

Objective:

The Board of Governors of the Color Pigments Manufacturers Association, Inc. believes that a committee structure focused on membership value proposition and defined objectives is fundamental to the future success of the trade association.

Committees:

- a) provide an opportunity for members to contribute their time and talents to help the Association achieve its mission,
- b) provide a networking and leadership development opportunity for the members of each committee, and
- c) create a value proposition for member companies that is tangible and measurable

Committee chairs and vice chairs are urged to use common sense, good judgment and flexibility to achieve the ends desired. Committee operating procedures are set forth to serve as guidance and encouragement for those leaders as to the expectations of the Board.

Establishment of Committees:

In accordance with **CPMA's Bylaws (Committees, Section 6)**, *"The Board of Governors shall authorize the creation and operation of such special committees, sections, subcommittees, task forces and other groups as are deemed necessary and in the best interests of the Association. The duties and purposes of such entities shall be prescribed by the Board and the Board may terminate the operation of such entities at any time."*

The Board may establish or delegate to the President the authority to establish such committees for such purposes and to serve for such periods as the Board or the President may deem expedient and proper.

Committee Operating Year:

Each committee of CPMA will have an operating year from January 1st to December 31st.

Committee Objectives:

Each committee, subcommittee, task group, task force, etc., of CPMA will have specific objectives which will take the form of:

- a) a short but descriptive mission statement relating to how the committee's work supports the mission and strategic plan of the Association,
- b) annual operating goals that identify significant public policy issues to be addressed and targeted results, and
- c) identification of the deliverables to be produced during the operating year which will create value for the Association's membership.

Each committee will review its objectives annually to ensure they are up to date. The Board will review and approve annual committee objectives developed by each committee. Committee Chairs will present recommendations to the Board on an annual basis, and provide updates quarterly or semiannually, depending upon status and changes recommended by the respective committee to the Board.

Committee Membership:

Membership: Membership is open to multiple representatives per member company which indicate active interest in the committee.

Participation: Each member company is encouraged to participate in at least one, and hopefully all, issues committees. Members are expected to come to committee meetings prepared to help the committee accomplish its agenda. Members are encouraged to provide appropriate industry information and technical knowledge in the process for achieving committee objectives.

Board & Officer Participation:

The President will encourage each committee chair to feel free to contact him/her or one of the Vice Chairs at any time. Also, in accordance with the By-laws, the President will be a member ex-officio of all committees. Committees will be managed by CPMA staff, who will coordinate agendas, background information, and other logistics.

Board members will be encouraged to participate on committees as well as recruit individuals from within their respective companies to participate in the committee process. This will improve their familiarity with the work and functioning of the committees. It is the goal of the Board to maintain at least one governor actively serving on each committee.

The association should formally recognize contributions of committee chairs and vice chairs at the annual members meeting conducted in the fourth quarter of the calendar year.

Committee Leadership (Chairs & Vice Chairs):

Appointment: In accordance with CPMA's Bylaws (Committees, Section 6), "The President shall appoint the members and designate a chairman, and vice chairman if necessary, of all such entities. He shall have the same powers with respect to all standing committees. The President may, from time to time, make such appointments and designations at his pleasure."

Succession Planning and Leadership Development: Leadership development among the membership is important not only to the committees but also to the Board of Governors nomination process.

Committee Chairs and CPMA staff are responsible for insuring that the committee has:

- a) Sufficient leadership development among the members of the committee. This includes members who are willing to provide this "sweat equity" work on various committee activities.

- b) Candidates for future positions of Committee Chair and Vice Chair.

Meetings:

Committees will establish a schedule of quarterly meeting at times and dates convenient to them, and preferably one to two weeks prior to scheduled Board of Governors meetings. Committee meetings shall be conducted by conference call or web-based technology.

Meetings will, whenever possible, be held in accordance with a published agenda which will be distributed to committee members prior to the meeting; earlier is better.

Meeting Minutes:

CPMA staff prepares draft minutes to be distributed in advance of the next committee conference call. Minutes will be reviewed for approval (*including amendments if needed*) at the next scheduled meeting.