



## Position Profile

# President & Chief Executive Officer

## Greater Green Bay Chamber

### Green Bay, Wisconsin

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#### **The Chamber**

The Greater Green Bay Chamber (the, “Chamber”) has been the cornerstone of economic and community development in Green Bay and Brown County, Wisconsin since its establishment in 1882. With a mission to strengthen member businesses by enhancing economic and workforce development, the Chamber has consistently improved the quality of life in the region. Over the years, it has evolved into a dynamic, financially strong, membership-driven nonprofit organization, serving as a catalyst for growth and prosperity.

The Chamber's diverse membership base includes over 1,000 businesses, representing more than 87,000 employees. From large international corporations to small local enterprises, nonprofit agencies to educational institutions, the Chamber fosters a collaborative environment where all members can thrive. Members benefit from a plethora of services, including networking opportunities, exclusive discounts, and platforms for recognition, all designed to bolster their success.

With a \$3.1M operating budget, the Chamber’s program of work focuses on Economic Development, Talent & Education, Business Resources, and Events. At the heart of the Chamber's initiatives lies a robust commitment to economic development. In conjunction with the Economic Development advisory board the Chamber ensures the region's economic vitality by implementing the Greater Green Bay Economic Development Strategic Plan and supporting business retention and expansion. Facilities like the Startup Hub and Urban Hub provide entrepreneurs with essential resources, fostering innovation and business growth. The Chamber is also committed to providing other resources and information to help entrepreneurial and existing businesses, including serving as the single source of information for locating a business in the Greater Green Bay area.

Recognizing that a skilled workforce is pivotal to sustained economic prosperity, the Chamber places significant emphasis on talent and education. The Partners in Education Board (PIE), serves as an advisory board overseeing programs such as Leadership Green Bay, Current Young Professionals, and Youth Apprenticeship are tailored to attract, develop, and retain talent within the community. Additionally, initiatives like the Childcare Solutions Taskforce address critical issues, helping to ensure that the workforce is supported both personally and professionally.

Through these comprehensive efforts, the Greater Green Bay Chamber continues to be a beacon of opportunity, driving economic growth and enhancing the overall quality of life in the region.

The Chamber’s President & Chief Executive Officer, having served for over 13 years, has announced her planned departure in August. The Board of Directors has embarked on a national search to recruit a new President & Chief Executive Officer to guide the Greater Green Bay Chamber and its prominent business and economic development leadership activities.

More information on the Chamber and its programs can be found on the website: <https://www.greatergbc.org/>

#### **Green Bay, Wisconsin**

Green Bay, Wisconsin, stretches along the southwestern shores of Lake Michigan's Green Bay and sits at the mouth of the Fox River. Located in Brown County, this vibrant city anchors the Greater Green Bay region, which encompasses a unique blend of urban energy and natural beauty. Positioned just over 100 miles north of Milwaukee, Green Bay serves as a gateway to the pristine landscapes of Northeast Wisconsin. Home to approximately 107,000 residents within the city limits and nearly 328,000 throughout Greater Green Bay, the region balances a welcoming small-town atmosphere with the amenities of a flourishing metropolitan center. As the third-largest city in Wisconsin, Green Bay boasts a resilient business environment supported by a skilled and dedicated workforce. From innovative startups to established companies, the region’s economy thrives on collaboration, creativity, and a dedication to excellence.

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The Greater Green Bay economy is impressively diversified, encompassing sectors such as manufacturing, healthcare, paper production, agriculture, logistics, and information technology making it resistant to economic downturns. The top five private employers in Greater Green Bay are Bellin Health/Emplify, Kwik Trip, Humana, Schneider, and Aurora Healthcare. Along with many other outstanding companies and public employers such as the Green Bay Area Public Schools, Oneida Nation, and Brown County, they collectively contribute to a strong and stable job market. Green Bay's strategic location along major transportation routes, including Interstates 41 and 43, as well as access to Green Bay – Austin Straubel International Airport and the Port of Green Bay, enhances its appeal as a logistics hub, attracting new investments and supporting continuous economic growth.

Green Bay is more than just a place to do business—it is a community with deep roots and unwavering pride. Home to the incredibly popular and storied NFL Green Bay Packers, the City's identity is intertwined with legendary Lambeau Field, drawing fans and visitors from around the globe. The Packers' presence fuels the local economy and unites the community in a way few other places can replicate.

Brown County, of which Green Bay is the county seat, encompasses more than 600 square miles of vibrant communities, charming towns, and scenic natural spaces. Known for its agricultural heritage and industrial innovation, Brown County offers a well-rounded lifestyle featuring excellent schools, healthcare facilities, recreational opportunities, and cultural attractions. The area's increasingly diverse population of 267,000 includes a growing representation of people of Hispanic and Hmong origin, along with the Oneida Nation in Brown and Outagamie Counties.

Green Bay enjoys all four seasons in their full splendor. While winter brings crisp air and opportunities for outdoor activities like ice fishing, snowmobiling, and skiing, summer presents lush greenery and inviting waterways perfect for boating, fishing, and hiking. The quality of life in the Greater Green Bay region is exceptional. Residents benefit from affordable housing, low crime rates, and a strong sense of community, all while enjoying sports, museums, and plentiful outdoor recreation.

For more information about Green Bay and Brown County please visit Discover Green Bay at [www.greenbay.com](http://www.greenbay.com) and Brown County, WI at [www.browncountywi.gov](http://www.browncountywi.gov).

**The Position**

**Location**

The President & Chief Executive Officer position is located in the Chamber's offices at 300 North Broadway, Suite 3A, Green Bay, WI 54305.

**Reporting Relationships**

The President & Chief Executive Officer ("CEO") of the Greater Green Bay Chamber reports to the Chair of the 29-member volunteer Board of Directors and works closely with a 10-member Executive Committee, on which the CEO serves. The CEO supervises the Chief Financial Officer, three Vice Presidents responsible for Economic Development, Talent & Education, Marketing & Member Engagement, as well as an Executive Assistant & Human Resources Generalist; a total staff of 23.

Other important interactions include: executives and employees of Chamber member organizations and affiliates; local, state, and national elected officials and their staffs; university, college, technical college, and K-12 education officials; representatives of other public and private sector partnership organizations including New North, Inc. (consortium of business, economic development, chamber, workforce development, civic, non-profit, and education leaders in 18 counties of Northeast Wisconsin); Discover Green Bay; leaders of the Oneida Nation of Wisconsin; members of the media.

**Position Charter**

The President & CEO is the chief paid executive and administrative officer of the Chamber. The CEO formulates, plans, organizes, and administers objectives and policies for the achievement of major area goals. This executive has overall responsibility for the complete operation of the Chamber as it involves program planning and leading staff as determined by the Board of Directors. Further, the CEO serves as chief spokesperson for the Chamber and provides leadership and direction that creates a high level of enthusiasm, anticipation, and forward progress among the membership, Chamber staff, and the Green Bay and Brown County business community.

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***Major Duties and Responsibilities include:***

The President & CEO is responsible for the following activities within the limits of the Chamber's bylaws and the policies as established by and with appropriate delegation from the Board of Directors:

- **Chamber Programs and Services:** Responsible for ongoing evaluation of all Chamber programs and services, with focus on quality, emphasizing value to members and the community at large, along with sound fiscal benefit. Oversee these functions working with the Vice President of Marketing and Member Engagement.
  - Manage comprehensive marketing process that promotes the Chamber, serves membership, attracts new members, and supports committee initiatives.
  - Assure that long- and short-term marketing strategies successfully and consistently articulate the value proposition of the Chamber.
  - Follow up determining if programming goals are being met and initiate actions to remedy any areas of concern.
  - Oversee activities related to ensuring membership satisfaction and retention and that dues and non-dues revenue streams enhance and support the Chamber's work and further define the relevance and value of the organization.
  - Maintain outstanding and on-going communication with members through on-site visits, publications, and emails and in concert with local media.
- **Economic Development:** Oversee economic development activities through the Vice President of Economic Development and through coordination of resources, personal knowledge of relevant issues and direct support to business and industry.
  - Interact with community leadership and government officials to promote economic development.
  - Assure that accurate records of economic development activity are maintained; monitor program requirements and initiate appropriate follow-up.
  - In concert with staff and volunteers, plan, build and implement a comprehensive program to assist with the creation of new jobs and capital investment through the expansion of existing or recruitment of new industry to the County. In addition, in conjunction with business, education and governmental partners, implement comprehensive workforce attraction, business retention and redevelopment programs to address the needs and realities of the Brown County economy.
  - Maintain and enhance relationships with other regional and state-wide economic development leaders, and other key organizations at the community, county, and state levels.
  - Operate and maintain entrepreneurial Startup Hub and Urban Hub and address the needs of tenants.
- **Constituent Relationships:** Maintain close relationships with the communities the Chamber serves, including familiarity with local and state leadership and various initiatives affecting membership.
  - Serve as a community catalyst representing the Chamber on issues of common interest.
  - Enhance and coordinate the interaction between the Chamber and other partner organizations with similar missions.
  - Act as a liaison between business and government, attending meetings and presenting Chamber perspectives on issues.
  - Maintain effective news media relations and a positive public relations image.
  - Work closely with staff, business leaders and educational entities to address issues that require cooperation among these groups.
  - Represent the Chamber at various meetings, conferences, and public events.
  - Responsible for ongoing interaction with a wide constituency including:
    - Boards of Directors:** Earn and maintain the respect and confidence of the various boards including the Chamber Board, and the advisory boards of Economic Development, Partners in Education. Responsible for preparing meeting agendas, maintaining Board minutes and records, carrying out plans and programs of the Board in accordance with established policies, serving as representative of the Board for all contacts with Chamber staff, initiating programs for consideration by the Board, and advising the Board on all matters under consideration. Assist the Board Chair in selecting qualified volunteers for appointments.
    - Chamber Members:** Responsible for motivating members to personally and financially support an aggressive Chamber program, analyzing and interpreting the needs of members and recommending revisions in the program of work to improve service and assistance to make membership more valuable.

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**Government Officials:** Maintain strong communication and relationships with elected and appointed officials and their staffs within Brown County, along with state and federal levels. Play a key role in advocacy on behalf of the Chamber and in line with Chamber objectives.

**Community:** Through personal contacts with key community leaders, the CEO helps shape the Green Bay community, frequently called upon to relate Chamber activities to the activities of all other groups and organizations that impact the quality of life in the region (commercial, industrial, educational, cultural, civic, and spiritual). The CEO takes a leadership role in local and regional issues, projects, or community organizations to assure presence and involvement of the Chamber to accomplish its mission.

**Green Bay Packers:** Build and maintain a strong relationship with key members of the Green Bay Packers management team.

**Education:** Continue to foster strong relationships with representatives of educational institutions throughout the Greater Green Bay area.

- **Advocacy and Communication:** Develop meaningful relationships and communication with elected officials to provide information and advocacy on behalf of the Chamber's members and mission.
  - Act as the chief spokesperson for the Chamber and communicate the organization's position on community, public and political issues.
  - Serve in highly visible role as speaker to various community organizations to continuously keep the Chamber relevant and a voice for business and further position Chamber as leader in Brown County.
- **Strategic/Annual Planning:** Work with the Board and staff to develop and annually update the Chamber's Strategic Plan that provides direction for the long-term activities of the Chamber and for the long-term allocation of Chamber resources.
  - Attend meetings and interact with committees to reaffirm that objectives are understood, and planning procedures are adequate to achieve success.
  - Monitor Board committee progress, confirm timely reports, and updates Board of Directors as needed.
  - Update and improve program of work from recommended committee suggestions and reports.
  - Coordinate internal support for committees.
- **Financial Management:** Assume overall responsibility for the integrity of the financial record keeping and fiscal soundness of the Chamber.
  - Develop annual budget appropriate to the plan of action for Board approval in collaboration with Chief Financial Officer and Finance Committee.
  - Prepare monthly income and expense statements; approve and control expenditures as called for in budget.
  - Monitor expenditures seeking approval, as necessary.
  - Ensure the accurate preparation and retention of financial records, membership records, minutes and other documents as required by law and organization policy.
  - Inform Board of relevant issues not covered by normal reporting requirements.
  - Drive local financial support to maintain Chamber operations.
  - Support annual audit and preparation of tax returns and other registrations required by law.
- **Chamber Staff:** Manage staff, delegate responsibility, provide direction, monitor, and evaluate performance.
  - Recruit, hire, develop, coach, and retain staff needed to implement the Chamber's business plan.
  - Assign responsibilities to members of the staff with clear direction and appropriate support.
  - Inspire staff to creative and fruitful action.
  - Initiate follow-up procedures to ensure assigned tasks are properly completed.
  - Evaluate work performance and provide consistent and constructive feedback on performance.
  - Conduct formal annual reviews with each staff member and schedule regular appraisal updates to maintain targeted performance; initiate disciplinary actions, as necessary.
  - Conduct regular staff meetings and other gatherings to maintain staff morale.
  - Foster daily working environment that values teamwork across all operations and ensures the highest levels of customer service.
  - Maintain and update employee handbook.
- **Operations and Policies:** Exercise administrative control over all functions of the Chamber including the proper implementation, control and interpretation of policies and procedures and Chamber's plan of action.
  - Provide direction for the staff by establishing concise goals and conducting regular staff meetings.
  - Assure compliance with all human resource policies.

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- Maintain effective communication with Board of Directors and Executive Committee on relevant operations issues and recommend policies for approval.
- Responsible for every aspect of internal administration, including staff organization, job descriptions, and complete authority for the selection and termination of staff, in consultation with Board Chair.
- Monitor the effectiveness of all boards and committees; identify and recommend changes needed.
- Ensure the maintenance and efficient operation of all Chamber buildings and equipment. Evaluate and upgrade technology as appropriate working within constraints of the budget.
- **Other Duties:** Perform other tasks and duties as may be assigned from time to time by the Board.

**Compensation**

The President & CEO is expected to earn a competitive base compensation commensurate with the candidate's experience and knowledge. The CEO will also be eligible to receive a discretionary annual bonus. In addition, the candidate will receive appropriate benefits including but not limited to healthcare coverage, retirement, paid holidays, and other paid time off. Additional perquisites and some relocation assistance may be provided.

**The Candidate**

**Education**

A bachelor's degree or graduate degree in business, finance, law, public administration, or other discipline is preferred. However, any combination of advanced education, training, or lived and learned experience will be valued and considered.

If the candidate's professional experience includes Chamber, association, or economic development industry background, then a graduate of the U.S. Chamber's Institute for Organization Management, Certified Chamber Executive, Certified Association Executive, Certified Economic Developer designation, or other certification, will be appreciated but optional.

**Professional Qualifications**

The ideal candidate must have a proven track record of 8 to 10 years of senior leadership experience and may come from a variety of backgrounds such as: serving as the top executive within a progressive and comparably-sized Chamber of Commerce, or related significant business association, or economic development-focused organization; experience as a "#2" or other senior-level executive at a larger like enterprise as noted above; or an executive from a complex private or public sector entity. Significant Board interaction is strongly desired.

**Preferred Knowledge, Skills, and Abilities**

- **Economic/business development** (has worked collaboratively with established public sector delivery systems and private sector resources to effectively promote the business growth of a community, county, or region).
- **Public affairs/advocacy** (experience in the process of local, state, regional, and national government, and government organizations; has developed effective working relationships with elected/appointed officials).
- **Collaborative relationships** (demonstrated track record of developing effective partnerships among all sectors, from large companies to entrepreneurs, from city to state governments, from related business organizations to higher education).
- **Board relationships** (significant involvement with Board development and recruitment, governance issues and Board of Director interactions).
- **Communication** (strong communicator with internal and external audiences including Chamber business members and prospects, Board of Directors, government representatives, staff, members of the media and the public).
- **Diversity** (inclusive; has experience working with diverse groups; promotes diversity programmatically).
- **Executive leadership experience** (strong staff leadership and human resource development; has effectively led a complex organization).
- **Membership development** (has actively promoted a membership-based organization; track record of membership development, retention, increased value, and appropriate expansion).
- **Resource development** (experience with varied successful funding activities including development programs, publications and advertising, special events, dues, and non-dues revenue campaigns).
- **Fiscal management** (demonstrated ability to manage financial affairs of an organization; i.e., develop revenue sources and control expenditures to preserve financial stability).

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- **Planning** (has successfully developed and implemented both operational and strategic plans).
- **Sales orientation** (ability to market and promote the Chamber, Green Bay, Brown County, and work with Chamber sales team).
- **Varied industries** (interactions with executives and owners of diverse industries including manufacturing, service, healthcare, service, transportation/logistics, retail, tourism).
- **Community/regional development** (able to identify both local and regional issues and effectively manage interactions with regional organizations to achieve common goals).
- **Business savvy** (programmatically successful of serving businesses of all sizes from small enterprises and working with entrepreneurs to large global companies).
- **Educational connections** (demonstrated collaboration with leaders of public school systems and private institutions along with technical schools, colleges, and universities).
- **Media/public relations** (ability to effectively articulate goals, objectives, and policy positions of the Chamber to the media and the community at large).
- **Established contacts** (has developed and maintained regional and national connections with business, government and other public sector organizations).

***Desired personal traits***

- **Communication skills** (good listener; excellent written and oral communication skills).
- **Leadership** (a take charge individual; can manage, motivate, challenge and delegate to others; proactive versus reactive; looks for and fosters “win-win” results).
- **Collaborative** (sees value in working with others to achieve positive results for the community; demonstrates a willingness and ability to work with and through others).
- **Vision** (a forward thinker and able to envision “the big picture” beyond daily operations and lead an organization and community toward strategic goals and ideas).
- **Interpersonal skills** (personable; relates well to diverse population and at all levels; builds constructive and effective relationships; socially adept and a good conversationalist).
- **Political acumen** (demonstrated ability to strategically navigate among local, county, state, and federal leaders).
- **Visibility** (highly visible to staff, members, and leaders in the community; active in the region and community).
- **Credibility** (can command respect of Board, members, staff, business, and regional leaders).
- **Empowering management style** (encourages staff; inclusive while providing basic direction and allowing staff team to execute; holds staff accountable; serves as a mentor for staff in their own professional development).
- **Organizational skills** (results oriented; meets established goals and objectives).
- **Integrity** (honest; possesses the highest ethical and moral standards).
- **Genuine** (sincere; authentic; trustworthy; transparent).
- **Change agent** (able to set forth a vision based on collaboration and communication; willing to take calculated risks to push the envelope and challenge traditional thinking for positive change).
- **Persuasive** (able to synthesize various viewpoints and convince disparate groups to come to a logical resolution).
- **Energetic** (genuinely enthusiastic; strong personal work ethic).
- **Executive presence** (polished; self-confident; has political savvy necessary to maneuver through complex situations effectively and quietly).
- **Teamwork** (recognizes that many parties are necessary to accomplish big things; speaks of “we” first, not “I”; relishes in sharing credit with others).
- **Strategic thinker** (can plan for the future and also brings innovative ideas).
- **Positive attitude** (genuinely light-hearted; able to enjoy life and see the humor in sometimes difficult situations).
- **Business champion** (personal belief in the free enterprise system and the role of business in serving the economic and community development needs of society).

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**Challenges and Opportunity**

The projected first year accomplishments and projects for the new President & CEO of the Chamber include:

- Establish presence as Chamber CEO and become completely familiar with all operating aspects of Chamber and related entities including staff, finances, program of work, Board members and volunteers.
- Initiate formal and informal introductions and connections with Chamber's membership, economic development and educational partners, and the Green Bay regional business community through varied communications and in-person gatherings and meetings, thereby developing strong and trusting relationships with key constituencies.
- Work with Board and staff to understand and evaluate the strategic direction of the Chamber and through the review and development of strategic, operational, and budgetary plans. Continue to solidify the organization's mission and vision as a chamber of commerce and economic development organization.
- Develop plan to increase dues paying membership base, to include identification of target markets, mindful of changing demographics, and clear articulation of value proposition of chamber membership.
- Build relationships with key business leaders in Greater Green Bay; take the initiative to connect, develop rapport, and gain a strong understanding of the individuals and organizations that are driving influence and impact within the community.
- Proactively engage business leaders from Green Bay's diverse communities including Hispanic, Black, Oneida Nation, and Hmong, to ensure their voices are represented; conduct a thorough evaluation of existing Chamber programs to assess their relevance and effectiveness for these populations, and implement strategic changes, enhancements, and recommendations to better serve and support their success.
- Evaluate the Chamber's finances and work with the Leadership Team and Board to continue both current and long-term financial health of the Chamber.
- Become actively involved in the community, attending multiple Chamber and non-chamber events; become known as "the face" of the Chamber within the community.
- Work with staff to build a cohesive team, breaking down any silos that exist between functional and programming responsibilities so that entire staff feels sense of ownership and pride in working at the Chamber.

The President & CEO position of the Greater Green Bay Chamber is an outstanding opportunity to lead and grow a successful chamber organization in a unique midwestern community led by an engaged and influential volunteer Board of Directors. For nearly 143 years the Chamber has been "the voice of business" in Greater Green Bay and Brown County and has historically enjoyed a reputation as a strong business advocate across region. The President & CEO will benefit from the community's "can do" attitude, contagious spirit, and warm people who truly believe "There's no place quite like Green Bay." This new executive will have an opportunity to move this dynamic organization to an even higher level of influence and success in the years to come.

**Contacts**

If you know an outstanding chamber of commerce or economic development executive or other business leader who meets these requirements and would be interested in evaluating this dynamic opportunity, please email:

[GreaterGBC@Waverly-Partners.com](mailto:GreaterGBC@Waverly-Partners.com)

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*The Greater Green Bay Chamber and WAVERLY PARTNERS firmly support the principle and philosophy of equal opportunity for all. All applicants will be considered for employment regardless of race, color, religion, sex, sexual orientation, gender identity, national origin, veteran, or disability status.*

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*April 2025*