

## A Quick Guide to Who Does What at the Chamber

### Simplified division of work:

- Board – policy and strategic direction
- Staff – management and administration
- In reality, board may have some input / participation on tactical issues and staff (specifically the CEO) provides strategic guidance

### Personnel issues:

- CEO is board's only employee – hired by and reports to the Board
- CEO needs clear job description and annual goals approved by the Executive Committee (or full board)
- CEO evaluated annually by the Executive Committee
- CEO structures staff positions, hires, manages, evaluates, terminates staff
- Board not directly involved in managing staff or other personnel matters except for a Executive Committee or Compensation Committee reviewing industry data for compensation and approving annual chamber budget with compensation included

### Fiscal responsibilities:

- Board has ultimate legal authority and responsibility for chamber's governance
- Board asks organization to acquire director and officer liability insurance
- Board authorizes and reviews annual independent audit
- Board ensures required reports and filings

### Budget:

- Staff prepares draft budget for board review and approval
- Board owns budget
- Staff and board regularly monitor financial performance against budget

### Planning:

- Board and key staff prepare strategic plan, Board adopts
- Board and key staff prepare annual plan. Board adopts

## Board, Staff or Committee Function?

	Who is Responsible?	Board	CEO/Staff	Committee
1	Approve the annual budget.			
2	Make staff hiring decisions for other than the Exec. Dir.			
3	Develop (review) programs or services.			
4	Assess the performance of the board.			
5	Encourage and enforce board accountability.			
6	Assess the performance of the executive director.			
7	Approve the 990 tax report for submission to the IRS.			
8	Establish policies.			
9	Set the agenda for the Board meetings.			
10	Monitor income and expenses on a daily basis.			
11	Select the auditor/CPA			
12	Revise the organization's mission statement.			
13	Exercise fiduciary oversight of the organization.			
14	Identify, recruit and select new Board members.			
15	Create a fundraising plan.			
16	Create a strategic plan.			
17	Create a business plan of action.			
18	Engage in day-to-day management of the organization.			
19	Create organization positions and resolutions.			
20	Create organization procedures.			
21	Renew insurance coverages.			
22	Budget for staff education.			
23	Identify future volunteer leaders.			
24	Appoint committees.			

Source: Board Roles and Goals – Bob Harris, CAE

2015 WACE Academy, Year 1, Committee & Board Development, Instructor David May, Fort Collins (CO) Area Chamber of Commerce