

CUMALIGHT

The future is in your members' hands.
Is your credit union?





Every credit union deserves a strong mobile solution, regardless of size or how many branches.

Completely compatible with your current online banking, CUMA LIGHT is the affordable way to put your credit union right in the hands of your members, day or night, no matter where they are. It's the only way to stay competitive and attract the next generation of members.

Request your free demo today!
Call (630) 983-3403 or visit www.cumobileapps.com

CU Mobile AppsSM
ENHANCED STANDARD LIGHT

CUNA
Strategic Services

LSC[®]

CU Management

JULY 2016

MyBoardPacket.com

The Online Board Portal Created for Credit Unions

Your board portal
should never require
involvement from
your IT department.



cues.org/cumanagement



Free instant demo - See next page >

Visit MyBoardPacket.com

Instantly demo our free iPad App today!

Visit us at MyBoardPacket.com to sign up for your free demo iPad account.

- ◆ Requires no IT skills to manage portal
- ◆ Saves paper, publishing and mailing costs
- ◆ Archive board packets, policies, regulatory compliance and any other documents
- ◆ Discussions, calendars and voting
- ◆ Great for loan approval committees
- ◆ Easily manage, control and formalize your boards and committees
- ◆ Great for NCUA examiner audits

Available on the
App Store



MyBoardPacket.com is super user friendly and the customer service couldn't be better!

Chevron Valley Credit Union
Judy Richardson

CU Management

JULY 2016

Cybersecurity Insurance

What's the best way to hedge your bets against the inevitable hack?



CUES Annual Buyer's Guide

Connect to credit union industry vendors

In-Branch Privacy

Technology is changing best practices for keeping members' information safe

Playing Your Cards Right

Data analytics sharpens focus for credit card marketing



WE'LL TAKE YOU THERE

For payment solutions that won't hold you back,
talk to TMG. You'll find a wide range of customizable
programs to explore.



Making Life Easier™

CU Management

22

BOARD

Weak Boards Can Break

Great boards are highly effective at governing and leading.

By Stephanie Schwenn Sebring

28

HUMAN RESOURCES

Thinker, Tailor, Partner, Spy

Data management is one of many roles for marketing business analysts.

By Karen Bankston

34

MARKETING

Playing Your Cards Right

Data analytics sharpens focus of credit card marketing.

By Karen Bankston

40

OPERATIONS

In-Branch Privacy

Technology is changing best practices for keeping members' information safe when they visit the CU.

By Richard H. Gamble

Web-Only Bonus:

The Convenience/Security Tradeoff
(cues.org/0616convenience)

JULY 2016 vol. 39 issue 7

12

GENERAL MANAGEMENT

Cybersecurity Insurance

Cover Story: What's the best way to hedge your bets against the inevitable hack?

By Jamie Swedberg

Web-Only Bonus:

Active Shooter Response Planning
(cues.org/0616activeshooter)



Personalized Content
Search **myCues**



CUES is a Madison, Wis.-based, independent, not-for-profit, international membership association for credit union executives. Our mission is to educate and develop credit union CEOs, directors and future leaders.



Articles

GENERAL MANAGEMENT

18

Leading With Possibilities

Are you limiting yourself and your credit union?

By Theresa Witham

19

CEO Institute 2016

View class photos and rosters of this spring's participants.

BOARD

26

Dashboard Builder

Treasurers can aid staff in translating financials into a format that makes them meaningful—and actionable—for the whole board.

By Diane Franklin

Web-Only Bonus:

CFO Focus: Dynamic Data for Directors

(cues.org/0616cfofocus)

HUMAN RESOURCES

32

Are Boomers Ready to Retire?

Why you should care whether your employees are saving enough for retirement.

By Rob Peters

MARKETING

38

Party Planning 101

Seven tips from a professional event planner.

By Joette Mitchell

OPERATIONS

44

Best Practices: 7 Great Ways to Support Digital Banking

These strategies drive efficiency, while still pleasing members.

By Tim Daley

In Every Issue

6

CUES.org

Active Shooter Response Planning • CFO Focus: Dynamic Data for Directors • The Convenience/Security Tradeoff • The Art of Tough Conversations • NextGen Know-How: 4 Signs You Should Not Be a Leader • Inside Marketing: What's Your 'Cool Factor' Worth?

8

From the Editor

Opportunities & Possibilities

10

Management Network

Confronting Crisis • 'Learning Loop' Powers Progress • C Suite Branches Out • Extreme ATMs • Insights

46

P&S

Assessing Board Governance • Ad Index

47

CUES News

Who Will be CUES Next Top Credit Union Exec? • Director Award Deadline • Quantum Governance Partnership Renewed

48

Calendar

Study Innovation at MIT

50

Skybox

4 Habits of Successful CIO-Leaders

Plus

CUES Annual Buyer's Guide

Use this trusted resource to connect with credit union industry vendors. In the center of this issue you'll find a list of companies sorted by alphabet and category. Each of these firms has joined CUES as a CUES Supplier member to show its support for the credit union industry.

CONTENT CREATED JUST FOR YOU

Subscribe to our free e-newsletters at cues.org/newsletters. Get *CUES Advantage* and *CUES Director Advantage* with links to our online-only columns and bonus articles. Get *CUES Business Lending Edge's* informative business lending articles each quarter. *CUES Canadian Corner* is a monthly, written especially for Canadian CUs.



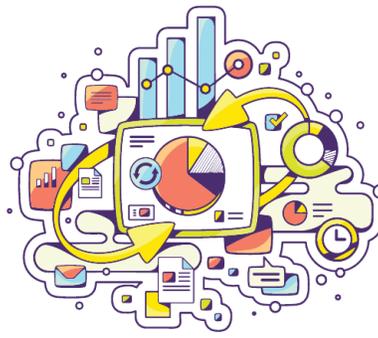
IF YOU'RE LENDING,

YOU'RE COLLECTING

All lenders have to deal with the business of collections. Appropriate staffing models, TCPA, UDAAP, dialer technology, effective training and incentives, and comprehensive reporting are just a few of the things needed to keep delinquencies low and your collection operation in tip-top shape. Is leveraging an outsourced service provider's resources a less expensive and more cost-effective option?

Visit info.swbc.com/outsourc to download our free ebook and learn how outsourcing is often more cost-effective, less stressful, and can complement your in-house collections efforts.





WEB-ONLY BONUS From This Issue



Active Shooter Response Planning

(bonus from "Cybersecurity Insurance" p. 12)

We must examine the risks, create response plans, and ensure staff members are trained and prepared to carry out these plans.
cues.org/0616activeshooter



CFO Focus: Dynamic Data for Directors

(bonus from "Dashboard Builder" p. 26)

iDashboards tool helps County FCU board and execs analyze CU's financial situation.
cues.org/0616cfocus



The Convenience/Security Tradeoff

(bonus from "In-Branch Privacy" p. 40)

Accessibility must come with data and privacy protection.
cues.org/0616convenience

App-Only Content



The Art of Tough Conversations

Difficult conversations are necessary—at least if you want people to correct mistakes, learn, and grow. But they can be less difficult if you just remember one critical rule: You're trying to help, not win.
Download the myCUES App (cues.org/mycues) to read this article under "Spotlight."

Online-Only Columns



NextGen Know-How: 4 Signs You Should Not Be a Leader

Whether you are currently in a leadership role, or you aspire to a leadership position one day, here are four signs that you should not be a leader.
cues.org/0616nextgen



Inside Marketing: What's Your 'Cool Factor' Worth?

Being 'with it' on technology—and philanthropy—will make members love and talk about you.
cues.org/0516insidemarketing

DOWNLOAD (OR SUBSCRIBE) FOR MORE ARTICLES

New! Download the myCUES app from the App Store or iTunes to get content personalized to your CU role for your iPhone or iPad. Learn more at cues.org/mycues. Plus, read a new article every weekday at cues.org/cumanagement and subscribe to our free email newsletters at cues.org/newsletters.

Board of Directors

CHAIRMAN

Joe Hearn, CCE • Dubuque, Iowa

VICE CHAIRMAN/CHAIRMAN-ELECT
Chris McDonald, CCE • Herndon, Va.

TREASURER

Stephanie Sherrodd, CCE • Lake Jackson, Texas

SECRETARY

Kim Sponem • Madison, Wis.

IMMEDIATE PAST CHAIRMAN/DIRECTOR
Caroline Willard • Rancho Cucamonga, Calif.

PAST CHAIR/DIRECTOR
Robert D. Ramirez, CCE, CIE • Tucson, Ariz.

PAST CHAIR/DIRECTOR
Teresa Y. Freeborn • El Segundo, Calif.

DIRECTOR

Stu Ramsey, CCE • Pensacola, Fla.

DIRECTOR

Greg Smith • Harrisburg, Pa.

Magazine Staff

PRESIDENT/CEO

John Pembroke • john@cues.org

EDITOR AND PUBLISHER

Mary Auestad Arnold • mary@cues.org

SENIOR EDITORS

Lisa Hochgraf • lisa@cues.org
Board/General Management/Operations Sections

Theresa Witham • theresa@cues.org
Human Resources/Marketing Sections

DIRECTOR OF CREATIVE SERVICES
Nicole Morrison • nicole@cues.org

ART DIRECTOR

Ellen Cameron • ellen@cues.org

GRAPHIC DESIGNER

Kristen Christianson • kristenc@cues.org

VP/SUPPLIER RELATIONS

Karin Sand, CIE • karin@cues.org

SUPPLIER RELATIONS MANAGER

Kari Sweeney • kari@cues.org

EDITORIAL ASSISTANCE

Laura Lynch • laura@cues.org
Products & Services Manager

Molly Parsells • molly@cues.org
Marketing and Media Assistant

ADVERTISING/SALES REP

Catherine Ann Woods •
cathy.woods@mediawestintl.com
Phone: 602.863.2212
Fax: 602.863.6551

DESIGN & PRODUCTION

Sara Shrode • sara@campfirestudio.net

CU Management (ISSN 0273-9267, cues.org/cumanagement) is published monthly—including an annual buyer's guide—by the Credit Union Executives Society (CUES®), 5510 Research Park Drive, Madison, WI 53711-5377. Telephone: 800.252.2664 or 608.271.2664 in the U.S.; 604.559.4455 in Canada. Email: cues@cues.org. Web site: www.cues.org. Periodicals postage paid at Madison, Wis. (USPS 0569710). Copyright 2016 by CUES. Materials may not be reproduced without written permission. Manuscript submissions and advertising are welcome. The appearance of an advertisement does not imply endorsement by CUES. Editorial opinions and comments in the magazine are not necessarily those of CUES.

Annual subscription rate for CUES, CUES Director and CUES Supplier members is \$89, which is included in dues. Additional subscriptions ... \$89. Non-member subscriptions ... \$139. Digital-only subscriptions ... \$69. Single copy ... \$10. Subscriptions outside the U.S. will be invoiced for additional postage costs.

For high-quality article reprints of 100 or more, call CUES at 800.252.2664, extension 302.

POSTMASTER: Send address changes to:

Credit Union Executives Society,

P.O. Box 14167

Madison, WI 53708-0167.



financial services @ the speed of life®

04 : 47 : 00 PM

I keep forgetting to pay my
credit card bill.

04 : 48 : 00 PM

I paid my credit card bill.

Think it. Do it.
Money movement at
the point of thought.

[fiserv.com / speed](http://fiserv.com/speed)

fiserv.



Opportunities & Possibilities

To maximize your credit card portfolio, is it better to offer triple points on purchases or cash-back rewards? How best to woo members with high balances on competitors' cards? Without more information, it's pretty hard to answer these questions.

But with the help of data analytics, credit unions are increasingly able to segment their audiences and fine-tune their offers, attracting cardholders and increasing transaction volumes/spending in the process.

"When you think about the purpose of data analytics, it's primarily to gain an understanding of what members value so you can make the most of your marketing investment," explains Eric Schurr, chief strategy officer with CUES Supplier member TMG Financial Services (www.tmgfinancialservices.com), Des Moines, Iowa, in "Playing Your Cards Right," p. 34.

In other words, sophisticated data analysis helps identify additional high-potential opportunities within your member base.

Because of the specialized skills required, credit unions often outsource data crunching to their credit card processors or other vendors, but data analysts are increasingly finding their way onto credit union org charts as well. \$1.2 billion Allegacy Federal Credit Union (www.allegacyfcu.org), Winston-Salem, N.C., is one example.

VP/Marketing Chrystal Parnell, a CUES member, calls the CU's database marketing and research manager "the No. 1 go-to resource when people have questions about using data to unlock growth opportunities," not just for credit cards but across the CU.

Learn more about data management roles and what

to look for in a potential hire in "Thinker, Tailor, Partner, Spy," p. 28.

Data analytics is all about finding opportunities. Similarly, leadership should be about possibilities, according to Alexander B. Horniman, Ph.D., business administration professor and senior fellow at the Olsson Center for Applied Ethics in the University of Virginia's Darden School of Business. A lead presenter for CEO Institute III, Horniman urged participants in the institute's spring session to avoid thinking in terms of what they don't have and, instead, think about "what's possible?"

"Inspire people to think about possibilities instead of limitations," he said.

Get more leadership inspiration from Horniman and hear more about the Darden experience from a participant on p. 18. CEO Institute III will next be offered in August (cues.org/inst3summer) and in May 2017 (cues.org/institutes).

A handwritten signature in blue ink that reads "Mary Auestad Arnold".

Mary Auestad Arnold
Editor and Publisher



BETTER RETIREMENT OUTCOMES FOR THEM. LESS RISK AND MORE RESOURCES FOR YOU.

Your employees aren't the only ones who'll benefit. With a Trustee Retirement Plan from CUNA Mutual Retirement Solutions, you get a turnkey solution that helps minimize the risks of sponsoring a 401(k) with its independent Board of Trustees that shares the fiduciary responsibility. Leading investment consultant Mercer Investment Consulting advises the Board to make investment decisions on your behalf—resulting in less work for you and greater value for your plan.

Learn more at cunamutual.com/retirement or call your CUNA Mutual Group sales executive at **800.356.2644** today.



CUNA Mutual Retirement Solutions is a division of CUNA Mutual Group and the marketing name for CPI Qualified Plan Consultants, Inc., a CUNA Mutual Group member company. CUNA Mutual Group is the marketing name for CUNA Mutual Holding Company, a mutual insurance holding company, its subsidiaries and affiliates. Annuity insurance products are issued by CMFG Life Insurance Company, located in Madison, Wisconsin. Each insurer is solely responsible for the financial obligations under the policies and contracts it issues. Securities distributed by CUNA Brokerage Services, Inc. (CBSI), member FINRA/SIPC, a registered broker/dealer, 2000 Heritage Way, Waverly, Iowa 50677, toll-free 866.512.6109. Non-deposit investment and insurance products are not federally insured, involve investment risk, may lose value, and are not obligations of or guaranteed by the financial institution. Representatives offer retirement and investment education but do not provide investment, legal or tax advice. Participants are encouraged to consult their own advisors. Mercer Investment Consulting is a leading global provider of consulting, outsourcing and investment services with over 2,700 clients and 50 offices worldwide. Mercer provides advice, strategic guidance, reporting, and fiduciary oversight to its roster of international clients, including CUNA Mutual Group. Mercer meets with the Board three or more times a year to provide economic commentary, detailed investment reports, and guidance for the Board in making their investment decisions. References to Mercer shall be construed to include Mercer LLC and/or its associated companies.



Confronting Crisis

When disaster strikes, an organization's board of directors needs to swing into action.

"Public expectation is much clearer today than ever before and places the responsibility for proper crisis response squarely on the shoulders of the board," writes Davia Temin in explaining step one—"Know the buck will really stop with you"—of her whitepaper, "The Role of Boards in Crisis: 10 Steps for Directors Before, During and After Crisis."

Temin, reputation advisor and CEO of Temin & Co. (www.teminandcompany.com), New York, makes her living advising companies on how to maintain their reputations, especially during rough times. Her advice to directors is tailored for boards of both privately held and publicly traded companies—she cites examples of disasters ranging from the Volkswagen emissions scandal to the Target data breach to the Tylenol poisonings. But her advice could be applied to credit unions and other not-for-profit organizations as well. Adapting Temin's recommendations for credit union boards:

- **Use your disaster management plan as a starting point.** Many crises are "unpreparable," Temin notes. Your credit union's disaster plan may provide some useful processes for the board, CEO, and executive team to follow but may not go far enough in addressing the range of action that may be necessary.

- **Be proactive.** Many credit union boards aim to keep their focus on high-level governance, but a more direct response may be required, depending on the nature of the crisis confronting the organization.

- **Monitor emerging risks.** Board committees assigned to monitor and manage risk can take the lead here, but the full board needs to be informed and ready to act if the crisis presents new significant financial, regulatory, and/or reputational risks to the credit union.

- **Keep members in the loop.** In this era of immediate communications and social media, members will expect a quick response from the institution they have entrusted with their finances. The board's first announcement might be as simple as, "We are working hard to address this crisis and will keep you informed."

- **Take immediate steps to head off further damage.** And revisit policies and procedures, when necessary, to ensure a similar crisis will not recur.

Read "The Role of Boards in Crisis" at <http://tinyurl.com/boardincrisis>.

Karen Bankston is proprietor of Precision Prose.

“Small wins matter. ... Confidence—the expectation of a positive outcome that motivates high levels of effort—is built on one win at a time.”

Harvard Business School Professor Rosabeth Moss Kanter in "Four Reasons Any Action Is Better Than None" at <http://tinyurl.com/anyactionisbetter>.

'Learning Loop' Powers Progress

Business organizations can advance more productively toward achieving their missions by acting on five questions that make up a "learning loop," suggests a new book by CUES member John Janclaes, CEO of \$1.4 billion Partners Federal Credit Union (www.partnersfcu.org), Burbank, Calif.

In *Doing What Matters: How Leaders Help Individuals and Organizations Thrive*, he describes a process in which business leaders guide their teams to consider:

- **What is going on?** The team assesses current performance with both inside-out and outside-in views informed by qualitative and quantitative data.

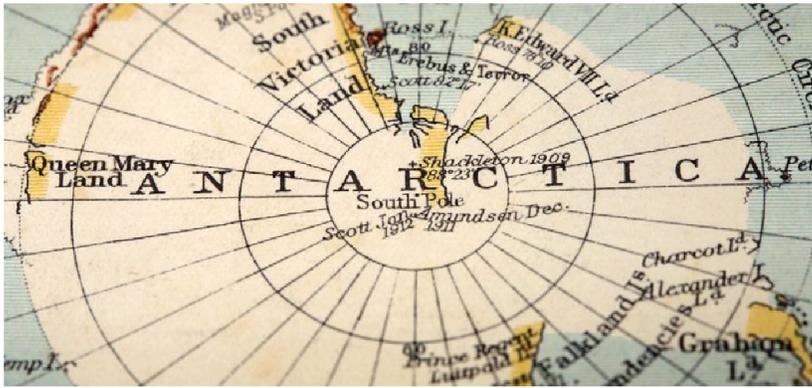
- **What really matters?** Focus on customer orientation, identifying stakeholders' needs and examining the organization's economic engines, or what drives financial performance.

- **What are our options?** By casting a wide net for ideas and staying open-minded about all available possibilities, the team is more likely to find the most effective solutions to optimize organizational potential.

- **What are our plans?** Systematic planning sets out aims, goals, strategies, tactics, and outcomes in a concrete document that details assignments, schedules, and the means of evaluating results.

- **What did we learn?** To keep the learning loop rolling, the team identifies and applies lessons learned to continually improve what it has put in place.

"This book is intended as a contribution toward building a community for leaders, which is why book sale proceeds will go toward scholarships for leadership training," Janclaes says.



Extreme ATMs Around the Globe

Despite the rise of electronic payments, people still seem to need cash—even at the ends of the earth. And we mean that quite literally.

In anticipation of next year's 50th anniversary of the first automated teller machine, the ATM Industry Association (www.atmia.com) has published its "Extreme ATMs Dossier" (<http://tinyurl.com/extremeatms>), featuring 15 extreme ATM deployments around the world, from Antarctica to the middle of an Australian desert, as well as 10 "fun" ATMs.

"At the end of last year, ATMIA ran a global competition to find the world's most extreme and most interesting ATMs," explains Mike Lee, ATMIA CEO. "We're getting into a mode of celebrating the role and global expanse of the world's 3 million ATMs."

The dossier conveys the message that there's virtually nowhere on earth modern ATMs cannot reach. ATMIA's goal is to pay tribute to the spirit of adventure and innovation of the ATM industry, and to the robustness of its technology which enables the terminals to operate efficiently in extreme cold as well as in extreme heat.

C Suite Branches Out

Every year, executives from Texas Trust Credit Union (www.texastrustcu.org) make the rounds to meet with front-line employees at 12 branches and the operations staff at the CU's Arlington headquarters during informal breakfast meetings that include Q&A sessions.

In keeping with this year's theme, "Keeping It Cool with the Cs," the executive team—CEO James Minge, the chief operating officer, chief retail officer, chief information officer, chief financial officer, and SVP/human resources—comes bearing gifts (logo windshield shades) and shares healthy breakfast snacks with the branch or operations staff.

The team also fields questions, collected in advance and submitted anonymously, "and answers them as transparently as possible," Minge, a CUES member, says.

"We get a lot of questions about leadership, current trends, and incentive programs, but our favorites are those that let employees get to know us better as individuals—things like, What was your first job? What is your favorite thing about your job? What challenges did you have as you moved up in your career?"

"Answering questions like those allow us to relate with other employees on a more personal level."

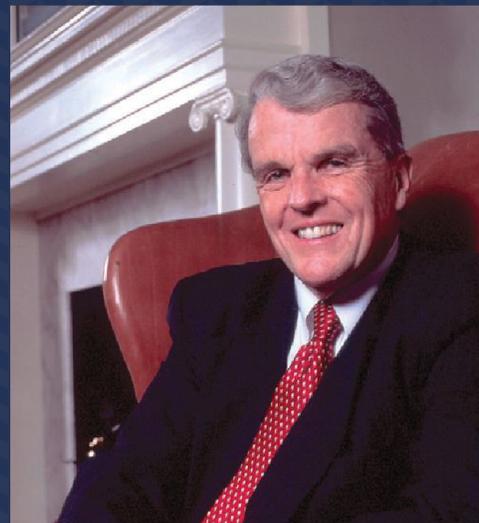
The annual tour and traveling Q&A, now in its third year, was adapted from the model of another credit union, Minge adds. The 265 employees of \$930 million Texas Trust CU serve 76,000 members.



(Left) An ATM is located inside this model of an Asian elephant at a Bangkok, Thailand, zoo. (Right) This piggy ATM is installed in the Wiener Prater, a large public park in Vienna, Austria.

"I'd like to thank all the entrants we received from around the world and to congratulate Wells Fargo on the bank's incredible deployments in the challenging environment of Antarctica near the South Pole," Lee added. "Wells Fargo's Antarctic ATMs fully deserve to be seen as the world's most Extreme ATMs."

Insights



"Each of us is invited in the course of our careers to step onto that stage and lead. How you choose every day matters. It's both a performing art and it's a privilege to lead people. Sometimes it's easy to lose sight of that perspective."

Alexander B. Horniman, Ph.D., business administration professor at the University of Virginia's Darden School of Business and CEO Institute III (cues.org/inst3summer) instructor, in "Leading With Possibilities," p. 18.

Cybersecurity Insurance

What's the best way to hedge your bets against the inevitable hack?

By Jamie Swedberg

According to a May presentation by Mary Jo White, chair of the U.S. Securities and Exchange Commission, cybersecurity is the biggest risk facing the financial system (<http://tinyurl.com/seccyberrisk>). This pronouncement came on the heels of an \$81 million cyber theft from the Bangladesh central bank (<http://tinyurl.com/81millcyber>).

This risk is not an abstract one—not something credit unions merely read about in the news. According to Jim Hunt, staff underwriting specialist at Madison, Wis.-based insurer CUNA Mutual Group (www.cunamutual.com), a CUES Supplier member and strategic provider, if a credit union's systems haven't been breached, they probably will be soon. In fact, any security CUs may feel is probably illusory.

"I hate to say it, but if you haven't been hacked, you probably don't realize that you have," he says. "Seven in 10 companies that have been breached are told that they've been breached by an outside party. They don't discover it themselves."

That's why cyber-related insurance coverage is one of the fastest-growing and fastest-changing areas in the insurance world right now. This type of insurance isn't yet required of credit unions by law, but Mary Dunn, an attorney at CU Counsel, PLLC (www.cucounsel.net), a credit union law firm in Washington, D.C., says that may change soon.

Dunn says the Financial Services Sector Coordinating Council (www.fsscc.org) and National Credit Union Administration (www.ncua.gov) have both released a great deal of guidance on the topic, and recent statements from the Federal Reserve Board of Governors (www.federalreserve.gov) hint that new regulations may be in the wings.

From the insurer's standpoint, cyber risk is a multifaceted problem. Carriers are still trying to figure out how to price related coverage. With many other types of risk, underwriters have a lot of history to base their pricing on, but cyber exposures are still new and evolving.

"If a hacker gets in and they access 10 records vs. 100 thousand records, if they access public vs. nonpublic information, if they access accounts and passwords, these are all very different types of events," says Jeff Chesky, president/CEO of Insuritas (www.insuritas.com), an East Windsor, Conn., insurance agency outsourcing firm for financial institutions. "It's a very, very complex risk to underwrite. So we're watching the carriers working very hard to design policies and price them to help the credit unions manage their cyber risk. The exposure for cyber risk is only going to get bigger and more complicated in the years ahead."

On the other hand, one thing about cyber risk is dead simple: It has little or nothing to do with physical location.

"With cyber theft, the need is everywhere," Chesky says. "It's not as though if you're a bank operating in New York City, you get a heightened exposure. You could be a credit union in North Dakota, and if you've got 100,000 customers there, you've got a server farm, and you've got passwords and security authentication, you're just as target-rich as the credit union that's based in New York City."



Coverage by Category

Hunt says the very first priority when it comes to cybersecurity insurance should be security breach liability. It falls under the category of management liability, but it's a special type.

"Liability is if you get sued because of what happened," he explains. "A member, or more than one member, will sue you because [they think] you should have taken more precautions with their data. That's why security breach liability is there."

A close second is security breach

expenses—the cost of doing forensics, sending letters to your members to explain what happened, and so on.

"When I have a data breach as a credit union, I have to do some investigation," says Gulfport, Miss.-based independent insurance expert Scott Simmonds, CPCU, ARM, CMC (www.scottsimmonds.com). "Say I learned today that I had a data breach this morning. I have to figure out what the guy did when he got in there. How many names did he access? What did he download? Did he get credit card information? Did he get

Social Security numbers? What did he get? So there's an expense in that."

CUs also have to notify members of the breach, as designated by credit union regulation and state and federal law. "We call that mitigation expense, and that also is a part of most cyber liability policies," Simmonds says.

And then there are a variety of other exposures most credit unions wouldn't automatically think about—related to public relations, re-programming computers and rebuilding networks, loss



“Every institution may have a different need for coverage, even institutions of the same size, because it’s going to depend on their operations.”

Mary Dunn

of business income, re-issuing of plastic cards, and protection against extortion threats and ransomware (code that is planted by bad actors, who threaten to activate it and lock up the system unless a certain amount is paid).

Confused? Chesky says it’s simplest to look at cyber security coverage in terms of two components: the costs of responding to the intrusion, and rehabilitation costs. The latter, unexpectedly, can be a much bigger deal.

“That’s what most people worry about in their coverages; they want to be sure their coverages provide an adequate dollar amount to help people monitor their credit for some extended period of time to see if there are any bad acts being perpetrated by someone hacking their nonpublic information,” he says. “Typically, that will include providing a year’s membership in Lifelock (www.lifelock.com, Tempe, Ariz.) or (one of the other identification verification services), so you get real-time feedback if someone’s trying to buy appliances in Russia. So that’s another cost, and typically the policy will cover either a certain dollar amount or a certain service level.”

That kind of risk is easy to put a number on. Not so the risk to credit unions’ good name.

“The carriers struggle with pricing reputation risk,” Chesky says. “What is the impact on the credit union—not only the direct impact to the members that have had their data hacked, but what’s the impact on the recognition of the credit union as it tries to survive?”

“People may pull their deposits and say, ‘I’ve got to go to a place that’s safer.’ That’s reputation risk, and it’s very early in the business of underwriting it when it comes

to cyber risk. But it will get more mature over the next several years.”

Buying a Business Backstop

Currently, there are two ways to purchase cyber policies: as a standalone policy, or as part of the credit union’s management and professional liability policy. CUNA Mutual sells the former, Hunt says, and that’s also what he advocates personally.

“Well, I’m a little prejudiced, but there are reasons for it,” he laughs. “If you have the standalone cyber policy, the limits aren’t eroded by any other claims. But if you have cyber included in your management and professional liability package, you have an aggregate limit, which can be eroded by another claim, such as an E&O (errors and omissions) claim or a fiduciary liability claim. If something like that happens, you might not have anything left for your cyber.”

Dunn says a CU’s choice of policy may vary depending on how it does business.

“Every institution may have a different need for coverage, even institutions of the same size, because it’s going to depend on their operations,” she explains. “For example, if you’re doing most of your transactions online, if you’re allowing members to apply for loans and credit cards online, you’re going to have one level of need for insurance vs. somebody who doesn’t offer the full range of services online.”

Hunt says, by and large, cyber theft policies are affordable. But that’s almost beside the point, since he says credit unions can’t afford to go without cyber coverage. Anyway, it’s part of just about every standard package underwritten for credit unions these days.

At this point, insurers aren’t asking for credit unions to demonstrate a certain

level of cybersecurity in order to be insurable. The institutions just provide the carrier with their name, assets, and membership information. There’s no field audit, no penetration testing, before the insurers deliver the pricing.

“The reason for that is because the insurance carriers know that the credit unions are already fairly highly regulated,” Chesky says. “And they know that they’re all using third-party vendors to manage their online banking sites. If they’re partnering with a Jack Henry or a Fiserv, those companies are big public companies that have got a lot of expertise to manage cyber risk that the internal people at a credit union wouldn’t have.

“Now, I wouldn’t be surprised if down the road the underwriters would be looking for certain things that may allow them to price more appropriately. I wouldn’t be surprised if down the road they look at practices and say, ‘This practice means you’ll pay a lower price because your ecosystem is more secure,’ or ‘this practice is more risky, so you’ll pay more.’”

What should CUs do to hedge their bets against these future developments (not to mention the threat of being hacked)? The answer is basic due diligence: Ask third-party vendors to deliver coverage pages showing that they have adequate levels of cyber theft insurance in force. Keep training current. Talk with insurers’ risk management departments and understand best practices. And, above all, encrypt all data, both in storage and in transit.

“That’s expensive, and we realize that,” Hunt says. “But in many states, the laws are such that if you encrypt, you have done what is expected. If you don’t encrypt, the state will say, ‘Hey, why wouldn’t you have taken these reasonable measures?’ There, you’re subject to having somebody sue you.”

No Shame in a Claim

Should the worst happen—and the odds are that it will—credit unions need to file a claim with the insurer, describing what has been hacked and what actions are being taken. It’s important not to delay. Even three or four days can make a difference.

“What needs to be done is to contact the insurance company as soon as possible,” Hunt says. “As soon as we get that call, we have third-party vendors that we use that will help mitigate that claim and do forensics to see what has been corrupted in your system, if anything, as well as what personal and identifiable information has

SOLUTIONS THAT SCALE WITH YOUR GOALS.

MAKING

GROWTH

SIMPLE

-  ATM/Branch
-  Card Payments
-  Digital Delivery
-  Member Center
-  Engagement
-  Security Innovations

Billions of transactions. Millions of account holders. Thousands of endpoints.

The scope of CO-OP's technology network offers a member community and operational efficiencies that support your plans for membership and revenue growth on any scale. Nearly ninety products and services—more than any other CUSO—let you continuously expand your ability to deliver anywhere/anytime convenience and omnichannel variety. Exactly what you need to easily extend your reach and compete with the nation's largest banks. Simplicity starts here—CO-OPs.org.

Be There. Be More.



INSURED



Insuring Against Active Shooter Events

Much like cyber theft, the phenomenon of “active shooters” is on the rise, and credit unions aren’t exempt.

“Active shooter incidents have increased tremendously, about 24 percent, since 2000,” says Jim Hunt, staff underwriting specialist at Madison, Wis.-based insurer CUNA Mutual Group (www.cunamutual.com), a CUES Supplier member and strategic provider. “Unfortunately, most of the active shooter incidents are at places (malls, schools) where the public congregates. We have not seen, thank goodness, increases in active shooters in credit unions. The only active shooter that would specifically go after a credit union would maybe be a disgruntled employee, or a significant other of a credit union employee. Thankfully, becoming an active shooter has not been a reaction to date” from a disgruntled member.

Nevertheless, it could happen, and CUs would be remiss not to protect themselves, their employees, and their members. They can do so by creating policies and procedures and by undergoing regular training.

No major insurer offers anything explicitly called active shooter insurance but, the good news is, the exposures associated with such an incident should be covered under the policies a conscientious CU already carries.

Gulfport, Miss.-based independent insurance expert Scott Simmonds, CPCU, ARM, CMC (www.scottsimmonds.com), says employee injuries that result from active shooter situations are covered under the institution’s standard lines of insurance—through the worker’s compensation policy. In most states, he says, that would include treatment for emotional trauma. If members are injured, that’s part of the CU’s standard lines of insurance, too; it would be covered under general liability.

If members feel the credit union was in some way responsible or did not do enough to prevent the incident, they may choose to sue the institution. In that case, Hunt says, management and professional liability coverage would respond.

“That’s what we suggest, and what 98 percent of credit unions have,” he says. “Anybody can sue for anything. Management and professional liability insurance protects the credit union in the event that that’s what they want to do.”

Bullet holes in walls, computers, and other CU property would be covered by the property insurance policy, Simmonds says.

Hunt says it’s not so much a matter of seeking out a set of policies that covers these eventualities. They should be covered. But he says credit unions should be vigilant that exposures from active shooter incidents are not excluded in the fine print.

“It would be a rare policy that doesn’t cover it,” he says. “Most of those policies start off broadly. But every policy has exclusions. The only policy that doesn’t is worker’s compensation, because it’s mandated by the states.”

been taken, and how much.”

Why is this information important? CUs will send it to members who are directly affected by the breach, or to every member, in accordance with agency regulations and state and federal laws. Sending it only to affected members when possible will help reduce reputation damage.

But the clock is ticking: The time limits for notifying affected parties vary by state, so if a credit union has members in 40 states, it will have to meet 40 deadlines.

“You have to have a lot of knowledge and have a lot of partners to work with to get this done quickly,” Hunt emphasizes. “You get the proper notice out to the members who have been hacked. Let them know what is available for them and what the credit union will be doing.”

Insurance will cover these notifications, but the clock starts ticking as soon as someone at the credit union knows about the incident. So take the information seriously, pass it along, and get the process moving. While being the victim of cyber crime can and does affect the CU’s reputation, the other side of the coin is that it literally happens to everyone. In short: It is a common risk that must be addressed, and insurers are getting better and better at dealing with it.

Jamie Swedberg is a freelance writer based in Georgia.

Resources

Read bonus coverage about active shooter response planning at cues.org/0616activeshooter. Also read “Tech Time: Cybersecurity Assessment Tool” at cues.org/0316techttime and “PR Insight: Cybersecurity Planning” at cues.org/110614prinsight.

You may be interested in attending CUES School of Enterprise Risk Management™ (cues.org/soerm), slated for Sept. 26-30 in Charleston, S.C. The school will be led by experts from CUES Supplier member Cornerstone Advisors Inc. (www.cnrstone.com), Scottsdale, Ariz. Cornerstone is CUES’ strategic provider of enterprise risk management services (cues.org/cornerstone).



A DIVISION OF
Gallagher Benefit Services, Inc.

EXECUTIVE COMPENSATION AND BENEFITS CONSULTING

BFB GALLAGHER provides Credit Unions with exceptional solutions for recruiting, rewarding, and retaining talented executives. Our solutions are custom-designed to meet your specific needs, from board education and design to implementation and administration. We lead the industry in federal and state regulatory compliance, always ensuring your plans meet the latest compliance requirements.

Executive Benefits
Benefit Liability Management
Institutional Asset Management

877-332-2265 | BFBbenefit.com | Contact: Rich Brock | Rich_Brock@ajg.com

Ask us how to get started and about the available options for offsetting benefit costs.

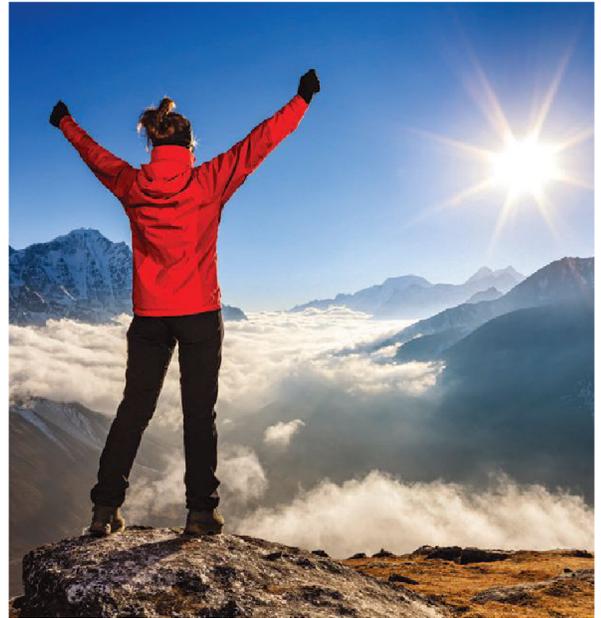
Securities and Investment Advisory Service offered through NFP Advisor Service, LLC, Member FINRA/SIPC. NFP Advisor Service, LLC is not affiliated with Burns-Fazzi, Brock (BFB), Arthur J. Gallagher & Co. or Gallagher Benefit Service, Inc.



Leading With Possibilities

Are you limiting yourself and your credit union?

By Theresa Witham



The possibilities sitting in these seats I find to be extraordinary,” said Alexander B. Horniman, Ph.D., speaking to a classroom of credit union executives finishing up a three-year professional journey.

At CUES’ CEO Institute III: *Strategic Leadership Development* at the Darden School of Business at the University of Virginia, Charlottesville, Va., students spend a week learning to be more effective leaders.

“Leadership is an art. Each person in this room gets to be a unique artist,” said Horniman, a business administration professor and senior fellow at Darden’s Olsson Center for Applied Ethics. “Leadership begins with: How do we deport ourselves? How do we present ourselves, day after day after day?”

“Leaders, as performing artists, you’re on that stage from the moment you begin work until you leave and even then you’re still on stage,” he added.

Everyone is watching you and your conduct. Think about: “What do the people

who watch us see?” he encouraged.

“Each of is invited in the course of our careers to step onto that stage and lead. How you choose every day matters.

“It’s both a performing art and it’s a privilege to lead people. Sometimes it’s easy to lose sight of that perspective.”

What’s Possible?

As a leader, are you focused on getting stuff done or are you thinking about possibilities? Horniman encouraged the execs in the room to think about “what’s possible?” Not “what’s probable?” or “what’s likely?”

Then follow up with: “How am I doing on what’s possible?” said Horniman.

“We so often think from a mindset of scarcity—‘I don’t have this, I don’t have that.’ That’s so different from a mindset of possibility,” he stressed.

Intentionally thinking from a possibility mindset is a challenge, he added. But it’s something leaders should do and encourage in others. “How are you going to inspire

people to think about possibilities instead of limitations?” Horniman asked.

Theresa Witham is a CUES senior editor.

Mementos From Darden

By Celeste Zibelli

Spending a week at the University of Virginia’s Darden School of Business was a once-in-a-lifetime opportunity to immerse myself into strategic leadership.

The experience was an affirmation of what I believe is most important in a visionary leader. Once you walk into the credit union’s door, your job is one thing only: to inspire your charges, invite them to participate in the growth of the credit union and engage their hearts and minds. Nothing is more important than that. And, everything else will follow.

Through a combination of class discussion, case studies and small group exercises, we focused on concepts of leadership and team dynamics. It was uncomfortable, thought-provoking, life-affirming, eye-opening and just down-right exhausting and fun—all at the same time.

Celeste Zibelli is VP/marketing/financial services at \$580 million Water and Power Community Credit Union (www.wpcu.org), Los Angeles.

Resources

Learn more about CUES’ three-segment CEO Institute and the Certified Chief Executive designation at cues.org/institutes. You can still register for the August summer sessions. Email teresa@cues.org for more information.

Graduates of CUES’ Strategic Innovation Institute™, a two-year program, come away with a comprehensive understanding of innovation that benefits their credit unions immediately. Attend Strategic Innovation Institute™ I, hosted at MIT, Sept. 25-26 at the Massachusetts Institute of Technology’s MIT Sloan School of Management in Cambridge, Mass. Learn more on p. 48 and at cues.org/sii-i.



Front row (from left): Brian Mendivil, Don McMillan, Adele Sandberg, Jimese Harkley, Kelli Ragland, Lloyd Smith, Tori Burton, Laura Thomas, Catherine Ricker, Daniel Bock, Lesley Carlson, Catherine Smoyer, Rose Chaco, Mark Young, Chris Fitzgerald, Jennifer Fasking; **Row 2:** Paul Phillips, Laura Wante, Teresa Owens, Jana Erny, Sherri Mannausau, Lynn Ciani, Kari Wilfong, Brian Ross, Michael Lynch, John Moore, Vince Schoonmaker, Jeff Reinhard, Trent Williams, Rebecca Gerothanas, Belinda Caillouet, Renee VandeWoestyne, Linda Hoover; **Row 3:** Bill Karls, Robert Goebel, Gary Angeles, Chad Burney, Kendra Holland, Matt Levandowski, David Klavitter, Roman Jaworsky, Kurt Johnson, Scott Smith, Kevin Myas, Paul Reilly, Melissa Ashley, Jason Panchyshyn; **Row 4:** John Hays, Jason Elliott, Mark Brewer, Jill Hall, Stephen Brosinsky, Doug Clinton, Wayne Sisco, Darcy Jacobs, Ray Lindley, Paul Olfert, Chaz Rzewnicki, Chad Willis, Kipp Raboin



CEO Institute I

Gary Angeles
Chief Operating Officer
Pima FCU
Tucson, Ariz.

Melissa Ashley
EVP/Chief Financial Officer
Corporate One FCU
Columbus, Ohio

Daniel Bock
SVP/Finance
FAIRWINDS CU
Orlando, Fla.

Mark Brewer
SVP/Chief Information Officer
Pen Air FCU
Pensacola, Fla.

Stephen Brosinsky
VP/Operations
Mountain View CU Ltd.
Olds, Alberta

Chad Burney
SVP/Virtual Banking/CIO
GTE Financial
Tampa, Fla.

Tori Burton
VP/Marketing
USALLIANCE Financial
Rye, N.Y.

Belinda Caillouet, CSE
Chief Operations/
Information Officer
Spokane Teachers CU
Spokane, Wash.

Lesley J. Carlson
Chief Financial Officer
Prairie Centre CU Ltd.
Rosetown, Saskatchewan

Rose Chaco
VP/Enterprise Risk
Management
University CU
Los Angeles

Lynn Ciani
EVP/General Counsel
Numerica CU
Spokane Valley, Wash.

Douglas Clinton
EVP/Interim CEO
Magnolia FCU
Jackson, Miss.

Jason Elliott
SVP/Chief Financial Officer
Seattle Metropolitan CU
Seattle

Jana Erny
VP/Retail Lending
Numerica CU
Spokane Valley, Wash.

Jennifer Fasking
Chief Operations Officer
State Farm FCU
Bloomington, Ill.

Christopher T. Fitzgerald, CME
President/CEO
Rio Grande CU
Albuquerque, N.M.

Rebecca Gerothanas
SVP/Operations
Summit CU
Madison, Wis.

Robert Goebel
Chief Lending Officer
America's CU
Lewis McChord, Wash.

Jill Hall, CSE
VP/Support Services
Mid-Hudson Valley FCU
Kingston, N.Y.

Jimese Harkley, CUDE
Stewardship/
Development Director
Filene Research Institute
Madison, Wis.

John Hays
VP/Loan Manager
Access CU
Amarillo, Texas

Kendra Holland
VP/Credit
Mountain View CU Ltd.
Olds, Alberta

Linda Hoover
SVP/Lending
Educators CU
Mount Pleasant, Wis.

Darcy Jacobs
VP/Engagement/
Development
Noventis CU
Gimli, Manitoba

Roman Jaworsky
Chief Financial Officer
Carpathia CU
Winnipeg, Manitoba

Kurt Johnson
Chief Financial Officer
Educators CU
Mount Pleasant, Wis.

Bill Karls
VP/Controller
CUNA Mutual Group
Madison, Wis.

David Klavitter
Chief Marketing Officer
Dupaco Community CU
Dubuque, Iowa

Matthew F. Levandowski
President/CEO
Heritage Family CU
Rutland, Vt.

Ray Lindley
SVP/Lending
Elevations CU
Boulder, Colo.

Michael Lynch
VP/Lending
Westerly Community CU
Westerly, R.I.

Sherri Mannausau
SVP/Communications
TruStar FCU
International Falls, Minn.

Don McMillan
Chief Financial Officer
North Peace Savings & CU
Fort St. John, British
Columbia

Brian Mendivil
President/CEO
AEA FCU
Yuma, Ariz.

John Moore
VP/Lending
Wauna FCU
Clatskanie, Ore.

Kevin Myas
Vice President
CAHP CU
Sacramento, Calif.

Paul Olfert
Director/HR/Motivation
Sunova CU
Selkirk, Manitoba

Teresa Owens
SVP/Finance
America's First FCU
Birmingham, Ala.

Jason Panchyshyn
VP/Retail Services
Diamond North CU
Nipawin, Saskatchewan

Paul Phillips
President/CEO
Freedom First CU
Salem, Va.

Kipp Raboin
SVP/Business Services
TruStar FCU
International Falls, Minn.

Kelli Ragland
VP/Marketing
ABNB FCU
Chesapeake, Va.

Paul Reilly
VP/Branch Sales/
Operations
Provident CU
Redwood City, Calif.

Jeff Reinhard, CSE
Regional Director
Baxter CU
Vernon Hills, Ill.

Catherine Ricker
SVP/HR/External Affairs
Affinity FCU
Basking Ridge, N.J.

Brian Ross, CSE
EVP/Finance/
Administration/CFO
Star One CU
Sunnyvale, Calif.

Chaz Rzewnicki
VP/Member Services
Dover FCU
Dover, Del.

Adele Sandberg
EVP
AEA FCU
Yuma, Ariz.

Vince Schoonmaker
CIO
AmericU CU
Rome, N.Y.

Wayne Sisco
SVP/CFO
Redstone FCU
Huntsville, Ala.

Lloyd Smith
Chief Risk Officer
FirstOntario CU Ltd.
Stoney Creek, Ontario

Scott Smith
Chief Experience Officer
Northwest Community CU
Eugene, Ore.

Catherine Smoyer
SVP/Chief Risk Officer
Mountain America FCU
West Jordan, Utah

Laura Thomas
Director/TruStage
Consumer Sales
CUNA Mutual Group
Madison, Wis.

Renee VandeWoestyne
VP/Administration
Deere ECU
Moline, Ill.

Laura Wante
VP/HR
Merrimack Valley FCU
N. Andover, Mass.

Rosalinn G. Wedge
AVP/Operations
D.C. Teachers FCU
Washington, D.C.

Kari Wilfong
EVP/CFO
CO-OP Financial Services
Rancho Cucamonga, Calif.

Trent Williams
VP/Lending
DOCO CU
Albany, Ga.

Chad Willis
Director/Credit
Sunova CU
Selkirk, Manitoba

Mark Young
SVP/Chief Operations
Officer
Maine State CU
Augusta, Maine



Front row (from left): Lance Potter, Diana Cruz, Kim Westphal, Bryan Thomas, Lisa Brown, John Howard, Cheryl Mitchell, Vanessa Foster; **Row 2:** Steve Dunn, Jay Reed, John Rivera, Scott McKim, Don Croteau, Liz Ponder, Cindy High; **Row 3:** Robert Rayburn, Laurie LaChapelle, Blanche Jackson; **Row 4:** Soma Sarkar, Debbi Dial, Ev Hopkins, Diana Wozniak; **Row 5:** Brian Berrett, Craig Beach, Matt Cromer, Jennifer Ilk, Becky Lee, Fred Coffroth, Julia Sohn; **Row 6:** David Hill, Bryan Furber, Terry Katzur, Rob Miller, Mike Sisk, Neil Archibald, Lora Benrud, Valerie Alsip, Martina Valentine; **Row 7:** Jim Roy, John Haggarty, Todd Hall, Doug Jones, Frankie Letson, Greg Roche, Lance Unger, Susan McCarver, David Araujo, Brent Turman, John Phipps, Josh Cook, David DeVos, Ray Lindley, C.J. Meyers



JOHNSON
Cornell University™

CEO Institute II

Valerie Alsip
SVP/Chief Operating Officer
San Mateo CU
Redwood City, Calif.

David Araujo
VP/Information Systems
Digital FCU
Marlborough, Mass.

Neil Archibald
General Counsel/Chief Compliance Officer
Members Trust Co.
Tampa, Fla.

Craig Beach
Chief Operating Officer
CO-OP Financial Services
Rancho Cucamonga, Calif.

Lora Benrud
CEO/President
WESTconsin CU
Menomonie, Wis.

Brian Berrett
CFO
Idaho Central CU
Pocatello, Idaho

Lisa Brown
VP/HR Development
CommonWealth
Central CU
San Jose, Calif.

Frederick Coffroth
VP/Internal Audit
PSECU
Harrisburg, Pa.

Josh Cook
VP/Operations/Business Development
Community Choice CU
Johnston, Iowa

Matt Cromer
VP/Internal Audit/Compliance
SAC FCU
Papillion, Neb.

Donald J. Croteau
VP/Finance
Merrimack Valley FCU
North Andover, Mass.

Diana Cruz
Enterprise Risk Management
CU West
Glendale, Ariz.

David DeVos
AVP/Retail/Business Services
North Peace Savings & CU
Fort St. John, British Columbia

Debora Dial
SVP/CIO
Tyndall FCU
Panama City, Fla.

Steven Dunn
Chief Tech/Payments Officer
CU Central of Alberta
Calgary, Alberta

Vanessa Foster
Director/Marketing
Sunova CU
Selkirk, Manitoba

Bryan Furber
VP/Finance
Cornerstone CU
Yorkton, Saskatchewan

John Haggarty
VP/Marketing
Provident CU
Redwood City, Calif.

Todd Hall
Chief Operations Officer
Truliant FCU
Winston Salem, N.C.

Cindy High
Chief Lending Officer
East Idaho CU
Idaho Falls, Idaho

David Hill
VP/Technology
Community CU
Rockledge, Fla.

Ev Hopkins
Chief Administrative Officer
Spokane Teachers CU
Spokane, Wash.

John Howard
CEO
Bridgewater CU
Bridgewater, Mass.

Jennifer Ilk
Director/Application Development
CUNA Mutual Group
Madison, Wis.

Blanche L. Jackson
EVP
Delaware State Police FCU
Georgetown, Del.

Doug Jones
VP/Retail Services
Cornerstone CU
Yorkton, Saskatchewan

Terry Katzur
EVP
ELGA CU
Burton, Mich.

Laurie LaChapelle
VP/Finance
Digital FCU
Marlborough, Mass.

Becky Lee
CFO
Guardian CU
Montgomery, Ala.

Frankie Letson
Director/Branch Operations
Family Savings CU
Gadsden, Ala.

Ray Lindley
SVP/Lending
Elevations CU
Boulder, Colo.

Susan McCarver
VP/Accounting/Finance
Family Trust FCU
Rock Hill, S.C.

Scott McKim
SVP/Chief Lending Officer
Achieva CU
Dunedin, Fla.

C.J. Meyers
SVP/Finance/CFO
Teachers FCU
Smithtown, N.Y.

Robert Miller
CEO
Vermont State ECU
Montpelier, Vt.

Cheryl Mitchell
Director/Facilities/Business Development
Sunova CU
Selkirk, Manitoba

John Phipps
Chief Lending Officer
Heritage FCU
Newburgh, Ind.

Elizabeth Ponder
VP/Retail Delivery
Redstone FCU
Huntsville, Ala.

Lance F. Potter
SVP/Information Systems
Vermont FCU
Burlington, Vt.

Robert Rayburn
Chief Lending Officer
Family Savings CU
Gadsden, Ala.

Jay A. Reed
CIO
Service 1st FCU
Danville, Pa.

John Rivera
SVP/Chief Retail Officer
Bellco CU
Greenwood Village, Colo.

Greg Roche
EVP/CIO
Family Trust FCU
Rock Hill, S.C.

James K. Roy
CFO
Tremont CU
Braintree, Mass.

Soma Sarkar
EVP/Chief Operations Officer
CU of New Jersey
Ewing, N.J.

Mike Sisk
SVP/Lending
Sharonview FCU
Fort Mill, S.C.

Julia Sohn
VP/HR
SchoolsFirst FCU
Santa Ana, Calif.

Bryan Thomas
VP/Lending
Coors CU
Golden, Colo.

Brent Turman
CFO
Entegra CU
Winnipeg, Manitoba

Lance Unger
VP/Wealth Management/Insurance
Conexus CU
Humboldt, Saskatchewan

Martina Valentine
SVP/Chief Lending Officer
San Francisco Fire CU
San Francisco

Kim Westphal
President/CEO
Home Town FCU
Owatonna, Minn.

Diana Wozniak
VP/Administration
Tampa Bay FCU
Tampa, Fla.



Front row (from left): Shelley Groves, John Sato, Deb Vollmer, Jennifer Wiebe, Celeste Zibelli, Christine Wood, Lisa Harlow, J.R. Smith, Kimberly London; **Row 2:** Julie Longfellow, Roberta Kozlowicz, Ashley Kohlrus, Lori Sevensky, Carol McBrien, Sherod Halliburton, Lynne Schaefer, James Davis, Amy Downs, Paula McCarthy; **Row 3:** Lloyd Smith, Paula Lehn, Diane Shelton, Cathy Graham, Fabiana Burkett, Brandi Stankovic, Eddie Young, Alec Horniman (Darden), Greg Higgins, Chris Chippindale; **Row 4:** Scott Zahnle, Chuck Smith, Dan Patterson, Steve Koenen, Michael Kapfer, John Largent, Steve Ewers, Jeff Bentley, Chris Goodman, James Fisher, Brad Herzet



CEO Institute III

Jeff Bentley
SVP/Lending
Northwest FCU
Herndon, Va.

Fabiana Burkett, CCE
Chief Risk Officer
Xceed Financial CU
El Segundo, Calif.

Christopher Chippindale, CSE, CCE
VP/Digital Strategies
Public Service CU
Lone Tree, Colo.

James Davis, CCE
Chief HR Officer
Tyndall FCU
Panama City, Fla.

Amy Downs
SVP/Chief Operations
Officer
Allegiance CU
Oklahoma City, Okla.

Steve Ewers, CCE
SVP/CIO
USE CU
San Diego

James G. Fisher, CCE
SVP/Chief Technology
Officer
UNCLE CU
Livermore, Calif.

Christopher Goodman
VP/Technology
G & F Financial Group
Burnaby, British Columbia

Cathy Graham
VP/Marketing
Desert Schools FCU
Phoenix

Shelley Groves, CCE
Chief Lending Officer
Vibrant CU
Moline, Ill.

Sherod Halliburton
President/CEO
Manatee Community FCU
Bradenton, Fla.

Lisa Harlow, CCE
SVP/Chief HR Officer
CoastHills CU
Lompoc, Calif.

Brad Herzet, CCE
VP/Member Services
Mid American CU
Wichita, Kans.

Greg Higgins
SVP/Chief Administration
Officer/General Counsel
Wings Financial CU
Apple Valley, Minn.

Mike Kapfer
SVP/CIO
Northwest FCU
Herndon, Va.

Steve Koenen, CCE
SVP/Retail Operations
Altra FCU
Onalaska, Wis.

Ashley Kohlrus, CCE
Chief Operations Officer
Allegacy FCU
Winston Salem, N.C.

Roberta Kozlowicz, CSE, CCE
SVP/Corporate
Development
DuPage CU
Naperville, Ill.

John Largent, CCE
Chief Investment Officer
Members Trust Co.
Tampa, Fla.

Paula Lehn, CCE
CEO
FAST FCU
Hanford, Calif.

Kimberly London
VP/Real Estate Lending/
Servicing/Closing
USALLIANCE Financial
Rye, N.Y.

Julie Longfellow, CSE
Director/Creativity/
Branding
NorthCountry FCU
Burlington, Vt.

Carol McBrien
SVP/Finance
APG FCU
Aberdeen, Md.

Paula McCarthy, CCE
SVP
Corporate America
Family CU
Elgin, Ill.

Dan Patterson, CCE
CFO
SAC FCU
Papillion, Neb.

John T. Sato
Chief Credit Officer
Sicredi
Cuiaba, Brazil

Lynne Schaefer, CCE
VP/Business Services
Dover FCU
Dover, Del.

Lori Sevensky, CCE
SVP/Retail Sales/
Operations
Desert Schools FCU
Phoenix

Diane M. Shelton, CSE, CCE
President/CEO
DuPage CU
Naperville, Ill.

Charles A. Smith
SVP/Chief Lending Officer
TDECU
Lake Jackson, Texas

Lloyd Smith
Chief Risk Officer
FirstOntario CU Ltd.
Stoney Creek, Ontario

S. Maxwell Smith
Chief Loan Officer
People Driven CU
Southfield, Mich.

Brandi Stankovic, CCE
Human Resources
Boulder Dam CU
Boulder City, Nev.

Debra Vollmer, CCE
SVP/Branch Services
Langley FCU
Newport News, Va.

Jennifer Wiebe
VP/IT
TTCU The CU
Tulsa, Okla.

Christine Wood
VP/Operations
VA Desert Pacific FCU
Long Beach, Calif.

Eddie Young
President/CEO
SF Police CU
San Francisco

Scott Zahnle
President/CEO
Greater Iowa CU
Ames, Iowa

Celeste Zibelli
VP/Marketing/Financial
Services
Water & Power
Community CU
Los Angeles

Enroll in CEO Institute

You can still register for this summer's CEO Institute segments (cues.org/institutes): CEO Institute II: *Organizational Effectiveness*, Aug. 7-12, and CEO Institute III: *Strategic Leadership Development*, Aug. 21-26. (CEO Institute I is not a prerequisite.) Email teresa@cues.org to learn about these and spring 2017 offerings.

A close-up photograph of a hand breaking a wooden board. The hand is positioned on the left, gripping the board, and the board is being snapped in two. The broken end of the board is on the right, showing the internal grain and splintered wood. The background is dark, making the light-colored wood and skin stand out.

Weak Boards Can Break

Great boards are highly effective at governing and leading.

By Stephanie Schwenn Sebring

Today's high-performing boards are redefining the term "credit union board." They are shifting from focusing on fiduciary and policy-related items to having future-dense, strategic conversations. They're implementing new ideas for leading. And each member is engaged, contributing and self-aware.

These boards are efficacious—they're more likely to produce the results they desire and intend. This makes them (and hopefully the credit unions they oversee) much more successful than boards that focus on effectiveness or efficiency.

"This focus on efficacy is how great boards lead," explains CUES member Gerry Agnes, CIE, president/CEO of \$1.7 billion/115,000-member Elevations Credit Union (www.elevationscu.com), Boulder, Colo.

Grounded in Good Governance

"Great boards also institute principles or rules of engagement to help them to lead at a high level," Agnes adds.

This points to Elevations CU's great governance structure. In the mid-1990s, the CU's board of directors began to transform its approach to strategic governing. First, it instituted term limits to encourage healthy board turnover. Initially the limit was nine years of service; today board members can serve for 12.

"The goal was to promote diversity in the thought process," says Agnes, noting that diversity can include age, gender, ethnicity, profession and background. "Today we have representation in each decade age group from the 30s through the 70s, a blend of professional expertise and a balanced number of men and women."

Importantly, the board represents broad strategic thinking and differing opinions that ultimately shape terrific decisions, Agnes says. The credit union publicly positions this unique group as an organizational asset. (See its board webpage at <http://tinyurl.com/elevbd>.)

The second part of the board's transformation came about when it hired a governance

coach, Les Wallace, Ph.D., president of Signature Resources, Inc. (www.signatureresources.com), Aurora, Colo. “The board wanted to take its leadership and performance to the next level, and it realized more self-discovery was needed,” says Agnes. As the board evolved under Wallace’s guidance, it discovered high-performing boards share certain commonalities:

- fully-engaged with few committees;
- functioning as a collective body, not segmented (operates holistically);
- rotates leadership roles, including the chair position, to cultivate a pipeline of future leaders and
- diverse board members.

“Being a high-performing, strategic board is so much bigger than ‘the oversight of financial performance,’” adds Wallace, author of *Principles of 21st Century Governance* and *A Legacy of 21st Century Leadership*. “Board members remain the voice of the member, but are losing their ‘volunteer’ mentality. Instead, they’re embracing highly strategic, pivotal roles better defined as trustees. Different from a volunteer, a *trustee* is an individual who has been given control or the powers of administration of property, with a legal obligation to administer it solely for the purposes specified.

“As trustees, the board is in charge of the members’ total financial security, which spans service delivery, marketplace analysis and long-term strategy,” says Wallace. He adds that a strong CEO will embrace a board of high-caliber leaders who will make him or her as successful as possible.

“Board members who lead are *strategists*. They understand the business environment; they advise and serve as a sounding board for the CEO. They thrive on the challenges and the more provocative issues facing today’s progressive financial institution.”

Instead of rehashing fiduciary items, which can be covered through other avenues, boards that want to become more high performing need to focus on “future-dense” conversations, Wallace says. High-performing boards will have frequent in-person meetings that don’t revolve around the mundane.

“For example, we schedule monthly online web portal meetings to share reports and financials, and we deliberate those topics before in-person meetings,” Agnes says. “Monthly fiduciary oversight items (financial, compliance, regulatory, and



Gerry Agnes, CIE, categorizes key board competencies into three main groups: basic, business and advanced. Agnes is president/CEO of \$1.7 billion/115,000-member Elevations Credit Union (www.elevationscu.com), Boulder, Colo.

management analysis) are handled online. Our personal meetings can then focus on well-designed, strategic conversations that are truly elegant, based on the future needs and prosperity of the CU, the employees, members and community.”

Wallace adds that making space for high-level discussion will help the board track shifts in the business environment, so the credit union stays relevant and abreast of trends.

Seeing the Big Picture

John Oliver underscores the idea that top boards follow what’s going on outside the organization. CEO of Global Bank Training (www.globalbanktraining.com),

Palm Springs, Calif., Oliver says high performing boards “see the big picture, including the economic and competitive environment, and they recognize and analyze the trends impacting current and future member needs. If a board is not equipped to examine the external environment and perform trends analysis, a credit union is jeopardizing future viability.” Oliver stresses that top performing boards become accomplished in all facets of leadership as it pertains to strategy, rather than staying operationally focused.

“Boards can either be quantitative (tactical) or qualitative (strategic),” explains Oliver. “The quantitative board tends to focus on the daily minutiae, like numbers



“Sophisticated boards realize they don’t have all the answers, but want to find them.”

Michael Daigneault, CCD

proactive approach to co-leadership with the CEO.

Indeed, many credit unions are successful, despite having weak boards, because of their strong CEOs. As the industry becomes increasingly competitive, weak boards will impact future performance, regardless of a CEO’s individual talents.

“Passive boards will not keep a credit union relevant and may very well become a liability,” says Michael Daigneault, CCD, founder and principal of Quantum Governance L3C (www.quantumgovernance.net), Vienna, Va., and CUES’ strategic provider of governance services. “Only with a high-performing board can a credit union begin firing on all cylinders.

“Sophisticated boards realize they don’t have all the answers, but want to find them,” Daigneault adds. “Things are changing so dramatically; there has to be a change in the thought process of how a board leads. The most exceptional of boards want to be part of this change. They will also ask the most profound questions. They will need to govern and co-lead the credit union with the CEO they have hired.”

Stephanie Schwenn Sebring *established and managed the marketing departments for three CUs and served in mentorship roles before launching her business. As owner of Fab Prose & Professional Writing, she assists CUs, industry suppliers, and any company wanting great content and a clear brand voice. Follow her on Twitter @fabprose.*

or ratios, performing basic fiduciary duties and can lack market awareness. Conversely, the preferred, qualitative board focuses on leading, understands trends, and asks questions to ratchet its thinking to the next level.”

According to Oliver, qualitative boards will be asking themselves such strategic questions as:

- What is our value proposition?
- Why do members come to us?
- How do we align with the fintech world?
- How is great member service defined? Is it different from convenience, technology or brick and mortar locations?
- What will drive the members of the future to us?
- What societal needs are changing?
- What will members need in speed and convenience?
- Are we positioned to meet these changing needs in the long run?
- How is the world changing around us?
- Do we need to make a shift to stay relevant?

Oliver says that shifts to a qualitative approach can only take place when the CU and its board see a compelling need to change. “But should it be at a point of crisis in a CU’s business model? Or as an intended, well-designed shift in thinking and strategy?” Obviously, a planned change with intended consequences is always preferable.

Great director leaders understand that their role is an evolving one and a learning journey for the CU. “They realize the information they need to

gather, understand and embrace the future,” says Wallace. “Great boards dig deeper into the issues and don’t cross over to operations. They invest time in more strategic dialogue to enhance their learning journey.”

New Board Model

Oliver reflects on the industry’s volunteer-board business model, successful for more than 100 years. “Will this same model take CUs to the next level?” he asks. “Will it drive members of the future to the CU? Boards that simply govern will not be good enough.” The agent for change will be the board that embraces a

Resources

Read a bonus article about the qualities of high performing boards—including self-awareness on the part of individual directors—at cues.org/061316skybox. “Mindful Leadership” will be a keynote presentation by Sandra McDowell, CEC, PCC, at CUES’ Execu/Net™ (cues.org/en), Aug. 28-31 in Fish Camp, Calif.

Read another bonus article, “Who’s Your Next Board Member?” (cues.org/ccube/61316) from the Center for Credit Union Board Excellence (cues.org/ccube). Not yet a member? Sign up for a 30-day free trial by emailing cues@cues.org.

Also read “A Matter of Leadership” (cues.org/0415leadership) and “A Matter of Culture” (cues.org/0414culture) by Michael Daigneault, CCD, founder and principal of Quantum Governance L3C, CUES’ strategic provider of governance services (cues.org/qg).

Stepping up to be chair of your board? Be sure to attend Board Chair Development Seminar (cues.org/bcds), Sept. 12-13 in Santa Fe, N.M.

Self-assessments are a component of a healthy, high-performing board (see p. 46). Learn more about CUES’ Self Assessment for Credit Union Boards at cues.org/selfassessment.

Founded: 2005
Headquarters: Seattle
Member since: 2011
Website: www.momentumbuilds.com
Twitter: @PlanDesignBuild
Facebook.com/buildvelocity



CONTACT:
Paul J. Avery
Business Development Leader
206.787.8095
paul@momentumbuilds.com



Momentum is a team of client champions, delivering building solutions for our credit union partners. For 10 years we have produced retail market and workplace strategies that have helped our partners attain higher levels of success. Utilizing the following services, our clients are poised to achieve their goals through high-performing buildings:

- branch market analytics and goal setting;
- retail delivery prototyping;
- real estate acquisition and development;
- workplace effectiveness measurement; and
- operations center Total Investment Analysis.

At Momentum, we help translate unique organizational challenges into transformational opportunity. We begin every project with our proven process, reaching far beyond functional requirements, to obtain a clear understanding of successful business results. The outcome: Buildings that support member service, inspire employee engagement and contribute to financial success.

Plan [Deliberately] Design [Brilliantly] Build [Efficiently]



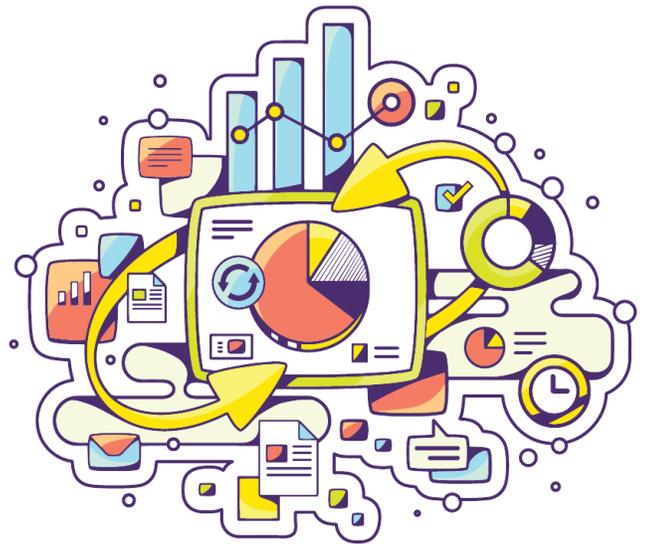
www.momentumbuilds.com



Dashboard Builder

Treasurers can aid staff in translating financials into a format that makes them meaningful—and actionable—for the whole board.

By Diane Franklin



Who makes a successful board treasurer? You may think it's someone with a financial background—someone who is good with numbers and savvy with a spreadsheet. But there may be an even more important trait to look for in a treasurer, and that's the ability to help translate complex financial data into an easy-to-understand format that will allow the entire board to find meaning behind the numbers.

"The traditional notion of the treasurer being the person who has the care and custody of an organization's money, funds, valuable papers and documents doesn't really work in today's formal credit union setting," says Michael Daigneault, CCD, principal and founder of Quantum Governance L3C (www.quantumgovernance.net), Vienna, Va., CUES' strategic provider for governance services (cues.org/qg) and Self Assessment for Credit Union Boards (cues.org/selfassessment).

"That sort of role had relevance in the very early days of credit unions, when there was frequently no staff, but that is generally not the case today."

For today's CU boards, the treasurer can play an important role in giving clarity and context to a dense array of numbers that reflect the credit union's financial status. "It's not intuitively obvious to most people, including many members of a credit union board, what all those numbers mean," Daigneault says. "That's why I think the most effective role for treasurers is to help their board colleagues understand those numbers—as well as the implications and the trends of those numbers—what they

mean not only internally, but also externally for the credit union's position in the larger world."

Treasurer's Background

Should the board treasurer have a professional financial background to fulfill this treasurer-as-translator role? Some industry experts say yes—and if you have some knowledge about how financial institutions operate, even better. However, others contend that those without a financial background can learn what it takes to be an effective treasurer—and they might even have an advantage in relating to board members with non-financial careers.

"I think it's absolutely important that the board find a treasurer with a financial background," says Steve Williams, founder and principal of CUES Supplier member and strategic provider Cornerstone Advisors (www.crnstone.com), Scottsdale, Ariz., a national management and technical consulting firm for banks and CUs.

"However, having a financial background doesn't make you an expert on financial institutions. That's something treasurers can learn while on the board. I'd recommend they take advantage of ALM training, since understanding ALM is one of their key roles in monitoring the safety and soundness of the credit union."

While a variety of groups (including Cornerstone) offer such training, incoming treasurers may also learn a great deal from their predecessors. "Shadowing the current treasurer in financial committee meetings

is a good idea," Williams suggests. "It's important that there be no lack of continuity in that role."

Daigneault observes that there are many people serving on credit union boards who do not have a financial background. "Could such a person be a good treasurer?" he asks. "My answer is yes. This would run contrary to the thoughts of most people, who believe the treasurer needs to be the most acutely aware financial professional on the board. Frequently they are, but sometimes they are not."

Many CUs have a situation in which no one on the board has a strong financial background. "In that case, you may need to look at (re)framing the treasurer role so that it still has a meaningful impact," Daigneault suggests. This revisited role could be more collaborative in nature.

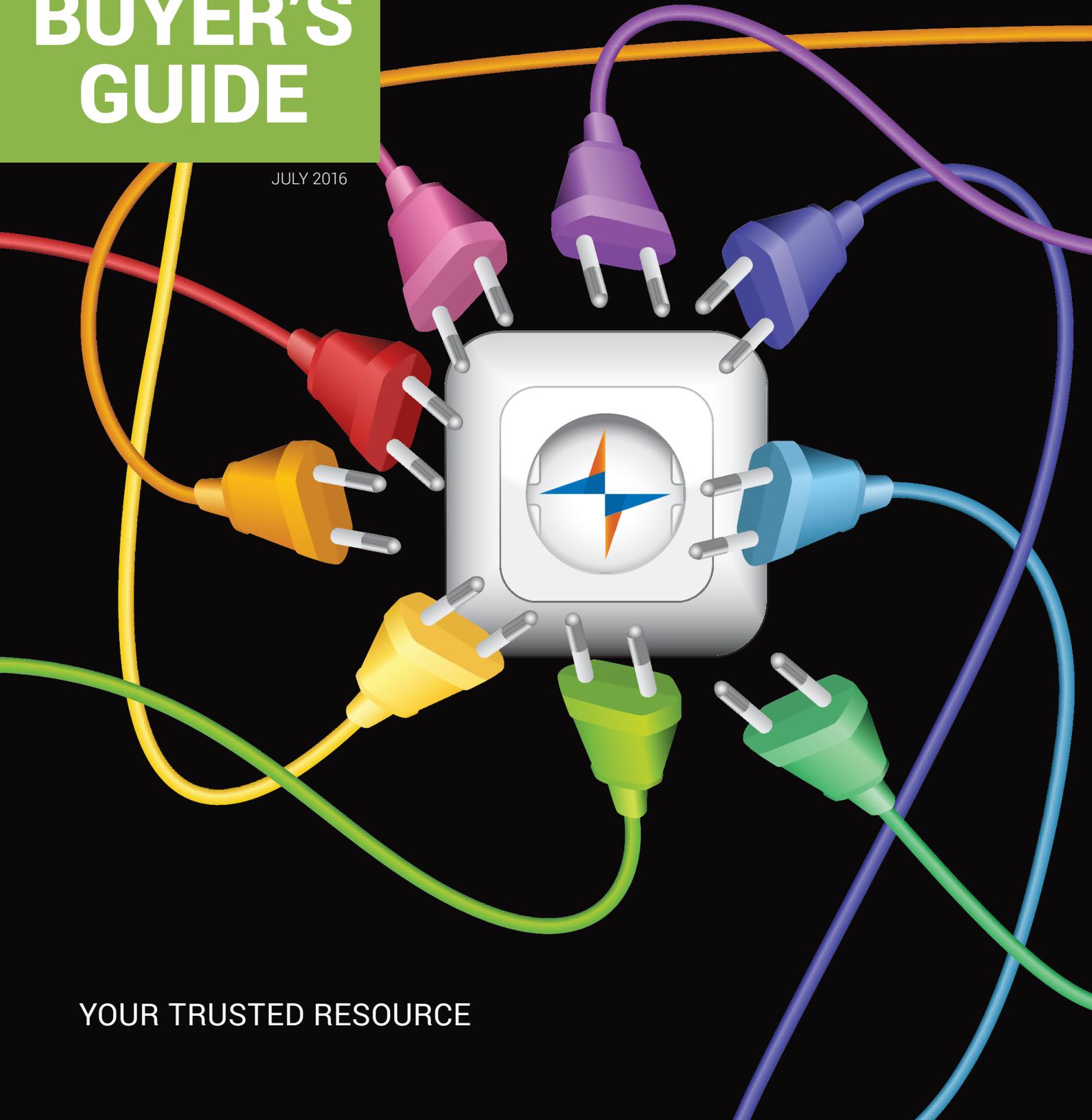
For instance, those without a strong financial background will need to work more closely with staff to gain a clearer understanding of the financials. Because they themselves are just learning the ropes, they may be in a good position to share financial information in a format that other lay people on the board can easily understand.

Conversely, treasurers with a strong financial background may need to guard against presenting information too complex for the non-financial lay person to understand.

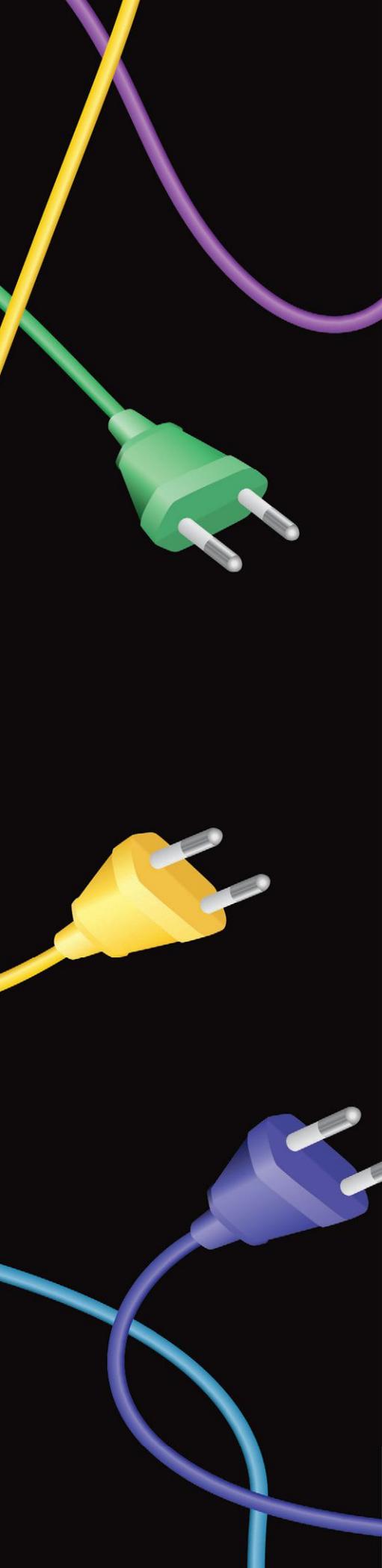
"Just because you understand the numbers doesn't mean the rest of the board will understand them as well," Daigneault warns. "The contemporary role of the board treasurer is not to be the chief expert on all matters financial. It's to understand

CUES Annual **BUYER'S GUIDE**

JULY 2016



YOUR TRUSTED RESOURCE



Getting Connected

When you open the *CUES Annual Buyer's Guide*, you'll plug in to an advanced network of credit union suppliers.

These firms offer the tools, technology, products, expertise and solutions your credit union needs to succeed and thrive in an electric industry. These suppliers are ready to work with you to ignite your credit union's growth.

Each of the firms in this guide are CUES Supplier members. These are companies that have joined CUES to further support the credit union industry. We thank them for their support!

Starting on p. 4, you'll find an alphabetical list of the top credit union industry suppliers. Turn to p. 14 to view the category list and to find your next partner. Access this list anytime online at cues.org/buyersguide.

Warm regards,



Karin Sand

Karin Sand, CIE
VP/Supplier Relations

and



KariAnn Sweeney

Kari Sweeney
Supplier Relations Manager

Disclaimer: Sponsoring firms provided the descriptions listed in this guide. CUES assumes no responsibility for claims made by the firms.

Self-Assessment for Credit Union Boards



Discover Your Board's Strengths and Weaknesses

CUES' *Self-Assessment for Credit Union Boards* provides the means to quickly and concisely gather honest feedback from all board members on key areas of governance.

This credit-union specific, confidential, online assessment tool helps build an agenda of strengths, weaknesses, opportunities and threats for the board to prioritize and address. Participation increases engagement, opens up new possibilities for consensus building, builds a culture of continuous improvement, and helps the team work more effectively.

Visit cues.org/SelfAssessment to get started now.



Alphabetical Listing



Advisors Plus⁺
Value Delivered

Advisors Plus



580 Carillon Parkway
St. Petersburg, FL 33716
Website: www.AdvisorsPlus.com
Follow us on Twitter: @PSCUAdvisorPlus
Like us at: Facebook.com/AdvisorsPlus
Consulting
Contact: Arnie Goldberg, Director/Business
Development
Contact Email: agoldberg@pscufs.com
Phone: 727.299.2535

Advisors Plus works with credit unions to help them meet their business challenges and grow. Our consultants create insightful, data-driven financial and marketing solutions that lead the industry in measurable results. Find out how your credit union can take advantage of Advisors Plus expertise and analytics to create marketing growth campaigns and portfolio, contact center, and operations optimizations that you can take straight to the bottom line.

Affinion Insurance Solutions

400 Duke Dr.
Franklin, TN 37067
Website: www.affinioninsurancesolutions.com
Contact: Ron Zickert, EVP/Sales
Contact Email: rzickert@affiniongroup.com
Phone: 615.764.2013



Allied Solutions



6111 Plano Pkwy., #2500
Plano, TX 75093
Website: www.alliedsolutions.net
Contact: Lesli Jameson, Senior Marketing
Account Manager
Contact Email: Lesli.Jameson@alliedsolutions.net
Phone: 469.467.3000

ALM First Financial Advisors, LLC

2911 Turtle Creek Blvd., #500
Dallas, TX 75219
Website: www.almfirst.com
Phone: 800.752.4628

Andres Consulting

PO Box 3915
West Vancouver, BC V7V 3K2
Canada
Website: www.andresconsulting.ca
Phone: 604.218.6076

Ascensus

PO Box 979
Brainerd, MN 56401
Website: www.ascensus.com
Contact: Jane Weizenegger, Relationship
Manager
Contact Email: jane.weizenegger@ascensus.com
Phone: 218.825.5163

Baker Hill



12655 SW Center St., #100
Beaverton, OR 97005
Website: www.bakerhill.com
Phone: 800.821.8664



BALANCE

1655 Grant St., #1300
Concord, CA 94520
Website: www.balancepro.org
Follow on Twitter: @BAL_Pro
Like us at: Facebook.com/BALANCEPro
Contact: Erin Allen, VP/ National Sales
Contact Email: eallen@balancepro.org
Phone: 415.780.7554

With BALANCE, credit unions can offer their members world-class financial education, content and one-on-one counseling to promote financial wellness. Our suite of white-label programs includes money-management coaching, housing education, identity theft solutions, webinars, toolkits, online modules, gamification, and youth programs—all designed to financially empower credit union members.

Bancography

2301 1st Ave. N., #103
Birmingham, AL 35203
Website: www.bancography.com
Contact: Laura Levie, Marketing Director
Contact Email: laura@bancography.com
Phone: 205.251.3227



A DIVISION OF
Gallagher Benefit Services, Inc.

BFB Gallagher



4600 Park Rd., #200
Charlotte, NC 28209
Website: www.bfbbenefit.com
Follow us on Twitter: @BurnsFazziBrock
Contact: Liz Santos, AVP/Marketing/Business
Development
Contact Email: Liz_Santos@ajg.com
Phone: 877.332.2265

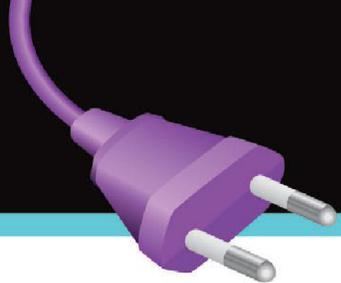
BFB Gallagher consults on executive benefits, benefit liability management, and institutional asset management for credit unions and other nonprofit organizations. Our expertise is in the tax code related to nonqualified plans for highly compensated individuals. We provide solutions for recruiting, rewarding, and retaining executives, including innovative methods for offsetting those costs. Our customized solutions focus on performance and regulatory compliance throughout the life of your benefit plans.

Bluepoint Solutions

2560 Anthem Village Dr., #200
Henderson, NV 89052
Website: www.bluepointsolutions.com
Follow us on Twitter: @blpnt
Contact: Alissa Fry-Harris, Director/Marketing
Contact Email:
marketing@bluepointsolutions.com
Phone: 760.410.9000 x340

Business Compensation Consulting

1255 W. 15th St., #830
Plano, TX 75075
Website: www.bcc-usa.net
Contact: Kathy Smith, President
Contact Email: kathy.smith@bcc-usa.net
Phone: 972.781.2020



bym agency

BYM Agency

7260 W. 135th St., #100
Overland Park, KS 66223

Website: bymagency.com

Follow us on Twitter: @BYMAgency

Like us at: Facebook.com/bymagency

Contact: Kat Anstine, Chief Operating Officer

Contact Email: kat@bymagency.com

Phone: 913.937.9407



Callahan & Associates, Inc.

1001 Connecticut Ave. NW, #1001
Washington, DC 20036

Website: www.callahan.com and

www.creditunions.com

Follow us on Twitter: @CallahanAssoc and @creditunionscom

Contact: Tim Taylor, VP/Account Management

Contact Email: TTaylor@callahan.com

Phone: 202.223.3920



Callahan & Associates is dedicated to helping the credit union industry thrive. Our team of experts provides leading research, analytics, networking and consulting solutions. More

than 4,000 credit unions and suppliers rely on us for the latest data, actionable insights and benchmarking tools to help them achieve their strategic goals.

CEO Velocity

6303 Persimmon St.
Fayetteville, AR 72704

Website: www.ceovelocity.com

Follow us on Twitter: @ScottMcClymonds

Like us at: Facebook.com/calxsoftware

Contact: Scott McClymonds, CEO/Founder

Contact Email: scottm@ceovelocity.com

Phone: 479.263.0774

CobbleStone Systems Corp.

100 Overlook Center, Floor 2
Princeton, NJ 8540

Website: www.CobbleStoneSystems.com

Follow us on Twitter: @CobbleStoneCM

Like us at: Facebook.com/pages/CobbleStone-Systems/470423149677271

Contact: Bradford Jones, Director/Sales & Marketing

Contact Email:

sales@CobbleStoneSystems.com

Phone: 866.330.0056

Concepts Unlimited

Advertising & Marketing

Concepts Unlimited Ad Agency

1250 S. Capital Of Texas Hwy., # 3-350
Austin, TX 78746

Website: www.cuadvertising.net

Contact: Steve Jones, President

Contact Email: stevejones@cuadvertising.net

Phone: 512.328.3576



CO-OP Financial Services



9692 Haven Ave.

Rancho Cucamonga, CA 91730

Website: www.co-opfs.org

Follow us on Twitter: @coopfs

Like us at: Facebook.com/COOPFinancialServices

Contact: Member Services

Contact Email: memberservices@co-opfs.org

Phone: 800.782.9042 opt. 2

CO-OP Financial Services is the nation's largest credit union service organization in terms of number of credit unions, assets and members. The company helps credit unions thrive by providing products and services that make it more convenient for members to do business with them.

CORNERSTONE

ADVISORS

Cornerstone Advisors, Inc.



7272 E. Indian School Rd., #400
Scottsdale, AZ 85251

Website: www.crnstone.com

Follow us on Twitter: @gonzobanker

Contact: Sam Kilmer, Senior Director/Client Development

Contact Email: skilmer@crnrstone.com

Phone: 480.423.2030

Cornerstone Advisors specializes in integrating best practice strategy, technology and efficiency improvement for credit unions and banks. CUs leverage Cornerstone's proven industry metrics in their strategic initiatives and vendor selection decisions. Our solution areas include strategy; performance; technology; contracts; payments; channels; and research and knowledge sharing, including GonzoBanker Roundtables for CU executives.

Corporate America CU

4365 Crescent Rd.

Irondale, AL 35210

Website: www.corpam.org

Follow us on Twitter: @corpamcu

Contact: Mallory Wear, National Sales Director

Contact Email: mwear@corpam.org

Phone: 205.383.8987

A New CUES Member Benefit!

CUES LEARNING TRACKER

Watch your knowledge grow.

BUYER'S GUIDE KEY



Premier Supplier Members have joined CUES to the highest level.

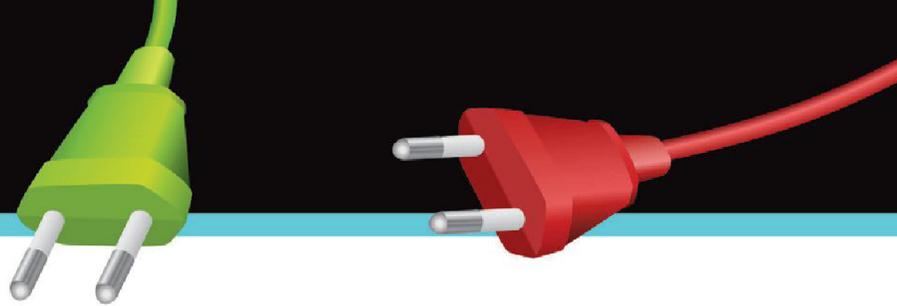


CUES Strategic Partners have joined with CUES to bring credit union-specific services to the movement's leaders.



CUES Suppliers of the Year are recognized for outstanding contributions to the credit union industry.

Alphabetical Listing



CPI Card Group

10368 W. Centennial Rd.
Littleton, CO 80127

Website: www.cpicardgroup.com

Follow us on Twitter: @cpi_jp

Like us at: Facebook.com/cpicardgroup

Contact: Janice Platzer, Marketing

Contact Email: jplatzer@cpicardgroup.com

Phone: 800.446.5036

CPI Card Group is a leading provider in payment card production and related services, offering a single source for credit, debit and prepaid debit cards including EMV chip, personalization, instant issuance, fulfillment and mobile payment services. Our solid reputation of product consistency, quality, and outstanding customer service supports our position as a leader in the market. We serve our customers from ten locations throughout the United States, Canada and the United Kingdom.

Credit Union Times

1100 G St., NW, 9th Floor
Washington, D.C. 20003

Website: www.CUTimes.com

Follow us on Twitter: @CookeonCUs

Like us at: Facebook.com/Credit-Union-Times

Contact: Sarah Snell Cooke, Publisher/
Editor-in-Chief

Contact Email: SCooke@CUTimes.com

Phone: 202.370.4802



CSCU



3031 N. Rocky Point Dr. West, #750
Tampa, FL 33607

Website: www.cscu.net

Follow us on Twitter: @cscu

Like us at: Facebook.com/cscumembers

Contact: Wendy Nolan, VP/Sales

Contact Email: wnolan@cscu.net

Phone: 813.930.2728

CSCU is the credit union industry's advocate, partner and leader in electronic payments solutions. Created by and for credit unions, CSCU is driven by the same principles that guide the industry. CSCU's services and offerings are focused on driving the growth and success of our 2,300 member credit unions.



CU Direct

2855 E. Guasti Rd., #500
Ontario, CA 91761

Website: www.cudirect.com

Follow us on Twitter: @CUDirectCUs

Like us at: Facebook.com/CUDirectCUs

Contact: Bob Child, Chief Operating Officer

Contact Email: bob.child@cudirect.com

Phone: 877.744.2835

CU Direct helps credit unions increase loan volume and income, create efficiencies, and grow membership through its industry leading solutions. Products include Lending 360, a complete loan origination platform; CUDL, the nation's largest vehicle lending network for credit unions; CUDL AutoSMART, a digital auto shopping program; AutoPREMIER, concierge auto buying; Lending Insights, a loan portfolio analytical system; OnSpot Financing, a retail and medical lending portal; Vero, vehicle service and identity theft solutions; and Intuvo, marketing automation software.



CUInsight.com



511 Rhetts St., #1C
Greenville, SC 29601

Website: www.cuinsight.com

Follow us on Twitter: @CUInsight

Like us at: Facebook.com/CUInsight

Contact: Randall Smith, Co-Founder/Publisher

Contact Email: rsmith@cuinsight.com

Phone: 317.690.2084



CU Members Mortgage



15455 Dallas Pkwy., #900
Addison, TX 75001

Website: www.cumembers.com

Contact: Linda Clampitt, Senior Vice President

Contact Email: lindac@homeloancu.com

Phone: 800.607.3474 ext. 3225

CU24

2252 Killearn Court Blvd., #2A
Tallahassee, FL 32309

Website: www.cu24.com

Contact: Lauren Giannini, Marketing
Coordinator

Contact Email: lauren.giannini@cu24.com

Phone: 850.701.2442

CU24 operates the largest credit union-owned ATM and POS network, including access to more than 80,000 surcharge-free ATMs, and a range of payment services that can be tailored to meet the objectives of individual credit unions to help them compete in the evolving financial services industry.



CUES

5510 Research Park Dr.
Madison, WI 53711

Website: www.cues.org

Follow us on Twitter: @TheRealCUES

Like us at: Facebook.com/TheRealCUES

Contact: Membership Services

Contact Email: cues@cues.org

Phone: 800.252.2664

CUES is an international membership association dedicated to the talent development of credit union CEOs, directors and future leaders. Our offerings—from our highly acclaimed institutes to an array of online services and progressive strategic solutions—are the premier professional development programs in the industry today helping credit union leaders reach their greatest potential.



CUNA Mutual Group



5910 Mineral Point Rd.
Madison, WI 53705

Website: www.cunamutual.com

Follow us on Twitter: @CUNAMutualGroup

Like us at: Facebook.com/
CUNAMutualFoundation

Contact: Janet B. McDonald, CCUE, CUDE,
Senior Sales Market Manager

Contact Email:

janet.mcdonald@cunamutual.com

Phone: 800.356.2644



Currency



12-8465 Harvard Place
Chilliwack, BC V2P 7Z5, Canada
Website: www.currencymarketing.ca
Follow us on Twitter: @currencyupdates
Like us at: Facebook.com/currencymarketing
Contact: Nala Henkel, Sales/Marketing
Contact Email: nhenkel@currencymarketing.com
Phone: 877.230.1516

Customer Service Profiles

12020 Shamrock Plaza, #310
Omaha, NE 68154
Website: www.csp.com
Phone: 402.399.8790



D+H



605 Crescent Executive Ct., #600
Lake Mary, FL 32746
Website: www.dh.com
Follow us on Twitter: @dhusacorp
Like us at: Facebook.com/dhusacorp
Contact: Stacey Leone, Director/PR/Events
Contact Email: stacey.leone@dh.com
Phone: 800.815.5592

D. Hilton Associates, Inc.

9450 Grogran's Mill Rd., #200
The Woodlands, TX 77380
Website: www.dhilton.com
Contact: Brian Kidwell, EVP
Contact Email: briank@dhilton.com
Phone: 800.367.0433

Davies Park Executive Search



609 Granville St., #880
Vancouver, BC V7Y 1G5, Canada
Website: www.daviespark.com

DDJ Myers

Advancing Leadership Success

DDJ Myers



4455 E. Camelback Rd., #C138
Phoenix, AZ 85018
Website: www.ddjmyers.com
Follow us on Twitter: @DDJMyers
Contact: Kristen Olson, AVP
Contact Email: kristenolson@ddjmyers.com
Phone: 800.574.8877

Digital Benefit Advisors

200 Galleria Pkwy., #1950
Atlanta, GA 30339
Website: www.digitalbenefitadvisors.com
Follow us on Twitter: @DigitalInsure
Like us at: Facebook.com/Digital-Benefit-Advisors-147169425428800
Contact: David Martin, Managing Principal
Contact Email: dmartin@digitalbenefitadvisors.com
Phone: 773.562.8847

DigitalMailer, Inc.

220 Spring St., #200
Herndon, VA 20170
Website: www.digitalmailer.com
Follow us on Twitter: @digitalmailer
Like us at: Facebook.com/digitalmailer.inc
Contact: Jesse Boyer, President
Contact Email: jboyer@digitalmailer.com
Phone: 703.733.0339 ext. 106

Doeren Mayhew

305 W. Big Beaver Rd., #200
Troy, MI 48084
Website: www.doeren.com
Follow us on Twitter: @doerenmayhew
Like us at: Facebook.com/DoerenMayhewCPA
Contact: Robin D. Hoag, CPA, CMC, CGMA, Shareholder
Contact Email: hoag@doeren.com
Phone: 888.433.4839

Doxim

79 Madison Ave., 2nd Floor
New York, NY 10016
Website: www.doxim.com
Follow us on Twitter: @doxim
Like us at: Facebook.com/doxim
Contact: Dean Capotosto, VP/Business Development
Contact Email: DCapotosto@doxim.com
Phone: 647.793.4147



eDoc Innovations



1197 Exchange St., #1
Middlebury, VT 05753
Website: www.edoclogic.com
Follow us on Twitter: @eDOCInnovations
Like us at: Facebook.com/edoclogic
Contact: Joseph Lao, Manager/Business Development
Contact Email: jlao@edoclogic.com
Phone: 800.425.7766

eDOC Innovations' highly acclaimed DocLogic is an all-inclusive mobile digital transaction management (mDTM) solution that meets current and future technology requirements, is deployed on premise or SaaS, seamlessly integrates with existing applications to bring information together from diverse sources, and empowers any business to build competency and make better business decisions.

EHS Design, Inc., a NELSON Company

821 2nd Ave., #400
Seattle, WA 98104
Website: www.ehs-design.com
Follow us on Twitter: @ehs_design
Like us at: Facebook.com/EHSDesign
Contact: Paul Seibert, VP/Financial Design
Contact Email: pseibert@ehs-design.com
Phone: 206.223.4999

EHS Design creates high performance branches and headquarters for CUs. We are transforming the member and staff experience, driving new efficiency, and increasing productivity through technology integration, strong branding and experience engineering. EHS has completed more than 1,800 branches and 6 million square feet of headquarters facilities across North America.

Alphabetical Listing



Enhanced Software Products, Inc. (ESP)

1811 N. Hutchinson Rd.
Spokane Valley, WA 99212
Website: www.espsolution.net
Follow us on Twitter: @ESP_411
Contact: Shaun Murray, Chief Elbow Rubber
Contact Email: sales@espsolution.net
Phone: 800.456.5750

This year ESP celebrates its 20th anniversary of providing technology solutions strictly for credit unions. We've built our business on providing legendary customer service and rock-solid core processing. We help our clients provide the services their members demand including: mobile banking, remote deposit capture and real-time ATM/debit.

FCT

2235 Sheridan Garden Dr.
Oakville, ON L67 7Y5
Canada
Website: www.fct.ca
Follow us on Twitter: @FCT_Canada
Like us at: [Facebook.com/FCTCanada](https://www.facebook.com/FCTCanada)
Contact: Diane Skrtic, Business Development Director
Contact Email: dskrtic@fct.ca
Phone: 905.902.2253

Founded in 1991, the FCT group of companies is based in Oakville, Ontario, and has over 800 employees across the country. The group provides industry-leading title insurance, default solutions and other real-estate-related products and services to approximately 1,250 lenders, 43,000 legal professionals and 5,000 recovery professionals, as well as real estate agents, mortgage brokers and builders, nationwide.



Fiserv



255 Fiserv Dr.
Brookfield, WI 53045
Website: www.fiserv.com
Follow us on Twitter: @Fiserv
Like us at: [Facebook.com/Fiserv](https://www.facebook.com/Fiserv)
Contact Email: gettsolutions@fiserv.com
Phone: 800.872.7882

Fiserv is a leading global provider of information management and electronic commerce systems for the financial services industry. Fiserv provides integrated technology and services that create value for our clients. Fiserv drives innovation that transforms experiences for more than 14,500 clients worldwide including banks, credit unions and thrifts, billers, mortgage lenders and leasing companies, brokerage and investment firms and other business clients.

Fox Rothschild, LLP

747 Constitution Dr., #100
Exton, PA 19341
Website: www.foxrothschild.com
Phone: 610.458.7500

Frost Financial Services, Inc.

8829 Chapelsquare Ln.
Cincinnati, OH 45249
Website: www.frostinsure.com
Contact: Phil Markwell, Partner
Contact Email: pmarkwell@frostinsure.com
Phone: 888.753.7678

Fusion Learning, Inc.

259 West 30th St., 11th Fl.
New York, NY 10001
Website: www.fusionlearninginc.com
Follow us on Twitter: @fusionsalestrg
Like us at: [Facebook.com/fusionlearninginc](https://www.facebook.com/fusionlearninginc)
Contact: Steve Franco, Marketing Manager
Contact Email: steve@fusionlearninginc.com
Phone: 212.461.3195

Great American Insurance Group

301 E. 4th St.
Cincinnati, OH 45202
Website: GreatAmericanEMS.com
Like us at: [Facebook.com/GreatAmericanInsuranceGroup](https://www.facebook.com/GreatAmericanInsuranceGroup)
Contact: Brendan Cronin, Senior Product Manager
Contact Email: bronin@gaig.com
Phone: 513.763.6184



Horsetail Technologies



201 Key Hwy.
Baltimore, MD 21230
Website: www.horsetailtech.com
Contact: Chris Sachse, Principal/Co-Founder
Contact Email: chris@horsetailtech.com
Phone: 410.560.5601

Howard & Howard Attorneys, PLLC

450 W. 4th St.
Royal Oak, MI 48067
Website: www.howardandhoward.com
Contact: Steve Van Beek, Attorney
Contact Email: svb@h2law.com
Phone: 248.723.0521

HUB Financial Services

750 Canyon Dr., #450
Coppell, TX 75019
Website: www.hubinternational.com/financial
Follow us on Twitter: @HUBFINSVS
Like us at: [Facebook.com/HUBInternationalLimited](https://www.facebook.com/HUBInternationalLimited)
Contact: Dottie Shepperd, Loan Portfolio/Risk Strategist
Contact Email: dottie.shepperd@hubinternational.com
Phone: 214.796.7820

OnBase[®] by Hyland

Hyland Software



28500 Clemens Rd.
Westlake, OH 44145

Website: www.onbase.com

Follow us on Twitter: @onbase

Like us at: [Facebook.com/OnBase](https://www.facebook.com/OnBase)

Contact: Michelle Harbinak Shapiro, Senior Industry Marketing Manager

Contact Email: michelle.shapiro@onbase.com

Phone: 440.788.5000

iDashboards

900 Tower Rd., #400
Troy, MI 48098

Website: www.idashboards.com

Phone: 248.528.7160

idea5, Inc.

4509 S. 143rd St., #5
Omaha, NE 68137

Website: www.idea5inc.com, www.stratezy.com

Follow us on Twitter: @stratezy

Like us at: [Facebook.com/stratezy](https://www.facebook.com/stratezy)

Contact: Martin Webster, Chief Operating Officer

Contact Email: martin.webster@idea5inc.com

Phone: 402.932.5908

IDS.com

747 E. Whitcomb Ave.
Madison Heights, MI 48071

Website: www.ids.com

Follow us on Twitter: @IDS_Media

Like us at: [Facebook.com/IDSDOCS](https://www.facebook.com/IDSDOCS)

Contact: Tony Wilhelm, VP/Business Development

Contact Email: twilhelm@ids.com

Phone: 844.IDS.DOCS

inLighten Incorporated

9645 Wehrle Dr.
Clarence, NY 14031

Website: www.inlighten.net

Contact: Jackie Fatta, Senior Vice President

Contact Email: jfatta@inlighten.net

Phone: 716.759.7750

Institution Solutions/ALLOY Insurance Partners

111 W. Spring Valley Rd., #200
Richardson, TX 75081

Website: www.isillc.com

Contact: Greg Hagan, SVP/Sales

Contact Email: ghagan@isillc.com

Phone: 800.365.7526

Integrated Builders Group

1264 Hawks Flight Ct., #290
El Dorado Hills, CA 95762

Website: www.integratedbg.com

Facebook: [Facebook.com/IntegratedBG/](https://www.facebook.com/IntegratedBG/)

Contact: Suzanne LeGette, Marketing Manager

Contact Email: slegette@integratedbg.com

Phone: 916.542.9711

IWS

5901 Broken Sound Pkwy., #400
Boca Raton, FL 33487

Website: www.iwsgroup.com

Contact: Jim Hawk, Jr., CEO

Contact Email: jchadam@iwsgroup.com

Phone: 561.981.7012

IZALE Financial Group

100 Illinois St., #200
St. Charles, IL 60174

Website: www.izalefg.com

Contact: David Griffiths, EVP Sales/Marketing

Contact Email: david@izalefg.com

Phone: 855.492.5334

JMFA

John M. Floyd & Associates

John M. Floyd & Associates



125 N. Burnett Dr.
Baytown, TX 77520

Website: www.JMFA.com

Contact: Richard Miller, Executive Vice President

Contact Email: info@jmfa.com

Phone: 800.809.2307

JMFA is a leading profit-improvement consultant helping credit unions improve income, control expenses, accelerate asset growth and optimize human capital. JMFA offers comprehensive consulting on overdraft programs, contract renegotiation services, product profitability, pricing, service, staffing studies, and process and technology improvement, as well as recruitment services from the executive-level to project or contract staffing. With our flexible and performance-based fees, your goals become our goals so you can achieve results. JMFA is proud to be a preferred provider among many industry groups.

Khorus

8012 Bee Cave Rd.
Austin, TX 78746

Website: www.khorus.com

Follow us on Twitter: @thekhorus

Like us at: [Facebook.com/khorusinc](https://www.facebook.com/khorusinc)

Contact: Tom Scanland, VP/Sales

Contact Email: tom@khorus.com

Phone: 512.423.2525



Kilpatrick Townsend & Stockton, LLP



607 14th St. NW, #900
Washington, DC 20005

Website: www.kilpatricktownsend.com

Follow us on Twitter: @KTS_Law

Contact: Ed Olifer, Partner

Contact Email: eolifer@kilpatricktownsend.com

Phone: 202.508.5800

Alphabetical Listing



Kony

9225 Bee Cave Rd., Bldg. A #300
Austin, TX 78733
Website: www.kony.com
Follow us on Twitter: @kony
Like us at: Facebook.com/kony
Contact: Steve Luong, Director/Product Marketing/Branding
Contact Email: steve.luong@kony.com
Phone: 512.792.2900

OUR BUSINESS IS BUILDING YOURS



La Macchia Group

157 N. Milwaukee St.
Milwaukee, WI 53202
Website: www.lamacchiagroup.com
Contact: Samantha Schwalbach, Marketing Coordinator
Contact Email: sschwalbach@lamacchiagroup.com
Phone: 414.727.4393

La Macchia Group, LLC, is a comprehensive consulting and design-build firm based in Milwaukee, Wis. Our capable, experienced team provides thorough due diligence, strategic site selection, compelling design and rigorous project management. Our team of highly specialized experts creates financial institutions that are brand-centered facilities tailored to meet our clients' needs and exceed their expectations.

LSC

1807 W. Diehl Rd.
Naperville, IL 60563
Website: www.lsc.net
Contact: Jamie Conrad, AVP Sales
Contact Email: jamie.conrad@lsc.com
Phone: 800.942.7124

LSC® is a credit union service organization offering a wide array of products and services and is dedicated to helping credit unions compete. Its experience and expertise in all areas from card programs and customer service to education have made LSC a key support provider in the credit union movement. Its products include credit, debit, prepaid debit, portfolio development assistance, ATM services, CRS collection services, and the cutting-edge CU Mobile Apps mobile solution.

MARQUIS

MARQUIS



5160 Tennyson Pkwy., #1000E
Plano, TX 75024
Website: www.gomarquis.com
Follow us on Twitter: @GoMarquis
Like us at: Facebook.com/GoMarquis
Contact: Jay Kassing, President
Contact Email: jayk@gomarquis.com
Phone: 800.365.4274



MasterCard

MasterCard



2000 Purchase St.
Purchase, NY 10577
Website: www.mastercard.com
Follow us on Twitter: @MasterCard
Like us at: Facebook.com/MasterCardUS
Contact: John Ainsworth, Group Head/U.S. Markets
Contact Email: John_Ainsworth@mastercard.com
Phone: 804.784.7788



Member Access Pacific

16000 Christensen Rd., #200
Seattle, WA 98188
Website: www.mapacific.com
Contact: Kent R. Kovack, SVP/Sales
Contact Email: kent.kovack@mapacific.com
Phone: 800.598.0698

MNP, LLP

119 4th Ave. S., #800
Saskatoon, SK S7K 5X2
Canada
Website: www.mnp.ca
Contact: Annette Kuckartz, National Credit Union Leader
Contact Email: annette.kuckartz@mnp.ca
Phone: 877.500.0778



Momentum, Inc.



1520 4th Ave., #300
Seattle, WA 98101
Website: www.momentumbuilds.com
Follow us on Twitter: @PlanDesignBuild
Like us at: Facebook.com/buildvelocity
Contact: Mark Alguard, LEEP AP BD+C, Senior Dir/Strategic & Pre-Construction Services
Contact Email: malguard@momentumbuilds.com
Phone: 206.787.8075



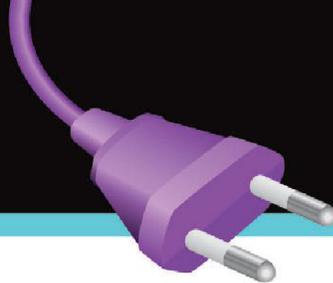
MyBoardPacket.com/M29 Software



133 Bridge St., #B
Arroyo Grande, CA 93420
Website: www.myboardpacket.com
Contact: Kenny O'Reilly, Business Development
Contact Email: sales@MyBoardPacket.com
Phone: 805.489.9402

O.M. Financial Group

Website: www.omfingroup.com
Contact: Bruce D. Smith, CFA, Executive Benefit Consultant
Contact Email: brucedsmith2@financialguide.com
Phone: 516.639.0556



O'Rourke & Associates

O'Rourke & Associates

395 Oyster Point Blvd., #405
South San Francisco, CA 94080

Website: www.orourkeconsult.com

Like us at: Facebook.com/ORourkeAssociates

Contact: Mike Juratovac, CEO

Contact Email: info@omaconsult.com

Phone: 800.394.1918

O'Rourke & Associates offers a wide range of professional services nationwide exclusively to the credit union industry. Expertise lies in the areas of CEO and executive recruitment, leadership development, succession planning, and compensation and retention analysis and HR consulting. For more information, contact our industry experts to experience a new generation of services.

Payfirma

885 West Georgia St., #1200
Vancouver, BC V6C 3E8
Canada

Website: www.payfirma.com

Contact: Darryl Germain, Senior Corporate Account Executive

Contact Email: Darryl.Germain@payfirma.com

Phone: 800.747.6883



PSCU



560 Carillon Pkwy.
St. Petersburg, FL 33716

Website: www.pscu.com

Follow us on Twitter: @PSCUForward

Like us at: Facebook.com/PSCUForward

Contact: Glynn Frechette, SVP/Sales

Contact Email: moreinfo@pscuc.com

Phone: 844.367.7728

PSCU provides a broad set of cost-effective, high quality financial services that include credit, debit, ATM, prepaid, bill payment, mobile financial services, digital wallets, electronic banking, lending, and contact center solutions. The combination of payments experience and leadership, commitment to ongoing investment in technology and talent, and industry leading card processing platforms makes PSCU an ideal partner for credit unions.

Quantum Governance, L3C



9409 Old Courthouse Rd.
Vienna, VA 22182

Website: www.quantumgovernance.net

Contact: Jennie Boden, Managing Director/
Strategic Relationships

Contact Email: jennie@quantumgovernance.net

Phone: 703.242.2016

Raymond James

50 N. Front St.
Memphis, TN 38103

Website: www.raymondjames.com

Contact: Katie Devine, Marketing Coordinator

Contact Email: katie.devine@raymondjames.com

Phone: 800.564.2249



Rochdale Paragon Group, LLC



8575 W. 110th St., #220
Overland Park, KS 66210

Website: www.rochdaleparagon.com

Follow us on Twitter: @rochdalegroup

Contact: Tony Ferris, CEO

Contact Email: tferris@rochdaleparagon.com

Phone: 913.890.8015



Share One, Inc.

2650 Thousand Oaks Blvd., #1120
Memphis, TN 38118

Website: www.shareone.com

Follow us on Twitter: @Shareone_EDU

Like us at: Facebook.com/ShareOneInc

Contact: Don Conrad, SVP/Sales

Contact Email: dconrad@shareone.com

Phone: 800.888.0766

Share One is a credit union-owned CUSO, offering the advanced core processing software, New Solutions. The core system delivers exceptional value with a flexible and comprehensive solution featuring a member-centric imaging system and efficient operational workflows. Call for a free demo or visit us online.

Solve

105 E. Alpine St., #22
Siloam Springs, AR 72761

Website: www.Solve100.com

Follow us on Twitter: @DavidFieldsNWA

Contact: David Fields, Principal

Contact Email: David.Fields@Solve100.com

Phone: 479.549.7765

Strategic Resource Management

5100 Poplar Ave., #2500
Memphis, TN 38137

Website: www.srmcorp.com

Contact: Ben Mrva, EVP

Contact Email: bmrva@srmcorp.com

Phone: 800.748.2577

Strategy Institute

401 Richmond St. West, #401
Toronto, ON M5V 3A8

Canada

Website: www.strategyinstitute.com

Phone: 866.298.9343



9311 San Pedro Ave., #600
San Antonio, TX 78216

Website: www.swbc.com

Follow us on Twitter: @SWBCFI

Like us at: Facebook.com/
SWBCFinancialInstitutionGroup

Contact: Mark Hein, CEO/The Financial Institution Group

Contact Email: mhein@swbc.com

Phone: 989.754.6575

Temenos

100 Lindenwood Dr.
Malvern, PA 19355

Website: www.temenos.com

Twitter: @temenos

Like us at: Facebook.com/temenosusa/

Contact: Jessica Wolfe, Marketing Coordinator

Contact Email: jewolfe@temenos.com

Phone: 610.232.2793

Alphabetical Listing



THIRD DEGREE ADVERTISING

Third Degree

501 N. Walker Ave., #100
Oklahoma City, OK 73102
Website: www.thirddegreeadv.com
Follow us on Twitter: @thirddegreeadv
Like us at: Facebook.com/ThirdDegreeAdv
Contact: Roy Page, CEO
Contact Email: roy@thirddegreeadv.com
Phone: 888.871.3729

Third Degree partners with progressive credit unions during periods of growth and transition to help them successfully navigate the new realities of an evolving credit union industry and "Information Age" empowered consumers. Proven outcomes are a result of our Marketing180 and Business Strategies360 processes.



The Members Group



1500 NW 118th St.
Des Moines, IA 50325
Website: www.tmg.global
Follow us on Twitter: @tmg
Contact: Chris Gunnare, SVP/Sales
Contact Email: Chris.Gunnare@tmg.global
Phone: 515.457.5250

The Sheeter Group

2509 Ridgewind Way
Windermere, FL 34786
Website: www.sheetergroup.com
Contact: Andrew Sheeter, President
Contact Email: asheete@sheeterconsulting.com
Phone: 407.217.2301



Visa, Inc.



PO Box 8999
San Francisco, CA 94128
Website: www.visa.com
Follow us on Twitter: @visa
Like us at: Facebook.com/VisaUnitedStates
Contact: Doug Leighton, SVP/Head of Community Accounts
Contact Email: leighton@visa.com
Phone: 800.847.2911

Visa, Inc. is a global payments technology company that connects consumers, businesses, financial institutions and governments in more than 200 countries and territories to fast, secure and reliable electronic payments.



Weber Marketing Group



225 Terry Ave. North, #400
Seattle, WA 98109
Website: www.webermarketing.com
Follow us on Twitter: @WeberMarketing
Like us at: Facebook.com/webermarketing
Contact: Randy Schultz, VP/Marketing
Contact Email: randy@webermarketing.com
Phone: 206.826.0322

World Council of Credit Unions

5710 Mineral Point Rd.
Madison, WI 53705
Website: www.woccu.org
Contact: Brian Branch, CUDE, President/CEO
Contact Email: bbranch@woccu.org
Phone: 608.395.2000



Your Marketing Company



PO Box 536
Greenville, SC 29602
Website: www.yourmarketingco.com
Contact: Bo McDonald, President
Contact Email: bo@yourmarketingco.com
Phone: 864.908.9291

Download to Make a Difference!

Download the new myCUES app
for your iPhone or iPad and
CUES will donate \$1 to
Children's Miracle Network Hospitals
and Credit Unions for Kids, up to \$5,000!



The myCUES app is
sponsored by





Simply the Best

When good is not good enough, an extraordinary partner can make the difference. CUES Premium Supplier members are among the top vendors in the business—trustworthy, experienced and dedicated to the credit union industry. Find the right partner to help you get the job done by searching *CUES Annual Buyer's Guide* at cues.org/buyersguide.

2016 CUES Premier Supplier Members



All CUES Supplier members adhere to the CUES Supplier Member Code of Ethics

Category Listing

ADVERTISING AGENCY

BYM Agency
Concepts Unlimited Ad Agency
Currency Marketing
Your Marketing Co.

ADVISORY TECHNOLOGY

Cornerstone Advisors, Inc.

ANNUAL REPORTS

Your Marketing Co.

ASSET/LIABILITY MANAGEMENT

BFB Gallagher
Callahan & Associates, Inc.
Corporate America CU
Raymond James

ATM/EFT/POS NETWORKS

CO-OP Financial Services
CSCU
CU24
Fiserv
LSC
Strategic Resource Management

ATM PROCESSING

Enhanced Software Products, Inc. (ESP)
LSC
PSCU
TMG

ATM SOLUTIONS/SUPPLIES/SERVICES

CU24
Great American Insurance Group

AUDITING

Doeren Mayhew
MNP, LLC

AUTO SALES/PROGRAMS

Frost Financial Services, Inc.
IWS
Raymond James

BOARD GOVERNANCE

DDJ Myers
D. Hilton Associates, Inc.
Kilpatrick Townsend & Stockton, LLP
Quantum Governance, L3C
Rochdale Paragon Group, LLC

BOARD/CORPORATE GOVERNANCE

DDJ Myers
Kilpatrick Townsend & Stockton, LLP
MyBoardPacket.com / M29 Software
Quantum Governance, L3C
Rochdale Paragon Group, LLC

BOARD POLICIES

BFB Gallagher
DDJ Myers
Kilpatrick Townsend & Stockton, LLP
Quantum Governance, L3C

BOARD TRAINING

DDJ Myers
Doeren Mayhew
Quantum Governance, L3C
Rochdale Paragon Group, LLC

BRANCH DELIVERY ENHANCEMENTS

Advisors Plus
EHS Design, A NELSON Company

BRANCH LOCATOR SERIES

EHS Design, A NELSON Company

BRANCH MERCHANDISING

Concepts Unlimited Ad Agency
inLighten Incorporated
Momentum, Inc.
Weber Marketing Group

BRANCH PLANNING

Baker Hill
Bancography
CEO Velocity
EHS Design, A NELSON Company
Integrated Builders Group
Momentum, Inc.
Weber Marketing Group

BRANCH STAFF SCHEDULING

Bancography

BRAND STRATEGIES

BYM Agency
Concepts Unlimited Ad Agency
Integrated Builders Group
La Macchia Group
Visa, Inc.
Weber Marketing Group
Your Marketing Co.

BRAND TRANSLATION

EHS Design, A NELSON Company
Integrated Builders Group
La Macchia Group

BUSINESS CONTINUITY PLANNING

Cornerstone Advisors, Inc.
Doeren Mayhew
Rochdale Paragon Group, LLC

CALL CENTERS

Advisors Plus
CO-OP Financial Services
PSCU

CARD MANUFACTURER

CPI Card Group

CARD SERVICES

Advisors Plus
CPI Card Group
Fiserv
LSC
PSCU
Strategic Resource Management
Visa, Inc.

CASH HANDLING SERVICES

SWBC

CHECK 21

Bluepoint Solutions, Inc.
Corporate America CU
eDOC Innovations
Hyland Software

CHECK IMAGE EXCHANGE

CO-OP Financial Services
eDOC Innovations

CHECK PRINTING

IDS.com

COLD IMAGING

Hyland Software

COLLECTION/REPOSSESSIONS

Allied Solutions
SWBC

COMPLIANCE/REGULATORY ISSUES

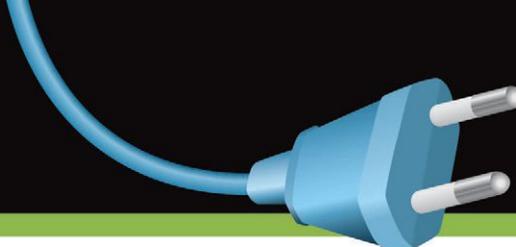
Advisors Plus
Ascensus
BFB Gallagher
ComplianceTech
CU Members Mortgage
CU24
CU Direct
CUNA Mutual Group
Doeren Mayhew
Howard & Howard Attorneys
Kilpatrick Townsend & Stockton, LLP
MasterCard
MNP, LLC
Raymond James
Rochdale Paragon Group, LLC
Temenos

CONSULTING/ACCOUNTING

Doeren Mayhew
MNP, LLC

CONSULTING/BOARD DEVELOPMENT

Callahan & Associates, Inc.
D. Hilton Associates, Inc.
DDJ Myers
Khorus
Quantum Governance, L3C
Rochdale Paragon Group, LLC



CONSULTING/FACILITY

Integrated Builders Group
La Macchia Group
Momentum, Inc.

CONSULTING/FINANCIAL MANAGEMENT

Advisors Plus
Ascensus
Callahan & Associates, Inc.
MNP, LLC
O'Rourke & Associates
Strategic Resource Management
Visa, Inc.

CONSULTING/HR

D. Hilton Associates, Inc.
Digital Benefit Advisors
John M. Floyd & Associates
O'Rourke & Associates

CONSULTING/INVESTMENT

BFB Gallagher
Business Compensation Consulting
Callahan & Associates, Inc.

CONSULTING/LENDING

Cornerstone Advisors, Inc.
CU Members Mortgage

CONSULTING/MANAGEMENT

Callahan & Associates, Inc.
CEO Velocity
Cornerstone Advisors, Inc.
DDJ Myers
John M. Floyd & Associates
Khorus
MNP, LLC
O'Rourke & Associates
Quantum Governance, L3C
Rochdale Paragon Group, LLC
Solve

CONSULTING/MARKETING

Advisors Plus
Baker Hill
BYM Agency
CEO Velocity
Concepts Unlimited Ad Agency
Digital Mailer, Inc.
MARQUIS
MasterCard
PSCU
Weber Marketing Group
Your Marketing Co.

CONSULTING/MERGERS

BYM Agency
Callahan & Associates, Inc.
Cornerstone Advisors, Inc.
D. Hilton Associates, Inc.
DDJ Myers
Doeren Mayhew
Howard & Howard Attorneys
John M. Floyd & Associates
MNP, LLC
Rochdale Paragon Group, LLC
Strategic Resource Management

CONSULTING/OPERATIONS

Advisors Plus
Cornerstone Advisors, Inc.
CU24
Great American Insurance Group
John M. Floyd & Associates
MNP, LLC
PSCU
Rochdale Paragon Group, LLC
Solve
Strategic Resource Management

CONSULTING/PLANNING

Advisors Plus
Callahan & Associates, Inc.
CEO Velocity
Cornerstone Advisors, Inc.
D. Hilton Associates, Inc.
idea5
MNP, LLC
Quantum Governance, L3C
Rochdale Paragon Group, LLC
Your Marketing Co.

CONSULTING/TECHNOLOGY

ComplianceTech
Cornerstone Advisors, Inc.
Khorus
Kony
MNP, LLC
Share One, Inc.
Solve

CONTRACT MANAGEMENT

CobbleStone Systems Corp.

CORE PROCESSING

Cornerstone Advisors, Inc.
D+H
Enhanced Software Products, Inc. (ESP)
Fiserv
Share One, Inc.
Strategic Resource Management
Temenos

CORPORATE CREDIT UNION

Corporate America CU
MNP, LLC

CREDIT CARD PROCESSING

Allied Solutions
CO-OP Financial Services
CSCU
LSC
MasterCard
Payfirma
PSCU
Share One, Inc.
Strategic Resource Management
TMG

CREDIT CARD SERVICES

Advisors Plus
CSCU
LSC
MasterCard
Payfirma
PSCU
Raymond James
Strategic Resource Management
TMG
Visa, Inc.

CREDIT SCORING

Advisors Plus

CUSTOMER RELATIONSHIP MANAGEMENT

Baker Hill
CEO Velocity
D+H
Digital Mailer, Inc.
Doxim
Fiserv
MARQUIS
Solve
Visa, Inc.

CUSTOMER SERVICE

CUES
IDS.com

DATA PROCESSING/HARDWARE/ SOFTWARE

Callahan & Associates, Inc.
Enhanced Software Products, Inc. (ESP)
IDS.com
Share One, Inc.

DATA SERVICES/LINKING/MAPPING

FCT
idea5

DATA WAREHOUSING

CU Direct
FCT
idea5
Institution Solutions/ALLOY Insurance
Partners
Solve

Category Listing

DEBIT CARD PROCESSING

CO-OP Financial Services
CSCU
Enhanced Software Products, Inc. (ESP)
LSC
MasterCard
PSCU
TMG

DEBIT CARD SERVICES

Advisors Plus
CPI Card Group
CSCU
LSC
MasterCard
Strategic Resource Management
TMG
Visa, Inc.

DELIVERY SYSTEMS

Bancography
EHS Design, A NELSON Company

DEPOSIT PLATFORM

Corporate America CU

DIFFERENTIATION/POSITIONING STRATEGY

Advisors Plus
BYM Agency
CEO Velocity
Cornerstone Advisors, Inc.
EHS Design, A NELSON Company
idea5
La Macchia Group
Visa, Inc.

DIGITAL SIGNAGE

inLighten Incorporated

DIGITAL/DIGITIZED SIGNATURE CAPTURE

eDOC Innovations

DISASTER RECOVERY

Doeren Mayhew
Fiserv
Hyland Software

DOCUMENT IMAGING/ARCHIVING

Bluepoint Solutions, Inc.
eDOC Innovations
Fiserv
Hyland Software

EARNINGS ENHANCEMENT PROGRAMS

John M. Floyd & Associates
O.M. Financial Group

E-COMMERCE

eDOC Innovations
MasterCard
Payfirma
PSCU

E-DOCUMENT STRATEGY MANAGEMENT

Bluepoint Solutions, Inc.
Digital Mailer, Inc.
Doxim
eDOC Innovations
MyBoardPacket.com/M29 Software

E-LEARNING

Ascensus
BALANCE
Digital Benefit Advisors

EDUCATIONAL PRODUCTS

CUES

EDUCATION/TRAINING

Ascensus
BALANCE
Callahan & Associates, Inc.
CPI Card Group
CUES
Doeren Mayhew
Fusion Learning, Inc.
Howard & Howard Attorneys
LSC
Quantum Governance, L3C

ELECTION SERVICES

CUES
MyBoardPacket.com/M29 Software

ELECTRONIC SERVICES

IDS.com
Payfirma
Share One, Inc.

ELECTRONIC STATEMENT DELIVERY

Digital Mailer, Inc.
eDOC Innovations
Enhanced Software Products, Inc. (ESP)
IDS.com

EMAIL MANAGEMENT/MARKETING

Concepts Unlimited Ad Agency
Digital Mailer, Inc.
Institution Solutions/ALLOY Insurance
Partners
MARQUIS

EMPLOYEE BENEFITS

Allied Solutions
BALANCE
BFB Gallagher
Business Compensation Consulting
Digital Benefit Advisors
Kilpatrick Townsend & Stockton, LLP
SWBC

EMPLOYEE ENGAGEMENT TRAINING

Digital Benefit Advisors
Fusion Learning, Inc.
La Macchia Group
Your Marketing Co.

E-STATEMENTS

eDOC Innovations
Enhanced Software Products, Inc. (ESP)
Digital Mailer, Inc.
Doxim
Fiserv

EXECUTIVE COACHING

DDJ Myers

EXECUTIVE DEVELOPMENT

Callahan & Associates, Inc.
CEO Velocity
CUES
Fusion Learning, Inc.
Khorus
O'Rourke & Associates
Quantum Governance, L3C

EXECUTIVE RETIREMENT BENEFITS

Allied Solutions
BFB Gallagher
Business Compensation Consulting
CUNA Mutual Group
D. Hilton Associates, Inc.
IZALE Financial Group
O.M. Financial Group
O'Rourke & Associates
SWBC

FACILITIES/BUILDING CONSTRUCTION

EHS Design, A NELSON Company
Momentum, Inc.

FACILITIES/BUILDING DESIGN

EHS Design, A NELSON Company
La Macchia Group
Momentum, Inc.

FACILITIES/DESIGN/BUILD

EHS Design, A NELSON Company
Integrated Builders Group
La Macchia Group
Momentum, Inc.

FACILITIES/PLANNING

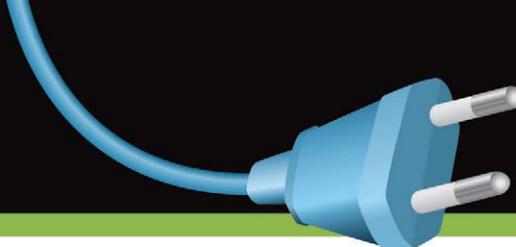
EHS Design, A NELSON Company
La Macchia Group
Momentum, Inc.

FACILITIES/SITE SELECTION

EHS Design, A NELSON Company
La Macchia Group
Momentum, Inc.

FINANCIAL LITERACY

BALANCE
Currency Marketing
MasterCard



FINANCIAL MANAGEMENT

BALANCE
Callahan & Associates, Inc.
Kony
Raymond James
Solve
Visa, Inc.

FORMS/SUPPLIES

Ascensus
CUNA Mutual Group

FRAUD RISK MANAGEMENT

Bluepoint Solutions, Inc.
CSCU
Doeren Mayhew
MasterCard
PSCU
Rochdale Paragon Group, LLC
TMG

HOME BANKING

Enhanced Software Products, Inc. (ESP)
CO-OP Financial Services
Kony
Share One, Inc.

HUMAN RESOURCES/BENEFITS

BFB Gallagher
Business Compensation Consulting
D. Hilton Associates, Inc.
Digital Benefit Advisors
Kilpatrick Townsend & Stockton, LLP

HUMAN RESOURCES/BOARD OF DIRECTOR SEARCHES

DDJ Myers

HUMAN RESOURCES/COMPENSATION

BFB Gallagher
Business Compensation Consulting
CU Solutions Group
D. Hilton Associates, Inc.
DDJ Myers
Digital Benefit Advisors
Kilpatrick Townsend & Stockton, LLP

HUMAN RESOURCES/EXECUTIVE SEARCHES

DDJ Myers
Digital Benefit Advisors
D. Hilton Associates, Inc.
O'Rourke & Associates

HUMAN RESOURCES/LEGAL ISSUES

Digital Benefit Advisors
Howard & Howard Attorneys
Kilpatrick Townsend & Stockton, LLP

HUMAN RESOURCES/PERSONNEL

CEO Velocity
CU Solutions Group
Digital Benefit Advisors
O'Rourke & Associates
SWBC

HUMAN RESOURCES/RECRUITMENT

D. Hilton Associates, Inc.
DDJ Myers
Digital Benefit Advisors
O'Rourke & Associates

HUMAN RESOURCES/SUCCESSION PLANNING

D. Hilton Associates, Inc.
DDJ Myers
Digital Benefit Advisors
Kilpatrick Townsend & Stockton, LLP
O'Rourke & Associates
Quantum Governance, L3C

HUMAN RESOURCES/TRAINING

BALANCE
Digital Benefit Advisors

IMAGE PROCESSING

Bluepoint Solutions, Inc.
eDOC Innovations
Fiserv

INCENTIVE PROGRAMS

Allied Solutions
Baker Hill
Business Compensation Consulting
CU Solutions Group
D. Hilton Associates, Inc.
Digital Benefit Advisors
LSC
MARQUIS

INDIRECT LENDING

CU Direct
Temenos

INFORMATION SECURITY

Doeren Mayhew
Kony

IN-STORE BRANCHING

EHS Design, A NELSON Company

INSURANCE/CREDIT UNIONS

Affinion Insurance Solutions
BFB Gallagher
CUNA Mutual Group
Frost Financial Services, Inc.
Institution Solutions/ALLOY Insurance
Partners
IWS
IZALE Financial Group
Kilpatrick Townsend & Stockton, LLP
LSC

INSURANCE/MEMBER

Allied Solutions
Affinion Insurance Solutions
CUNA Mutual Group
Frost Financial Services, Inc.
Institution Solutions/ALLOY Insurance
Partners
IWS
SWBC

INTERNET SERVICES

Ascensus
MyBoardPacket.com/M29 Software

INVESTMENTS/SECURITIES

BFB Gallagher
Callahan & Associates, Inc.
Corporate America CU
CUNA Mutual Group
Fiserv
IZALE Financial Group
Raymond James
Rochdale Paragon Group, LLC
SWBC

KIOSKS

inLighten Incorporated

LEARNING MANAGEMENT SYSTEM

Ascensus
BALANCE
CUES
Digital Benefit Advisors

LEGAL SERVICES

FCT
Howard & Howard Attorneys
Kilpatrick Townsend & Stockton, LLP

LEGISLATION/REGULATORY ISSUES

ComplianceTech
Howard & Howard Attorneys
Kilpatrick Townsend & Stockton, LLP
MasterCard
Rochdale Paragon Group, LLC

LENDING/AUTO LOANS

ComplianceTech
CO-OP Financial Services
CU Direct
CU Solutions Group
Frost Financial Services, Inc.
Institution Solutions/ALLOY Insurance
Partners
IWS
SWBC

LENDING/COMMERCIAL LENDING

D+H
Doxim
Kilpatrick Townsend & Stockton, LLP

Category Listing

LENDING/CONSUMER LENDING

Allied Solutions
ComplianceTech
D+H
Doxim
SWBC
Temenos

LENDING/HOME EQUITY/ 2ND MORTGAGE

Temenos

LENDING/INDIRECT LENDING

CU Direct

LENDING/LOAN AUTOMATION

CU Direct
CU Solutions Group
CUNA Mutual Group
D+H
Doxim
Temenos

LENDING/LOAN DECISIONING

CU Direct
CUNA Mutual Group
Doxim
Temenos

LENDING/MORTGAGE LENDING

Allied Solutions
ComplianceTech
CU Members Mortgage
SWBC

LENDING/OPERATIONAL MORTGAGE DOCUMENTS

Howard & Howard Attorneys

LOAN AUTOMATION

CU Direct
CUNA Mutual Group
Doxim
Hyland Software

LOAN ORIGATION SERVICES

CU Direct
FCT
Fiserv

LOAN ORIGATION SOFTWARE

CU Direct
D+H
Doxim
Temenos

LOAN TRACKING SOFTWARE

HUB Financial Services

LOGOS

Your Marketing Co.

MARKET INTELLIGENCE

Callahan & Associates, Inc.
CEO Velocity
CU Direct
EHS Design, A NELSON Company
idea5
Institution Solutions/ALLOY Insurance
Partners
MARQUIS
Momentum, Inc.
Solve

MARKETING SERVICES/AD SPECIALTIES

BYM Agency
MARQUIS
Your Marketing Co.

MARKETING SERVICES/ ADVERTISING AGENCY

BYM Agency
Currency Marketing
CU Solutions Group
MARQUIS
Weber Marketing Group
Your Marketing Co.

MARKETING SERVICES/ CREATIVE SERVICES

Affinion Insurance Solutions
BYM Agency
Concepts Unlimited Ad Agency
Credit Union Times
CU Solutions Group
IDS.com
La Macchia Group
MARQUIS
Weber Marketing Group
Your Marketing Co.

MARKETING SERVICES/CROSS-SELL SALES TRACKING

Advisors Plus
Baker Hill
Institution Solutions/ALLOY Insurance
Partners
MARQUIS

MARKETING SERVICES/DIRECT MAIL

Advisors Plus
Affinion Insurance Solutions
Allied Solutions
BYM Agency
Concepts Unlimited Ad Agency
CU Solutions Group
CUNA Mutual Group
IDS.com
Institution Solutions/ALLOY Insurance
Partners
MARQUIS
Your Marketing Co.

MARKETING SERVICES/MCIF

Baker Hill
CEO Velocity
D+H
Institution Solutions/ALLOY Insurance
Partners
MARQUIS

MARKETING SERVICES/ NEWSLETTERS/PUBLICATIONS

Concepts Unlimited Ad Agency
Credit Union Times
CU Insight
CU Solutions Group
CUES
Digital Mailer, Inc.
IDS.com
Your Marketing Co.

MARKETING SERVICES/RESEARCH

Baker Hill
Bancography
CEO Velocity
MARQUIS

MARKETING SERVICES/ SALES TRACKING

Baker Hill
Bancography
BYM Agency
CEO Velocity
Institution Solutions/ALLOY Insurance
Partners
MARQUIS

MEDIA

BYM Agency
Concepts Unlimited Ad Agency
Credit Union Times
CUES
CUInsight

MEMBER PROFITABILITY

Baker Hill
Bancography
CEO Velocity
Digital Mailer, Inc.
John M. Floyd & Associates
MARQUIS
MasterCard
Solve
Temenos

MEMBER RELATIONSHIP MANAGEMENT

Baker Hill
CEO Velocity
Digital Mailer, Inc.
Doxim
Institution Solutions/ALLOY Insurance
Partners
MARQUIS
Solve



MEMBER SATISFACTION RESEARCH

Bancography
BYM Agency
CEO Velocity
D. Hilton Associates, Inc.

MEMBER STATEMENT PROCESSING

eDOC Innovations

MERCHANDISING DISPLAYS

inLighten Incorporated

MERGERS

BYM Agency
Cornerstone Advisors, Inc.
D. Hilton Associates, Inc.
DDJ Myers
Doeren Mayhew
Howard & Howard Attorneys
Kilpatrick Townsend & Stockton, LLP
Rochdale Paragon Group, LLC

MOBILE BANKING

Allied Solutions
CO-OP Financial Services
Corporate America CU
CPI Card Group
CSCU
CU Solutions Group
D+H
Enhanced Software Products, Inc. (ESP)
Fiserv
Kony
LSC
MasterCard
Payfirma
PSCU
Share One, Inc.
Strategic Resource Management
Visa Inc.

MORTGAGE LENDING SERVICES

ComplianceTech
CU Members Mortgage
Raymond James
SWBC

NAMING/RE-NAMING

La Macchia Group
Weber Marketing Group

NEWS SOURCE

Credit Union Times
CUES
CUInsight

NON-INTEREST INCOME

CU Direct
CU Members Mortgage
CU Solutions Group
CUNA Mutual Group
Frost Financial Services, Inc.
HUB Financial Services
Institution Solutions/ALLOY Insurance
Partners
IWS
John M. Floyd & Associates
SWBC

NOTICE PRINTING & MAILING SERVICE

IDS.com

ONLINE BANKING

CO-OP Financial Services
D+H
Enhanced Software Products, Inc. (ESP)
Fiserv
Kony
PSCU

OVERDRAFT PRIVILEGE PROGRAMS

John M. Floyd & Associates

PAYMENTS

Advisors Plus
Visa, Inc.

PAYROLL ADMINISTRATION/ CARD PROGRAMS

CPI Card Group
Digital Benefit Advisors
MasterCard
TMG

PERFORMANCE MANAGEMENT & INFORMATION

Baker Hill
CEO Velocity
Cornerstone Advisors, Inc.
CU Solutions Group
Khorus
Solve

PORTFOLIO ADVISORY SERVICES

CSCU
CUNA Mutual Group
MasterCard

PREPAID PROGRAMS

CPI Card Group
CU24
LSC
PSCU
TMG

PRODUCT PROFITABILITY

Baker Hill
Bancography
CU Direct
John M. Floyd & Associates

RETAIL BRANDING

EHS Design, A NELSON Company
La Macchia Group
Momentum, Inc.
Weber Marketing Group

RETAIL MERCHANDISING

inLighten Incorporated
La Macchia Group
Weber Marketing Group

RETAIL PLANNING

EHS Design, A NELSON Company
Momentum, Inc.
La Macchia Group

RETIREMENT PLAN PROVIDER

Ascensus
BFB Gallagher
CUNA Mutual Group
IZALE Financial Group

REWARDS/MEMBER LOYALTY REWARDS

Allied Solutions
CO-OP Financial Services
CSCU
CU Solutions Group
PSCU
TMG

SALES CULTURE DEVELOPMENT

Allied Solutions
CUES
CUNA Mutual Group
Fusion Learning, Inc.

SALES TRAINING

Fusion Learning, Inc.

SBA LOAN REVIEWS

Doeren Mayhew
Raymond James

SBA/MBL SPECIALISTS

Kilpatrick Townsend & Stockton, LLP

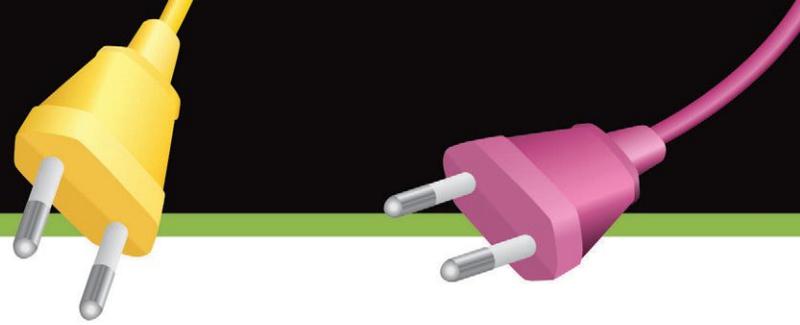
SECURE CARD MANUFACTURING

CPI Card Group

SECURITY/ONLINE & NETWORK

Kony

Category Listing



SECURITY/RISK MANAGEMENT

Allied Solutions
CO-OP Financial Services
Cornerstone Advisors, Inc.
CU Direct
CUES
CUNA Mutual Group
FCT
Fiserv
Raymond James
Rochdale Paragon Group, LLC

SHARED BRANCHING

CO-OP Financial Services
Enhanced Software Products, Inc. (ESP)

SHARE DRAFT SERVICES

Corporate America CU

SIGNATURE CAPTURE

eDoc Innovations
Doxim

SOCIAL MEDIA

BYM Agency
Your Marketing Co.

SOFTWARE/BROWSER-BASED SOFTWARE

eDoc Innovations
CobbleStone Systems Corp.
idea5
Kony
MyBoardPacket.com/M29 Software
Solve
SWBC

SOFTWARE/COLLECTIONS

Allied Solutions
SWBC
Temenos

SOFTWARE/COMPLIANCE

Ascensus
CobbleStone Systems Corp.
ComplianceTech
Hyland Software
Temenos

SOFTWARE/CONSULTING & VENDOR SEARCH

Callahan & Associates, Inc.
CobbleStone Systems Corp.
Cornerstone Advisors, Inc.
Solve

SOFTWARE/CORE PROCESSING

D+H
Enhanced Software Products, Inc. (ESP)
Fiserv
Share One, Inc.
Temenos

SOFTWARE/DISASTER RECOVERY

Hyland Software

SOFTWARE/FINANCIAL PLANNING

Callahan & Associates, Inc.
idea5
Solve

SOFTWARE/HR

Digital Benefit Advisors
Khorus
Solve

SOFTWARE/INTERNET/PC BANKING

D+H
Kony

SOFTWARE/LENDING

CU Direct
D+H
Doxim
Enhanced Software Products, Inc. (ESP)
Temenos

SOFTWARE/REPOSESSIONS/ RECOVERIES/CHARGE-OFFS

Allied Solutions
Temenos

SOFTWARE/TRAINING

Ascensus
Digital Benefit Advisors
Solve

STATEMENT PRINTING AND MAILING

Enhanced Software Products, Inc. (ESP)
Doxim
IDS.com

STATEMENT PROCESSING

Doxim
Enhanced Software Products, Inc. (ESP)
Fiserv
IDS.com

STATEMENT REDESIGN

IDS.com
Doxim

STRATEGIC PLANNING

Advisors Plus
Ascensus
Callahan & Associates, Inc.
CEO Velocity
Cornerstone Advisors, Inc.
Corporate America CU
DDJ Myers
Doeren Mayhew
idea5
Integrated Builders Group
Momentum, Inc.
O'Rourke & Associates
Quantum Governance, L3C
Rochdale Paragon Group, LLC
Visa, Inc.
Weber Marketing Group
Your Marketing Co.

SURCHARGE-FREE ATM ACCESS

CO-OP Financial Services

TALENT DEVELOPMENT/TRAINING

Ascensus
CUES
Institution Solutions/ALLOY Insurance
Partners
Quantum Governance, L3C
SWBC

TECHNOLOGY

Ascensus
CPI Card Group
CU Solutions Group
D+H
eDoc Innovations
Hyland Software
Institution Solutions/ALLOY Insurance
Partners
Kony
Share One, Inc.
Temenos
Visa, Inc.

TECHNOLOGY ADVISOR

Cornerstone Advisors, Inc.
Digital Mailer, Inc.
Kony
MyBoardPacket.com/M29 Software
Share One, Inc.
Visa, Inc.

TEEN/FAMILY CARD PROGRAMS

LSC
MasterCard



It's a Money Thing is a collection of effective and affordable financial education content grounded in research and consumer need

Ten credit unions from the United States and Canada participated in an It's a Money Thing pilot conducted by Filene Research Institute. Business results and young adult engagement were very positive.

"Targeted at 16- to 25-year-olds, It's a Money Thing provides financial literacy content that is clever, concise and easily accessible. This initiative exemplifies high-quality financial education programming."

— Annamaria Lusardi, Denit Trust Distinguished Scholar and Academic Director, Global Financial Literacy Excellence Center, George Washington University



Download the full report today

A new topic delivered to your inbox every month

Branded for your credit union

Infographic

Animated video

Original article

Social media graphics

High school and college presentation

Handout

AFFORDABLE SUBSCRIPTION PLANS

TELLER AUTOMATION
D+H

TRANSACTION PROCESSING
Bluepoint Solutions, Inc.
CO-OP Financial Services
FCT

TRAVEL/GIFT CARD PROGRAMS
LSC

VEHICLE VALUATION/GUIDES
IWS

VENDOR NEGOTIATIONS/MANAGEMENT
Cornerstone Advisors, Inc.
Great American Insurance Group
Howard & Howard Attorneys
Institution Solutions/ALLOY Insurance Partners
John M. Floyd & Associates
Rochdale Paragon Group, LLC

VENDOR RISK MANAGEMENT
Fiserv

VOICE RESPONSE SYSTEMS
Enhanced Software Products, Inc. (ESP)

WEB PAGES/SITE DESIGN
BYM Agency
Corporate America CU
CU Solutions Group
Enhanced Software Products, Inc. (ESP)
Share One, Inc.

WORKFLOW
Hyland Software
eDoc Innovations

Member Listing

Member since 1986

Raymond James

Member since 1988

Callahan & Associates, Inc.

Member since 1993

Fiserv

Member since 1994

Concepts Unlimited Ad Agency

CU24

Doeren Mayhew

EHS Design, Inc., A NELSON Company

Weber Marketing Group

Member since 1997

DDJ Myers

Member since 1998

CUNA Mutual Group

Member since 1999

SWBC

Member since 2000

Fox Rothschild, LLP

Member since 2001

inLighten Incorporated

TMG

Share One, Inc.

Member since 2003

Baker Hill

Cornerstone Advisors, Inc.

CU Members Mortgage

Hyland Software

John M. Floyd & Associates

Member since 2004

BFB Gallagher

CU Direct

D+H

MARQUIS

Member since 2005

Bancography

Bluepoint Solutions

CSCU

Customer Service Profiles

IDS.com

Member since 2006

BYM Agency

CO-OP Financial Services

Credit Union Times

Third Degree Advertising

Member since 2007

Allied Solutions

Member since 2008

DigitalMailer, Inc.

Integrated Lending Technologies, LLC

Kilpatrick Townsend & Stockton, LLP

Member since 2009

Member Access Pacific, LLC

Member since 2010

Corporate America CU

Currency

eDoc Innovations

MasterCard

Member since 2011

Momentum

Your Marketing Company

Member since 2012

CUInsight.com

O'Rourke and Associates

World Council of Credit Unions

Member since 2013

CobbleStone Systems Corp.

Frost Financial

Member since 2014

Advisors Plus

Business Compensation Consulting

CPI Card Group

D. Hilton Associates, Inc.

Digital Benefit Advisors

Enhanced Software Products, Inc. (ESP)

Great American Insurance Group

Horsetail Technologies

Howard & Howard Attorneys, PLLC

idea5, Inc.

IDS.com

IWS

IZALE Financial Group

La Macchia Group

LSC

MNP, LLP

MyBoardPacket.com/M29 Software

O.M. Financial Group

PSCU

Quantum Governance, L3C

Rochdale Paragon Group, LLC

Temenos

The CUMIS Group Limited

Member since 2015

Andres Consulting

Ascensus

FCT

iDashboards

Institution Solutions/ALLOY Insurance

Partners

Kony

Payfirma

Strategic Resource Management

The Sheeter Group

Visa, Inc.

Member since 2016

Affinion Insurance Solutions

ALM First Financial Advisors

Balance

CEO Velocity

Davies Park Executive Search

Doxim

Fusion Learning, Inc.

HUB Financial Services

Integrated Builders Group

Khorus

Solve

Strategy Institute

NOW IN OCTOBER!

CEO/EXECUTIVE TEAM NETWORK™

OCTOBER 23–26, 2016
HYATT REGENCY SAVANNAH
SAVANNAH, GA.

SAVANNAH

Forsythe Park

Explore Leadership & Strategy for CU Executives

Don't miss out! Learn more at cues.org/cnet.

CUES
POTENTIAL, REALIZED.™

MAUI, HAWAII

DIRECTORS CONFERENCE

— DECEMBER 11–14, 2016 —

Aloha. Ho'olu komo la kua (please join us) for incomparable attendee value with a "just right" blend of location, education and networking. Your mind will be awakened to possibilities and you'll return home to your credit union better equipped to handle strategic, governance and fiscal responsibilities.

Register today by visiting cues.org/dc.

the numbers and then, in turn, help your colleagues understand them. I think the treasurer has to be a catalyst, providing the board with the information necessary to ask the type of timely, appropriate, probing and strategic questions that are needed to move the credit union forward.”

Having a financial background has proved extremely helpful to Steve Fisher, board treasurer at \$4.4 billion Redstone Federal Credit Union (www.redfcu.org), Huntsville, Ala., for the past 11 years.

“I’m definitely a budget, spreadsheet, green eyeshade kind of guy,” says Fisher. He has an MBA from Syracuse University, and 32 years in federal service, most in resource management, including time as a budget officer in charge of a \$4 billion annual budget.

When he first became treasurer of the board, which is a member of CUES’ Center for Credit Union Board Excellence (cues.org/ccube), Fisher spent time learning the various metrics, ratios and terminology unique to credit unions and financial institutions. He’s also worked with the Redstone FCU financial staff to ensure that financial information is conveyed in an understandable way to his colleagues on the board.

“Through the years, we’ve continuously looked at how we can consolidate and streamline reports to make them more user-friendly for other board and committee members,” Fisher says. “So, rather than reading through volumes of data, they can see at a glance how we’re doing. I work closely with the CFO and staff to take this detailed asset/liability information and bring it to the board level where we can use it to have the strategic discussions we need to move the credit union forward.”

Conveying Data

A way to make financials more understandable is to present them in a dashboard.

“One of the things that the treasurer can do is work with the CFO to design dashboards for the benefit of the whole board,” Daigneault says. “However, I want to be clear that transforming the data into visual dashboards is not ‘dumbing it down.’ It doesn’t modify the actual content of the information, but simply provides it in a form that is readily accessible, understandable and usable. The beauty of dashboards is that they ... provide the information in context along with past information, so you can see trends and changes in direction.”

At Redstone FCU, the CFO and his team (along with Fisher) designed a series of

dashboards of such key information as national economic trends, CU performance data and peer comparisons.

“We designed these dashboards to be user friendly,” Fisher reports. “They’re color-coded, so we can quickly evaluate the trend lines. Green indicates a positive trend, amber a negative trend and, if something is red, we know we have to make a deep dive and look more closely at the data.”

The user-friendly component makes the financial data understandable to those without a financial background. “On our board, we have experts from marketing and from IT, we have a lawyer, so they’re not used to looking at spreadsheet after spreadsheet after spreadsheet. One of our key considerations with these dashboards was: How can we make them meaningful to a non-financial person? The information has always been there, but the dashboards make it easier to understand.”

A balanced scorecard not only shows the financials graphically, but also ties them in with the credit union’s financial strategy. “What’s critical about the scorecard is that it boils down the strategic plan and financial policy into something simple that board members can read and understand,” Williams explains. “The best practice is to have financial metrics that the treasurer can share with the board to show trends and goals as well as peer group comparisons.”

By using a balanced scorecard, the treasurer can help board colleagues understand temporary anomalies that at first glance might not look like they stack up well against peer data. For instance, if the CU’s net worth takes a slight dip below 10 percent, Williams explains, the treasurer can present the information as follows using the balanced scorecard: “Yes, our net worth is at 9.4 percent, but as you can see here, our target range is 8.5-10 percent, so we’re fine. And while our peers are growing, we’re growing faster, which is a good problem to have.”

In this scenario, the treasurer uses the data to show that adhering to a strict 10 percent rule is not always warranted and that strategic borrowing is a very effective risk management tool. With this knowledge in hand, the board can come to an informed consensus about the credit union’s strategy. As Williams explains, “The board treasurer needs to be a facilitator of financial discussions, not a dictator of financial answers.”

The Big Picture

The treasurer also can help the board understand how the credit union’s numbers stack up in the broader context of CUs and financial institutions in general.

“An effective way of doing this is for the CFO to present the detailed numbers, while the treasurer provides the broader context,” Daigneault suggests.

Additionally, the treasurer can add value by working with various board committees—such as the supervisory committee or financial committee. “Much of the work of these committees is contingent upon their understanding of the finances,” Daigneault says. “If the treasurer has a clear understanding of the big financial picture, he or she can serve as a resource” to them.

Williams concurs that keeping an eye on the big picture is a key role for treasurers. “While they can monitor the simple accounting of the business and the operating expense lines, that’s not where they can have the most impact. It comes from understanding how the financial performance of the organization compares to plan and peers,” he explains.

Diane Franklin is a freelance writer based in Missouri.

Resources

Read a bonus article about CFOs and boards working together to use electronic dashboards at cues.org/0616cfocus.

Read a feature story by Daigneault about forward-thinking roles for credit union board officers at cues.org/0416charting. Also read “By the Dashboard Light: How three CUs effectively use these visualization tools” at cues.org/0915dashboard and “Good Governance: Key Performance Indicator Tracking” at cues.org/0815goodgovernance.

Board Chair Development Seminar (cues.org/bcads) will be held Sept. 12-13 in Santa Fe, N.M., just before CUES Director Development Seminar (cues.org/dds), Sept. 14-16, also in Santa Fe.

Learn how your whole board is performing with Self-Assessment for Credit Union Boards (cues.org/selfassessment).

Thinker, Tailor, Partner, Spy

Data management is one of many roles for marketing business analysts.

By Karen Bankston

There is no typical day on the job for Pam Marion.

As database marketing and research manager for Allegacy Federal Credit Union (www.allegacyfcu.org), “I do something different every day,” Marion says. She might help her marketing teammates to set and assess strategy; match product offers with member segments; plan campaigns and assess results; chart patterns of member usage across life stages; partner with product development teams to design and adjust product features; assist in developing and analyzing member surveys; gather and analyze data on competitors; and/or generate a wide range of reports, charts, and graphs.

In short, Marion is “the No. 1 go-to resource when people have questions about using data to unlock growth opportunities”—both within the marketing department and across the \$1.2 billion Winston-Salem, N.C., credit union serving 127,000 members, says CUES member Chrystal Parnell, VP/marketing.

Matching Skills to Responsibilities

The professionals who take the lead on business intelligence efforts carry a variety of titles and handle wide-ranging responsibilities. For organizations looking to add a data analyst to their marketing team, one key attribute is “the willingness to ask why,” Karan Bhalla suggests.

“When I’m looking to hire, I often see a gap between knowledge about data and technology and creativity,” including an inquisitive mindset, says Bhalla, managing director of IQR Consulting (www.iqrdataanalytics.com), Santa Rosa, Calif. “I can teach someone to market credit union products. I can’t teach them to think.”

Candidates for these positions may not have experience in financial services, but a background in retail, telecommunications, or health care promises transferable skills, suggests Tony Rizzo, general manager of CUES Supplier member Marquis (www.gomarquis.com), Plano, Texas. “They sell phones. We sell checking accounts. The statistical theory is still the same.”

Alongside technical skills, the ability to communicate is a big differentiator in this position, Rizzo suggests. “Between two candidates with similar qualifications, the one I’ll hire is the one who can explain statistical theory in a plain speak that I don’t need a Ph.D. to understand what action to take.”





Business analytic professionals with master's degrees in statistical analysis, familiarity with such statistical software as SPSS (Statistical Package for the Social Science) and SAS (Statistical Analysis System), and experience with a range of data analytic methods are in high demand and command salaries typically starting at \$70,000, Rizzo notes.

However, technical prowess is not always at the top of the qualifications list for credit unions recruiting business intelligence support staff. At Connect First Credit Union (www.connectfirstcu.com), Calgary, Alberta, for example, formal titles for two new marketing analytics-focused positions are evolving. "We're playing around with different titles that reflect these new roles, to go beyond the title of *data specialist* to emphasize their role as marketing and brand advisors associated more closely with the member experiences we're trying to deliver," says Megan Douglas, brand manager/brand and stakeholder engagement.

Job titles help define how people think about their work and in determining the range of candidates who respond to job openings, Douglas notes. The familiar title of *data analyst* is likely to draw candidates

whose comfort zone is "working on spreadsheets behind the scenes. We want people who are eager to be thinking about members or a line of business and the opportunities that might exist there."

As a result, Connect First CU's job descriptions for the new positions do not list specific systems or programming languages for which candidates must demonstrate proficiency. "We want to know that people can learn to use our systems if they haven't used them before, but we're much more interested in what they can do with what they can get out of those systems, once they master the basics," she says.

Making Connections

Two existing marketing staff members at Connect First CU had been focusing on data mining and analytics in response to specific requests for business information. However, "as we grow, it has become more necessary to marry connective points, such as online behaviors of members with their account histories," Douglas says. "A new role within my team is to take advantage of the wide range of data from internal systems and online sources to

increase our understanding of the total life cycle of members and their financial needs and preferences."

As a result, the focus of marketing analytics has been shifting from less reactive to more proactive, "to be more strategic in hunting for opportunities that present themselves through the data," she notes.

Following a major merger, Connect First now has two regional divisions: First Calgary Financial, which serves a largely urban membership, and Chinook Financial, with a more far-flung rural membership.

The parent CU has created a central hub with a shared services model, charged with supporting both regions according to their differing member needs. Marketing business analysts will be working across departments in a "highly collaborative way" to identify new opportunities to serve member needs in partnership with the teams that run those business areas, Douglas explains.

Keeping those aims in mind, recruitment of new team members is not exclusive to the financial services industry or necessarily even to a technology or systems analyst background. "You don't need to be an uber-tech nerd to be a strategic thinker, to have developed the ability to

ask the right questions and to challenge the data you're presented with to ascertain its validity and value," says Douglas, who joined Connect First CU in 2015, bringing her marketing communications experience from across different business sectors.

Inside and out of Marketing

Problem-solving and communication skills also top the list for Allegacy FCU's business intelligence specialist. The "database" in Marion's title refers to the Touché Analyzer marketing customer information file system from CUES Supplier member D+H (www.dh.com), Lake Mary, Fla., as well as the analytic work she does with core system data. She has learned SQL (Structured Query Language), a programming language used in database management—"just enough to be dangerous," she says with a laugh. "But I'm definitely not an IT person—though I couldn't do my job without them."

She works closely with IT staff, as well as with financial managers, product development, facilities planners, and the executive team, so communications and an inquisitive spirit, fueling a willingness to ask probing questions, are crucial skills for her job.

Quality control is another priority, Marion says. "I'm constantly checking results to make sure that the analysis is delivering the right answers so that they are understood from all angles. I curate a lot of my work, including the quality of data coding to see where we might need to make changes."

When Allegacy FCU was recruiting for the database marketing position six years ago, experience with an MCIF system was a priority. "Candidates with that kind of background were really hard to come by," Parnell says. "When we met Pam, she had such a good fresh perspective on marketing to consumers that we could immediately see a lot of different and creative possibilities."

"Analytics is analytics, but in marketing financial services, the focus is really about developing ongoing member relationships and products that suit their needs as they evolve over time," notes Marion.

Staffing Strategies

Eric Schurr, chief strategy officer with CUES Supplier member TMG Financial Services (www.tmgfinancialservices.com), Des Moines, Iowa, recommends that credit unions put problem-solving skills at the top of their list when hiring marketing business analysts.

During interviews, candidates might be given a math or word puzzle as a platform to display their sense of logic, powers of observation, and attention to detail.

For example, Schurr was once asked in an interview, "In 10 years from now, can you forecast the number of tires the car industry will need?" He worked through his logic out loud, starting with assumptions about population growth, number of households, and cars per household to calculate his projection.

Prime candidates are "curious about the world and approachable," he notes. "Good data analysts will tell you a story, not show you a spreadsheet."

The data analyst you're hiring will be building on previous investments to make the marketing spend more efficient, so he or she should have a knowledge base to understand what's in place now and how to build on it. Toward that end, financial services experience is helpful, but "it's easier to introduce a person with a logical approach to problem solving to the financial services industry" than vice versa, Schurr says.

In his work in financial services, he has hired a former jet propulsion engineer, a pharmacist, and candidates who previously worked in engineering and biological sciences. "Their familiarity with scientific methods, which is the essence of data analytics, made them all perfectly suited for these roles," he notes.

There's a high demand for data analysts, and the hiring challenge may be even tougher for credit unions playing catch-up with financial services competitors in applying business analytics to marketing. For credit unions looking to hire or train a marketing data analyst, Bhalla offers these recommendations:

Cast a wide net. The ability and willingness to understand and explain the data, to engage in deep research, and to keep learning and improving are more important than direct experience in financial services, so consider candidates working in other fields.

Ask open-ended questions that encourage candidates to share their thought processes: Not just "What was your title?" but "What was your role?" Not just "What were your duties?" but "How did you contribute?" "How did you solve it?" and "What did you learn?"

Favor capabilities over experience. Data specialists with 20 or more years of experience usually have moved up the ranks into management. Credit unions in

the early stages of building their marketing business analytics are probably looking for candidates with a less extensive resume that demonstrates a working understanding of new ideas and technologies and the capability to apply that knowledge.

"The best candidate may not even be a data specialist, but a person who's been a business owner of a mortgage or credit card product line who has the ability to get everyone thinking a little differently," Bhalla adds.

Look past departmental barriers. The most effective approach to improve marketing analytics may not be to hire a dedicated business analyst but instead to bring together business intelligence across the credit union. "More and more credit unions have technical teams handling research and analysis throughout the organization," Bhalla says. "That way you can leverage the skillsets of specialists in IT, lending, operations and marketing. That can ultimately lead to a change in philosophy across the organization."

Even initiatives with "marketing" in their titles—like *omnichannel marketing*, for example—are not the exclusive purview of a single department but intertwined with various other aspects of operations, he notes.

And a question like "Why are members leaving?" is not just of concern to marketing, but to finance, operations and lending as well. "You look for information to answer that question, and you find that members with three or less products are leaving. Then you ask, 'Who are those members?' That's when you start becoming a data-driven organization," Bhalla says.

Karen Bankston is a long-time contributor to Credit Union Management and writes about credit unions, membership growth, marketing, operations and technology. She is the proprietor of Precision Prose, Portland, Ore.

Resources

Read a related article about using data for card marketing on p. 34.

Read an article about omnichannel marketing at cues.org/0416omnichannel.

It's not too late to sign up for CUES School of Strategic Marketing™ I and II later this month in Seattle. Both schools will discuss data mining. Learn more at cues.org/sosm and cues.org/sosm2.

Founded: 1989
Headquarters: Tampa, Fla.
Member since: 2005
Website: www.cscu.net
Facebook.com/cscumembers
Twitter: @cscu



CONTACT:
Wendy Nolan, VP/sales
888.930.CSCU (2728)
info@cscu.net



At Card Services for Credit Unions (CSCU), we understand relationships and what it takes to grow your credit union. Because we're owned and operated by credit unions, we have the insight and knowledge to stay on the leading edge of the industry. From our comprehensive product suite to our educational and marketing resources, we offer our members everything they need to confidently help their members. So no matter what change occurs, your credit union is prepared to adapt.

**YOU LOOK OUT FOR YOUR MEMBERS.
WE LOOK OUT FOR YOU.**



Your members are embracing the moment, and when the future comes, you'll be ready to have their back thanks to CSCU. From total payments solutions and portfolio consulting to thought leadership on payments and security, we provide the insights that help you serve your members, no matter what lies ahead.

Building Relationships. Strengthening Credit Unions.
Credit | Debit/EFT | Fraud | Loyalty | Mobile | EMV | Merchant

www.cscu.net



Are Boomers Ready to Retire?

Why you should care whether your employees are saving enough for retirement.

By Rob Peters

As an employer, you share an important motivation with your older employees: Neither of you wants to continue working beyond retirement age simply because you believe you can't afford to retire. And research shows your older employees may benefit from more active guidance from you to get their retirement plan in shape.

Statistics regarding baby boomers serve as a good barometer about the preparedness of soon-to- retire Americans, because the youngest baby boomers are in their 50s now, and an average of about 10,000 boomers will reach age 65 each day until 2030, according to the Pew Research Center (<http://tinyurl.com/7tdcdn>).

Results from the 16th Annual Transamerica Retirement Survey (<http://tinyurl.com/j3gxfvf>), published in August 2015, include some red flags about how unprepared boomers may be to retire on time. For example:

- **Only 14 percent of boomer survey respondents have a written retirement strategy.** Perhaps this isn't as serious an issue at age 50 as it is at age 60, but it's still troublesome. Fifty-one percent said they have a strategy but it isn't written, while 35 percent have no strategy at all.

- **Almost half of boomers estimated the amount they'd need to save for retirement by guessing.** Only 6 percent used a retirement calculator and 4 percent used an amount provided by a financial advisor.

- **The median contribution rate to a 401(k) or similar plan is only 8 percent for boomers.** This rate could

very well leave workers considerably short of an adequate nest egg. Less than half the boomers surveyed believe they have a sufficient nest egg.

These numbers are probably driving upward the age at which boomers expect to retire. Half of the boomer survey respondents expect to retire after age 65 and 15 percent don't plan to retire at all.

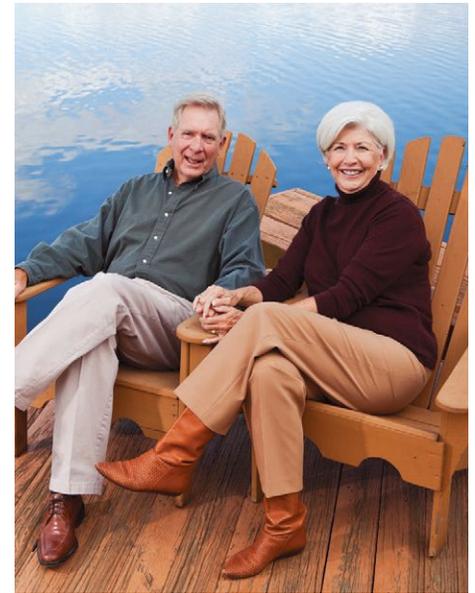
Consider the Cost to Your CU When Employees Can't Retire

Employees who stay on the job up to and beyond their traditional retirement age can be a major asset for CUs. Experience and institutional knowledge are critical. Your longest-tenured employees may well be your most effective leaders and mentors.

If retirement-age employees are staying solely for the paycheck and benefits, however, their morale and performance can suffer. This can exacerbate two key risks employers must manage with older workers:

Higher overall costs: Employers typically pay higher salaries and higher health/disability insurance premiums for older workers, who normally have and use more vacation and leave time. For a high-performing employee, this shouldn't be an issue—you're paying fair value for the employee's knowledge, experience and competence. But poor morale and productivity can spread to other employees.

Career log jams: Younger employees who are ready to move up the line can be blocked by employees who choose to work past retirement age. You don't want to lose the resources you've invested in grooming



employees for leadership because their path upward is blocked and they're poached by a competitor.

A log jam affects not only the employee at the front of the jam, but all those stacking up behind, waiting for their shot. For every one of these blocked employees who leaves, you take on the additional cost to recruit, hire, and train a replacement, who may take many months or years to perform at the level of the person who has left.

To avoid these expenses and encourage more talent to stay with you, invest in helping your older employees prepare to retire when they really want to retire.

Three Ways to Help Boomers Prepare for Retirement

Including some key features in your defined contribution plan—such as automatic enrollment, matching contributions, and automatic deferral escalation—can make a significant difference in how effectively all your employees save for retirement. But for older employees, take some additional steps to help them make the right decisions:

1. Track income replacement forecasts. CUs should be getting annual or quarterly status reports from their retirement plan providers. You should be able to sort such reports by age group. Pay special attention to the age group of 50 and older. See whether you have older workers who are not contributing to their retirement plan, or who are contributing less than average.

Also look at allocations. If you have target date funds available, are older employees using them? If they are choosing their own

investment mix, is it appropriate for their age?

A key goal in reviewing this type of data is to look for trends. If a majority of your older employees seem to be making poor decisions regarding their 401(k) or similar plan, you may need to rethink your strategy.

2. Help soon-to-retire employees understand their Social Security benefits. According to a 2016 report by Willis Towers Watson (<http://tinyurl.com/judshbd>), the main reason most employees retire is shifting. Eligibility for government programs has become more important. The reduction in defined benefit pension programs is likely a key driver of this shift. (See “Why do Workers Retire?” below, for detailed survey results.)

One consequence of this trend is that it’s becoming more important for older employees to understand how their Social Security and Medicare decisions will affect their standard of living as retirees. Make a concerted effort to educate employees

who are nearing retirement age about how government programs work, and about changing eligibility rules for Social Security.

3. Provide the tools employees need to make informed decisions. According to the Insured Retirement Institute’s 2016 update on the retirement preparedness of boomers (<http://tinyurl.com/onbmxzr>), more than eight in 10 boomers who work with a financial professional said they are better prepared for retirement as a result.

If your retirement plan provider doesn’t offer access to personal, one-on-one retirement planning advice, and/or your CU doesn’t have an arrangement with in-house or outside advisors, arrange for that service and strongly encourage older workers to participate. It doesn’t have to be face to face. In fact, many workers prefer remote (via phone and Internet) access to advisors.

Remember, you have one natural motivator you can use to get older employees more engaged in planning their exit: time.

Employees can put off retirement planning quite easily in their 20s, 30s, and 40s. But after that, you should be able to get their attention and buy-in—it’s ultimately in both your best interests.

Rob Peters is a retirement services senior marketing consultant for CUES Supplier member and strategic partner CUNA Mutual Group, Madison, Wis. For more information, contact him at Rob.Peters@cunamutual.com.

Resources

Also read “Retirement Plans: The Cobbler’s Children Have No Shoes” at cues.org/0316retirementplans.

Check out Executive Benefits Program and CUNA Mutual Retirement Solutions, in partnership with CUES at cues.org/cunamutual.

Why do Workers Retire?

A January 2016 research report from Willis Towers Watson (<http://tinyurl.com/judshbd>) was based on a survey of Americans 65 and older who were asked what motivated them to retire when they did, and how they feel about retirement now. The percentage of those who based their decision on employer benefits decreased by almost a third, while the percentage of those who based their decision on eligibility for government benefits increased threefold.

| Reason for retiring | 1980 – 1989 | 1990 – 1999 | 2000 – 2009 | 2010 – 2014 | Change |
|--|-------------|-------------|-------------|-------------|--------|
| Personal (health, desire for leisure and enjoyment) | 25% | 29% | 38% | 39% | +14 |
| Employer (retirement incentives) | 41% | 40% | 34% | 27% | -14 |
| Normative (eligibility for government programs) | 6% | 10% | 14% | 18% | +12 |
| Workplace (dismissive corporate culture, disengagement, not feeling valued) | 10% | 15% | 14% | 19% | +9 |
| Family (spouse’s retirement or health of family member) | 10% | 10% | 12% | 11% | +1 |
| Capacity (ability to perform job) | 3% | 6% | 7% | 8% | +5 |

Source: Willis Towers Watson

Playing Your Cards Right

Data analytics sharpens focus of credit card marketing.

By Karen Bankston

The “card sharks” get together every Friday in Lompoc, Calif., but not around the poker table. Instead, professionals from across departments at CoastHills Credit Union—card services, marketing, finance, lending, branch operations, and collections—meet to sift through the data that measures credit card portfolio growth and financial performance.

Growing its credit card business has been a primary goal at CoastHills CU (www.coasthills.coop) over the past five years, “but we want to be sure it’s quality growth—that extending credit limits doesn’t increase collections beyond the targets we’ve set, for example,” says CUES member Scott Coe, SVP/chief marketing officer for the \$950 million credit union serving 61,000 members.

The weekly card shark discussions are far-reaching, as is the role of marketing in building the portfolio. While some may think of marketing as focused on advertising campaigns, “our department works on positioning our credit cards, helping to develop program features, and managing internal incentives for product promotions,” Coe says. As part of its recent quarterly incentives, CoastHills CU sponsored a drawing for trips to Las Vegas and Disneyland; front-line staff earned one entry to the drawing for every credit card account they opened.

When the credit union launched efforts to revitalize its credit card portfolio, “all the stars were lined up,” as Coe puts it: The economy was on the upswing, members were receptive to credit card offers, and CoastHills CU had a new card manager open to novel ideas. Since 2011, the credit union has added more than 10,600 new card accounts (up 109 percent) and grown its balances outstanding by 167 percent to \$35.3 million. Total annual revenue from credit cards has increased to more than \$4 million.

After years of big gains, growth has slowed a bit, he acknowledges. “People are paying down their balances, which is financially savvy but a marketing challenge for us. So we’ve been studying the trends and doing more research on which offers are more likely to appeal to transactors and revolvers.”

Marketing by the Numbers

Like CoastHills CU, many CUs are increasingly refining their credit card marketing with data analytics. Eric Schurr, chief strategy officer with CUES Supplier member TMG Financial Services (www.tmgfinancialservices.com), Des Moines, Iowa, describes three levels of business intelligence to optimize credit card marketing and management:

- A macro approach uses topline data on aggregate balances, transaction volume, and interest and fee revenue to provide “an overall picture of portfolio health.” The average spend per active card is a useful measure of cardholder engagement, and rank-ordering



accounts by profitability and engagement can set the stage for segmenting the cardholder base.

- Rewards data provides a window on card usage and member preferences, which can aid in more effectively structuring marketing rewards. It also facilitates liability management, as the rewards program is “one of the largest expenses in running a card portfolio,” Schurr notes. “As rewards accrue, they become an ever-growing liability.”

- Data analysis examines members’ shopping behaviors and identifies opportunities to increase card usage.

As just one example of these opportunities, Schurr points to the ubiquity of Amazon.

Members who pay \$99 a year to become Amazon Prime customers tend to make the online retailer their first stop for shopping, so the challenge for credit unions is to position their card as the default payment choice there. To do so, they might borrow an idea from national issuers offering bonus rewards for Amazon purchases.

“Consumers have two immediate decisions when they go shopping: Where am I going to purchase? How am I going to pay?” he notes. “When consumers are asked about what they want in payments, fast, convenient, and secure top the list. Companies like Amazon and Starbucks are leading the way in those areas.”

To insert themselves into those retailer-consumer relationships, credit unions can and should be looking for ways to analyze and apply transaction-level data alongside credit bureau data for risk management, Schurr recommends. That level of business analytics requires either an in-house data specialist or reliance on the data tools supplied by card processors and other technology partners.

“Either way,” he notes, “when you think about the purpose of data analytics, it’s primarily to gain an understanding of what members value so you can make the most of your marketing investment.”

Credit unions may make the biggest



you may just be moving money around, not bringing in new loans. That's a challenge."

That may be why across Marquis's customer base of several hundred organizations, few are studying credit card transactions for marketing opportunities, he says. "And we have no clients giving us detailed, granular transaction data—mainly, I think, because there are a lot bigger fish to fry."

Credit unions could likely find stronger leads more cost-effectively by mining their bill-pay systems or ACH transactions to other financial institutions for possible refi opportunities. "That's the Rosetta Stone of financial behavioral data. If I had to pick one source of data to mine, this would be it," Rizzo says.

Big Picture Views

Among the key information to be gleaned from credit card statements is whether members are transactors or revolvers, which will guide their interest in offers based on rates vs. rewards, says Kristen St. Jean, analytics lead/data acquisition & enablement with CUES Supplier member PSCU (www.pscu.com), St. Petersburg, Fla.

Some credit unions have also begun to drill down into transaction data and categories, with the aim of partnering with local merchants to develop rewards and special offers with members' favorite retailers, restaurants and other businesses.

In addition, credit and debit card data may inform efforts to improve member service and bolster business development, suggests Jeff Rosenbeck, PSCU's analytics lead/product strategy. For example, geo-coding card transactions can help identify where members are using credit union and other institutions' ATMs to identify the best locations for new ATMs. And for CUs serving select employee groups, members' card transactions may suggest "natural affinities" with large employers as potential new SEGs.

On a larger scale, mining credit card data is just one aspect of developing a comprehensive view of members' financial needs and preferences. "The goal that every financial institution needs to be moving toward is getting to that single view of members and their households," Rosenbeck says.

"A lot of credit unions continue to rely on productivity tools like Microsoft Excel and Access when they would really benefit from a centralized depository for all their data. At this point, credit unions have a lot of aspirations, but not a lot of well-funded business

impact by directing their business intelligence efforts toward identifying and remediating their biggest pain points, which might involve stalled-out payments, account growth, or product profitability.

A good place to start credit card data analysis is seeking broad opportunities at the portfolio level, suggests Barney Moore, director/portfolio consulting services for CUES Supplier member CSCU (www.cscu.net), Tampa, Fla..

Total balances, percentage of accounts active and carrying a balance, average usage, and dollars spent per account provide helpful benchmarks for peer, industry, and historical comparisons, which "may identify some areas where you could strive for improvement," Moore says.

Prime segments to drive those improvements may be found by identifying accounts with common characteristics, such as balance levels, volume and size of transactions, merchant categories, and frequency of card use. Card brands and processors, core providers, and other technology partners provide a variety of tools to dig for that data, typically at a cost.

"The more sophisticated the tool, the higher the cost," Moore notes. "And then there's the challenge of becoming proficient with those systems—to have the capacity and capability to pull the data and analyze it in a way that you can really make use of it. Many credit unions don't have the staff or resources to develop those capabilities in house, so they may rely on their processing partners to do that."

One common example of this type of segmentation is promoting loyalty or rewards programs on inactive or low-usage accounts to incent members to use their cards more frequently. Another is

offering credit line increases to qualifying members once their balances exceed 30 to 35 percent of their limits. Here is an article that talks more about this: cues.org/0316loanzone.

"That can be a powerful lever to drive additional growth in the portfolio," Moore says.

A broader option is offering seasonal bonus promotions for charges in certain merchant categories, with the aim of increasing interchange revenue—such as travel and entertainment spending in the summer, home improvement purchases in the spring, and holiday shopping—and gaining more of members' "everyday spend" by offering double rewards on gas and groceries, for example.

Bang for the Buck

Deep dives into credit card transaction data might yield additional marketing opportunities. Credit unions could direct personal loan offers to members who've recently used their cards for furniture, computers, or travel expenses—or offer auto loans or HELOCs to members who've been spending money on car repairs or home improvements.

The problem is that these options require a lot of work for likely little return, says Tony Rizzo, general manager of CUES Supplier member Marquis (www.gomarquis.com), Plano, Texas.

"You'd have to write very specific business rules identifying transactions and translate that into meaningful action—typically on kind of a one-off relationship where you're saying, 'These 50 people get this offer,' and 'These 100 get that,'" Rizzo notes. "It'll never be thousands, just a handful at a time for most credit unions, and in many cases

intelligence development.”

Marketing is typically viewed as the foremost user of data warehousing to enhance product usage and member engagement, “but the reality is that a centralized data repository would facilitate a lot of operational and regulatory analysis that becomes more and more important, especially as credit unions get larger,” he notes.

Optimizing the potential of all the card data at their disposal might be the impetus that drives some credit unions to the next level of business intelligence, St. Jean suggests. “Excel is not the best choice for analyzing hundreds of thousands, even millions, of card transactions. On their own, credit unions may not have the time and resources to get all that transactional data together and put it to best use. So, we’re taking that on, in developing BI tools to leverage those efforts across all our member credit unions.”

Nimble, Creative, Responsive

\$402 million, 42,000-member Heritage Family Federal Credit Union (www.hfcvut.com), Rutland, Vt., relies on data analytics to increase per-card spends in its in-house credit card program by targeting accounts for credit line increases and developing and analyzing the response to back-to-school, holiday shopping, and other marketing campaigns. And in assessing rewards promotions, the credit union now has comparative data about the relative return on emphasizing triple points for purchases vs. cash-back rewards.

The CU works with IQR Consulting (www.iqrdataanalytics.com), Santa Rosa, Calif.

“The best thing we’ve done with the help of IQR is manage credit line increases to encourage per card spend,” says CUES member Carrie L. Allen, CUDE, SVP/marketing and business development.

“We are actually implementing our third CLI in the last five years. We could never have managed that ourselves before and would hold members at their existing limit until they requested an increase. Working with IQR lets us get down to the individual card level and make decisions about offers because they can tell who is a spender, who is inactive, and what are our members spending on (not surprisingly gas and groceries), and if we encourage them to spend at those types of retailers by offering double or triple rewards, then they’ll pull our card out more often.”

The CU has also combined information from its credit card portfolio with core system data to develop profiles on deposit and loan trends among transactors and revolvers and lately began applying business intelligence to an acquisition campaign to move the dial on its rate of members with a Heritage Family FCU credit card, which currently stands at 12 percent.

The credit union aims to position its credit cards as an affordable alternative to the offerings of banking and retail giants from Chase to Amazon. Data analytics “help us to be more mindful about what offers we make—and more responsive in real time,” says Allen. Weekly, even daily, data on how members are responding to credit card offers “helps us to shape our products, so we can be nimble, creative, and innovative and keep our marketing spend manageable. We understand how valuable this data is in shaping our strategies.

“Gone are the days when you can take a shotgun approach with generic messaging in mass media,” she adds. “You need to be thinking about what matters in members’ life stages so you can get specific in your messaging and get the timing right. And tracking results is even more important. Now when the CEO or CFO asks for our marketing ROI, we have the data to answer questions about how we are maximizing our spend.”

In applying data analytics to credit card marketing, Heritage Family FCU relies on the Marquis CRM system and IQR Consulting, a strategic partner of its credit card processor, TMG Financial Services. That connection helps overcome regulatory restrictions on data sharing when working with third-party vendors, Allen notes.

“It can be challenging if you don’t have an in-house strategist to figure out how to provide vendors with data while safeguarding members’ private information,” she says.

Trend Veters

CoastHills CU relies on its card processor, CSCU, as one data source on wide-ranging market trends, from strategies that seem to be paying off for big card issuers to the fact that consumers tend to maintain smaller credit card balances during presidential election years, especially when the race is contentious and dominated by uncertainty.

“The one exception to the rule was in 2012, when people seemed to think the outcome

was a foregone conclusion,” says Dean Knudtson, a senior portfolio consultant with CSCU. “But this time around, there are a lot of nervous people, and credit card balances are shrinking even if spend volume is up.”

One group where CoastHills CU has decided to focus its card marketing efforts is on members with high balances on credit cards issued by other providers. Based on survey results about why those members have chosen not to maintain balances on their CoastHills CU cards, the credit union has introduced cash-back rewards with the goal of luring some of those balances to its portfolio.

“We feel like there’s a huge opportunity here,” Coe says. “We’re talking to our own members, so they already know us. Some of them even told us, ‘When you get cash rewards, I’m all ears.’”

“There’s so much data out there to guide our efforts, not just to open new accounts but to make sure those cards are activated and used,” he adds. “We’d be leaving a huge arrow in our quiver if we didn’t take advantage of all the data that’s out there.”

Credit unions willing to invest in developing their credit card data mining capabilities may see increasing returns on that investment, Moore suggests. “As time goes on, it will become more important to get at this information efficiently to use it in marketing to increase usage and grow accounts. Members’ expectations as Gen Y has come of age are much higher in terms of offers that reflect their specific needs and preferences and that take advantage of mobile access, such as proximity offers.”

Karen Bankston is a long-time contributor to Credit Union Management and writes about credit unions, membership growth, marketing, operations and technology. She is the proprietor of Precision Prose, Portland, Ore.

Resources

Read an article about the role of data analyst staff on p. 28.

It’s not too late to sign up for CUES School of Strategic Marketing™ I and II later this month in Seattle. Both schools will discuss data mining. Learn more at cues.org/sosm and cues.org/sosm2.

Party Planning 101

Seven tips from a professional event planner.

By Joette Mitchell

Most people think parties are a blast to attend but not as much fun to plan. As CUES' VP/executive education & meetings, I oversee more than 35 events a year. Whether you are planning an annual meeting, a staff celebration or a branch opening, follow these seven steps to make your next credit union event a big success.

1. Set Your Budget

How much do you have to spend and how do you want to allocate your credit union's dollars?

Is the food more important or the ambiance?

Do you want to have entertainment or flashy AV?

If budget isn't an obstacle, by all means go all out in all areas! But most of us need to set priorities: food over venue or a unique spot with good enough food.

At many locations and restaurants, weekday events will be more affordable than weekend. In addition, some venues at certain times of year (such as spring and summer for proms and weddings) will come at a premium.

2. Choose a Theme

When planning a party or event, deciding on a theme can provide focus and will help you make other decisions about location, food and decor.

A theme can help you make a bigger impact on a smaller budget. For example, if you choose a Cinco de Mayo theme, you might serve non-alcoholic margaritas with chips and salsa and have Mexican-inspired decorations.

Or you could celebrate a credit union "home run" with hot dogs, Cracker Jacks and peanuts for staff.

A neighbor here in Wisconsin hosts a very memorable Fire and Ice party each winter, with fire pits and grills cooking in the snow!

3. Find a Location

A good place to start is with an event place you've visited previously. Where have you attended weddings or corporate events? Unique venues, such as arboretums, gardens and zoos, can be also be a fun place to start.

When scouting locations, keep the guests in mind. Based on your audience, you'll pick very different venues. If you're expecting young families, you

might select a park or zoo. But a reception for your small business members would likely work better at a downtown restaurant. And if you're hosting an older crowd, select a spot with easy—and close—parking and not a lot of walking.

For outdoor venues, you always need an indoor backup plan, even for locations that never get rain. Get a tent or have a plan for where you can go inside if necessary.

4. Select the Menu

Many venues have built-in food and beverage caterers so you'll be limited to what they offer. But if you're hosting the event at the credit union or a space with no limitations, you'll have the luxury of researching multiple caterers.

What time of day will the event be? You can save on your budget by having a mid- or late-afternoon event with passed appetizers. A lot of times people won't eat as much when the food is passed.

People will take just one vs. three to four at a buffet. A good rule of thumb is to plan three or four pieces of passed hors d'oeuvre per person for every 30 minutes.

When planning food quantities, also factor in five to 10 percent as no-shows.

If you have 500 RSVPs, plan food for 470-480. Don't ever plan food for the maximum number. This will save money and control waste.

And of course consider allergies and dietary restrictions. Be sure to have vegetarian and gluten-free options.

Finally, anticipate early birds. Request food and drinks be ready 15 minutes prior to the event start.

5. Decide on Décor

If you have budget for lighting, under table lights and backlit bars make a strong impact when people walk in the door. Another fun way to decorate is to use your credit union's logo and brand colors, especially for an annual meeting or new branding event.

Or save money by playing off the venue's décor. If you're at a botanical garden, you don't need to spend much (if anything) on decorations. But in a standard hotel ballroom or office space, you want to do something fun. Sometimes

it's worth paying a little more in location rental to have that built-in décor.

6. Find Your Vendors

Hotels have in-house production and AV staff for lighting, projection, etc. And most cities have events companies that will help you organize and plan the details for your party. Search Yelp (www.yelp.com) for reviews of each vendor, location, caterer, event planner, etc. Another great resource is your city's tourism and convention bureau.

7. Stay Organized

Checklists are key! Create a task list and delegate each step, even if it's just to yourself. Plan an itinerary of how the event will happen and share that with your venue and other vendors.

It's really about sitting down and figuring

out what you want the event to accomplish. What do you want it to look like and what do you want people to walk away with? Once you have those answers, local venue and options will start to pop up.

Joette Mitchell is CUES' VP/executive education & meetings.

Resources

See a list of upcoming CUES events at cues.org/calendar, including CUES' Execu/Net™ (cues.org/en), Aug. 28-31 at Tenaya Lodge in Fish Camp, Calif.

Measure Your Credit Union's Customer Experience

Bancography's Customer Service, Satisfaction and Loyalty study identifies:

- Brand Loyalty
- Branch Level Service
- Occurrence and Description of Problems
- Share of Wallet
- PFI Consideration

Features

- Personalized reporting portal
- Written analysis supported by comparative benchmarks



**Contact us
for a test drive today**

205.251.6227
research@bancography.com
www.bancography.com

THE ART OF POSITIONING

bancography

BRANCH PRODUCT RESEARCH BRAND

In-Branch Privacy

Technology is changing best practices for keeping members' information safe when they visit the CU.

By Richard H. Gamble

Credit union members have long walked into branches satisfied that confidential information exchanged inside was safe and secure. But as branch activity relies more on technology and as data thieves can show up with high-tech cameras, audio recorders and skimming devices, best practices around protecting member privacy at a credit union's physical location are shifting.

Even the mobile revolution has complicated protecting member privacy, notes Jim Benlein, CISA, CISM, CRISC, owner of KGS Consulting (www.kgs-consulting.com), Silverdale, Wash. "You always watched for suspicious people in the lobby," he notes. "But now it's common to see someone using a smartphone while they wait. Are they checking email or preparing to take a picture of a computer screen with member information on it? Does the device have a microphone, and are they trying to record a confidential conversation?"

The cameras in smartphones today are much more advanced than the microphones, so visual breaches are more likely than audio breaches, Benlein notes, but "someone trying to hear private conversations will invest in good equipment." Standard smartphone cameras are now so good that you don't have to be really close to a screen or document to get a decent picture, he adds.

Diminished Threat

While privacy breaches in branches are a real threat to security and member comfort, they are rare, Benlein observes. None of the sources interviewed for this story could cite an example of an actual privacy breach in a CU branch. Maybe that's in part because, if you're a bad guy, hanging around a lobby hoping to steal a Social Security number, account number or PIN is not very efficient.

"You might spend hours—and risk getting caught—to get one or two pieces of information a day in these one-off events," Benlein says. "It's much easier to go to the dark Web and pay \$100 to get a dump of such numbers."

Indeed, more threatening than a photograph or audio recording of a private conversation or transaction is the risk that a person in the lobby, ostensibly to open an account, could create an opportunity to get access to a CU's PC, Benlein points out. If a crook can reach the back of a computer for only a second or two, he might plug a device with keystroke detection into a USB port—or stick something in a cable port on a wall that could give access to the CU's systems and a trove of confidential information, Benlein says.

Good defensive measures are available. "We confronted that plug-in challenge some years ago when we installed kiosks that were very convenient for members," recalls Brian Nesgoda, SVP/risk management/chief information officer at \$700 million Sikorsky



Financial Credit Union (www.sikorskyfcu.org) in Stratford, Conn.

“We locked down the terminals so that you couldn’t plug in a USB drive and get access to our network,” he explains. “That was our first line of defense. But then we did penetration tests so that if anyone tried to plug in a device that was not approved by our credit union, it would be immediately detected and that station would block access. You always like to have more than one layer of protection.”

Staff Training

The first line of defense against breaches of privacy, security or safety in a branch has to be staff training, Nesgoda emphasizes. “It all starts with teaching your people what to look for and how to react.”

If a supposed vendor comes in to service some equipment, staff should know to confirm that visit is legitimate, he explains. “People have to know what to do, and they

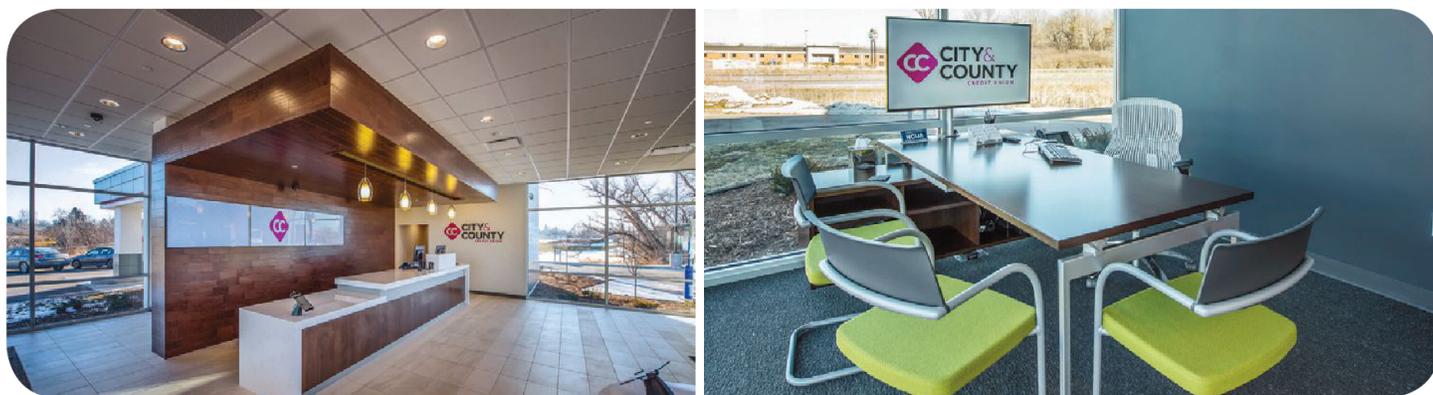
need to be reminded of how important it is. For example, our staff is expected to check ATMs several times a day to look for skimming devices or anything that’s new or seems out of place.”

To prevent audio privacy breaches, most CUs have long used background music to interfere with sound interception, Benlein reports. Now they’re arranging and adjusting speakers to pump more sound into public areas, where crooks might be trying to record, and less sound to employee desks or teller stations where staff and members need to hear each other well. And they’re putting materials with better sound absorption in partitions around places where confidential conversations would occur.

According to Paul Seibert, CMC, principal/financial and retail design at EHS Design, a NELSON Company (www.ehs-design.com), Seattle, members speaking confidential information at the teller line is an exposure that can be addressed three

ways: 1) by using a marker in teller lines so other members stand back from the member talking with the teller, 2) by using white noise that jumbles speech wavelengths around the teller stations or 3) by having members identify themselves by silently logging in at a keyboard with their member number or by swiping a credit card and entering their PIN.

The height of partitions is a key factor in preventing visual breaches of privacy, Benlein notes. Obviously, you can stop a thief from taking a picture of a confidential screen by putting high walls around it. (Using a selfie stick would attract immediate attention.) But high partitions come with a downside, he points out. If the bad guy can’t see confidential screens, the employee can’t see suspicious behavior either. And, in the event of an armed robbery, high partitions make it harder for police or security employees to do their jobs, he explains. So determining the optimal height for partitions



City & County CU's "cash bar" (above, left) is host to simple transactions requiring minimal privacy; in contrast, its private office spaces (at right) have glass walls and frosted glass doors to enhance privacy for members talking with staff about more complex transactions.

is something to think through carefully, Benlein advises.

Space Shifting

As more CU members have turned to electronic channels for routine transactions, branch traffic has fallen off and more visits are about issues that require some discussion. So CUs need to provide a range of meeting site options with a variety of privacy safeguards.

For example, furniture for the lobby could be chosen and arranged for aesthetics alone, back when the lobby was essentially a waiting area. Now that it may be a conversation area, exactly how chairs are picked and arranged needs to be considered carefully, says Brad Ritner, director of retail design for NewGround (www.newground.com), a financial institution design-build firm based in St. Louis.

With smaller staffs, it has become particularly important for employees to have a clear line of sight to everything happening within the branch. Even while an employee is having a confidential conversation with a member, the staffer needs to be able to respond to something happening elsewhere. So branch designers now use a lot more glass and a lot less drywall and wooden doors, Ritner points out, which makes it easier for both employees and intruders to see activities.

When \$458 million City & County Credit Union (www.cccu.com), St. Paul, Minn.,

built a forward-looking branch last year, it included three enclosed offices with 40-inch monitors where members could confer privately with a staff member, according to Matthew S. Schewe, VP/member services. For tiered privacy (see photos), City & County CU built a raised counter for simple transactions that require little privacy and a technology counter for iPad demos of how to use the CU's mobile banking app. A conversation nook with high-backed chairs provides intermediate privacy, and enclosed offices with frosted glass doors offer the highest level of privacy.

State-of-the-art privacy features generally are incorporated in a new branch design these days, Ritner says. Retrofitting old branches is more likely to be a matter of priorities and budgets. Repositioning terminals and chairs is cheap. Tearing out drywall and replacing it with glass is more expensive.

Beyond Security

There's more to protecting privacy than just blocking theft of sensitive member data, of course. A lot of CUs are located in small towns where members know each other, points out Dave Thronson, VP/business development at CUES Supplier member La Macchia Group (www.lamacchiagroup.com), a Milwaukee financial facility design/build firm. It could be embarrassing to a member and the CU if another member happened to overhear sensitive financial information, he notes. Gossip is less serious than theft, but it's serious enough to justify privacy features.

While preventing malicious or accidental privacy breaches is the top priority, there's also the matter of giving members the *feeling* of privacy. Member privacy today has a subjective side, observes Doug Braun, senior

vice president of CUES Supplier member inLighten (www.inlighten.net), a provider of digital signage and interactive kiosks based in Clarence, N.Y.

"Environments that feel natural and fluid to members of one generation may make members of a different generation feel unacceptably exposed and reticent," he says. People who felt reassured that a word spoken to a familiar, trusted teller vanished as soon as it was spoken may think that words spoken to a technology interface will be recorded and stored, vulnerable to retrieval. That's why it's important to address both real and perceived privacy concerns, Thronson says.

"Members have heard the stories about identity theft," he adds. "They want their confidential financial information protected. Noticeable privacy safeguards (such as booths around personal teller machines) are a good thing."

Richard H. Gamble is a freelance writer based in Colorado.

Resources

Read bonus coverage about the balance between convenient offerings and security at cues.org/0616access.

Attend a security-related CUES Webinar at 1 p.m. Central time, Aug. 9 (cues.org/webinars). It's free for CUES members and \$99 for non-members.

You may be interested in attending CUES School of Member Experience (cues.org/some), Sept. 26-27 in Charleston, S.C., and CUES School of IT Leadership (cues.org/soitl), Sept. 27-29, also in Charleston.



CUES Fall Schools

CUES' Schools feature top instructors with real-world knowledge, convenient locations and short time spans. You'll find topics for every leader at your credit union, with curriculums diving deep into the matter at hand.

In Santa Fe, N.M.:



**CUES Advanced School of Business Lending™:
Commercial Real Estate Lending**

September 12–16

In Charleston, S.C.:



**CUES School of Member
Experience™**

September 26–27



**CUES School of Enterprise Risk
Management™**

September 26–30



**CUES School of Applied
Strategic Management™**

September 26–29



**CUES School of Business Lending™ III:
Strategic Business Lending**

September 26–30



CUES School of IT Leadership™

September 27–29

Don't wait! Rates increase \$400 45 days prior to each event.
Register today at cues.org/schools.



7 Great Ways to Support Digital Banking

These strategies drive efficiency, while still pleasing members.

By Tim Daley



Not a lot of credit unions appear to be asking, “What is the best way to support the digital banking platform through our internal operations?” And that’s a shame, because there are many best practices that operations groups can leverage to shorten task duration, save money, and improve member service. This is the credit union trifecta, right?

All seven of these digital banking best practices are focused on operations personnel and the indispensable member support they provide. Some of the changes are easily implemented. Others are more involved and require a review of strategy and the inclusion of multiple business line partners to execute. All will positively impact both the credit union and its membership.

1. Digital banking should be owned by the group that has accountability for sales and service.

CUs have long outpaced their bank peers in retail digital banking. This is largely because CUs typically have 20 percent fewer branches than similarly sized banks, according to data from the most recent *Cornerstone Mid-Size Bank Performance Report* and the *Cornerstone Credit Union Performance Report* (find both at www.cornerstone.com/publications). With the focus on remote transactions, digital banking has historically been owned by retail operations, marketing or information technology. Over the last two years, this has been shifting.

CUs are now increasingly recognizing that their digital banking platform is their single largest branch. Monetary transactions, bill payments, and transfers—both internal and external—are perfectly suited for digital banking. Digital banking platforms have not been as effective on the sales side, but their ability to support marketing and selling, and to integrate with account opening and loan origination systems, is maturing. Some vendors have integrated tightly enough that the look and feel of the origination platform is the same as the digital banking platform, minimizing friction between starting and submitting an application.

Assigning ownership of the digital banking platform to the group with accountability for both sales and service is the emerging best

practice. CUs should start tracking digital banking profit and loss, just as they do for branches.

2. Assign a vendor management liaison for digital banking.

Digital banking functionality and the integrated vendors that support functionality have expanded greatly. Who at the CU knows for sure which vendor is used for the following services:

- remote deposit capture,
- account-to-account (external) transfers,
- person-to-person payments,
- bill-pay,
- online account opening,
- online loan origination, and
- online mortgage origination?

Further, who knows when each of those contracts expires, and what the deadline is for notice of nonrenewal by vendor?

It is important that whoever owns digital banking also knows the contractual relationships that affect the digital banking platform. It is likely that one or more of these tangential systems was selected independently of the digital banking system and that dissatisfaction with the level of integration between third-party systems and the digital banking platform exists.

Knowing the contractual details gives the CU leverage and can protect it from inadvertently renewing when taking the functionality out to bid would be appropriate.

3. Empower all member-facing personnel to assist with digital banking support.

The ability to reset a password and to answer questions about digital banking helps staff meet members’ expectations for service. Calling the contact center for him does not meet the same standard. As the frequency and number of branch visits continues to decline, no opportunity to engage with a member should be squandered.

Why haven't all CUs adopted this best practice? The most common reason cited is time. Second, non-Web-based digital banking administration consoles have to be installed on a computer or added to the virtual desktop. Lastly, staff must be trained to support the members using the administration console.

None of these reasons outweighs the benefit of an exceptional member experience, given that we see our members less and less frequently in the branches, where they still do the majority of their buying of financial services.

4. Leverage existing workflow capabilities to help operations personnel execute tasks.

Many CUs have, in their existing environment, a document management solution, either through their core or a third-party vendor. In the majority of these CUs, the document management solution—be it Nautilus (www.fiserv.com), Synergy (www.jackhenrybanking.com), OnBase (www.onbase.com), Bluepoint (www.bluepointsolutions.com) or other—is used for document storage only. CUs are only recently starting to leverage the power of these systems' workflow capabilities.

These systems can create and manage work for users. Of more interest is the ability to spawn concurrent tasks, allowing more than one person to work on the same task, saving time.

Engage with your CU's provider to explore capabilities that aren't being leveraged. The outcomes we've seen in our client base have been positive and surprising.

5. Optimize the way a member sends an email to the credit union.

Emails should be forwarded to personnel who can do the work. It is surprising how many CUs have their platforms configured to send all communications to info@your-cu-name.org. Staff must sift through the emails, forwarding and answering them.

Emails sent either from digital banking or the CU's website should be targeted to the appropriate group, based on predefined subjects the member chooses when submitting the email.

The goal and benefit are two-fold. To the member, response times are improved. For the CU, resources are more efficiently used to address email volume, and accuracy of responses is improved. Subject matter experts, rather than well-meaning but less knowledgeable generalists, answer all emails in their queues.

6. Enhance digital self-service capabilities.

As adoption and use of digital banking platforms continue to increase as a percentage of checking accounts, especially within mobile/tablet banking, CUs seek to increase the self-service capabilities offered to members through digital banking. This embraces the trend and recognizes that the platforms are becoming the primary access point for members to interact with the CU.

Examples of self-service capabilities that CUs are adding to their platforms include: card management (such as turning cards off and back on); a system through which members can notify the CU of plans to travel out of the country; member rewards tier data; and automated (and USPS-validated) address information updates.

Improving member service is one goal. The real benefit is driving service request volume to the internal resources equipped to handle it most efficiently.

The work to enhance digital self-service capabilities will include working with vendors. This could be developing forms with the vendor, which is not as easy as it sounds—especially if that form is to be integrated into a workflow management tool or engineered in a way that facilitates data entry automation.

| Digital Banking Service | 2012 | 2014 |
|---|-------|------|
| Active online banking users as a % of checking accounts | 70% | 74% |
| Active mobile banking users as a % of checking accounts | 6.86% | 25% |

Source: Cornerstone Credit Union Performance Report

7. Do not let lack of application integration get in the way of automating data entry.

Not all software applications play nicely together. This creates a situation in which an operations employee is tasked with manual data entry from one system to another.

A loan application, for example, can take as long as seven minutes to move from the origination to the underwriting system. Address changes, stop-payment requests, and new account applications are examples of time spent moving data. Human intervention introduces the possibility of human error, the dreaded "fat fingering" on an address change or Social Security number. Faced with this colossal drain on time and efficiency, the operations team, with assistance from the IT team, must get creative. Two examples: work to automate the output from one system to input data into the next and look to scripting languages like PERL, or widely taught programming languages like Python, to solve data entry automation. In some credit unions the savings in staff time alone has been enough to cover the cost of development.

Think of these best practices like the summer work packet that children bring home at the end of the school year. That packet will help them stay current through their long vacation so they return to school ready to go in the fall. The seven best practices in this article have made proven differences in CUs' overall digital banking performance and member satisfaction.

Tim Daley is a director with CUES Supplier member and strategic partner Cornerstone Advisors (www.cnrstone.com), Scottsdale, Ariz.

Resources

Read a related article at cues.org/0416omnichannel.

And attend a free CUES Webinar led by Tim Daley about executing service delivery effectively at 1 p.m. Central time, July 14 (cues.org/webinars).

You may also be interested in CUES School of IT Leadership (cues.org/soitl), slated for Sept. 27-29 in Charleston, S.C. The school will be led by another expert from Cornerstone Advisors, CUES' strategic provider of technology and enterprise risk management services (cues.org/cornerstone).



Performance assessments at the staff level of a credit union are commonplace. They take place at most organizations at least annually. But what about assessing the performance of the CU’s leadership, namely the board of directors? While it may be less common, board assessment is no less important.

In the webinar “When and How to Assess your Credit Union’s Governance,” presenter Michael Daigneault, CCD, discussed best practices in board governance. Founder and CEO of Quantum Governance, L3C, and a CUES strategic partner, Daigneault spoke about the importance of assessments and how to perform one.

Why Perform an Assessment?

The term “board assessment” is widely used in the credit union industry. And those assessments take a wide range of forms as well: individual skills assessments, peer-to-peer assessments, group assessments that gauge performance of the board as a whole.

Daigneault throws in another option for assessing the board: Don’t *only* assess the board.

“Note that the title of this presentation is not ‘When and How to Assess your Board.’ It’s ‘When and How to Assess your Credit Union’s Governance,’” Daigneault pointed out. “When assessing the governance of your CU, you don’t want to just assess the board; you also want to assess the board’s relationship and efforts with senior management and the work of committees, in particular your supervisory or audit committee. I think there are different legs of the stool you want to pay attention to.”

Daigneault is quick to point out that this broad look at governance is aimed at the same goal of any assessment. “The idea of even assessing your board at all is geared toward helping your individual CU and your colleagues throughout the country to evaluate their governance and leadership to be as effective as possible.”

In his work with credit unions, Daigneault has seen assessments

be effective. “Overwhelmingly in our experience, CU boards, even credit union boards that have been working side by side for many years, have not explicitly talked about how we want to govern the CU. ... A lot of times people will take for granted that’s the way it’s been in the past and that’s the way it will be,” he said.

When to Assess?

Assessments are often triggered by times of change. A new board chair or CEO may encourage boards to undergo the process. Or a board that experiences very high turnover—or, alternatively, very low turnover. A credit union that is planning a strategic or governance change may undertake an assessment to set a benchmark before the transition begins.

Credit unions that grow significantly are often good candidates for assessment as well. Whether through organic growth or a merger, a CU that sees its assets spike may want to stop and take inventory of how the board governance structure is performing along the way.

Daigneault noted that CUs that have not done an assessment in the last three years should also consider doing so at some level.

Who is Involved?

There are three legs of the governance stool: 1) the board, 2) senior management, and 3) the supervisory/audit committee, he says.

Most common is the board-only assessment where all board members and, usually, the CEO participate in the assessment process. Daigneault cautions that this is only a portion of the governance picture. Committees of all kinds can also be assessed.

“We urge you to look perhaps a little more broadly about who should be assessed than might be typical in the more traditional approaches that have been used in years past,” Daigneault suggested.

Resources

Listen to the entire webinar “When and How to Assess your Credit Union’s Board Governance” at <http://tinyurl.com/jda52hy>.

Find out more about CUES Self-Assessment for Credit Union Boards, offered in partnership with Quantum Governance, at cues.org/selfassessment.

AD INDEX To advertise, email: Cathy.woods@mediawestintl.com. CUES Supplier members are noted in orange. Find out more at cues.org/advertise.



Bancography.....39
www.bancography.com

BFB, A Division of Gallagher Benefits Services, Inc..... 17
www.bfbbenefit.com

CO-OP Financial Services..... 15
www.co-opfs.org

SWBC.....5 www.swbc.com

CSCU 31
www.cscu.net

CUNA Mutual Group 9
www.cunamutual.com

Currency BG21
www.currencymarketing.ca

Fiserv 7
www.fiserv.com

LSC Cover, 52
www.lsc.net

M29 Technology & Design ... Cover
www.m29.com

Momentum 25
www.momentumbuilds.com

TMG 2
www.tmg.global

Vantiv 51
www.vantiv.com



Who Will be CUES Next Top Credit Union Exec?

CUES Next Top Credit Union Exec challenge, in partnership with CUES Supplier member DDJ Myers (www.ddjmyers.com), Phoenix, is underway, with online voting set for June 28-July 13. Go to www.ntcuel.com to view applicant videos and vote for your favorite! The 10 applicants with the most votes will automatically move on, and a committee selected by CUES will choose up to five more applicants to form the Top 15.

Next month, the Top 15 will blog about their projects at www.ntcuel.com/blog. Then a three-member judging panel, consisting of two CUES members and Deedee Myers, CEO of DDJ Myers, will determine the challenge's five finalists, based on their application videos, their blog posts and the value their projects bring to their credit unions and the industry as a whole.

The five finalists will be named Sept. 8.

Next, the finalists will post an additional video detailing the progress of their projects. Then Oct. 24, during CUES' CEO/Executive Team Network™ in Savannah, Ga., the five finalists will make their final presentations, which will be live-streamed for online viewers. Finalists will be scored based on the judges' evaluations, live audience votes, online votes and social interactions, such as comments, likes and tweets about their videos and blog post. Then, the 2016 CUES Next Top Credit Union Exec will be named Oct. 26.

More than \$50,000 in prizes will be awarded throughout the challenge. The top 15 will receive a remote coaching session from DDJ Myers. The five finalists will each receive a CUES award package valued at approximately \$6,000 including: economy airfare, accommodations and registration to attend CEO/Executive Team Network; and two additional remote coaching sessions from DDJ Myers.

The 2016 CUES Next Top Credit Union Exec will receive an additional \$20,000 educational package, including registration, accommodation and economy airfare to two segments of CUES' CEO Institute—one in 2017 and one in 2018; two additional remote coaching sessions from DDJ Myers; and the opportunity to continue blogging about their project. To vote and stay updated on the competitors' projects, go to www.ntcuel.com.

Director Award Deadline

Nominations are due **Aug. 12** for CUES Distinguished Director. All credit union board and committee members who are current CUES Director or Center for Credit Union Board Excellence (CCUBE) members are eligible.

The winner will be presented with a crystal trophy at CUES' Directors Conference (cues.org/dc) in Lahaina, Maui, Hawaii, Dec. 11-14. CUES will also make a contribution to a Section 501(c)(3) charity in the winner's name and feature him or her in this magazine. Submit your nomination at cues.org/dd.

CUES® Promotes Fiddler



Leiha Fiddler

Leiha Fiddler, CCD, has been named CUES' VP/sales & member relations-Canada. Fiddler started with CUES in 2014 as director of sales & member relations-Canada.

"Leiha came to CUES to help expand our Canadian market," says CUES President/CEO John Pembroke. "Since then, our Canadian membership base has more than doubled and, in fact, has grown by nearly two and a half times. Leiha has helped CUES reach out on an international level."

Fiddler has an extensive background in the Canadian credit union system, including serving as senior vice president of Stabilization Central Credit Union (www.stabil.com) in British Columbia, where she was also responsible for the Solutions Centre, a CUSO-like organization focused on increased collaboration among BC credit unions. Prior to Stabilization Central CU, Fiddler served as VP/sales and relationship management for CRI Canada (www.cricanada.net), a leading provider of technology solutions and credit insurance products.

Fiddler is a Certified Credit Union Director (CCD), a designation earned by attending CUES Governance Leadership Institute™, held at the University of Toronto's Rotman School of Management.

Quantum Governance Partnership Renewed

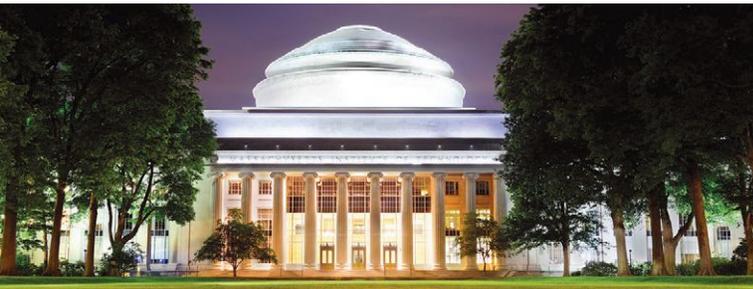
CUES is pleased to announce a continuing partnership with Quantum Governance, L3C (www.quantumgovernance.net).

"Good governance can mean the difference between success and failure for a credit union. CUES established a partnership with Quantum Governance (www.cues.org/qg) in 2013, and we've since assisted credit unions in creating stronger and more effective governance at their institutions," says CUES President/CEO John Pembroke. "We're pleased to continue offering this vital service to the industry."

"Investing in good governance yields significant rewards for progressive credit unions committed to strengthening their leadership and maximizing their performance," notes Michael G. Daigneault, CCD, Quantum Governance CEO. "We're looking forward to continuing to support the industry through our continued partnership with CUES."

Quantum Governance works with credit union boards, supervisory committees and executive leadership teams to:

- conduct governance and strategy assessments, including: surveys, interviews, focus groups, board meeting observation and document review;
- facilitate retreats and meetings;
- offer executive mentoring to further develop board chairs and CEOs; and
- deliver custom seminars, workshops and training.



Strategic Innovation Institute™ I, hosted at MIT, is Sept. 25-30.

Study Innovation at MIT

Innovation strategy, digital strategy and idea generation mechanisms are the focus of CUES' Strategic Innovation Institute™ I, hosted at MIT, which is set for Sept. 25-30 at the Massachusetts Institute of Technology's Sloan School of Management, Cambridge, Mass.

For MIT professor and institute instructor Pierre Azoulay, innovation and ideas should come before technology.

"It requires a change in mindset and culture, recognition that innovation is everyone's job. Cost is just the tip of the iceberg. IT innovation has to go hand in hand with innovation in organization, hiring, training and business strategy. Simply installing new software probably won't bring much bang for the buck," he said in the *CU Management* article "Ideas, Then Tech" ([cues.org/0216ideasthentech](http://cues.org/0216ideasthenthetech)).

"A CEO can't be a pure administrator anymore," continued Azoulay, associate professor of technological innovation, entrepreneurship and strategy at MIT. "It takes ... managing multiple innovations, recognizing how they are complementary and ensuring that they are integrated."

"It's hard to create time for training, thinking and planning when you're in fire-fighting mode. The CEOs I see are incredibly pumped up when they finish the (Strategic Innovation Institute) course. Hopefully, they sustain their vision and adopt a far-sighted strategic course. That's what leading an organization today requires."

During Strategic Innovation Institute's MIT segment, attendees will examine case studies and go through strategic exercises designed to lay the foundation of innovative thinking. They will also explore the role of operations in delivering value to stakeholders, organize for successful innovation, look at strategic changes that are a good fit for their organization, and study change agents.

Strategic Innovation Institute™ II will be held at Stanford Graduate School of Business, July 31-Aug. 5. The two programs can be taken in any order. Upon completion of both Innovation Institute I and II and all assigned course work, attendees achieve Certified Innovation Executive (CIE) status. Find out more at cues.org/sii.

CUES SCHOOL OF CONSUMER LENDING™

July 18-19
Crowne Plaza Seattle

CUES ADVANCED SCHOOL OF CONSUMER LENDING™

July 20-21
Crowne Plaza Seattle

CUES SCHOOL OF BUSINESS LENDING™ II: FINANCIAL ANALYSIS AND DIAGNOSTIC ASSESSMENT

July 18-22
Crowne Plaza Seattle

CUES SCHOOL OF STRATEGIC MARKETING™ I

July 18-20
Crowne Plaza Seattle

CUES SCHOOL OF STRATEGIC MARKETING™ II

July 21-22
Crowne Plaza Seattle

STRATEGIC INNOVATION INSTITUTE™ II

July 31-Aug. 5
Stanford Graduate School of Business
Stanford University

CEO INSTITUTE II: ORGANIZATIONAL EFFECTIVENESS (SUMMER SESSION)

Aug. 7-12
Samuel Curtis Johnson Graduate School of Management
Cornell University

CEO INSTITUTE III: STRATEGIC LEADERSHIP DEVELOPMENT (SUMMER SESSION)

Aug. 21-26
Darden School of Business
University of Virginia

EXECU/NET™

Aug. 28-31
Tenaya Lodge, Fish Camp, Calif.

BOARD CHAIR DEVELOPMENT SEMINAR

Sept. 12-13
Inn and Spa at Loretto, Santa Fe, N.M.

CUES ADVANCED SCHOOL OF BUSINESS LENDING™: COMMERCIAL REAL ESTATE LENDING

Sept. 12-16
Inn and Spa at Loretto, Santa Fe, N.M.

CUES DIRECTOR DEVELOPMENT SEMINAR

Sept. 14-16
Inn and Spa at Loretto, Santa Fe, N.M.

STRATEGIC INNOVATION INSTITUTE™ I, HOSTED AT MIT

Sept. 25-30
MIT Sloan School of Management, Massachusetts Institute of Technology
Cambridge, Mass.

CUES SCHOOL OF MEMBER EXPERIENCE™

Sept. 26-27
Charleston Marriott, Charleston, S.C.

CUES SCHOOL OF APPLIED STRATEGIC MANAGEMENT™

Sept. 26-29
Charleston Marriott, Charleston, S.C.

CUES SCHOOL OF ENTERPRISE RISK MANAGEMENT™

Sept. 26-30
Charleston Marriott, Charleston, S.C.

CUES SCHOOL OF BUSINESS LENDING™ III: STRATEGIC BUSINESS LENDING

Sept. 26-30
Charleston Marriott, Charleston, S.C.

CUES SCHOOL OF IT LEADERSHIP™

Sept. 27-29
Charleston Marriott, Charleston, S.C.

CEO/EXECUTIVE TEAM NETWORK™

Oct. 23-26
Hyatt Regency Savannah

DIRECTORS CONFERENCE

Dec. 11-14
Hyatt Regency Maui Resort and Spa
Lahaina, Maui, Hawaii

2017

CUES SYMPOSIUM: A CEO/CHAIRMAN EXCHANGE

Jan. 29-Feb. 2
Frenchman's Reef and Morning Star Marriott Beach Resort, St. Thomas, US Virgin Islands

EXECU/SUMMIT®

March 5-10
Westin Snowmass, Snowmass Village, Colo.

Note: CU directors are encouraged to attend events listed in blue. For all the future CUES events, including local CUES Council meetings, visit cues.org/calendar.

Develop Your Board, Strengthen Your Credit Union with CUES Director Seminars



Having an educated board has never been so important. Turn to CUES' popular director seminars in 2016. Each is led by expert speakers, ready to cover the topics vital to the future of your credit union. Plus, we offer something for every board member—veterans and newly elected alike.

Director Seminars at the Inn and Spa at Loretto, Santa Fe, N.M.

Board Chair Development Seminar

September 12–13

CUES Director Development Seminar

September 14–16

With today's strong regulatory focus on fiduciary responsibility, board education is a must for your organization. Learn more about our director seminars at cues.org/seminars.





4 Habits of Successful CIO-Leaders

By Butch Leonardson

One of the more interesting realities of becoming a leader is discovering that *how you think* is more important than *what you know*. While what you know helped you become an executive, *how* you think will determine how well you flourish in your leadership role.

This is particularly true for chief information officers. Technical skills and individual excellence help people get promoted or hired into the CIO role. But there, expectations are much different. Being too focused on your CU's technology can actually limit your effectiveness as a leader.

CIOs who develop the following four habits will be more likely to emerge as successful leaders.

1. Start at the end, with the staff or member experience in mind, and then work back to the enabling technology. Rather than running to new shiny technology objects, focus on the resulting experience. You'll often find the enabling tool already in your shop.

2. Become an expert in all the "pain points" across your CU. Identifying the places where members and staff have a less-than-delightful experience will help you succeed with the first habit of beginning with the end in mind. To learn about the pain points, take an inventory of all your forms, and try to provide the same function digitally. In doing so, you may clear out unnecessary pieces of old processes that cause workflow blockages.

3. Build your innovation program around specific focus areas. Each year, let the pain points in a high priority revenue or service area help you transform the related processes into an amazing digital experience.

At the executive level, trust and imagination must be present for new habits to gain traction. Imaginations function best when team members trust each other and feel safe about considering new ideas. Combine trust, imagination and the discipline of these four habits, and CIOs are truly poised to help lead their credit unions to success.

Find the fourth habit on CUES Skybox at cues.org/ciohabits.

Butch Leonardson is director of IT leadership for CUES Supplier member and strategic provider Cornerstone Advisors (www.cnrstone.com), Scottsdale, Ariz. He will co-lead CUES School of IT Leadership (cues.org/soitl), Sept. 27-29 in Charleston, S.C.

SUBSCRIBE TO CUES SKYBOX
Get twice-weekly CUES Skybox posts delivered to your inbox at <http://tinyurl.com/skyboxemails>.

Recent Posts

"Not all credit unions are behind the times, but you may be surprised by how many remain in the Stone Age when it comes to lending. Online automation and ease of use simply aren't high enough on their priority list. This has to change, and I think it can, as the secret sauce for combating the fintech apocalypse is rather simple."

Paul Kirkbride, SVP/credit union solutions for CUES Supplier member CU Direct (www.cudirect.com), Ontario, Calif., in "The Secret Sauce for Avoiding a 'Fintech Apocalypse'" on CUES Skybox at cues.org/secretsauce.

"Paul, you are so right. Turnaround times that were weeks now are days and soon will be hours and minutes. When I bring up the awful cycle time of loan approvals to my CU audiences, they break into defensive mode with excuses that are embarrassingly old school. CUs don't have to be on the originating edge of innovation here but they should at least be fast followers."

Les Wallace, president of Signature Resources Inc. (www.signatureresources.com), commenting on Kirkbride's post (above).

"When it comes to leadership, it pays to think about the voice. Most of us treat the voice as something unalterable, like eye color or height. But the voice is an instrument in its own right, one that packs a powerful emotional punch. You can train your voice just like you can train your body."

Veronica Rueckert, co-host of public radio show "Central Time," and owner of Veronica Rueckert Coaching (www.veronicarueckertcoaching.com), in "Leaders Know How to Use Their Voices": cues.org/yourvoice.

Leveraging Payments Data to Find New Revenue

It's getting harder to stay competitive in your business. Increased regulation and compliance burdens are shrinking fees and revenue, leaving you with a smaller staff juggling multiple jobs. Bottom line — you're getting squeezed on all sides.

With a view into nearly 75 percent of the total "everyday spend" on debit and credit cards, Vantiv has unparalleled insight into the shopping behaviors of the most active cardholders.

With these insights and data, we'll partner with you to activate new sources of revenue and help you stay relevant in the payments ecosystem.

Ready to get started?

Contact:

**Melissa Kopp
513.267.5068**

**Learn more at
vantiv.com/fi**

vantiv

smarter/faster/easier/payments.

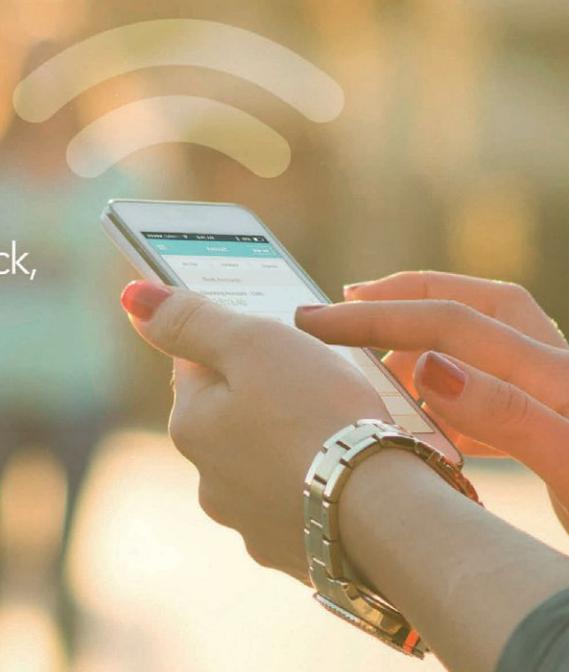
©2016, Vantiv, LLC. All rights reserved.



The future is in your members' hands.
Is your credit union?

CUMALIGHT

CUMALIGHT is the mobile solution that makes it more affordable than ever for your credit union to provide that quick, convenient information to your members, anytime, anywhere.



Request your free demo today!
Call (630) 983-3403 or visit www.cumobileapps.com

CU Mobile AppsSM
ENHANCED STANDARD LIGHT

CUNA
Strategic Services

LSC[®]