CU MANAGEMENT

JULY 2018 • IN-DEPTH INFORMATION FOR CREDIT UNION LEADERS

CLOSING THE TRUST GAP

5 ways to bring together staff and volunteers for good governance

cues.org/cumanagement

CUES
POTENTIAL, REALIZED.™

VENDOR RELATIONS
Best practices for core demos

EMAIL MARKETING
Getting past the spam filter

FINANCIAL STRATEGY
CECL's unexpected impact

Contents

JULY 2018
VOL. 41, ISSUE 7

FEATURES

Contents

ARTICLES

CUES ANNUAL BUYERS' GUIDE

IN EVERY ISSUE

JOIN US ONLINE

@TheRealCUES

@TheRealCUES

CUES

CUES

feeds.feedburner.com/cues/feed

CONTACT CUES

PHONE 800.252.2664
CANADA 604.559.4455
EMAIL *cues@cues.org*

cues.org

ONLINE ARTICLES, VIDEOS AND MORE

Web-Only Bonus

2 More Strategic CECL Concerns

Expect volatility during a downturn and get ready to shift your measures of success.

cues.org/0618two

Online-Only Column

Tech Time: 10 Steps to a Sound Cybersecurity Program

Shore up your CU's cyber defenses and move from a reactive to a proactive stance.

cues.org/0618techtime

myCUES App

Why Empathy at Work Matters

4 ways employers should show employees they care

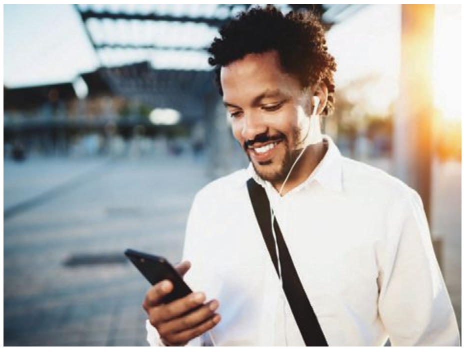
Download the myCUES app (*cues.org/mycues*) to read this article under "Spotlight."

CCUBE Members-Only

Video: Communication Best Practices for the CEO/Chair

Mike Valentine, president/CEO of BCU, discusses how the board and the CEO can meet each other's expectations when it comes to communication and how to boost your board's effectiveness in communicating with the top executive.

Center for Credit Union Board Excellence members can access this content at *cues.org/0518ccubecommvid.*



CUES Podcast

Episode 55: The Strategic Gut Check

Guest Bryn Conway, principal at BC Consulting and speaker at CUES' 2018 Directors Conference (*cues.org/dc*), discusses the importance of the core elements of strategy and staying true to them.

cues.org/podcast55

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 2018 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, ext. 307.

POSTMASTER: Send address changes to:
Credit Union Executives Society,
P.O. Box 14167
Madison, WI 53708-0167.

WINNER 2017 APEX AWARDS FOR PUBLICATION EXCELLENCE

LET'S CONNECT

Comments, suggestions and letters can be sent to **theresa@cues.org**.

TWITTER: @tawitham
LINKEDIN: Theresa Witham
INSTAGRAM: tawitham

YOUR THOUGHTS

HOW EFFECTIVE IS *YOUR* BOARD AT BUILDING A CULTURE OF TRUST?

>> Email your answer to **theresa@cues.org**.

Without Trust, *You're in Trouble*

Early this year, CUES and strategic partner Quantum Governance published *The State of Credit Union Governance 2018* (*cues.org/governancereport*).

Based on Quantum Governance's surveys of credit union leadership teams over several years, the report (free to CUES members) includes data on board engagement, accountability, learning and more. The authors were surprised and, frankly, concerned with the numbers on trust.

Only 27 percent of senior staff and 25 percent of CEOs reported that their boards were "very effective" at building cultures of trust. Directors were more positive, with 40 percent saying the board was very effective at doing so. In addition to the low numbers, that's quite a gap in perception.

Why is this concerning? "Without trust, you're likely in real trouble. Conflict spikes up, relationships fray, efficiency plummets and morale ends up in the basement," write Michael G. Daigneault, CCD, and Jennie Boden of Quantum Governance L3C, Vienna, Va., the authors of our cover story. Read their suggestions on what can be done about this problem in "Closing the Trust Gap," p. 10.

Most of us have a love/hate relationship with email. It's an important communication tool. But the volume of it can be overwhelming. And if you are trying to connect with members using email, actually reaching them through all that volume is tricky, especially as spam filters become more sophisticated. In "Getting Past the Filter" on p. 14, you'll find helpful do's and don'ts to ensure your messages are getting through to members.

Do you dread shopping for a new core system? We're here to help. In "Assembling the Cast," we tackle the nuances of effective core demonstrations—when a vendor's reps are "on stage" to show off their wares and answer your questions. Credit unions will want to tightly script onsite demos to ensure each vendor addresses its requirements in the new system, such as efficiency, says Scott Hodgins, senior director of CUES Supplier member and strategic provider Cornerstone Advisors, Scottsdale, Ariz. Also helpful is having a consistent format for each demo and involving employee users of the system. Read more on p. 18.

Does your credit union have any tips for improving the core demo process, bettering email marketing or boosting leadership trust? Email me, *theresa@cues.org*.

Theresa Witham

Theresa Witham
Managing Editor/Publisher

CO-OP ROAD SHOW

DIGITAL TRANSFORMATION

NEVER WAITS

NEITHER SHOULD **YOU**

The race to excellence continues as the live CO-OP Roadshow event series visits cities across the country. Connect with CO-OP's leadership and subject-matter experts as you explore the latest insights on strategies and driving your own digital transformation. Together, we'll share and discuss how CO-OP is transforming itself into an ecosystem that delivers the **technology**, **leadership** and **strategy** to help your credit union thrive in a data-driven, digital future.

Learn more and register at **CO-OPthink.org/roadshows**

CO-OP FINANCIAL SERVICES

Expanding *Point-of-Sale Lending*

A new business partnership by TwinStar Credit Union extends the indirect lending model to merchants, medical professionals and contractors within its field of membership, with the goal of growing both loans and members.

Last June, $1.3 billion TwinStar CU (*twinstarcu.com*) became the second client of Loan Star Technologies, a Philadelphia company that developed an online portal allowing financial institutions to offer simple, online point-of-sale financing to merchants regardless of the product or service they provide. Within a few months, TwinStar CU also became its only credit union owner.

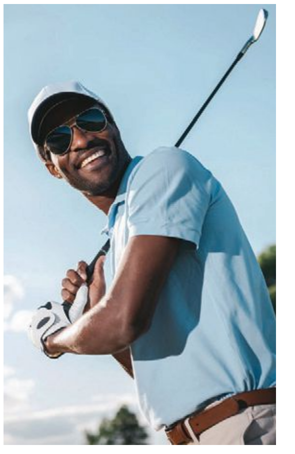
"There is a growing interest in point-of-sale lending, so we're happy to have seen the potential of this model to benefit both merchants and consumers and to be one of Loan Star's first investors," says CUES member Jeff Kennedy, CSE, CEO of the Lacey, Wash., credit union.

In its first nine months of working with the new company, TwinStar CU made more than $3 million in loans to members seeking financing for everything from off-road vehicles to new heat pumps and replacement windows. The next business product opportunities include medical services and solar installations, Kennedy says.

The partnership with Loan Star not only provides a pathway for the credit union to diversify its loan portfolio but also allows the CU to sign on new business and consumer members and expand account relationships with existing members, he notes. TwinStar CU has focused initially on marketing the point-of-sale financing option to merchants among its 6,000 business members but views the service as a means of recruiting new business relationships as well.

In addition to its investment in Loan Star, the credit union is a member of nine CUSOs, including CU Dealer Direct (*cudealerdirect.com*), a partnership with three other financial cooperatives for indirect auto loans. TwinStar CU makes indirect RV and boat loans as well. Its business partnerships allow the credit union "to achieve scale and share in research and development capitalization for emerging technology," Kennedy notes.

Overworking *Is Overrated*



According to the U.S. Bureau of Labor Statistics (*bls.gov*), 85 percent of men and 67 percent of women work more than 40 hours a week. But is the extra work worth it?

"Overworking is overrated," says Jeremy Greenberg, founder of Avenue Group (*avegroup.com*), a firm that advises executives of Fortune 500 corporations, private equity firms and mid-market companies. "We are told to work longer hours, sleep less and grind. But it's a big misconception to think that this kind of sacrifice leads to success, more money, faster advancement and happiness."

He gives four reasons overworking is overrated:

It can't compensate for business flaws. Putting in another two or three hours a day, while continuing to use the same ineffective ways of doing things, won't solve fundamental issues related to the company's success, Greenberg says. "There's no guarantee that overworking will save a flawed business model or weak business acumen. You might work very hard and fail, which happens most of the time in new businesses."

It distracts from the big picture. Having too much to do often promotes tedium, taking away from valuable time that might otherwise be spent on thinking, creating or planning. "Taking time to rest and reflect is a critical part of being successful in business. It helps us differentiate the important work from the low-value work," he says.

It leads to health problems. "Working too hard is simply bad for us," he says. "It takes a toll on the brain and the whole body by boosting stress and inducing bad habits, such as poor eating, reduced exercise, skipping sleep and relying on too much caffeine."

It lowers performance levels. According to the *Harvard Business Review*, overwork results in diminishing returns—a general drop-off in quality and an uptick in avoidable mistakes (*tinyurl.com/osm9xo6*). "The irony about overworking," Greenberg adds, "is you really get less done, accomplish fewer significant goals and moreover rob yourself of the quality of life that you're presumably trying to attain by working harder and longer."

> **"Leadership development is not just a people need; it's a critical organizational need."**
>
> **Jennifer Stangl,** CUES' director of professional development in "Purposeful Talent Development: The Machete or the Map?" on the CUES Skybox blog (*cues.org/032618talent*).

Closing *the Trust Gap*

5 WAYS TO UNITE STAFF AND VOLUNTEERS FOR GOOD GOVERNANCE

BY MICHAEL G. DAIGNEAULT, CCD, AND JENNIE BODEN

We had a colleague once who used to say that trust is "the residue of promises fulfilled." It's a pretty good working definition, as definitions go. It's simple, straightforward, and likely one that most people can identify with. You trust those that you can rely on; those that have come through for you in the past are *most likely* to come through for you in the future. You're probably more drawn to the types of people in your life who do what they say they are going to do, and we bet that you avoid the other type—the kind that disappoint and fail to follow through.

For years, we've been surveying credit union leaders around the country and, out of the more than 50 questions that we've been asking them, there's one we've always identified as among the most important: How effective is your board at building a leadership culture of trust?

Then, after years of surveying individual credit unions, we synthesized the data from multiple credit unions and learned a lot. (You can read the fruits of our labors in the recently published study entitled "The State of Credit Union Governance, 2018: Five Data-Driven Recommendations for Future Success," available at *cues.org/governancereport*.)

We found a significant difference in perceptions between credit unions' senior staff and volunteers (board and supervisory committee members) on matters of trust.

The numbers may surprise you; we know that they surprised us.

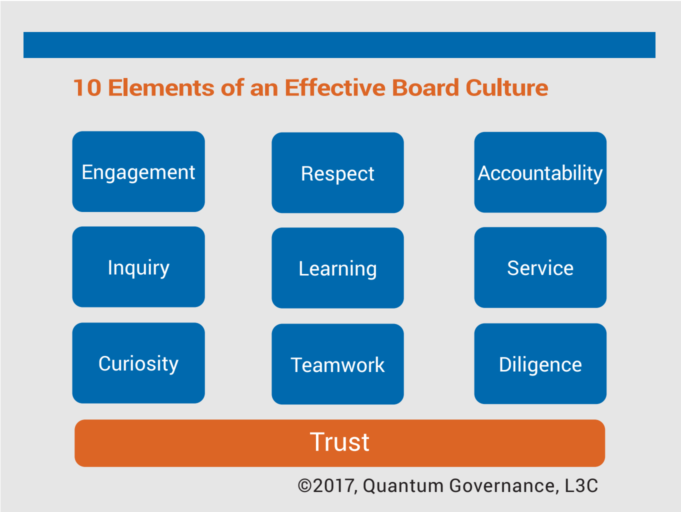
If you consider trust to be an essential building block of a cooperative's leadership culture, as we do, the numbers may also concern you.

While we identify 10 elements of an effective board culture including engagement, inquiry, curiosity, respect, learning, teamwork, accountability, service and diligence, it's the element of trust that undergirds them all. Without trust, you're likely in real trouble. Conflict spikes up, relationships fray, efficiency plummets and morale ends up in the basement.

Overall, just 27 percent of senior staff and 25 percent of CEOs that we surveyed reported that their boards were "very effective" at building leadership cultures of trust, and a critical mass of them (42 percent of senior staff and 48 percent of CEOs) thought that their boards were only "adequate," "ineffective" or "very ineffective" at doing so! (See charts, p. 12.)

There's also a clear gap between what the senior staff and volunteers think. More than 50 percent of supervisory committee members and 40 percent of board members we surveyed reported that the board was very effective at building a leadership culture of trust—indicating a significant perception gap between the two groups.

So, what's going on here and, more importantly, what should we do about it?



WHAT'S GOING ON?

A credit union board member recently described her board's culture as "toxic," and another suggested that there was a "cancer" within. While we certainly recognize that the culture described by these two volunteers is an extreme, we do know that all cultures, including your board's culture, are living, breathing things that require constant tending and care. And if you're not paying attention to yours, you're putting it at risk.

To understand more closely what may be driving these troubling findings on trust, let's turn back to our recent study and explore three more elements of an effective board culture:

1. Engagement. If trust is the primary element of an effective board culture, engagement runs a close second. You can't have an effective culture if your board members aren't engaged. How many times have we heard from our clients (and have you thought to yourself) that there's a group of board members who just come to board meetings and sit there, never talk, don't seem prepared and don't seem to care?

How much trust do you think those board members are engendering? If we go back to our definition of trust—the residue of promises fulfilled—are they keeping the promises they made when they joined the board? Are they serving their CUs to the best of their abilities? Are they engaged, active members of the board? Lending their time, talents and energies? Sadly, the answer is often a resounding, "No."

Our survey data shows that 41 percent of CU volunteers and staff rate their board members' engagement as only "adequate" or less than adequate. Board member engagement is—for some CUs—suffering, and such woes are likely having a negative impact on building trust.

2. Accountability. Merriam-Webster defines accountability as "an obligation or willingness to accept responsibility or to account for one's actions." There's some good news: Many supervisory committee members believe there is a fair bit of accountability on CU boards.

The not-so-good news is that those *actually in the boardroom* on a regular basis expressed a much greater degree of concern. Less than 25 percent of board members surveyed think that they're very effective at holding each other accountable—and the perspective from management is even more critical with only 16 percent of senior staff and 12 percent of CEOs finding boards very effective at holding fellow board members accountable.

Over time, this lack of accountability is surely having a negative impact on trust. It likely means that some directors are falling short on their promises and their colleagues aren't respectfully calling them on it.

3. Inquiry. We like to say that one of a board member's most important jobs is asking good questions. Volunteers will never be a top expert on the CU's operations, nor should they be. That's why directors rely on professional CU staff for help. Volunteers must trust but verify; ask questions that staff may not have considered; and provide advice, counsel and oversight that drives success.

Unfortunately, there is some evidence in our report that boards aren't measuring up in this area. More than a third of our study's respondents rated their boards as only "adequate" or "less than adequate" at asking the hard questions that need to be asked.

The key is to be sure that you're actively creating a culture of inquiry. Understand your role and speak up. But be careful. Ensure that your culture of inquiry doesn't become a culture of actual or apparent distrust. That is, trust but verify.

Your questions should be shared for supporting and furthering the CU, not a "got ya" mentality. And don't jump into the weeds. Keep your questions strategically focused or at the appropriately high end of fiduciary oversight.

WHAT CAN BE DONE?

If you've read carefully, at least some of the answers will have begun to emerge. We've listed them here in five suggestions for you to consider:

1. Assess your credit union's governance effectiveness and culture. If your board hasn't conducted a governance assessment recently, it's time to do so. Just like you go to a doctor regularly to evaluate your health, your CU's governance health and culture should receive its own checkup on a regular basis—usually every two years. This should include a formal assessment process to identify your strengths and challenges and the development of an action plan for improvement.

MORE ON TRUST AND GOVERNANCE

The Real Crisis Is Trust
(*cues.org/0817trust*)

Skeptical? No, Strengthening
(*cues.org/0814skeptical*)

Help Your New Chair Move Up
(*cues.org/0717help*)

Board Chair Development Seminar, Sept. 10-11, Amelia Island, Fla.
(*cues.org/bcds*)

Center for Credit Union Board Excellence
(*cues.org/ccube*)

Figure 1 *Building a Leadership Culture of Trust by Position*

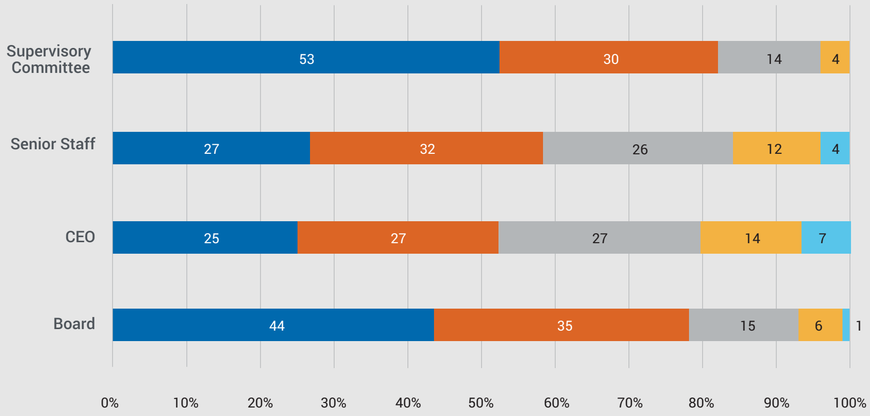


Figure 2 *Engaging All Board Members in the Work of the Board*

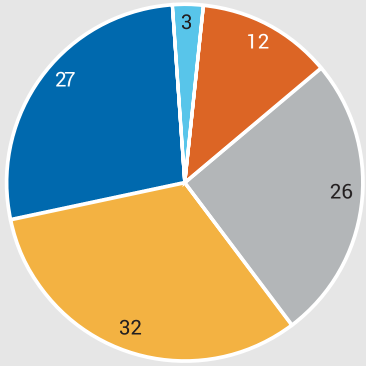


Figure 3 *Holding Each Other Accountable by Position*

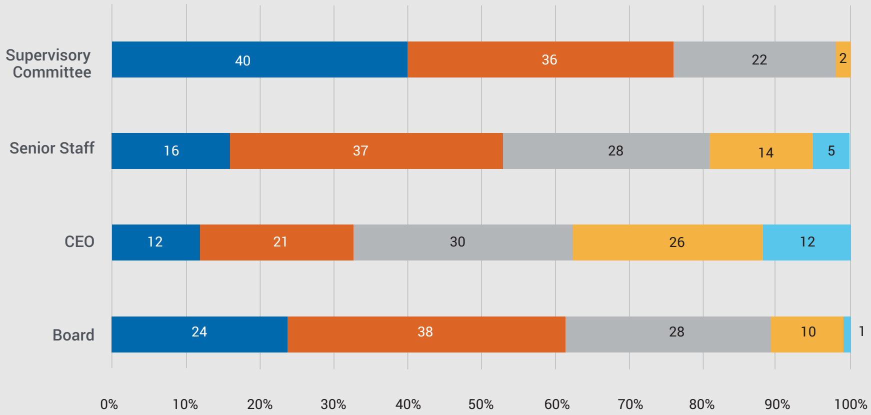
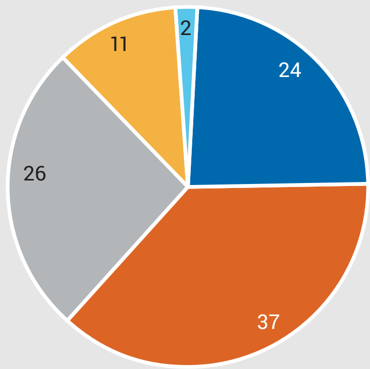


Figure 4 *Asking the Hard Questions That Need to Be Asked*



■ Very effective ■ Effective ■ Adequate ■ Ineffective ■ Very ineffective

2. Keep your promises. Say what you are going to do and then do it. Don't disappoint. Follow through, and if you can't, be clear why not.

3. Show up. Be prepared. Participate. If you're not clear about what is needed, ask. Ensure you have job descriptions for directors and officers; make sure you have committee charters, too. These all help to clarify (and quantify) roles and responsibilities.

4. Be accountable and hold others accountable, too. Accountability is a two-way street. Just as we talked about keeping your promises, you need to be sure that your colleagues are keeping their promises, too. Once the roles and responsibilities are clear, and everyone knows them and agrees to them, commit to a culture of accountability. Ensure you have a chair in place who is bold enough and strong enough to lead the charge.

5. Ask the hard questions that need to be asked (and have the hard conversations that need to be had). This last suggestion is perhaps the most challenging of all. It will require you to be open and vulnerable at the same time ... to put your trust in your colleagues and to ask them to put their trust in you. But it's a must, and as we said, probably your most important role as a board member.

Michael Daigneault, *CCD, is CEO of Quantum Governance L3C* (quantumgovernance.net)*, Vienna, Va., CUES' strategic provider for governance services. He has more than 30 years of experience in governance, management, strategy, planning and facilitation, and served as an executive in residence at CUES Governance Leadership Institute* (cues.org/gli)*.* **Jennie Boden** *serves as the firm's managing director of strategic relationships and a senior consultant. She has 25 years of experience in the national nonprofit sector and served as the chief staff officer for two nonprofits before coming to Quantum Governance.*

ONGOING OPERATIONS

Kirk Drake

Title: President/CEO

Phone: 877.552.7892

Email: kdrake@ongoingoperations.com

Website: ongoingoperations.com

What makes Ongoing Operations unique?
Ongoing Operations is best aligned for credit unions because we were built for them! Ongoing Operations is a credit union service organization that focuses on using its experience and knowledge of the industry to ensure we provide the best overall engagement and partnership with our clients.

What keeps your clients up at night?
The unknown. Too often IT and business objectives do not align, and in the world of cyber risk and the ever-increasing competitive nature of IT staffing, credit unions can feel exposed and unsure if or when they find themselves in a difficult and unplanned situation.

How does Ongoing Operations make its credit union clients more successful?
Ongoing Operations focuses exclusively on credit unions. We help take on the burden of day-to-day IT tasks and convert that effort into member-focused initiatives. Once free of tactical and "status quo" initiatives, credit unions can become more strategic and focused on member growth, not IT spending.

Getting Past *the Filter*

FEARSOME EMAIL STRATEGIES TO OVERCOME ANTI-SPAM TECHNOLOGY

BY STEPHANIE SCHWENN SEBRING

Members love their free email accounts. You probably have a Gmail, Yahoo or another account yourself. These accounts are so ubiquitous that crafting an effective email strategy must have two priorities: 1) getting your marketing email past the spam filter, and 2) encouraging the recipient to open, read and engage with its content.

Statista.com reports that in 2017, 59.56 percent of email volume worldwide was flagged as spam (*tinyurl.com/statspam*). Talos Intelligence reports a figure of greater than 85 percent (*tinyurl.com/talosspam*). The popular free email platforms and internet service providers all use algorithms to filter out this deluge of spam; tech-savvy members may employ their own spam-prevention strategies using tools like Mailwasher (*mailwasher.net*).

"Filters block ... emails for a multitude of reasons, the most common being 'spammy content,'" explains Kevin Kelly, VP/digital and web for Third Degree Advertising *(thirddegreeadv.com)*, Oklahoma City. "Gmail has a basic filter that can move emails to [the tabs labeled] promotions, social, updates or forums. Most email platforms use similar techniques, and all use some sort of filtering. Filters look at the source of the email, the sender's reputation, content and even subscriber engagement."

Bayesian spam filtering or heuristic engines can create false positives, causing filters to flag even legitimate emails as spam, adds Tony Rizzo, chief marketing officer for CUES Supplier member MARQUIS *(gomarquis.com)*, Plano, Texas. "While a recipient's email system can learn over time and has mechanisms to allow configurations that minimize false positives, there's not a system that doesn't, on occasion, block valid emails."

Spam filters also track recipient behaviors, says Rizzo. "Personal likes and dislikes, what you open and don't, are all applied to existing algorithms and impact the decision of where to route an incoming email."

FIGHTING SPAM-BLOCKING TECHNOLOGIES

Steve Poole, digital marketing manager for $914 million Michigan First Credit Union (*michiganfirst.com*), based in Lathrup Village, Mich., sends about 5 million emails annually on behalf of the CU. "The right technology can make a huge difference in your email marketing's efficiency and effectiveness," says Poole. "There are many excellent tools in a variety of price ranges, but if you can invest in the *right* email tools, your chance of success is much greater. However, *never* send marketing emails from your own internal servers." The risk, he explains, is that your corporate domain name/IP address could be flagged as spam when sending out batch messages and then be blocked by email service providers. This would be catastrophic for business, as it would prevent delivery of normal day-to-day email sent by any of your CU's team members. "By investing in a tool, your corporate domain and IP are safe."

"For us, Salesforce Marketing Cloud (*tinyurl.com/sfmarketingcloud*) has given validity to our emails; it has made our efforts more targeted, relevant and monitors factors that impact our sender score," Poole says. A sender score is a number between zero and 100 that grades your reputation and shows you how mailbox providers view your IP address.

"Look for [a similar] email technology that can assist with segmentation and list development, audit your content and subject line for spam triggers, and ensure your mandatory opt-in/opt-out language is in place," he adds.

Bottom line? Leverage technology and establish good habits with every email you send. Our experts offer these best practices.

HAVE MEMBERS OPT IN

As part of CAN-SPAM (*tinyurl.com/ftccanspam*) legislation, you must allow members to opt in to your emails as well as opt out with an unsubscribe link in every email, says Rizzo. You have 10 days to honor an opt-out request—or risk a steep fine: Each separate email in violation of the act is subject to penalties up to $41,484, according to *ftc.gov*. If it happens multiple times, you could be shut down.

A "dual opt-in" can be used to help verify a recipient's email address. "For example, someone may request to opt in to an email list via a website; we call this initial entry a 'single opt-in,'" explains Rizzo. "An email is then triggered to the email address, usually containing a link for the recipient to click." Clicking the link confirms the subscription and address.

The dual opt-in process ensures that the recipient has expressed interest *and intent* to receive your emails, stresses Marne Franklin, digital director for Your Marketing Company *(yourmarketing.co)*, Greenville, S.C. This is important for your validity as a sender, but the second confirmation step also helps you capture a more loyal audience that is less likely to view your communications as spam.

OFFER FLEXIBLE SUBSCRIPTION OPTIONS

Having an all-or-nothing approach can hurt your sender score. An Experian study (reported in *Entrepreneur.com, tinyurl.com/jpxet2u*) says that 60 percent of marketers don't let their customers choose *the kind* of email they want to receive, and only 30 percent let them choose *how often* they want to receive correspondence.

Rather than a single unsubscribe link, consider giving recipients the opportunity to opt out of certain emails via a subscription center, advises Poole. "Many email providers offer options that let your members manage their preferences—such as opting out of certain emails or reducing their frequency." For example, perhaps your member prefers to receive monthly e-news but not weekly emails or wants emails only on specific topics.

This is not only a courtesy, but it improves member service.

"You cannot fight spam filtering; instead you must learn how it works and apply that knowledge to your email campaigns."
— Kevin Kelly

"It enables members to tell you what they want to hear about," reiterates Franklin.

MAINTAIN IMMACULATE EMAIL LISTS

If a recipient hasn't clicked on an email in a while, perhaps three to four months, consider sending an email to ask if they wish to continue to subscribe, says Poole. If they don't respond, remove them from your lists and only market to active readers. This not only helps make managing your lists easier, but it also improves your open and click rates, which positively influence your overall email deliverability. The double opt-in can help you to maintain a clean list as well by only adding the addresses of truly interested members.

Conversely, buying email lists can hurt your spam-dodging efforts, adds Franklin. "They're more likely to trigger costly CAN-SPAM violations. These violations can also occur if you build lists randomly, for example, from business cards you collect at a trade show, where individuals haven't formally opted in."

Rizzo says to watch for rented or foreign lists that have bounce-back rates greater than 10 percent. Anything beyond the 10 percent threshold is sure to be flagged and may lead to getting blacklisted.

WATCH FOR SPAM TRIGGERS

Subject lines are a big one, says Franklin. Avoid clichés that sound like clickbait—for example, "$500 FREE Cash!!" Using ALL CAPS can also be problematic both in subject lines and the body of an email. Beware of embedded or HTML forms and content stuffed with keywords or spam trigger words. (Trigger words to watch: *tinyurl.com/spamtriggers*.) Franklin also advises against using "no-reply" domain names because they frequently trigger spam filters.

Some email providers may block images as well, which will then appear as a red X or broken image icon in the email body. "To assist with deliverability, use an alt tag with every image, even company logos," advises Franklin, referring to metadata in your email's HTML that can be used to describe an image in words. "It can additionally support someone who is using a screen reader."

Also avoid using very large images or an email that is one large image. "Since these types of emails are often used by spammers, many filters are set to catch these types of messages and prevent them from hitting inboxes," Franklin explains. And even if an image-only email gets through the spam filter, there are two big hurdles: 1) If your recipient's email doesn't display images, your entire message is lost, and 2) if the image loads slowly, the audience is likely to simply close and delete the email without seeing what you've got to say.

"It's best to manage your selectable text-to-image ratio; for example, link to videos rather than embed them," she adds. "Keep file sizes as small as possible to uphold the quality of your emails."

TARGET YOUR MESSAGE; DON'T SEND IRRELEVANT EMAILS

Highly targeted messages are essential, says Poole, and sending too many emails to a large group is a common misstep. "It's easy to blanket your entire audience with one message, but targeting your emails to more specific audiences is the single most important thing you can do." Make your content and segments as granular as possible. Tap into such distinguishing factors as age, gender, income levels, products/services used by members and family demographics.

Don't, for example, send an email promoting auto loans to a member who already has an auto loan with you. "It's not relevant; it frustrates and is expensive," stresses Franklin. "And ultimately, if members don't engage, your sender score will suffer, which impacts future deliverability rates and increases the propensity for spam."

Ensure you are continually trying to increase your open, click and deliverability rates, adds Poole. "While open rates vary by campaign, MailChimp cites that the average email open rate for financial service companies is roughly 21 percent. Anything lower, and you should consider revising your content or audience to be more relevant."

Plus, large email batches can trigger spam. "When you continually send large groups of emails, you teach spam filters you're sending spam—even if the emails are valid," says Franklin. If you must send a large batch of emails, 500 or more, try the drip method and send smaller batches over the course of four or five hours.

WHO, WHAT, WHEN AND WHERE … THEY ALL MATTER

Since many people open emails with their phones, Franklin advises you keep subject lines short and put the important part at the beginning. Aim for four words that matter. The subject line should relate to your content and be catchy but not misleading.

Also be conscious of the best days and times to send your emails and the content that resonates with your members, says Poole. Campaign metrics will tell you the most popular times that members open your emails—and the links they're clicking on.

TEST YOUR CAMPAIGNS

Check formatting and how an email renders using each common email system. "An email may look good in Outlook, for example, but not Gmail," offers Poole. Create a seed list for testing. Check for typos. Make sure embedded links work correctly. See if your emails land in a platform's spam folder or for Gmail, in the promotions tab.

"Through trial and error, you can enhance your ability to make it to the inbox," adds Rizzo. "See which words or styles trigger a reaction. These iterations can be time-consuming but highly effective. Using online testing tools like Litmus (*litmus.com*), EmailOnAcid (*emailonacid.com*) or from your email service provider can also save time and provide more success."

Other favorites are Glock (*glockapps.com*) and SpamBully (*spambully.com*). "All have pros and cons, so research and find the one most compatible with your audience and goals," says Kelly.

MEASURE SUCCESS

Measurements provide insight into what's working and what's not—not only by deliverable emails but content and engagement. Continually evaluate your efforts using the metrics your email technology offers.

Commonly tracked metrics:

- Number of emails sent
- Number of emails that appeared in member's inbox (or, conversely, the bounce rate)
- Number of emails opened
- Number of engagements (links clicked, forwards)
- Number of unsubscribes
- Number of emails marked as spam

Email Success: *Paul Rizzo's Do's and Don'ts*

- Follow CAN-SPAM (*tinyurl.com/ftccanspam*) laws and honor opt-outs.
- Have members add your email address to their address books. Most email systems today will route emails from contacts in people's address books directly to their inboxes.
- Get whitelisted with the major ISPs, so your emails are seen as a legitimate and trustworthy source.
- Minimize the use of CAPS in your emails. Watch for trigger words or too many keywords.
- Do not use HTML forms or scripts within your emails—they're sure to trigger a spam filter.
- Don't use heavily weighted images or send emails that are exclusively images. There should be a good ratio between images and text content. Try for a 60/40 text-to-image ratio.
- Ensure you are using Sender Policy Framework and DomainKeys Identified Mail standards to identify your emails as legitimate.
- Do not use rented or foreign lists that have bounce-back rates greater than 10 percent. Anything beyond the 10 percent threshold is sure to be flagged and may lead to you getting blacklisted.

"It's easy to blanket your entire audience with one message, but targeting your emails to more specific audiences is the single most important thing you can do."

— Steve Poole

Conversions, typically the number of clicks or phone calls generated from an email campaign, are a benchmark of success. However, Kelly submits that a click is just the first step in the journey you want the user to take. "If the click takes the user to a landing page, did he or she stay there long enough to consume the content? Were there call-to-actions on the page, and did the user take them?"

Everyone measures success differently.

"While some measure opens, click-throughs, click-to-open-rates, etc., we recommend evaluating a campaign's ROI as it relates to your goals," says Rizzo. "Also, monitor industry standards for similar campaigns. Measure your credit union's success against those standards, and compare results internally to your own achievements, quarter-over-quarter and year-over-year.

"Consider a partner that can assemble, analyze and act on your data—one that can allow you to drill down to an individual email's conversion rate and determine how effective the message was at generating revenue," Rizzo concludes.

FINDING (AND USING) THE RIGHT EMAIL TECHNOLOGY

Additional steps can ensure your emails are viewed as authentic. "For example, many large email providers will automatically authorize your DKIM (DomainKeys Identified Mail) record. You can also add an SPF (Sender Policy Framework) record to your DNS (Domain Name Service)," says Franklin. "These are fancy ways of saying you authorize the provider, such as MailChimp (*mailchimp.com*) or Constant Contact (*constantcontact.com*), to send emails on your behalf." (MailChimp offers a knowledge base where you can learn more about these concepts: *tinyurl.com/mcdkimspf*.)

Reputable systems have these built-in features that enhance deliverability, adds Kelly. "They do this to protect themselves *and* their customers. If a system is getting blacklisted or sent to spam, everyone on that system will struggle. When evaluating a system, ensure the company is as concerned about deliverability as you are."

There are plenty of affordable providers, concludes Poole. "What types of campaigns are you planning? Will they be one-offs, nurturing or involve campaign-triggered events? Assess your needs first, research each provider's functionality and interview vendors. List the pros and cons and make your recommendation."

Stephanie Schwenn Sebring *established and managed the marketing departments for three CUs 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.

Know the CAN-SPAM *Act of 2003*

It's a good idea to read up on and familiarize yourself with this regulation from the Federal Trade Commission, says Kevin Kelly, VP/digital and web for Third Degree Advertising *(thirddegreeadv.com)*, Oklahoma City, as it provides many best practices you need for email marketing.

- Don't use false or misleading header information.
- Don't use deceptive subject lines.
- Identify the message as an ad.
- Tell recipients where you are located.
- Tell recipients how to opt out of receiving future email from you.
- Honor opt-out requests promptly.
- Monitor what others are doing on your behalf.

See more at *tinyurl.com/ftccanspam*.

MORE ON EMAIL MARKETING

Young People Use Email! (*cues.org/0218email*)

The Martech Explosion (*cues.org/0418martech*)

Building Your Marketing Tech Stack (*cues.org/0318stack*)

CUES School of Strategic Marketing™ I, July 16-18, Seattle (*cues.org/ssm1*)

Assembling *the Cast*

MAKING CORE SYSTEM DEMOS USEFUL TAKES GOOD DIRECTION.

BY RICHARD H. GAMBLE

It's showtime. In the long, complicated, otherwise drama-free process of choosing and implementing a new core system, there is one event, a moment when the curtain rises and the systems and their presenters appear before a live audience to perform. It would be a huge mistake to let the applause meter pick the winner, experts agree, but with shrewd direction, these performances can be useful preparation for a good decision. Without shrewd direction, they can be a misleading distraction.

To get useful insight, says Scott Hodgins, senior director of CUES Supplier member and strategic provider Cornerstone Advisors (*crnrstone.com*), Scottsdale, Ariz., it's important for the CU to tightly script the demos themselves, with a schedule that allots specific times to issues the CU wants to address, and to confiscate the vendor's script, which would typically be a sales presentation. The point of changing core systems today is usually to gain efficiencies, he notes, so it's important for the CU to identify which processes need the most improvement and then insist that the demos address those processes.

CASES IN POINT

For Tom Smith in Maple Grove, Minn., 2016 was the year to bite the bullet. $425 million TopLine Federal Credit Union (*toplinecu.com*), where he is president/

CEO, had used the same core system for more than 20 years. The vendor had changed owners several times. The technology couldn't support all the services the CU wanted to offer. So Smith sent out an RFP and started a selection process—not for core system providers, which would come later, but for a consultant to help guide the process. He picked Samaha & Associates (*ssamaha.com*), Chino Hills, Calif. It was the first core conversion in Smith's 30-plus-year career, and he wanted it to be his last.

When TopLine FCU got to picking a core provider, its people saw five demos and then chose DNA from CUES Supplier member Fiserv (*fiserv.com*), Brookfield, Wis., to be its core system of the future.

Those demos were meticulously scripted by the CU and Samaha.

"We wanted to impose a consistent format," Smith explains, "so that we could compare system features side by side and see what each one could actually do. And we wanted to focus on the gaps. No system is perfect. Each presenter wants to show what his or her system can do. We wanted to also find out what it could *not* do and then assess how we could deal with that gap, whether it was manageable or a deal breaker."

In Lancaster, S.C., CUES member Bruce Brumfield and his staff are going through a similar process. After 28 years with the same core system, $2.2 billion Founders Federal Credit Union (*foundersfcu.com*), where Brumfield is president/CEO, is preparing for a conversion. He and 150 of his staff attended demos in mid-April from the vendors of three core systems. Now scorecards are being tabulated and used to narrow the field to two. CU staff members will then visit credit unions using those two systems to learn how well they are performing for their peers. Compared to the work that leads up to the demos and the work that follows, the demos themselves are a small but indispensable part, Brumfield says.

For Brumfield, getting core selection right meant bringing deep experience to the process by hiring a consultant, in this case Cornerstone Advisors.

"There are so many moving parts, so many ways we could get into the weeds and lose focus on what is most important to us. We wanted help, and we wanted it to be comprehensive, assessing where we are, the efficiencies and inefficiencies of all our current processes, help preparing the RFP, help staging the demos, help negotiating the contract and help implementing the system."

Three vendors came to the CU for two-day demos. They were free to present as they wished, but all knew from the RFP what Founders FCU was looking for and tailored their presentations accordingly. The differences in the presentations were "slight," Brumfield says. After each presentation, the vendors would be ushered out of the room, and the Cornerstone consultant would lead a debriefing to sum up and take stock of that they had just witnessed.

THE ROLE OF CONSULTANTS

Just how aggressively vendor presenters should be directed is a matter of some disagreement.

"If a CU has a consultant pulling the strings, the presentation may lose something," says Jim Giacobbe, a veteran presenter and CEO of technology solutions provider and credit union service organization United Solutions Company (*unitedsolutions.coop*), Tallahassee, Fla. "If you have to chop it up their way, things get out of sync and can be more confusing to the prospective users. Each core vendor has its own character, and if you keep them on a short leash in the demo, you may not get a true sense of who they are."

Sabeh Samaha, president/CEO of Samaha & Associates, takes the other side. Core demos are "dangerous events unless serious preparations are made to turn them into an informative, in-depth interview process that can brush past the salesmanship and get to a solid, objective look at the actual product," he warns. The key, he says, is to turn the presentations into interviews instead of demos and to prevent vendors from delivering feel-good sales presentations. Otherwise, credit unions may end up picking the best demo, not the right product.

"We wanted to impose a consistent format so that we could compare system features side by side and see what each one could actually do."
— Tom Smith

Many CUs evidently agree. About 70 percent of the Symitar (*symitar.com*) demos to prospective CU clients are consultant-driven, according to Jimit Kapadia, product marketing manager of Symitar, a core product from Jack Henry & Associates (*jackhenry.com*), Monett, Mo., that's used by 850 credit unions. His 10-member team demos Symitar about 800 times a year.

That's a lot of consultant encounters, and some are more helpful than others, he reports. "Some consultants are highly experienced and facilitate the flow of useful information. Some are still learning. And some have their own demo agendas and can push you into predetermined territory that may not serve the process. There's quite a range."

Consultants come with experience but also biases, Giacobbe points out. "When they know a product and have past clients who have chosen it and are happy with it, that product becomes their go-to system. Conversely, if they had a past client that was unhappy with a system, they are less likely to stick their necks out and recommend it."

If a CU brings in an outside director to manage the core vendor selection process, what should his or her role be? According to Samaha, CUs should hire a consultant to prepare the staff for the demo/interview, not to represent the CU like a lawyer cross-examining the vendor witnesses. The consultant's main work comes before the demo, he explains.

"The CU, coached by the consultant, needs to script questions in advance across all functional areas and practice interviewing the vendor," he explains. The consultant should attend the demo as an observer, only intervening to prompt the CU questioners if the interview gets off track, he says.

Cornerstone Advisors' consultants are more willing to speak up during demos, Hodgins says. Brumfield reports of his Cornerstone aides that during vendor selection, "They were active when we needed them to be; otherwise, they were silent."

MORE ON VENDOR MANAGEMENT

Don't Touch That RFP (*cues.org/0418dont*)

Maintaining Your Leverage in Vendor Relationships (*cues.org/0418maintaining*)

CUES School of IT Leadership™ Sept. 12-14, Denver (*cues.org/soitl*)

Cornerstone Advisors' strategic technology and ERM services (*cues.org/cornerstone*)

> **"The hands-on users are more important in evaluating system functionality during a demo than senior management or even middle management."**
>
> — Scott Hodgins

SCALING THE PROCESS

CU size can be a factor in all of this. After witnessing two demos, $4.4 billion Desert Financial Credit Union (*desertfinancial.com*), Phoenix, chose the Keystone platform from Corelation (*corelationinc.com*), San Diego, reports Executive Vice President Ron Amstutz, a CUES member.

The CU brought both contenders to Phoenix, to make three-day presentations and answer questions from the staff, he says. "We held it at a hotel that we paid for. We organized it like a conference. There were general sessions and breakout sessions in separate ... rooms. There were tracks based on lines of business.

"We weren't going to sit back for a show-and-tell," Amstutz adds. The CU used a consultant it had used before to help put the demo event together, he adds—Scott Butler, currently with Humintex (*humintex.com*), Phoenix.

The decision came down to openness and cost. "Integration normally costs about $100,000 at our level," Amstutz notes. "The Keystone platform came with a one-time $2,500 fee to the vendor that gave third parties unlimited opportunities to integrate."

Culture also was a consideration, because the decision to change cores was driven more by relationship issues than product issues, Amstutz explains. "After spending three days with each vendor team, the culture difference became pretty clear, and one suited us better than the other."

In contrast, $550 million Envision Credit Union (*envisioncu.com*), Tallahassee, Fla., held three demos when it changed cores in early 2016, listening as the vendors pitched their products. The decision, as expected, followed the recommendation of United Solutions Company and went to Fiserv's XP2.

"We're a United Solutions owner/investor," explains Darryl G. Worrell, president/CEO. "They've been a trusted partner for 35 years, and this is their area of expertise. They acted as our consultant and helped us analyze the information we received. There's no such thing as a perfect system, but we're very satisfied with how the selection worked and the end result."

TACTICAL TIPS

The pros have tips on what works best in a demo and what doesn't. United Solutions Company resells Fiserv DataSafe and XP2 core systems, sometimes with United Solutions Company add-ons. For efficiency, United Solutions Company makes two presentations—a two-hour "wow" demo to reveal the key decision points and let CUs see if they're interested in continuing, then a two-day in-depth demo for those that want more, Giacobbe explains.

For location, United Solutions Company's product demonstrations are usually performed on-site at the credit union. This makes it easier for the credit union to rotate in staff members who should see parts but not all of the demo, Giacobbe says. In some cases, credit unions will hold the demonstration at a hotel or other off-site location if they don't have room or want to avoid distractions, he adds.

It's very important that the end-users be involved in the demo, Brumfield says. "This will be their tool. They know the screens and the clicks they need to have to do their jobs efficiently, so we encourage them to ask detailed questions."

Hodgins agrees. "The hands-on users are more important in evaluating system functionality during a demo than senior management or even middle management." But prompt attendees to ask open-ended questions, he adds—not "Can your system do X?" "The answer to that question is always 'yes,'" he notes, "and then the presenter may try to move on without addressing how it does X."

It's especially important to identify and involve those employees who will become the internal subject matter experts and train future staff, Giacobbe emphasizes. Order of presentations also matters, he adds. "After a succession of demos, participants sometimes get confused about what feature belongs to what system. As a presenter, we like to go last."

The demo/interview needs to be supplemented by conversations with people at other CUs that have recently gone through similar conversions. "Talk to experienced peers," Samaha urges. "Don't sit back and drink the vendor's Kool-Aid or you'll just reward the best sales team."

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

Members *on Mortgages*

LESSONS LEARNED FROM BORROWER FOCUS GROUPS

BY DARYL JONES

No one knows better what a credit union's members want and expect from a mortgage program than the members themselves. So why not ask for their input and ideas?

As sensible as this suggestion may sound, very few CUs invite members in to provide frank, open-ended feedback on what is being done well—and not so well—through the stages of mortgage lending.

However well-intentioned, the anonymous, impersonal questionnaires sent by many mortgage departments keep customers at arm's length. Yes, e-surveys can serve a purpose. They collect ratings, pointed feedback and short responses on service delivery. But if a CU wants to improve or drastically redesign its lending processes with the aim of growing mortgage volume and profitability, more detailed input from members is critical.

PREPARATION AND EXECUTION

Typical members don't understand the complexities of mortgage lending, including compliance and mortgage systems. But while they may not be able to help CUs innovate in those areas, they can and often do offer illuminating views from their unique experiences. It has been our experience that the best way to harvest insights from members' perspectives is through carefully planned and facilitated focus groups. The best practices that follow help ensure the success of such meetings.

Create "personas" to identify target borrowers. Working with mortgage lenders and other staff to define specific attributes of the members they serve will aid in creating relevant questions and discussion topics for the focus group meeting. Examples of borrower attributes that will combine to form such personas as "high tech," "high touch," "returning member" or "busy millennial" include: life stage; income level and source; preferred channels to shop lenders and research mortgage rates and terms; technological capabilities and preferences; preferred application channel (branch, call center, online, mobile); communication methods (phone, text, live chat); and non-negotiables the CU must be able to support (like special terms for first-time homebuyers and construction loans).

Invite recent borrowers. To collect the most meaningful feedback, seek out members who have closed a mortgage loan in the last 90 days. Also, be sure to invite members who joined the CU to get a mortgage. They are more likely to participate in focus groups and are often impressed that their new financial institution is asking for their opinions.

Provide an incentive. Gift cards and the lure of free, tasty appetizers and drinks work well. However, be clear on the requirements for participants to receive the incentive. At a minimum, they should be expected to participate and to stay for the duration of the meeting. In case couples come, determine in advance whether participation gifts will be given to each person or to each household.

Aim for convenient scheduling. Members who volunteer for focus groups are donating their time. Acknowledge this with a member-friendly schedule. Evenings work best, ideally between 6 p.m. and 9 p.m., with a maximum time slot of two hours. A longer session will drastically reduce attendance.

Weigh the pros and cons of meeting onsite versus offsite. Focus groups in comfortable onsite meeting spaces typically have strong participation rates and proceed smoothly. Offsite meetings can entice greater participation and make interactions less formal, but also present unforeseeable distractions, such as a noisy crowd at a restaurant.

Plan for the flow of the session. Keep the focus on key areas of impact or "moments of truth" that matter most to borrowers, such as ease in completing an online application, time from application to loan decision, ability to monitor underwriting and processing progress, and on-time closing. These stages and interactions must be identified in advance so questions can be structured to get the most effective feedback.

Think about the borrowers' side of the transaction. Mortgage lenders do this work every day and know every nuance of the loan process, but members don't. Flipping one's perspective to imagine what the mortgage process looks like from the outside in can aid in preparing questions and topics for discussion. What information are borrowers asked to provide and when? How many people do they deal with from application through closing and servicing? How long do they have to wait for a loan decision and closing date?

Don't let one person dominate. The whole purpose of the focus group can be threatened if a frequent talker tries to influence other participants or discourages them from speaking. Announce at the beginning that the goal of the session is for everyone to have the opportunity to add ideas for every question. If the meeting's "over-contributor" shows evidence of having forgotten the goal, a gentle reminder should get the meeting back on track.

REAPING THE REWARDS

Focus group sessions have the potential to unearth previously unknown issues, such as service problems at particular branches, procedural lapses, delays in responding to inquiries or online functional glitches—with the best feedback coming from well planned and facilitated sessions. Here are a few key observations harvested by CU focus groups:

Members are unfailingly willing to share their stories, experiences and suggestions to help their CU grow. Contrary to common belief, focus groups rarely turn into "gripe sessions" from borrowers who've had bad experiences. Members seldom attend with any ulterior motive. They genuinely want to help—and then claim their gift cards.

For most borrowers, the "digital experience" includes online access. As much as industry observers push for mobile capabilities and improvements to mobile mortgage applications, when borrowers think of applying for a "digital loan," many picture sitting down at their laptop or PC with their paperwork laid out next to them.

Online applications are a popular option. Borrowers in one focus group said they are much more inclined to apply for a loan via computer than in person at a branch or by phone. At the same time, these members cited obstacles like a lack of clear, concise instructions and requirements to submit documentation electronically.

Post-application communications are often handled by phone. This practice may shift as CUs improve their web-based and mobile mortgage systems, allowing members to follow the progress of their loans online and communicate via text. Online chat during mortgage processing is a nice touch, but not a requirement. If a CU supports online chat, it must provide an outlet for members to jump from chat to phone if they wish.

Borrowers will support, or demolish, lenders' hypotheses. Mortgage and/or marketing managers in charge of focus groups frequently have preconceived notions of who their borrowers are, as is evident in the creation of their borrower personas. It's surprising how often the reality of the members who show up for focus groups defies these perceptions. Those differences are themselves useful.

Rates continue to rule. Despite many stubborn arguments from CUs that their reputation for quality service is driving new members in the door, many homebuyers carefully compare mortgage rates and fees. If member satisfaction and mortgage process ratings are roughly equal, they will choose the lender with the best pricing.

Borrowers will be quick to point out where processes negatively impact service. This input can be a gold mine for process improvement. As an example, frontline staff are frequently not adept at answering mortgage-related questions, although they may be the first place members go for information. When focus groups turn up this shortcoming, enhanced member service training and online mortgage "cheat sheets" listing answers to common questions may be in order.

In addition, many borrowers express disappointment in the engagement with their CU throughout the mortgage process. They can contact their loan originator or processor with questions, but many suggest they'd like the CU to be more proactive in keeping them informed about progress.

Finally, there is often a disconnect in the transition to servicing. Warm hand-offs from loan origination to servicing are rare. Instead, borrowers may receive only a cryptic and impersonal mailed notice outlining the loan servicing process. If this complaint surfaces, it may signal the need to connect better with members at this stage—and an opportunity to further cement member relationships.

Borrowers don't know what they don't know. Don't expect members to offer ideas on process problems. For example, ask if they would be more willing to participate in a post-close survey if the CU sent a text rather than an e-mail, instead of asking more generally how they think the CU could increase survey participation.

Conducting focus groups to gather borrowers' perspectives about mortgage lending can provide great value in improving service and offering a new avenue to connect with members. In the sessions I've facilitated for clients, members have walked away surprised and pleased that their CU invested the time, money and resources to seek their opinions.

Daryl Jones *specializes in mortgage and consumer lending performance and process improvement as a director with Cornerstone Advisors* (crnrstone.com)*, Scottsdale, Ariz., a CUES Supplier member and strategic provider. He is also the chief blogger at* bit.ly/lending-blog.

MORE ON MEMBERS AND MORTGAGES

Lending Perspectives: The Loan Officer Experience vs. The Member Experience (*cues.org/0218lending*)

Mortgages Are Memberlicious (*cues.org/0514skybox*)

4 Mortgage Staffing Essentials (*cues.org/0715mortgage*)

CUES School of Member Experience™, Sept. 10-11, Denver (*cues.org/some*)

Look Beyond *the Data*

A KEY STRATEGIC RAMIFICATION OF CECL IS A DISCONNECT BETWEEN FINANCIALS NOW AND LATER.

BY C. MYERS CORP.

Current expected credit loss is capturing a lot of headlines these days. Articles and presentations are focused on the data that will be needed to forecast expected life of loan credit losses under the Financial Accounting Standards Board's new guideline (*tinyurl.com/fasbcecl*). While the data component of CECL is important, here we'll take a look at life under CECL beyond data management.

Because CECL won't increase loan losses, we often hear that any change in earnings after the one-time adjustment is temporary and "it all evens out." This is only true if the loan mix stays the same, the level of credit risk doesn't change, the economic forecast remains stable and loans don't grow.

At two CECL workshops in summer 2017, our participants, who included representatives of some of the largest credit unions, observed some major takeaways they were not expecting. We'll examine a key one in this article: "CECL could result in a disconnect between financials and ultimate financial performance." (*Also read "2 More Strategic CECL Concerns" at* cues.org/0618two.)

NEGATIVE PERFORMANCE AT FIRST

How could loans with a rate of 5.50 percent earn -58 basis points for the fiscal year?

Under CECL, expected credit losses over the entire lifetime of the loans will be set aside when the loans are made. How much income will you earn on the day the loans are made? None, right?

This will create a disconnect between what is seen on the financial statements and what the loans may ultimately be able to contribute once they begin to earn income.

Clearly, the amount of credit losses expected will play a key role in how big this disconnect is for different credit unions. Consider the first two lines ("Loan Rate" and "Lifetime ECL") in Chart 1, below.

For Example X, loans are made at a low rate of 2.25 percent with a low level of ECL. Example Z shows loans at a higher rate with a higher ECL. Example Y is in the middle. When these loans are made, the credit union will set aside the lifetime ECL, but not collect any income.

Chart *1*

	X	Y	Z
Loan Rate	2.25%	4.50%	5.50%
Lifetime ECL	0.25%	1.50%	2.50%
Fiscal Year Net Yield	1.64%	0.85%	-0.58%
Lifetime Net Yield	2.11%	3.70%	4.18%

Let's take a look at Example Z in more detail. In it, we are assuming that loans are put on evenly throughout the course of the year, say $10 million a month. So each month, this credit union makes $10 million in Z loans, sets aside the lifetime ECL of $250,000 and does not collect any income on those loans until the next month. Over the course of the fiscal year, the amount of credit loss expense the CU sets aside for the Z loans is greater than the income they earn, resulting in a fiscal year net yield of -0.58 percent (see the highlighted area in Chart 1 on the previous page).

Yes, in the fiscal year they are made, the contribution of these loans to the CU's financials is negative!

This will be hard for some credit union stakeholders to get their heads around. They may wrestle with understanding how making loans is hurting the financials. This is the disconnect that needs to be understood.

Once the lifetime ECL is set aside, the Example Z loans are poised to earn 5.50 percent for the remainder of their lives for a lifetime net yield of 4.18 percent (see the highlighted figures in Chart 1). Now, this could change if the economic environment is expected to change (a downturn, for example) or if initial credit risk assumptions were off, but setting those aside, these loans will earn 5.50 percent for the rest of their lives.

LIFETIME NET YIELD

Credit unions will need to get really good at understanding lifetime net yield. For Example Z, looking only at the impact to the financials, a credit union might make the decision to stop making these loans, not realizing that over the life of the loans their contribution to the financials is 4.18 percent.

In Example Z, there is a material disconnect between the financials and ultimate financial performance: -0.58 percent versus 4.18 percent. This will not always be the case. The impact of CECL will be unique to each credit union's business model.

In Example X, the fiscal year net yield is 1.64 percent and the lifetime net yield is 2.11 percent. There is a difference here, but not like the big disconnect found in Examples Y or Z.

As we pointed out, the amount of credit risk being taken will play a key role in how large the disconnect is. If your credit union takes more credit risk, it may experience a larger disconnect than another credit union that takes less credit risk.

In the examples above, loans were assumed to be made evenly over the fiscal year. Now, let's isolate loans made at two different points during the year.

WHEN YOU LEND

Using our Example X, will loans made in January have the same net yield for the year as loans made in October? No, they will not. The loans made in October only have two months left in the fiscal year in which to earn income, whereas loans made in January have 11 months. In this example, October loans have a negative yield in the fiscal year (see chart at right, "$10 Million in Auto Loans").

In the adjacent illustration, the loans made in January have a positive 2.57 percent Year 1 net yield while the loans made in October have a -4.65 percent Year 1 net yield. Does this mean the credit union should not make loans in October? Or that the loans made in October are bad loans? No, but it again points out how important it will be to shift your mindset and evaluate financial performance in light of lifetime net yields. For these loans, they are the same at 3.70 percent. The credit union's financials would favor the January loans, but from an ongoing financial performance perspective, they are the same.

Credit unions will need to get really good at understanding lifetime net yield.

Could this potentially change how credit unions—or other financial institutions—do business? Imagine having a very successful loan promotion near the end of the year, only to have it hurt earnings because the net yield on the promotion was very low or even negative! What are some unintended consequences of this? Do credit unions stop running promotions? Or only run them early in the year? What about banks that have to report to their stockholders? Might they only run promotions early in the year, and could that potentially open up lending opportunities for a credit union that understands the difference between the fiscal year net yield and the lifetime net yield?

THE IMPACT OF GROWTH

In addition to decreased earnings due to low fiscal year net yields, a growing loan portfolio can add another disconnect. If a credit union is growing loans and the fiscal year net yield on those loans is less than what the credit union could earn on investments, this will actually hurt the credit union's earnings further. In other words, the credit union's financial statements would indicate that the credit union would be better off just leaving the money in investments. However, over the long run, keeping the money in investments may not be the best business decision. How much earnings drop depends on how low the fiscal year net yield is, and how fast the credit union is growing loans—the lower the fiscal year net yield and the faster the loan growth, the more it will hurt.

Returning to Examples X, Y and Z, the impact to return on assets from CECL will be different for each. An additional scenario, increasing loan growth on Example Z, has been added to Chart 2 on the next page.

$10 Million in Auto Loans

Loans Made in January		
	Fiscal Year	Net Yield
Year 1	Jan.–Dec.	2.57%
Year 2	Jan.–Dec.	4.50%
Life		3.70%

Loans Made in October		
	Fiscal Year	Net Yield
Year 1	Jan.–Dec.	-4.65%
Year 2	Jan.–Dec.	4.50%
Life		3.70%

Again, this is something that will be confusing for many CU executives and boards. Imagine having a great year of lending—and it hurts earnings. Communicating the ongoing financial performance of the organization by understanding lifetime net yield will be key.

Chart 2

	X	Y	Z	Z +Growth
Loan Rate	2.25%	4.50%	5.50%	5.50%
Lifetime ECL	0.25%	1.50%	2.50%	2.50%
Fiscal Year Net Yield	1.64%	0.85%	-0.58%	-0.58%
Yield on Investments	1.50%	1.50%	1.50%	1.50%
Loan Growth	10.00%	10.00%	10.00%	20.00%
CECL Impact to ROA Compared to Current Rule	-0.02%	-0.11%	-0.17%	-0.35%

c. myers corporation (cmyers.com) *has partnered with credit unions since 1991. The company's philosophy is based on helping clients ask the right, and often tough, questions in order to create a solid foundation that links strategy and desired financial performance. c. myers has the experience of working with over 550 credit unions, including 50 percent of those over $1 billion in assets and about 25 percent over $100 million. They help credit unions think to differentiate and drive better decisions through real-time ALM decision information, CECL consulting, financial forecasting and consulting, liquidity services, strategic planning, strategic leadership development, process improvement and project management. This article was adapted with permission from "Life After CECL: 3 Strategic Ramifications to Consider," published in February 2018 at* cmyers.com/c-notes.

MORE ON CECL

2 More Strategic CECL Concerns (*cues.org/0618two*)

CFO Focus: Procedural Changes to Prepare for CECL (*cues.org/0518cfofocus*)

The Ultimate CECL Study July 11 or by playback (*cues.org/webinars*)

Chuck Fagan

Title: President/CEO

Phone: 844.367.7728

Email: moreinfo@pscu.com

Website: pscu.com

What do your clients love about PSCU?
Every day, PSCU partners with credit unions to enable growth and deliver an unparalleled member experience. Service is at the heart of what we do—in every transaction and interaction between our owners and their members—but it is the experience we create together that has a lasting impression. Working with our owners, our collective ventures position us for significant gains that create great experiences for members and enable credit union success.

What keeps your clients up at night?
Risk management, cybersecurity and fraud. On a daily basis, it seems yet another company falls victim to a data breach or cyberattack. Fraudsters are attacking harder and faster than ever, which means we have to be more diligent in figuring out ways to stop them. PSCU has a history of being fast to market with emerging technologies and is dedicated to evolving its model and making strategic investments in technology and resources to meet the changing needs of our owner credit unions and their members. In 2017, PSCU's proactive fraud prevention technologies, processes and policies stopped more than $134 million in fraudulent transactions.

How does PSCU make its credit union clients more successful?
Over the past 40 years, PSCU has grown into the nation's leading credit union service organization, providing our nearly 900 owner CUs with a comprehensive, highly integrated suite of payment solutions, risk management, analytics, loyalty programs, marketing, strategic consulting, mobile platforms and call center support. The origin of our business model is collaboration and scale, and we continue to leverage our influence on behalf of our owner credit unions and their members.

How is PSCU making the credit union industry stronger?
PSCU is actively involved in the CU industry, sponsoring and supporting both national and international initiatives like educating governmental officials on the importance of CUs and participating in the Credit Union Cherry Blossom Ten Mile Run® benefitting Children's Miracle Network. We are committed to advancing the movement by serving as a strong champion and advocate for all of our owners, while also playing an active role in the communities we serve.

Strong Side, *Weak Side*

WHAT ARE THE ADVANTAGES & CHALLENGES OF CREDIT UNION BUSINESS LENDING?

BY KAREN BANKSTON

As relative newcomers to business lending, credit unions face stiff challenges, but they can also parlay key advantages tailored to their organization's strategic goals in building their reputations and loan portfolios.

Credit unions hold a clear lead when it comes to a reputation for trustworthiness, especially in light of recent headlines about the abusive practices of big banks, suggests Ken Bauer, VP/business banking for $2 billion Elevations Credit Union, Boulder, Colo. (*elevationscu.com*). At the same time, credit unions must be able to demonstrate that they have the expertise and product range to meet the needs and expectations of business members.

To overcome that obstacle, Elevations CU has gone all in on business services over the past two years by hiring an experienced staff of commercial lenders, introducing new mobile and online accessibility, and expanding its suite of business loan, deposit and cash management services.

This commitment represents a "culture shift" that will be necessary to build on the CU's existing base of 5,000 business members, who took advantage of its previously limited offerings of deposit accounts and construction and commercial real estate loans, Bauer says. "It took us 21 months to launch full-fledged business banking and a significant investment in people, technology and time to develop our strategy. You can't go into this halfheartedly."

Elevations CU's expanded business service offerings and higher profile from positioning commercial loan officers in key markets have drawn a positive response from existing members, but Bauer recognizes that the credit union now has to make its case with other business owners.

"A lot of people don't know that CUs do business banking, so they wonder if we know what we're doing. We've got to prove ourselves," he says. "The lenders on our team already have a reputation in the community as capable commercial bankers and lenders. They already have networks and business clients that they've worked with in past institutions. That goes a long way to solidify Elevations' reputation."

Elevations CU's strategy to expand its business lending illustrates one approach to navigating around obstacles toward the opportunities identified by industry leaders and observers. However, based on their market objectives, credit unions have different options for structuring business lending to support their overall strategic imperatives.

CHOOSE THE RIGHT MODEL

Any credit union that is serious about commercial lending also has to be serious about commercial deposits, Bauer contends. Beyond meeting business members' expectations for one-stop banking, "If I'm going to extend a $1 million revolving line of credit to a company, it's in my best interest, from a risk standpoint, to handle that company's deposits. I need to see the money coming and going."

In contrast, Alliant Credit Union has opted to focus on commercial real estate loans, primarily with experienced investor-owners, without offering other business services. The Chicago-based credit union aims to keep its business lending operations streamlined and efficient to accomplish its return objectives without requiring that commercial borrowers move their depository accounts or engage Alliant CU for treasury management services.

Since it launched business lending in 2012, Alliant CU has built a $525 million portfolio in commercial real estate loans across 160 transactions, says Charles Krawitz, VP/commercial lending for the $10 billion credit union (*alliantcreditunion.com*).

"On the commercial side, we've been able to develop a very tailored business plan and implement that plan through a group of highly experienced lenders," Krawitz says. "We're able to bring to the table fairly sophisticated risk management techniques and analytics to pursue individual opportunities to put together an overall portfolio that gives us very reliable returns."

The CU uses a risk model from Moody's that permits stress testing of both individual loans and portfolios. "The Moody's model allows us to compare our loans to a vast database of similar properties to ascertain default probabilities and examine possible losses over the term of the loan and at maturity," says Krawitz. "Included in our analysis are varying interest rates, property values, vacancy and rental rates and similar factors. We are also active in the secondary market which permits us to rebalance asset type and geographic exposures."

Alliant CU's business lending team works with established commercial mortgage brokers to identify "experienced and well-capitalized principals with a track record in being able to execute on their ability to execute on their business plans," he says. The credit union's lenders visit every property, most of which are in the Upper Midwest, as part of their work to "dig deep to validate each transaction."

WHAT SETS YOUR PROGRAM APART?

Business lending teams must address perceptions in the business community that credit unions have limited capabilities to make business loans, especially more complex transactions, Krawitz suggests. It will be a continual imperative to get the word out that "credit unions come in all shapes and sizes, with options to serve borrowers' specific needs."

Alliant CU's business lending model "is to stay narrowly focused and honed in on our craft and what we do well," he adds. For businesses interested in taking all their financial services needs to a single financial institution, "there are other credit unions that have opted to fulfill that need."

It's difficult for credit unions with a broader, community-based focus to compete in business lending primarily on rates, and taking on more risk than other lenders is not an option, Bauer notes. That leaves service as a key differentiator for most credit unions.

"Serving the underserved doesn't mean credit unions have to serve all the businesses that the banks reject. They can look for successful businesses to serve alongside those that need extra help."

— James R. Devine

Toward that end, Elevations CU has committed to "go out of our way to be a resource, to be available," he says. "We don't over-communicate to the point where we're annoying, but we're intentional about communication. We try to be really transparent. That goes a long way."

That transparency extends behind the scenes as well, to sharing "the whole story" in reviewing credit applications, Bauer adds. "We don't withhold potentially detrimental information that might not help something get approved. And on the flipside, we don't tell a prospect that we can do more than we can, that we'll take risks that we won't or that our products will do something that they can't do. We take that approach to build credibility, and hopefully that speaks for itself over time."

TAP INTO A READY MARKET

A significant advantage for credit unions, suggests James R. Devine, CEO of Hipereon (*hipereon.com*), Redmond, Wash., is a ready ability to apply their "there-for-the-member mindset" as a distinctive alternative to "the big banking world, which has become standardized, automated and impersonal."

This personal approach to business banking may be especially important for existing members, who are already familiar with the credit union way. Therein lies another edge in favor of credit unions looking to launch or grow their business lending—a captive audience of potential borrowers, Devine says.

Credit unions have under management about 7 percent of assets nationwide, but they count 115 million people as members, which represents about a third of the U.S. population, he notes. The differences in those numbers represent huge growth potential from capturing the business accounts of existing members, but credit unions first need to figure out how to identify which of their members are business owners before they can market to them.

On the front end, credit unions can record information about business owners at enrollment. Identifying business owners among existing members may require surveys and data-mining expertise—to pinpoint borrowers who report self-employment income on loan applications, for example.

"If I'm going to extend a $1 million revolving line of credit to a company, it's in my best interest, from a risk standpoint, to handle that company's deposits. I need to see the money coming and going."

— Ken Bauer

To take full advantage of the opportunity to serve the businesses owned by existing members, credit unions need to offer the full range of credit and deposit services they need and expect, Hipereon President/COO Robert J. Hogan recommends. Hipereon has interviewed thousands of business owners over the years, and a common theme is the expectation for a full-service primary financial institution, he notes. Hogan and Devine also serve as the faculty for the three-part CUES School of Business Lending (*cues.org/sobl*).

Commercial real estate lending is largely transactional in nature, whereas commercial and industrial lending to fund business operations is more relationship-based, he suggests. Credit unions can develop much more leverage with business members to develop full-fledged banking relationships, which are on average three to five times more profitable than consumer banking relationships.

"We believe credit unions need to expand their vision of business lending," which opens the door wider to serve business owners' other financial needs and to connect as their employees' financial services provider as well, Hogan says. "Each one of those businesses represents a significant number of business and consumer-related product and service opportunities."

In contrast to business lending, where accounts shrink over time as loans are repaid, "other business services become annuitized and grow with the business over time," Devine adds, such as checking and other deposit accounts, cash management and payroll services. "That means fee income opportunities with significant growth potential and more pricing flexibility—without the funding requirements of loans."

DON'T JUST SERVE WHO SHOWS UP

Devine recommends that credit unions proactively identify the types of business members they would most like to serve, inside their existing membership and in the wider community. The alternative—serving prospective borrowers who seek out the credit union—may be much less productive.

"You have to ask yourself, 'If there's a small business calling us looking for access to credit, if they're not a member, have they already been turned down by their bank?'" he says. "It can be a lot of work trying to make those loans work and, in the end, you may end up with an approval rate in the 25 to 30 percent range."

Credit unions can engineer their business lending models around profiles of the companies they want to serve. That mix may include some business members who need help building or rebuilding their credit, but "serving the underserved doesn't mean credit unions have to serve all the businesses that the banks reject," Devine says. "They can look for successful businesses to serve alongside those that need extra help."

In applying their commitment to financial education on the business services front, credit unions can help business owners make better decisions, which in turn means better outcomes for the credit union, he adds. "By building a market economy in the space you already occupy, you can help your business members become more creditworthy and come in with a stronger application and a better understanding of how much they need to borrow and why."

KNOW YOUR TARGET BORROWERS—AND COMPETITORS

Mercator Advisory Group's recent report on "Business Banking Services: Keeping Up with Millennial Owners" (*tinyurl.com/y79qydrx*) indicates that the average age of credit union business borrowers skews older than the customers of banks and other commercial lenders. The survey analysis also notes that millennial business owners are more likely than their older counterparts to favor such online lenders as Kabbage (*kabbage.com*) and Prosper (*prosper.com*), perhaps in part because those "alt-lenders" look to factors beyond credit scores—like rent history—to make loan decisions, notes Brian Riley, director of Mercator's Credit Advisory Service, Maynard, Mass. (*mercatoradvisorygroup.com*).

At first glance, those findings might seem like bad news for credit unions, especially those looking to build business with younger members. In the balance, though, "online lenders probably won't pull a lot of business from credit unions anyway, because they tend to make riskier loans with less solid credit standing that credit unions probably wouldn't approve under their stricter underwriting standards," Riley suggests.

In fact, credit unions could look to those lenders as "feeder loops" down the road, producing new business members as their credit standing improves to the point that they are shopping based on rates and range of products and services, not laxer underwriting standards, he says.

"As you're growing your business, you're looking for a good healthy relationship with a financial institution," Riley adds. "The one-stop play for financial services rings a good chord. It's just easier to do."

DEVELOP STANDARDS AND EXPERTISE FOR THE LONG HAUL

As more credit unions introduce business lending, the development and maintenance of sound underwriting and loan review policies and practices to see each organization through both good economic times and downturns could have an impact on the entire industry, Bauer suggests.

"I don't want to give regulators any reason to clamp down on credit unions. I don't want to give business owners any reason to doubt that credit unions know what they're doing," he says. "My biggest hope is that the credit unions that get into this are wise enough to do it right. If they do, it helps everybody. If they don't, unfortunately, it could hurt all of us."

The default for many credit unions launching business lending programs is to hire experienced commercial lenders from banks to supply the necessary expertise, but Hogan cautions that this talent pool may be sales officers, not commercial credit experts.

"Credit unions may need to build their own business lending philosophy—and develop their own internal skill sets," he suggests.

Devine agrees. "The only way to win in this market long term is to have comparably priced products delivered by as good or better people with skill sets that reflect the credit union approach."

"There are big opportunities here, but if your credit union wants to compete, you have to become a provider of choice," he adds. "For business owners, the question is, 'Why would I pick you? What is it about what you do that is compelling in helping me to meet my financial needs?'"

Karen Bankston *is a long-time contributor to* CU Management *and writes about CUs, membership growth, marketing, operations and technology. She is the proprietor of Precision Prose, Eugene, Ore.*

DOWNSIDE	UPSIDE
As the "new kid" in business lending, CUs have to make a name for themselves against the big banks, community-based commercial lenders, and fintech alt-lenders.	Especially for CUs with community charters, their new departments can get a head start by reaching out to a captive audience of existing members who own businesses.
Launching business services requires expertise well outside CUs' traditional wheelhouse.	Training resources within the CU industry can help business services departments grow their talent internally—and with built-in member-centric know-how.
Meeting business owners' expectations for a full range of credit and deposit products, employee benefits support, treasury management, etc.—well, that's a tall order.	CUs can start with a limited product line-up and build their offering—and expertise—over time, in step with demand. Or they can opt to stick with a select array of business products tailored to their target market and strategic objectives.
Once their business lending programs get rolling, CUs need to manage to regulatory limits on their portfolios and asset-type concentrations.	Loan participations, Small Business Administration loan guarantees and loans to small businesses offer options for lending above those limits.

MORE ON BUSINESS LENDING

The Sky Is Not the Limit (How to manage to the regulatory cap) (*cues.org/0218sky*)

CUES School of Business Lending™ II
July 16-20, Seattle
(*cues.org/sobl2*)

CUES School of Business Lending™ III
Sept. 10-14, Denver
(*cues.org/sobl3*)

CUES Advanced School of Business Lending™: Credit Administration
Aug. 13-17, Denver
(*cues.org/advsobl*)

CUES Certificate in Business Lending
Sept. 13-14, Denver
(*cues.org/blc*)

Compensation *Conversations*

5 TIPS FOR FIELDING REQUESTS FOR RAISES

BY BONNIE SCHERRY

MORE ON COMPENSATION

Six Executive Skills Worth Paying For (*cues.org/0218fromjohn*)

4 Tips for Negotiating a Raise in 2018 (*cues.org/0218raise*)

How to Confidently Ask for What You Want (and Need) at Work (*cues.org/0518ask*)

CUES Executive Compensation Survey (*cues.org/ecs*)

CUES Employee Salary Survey (*cues.org/ecs*)

Given the recent record economic performance, it shouldn't come as a shock to managers and business leaders that a salary increase is at the top of many employees' minds. Plus, low unemployment—3.8 percent in May as reported by the U.S. Bureau of Labor Statistics—means your employees have choices about where they want to work, so compensation questions could come up more often.

For a manager, salary negotiations can sometimes be a tough balancing act, particularly when they involve top performers the organization doesn't want to risk losing. So what can employers do to better manage requests for raises?

1 SET EXPECTATIONS FROM THE BEGINNING

From the very beginning of an employee's tenure with the credit union, managers should make it a point to communicate clearly about salary expectations, including how and when raises and/or promotions are handled across the organization.

For instance, many employers choose to tie salary thresholds to the licenses or certifications the employee holds. When an employee earns the required certification, his or her title automatically changes, and he or she receives a standard raise.

This type of structure not only creates transparency within departments, but can also motivate employees to work harder and achieve certifications of their own.

2 KNOW YOUR SALARY RANGES

Good leaders should always have a general idea of where in the salary range (low, middle or high) each of their employees is at, as well as who their top performers are.

Having this information in the back of their minds helps managers be more prepared to have conversations about salary if an employee brings it up—it also allows them to be more prepared to argue the case for one of their employees to receive a raise.

Similarly, managers should make it a point to evaluate the salary levels of their employees against relevant industry salary threshold data as part of their annual budget review process and carefully consider incorporating increases for their top performers.

Proactively rewarding a top performer in this way will always resonate better with the employee than feeling the pressure to bring the subject up with his or her manager.

3 CONSIDER ALTERNATIVE REWARDS

Whether or not an employee receives a raise is ultimately a function of the company's budget. Managers who want to reward top performers and feel like their hands are tied due to budget constraints are forgetting about all the other parts that make up an employee's total rewards compensation package (*tinyurl.com/yd5mqkwt*).

While increasing an employee's salary or hourly wage rate might not be possible at the moment, perks like an extra vacation day, a one-time cash bonus or the ability to work from home a couple days a month can be just as valuable and are often a lot easier to work into a budget.

Even if there aren't any alternatives available, simply hearing that their manager also feels that they deserve a raise can be a positive outcome.

4 BE COGNIZANT OF EXTERNAL FACTORS

There are a lot of reasons an employee might request a raise, but one reason many managers forget about is that the employee might be asking out of need.

Maybe he or she just became a new parent, is trying to figure out how they'll pay for a child's tuition, is dealing with a personal health crisis, or is suffering from some other sort of financial hardship.

Whatever the issue, employees in these kinds of situations might turn to their employers for help, and fielding these kinds of requests—particularly if the answer is "no"—can sometimes be difficult or emotional for everyone involved.

It's not necessarily a good practice for employers to give raises based purely on external factors (after all, salary increases are usually forever), but that doesn't mean managers can't do anything to help employees going through a tough time.

Some employers set aside funds each year for exactly these types of situations, while others might be able to organize an employee fundraiser, supply drive or other type of event benefiting the employee.

Even simply reminding the employee about other support or resources that might be included as part of their benefits package, like an employee assistance program or company wellness program, can be a great relief for employees suffering as a result of external stressors.

5 IF THE ANSWER IS "NO," BE DIRECT ABOUT WHY

Not every employee who requests a raise deserves one, but that doesn't mean that managers should take the request any less seriously.

In fact, these conversations can turn into a great coaching moment that allows managers to remind the employee about performance expectations or other factors that may be preventing him or her from being considered for a raise.

If the employee is serious about earning more money, this conversation might just provide the motivation or incentive he or she needs to step up their performance.

While salary negotiations may not be something every manager feels comfortable handling, it's important to have an idea of how to respond to requests for raises—because it's not a matter of *if* employees are going to ask, it's *when*.

Bonnie Scherry, SPHR, *is director/corporate HR at G&A Partners (gnapartners.com), Houston.*

Leading *With LinkedIn*

USE THE B2B SOCIAL CHANNEL TO CULTIVATE YOUR BRAND AND BUILD YOUR REPUTATION AS A THOUGHT LEADER.

BY STEPHANIE SCHWENN SEBRING

A business-to-business social channel may not seem like the first choice for credit unions trying to reach consumers. But with 500 million members worldwide and 260 million active users, LinkedIn (*linkedin.com*) is the only social channel focused solely on business where millions of people converse daily, making it perfect for showcasing your business acumen or elevating your credit union's credibility.

"As businesses get larger, other financial institutions can impinge on your relationship," says Bryce Roth, cooperative outreach director at $915 million Verve, A Credit Union (*verveacu.com*), Oshkosh, Wis. "Why not use LinkedIn to reinforce your brand and commitment to the people you serve?"

"There are a lot of local influencers, leaders in the community to connect with," says Alexander Kesler, founder and president of inSegment Inc. (*insegment.com*), Boston. "If you're SEG-based, LinkedIn is a great way to keep your fingers on the pulse of the large employers you serve."

Try partnering with a select employer group CEO for a joint message, perhaps by video discussing local issues (such as new jobs), joint initiatives for charity or other interests. Keep it conversational; have your focus be on the community. Also use LinkedIn to thank employees (both at the credit union and SEG).

Another idea is to extend offers to SEG employees or for targeted advertising, says Kesler. LinkedIn ads and boosted posts allow for very deep targeting, including by geographic location, seniority level, even by company or employer.

"If you're finding engagement among SEG employees is low, there are elements (including followers and post engagement) you can measure to track success or look for opportunities. More data is available for tracking and targeting advertising than ever, which can be leveraged for running campaigns specifically to SEG employees."

Try connecting with real estate agents and auto dealers, adds Doug Aguiar, SVP/chief marketing officer at $11 billion Golden 1 Credit Union (*golden1.com*), Sacramento, Calif. And if you do business lending, you should be on LinkedIn.

Talent acquisition is another reason to be active on LinkedIn. The benefits are two-fold: You can build your culture internally and attract new talent. "It's especially good for millennials," adds Matt Maguy, a partner at James & Matthew (*jamesandmatthew.com*), a digital advertising agency in Boston. "They want assurance the organization they're considering has a cause, are industry leaders and is visible."

BEST PRACTICES

Post frequency: It doesn't have to be as often as other channels, but should be at least once per week. You need to have a consistent presence as both a business and individual. Post during the day when people are at work and more likely to be checking their profiles.

Ensure every post has a goal: It's a public forum, and many non-members will see your information. Showcase your efforts or do a humble brag. If your CU awards student scholarships, post the recipients (with photos or a video); feature member testimonials; announce a new branch and tag your Chamber of Commerce.

Use a professional tone: LinkedIn posts should match your brand and voice – but with a more professional tone. Don't try to share other social posts to this channel; the audiences are not the same. "Depending on the topic, your tone can be light, but it must always stay professional," advises Marne Franklin, digital director for Your Marketing Company (*yourmarketing.co*), Greenville, S.C. "Assume you're talking to people while they're at work."

Share your expertise: Have your C-suite produce content for the channel, such as an article or whitepaper, adds Maguy. "Even if the material is ghostwritten, the C-suite should regularly post to strengthen your reputation."

Standardize your staff's presence: "Encourage standardization for staff and require it for the C-suite," continues Maguy. "Ask employees to match their profiles to the CU's brand. For consistency, offer free professional photo sessions or help to write bios. Incent staff to be part of the cohesive effort and see it as mutually advantageous."

Highlight business development: Try featuring business services products on a subpage. Offer insights on business practices (devote whitepapers to business lending or investment services). Use LinkedIn as a sounding board to test new ideas or gain insight from followers.

Include a mix of graphics and long-form content: $1.2 billion Texas Trust Credit Union (*texastrustcu.org*), Arlington, Texas, CU shares posts to interest members, such as interviewing tips or dealing with stress at work. "We also share blog-style financial articles, things focused on a bright financial future or everyday tips—like the best way to split a dinner bill with friends," says CUES member Shelley Carlson, VP/marketing.

Measure success: Track views, likes, shares of a post and number of followers. Look for advanced features, such as campaign and conversion tracking through LinkedIn's dynamic ads feature.

LIMITATIONS

Because of a CU's focus on individuals versus businesses, there may be perceived limitations in using LinkedIn for connecting with members, says Kesler. "Overcome this by studying your membership. Are they on LinkedIn? How can you serve their business lives on this channel?"

Remember, no channel is a set-it-and-forget-it process. "Use social channels to build the character of your brand," says Aguiar. "Take time to be strategic and poised; be thoughtful with your posts and strategy; train staff; and have good policies in place. It is worth the effort."

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

SOCIAL MEDIA RESOURCES

Twitter is Terrific (*cues.org/0618twitter*)

5 Ways to Build a Social Media Following (*cues.org/051918skybox*)

A New Focus for Facebook (*cues.org/0418facebook*)

CUES School of Strategic Marketing™ I and II July 16-20, Seattle (*cues.org/ssm1, cues.org/ssm2*)

Jimese Harkley

Jimese Harkley *Joins CUES® as VP/Membership*

CUES is pleased to announce Jimese Harkley has joined the team as VP/membership.

She previously served as partner and chief operating officer at DiverCity Solutions. She has also served as the stewardship and development director at Filene Research Institute and in a variety of roles at $1.5 billion America's First Federal Credit Union (*amfirst.org*), Birmingham, Ala. She brings over 10 years of credit union experience to her new role.

Harkley was also named winner of the 2015 CUES Next Top Credit Union Exec competition. Her project, "Community First Campaign," was designed to increase contributions as a corporate citizen by engaging the employees in teamwork, fundraising and community outreach activities. She has also attended CUES' CEO Institute program.

"Our members are at the core of everything we do, so it's imperative we have a strong leader who can drive the growth and development of our membership programs," says John Pembroke, CUES' president/CEO. "We are very excited to welcome Jimese to the CUES team. Her wealth of credit union and CUSO knowledge, as well as her member experience, will help us to continue to serve our members with the quality they deserve. She has shown her commitment to the credit union movement and exemplifies the importance of strong professional development."

Nominate a *Distinguished Director*

CUES is accepting nominations for the CUES Distinguished Director through Aug. 10. This award honors strong volunteers whose achievements have strengthened their credit union. Eligible nominees are credit union board or committee members who are current CUES Director or Center for Credit Union Board Excellence members.

The winner will be celebrated at CUES' Directors Conference (*cues.org/dc*) in Waikoloa, Big Island, Hawaii, Dec. 2-5. In addition, the winner will be featured in a *CU Management* magazine article early next year.

Applications are due Aug. 24. Download the application form at *cues.org/awards*.

Just Added: *Board Liaison Workshop*

Board liaisons are vital to the overall health of your credit union. In addition to coordinating board meetings and retreats, and serving as a communication hub, they are also responsible for assuring your board is meeting its governing responsibilities. As the list of rules and regulations guiding credit union governance and operations grows day by day, this job is becoming more and more complex.

We will focus on this important role at CUES' Board Liaison Workshop (*cues.org/blw*), Aug. 15-16 at Northwest Federal Credit Union in Herndon, Va. There, attendees will:

- learn credit union governance best practices from the experts at Quantum Governance and Rotman's Clarkson Centre for Business Ethics and Board Effectiveness;
- develop a valuable peer network while learning alongside colleagues; and
- return to the office energized, with new ideas to implement immediately.

From detailing the roles and responsibilities of board liaisons and board directors to developing effective board packets and meeting agendas, this workshop will offer advice that's practical and actionable. The two-day training will include interactive hypotheticals, small group exercises and case studies, as well as commentary from leading national and international experts. Attendees will head home with tips, templates and training they will put to use immediately to help improve the overall effectiveness of their credit union's governance. Learn more and register at *cues.org/blw*.

Webinars & Elite Access

CUES members can attend all webinars (*cues.org/webinars*) for free and access a library of webinar playbacks. CUES Elite Access Virtual Classroom (*cues.org/eliteaccess*) offers an innovative take on online education.

JULY 11
1 p.m. Central
The Ultimate CECL Study (Webinar)

JULY 17
1 p.m. Central
Owning Your Why (Webinar)

JULY 26
12 p.m. Central
Good Strategy/Bad Strategy—Exclusive for CUES Member CEOs! (Elite Access)

JULY 25
1 p.m. Central
ADA Website Accessibility: Legal Update & Strategies (Webinar)

AUGUST 23
1 p.m. Central
Advance Management of Your Lending Economic Engine (Webinar)

AD INDEX

To advertise, email *cathy.woods@mediawestintl.com* or visit *cues.org/advertise*. CUES partners and CUES Supplier members are noted in **bold**.

Building an *Outstanding Member Experience*

Does your credit union know how to dominate in member experience? This September, attend CUES School of Member Experience™ (*cues.org/some*) and learn how to create member delight and an outstanding experience at every touch point.

"There's a really strong corollary between how easy you make it to do business with a member and their willingness to spend money with you," says Michael Neill, CSE, president and founder of ServiStar Consulting (*servistarconsulting.com*), Franklin, Tenn., CUES' strategic partner in ServiStar (*cues.org/servistar*) and Vertex (*cues.org/vertex*), and lead faculty at the school.

To master that ease of use, CUs must learn to navigate the member experience from the outside in. "Engineers have a tendency to want to design things based on what they think works," Neill explains in the CUES Podcast episode 21 (*cues.org/podcast21*). "Really great companies that have been around a long time realized that ... we need to find out what our customers want. Then we need to design something that will fix that problem ... that they'll enjoy being involved in."

Participants will discuss findings from Filene Research Institute's report, *Customer Experience and Credit Union Opportunities*, with Tansley Stearns, chief marketing/strategy officer at $2.3 billion Canvas Credit Union (*pscu.org*), Lone Tree, Colo., and former chief impact officer at Filene. You'll also explore creating an exceptional remote experience and a seamless omnichannel journey; the impact of building a culture of excellence and commitment to service; recruiting, developing and retaining front-line talent that can provide expert financial support; and the key tools for creating a great member experience, all while leveraging ServiStar Consulting's extensive knowledge cultivated through years of developing member-centered credit union cultures.

Sales and service executives and managers are encouraged to attend. Learn more at *cues.org/some*. Early bird rates end July 27.

Attend CUES' School of Member Experience™ (*cues.org/some*), Sept. 10-11 in downtown Denver.

2018

STRATEGIC INNOVATION INSTITUTE™
July 15-20
Stanford Graduate School of Business
Stanford University
Stanford, Calif.

CUES SCHOOL OF BUSINESS LENDING™ II: *FINANCIAL ANALYSIS AND DIAGNOSTIC ASSESSMENT*
July 16-20
Crowne Plaza Seattle

CUES SCHOOL OF STRATEGIC MARKETING™ I
July 16-18
Crowne Plaza Seattle

CUES SCHOOL OF STRATEGIC MARKETING™ II
July 19-20
Crowne Plaza Seattle

STRATEGIC GROWTH INSTITUTE™
July 23-26
University of Chicago
Booth School of Business

SUPERVISORY COMMITTEE DEVELOPMENT SEMINAR
July 23-24
Kimpton Hotel Palomar San Diego

BUSINESS LENDING FOR DIRECTORS SEMINAR
July 23-24
Kimpton Hotel Palomar San Diego

DIRECTOR STRATEGY SEMINAR
July 25-27
Kimpton Hotel Palomar San Diego

PAYMENTS UNIVERSITY
Aug. 13-14
Embassy Suites by Hilton Denver
Downtown Convention Center

CUES SCHOOL OF CONSUMER LENDING™
Aug. 13-14
Embassy Suites by Hilton Denver
Downtown Convention Center

CUES SCHOOL OF ENTERPRISE RISK MANAGEMENT™
Aug. 13-16
Embassy Suites by Hilton Denver
Downtown Convention Center

CUES ADVANCED SCHOOL OF BUSINESS LENDING™: *CREDIT ADMINISTRATION*
Aug. 13-17
Embassy Suites by Hilton Denver
Downtown Convention Center

CUES ADVANCED SCHOOL OF CONSUMER LENDING™
Aug. 15-16
Embassy Suites by Hilton Denver
Downtown Convention Center

EXECU/NET™
Aug. 19-22
Hilton Sedona Resort at Bell Rock
Sedona, Ariz.

CUES SCHOOL OF MEMBER EXPERIENCE™
Sept. 10-11
Embassy Suites by Hilton Denver
Downtown Convention Center

CUES SCHOOL OF BUSINESS LENDING™ III: *STRATEGIC BUSINESS LENDING*
Sept. 10-14
Embassy Suites by Hilton Denver
Downtown Convention Center

CUES SCHOOL OF IT LEADERSHIP™
Sept. 12-14
Embassy Suites by Hilton Denver
Downtown Convention Center

CUES CERTIFICATE IN BUSINESS LENDING
Sept. 13-14
Embassy Suites by Hilton Denver
Downtown Convention Center

BOARD CHAIR DEVELOPMENT SEMINAR
Sept. 10-11
Omni Amelia Island Plantation Resort
Amelia Island, Fla.

CUES DIRECTOR DEVELOPMENT SEMINAR
Sept. 12-14
Omni Amelia Island Plantation Resort
Amelia Island, Fla.

Note: CU directors are encouraged to attend events listed in blue. For all future CUES events, visit *cues.org/calendar*.

Be a Hummingbird, *Not a Gnat*

BY RICHARD GALLAGHER

The other day, I found myself thinking about the difference between gnats and hummingbirds.

Gnats can be annoying. Okay, gnats are *always* annoying. (I cannot remember a time where I thought to myself, "I am really grateful for that gnat.") They move seemingly without purpose and love to hang around sweat and animals.

Now consider hummingbirds. They love bright flowers that are full of life. They flit and zip from one flower to the next in the blink of an eye. They take deep, long drinks from the flower, full of sweet nectar. The flower responds by producing more. The cycle is perpetual.

So, while the gnat looks for heat and sweat, the hummingbird looks for sweet. What a difference between the two. Look closely and you'll see leadership lessons to be taken from all of this. Let's unpack and take a look at three of them.

1. Life is what you make it. If all you see around you are negatives, eventually, that's all you'll ever see. The gnat flies past thousands of beautiful flowers full of sweet nectar but settles for sweat instead. Meanwhile, the hummingbird can find the most beautiful flower in a trash dump and draw nourishment from it.

2. Pestering is micromanagement, not motivation. If you think pointing out every flaw in a team member's work is good management, you are mistaken. It's just annoying. This is not how you push someone to excellence. Treat them like the hummingbird does a colorful flower. Team members should feel like management is attracted to them because they have something to offer.

3. Draw value out of your team. The hummingbird does not have an easy life. To say stable enough draw the "value" out of a flower, it has to flap its wings incredibly fast while reaching in to extract the nectar. So goes leadership. Do the hard work of drawing out the value of your team. Reciprocity will follow as you notice they begin to produce more value.

In short, be a hummingbird, not a gnat. You have the choice to lead like the hummingbird or micromanage like the gnat—you can choose to only see the negative around you or to look for the beauty. Choose to operate like a hummingbird, and you will find a deep well full of positive employee traits like productivity, excellence and respect.

Richard Gallagher *is CEO of Oak Tree Business Systems Inc.* (oaktreebiz.com)*, Big Bear Lake, Calif.*

Read the full post and comment at cues.org/051418skybox.

Our Favorite *Recent Posts*

"As demand for the leaders of tomorrow outgrows supply, the identification and development of high potentials needs to begin earlier in individuals' careers. ... Recognize the skills an individual can gain by moving into a new department or function. Engage high potentials in development that grows business acumen along with core leadership skills."

Jennifer Stangl, CUES' director of professional development, in "Purposeful Talent Development: Avoid the Shortage" on CUES Skybox: *cues.org/052118skybox*

"What should be done about interest rate risk? Gain a good understanding of what's happening and why. Help other stakeholders understand. Finally, identify and quantify options and trigger points to ensure that you can balance the reality of interest rate risk with strategic opportunities."

c. myers corporation (*cmyers.com*), Phoenix, in "What Should Credit Unions Do About Interest Rate Risk?" on CUES Skybox: *cues.org/051718skybox*

"Training managers and leaders to be more coach-like is a much more scalable, sustainable and robust approach to driving change and improving performance than hiring external coaches. Why? For starters, they know their organization well. ... Ultimately, what it takes to become more coach-like is asking a few more questions and offering a little less advice."

Michael Bungay-Stanier, senior partner at Box of Crayons (*boxofcrayons.com*), in "Managers Who Coach Drive Change" on CUES Skybox: *cues.org/052318skybox*


MOVING TO A BETTER PLACE.
You're going to love our new approach to mortgage lending. Get ready to see an array of tools and technologies designed to provide your members with best-in-class service. Whether online or in person, mortgage lending has never been easier – or faster. Think of it as taking a solid relationship to the next level.
YOUR HOME FOR solutions
cumembers.com
800.607.3474
marketing@homeloancu.com
CU Members Mortgage is a division of Colonial Savings, F.A. NMLS 401285
CU MEMBERS Mortgage

2018 CUES Annual Buyer's Guide
Your Trusted Resource

LEADING THE WAY

CUES Supplier Members offer the solutions credit unions need to exceed their goals.

CUES
POTENTIAL, REALIZED.™

Executive benefit plans help bridge the gap between a credit union's traditional savings plan, like a 401(k), and what an executive will need in retirement income. These nonqualified retirement plans are an important tool in keeping your executive team in place and focused on achieving your strategic goals. With proper design and servicing, your executive benefits plan may even generate income for your credit union.

We'll identify and fix the gaps in your benefit program

BFB Gallagher specializes in executive benefits for credit unions and other nonprofit organizations. Our customized solutions help attract, retain, and motivate the executives who are vital to your credit union's success. If you have an existing executive benefit plan, we will perform a complimentary compliance audit.

Contact us to schedule an educational session

We'll provide an overview of regulatory compliance and due diligence requirements, as well as how the credit union may mitigate expenses.

Liz Santos, Vice President
Direct: 980-867-7458
Liz_Santos@ajg.com

www.BFBbenefit.com

Securities offered through Kestra Investment Services, LLC (Kestra IS), member FINRA/SIPC. Investment advisory services offered through Kestra Advisory Services, LLC (Kestra AS), an affiliate of Kestra IS. Kestra IS and Kestra AS are not affiliated with BFB Gallagher (BFB), Arthur J. Gallagher & Co. or Gallagher Benefit Services, Inc.

CUES CUESolutions PLATINUM PROVIDER

CUES POTENTIAL, REALIZED.™ PREMIER SUPPLIER MEMBER

Trusted Partners

The *CUES Annual Buyer's Guide* helps credit union executives find the right partners to lead their institutions forward.

The firms listed in this book are focused on the credit union industry and demonstrate that commitment by joining CUES as a Supplier member. It is critical to work with vendors that understand our industry, the way we work and the credit union philosophy of people helping people.

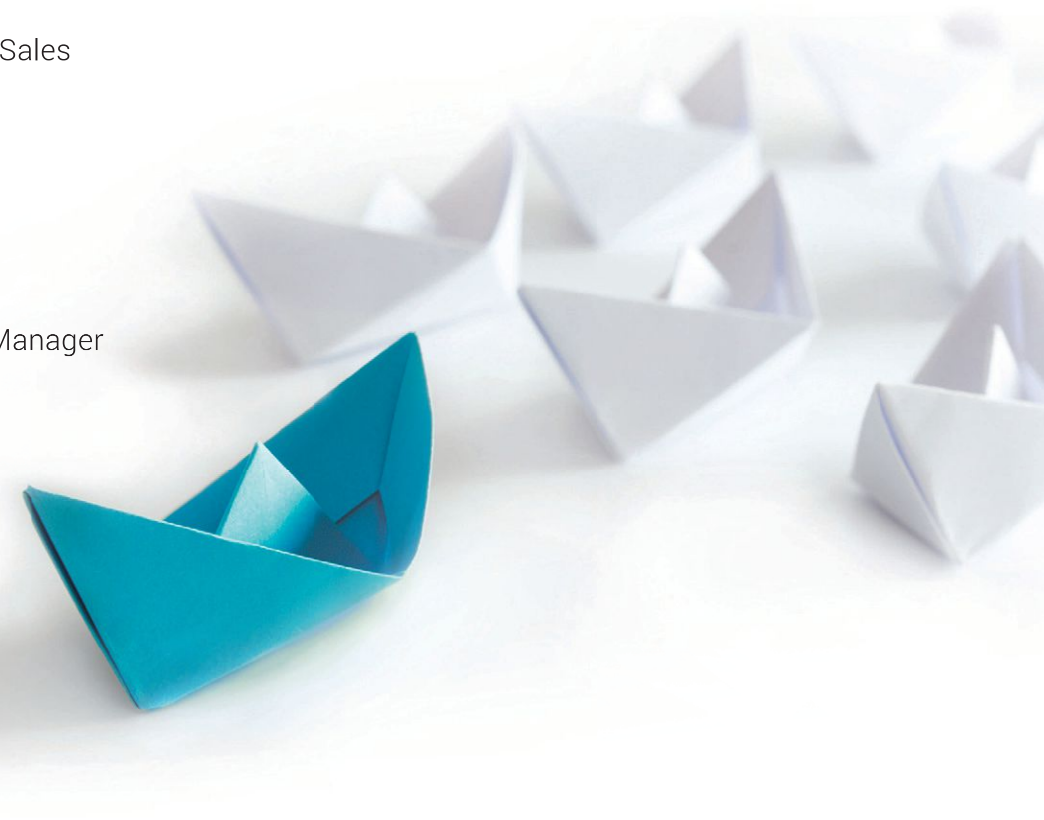
In these pages you will find the tools, technology, products, expertise and solutions your credit union needs to best serve its members.

Check out the alphabetical list on the next page to learn more about our CUES Supplier members. Then turn to p. 14 to view the companies by category and find the type of solution your credit union needs now. You can also access this guide—with the most up-do-date list of members—anytime online at **cues.org/buyersguide**.

Warm regards,

Jim Hulen
Director of Supplier Sales

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.

Accella LLC

303 Cloverleaf Ln.
Severna Park, MD 21146
Website: accella.net
Twitter: @accellall
Facebook: Facebook.com/accellallc
LinkedIn: Linkedin.com/company/accella/
Contact: Jason King, President
Contact Email: jason.king@accella.net
Phone: 410.695.4899

CUES PREMIER SUPPLIER MEMBER

Affinion Insurance Solutions

801 Crescent Centre Dr.
Franklin, TN 37067
Website: affinioninsurancesolutions.com
Twitter: @ais_smartermktg
LinkedIn: Linkedin.com/company/affinioninsurancesolutions
Contact: Jill Crabtree, Manager/Strategic Partnerships/Events
Contact Email: jcrabtree@affiniongroup.com
Phone: 615.764.2334

CUES PREMIER SUPPLIER MEMBER

Allied Solutions

6111 Plano Pkwy. #2500
Plano, TX 75093
Website: alliedsolutions.net
Phone: 469.467.3000

CUES PREMIER SUPPLIER MEMBER

Alogent

350 Technology Pkwy. #200
Peachtree Corners, GA 30092
Website: alogent.com
Twitter: @alogentcorp
Facebook: Facebook.com/alogent/
LinkedIn: Linkedin.com/company/alogent-corp/
Contact: Daniel Dochen, Marketing Manager
Contact Email: daniel.dochen@alogent.com
Phone: 512.771.6766

Alogent's proven, end-to-end check payment processing, content management and digital banking technologies serve over 2,300 credit unions and banks, including some of the largest national and international institutions. Our solutions are versatile, scalable and user-friendly. Our clients consistently exceed their productivity, financial and customer experience goals.

Aprio

1090 West Georgia St. #450
Vancouver, BC V6E 3V7
Canada
Website: aprio.net
Contact: Ian Warner, President/CEO
Contact Email: warner@aprio.net
Phone: 855.552.7746

CUES STRATEGIC PARTNER

Ascensus

P.O. Box 979
Brainerd, MN 56401
Website: ascensus.com
Twitter: @AscensusInc
LinkedIn: Linkedin.com/company/ascensus
Contact: Heather Hoskins, Relationship Manager
Contact Email: heather.hoskins@ascensus.com
Phone: 218.825.5364

BALANCE

1655 Grant St.
Concord, CA 94520
Website: balancepro.org
Twitter: @BAL_Pro
Facebook: Facebook.com/BALANCEPro
LinkedIn: Linkedin.com/company/bal-pro
Contact: Erin Allen, SVP/National Sales
Contact Email: eallen@balancepro.org
Phone: 415.780.7554

Bancography

1827 1st Ave. N. #200
Birmingham, AL 35203
Website: bancography.com
Contact: Laura Levie, Chief Operating Officer
Contact Email: laura@bancography.com
Phone: 205.252.6671

A DIVISION OF Gallagher Benefit Services, Inc.

BFB Gallagher

4600 Park Rd. #200
Charlotte, NC 28209
Website: bfbbenefit.com
Twitter: @BurnsFazziBrock
LinkedIn: Linkedin.com/company/734024/
Contact: Liz Santos, SVP/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.

CUES PREMIER SUPPLIER MEMBER

BUYER'S GUIDE KEY

PREMIER SUPPLIER MEMBER

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

STRATEGIC PARTNER

Premier Supplier Members have joined CUES at the highest level.

SUPPLIER OF THE YEAR

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

CUESolutions

CUESolutions Providers are companies CUES has identified as industry experts, and has partnered with to showcase their thought leadership to our membership.

Problem? Meet Solution.
When you need outside expertise, connect with the best: CUES Supplier members. Look no further for trustworthy, ethical and experienced vendors dedicated to the credit union industry. These member resources make it easy:
• CUES Annual Buyer's Guide includes our full list of trusted vendors. Visit cues.org/buyersguide.
• Need a speaker for your next event or meeting? CUES Supplier Members Speakers Bureau Directory lists presentations by topic, presentation length, and more. Visit cues.org/speakersbureau.
The information is at your fingertips—the next step is for you to take action.
Attention industry vendors!
Check out all our Supplier Membership options, including our new CUESolutions opportunities! Visit cues.org/suppliermembership; call 800.252.2664 or 608.271.2664, ext. 341; or email karin@cues.org today.
All CUES Supplier members adhere to the CUES Supplier Member Code of Ethics.
CUES
POTENTIAL, REALIZED.™

Business Compensation Consulting

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

Capital Performance Group LLC

1331 H St. NW #801
Washington, DC 20005
Website: capitalperform.com
Twitter: @CPG_DC
Facebook: Facebook.com/Capital-Performance-Group-123763277662849/
LinkedIn: Linkedin.com/company/1039841/
Contact: Mary Beth Sullivan, Managing Partner
Contact Email: msullivan@capitalperform.com
Phone: 202.337.7870

ChappellRoberts

1600 E. 8th Ave. A-133
Tampa, FL 33605
Website: ChappellRoberts.com
Twitter: @ChappellRoberts
Facebook: Facebook.com/ChappellRoberts
LinkedIn: Linkedin.com/company/ChappellRoberts
Contact: Christine Turner, VP/Account Service
Contact Email: cturner@ChappellRoberts.com
Phone: 813.281.0088

CHOICE CREATIVE SOLUTIONS

Choice Creative Solutions

6163 NW 86th St. #101
Johnston, IA 50131
Website: choicecreativesolutions.com
Contact: Jeff Klein, General Manager
Contact Email: jeff.klein@choicecreativesolutions.com
Phone: 515.251.8018

CUES PREMIER SUPPLIER MEMBER

CobbleStone Systems Corp.

100 Overlook Center Floor 2
Princeton, NJ 08540
Website: CobbleStoneSystems.com
Twitter: @CobbleStoneCM
Facebook: Facebook.com/CobbleStoneCM/
Contact: Bradford Jones, Director/Sales & Marketing
Contact Email: sales@CobbleStoneSystems.com
Phone: 866.330.0056

Concepts Unlimited Ad Agency

1250 S. Capital Of Texas Hwy. #3-350
Austin, TX 78746
Website: cuadvertising.net
Contact: Steve Jones, President
Contact Email: stevejones@cuadvertising.net
Phone: 512.328.3576

CO-OP FINANCIAL SERVICES

CO-OP Financial Services

9692 Haven Ave.
Rancho Cucamonga, CA 91730
Website: co-opfs.org
Twitter: @coopfs
Facebook: Facebook.com/COOPFinancialServices
LinkedIn: Linkedin.com/company/co-op-financial-services
Contact: Business Development
Contact Email: sales@co-opfs.org
Phone: 800.782.9042 opt. 2

CUES PREMIER SUPPLIER MEMBER

CORNERSTONE ADVISORS

Cornerstone Advisors Inc.

7272 E. Indian School Rd. #400
Scottsdale, AZ 85251
Website: crnrstone.com
Twitter: @CstoneAdvisors
LinkedIn: Linkedin.com/company/cornerstoneadvisors/
Contact: Cate Pitts, Design & Editorial Director
Contact Email: cpitts@crnrstone.com
Phone: 480.423.2030

CUES STRATEGIC PARTNER
CUES SUPPLIER OF THE YEAR

Corporate America CU

4365 Crescent Rd
Irondale, AL 35210
Website: corpam.org
Twitter: @CorpAmCU
Contact: Lisa Coffey, Chief Operations Officer
Contact Email: lcoffey@corpam.org
Phone: 800.292.6292

CPI Card Group

10026 W. San Juan Way #200
Littleton, CO 80127
Website: cpicardgroup.com
Twitter: @cpi_jp
LinkedIn: Linkedin.com/in/janice-platzer-36938916/
Contact: Janice Platzer, Marketing Specialist
Contact Email: jplatzer@cpicardgroup.com
Phone: 264.444.9903

Credit Union Radio

1 S. Orange Ave. #306
Orlando, FL 32801
Website: creditunionradio.com
Twitter: @credunionradio
Facebook: Facebook.com/creditunionradio
Contact: Yeosh Bendayan, Partner
Contact Email: yeosh@creditunionradio.com
Phone: 352.682.9918

Credit Union Times

1100 G St., NW 9 Fl.
Washington, D.C. 20003
Website: CUTimes.com
Phone: 202.370.4802

CRMNEXT Inc.

3 Hamilton Lndg. #200
Novato, CA 94949
Website: crmnext.com
Twitter: @CRMNEXT
Facebook: Facebook.com/crmnext/
LinkedIn: Linkedin.com/company/acidaes-solutions-private-limited/
Phone: 833.CRM.NEXT

CU DIRECT

CU Direct

2855 E. Guasti Rd. #500
Ontario, CA 91761
Website: cudirect.com
Twitter: @CUDirectCUs
Facebook: 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 automotive, lending and strategic solutions. CU Direct offers an extensive suite of products and services designed to help credit unions advance their lending programs while managing risk.

CUES

5510 Research Park Dr.
Madison, WI 53711
Website: cues.org
Twitter: @TheRealCUES
Facebook: Facebook.com/TheRealCUES
LinkedIn: linkedin.com/company/cues_2/
Contact: Membership Services
Contact Email: cues@cues.org
Phone: 800.252.2664

CUES Online University™, powered by TRC Interactive

5510 Research Park Dr.
Madison, WI 53711
Website: cues.org
Facebook: Facebook.com/TheRealCUES
LinkedIn: linkedin.com/company/cues_2/
Contact: Brian Cacic, Member Relations & Council Manager
Contact Email: brian@cues.org
Phone: 608.288.5313

CU Insight

1808 James Redman Pkwy. #265
Plant City, FL 33565
Website: cuinsight.com
Twitter: @CUInsight
Facebook: Facebook.com/CUInsight
Contact: Randall Smith, Co-Founder/Publisher
Contact Email: rsmith@cuinsight.com
Phone: 317.690.2084

CUES PREMIER SUPPLIER MEMBER

Culiance

2252 Killearn Center Blvd. #2A
Tallahassee, FL 32309
Website: cu24.com
Contact: Lauren Giannini, Marketing Coordinator
Contact Email: lauren.giannini@cu24.com
Phone: 850.701.2442

CU Members Mortgage

15455 Dallas Pkwy. #900
Addison, TX 75001
Website: cumembers.com
Twitter: @CUMembersMtg
Facebook: Facebook.com/CUMembers
LinkedIn: Linkedin.com/company/cu-members-mortgage/
Contact: Keith Kasmire
Contact Email: keith.kasmire@homeloancu.com
Phone: 800.607.3474

CUES PREMIER SUPPLIER MEMBER
CUES SUPPLIER OF THE YEAR

CUNA Mutual Group

5910 Mineral Point Rd.
Madison, WI 53705
Website: cunamutual.com
Twitter: @CUNAMutualGroup
Facebook: Facebook.com/CUNAMutualGroupOfficial/
LinkedIn: Linkedin.com/company/cunamutualgroup
Contact: Janet McDonald, CCUE, CUDE, Senior Sales Market Manager
Contact Email: janet.mcdonald@cunamutual.com
Phone: 800.356.2644

CUNA Mutual Group, founded more than 80 years ago by leaders who were looking for an insurance partner they could trust, helps people plan, protect and invest for their future. Visit *cunamutual.com/executivebenefits* to learn how our executive benefits program helps to establish leadership continuity by customizing plans and funding solutions to your credit union.

CUESolutions Provider
CUES PREMIER SUPPLIER MEMBER
CUES SUPPLIER OF THE YEAR

CUProdigy

209 E. Gordon Ave.
Layton, UT 84041
Website: cuprodigy.com
Twitter: @CUProdigyCUSO
Facebook: Facebook.com/cuprodigy
Contact: Anthony Montgomery, President
Contact Email: amontgomery@cuprodigy.com
Phone: 877.300.2837

CUProdigy provides a modern, cloud-based core processing platform unmatched in openness, flexibility and functionality. It's API-driven, making third-party connectivity easy—and we don't charge for third-party integrations. We offer all this for only $1 per member per month. We also offer core-agnostic cloud infrastructure services customized for credit unions.

CUES PREMIER SUPPLIER MEMBER

Currency

12-8465 Harvard Place
Chilliwack, BC V2P 7Z5
Canada
Website: currencymarketing.ca
Twitter: @currencyupdates
Facebook: Facebook.com/currencymarketing
LinkedIn: Linkedin.com/company/currency-marketing
Contact: Nala Henkel-Aislinn, Sales & Program Support
Contact Email: nhenkel@currencymarketing.com
Phone: 877.230.1516

CUES PREMIER SUPPLIER MEMBER

Davies Park Executive Search

609 Granville St. #880
Vancouver, BC V7Y 1G5
Canada
Website: daviespark.com
Twitter: @DaviesParkTeam
LinkedIn: Linkedin.com/company/davies-park/
Contact: Ian Warner, President/CEO
Contact Email: warner@aprio.net
Phone: 855.552.7746

CUES STRATEGIC PARTNER

DDJ Myers

4455 E. Camelback Rd. #C138
Phoenix, AZ 85018
Website: ddjmyers.com
Twitter: @DDJMyers
LinkedIn: Linkedin.com/company/ddj-myers
Contact: Peter Myers, Senior Vice President
Contact Email: pmyers@ddjmyers.com
Phone: 800.574.8877

CUESolutions Provider

CUES PREMIER SUPPLIER MEMBER
CUES SUPPLIER OF THE YEAR

Doeren Mayhew

305 W. Big Beaver Rd. #200
Troy, MI 48084
Website: doeren.com
Twitter: @doerenmayhew
Facebook: Facebook.com/DoerenMayhewCPA
LinkedIn: Linkedin.com/company/doeren-mayhew
Contact: Robin D. Hoag, CPA, CMC, CGMA, Shareholder
Contact Email: hoag@doeren.com
Phone: 888.433.4839

eDOC Innovations

1197 Exchange St. #1
Middlebury, VT 05753
Website: edoclogic.com
Twitter: @eDOCInnovations
Facebook: Facebook.com/edoclogic
LinkedIn: Linkedin.com/company/edoc-innovations
Contact: Joseph Lao, Manager/Business Development
Contact Email: jlao@edoclogic.com
Phone: 800.425.7766

CUES PREMIER SUPPLIER MEMBER

Enhanced Software Products Inc. (ESP)

1811 N. Hutchinson Rd.
Spokane Valley, WA 99212
Website: espsolution.net
LinkedIn: Linkedin.com/company/enhanced-software-products-inc
Contact: Shaun Murray, President
Contact Email: smurray@espsolution.net
Phone: 800.456.5750

Experian

475 Anton Blvd.
Costa Mesa, CA 92626
Website: experian.com/creditunions
Twitter: @ExperianCredit
LinkedIn: Linkedin.com/in/sueschroeder
Contact: Sue Schroeder, Senior Director/Marketing & Insights
Contact Email: sue.schroeder@experian.com
Phone: 714.830.3052

CUES PREMIER SUPPLIER MEMBER

FirstClose

10800 Pecan Park Blvd. #310
Austin, TX 78750
Website: firstclose.com
Twitter: @firstclose
Facebook: Facebook.com/FirstCloseTech
LinkedIn: Linkedin.com/company/firstclose
Contact: Leigh Richey, Director/Marketing
Contact Email: leigh.richey@firstclose.com
Phone: 512.418.8989

Fiserv

255 Fiserv Dr.
Brookfield, WI 53045
Website: fiserv.com
Twitter: @Fiserv
Facebook: Facebook.com/Fiserv
Contact Email: getsolutions@fiserv.com
Phone: 800.872.7882

Fiserv is driving innovation in payments, processing services, risk & compliance, customer & channel management and insights & optimization. Our solutions help clients deliver financial services at the speed of life to enhance the way people live and work today.

CUES PREMIER SUPPLIER MEMBER

Fox Rothschild LLP

747 Constitution Dr. #100
Exton, PA 19341
Website: foxrothschild.com
Contact: Christopher Pippett, Partner
Contact Email: cpippett@foxrothschild.com
Phone: 610.458.7500

Frost Financial Services Inc.

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

GrooveCar

200 Motor Pkwy. #B10
Hauppauge, NY 11788
Website: groovecarinc.com
Twitter: @groovecar
Facebook: Facebook.com/groovecar
LinkedIn: Linkedin.com/company/groovecar-inc
Contact: Robert O'Hara, VP/Strategic Alliances
Contact Email: info@groovecar.com
Phone: 631.454.7500

Harland Clarke

133 Peachtree St. NE 26th Fl. #2600
Atlanta, GA 30303
Website: harlandclarke.com
Twitter: @HarlandClarke
Contact: Stacey Leone, Executive Director
Contact Email: stacey.leone@harlandclarke.com

Harland Clarke is a leading provider of customer engagement solutions that help connect businesses and people how, when and where it matters. The company's check, card, lifecycle marketing, contact center, critical communication, treasury management, promotional product and GRC (governance, risk and compliance) solutions help its clients and distribution partners optimize the quality of the customer experience they deliver across all channels.

Howard & Howard Attorneys PLLC

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

Hunton Andrews Kurth LLP

951 East Byrd St.
Richmond, VA 23219
Website: hunton.com
Contact: Richard Garabedian, Counsel
Contact Email: rgarabedian@HuntonAK.com
Phone: 202.419.2117

Hyland Software

28500 Clemens Rd.
Westlake, OH 44145
Website: onbase.com
Twitter: @onbase
Facebook: Facebook.com/OnBase
Contact: Stephen Comer, Director/Financial Services
Contact Email: Stephen.Comer@hyland.com
Phone: 216.409.4693

CUESolutions Provider

CUES SUPPLIER OF THE YEAR

inLighten Inc.

9645 Wehrle Dr.
Clarence, NY 14031
Website: inlighten.net
Contact: Matt Welter, Communications Director
Contact Email: mwelter@inlighten.net
Phone: 716.759.7750

Institution Solutions/ALLOY Insurance Partners

111 W. Spring Valley Rd. #200
Richardson, TX 75081
Website: isillc.com
Contact: Greg Hagan, SVP/Sales
Contact Email: ghagan@isillc.com
Phone: 800.365.7526

IZALE Financial Group

2400 Big Timber Rd. #103A
Elgin, IL 60124
Website: IZALEfg.com
Twitter: @IZALEfg
Facebook: Facebook.com/IZALEfg
LinkedIn: Linkedin.com/company/izale-financial-group
Contact: Chris Richardson, VP/Sales
Contact Email: chris@izalefg.com
Phone: 630.883.0596

John M. Floyd & Associates

125 N. Burnett Dr.
Baytown, TX 77520
Website: JMFA.com
LinkedIn: linkedin.com/company/jmfa/
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, staffing studies, and process improvement as well as recruitment services from the executive-level to project or contract staffing.

CUES SUPPLIER OF THE YEAR

Kaufman & Canoles. P.C.

150 W Main St. #1800
Norfolk, VA 23510
Website: kaufmanandcanoles.com
Twitter: @kaufCAN
Facebook: kaufman-canoles-pc
LinkedIn: linkedin.com/company/kaufman-&-canoles
Contact: Dustin H. DeVore, Esq.
Contact Email: dhdevore@kaufcan.com
Phone: 757.259.3808

La Macchia Group LLC

157 N. Milwaukee St.
Milwaukee, WI 53202
Website: lamacchiagroup.com
Twitter: @lamacchiagroup
Facebook: Facebook.com/lamacchiagroup
LinkedIn: Linkedin.com/company/la-macchia-group/
Contact: Dave Throndson, VP/Business Development
Contact Email: dave@lamacchiagroup.com
Phone: 414.223.4400

LEO Cyber Security

1612 Summit Ave. #415
Fort Worth, TX 76102
Website: leocybersecurity.com
Twitter: @LEOCyberSec
LinkedIn: linkedin.com/company/leo-a-cyber-security-company/
Phone: 530.FINDLEO
Contact: Charlie Roberts, VP/Business Development
Contact Email: croberts@leocybersecurity.com
Phone: 512.653.5916

LSC

1807 W. Diehl Rd.
Naperville, IL 60563
Website: lsc.net
Facebook: Facebook.com/lscforcus
LinkedIn: Linkedin.com/company/lsc-helping-credit-unions-compete/
Contact: Steven Ryniec
Contact Email: sales@lsc.net
Phone: 800.942.7124

M2 The Agency

18001 Highway 105 #214
Montogomery, TX 77356
Website: m2theagency.com
Twitter: @m2theagency
Facebook: Facebook.com/m2TheAgency
LinkedIn: Linkedin.com/company/m2-the-agency
Contact: Merideth Miller, President
Contact Email: info@m2theagency.com
Phone: 832.681.9221

MagTek Inc.

1710 Apollo Ct.
Seal Beach, CA 90740
Website: magtek.com
Twitter: @magtek
Facebook: Facebook.com/magtekcorp
LinkedIn: Linkedin.com/company/magtek/
Contact: Liza MacKinnon
Contact Email: liza.mackinnon@magtek.com
Phone: 562.546.6400

MagTek provides secure services and hardware for in-branch mobile teller, teller automation, remote deposit and instant issuance. Our QwickCards instant issuance service is flexible and scalable to meet any size credit union.

MARQUIS

5208 Tennyson Pkwy. #120
Plano, TX 75024
Website: gomarquis.com
Twitter: @GoMarquis
Facebook: Facebook.com/GoMarquis
LinkedIn: Linkedin.com/company/marquis-software-solutions
Contact: Bennett Seibert, AVP/Communications
Contact Email: bennets@marquis.com
Phone: 214.778.3032

CUES PREMIER SUPPLIER MEMBER
CUES SUPPLIER OF THE YEAR

Mastercard

2000 Purchase St.
Purchase, NY 10577
Website: mastercard.com
Twitter: @MasterCard
Facebook: Facebook/MastercardUS
Phone: 804.784.7788
CUES PREMIER SUPPLIER MEMBER

McLagan

5600 West 83rd Street
8200 Tower, #1100
Minneapolis, MN 55437
Website: mclagan.com
LinkedIn: Linkedin.com/company/mclagan
Contact: Katrina Gerenz, Associate Partner
Contact Email: katrina.gerenz@mclagan.com
Phone: 952.886.8247

Member Access Pacific

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

Meyer-Chatfield Group

261 Old York Rd. #604
Jenkintown, PA 19046
Website: MeyerChatfield.com
LinkedIn: Linkedin.com/company/meyer-chatfield
Contact: John Moreno, Senior Managing Director
Contact Email: John.Moreno@MeyerChatfield.com
Phone: 800.444.2654

Momentum Inc.

1520 4th Ave. #300
Seattle, WA 98101
Website: momentumbuilds.com
Twitter: @PlanDesignBuild
Facebook: Facebook.com/buildvelocity
LinkedIn: Linkedin.com/company/momentum-inc/
Contact: Mark Alguard, Senior Director
Contact Email: malguard@momentumbuilds.com
Phone: 206.787.8075

MyBoardPacket.com/ M29 Software

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

NewGround

15450 S. Outer 40 Rd. #300
Chesterfield, MO 63017
Website: newground.com
Twitter: @NewGroundSTL
Facebook: Facebook.com/NewGroundSTL
LinkedIn: Linkedin.com/company/newground
Contact: Jeff Winter, SVP/Business Development
Contact Email: jwinter@newground.com
Phone: 888.613.0001

Oak Tree Business Systems Inc.

42645 Moonridge Rd.
Big Bear Lake, CA 92315
Website: OakTreeBiz.com
Twitter: @OTBS_CUforms
Facebook: Facebook.com/OakTreeBiz/
LinkedIn: Linkedin.com/company/oak-tree-business-systems-inc/
Contact: Jeff Osburn, Executive Director/ Operations
Contact Email: ClientServices@OakTreeBiz.com
Phone: 800.537.9598

O.M. Financial Group

6800 Jericho Tpke. #202W
Syosset, NY 11791
Website: omfingroup.com
Contact: Bruce D. Smith, CFA, Executive Benefit Consultant
Contact Email: brucedsmith2@financialguide.com
Phone: 516.639.0556
CUES PREMIER SUPPLIER MEMBER

Ongoing Operations LLC

18450 Showalter Rd. #101
Hagerstown, MD 21742
Website: ongoingoperations.com
Twitter: @ogo_cuso
LinkedIn: Linkedin.com/company/ongoing-operations-llc
Contact: Kirk Drake, President/CEO
Contact Email: kdrake@ongoingoperations.com
Phone: 877.552.7892
CUES PREMIER SUPPLIER MEMBER

O'Rourke & Associates

365 South Spruce Ave., 2nd Floor
San Francisco, CA 94080
Website: orourkeconsult.com
Twitter: @OrourkeConsult
LinkedIn: Linkedin.com/company/o'rourke-&-associates
Contact: Rebecca Bower, President
Contact Email: info@omaconsult.com
Phone: 800.394.1918

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

CUES PREMIER SUPPLIER MEMBER

Passageways Inc.

8 N. 3rd St.
Lafayette, IN 47901
Website: passageways.com/
Twitter: @passageways
Facebook: Facebook.com/passageways
LinkedIn: Linkedin.com/company/passageways/
Contact: Luke Hoffmann, Marketing Development Representative
Contact Email: more@passageways.com
Phone: 765.535.1882

PSCU

560 Carillon Pkwy.
St. Petersburg, FL 33716
Website: pscu.com
Twitter: @PSCUForward
Facebook: Facebook.com/PSCUForward
Contact: Brian Scott, SVP/Sales/Solutions Consulting
Contact Email: moreinfo@pscu.com
Phone: 844.367.7728

PSCU, the nation's leading credit union service organization, supports the growth of nearly 900 owner credit unions representing 20.4 million accounts. PSCU's secure business offerings include payment solutions, risk management, analytics, loyalty programs, marketing, strategic consulting and mobile platforms. Comprehensive 24/7/365 member support is delivered by PSCU's U.S. contact centers.

CUES PREMIER SUPPLIER MEMBER
CUES SUPPLIER OF THE YEAR

Grow Beyond

Q2

13785 Research Blvd. #150
Austin, TX 78750
Website: q2ebanking.com
Phone: 512.275.0072

CUES PREMIER SUPPLIER MEMBER

Quantum Governance L3C

9409 Old Courthouse Rd.
Vienna, VA 22182
Website: quantumgovernance.net
Contact: Jennie Boden, Managing Director/Strategic Relationships
Contact Email: jennie@quantumgovernance.net
Phone: 703.242.2016

CUES STRATEGIC PARTNER

Rochdale Paragon Group LLC

8575 W. 110th St. #220
Overland Park, KS 66210
Website: rochdaleparagon.com
Twitter: @rochdalegroup
Contact: Jeff Owen, COO
Contact Email: jowen@rochdaleparagon.com
Phone: 913.890.8011

CUES PREMIER SUPPLIER MEMBER

Share One Inc.

2650 Thousand Oaks Blvd. #1120
Memphis, TN 38118
Website: shareone.com
Twitter: @Shareone_EDU
Facebook: Facbook.com/ShareOneInc
Contact: Teri Van Frank, President/CEO
Contact Email: tvf@shareone.com
Phone: 800.888.0766

CUES PREMIER SUPPLIER MEMBER

ServiStar Consulting, Inc.

240 Tarragon Dr.
Fayetteville, GA 30215-6520
Website: ServiStarConsulting.com
Facebook: Facebook.com/CUESServiStar
Contact: Michael Neill, CSE, President
Contact Email: Mike@michaelneill.com
Phone: 888.440.0552

CUES STRATEGIC PARTNER

The Sheeter Group

360 W. Plant St. #201
Winter Garden, FL 34787
Website: sheetergroup.com
Contact: Andie Collins, Associate Director/Marketing
Contact Email: andie@sheeterconsulting.com
Phone: 678.373.6463

Strategic Resource Management (SRM)

5100 Poplar Ave #2500
Memphis, TN 0
Website: srmcorp.com
Twitter: @SRMCorp
Facebook: Facebook.com/srmcorp/
LinkedIn: Linkedin.com/company/strategic-resource-management-srm-
Contact: Ben Mrva, EVP
Contact Email: bmrva@srmcorp.com
Phone: 800.748.2577

CUES PREMIER SUPPLIER MEMBER

Planning for your success.

SUCCESSIONapp LLC

8 Gusty Ct.
Verona, WI 53593
Website: successionapp.com
LinkedIn: Linkedin.com/in/yvonneevers/
Contact: Yvonne Evers, President/CEO
Contact Email: yvonne@successionapp.com
Phone: 608.848.2823

CUES PREMIER SUPPLIER MEMBER

SWBC

9311 San Pedro Ave. #600
San Antonio, TX 78216
Website: swbc.com
Twitter: @SWBCFI
Facebook: Facebook.com/SWBCFinancialInstitutionGroup
Contact: Mark Hein, CEO/The Financial Institution Group
Contact Email: mhein@swbc.com
Phone: 989.754.6575

CUES PREMIER SUPPLIER MEMBER
CUES SUPPLIER OF THE YEAR

Temenos

40 General Warren Blvd
Malvern, PA 19355
Website: temenos.com
Contact: Stephanie Scattolini
Contact Email: sscattolini@temenos.com
Phone: 484.318.2413

Trellance

3031 N. Rocky Point Dr. W. #750
Tampa, FL 33607
Website: trellance.com
Twitter: @trellance
Facebook: Facebook.com/trellance
LinkedIn: Linkedin.com/company/trellance
Contact: Wendy Nolan, SVP/Sales/Business Development
Contact Email: wnolan@trellance.com
Phone: 813.901.4587

Born out of nearly 30 years of payments experience and a passion for the credit union movement, Trellance is committed to providing innovative yet simple solutions to help credit unions adapt and thrive in a complex and competitive landscape. Together we can build and implement strategies to seize the exciting future of our industry.

CUES PREMIER SUPPLIER MEMBER

TriscendNP

1100 Parker Sq. #245
Flower Mound, TX 75028
Website: Triscendnp.com
Twitter: @TriscendNP
LinkedIn: Linkedin.com/company/triscendnp
Contact: Alexandria Staron, Vice President
Contact Email: AStaron@Triscendnp.com
Phone: 972.318.1110

Velocity Solutions

P.O. Box 460939
Fort Lauderdale, FL 33346
Website: MyVelocity.com
Twitter: @GoMyVelocity
Facebook: Facebook.com/VelocitySolutionsLLC
Contact: Beth Planakis, Director/Marketing
Contact Email: beth@myvelocity.com
Phone: 954.847.5812

Visa Inc.

P.O. Box 8999
San Francisco, CA 94128
Website: visa.com
Twitter: @visa
Facebook: Facebook.com/VisaUnitedStates
Contact: Doug Leighton, SVP/Head of Community Accounts
Contact Email: leighton@visa.com
Phone: 888 847 2242, Option 2

CUES PREMIER SUPPLIER MEMBER

Weber Marketing Group

225 Terry Ave. North #400
Seattle, WA 98109
Website: webermarketing.com
Twitter: @webermarketing
Facebook: Facebook.com/webermarketing/
LinkedIn: Linkedin.com/company/weber-marketing-group/
Contact: Randy Schultz, VP/Marketing
Contact Email: randy@webermarketing.com
Phone: 206.826.0322

CUES PREMIER SUPPLIER MEMBER
CUES SUPPLIER OF THE YEAR

World Council of Credit Unions

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

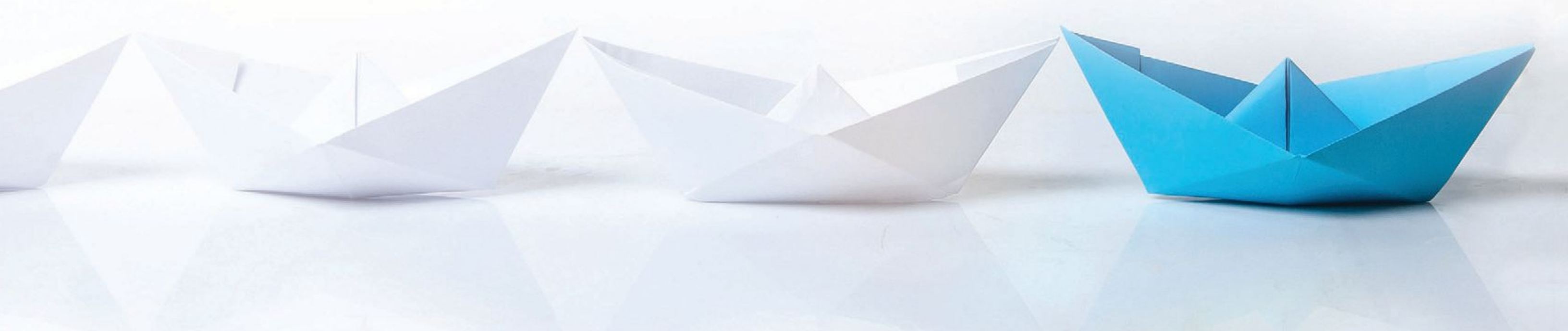
CUESolutions is a CUES program designed to easily connect credit unions with thought-leading suppliers that have the products and services they need to evolve and elevate their success. CUESolutions providers are companies CUES has identified as industry experts, and has partnered with to showcase their thought leadership to our membership.

CUNA Mutual Group is a Platinum CUESolutions provider for its executive benefits program and CUNA Mutual Retirement Solutions.

DDJ Myers is a Silver CUESolutions provider for its succession planning, executive recruitment and leadership coaching services.

OnBase by Hyland is a Bronze CUESolutions provider for enterprise information platforms.

To learn more about **CUESolutions**, contact Kari Sweeney, CUES' supplier relations manager, at **800.252.2664**, ext. **326**, or email ***kari@cues.org***.



The best CU professional development anywhere is now available everywhere!

CUES Online University™

Powered by TRC Interactive

CUES Online University provides compliance and front-line staff training at a low cost. Our extensive library offers a cost-effective way for CUs to meet NCUA-requirements as well as complete courses covering:

- Compliance
- Director Development
- Lending
- Management
- New Accounts/Sales
- Products and Services
- Teller Development

Courses are delivered in bite-sized pieces to help your staff retain what they've learned, while animations, quizzes and gamification keep the learning interactive.

cues.org/CUESU

CUES
POTENTIAL, REALIZED.™

ADVERTISING AGENCY
ChappellRoberts
Choice Creative Solutions
Concepts Unlimited Ad Agency
Credit Union Radio
M2 The Agency
Weber Marketing Group

ADVISORY TECHNOLOGY
Cornerstone Advisors Inc.
LEO Cyber Security

ASSET/LIABILITY MANAGEMENT
BFB Gallagher
Corporate America CU
SWBC

ATM SERVICES
CO-OP Financial Services
CPI Card Group
CUliance
Fiserv
PSCU
Trellance

AUDITING
Doeren Mayhew
MARQUIS

AUTO SALES/PROGRAMS
CU Direct
Frost Financial Services Inc.
GrooveCar
Institution Solutions/ALLOY Insurance Partners

BOARD GOVERNANCE
Aprio
DDJ Myers Ltd.
Hunton Andrews Kurth LLP
Kaufman & Canoles. P.C.
Meyer-Chatfield Group
MyBoardPacket.com/M29 Software
Passageways Inc.
Quantum Governance L3C
Rochdale Paragon Group LLC
SUCCESSIONapp LLC

BOARD POLICIES
BFB Gallagher
Hunton Andrews Kurth LLP
Passageways Inc.
Quantum Governance L3C

BOARD TRAINING
CUES
DDJ Myers Ltd.
Hunton Andrews Kurth LLP
Passageways Inc.
Quantum Governance L3C
Rochdale Paragon Group LLC
SUCCESSIONapp LLC

BRANCH MERCHANDISING
Concepts Unlimited Ad Agency
inLighten Inc.
NewGround
Weber Marketing Group

BRANCH PLANNING
Bancography
Capital Performance Group LLC
La Macchia Group
Momentum Inc.
NewGround

BRAND STRATEGIES
Capital Performance Group LLC
Concepts Unlimited Ad Agency
GrooveCar
La Macchia Group
M2 The Agency
NewGround
Visa Inc.
Weber Marketing Group

BUSINESS CONTINUITY PLANNING
Cornerstone Advisors Inc.
LEO Cyber Security
Meyer-Chatfield Group
Ongoing Operations LLC

CALL CENTERS
BALANCE
CO-OP Financial Services
Harland Clarke
PSCU

CARD MANUFACTURER
CPI Card Group
Harland Clarke

CARD SERVICES
CO-OP Financial Services
CPI Card Group
Fiserv
Harland Clarke
LSC
MagTek Inc.
PSCU
Trellance
Visa Inc.

CHECK 21
Alogent
Corporate America CU
eDOC Innovations
Hyland Software

CHECK IMAGE EXCHANGE
Alogent
MagTek Inc.

COLD IMAGING
eDOC Innovations
Hyland Software

COLLECTION/REPOSSESSIONS
Allied Solutions
PSCU
SWBC

COMPLIANCE/REGULATORY ISSUES
Ascensus
BFB Gallagher
CU Direct
CUliance
CUNA Mutual Group
Doeren Mayhew
Experian
Howard & Howard Attorneys
Kaufman & Canoles. P.C.
LEO Cyber Security
MARQUIS
McLagan
Oak Tree Business Systems Inc.
Temenos
Velocity Solutions

CONSULTING/ACCOUNTING
Doeren Mayhew

CONSULTING/BOARD DEVELOPMENT
Capital Performance Group LLC
DDJ Myers Ltd.
John M. Floyd & Associates
Meyer-Chatfield Group
Quantum Governance L3C
Rochdale Paragon Group LLC
SUCCESSIONapp LLC

CONSULTING/FACILITY
La Macchia Group
Momentum Inc.
NewGround

CONSULTING/FINANCIAL MANAGEMENT
Capital Performance Group LLC
John M. Floyd & Associates
Rochdale Paragon Group LLC
Strategic Resource Management (SRM)
Visa Inc.

CONSULTING/HR
John M. Floyd & Associates
McLagan
O'Rourke & Associates
Passageways Inc.

CONSULTING/INVESTMENT
BFB Gallagher
CUNA Mutual Group

CONSULTING/LENDING
Cornerstone Advisors Inc.
CU Direct
Experian
GrooveCar

CONSULTING/MANAGEMENT
Capital Performance Group LLC
Cornerstone Advisors Inc.
John M. Floyd & Associates
Quantum Governance L3C
Rochdale Paragon Group LLC
Strategic Resource Management (SRM)
Trellance

CONSULTING/MARKETING
Accella LLC
Capital Performance Group LLC
Choice Creative Solutions
Concepts Unlimited Ad Agency
Credit Union Radio
Experian
GrooveCar
M2 The Agency
MARQUIS
PSCU
Weber Marketing Group

CONSULTING/MERGERS
Cornerstone Advisors Inc.
Currency
DDJ Myers Ltd.
Doeren Mayhew
Howard & Howard Attorneys
Hunton Andrews Kurth LLP
John M. Floyd & Associates
Kaufman & Canoles. P.C.
Rochdale Paragon Group LLC
Strategic Resource Management (SRM)

CONSULTING/OPERATIONS
Ascensus
Cornerstone Advisors Inc.
CUliance
John M. Floyd & Associates
Momentum Inc.
Ongoing Operations LLC
Trellance

CONSULTING/PLANNING
Capital Performance Group LLC
Cornerstone Advisors Inc.
DDJ Myers Ltd.
La Macchia Group
Meyer-Chatfield Group
Quantum Governance L3C

CONSULTING/TECHNOLOGY
Accella LLC
Cornerstone Advisors Inc.
CPI Card Group
Doeren Mayhew
Hunton Andrews Kurth LLP
LEO Cyber Security
Ongoing Operations LLC
Strategic Resource Management (SRM)
Velocity Solutions

CONTRACT MANAGEMENT
CobbleStone Systems Corp.
Hyland
Strategic Resource Management (SRM)
Trellance

CORE PROCESSING
Cornerstone Advisors Inc.
CUProdigy
Fiserv
Share One Inc.
Temenos

CORPORATE CREDIT UNION
Corporate America CU

CREDIT CARD PROCESSING
Allied Solutions
CO-OP Financial Services
LSC

CREDIT CARD SERVICES
CO-OP Financial Services
LSC
Trellance
Visa Inc.

CREDIT SCORING
Experian

CUSTOMER RELATIONSHIP MANAGEMENT
Choice Creative Solutions
Fiserv
MARQUIS
Visa Inc.

DATA PROCESSING/HARDWARE/SOFTWARE
Enhanced Software Products, Inc. (ESP)
Share One Inc.

DATA SERVICES/LINKING/MAPPING
FirstClose
LEO Cyber Security
MARQUIS
Oak Tree Business Systems Inc.

DEBIT CARD PROCESSING/SERVICES
CO-OP Financial Services
CPI Card Group
Enhanced Software Products Inc. (ESP)
LSC
PSCU
Trellance
Visa Inc.

DEPOSIT PLATFORM
Corporate America CU

DIFFERENTIATION/POSITIONING STRATEGY
Momentum Inc.
NewGround
Velocity Solutions
Visa Inc.
Weber Marketing Group

DIGITAL/DIGITIZED SIGNATURE CAPTURE
eDOC Innovations
Fiserv
Hyland
MagTek Inc.
NewGround
Oak Tree Business Systems Inc.

DISASTER RECOVERY
CUProdigy
Fiserv
Oak Tree Business Systems Inc.
Ongoing Operations LLC

DOCUMENT IMAGING/ARCHIVING
Alogent
Ascensus
Hyland

EARNINGS ENHANCEMENT PROGRAMS
John M. Floyd & Associates
IZALE Financial Group
Meyer-Chatfield Group
Strategic Resource Management (SRM)

E-COMMERCE
Accella LLC
eDOC Innovations

E-DOCUMENT STRATEGY MANAGEMENT
Alogent
eDOC Innovations
MagTek Inc.
MyBoardPacket.com/M29 Software
Passageways Inc.

EDUCATION/TRAINING
Ascensus
BALANCE
Capital Performance Group LLC
CUES
CUES Online University™, powered by TRC Interactive
Doeren Mayhew
Howard & Howard Attorneys
Kaufman & Canoles. P.C.
Oak Tree Business Systems Inc.
Passageways Inc.
Quantum Governance L3C
Trellance

ELECTION SERVICES
Aprio
CUES
MyBoardPacket.com/M29 Software

ELECTRONIC STATEMENT DELIVERY
Enhanced Software Products Inc. (ESP)
Harland Clarke

EMPLOYEE BENEFITS
Allied Solutions
BFB Gallagher
CUNA Mutual Group
Institution Solutions/ALLOY Insurance Partners
Meyer-Chatfield Group
The Sheeter Group
SWBC

EMPLOYEE ENGAGEMENT TRAINING
DDJ Myers Ltd.
NewGround
Passageways Inc.

E-STATEMENTS
Fiserv

EXECUTIVE COACHING/DEVELOPMENT
Capital Performance Group LLC
DDJ Myers Ltd.
Quantum Governance L3C
SUCCESSIONapp LLC

EXECUTIVE RETIREMENT BENEFITS
Allied Solutions
BFB Gallagher
Business Compensation Consulting
CUNA Mutual Group
Hunton Andrews Kurth LLP
Institution Solutions/ALLOY Insurance Partners
IZALE Financial Group
Meyer-Chatfield Group
OM Financial Group
The Sheeter Group
SWBC
Triscend

FACILITIES/BUILDING CONSTRUCTION
La Macchia Group
Momentum Inc.
NewGround
Weber Marketing Group

FINANCIAL LITERACY
BALANCE
Currency
Experian
Rochdale Paragon Group LLC
Visa Inc.

FORMS/SUPPLIES
Ascensus
CUNA Mutual Group
Harland Clarke
Oak Tree Business Systems Inc.

FRAUD RISK MANAGEMENT
CO-OP Financial Services
Corporate America CU
Doeren Mayhew
Experian
PSCU
Trellance

HUMAN RESOURCES/BENEFITS/COMPENSATION
BFB Gallagher
Business Compensation Consulting
CUNA Mutual Group
DDJ Myers Ltd.
IZALE Financial Group
McLagan
Meyer-Chatfield Group
O'Rourke & Associates

HUMAN RESOURCES/EXECUTIVE SEARCH
Davies Park Executive Search
DDJ Myers Ltd.
John M. Floyd & Associates
O'Rourke & Associates

HUMAN RESOURCES/LEGAL ISSUES
Howard & Howard Attorneys
Hunton Andrews Kurth LLP
Kaufman & Canoles. P.C.

HUMAN RESOURCES/PERSONNEL/RECRUITMENT
Davies Park Executive Search
DDJ Myers Ltd.
John M. Floyd & Associates
Meyer-Chatfield Group
O'Rourke & Associates

HUMAN RESOURCES/SUCCESSION PLANNING
DDJ Myers Ltd.
John M. Floyd & Associates
Meyer-Chatfield Group
O'Rourke & Associates
Quantum Governance L3C
SUCCESSIONapp LLC

IMAGE PROCESSING
Alogent
Fiserv

INCENTIVE PROGRAMS
Allied Solutions
Business Compensation Consulting
McLagan
Meyer-Chatfield Group

INDIRECT LENDING
CU Direct
GrooveCar
Temenos

INFORMATION SECURITY
Doeren Mayhew
Hunton Andrews Kurth LLP
LEO Cyber Security
Ongoing Operations LLC
Passageways Inc.

INSURANCE/CREDIT UNIONS
Affinion Insurance Solutions
BFB Gallagher
CUNA Mutual Group
Frost Financial Services Inc.
Institution Solutions/ALLOY Insurance Partners
Meyer-Chatfield Group
SWBC

INSURANCE/MEMBER
Allied Solutions
CUNA Mutual Group
Frost Financial Services Inc.
Institution Solutions/ALLOY Insurance Partners
IZALE Financial Group
SWBC

INVESTMENTS/SECURITIES
BFB Gallagher
Corporate America CU
CUNA Mutual Group
Fiserv
IZALE Financial Group
Meyer-Chatfield Group
SWBC

KIOSKS
CO-OP Financial Services
inLighten Inc.

LEARNING MANAGEMENT SYSTEM
CUES
CUES Online University™, powered by TRC Interactive
BALANCE
Passageways Inc.

LEGAL SERVICES
Howard & Howard Attorneys
Hunton Andrews Kurth LLP
Kaufman & Canoles. P.C.

LEGISLATION/REGULATORY ISSUES
Ascensus
Capital Performance Group LLC
Howard & Howard Attorneys
Kaufman & Canoles. P.C.
Hunton Andrews Kurth LLP
MARQUIS
Oak Tree Business Systems Inc.

LENDING/AUTO LOANS
CU Direct
Frost Financial Services Inc.
GrooveCar
Oak Tree Business Systems Inc.
SWBC

LENDING/COMMERCIAL LENDING
Oak Tree Business Systems Inc.

LENDING/CONSUMER LENDING
Allied Solutions
Capital Performance Group LLC
CU Direct
FirstClose
Oak Tree Business Systems Inc.
Temenos
Velocity Solutions

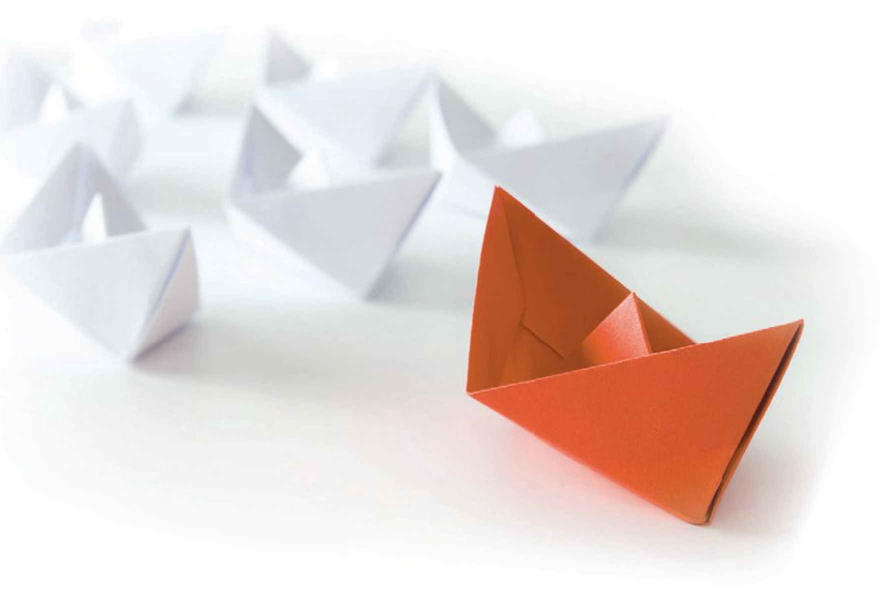
LENDING/HOME EQUITY/ 2ND MORTGAGE
FirstClose
Oak Tree Business Systems Inc.

LENDING/INDIRECT LENDING
CU Direct
GrooveCar
Oak Tree Business Systems Inc.
Temenos

LENDING/LOAN AUTOMATION
CU Direct
CUNA Mutual Group
FirstClose
Institution Solutions/ALLOY Insurance Partners
Oak Tree Business Systems Inc.
Temenos

LENDING/LOAN DECISIONING
CU Direct
CUNA Mutual Group
Experian
FirstClose
Temenos

LENDING/MORTGAGE LENDING
Allied Solutions
CU Direct
CU Members Mortgage
FirstClose
SWBC



LENDING/OPERATIONAL MORTGAGE DOCUMENTS
Howard & Howard Attorneys
Oak Tree Business Systems Inc.

LOAN AUTOMATION
CUNA Mutual Group
Experian
FirstClose
Hyland

LOAN ORIGINATION SERVICES/ SOFTWARE
CU Direct
CU Members Mortgage
Experian
FirstClose
Fiserv
SWBC
Temenos

MARKET INTELLIGENCE
M2 The Agency
MARQUIS
Momentum Inc.
Strategic Resource Management (SRM)
Weber Marketing Group

MARKETING SERVICES/ ADVERTISING AGENCY
Accella LLC
ChappellRoberts
Credit Union Radio
Currency
M2 The Agency
MARQUIS
Weber Marketing Group

MARKETING SERVICES/CREATIVE SERVICES
Accella LLC
ChappellRoberts
Concepts Unlimited Ad Agency
Credit Union Radio
Credit Union Times
Currency
GrooveCar
Harland Clarke
M2 The Agency
MARQUIS
Weber Marketing Group

MARKETING SERVICES/CROSS-SELL/ SALES TRACKING
Affinion Insurance Solutions
MARQUIS

MARKETING SERVICES/DIRECT MAIL
Affinion Insurance Solutions
Allied Solutions
ChappellRoberts
Concepts Unlimited Ad Agency
CUNA Mutual Group
Harland Clarke
Institution Solutions/ALLOY Insurance Partners
M2 The Agency
MARQUIS
Oak Tree Business Systems Inc.

MARKETING SERVICES/MCIF
MARQUIS
Weber Marketing Group

MARKETING SERVICES/NEWSLETTERS/PUBLICATIONS
Ascensus
BALANCE
Concepts Unlimited Ad Agency
Credit Union Times
CUES
CU Insight
M2 The Agency

MARKETING SERVICES/RESEARCH
Bancography
Capital Performance Group LLC
ChappellRoberts
Harland Clarke
M2 The Agency

MARKETING SERVICES/SALES TRACKING
M2 The Agency

MEDIA
Concepts Unlimited Ad Agency
Credit Union Radio
Credit Union Times
CUES
CU Insight
inLighten Inc.
M2 The Agency

MEMBER PROFITABILITY
Bancography
Capital Performance Group LLC
CO-OP Financial Services
Institution Solutions/ALLOY Insurance Partners
John M. Floyd & Associates
MARQUIS
Temenos
Trellance
Weber Marketing Group

MEMBER RELATIONSHIP MANAGEMENT
Institution Solutions/ALLOY Insurance Partners
MARQUIS
Velocity Solutions

MEMBER SATISFACTION RESEARCH
Bancography

MERGERS
Cornerstone Advisors Inc.
DDJ Myers Ltd.
Doeren Mayhew
Howard & Howard Attorneys
Hunton Andrews Kurth LLP

MOBILE BANKING
Allied Solutions
Alogent
CO-OP Financial Services
Corporate America CU
Fiserv
PSCU
Strategic Resource Management (SRM)
Visa Inc.

MORTGAGE LENDING SERVICES
CU Members Mortgage
FirstClose
Howard & Howard Attorneys
SWBC

NEWS SOURCE
Credit Union Times
CUES
CU Insight

NON-INTEREST INCOME
CUNA Mutual Group
Frost Financial Services Inc.
Institution Solutions/ALLOY Insurance Partners
IZALE Financial Group
Meyer-Chatfield Group
SWBC
Velocity Solutions

ONLINE BANKING
Alogent
CO-OP Financial Services
Enhanced Software Products Inc. (ESP)
Fiserv
PSCU
Strategic Resource Management (SRM)

OVERDRAFT PRIVILEGE PROGRAMS
John M. Floyd & Associates
Velocity Solutions

PAYMENTS
CPI Card Group
CO-OP Financial Services
Corporate America CU
Harland Clarke
LSC
PSCU
Strategic Resource Management (SRM)
Trellance
Visa Inc.

PAYROLL ADMINISTRATION/CARD PROGRAMS
Harland Clarke

PERFORMANCE MANAGEMENT & INFORMATION
Capital Performance Group LLC
Cornerstone Advisors Inc.

PORTFOLIO ADVISORY SERVICES
CU Direct
CUNA Mutual Group
Experian
LSC
PSCU
Trellance

PREPAID PROGRAMS
CPI Card Group
CUliance
LSC
PSCU

PRODUCT PROFITABILITY
Bancography
Capital Performance Group LLC
Trellance
Velocity Solutions

RETAIL BRANDING/MERCHANDISING
Harland Clarke
inLighten Inc.
M2 The Agency
NewGround
Weber Marketing Group

RETAIL PLANNING
Capital Performance Group LLC
La Macchia Group
Momentum Inc.
NewGround

RETIREMENT PLAN PROVIDER
Ascensus
BFB Gallagher
CUNA Mutual Group
Institution Solutions/ALLOY Insurance Partners
Meyer-Chatfield Group

REWARDS/MEMBER LOYALTY REWARDS
Allied Solutions
CO-OP Financial Services
PSCU
Trellance
Velocity Solutions

SALES CULTURE DEVELOPMENT
Allied Solutions
Choice Creative Solutions
CUES
CUNA Mutual Group
GrooveCar
ServiStar Consulting, Inc.

SECURITY/ONLINE/RISK MANAGEMENT
Allied Solutions
CUNA Mutual Group
Doeren Mayhew
Experian
Fiserv
LEO Cyber Security
Rochdale Paragon Group LLC
SWBC

SHARED BRANCHING
CO-OP Financial Services

SHARE DRAFT SERVICES
Corporate America CU

SIGNATURE CAPTURE
eDOC Innovations
MagTek Inc.

SOCIAL MEDIA
BALANCE
ChappellRoberts
Choice Creative Solutions
Concepts Unlimited Ad Agency
M2 The Agency
MARQUIS
Oak Tree Business Systems Inc.
PSCU

SOFTWARE/BROWSER-BASED SOFTWARE
Accella LLC
CobbleStone Systems Corp.
CUProdigy
eDOC Innovations
FirstClose
GrooveCar
MagTek Inc.
MyBoardPacket.com/M29 Software

SOFTWARE/COLLECTIONS
Allied Solutions
Experian
SWBC
Temenos

SOFTWARE/COMPLIANCE
Ascensus
CobbleStone Systems Corp.
FirstClose
Hyland
LEO Cyber Security
MARQUIS
Ongoing Operations LLC
Passageways Inc.
Temenos
Velocity Solutions

SOFTWARE/CONSULTING & VENDOR SEARCH
CobbleStone Systems Corp.
Cornerstone Advisors Inc.
LEO Cyber Security
Passageways Inc.
Rochdale Paragon Group LLC

SOFTWARE/CORE PROCESSING
CUProdigy
Enhanced Software Products Inc. (ESP)
Fiserv
Share One Inc.
Temenos

SOFTWARE/DISASTER RECOVERY
Hyland
LEO Cyber Security
Ongoing Operations LLC

SOFTWARE/INTERNET/PC BANKING
Accella LLC
Alogent

SOFTWARE/LENDING
CU Direct
Experian
FirstClose
Temenos
Velocity Solutions

SOFTWARE/REPOSESSIONS/RECOVERIES/CHARGED OFFS
Allied Solutions
Temenos

SOFTWARE/TRAINING
Ascensus
CUES
LEO Cyber Security
SUCCESSIONapp LLC

STATEMENT PRINTING AND MAILING
CPI Card Group
Enhanced Software Products Inc. (ESP)
Harland Clarke

STATEMENT PROCESSING
Enhanced Software Products Inc. (ESP)
Fiserv

STRATEGIC PLANNING
Capital Performance Group LLC
Cornerstone Advisors Inc.
DDJ Myers Ltd.
Experian
GrooveCar
La Macchia Group
M2 The Agency
Passageways Inc.
Quantum Governance L3C
Rochdale Paragon Group LLC
Visa Inc.

TECHNOLOGY
Accella LLC
Alogent
Ascensus
Choice Creative Solutions
Cornerstone Advisors, Inc.
CPI Card Group
CUProdigy
eDOC Innovations
FirstClose
Hyland Software
inLighten Inc.
La Macchia Group
LEO Cyber Security
MyBoardPacket.com/M29 Software
Ongoing Operations LLC
Passageways Inc.
Share One Inc.
Temenos
Velocity Solutions
Visa Inc.

TALENT DEVELOPMENT/TRAINING
Ascensus
BALANCE
CUES
CUES Online University™, powered by TRC Interactive
DDJ Myers Ltd.
Institution Solutions/ALLOY Insurance Partners
Quantum Governance L3C
Rochdale Paragon Group LLC
ServiStar Consulting Inc.
Trellance

TRANSACTION PROCESSING
Alogent

TRAVEL/GIFT CARD PROGRAMS
LSC

VENDOR NEGOTIATIONS/MANAGEMENT
Cornerstone Advisors Inc.
FirstClose
Howard & Howard Attorneys
Hunton Andrews Kurth LLP
Institution Solutions/ALLOY Insurance Partners
John M. Floyd & Associates
LEO Cyber Security
Rochdale Paragon Group LLC
Share One Inc.
Strategic Resource Management (SRM)

WEB PAGES/SITE DESIGN
Accella LLC
ChappellRoberts
Choice Creative Solutions
Enhanced Software Products Inc. (ESP)
GrooveCar
M2 The Agency

WORKFLOW
Hyland
Passageways Inc.

Member since 1993
Fiserv

Member since 1994
Concepts Unlimited Ad Agency
CUliance
Doeren Mayhew
Weber Marketing Group

Member since 1997
DDJ Myers Ltd.

Member since 1998
CUNA Mutual Group

Member since 1999
SWBC

Member since 2000
Fox Rothschild LLP

Member since 2001
inLighten Inc.
Share One Inc.

Member since 2003
Cornerstone Advisors Inc.
CU Members Mortgage
Hyland Software
John M. Floyd & Associates

Member since 2004
BFB Gallagher
CU Direct
MARQUIS

Member since 2005
Alogent
Bancography
Trellance

Member since 2006
CO-OP Financial Services
Credit Union Times

Member since 2007
Allied Solutions

Member since 2009
Member Access Pacific LLC

Member since 2010
Corporate America CU
Currency
eDOC Innovations
Mastercard

Member since 2011
Momentum

Member since 2012
CU Insight
O'Rourke and Associates
World Council of Credit Unions

Member since 2013
CobbleStone Systems Corp.
Frost Financial Services Inc.

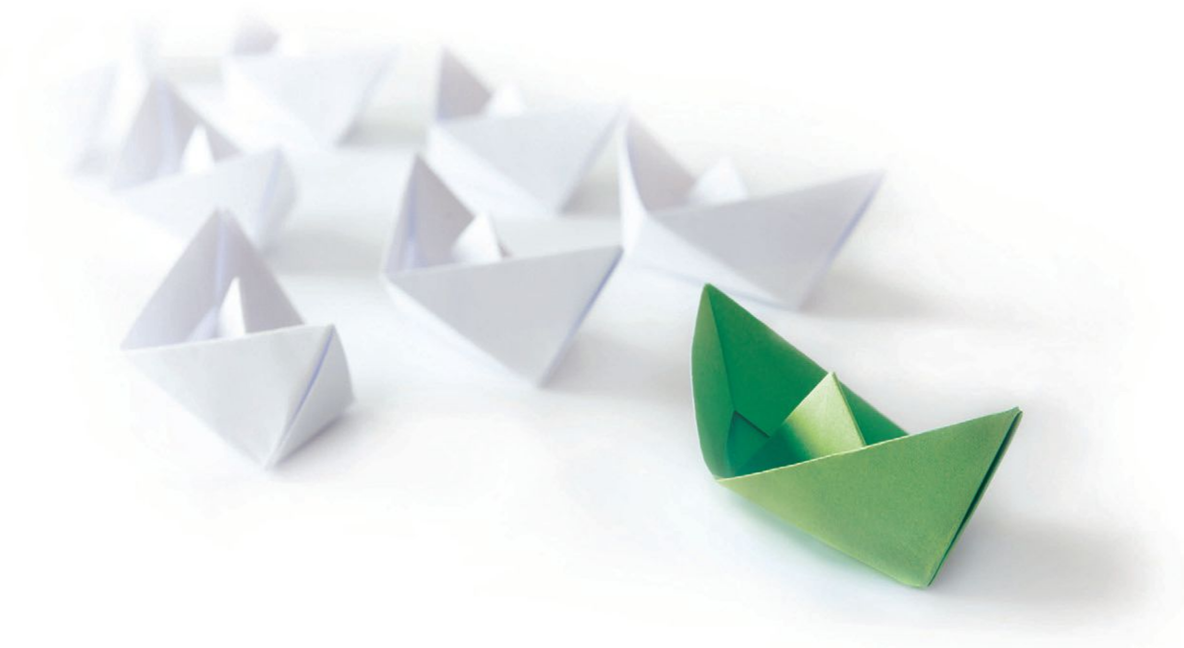
Member since 2014
Business Compensation Consulting
CPI Card Group
Enhanced Software Products, Inc. (ESP)
Howard & Howard Attorneys PLLC
IZALE Financial Group
La Macchia Group
LSC
MyBoardPacket.com/M29 Software
O.M. Financial Group
PSCU
Quantum Governance L3C
Rochdale Paragon Group LLC
Temenos

Member since 2015
Ascensus
Institution Solutions/ALLOY Insurance Partners
Strategic Resource Management
Visa Inc.

Member since 2016
Affinion Insurance Solutions
BALANCE
Davies Park Executive Search
Oak Tree Business Systems Inc
The Sheeter Group

Member since 2017
Accella
ChappellRoberts
Credit Union Radio
CUProdigy
Experian
GrooveCar
M2 The Agency
MagTek Inc.
McLagan
Meyer-Chatfield Group
NewGround
Ongoing Operations
TriscendNP

Member since 2018
Capital Performance Group LLC
Choice Creative Solutions
CRMNext
FirstClose
Hunton Andrews Kurth LLP
Kaufman & Canoles. P.C.
LEO Cyber Security
Passageways Inc.
SUCCESSIONapp LLC
Velocity Solutions




"CUES' Schools helped me realize
my greatest potential within my
credit union. I walked away with tools
I could implement right away, plus
I made connections to a great group
of colleagues."