



## Certified Chamber Executive (CCE) Exam Sample

### Section 1: Management

**1 Who should not be the primary authors of a planning program for a new strategic plan for the Chamber?**

- a) business leaders
- b) government officials
- c) committee chairs
- d) the Board of Directors

**2 Which of the following is an important part of a typical Chamber structure?**

- a) membership Director
- b) Board of Directors
- c) communications Council
- d) branch of mayor's office

**3 What first step leads to an effective program development plan?**

- a) news conference
- b) development by staff
- c) identification of stakeholders
- d) All of the above

**4 Accomplishment of one's goals can be measured best through completing**

- a) objectives
- b) financial progress
- c) the program year
- d) policies

**5 A Board member has a conflict with a member of your staff and demands their dismissal. As Chief Executive, what action should you take?**

- a) follow their direction and dismiss the staff person
- b) clarify the Board's area of responsibility as setting policy
- c) ignore the Board member
- d) reassign the staff person to a role with less contact with the Board

**6 A Chamber code of ethics or by-laws is important to its mission because it**

- a) provides guidelines to staff and volunteers in carrying out the mission
- b) helps to sell memberships
- c) defines accepted behavior for the CEO
- d) outlines the limits of the mission

**Provide your answer in the space following each question. Do not list more answers than requested. Additional answers will not be considered or scored.**

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**7 List three key steps for implementing a community needs assessment (3 pts.)**

## **Section 2: Planning and Development**

**8 What strategy is most effective in gathering feedback from volunteers?**

- a) fundraising
- b) telephone hotline
- c) member grievance process
- d) membership surveys

**9 Which policy is appropriate for the Board to decide?**

- a) day-to-day staff decisions
- b) committee recommendations
- c) staff promotions
- d) internal procedures

**10 Which of the following is not a direct benefit of clearly written policy statements?**

- a) action on issues may be taken more quickly
- b) members will have a better understanding of the Chamber's positions
- c) the CEO can act without the explicit consent of the Board
- d) government officials will have a better understanding of the Chamber's policies



**Section 3: Membership and Communication**

**11 What is the most effective way to collect information from your members?**

- a) membership surveys
- b) Board member input
- c) discussions with staff
- d) all of the above

**12 A benefit of identifying target audiences is to**

- a) assure better understanding of the message
- b) provide a model for all other future targets
- c) reduce mailing costs
- d) result in immediate member growth

**13 Which of the following is an example of a marketing goal?**

- a) make the Chamber newsletter an insert in the local newspaper
- b) grow the Chamber's funding by twenty percent over two years
- c) become a regional Chamber
- d) change from bulk mail to second-class postage for newsletter

**14 How do you best identify your target audiences for products, services, and benefits?**

- a) historical documents
- b) market research
- c) staff input
- d) membership confirmation letters

**15 Which of the following is the least useful in evaluating products, services, and benefits?**

- a) the Board Chair's opinion
- b) documented interest
- c) compatibility with strategic goals
- d) total associated cost

**16 What is the best way to successfully get delayed renewals to pay?**

- a) telephone call
- b) a threatening letter to the member
- c) listing them in Chamber newsletter
- d) extend payment deadline

**17 A program that is currently financially profitable should**

- a) be continuously evaluated because most programs may have a limited useful lifespan
- b) be evaluated because organizers may have hidden agendas
- c) not be evaluated because limited resources should be concentrated on improving unsuccessful programs
- d) be evaluated by a committee to determine if it should be discontinued



**Section 4: Operations**

**18 What numbers would tell you the most before taking a new Chamber job in order to do your due diligence?**

- a) number of staff
- b) number of members
- c) unrestricted net assets
- d) size of Board of Directors

**19 How do you develop a monthly “year-to-date” budget?**

- a) through a best guess
- b) by dividing the annual budget by twelve
- c) by basing it solely on last year’s experiences
- d) by projecting income and expense for each monthly period

**20 Which of the following expenses is “controllable”?**

- a) lease contracts
- b) salaries
- c) rent
- d) interest

**21 What is the most effective way to develop a budget?**

- a) involve the entire team
- b) the CEO and financial director develop the budget
- c) eliminate details and be more general
- d) survey your members

**Provide your answer in the space following each question. Do not list more answers than requested. Additional answers will not be considered or scored.**

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**22 Staff morale has been extremely low, and two of your most valued employees have resigned. What five personnel-related factors would you, as Chief Executive, review to identify possible causes of the morale problem? (5 pts.)**



**Answer Key**

1. b) government officials
2. b) Board of Directors
3. c) identification of stakeholders
4. a) objectives
5. b) clarify the Board's area of responsibility as setting policy
6. c) defines accepted behavior for the CEO
7. Possible answers:
  - Retreat, survey, or focus group
  - Collaborate on action plan
  - Involve key leadership from public and private
  - Include an action plan to act on needs and recommendations
  - Prioritize needs
  - Determine funding
  - Research existing data
  - Research issues
  - Implement a "buy-in" plan
  - Development plan for broad base communication
  - Involvement
  - Develop a well –rounded plan with many community partners
  - Board of Directors approval
  - Identify key stakeholders
8. d) membership surveys
9. b) committee recommendations
10. c) The CEO can act without the explicit consent of the Board
11. a) membership surveys
12. a) assure better understanding of the message
13. b) grow the Chamber's funding by twenty percent over two years
14. b) market research
15. a) the Board Chair's opinion
16. a) telephone call
17. a) be continuously evaluated because most programs may have a limited useful lifespan
18. c) unrestricted net assets
19. d) by projecting income and expense for each monthly period
20. b) salaries
21. a) involve the entire team
22. Possible answers:
  - Compensation & benefits
  - Ability to have input into overall programs
  - Assess CEO performance
  - Performance evaluation process
  - Exit interviews
  - Job expectation vs. description
  - Responsibility given to employees
  - Team Training
  - Recognition process
  - Regular staff reviews
  - Staff retreat
  - Supervisory methods

