

2022 CUESTalent Development Guide



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.

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Membership

Advance Your Career With Flexible Learning

Designed based on member feedback, 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 36,000 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			
Credit Union Management™ Magazine			
CUES Director Education Center			
CUES State of Credit Union Training and Development Report			
CUES Guide to Effective Mentorship			
CUES Welcome to Credit Union Leadership Guide			
CUES Councils (special member pricing)			
CUES Webinar Series			
Special Member Event Pricing			
Harvard Manage Mentor® (Favorite Benefit)			
CUES Leadership Development Guide			
Director Onboarding Tool Kit			
Compensation Surveys*			
Governance+			
Board Governance Assessment			
*Surveys not applicable to Canadian credit unions.			

Key Membership Benefits

Harvard ManageMentor®

This on-demand, online learning resource offers easy access to more than 40 courses from Harvard Business Publishing, and covers 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.

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**.

CUES 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 Directors \$49	5

Values are approximate and based on an average number of employees within each asset size.

CUES Unlimited Membership

Assets \$0-\$249M	\$3,995 (\$7,142 value)
Assets \$250-\$499M	\$5,995 (\$11,671 value)
Assets \$500-\$1B	\$7,195 (\$14,055 value)
Assets \$1B	\$8,395 (\$21,275 value)

CUES Unlimited + Membership

Assets \$0-\$249M	\$5,295 (\$19,261 value)
Assets \$250-\$499M	\$7,295 (\$28,755 value)
Assets \$500-\$1B	\$8,495 (\$33,900 value)
Assets \$1B	\$9,695 (\$49,189 value)

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 us at **membership@cues.org**, or by calling **608.271.2664**, **option 2**. **In Canada**, **call 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.

CUESolutions—Another Level of Expertise

CUESolutions providers showcase their thought leadership through access to their products, services, articles, videos, and whitepapers. Turn to these experts when you need not just a vendor, but a partner.



Data Analytics



Executive Benefits & Retirement Solutions



Succession Planning & Board Development



Credit/Marketing Data & Fraud/Identity Solutions





Mortgage Lending



Portfolio Protection



Contract Management & Negotiations

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

eCornell

CUES is partnering with Cornell University to bring you eCornell—digital, lvy 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! Human Resources Analytics Cornell Certificate Program August 17 – October 19, 2022

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

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





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.

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. 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.

New! TalentNEXT

May 15-17, 2022

Austin, Texas

TalentNEXT is a team event designed to unite your credit unions senior leaders around a common vision for your most valuable asset—your people. Learn from experts in talent management and renowned faculty from The Wharton School and Cornell University.Learn more at cues.org/TalentNEXT.

CUES Governance Leadership Institute™

June 5-8, 2022

Joseph L. Rotman School of Management University of Toronto

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

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Joseph L. Rotman School of Management University of Toronto

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

Strategic Innovation Institute™

Stanford Graduate School of Business Stanford University

Learn to embrace innovation and become a successful agent of change. Graduates of this robust program are well equipped with an understanding of innovation that benefits their credit unions immediately. Learn more at **cues.org/SII**.

SOLUTIONS

CEO Networking Group

As CEO your role comes with prestige and responsibility, but at times, also a sense of isolation. CUES CEO Networking Groups are meant to provide a sense of community and camaraderie through shared problem-solving and networking, with the goal of helping you conquer the challenges only other CEOs can understand. These exclusive, invitation-only groups are comprised of 6-8 CEOs from non-competing markets and are facilitated by esteemed business school faculty. Contact **cues@cues.org** for more information.

CUES Consulting

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**.

Board Governance Assessment

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/BoardAssessment**.

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**.

Director Skills Assessment

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



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**.

SESSION 1:

The Great Resignation

November 10, 2021

SESSION 2:

The Gender Pay Gap

March 16, 2022

SESSION 3:

The Confidence Gap

June 22, 2022

SESSION 4:

The Double Bind

September 21, 2022



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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. Develop skills to build a truly aware and inclusive work culture. Learn more at cues.org/eCornell-DEI.

Women in Leadership Cornell Certificate Program

March 16 - May 18, 2022

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

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**.

New! TalentNEXT

May 15-17, 2022 | **Austin, Texas**

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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**.

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 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**.

Human Resources Analytics Cornell Certificate Program

August 17 - October 19, 2022

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

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CUES eVote

This easy-to-use and highly secure electronic voting solution offers online, phone, and paper balloting. Voting services include hybrid elections, customization, a state-of-the-art platform, voting confirmation certificates, and more. Learn more at **cues.org/eVote**.

CUES Online University, powered by TRC Interactive

Offering compliance and front-line training—including fraud prevention—at a very low cost. Save time and money by providing convenient and consistent training to improve your credit union's performance. Learn more at cues.org/CUESU.

CUES Executive Compensation Surveys

Easily keep up on industry hiring trends with CUES Executive Compensation Survey and CUES Employee Salary Survey. Each offers compensation information on a wide range of positions, relevant data for credit unions of all sizes, and customized results that can be sorted with up to nine criteria. Included free with CUES Unlimited+ Memberships! Purchase now at cues.org/ECS and cues.org/ESS.

First Line of Defense™

This low-cost fraud prevention training tool offers online lessons based on real-life examples as reported by the FBI and Office of the Comptroller. Learn more at **cues.org/FirstLine**.



Making the jump from individual contributor to manager can be hard. You have the functional expertise but may need help with the fundamentals of team leadership. We have the tools to help you succeed. View tailored resources for new and aspiring managers at **cues.org/New-Aspiring-Managers**.

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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.

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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 School of Business Lending™

April 4 - September 30, 2022

All three CUES business lending schools are facilitated by the same experts who train the state and federal examiners. You'll learn to develop a successful business lending program that is right for your credit union. Visit cues.org/ SOBL for details.

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April 20 - June 22, 2022

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First Line of Defense™

This low-cost fraud prevention training tool offers online lessons based on real-life examples as reported by the FBI and Office of the Comptroller. Learn more at cues.org/FirstLine.

CUES Emerge

Cohort starts March 2022

This program for emerging leaders offers a valuable sixweek online educational component, the opportunity to collaborate with peers, and coaching and assistance in creating a business case for your credit union. Free to participants. Learn more at cuesemerge.com.



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.



Credit Union Staff Including Front-Line Employees & Individual Contributors

Hone the skills needed for your current role, and improve your soft skills to move up the ranks. CUES offers live and virtual resources to help you lay the foundation for a brilliant career. View tailored resources for staff at **cues.org/Credit-Union-Staff**.

SOLUTIONS

CUES Learning Portal, powered by Degreed

A blend of curated content and pre-set learning pathways offer an easy way to expand your skillset. Use this members only benefit to build your own skills and leverage relationships when you recommend what you've learned to others. Learn more at cues.org/CLP.

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CUES 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. Included free with CUES Unlimited and Unlimited+ Memberships—nonmembers, pay as you go! Learn more at cues.org/Events.

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CUES Online University, powered by TRC Interactive

CUES Online University provides consistent training to improve your performance. This offering includes frequently updated compliance and fraud prevention modules. Learn more at cues.org/CUESU.

First Line of Defense™

This low-cost fraud prevention training tool offers online lessons based on real-life examples as reported by the FBI and Office of the Comptroller. Learn more at cues.org/FirstLine.

CUES Guide to Effective Mentorship

Build strong, effective mentor relationships, and find tips on ways to find a good match in a mentor with the practical tools found in this guide, included with CUES Membership. Login to download the guide at **cues.org/MentorshipGuide**.

CUES Councils

Attend at the special member price and learn directly from industry experts while connecting with peers at these in-person regional networking events. Learn more at cues.org/Councils.

Now more than ever, having a learner's mindset is vital to your future success. Visit cues.org/Digital-Learning and cumanagement.com to explore all CUES has to offer for your on-demand learning including online events, podcasts, videos, and more.



CUES RealTalk!

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You're in a unique situation. You need and want professional development for yourself, but you are also responsible for meeting the training and development needs of your entire credit union. Well...CUES can help with both.

Our learning platforms make it simple to implement an effective training program for everyone at your credit union, and there are plenty of resources to manage your own development too. View tailored resources for HR, Training & Talent Development at cues.org/HR-Training-Talent-Development.

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You provide a vital role at your credit union, serving as the connection between the board of directors and senior management. CUES has the tools you need to increase your value and expand your network. View tailored resources for Board Liaisons at **cues.org/Board-Liaisons**.

Board Liaison Workshop

This event will provide you with practical tools, including actionable guidance on ways to build better board meetings, develop more effective board packets and meeting agendas, enhance committee charters and board portals, and much more. Plus, you'll make valuable connections as you share best practices with your peers. Learn more at cues.org/BLW.

SOLUTIONS

Board Governance Assessment

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. Purchase now at cues.org/BoardAssessment.

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.

Supervisory/Audit Committee Assessment

Gather candid feedback on the effectiveness of this important committee. Learn more at cues.org/ CommitteeAsssessment.

Director Skills Assessment

Improve board recruitment and focus training resources by evaluating director's individual and collective capabilities to pinpoint skill set gaps in five key areas. Learn more at cues.org/DirectorAssessment.

CUES eVote

This easy-to-use and highly secure voting solution offers online, phone, and paper balloting. Services include hybrid elections, customization, and a state-of-the-art platform. Learn more at cues.org/eVote.

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.

CUES Director Education Center

Offer your directors a convenient way to keep up on the latest in important governance topics with this suite of continually updated, online courses. Included as a benefit in all levels of CUES Membership. Learn more at cues.org/DEC.

Governance+

Offers premium, in-depth, education for all board members using digital learning. Included as a benefit for Unlimited+ members. Learn more at cues.org/Governance-Plus.

Board Policy Packages

An extensive library of policies; procedures, job descriptions and charters designed to ensure your CU has the support you need in the pursuit of good governance. Learn more at cues.org/BoardPolicies.

Check out the CUESNet Board Liaison Community

CUESNet is a website-based collaboration tool dedicated to helping CUES members easily connect and share with others.

We're pleased to offer a group within CUESNet dedicated to governance support professionals. Once you join the group, you'll be able to connect and network with other board liaisons. Plus, you'll find easy access to professional development tools specifically for you, a checklist of ideas on keeping your board engaged, helpful links to common CUESNet questions, and more.

Log into **cues.org** and select "My CUESNet" from the "My Account" drop down menu. Once you're there, join the Board Liaison Community and start connecting today!





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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**.

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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, blockchain, and data analytics can optimize your operations and give your credit union a competitive edge. Learn more at **cues.org/GL12.**

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 and develop skills to implement best practices. Learn more at **cues.org/HPB**.

Execu/Net™

August 28-31, 2022

Jackson Hole, Wyoming

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**.

Supervisory Committee Development Seminar

September 19-20, 2022

Santa Barbara, California

Join us and discover what it takes to effectively work with management, the board, and internal and external auditors as a supervisory committee member. Learn about the different risks facing credit unions and be prepared to handle any changes that arise. Learn more at cues.org/SCDS.

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.

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.

Strategic Innovation Institute™

Stanford Graduate School of Business Stanford University

Learn to embrace innovation and become a successful agent of change. Graduates of this robust program are well equipped with a comprehensive understanding of innovation that benefits their credit unions immediately. Learn more at cues.org/SII.

SOLUTIONS

CUES Director Education Center

Increase your competency on critical board topics with continually updated, interactive director education courses included in all levels of CUES Membership. Learn more at cues.org/DEC

CUES eVote

Whether you are planning a board election, merger or bylaw vote, or a membership survey, CUES eVote is the smart, safe and affordable way to go. This easy-to-use and highly secure solution offers online, phone, and paper balloting. Voting services include hybrid elections, customization, a state-ofthe-art platform, and voting confirmation certificates, and more. Learn more at cues.org/eVote.

Board Policy Packages

An extensive library of policies; procedures, job descriptions and charters designed to ensure your CU has the support you need in the pursuit of good governance. Learn more at cues.org/BoardPolicies.

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.

Board Governance Assessment

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/BoardAssessment.

Director Skills Assessment

Improve board recruitment and focus training resources by evaluating director's individual and collective capabilities to pinpoint skill set gaps in five key areas. Learn more at cues.org/DirectorAssessment.

CEO Assessment for Credit Unions

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

Supervisory/Audit Committee Assessment

Gather candid feedback from the perspectives of your committee and board members, as well as your senior management team, on the effectiveness of your Supervisory/ Audit Committee. Learn more at cues.org/CommitteeAssessment.

Governance+

Offers premium, in-depth, education for all board members using digital learning. Available to Unlimited+ members. Learn more at cues.org/Governance-Plus.



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