# Content Portfolio Advisory Group (CPAG): Roles and Responsibilities

Approved April 2018; Revised January 2026

**MISSION**: Support the AIHA Board in aligning content (both emerging and existing priorities) to the profession's needs.

**CHARTER:** The Content Portfolio Advisory Group (CPAG) provides input and advice to the AIHA Board and staff regarding the association's body of content on industrial hygiene (IH) and occupational and environmental health and safety (OEHS). Content may include books, guidance documents, articles, white papers, fact sheets, or other materials requested by the AIHA Board or staff. To this end, CPAG's primary responsibility is to review new project proposals to assess alignment with AIHA's content priorities.

**CONFLICT OF INTEREST:** CPAG members must have a current Conflict of Interest (COI) form on file. Members need only to resubmit when potential conflicts change. The COI form is accessible through your AIHA member profile.

## Stakeholders to the Charter

### AIHA BOARD MEMBERS/BOARD LIAISONS

**ROLE:** Provide leadership and direction to the CPAG chair to execute CPAG duties.

**RESPONSIBILITIES:** Approve CPAG recommendations and affirm that CPAG activities align with AIHA's mission, vision, and values. Support CPAG initiatives through resource investment and priorities as recommended by the CPAG chair and the AIHA Chief Learning Officer (CLO) of Education and Technical Initiatives.

**ACCOUNTABILITIES:**
- Attendance at briefings and keen attention to CPAG efforts.
- Promotion of CPAG content priorities.

**AUTHORITIES:** As defined by the AIHA Board.

## AIHA STAFF

**ROLE:** Program Director, Technical Initiatives, will review all proposals and procedural documents. The Program Director serves as the staff Point of Contact for CPAG and will coordinate meeting content and activities if CPAG leadership is unavailable.

**RESPONSIBILITIES:** Program Director, Technical Initiatives will support CPAG in fulfilling its mission, maintain the CPAG web page, and update the Board liaison quarterly on CPAG activities.

**ACCOUNTABILITIES:**

- Manage the review process for new content.
- Provide periodic updates on content proposals to the AIHA Board.

**AUTHORITIES:**

- Propose actions and budgets to advance content development in a timely fashion.
- Engage the AIHA staff as appropriate in the content development and management process.
- Manage content progress (deliverables, schedule, budgets) in consultation with the AIHA Board liaison and CLO.

## CPAG CHAIR

**ROLE:** Leadership of the CPAG team for effective content management as prescribed by the AIHA Board.

**RESPONSIBILITIES:** Guide the CPAG performance and promote collaboration between the Board liaison, AIHA staff, and CPAG members.

**ACCOUNTABILITIES:**

- Report to the AIHA Board for execution and leadership of the mission of CPAG as defined by the charter and the communication of progress concerning the pursuit of content development through VGs and the AIHA membership.
- Lead CPAG effectively and efficiently.

- Serve as a conduit to staff on requests for additional information that may be required of VGs to address CPAG comments or concerns.

**AUTHORITIES:** In accordance with the AIHA Board liaison's guidance, to represent the CPAG in all matters of accountability back to the AIHA Board.

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### CPAG VICE-CHAIR

**ROLE:** Leadership of the CPAG team if the chair is unavailable.

**RESPONSIBILITIES:** Support the CPAG chair in guiding the CPAG team's performance and promoting collaboration among the Board liaisons, AIHA staff, and CPAG members.

**ACCOUNTABILITIES:**

- Assume the role of the chair if the chair is unable to serve.
- Assists the chair in performing their duties.
- Serve as the liaison to various advisory groups and project teams to ensure that CPAG's interests are appropriately represented.

**AUTHORITIES:** Supports the CPAG chair in their absence.

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### CPAG PAST CHAIR

**ROLE:** Provides input and advice to the AIHA Board and staff regarding AIHA's body of content. The Past Chair serves as a resource for continuity and historical context but does not have formal decision-making authority.

**RESPONSIBILITIES:** Support the CPAG chair in guiding the CPAG team's performance and promote collaboration among the Board liaison, AIHA staff, and CPAG members.

**ACCOUNTABILITIES:**

- Work with the chair in their leadership capacity to ensure continuity of the CPAG operations.
- Participate in developing presentation materials aligned with CPAG's mission.

**AUTHORITIES:** None identified. The Past Chair provides advisory input but does not have formal decision-making authority.

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## CPAG MEMBERS

**ROLE:** CPAG provides input and advice to the AIHA Board and staff regarding AIHA's body of content. Content may include published books, VG bodies of work, frameworks, educational videos, apps, and eTools. CPAG's primary role is to review proposals for new content development initiatives in accordance with the content proposal process as described in Attachment #3.

**RESPONSIBILITIES:**

- CPAG members are expected to attend one (1) strategic meeting (for which AIHA will cover the cost if conducted in person) and to participate in monthly conference calls throughout the year.
- CPAG members are expected to make their best efforts toward the collective action of the CPAG.
- CPAG members will engage the most relevant VGs to create the best content possible.
- CPAG members should prioritize their time effectively to balance attendance at meetings, engagement with VGs, and review of content proposals.

**ACCOUNTABILITIES:**

- Attend meetings and phone calls regularly.
- Seek updated information on the progress of CPAG initiatives when such meetings are missed.
- Execute responsibilities in a timely manner, as outlined in the attachments.
- Represent the interests of CPAG during collaborative efforts with AIHA staff, liaisons, and VGs.

**AUTHORITIES:** None identified.

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## Process and Procedures

The following attachments detail the operational workflows and selection processes that guide CPAG's work.

Attachment #1: CPAG Membership Structure and Selection Process

Attachment #2: Process for the Strategic Identification of Content Priorities

Attachment #3: CPAG's Role in Content Review Processes

Attachment #4 Content Exempt from CPAG Proposal Review

Attachment #5 Promotion and Advancement of Content Priorities

# Attachment #1: CPAG Membership Structure and Selection Process

Six (6) to ten (10) members of the AIHA general membership will make up the CPAG; the number reflects the state of the CPAG program development. The following requirements may be modified at any time to meet AIHA's business needs.

1. AIHA staff will host an "open call" for membership-seeking volunteers to self-nominate to fill vacated positions in May or as needed. CPAG members will rotate on and off at the AIHA Connect conference.

2. The CPAG chair, vice-chair, and Board liaison will evaluate nominee demographics, experience, and leadership capabilities. They will also consider the expertise and demographics of the current CPAG members to ensure the advisory group is diverse.

3. The current CPAG leadership (chair & vice-chair) reviews and approves proposed new CPAG members. The selection of a new vice-chair does not require formal Board approval, but will be communicated to the AIHA President as an FYI.

4. New members will be notified of the selection and the duration of their assignment.

5. CPAG members will review proposals for new content development initiatives in accordance with the content proposal process as described in Attachment #3.

***Additional Responsibilities:***

- CPAG members serve a minimum of three (3) years. If selected to serve as vice-chair or chair, their tenure on CPAG will be extended. For example, if a CPAG member serves as chair in their third year, they would be expected to serve an additional year as past chair.
- CPAG members may be assigned other duties as deemed appropriate by the chair.
- CPAG members with at least one (1) year of experience on CPAG will self-identify whether they are interested in serving as vice-chair/past chair and communicate that information to the current CPAG chair and Board liaison. The chair, vice-chair, and Board liaison collectively confirm the incoming vice-chair position.
- Along with the CPAG chair, AIHA staff will maintain the members' roster, start and stop cycle dates, and content priority assignments.

# Attachment #2: Process for the Strategic Identification of Content Priorities

AIHA staff conduct environmental scans every five years to identify emerging trends, member needs, and industry gaps. Findings are shared with CPAG for review and strategic prioritization. CPAG collaborates with staff and VGs to evaluate scan results, discuss envisioned projects, and align proposals with AIHA's content priorities. Ideas may take the form of new project submittal requests for the following calendar year (or the current year if there is bandwidth and no substantial costs are involved).

*Process for the Strategic Identification of Content Priorities*
1. Staff conduct high-level comprehensive research and environmental scanning every five years, with CPAG providing input for evaluation of content priorities.

2. Staff prepares initial recommendations for priorities based on research, with CPAG reviewing to help choose, define, and validate priorities.

3. Staff develop the content priority dashboards, while CPAG champions are responsible for regular updates and tracking initiative progress.

4. CPAG promotes the priorities through mechanisms outlined in Attachment #5.

5. Staff conduct annual reviews of priorities, with CPAG providing input to determine how the priority is progressing.

6. CPAG communicates recommendations to the Board on whether to sunset or add content priorities, based on staff research and analysis.

# Attachment #3: CPAG's Role in Content Review Processes

CPAG plays a critical role in ensuring that both new and existing content aligns with AIHA's mission, strategic priorities, and content standards. Below is an overview of CPAG's involvement throughout the various review and approval processes:

*For NEW Content Proposals:*

1. **Concurrent Review**

   CPAG members, alongside AIHA staff, the VG Chair, and the Board Liaison, conduct a concurrent review of new content proposals. CPAG evaluates proposals based on their alignment with AIHA's mission, content priorities, feasibility, measurable outcomes, and strategic plan priorities. This collaborative review ensures that proposals meet the necessary criteria before advancing to the Board for final decision-making.

2. **Communication of Final Decision**

   Once the AIHA Board makes a decision, CPAG members are informed of the outcome.

*For EXISTING Content Proposals:*

1. **Advisory Review Role**

   CPAG participates in the review of existing content (both scheduled five-year reviews and ad hoc reviews) by providing feedback during the initial review step on how documents can better align with current content priorities. This feedback, viewed through a "content priority lens" rather than as technical expertise, is shared with content authors and VG leadership.

2. **Decision-Making Authority**

   The ultimate decision on whether content should be archived, updated, or kept as-is rests with the VG leadership and content authors. CPAG's role remains advisory rather than decision-making for all existing content reviews.

*For Position Statements:*

1. **Initial High-Level Review**

   CPAG conducts an initial high-level review of proposals for new position statements, including assessing whether the proposal is supported by appropriate background content, such as a white paper or peer-reviewed publication, which must also undergo CPAG and Board approval.

2. **Review of Position Statement Drafts**

   After the supporting content is approved and the position statement is developed, CPAG reviews the draft to ensure it aligns with the approved proposal and supporting materials. CPAG provides feedback and recommendations to the project leader and recommends the final draft to the Board for approval.

*CPAG's Broader Role*

Throughout these processes, CPAG serves as a key advisory body, ensuring that AIHA content adheres to established standards and strategic objectives. By providing expert review and feedback, CPAG helps maintain the quality, relevance, and impact of AIHA's content initiatives.

# Attachment #4 Content Exempt from CPAG Proposal Review

The following content types are exempt from the formal CPAG proposal process because they are managed under separate AIHA workflows. However, CPAG may still provide input to ensure alignment with AIHA's content priorities.

1.  **Professional Development Course (PDC) Content:** Though not "owned" by AIHA, PDC content developed by authors is reviewed by the Continuing Education Committee to ensure alignment with the Content Portfolio objectives.

2.  **Conference Education:** The Conference Program Committee evaluates the conference's educational content.

3.  **Webinars and eLearning Courses:** Webinars and eLearning courses are evaluated by AIHA staff, with consideration given to member needs assessments.

4.  **The Synergist:** The Synergist is a monthly magazine that provides in-depth news and information on occupational and environmental health and safety, and the industrial hygiene profession.

5.  **Journal of Occupational and Environmental Hygiene (JOEH):** JOEH is published both in print and online to enhance the knowledge and practice of occupational and environmental hygiene and safety.

6.  **Time-Sensitive Projects:** In the event of a public health crisis or natural disaster, projects addressing the situation may be fast-tracked and exempt from the standard CPAG content proposal process, pending approval from AIHA staff and the Board.

7.  **Document Translations:** Content proposals for document translations are reviewed by AIHA staff, the leaders of the relevant VG, and the VG Board Liaison. Comments are compiled and sent to the AIHA Board for review and final decision-making.

8.  **Non-Technical Publications:** Books such as memoirs or other non-technical publications that fall outside the parameters defined for CPAG review are exempt.

# Attachment #5 Promotion and Advancement of Content Priorities

CPAG plays a vital role in promoting awareness and implementation of AIHA's content priorities across the organization through multiple strategies, allowing flexibility in how CPAG members engage with VGs and the broader AIHA membership.

***Strategic Approaches to Content Priority Advancement***

2. **Content Priority Working Groups (CPWGs)**

   CPWGs are **optional but encouraged** collaborative efforts that facilitate collaboration between CPAG and VGs to advance specific content priorities.

   *If CPWGs are formed:*
   If CPWGs are formed, CPAG members will serve as **champions** and **assistant champions** to facilitate collaboration between VGs and other stakeholders, while monitoring progress and providing regular updates during monthly CPAG meetings. Champions will maintain and update a content priority dashboard to track initiative progress.

   *If CPWGs are not formed:*
   If CPWGs are not formed, CPAG members are encouraged to **actively engage** with VGs, monitor progress, and provide guidance to ensure initiatives align with AIHA's mission and content priorities. CPAG members should also report on the progress of content priorities during monthly meetings, ensuring that all members are informed and that content priorities are being advanced effectively.

3. **Annual Virtual Town Hall**

   CPAG will host an annual virtual town hall, inviting all VG leaders to better understand content priorities and their implementation. The town hall will feature updates on content priorities, showcase successful implementations, and encourage VG participation in advancing priority initiatives. In years when in-person leadership workshops are held, CPAG may integrate content priority presentations into these events, either in place of or in addition to the virtual format, maximizing opportunities for engagement with VG leadership and ensuring consistent awareness of AIHA's content priorities.

4. **VG Leadership Engagement**

CPAG members are encouraged to participate in VG officer training sessions to highlight content priorities and their importance to AIHA's strategic objectives. To maintain ongoing communication, CPAG champions are encouraged to request time on VG meeting agendas to provide content priority updates and address questions from volunteer groups. Throughout these engagement efforts, CPAG should collaborate with Board Liaisons to ensure consistent messaging about content priorities across all communication channels, creating a unified approach to content development and management.