

2022 CUES Talent Development Guide for Canadian Credit Unions

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Limitless. That's your leadership potential.

As a CUES member, you are the heart of our mission. No matter what offering you choose, our distinct differences, including proven credit union talent development resources, partnerships with world-renowned business schools, prime networking opportunities and powerful industry insights, give you a strong foundation in realizing your potential and transforming you into tomorrow's exceptional leader.

You'll discover our offerings are about much more than just professional development; you'll make connections and build treasured relationships that can help propel your career forward.

Experience the CUES difference, and realize your greatest potential today.

A Special Note

Thank you to all our Canadian CUES members for your support! You made it another successful year for CUES in Canada.

CUES Canadian Division has been up and running for over three years now and the availability of Canadian pricing and payment options continues to receive great feedback from our members.

As CUES continues to grow its Canadian presence, we are continuing to look at ways to bring more content to Canadian locations. Watch my monthly newsletter for updates on special Canadian offerings—in addition to those already included in our 2022 Calendar of Events.

CUES Membership continues to grow, and as credit unions learn how to utilize all the benefits, engagement continues to increase. Group memberships will continue to be offered at par for Canadian credit unions in 2022.

I am already booking credit union visits and events for 2022. Please reach out to me if your credit union would like an in-person visit or video conference session.

Again, all of this would not be possible without the support of our Canadian CUES members, so please contact me with any feedback or questions you may have. I always love to hear from you!

Yours truly,



Leiha Fiddler
VP Sales & Member Relations—International
604.347.7097 • leiha@cues.org

Membership

Advance Your Career With Flexible Learning

Designed based on member feedback, you'll find a CUES Membership has more benefits and resources than ever before, ultimately giving you and your credit union more value. Visit cues.org/Membership for more detailed information and to begin networking with over 35,000 of your peers.

Choose From

Individual Membership

Available to credit union staff and board members, this tier offers a basic set of benefits—including CUES Learning Portal, CUES Director Education Center, event discounts, and *Credit Union Management*™ magazine—at a great price.

Unlimited and Unlimited+

With one flat membership rate, everyone at your credit union can become a member—all staff, executive team, and board members included. Both tiers feature enhanced benefits, and offer great ways to bring talent development to everyone at your credit union.

MEMBERSHIP BENEFITS

	INDIVIDUAL CU staff or directors	UNLIMITED For all CU staff and directors	UNLIMITED+ For all CU staff and directors
CUES Learning Portal, powered by Degreed			
CUESNet™			
CUES Virtual Classroom			
<i>Credit Union Management</i> ™ Magazine			
CUES Director Education Center			
<i>CUES State of Credit Union Training and Development Report</i>			
<i>CUES Guide to Effective Mentorship</i>			
<i>CUES Welcome to Credit Union Leadership Guide</i>			
CUES Councils (special member pricing)			
CUES Webinar Series			
Special Member Event Pricing			
Harvard Manage Mentor® (Favorite Benefit)			
<i>CUES Leadership Development Guide</i>			
Director Onboarding Tool Kit			
Governance+			
Board Governance Assessment			

Key Membership Benefits

Harvard ManageMentor®

This on-demand, online learning resource offers easy access to more than 40 courses from Harvard Business Publishing, covering topics such as Business Plan Development, Career Management, Difficult Interactions, Innovation Implementation, Strategic Thinking and much more.

Getting Harvard ManageMentor on your own would cost \$650 per person, making this a tremendous value! Learn more at cues.org/HMM.



CUESNet™

Easily access your membership benefits and collaborate with your peers when you connect with CUES' online community. This secure, members-only platform allows you to join communities relevant to your job role and engage with the industry by sharing content and insights with others.

CUES Learning Portal, powered by Degreed

A blend of curated content and pre-set learning pathways offer an easy way to expand your skillset. Build connections and leverage relationships when you recommend or assign what you've learned to others. Managers—easily view the progress of your staff to aid in their development at cues.org/CLP.

Credit Union Management™ magazine

Stay on top of the latest CU news with print and digital subscriptions to CUES' monthly magazine. This publication is consistently top-rated within the industry, and offers articles covering general management, board, operations, marketing, and human resources. For even more real-time industry news visit CUmanagement.com.

CUES Director Education Center

Increase your competency on critical board topics with continually updated, interactive Director Education courses. Learn more at cues.org/DEC.

Elite Access™ Virtual Classroom

The closest thing to in-person learning, online! Participants can talk and interact with peers and experts, problem-solve, and build relationships, right from their desk. This is the perfect tool for staff with a limited professional development budget, and a great way to offer learning to up-and-coming employees. Learn more at cues.org/Events.

MEMBERSHIP DUES

Individual CUES Membership

Credit Union Staff	\$1,115
Credit Union Directors	\$615

CUES Unlimited Membership

Assets \$0-\$249M	\$3,995
Assets \$250-\$499M	\$5,995
Assets \$500-\$1B	\$7,195
Assets \$1B	\$8,395

CUES Unlimited + Membership

Assets \$0-\$249M	\$4,495
Assets \$250-\$499M	\$6,495
Assets \$500-\$1B	\$7,695
Assets \$1B	\$8,895

Values are in CAD. Individual membership price can vary slightly based on current exchange rate.

Not a CUES Member? Join Today!

When you're planning and budgeting for 2022, be sure to think about how CUES Membership can help develop everyone at your CU, including your:

- CEO
- Executive Teams
- Board Chair
- Board Liaison
- Directors
- Committee Members
- Staff
- Managers

When you're ready to join, visit cues.org/Membership, or contact Leiha Fiddler at leiha@cues.org, or by calling 604.347.7097.

Awards and Recognition

Give your peers the recognition they deserve!

Acknowledge the industry's high achievers by submitting nominations for these honors. See details at cues.org/Awards.

- **DEI: Catalyst for Change**
Celebrates DEI advancement efforts within a CU.
- **CUES Outstanding Chief Executive**
Recognizes outstanding leaders at the CEO level.
- **CUES Exceptional Leader**
Honors non-chief executive officers.
- **CUES Distinguished Director**
Recognizes board members whose efforts have strengthened their credit union.
- **CUES Hall of Fame**
Celebrates credit union professionals for life-long dedication to the industry.
- **CUES Emerging Leader**
Distinguishes future industry leaders through online learning, peer collaboration and competition.

Trusted Industry Providers

CUES Supplier Members Can Solve Your Challenges

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.

CUES members, start today by accessing the CUES Supplier Member Directory at cues.org/SupplierDirectory.



Join us for our new quarterly online discussion series, CUES RealTalk!

You'll hear from a panel of accomplished female leaders, experts, and professionals in a candid discussion about the challenges women face in the workplace their male counterparts do not. Unequal pay. Gender stereotypes. Caregiving needs. These issues can make or break a successful career.

CUES RealTalk! is free and open for all to attend. Register now at cues.org/RealTalk.



CUES is partnering with Cornell University to bring you eCornell—digital, Ivy League-level executive education, where you'll dive deep into coursework designed and created for the credit union industry and is only available through CUES. Learn more at cues.org/Cornell.

Diversity, Equity, and Inclusion
Cornell Certificate Program
January 19 – March 23, 2022

NEW! Women in Leadership
Cornell Certificate Program
March 16 – May 18, 2022

Strategy and Digital Marketing
Cornell Certificate Program
April 20 – June 22, 2022

NEW! Systems Thinking and Project Management
Cornell Certificate Program
June 15 – August 17, 2022

CUES Advanced Management Program
from Cornell University
July 20, 2022 – March 22, 2023

NEW! Human Resources Analytics
Cornell Certificate Program
August 17 – October 19, 2022





University of Pennsylvania

Advance Your Career

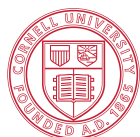
Smart executives know ongoing education is the key to success, particularly in the financial services industry. CUES institutes provide a strong foundation, helping to turn today's professionals into tomorrow's exceptional leaders. CUES has partnered with the world's most prominent business schools to bring unsurpassed educational offerings, all designed specifically for the credit union industry.



CEO Institute I: *Strategic Planning*

The Wharton School, University of Pennsylvania

Credit union executives and future leaders, take your career to the next level. Learn to turn challenges into change. Delve into strategic planning through embracing uncertainty, rather than ignoring it. Learn more at cues.org/INST1.



JOHNSON
Cornell University™

CEO Institute II: *Organizational Effectiveness*

Samuel Curtis Johnson School of Management, Cornell University

Effective change-management skills are needed for even the most thought-out plan. As a credit union executive or future leader, you'll reach beyond your area of expertise and include every level of executive management in your credit union. Learn more at cues.org/INST2.



DARDEN
Executive Education

CEO Institute III: *Strategic Leadership Development*

UVA Darden Executive Education, University of Virginia

CEO Institute III represents the highest point in your professional leadership development. Designed for credit union executives and future leaders, you'll uncover the reasons why you lead the way you do, and learn new ways to become a more effective leader. Learn more at cues.org/INST3.



Earn your Certified Chief Executive (CCE) designation by successfully completing all three weeks of CEO Institute and two between-segment assignments. This title signifies you've made an ongoing commitment to your professional development, obtaining a level of expertise recognized throughout the credit union industry.



University of Toronto



Stanford University



Rotman School of Management UNIVERSITY OF TORONTO



Attendees who complete CUES Governance Leadership Institute will become a Certified Credit Union Director (CCD). This prestigious certification honors your outstanding professional development efforts and represents your dedication to the credit union movement.

CUES Governance Leadership Institute™

Joseph L. Rotman School of Management, University of Toronto

Directors and executives, strengthen your boardroom contributions as you learn to balance healthy debate and diversity, as well as execute your fiduciary responsibilities. Learn more at cues.org/GLI.

CUES Governance Leadership Institute™ II

Joseph L. Rotman School of Management, University of Toronto

Gain an in-depth understanding of how new technologies like artificial intelligence, block chain, and data analytics can optimize your operations and give your credit union a competitive edge. Learn more at cues.org/GLI2.

STANFORD BUSINESS

GRADUATE
SCHOOL OF

Executive Education



When you have successfully completed Strategic Innovation Institute and all assigned course work, you'll have achieved Certified Innovation Executive (CIE) status. The CIE designation establishes a standard of education and excellence for credit union leaders. It signifies you have made a commitment to developing innovative and strategic vision, and obtained a level of expertise recognized throughout the credit union movement.

Strategic Innovation Institute™

Stanford Graduate School of Business, Stanford University

Credit union executives and future leaders will learn to embrace innovation and become successful agents of change. Graduates of this robust, transformational program are well equipped with a comprehensive understanding of innovation that benefits their credit unions immediately. Learn more at cues.org/SII.



CUES Executive Education— Set Yourself and Your CU Up For Success

You'll find vital topics and great networking opportunities at CUES educational events. Considered among the best in the industry, we cover subjects you need to know, presented by the best speakers and instructors. And, you'll discover CUES events are about much more than just learning; you'll also make connections with colleagues you can turn to for advice and camaraderie in the years to come.

CEO Institute I: *Strategic Planning*

In-person: April 24-29, 2022 **Online:** August 8-12, 2022
The Wharton School, University of Pennsylvania

Learn to turn challenges into change. Delve into strategic planning by embracing uncertainty, rather than ignoring it. Learn more at cues.org/INST1.

CEO Institute II: *Organizational Effectiveness*

May 15-20, 2022
Samuel Curtis Johnson Graduate School of Management
Cornell University

Effective change-management skills are needed for even the most thought-out plan. You'll reach beyond your area of expertise and include every level of executive management in your credit union. Learn more at cues.org/INST2.

CEO Institute III: *Strategic Leadership Development*

May 15-20, 2022
UVA Darden Executive Education

CEO Institute III represents the highest point in your professional leadership development. You'll uncover the reasons why you lead the way you do, and learn new ways to become a more effective leader. Learn more at cues.org/INST3.

CUES Advanced Management Program from Cornell University

July 20, 2022 - March 22, 2023

This unique 9-month program helps emerging leaders understand the C-Suite mindset. Learn how C-suite executives think about their responsibilities, and apply lessons to enhance their day-to-day work, management roles, and contributions to the organization. Learn more at cues.org/eCornell-CUManager.

CUES Symposium

February 6-10, 2022 | Wailea, Maui, Hawaii

Align the strategic vision of your top team through shared learning experiences. At this unique event, CEOs and board chairs must attend together, but will return home a stronger, more unified force. Learn more at cues.org/SYMP.

Directors Conference

December 4-8, 2022 | Las Vegas, Nevada

This comprehensive event for credit union directors takes an in-depth look at the relevant governance and strategic issues affecting your board, credit union and the movement. Learn more at cues.org/DC.

Diversity, Equity, and Inclusion

Cornell Certificate Program

January 19 - March 23, 2022

An organization is only as good as its culture—and building that culture is not only a role for HR, it's every manager's and employee's responsibility. An inclusive work environment is not just a nice-to-have, it can make or break an organization. Develop skills to build a truly aware and inclusive work culture. Learn more at cues.org/eCornell-DEI.

Execu/Net™

August 28-31, 2022 | Jackson Hole, Wyoming

Executives and directors, broaden your perspective, challenge yourself and try new things as our speakers guide you through powerful morning sessions, covering growth strategies, financial complexity and innovation. Each afternoon network with peers and nature for a fresh perspective. Learn more at cues.org/EN.

Execu/Summit®

March 13-18, 2022 | Big Sky, Montana

This meeting's unique schedule—bookending educational sessions around midday networking on the slopes—will leave you armed with the knowledge you need to take your organization's performance to the next level. Learn more at cues.org/ES.

Human Resources Analytics Cornell Certificate Program

August 17 - October 19, 2022

HR professionals build your credit union's HR analytics capabilities, derive meaning from metrics and results, and tell persuasive stories with organizational data. Strengthen your voice by using talent analytics to persuade others toward actions that best align with your goals. Learn more at cues.org/eCornell-HR.

NEW! TalentNEXT

May 15-17, 2022 | Austin, Texas

A team event designed to unite your credit unions senior leaders around a common vision for your most valuable asset—your people. Take a laser-focused look at your credit union's people strategy and discover the latest trends in talent development with your executive team. Learn more at cues.org/TalentNEXT.

Strategy and Digital Marketing Cornell Certificate Program

April 20 - June 22, 2022

Digital marketing is one of the most effective ways to build member relationships and promote your credit union's products or services. Walk away with a single, integrated plan based on your credit union's priorities and resources. Learn more at cues.org/eCornell-Marketing.

Systems Thinking & Project Management Cornell Certificate Program

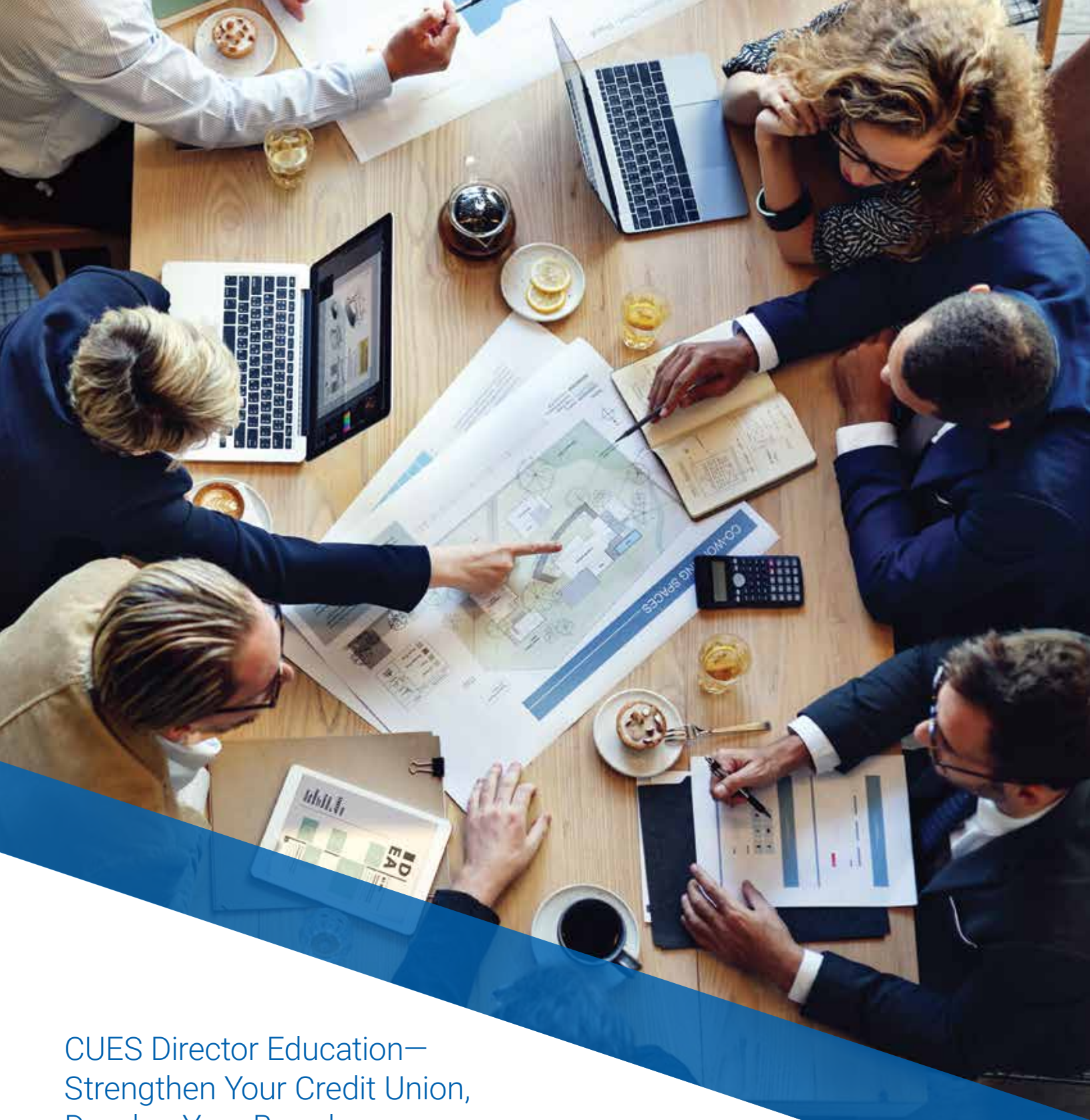
June 15 - August 17, 2022

Learn to drive projects successfully. Explore ways to scope assignments effectively, improve resource allocation and complete your project on time and within budget. Apply what you learn to any project, no matter the size or type. Learn more at cues.org/eCornell-PM.

Women in Leadership Cornell Certificate Program

March 16 - May 18, 2022

Learn to out-strategize gender bias—and your own habits—for better results. Examine the issues facing women in leadership positions, and learn strategies for handling them, including smart negotiation skills and ways to strengthen emotional intelligence for powerful leadership. Learn more at cues.org/eCornell-WIL.



CUES Director Education— Strengthen Your Credit Union, Develop Your Board

In addition to Governance+ and other online director education tools, our director events provide ways to help boards run at their optimum. You'll find faculty and speakers of the highest caliber, covering topics vital to the health of your credit union. Plus, CUES offers something for every board member—veteran directors and newly elected alike—to help your board become stronger and more efficient.

CUES Director Development Intensive

Take a dive deep into topics that will help you in creating a strong, highly-functioning board. Convenient and affordable, this online seminar gives you the chance to learn from top governance experts without the time or expense of travel. Learn more now at cues.org/DDI.

CUES Governance Leadership Institute™

June 5-8, 2022

**Joseph L. Rotman School of Management
University of Toronto**

Directors and executives, strengthen your boardroom contributions as you learn to balance healthy debate and diversity, as well as execute your fiduciary responsibilities. Learn more at cues.org/GLI.

CUES Governance Leadership Institute™ II

June 8-10, 2022

**Joseph L. Rotman School of Management
University of Toronto**

Gain an in-depth understanding of how new technologies like artificial intelligence, block chain, and data analytics can optimize your operations and give your credit union a competitive edge. Learn more at cues.org/GLI2.

CUES Symposium

February 6-10, 2022 | **Wailea, Maui, Hawaii**

Align the strategic vision of your top team through shared learning experiences. At this unique event, CEOs and board chairs must attend together, but will return home a stronger, more unified force. Learn more at cues.org/SYMP.

Director Development Seminar

September 21-23, 2022 | **Santa Barbara, California**

Board members must efficiently fulfill their fiduciary responsibilities. Attend and advance your governance skills and maximize the traits you need to successfully reach your credit union's goals. Learn more at cues.org/DDS.

Directors Conference

December 4-8, 2022 | **Las Vegas, Nevada**

This comprehensive event for credit union directors takes an in-depth look at the relevant governance and strategic issues affecting your board, credit union and the movement. Learn more at cues.org/DC.

Execu/Summit®

March 13-18, 2022 | **Big Sky, Montana**

This meeting's unique schedule—bookending educational sessions around midday networking on the slopes—will leave you armed with the knowledge you need to take your organization's performance to the next level. Learn more at cues.org/ES.

Execu/Net™

August 28-31, 2022 | **Jackson Hole, Wyoming**

Executives and directors, broaden your perspective, challenge yourself and try new things as our speakers guide you through powerful morning sessions, covering growth strategies, financial complexity and innovation. Each afternoon network with peers and nature for a fresh perspective. Learn more at cues.org/EN.



High Performing Board Digital Series®

July 1, 2022 - April 30, 2024

Transform your board into a driving force for your credit union's success. Under the guidance of six professors from world renowned universities and two consultants, you and your **ENTIRE BOARD** will explore what high-performing boards—both in- and outside the credit union industry—do right. Over the course and **2 YEARS** and **8 SEMINARS**, you and your colleagues will learn from the latest research and discover how to implement best practices. Learn more at cues.org/HPB.



CUES Partnerships and Strategic Solutions— The Tools You Need To Succeed

CUES offers services and solutions uniquely suited to the needs of credit unions, all sizes and types. Our extensive industry partnerships provide support to you in meeting your human resources, governance, strategic planning and risk management objectives.



Board Governance Assessment

Included with an [Unlimited+ Membership!](#)

Take an honest look at your board with this anonymous, online assessment tool. Evaluate board performance in key areas of governance and create a plan to improve. Learn more at cues.org/BGA.

CEO Assessment for Credit Unions

Strengthen CEO performance with this unique, web-based CEO evaluation tool combining data provided by both the CEO and directors. Learn more at cues.org/CEOAssessment.

CUES Consulting

Leverage CUES Consulting to support your current practices and help you meet future goals. CUES Consulting strengthens your leadership pipeline by providing direction and focus to support your staff's growth. Identify and develop current and emerging leaders and high performers within your credit union. Learn more at cues.org/CUESConsulting.

CUES eVote

Utilized by a number of Canadian credit unions with great success, this online voting tool streamlines merger and bylaw votes, board elections, and membership surveys—managing everything from ballots, to member service, to final result tabulations. Learn more at cues.org/eVote.

Director Skills Assessment

Improve board recruitment and focus training resources by evaluating individual and collective capabilities among your board members to pinpoint skill set gaps in five key areas. Learn more at cues.org/DSA.

Quantum Governance, L3C

Unravel your board's complicated roles and responsibilities, and combine leading-edge governance with strategic thinking to become an even greater asset to your credit union. Learn more at cues.org/QG.

Learn more about all these offerings at cues.org/Product-Service.

Digital Learning

CUES offers easy access to a vast array of online learning options from on-demand content and learning plans to online courses led by industry experts and university professors. For all of our digital learning opportunities, visit cues.org/digital-learning.





Our mission:

Educate and develop credit union CEOs, executives, directors and future leaders.

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