



## Certified Chamber Executive Sample Exam Questions

### Membership, Revenue, and Communications

1. Chamber of commerce membership continues to be relevant
  - a) Because chambers can facilitate and provide quality, curated peer connections among business and community members
  - b) Because most business owners will attend in-person meetings and events that provide networking opportunities
  - c) When members feel that they belong to an exclusive club
  - d) Because chambers provide professional education and information not available elsewhere
2. Of the following considerations, which is the most important in deciding whether to continue offering a chamber program or event?
  - a) The chamber's traditional ties to the program
  - b) Alignment with chamber mission
  - c) Whether the program serves young professionals, since they are the future of chamber membership
  - d) Attendance trends over the last several years
3. You are preparing a marketing plan to present to your chamber's leadership. Name four components that should be included in the plan.

### Management

4. Which of the following steps should be taken as part of the process to merge a chamber with another chamber or community organization?
  - a) Develop a timeline for formal merger exploration and implementation, with the process to be completed within one year
  - b) Conduct a fundraising campaign to cover the costs of the merger
  - c) Prepare and implement a merger communications plan, including member surveys to gauge interest and regular progress updates to members
  - d) Focus primarily on achieving savings in operational costs for the resulting merged organization



5. Which of the following is not a typical responsibility of a chamber board member?
  - a) Actively promoting the mission of the chamber by contributing ideas and expertise
  - b) Making all chamber staff hiring decisions
  - c) Following conflict-of-interest and confidentiality policies
  - d) Preparing for and regularly attending board and assigned committee meetings
6. List the following in order of legal hierarchy, with #1 being the highest:  
Procedures, Bylaws, Policies, Articles of Incorporation, Practices

### **Planning and Development**

7. Your chamber has just completed and launched a new multi-year strategic plan. Which of the following steps will best support the implementation of the plan and achievement of its goals?
  - a) Identify a single staff member to “own” the plan and have primary responsibility for implementing it
  - b) Discuss strategic goals at yearly staff and board retreats
  - c) Review plan goals, timeline and metrics in each monthly staff meeting
  - d) Ensure that organizational mission statement is posted in the chamber office where members, staff and volunteers can easily see it
8. When creating or updating your chamber’s public policy agenda, which of the following is not an appropriate step to take?
  - a) Avoid taking positions on issues that have proven divisive to your community
  - b) Take public policy positions that support private sector employers in general, rather than any one industry
  - c) Ensure that you have a thorough understanding of your members’ opinions by conducting an annual public policy survey
  - d) Develop a global public policy agenda with which individual policy positions must be consistent
9. There is a shortage of skilled workers to fill open jobs and drive continued economic growth in your community. As CEO of the local chamber, you have learned from businesses and educators that the local school system is not adequately preparing students for these jobs. The chamber has not yet entered the talent development space and is preparing to take steps to promote and encourage a skilled workforce. Name three actions you would take to lead educational transformation in your community.



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## Operations

10. Identifying an appropriate membership database system to achieve your chamber's objective is best done by which of the following:
- a) Solely by the board
  - b) A consultant
  - c) Membership sales department
  - d) Multiple and varied staff users along with IT specialists
11. How do you develop a monthly "year-to-date" budget?
- a) Through a best guess
  - b) Projecting income and expenses for each monthly period
  - c) Basing it solely on last year's experiences
  - d) Dividing the annual budget by twelve
12. Choosing the investment options for your organization's 401(k) plan makes you a/an:
- a) Advisor
  - b) Sponsor
  - c) Fiduciary
  - d) Retirement expert
13. Name three categories of exceptions to UBIT (Unrelated Business Income Tax).



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## ANSWER KEY:

1. a)
2. b)
3. Possible answers:
  - Determine your target audience – who are you trying to reach?
  - Identify and evaluate the messages used by your chamber to date
  - Identify and evaluate the communications tools and channels you have used to date
  - Set goals, objectives, and strategies for your communications
  - Perform market research or other data collection about your target audience, perceptions of your chamber or community, or other relevant information
  - Choose the tools you will use to deliver your messages
  - Define a budget and timeline and identify available resources
  - Develop and implement methods to monitor and evaluate your results
4. c)
5. b)
6. Correct order is the following:
  1. Articles of Incorporation
  2. Bylaws
  3. Policies
  4. Procedures
  5. Practices
7. c)
8. a)
9. There are many approaches to leading education transformation, and no single approach is right for every community. However, this work often has common themes and strategies that lead to success. Reference ACCE's [Education & Talent Division resources](#) for example strategies.

Other acceptable answers might touch on different parts of the talent ecosystem. Focus may be on specific stages of the talent lifecycle (Pre-K, K-12, Post-Secondary, Existing Workforce); methods of effecting change (programs, policy, systems change or communications/messaging) or larger considerations impacting talent in communities (partnerships, measurement/evaluation, equity, leadership).

Answers should include some aspect of collaboration/coordination and should not express a “go it alone” attitude.
10. d)
11. b)
12. c)



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13. As a general rule, income is treated as UBIT when the activity generating it is:

- A trade or business
- Regularly carried on, and
- Not substantially related to the organization's exempt purpose

Generally recognized exceptions to this general rule include

- Dividends, interest, and annuity income
- Capital gains
- Rents from real property
- Business conducted solely by volunteers
- Sales of donated merchandise
- Royalty income, which can include qualified affinity programs
- Qualified sponsorship payments
- Qualified conference and trade show revenue

Each of the above activities must comply with specific current IRS laws and requirements.



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