusion of the component affairs presentation, Executive Board members shared their thoughts and asked questions related to improving the component experience.

Chair Aaltonen then asked Dr. Polan to discuss Generation Public Health. Dr. Polan emphasized that Generation Public Health (GPH) is APHA's movement to help us create the healthiest nation in one generation. She explained that there are currently 60,000 individuals signed up to be a part of GPH. People become a member of GPH in a number of ways — they are APHA members, people who've donated to APHA, individuals who've attended a webinar or meeting and people who've signed a petition or took action on an advocacy alert.

Dr. Polan said members of GPH receive a quarterly newsletter filled with action items with the goal of having these members be active participants in building the healthiest nation. The newsletters are science-oriented or science-based and written so that non-public health professionals can easily digest the information. She also explained that GPH will be the central focus of National Public Health Week in 2016.

Dr. Polan then discussed the importance of partnerships in advancing the GPH initiative. APHA has many partners already in place she noted with the key being putting them together in a more formalized structure. She discussed APHA's MOU with the Institute for Healthcare Improvement's 100 million healthier lives initiative. She said the next step is to engage other partners like the Friends of HRSA and the CDC Coalition.

Dr. Polan encouraged board members to share APHA advocacy alerts and other communications with their colleagues, family, students and others. At the conclusion of her remarks, Executive Board members commented on implementing GPH at the Affiliate level; they had suggestions to enhance National Public Health Week and received clarification on who and how people become a member of GPH.

Hearing no further comments, Dr. Aaltonen thanked Dr. Polan and Ms. Galant for their reports and introduced the next item on the agenda.

Report of the Joint Membership Pilot – Georges Benjamin, MD, and Susan Polan, PhD

Dr. Polan gave a brief history of the Joint Membership Pilot (JMP) to the Executive Board. She said there are currently four Affiliates who are enrolled in the JMP. Since the new website has been active, APHA has a better way or measuring people talking advantage of the JMP. The results have shown that the JMP is good for Affiliates, but APHA has seen no evidence of an increase in membership. Dr. Polan said that the numbers indicate that APHA is losing members in those Affiliates (which has been the trend nationally so difficult to attribute to the JMP).

Dr. Polan added that a great deal of staff time goes into working on the JMP initiative, and since expanding the program isn't feasible, where does APHA go with the program? She asked Executive Board members to review the JMP report in their materials and that next steps include reconvening the JMP committee. The committee will evaluate the feasibility of continuing the program and submit a report to the Executive Board in the coming months. Dr. Polan then asked Executive Board members to share their thoughts.

Executive Board members spoke both for and against continuing the JMP. Ms. Parker said that the COA recommended that the Executive Board not make a decision on the fate of the JMP until a meeting of the JMP committee can be convened and COA members have a chance to be a part of the discussion. After a period of discussion, it was determined that a committee will be convened to discuss the JMP and that metrics will be designed to evaluate the effectiveness of the program and a report will be delivered to the Executive Board in the coming months.

Dr. Aaltonen thanked Dr. Benjamin and Dr. Polan for their report and introduced the next item on the agenda.

Report of the Treasurer – Richard Cohen, PhD, Treasurer, and Kemi Oluwafemi, CPA, Chief Financial Officer

Dr. Cohen updated the Executive Board on the fiscal state of the Association. He discussed the fiscal year 2015 audit, noting the following:

Last Year (Fiscal Year 2015) Financial Report

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

APHA closed the fiscal period ending June 30, 2015, with a change in net assets (reduction) of \$5,693 which is the combination of \$141,101 loss from operations (compared to the budgeted loss of \$466,640), investment income of \$178,640, a decrease of \$51,627 in temporary restricted revenue and an increase of \$8,395 in permanently restricted revenue.

In fiscal year 2015, membership dues, Annual Meeting revenue, advertising revenue, book sales, interest income and contracts and grants were below budget, while other revenue items such as subscriptions, rent and miscellaneous revenues were higher than anticipated.

The bottom line is that while core revenue streams continue to be stressed, the Association did better than planned in FY 2015. Dr. Cohen then made a motion to accept APHA’s audited financial report for 2015. After a brief period of discussion, Chair Aaltonen called for a vote on the motion.

Motion:	To accept the audited financial report for 2015.
Action:	Approved

Year-to-date (FY 2015) Financial Update

Dr. Cohen then reported on APHA’s finances as of the end of September 2015. He reminded the board they approved a balanced budget for fiscal year 2016 at their May meeting. The budget projects revenue and expenses of \$16,610,390. This does not include \$2,339,776 of new capacity and unmet program needs.

As of the end of September 30, 2015 (25% of fiscal year), APHA reported revenues of \$7,466,293 (45% of budget). This is over projections by \$46,325 and over prior year by \$431,286. Total expenses are \$4,291,871 (26% of budget), which are under budget by \$72,840 and over prior year by \$238,632.

Dr. Cohen reported that overall, APHA is slightly under budget by \$4,253. He reminded board members that expenses always lag behind.

He explained that for the first quarter of the fiscal year, compared to budget, APHA is experiencing a shortfall in subscription fees, advertising, book sales and contracts and grants. He said that APHA is over

the projected budget in membership, conventions and miscellaneous revenue. Dr. Cohen said he and the members of the Finance and Audit Committee will reassess the financial condition of the Association for the period ending December and report at the January Executive Board Meeting.

Dr. Cohen then introduced APHA's plan to increase dues by 10 percent across all membership types. He told the board that they will have the opportunity to discuss the plan in more detail at the meeting on Friday, Oct. 30.

At the conclusion of his presentation, board members shared their thoughts and asked questions related to fiscal year 2015 audit and budget update.

Hearing no further questions, Chair Aaltonen thanked Dr. Cohen and discussed the process by which Executive Board members will identify and select the next board chair and vice chair. At the conclusion of her remarks, Chair Aaltonen adjourned the meeting.

Friday, October 30, 2015

Call to Order, Pam Aaltonen, PhD, RN, Chair

The meeting was called to order by Executive Board Chair Pam Aaltonen. The chair briefly summarized Thursday's meeting, discussed the day's agenda and made several housekeeping announcements.

Review of Board Member Annual Meeting Responsibilities – Pam Aaltonen, Chair

Chair Aaltonen succinctly walked through the Annual Meeting schedule of events. She discussed the activities that Executive Board members were expected to attend and the events they chose to attend. She asked that board members adhere to the schedule as much as possible.

Chair Aaltonen then introduced Melody Guyton of Production Transportation to discuss the shuttle system and schedule for the Annual Meeting.

After a brief period of discussion, Chair Aaltonen introduced the next agenda item.

Report of the Governing Council – Barbara Giloth, DrPH, MPH, Speaker

Dr. Giloth introduced the Governing Council breakout session entitled "Toward the Healthiest Nation in a Generation: Operationalizing Health Equity within APHA Structure and Functions." She said breakout speakers include APHA president and president-elect Drs. Kumanyika and Jones and APHA Associate Executive Director for Health Policy and Practice Dr. Regina Davis Moss. She explained the goal of the breakout is to have Governing Councilors identify new or expanded strategies for APHA components to address health equity. Dr. Giloth said a summary of the breakout session would be presented to the Council on Tuesday, Nov. 3.

Executive Board members enthusiastically supported the topic, and a long discussion ensued concerning: APHA's current health equity work, the breakout session, post breakout session activities, and the presentation to the Governing Council.

Dr. Giloth then walked the Executive Board through the Governing Council meeting agenda. Saturday's (Oct. 31) highlights include: a series of re-votes due to voting errors on the Council's mid-year meeting conference call; key presentations (APHA president, chair, treasurer and executive director); the new format of the candidates' forum; the proposed bylaws changes, including an update of the duties of the Committee on Women's Rights; the addition of four voting members of the Student Assembly on the Council; and an update to staffing language effecting the *American Journal of Public Health*. Additionally, the council would review the candidates for the Nominations Committee and the 2017 Annual Meeting program emphasis.

Dr. Giloth said that Tuesday's (Nov. 3) highlights include: the summary of the Council's breakout session, the presentation on the Joint Policy Committee, the every member campaign, the APHA/Royal Society exchange of honors, a presentation on APHA's policy as a basis for advocacy, a series of important votes including but not limited to the election of APHA offices and Executive Board members, the proposed bylaws changes, the election of members to the national Nominations Committee, and the selection of the 2017 Annual Meeting program emphasis.

Throughout Dr. Giloth's presentation, Executive Board members asked questions and shared their thoughts on the Governing Council meeting. Board members were very interested in the JPC process, the every member campaign, APHA policy and advocacy, and late breakers.

Hearing no further comments, Chair Aaltonen thanks Dr. Giloth for her presentation and moved to the next item on the agenda.

Vote to Extend the Cap on the Number of APHA Components – Pam Aaltonen, Chair

Chair Aaltonen explained that over the last couple of years the Executive Board has passed a motion to cap the number of APHA components. She said this is done to keep the number of APHA components from growing too rapidly and to ensure that APHA staff has the bandwidth to service existing components. Dr. Aaltonen said last year's board voted to extend the cap at 58 for a year and that the current board would also need to take action to continue the cap. All agreed that the rationale for the cap continues. Chair Aaltonen made a motion to extend the cap on the number of APHA components at 58 for an additional year. The motion was seconded, and hearing no discussion, the Chair called for a vote.

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

At the conclusion of the vote, the chair introduced the next item on the agenda.

The Proposed Membership Dues Increase – Richard Cohen, PhD, Treasurer, Georges Benjamin, MD, Executive Director, and Kemi Oluwafemi, CPA, Chief Financial Officer

Dr. Cohen introduced the proposed dues increase by noting the fiscal year 2016 balanced budget approved by the Executive Board. He said the budget excluded \$2.3 million in underfunded and unfunded projects. He noted that the cost of doing business continues to rise for the Association. He said he felt the dues increase was reasonable and that APHA could potentially yield \$300,000 to \$350,000 in additional

revenue annually when fully realized in fiscal year 2017. He then turned the presentation over to Dr. Benjamin.

Dr. Benjamin began his presentation by discussing APHA's four main revenue streams (the Annual Meeting, publications, grants and contracts, and membership dues), noting that membership dues account for 17 percent of the Association's revenue. He then walked the board through a series of subjects, addressing why Association funding streams are under stress, revenue enhancement efforts and new capacity and unmet program needs.

Dr. Benjamin then discussed the Governing Council's approved dues increase plan based on CPI-U in 2010. The Council voted to approve a dues increase for five years beginning in January 2012. The first increase was instituted, but subsequent dues increases were put on hold (by the Executive Board) because of the membership model redesign adopted by the Council in June 2012. The new membership model simplified APHA's membership structure and introduced the green discount.

Dr. Benjamin then showed the board a chart outlining what APHA members would be paying in dues if the planned increases weren't put on hold in 2012 based on the 10 year CPI-U average of 2.55 percent. He then shared a chart with the board outlining the proposed 10 percent dues increase effective Jan. 1, 2016. He noted that the final membership dues numbers were adjusted to the nearest \$5 or \$10 increment. Dr. Benjamin concluded his remarks by asking the executive board to recommend the 10 percent dues increase proposal to the Governing Council.

Chair Aaltonen then opened the floor for discussion. Executive Board members asked several clarifying questions related to the 2010 and 2012 actions of the Governing Council. They asked for specifics on how the additional revenue would be spent, APHA's plan for increasing other revenue streams and how management will address future dues increases.

Hearing no further discussion, Chair Aaltonen asked Executive Board members to approve the motion, recommending the Governing Council approve an approximate 10 percent dues increase across all individual membership types effective Jan. 1, 2016.

Motion:	That the executive board recommends the Governing Council approve an approximate 10 percent dues increase across all individual membership types effective Jan. 1, 2016.
Action:	Approved

Executive Session – Pam Aaltonen, Chair

At the conclusion of the dues discussion, the Executive Board went into executive session to discuss and select the next Chair and Vice Chair of the Executive Board.

At the conclusion of the executive session, Chair Aaltonen introduced the Lynn (Bethel) Short as the incoming Chair of the Executive Board and Gail Bellamy as the incoming Vice Chair of the Executive Board.

Report of the *American Journal of Public Health* – Alfredo Morabia, MD, PhD, MPH, Editor in Chief, Maureen Lichtveld, MD, MPH, Chair Elect, *AJPH* Editorial Board, and Brian Selzer, Assistant Director, Publications

Mr. Selzer briefly summarized the report of the *American Journal of Public Health* submitted to the Governing Council. He said *AJPH* is a healthy publication with over 3,000 submissions annually. He discussed the submission process and said the process from submission to approval to review to publication is two to three months.

He said the *Journal's* impact factor continues to rise and currently sits at 4.552. Mr. Selzer said *AJPH* is ranked 5 out of 145 in the Social Citation Index and ranks 13th in the Science Citation Index (an improvement over last year). He said that over the past 12 months, the *Journal* was cited by the news media more than 12,000 times.

Mr. Selzer said the *Journal's* online presence continues to gain traction with increased and enhanced social media messaging. He said the *Journal's* website had 3,000,000 visitors, with APHA members accounting for 900,000 visits. Mr. Selzer said he was pleased to report that subscription revenue topped \$1 million again this year. At the conclusion of his report, Mr. Selzer took questions from the Executive Board and after a brief exchange turned the presentation over to Dr. Lichtveld.

Dr. Lichtveld thanked members of the board for the opportunity to present and said she looks forward to an open working relationship in the coming years. She then proceeded to discuss three main topics. She addressed a 2013 report crafted by members of the editorial board at the request of the executive director. She talked about increasing student engagement with the *Journal* and her desire to have absolute clarity on the roles and responsibilities of members of the Editorial Board.

Dr. Lichtveld and executive board members interacted throughout her report. Executive Board members were extremely interested in student engagement and the defining the role of the Editorial Board. At the conclusion of her presentation, Chair Aaltonen recognized Dr. Morabia.

Dr. Morabia updated the Executive board on the transition process, saying that everything is going extremely well. He said the editors have embraced his concepts for the *Journal* and are working well with him. He said he is very pleased that the backlog of articles has been cleared and *AJPH* is publishing timely material. Dr. Morabia informed the board that the January 2016 issue of the *Journal* will have a new look and feel. He made a special point of highlighting that both the *AJPH* logo and cover have been redesigned.

Dr. Morabia said he is working very hard to engage students. He said he's transformed the assistant editor position into a student fellowship as assistant editor. He also created another fellowship for a student editor. The student editor will work with the seasoned editor to learn the *Journal* editing process. Dr. Morabia then discussed the Student Think Tank to address the *Journal's* social media footprint. He said he received 150 applications to join the Think Tank and chose six representatives and that the first meeting of the Think Tank will take place in December.

Dr. Morabia concluded his presentation by discussing his four objectives for the *Journal*. They are: to making the *Journal* readable to both public health professionals and lay persons, to making it an author's *Journal* by speeding processing times, to boosting subscriptions to the *Journal*; and to creating additional supplements.

At the conclusion of the presentation, Dr. Aaltonen opened the floor for discussion. Executive Board members shared their thoughts on the student initiatives, the new look and feel of the *Journal* and how to

boost subscriptions. Chair Aaltonen thanked Dr. Morabia, Dr. Lichtveld and Mr. Selzer for their presentations and introduced the next item on the agenda.

Report of the Strategic Planning Committee – Paul Meissner, MSPH, and Susan Polan, PhD, Associate Executive Director, APHA

Mr. Meissner began by giving a brief history of the strategic plan. He discussed the brainstorming sessions in 2012, the identification of Association priorities in 2013 and working on metrics in 2014 and 2015. He said he believes the plan is in a good place moving forward and that members of the committee and APHA staff worked extremely hard to get to this point.

Mr. Meissner briefly discussed the strategic map, the 11 prioritized strategies approved by the Executive Board at the May meeting and APHA staff creating easy to read dashboards (like the membership dashboard). He said that it is important that the Executive Board understand the strategic plan so they can fulfill their responsibilities for monitoring the progress that APHA is making to create the healthiest nation in one generation. At the conclusion of his remarks he turned the presentation over to Dr. Polan.

Dr. Polan began her presentation by thanking Mr. Meissner for his service as chair of the Strategic Planning Committee. She said her presentation would focus on where APHA is in terms of collecting data, what the data looks like and where APHA might have trouble collecting data. Dr. Polan walked the Executive Board through a series of slides outlining a core approach, the strategies, tactic and activities and metric for evaluation.

Regarding strengthening public health practice, she highlighted APHA's collecting demographic information on individuals who participate in webinars, learning institutes and the Annual Meeting. She discussed APHA's dissemination of information referencing the impact factor of *AJPH* and *The Nation's Health* and utilizing Google analytics. Dr. Polan shared APHA's efforts in partnerships and collaborations noting formal MOU's and monitoring the work of the Affiliates, Components and Caucuses.

The core approach of building a public health movement focuses on creating engaged members, developing new partnerships with both traditional and non-traditional organizations and coordinating targeted advocacy initiatives. Dr. Polan shared the membership dashboard, Executive Board advocacy activities for 2015 (year to date), data on visits to Capitol Hill, responses to action alerts and the enrollment numbers in Generation Public Health.

The core approach to align organizational capacity and infrastructure focuses on APHA's programs and Components and Affiliates coordinated activities. Dr. Polan discussed APHA staff support for component collaboration and the inclusion of healthiest nation language in meetings and events. She highlighted opportunities for Affiliate and Component alignment and shared data on leadership giving, private foundation support and federal government grants and contracts.

Throughout her presentation Dr. Polan listened to comments and answered questions. Executive Board members particularly focused on the collection of information from individuals who participated in APHA activities. membership in Generation Public Health, measuring participation in advocacy initiatives, and the collaboration between Affiliates and Components.

Ms. Greene-Moton discussed the work of the subcommittee on membership and asked that the committee be recognized along with the other standing committees of the Executive Board.

Hearing no further discussion, Dr. Aaltonen thanked Mr. Meissner, Ms. Greene-Moton, Dr. Polan and the members of the Strategic Planning Committee and the membership subcommittee for their work and introduced the next item in the agenda.

End of the Year Executive Board Subcommittee Reports – Pam Aaltonen, Chair, Lynn (Bethel) Short, MPH, RDH, Ayman El-Mohandes, MD, MBBCh, MPH , José Ramón Fernández-Peña, MD, MPA, Joyce R. Gaufin, BS

Dr. Aaltonen asked Executive Board subcommittee chairs to briefly reflect on their work of the past 12 months or share any other information for the good of the board:

Committee on Social Responsibility – Ms. Short recognized the members of the committee and the work of staff liaison Torrey Wasserman. She said she was happy with what the committee accomplished this year and that members of the board should read the CSR report and contact her with any questions. She also encouraged board members to attend the CSR session at the Annual Meeting.

Development Committee – Dr. El-Mohandes discussed APHA leadership giving, noting that the amount donated has gone up over the past three years, but the number of people giving has remained the same. He then discussed the development prospectus, which is a new document produced by APHA. He talked about the National Advisory Committee and the work of the executive director in trying to secure additional funding.

Governance Committee – Dr. Fernández-Peña reported that the Governance Committee decided to revamp the post in-person meeting board survey and that Dr. Hallam has been selected to chair the Governance Committee’s work on vetting speakers for the general sessions of the Annual Meeting.

Personnel Committee – Ms. Gaufin said work will continue on the *AJPH* roles and responsibility report and that the board should provide Dr. Benjamin with a mid-year performance report at the January meeting.

New Business – Pam Aaltonen, Chair

Chair Aaltonen called for new business, and Dr. Giloth discussed Executive Board and Governing Council actions and policies. She explained how she is working with APHA staff to ensure that actions and policies are easily accessible to the membership.

Dr. Bellamy asked that future Executive Board meeting agendas carve out time to address member concerns entitled “Items from other APHA Members.”

Dr. Aaltonen thanked Executive Board members for their comments, and hearing no further business, called for a motion to adjourn.

Motion:	To adjourn the executive board meeting.
Action:	Approved

The next APHA Executive Board Meeting will take place January 10 – 12, 2016 in Washington, D.C.