



LEADERSHIP & MANAGEMENT®

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& BUSINESS ASSOCIATIONS

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The Hispanic Chamber and the Stimulus Package – Are we prepared?

By Roy Nunez, BA, MA, MIM, CT

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The upcoming "once in-a-generation" economic stimulus package will have significant impact on the nation's economy. Regardless of political leanings, the over 45 million strong Hispanic community and its business sector, will be affected by the many facets to be targeted by the stimulus package; from housing and employment, to providing goods and services to implement the stimulus of economic activity. Although the details are still coming in, the states will be receiving a great deal of those monies for the different projects and priorities which will be the catalysts to economic recovery and growth.

How can the local chambers play an active and effective role in the allocation of those resources coming to their state and municipalities? We advocate proactive action. The USHCC has taken the initiative at the national level, starting consultations and dialogue with the legislative and executive branches of the government in Washington. (We highly recommend the local chambers attendance of the USHCC Legislative Conference March 9-11- 2009). But that has to be followed up at "the trenches" where the local chambers operate and face the day-to-day challenges for a piece of the economic pie of their localities. Preparation, information and initiative are 3 indispensable ingredients. The local chambers must tune-up or create the necessary internal infrastructure to be able to absorb and effectively utilize any of the programs and resources destined for Hispanics-business or community- in the stimulus package. This includes knowledge of their local Hispanic community (size of their local Hispanic population; how many businesses, what can they do or provide, what is their capacity, their number and types of employees, etc.) Next, the chamber have to strengthen their linkages with the official local economic development establishment (the city/county economic development committees and/or department, the city/county executives; the mayor's office, among others).

One of the reasons we have been preaching for the last two decade on the need, and indeed the methodologies for a proactive role of the local chambers in those economic development institutions, is precisely because the decision-making on the allocation of resources is made usually by that established structure. We also recommend to the chamber to have its own economic development plan, jointly with a Hispanic community leadership

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**George Autobee, BA,
MA**

George Autobee, President of World Demographics of Denver, CO is a former member of USHCC Board of Directors where he helped establish the Hispanic Entrepreneur Project. He is a recognized authority in Hispanic business and economic research. Mr. Autobee is responsible for IOTD's operations in Washington DC; and has been a regular contributor to this national newsletter since 1991. Mr. Autobee is a decorated Vietnam Veteran.

“The goal of diversity will eventually be met – with or without the Supreme Court rulings – because both the global marketplace and the marketplace of ideas demand it, because it is a demographic inevitability.” Tina Griego, RMN 6/23/03 Pg. 6A

2010 Census impact on Hispanic Community

By George Autobee, BA, MA

The 2010 Census will have an immense economic impact the Hispanic/Latino community.

Article I, Section 2 of the U.S. Constitution states that Representatives and direct taxes shall be apportioned among the several states....according to their respective numbers.

Today, the census determines more than just representation. It also determines the amount of federal funding State and County government agencies receive. As a result, elected officials have an incentive to maximize the number of their constituencies.

Hispanics number over 45.5 million with additional 3.9 million from Puerto Rico which make the count close to 50 million Hispanics. (Not counting the undocumented). Hispanics have a vested interest to be counted in the 2010 Census. Why? Because of the redistricting of political boundaries are dependent on the census count. The census data is used in order to insure fair representation and avoid gerrymandering. The census data will be critical in the next general election. The breakdown distribution of funds under President Obama's economic 2009 stimulus plan, is based on the local population count.

Social programs are dependent on Census data for development of basic research on their clients. Small business uses the census data in their location and consumer market studies. The Census bureau is under the Department of Commerce now at the time of this writing there is no Director for the Census and there is no Secretary of Commerce. It is vital to fill both of these positions and give proper direction. Go to www.Census.gov and see what the census does and how the data is used.

Should you be a community advocate, elected official or just interested in the Hispanic issues with the Census, the National Institute for Latino Policy is an organization you must look up. They are working to insure that Hispanics have an impact on the Census Bureau. By going to their web page address info@latinopolicy.org, you can see the day to day census issues impacting the Hispanic community.

What can you do to insure that there is a correct count? Be sure to fill out the Census questionnaire when you receive it. Help family members to fill out the questionnaire and be aware of the economic impact the census is having on your community. And for the Hispanic chambers, it is extremely important to know the data, and how to use it effectively. Our IOTD Hispanic Business report will go a long way to assist the chamber on this process.

My company World Demographic Research LLC., is based on census data. While in graduate school my Master's thesis was a Socio-economic study of Pueblo, Colorado. By taking the census tract information I was able to show on maps, the breakdown of the Hispanic population by Median Income, Median Housing Value, Female Heads of Households, Unemployment rate and educational levels, thus identifying the geographical areas with highest poverty or highest income by ethnic group.

Since partnering IOTD, together we have a 18 year history of contracting with the local Hispanic Chambers of Commerce, to complete economic/business studies of their local counties. At this time, when the chambers truly need this information, we are ready to develop their local Hispanic Business report. Contact IOTD for more information.

Exploring the Origin of Organized National Hispanic Chamber Movement in the United States – know our History

By Roy Jasso & Roy Nunez

The National Mexican Chamber of Commerce, Founded in 1971, in Stockton, California, was the humble beginning of our sprawling Hispanic chamber movement in the United States. This Chamber eventually became what is now the United States Hispanic Chamber of Commerce. Visionary pioneers George Mosqueda, the (1st National President) along with Joe Flores, Jean Reynosa, and Kathy Olvera (board members), were the proud founding “father/mothers” and officers of this National Mexican Chamber of Commerce. Back in 1971 the Latino population was mostly made up people of Mexican descent. At that time, Mexican Chambers of Commerce struggled in a less than friendly environment to join the early emerging Hispanic business and economic strength in the California Central Valley, Bay area and Southern California. Against high odds, the Mexican-American Chamber of Commerce of Stockton, California, was established in 1972. This chamber was one of the first Latino Chamber with full time paid staff. Roy Jasso, (co-author of this article was in fact, the first full time paid Executive Director of this chamber as well as among the Latino Chambers that were around at that time). Roy Nunez also co-author of this article subsequently took over the position of Executive Director of the Stockton Mexican-American Chamber in 1982. The Stockton Mexican-American Chamber of Commerce office, located at 127 E Church Street, Stockton, California was also the Headquarters of the National Mexican Chamber of Commerce. Mr. Jasso, one can argue for all practical purpose, was also the first paid National Executive Director of the National Mexican Chamber simple because he carried out duties for this National Mexican Chamber.

From the very beginning questions and barriers, (which unfortunately still exist to a certain degree today), were raised to prevent the awakening and growth of the Hispanic economic strength which we now see spread across the United States. First among those comments continually heard were: “We don’t need a Mexican Chamber! “Why a Mexican Chamber”, It is duplication”; or the milder “ we are going to give you a desk in our office, and you can take care of our Hispanic businesses”. But because of the tireless and relentless efforts of our business and community leaders, the founding and establishment of these chambers continued to flourish throughout the country. Stockton was at the forefront of these developments. It was the first Mexican-American Chamber to obtain economic development funding from the City, County, and State of California, in 1973.

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**Roy Jasso,
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Wells Fargo Bank**

Mr. Jasso markets Wells Fargo’s community lending and investment programs throughout Los Angeles, Ventura and Santa Barbara counties.

Prior to joining the Wells Fargo Bank, he was the Executive Director of the Latin Business Association a non-profit organization that provides business assistance to the Hispanic community. Roy’s work experience also includes positions with several major corporations in the fields of marketing, sales, government affairs, public relations and community involvement.

Roy is committed to the community and has served on numerous boards on a local, state and national level. He uses his rich background of community involvement, economic development and corporate experience to enhance Wells Fargo’s performance in these arenas in Southern California.



Roy Nunez, BA, MA, MIM, CT

Mr. Nunez is Director/CEO of the Institute for Organizational Training & Development. He is a certified trainer, and has extensive local, state, & national experience in chamber of commerce development, management & consulting; he holds Masters Degrees in Political Science and in Business Administration and has done doctoral work in Public Administration. Mr. Nunez is former Western Regional Manager of the USHCC, and he has been very active at the leading edge in the development of the Hispanic chamber movement throughout the country. Mr. Nunez is a Vietnam Veteran.

Types of Boards

I. Advisory Board

Primarily gives advice and makes recommendations, usually to the agency's Executive Director. The Executive Director is not appointed by or responsible to the Advisory Board and does not have to follow its advice.

II. Administrative Board *

A full time working board whose member may or may not receive a salary. Makes decisions regarding program and policy, and acts as a plural chief executive of the agency. Members carry out their own policies through administrative activities.
*This is a predominant form in most small chambers.

III. Policy-Making Board *

The governing body of the organization. Makes policy decisions regarding purposes, functions, goals and activities. Selects, employs and evaluates the Executive Director who reports to the board and is responsible to it. Is not involved in the management/administration of the organization.
*This is our recommended long term structure for the local chamber.

The Board Creates the Vision and Mission of the Chamber

The Vision and Mission statements of the chamber are at the very foundation of the organization. They represent both directional beacons and guiding principles for the development and growth of the chamber. Vision represents the core ideology of the chamber, its envisioned future, and an inspirational message. The mission, on the other hand, represents the core values of the chamber expressed in action statements and commitments to its members, to the Hispanic businesses in the area, and to the overall community. Unfortunately, with many of our local chambers mission statements are basically a reputation, or slightly modified versions of the statement of another chamber. Furthermore, although the very fact that many groups of entrepreneurial Hispanics invest their time, money and resources at a great personal sacrifice, are starting local chambers throughout the country, clearly demonstrates the visionary nature of their efforts, a well thought out vision statement is not often found in our local organizations.

There are risks associated with not having or not revisiting periodically the vision and mission of the chamber. These risks include the tendencies of organizations to get involved in activities and use its resources on issues which may not advance the interest of its members; competing with other organizations already involved in those areas, while neglecting or overlooking opportunities which may really further the business or economic development of its constituencies.

The chamber Board of Directors and its members must take "ownerships" when it comes to the development and implementation of both the vision and mission statements. An annual review of these critical elements is recommended through a retreat-like meeting of the Board, Committee Chairs, and others involved in the chamber leadership. The results of such a meeting will reinforce and reinvigorate the chamber direction and approach to its development. It will also provide a stronger foundation to the strategic planning in which the chamber must engage to have a genuine impact on its local economic environment. A chamber –knowledgeable facilitator will enhance the effectiveness of this extremely important function of the chamber. In this special issue, we will look into a number of examples of chamber leadership visions, as expressed in IOTD's newsletter in the past 19 years. For more information and recommendations for a successful retreat for a vision-mission-strategy approach, you can call us at the Institute. We will be glad to help. Remember:

Developing a Vision: *Core Ideology; Envisioned Future; Focused; Understandable; Verifiable; Inspirational.*

Developing (or Re-stating) a Mission: *Core Values; Action Oriented; Concise; Positive; Understanding; Inspirational.*

New Boards of Directors for a New Chamber Environment

The board of Directors of the Hispanic Chamber of Commerce is the single most importance element in the quality and the pace of growth of the chamber. This cannot be overemphasized. Creating and developing effective Boards of Directors which can cope and thrive in our increasingly competitive and complex business environment is paramount for the Hispanic Chamber of the twenty-first century.

The most successful boards of associations and not-for-profit organizations in the country have a historical evolution, which has brought them, over the years, gradually to a high degree of sophistication and business-like efficiency. Unfortunately, Hispanic Chamber Boards cannot afford the time or the opportunity-cost of a leisurely or slow evolution. Rather, we must in effect leapfrog from a relatively young movement into a high technology, extremely competitive and results-driven marketplace. Thus the predominantly social orientation of our traditional chamber boards is no longer competitive or compatible with the demands of business, particularly at this critical time.

This is a challenge for many of our local chambers. They have, however, clearly demonstrated that they are up to the task. Witness the phenomena we reported in earlier editions of this newsletter about the increased use of computer technology by Hispanics. Newly released studies by prestigious Hispanic researchers confirm that Hispanics and Hispanic businesses are indeed embracing and adapting to the technological age, showing an impressive growth of computer usage to a high 30% (and higher in some areas of the county); more than doubling the figure of just a few years ago. The Hispanic Chamber time-tested resiliency will no doubt bring the chamber boards to the necessary level of know-how and effectiveness. The growth, however, can only occur if it is grounded on a solid foundation. Every successful entity (or individual) must build on the solid ground of mastered fundamentals of their enterprise, and so must the Hispanic chambers.

Understanding, clearly and functionally, the role and responsibilities of the board and the individual board members, and the special nature and mission of Hispanic Chambers, is the most basic and too often overlooked element by many boards. It is on this understanding, combined with the necessary skills, knowledge and experiences that growth of the chamber can be build. Initial orientation of board members is part of this equation and should be expanded in the form of continued education and renewal of the board. The influx of new information and perspectives will keep the chamber dynamic and able to observe and utilize the new technologies and methods for progressive functioning and competitiveness.

We have incorporated our institute's research capabilities, our long-time involvement and contributions to the continued development of the Hispanic chamber movement across the country, into the design of a comprehensive and interactive instructional package for the Hispanic chamber boards. This package helps to strengthen those key concepts we alluded to earlier; and since it is tailored to the needs and conditions of the Hispanic Chambers receiving the training, it provides a strong foundation for growth in the new business and socio-economic environments in which the chambers must operate.

Among the issue and methodologies addressed in the training is:

- The nature of the modern chamber work
- The roles and responsibilities of the board/the members
- The functional organizational structures of the chamber
- The process to develop the chamber plan of work
- The membership development and retention process
- The development of the chamber corporate relations
- The development of the chamber governmental/political relations
- The chamber community relations process
- Applying technology for the growth of the chamber
- Integrating "Boardmanship" functions for optimal effectiveness of the board.

Key Learning Points for Board Members

1. Leadership & Vision (with the necessary knowledge and information)
2. Organization (mechanism to do the work)
3. Program of Work /Annual and Strategic (roadmap for the future)
4. Membership/ Legitimacy/ Marketing (can not continue being a secret for a privileged few.)
5. Finances (invest in ourselves first, then the rest will follow)
6. Research & Information (must know vital information on Hispanic business and community in your area)
7. Hispanic Business & Community Support (earn it)
8. Local Government & Corporate Support (develop it)
9. Advocacy Program/ Business & Economic Development (participate in it)

The Chamber Board and Business Development

The importance of association management and leadership skills in today's Hispanic chamber boards cannot be over emphasized. The movement of Hispanic chambers across the country is reaching maturity, after more than a quarter of a century of continued growth. This maturity however, with too few exceptions, has not yet fully translated into the fully effective, recognized and respected economic force, which it can be.

The power of chambers to affect and create conditions to help Hispanic Development in a substantial manner, begins with the ability of the organization to understand the issues impacting their members and constituencies; to have systems and mechanism to deal with those issues, and the structure, resources and manpower to deliver the necessary programs and activities. This in turn, creates legitimacy, the recognition and acceptance of the chamber by the business, economic, political and social forces in the community. Legitimacy is a sine que non for the Hispanic chambers.

The lack of legitimacy or credibility, manifest itself in many forms. For example, if the Hispanic chamber is not taken into account when important local issues are discussed or decided on local government initiatives and business development, which could mean business and employment for Hispanics; or when new industry moves into town, when policies and programs for business are enacted, or in other similar circumstances. This lack of access and participation may render the chamber irrelevant as a business association. But even when the opportunities for involvement of the chamber may exist, the chamber must have the institutional framework to play a meaningful role in the economic mainstream.

Training, knowledge and skills to transform the organization into effective tool for business development, are the foundation of progress of the local chambers, and that of the state and national chamber system, whose own base is the aggregate cumulative strength of the locals. Association management and leadership training is therefore, paramount for the modern Hispanic chamber. We must reinforce and perfect the fundamentals, to reach a competitive level of performance. We must redefine our role, mission and objectives; our structures and our programs; services and delivery system; membership and position in the business community; our interaction and interdependencies with government, corporations and the many other "publics" the chambers have. And we must build and manage the needed resources to fuel the engine of the organization.

Continued Training / Development For Board of Directors

In our consulting and training work in many parts of the country from California to New York, I have frequently found that when chambers experience growth, either too slowly or too fast (which covers most of our local chambers), the fundamental, structural and sustaining elements tend to weaken or were never too strong to begin with. In the first instance, slow growth tends to lead to stagnation, which in turn may result in the irrelevance of the chamber in the local economic and the business environment. On the other hand, when in spite of a lack of strong basics, a chamber nevertheless grows and expands, the growth tends to be short-lived, or the chamber, even with a large membership, tends to produce very little substantive output for its members and constituencies. And its real legitimacy as a business and economic development institution falls into question.

Thus, like all successful athletes and others who keep on top of their games by constantly practicing the fundamentals; and as business as who adapt and thrive in these times of great changes on our society, Hispanic chambers have to insure that these basic skills, knowledge, components and strategies for chamber work are kept strong enough to build dynamic and long-lasting growth and development. Throughout this issue, we present some ideas that will assist the chambers in honing these skills to strengthen their Organizations. The issues raised are, by and large, practical and operational. In upcoming newsletters we will address policy and strategy areas of chamber development. The following is a sample set of training and development fundamentals we offered for one of our clients, after evaluating their specific needs:

Board Planning Retreat: Coordination & Facilitation

The first building block of effective organizational and institutional development is the framing of a shared vision and understanding, as well as a participatory plan of action to make that vision a reality. The first step in this process is to conduct an effective planning session in which, with the active participation of the leaders of the chambers and other key individuals, the aspiration, priorities, goals, and objectives of the organization can be articulated and the activities, programs, and resources for their achievements are determined. Further, a consensus for the role and direction of the chamber can be established during the session. Effective "Boardmanship" to help the board function more effectively, is also part of the development package.

Chamber Plan of Work

The chamber must have a plan of work, as well as the "why", "how", and "when", will it get there. This must be a living, breathing document, which will serve as a management tool for the chamber. This document should be prepared based on the data and the information gathered at the board retreat. The plan of work will be the chamber's statement to the members, supporters, and the overall community, on what it stands for and its role in the community.

Organizational & Legal Documentation

The State, local and federal requirements for chambers of commerce should be maintained up-to-date by the organization. Corporate and government contributions and projects, certain chambers initiatives, member's inquires; Chambers expansion, or a possible audit, are some of the reasons to have this documentation up to date, in addition to being the obligation of the chamber to have those documents in order,

Services, Referral System & Information

Regardless of size, the chamber must have a standardized "manual" and reference source that will assist the staff or whoever answers inquires at the chamber. This material should include; the services the chambers chamber offers; a referral list, and a system of information dissemination; basic data on local Hispanic business, demographics and other socio-economic information, and consistent statement in response to the perennial questions "Why a Hispanic Chamber?" or "What does the Chamber do?"

"Presentation" Documents

The chamber brochures (in English and Spanish) are your "First Impression" documents. The all-important, long lasting impression of the chamber would be in large measure determined by these documents. Special care should be taken in the wording and concepts on each of the documents, taking into consideration the target audience needs and expectations.

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Board of Directors Responsibilities

Determine the Organization's Mission and Purposes:

A statement of mission and purposes should articulate the organization's goals, means, and primary constituents served. It is the board of directors' responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.

Select the Chief Executive:

Boards must reach consensus on the chief executive's job description and undertake a careful search process to find the most qualified individual for the position. (One of IOTD's contentions, controversial for some, is that the local chambers will not realize their full potential without a full time Executive Director or CEO.)

Support the Chief Executive and Assess His or Her Performance:

The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization. The chief executive, in partnership with the entire board, should decide upon a periodic evaluation of the chief executive's performance.

Ensure Effective Organizational Planning:

As stewards of an organization, boards must actively participate with the staff in an overall planning process and assist in implementing the plan's goals.

Ensure Adequate Resources:

One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work in partnership with the chief executive and development staff, if any, to raise funds from the community.

Manage Resources Effectively:

The board, in order to remain accountable to its donors, the public, and to safeguard its tax-exempt status, must assist in developing the annual budget and ensuring that proper financial controls are in place.

Determine, Monitor, and Strengthen the Organization's Programs and Services:

The board's role in this area is to determine which programs are the most consistent with an organization's mission, and to monitor their effectiveness.

Enhance the Organization's Public Standing:

An organization's primary links to the community, including constituents, the public, and the media, is the board. Clearly articulating the organization's mission, accomplishments, and goals to the public, as well as garnering support from important members of the community, are important elements of a comprehensive public relations strategy.

Ensure Legal and Ethical Integrity and Maintain Accountability:

The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. Solid personnel policies, grievance procedures, and a clear delegation to the chief executive of hiring and managing employees will help ensure proper decorum in this area. The board must establish pertinent policies, and adhere to provisions of the organization's bylaws and articles of incorporation.

Recruit and Orient New Board Members and Assess Board Performance:

All boards have a responsibility to articulate and make their needs in terms of member experience, skills, and many other considerations that define a "balanced" board composition. Boards must also orient new board members to their responsibilities and the organization's history, needs, and challenges. By evaluating its performance in fulfilling its responsibilities, the board can recognize its achievement and reach consensus on which areas need to be improved.

Create Committee for the Recruiting Of Volunteers for the Chamber

In our Chambers of Commerce, by and largely, mainly volunteers perform the work of the chamber. Even in those organizations with professional staff, volunteers are still the engines, so to speak, which move things forward. Thus, the recruitment, orientation and utilization of the volunteers are very important for the success of the Chamber.

We find our main sources of volunteers among the membership. Those who have made the commitment of resources and times to belong to the organization. Leaders among these volunteers may also be found in our committees (by their deeds you shall know them). Potentially good volunteers may also be found in other community service organizations (LULAC's Concilios, GI forums and other service organizations.) These individuals, already predisposed to community involvement, usually make good volunteers for the chamber. In many instance we do not take advantage of some of the most creative and dynamic people in our community. Those who because of being so successful and "too busy", are not approached on the assumption that they would not participate. It is my experience that the busiest people will find time for worthwhile endeavors.

We have talked in previous issues about how the chamber can develop awareness and promotion in their communities. Positive exposure of the chamber attracts the attention of those Hispanic business people and professionals, who could be the future leaders of the Chamber.

There are however several points which should be taken into account for a successful recruitment and retention of good volunteers;

- A) Have a program of work for your organization. Busy and successful people like to associate with a group that is "going places".
- B) Have an orientation program for the members and volunteers to acquaint them with the chamber, the programs, their responsibilities, etc.
- C) Challenge your volunteers with issues and tasks which have relevance to the Hispanic business community. (friend of ours said that some Hispanic Chambers are extremely busy doing things that nobody cares about).
- D) Acknowledge appropriately and timely the work and accomplishments of the volunteers.
- E) Give the volunteers clear tasks, responsibilities and directions. Vague instructions or leaving the goal of the task force or committee up to the volunteer, is a sure formula for failure.
- F) Hold the volunteers accountable for their obligations and responsibilities. Their respect and commitment to the organization will be enhanced by accountability.
- G) Avoid "burn out" of the volunteers. A good worker in the chamber is often over burdened with every task, project or problem of the organization.
- H) Make sure that personality conflicts, or other subjective elements which have nothing to do with the work of the chamber, do not interfere in the volunteer recruitment and development process.
- I) Lastly, know when it is time to give way to new leadership, change, although inevitable, seems inherently hard for everyone; but in our chamber work, we must make room for new ideas, new perspectives and new vision, if our organizations are to grow in our evermore complex and competitive society. Remember that the Chamber belongs to the membership, and as the organization moves from one stage of development to the next, new leaders often provide those added elements needed to meet the changing environments and conditions faced by the organization. The volunteers must be kept involved, informed and motivated, their talents and aspirations for the Chamber nurtured and respected. When we neglect those needs we risk the decline of the chamber.

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Building Upon a Strong Foundation for Long Term Growth of the Chambers

Hispanic chambers of commerce exist to promote Hispanic business and economic development, and to contribute to the overall economic well being of the communities in which they operate. As they crystallize this mission into specific objectives which they must have in order to develop the programs which will deliver tangible results for their constituencies, the chamber must also have the organizational structure needed as the vehicle to achieve the outputs necessary to meet the demands of their members and the community.

In the relatively short history of the Hispanic chamber movement throughout the county, we have faced many serious challenges, including charges of “not being necessary”, “duplicating activities” of the “main chamber”, and “separating the community”, among many other such arguments. But the continued growth and strength of the chambers have proved that our organizations are the result of a real need in our economic and business environments. However, as economic conditions and business models evolve and change, our chambers must also evolve to meet those challenges. Competition from the “metropolitan chambers”, other ethnic chambers, and different organizations with non-business traditions, is getting tougher and more serious, sometimes diminishing the effectiveness of the chambers. The chambers must turn this competition into collaborative efforts, for the benefit of our Hispanic businesses.

We must develop the chambers as strong institutions, with the capabilities to generate, absorb, process and deliver on the issues of importance to businesses. Our role as effective advocates, and even our very relevance as organizations, would be threatened should we not develop credible organizations, with the leadership, strong membership, solid financial base, functional organizational structures, and a well defined plan of work and professional administration of the chambers. The Hispanic chamber movement is at a cross-road as it moves into a new level of development to meet the increasingly complex demands and needs of the Hispanic business sector, and of the overall national and global economy.

The movement, however, is a compilation of the actions, initiatives and accomplishments of the individual chambers, which are the source of its legitimacy. While the local, state and national chambers have a synergistic effect in our economy, it is the strength or weakness of the individual chambers, which in the end, determines the success of the system.

Organizational and institutional development is a sine qua non for Hispanic Chambers. In the last two decades, as we went through the formative stage, the emphasis has been on the creation and establishment of the organizations, and in developing awareness of the needs, concerns and importance of Hispanics in the local region and national levels. We have been relatively successful in affecting substantive and long lasting changes in expanding Hispanic business. The increasing competitiveness in the market place, however, requires that the local chambers be strong, effective and relevant organizations, to contributing participants in the economic development process of their areas.

The local chambers must have the internal mechanisms and systems, including knowledgeable and effective leadership, management and financial strength, and the structural and programmatic elements which are the foundations of an effective organization. In order for the chambers to represent our business community, they themselves have to operate like a business. Association management and institutional development are paramount for modern local Hispanic chamber of commerce. IOTD is proud to have been a key contributor on the development of the Hispanic chamber movement nationwide. Call us for our training and counseling services.

The Chamber Board Inspires Leadership

Leadership, like most everything in our society nowadays, must adjust to meet the breathtaking changes experienced throughout our institutions and in our socio-economic conditions. If indeed the only constant in our social evolution is change, then we must learn to adapt to and manage change, to be at the cutting edge of association and organizational development. In the end, effective leadership must reflect two clear and concise results: the production of tangible values for the members and constituencies of the chamber, and the necessary quality of those values to affect the changes needed to achieve the mission of the organization.

Effective leadership moreover, requires awareness and understanding of certain fundamentals, for the exercise of such leadership. In Hispanic chambers, the leadership must be at the vanguard of change in their local economic development, and be thoroughly aware of the role of change in the economy and in the community. Among these conceptual fundamentals, are the following:

The Chamber Promise – The chamber, by its very existence, makes several implicit promises to its prospective members and to the community, in addition to those expressed in its brochures and membership publications. Those promises include promotion of business growth and economic vitality for the individual and for the community, articulation and advocacy of the interests of its members and constituencies, etc. These promises must always be fulfilled.

The Chamber Inter-Dependencies - The success of the chamber, even for highly “entrepreneurial” organizations, cannot be achieved in isolation. In fact, there are variety of organizations and institutions, with which the chamber must interact and on which it depends, for that success. Those interdependencies include corporations, government agencies, public officials, community and social groups, educational and training institutions, and many other coalitions.

The Chamber Outputs – The chamber will be judged, and will gain its position in its community, by the actual outputs it produces. Its contributions must be tangible and measurable, directly or through their members. Such measures may include items such as its contribution to job creation or retention, business or procurement development, programmatic or legislative initiatives, etc. Of course, in order to have outputs the chamber must also have the necessary inputs, i.e. resources, people, programs, surveys, etc.

Effective leaders must also consider basic “enabling tools” such as:

Inspiring A Shared Vision – While there are many methodologies and approaches to achieve this consensus, leadership must be armed with knowledge and awareness of the “why’s and “how’s” of the organization, an understanding of the “big picture” in which the chamber and its members operate, and a commitment to continued learning and training to have a full grasp of the issues. Lastly, the chamber work must be “transparent” in its workings, that is, information must be shared, and all directions and members should have access and participation on what’s going on in the chamber.

Model the way – While it is very important to “talk the talk” leadership must also “walk the walk”. Leading by example, commitment and responsible work, will bring out the most and the best from the chamber and its members.

These are just a very few of the issues involved in effective chamber leadership. The Institute has a comprehensive leadership development curriculum, as part of its overall chamber development training. For those interested in this subject, you can call us at the Institute, or attend one of our Hispanic chamber organizational development training sessions.

Aspectos Fundamentales Para Cámaras de Comercio Hispanas Consideraciones Para La Mesas Directivas

En el año venidero, nuestras Cámaras de Comercio Hispanas confrontarán una serie de condiciones, tendencias y circunstancias que afectaran la forma en la que las Cámaras tendrán que funcionar para mantenerse viables y relevantes para el creciente sector comercial Hispano. La revolución tecnológica e informática, la globalización de la economía, los cambios demográficos y socio económicos, son algunos de los elementos que forzarán a las Cámaras de Comercio a innovar y hacer cambios radicales. Aquellas organizaciones que no cambien, y sigan haciendo las cosas de la misma manera, estarían en efecto retroce-diendo y posiblemente disminuyendo la relevancia de la Cámara en la economía local. Desgraciadamente pueden verse ejemplos de este fenómeno en varias Cámaras Hispanas por todo el país. Uno de los primeros pasos en este proceso de innovación es un cambio en la cultura organizativa de la Cámara, un cambio en la perspectiva de lo que la Cámara debe de hacer y como lo debe de hacer. Por muchos años y en muchas Cámaras, las actitudes y perspectivas sobre el papel de las Cámaras han sido subjetivas, individuales, dependiendo de la opinión de los líderes del momento (y en la mayoría de las veces dicha perspectiva no es compartida por los miembros de la Cámara). Esta “personalización” de la Cámara de Comercio ha limitado el crecimiento de esas organizaciones.

Un primer paso hacia la profesionalización de las Cámaras, es un análisis objetivo de las condiciones la fortaleza y debilidades de la organización, y el desarrollo de una visión y un sentido de dirección común e inclusivo, que reflejen los ideales de los miembros de la organización, a que sea reconocida como un participante legítimo en el sector comercial y económico donde están localizadas. Si no se cambia la mentalidad existente, avances y oportunidades, sencillamente pasarán por alto a esas Cámaras, y no se desarrollara su potencia, para el detrimento de los miembros y el sector comercial Hispano en que operan.

Nosotros recomendamos una estrategia dual para confrontar este problema: de “pies a cabeza” o de debajo hacia arriba; y de “cabeza a pies” o de arriba hacia abajo. Esto significa que entrenamiento en los métodos, procedimientos y tecnologías de desarrollo de Cámaras de Comercio tiene que llevarse a cabo al nivel local, donde el trabajo y actividades de desarrollo de negocios se llevan a cabo día a día. Los líderes y potenciales líderes locales de las Cámaras deben ser entrenados profesionalmente en como manejar una Cámara de Comercio. Todas las organizaciones y corporaciones que tienen éxito, hacen inversiones convida- cables en el entrenamiento y educación de sus ejecutivos. Reconocen que el entrenamiento apropiado es indispensable en nuestra competitiva economía. Y toman muy en serio el dicho “entrenar o perecer” (traen or Paris). Nuestras Cámaras tienen que hacer lo mismo, ya que ellas en particular, necesitan mejorar para ser más competitivas.

Por otra parte, la innovación y profesionalización de las Cámaras Hispanas, deben ser estimuladas desde arriba. La Cámara Nacional y las Cámaras estatales deben proveer incentivos y programas para el entrenamiento y desarrollo de sus Cámaras afiliadas. La fuerza e influencia de estas instituciones están basadas exclusivamente en en el número y la influencia cumulativa de las Cámaras locales. Esta fuerza de grupo es lo que da el poder e influencia al nivel estatal y nacional para influenciar legislación, programas, e iniciativas en los sectores públicos y corporativos, cuyos resultados benefician a nuestra economía Hispana en general. Felicitaciones a nuestra Cámara Nacional (USHCC) y a la Asociación de Cámaras Hispanas de California (CHCC) por tomar acción y pasos decisivos para ayudar al desarrollo de las Cámaras locales. Nuestro Instituto (IOTD) se enorgullece de participar con dichas organizaciones, en proveer entrenamiento, estudios y asistencia técnica a nuestras Cámaras de Comercio Hispanas por todo el país.

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Exploring the Origin of Organized National Hispanic Chamber Movement in the United States

The Mexican-American Chamber of Commerce of Stockton, California had a working partnership with the U.S. Small Business Administration, doing business loan packing for small businesses, as well as providing the business workshops and technical assistance to the Latino business community. One of the chamber's first partnerships with the State of California was the Minority Vendor Supplier program established in 1975. The Mexican-American Chamber of Commerce of Stockton covered Northern California by identifying and qualifying minority businesses for procurement with the State. This program was implemented through our VISTA (Volunteers in Service to America) volunteers with Roy Jasso leading the charge. These volunteers were young professionals recently out of college willing to dedicate a year of service to help out low-income communities. The State of California even provided the Chamber with a State vehicle and gas card to cover the territory. These VISTA volunteers helped in many ways, including doing the loan packages, T/A, newsletters, the procurements contracts, organizing special events, and other responsibilities requested of them.

In 1973, the board of directors of the Stockton Mexican-American Chamber and the National Mexican Chamber of Commerce (George Mosqueda, Jean Reynosa and Kathy Olvera), were board members of both groups. They along with Roy Jasso their Executive Director were the pioneers, with later efforts by Roy Nunez towards reaching out to other Latino communities in California, to help them form Latino Chambers in high-Latino populations. Many of these chambers (San Jose, Contra Costa, Sacramento, Modesto, Merced, Fresno, and Denver) are still here with us today. These pioneers outreach to other groups in (Arizona, New Mexico, Colorado, Illinois and Texas eventually morphing into today's thriving national network of hundreds of local Hispanic Chambers spanning the country from west to east, and north to south: from narrowly defined national origin-centered, to all encompassing Hispanic identification; and from small yearly social gatherings, to sprawling nationwide and international conventions events featuring U.S Presidents, state Governors, international leaders, and a myriad of corporate and public sector decision-makers.

Interesting enough it was the White House that outreached first to the National Mexican Chamber of Commerce back in 1973. The White House called our Stockton office because President Richard Nixon wanted to talk to George Mosqueda our first National President of the National Mexican Chamber, (in a future article more will be written as to the purpose of the call from the President of the United States). The road traveled, however, has been froth with growing pains and changes, which we had to experience to go from one stage to the next. The social and personalized nature of most early chambers, has given way to business-centered organizations; and the isolation of our chapters almost exclusively in our neighborhoods, has changes significantly, putting us in the general business and economic environment, which demand production, results and outputs at more significant scales.

Here is where organizations such as Institute for Organizational Training Development (IOTD) Hispanic Research Center can help and has been fulfilling the institutional growth needs of the local chambers. The institute provides the professional leadership and organizational development skills, as well as the accurate research and data necessary for the enhancement of those values inherent in our Hispanic Culture and institutions.

For more information about the origins, development and growth of the Hispanic chamber movement in the U.S., contact us at IOTD.

“ Every successful entity (or individual) must build on the solid ground of mastered fundamentals of their enterprise.”

(Continues from page 1)

The Hispanic Chamber and the Stimulus Package – Are we prepared?

component to implement the strategies (see our previous editions, for a detailed discussion on this topic). Formal communication indicating that the Hispanic chamber is ready and able to be an active player in the local stimulus plan and programs is highly recommended (you may not be invited, so, invite yourself). This is sometimes difficult for the small local Hispanic chambers, which may not feel comfortable putting themselves on the limelight at this time of their development or capabilities; but this would be the best time to introduce themselves to the economic development establishment in their city and/or county. For those chambers which may be new at this, we at IOTD can assist you in your preparation for the new phase of the socioeconomic environment that the stimulus would bring. And although most of the more active and well established chambers, such as some of the California and Texas chambers, among many others, are certainly ready for the coming opportunities, some of the smaller and less exposed local chambers, may need assistance.

We of course recommend to every chamber to have their own local Hispanic business report with the important information and data outlined above. This report will be an invaluable tool which they could bring to the table when discussing and deciding how their local stimulus funds should be allocated, insuring that a portion of the resources be invested in our local Hispanic businesses, employment opportunities, and other components of the stimulus.

In the next issue, after a full review of the package we will elaborate on the details of the stimulus package, and how we can realistically approach it at the local level. Meanwhile, please do not hesitate to contact IOTD for any assistance or information we can provide.

Hasta la proxima!

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Continued Training / Development For Board of Directors

Newsletter: The Most Effective Outreach Tool, Particularly for the Small Chambers

The Chamber should publish a newsletter on a consistent schedule with issues, news and information of interest or relevance to the groups that the chamber is trying to reach or influence. A newsletter, properly written, is perhaps the single most important and the least expensive outreach and information mechanism available to a small or new Hispanic chamber.

Membership Drive

A well-planned and executed membership drive will yield substantial benefits to the chamber, including of course new members and resources. But it can also bring positive promotional exposure. However, effective planning, coordination and management are indispensable for the success of a membership drive. In our next issue, we will provide details and approaches for an effective chamber membership drive.

Work from a base of Knowledge: A Survey

A survey of needs, concerns and perspectives of the membership, the business sector and the groups important to the chamber would be a very important development tool for the organization, as well as a promotional opportunity for the chamber. Programs, policies, changes, directions and other critical issues for the Chambers would be affected by the results. We suggest at least one regular annual survey. Fortunately, corporate supporters of the chamber can fund most of these services.

In coming issues, we will continue to provide more policy, programs and organizational development recommendations that we hope you will find useful. However, should there be any specific area of chamber development that you would like us to address, please do not hesitate to call us at the Institute.

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Board of Directors Responsibilities

Individual Board Member Responsibilities:

- Commit to required length of term.
- Attend all board and committee meeting and functions, such as special events.
- Additional time: 6-8 hours worth of work per month. During these additional hours, the director should be available for a range of duties including: fundraising, advice, conference calls, help with contacts, and occasional lunches or dinners.
- Be informed about the organization's mission, services, policies, and programs.
- Actively pursue funds in the manner of corporate gifts/ sponsorships, foundation grants and in-kind services/materials. (In coordination with the proper committee and staff.)
- Review agenda and supporting materials prior to board and committee meetings.
- Serve on Committees or task forces and offer to take in special assignments.
- Make a personal financial contribution to the organization.
- Inform others about the organization.
- Suggest possible nominees to the board who can make significant contributions to the work of the board and organization.
- Keep up-to-date in developments in the organization's field.
- Follow conflict of interest and confidentiality policies.
- Refrain from making special requests of the staff.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements.

Personal Characteristics to Consider:

- Ability to: listen, analyze, think clearly and creatively, and work well with people individually and in a group.
- Willing to: prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, evaluate one self.
- Develop certain skills if you do not already possess them, such as to: cultivate and solicit funds, cultivate and recruit board members and other volunteers, read and understand financial statements, learn more about the substantive program area of the organization.
- Possess: honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, concerns for your non-profit's development, a sense of humor.

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Congresswoman Nydia Velasquez with Roy Nunez, IOTD's President/CEO



Tina Cordova, USHCC/Chair, With Roy Nunez and George Autobee



George Herrera, USHCC President, With Roy Nunez

